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

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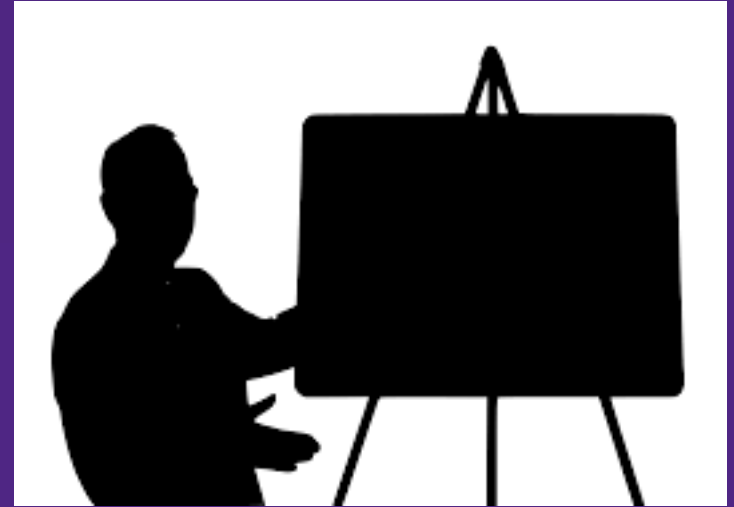
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Today's Agenda

Background & Significance
Purpose
Theoretical Framework
Leader-Member Exchange
Structural Empowerment
Patient Safety Climate
Problem Statement
Hypothesis
Methods
Results
Discussion and Implications



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

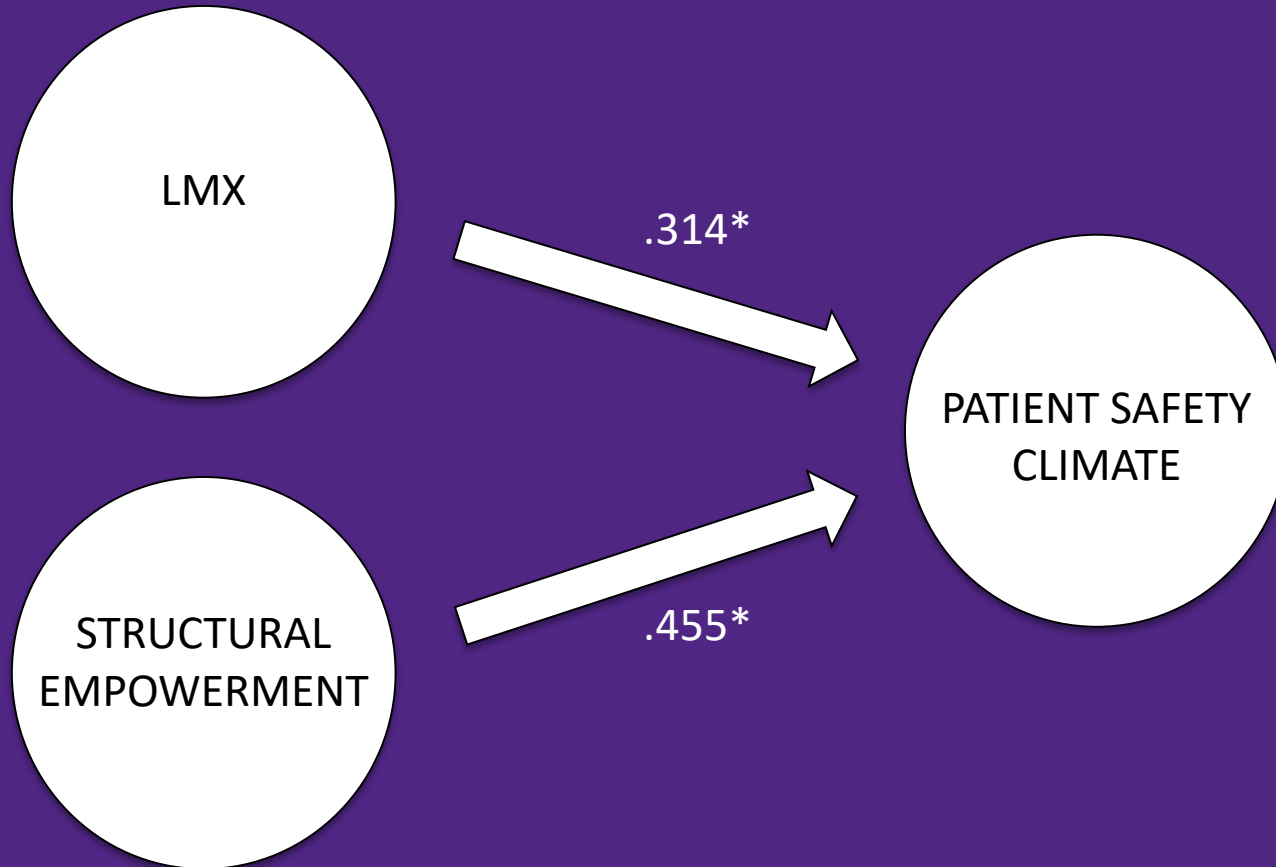
- Work Status

- Full-Time 168

- Part-Time 59

- Casual 7

Results



* = $P < 0.05$

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.



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