Leaders and Patient Safety: Leader-Member Exchange and Structural Empowerment Influencing Patient Safety Climate

Adam Morse BSc, BScN, RN, PhD Student*
Carol Wong PhD*
Heather Laschinger PhD*
Arthur Labatt Family School of Nursing - Western University*
Background & Significance

- 2014 Canadian Nurses Association reports first decline in RNs in the past two decades.

- Lack of supportive environments causes increased nursing absences.

- Well staffed units and healthy work environments are linked to better patient outcomes.

- Nurse leaders foster supportive environments

- Previous correlations between LMX and Structural Empowerment ultimately influencing patient outcomes.
Purpose

The purpose of this research study is to examine the impact of LMX of nurse managers and SE (support, opportunity, resources, and information) have on nurses’ perceptions of PSC.
Theoretical Framework

- Leader-Member Exchange
  - Contribution
  - Affect
  - Loyalty
  - Professional Respect
Leader-Member Exchange

• Leader-follower relationships

• High LMX linked to:
  • Increased trust
  • Increased job satisfaction
  • Increased nurse empowerment
  • Increased job performance
  • Increased patient outcomes
Structural Empowerment

- Four empowerment structures:
  - Information
  - Support
  - Resources
  - Opportunities
Patient Safety Climate

• Reduce adverse events while providing care
• Effective teamwork & communication
• High PSC is linked to:
  • Reduction in staff injury
  • Enhanced patient outcomes
  • Increased safety protocols based on unit needs
Problem Statement

- Lack of Literature
  - LMX & SE & PSC
Hypothesis

LMX of nurse managers and nurses’ structural empowerment positively predict patient safety climate.
Methods

• Non-experimental survey design.
  • Cost effective
  • Provides a snapshot in time

• Sample
  • College of Nurses of Ontario sample of 230 RNs
  • Currently employed in acute care hospitals
  • Directly involved in patient care
Methods

• Tools:
  • Leader-Member Exchange – Multi Dimensional Measure (LMX-MDM)
  • Conditions of Work Effectiveness Questionnaire II (CWEQ-II)
  • Safety Climate Survey
  • Dillman’s mailing method
  • Hierarchical multiple linear regression; SPSS (version 25)
Demographics

- Gender
  - Female – 227
  - Male – 7

- Education
  - Diploma 129
  - Bachelor 68
  - Graduate 3
  - Other 33

- Work Status
  - Full-Time 168
  - Part-Time 59
  - Casual 7
Results

LMX

STRUCTURAL EMPOWERMENT

PATIENT SAFETY CLIMATE

.314*

.455*

* = P < 0.05
Discussion and Implications

- Nursing Leadership
- Nursing Research
- Nursing Practice
Limitations

- Cross-sectional data
- All participants from acute care settings in Ontario, Canada.
- Self-reporting surveys
Questions?
Thank You.