

Empowering New Graduate Nurses

A Doctor of Nursing Practice Change Project

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The Experience of the New Graduate Nurse

- Practice problem
- The new nurse graduate (AACN, 2014)
- Turnover and retention (Kovner, Brewer, Fatehi, & Jun, 2014)
- Incivility (D'ambra & Andrews, 2014; Wing, Regan, & Spence Laschinger, 2015)

Purpose of the Project

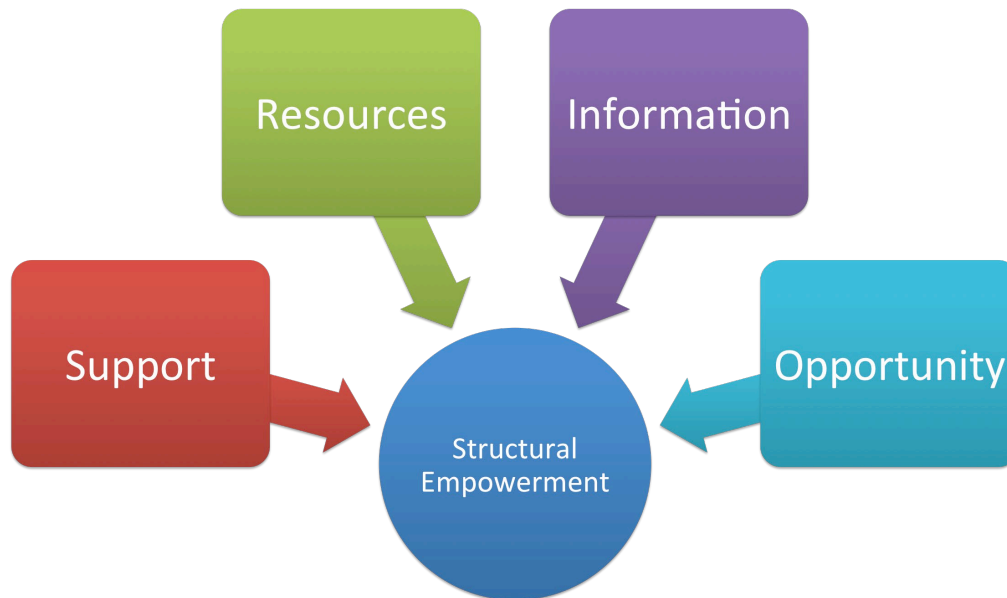
- Empowering new nurses (Moore, 2014)
 - Support
 - Resources
 - Information
 - Opportunity
- Incivility interventions
- Improving job satisfaction
- Reduced turnover rates
- Reduced vacancy
- Safer patient care (Meng et al., 2015; Moore, 2014; Pineau-Stam, Laschinger, Regan & Wong, 2015; Read & Laschinger, 2015; Wing, Regan & Laschinger, 2015)
- Application to practicum site

PICOT Question

- **P**- New nurse graduates with less than one year experience
- **I**- Evidence-based empowerment program and orientation policy revision
- **C**- No empowerment model
- **O**- Increased feelings of workplace empowerment
- **T**- Eight weeks

Theoretical Framework

- Kanter's Theory of Structural Empowerment



Project Setting

- Rural community hospital
- Independent non-profit
- 115 Registered Nurses
- Vacancy rate
- Voluntary turnover rate
- Number of new nurse graduates
- Financial strain

Project Description

- Six one-hour sessions
- Verbal and written instructional tools
- Empowerment (Moore, 2014)
- Incivility simulation
- Kotter's eight step process (Pollack & Pollack, 2015)

CONDITIONS FOR WORK EFFECTIVENESS QUESTIONNAIRE-II

How much of each kind of opportunity do you have in your present job?

	1 = None	2	3 = Some	4	5 = A Lot				
1. Challenging work					1	2	3	4	5
2. The chance to gain new skills and knowledge on the job					1	2	3	4	5
3. Tasks that use all of your own skills and knowledge					1	2	3	4	5

How much access to information do you have in your present job?

	1 = No Knowledge	2	3 = Some Knowledge	4	5 = Know A Lot				
1. The current state of the hospital					1	2	3	4	5
2. The values of top management					1	2	3	4	5
3. The goals of top management					1	2	3	4	5

How much access to support do you have in your present job?

	1 = None	2	3 = Some	4	5 = A Lot				
1. Specific information about things you do well					1	2	3	4	5
2. Specific comments about things you could improve					1	2	3	4	5
3. Helpful hints or problem solving advice					1	2	3	4	5

How much access to resources do you have in your present job?

	1 = None	2	3 = Some	4	5 = A Lot				
1. Time available to do necessary paperwork					1	2	3	4	5
2. Time available to accomplish job requirements					1	2	3	4	5
3. Acquiring temporary help when needed					1	2	3	4	5

In my work setting/job:

(JAS)

	1 = None	2	3 = Some	4	5 = A Lot				
1. the rewards for innovation on the job are					1	2	3	4	5
2. the amount of flexibility in my job is					1	2	3	4	5
3. the amount of visibility of my work-related activities within the institution is					1	2	3	4	5

How much opportunity do you have for these activities in your present job:

(ORS)

	1 = None	2	3 = Some	4	5 = A Lot				
1. Collaborating on patient care with physicians					1	2	3	4	5
2. Being sought out by peers for help with problems					1	2	3	4	5
3. Being sought out by managers for help with problems					1	2	3	4	5
4. Seeking out ideas from professionals other than physicians, e.g., physiotherapists, occupational therapists, dieticians					1	2	3	4	5

GLOBAL EMPOWERMENT

How much of each kind of opportunity do you have in your present job?

	1 = Strongly Disagree	2	3	4	5 = Strongly Agree				
1. Overall, my current work environment empowers me to accomplish my work in an effective manner					1	2	3	4	5
2. Overall, I consider my workplace to be an empowering environment					1	2	3	4	5

Session One

- Empowerment discussion
 - Definition
 - The importance of empowerment
- Policy and Procedure Manual
- Materials Safety Data Sheets
- Organizational Chain of Command
- Pharmacology and educational resources
- Educational advancement opportunities
- Tuition reimbursement

Session Two

- Sleep health
- Sleep hygiene
- Managing fatigue
- Adjusting to shift work
- Importance of nutrition and exercise
- National Sleep Foundation (n.d.)

Session Three

- Healthy coping skills
 - Work
 - Family
 - Friends
- Identifying good mentors
- Teamwork
 - Initiation
 - Commitment

Session Four

- Stress management (American Holistic Nurses Association, 2017)
- Anxiety management
- Goals
 - Setting and achieving
 - Being realistic
 - Personal vs. professional

Session Five

- Incivility
 - Description
 - Negative consequences
 - Identifying
 - Managing
 - Reporting
- Simulation
 - DESC communication (National League for Nursing, 2015)
 - [Online educational tool](#) (CDC, 2016)

Session Six

- Spiritual health
- Building leadership skills
- Importance of leadership
- Conflict resolution

Evaluation Plan

- Pre and post program surveys
- Conditions for Work Effectiveness Questionnaire II (Laschinger, 2017)
- Formative evaluation

Formative Evaluation

Evaluation Scale

1= none

2= little

3= some

4= moderately

5= a lot

Please circle one number according to the above scale for each question.

To what extent do you feel the empowerment program has enhanced your understanding of support offered by this organization?

1 2 3 4 5

To what extent do you feel the empowerment program has increased your knowledge of resources offered by the organization to assist nurses?

1 2 3 4 5

To what extent do you feel the empowerment program has increased your knowledge of opportunities offered by the organization?

1 2 3 4 5

To what extent do you feel the empowerment program has increased your knowledge of information available to nurses by the organization?

1 2 3 4 5

To what extent do you feel the empowerment program has helped you to identify incivility?

1 2 3 4 5

To what extent do you feel the empowerment program has taught you how to manage incivility?

1 2 3 4 5

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Data Collection and Analysis

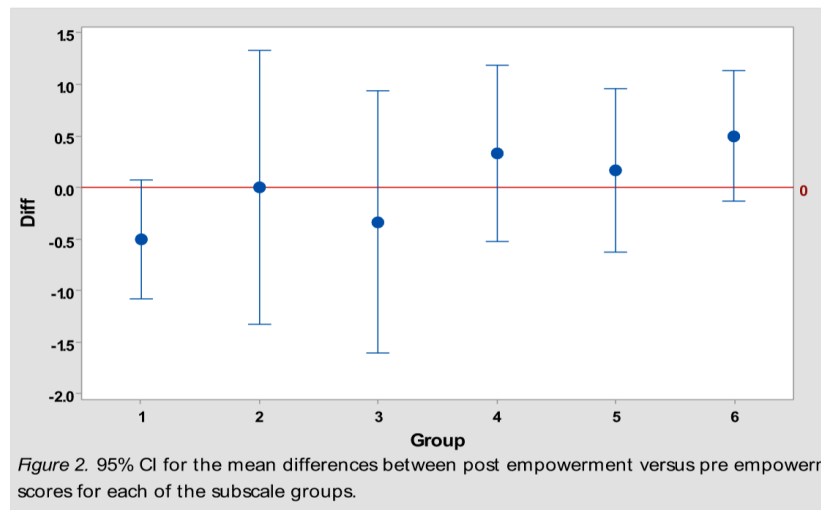
- CWEQ-II- ordinal data
- Chi Square Test of Independence
- Paired t-test
- Data comparison including six sub-categories
- Formative Evaluation

Results

- Exploratory data analysis- mean score for all questions= 3.368
- Total empowerment score per survey with 19-95 possible
 - Participant 1
 - Pre-program score 69
 - Post-program score 71
 - Participant 2
 - Pre-program score 58
 - Post-program score 58
- Paired data scores pre and post empowerment of both participants
 - 39.5% of questions improved
 - 28.9% of questions declined
 - 31.6% had no change

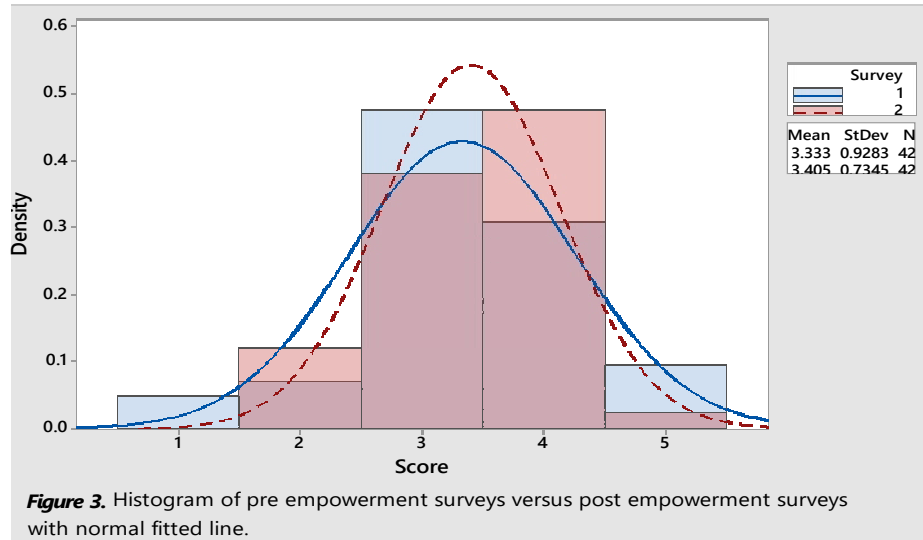
Results

- Paired t-test
 - Done for each of the six subscales
 - Examined the difference in means from pre-program survey and post-program survey results of each subscale
 - All p values > 0.05 therefore none are significant



Results

- Chi Squared Test of Independence
 - Chi squared test statistic= 6.228 and DF= (4, 1)
 - P-value 0.183
 - No relationship found between survey scores and survey type
 - Results not reliable due to small sample size



Results

- Formative Evaluation
 - Cronbach's alpha test
 - Not enough participants
 - Unable to determine validity and reliability
 - Mean average scores ranged from 4-5
 - Lowest mean score of 4 from increased knowledge of opportunities offered by the organization
 - Highest score for questions regarding increased knowledge of identifying and managing incivility

Sustainability

- Orientation policy change
- Continued DNP support for program
- Nurse educator training
- Perform with a larger sample size

Implications for Practice

- Paired t-test for subscale groups
 - P-value: all > 0.05
 - Reject null hypothesis
- Unable to link empowerment program to improving nurses' concepts of access to empowerment
- Sample size of two nurses
 - Yielded too much variation
 - A high standard of error
- Access to resources had the lowest mean score pre and post-survey
- Overall, data is invalid due to small sample size

Summary

- Empowerment and job satisfaction
- Retaining new nurses
- Collaboration and success

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“At times our own light goes out and is rekindled by a spark from another person. Each of us has cause to think with deep gratitude of those who have lighted the flame within us.”

-Albert Schweitzer

Questions

- Please feel free to contact me with questions via email at nikkicarroll1985@gmail.com

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