Evolution of an Empowerment Instrument

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Related Research Supported By:

- AMERICAN NURSES' FOUNDATION
- AMERICAN ORGANIZATION OF NURSE EXECUTIVES
- OAKLAND UNIVERSITY, SCHOOL OF NURSING AND BOARD OF VISITORS
- THETA PSI CHAPTER (OAKLAND UNIVERSITY, ROCHESTER, MICHIGAN) – SIGMA THETA TAU INTERNATIONAL
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Objectives

1. Examine the evolution of an instrument to measure group empowerment.

2. Understand the use of qualitative methods to further improve a research instrument.
History of Instrument Development

• Initially developed in 1996 as a part of dissertation

• Confirmatory factor analysis

• Semantic revisions
  – Power to goal attainment
  – Goal attainment to outcomes
  – Outcomes to empowerment
Rationale for Research

• Past feedback
  - Selected items are confusing
    • The empowerment of the group is essential to assure that the desired outcomes of the organization, the group and the individual members within the group are consistent.

  - Selected terms need clarifying

  - Length of selected items and instrument
Methodology

- Qualitative versus quantitative
- IRB approval
- Design
  - Descriptive qualitative approach, incorporating both cognitive questioning and qualitative content analysis
- Two focus groups

- Questions
  - Wording of the instrument
  - Wording of four items
    - Group empowerment is essential to assure that organizational regulations facilitate the achievement of the group’s desired outcomes.
- Group empowerment is essential to assure that relationships within the organization are maintained to achieve the group’s desired outcomes.

- Group empowerment is essential to assure that relationships within the group are maintained to achieve the group’s desired outcomes.

- Enhancing the use of the instrument in research

- Contacts with participants
Sample

- Ten participants
  - Staff Nurses and Nurse Managers
    - Previously participated in research
    - Magnet and non-Magnet Hospitals
  - Senior nursing student

- Snowball approach
Setting

- Neutral location

- Restaurant conference room
Methodology continued

• Focus group process
  – brief background of the researcher,
  – purposes of the focus group meetings,
  – process for using the feedback from the focus groups,
  – funding for the research,
  – background for the development of the instrument, and
  – guidelines for the conduction of the focus groups.

– researcher plus an observer
Methodology continued

• Six semi-structured questions focusing on:
  
  • how should the wording be changed in the SKAGEO©’s items to make them more understandable,

  • what research strategies would increase a nurse’s willingness to participate in research where the SKAGEO© would be completed, and

  • what research strategies would increase a nurse’s ability to answer all the questions of the SKAGEO©
Data Analysis

• Familiarization

• Identifying the thematic framework

• Indexing

• Charting

• Mapping and interpretation
Results

• Participants’ demographics

• Topics and themes
  – Confusion
  – Length
  – Recruitment
  – Implementation
Nursing Group Empowerment: Instrument Revision

Figure 1. Thematic Mapping of Topic and Associated Themes: Confusion

CONFUSION

INSTRUMENT
- Purpose
  - Clarify the purpose of research & instrument

ITEMS
- Not Organized
  - Group into organizational items and group items

TERMS
- Confusing
  - Statement of fact
- Lack of Definitions*
  - Group by individual versus group

SCORING
- Numbers
  - Add numbers to Likert choices
- Words

*Associated with this topic, participant identified seven terms that needed definitions. These terms included: empowerment, group, group leader, nursing group, outcomes, regulations, relationships.

Figure 1. The topic of Confusion and the themes identified as a result of focus group discussions.
Nursing Group Empowerment: Instrument Revision

Figure 2. Thematic Mapping of Topic and Associated Themes: Length

LENGTH

INSTRUMENT

Time  Items  Physical Length

ITEMS

Shorten  Subdivide  Combine into stems/bullet options

All Items  Time/item

*Figure 2.* The topic of Length and the themes identified as a result of focus group discussions.
Nursing Group Empowerment: Instrument Revision

Figure 3. Thematic Mappings of Topics and Associated Themes: Recruitment and Implementation

RECRUITMENT

Benefit of research to participants

Rewards

Recruiters

IMPLEMENTATION

Distribution Options

Electronic Options for Survey

Email

Regular Mail

Required Answers

Option to Return to Survey

Figure 3. The topics of Recruitment and Implementation and the associated themes identified as a result of focus group discussions.
The items ask you what you believe exists within your organization. After reading each item, please check the box that most closely resembles your opinion. Any reference to a ‘work team/group’ refers to the RNs that you work with as a group, not to specific individuals within that group.

Questions 1a-c focuses on what you believe about RN work team/group empowerment. Please remember that ‘empowerment’ is defined as a work team’s/group’s ability to achieve their work goals.

1. Our work team/group must be empowered if the:

   a. Goals of the organization, the work team/group and the individual members within the group are to be consistent.

   b. Organizational processes, including policies and procedures, are to help the work team/group achieve their goals.

   c. Relationships within our work team/group are to be maintained to help us achieve our goals.
Results continued

• Validation of results
Implications

- Future research
- Application to Practice
- Application within Education
Summary

- Change from 36 to 26 item
- Clarity of terms and items
- Increased ease of use
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