

**Relationship between
empowerment,
work environment,
job satisfaction,
intent to leave and
quality of care of
Canadian ICU nurses**

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Plan of presentation

- **Study Rationale**
- **Aim of study**
- **Studies on empowerment, work environment, nurses and patient outcomes**
- **Conceptual framework**
- **Methods and instruments**
- **Data analysis and results**
- **Discussion**
- **Limitations**
- **Recommendations**
- **Conclusion**

Study rationale

- **Shortage of nurses in Canada**
 - Persistent shortage of nurses (60 000 EFT in 2022) ¹
 - Especially in speciality areas, such as ICU²
- **Work environment has effect on nurse and patient outcomes**
 - Job satisfaction and turnover intent
 - Quality of care delivered to patients ³
- **Many recent threats to nursing work environment:**
 - Federal and provincial cuts in health care
 - ↑ nursing staff mix
- **Few canadian studies on ICU nurses**

Aim of study

- **The purpose of this study is to examine the relationship between**
 - **Empowerment**
 - **Work environment**
 - **Job satisfaction, intent to quit and**
 - **Quality care among Canadian intensive care nurses.**

Empowerment

Ability to get things done, to mobilize resources to reach one's goals ⁴

- **3 types of power needed to make optimum contribution:** ⁵
 - ***Control over the content of nursing practice***
 - (Nursing autonomy)
 - ***Control over the context of nursing practice***
 - (Nurses' participation in decision making)
 - ***Control over competence of nursing practice***
 - (Knowledge development; education and expertise)
- **Nurse managers will foster empowerment by providing:** ⁴
 - Opportunities for advancement,
 - Access to information,
 - Support and
 - Resources

At the
organizational
level

Work environment

Dimensions

- Performance, *leadership*, support of the nurse manager
- Participation in hospital affairs
- Adequate nurses and staffing resources
- Nursing model of care
- Collegial RN/MD relations⁶

ICU work environment

**Demanding
workplace**

**Rapid pace,
noisy
environment**

**Lack of routine
in daily care**

**RN at high risk
for emotional
and physical
injury ²**

**↓ RN - patient
ratio and ↑
mortality rate**

**Different
Structures**

**Job satisfaction
and quality of
care is affected⁷**

Nurse outcomes

Job satisfaction

- Nurses working in healthy work environments have greater job satisfaction ⁸
- Lack of nursing resources will lead to job dissatisfaction ⁹

Intent to leave

- Link between work environment, job satisfaction and intent to leave ¹⁰
- Nurses having poor collaboration with MD's are more dissatisfied and think more about leaving

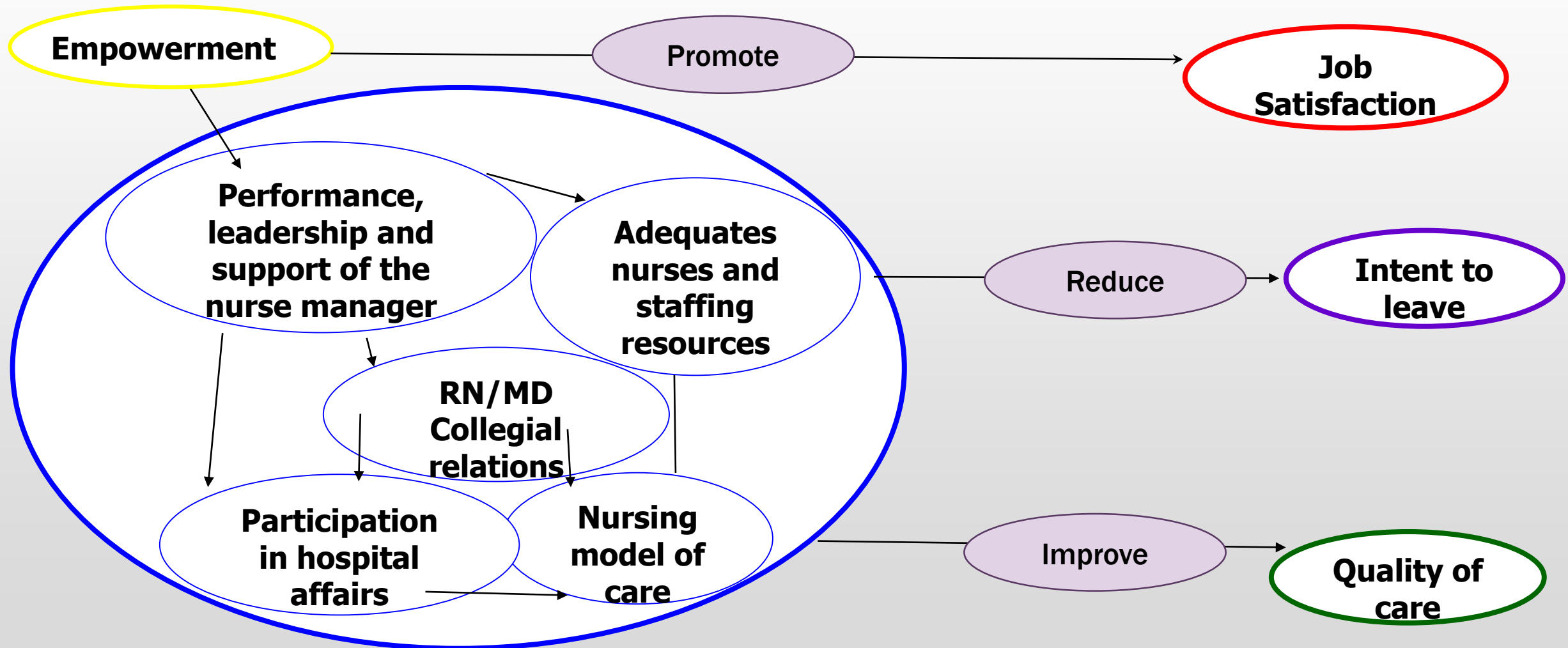
Patient outcomes

Quality of care

- **Mostly subjective data**
- **Adverse events is common in ICU (infections)**
- **Link between work environment and quality of care ¹¹**
- **Few nursing resources lead decrease the ability to provide excellent quality of care**
- **Direct link between nurses who felt empowered, job satisfaction and perception of overall quality of care ¹²**

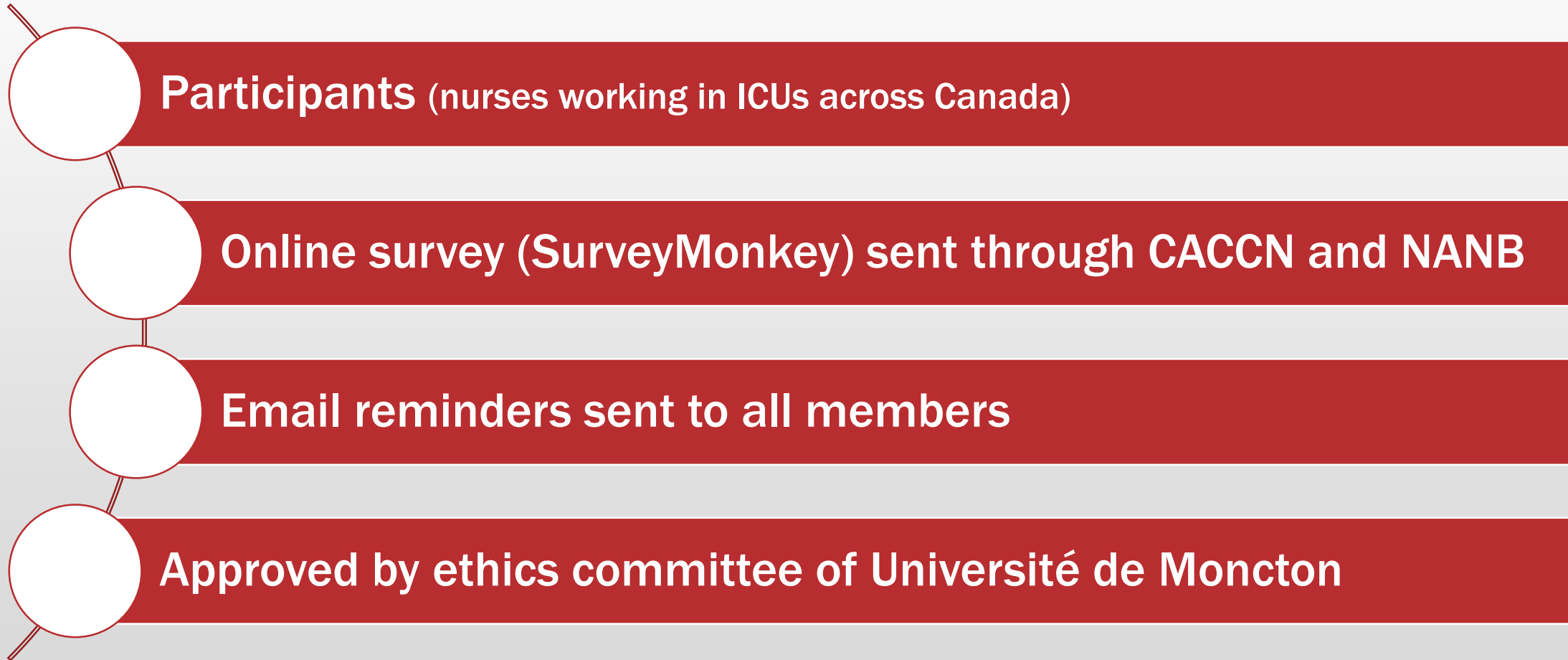
Conceptual Framework

Revised Nursing Worklife model (Laschinger and Leiter, 2006 ¹³)



- This model describes relations between empowerment, work environment and nurses and patients outcomes .

Methods



Instruments

Work Environment

- Practice Environment Scale of the Nursing Work Index (PES-NWI) ⁵

Empowerment

- Conditions of work effectiveness-2 (CWEQ-2) ¹³

Job satisfaction

- Minnesota Satisfaction Questionnaire ¹⁴

Intent to leave

- Intent to leave unit and employer ¹⁵

Quality of care

- Perceived Quality of Care On Unit Instrument ¹⁶
- Nurse assessed patient risk ¹⁷
- Nurse assessed prevention of adverse events in ICU (created for this study)

Data analysis

Descriptive analysis of the demographic data

Relations analysis between variables by correlation

Prediction analysis performed by regression

SPSS version 20 was used

**Sample: 533/1697 nurses from CACCN and NANB
(return rate of 31%)**

RESULTS

Lets
do
statistics



Average age
 $\bar{X} = 43$ years old

Characteristics	Number	%
Age (years)		
20-30	59	15
31-40	103	25
41-50	133	25
→ 51-60	100	25
61 and more	11	3
Gender		
Make	67	16
→ Female	411	86
Job status		
→ Bedside nurse	363	79
Nurse manager	45	10
Nurse educator	38	8
CNS	11	2
Formation		
Diploma	149	31
→ Degree	272	57
Master	58	12

Analysis of demographic data

Variables	Mean	SD	Stat	p
Resources			F=6.26	0.002
Diploma	2.58*	0.75		
Degree	2.63*	0.81		
Master	2.89*	0.07		
Emp - Information			F=7,03	0,001
<i>Years in nursing</i>				
1 to 10 years	2,45*	0,90		
11 to 20 years	2,47*	0,87		
+ 21 years	2,83*	1,02		
Emp - Support			F=6,39	0,002
<i>Years in nursing</i>				
1 to 10 years	2,41	0,86		
11 to 20 years	2,24*	0,89		
+ 21 years	2,62*	0,81		

Nurses with masters had higher score for resources

Nurses with ≥ 20 years in nursing had higher score for information and support

ICU nurses' work environment

Work environment is good

- Good RN/Md relationships 3.05
- Model of nursing care 2.64
- Adequate nursing resources 2.63

Low career opportunities

(new scale)

(low education)

Low participation in hospital affairs

(Not included in decisions)

(Poorly consulted)

As a nurse educator, I believe that staff nurse feel little opportunities for advancement, I think in my role, I have more options

Education is not valued, only a small number have their certification in ICU

We never see our senior manager

Empowerment levels of ICU nurses

ICU nurses perceived their work environment to be somewhat empowering ($\sum=11/20$)

Opportunity ($\bar{X}= 3.57/5$)
(use and learn new skills)

Support ($\bar{X}= 2.44/5$)
(no feedback on practice)

Job satisfaction

ICU nurses are neither satisfied nor
dissatisfied with their job

$$(\bar{X} = 3.38/5)$$

4.02

**General
satisfaction is
good**

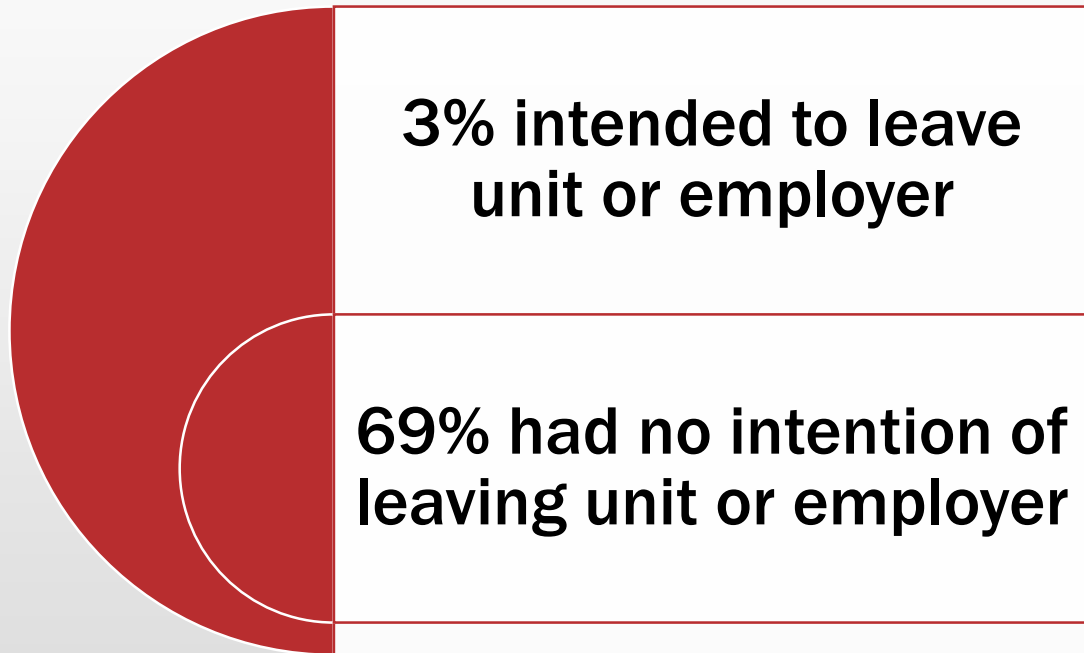
3.00

**Intrinsic
satisfaction is
neutral**

3.68

**Extrinsic
satisfaction is
neutral**

Intent to leave



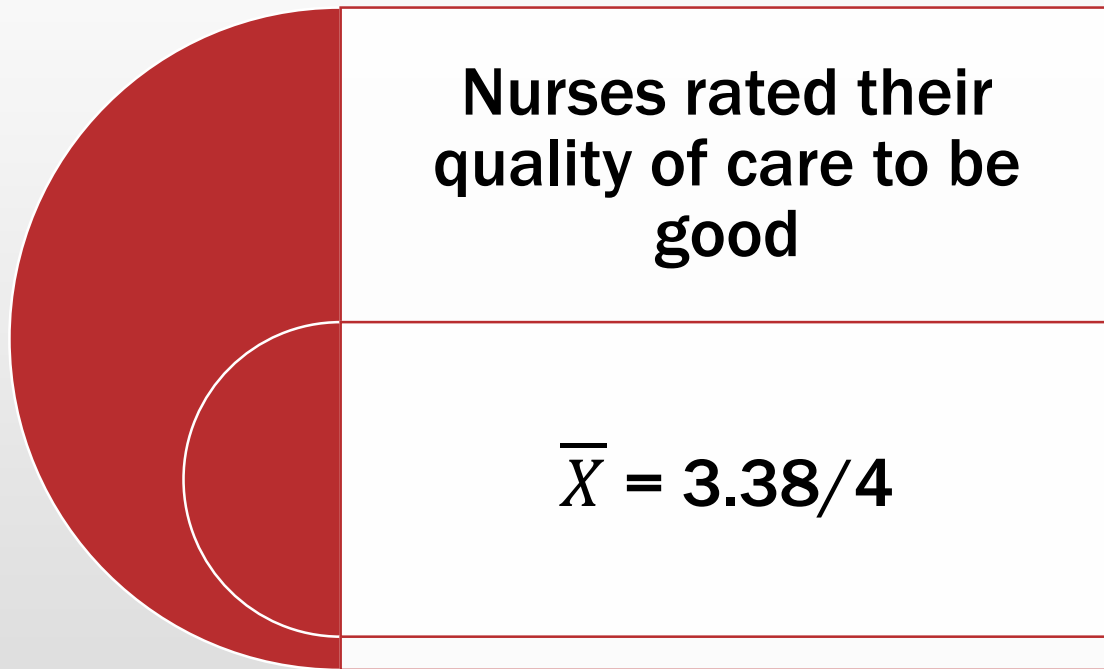
Reasons most cited for leaving

**Career
Advance**

**Pay and
benefits**

**Personal
reasons**

Quality of care



Rarely had adverse events

Wrong Rx

Nosocomial infections

Falls

Complaints

86% -95% affirmed the existence of guidelines

VAP





CCI

Falls

Wounds

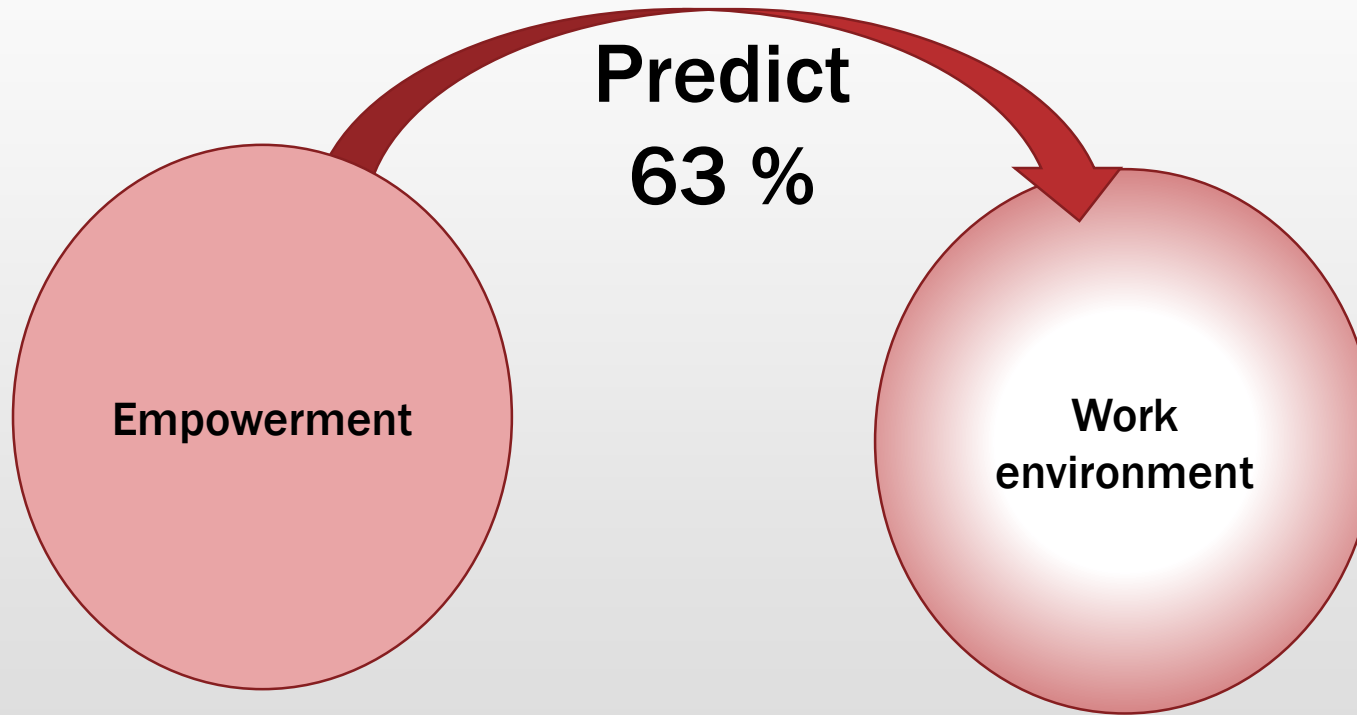
- Only 57 % confirmed the existence of guidelines on prevention for vesical catheter infections

Relationship between major variables

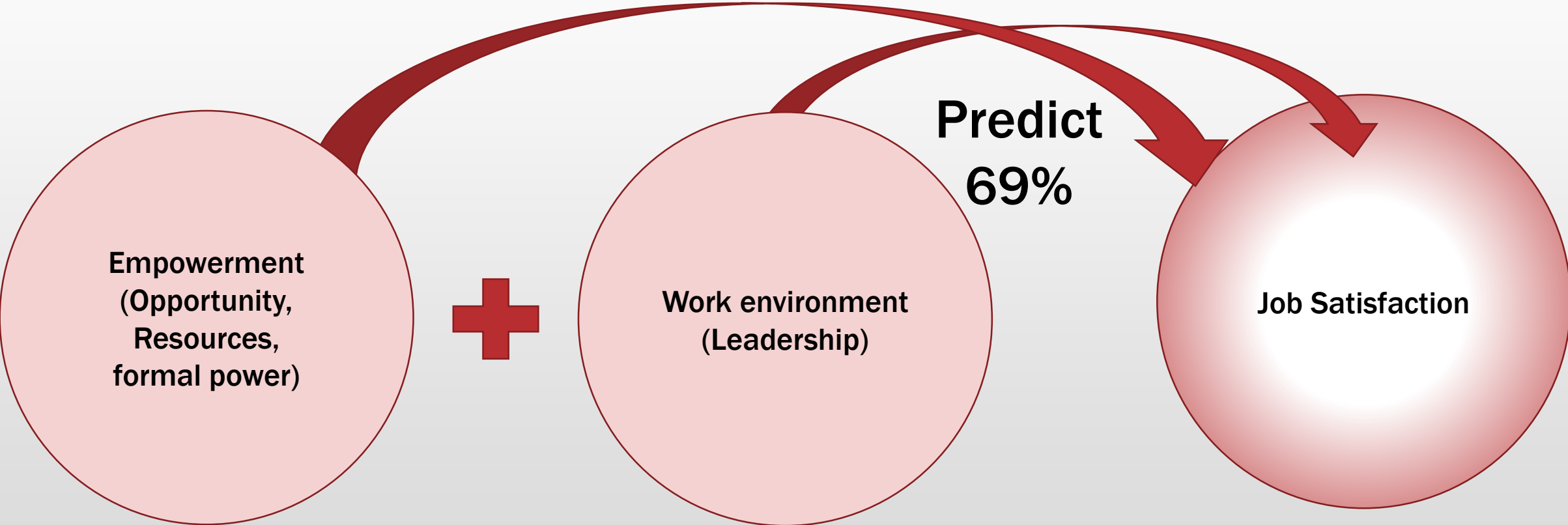
	1	2	3	4	5
1 Work Environment	–				
2 Empowerment	,79** 	–			
3 Job Satisfaction	,80** 	,79**	–		
4 Intent to leave	,32**	,36**	.45**	–	
5 Quality of care	.52** 	.42**	.51** 	.24**	–

- Confirm findings of various studies on the positive relationship between empowerment and work environment ^{18 19 20 21}

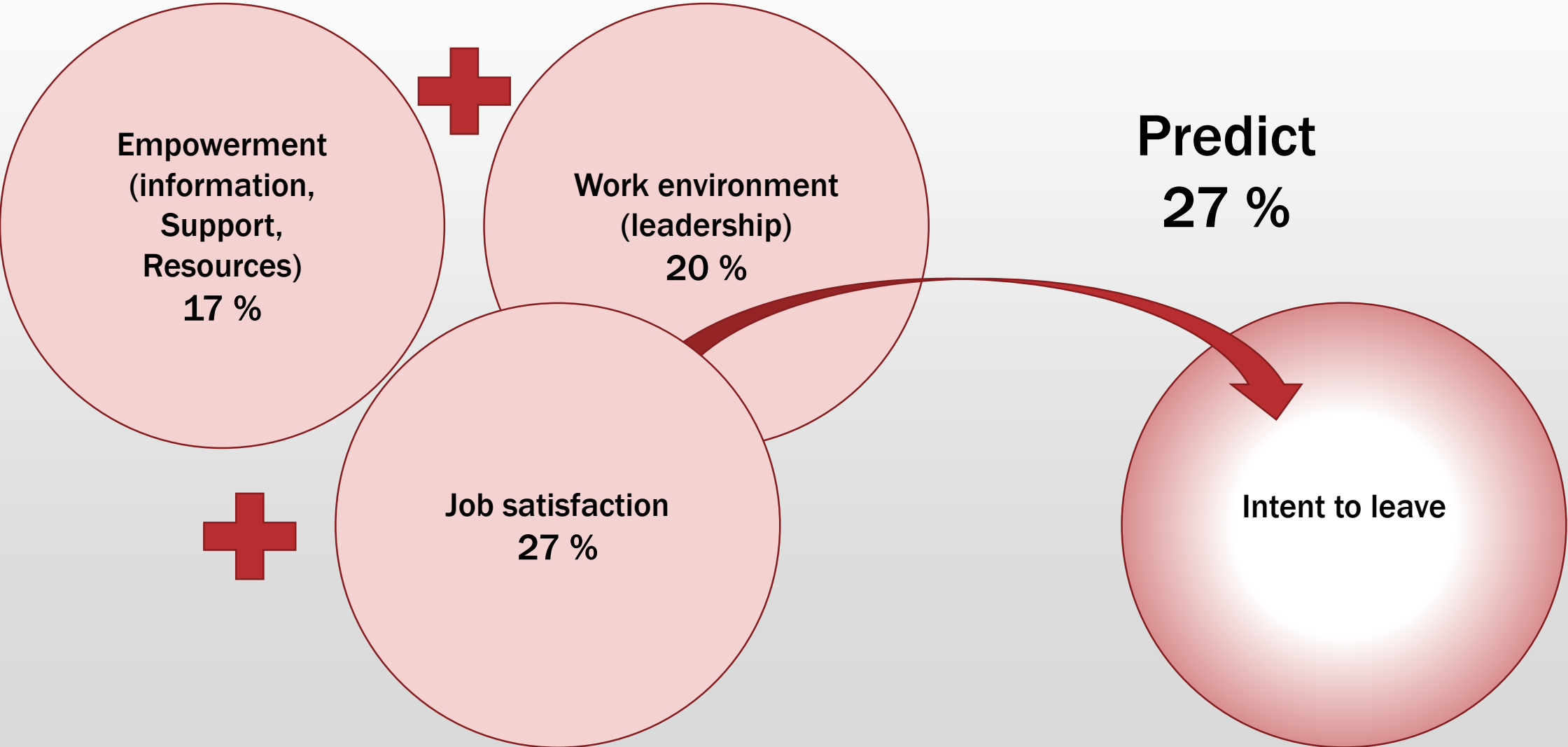
Influence of empowerment on work environment



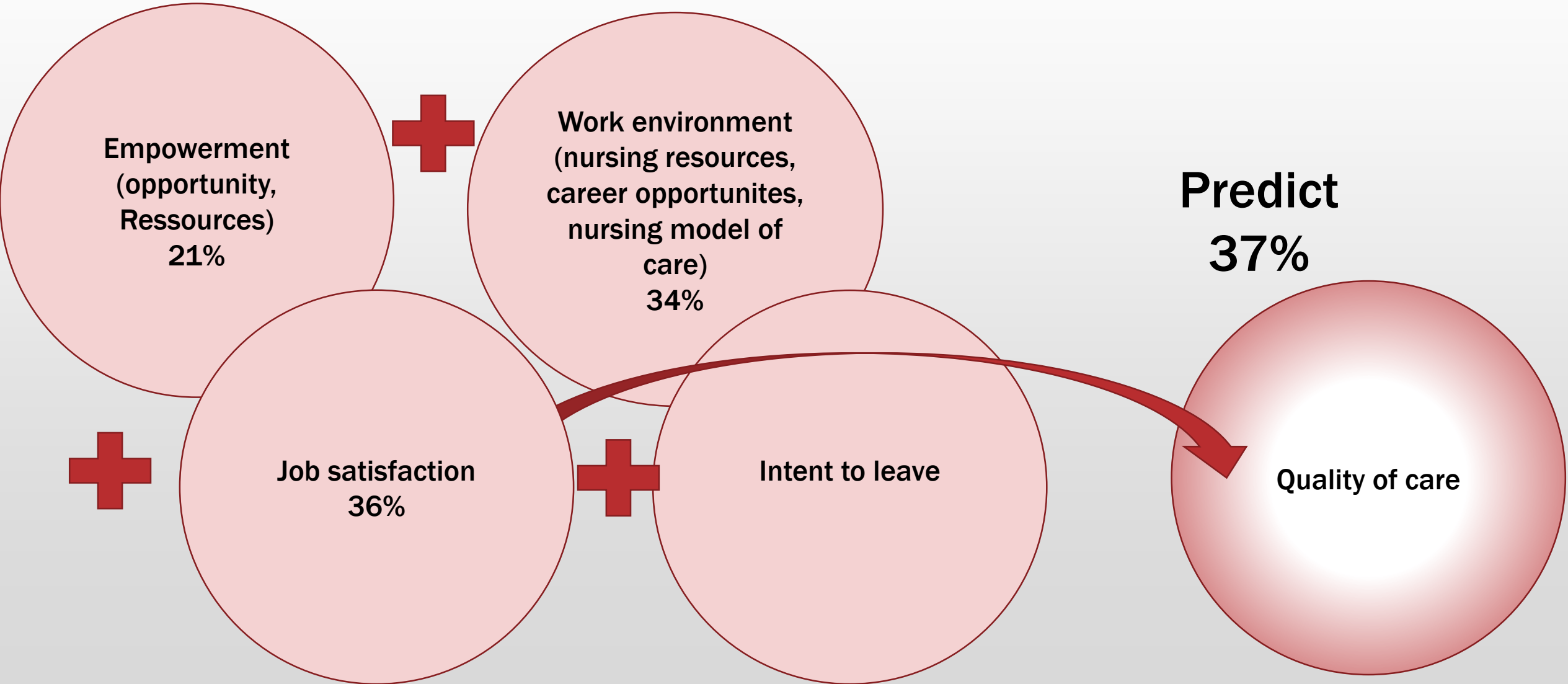
Influence of empowerment and work environment on job satisfaction



Influence of empowerment, work environment and job satisfaction on intent to leave



Influence of empowerment, work environment, job satisfaction, intent to leave on quality of care



Discussion

- In this study, ICU nurses practices in good work environment
- This supports previous findings regarding ICU work environments ²²
- MD-nurse collaboration in ICUs is usually higher than other units
- However:
 - Low participation in hospital affairs
 - Barriers include lack of leadership from nurse manager, inconsistent communication ²³
 - Low career opportunities
 - Barriers include financial, family, lack of staffing, lack of organizational support and lack of time off ²⁴

Both nurse empowerment and work environment influence job satisfaction

- Other studies also show that empowerment and nurse manager leadership influence job satisfaction ^{25 26 27}
- We need to understand job satisfaction predictors to reverse turnover intent ²⁸

What makes ICU nurses want to leave

- 7 out of 10 RNs did not intend to leave their unit or their employer
- In our study, 70% of intent to leave is still unexplained
- Coworkers and team cohesion cited as two reasons cited by nurses to stay ^{29, 30}

Quality of care

- Nurses rated their quality of care to be good
- Similarly, the majority of nurses in Canada claimed to offer good or excellent quality of care ³¹
- Numerous recent studies show relationship between work environment and the perception of the quality of nursing care ^{13 19 32 33 34 35}
- We were not able to find many predictors of quality of care

Limitations

- **This study is conducted in a very different context**
- **Caution with generalization of the results to other types of units**
- **At the national level:**
 - **Only 30% of participants responded**
 - **29% are from NB and 27% in ON**
 - **Other provinces are poorly represented**

Recommendations for nursing practice

- **Nurses need a manager who has strong leadership skills and supports them**
- **1st line managers should provide**
 - **Support**
 - **Access to information**
 - **Regular feedback on performance of staff nurses**
- **2nd line managers should**
 - **Offer leadership course to nurse managers, give them leadership tools**
 - **Be visible and transparent**
 - **Provide enough nursing resources**
 - **Invite staff nurse to participate in hospital committees about nursing practice**
 - **Address their needs for education and training**

Recommendations for future research

- **Should attempt to predict patient safety**
 - **More objective data**
 - **Such as rate of infections acquired among patients in ICU**

- **Future research should look more closely at factors that affect intent to leave**
 - **Nearly 70 % of the intention to leave is still unexplained**
 - **Including all factors might add to the prediction of other variables**
 - **Should identify some strategies that would contribute to intent to stay.**

Conclusion

- **This model is relevant to understanding the complexity of the work environment of ICU nurses**
- **Our results highlight the importance of empowerment strategies to improve nurses' work environment**
- **The work environment can be improved by focusing on modifiable factors:**
 - **performance, leadership and support of the nurse manager**
 - **fostering collaborative relationships between doctors and nurses**
 - **staffing and adequate resources**

Questions

- Thank you!
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