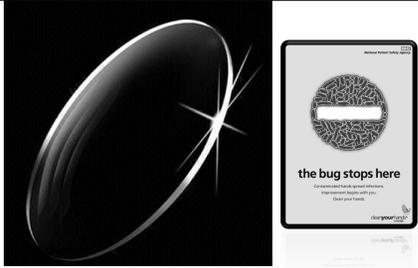


# Moving Closer to Nirvana

## Julie Storr, WHO Patient Safety

### A Webber Training Teleclass



**Moving closer to Nirvana**  
The importance of nurse empowerment in preventing health care-associated infection



www.webbertraining.com March 15, 2011

**Julie Storr**  
WHO Patient Safety  
Vice President, Infection Prevention Society

Hosted by Debbie King  
debbie@webbertraining.com

### Objectives of the session

- Summarise the literature on nurse empowerment in relation to patient safety, quality and infection prevention;
- Discuss the impact of culture on the ability to achieve empowered-nurse status;
- Explore the future role of nurses in the patient safety, quality improvement and infection prevention movement.

### Nurse Leadership and empowerment

- “Empowerment – the extent to which nurses possess the **power to influence the behaviour** of those around them”.



### Definitions

• “A liberating sense of ones own strengths, competence, creativity and freedom of action; to be empowered is to **feel power surging into one from other people**..specifically the power to act and grow”

(Robinson 1994)



### Empowerment and outcome?



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#### A few questions...

1. Do today's IPs have the requisite **leadership skills**,
2. Can they recognize and create **influence** opportunities or are they waiting for an invitation that may never arrive,  
(Manning et al 2010)

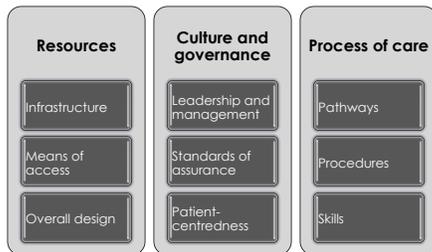


#### And...

3. Can they successfully navigate the complex organizational systems **..to influence decisions to ensure survival and success**,
4. Can they **break free** of the insular focus of infection prevention and control and see their contribution within broader organizational needs and future directions?

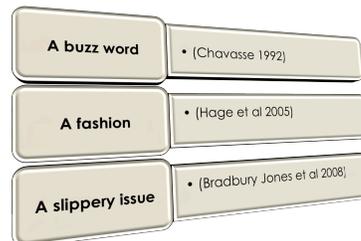


#### Some fundamentals of quality and safety



Source: Sir Liam Donaldson

#### So what is Empowerment?



#### And, is it relevant to infection prevention and control?



#### The transition from controller to preventer..



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#### Navigating systems of influence

- Expertise;
- Authority;
- Culture;
- Politics.



#### We've come a long way...

T10 OCTOBER 6, 1962 SPECIAL

Special Articles

**THE INFECTION CONTROL SISTER**  
A New Member of the Control of Infection Team  
in General Hospitals  
A. M. N. GARZNER  
D.M. OHSU, F.R.C.S.  
CONSULTANT SURGEON AND CHIEF OF INFECTION OFFICE  
M. STAMP J. A. BOWDEN  
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B. MOORE  
M.D., D.Sc. '51 LL.D.  
DIRECTOR, PUBLIC HEALTH LABORATORY, BIRTHS, DEATHS & MARRIAGES  
CONSULTANT PATHOLOGIST, SOUTH AND WESTERN CLINICAL AREA

#### 4. Checking the Performance of Ward Techniques

The tactful I.C.S. can readily confirm whether the practice in different wards conforms to what nurses have been taught in the classroom and to accepted standards laid down by individual consultants or by control of infection committees.

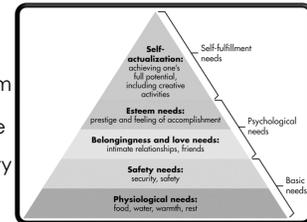
INFECTION COMMITTEES

#### So where are we now?



#### Empowerment and healthcare – historical perspective

- Empowerment
- Organizational esteem
- Organizational culture
- Organizational security
- Work environment



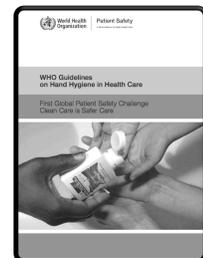
#### Empowerment and the nurse



- Behaviour change
- Leadership
- Influence
- Influencing strategies
- Power
- Systems of influence

#### Empowerment and infection prevention and control (IPC)

- **Self-Efficacy Model:**
- "Perceived behaviour control (self efficacy): the perception that performance of a given behaviour is within your control".



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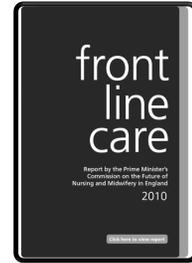
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## Empowerment and patients



## And still a hot topic....

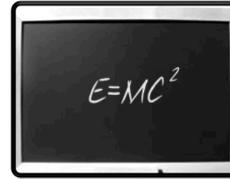
- "I see ..front-line staff who want.. greater permission and encouragement to stand up for quality by challenging poor practice, leading improvements and delivering innovations. Clinicians,..are acting as the main agents of change, and we must continue to empower them and others to improve services."



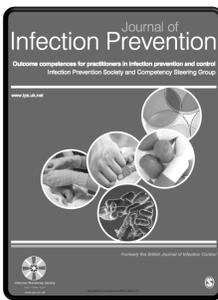
## IPC - Empowered versus empowerer:



## Can we manufacture it, advocate for it, teach it?



## Infection Prevention Society Outcome Competences



- Can we develop it?
- "The purpose of this framework is not to define specific roles but to assist practitioners to continually increase their existing knowledge, understanding and skills in order to reach our ultimate goal...."

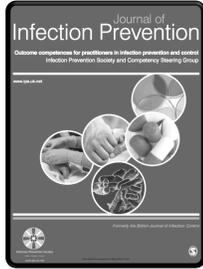
## Domain 4: Leadership and Management



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**Empowerment and IPS Competences**

- “Continuously assess and monitor the risks to safety and quality and **challenge** others’ actions and decisions when they put individuals, populations and others at risk.”



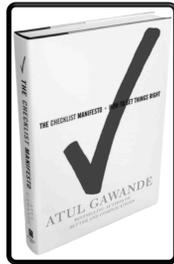
**Students perspectives on empowerment**



- “No, they don’t say anything to the doctors, probably cos they just get ignored or shouted at and see the doctors as being higher than them.”  
 – (Ward 2010).

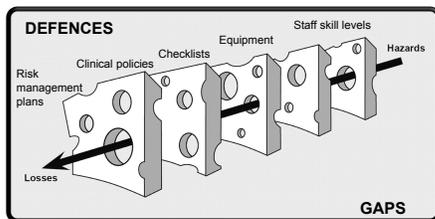
**So....How?**

- “Control is within our reach.”
- “Ignorance versus ineptitude”
- “Ridiculous in its simplicity.”



**Checklists?**

**SCM, checklists and HAI prevention**



**Intervention 5: Empowering nurses to Stop the Procedures if Guidelines Were not Followed**

- “...Finally we discussed with both residents and nurses that the nurse should page the SICU physician if the resident, after the nurse identifies a violation, **fails to correct the violation.**”



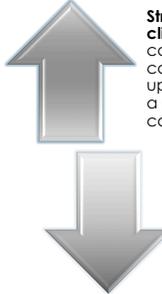
• Pronovost et al 2007

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### Empowerment - related to outcome



**Strongest predictor of clinical excellence:** caregivers feeling comfortable speaking up when they perceive a problem with patient care

Reporting a good teamwork climate - directly related to zero blood stream infection



### Empowerment and outcome

- Shimoni et al 2009: compliance increased from 25% in 2006 to 100% in 2007 when surgical nurses are empowered.



### Summary

- "When used separately, self-knowledge, strategic relationships, and reciprocity are 3 powerful tools of influence, but maximum impact is achieved when used collectively (Manning 2010)".



### Thank you

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### Suggested sources of inspiration



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<b>2011 BRITISH TELECLASS TOPICS</b>	
<p><b>FEBRUARY 22 ...</b> Writing for Publication and Conference Presentation – First Steps to Dissemination (Heather Loveday)</p>	
<p><b>MARCH 16 ...</b> Moving Closer to Nirvana – The Importance of Nurse Empowerment (Julie Storr)</p>	
<p><b>APRIL 12 ... (Free Teleclass)</b> Voices of the IPS (Infection Prevention Society Board)</p>	
<p><b>APRIL 20 ... (Free Teleclass ... A.D. Russell Memorial Teleclass)</b> The Spaulding Classification, Disinfection and Sterilization: Is it Time to Reconsider (Gerry McDonnell)</p>	
<p><b>JULY 14 ... (Free Teleclass)</b> Climate Change and Infectious Disease (Andrew Nichols)</p>	
<p><i>Free WHO Teleclasses (Europe) ...</i></p> <ul style="list-style-type: none"> <li>- <b>APRIL 6 ...</b> Hand Hygiene Education and Monitoring</li> <li>- <b>MAY 5 ...</b> Importance of Worldwide Hand Hygiene Events &amp; Activities</li> <li>- <b>JULY 20 ...</b> Highlights and Results from May 5 Activities</li> <li>- <b>AUGUST 24 ...</b> Latest Update on <i>Clostridium difficile</i> Control</li> <li>- <b>OCTOBER 6 ...</b> MRSA Control – Is Search &amp; Destroy the Way to Go?</li> </ul>	
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