

## Suggested strategies for supporting empowerment

- Design flat organizational structures that decentralize decision making (Carney, 2004; Englebart, 1993; Mohr & Mahon, 1996)
- Put nurses on bodies that govern policy and operations, including hiring, (Cronkhite, 1991; Gokenbach, 2004; Mohr & Mahon, 1996) finance, strategic planning and quality improvement (Bliss-Holtz et al., 2004; Mohr & Mahon, 1996)
- Share governance (Devine & Turnbull, 2002; Krugman, 1989; Upenieks, 2002c)
- Establish nursing councils or other structures for nurses to provide input (Erickson et al., 2003)
- Establish policies enabling nurses to address ethical concerns or 'blow the whistle.' (Erickson et al., 2003)
- Establish protocols for addressing professional nursing practice issues (Erickson et al., 2003)
- Maximize nurses' scope of practice in all roles in the organization (Erickson et al., 2003)
- Hold open discussion forums on a regular basis (Dubuc, 1995)

Excerpt from the RNAO *Developing and Sustaining Nursing Leadership*, (2<sup>nd</sup> edition, 2013),pg 77.