

Conceptual Framework

To serve as a framework for the project, Kanter's structural empowerment theory and the *Speaking-Up for Patient Safety* model by Okuyama et al. (2014) will be applied. As the project is multifaceted and includes measures to address organizational structure and culture, leadership, and personal factors, Kanter's structural empowerment theory will provide empowerment structures through opportunity and the power by utilizing the components of access to information, support, resources, and growth opportunities as well as informal and formal power (Spence Laschinger et al., 2010). These empowering work structures can enhance nursing practice, promote engagement and sense of control in the work environment, and improve feelings of respect and trust, which align with interventions to promote Speaking Up Behavior (SUB) (Spence Laschinger et al., 2010).

Okuyama et al. (2014) developed the *Speaking-Up for Patient Safety* model, tailored from Morrison's model of employee voice by examining healthcare professionals' speaking up behavior and its relationship with patient safety. The model addresses factors that influence SUB through five categories of inputs: motivation and clinical context, general contextual factors, individual factors, perceived safety of speaking up, and perceived efficacy of speaking up (Okuyama et al., 2014). These categories comprise factors that are both organizational and individual, illustrating that an individual is less likely to employ successful SUB without organizational support. The inputs in the model result in the use of voice or not using voice and outcomes for the patient, the messenger, and others involved (Okuyama et al., 2014). This model will be used to explore motivators to SUB and which contextual and individual factors result in positive speaking up behaviors. Application of the *Speaking-Up for Patient Safety* model within an environment of structural empowerment could improve the likelihood of SUB

communication, resulting in improved patient safety outcomes and nurses' perceived health of the work environment.