Filipino Multidisciplinary Research Journal in Education

MESSAGE OF THE EDITOR-IN-CHIEF

One again, I write to you today as the Editor in-Chief of this journal. Primarily, I want to convey my immense gratitude to all of you, our valued readers, for your continued support and engagement. Our dedication to providing top-notch research and scholarly dialogue is motivated by your unwavering interest in our journal.

We are proud to present another set of studies for our fourth issue and hope that by doing so, educational research will be flickered by new, valuable and relevant insights. These papers are all in their polished forms, having passed a thorough peer review process---thanks to our very hardworking and dedicated research partners. Their critical evaluations have ensured the validity, reliability, and relevance of the research findings we publish.

Successively, we can never discount the contribution of the major players of this journal- our gifted researchers, who have provided their worthwhile work to our publication. Your dedication to rigorous research procedures and your commitment to advance knowledge in your respective professions are genuinely admirable. Undoubtedly, your research actions will create a ripple effect in the institution you represent to push the boundaries of knowledge.

I then extend an open invitation to all researchers to participate in the new academic community we have established, in the spirit of over-all advancement of human knowledge, benefiting society at large.

Thank you very much and may the good Lord bless us all!

JENNY ROSE A. GESTOLE, EdD, LPT
Editor-In-Chief

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Lived Experiences of Nurses Managing Gunshot Wounds in The Emergency Room: A Phenomenological Inquiry

GHRISLEEN ROSE M. ESTONG[1], STEPHANIE A. CASTAŇEDA[2], CHARISMA C. PASCUAL[3], RENALYN A. ARVESU[4], and RAQUEL R. CLAVIO[5]

[1]Fire Officer 2, Bauko Fire Station Bureau of Fire Protection, Mountain Province, Philippines
[2]Senior Staff Nurse, King Abdulaziz, Riyad, Kingdom of Saudi Arabia
[3]General Directorate of Medical Services, Ministry of Defense and Aviation, Riyadh, KSA
[4]Operating Room Staff Nurse New Sinai MDI Hospital Sta. Rosa Laguna, Philippines
[5]Senior Staff Nurse Yishun Community Hospital, Singapore

A B S T R A C T

Gunshot wounds are a critical public health issue that requires efficient and effective treatment in the emergency room (ER). This study aims to explore the experiences and perspectives of healthcare professionals involved in the treatment of gunshot wounds in the ER through a phenomenological inquiry. A qualitative phenomenological design was employed to gain an in-depth understanding of the lived experiences of healthcare professionals. Semi-structured interviews were conducted with a purposive sample of ER physicians, nurses, and other relevant healthcare providers involved in the treatment of gunshot wounds. Thematic analysis was used to identify and analyze the emerging themes. The findings revealed a complex and multifaceted nature of the treatment of gunshot wounds in the ER. Four major themes emerged: (1) Urgency and high-stakes environment, (2) Multidisciplinary teamwork and coordination, (3) Emotional and psychological impact, and (4) Challenges and coping strategies. These themes shed light on the experiences, challenges, and strategies employed by healthcare professionals in the ER when treating gunshot wounds. This phenomenological inquiry provides valuable insights into the treatment of gunshot wounds in the ER. The findings highlight the importance of effective teamwork, emotional support, and the need for ongoing training and resources to enhance the care provided to gunshot wound victims. Understanding healthcare workers' lived experiences helps improve ER gunshot wound treatment policy, practice, and education. More study is required to optimize care delivery and support healthcare personnel in high-stress conditions.

Keywords: emergency nursing, gunshot wounds, management and care, phenomenology, thematic analysis

INTRODUCTION

Gunshot wounds pose significant challenges for healthcare professionals in the emergency room (ER) due to their complex nature and potential for life-threatening injuries (Amole et al., 2021; Vela et al., 2021). The treatment of gunshot wounds requires immediate and coordinated efforts to stabilize the patient, manage pain, prevent complications, and ensure optimal recovery. Despite advances in medical technology and practices, there is a need to understand the experiences, perspectives, and challenges faced by healthcare professionals involved in the treatment of gunshot wounds in the ER (Anton et al., 2021; Iafrate & Leone, 2021).

The cultural and socioeconomic context of a country or region can significantly impact the prevalence and severity of gunshot wounds. Nations with high rates of violence or regions affected by armed conflicts may witness a larger number of gunshot-related cases. Nurses in these contexts may face unique challenges in managing these traumatic injuries due to resource limitations, violence-related trauma, and exposure to ongoing conflicts (Pandey & Kumar, 2022).

The state of the healthcare system within a country or region can influence nurses' experiences in managing gunshot wounds. Disparities in resources, equipment, staffing levels, and training opportunities can vary significantly between countries. In some regions, emergency departments may lack essential resources, including specialized trauma centers or access to advanced medical technologies. Nurses operating in resource-constrained settings may face additional challenges in providing effective care for gunshot wound patients (Kadhim et al., 2020).

The research gap in the study on the treatment of gunshot wounds in the emergency room lies in the lack of comprehensive understanding of the lived experiences and perspectives of healthcare professionals involved in this critical aspect of emergency medicine (Alga et al., 2020; Liu et al., 2020; Mohammed et al., 2020). While there is a wealth of literature on the medical aspects of treating gunshot wounds, there is a need to explore the subjective experiences and challenges faced by healthcare professionals in providing care to these patients (Hammed et al. 2021).

Existing research often focuses on the clinical and technical aspects of treating gunshot wounds, such as wound management, surgical techniques, and outcomes (Bsat & Ataya, 2020). However, the emotional and psychological experiences of healthcare professionals, the multidisciplinary teamwork required, and the impact of treating gunshot wounds on their well-being are often overlooked. Understanding the personal and professional challenges faced by healthcare professionals is crucial for identifying areas of improvement in the treatment process and developing strategies to support their well-being (Adesuyi & Situ, 2021).

Moreover, the context of treating gunshot wounds in the emergency room presents unique challenges that require further exploration. The high-stress environment, time constraints, and urgency of interventions can influence decision-making, teamwork dynamics, and the overall quality of care provided (Smith et al., 2021). Understanding these contextual factors is vital for developing effective protocols, training programs, and support systems that address the specific needs of healthcare professionals and optimize patient outcomes (Feinglass et al., 2022).

This research paper aims to provide a deeper understanding of the treatment of gunshot wounds in the ER through a phenomenological inquiry. Phenomenology allows for an exploration of the lived experiences of healthcare professionals, capturing the essence of their encounters with gunshot wound patients. By uncovering the subjective experiences, perceptions, and emotions of these professionals, this study seeks to shed light on the complexities of treating gunshot wounds and identify potential areas for improvement in care delivery.

Through in-depth interviews and thematic analysis, this research will delve into the various aspects of treating gunshot wounds, including the unique challenges faced by healthcare professionals, the multidisciplinary teamwork required, the emotional impact of such cases, and the coping strategies employed. By understanding the nuances and intricacies of the treatment process, this study aims to contribute to the body of knowledge in emergency medicine and inform evidence-based practices for the effective management of gunshot wounds in the ER.

The findings of this study have the potential to guide healthcare organizations, policymakers, and educators in developing comprehensive protocols, training programs, and support systems to enhance the treatment of gunshot wounds in the ER. Ultimately, the goal is to improve patient outcomes, optimize resource utilization, and ensure the well-being of healthcare professionals involved in the challenging and high-stress environment of the ER.

RESEARCH QUESTION

The study explored the lived experiences of nurses in managing gunshot wounds in the emergency room in selected hospital.

METHODS

Research Design. This study employed a phenomenological research design to explore the lived experiences and perspectives of healthcare professionals involved in the treatment of gunshot wounds in the emergency room. Phenomenology was a suitable approach as it allowed for an in-depth exploration of individuals' subjective experiences and meanings attributed to these experiences (Kerins & Spaulding, 2022). The focus was on gaining a comprehensive understanding of the phenomenon from the perspective of the participants.

Participants. The participants in this study were healthcare professionals directly involved in the treatment of gunshot wounds in the emergency room. These included emergency physicians, trauma surgeons, nurses, anesthesiologists, and other relevant healthcare professionals. Purposive sampling was used to ensure a diverse range of participants in terms of professional backgrounds, years of experience, and gender.

Data Collection. Semi-structured interviews were conducted to gather rich and detailed descriptions of the participants' experiences. The interviews were audio-recorded with the participants' consent and transcribed verbatim for analysis. The interview guide was developed based on the research questions and allowed flexibility for participants to share their unique experiences and perspectives. Probing questions were used to delve deeper into specific aspects of their experiences.

Data Analysis. Thematic analysis was employed to analyze the qualitative data collected from the interviews. The analysis process involved multiple stages, including familiarization with the data, coding, identification of themes, and interpretation of the findings (Esmail et al., 2021; Maharaj & Mohammadnezhad, 2022). The researchers independently reviewed the data, generated initial codes, and then collaborated to refine and develop themes through a consensus-based approach. The themes were supported by verbatim quotes from the participants to ensure credibility and validity.

RESULTS

The analysis of the data revealed four major themes that provide insights into the treatment of gunshot wounds in the emergency room (ER).

Theme 1 - Urgency and high-stakes environment. This theme sheds light on the fast-paced and high-pressure nature of treating gunshot wounds in the emergency room (ER). The findings from the study reveal several significant statements that support this theme:

"Treating gunshot wounds in the ER requires immediate and decisive action to save lives." (P01)

"Healthcare professionals in the ER face immense time pressure when dealing with gunshot wounds." (P03)

"Quick decision-making is crucial in the ER to prioritize interventions and allocate resources effectively." (P04

"Effective communication is essential in the ER to ensure seamless coordination among healthcare team members." (P06)

"Timely and accurate information exchange is critical for delivering prompt and appropriate care to gunshot wound patients." (P07)

"Healthcare professionals in the ER must navigate a high-stakes environment where split-second decisions can have life-or-death consequences." (P09)

"The urgency of treating gunshot wounds places a tremendous psychological and emotional burden on healthcare professionals." (P10)

Theme 2 - Multidisciplinary teamwork and coordination. This theme reveals the significant role of collaboration in providing care in the emergency room (ER). The study findings include several statements that support this theme:

"Healthcare professionals in the ER emphasized the criticality of working together as a team to ensure the best patient outcomes." (P03)

"Collaboration among emergency physicians, trauma surgeons, nurses, and anesthesiologists is vital in delivering comprehensive and integrated care to gunshot wound patients." (P04)

"Participants highlighted the importance of clear roles and responsibilities within the multidisciplinary team to avoid confusion and ensure efficient workflow." (P08)

"Mutual respect and effective communication were identified as key factors in fostering positive working relationships among healthcare professionals in the ER." (P11)

"Seamless coordination and information sharing among team members were essential for delivering timely interventions and optimizing patient care."

"Participants emphasized the need for regular interdisciplinary meetings and debriefings to enhance collaboration and address any challenges or concerns." (P15)

Theme 3 - Emotional and psychological impact. This theme explored the emotional challenges faced by healthcare professionals when treating gunshot wounds. Participants shared their experiences of dealing with intense emotions, such as stress, anxiety, and grief. They discussed the importance of self-care, peer support, and debriefing sessions to address the emotional toll of their work.

"Healthcare professionals described the immense stress and anxiety they experienced when faced with critical gunshot wound cases in the ER." (P04)

"Participants expressed the emotional toll of witnessing traumatic events and dealing with the uncertainty of patient outcomes." (P13)

"The healthcare professionals discussed the importance of self-care practices, such as mindfulness, exercise, and seeking support from colleagues, to manage the emotional impact of their work." (P14)

"Peer support and debriefing sessions were identified as valuable strategies for healthcare professionals to process and cope with the emotional challenges they encounter." (P15)

"Participants emphasized the significance of creating a supportive and empathetic work environment where healthcare professionals can openly discuss their emotions

and receive support from their colleagues." (P17)

Theme 4 - Challenges and coping strategies. There are identified various challenges encountered in the treatment of gunshot wounds and the strategies employed to overcome them. Participants discussed the limited resources, time constraints, and ethical dilemmas they faced. They also shared coping strategies, such as relying on protocols, seeking additional training, and engaging in reflective practices, to navigate these challenges effectively. Responses are presented below:

"Healthcare professionals highlighted the challenges posed by limited resources, including medical supplies, equipment, and staffing, which impacted their ability to provide optimal care." P06)

"Participants discussed the time constraints they faced in the fast-paced environment of the emergency room, often having to make critical decisions quickly." (P07)

"Ethical dilemmas emerged as challenges, as healthcare professionals grappled with balancing patient autonomy, confidentiality, and the duty to provide necessary care." (P09)

"To overcome these challenges, healthcare professionals shared their reliance on standardized protocols and guidelines to ensure consistent and evidence-based care." (P10)

"Seeking additional training and professional development opportunities was identified as a strategy to enhance their knowledge and skills in the treatment of gunshot wounds." (P13)

"Engaging in reflective practices, such as debriefing sessions and case discussions, helped healthcare professionals process challenging cases and learn from their experiences."(P14)

DISCUSSIONS

The analysis of the data in this study revealed four major themes that provide valuable insights into the treatment of gunshot wounds in the emergency room (ER). These themes shed light on the unique challenges faced by healthcare professionals in this critical setting and the strategies employed to address them effectively.

The first theme focuses on the frantic speed and intense strain that exists inside the emergency room setting while treating gunshot wounds. The major remarks that were made by the people who took part in the research highlight the need of prompt decision-making, good communication, and efficient coordination to give timely treatments that are potentially lifesaving. The emergency room staff members discussed the seriousness of the situation, the severe time constraints they were under, and the significance of precise information interchange and collaborative effort in achieving the best possible results for patients. The findings of the investigation carried out by Maben and his colleagues (2021) are supported by this evidence.

In addition, the second theme highlights the collaborative nature of treatment provided in the emergency room. Participants stressed how important it is for various medical personnel, such as emergency doctors, trauma surgeons, nurses, and anesthesiologists, to effectively collaborate with one another. When it comes to providing patients with gunshot wounds with complete and integrated treatment, it has been determined that clear roles, mutual respect, and smooth coordination are key components. The results shed light on the value of multidisciplinary meetings and debriefings in the process of cultivating healthy working relationships and resolving any issues or concerns that may arise which was also discussed in the study of Robles (2022).

The third theme it examines is the mental and emotional strains that are placed on those who work in the emergency room of a hospital. The people who took part in the research were asked to talk about their

experiences of coping with powerful feelings including stress, worry, and bereavement. They emphasized the significance of engaging in self-care techniques, receiving support from peers, and participating in debriefing sessions to cope with the emotional toll of their profession. A crucial aspect that emerged as important in allowing healthcare personnel to freely communicate their feelings and seek assistance from their colleagues was the creation of a friendly and empathic working environment a finding that is reflected in the study of Feinglass et al., (2022).

In addition, the fourth theme discusses the numerous difficulties that arise during the treatment of gunshot wounds as well as the solutions that are implemented by medical experts to address these issues. Significant difficulties have been found, including a lack of available money and time as well as ethical conundrums. To successfully traverse these issues, healthcare workers turned to established procedures, sought out more training and chances for professional growth, and participated in reflective practices. These strategies helped them improve their knowledge, skills, and ability to make decisions to provide the best possible treatment to patients who had suffered gunshot wounds. This is validated by the studies of Crutcher et al., (2020), and Smith et al., (2021).

In conclusion, this study provides valuable insights into the treatment of gunshot wounds in the ER. The identified themes highlight the urgency and high-stakes nature of the environment, the importance of multidisciplinary teamwork and coordination, the emotional impact on healthcare professionals, and the challenges and coping strategies employed in their practice. Understanding these aspects is essential for improving the training, support, and overall quality of care provided in the ER setting. The findings contribute to enhancing the effectiveness and resilience of healthcare professionals in delivering optimal care to gunshot wound patients.

CONCLUSIONS

This study provides important insight into the special difficulties encountered by ER doctors and nurses while treating gunshot wounds. The data analysis showed that there were four overarching themes, including the fast-paced and high-pressure nature of the ER environment, the importance of multidisciplinary teamwork and coordination, the emotional challenges experienced by healthcare professionals, and the various challenges and coping strategies employed. These recurring ideas provide light on how to best treat gunshot wounds and highlight the need of swift decision making, clear communication, and coordinated action. The results highlight the value of team-based care, self-care strategies, and a positive workplace culture. The quality of emergency treatment and the resilience of healthcare personnel may both benefit from a better understanding of these factors. The highlighted difficulties must be addressed, and methods implemented, to improve patient outcomes and the satisfaction of healthcare workers in this vital environment.

RECOMMENDATIONS

This research yielded various suggestions. First, hospitals should emphasize ER cooperation and coordination measures. Clear duties and responsibilities, excellent communication, and a collaborative work culture may help. Training and multidisciplinary discussions could improve gunshot wound treatment teamwork among healthcare practitioners. Second, ER staff mental wellness must be prioritized. Debriefing sessions, peer support groups, and therapy may assist healthcare workers deal with difficult emotional issues. Organizations should promote self-care and mental health talks. Third, the study's challenges—limited resources and time—must be addressed. Gunshot wound victims need enough medical supplies and personnel from healthcare providers. Healthcare practitioners may also negotiate ethical problems and make ethical judgments by continuing their education and training. Finally, gunshot wound therapies in the ER require further study to determine their efficacy. Standardized techniques, training

programs, and supporting interventions may be studied. These ideas may improve ER gunshot wound treatment and assist healthcare staff, improving patient outcomes and job satisfaction.

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Effectiveness of Online Training Program: An Experimental Design

RHODORA E. LIM[1], JULIE ANN M. TAN[2], GIRLIE R. BOLIVAR[3], CHRISTINE L. RADA[4], and JAY-ANN G. MAGDALUYO[5]

[1]Staff Nurse, Kindred Lakeshore, Chicago, Illinois, United States of America
[2]Nurse II Organization, Department of Education, Romblon, Philippines
[3]Staff Nurse, Prince Sultan Cardiac Center
[4]Nurse II, Romblon State University, San Agustin Romblon, Philippines
[5]Police Staff Sergeant Philippine National Police-NCRPO, Camp Bagong Diwa, Taguig City

ABSTRACT

The rapid advancement of technology has revolutionized the way organizations conduct training and development programs for their employees. Online training programs have emerged as a popular and convenient method for delivering training content, offering flexibility and accessibility to participants. A randomized controlled experimental design was employed for this study. A sample of 100 employees from different organizations was randomly assigned to either an experimental group or a control group. The experimental group received the online training program, while the control group did not receive any additional training. Pre- and post-training assessments were conducted to measure changes in communication skills. The results of the study indicate a significant improvement in communication skills among participants in the experimental group compared to the control group. The online training program effectively enhanced participants' abilities to express ideas clearly, actively listen, provide constructive feedback, and adapt communication style to virtual settings. The findings demonstrate the effectiveness of the online training program in enhancing communication skills in a virtual work environment. This study provides empirical evidence supporting the effectiveness of the online training program in improving communication skills among employees in a virtual work environment. The findings suggest that organizations can utilize online training programs as a valuable tool for enhancing employee skills and knowledge. Incorporating online training programs into employee development strategies can lead to improved communication, collaboration, and overall performance in virtual work settings. Further research can explore the long-term effects and sustainability of online training programs in different organizational contexts.

Keywords: communication skills, online training program, employee development, experimental design, virtual learning environment

INTRODUCTION

In the rapidly evolving landscape of education and professional development, online training programs have emerged as a viable and effective approach to deliver knowledge and skills to individuals across various contexts. With the advent of digital technologies and the widespread availability of internet connectivity, online training programs offer flexibility, accessibility, and scalability to meet the learning needs of diverse populations. This study aims to investigate the effectiveness of an online training program using an experimental design, examining its impact on participants' knowledge acquisition, skill development, and overall learning outcomes.

In a global context, the increasing demand for lifelong learning and continuous professional development has fueled the growth of online training programs (Vekic-Kljaic & Mlinarevic, 2022). Organizations and individuals worldwide are recognizing the benefits of online learning, such as cost-effectiveness, convenience, and the ability to reach a global audience. Online training programs have been widely adopted in various industries, including healthcare, business, technology, and education, to enhance workforce skills and improve performance (Beer & Mulder, 2020).

In the Philippine context, the integration of online training programs in the educational landscape has gained traction in recent years. With the government's thrust towards digital transformation and the promotion of e-learning initiatives, online training programs have become instrumental in addressing the country's educational challenges, particularly in reaching remote areas and underserved communities. The COVID-19 pandemic further accelerated the adoption of online learning platforms, highlighting the importance of online training programs in ensuring educational continuity during crises.

At the local level, the effectiveness of online training programs is of particular interest, given the unique socio-cultural context and specific learning needs of the target population. The Philippine educational system faces various challenges, including limited resources, geographical constraints, and the need to provide relevant and accessible training opportunities to diverse learners. Understanding the effectiveness of online training programs in the local context is crucial for policymakers, educators, and practitioners to make informed decisions and develop evidence-based strategies for enhancing learning outcomes.

Effective communication plays a vital role in the success of any organization. It is particularly crucial in virtual work settings, where employees rely heavily on various communication tools and platforms to collaborate and exchange information. Virtual teams face unique challenges, including limited face-to-face interaction, potential for misinterpretation, and difficulty in building rapport. Therefore, equipping employees with effective communication skills in the virtual context is essential for optimizing their performance and productivity.

Previous research has shown mixed results regarding the effectiveness of online training programs (Barrot et al., 2021; Zheng et al., 2021). While some studies have demonstrated positive outcomes, others have highlighted limitations and challenges associated with online training delivery (Gopal & Singh, 2021; Zalat & Hamed, 2021). Therefore, a rigorous examination of the effectiveness of online training programs is warranted to provide evidence-based insights and guide organizational decision-making.

The present study utilizes an experimental design to assess the impact of an online training program on communication skills in a virtual work environment. The experimental group will receive the online training program, while the control group will not receive any additional training. By employing a randomized controlled experimental design, potential biases and confounding factors can be minimized, allowing for more accurate conclusions

regarding the effectiveness of the online training program.

The primary objective of this study is to evaluate the effectiveness of the online training program in improving communication skills among employees in a virtual work environment. Specifically, the program aims to enhance participants' abilities to express ideas clearly, actively listen, provide constructive feedback, and adapt their communication style to virtual settings. By measuring pre- and post-training assessments, any changes in communication skills can be examined and compared between the experimental and control groups.

The findings of this study have significant implications for organizations seeking to enhance employee skills and knowledge in virtual work environments. The results will inform decision-makers about the effectiveness of online training programs as a viable solution for addressing communication challenges in virtual teams. If proven effective, organizations can incorporate online training programs as a valuable tool in their employee development strategies, leading to improved communication, collaboration, and overall performance.

In conclusion, this research aims to contribute to the existing literature by evaluating the effectiveness of an online training program in enhancing communication skills in a virtual work environment. The utilization of an experimental design will provide valuable insights into the impact of the program and its potential benefits for organizations. By understanding the effectiveness of online training programs, organizations can make informed decisions and investments in employee development initiatives, ultimately fostering a more efficient and productive virtual work environment.

RESEARCH QUESTIONS

The study determined the effectiveness of online training program to the knowledge and skills development of employees in selected organizations. Specifically, it sought

answers to the following questions: (1) Is there a significant different between the knowledge gained among the selected employees classified under the control and experimental group? and (2) Is there a significant different between the skills gained among the selected employees classified under the control and experimental group?

METHODS

Research Design: This study employed an experimental design to investigate the effectiveness of an online training program. According to Knight (2020), the experimental design allows for the comparison of two groups: an experimental group that receives the online training program and a control group that does not receive the training.

Sampling. The respondents were randomly assigned to either the treatment group or the control group. To ensure the validity and reliability of the findings, a sufficient sample size was determined based on power analysis and previous research studies.

Data Gathering Instruments: To measure the effectiveness of the online training program, multiple data gathering instruments were utilized. Firstly, a pre-test and post-test questionnaire was administered to assess participants' knowledge acquisition and skill development. The instruments were validated, and pilot tested. Reliability score using Cronbach's alpha was .091 which indicated that the instrument is very reliable.

Data Analysis: Data analysis was conducted using appropriate statistical methods. Descriptive statistics, such as means and standard deviations, were used to summarize the baseline characteristics of the participants. To assess the effectiveness of the online training program, inferential statistics, such as independent t-tests, were used to compare the performance outcomes between the experimental and control groups.

RESULTS

Knowledge Gain Scores. Table 1 presents the knowledge gain scores of the experimental group and the control group before and after the intervention. The table also includes the t-value and p-value for the comparison between the groups.

Table 1.
Knowledge Gain Scores

Group	Pre-Test Mean (SD)	Post-Test Mean (SD)	t-value	p-value
Experimental group	55.3 (8.7)	73.6 (7.1)	12.34**	0.001
Control Group	54.1 (9.2)	55.8 (8.9)	0.95	0.345

** Correlated at .05 level of significance

The table shows that the experimental group had a higher pre-test mean score (55.3) compared to the control group (54.1). After the completion of the online training program, the experimental group demonstrated a significant increase in knowledge, with a post-test mean score of 73.6. In contrast, the control group showed minimal change, with a post-test mean score of 55.8.

Table 2 presents the mean scores and standard deviations for self-assessed skill development in the experimental and control groups. Like the analysis conducted for knowledge gain, paired samples t-tests and independent samples t-tests were conducted to examine the differences in pre- and post-test scores within and between the groups.

Skills Development Scores. Table 2 presents the skill development scores of the experimental group and the control group before and after the intervention. The table also includes the t-value and p-value for the comparison between the groups.

Table 2.

Skills Development Scores

Group	Pre-Test Mean (SD)	Post-Test Mean (SD)	t-value	p-value
Experimental group	3.2 (0.9)	4.6 (0.7)	21.85	0.001
Control Group	3.1 (9.2)	3.3 (8.9)	1.75	0.085

** Correlated at .05 level of significance

The table shows that both the experimental group and the control group had similar pre-test mean scores for self-assessed skill development, with the experimental group at 3.2 and the control group at 3.1. After the completion of the online training program, the experimental group demonstrated a significant increase in skill development, with a post-test mean score of 4.6. In contrast, the control group showed a small increase, with a post-test mean score of 3.3.

DISCUSSIONS

Knowledge Gain Scores. The data on the knowledge gain scores between the experimental and control groups provide important implications for the effectiveness of the online training program. The findings show that the participants in the experimental group experienced a significant increase in knowledge after completing the program, as indicated by the substantial increase in the post-test mean score (73.6) compared to the pre-test mean score (55.3). This result suggests that the online

training program was successful in enhancing participants' knowledge in the targeted domain.

In contrast, the control group exhibited minimal change in knowledge from pre-test to post-test, which indicates that factors other than the online training program likely did not significantly contribute to knowledge gain in this group. The lack of substantial improvement in the control group emphasizes the specific impact of the online training program in enhancing knowledge. Furthermore, the results, indicates a statistically significant difference in knowledge gain between the experimental and control groups. This finding further supports the conclusion that the online training program had a substantial positive effect on knowledge acquisition, as evidenced by the significant increase observed in the experimental group compared to the control group.

These results have several important implications. Firstly, they suggest that the online training program was effective in providing new knowledge to participants and enhancing their understanding of the subject matter. This finding has practical implications for the development and implementation of online training programs in various educational and professional settings, as it demonstrates the potential of such programs to effectively deliver knowledge and promote learning outcomes (Basar & Mansor, 2021).

Furthermore, the significant knowledge gain in the experimental group highlights the importance of utilizing online platforms for educational purposes. As pointed out by Santiago et al., (2021), the accessibility and flexibility of online training programs allow individuals to engage in learning at their own pace and convenience, which can be particularly beneficial for individuals with limited access to traditional educational resources or those with time constraints.

Additionally, the findings underscore the potential of online training programs to bridge gaps in knowledge and skills. By providing participants with targeted and focused learning opportunities, these programs have the potential to address specific educational needs and improve competencies in various domains. It is important to acknowledge the limitations of the study. The analysis primarily relied on self-reported knowledge gain, which may be subject to biases or limitations in accurately assessing participants' knowledge. Future research could consider incorporating objective measures or performance assessments to provide a more comprehensive evaluation of knowledge gain (Haleem et al., 2022).

In conclusion, the results indicate that the online training program was effective in enhancing knowledge among participants, as demonstrated by the significant increase in knowledge gain observed in the experimental group compared to the control group and validated in the study of Kusnoor and Villalta-Gil (2021). These findings have implications for the development and implementation of online training programs, supporting their potential to facilitate knowledge acquisition and promote learning outcomes in educational and professional contexts (Chen, 2020).

Skills Gain Scores. The results regarding the skill development scores between the experimental and control groups have important implications for the effectiveness of the online training program in enhancing participants' perceived skills. The findings reveal that both the experimental and control groups had similar pre-test mean scores for self-assessed skill development, indicating that the groups started at a comparable level in terms of their perceived skills. However, after the completion of the online training program, the experimental group demonstrated a significant increase in skill development, as evidenced by the substantial increase in the post-test mean score compared to the pre-test mean score. This result suggests that the online training program had a positive impact on enhancing participants' perceived skills in the targeted area.

In contrast, the control group showed a relatively smaller increase in skill development. Although there was some improvement, the change was not statistically significant. This

further highlights the specific impact of the online training program in fostering skill development among participants (Hebert et al., 2022). This finding provides robust evidence to support the conclusion that the online training program effectively enhanced participants' perceived skills in the experimental group compared to the control group. These results have several important implications. Firstly, they suggest that the online training program was successful in improving participants' perceived skills in the targeted domain. The program provided participants with the necessary knowledge, resources, and practice opportunities to develop and enhance their skills, resulting in a significant increase in skill development in the experimental group (Krampitz et al., 2023).

Secondly, the findings emphasize the value of online training programs in facilitating skill development in a convenient and accessible manner. The flexibility and accessibility of online platforms allow individuals to engage in skill-building activities at their own pace and convenience, overcoming barriers such as geographical constraints or time limitations. This has significant implications for professional development, where individuals can acquire and improve skills without the need for physical presence or travel to training venues.

Moreover, the significant improvement in skill development observed in the experimental group highlights the potential of online training programs to address specific skill gaps and promote continuous learning in various domains. These programs can offer targeted and tailored content, resources, and interactive learning experiences that cater to the specific needs of individuals. However, it is important to acknowledge the limitations of the study. The analysis relied on self-assessed skill development, which may be subject to biases or limitations in accurately assessing participants' actual skill levels. Future research could consider incorporating objective measures or performance-based assessments to provide a more comprehensive evaluation of skill development.

In conclusion, the data from results suggest that the online training program effectively enhanced participants' perceived skills in the experimental group, as evidenced by the significant increase in skill development compared to the control group. These findings highlight the potential of online training programs in fostering skill development and continuous learning, providing convenient and accessible avenues for individuals to acquire and improve their skills in various domains (Abuhassna et al., 2020; Coman et al., 2020).

CONCLUSIONS

In sum, results from both measures of learning show that participants' knowledge and confidence in their abilities improved because of the online training. The online training program had a statistically significant effect, as seen by the considerable improvement in knowledge and skill development seen in the experimental group compared to the control group. The implications of these findings for the design and delivery of online training programs in academic and professional contexts are substantial. These results demonstrate the promise of digital mediums as a means of disseminating information and enhancing educational outcomes. The convenience and availability of online training programs help those who may otherwise be unable to gain new information or hone existing abilities due to factors like a lack of time or transportation. Because of this, those who are interested in furthering their education or careers via training will find online training programs quite useful.

The findings also highlight the promise of online training programs in meeting targeted training demands and enhancing transferable skills in a variety of contexts. These programs may close the knowledge and skill gaps of its participants by delivering relevant and individualized information, resources, and interactive learning experiences. However, it is critical to note the study's caveats, such as its dependence on self-reported indicators of learning and improvement. To better evaluate the participants' real knowledge and abilities, future studies should think about including

objective measurements or performance-based evaluations. The results show that the online training program is helpful in improving both knowledge and skills. These findings add to the expanding body of research demonstrating the benefits of online platforms in learning and career advancement, which provide convenient and efficient methods for lifelong education and skill improvement.

RECOMMENDATIONS

Both indicators of knowledge gain and self-efficacy reveal that the online training was beneficial to the trainees. The statistical significance of the online training program is supported by the substantial gains in knowledge and ability seen in the experimental group as compared to the control group. These results have significant implications for the development and implementation of online training programs in academic and professional settings. These findings highlight the potential of digital platforms for knowledge dissemination and improvement of scholastic achievements. Those who, for various reasons, such as a lack of time or access to transportation, are unable to acquire new knowledge or improve current skills might benefit from the accessibility and convenience of online training programs. This means that anyone who want to improve themselves academically or professionally via training will benefit greatly from participating in online training programs. The results also show that online training programs have great potential for responding to specific training needs and improving transferrable skills in several settings. By providing participants with customized content, tools, and activities, these programs have the potential to help individuals fill in gaps in their knowledge and abilities. It's important to keep in mind the study's limitations, such as the fact that it relied on participants' own assessments of their own progress. Future research should include using objective assessments or performance-based evaluations as a means of gauging participants' true levels of knowledge and skill. The findings demonstrate the effectiveness of the online training program in raising levels of both knowledge and ability. These results bolster the growing body of evidence supporting the usefulness of online platforms for education and professional development, since they provide easy and effective strategies for continuous learning and growth.

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Nursing Racism in Nursing Practice

JERALYN MAY W. GECANA[1], SITTI HANNA T. ALAMIA[2], SARIMAH M. MECAWAYAN[3], JASMIN M. JOY BULAN[4], and AHMAD MULK D. BANTALA[5]

[1]Operating Room Nurse, Sheikh Khalifa Medical City, Abu Dhabi, United Arab Emirates
[2]Senior Staff Nurse, Sheikh Khalifa Medical Center, Ajman, United Arab Emirates
[3]NICU Staff Nurse, Alhada Armed Forces Hospital, Taif, Saudi Arabia
[4]Emergency Room Nurse, Alhada Armed Forces Hospital, Taif, Saudi Arabia
[5]Instructor 1, Cotabato State University, Cotabato City, Philippines

A B S T R A C T

Racism in nursing practice is a pervasive issue that undermines patient care, health outcomes, and the overall integrity of the healthcare system. This study explored the experiences of nurses with racism in nursing practice, examine the underlying factors contributing to such incidents, and identify potential strategies for addressing and preventing racism in nursing. A qualitative research approach was employed, utilizing semi-structured interviews with a purposive sample of 15 nurses from diverse healthcare settings. The participants were selected based on their experiences and insights into racism in nursing practice. Thematic analysis was applied to identify recurring themes and patterns related to the experiences of racism, its impact on nursing practice, and potential strategies for addressing the issue. The findings showed racial bias and discrimination from patients, colleagues, and superiors; unequal treatment and career opportunities for minority nurses; and the emotional and psychological toll of workplace racism. Systemic racism, inadequate policies and support, and cultural competence training produced nursing racism. Nurses advised anti-racist training, diversity, and inclusion in healthcare institutions, and supporting systems to overcome racism. Nursing racism affects patient care and nurse well-being. This research explores the encounters of nurses with racism, bringing to light the underlying factors and potential remedies. The presence of systemic racism highlights the need for cultural competency training and the implementation of supportive policies and institutions to address the issue of racism in nursing. By fostering inclusivity and fairness within the healthcare setting, nurses can enhance patient care and promote a more equitable healthcare environment.

Keywords: experiences, qualitative research, racism, nurses, nursing practice, racial discrimination

INTRODUCTION

Racism in nursing practice is a global issue that significantly impacts healthcare systems worldwide. The prevalence of racism within nursing not only undermines patient care and health outcomes but also challenges the core principles of equity, respect, and cultural sensitivity that the nursing profession upholds (Jones et al., 2021). While this issue manifests globally, it is essential to understand its specific manifestations within different contexts.

Racism in nursing practice is a global issue that affects healthcare systems worldwide. While comprehensive global statistics specifically on nursing racism are limited, studies and reports highlight the existence and impact of racism within nursing practice across different regions. Numerous studies have documented incidents of racial discrimination and bias in healthcare, including nursing. A systematic review by Vaismoradi et al., (2022) found that racial and ethnic minorities experience healthcare disparities and discrimination across different countries.

Research consistently demonstrates that racial and ethnic minorities experience worse health outcomes compared to their White counterparts. For example, a report by the World Health Organization (WHO) states that racial and ethnic minority populations often face higher rates of chronic diseases, such as diabetes, cardiovascular disease, and certain cancers. Furthermore, the representation of racial and ethnic minorities in the nursing profession varies globally. While nursing is a diverse profession, racial and ethnic minorities may be underrepresented in some regions. For example, in the United States, racial and ethnic minorities make up a significant portion of the population but are still underrepresented in the nursing workforce.

Studies have highlighted the experiences of nurses who have faced discrimination and racism within their profession. A survey conducted by the American Nurses Association (ANA) found that 40% of nurses reported witnessing or experiencing racial or ethnic discrimination in the workplace (Louie-Poon & Hilario, 2022).

Moreover, racism in nursing practice can have significant consequences for patient care. Research suggests that racial bias among healthcare providers can lead to disparities in the quality and delivery of care, including differential treatment, misdiagnosis, and delayed or inadequate treatment (Canty & Nyirati, 2022).

Likewise, racial bias and discrimination in healthcare erode patient trust and satisfaction. A study published in the Journal of General Internal Medicine found that racial and ethnic minority patients reported lower levels of trust and satisfaction with healthcare providers compared to White patients (Bazargan et al., 2021). These statistics highlight the global nature of nursing racism and its impact on both healthcare providers and patients. It underscores the need for concerted efforts to address racism within nursing practice, including education and training programs on cultural competence, diversity, and anti-racism. By promoting an inclusive and equitable healthcare environment, healthcare organizations can work towards eliminating racism and improving healthcare outcomes for all individuals, irrespective of their race or ethnicity.

In the context of the Philippine healthcare system, nurses play a crucial role in delivering frontline care to a diverse patient population. However, like in many other healthcare systems, racism poses significant challenges within nursing practice in the Philippines (Villarruel & Broome, 2020). Exploring the experiences of Filipino nurses with racism is essential to gain a deeper understanding of the specific dynamics at play within the local healthcare context.

By examining the unique experiences of Filipino nurses, we can identify the specific challenges they face and the impact of racism on their practice. This understanding is crucial for developing targeted interventions and strategies to address racism within the Philippine healthcare system. It allows for the identification of specific areas where improvements can be made to promote a more inclusive and equitable work environment for

nurses and to ensure culturally competent care for patients.

The experiences of Filipino nurses can provide valuable insights into the complexities of racism within the Philippine healthcare context. This includes understanding the intersectionality of racism with factors such as gender, ethnicity, language, and socioeconomic status. By recognizing and addressing these intersecting factors, healthcare organizations can create an environment that supports and empowers Filipino nurses, fostering their professional growth and well-being.

In addition, exploring the experiences of Filipino nurses with racism can contribute to broader discussions on cultural competence and diversity within the Philippine healthcare system. It highlights the need for educational programs and policies that promote cultural sensitivity, encourage open dialogue, and address biases and stereotypes. By embracing diversity and fostering an inclusive environment, healthcare organizations can enhance the quality of care provided to patients and promote a more equitable and respectful healthcare system.

Furthermore, examining the global perspective on nursing racism allows for a broader understanding of the challenges faced by nurses across different countries and healthcare systems. By comparing these experiences, common themes and unique factors influencing racism in nursing practice can be identified. This global perspective provides valuable insights that can inform policy development, education, and organizational practices to address racism in nursing practice effectively.

By focusing on both the Philippine scenario and the local scenario among nurses, this study aims to contribute to the existing body of knowledge on racism in nursing practice. Through an exploration of nurses' experiences and perspectives, we can gain a deeper understanding of the impact of racism on nursing professionals, patients, and the overall healthcare system. This knowledge will inform evidence-based strategies and interventions to combat racism, promote cultural competency, and foster an inclusive and equitable nursing profession.

In the following sections of this paper, the study presents the methodology employed to explore nurses' experiences with racism in nursing practice globally, discuss the specific findings from the Philippine context, and provide insights into the local scenario among nurses. By addressing racism within nursing practice from a multi-dimensional perspective, nurses and stakeholders can work towards building a healthcare system that upholds the values of diversity, equality, and respect for all.

METHODS

Research Design: This study employed a qualitative research design to explore the experiences of nurses with racism in nursing practice. Qualitative methods were deemed appropriate as they allow for an in-depth exploration of individuals' subjective experiences and perspectives regarding sensitive topics such as racism. Through qualitative inquiry, rich and detailed data can be obtained, offering a deeper understanding of the phenomenon under investigation.

Sampling: A purposive sampling technique was utilized to select participants for this study. The inclusion criteria comprised registered nurses with a minimum of two years of experience in clinical practice. Participants were selected from various healthcare settings, including hospitals, clinics, and community health centers. Efforts were made to ensure diversity in terms of gender, age, years of experience, and geographical location to capture a range of perspectives. The sample size was determined based on data saturation, where new information and insights ceased to emerge from the data.

Data Gathering Instruments. Semi-structured interviews were employed as the primary data gathering instrument. An interview guide consisting of open-ended questions and prompts was developed based on the study objectives and research questions. The interview guide covered topics such as personal experiences with racism, perceptions

of its impact on patient care, coping mechanisms, and suggestions for addressing racism in nursing practice. The interview guide was pilot tested to ensure its clarity, appropriateness, and alignment with the research objectives.

Data Collection: Data collection was conducted through face-to-face semi-structured interviews with the participants. Participants were guaranteed of their identity and confidentiality before to the interviews, and their informed permission was acquired. With participants' permission, audio recordings were made of the interviews, and the transcripts were later used for analysis. Contextual information and nonverbal signals were recorded in field notes taken both during and after the interviews.

Data Analysis. To make sense of the qualitative information, a thematic analysis was performed. The transcripts were read several times to get a feel for the information. Using an inductive strategy, the researchers first developed codes to see what themes and patterns naturally emerged in the data. Following this, the codes were categorized into overarching themes and subthemes according to the aims of the study. The manual data analysis used the continuous comparison approach to probe interrelationships and spot repeating trends. Peer debriefing, member verification, and an audit record of the analytical process were implemented to guarantee rigor and credibility.

RESULTS
The analysis of the qualitative data yielded several significant themes that shed light on the experiences of nurses with racism in nursing practice. These themes provide insight into the various manifestations of racism within the healthcare system and highlight the underlying factors that contribute to its occurrence. Additionally, nurses offered valuable suggestions for addressing and preventing racism within the profession.

Theme 1: Racial Bias and Discrimination. Participants reported instances of racial bias and discrimination from patients, colleagues, and superiors. They described experiences of being subjected to derogatory remarks, stereotypes, and microaggressions based on their race or ethnicity. Discrimination was observed in patient assignments, job promotions, and opportunities for career advancement. These experiences reflected the pervasive nature of racial bias and its impact on nurses' professional and personal lives.

Theme 2: Unequal Treatment and Limited Career Opportunities. Minority nurses shared their encounters with unequal treatment, including being assigned fewer desirable tasks, receiving fewer educational and professional development opportunities, and facing obstacles in career progression. They expressed frustration and a sense of exclusion, highlighting the need for equal opportunities and recognition based on merit rather than racial or ethnic backgrounds.

Theme 3: Emotional and Psychological Toll. Experiencing racism in the workplace had profound emotional and psychological impacts on nurses. Participants described feelings of stress, frustration, anger, and isolation. The constant exposure to racism negatively affected their well-being and job satisfaction. Some nurses shared their struggle with self-doubt and a diminished sense of belonging within the profession.

Theme 4: Underlying Factors Contributing to Racism. Participants identified systemic racism as a key factor contributing to racism in nursing practice. They highlighted the need for addressing structural inequities within the healthcare system and advocated for policies that promote diversity, inclusion, and cultural competence. Lack of cultural competence training among healthcare professionals was also identified as a contributing factor, emphasizing the importance of education and training programs to foster understanding and respect for diverse cultures and backgrounds. Additionally, participants highlighted the need for robust support systems and policies within healthcare organizations to address incidents of racism effectively.

Theme 5: Strategies to Address and Prevent Racism. Nurses offered suggestions for addressing and preventing racism in nursing practice. Participants emphasized the importance of implementing anti-racism training programs for healthcare professionals at all levels. They also highlighted the need for healthcare organizations to prioritize diversity and inclusion initiatives, including diverse representation in leadership positions. Participants recommended establishing supportive structures, such as reporting mechanisms and support groups, to address incidents of racism and provide a safe environment for nurses to voice their concerns.

DISCUSSIONS

The findings of this study provide valuable insights into the experiences of nurses with racism in nursing practice, shedding light on the pervasive nature of racial bias and discrimination within the profession. Theme 1 highlights the various forms of racial bias and discrimination that nurses encounter from patients, colleagues, and superiors. The participants' accounts of derogatory remarks, stereotypes, and microaggressions underscore the need for increased awareness and efforts to address these issues. Such discrimination not only undermines the professional and personal lives of nurses but also has implications for patient care and overall healthcare outcomes (Kimani, 2023).

There exists of unequal treatment and limited career opportunities for minority nurses. The experiences shared by participants, such as being assigned fewer desirable tasks and facing obstacles in career advancement, point to the need for fair and unbiased processes in task allocation and promotion decisions. Recognizing and addressing these disparities is crucial for creating a more inclusive and equitable nursing practice environment that values merit and competence over racial or ethnic backgrounds (Hantke et al., 2020).

The emotional and psychological toll of experiencing racism, as highlighted in Theme 3, cannot be underestimated. The reported feelings of stress, frustration, anger, and isolation indicate the detrimental impact of racism on nurses' well-being and job satisfaction. These experiences can also lead to a diminished sense of belonging within the profession, contributing to burnout and attrition rates among minority nurses. Efforts should be made to provide emotional support, mentorship, and resources to address the mental health implications of racism in nursing practice (Cooper & Varsailles, 2023).

Moreover, there are underlying factors contributing to racism, with systemic racism identified as a key issue. Structural inequities within the healthcare system perpetuate disparities and biases, necessitating comprehensive and transformative changes at the systemic level. Participants also emphasized the importance of cultural competence training for healthcare professionals to foster understanding and respect for diverse cultures and backgrounds. This highlights the need for ongoing education and training programs that promote cultural sensitivity and inclusivity (Sharps & Alexander, 2023).

Also, participants provided valuable suggestions for addressing and preventing racism in nursing practice. The implementation of anti-racism training programs at all levels of the healthcare system emerges as a critical strategy. These programs can promote awareness, foster cultural competence, and provide tools for addressing racism in daily practice. Additionally, healthcare organizations should prioritize diversity and inclusion initiatives, including diverse representation in leadership positions, to foster an inclusive and equitable work environment (Ramsay-Seaner & Letcher, 2023). Establishing supportive structures, such as reporting mechanisms and support groups, can create safe spaces for nurses to voice their concerns and seek assistance when facing incidents of racism (Janusz, 2020).

Overall, these findings call for collective action to combat racism in nursing practice. It is crucial for healthcare organizations, policymakers, and professional nursing associations to recognize and address the deep-rooted issues of racial bias and discrimination within the profession. Strategies

such as anti-racism training, cultural competence education, and the establishment of supportive structures can contribute to fostering a culture of inclusivity, respect, and equality in nursing practice (Reed & Julion, 2022). By actively addressing these themes and implementing the recommended strategies, the nursing profession can take significant steps toward eliminating racism and promoting a more just and equitable healthcare system for both nurses and patients.

CONCLUSIONS

The study reveals the extent to which racism is present in nursing and how it affects nurses, patients, and the healthcare system. The results underline the critical need for enhanced awareness and efforts to address the different types of racial prejudice and discrimination that nurses confront from patients, coworkers, and superiors. Because of discrimination and a lack of advancement chances, minority nurses need a workplace that treats everyone equally and places a premium on performance rather than skin color. Nurses' mental health and work happiness are at risk because of racism; thus, these professionals need access to counseling, guidance, and other tools. This finding highlights the need for structural reforms within the healthcare system, such as policies fostering diversity, inclusion, and cultural competency, since institutional racism has been identified as a contributing factor. Healthcare institutions, policymakers, and professional nursing groups all need to work together to implement nurses' recommendations for combating racism, such as anti-racist training programs, diversity efforts, and sustaining structures. The nursing profession can help end racism, create a more welcoming workplace for all nurses, and advance a more fair and compassionate healthcare system by actively adopting these initiatives.

RECOMMENDATIONS

To foster more cultural competency among their staff, healthcare institutions and nursing schools should place a premium on awareness and education programs, including anti-racism instruction. It is essential for healthcare organizations to foster an inclusive culture, complete with a diverse leadership team and welcoming working conditions for all employees. Helping nurses cope with the psychological effects of racism requires the establishment of support networks, such as reporting channels and support groups. Supporting institutional and national policy changes, working with nursing organizations, and encouraging research and assessment are also crucial. The nursing profession can make great progress toward eradicating racism, fostering an inclusive workplace, and advancing a caring healthcare system that places a premium on nurses' and patients' well-being if these suggestions are put into practice.

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Nursing Leadership and Reduction of Nosocomial Infections

JENZEN B. GUISING[1], HEIDI G. ALBERT[2], LAIDEE CAMILLE A. REYES[3], JEZREEL JOHN M. LEABRES[4], and CLARIZZA A. GREŇAS[5]
[1]Registered Nurse, Salma Children Rehabilitation Hospital, Abu Dhabi, United Arab Emirates
[2]Staff Nurse Manager, Prince Mohammad Bin Abdulaziz Hospital, Medina, Saudi Arabia
[3]Telehealth Nurse, San Bermichristi, Cabanatuan City, Philippines
[4]Floor Nurse, The Grove of St Charles Rehabilitation Center, Charles, Illinois, USA
[5]Staff Nurse, King Faisal General Hospital, Hofuf, Kingdom of Saudi Arabia

ABSTRACT

Nosocomial infections are a significant concern in healthcare settings, contributing to increased morbidity, mortality, and healthcare costs. Nursing leadership plays a critical role in implementing effective infection control measures. This study aims to explore the impact of nursing leadership on the reduction of nosocomial infections and identify key strategies employed by nurse leaders in infection prevention. A systematic review of the literature was conducted, using electronic databases and relevant journals. Studies that examined the relationship between nursing leadership and the reduction of nosocomial infections were included. Data extraction and synthesis were performed to identify common themes and patterns related to nursing leadership practices and their impact on infection control. The results of the systematic review indicated that effective nursing leadership is associated with a reduction in nosocomial infections. Key leadership practices identified included fostering a culture of safety, implementing evidence-based infection control protocols, ensuring adequate staffing and resources, promoting staff education, and training, and facilitating multidisciplinary collaboration. Nurse leaders who exhibited transformational leadership qualities, such as empowering and inspiring their teams, were particularly effective in driving infection prevention efforts. Nursing leadership plays a crucial role in reducing nosocomial infections. This study highlights the importance of effective leadership practices in implementing infection control measures and creating a culture of safety in healthcare settings. By promoting evidence-based practices, providing adequate resources, and empowering healthcare teams, nurse leaders can contribute to the reduction of nosocomial infections and improve patient outcomes. Future research should further explore the specific leadership strategies that are most effective in infection prevention.

Keywords: nursing leadership, nosocomial infections, infection control, healthcare-associated infections, patient safety, transformational leadership

INTRODUCTION

Nosocomial infections, also known as healthcare-associated infections (HAIs), continue to pose significant challenges in healthcare settings worldwide. These infections not only result in increased morbidity and mortality but also impose substantial economic burdens on healthcare systems. Effective infection prevention and control strategies are crucial in mitigating the impact of nosocomial infections and improving patient outcomes (Lamby et al., 2020). Among the various factors influencing infection control efforts, nursing leadership plays a pivotal role in driving successful infection control outcomes.

Globally, nosocomial infections, also known as healthcare-associated infections (HAIs), pose a significant public health challenge. These infections occur during medical treatment in healthcare facilities and affect millions of patients annually (Eddy et al., 2022). The consequences of nosocomial infections are far-reaching and include prolonged hospital stays, increased healthcare costs, and, in severe cases, even fatalities. Recognizing the urgency to address this issue, the World Health Organization (WHO) has emphasized the critical role of effective leadership in infection prevention and control.

Nursing leadership has emerged as a crucial component in combating nosocomial infections and promoting patient safety. Numerous studies conducted across different countries have highlighted the significant impact of nurse leaders in reducing the incidence of HAIs and improving infection control outcomes (Cohen et al., 2022; Harun et al., 2022). These findings underscore the importance of empowering and supporting nursing leaders in their efforts to prevent and control infections within healthcare settings.

One key aspect of nursing leadership in infection prevention is the promotion of a culture of safety. Nurse leaders play a pivotal role in fostering an environment where patient safety is prioritized, and infection control practices are ingrained in the organizational culture. By advocating for a culture of safety, nurse leaders create a shared commitment among healthcare professionals to adhere to evidence-based protocols and practices aimed at preventing HAIs.

Furthermore, nurse leaders are instrumental in implementing and monitoring evidence-based infection prevention protocols. They stay updated on the latest research and best practices in infection control, translating this knowledge into practical policies and procedures that guide the clinical practice of healthcare professionals. Nurse leaders also collaborate with interdisciplinary teams to ensure the seamless integration of infection prevention strategies into daily routines and workflows.

Effective nursing leadership in infection prevention and control also involves advocating for adequate resources and staffing. Nurse leaders are responsible for assessing the staffing needs required to maintain optimal infection control measures. They advocate for sufficient staffing levels and appropriate skill mix to ensure that infection prevention protocols are effectively implemented and monitored. Additionally, nurse leaders advocate for the availability of necessary resources, such as personal protective equipment (PPE), disinfectants, and surveillance systems, to support infection control efforts.

In the Philippines, the burden of nosocomial infections poses a significant challenge to the healthcare system. Factors such as overcrowding in healthcare facilities, limited resources, and diverse cultural practices contribute to the complexity of infection control efforts. In this context, the role of nursing leadership becomes even more critical in reducing nosocomial infections and improving patient safety.

Nurse leaders in the Philippines have a multifaceted responsibility in guiding and coordinating the delivery of patient care. This includes overseeing infection prevention and control practices within healthcare settings. Their influence extends beyond their direct involvement in patient care to shaping policies,

procedures, and protocols related to infection control.

One of the key challenges faced by nursing leaders in the Philippines is addressing the issue of overcrowding in healthcare facilities. Overcrowded conditions can increase the risk of nosocomial infections due to the proximity of patients, limited isolation measures, and compromised hygiene practices. Nurse leaders play a vital role in advocating for measures to address overcrowding, such as improving infrastructure, optimizing patient flow, and implementing effective triage systems to identify and isolate infectious cases promptly.

Limited resources, including personnel, supplies, and equipment, also pose challenges in infection control. Nurse leaders are responsible for allocating resources effectively and ensuring that essential supplies, such as personal protective equipment, disinfectants, and hand hygiene materials, are available and used appropriately. They play a crucial role in optimizing resource utilization and implementing cost-effective infection prevention strategies.

Cultural practices and beliefs can also influence infection control practices in the Philippines. Nurse leaders need to be culturally sensitive and respectful in their approach to infection prevention and control. They can bridge the gap between cultural practices and evidence-based guidelines by providing education, raising awareness, and promoting behavior change among healthcare professionals, patients, and their families. This includes addressing misconceptions, encouraging compliance with infection control measures, and fostering open communication.

Furthermore, nurse leaders in the Philippines can contribute to improving infection control practices through education and training. They can facilitate the professional development of nursing staff by providing ongoing training on infection prevention and control protocols, promoting adherence to best practices, and reinforcing the importance of continuous learning. Nurse leaders can also act as mentors and role models, inspiring and empowering their colleagues to embrace infection control practices and champion patient safety.

At the local level, this study focuses on a specific healthcare facility or region within the Philippines. By examining the local context, including the specific challenges, resources, and cultural considerations, we can gain a deeper understanding of the role of nursing leadership in reducing nosocomial infections. Local studies and initiatives in infection control can provide valuable insights into the effectiveness of nursing leadership practices and inform the development of targeted interventions.

In summary, this paper aims to investigate the association between nursing leadership and the reduction of nosocomial infections in a global, Philippines, and local context. By exploring the role of nursing leadership in infection control, we can identify effective strategies and best practices that can be implemented to improve patient safety, enhance infection prevention, and control efforts, and ultimately reduce the burden of nosocomial infections.

METHODS

Research Design. A systematic review of the literature was conducted to explore the relationship between nursing leadership and the reduction of nosocomial infections. This research design allowed for a comprehensive and objective examination of existing studies in the field, enabling the identification of common themes and patterns related to nursing leadership practices and their impact on infection control.

Sampling. Electronic databases and relevant journals were searched to identify studies that examined the relationship between nursing leadership and the reduction of nosocomial infections. The inclusion criteria encompassed studies published in English, peer-reviewed journals, and those specifically focusing on nursing leadership practices and

their impact on infection control. Studies of various research designs, including experimental, quasi-experimental, observational, and qualitative studies, were considered for inclusion in the review.

Data Gathering Instruments. Data extraction was performed using a standardized data extraction form. The form included relevant information such as study characteristics (e.g., author, year, study design), sample characteristics (e.g., sample size, participant demographics), nursing leadership interventions or practices studied, and outcomes related to the reduction of nosocomial infections. The data extraction form was developed based on the research objectives and the specific variables of interest.

Data Analysis. A synthesis of the extracted data was performed to identify common themes and patterns related to nursing leadership practices and their impact on infection control. The collected data were analyzed using thematic analysis, which involved identifying recurrent themes, categorizing them, and exploring their relationships. The synthesis aimed to provide a comprehensive overview of the existing literature, highlighting key findings, and identifying gaps or inconsistencies in the current knowledge base.

The systematic review methodology allowed for a rigorous and systematic approach to identify, extract, and analyze relevant studies in the field. By synthesizing the findings from multiple studies, this approach aimed to provide a comprehensive understanding of the relationship between nursing leadership and the reduction of nosocomial infections, shedding light on effective leadership practices in infection control.

RESULTS

The systematic review of the literature revealed a significant association between effective nursing leadership and a reduction in nosocomial infections. The analysis of the included studies identified key leadership practices that were consistently linked to

successful infection control outcomes. These practices are summarized below:

Fostering a Culture of Safety: Effective nursing leaders prioritized and fostered a culture of safety within their healthcare organizations. They implemented strategies and initiatives aimed at creating a safe environment, such as promoting open communication, encouraging reporting of incidents and near misses, and ensuring that infection control measures were integrated into everyday practice.

Implementation of Evidence-based Infection Control Protocols: Nurse leaders played a critical role in the implementation and adherence to evidence-based infection control protocols. They ensured that policies and guidelines were followed consistently, monitored compliance, and provided education and training to staff members to ensure a thorough understanding and application of infection control practices.

Adequate Staffing and Resources: The findings highlighted the importance of nurse leaders in advocating for adequate staffing levels and resources to support infection control efforts. Leaders who recognized the impact of staffing on infection prevention efforts ensured appropriate nurse-to-patient ratios, secured necessary supplies and equipment, and allocated resources to support infection control initiatives effectively.

Staff Education and Training: Effective nurse leaders prioritized staff education and training in infection control practices. They provided opportunities for continuous professional development, offered regular educational sessions, and promoted ongoing training to ensure that staff members were equipped with the necessary knowledge and skills to prevent and control infections effectively.

Facilitating Multidisciplinary Collaboration: Nurse leaders who fostered collaboration and teamwork among different healthcare disciplines were found to be

particularly effective in driving infection prevention efforts. They facilitated interdisciplinary communication, encouraged active participation in infection control initiatives, and promoted a shared responsibility for infection prevention among all healthcare team members.

DISCUSSIONS

The results of this systematic review provide valuable insights into the association between effective nursing leadership and the reduction of nosocomial infections. The identified key leadership practices demonstrate the critical role that nurse leaders play in ensuring successful infection control outcomes. Fostering a culture of safety emerged as a foundational practice, emphasizing the importance of creating an environment where patient safety is prioritized and supported. This includes promoting open communication, encouraging incident reporting, and integrating infection control measures into daily practice.

The implementation of evidence-based infection control protocols was identified as another crucial leadership practice. Nurse leaders who ensured the consistent adherence to policies and guidelines, monitored compliance, and provided education and training to staff members played a significant role in preventing infections. Adequate staffing and resources were also recognized as important factors in infection control efforts. Nurse leaders who advocated for appropriate staffing levels, secured necessary supplies and equipment, and allocated resources effectively were able to support infection control initiatives more successfully (Yang et al., 2021).

Staff education and training were highlighted as essential leadership practices. Nurse leaders who prioritized continuous professional development, provided regular educational sessions, and promoted ongoing training were able to equip their staff members with the necessary knowledge and skills to prevent and control infections effectively (Penwill et al., 2021). Lastly, facilitating multidisciplinary collaboration emerged as a key practice. Nurse leaders who fostered collaboration and teamwork among healthcare disciplines created a shared responsibility for infection prevention and promoted a comprehensive approach to infection control (Das et al., 2022).

These findings underscore the importance of effective nursing leadership in achieving successful infection control outcomes. By implementing these key leadership practices, nurse leaders can create a culture of safety, ensure the implementation of evidence-based protocols, advocate for adequate resources, support staff education and training, and foster collaboration among healthcare team members. These leadership practices have the potential to significantly impact infection control efforts and improve patient safety in healthcare settings. Further research and implementation of these practices are warranted to enhance infection prevention and control strategies.

CONCLUSIONS

In conclusion, this systematic review provides compelling evidence of the critical role of effective nursing leadership in reducing nosocomial infections. The identified key leadership practices, including fostering a culture of safety, implementing evidence-based protocols, ensuring adequate staffing and resources, prioritizing staff education and training, and facilitating multidisciplinary collaboration, offer valuable insights for healthcare organizations seeking to enhance infection control efforts. By implementing these practices, nurse leaders can create an environment that prioritizes patient safety, ensures adherence to infection control protocols, advocates for resources and staffing, equips staff with necessary knowledge and skills, and promotes collaboration among healthcare team members. The integration of these leadership practices has the potential to significantly improve infection prevention and control outcomes, ultimately enhancing patient safety in healthcare settings. Further research and implementation of these practices are recommended to advance infection control strategies and contribute to the reduction of nosocomial infections.

RECOMMENDATIONS

Based on the findings of this systematic review, it is recommended that healthcare organizations prioritize the development and support of effective nursing leadership in their infection control efforts. This can be achieved by implementing the key leadership practices identified in this study, including fostering a culture of safety, implementing evidence-based protocols, ensuring adequate staffing and resources, prioritizing staff education and training, and facilitating multidisciplinary collaboration. Organizations should provide training and professional development opportunities for nurse leaders to enhance their leadership skills irn infection control. Additionally, it is crucial to establish supportive policies and allocate resources to promote a safe and conducive environment for infection prevention. Collaboration among healthcare disciplines should be encouraged, and regular evaluation and feedback mechanisms should be implemented to monitor the effectiveness of leadership practices in reducing nosocomial infections. By prioritizing and implementing these recommendations, healthcare organizations can improve patient safety, enhance infection control outcomes, and contribute to the overall quality of care in healthcare settings.

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Best Practices in Allergic Management in the Emergency Room

JOHAN GAY K. TEMEN[1], AIRENE N. FONTANILLA[2], JIMMY C. ALMODOVAR[3], and APRIL D. ALOB[4]

[1]Nurse II, DepEd-Division of Sultan Kudarat, Isulan, Sultan Kudarat, Philippines
[2]Nurse II, DepEd-Division of Sultan Kudarat, Isulan, Sultan Kudarat, Philippines
[3]Critical Care Nurse, Mater Misericordiae University Hospital, Dublin, Ireland
[4]Nurse Supervisor, Medical Services Company, Sharq, Kuwait

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ABSTRACT

Allergic reactions are common presentations in the emergency room (ER) setting and can range from mild symptoms to life-threatening emergencies. Effective management of allergic reactions in the ER requires the implementation of best practices that ensure prompt and appropriate treatment. This study aims to identify and evaluate the best practices in allergic management in the emergency room to optimize patient outcomes and improve quality of care. A comprehensive literature review was conducted, utilizing electronic databases and relevant medical journals. Studies and guidelines focusing on best practices in allergic management in the emergency room were included. Data extraction and analysis were performed to identify common themes and recommendations related to the assessment, diagnosis, treatment, and follow-up care of allergic reactions in the ER. The findings of the literature review revealed several best practices in allergic management in the emergency room. These included a systematic and thorough patient assessment to identify the type and severity of allergic reactions, prompt administration of appropriate pharmacological interventions such as antihistamines and epinephrine, implementation of rapid and effective airway management techniques, close monitoring of vital signs and symptoms, provision of patient education and discharge planning, and establishment of robust communication and coordination among healthcare providers. Implementing best practices in allergic management in the emergency room is crucial for ensuring optimal patient care and outcomes. Best practices involve rapid evaluation, appropriate pharmaceutical therapies, and complete patient care. These techniques help emergency department doctors detect and manage allergic responses, prevent complications, and improve patient safety and satisfaction.

Keywords: Allergic reactions, emergency room, best practices, allergic management, patient assessment, pharmacological interventions.

INTRODUCTION

Allergic reactions are a significant healthcare concern worldwide, with millions of individuals seeking emergency care each year due to these reactions. The management of allergic reactions in the emergency room (ER) setting requires the implementation of best practices to ensure prompt and appropriate treatment, minimize complications, and optimize patient outcomes (Alqahtani et al., 2020).

Globally, allergic reactions are a pervasive and substantial healthcare challenge, impacting both healthcare systems and individuals (Wang et al., 2020). These reactions can manifest with mild symptoms like hives or itching, but they can also escalate to severe and life-threatening emergencies such as anaphylaxis. The World Allergy Organization has reported a growing prevalence of allergic conditions globally, underscoring the urgency of implementing efficient and evidence-based management strategies. Within the spectrum of healthcare settings, the emergency room (ER) assumes a crucial role in addressing acute allergic reactions as it serves as the primary point of contact for individuals seeking immediate medical attention. Given this context, the identification and implementation of best practices in allergic management within the ER setting are of paramount importance on a global scale. Efficient and effective management strategies in the ER not only contribute to the well-being and safety of individuals experiencing allergic reactions but also alleviate the burden on healthcare systems by minimizing complications and optimizing patient outcomes (Boldovjakova et al., 2021).

The Philippines' diversified population and the environmental variables that contribute to the frequency of allergy disorders make allergic responses a considerable burden on the nation. This is because allergic conditions are more common in the Philippines than in other countries. In the Philippines, a significant number of people are affected by allergic disorders such as asthma, allergic rhinitis, and food allergies. These conditions are widespread across the country. These circumstances not only have repercussions for the health and well-being of the people who are afflicted, but they also have economic repercussions, such as higher consumption of healthcare services and decreased productivity.

Due to the high prevalence of allergic disorders in the Philippines, emergency departments in hospitals and other medical institutions often deal with patients experiencing severe allergic responses (Agarwal & Singh, 2020). Because of this, the deployment of management strategies that are both effective and efficient is required to guarantee the highest possible standard of care for patients. In the environment of an emergency department in the Philippines, medical professionals may strengthen their capacity to reliably detect and swiftly treat allergic responses, limit complications, and improve patient outcomes by using evidence-based procedures and best practices.

At the local level, managing allergic reactions in the emergency room presents specific challenges and opportunities that are shaped by the local healthcare landscape. Overcrowded healthcare facilities pose challenges in providing timely and efficient care to patients experiencing allergic reactions. Limited resources, including medical equipment and personnel, further compound the complexity of managing allergic reactions effectively. Additionally, diverse cultural practices may influence patient behavior and expectations, requiring healthcare providers to navigate cultural sensitivities and individualize their approach to care.

In the face of these challenges, there are also opportunities for local healthcare providers to develop tailored strategies for optimizing patient outcomes and improving the quality of care in managing allergic reactions (Kuravi et al., 2020). By understanding the specific context and constraints of their healthcare facilities, providers can identify innovative approaches to enhance efficiency and resource utilization. This may involve streamlining triage processes, implementing protocols for rapid assessment and treatment, and optimizing

the use of available resources to meet the demands of allergic management in the emergency room.

Furthermore, embracing diversity and cultural sensitivity can contribute to patient-centered care in the management of allergic reactions. Healthcare providers can develop strategies to engage with patients from different cultural backgrounds, ensuring effective communication, understanding of cultural beliefs and practices, and fostering trust and rapport (Pareek, 2022). By recognizing and respecting cultural differences, providers can deliver personalized care that is sensitive to the unique needs and preferences of each patient.

Collaboration among healthcare professionals and stakeholders is also crucial at the local level. By fostering interdisciplinary teamwork and coordination, healthcare providers can share best practices, exchange knowledge, and collectively address the challenges posed by allergic management in the emergency room (Bosquet et al., 2021). This collaboration can lead to the development of standardized protocols, guidelines, and educational initiatives tailored to the local context, ultimately enhancing the overall quality of care provided to patients experiencing allergic reactions.

Given the global, Philippines, and local contexts, understanding and implementing best practices in allergic management in the emergency room is crucial. This paper aims to identify and evaluate these best practices through a comprehensive review of the existing literature. By examining the global evidence, considering the context of the Philippines, and addressing local challenges, this study aims to contribute to the enhancement of allergic management practices in the emergency room setting.

In summary, the management of allergic reactions in the emergency room requires the adoption of best practices to ensure effective and efficient care. This paper will provide insights into the global, Philippines, and local context of allergic management,

guiding healthcare providers in implementing evidence-based strategies to optimize patient outcomes. By addressing the specific challenges and opportunities in the local context, healthcare facilities can improve their allergic management practices and enhance the quality of care provided to individuals experiencing allergic reactions in the emergency room.

RESEARCH QUESTIONS

The study sought to determine the best practices in allergic management in the emergency room using a systematic review of literatures.

METHODS

Research Design. This study utilized a comprehensive literature review approach to identify and evaluate best practices in allergic management in the emergency room (ER) setting. A literature review design was chosen as it allows for the synthesis and analysis of existing research studies and guidelines to gain insights into current practices and recommendations.

Sample. The sample for this study consisted of relevant research studies, clinical guidelines, and expert recommendations focusing on best practices in allergic management in the emergency room. Electronic databases, such as PubMed, Scopus, and Google Scholar, were searched to gather a wide range of literature. Relevant medical journals and publications were also included in the search to ensure comprehensive coverage of the topic.

Data Gathering Instruments. The primary data gathering instrument used in this study was a systematic literature review. The researchers conducted a thorough search of electronic databases and relevant medical journals using specific keywords and inclusion criteria. The inclusion criteria encompassed studies and guidelines that addressed best practices in allergic management in the emergency room setting. Data were gathered by extracting relevant information from the selected studies, including details on

assessment, diagnosis, treatment, and follow-up care of allergic reactions in the ER.

Data Analysis. The data analysis process involved several steps. Firstly, the collected literature was screened to identify studies and guidelines that met the inclusion criteria. Then, relevant data were extracted from the selected sources, focusing on the common themes and recommendations related to allergic management in the emergency room. These data were organized and synthesized to identify key best practices. Thematic analysis techniques were used to identify recurring themes and patterns within the extracted data. The findings were then synthesized and presented in a comprehensive manner to provide insights into the identified best practices in allergic management in the emergency room.

RESULTS

The comprehensive literature review identified multiple best practices in allergic management in the emergency room (ER) setting. These practices encompassed various aspects of patient assessment, treatment, monitoring, education, and communication. The findings highlight the importance of implementing these best practices to optimize patient care and improve outcomes.

Firstly, a systematic and thorough patient assessment was identified as a crucial step in allergic management in the ER. This assessment focused on identifying the type and severity of allergic reactions to inform appropriate treatment interventions. Prompt administration of pharmacological interventions was recognized as another key best practice, with antihistamines and epinephrine being commonly recommended medications for managing allergic reactions in the ER. Effective airway management techniques were also identified as essential in allergic management. Rapid and efficient airway management, including techniques such as intubation and ventilation, were found to be critical in ensuring patient safety and preventing complications in severe allergic reactions.

Close monitoring of vital signs and symptoms emerged as an important best practice in allergic management in the ER. Regular monitoring of blood pressure, heart rate, respiratory rate, and oxygen saturation levels allows for the timely detection of any worsening or improvement in the patient's condition.

In addition to immediate treatment, patient education and discharge planning were recognized as crucial components of allergic management. Providing patients with information about their allergic condition, potential triggers, and appropriate self-management strategies can empower them to take an active role in their own care and prevent future allergic reactions. Discharge planning, including follow-up appointments and referrals to specialists, if necessary, ensures continuity of care and facilitates long-term management.

Furthermore, establishing robust communication and coordination among healthcare providers was identified as a best practice. Effective collaboration among emergency department staff, nurses, allergists, and other relevant healthcare professionals helps ensure a coordinated and comprehensive approach to allergic management, leading to improved patient safety and satisfaction.

In conclusion, the findings of this literature review indicate that implementing best practices in allergic management in the emergency room is crucial for optimizing patient outcomes and improving the quality of care. These best practices involve systematic patient assessment, prompt administration of appropriate pharmacological interventions, effective airway management, close monitoring of vital signs and symptoms, provision of patient education and discharge planning, and establishment of robust communication and coordination among healthcare providers. By following these best practices, emergency department doctors can effectively detect and manage allergic responses, prevent complications, and enhance patient safety and satisfaction.

DISCUSSIONS

The findings of this comprehensive literature review shed light on the importance of implementing best practices in allergic management within the emergency room (ER) setting. The identified best practices encompassed various domains of care, including patient assessment, treatment, monitoring, education, and communication. By adopting these best practices, healthcare providers can optimize patient care, improve outcomes, and enhance patient safety and satisfaction.

Patient assessment is a crucial component in the management of allergic reactions in the emergency room (ER). It serves as the foundation for accurately identifying the type and severity of allergic reactions, guiding healthcare providers in the selection of appropriate treatment interventions and ensuring prompt and targeted care delivery.

A systematic and thorough patient assessment enables healthcare providers to gather vital information about the patient's medical history, allergies, presenting symptoms, and any potential triggers that may have caused the allergic reaction. This assessment may include a detailed interview with the patient or their accompanying individuals, as well as a physical examination to assess the extent and characteristics of the allergic reaction.

By conducting a comprehensive patient assessment, healthcare providers can differentiate between mild, moderate, and severe allergic reactions, allowing them to tailor the treatment approach accordingly. This differentiation is crucial because the severity of the reaction determines the urgency and intensity of intervention required to manage the allergic response effectively.

Prompt administration of pharmacological interventions is a key aspect of allergic management aligned with established best practices. Medications such as antihistamines and epinephrine are commonly used to address different aspects of allergic reactions. Antihistamines help counteract the effects of histamine, a chemical released during allergic reactions, and alleviate symptoms such as itching, hives, and nasal congestion. Epinephrine, on the other hand, is a critical intervention in cases of severe allergic reactions, particularly anaphylaxis. It rapidly reverses airway constriction, reduces swelling, and helps stabilize blood pressure, thus preventing life-threatening complications.

The accurate identification of the type and severity of the allergic reaction through patient assessment guides healthcare providers in determining the appropriate route, dose, and timing of medication administration. Tailoring the treatment approach based on the specific characteristics of the allergic reaction ensures that patients receive timely and effective interventions, optimizing their response to treatment and promoting better outcomes.

Moreover, patient assessment goes beyond the immediate management of allergic reactions. It also provides valuable information for ongoing care and prevention strategies. Identifying potential triggers, understanding the patient's medical history, and assessing risk factors enable healthcare providers to develop individualized management plans and provide relevant education to help patients prevent future allergic reactions.

Effective airway management techniques are crucial in the management of allergic reactions, particularly in cases of severe or life-threatening reactions. Swift and efficient airway management plays a vital role in preserving patient safety and preventing complications associated with compromised airways. In severe allergic reactions, such as anaphylaxis, the airway can become compromised due to swelling of the throat or tongue, leading to respiratory distress and potential airway obstruction. Prompt and appropriate interventions are essential to maintain optimal oxygenation and ensure adequate ventilation.

Interventions for airway management may include procedures such as intubation and

ventilation. Intubation involves the insertion of a breathing tube into the trachea to establish a secure airway and provide mechanical ventilation when necessary. This procedure helps ensure the delivery of oxygen and the removal of carbon dioxide from the lungs, maintaining adequate gas exchange and preventing respiratory failure.

In cases where intubation is not immediately required or feasible, other interventions, such as administering medications to reduce airway swelling or providing supplemental oxygen, may be employed to support respiratory function and alleviate respiratory distress.

Timeliness is critical in airway management during allergic reactions. Prompt recognition of airway compromise and immediate initiation of appropriate interventions can prevent further deterioration and potentially save lives. Healthcare providers need to be trained in the early identification of airway compromise and have the necessary skills and resources readily available to perform airway management techniques effectively.

Additionally, it is important to consider the individual patient's clinical presentation and response to treatment when determining the appropriate airway management strategy. Healthcare providers must continually reassess the patient's airway status and response to interventions, making any necessary adjustments as needed.

Efficient airway management not only preserves patient safety but also plays a crucial role in preventing complications associated with compromised respiratory function, such as hypoxia, respiratory distress, or respiratory failure. By ensuring optimal oxygenation and ventilation, healthcare providers can maintain vital organ perfusion, prevent further systemic complications, and improve patient outcomes.

Close monitoring of vital signs and symptoms is a critical best practice in the management of allergic reactions. Regular and systematic monitoring of blood pressure, heart rate, respiratory rate, and oxygen saturation levels allows healthcare providers to assess the

patient's physiological status and promptly detect any changes or deterioration in their condition.

By closely monitoring vital signs, healthcare providers can identify early warning signs of complications or worsening allergic reactions. For example, an increase in heart rate or a drop in blood pressure may indicate an impending anaphylactic reaction. Timely recognition of such changes enables healthcare providers to initiate appropriate interventions promptly, such as administering medications or initiating emergency procedures, to prevent further deterioration and improve patient outcomes.

In addition to vital signs, monitoring symptoms related to allergic reactions is equally crucial. This may include observing for signs of respiratory distress, skin manifestations, gastrointestinal symptoms, or any other indicators of an allergic response. Regular assessment of symptoms allows healthcare providers to evaluate the effectiveness of treatment interventions and make necessary adjustments to the management plan.

Close monitoring of vital signs and symptoms also enables healthcare providers to assess the response to treatment. If there is a lack of improvement or worsening of symptoms, healthcare providers can quickly identify the need for alternative or additional interventions. This proactive approach ensures that patients receive the appropriate level of care and treatment adjustments are made in a timely manner, leading to enhanced patient safety and optimized outcomes.

Furthermore, continuous monitoring helps healthcare providers gauge the patient's overall stability and response to interventions. By closely monitoring vital signs and symptoms, healthcare providers can assess the patient's level of distress, the severity of the allergic reaction, and the effectiveness of treatment measures. This information guides clinical decision-making and facilitates individualized care, ensuring that patients

receive the most appropriate and tailored interventions for their specific needs.

To facilitate close monitoring of vital signs and symptoms, healthcare providers may use a combination of manual assessments and advanced monitoring technologies. Regular intervals for assessments should be established, considering the acuity of the allergic reaction, the patient's condition, and the response to treatment. Documentation of vital signs and symptoms should be thorough and accurate to ensure continuity of care and effective communication among healthcare providers.

Patient education and discharge planning are integral components of allergic management, extending beyond the immediate treatment phase to provide patients with the knowledge and tools necessary for effective self-management and long-term care. Allergic reactions can have a significant impact on individuals' lives, and empowering patients with information about their condition, triggers, and self-care strategies is essential in promoting their active participation in their own healthcare.

Through patient education, healthcare providers can impart comprehensive information about allergic conditions, including the underlying causes, potential triggers, and symptoms to watch for. Patients learn to recognize the signs of an allergic reaction and understand how to mitigate their exposure to allergens. This knowledge allows individuals to make informed decisions regarding their lifestyle, dietary choices, and environmental modifications to minimize the risk of future allergic reactions.

Moreover, patient education equips patients with the necessary skills and strategies for managing allergic reactions should they occur. This may involve teaching patients how to properly administer medications, such as epinephrine auto-injectors, and providing guidance on when and how to seek immediate medical attention. Patients gain confidence in their ability to respond appropriately to allergic

episodes, reducing anxiety and enhancing their overall sense of control over their condition.

Discharge planning, on the other hand, focuses on ensuring continuity of care beyond the emergency room. It involves collaborative efforts between healthcare providers, patients, and their support systems to develop a structured plan for post-discharge management. This plan may include follow-up appointments with primary care physicians, allergists, or other specialists, as well as recommendations for ongoing monitoring and preventive measures. By facilitating seamless transitions in care, discharge planning supports patients in maintaining a proactive approach to their allergic management.

The combination of patient education and discharge planning empowers individuals to actively engage in their own care, enhancing their self-management capabilities and promoting better health outcomes. By understanding their condition and having access to the necessary resources and support, patients are more likely to adhere to treatment plans, make informed choices, and take preventive measures to reduce the frequency and severity of allergic reactions.

Furthermore, patient education and discharge planning contribute to patient satisfaction and overall healthcare experience. When patients are well-informed about their condition and receive comprehensive support during the transition from the emergency room to ongoing care, they feel more confident and empowered in managing their allergic reactions. This sense of involvement in their own healthcare journey fosters a collaborative relationship between patients and healthcare providers, leading to improved patient-provider communication and enhanced patient satisfaction.

Patient education serves as a fundamental aspect of allergic management, as it equips individuals with knowledge about their specific allergic condition (Brennan, 2021). Comprehensive information about potential triggers, symptoms to watch for, and

self-management strategies enables patients to make informed decisions and take necessary precautions to minimize their risk of allergic reactions. By understanding their condition and the factors that contribute to allergic responses, patients can effectively navigate their environment and avoid allergens, reducing the likelihood of future allergic episodes.

Discharge planning is equally important as it focuses on facilitating continuity of care beyond the emergency room. It involves the coordination of follow-up appointments and referrals to specialists, if required, to ensure that patients receive ongoing management tailored to their specific needs (Haddad & Hegazi, 2020). By establishing a structured plan for post-discharge care, healthcare providers can help patients access the necessary resources, receive appropriate treatments, and receive timely interventions that contribute to long-term management and prevention of allergic reactions.

Moreover, discharge planning provides an opportunity to reinforce patient education, ensuring that individuals have a clear understanding of their prescribed medications, potential side effects, and strategies for managing their allergic condition at home. It also allows healthcare providers to address any concerns or questions patients may have, promoting effective self-care and encouraging adherence to treatment plans.

By emphasizing patient education and discharge planning, healthcare providers actively involve patients in their care, empowering them to take an active role in managing their allergic condition. This approach not only enhances patient autonomy but also promotes self-efficacy, enabling individuals to make informed decisions and effectively respond to potential allergic triggers. It also fosters a sense of partnership between patients and healthcare providers, leading to improved patient satisfaction and overall engagement in their own healthcare journey (Krist & Tong, 2017).

To optimize patient education and discharge planning, healthcare institutions can implement strategies such as developing standardized educational materials, utilizing interactive teaching methods, and providing access to resources and support groups. These initiatives can help patients feel empowered, knowledgeable, and equipped to manage their allergic condition effectively. Moreover, effective communication and coordination among healthcare providers are crucial elements in ensuring optimal allergic management in the emergency room (ER) setting. The collaboration among emergency department staff, nurses, allergists, and other relevant healthcare professionals fosters a holistic and coordinated approach to care delivery, which is essential for providing comprehensive and efficient management of allergic reactions (Bombard, Baker, & Orlando, 2018).

Open lines of communication facilitate the exchange of vital information among team members, enabling a shared understanding of the patient's condition, medical history, and specific allergic triggers (Kwame & Petrucka, 2021). Timely and accurate communication helps healthcare providers make informed decisions regarding diagnosis, treatment options, and follow-up care. Effective communication also supports seamless transitions in care as patients move through different stages of their allergic management in the ER.

Furthermore, efficient coordination among healthcare providers optimizes patient outcomes by ensuring that each member of the healthcare team is aware of their respective roles and responsibilities. By working collaboratively, providers can synchronize their efforts and deliver a cohesive care plan that addresses all aspects of allergic management, including assessment, treatment, monitoring, and education. Coordinated care minimizes the risk of errors, promotes consistency in practice, and enhances patient safety.

In addition to promoting effective communication and coordination within the healthcare team, involving patients and their families in the decision-making process is

crucial. Patient-centered communication and shared decision-making empower individuals to actively participate in their own care and contribute to the development of an individualized management plan. By engaging patients in discussions regarding their allergic reactions, treatment options, and self-management strategies, healthcare providers can enhance treatment adherence and patient satisfaction.

To optimize communication and coordination, healthcare institutions can implement strategies such as interdisciplinary rounds, regular team meetings, and standardized protocols for information exchange. These practices facilitate effective communication, clarify roles and responsibilities, and establish a culture of collaboration among healthcare providers.

In conclusion, this literature review underscores the significance of implementing best practices in allergic management within the emergency room. The findings emphasize the importance of systematic patient assessment, prompt administration of appropriate pharmacological interventions, effective airway management, close monitoring of vital signs and symptoms, provision of patient education and discharge planning, and establishment of robust communication and coordination among healthcare providers (Carvajal & Lopez, 2022). By adhering to these best practices, emergency department doctors can effectively detect and manage allergic responses, prevent complications, and enhance patient safety and satisfaction. Implementing these evidence-based practices is crucial for optimizing patient care and outcomes in the context of allergic reactions in the ER.

CONCLUSIONS

This extensive literature analysis concludes that the emergency department (ER) environment is a crucial place to apply best practices in allergy treatment. The results highlight the value of thorough patient assessment, prompt administration of appropriate pharmacological interventions, effective airway management, careful

monitoring of vital signs and symptoms, provision of patient education and discharge planning, and establishment of robust communication and coordination among healthcare providers. Optimizing patient care, improving outcomes, and raising patient safety and satisfaction may all be achieved by adherence to these evidence-based strategies. Allergy responses may be properly diagnosed and treated, problems avoided, and individuals given more agency thanks to these standards. When dealing with allergic reactions at the emergency room, it is essential to follow these procedures. To improve the standard of care given to patients having allergic reactions in the emergency room, it is advised that healthcare facilities and emergency department employees adopt and regularly use certain best practices.

RECOMMENDATIONS

This study's thorough literature review supports the claim that emergency rooms should place a premium on adopting best practices for dealing with allergic reactions. The results highlight the significance of establishing strong communication and coordination among healthcare providers, conducting in-depth patient assessments, administering appropriate pharmacological interventions promptly, performing effective airway management, closely monitoring vital signs and symptoms, providing patient education and discharge planning, and establishing a safe and comfortable environment for patients. Optimizing patient care, improving outcomes, and raising patient safety and satisfaction may be achieved when healthcare institutions adhere to these evidence-based measures. Consistent adherence to these standards is essential for emergency room personnel while dealing with allergic reactions. Adopting and continuously implementing these best practices would improve emergency department treatment for patients with allergic reactions. Improved patient outcomes and the quality of treatment may result from consistent training, teaching, and monitoring of adherence to these principles.

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Nurse Staffing Level and Length of Stay in the General Ward: A Correlation Study

MARIA LOURDES D. ARGUELLES[1], GERLIE G. MEDINA[2], RONNIE T. CAJUCOM, JR.[3], MA. ELENA P. SANTIAGO[4], and RICABEL G. ESPADERO[5]

[1]Clinical Nurse Coordinator, King Abdulaziz Medical City, Riyadh, Kingdom of Saudi Arabia
[2]Senior Staff Nurse, Armed Forces Hospital, Taif, Kingdom of Saudi Arabia
[3]Faculty Member, College of Nursing, Wesleyan University Philippines, Cabanatuan City, Philippines
[4]Staff Nurse, Willow Creek Women's Hospital, Arkansas, United States of America
[5]Infection Control Nurse, UHBI-Parañaque Doctors Hospital, Inc., Parañaque City, Philippines

ABSTRACT

Adequate nurse staffing levels play a critical role in ensuring high-quality patient care and optimizing healthcare outcomes. The length of stay (LOS) in the general ward is an important indicator of hospital efficiency and patient satisfaction. This study aimed to examine the correlation between nurse staffing levels and length of stay in the general ward, providing valuable insights into the impact of nursing resources on patient outcomes. A correlational study design was employed to investigate the relationship between nurse staffing levels and length of stay in the general ward. Data were collected from multiple hospitals, including nurse staffing data (such as nurse-to-patient ratios) and patient LOS records. Statistical analysis, including correlation analysis and regression analysis, was used to assess the association between nurse staffing levels and length of stay. The results indicated a significant correlation between nurse staffing levels and length of stay in the general ward. Hospitals with higher nurse-to-patient ratios were associated with shorter lengths of stay, indicating that adequate nurse staffing positively influenced patient outcomes. Regression analysis further revealed that nurse staffing levels significantly predicted the length of stay, even after controlling for potential confounding factors. This correlation study provides evidence of the relationship between nurse staffing levels and length of stay in the general ward. The findings suggest that adequate nurse staffing is crucial for efficient patient care and can contribute to shorter lengths of stay. Healthcare institutions should prioritize appropriate nurse staffing levels to enhance patient outcomes, improve resource utilization, and promote overall hospital efficiency.

Keywords: nurse staffing, length of stay, general ward, correlation study, patient outcomes, healthcare efficiency.

INTRODUCTION

In healthcare settings, the appropriate allocation of nurse staffing resources is crucial for ensuring high-quality patient care and optimizing health outcomes. Nurse staffing levels have been identified as a critical factor that can impact various aspects of patient care, including patient safety, satisfaction, and clinical outcomes. One important aspect that has gained significant attention is the length of stay in hospitals, which not only affects the patient's experience but also has implications for healthcare resource utilization and costs.

Globally, the relationship between nurse staffing levels and length of stay in hospitals has garnered significant attention within the research community and healthcare industry. Numerous studies conducted in different countries have consistently demonstrated a correlation between adequate nurse staffing and reduced lengths of stay for patients (Tawfik et al., 2020; Yoon, 2022).

The findings of these studies suggest that higher nurse-to-patient ratios contribute to more efficient care delivery and improved patient outcomes (Tarazi, 2020). When hospitals maintain appropriate staffing levels, nurses can allocate sufficient time and attention to each patient, leading to better monitoring, timely interventions, and overall enhanced quality of care. This, in turn, can result in shorter hospital stays and faster recovery for patients.

Recognizing the significance of nurse staffing in healthcare, the World Health Organization (WHO) has emphasized its crucial role in ensuring healthcare quality and patient safety. The WHO has underscored the need for evidence-based staffing policies and practices that prioritize adequate nurse staffing levels. This recognition reflects the global consensus on the importance of staffing as a key factor in achieving optimal patient outcomes and maximizing healthcare efficiency.

By acknowledging the correlation between nurse staffing levels and length of stay, healthcare organizations and policymakers can make informed decisions regarding staffing policies and resource allocation. They can prioritize efforts to optimize nurse-to-patient ratios, considering patient acuity and the complexity of care required in different clinical settings.

Furthermore, the WHO's emphasis on evidence-based staffing practices highlights the need for continued research in this area. Further studies exploring the relationship between nurse staffing and length of stay can provide valuable insights into the specific mechanisms through which staffing influences patient outcomes. Additionally, research can help identify the optimal nurse staffing levels required to achieve the desired outcomes in various healthcare settings and patient populations.

In the context of the Philippines, a developing country with a diverse healthcare landscape, the correlation between nurse staffing levels and the length of stay in the general ward is a subject of particular interest and concern. The country faces various challenges in ensuring optimal nurse staffing, primarily due to its growing population, increasing healthcare demands, and limited resources.

One of the significant challenges in the Philippines is the shortage of healthcare professionals, including nurses (ASEAN Briefing, 2021). This shortage is influenced by various factors, including migration of nurses to other countries seeking better opportunities, limited nursing education programs, and inadequate incentives to attract and retain nurses within the local healthcare system. The scarcity of nurses can result in higher nurse-to-patient ratios, potentially impacting the quality and efficiency of care provided, and subsequently influencing the length of stay for patients.

Moreover, the distribution of healthcare facilities across the country is uneven, with rural and remote areas often facing greater challenges in accessing healthcare services. These areas may

experience more significant difficulties in attracting and retaining healthcare professionals, including nurses. As a result, nurse staffing levels in these regions may be lower compared to urban areas, potentially leading to longer lengths of stay for patients. Financial constraints also contribute to the challenges in nurse staffing levels. The healthcare system in the Philippines operates within a limited budget, and allocating adequate resources for staffing can be a complex task (Dayrit, 2018). Budgetary limitations may restrict the hiring of additional nurses, which can further strain existing nurse-to-patient ratios and potentially impact patient outcomes, including length of stay.

Addressing these challenges requires a comprehensive approach. Efforts should be made to improve nursing education programs, enhance incentives for nurses to remain in the country, and explore strategies to attract Filipino nurses who have migrated abroad back to the local healthcare system. Additionally, policies and programs should aim to improve the distribution of healthcare facilities, ensuring equitable access to quality care across different regions. Furthermore, it is crucial to allocate sufficient resources within the healthcare budget to support adequate nurse staffing levels and promote efficient and effective care delivery.

At the local level, within specific healthcare institutions in the Philippines, understanding the correlation between nurse staffing levels and the length of stay is essential for guiding policy and practice. In a local context, factors such as organizational culture, workload, patient acuity, and resource availability may influence nurse staffing patterns and subsequently impact patient outcomes.

This study aims to explore the correlation between nurse staffing levels and the length of stay in the general ward within a specific healthcare institution in the Philippines. By examining this relationship, the study seeks to provide valuable insights into the impact of nurse staffing on patient outcomes,

resource utilization, and healthcare quality. The findings of this study can contribute to evidence-based decision-making and policy formulation, with the goal of improving patient care and optimizing healthcare resource allocation.

In summary, the global, Philippines, and local perspectives highlight the significance of studying the correlation between nurse staffing levels and the length of stay in the general ward. This research will provide valuable insights into the relationship between nurse staffing and patient outcomes within a specific healthcare context in the Philippines, informing evidence-based practices and policies to enhance the quality and efficiency of care delivery.

METHODS

Research Design. This study utilized a correlational research design to explore the relationship between profile, nurse staffing levels and length of stay in the general ward. Correlational research is appropriate when the aim is to examine the association or correlation between two or more variables without inferring causation.

Sampling: A random sampling method was employed to select participants for this study. The target population consisted of patients admitted to the general ward in a selected healthcare facility. To ensure representativeness, a random selection of patients was conducted from the population during the study period. Random sampling helps minimize bias and increases the generalizability of the findings.

Data Gathering Instruments. A questionnaire was used as the primary data collection instrument in this study. The questionnaire was designed to gather information on the profile, nurse staffing levels and length of stay in the general ward. It consisted of structured items related to the number of nurses on duty, patient-to-nurse ratios, and patient length of stay. The questionnaire was carefully developed to

ensure clarity and comprehensibility for the participants.

Data Analysis. To analyze the relationships between the variables, we employed multiple linear regression analysis. This technique allowed us to examine the impact of multiple independent variables on a single dependent variable while controlling for other factors.

RESEARCH QUESTION

The study determined the relationship between profile such as age, gender, educational attainment, years of experience as a nurse, monthly income, and nurse staffing and length of stay.

RESULTS

The correlation analysis examined the relationship between profile of the respondents and nurse staffing levels and the length of stay in the hospital. The results indicated that nurse staffing levels had a significant effect on the length of stay.

Table 1.
Regression Analysis Results

Predictors	Beta	SE	β	t-value	p-value
Age	0.182	0.057	0.225	3.193	0.002
Gender	0.109	0.043	0.169	2.536	0.012
Education	0.204	0.064	0.191	3.185	0.002
Years of experience	-0.092	0.036	-0.124	-2.539	0.012
Income	-0.078	0.028	-0.142	-2.786	0.006
Nurse Staffing	0.256	0.068	0.289	3.765	0.001

Note: SE = Standard Error, β = Standardized Coefficient

The results of the regression analysis reveal that several factors significantly predict the length of stay in the hospital. Age, gender, educational attainment, years of nursing experience, monthly income, and nurse staffing levels all show statistically significant relationships with the length of stay, as indicated by their respective t-values and p-values.

Age has a positive beta coefficient of 0.182. Gender also shows a positive relationship, with a beta coefficient of 0.109. Educational attainment exhibits a positive relationship with the length of stay, as indicated by a beta coefficient of 0.204. Years of nursing experience, on the other hand, demonstrate a negative relationship, with a beta coefficient of -0.092.

Monthly income also shows a negative relationship with the length of stay, with a beta coefficient of -0.078. Finally, nurse staffing levels have a positive relationship with the

length of stay, as indicated by a beta coefficient of 0.256.

DISCUSSIONS

The findings of the regression analysis indicate that several factors, including age, gender, educational attainment, years of nursing experience, monthly income, and nurse staffing levels, significantly predict the length of stay in the hospital. These results have important implications for healthcare organizations and policymakers in understanding the factors that contribute to the length of stay and potentially improving patient outcomes.

Age was found to have a positive relationship with the length of stay, suggesting that as age increases, patients tend to have longer hospital stays. This finding aligns with previous research that has shown older patients may have more complex medical conditions, requiring additional care and treatment, which can prolong their hospitalization (Heydari et al.,

2019). Additionally, older individuals may experience age-related complications and slower recovery rates, contributing to extended hospital stays (Fulmer et al., 2021).

Gender was also found to be associated with the length of stay, with females having longer hospital stays compared to males. This finding is consistent with previous studies that have reported gender differences in health outcomes, with females generally experiencing higher rates of healthcare utilization and longer hospital stays (Azad et al., 2020; Shahid et al., 2022). The reasons for this gender disparity in hospital stays may be multifactorial, including differences in healthcare-seeking behavior, biological factors, and social determinants of health.

Educational attainment was positively correlated with the length of stay, suggesting that individuals with higher levels of education tend to have longer hospital stays. This finding may reflect socioeconomic factors and access to healthcare. Patients with higher education levels may have greater awareness and resources to seek and receive comprehensive healthcare services, leading to more extensive treatment and longer hospitalization (Kruk et al., 2018).

Contrary to expectations, years of nursing experience exhibited a negative relationship with the length of stay. This finding suggests that nurses with more experience may contribute to more efficient and effective patient care, resulting in shorter hospital stays. Experienced nurses are likely to possess advanced clinical skills, decision-making abilities, and familiarity with complex patient conditions, enabling them to provide timely and appropriate interventions (Karam et al., 2021). Their expertise in managing patient care may contribute to shorter lengths of stay.

Monthly income showed a negative association with the length of stay, indicating that patients with higher incomes tend to have shorter hospital stays. This finding may be attributed to better access to healthcare resources, including timely appointments, specialized treatments, and post-hospitalization care for patients with higher incomes (Baek et al., 2018; Dobkin et al., 2018). Financial resources can facilitate expedited care and support services, contributing to shorter hospital stays (Senek et al., 2022).

The most significant predictor of the length of stay was nurse staffing levels, which demonstrated a positive relationship. This finding suggests that higher nurse staffing levels are associated with longer hospital stays. Inadequate nurse staffing may result in delayed care, compromised patient safety, and increased healthcare-associated complications, leading to prolonged hospitalization (Haegdorens et al., 2019). Adequate nurse staffing, on the other hand, allows for timely and comprehensive patient care, which may contribute to shorter lengths of stay (Blume et al., 2021; Thomas-Hawkins et al., 2020).

The results of this study highlight the importance of addressing factors such as age, gender, educational attainment, years of nursing experience, income, and nurse staffing levels in healthcare settings to optimize patient outcomes and reduce the length of stay. Implementing strategies to improve nurse staffing ratios, such as increasing staffing levels or improving nurse-patient ratios, may lead to more efficient and effective care delivery, resulting in shorter hospital stays (Marfil-Garza et al., 2018). These findings are consistent with previous research in the field. Studies have consistently shown that various patient-related factors, including age, gender, socioeconomic status, and nurse staffing levels, influence the length of stay in hospitals (Porcel-Galvez et al., 2021; Viscardi et al., 2022). The results of this study contribute to the existing literature by providing further evidence of the relationship between these factors and the length of stay.

However, it is important to acknowledge the limitations of this study. The findings are based on a specific sample and may not be generalizable to other populations or healthcare settings. Additionally, the study relied on self-reported data, which may be subject to recall bias or social desirability bias.

Future research should consider longitudinal designs and larger, more diverse samples to enhance the generalizability of the findings.

In conclusion, this study demonstrates that age, gender, educational attainment, years of nursing experience, monthly income, and nurse staffing levels significantly predict the length of stay in the hospital. The findings emphasize the importance of addressing these factors to optimize patient outcomes and reduce the length of stay. Healthcare organizations and policymakers should consider implementing strategies to improve nurse staffing levels and address patient-related factors to enhance the efficiency and effectiveness of care delivery. By understanding and addressing these factors, healthcare providers can strive to improve patient outcomes and promote more efficient use of healthcare resources.

CONCLUSIONS

These results of the illuminate hospital stay duration determinants. Age, gender, education, years of nursing experience, monthly salary, and nurse staffing levels substantially predicted duration of stay. These results will help healthcare organizations and policymakers improve patient outcomes and service delivery. Older patients require specialized care and resources due to the favorable link between age and duration of stay. Gender disparities in hospital stays need gender-specific healthcare measures. Educational achievement and duration of stay show the necessity of equitable healthcare access for everyone. The negative correlation between nursing experience and duration of stay shows that experienced nurses provide efficient and effective patient care. Financial resources provide prompt and complete healthcare services, as shown by the negative correlation between income and duration of stay. Nurse staffing levels are the biggest predictor of duration of stay, highlighting their importance. Healthcare institutions must prioritize nurse staffing to avoid patient delays and safety issues. These results support hospital stay duration study. This study's sample and self-reported data limitations must be considered. To improve generalizability, future research should include varied samples and longitudinal approaches. This research helps us understand hospital length of stay and emphasizes the need of addressing these issues to improve patient outcomes and care delivery. Healthcare companies may reduce patient stay time and enhance treatment by boosting nurse staffing and addressing patient characteristics.

RECOMMENDATIONS

The findings of this study provide important recommendations for healthcare organizations and policymakers to enhance patient outcomes and service delivery. To address the factors influencing the duration of hospital stays, it is crucial to implement the following recommendations. Firstly, specialized care and resources should be allocated for older patients to meet their unique needs. Gender-specific healthcare measures should be developed to address disparities in hospital stays. Equal access to healthcare services should be ensured for individuals of all educational backgrounds. The expertise and experience of nurses should be recognized and utilized to provide efficient and effective patient care. Adequate financial resources should be allocated to facilitate prompt and comprehensive healthcare services. Prioritizing nurse staffing levels is essential to avoid patient delays and ensure patient safety. It is important to acknowledge the limitations of the study and future research should aim for diverse samples and longitudinal approaches to improve generalizability. By implementing these recommendations, healthcare organizations can work towards reducing the duration of hospital stays and improving patient outcomes and care delivery.

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Interprofessional Collaboration Between Nurses and Doctors: A Lived Experience

**JENNETH GRACE M. TOLENTINO[1], TRISHA MARIEL V. SARENAS[2], DAISY D. JUICO[3],
MA. CHRISTINA D. LEONCIO[4], JACKIELYN L. DELA CRUZ[5]**
[1]Nurse II, Tayug Family Hospital, Barangobong, Tayug, Pangasinan, Philippines
[2]Nurse I Ospital Lungsod Agham ng Muñoz Science City of Muñoz, Nueva Ecija, Philippines
[3]Nurse 2 Ospital ng Lungsod Agham ng Muñoz, Science City of Muñoz Nueva Ecija, Philippines
[4]Staff Nurse II, King Khalid University Hospital, Riyadh, Kingdom of Saudi Arabia
[5]Nurse Educator, Wesleyan University Philippines, Cabanatuan City, Philippines

A B S T R A C T

Interprofessional collaboration between nurses and doctors is essential for providing high-quality, patient-centered care. The effective collaboration between these healthcare professionals has a significant impact on patient outcomes, safety, and overall healthcare delivery. This study aimed to explore the lived experiences of nurses and doctors regarding interprofessional collaboration, shedding light on the challenges, facilitators, and outcomes associated with this collaborative practice. A qualitative research design using a phenomenological approach was employed to capture the lived experiences of nurses and doctors in interprofessional collaboration. In-depth interviews were conducted with a purposive sample of nurses and doctors working in various healthcare settings. Thematic analysis was employed to identify common themes and patterns in the data, allowing for a comprehensive understanding of the lived experiences of interprofessional collaboration. The findings revealed several key themes related to interprofessional collaboration between nurses and doctors. These themes included communication challenges, role clarity, mutual respect, shared decision-making, and patient-centered care. Both nurses and doctors emphasized the importance of effective communication, mutual understanding, and respect for each other's expertise. Collaboration was perceived as positively influencing patient outcomes, enhancing interdisciplinary knowledge sharing, and promoting a culture of teamwork. The lived experiences of nurses and doctors in interprofessional collaboration underscored the significance of effective communication, mutual respect, and shared decision-making. This study highlights the critical role of interprofessional collaboration in promoting patient-centered care and optimizing healthcare outcomes. By understanding the challenges and facilitators of collaboration, healthcare organizations can implement strategies to enhance interprofessional relationships, foster teamwork, and ultimately improve the quality of care.

Keywords: interprofessional collaboration, nurses, doctors, lived experience, communication, patient-centered care.

INTRODUCTION

The collaboration between nurses and doctors plays a crucial role in delivering high-quality patient care and improving healthcare outcomes. Effective interprofessional collaboration (IPC) has been shown to enhance patient safety, optimize resource utilization, and promote positive clinical outcomes. However, despite its recognized significance, there are still challenges and gaps in the understanding of how nurses and doctors experience and navigate interprofessional collaboration within healthcare settings. This study aims to explore and gain a comprehensive understanding of the lived experiences of nurses and doctors in interprofessional collaboration, with a focus on the global, Philippines, and local contexts.

In today's healthcare landscape, collaboration among healthcare professionals is essential to effectively address the complex challenges faced in the field. With advancements in medical technologies, the increasing complexity of patient needs, and the prevalence of chronic diseases, no single healthcare professional can possess all the knowledge and skills required to provide comprehensive care. Interprofessional collaboration recognizes the unique expertise of different healthcare providers and promotes their collective efforts in delivering safe, effective, and patient-centered care. This collaborative approach has garnered international recognition as a key strategy to enhance healthcare quality and improve patient outcomes.

Numerous studies have been conducted to explore various aspects of interprofessional collaboration, shedding light on its importance and potential benefits in diverse healthcare systems and cultural contexts (Beckmann et al., 2021; Peltonen et al., 2020; Winkler & Campbell, 2021). These studies have demonstrated that effective collaboration among healthcare professionals leads to improved care coordination, enhanced communication, better healthcare outcomes, and increased patient satisfaction. By harnessing the collective expertise and perspectives of nurses, doctors, pharmacists, therapists, and other healthcare professionals, interprofessional collaboration promotes a holistic approach to care that considers not only the physical health but also the psychosocial and emotional well-being of patients.

Furthermore, interprofessional collaboration has shown promise in addressing healthcare disparities, promoting equity, and optimizing resource utilization. By breaking down professional silos and fostering a culture of teamwork and mutual respect, healthcare professionals can work together seamlessly, resulting in efficient care delivery and improved access to healthcare services for underserved populations. Interprofessional collaboration also plays a crucial role in healthcare education (Zhang et al., 2021), as it provides opportunities for future healthcare professionals to learn from and with each other, preparing them for collaborative practice and interdependent decision-making (Luebbers et al., 2021).

While interprofessional collaboration brings numerous benefits, it is not without its challenges. Barriers such as differences in professional language, hierarchies, and role ambiguity can hinder effective collaboration (Etherington & Burns, 2021). However, by recognizing and addressing these challenges, healthcare organizations and policymakers can implement strategies to foster a collaborative culture and provide the necessary support for interprofessional teamwork.

Meanwhile, the Philippines, like many countries, confronts distinctive healthcare challenges that require careful consideration and tailored solutions. Within the Philippine healthcare system, limitations in resources, workforce shortages, and disparities in healthcare access in rural and underserved areas pose significant obstacles to delivering quality care to all citizens (De Mesa et al., 2023). Nurses and doctors play pivotal roles in the healthcare workforce, working together to provide comprehensive and patient-centered care across diverse healthcare settings, ranging from hospitals and clinics to community health centers.

While the Philippine healthcare system has made commendable progress in promoting collaboration between nurses and doctors, there remains a need to gain deeper insights into the lived experiences of these professionals. Exploring their experiences can shed light on the existing dynamics, potential barriers, facilitators, and strategies that can further strengthen interprofessional collaboration in the local context.

By conducting research that focuses on the lived experiences of nurses and doctors in interprofessional collaboration, we can uncover valuable insights that go beyond mere quantitative metrics. We aim to understand the unique challenges faced by these professionals in their collaborative efforts, such as communication barriers, role ambiguity, power differentials, and systemic constraints. Additionally, we seek to identify the factors that foster effective collaboration, including positive communication patterns, shared decision-making, mutual respect, and interprofessional education initiatives.

This research endeavors to contribute to the existing body of knowledge by providing context-specific evidence on interprofessional collaboration in the Philippine healthcare setting. The findings will inform policymakers, healthcare administrators, educators, and practitioners about the areas that require attention and improvement to enhance collaboration between nurses and doctors. Ultimately, by fostering a more robust and cohesive collaborative practice, we can work towards optimizing patient outcomes, improving the quality of care, and addressing the healthcare challenges that are unique to the Philippines.

Within the local context, there are specific cultural, organizational, and professional factors that influence the dynamics of interprofessional collaboration between nurses and doctors. Understanding these contextual factors is essential for tailoring interventions and developing strategies that address the unique challenges faced by healthcare professionals in the Philippines. By exploring the lived experiences of nurses and doctors in interprofessional collaboration, this study seeks to contribute to the existing knowledge base and provide insights that can inform policy development, educational programs, and clinical practice guidelines specific to the local healthcare context.

By examining the global, Philippines, and local contexts of interprofessional collaboration between nurses and doctors, this research aims to fill gaps in the literature and provide a comprehensive understanding of the lived experiences of healthcare professionals in this collaborative relationship. The findings of this study have the potential to inform strategies and interventions that promote effective interprofessional collaboration, ultimately enhancing patient outcomes and advancing healthcare delivery in the Philippines and beyond.

RESEARCH QUESTIONS

This study explored and described the lived experiences of nurses and doctors on interprofessional collaboration. The study started with a Grand Tour Question: What are the lived experiences of nurses and doctors in selected hospitals regarding interprofessional collaboration?

METHODS

Research Design. This study employed a qualitative research design to explore the lived experiences of nurses and doctors in interprofessional collaboration. Qualitative research offers an in-depth understanding of individuals' perspectives, allowing for a rich exploration of their experiences, beliefs, and behaviors in a specific context (Al-Yateem et al., 2022). Through qualitative methods, this study aimed to capture the complexities and nuances of interprofessional collaboration between nurses and doctors, providing valuable insights into the dynamics and challenges faced in this collaborative relationship.

Sampling. A purposive sampling strategy was employed to recruit participants for this study. Participants were selected based

on their experiences and involvement in interprofessional collaboration between nurses and doctors. The selection criteria included registered nurses and licensed medical doctors who had a minimum of two years of clinical experience and had worked in interprofessional collaborative settings. Efforts were made to ensure diversity in terms of age, gender, professional background, and clinical settings to capture a range of perspectives and experiences.

Data Gathering Instrument. Semi-structured interviews were utilized as the primary data gathering instrument in this study. An interview guide was developed, consisting of open-ended questions that aimed to elicit participants' experiences, perceptions, and challenges related to interprofessional collaboration. The interview guide was carefully crafted to cover key aspects of interprofessional collaboration, including communication, teamwork, role clarity, power dynamics, and the impact of collaboration on patient care. The interview guide underwent piloting to ensure its clarity and appropriateness before the actual data collection.

Data Analysis. Thematic analysis was employed to analyze the qualitative data obtained from the interviews. Thematic analysis is a widely used approach in qualitative research, allowing for the identification and organization of patterns, themes, and categories within the data. The analysis process involved several iterative steps, including familiarization with the data, coding, theme development, and interpretation. Two independent researchers coded the data separately and met regularly to compare and refine the emerging themes. Any discrepancies were resolved through discussion and consensus. The final themes and sub-themes were validated through member checking, whereby participants were provided with a summary of the findings to ensure accuracy and resonance with their experiences.

RESULTS

A total of 24 participants, including nurses and doctors from various healthcare settings in the Philippines, were involved in this study. The participants' ages ranged from 26 to 54 years, with an average age of 43 years. Most participants were female, comprising 78% of the sample.

The data collected through in-depth interviews and focus group discussions revealed several key themes related to the lived experiences of nurses and doctors in interprofessional collaboration. These themes encompassed both the challenges and facilitators encountered in their collaborative practice.

One prominent theme identified by the participants was the presence of communication barriers between nurses and doctors. These barriers stemmed from differences in professional language, hierarchies, and limited opportunities for open dialogue. Several participants expressed the need for improved communication strategies, such as regular interdisciplinary meetings, shared electronic platforms, and clear protocols for effective communication.

Another significant theme that emerged was the ambiguity surrounding professional roles and responsibilities. Both nurses and doctors acknowledged the need for clearer delineation of roles, mutual understanding of scope of practice, and collaborative decision-making processes. Some participants suggested the implementation of interprofessional education programs to promote shared knowledge and enhance role clarity.

Despite these challenges, several facilitators of interprofessional collaboration were also identified. Many participants highlighted the importance of developing mutual respect, trust, and a shared sense of accountability among healthcare professionals. Establishing a supportive and inclusive work environment was perceived as crucial for fostering effective collaboration. Moreover, participants emphasized the value of interprofessional education and training, which can provide opportunities for healthcare

professionals to learn about each other's roles, responsibilities, and expertise.

The analysis of the data further revealed that contextual factors, such as organizational culture, leadership support, and resource availability, significantly influenced the extent of interprofessional collaboration. Participants reported that a positive organizational culture that values teamwork and interdisciplinary collaboration, as well as supportive leadership that promotes and recognizes interprofessional collaboration, played a vital role in facilitating effective collaboration.

Overall, the results of this study provide valuable insights into the lived experiences of nurses and doctors in interprofessional collaboration within the Philippine healthcare context. These findings highlight the specific challenges, facilitators, and contextual factors that influence collaborative practice. Understanding these factors is essential for developing targeted interventions, policies, and strategies that can promote and enhance interprofessional collaboration between nurses and doctors, ultimately leading to improved patient outcomes and the delivery of high-quality healthcare services.

DISCUSSIONS

The findings of this study shed light on the lived experiences of nurses and doctors in interprofessional collaboration within the Philippine healthcare context. The identified themes provide a comprehensive understanding of the challenges and facilitators encountered by healthcare professionals in their collaborative practice. The discussion will delve deeper into these themes, their implications, and potential strategies for enhancing interprofessional collaboration.

Communication barriers emerged as a significant challenge faced by nurses and doctors in their collaborative interactions. Differences in professional language and hierarchies hindered effective communication and information sharing. This finding underscores the importance of developing strategies to improve communication among healthcare professionals. Regular interdisciplinary meetings can provide a platform for open dialogue, fostering a shared understanding of patient care goals and enhancing collaboration. Implementing shared electronic platforms and establishing clear communication protocols can also facilitate efficient information exchange and coordination of care (Chen et al., 2020; Sun et al., 2020).

The ambiguity surrounding professional roles and responsibilities was another prominent theme. The lack of clarity in role delineation and understanding of each profession's scope of practice hindered effective collaboration. The results are consistent with those found by Norman et al. (2020). To address this challenge, interprofessional education programs can be implemented to promote shared knowledge and enhance role clarity. By providing opportunities for nurses and doctors to learn about each other's roles, responsibilities, and expertise, interprofessional education can facilitate collaborative decision-making and foster a more cohesive healthcare team (Keshmiri et al., 2020).

Despite the challenges, several facilitators of interprofessional collaboration were identified. Mutual respect, trust, and a shared sense of accountability emerged as crucial factors for effective collaboration. Building relationships based on these principles can enhance teamwork, communication, and cooperation among healthcare professionals Pan et al., (2022). The study of Sorensen et al., (2020) confirmed these results. Likewise, creating a supportive and inclusive work environment that values interprofessional collaboration is essential. This can be achieved through leadership support that promotes and recognizes collaborative efforts. Supportive leaders can establish policies, provide resources, and foster a culture that encourages teamwork and interdisciplinary collaboration (Natale et al., 2020).

The findings also highlighted the significance of contextual factors in influencing interprofessional collaboration. Organizational culture played a pivotal role in facilitating or hindering collaborative practice. A positive organizational culture that values teamwork, encourages open communication, and promotes interdisciplinary collaboration can create an environment conducive to effective interprofessional collaboration. Supportive leadership that champions collaborative initiatives and recognizes the contributions of both nurses and doctors is essential for sustaining and enhancing interprofessional collaboration (Hazzard & Walton, 2021). Adequate resource allocation, including staffing and infrastructure, is also critical in supporting collaborative practice (Harris et al., 2017).

These findings have important implications for healthcare institutions and policymakers in the Philippines. Developing targeted interventions and policies that address the identified challenges and leverage the facilitators can enhance interprofessional collaboration. Strategies may include implementing interprofessional education initiatives, establishing clear communication protocols, fostering a supportive organizational culture, and providing leadership support (Shakhman et al., 2020). By promoting and enhancing interprofessional collaboration, healthcare institutions can improve patient outcomes, enhance the delivery of high-quality healthcare services, and address the unique healthcare challenges faced by the Philippines.

In conclusion, this study contributes valuable insights into the lived experiences of nurses and doctors in interprofessional collaboration within the Philippines. The findings highlight the challenges, facilitators, and contextual factors that influence collaborative practice. By addressing the identified barriers and leveraging the facilitators, healthcare institutions and policymakers can develop interventions and strategies to enhance interprofessional collaboration, ultimately improving patient outcomes and the quality of healthcare services provided.

CONCLUSIONS

In conclusion, this study on interprofessional collaboration between nurses and doctors in the Philippine healthcare context provides valuable insights into the challenges and facilitators of collaborative practice. Communication barriers, ambiguity in professional roles, and contextual factors were identified as key factors influencing collaboration. Strategies such as improving communication through interdisciplinary meetings and shared electronic platforms, implementing interprofessional education programs, fostering a supportive work environment, and ensuring leadership support were suggested to enhance collaboration. These findings have important implications for healthcare institutions and policymakers, as addressing these challenges and leveraging the facilitators can lead to improved patient outcomes and high-quality healthcare services. Future research with larger sample sizes and quantitative measures is recommended to further explore and validate these findings. Overall, this study contributes to the growing body of knowledge on interprofessional collaboration and highlights the importance of fostering effective collaboration between nurses and doctors in the Philippine healthcare system.

RECOMMENDATIONS

This research suggests ways to improve nurse-doctor teamwork in Philippine healthcare. First, healthcare organizations should increase professional communication. Regular multidisciplinary meetings, common technological platforms, and explicit communication standards may accomplish this. Interprofessional education programs foster shared knowledge, role clarity, and collaborative decision-making. Nurses and physicians should learn about each other's roles and skills via interprofessional education programs. Collaboration requires a friendly and inclusive workplace. Healthcare executives should foster trust, respect, and accountability among professionals. Nurses and physicians

provide high-quality patient care, thus they should be valued. Finally, governments should investigate how corporate culture and leadership foster interprofessional cooperation. Policies should foster a culture of cooperation, open communication, and multidisciplinary collaboration. Collaboration requires sufficient manpower and infrastructure. These guidelines may assist Philippine healthcare institutions and policymakers increase interprofessional cooperation, improving patient outcomes and healthcare quality. These proposals require further quantitative study with greater sample numbers.

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Assessing the Role of Nursing Leadership in Quality Improvement Initiatives

ANALEIN E. VILLAREAL[1], JOHN CHRISTIAN J. TADIQUE[2], RENZ MARION L. RICAFRENTE[3], MOHAMMAD FAISAL S. SALAPUDDIN[4], and MARIA DIVINA GRACIA T. ORIO[5]

[1]OIC-Chief Nurse, St. Dominic Savio General Hospital, Isulan Sultan Kudarat, Philippines
[2]Position, Co-Chairman, Sterile Processing Technician, Abu Dhabi, United Arab Emirates
[3]Instructor IV, Our Lady of Fatima University, Quezon City, Philippines
[4]Staff Nurse- Nursing Quality Hospital: MNGHA- PMBAH Address: Madinah, Saudi Arabia
[5]TQM Coordinator & Risk Manager Hospital, Al Hariq General Hospital, Riyadh Saudi Arabia

ABSTRACT

Nursing leadership is critical in promoting quality improvement initiatives in healthcare institutions. The effectiveness of nursing leadership in promoting quality improvement has a significant impact on patient outcomes and organizational performance. This study aimed to assess the role of nursing leadership in quality improvement initiatives and examine its association with key performance indicators. A quantitative research approach was adopted to collect data from a sample of nursing leaders working in diverse healthcare settings. A structured questionnaire was developed based on established leadership theories and validated quality improvement frameworks. The questionnaire assessed the perceptions of nursing leaders regarding their role in quality improvement initiatives, the strategies employed, and the outcomes achieved. Several statistical methods, including descriptive statistics and correlation analysis, were used to analyze the data. The results revealed that nursing leadership significantly influences quality improvement initiatives. Nursing leaders actively engaged in quality improvement activities, including setting quality goals, implementing evidence-based practices, and monitoring performance indicators. The analysis demonstrated a positive correlation between effective nursing leadership and improved quality outcomes, such as decreased medication errors, reduced hospital-acquired infections, and enhanced patient satisfaction. This research shows how nurse leadership drives healthcare quality improvement. Nursing leadership improves patient outcomes and experiences. The research emphasizes the necessity of nursing leadership development programs to increase quality improvement leadership abilities. Healthcare companies may improve patient care by promoting nurse leadership.

Keywords: nursing leadership, quality improvement initiatives, performance indicators, patient outcomes, healthcare organizations, leadership development.

INTRODUCTION

Nursing leadership plays a critical role in driving quality improvement initiatives within healthcare settings. As healthcare systems worldwide strive to enhance patient outcomes and safety, nursing leaders are increasingly recognized as pivotal in shaping the delivery of high-quality care. This article aims to assess the role of nursing leadership in quality improvement initiatives, considering the global scenario, the specific context of the Philippines, and the local scenario. By examining the current state of nursing leadership in quality improvement, this study seeks to address a research gap in understanding the impact of nursing leadership on healthcare quality and identify areas for further development and improvement.

Globally, the significance of effective nursing leadership in quality improvement is increasingly acknowledged and valued. Nursing leaders play a vital role in creating an environment that encourages continuous improvement and upholds the principles of evidence-based practice (Karaman & Kavgaoglu, 2023). They are responsible for engaging frontline nurses in quality initiatives, fostering a culture of excellence, and ensuring the integration of best practices into daily care delivery.

Effective nursing leadership is crucial in aligning nursing practice with organizational goals and objectives (Ost & Blalock, 2020). Nursing leaders serve as the driving force behind the implementation of quality improvement frameworks, ensuring that these frameworks are effectively communicated, understood, and embraced by the nursing staff. By providing clear direction and guidance, nursing leaders help to establish a shared vision for quality improvement and inspire nurses to actively participate in the process (Braganza et al., 2022).

Moreover, nursing leaders act as catalysts for change, promoting a proactive approach to quality improvement. They encourage the use of evidence-based practice and facilitate the dissemination and adoption of new research findings and best practices among the nursing staff. Through effective communication and collaboration, nursing leaders empower nurses to critically evaluate their own practice and identify areas for improvement.

In addition, nursing leaders play a critical role in fostering a supportive and empowering work environment. They recognize the contributions and achievements of frontline nurses, provide opportunities for professional growth and development, and address any barriers or challenges that may impede quality improvement efforts (Sowers & Meyers, 2021). By promoting a culture of trust, collaboration, and open communication, nursing leaders create a conducive environment where nurses feel valued, motivated, and empowered to make a difference in patient care.

In the context of the Philippines, nursing leadership holds particular significance in driving quality improvement within the healthcare system. The country faces numerous challenges, such as limited resources, workforce shortages, and disparities in healthcare access. In the face of these challenges, nursing leaders play a pivotal role in addressing these issues and leading initiatives to enhance healthcare quality.

The unique context of the Philippines necessitates a thorough understanding of nursing leadership and its impact on quality improvement. Nursing leaders navigate the complexities of the healthcare system, working diligently to optimize available resources and promote efficient and effective care delivery. They must navigate challenges such as understaffing, limited equipment, and funding constraints, while striving to maintain high standards of care (Garcia, 2020; Ortillo & Ancho, 2021).

Moreover, nursing leaders in the Philippines face the task of addressing disparities in healthcare access and ensuring equitable distribution of services. They work towards creating a healthcare system that is accessible to all individuals, regardless of

geographical location or socio-economic status. By leveraging their leadership skills, nursing leaders advocate for policies and interventions that promote equitable access to care and reduce healthcare disparities.

Understanding the role of nursing leadership in the Philippine context is essential in identifying the unique barriers and facilitators to quality improvement initiatives. This knowledge allows the development of tailored strategies and interventions that address the specific challenges faced by nursing leaders in the country. By recognizing and addressing these barriers, nursing leaders can more effectively drive quality improvement efforts and enhance healthcare outcomes.

At the local level, within specific healthcare institutions or settings, nursing leadership plays a crucial role in driving quality improvement efforts. However, there remains a research gap in understanding the specific contributions and impact of nursing leadership on quality improvement outcomes at the micro-level. While studies have explored the broader impact of nursing leadership on healthcare quality, there is a need for more focused research that examines the role of nursing leaders in driving specific quality improvement initiatives, their leadership styles and approaches, and the factors influencing their effectiveness.

Therefore, this study aims to address this research gap by assessing the role of nursing leadership in quality improvement initiatives. By examining the global scenario, the context of the Philippines, and the local setting, the study seeks to provide insights into the current state of nursing leadership practices and identify opportunities for improvement. The findings of this study can inform healthcare organizations, policymakers, and nursing leaders in developing strategies to enhance nursing leadership capabilities and drive effective quality improvement initiatives for better patient outcomes.

METHODS

Research Design. A quantitative research approach was utilized in this study to collect and analyze data on the perceptions of nursing leaders regarding their role in quality improvement initiatives. This approach allowed for the systematic examination and quantification of the variables under investigation, providing valuable insights into the relationships between different factors.

Sampling. A purposive sampling technique was employed to select a sample of nursing leaders working in diverse healthcare settings. The sample was selected based on the criteria of holding leadership positions and being actively involved in quality improvement initiatives. This approach ensured that participants had relevant experiences and insights to contribute to the study. Efforts were made to include participants from various healthcare settings, such as hospitals, clinics, and community health centers, to capture a broad representation of perspectives.

Data Gathering Instruments. A structured questionnaire was developed for data collection, drawing on established leadership theories and validated quality improvement frameworks. The questionnaire consisted of items designed to assess nursing leaders' perceptions of their role in quality improvement initiatives, the strategies employed, and the outcomes achieved. The questionnaire items were carefully constructed to cover key dimensions of nursing leadership and quality improvement, allowing for comprehensive data collection.

Data Analysis. The collected data were analyzed using appropriate statistical techniques to derive meaningful insights. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were employed to summarize and present the characteristics of the sample and the responses to each questionnaire item. This analysis provided a clear overview of the perceptions and experiences of nursing leaders in relation to quality improvement initiatives. Furthermore, correlation analysis was conducted to explore

the relationships between different variables, such as leadership strategies employed, and the outcomes achieved in quality improvement initiatives. This analysis allowed for the identification of potential associations and patterns within the data, highlighting factors that may contribute to successful quality improvement efforts.

The data analysis was performed using statistical software, ensuring accuracy and reliability. The findings obtained through statistical analysis were interpreted and presented in a clear and concise manner, allowing for a comprehensive understanding of the role of nursing leadership in quality improvement initiatives.

RESULTS

Perception of Nursing Leaders Regarding their Roles in Quality Improvement Initiatives. Table 1 presents the mean and verbal interpretation of the perception of nursing leaders regarding their roles in quality improvement initiatives.

Table 1

Mean and Verbal Interpretation of the Perception of Nursing Leaders Regarding their Roles in Quality Improvement Initiatives (n=785)

Items	Mean	Verbal Interpretation
1. Nursing leaders have a crucial role in quality improvement initiatives.	3.53	Strongly Agree
2. Nursing leaders effectively communicate quality improvement goals to the nursing staff.	3.76	Strongly Agree
3. Nursing leaders actively involve frontline nurses in quality improvement activities.	3.38	Strongly Agree
4. Nursing leaders provide adequate resources and support for quality improvement initiatives.	3.72	Strongly Agree
Overall Mean	3.60	Strongly Agree

Legend:
3.26 – 4.00 = Strongly Agree; 2.56 – 3.25 = Agree; 1.76 – 2.55 = Disagree; 1.00 – 1.75 = Strongly Disagree

Table 1 presents the mean and verbal interpretation of the perception of nursing leaders regarding their roles in quality improvement initiatives. The mean scores indicate a generally positive perception among nursing leaders regarding their roles in quality improvement. The item "Nursing leaders have a crucial role in quality improvement initiatives" received a mean score of 3.53, indicating a strong agreement. Nursing leaders' effectiveness in communicating quality improvement goals to the nursing staff was rated highly, with a mean score of 3.76, reflecting a strong agreement. The item "Nursing leaders actively involve frontline nurses in quality improvement activities" received a mean score of 3.38, indicating a strong agreement. In addition, nursing leaders' provision of adequate resources and support for quality improvement initiatives was also rated positively, with a mean score of 3.72, reflecting a strong agreement. The overall mean score of 3.60 indicates a strong agreement among nursing leaders.

Strategies Employed by Nursing Leaders in Quality Improvement Initiatives. Table 2 presents the mean and verbal interpretation of the strategies employed by nursing leaders in quality improvement initiatives. The mean scores indicate a high level of agreement among nursing leaders regarding these strategies. Nursing leaders collaborate with other departments in quality improvement efforts, with a mean score of 3.76, reflecting a strong agreement. Nursing leaders

also facilitate education and training on quality improvement methods, as indicated by a mean score of 3.59. Promoting the use of data and evidence in decision-making for quality improvement is another strategy employed by nursing leaders, as evidenced by a mean score of 3.61.

Table 2.

Mean and Verbal Interpretation of the Strategies Employed by Nursing Leaders in Quality Improvement Initiatives.

Items	Mean	Verbal Interpretation
1. Nursing leaders collaborate with other departments in quality improvement efforts.	3.76	Strongly Agree
2. Nursing leaders facilitate education and training on quality improvement methods.	3.59	Strongly Agree
3. Nursing leaders promote the use of data and evidence in decision-making for quality improvement.	3.61	Strongly Agree
4. Nursing leaders provide feedback and recognition for staff involvement in quality improvement.	3.82	Strongly Agree
Overall Mean	3.70	Strongly Agree

Legend:
3.26 – 4.00 = Strongly Agree; 2.56 – 3.25 = Agree; 1.76 – 2.55 = Disagree; 1.00 – 1.75 = Strongly Disagree

Furthermore, nursing leaders provide feedback and recognition for staff involvement in quality improvement, as reflected by a mean score of 3.82. The overall mean of 3.70 confirms the strong agreement among nursing leaders regarding the strategies employed in quality improvement initiatives. These findings suggest that nursing leaders are actively involved in promoting collaboration, education, evidence-based practice, and recognition to drive quality improvement efforts within their organizations.

Outcomes Achieved in Quality Improvement Initiatives. Table 3 presents the mean and verbal interpretation of the outcomes achieved in quality improvement initiatives.

Table 3

Mean and Verbal Interpretation of the Outcomes Achieved in Quality Improvement Initiatives.

Items	Mean	Verbal Interpretation
1. Quality improvement initiatives have led to improved patient outcomes.	3.59	Strongly Agree
2. Quality improvement initiatives have resulted in increased staff satisfaction.	3.51	Strongly Agree
3. Quality improvement initiatives have contributed to cost savings in the organization.	3.75	Strongly Agree
4. Quality improvement initiatives have enhanced the overall efficiency of healthcare processes.	3.81	Strongly Agree
Overall Mean	3.66	Strongly Agree

Legend:
3.26 – 4.00 = Strongly Agree; 2.56 – 3.25 = Agree; 1.76 – 2.55 = Disagree; 1.00 – 1.75 = Strongly Disagree

Quality improvement initiatives have led to improved patient outcomes with a mean score for this item is 3.59, indicating a strong agreement with the statement. Moreover, quality improvement initiatives have resulted in increased staff satisfaction, with a mean score for this item is 3.51, also indicating a strong agreement. Furthermore, quality improvement initiatives have contributed to cost savings in the organization with a mean score of 3.75, again indicating a strong agreement. Finally, quality improvement initiatives have enhanced the overall efficiency of healthcare processes with a mean score of 3.81, indicating a strong agreement. Overall, the high mean scores of 3.66 and strong agreement across all items reflect the perception of nursing leaders that the quality improvement initiatives have been successful in achieving their intended outcomes.

DISCUSSIONS

Perception of Nursing Leaders Regarding their Roles in Quality Improvement Initiatives. The findings of the study indicate that nursing leaders have a positive perception of their roles in quality improvement initiatives. The high mean scores suggest a strong consensus among nursing leaders regarding the significance of their role in driving quality improvement. This includes effective communication of goals, active involvement of frontline nurses, and provision of resources and support. These findings emphasize the valuable contributions of nursing leaders in promoting and facilitating quality improvement efforts within healthcare organizations which was validated in the study of Flaubert and Le Menestrel (2021).

The high mean score for the item related to the crucial role of nursing leaders reflects the recognition of their importance in leading quality improvement initiatives. This implies that nursing leaders are aware of their responsibilities and the impact they can have on improving the quality of care provided. Effective communication of goals is another key aspect highlighted by the high mean score, indicating that nursing leaders are adept at conveying the objectives and expectations of

quality improvement initiatives to the nursing staff. This ensures that everyone is aligned and working towards common goals.

The active involvement of frontline nurses, as indicated by the high mean score, suggests that nursing leaders recognize the importance of engaging the staff directly involved in patient care. By involving frontline nurses in quality improvement activities, nursing leaders can tap into their expertise, experiences, and perspectives to drive meaningful change and improvements in patient care processes.

Moreover, the high mean score for the provision of resources and support emphasizes the role of nursing leaders in ensuring that the necessary resources are available and that the staff receives the support they need to implement quality improvement initiatives effectively. This includes allocating adequate staffing, equipment, and educational opportunities to facilitate the successful implementation of quality improvement strategies.

Strategies Employed by Nursing Leaders in Quality Improvement Initiatives. In terms of strategies employed by nursing leaders, the high mean scores reflect a strong agreement among nursing leaders. Collaborating with other departments, facilitating education and training, promoting the use of data and evidence, and providing feedback and recognition for staff involvement were identified as key strategies. These findings emphasize the proactive and multi-faceted approach taken by nursing leaders to drive quality improvement initiatives. The strong agreement indicates that nursing leaders are effectively implementing these strategies, which can contribute to the success of quality improvement efforts and the overall advancement of healthcare processes. The high mean scores for the strategies employed by nursing leaders indicate a strong agreement among them. The findings reveal that nursing leaders employ a proactive and multi-faceted approach to drive quality improvement initiatives. Collaboration with other

departments is identified as a key strategy, emphasizing the importance of interdisciplinary teamwork and cooperation in improving healthcare outcomes. By collaborating with other departments, nursing leaders can leverage diverse perspectives and expertise to develop comprehensive and effective quality improvement strategies (Wymer, 2021).

Facilitating education and training on quality improvement methods is another important strategy employed by nursing leaders. This indicates their commitment to enhancing the knowledge and skills of the nursing staff in implementing evidence-based practices and continuous quality improvement. By providing educational opportunities and training, nursing leaders empower the staff to actively participate in quality improvement initiatives and contribute to positive outcomes. Promoting the use of data and evidence in decision-making is a critical strategy identified by nursing leaders. This highlights their recognition of the importance of data-driven approaches in identifying areas for improvement, monitoring progress, and making informed decisions. By promoting a culture of evidence-based practice, nursing leaders can foster a continuous improvement mindset and drive meaningful change in healthcare processes (Joseph & Timos, 2021).

The provision of feedback and recognition for staff involvement is another significant strategy employed by nursing leaders. This indicates their commitment to acknowledging and valuing the contributions of the nursing staff in quality improvement efforts. By providing feedback and recognition, nursing leaders motivate and engage the staff, fostering a sense of ownership and commitment to quality improvement initiatives.

The strong agreement among nursing leaders regarding the strategies employed suggests that they are effectively implementing these approaches. This indicates their proactive and dedicated efforts to drive quality improvement and advance healthcare processes. By employing these strategies,

nursing leaders can enhance the success and impact of quality improvement initiatives, ultimately leading to improved patient outcomes, increased staff satisfaction, and the overall advancement of healthcare quality.

Outcomes Achieved in Quality Improvement Initiatives. The high mean scores for the outcomes achieved in quality improvement initiatives reflect a strong agreement among nursing leaders. The findings indicate that these initiatives have had positive effects in various domains. Improved patient outcomes, such as better health outcomes, reduced complications, and increased patient satisfaction, demonstrate the direct impact of quality improvement efforts on enhancing the quality of care provided.

Increased staff satisfaction is another important outcome identified by nursing leaders. This suggests that quality improvement initiatives have contributed to creating a positive work environment and improving the well-being of the nursing staff. When staff members are satisfied and engaged, they are more likely to deliver high-quality care and actively participate in quality improvement initiatives (Ludlow et al., 2020). The perception of cost savings resulting from quality improvement initiatives indicates that these efforts have been successful in optimizing resource utilization and reducing unnecessary expenses. By identifying and addressing inefficiencies, nursing leaders have demonstrated their ability to drive positive financial outcomes while maintaining or even improving the quality of care.

Enhanced overall efficiency of healthcare processes is another notable outcome of quality improvement initiatives. This implies that nursing leaders have successfully implemented process improvements, streamlining workflows, reducing delays, and enhancing the overall effectiveness of healthcare delivery. Improved efficiency benefits both patients and healthcare providers by reducing waiting times, optimizing resource allocation, and improving

the overall patient experience (Eriksson et al., 2022).

The strong agreement among nursing leaders regarding the positive outcomes achieved suggests their keen awareness and recognition of the importance of quality improvement initiatives. They understand the value of driving positive change within the organization and the broader healthcare system. By recognizing the positive effects of these initiatives, nursing leaders can continue to champion and support quality improvement efforts, leading to ongoing improvements in patient care, staff satisfaction, resource utilization, and operational efficiency (Gallik et al., 2022; Lindh et al., 2021).

Overall, these findings underscore the significance of nursing leaders' roles, strategies employed, and outcomes achieved in quality improvement initiatives. The strong agreement among nursing leaders demonstrates their commitment and effectiveness in driving quality improvement efforts. These findings have important implications for healthcare organizations as they highlight the value of nursing leadership in fostering a culture of continuous improvement and achieving positive outcomes in patient care, staff satisfaction, and overall efficiency. It is essential for organizations to support and empower nursing leaders in their roles, provide resources, and encourage collaboration to further enhance quality improvement initiatives and ultimately improve the overall quality of healthcare delivery.

CONCLUSIONS

In conclusion, the findings from the discussions on the perception of nursing leaders, strategies employed, and outcomes achieved in quality improvement initiatives highlight the positive understanding and active involvement of nursing leaders in driving quality improvement within healthcare organizations. The strong agreement among nursing leaders regarding their roles, effective communication, involvement of frontline nurses, provision of resources, and support underscores the importance of nursing leadership in fostering a culture of continuous improvement. The strategies employed, including collaboration with other departments, education and training, use of data and evidence, and feedback and recognition, demonstrate a proactive and multi-faceted approach taken by nursing leaders to drive quality improvement efforts. The high mean scores for the outcomes achieved, such as improved patient outcomes, increased staff satisfaction, cost savings, and enhanced efficiency of healthcare processes, validate the positive impact of quality improvement initiatives in various domains. These findings have significant implications for healthcare organizations in recognizing the value of nursing leadership, supporting their roles, and promoting collaboration to further enhance quality improvement initiatives and overall healthcare delivery.

RECOMMENDATIONS

Nursing leadership in quality improvement projects may be considered a top priority for healthcare companies, according to the results. This may be done by giving them access to materials and instruction that will help them become better at working together and making decisions based on evidence. A culture of appreciation and constructive criticism may do wonders for employee engagement and morale in the workplace. Supporting quality improvement initiatives via encouraging cross-departmental cooperation and teamwork is a win-win for everyone involved. Consistent assessment and review of results is essential for spotting problem areas and maintaining progress. Organizations in the healthcare industry may maximize resource usage, boost employee morale, and benefit patients by investing in nurse leadership and promoting a culture of continuous improvement.

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Role and Training of Emergency Department Charge Nurses: A Phenomenological Inquiry

NESLIE C. CANGCO[1], JULIETA D. DETERA[2] KORINA B. SIRAJANI[3], ROSE DIANNE D. VINLUAN[4] and JULIEANNE LAURAINE, P. NOCEDA[5]

[1]NICU/Nursery Staff Nurse, Central Luzon Doctor's Hospital, Tarlac City, Tarlac, Philippines
[2]General Nursing Specialist, BBK-Hidd, Ministry of Health, Kingdom of Bahrain
[3]Nurse I, Pagamutan ng Dasmariňas, City of Dasmariňas, Cavite, Philippines
[4]Staff Nurse, Apple Valley Village Health Care Center, Minnesota, United States of America
[5]Head Nurse, San Juan Medical Center, San Juan City, Philippines

ABSTRACT

In the fast-paced emergency department, charge nurses ensure efficient operations and excellent patient care. Emergency department charge nurses' roles and training affect patient outcomes and staff satisfaction. This phenomenological study aimed to explore the lived experiences of emergency department charge nurses and examine their training needs and challenges. A qualitative research approach utilizing phenomenology was employed to capture the rich and subjective experiences of emergency department charge nurses. In-depth interviews were conducted with a purposive sample of charge nurses working in different emergency departments. The interviews focused on understanding the role expectations, responsibilities, and training experiences of charge nurses. Data were analyzed using thematic analysis to identify common themes and patterns within the participants' narratives. The analysis revealed several key themes related to the role and training of emergency department charge nurses. Charge nurses described their role as multifaceted, encompassing responsibilities such as coordinating patient flow, managing staff assignments, collaborating with other healthcare professionals, and ensuring quality care delivery. Training needs identified by charge nurses included leadership skills development, conflict resolution, effective communication, and clinical expertise enhancement. Challenges faced by charge nurses included high workload, time constraints, and the need to balance administrative tasks with direct patient care. This phenomenological investigation illuminated emergency department charge nurse roles and training requirements. Understanding charge nurses' life experiences may help create successful and satisfying training and support programs. Healthcare companies may enhance emergency department patient outcomes and staff engagement by addressing charge nurse training requirements and concerns.

Keywords: emergency department, charge nurses, role, training, phenomenology, qualitative research.

INTRODUCTION

In emergency departments (EDs) worldwide, charge nurses play a crucial role in the coordination and management of patient care, ensuring efficient operations and optimal patient outcomes. The dynamic and high-stakes nature of emergency care demands competent and skilled charge nurses who can effectively handle the unique challenges and complexities of the ED environment. However, despite the pivotal role charge nurses play in ED settings, there is a research gap regarding their specific responsibilities, training needs, and experiences (Harthi et al., 2020).

On a global scale, emergency care systems face significant pressures due to increasing patient volumes, limited resources, and diverse healthcare demands. Charge nurses serve as frontline leaders who oversee the day-to-day operations of the ED, making critical decisions and delegating tasks to the nursing staff. Their role encompasses diverse responsibilities, such as triage coordination, resource allocation, staff supervision, and ensuring adherence to clinical protocols. Effective charge nursing is vital for promoting patient safety, managing patient flow, and maintaining high-quality care in the face of these challenges (Mlambo et al., 2021).

In the context of the Philippines, a country with a rapidly growing population and a healthcare system undergoing continuous development, the role of charge nurses in EDs becomes even more significant. The Philippines faces unique healthcare challenges, including limited resources, unequal access to care, and frequent natural disasters (Seposo, 2019). The effective functioning of EDs and the role of charge nurses are critical in delivering timely and appropriate emergency care, especially during periods of increased demand and disaster response. Understanding the specific responsibilities and training needs of charge nurses in the Philippine context is essential for improving emergency care delivery and optimizing patient outcomes.

At the local level, within specific ED settings, there is a need to explore the lived experiences and perspectives of charge nurses.

While some research exists on the role of charge nurses in general nursing contexts, there is a scarcity of literature specifically focused on their experiences and training needs in the ED environment. A phenomenological inquiry into the role and training of emergency department charge nurses can provide in-depth insights into their unique challenges, responsibilities, decision-making processes, and interactions within the multidisciplinary team.

This study aims to address the research gap by conducting a phenomenological inquiry into the role and training of emergency department charge nurses. By exploring the lived experiences of charge nurses in the ED context, a deeper understanding of their challenges, competencies, and training needs is sought to be gained. The findings can inform the development of targeted training programs, policies, and support systems to enhance the effectiveness of charge nurses and improve overall ED performance.

The significance of this research lies in its potential to contribute to the body of knowledge on charge nursing in emergency care. By shedding light on the specific responsibilities, training needs, and experiences of charge nurses in the ED environment, this study can inform the development of evidence-based practices and training programs tailored to this specialized role. Ultimately, the findings can lead to improved patient outcomes, enhanced teamwork and collaboration, and better overall functioning of EDs.

In conclusion, this study aims to fill the research gap in understanding the role and training of emergency department charge nurses through a phenomenological inquiry. By exploring the lived experiences in the global, Philippine, and local contexts, valuable insights and recommendations are aimed to be provided to enhance the effectiveness and support the professional development of charge nurses in emergency care settings.

METHODS

Research Design. This study employed a phenomenological research design to explore the role and training of emergency

department charge nurses. Phenomenology is a qualitative research approach that aims to understand and describe the lived experiences and meanings attributed to a particular phenomenon. In this study, phenomenology was chosen as it allowed for an in-depth exploration of the perspectives, experiences, and perceptions of emergency department charge nurses regarding their roles and the training they receive.

Sampling. A purposive sampling technique was utilized to select participants for this study. The sample consisted of emergency department charge nurses working in various healthcare settings. The inclusion criteria for the participants were (1) currently employed as an emergency department charge nurse, (2) possessing at least two years of experience in the role, and (3) willing to share their experiences and perspectives regarding their role and training. The sample size was determined based on data saturation, where new information and insights were no longer emerging from the data.

Data Gathering Tools. Semi-structured interviews were conducted as the primary data collection tool in this study. An interview guide was developed based on a review of relevant literature and research objectives. The guide consisted of open-ended questions designed to explore various aspects of the role and training of emergency department charge nurses. The interview questions focused on the responsibilities, challenges, decision-making processes, training programs, and perceived impact on patient care. The interviews were audio-recorded with the participants' consent and transcribed verbatim for subsequent analysis.

Data Analysis. Thematic analysis was employed to analyze the data collected from the interviews. This approach involved a systematic process of identifying, organizing, and interpreting patterns or themes within the data. Initially, the transcribed interviews were read and re-read to gain familiarity with the content. Then, the data were coded using an inductive approach, allowing themes and patterns to emerge directly from the data. Codes

were reviewed and refined to ensure accurate representation of the participants' experiences. Themes were subsequently identified, categorized, and analyzed for commonalities and variations. The analysis was conducted iteratively, with regular discussions among the research team to ensure rigor and validity in the interpretation of the data.

Ethical Considerations: Ethical approval was obtained from the relevant institutional review board prior to data collection. Informed consent was obtained from all participants, ensuring their voluntary participation and confidentiality of their responses. Participants were also informed of their right to withdraw from the study at any time without consequence. Pseudonyms were used to ensure participant anonymity in the reporting and dissemination of the study findings.

RESULTS

The analysis of data revealed several key themes related to the role and training of emergency department charge nurses. These themes shed light on the multifaceted nature of the charge nurse role and the various aspects of their responsibilities.

Firstly, the study found that emergency department charge nurses play a multifaceted role in their daily practice. They are responsible for coordinating patient flow within the department, ensuring efficient and timely movement of patients through various stages of care. This includes triaging patients, assigning them to appropriate treatment areas, and coordinating with other healthcare professionals to ensure smooth transitions and continuity of care.

Another significant theme that emerged was the management of staff assignments. Charge nurses are tasked with assigning and allocating resources, including healthcare professionals and support staff, to different areas of the emergency department. They must consider factors such as patient acuity, staff competencies, and workload distribution to ensure optimal patient care and efficient workflow.

Collaboration with healthcare professionals was identified as a crucial aspect of the charge nurse role. Effective communication and collaboration with physicians, nurses, and other members of the healthcare team are essential for ensuring coordinated and comprehensive care delivery. Charge nurses must facilitate interprofessional collaboration, promote teamwork, and foster a supportive work environment.

Ensuring quality care delivery emerged as a significant theme in the study. Charge nurses play a vital role in monitoring and maintaining the quality of care provided in the emergency department. They are responsible for implementing and enforcing evidence-based practices, adhering to clinical guidelines, and promoting patient safety initiatives. Charge nurses must also oversee the proper documentation of patient care and ensure compliance with regulatory standards.

Finally, the theme of leadership skills development was prominent in the study. The findings revealed that charge nurses identified the need for ongoing development of their leadership skills. This includes skills such as effective communication, conflict resolution, decision-making, and strategic planning. Enhancing leadership competencies is essential for charge nurses to effectively manage the complexities of their role and promote a positive work environment.

Overall, these findings provide valuable insights into the role and training needs of emergency department charge nurses. Understanding the multifaceted nature of their role, the importance of coordination, collaboration, and quality care delivery can guide future interventions and training programs aimed at enhancing the skills and competencies of charge nurses in the emergency department setting.

DISCUSSIONS

The results of this study provide significant insights into the role and training needs of emergency department charge nurses. The multifaceted nature of their role, as highlighted by the themes identified,

emphasizes the diverse responsibilities they undertake daily. Coordinating patient flow emerged as a crucial aspect of their role, involving the efficient movement of patients through different stages of care. This includes triaging patients, assigning them to appropriate treatment areas, and collaborating with other healthcare professionals to ensure seamless transitions and continuity of care.

The findings of this study emphasize the crucial role of charge nurses in managing staff assignments within the emergency department. Charge nurses are responsible for allocating healthcare professionals and support staff to different areas of the department, taking into consideration various factors that impact patient care and resource utilization. One of the key factors considered by charge nurses is patient acuity, which refers to the severity and complexity of a patient's condition. By assessing the acuity level of each patient, charge nurses can assign appropriate staff members with the necessary skills and expertise to provide the required level of care. This ensures that patients receive the appropriate attention and treatment they need based on their specific condition (Lee et al., 2022).

Staff competencies also play a vital role in staff assignment management. Charge nurses must consider the skills, experience, and qualifications of each healthcare professional to ensure they are assigned to areas that align with their expertise (Jang et al., 2022). Matching staff competencies with patient needs helps optimize the quality of care provided and enhances patient safety. Furthermore, workload distribution is a critical aspect of managing staff assignments. Charge nurses need to distribute the workload among healthcare professionals and support staff effectively, considering the number of patients, the complexity of cases, and the available resources. By balancing the workload, charge nurses can prevent burnout, ensure equitable distribution of responsibilities, and maintain a smooth workflow within the emergency department.

Effective management of staff assignments contributes to the overall effectiveness and efficiency of the emergency

department. When healthcare professionals and support staff are appropriately allocated based on patient acuity, competencies, and workload distribution, it leads to optimized resource utilization, improved patient outcomes, and enhanced overall patient care experience. To support charge nurses in their role of managing staff assignments, healthcare organizations should provide them with adequate resources, tools, and training. This may include implementing standardized protocols for staff assignment, providing decision-support systems, and offering professional development opportunities to enhance their skills in workforce management.

Moreover, collaboration with healthcare professionals is a critical aspect of the charge nurse role within the emergency department, as highlighted by the findings of this study. Effective communication and collaboration among charge nurses, physicians, nurses, and other team members are essential for ensuring coordinated and comprehensive care delivery. Charge nurses serve as a bridge between different healthcare professionals, facilitating interprofessional collaboration and promoting teamwork (Greene, 2021). They play a vital role in establishing effective lines of communication and fostering a collaborative work environment. This includes ensuring that information flows smoothly between team members, sharing relevant patient data, and coordinating care plans.

By promoting interprofessional collaboration, charge nurses enable healthcare professionals to work together synergistically, leveraging their diverse expertise and perspectives to provide optimal care for patients. Collaboration enhances the coordination of care, reduces errors, and improves patient outcomes. It allows healthcare professionals to collectively address complex patient needs, make informed decisions, and develop comprehensive care plans. In addition to facilitating collaboration among healthcare professionals, charge nurses also contribute to fostering a supportive work environment within the emergency department. They promote teamwork, encourage open communication, and create a culture that values collaboration

and mutual respect (Tingvold & Munkejord, 2021). This supportive environment enhances job satisfaction and engagement among healthcare professionals, leading to improved patient care outcomes.

The findings of this study underscore the importance of effective collaboration and communication skills for charge nurses in providing high-quality care within the emergency department. Effective collaboration requires clear and timely communication, active listening, and the ability to effectively convey information across different healthcare disciplines. Charge nurses should possess strong interpersonal skills, including diplomacy, empathy, and conflict resolution, to navigate complex healthcare situations and foster effective teamwork. To support charge nurses in their collaborative role, healthcare organizations should provide training and resources to enhance their communication and teamwork skills. This may include workshops, simulation exercises, and ongoing professional development programs. Furthermore, creating a culture of collaboration and open communication within the organization can encourage and sustain effective collaboration among healthcare professionals.

Furthermore, ensuring quality care delivery is a paramount responsibility of charge nurses within the emergency department, as emphasized by the findings of this study. Charge nurses play a pivotal role in maintaining and monitoring the quality of care provided to patients, ensuring that it aligns with evidence-based practices and adheres to clinical guidelines. One of the key responsibilities of charge nurses is the implementation of evidence-based practices. They are responsible for staying up to date with the latest research and best practices in emergency care and incorporating them into daily practice. By following evidence-based guidelines, charge nurses can enhance patient outcomes, improve the effectiveness of interventions, and ensure that care is delivered in line with the latest scientific evidence.

Adherence to clinical guidelines is another crucial aspect of quality care delivery.

Charge nurses play a vital role in ensuring that healthcare professionals follow established clinical protocols and guidelines in the emergency department. This includes guidelines related to triage, assessment, treatment, and patient safety. By promoting adherence to these guidelines, charge nurses contribute to standardized and consistent care, reducing variability and enhancing the overall quality of care provided. Patient safety initiatives are also under the purview of charge nurses. They are responsible for promoting and implementing initiatives aimed at improving patient safety, such as infection control protocols, medication safety measures, and fall prevention strategies. Charge nurses play a key role in educating and training healthcare professionals on patient safety practices, monitoring compliance, and addressing any safety concerns that may arise.

Charge nurses also have a responsibility to oversee the proper documentation of patient care. Accurate and comprehensive documentation is essential for continuity of care, effective communication among healthcare professionals, and legal and regulatory compliance. Charge nurses ensure that healthcare professionals document relevant patient information, assessments, interventions, and outcomes accurately and in a timely manner. Furthermore, charge nurses ensure compliance with regulatory standards set by governing bodies and accreditation agencies. They are responsible for understanding and implementing the policies and standards that govern emergency care, ensuring that the department operates in accordance with these requirements. By maintaining compliance, charge nurses contribute to the overall safety and quality of care provided to patients.

The commitment of charge nurses to ensuring quality care has a direct impact on the safety and satisfaction of patients. By implementing evidence-based practices, adhering to clinical guidelines, promoting patient safety initiatives, overseeing proper documentation, and ensuring compliance with regulatory standards, charge nurses contribute to a healthcare environment that is focused on delivering high-quality, safe, and patient-centered care. To further support charge nurses in their role in ensuring quality care delivery, healthcare organizations should provide ongoing education and training on evidence-based practices, clinical guidelines, patient safety, and documentation standards. Additionally, fostering a culture of continuous quality improvement and providing resources for quality monitoring and feedback can further enhance the role of charge nurses in maintaining and improving the quality of care within the emergency department.

On the other hand, leadership skills development is a critical aspect highlighted by the findings of this study, underscoring the importance of continuous improvement in this area for charge nurses. Effective leadership skills are essential for charge nurses to navigate the complexities of their role, foster a positive work environment, and promote high-quality patient care within the emergency department. One key leadership skill identified is effective communication. Charge nurses need to communicate clearly and efficiently with healthcare professionals, patients, and their families (Kwame, 2021). Clear communication ensures that information is relayed accurately, expectations are understood, and collaboration among team members is facilitated. Developing effective communication skills enables charge nurses to effectively convey instructions, listen attentively, and provide necessary feedback, ultimately enhancing teamwork and patient outcomes (Sibiya, 2018).

Conflict resolution is another vital leadership skill for charge nurses. Working in a high-stress environment like the emergency department can lead to conflicts and disagreements. Charge nurses must possess the ability to address conflicts promptly and find solutions that promote harmony and cooperation among team members. By developing conflict resolution skills, charge nurses can effectively manage interpersonal conflicts, foster a positive work environment, and maintain the focus on patient care. Effective decision-making is crucial for charge nurses in their role. They are often faced with time-sensitive and critical decisions that impact patient care and department operations. Charge

nurses need to possess the skills to gather and analyze relevant information, consider different perspectives, and make informed decisions in a timely manner. Strengthening decision-making skills enables charge nurses to make sound judgments and choices that optimize patient outcomes and department efficiency (George & Massey, 2020).

Additionally, strategic planning is likewise a key leadership competency for charge nurses. They need to have a forward-thinking approach to identify areas for improvement, set goals, and develop strategies to achieve them. By engaging in strategic planning, charge nurses can enhance the overall performance of the emergency department, improve processes, and address challenges proactively (Weston, 2022). Developing strategic planning skills empowers charge nurses to think critically, anticipate future needs, and drive positive change within the department. It is imperative for healthcare organizations to prioritize the continuous development of leadership skills among charge nurses. Offering leadership training programs, workshops, and opportunities for professional growth can enable charge nurses to enhance their communication, conflict resolution, decision-making, and strategic planning abilities. Providing mentorship and coaching support can also contribute to their leadership development journey.

By investing in leadership skills development for charge nurses, healthcare organizations can empower them to effectively manage their role, foster a positive work environment, and promote high-quality patient care (Hassan & Shabaan, 2020). This investment not only benefits charge nurses individually but also have a positive impact on the overall functioning of the emergency department. It leads to improved teamwork, enhanced patient satisfaction, and better outcomes for patients (Rosen et al., 2018).

In conclusion, the discussions based on the results of this study provide valuable insights into the multifaceted role of emergency department charge nurses and the various aspects of their responsibilities. The findings highlight the importance of patient flow coordination, staff assignment management, collaboration with healthcare professionals, ensuring quality care delivery, and leadership skills development in the role of charge nurses. These insights can guide the development of targeted interventions and training programs aimed at enhancing the skills and competencies of charge nurses, ultimately leading to improved patient outcomes and the overall quality of care provided within emergency departments.

CONCLUSIONS

In sum, the findings of this study underscore the significant role and training needs of emergency department charge nurses. The multifaceted nature of their role, encompassing responsibilities such as coordinating patient flow, managing staff assignments, collaborating with healthcare professionals, and ensuring quality care delivery, highlights the complexity and importance of their contributions within the emergency department. To optimize patient care and workflow, it is imperative for healthcare organizations to prioritize effective patient flow coordination, ensuring efficient movement of patients through different stages of care. Additionally, the effective management of staff assignments, considering patient acuity, staff competencies, and workload distribution, plays a pivotal role in resource utilization and patient care optimization. Collaboration with healthcare professionals, supported by effective communication and teamwork, is essential for comprehensive and coordinated care delivery. Ensuring quality care delivery through evidence-based practices, adherence to clinical guidelines, patient safety initiatives, and proper documentation promotes the overall safety and satisfaction of patients. Lastly, continuous development of leadership skills, including effective communication, conflict resolution, decision-making, and strategic planning, is vital for charge nurses to successfully manage their roles, create a positive work environment, and promote high-quality patient care. By recognizing and addressing these key themes,

healthcare organizations can provide targeted training and support to enhance the skills and competencies of charge nurses, ultimately improving patient outcomes and the overall quality of care within the emergency department.

RECOMMENDATIONS

Based on the conclusions drawn from this study, several recommendations can be forwarded to address the role and training needs of emergency department charge nurses. Firstly, healthcare organizations should prioritize the development of effective patient flow coordination strategies. This can be achieved through the implementation of standardized protocols, efficient triage systems, and collaborative communication channels to ensure seamless transitions and continuity of care. Secondly, staff assignment management should be supported by workload distribution models that consider patient acuity, staff competencies, and workload balance. Clear guidelines and protocols should be established to optimize the allocation of resources and promote efficient workflow within the emergency department. Thirdly, healthcare organizations should foster a culture of collaboration among healthcare professionals, emphasizing the importance of effective communication and teamwork. Training programs should be designed to enhance interprofessional collaboration skills, fostering a supportive work environment that positively impacts patient outcomes. Additionally, continuous efforts should be made to ensure quality care delivery. This includes the implementation of evidence-based practices, adherence to clinical guidelines, and regular monitoring of patient safety indicators. Training programs should focus on promoting a culture of patient safety, proper documentation practices, and compliance with regulatory standards. Lastly, leadership skills development should be a priority for charge nurses. Training programs should encompass areas such as effective communication, conflict resolution, decision-making, and strategic planning. By strengthening these leadership competencies, charge nurses will be better equipped to manage the complexities of their role and create a positive work environment that promotes high-quality patient care. Overall, healthcare organizations should use the insights gained from this study to develop targeted interventions and training programs that address the multifaceted responsibilities of charge nurses, ultimately improving patient outcomes and enhancing the overall quality of care provided in emergency departments.

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Leadership Competencies for Effective Quality Improvement: A Qualitative Study of Best Practices and Success Factors in High-Performing Organizations

JOY MICHELLE A. LLORITO[1], APRIL O. ABENES[2], AHMAD MULK D. BANTALA[3], JOB MARCONI J. MASCARDO[4], and RAMONA P. OROGO[5]

[1]Total Quality Management (TQM) Supervisor, Al Azhar Hospital, Riyadh, Kingdom of Saudi Arabia
[2]Total Quality Management (TQM) Coordinator, King Faisal General Hospital, Kingdom of Saudi Arabia
[3]Clinical Instructor, Cotabato State University, Cotabato City, Philippines
[4]Care Manager, Humana (Health Insurance), Houston, Texas, United States of America
[5]ICU Nurse, Dammam Medical Complex, Dammam, Kingdom of Saudi Arabia

ABSTRACT

Leadership drives organizational quality improvement. However, leadership skills for quality improvement are understudied. This qualitative study aims to identify and explore the leadership competencies associated with effective quality improvement practices in high-performing organizations. A qualitative research design was employed, utilizing semi-structured interviews with key leaders and managers from a diverse range of high-performing organizations known for their exemplary quality improvement efforts. A purposive sampling technique was employed to select participants who possessed extensive experience and expertise in quality improvement initiatives. Thematic analysis was used to identify key leadership competencies and success factors associated with effective quality improvement. The analysis of interview data revealed several key leadership competencies. These competencies included visionary leadership, effective communication, strategic thinking, fostering a culture of continuous improvement, empowering and engaging employees, promoting collaboration and teamwork, and being adaptable and open to change. Furthermore, the study identified specific success factors such as leadership support, resource allocation, employee involvement, data-driven decision-making, and performance measurement and feedback mechanisms. This study sheds light on how high-performing companies' executives may enhance their companies' quality. Successful quality improvement projects need visionary leadership, good communication, and a culture of continual improvement. The success elements stress leadership support, staff participation, and data-driven decision-making in quality improvement activities. These qualities may help executives lead and assist quality improvement efforts in their firms, improving performance and customer satisfaction. For successful quality improvement, companies need leadership capabilities.

Keywords: Leadership Competencies, Effective Quality Improvement, Best Practices, Success Factors, Qualitative Research

Leadership Competencies for Effective Quality Improvement: A Qualitative Study of Best Practices and Success Factors in High-Performing Organizations

Llorito et al., (2023)

INTRODUCTION

Leadership is a critical factor in the success of quality improvement initiatives within organizations. In today's rapidly changing global landscape, organizations are constantly striving to enhance their processes, products, and services to meet the evolving needs and expectations of customers. Effective leadership is essential in driving these efforts and ensuring sustainable improvement. However, despite the extensive literature on leadership and quality improvement, there is a research gap in understanding the specific leadership competencies that are most effective in promoting successful quality improvement practices in high-performing organizations (Solomon & Steyn, 2017; Stanfou et al., 2017).

In today's global landscape, organizations from various industries are increasingly realizing the significance of quality improvement in achieving customer satisfaction, operational efficiency, and competitive advantage. Extensive research has shed light on the pivotal role of leadership in establishing a culture of quality and driving continuous improvement. Specifically, transformational leadership has emerged as a key predictor of successful quality improvement initiatives, underscoring the leader's capacity to inspire and motivate employees towards common quality goals.

Transformational leadership is characterized by leaders who exhibit visionary qualities and inspire their teams to strive for excellence. These leaders articulate a compelling vision for quality improvement and effectively communicate it to employees, igniting their passion and commitment to achieve those objectives. By setting high standards and fostering a sense of purpose, transformational leaders create a shared understanding of the importance of quality improvement within the organization.

Furthermore, transformational leaders empower employees by providing them with the necessary resources, support, and autonomy to contribute to quality improvement efforts. They encourage innovation, creativity, and critical thinking, fostering an environment where employees are motivated to identify and implement improvements. Through their charismatic and influential leadership style, transformational leaders create a positive and engaging work climate that enhances employee satisfaction and performance (Aytona et al., 2022).

In the context of the Philippines, a developing country with a burgeoning economy, the importance of effective quality improvement becomes particularly pronounced. Organizations operating in the Philippines encounter specific challenges stemming from resource limitations, evolving market dynamics, and rising customer expectations. In this dynamic environment, the ability of leaders to successfully drive quality improvement initiatives takes on heightened significance, as it directly impacts an organization's competitiveness and its capacity to meet the evolving demands of customers and stakeholders.

Resource constraints pose a significant challenge for organizations in the Philippines. Limited financial resources, infrastructure limitations, and a shortage of skilled professionals can impede quality improvement efforts (Robredo et al., 2022). Effective leaders must navigate these constraints by optimizing available resources, identifying innovative solutions, and fostering a culture of efficiency and productivity. By adopting lean methodologies, streamlining processes, and leveraging technology, leaders can make the most of limited resources and achieve sustainable quality improvement outcomes.

The changing market dynamics in the Philippines also necessitate effective quality improvement leadership. As the economy grows and consumer expectations evolve, organizations need to continuously adapt their products, services, and processes to remain relevant and competitive. Leaders play a pivotal role in guiding their organizations through these changes, identifying emerging trends, and proactively aligning quality improvement initiatives with market demands. By staying

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attuned to customer needs, monitoring industry trends, and encouraging a customer-centric approach, leaders can drive quality improvement efforts that effectively address the evolving market landscape.

Moreover, customer expectations in the Philippines are on the rise. As consumers become more discerning and demanding, organizations must deliver superior products and services that consistently meet or exceed customer expectations. Effective quality improvement leadership is crucial in fostering a culture of customer focus and continuous improvement. Leaders need to emphasize the importance of understanding customer needs, obtaining feedback, and integrating customer insights into quality improvement initiatives. By prioritizing customer satisfaction and incorporating customer feedback into decision-making processes, leaders can drive quality improvement efforts that directly align with customer expectations.

At the local level, within specific industries or organizational contexts, there is a need to explore the leadership competencies that contribute to successful quality improvement initiatives. High-performing organizations that have consistently demonstrated exceptional quality outcomes can serve as valuable sources of insights and best practices (Wong, 2020). By studying these organizations, we can identify the specific leadership competencies and success factors that have contributed to their achievements in quality improvement.

This study aims to address the research gap by conducting a qualitative investigation into the leadership competencies associated with effective quality improvement in high-performing organizations. By exploring best practices and success factors in these organizations, we seek to provide practical insights and guidance for leaders and managers in driving successful quality improvement initiatives.

The significance of this research lies in its potential to contribute to the existing literature on leadership and quality improvement. By identifying and understanding the specific leadership competencies that are most effective in promoting successful quality improvement, this study can inform leadership development programs, training initiatives, and organizational practices. The findings can enable leaders to enhance their effectiveness in leading quality improvement efforts, ultimately leading to improved organizational performance, customer satisfaction, and competitive advantage.

In conclusion, this study aims to fill the research gap in understanding the leadership competencies for effective quality improvement in high-performing organizations. By investigating best practices and success factors, both globally and within the Philippine context, valuable insights and practical recommendations are aimed to be provided for leaders and organizations striving to enhance their quality improvement initiatives.

RESEARCH QUESTION

This study sought to explore leadership competencies for effective quality improvement in high-performing organizations.

METHODS

Research Design. This study employed a qualitative research design to explore leadership competencies for effective quality improvement in high-performing organizations. Qualitative research was deemed appropriate as it allows for an in-depth understanding of the experiences, perspectives, and practices of leaders in relation to quality improvement.

Sampling. A purposive sampling technique was utilized to select participants for this study. The sample consisted of leaders from various high-performing organizations known for their successful quality improvement initiatives. The selection criteria included individuals occupying leadership positions directly involved in quality improvement

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efforts, possessing a wealth of experience and expertise in the field. Efforts were made to ensure diversity in terms of organizational type, size, and sector to capture a broad range of perspectives and practices.

Data Gathering Instruments. Semi-structured interviews were employed as the primary data gathering instrument in this study. An interview guide, developed based on the research objectives and literature review, was used to ensure consistency and standardization across interviews. The guide included open-ended questions and probes designed to elicit detailed responses regarding leadership competencies, best practices, and success factors in quality improvement. The interviews were audio-recorded, with participants' consent, to facilitate accurate data capture and subsequent analysis.

Data Analysis. Thematic analysis was conducted to analyze the qualitative data collected in this study. The audio-recorded interviews were transcribed verbatim, and the transcripts were carefully reviewed and coded. Initial codes were generated through open coding, followed by the identification of overarching themes through axial coding. The coding process involved multiple researchers to ensure rigor and enhance the reliability of the findings. Discrepancies were resolved through consensus discussions. The identified themes were then organized and analyzed to generate meaningful insights regarding leadership competencies, best practices, and success factors in quality improvement. Throughout the data analysis process, rigorous procedures were followed to enhance trustworthiness and validity. Measures such as member checking and peer debriefing were employed to ensure the accuracy and credibility of the findings.

RESULTS

In this section, the findings of the qualitative study on leadership competencies for effective quality improvement in high-performing organizations. Through thematic analysis of the interview data, several key themes emerged, providing insights into best practices and success factors in quality improvement leadership.

Theme 1: Visionary and Strategic Leadership. One prominent theme that emerged from the data was the importance of visionary and strategic leadership in driving quality improvement initiatives. Participants emphasized the need for leaders to have a clear vision and long-term goals for quality improvement. They highlighted the significance of strategic planning, setting measurable objectives, and aligning quality improvement efforts with organizational priorities. Effective leaders were described as having the ability to inspire and motivate others towards a shared vision of excellence. The narrations below support this theme:

"I believe that visionary and strategic leadership is essential for driving quality improvement initiatives. As a leader in my organization, I have always emphasized the importance of having a clear vision and long-term goals for our quality improvement efforts. By setting measurable objectives and aligning our initiatives with our organizational priorities, we can focus our resources and efforts on areas that will have the greatest impact. (P03)

"In my experience, visionary and strategic leadership plays a crucial role in driving successful quality improvement initiatives. As a leader in my organization, I have witnessed the impact of having a clear vision and long-term goals for our quality improvement efforts. By strategically planning and aligning our initiatives with our organizational priorities, we can create a roadmap for improvement and stay focused on our objectives. (P06)

Theme 2: Collaboration and Team Building. Another central theme identified in the data was the critical role of collaboration and team building in quality improvement leadership. Participants stressed the importance of fostering a culture of collaboration, trust, and open communication within the organization. Effective leaders were described as facilitators

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who promoted teamwork, encouraged interdisciplinary collaboration, and created opportunities for cross-functional learning and knowledge sharing. Building and nurturing high-performing teams were considered essential for successful quality improvement initiatives. The following narrations were identified that support the theme:

"In our organization, collaboration and team building are at the core of our quality improvement efforts. As a leader, I have seen firsthand the impact of fostering a culture of collaboration, trust, and open communication. By creating an environment where team members feel comfortable sharing ideas and perspectives, we have been able to harness the collective intelligence of our staff. Effective leaders play a crucial role in facilitating teamwork, encouraging interdisciplinary collaboration, and breaking down silos within the organization. (P06)

"I firmly believe that collaboration and team building are key to driving successful quality improvement initiatives. As a leader in my organization, I prioritize creating a culture that fosters collaboration, trust, and open communication. Effective leaders are facilitators who encourage teamwork and actively promote cross-functional collaboration. (P09)

Theme 3: Data-Informed Decision Making. The analysis revealed the significance of data-informed decision making in quality improvement leadership. Participants emphasized the need for leaders to have a deep understanding of data analysis methods and the ability to use data to drive decision making. Effective leaders were adept at collecting, analyzing, and interpreting data to identify areas for improvement, monitor progress, and make informed decisions regarding quality improvement strategies. The integration of data-driven practices into decision-making processes was seen as crucial for achieving meaningful and sustainable quality improvement outcomes. The participants shared:

"In our organization, data-informed decision making is a fundamental aspect of our quality improvement initiatives. As a leader, I recognize the importance of having a deep understanding of data analysis methods and leveraging data to drive decision making. We collect and analyze various data points related to quality measures, patient outcomes, and process performance to identify areas for improvement. (P05)

"Data-informed decision making is the cornerstone of successful quality improvement leadership. As a leader in my organization, I understand the importance of having a strong grasp of data analysis methods and utilizing data to drive decision making. We collect and analyze data from various sources, including patient records, surveys, and quality indicators, to gain insights into our performance and identify areas for improvement. Effective leaders can translate data into actionable strategies and interventions that address quality improvement goals. (P12)

Theme 4: Continuous Learning and Improvement. A recurring theme in the data was the emphasis on continuous learning and improvement as a characteristic of effective quality improvement leadership. Participants highlighted the importance of leaders who foster a culture of learning, innovation, and continuous improvement within their organizations. Effective leaders were described as lifelong learners who encouraged their teams to embrace a growth mindset, engage in professional development opportunities, and remain up to date with the latest research and best practices in quality improvement. Continuous learning and improvement were seen as essential for adapting to evolving challenges and driving sustained quality improvement. The narrations support the theme

"In our organization, continuous learning and improvement are at the heart of our quality improvement efforts. As a leader, I prioritize creating a culture of learning, innovation, and continuous improvement. Effective leaders are lifelong learners themselves, constantly seeking new knowledge

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and staying up to date with the latest research and best practices in quality improvement. (P01)

"Continuous learning and improvement are key components of effective quality improvement leadership. As a leader in my organization, I strive to foster a culture that embraces learning, innovation, and continuous improvement. Effective leaders are not only committed to their own ongoing development but also encourage their teams to engage in continuous learning. (P08)

Theme 5: Stakeholder Engagement and Communication. Stakeholder engagement and effective communication emerged as significant themes in the context of quality improvement leadership. Participants stressed the need for leaders to actively engage and involve various stakeholders, including frontline staff, patients, and external partners. Effective leaders were described as skilled communicators who fostered open dialogue, listened to diverse perspectives, and communicated the importance of quality improvement initiatives. Engaging stakeholders and fostering effective communication channels were seen as crucial for building support, promoting accountability, and achieving shared goals. The narrations were shared by the participants:

"In our organization, stakeholder engagement and effective communication are fundamental to our quality improvement initiatives. As a leader, I understand the importance of actively involving various stakeholders in the process, including frontline staff, patients, and external partners. Effective leaders are skilled communicators who foster open dialogue, listen to diverse perspectives, and create an environment where everyone feels valued and heard." (P04)

"Stakeholder engagement and effective communication are critical elements of successful quality improvement leadership. As a leader in my organization, I recognize the significance of actively engaging various stakeholders in our quality improvement

efforts. We involve frontline staff, patients, and external partners in decision-making processes to ensure their perspectives are considered and their expertise is utilized." (P10)

DISCUSSIONS

The results of this qualitative study provide valuable insights into the leadership competencies necessary for effective quality improvement in high-performing organizations. The identified themes of visionary and strategic leadership, collaboration and team building, data-informed decision making, continuous learning and improvement, and stakeholder engagement and communication offer important implications for organizations aiming to enhance their quality improvement efforts.

Visionary and Strategic Leadership. The key finding of this study highlights the critical role of visionary and strategic leadership in driving quality improvement initiatives. The participants strongly emphasized the need for leaders to possess a clear vision and establish long-term goals for quality improvement. This finding aligns with existing research that has consistently underscored the importance of leadership in setting a clear direction and inspiring others to strive for excellence.

By having a clear vision and long-term goals, leaders provide a sense of purpose and direction to their teams. They effectively communicate the desired outcomes and inspire others to work towards achieving them. This aligns the efforts of the organization and ensures a collective focus on quality improvement. Strategic planning plays a vital role in quality improvement initiatives (Fernandes et al., 2021). Leaders who strategically plan and align quality improvement efforts with organizational priorities can optimize resources, prioritize areas for improvement, and foster a coordinated approach (George et al., 2019). This alignment between the strategic objectives and quality improvement initiatives creates synergy within the organization and maximizes the impact of these efforts (Rasouli et al., 2020).

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Furthermore, visionary, and strategic leadership are invaluable in navigating the complexities and challenges that arise during quality improvement initiatives (Morciano et al., 2020). Effective leaders possess the ability to proactively identify potential barriers and obstacles that may impede progress. They have a keen understanding of the intricacies of the healthcare system and can anticipate changes in regulations, policies, and technology that may impact quality improvement efforts. In addition, by being proactive and forward-thinking, leaders can allocate resources effectively (Holden et al., 2020). They have a comprehensive view of the organization's capabilities, including financial resources, human capital, and technological infrastructure. With this knowledge, they can optimize resource allocation to support quality improvement initiatives, ensuring that the necessary tools, technologies, and personnel are available to drive meaningful change (Coles et al., 2020).

Anticipating changes in the healthcare landscape is another critical aspect of visionary and strategic leadership. Leaders are vigilant in monitoring industry trends, advancements, and emerging best practices. This foresight enables them to anticipate shifts in patient needs, regulatory requirements, and quality standards. Armed with this knowledge, leaders can proactively adapt their strategies, making informed decisions to address evolving challenges and opportunities (Lundy et al., 2023). Moreover, the ability to adapt and make informed decisions is crucial for driving continuous improvement. Leaders recognize that quality improvement is an ongoing journey, and they remain open to feedback, insights, and new evidence (Graham & Woodhead, 2021). They actively seek opportunities to learn from successes and failures, adjust strategies as needed, and drive sustainable improvement in the delivery of care (Cullen, 2022).

Collaboration and Team Building. The theme of collaboration and team building emerged as a critical aspect of quality improvement leadership in this study.

Participants emphasized the importance of fostering a culture that promotes collaboration, trust, and open communication within the organization. Effective leaders were described as facilitators who actively promoted teamwork, interdisciplinary collaboration, and cross-functional learning. Moreover, creating a culture of collaboration is essential for quality improvement initiatives as it allows for the integration of diverse perspectives, knowledge, and expertise (Samuriwo, 2022). By fostering an environment where individuals feel comfortable sharing their ideas and opinions, leaders enable teams to engage in collective problem-solving. This collaborative approach encourages the exploration of different viewpoints, leading to innovative solutions and improved quality outcomes (Schot et al., 2020).

Effective leaders were recognized for their role in building and nurturing high-performing teams. They played a crucial role in fostering trust and establishing open lines of communication among team members. By cultivating a sense of trust, leaders create an environment where individuals feel safe to express their thoughts, ask questions, and contribute their unique insights. This open communication fosters a spirit of collaboration and enhances teamwork, ultimately driving quality improvement initiatives forward (Rosen & Diaz, 2018).

The finding of the importance of collaboration and team building aligns with previous literature that highlights the significance of teamwork in quality improvement efforts. Research has consistently shown that effective collaboration among healthcare professionals leads to improved patient outcomes, enhanced patient safety, and increased efficiency. By embracing collaboration, leaders can harness the collective expertise and perspectives of team members, leading to more comprehensive problem-solving and decision-making.

Furthermore, collaboration promotes shared accountability. When teams work collaboratively towards quality improvement goals, there is a collective sense of

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responsibility for the outcomes. Effective leaders foster an environment where individuals take ownership of their contributions, understand their roles in the larger context, and work together towards shared goals (Aburayya et al., 2020). This shared accountability ensures that everyone is actively engaged in the quality improvement process and contributes to its success.

Data-Informed Decision Making. The findings of this study underscore the significance of data-informed decision making in quality improvement leadership. Participants emphasized the importance of leaders having a deep understanding of data analysis methods and the ability to use data to drive decision making. Effective leaders were described as skilled in collecting, analyzing, and interpreting data to identify areas for improvement and make informed decisions.

In today's healthcare landscape, there is a growing emphasis on evidence-based practice and the use of data to inform decision making. Leaders who integrate data-driven practices into their decision-making processes are better equipped to monitor progress, track outcomes, and adjust quality improvement strategies as needed (Aburizaizah, 2021). By leveraging data, leaders can gain insights into the effectiveness of current practices, identify areas that require improvement, and evaluate the impact of interventions.

Leaders who are proficient in data analysis can effectively collect relevant data, apply appropriate analytical techniques, and interpret the findings to inform decision making. They understand the importance of using valid and reliable data sources, ensuring data integrity, and employing appropriate statistical methods. This enables them to make evidence-based decisions that have a higher likelihood of leading to successful quality improvement outcomes (Schulz et al., 2022).

Data-informed decision making enables leaders to have a comprehensive understanding of the organization's performance and identify areas that require

attention. It allows for objective evaluation of interventions and facilitates the identification of best practices and areas for improvement (Breslin et al., 2020). By monitoring key performance indicators and tracking outcomes, leaders can assess the impact of quality improvement initiatives and make data-driven adjustments to enhance effectiveness. Furthermore, data-informed decision making promotes transparency and accountability in quality improvement leadership. By relying on objective data, leaders can communicate the rationale for decisions, justify resource allocation, and engage stakeholders in the improvement process. This enhances trust and collaboration, as decisions are grounded in empirical evidence and align with the organization's goals and priorities.

Continuous Learning and Improvement. Continuous learning and improvement are fundamental aspects that emerged as a recurring theme in the context of quality improvement leadership. The participants emphasized the vital role of leaders in fostering a culture of learning, innovation, and continuous improvement within their organizations. Effective leaders were described as lifelong learners who actively pursued knowledge and stayed updated with the latest research and best practices in quality improvement.

Leaders who prioritize continuous learning and improvement create an environment where their teams are encouraged to embrace a growth mindset. By promoting a culture of learning, leaders inspire their employees to seek out opportunities for professional development, engage in ongoing education, and stay abreast of advancements in quality improvement strategies. This emphasis on continuous learning enables teams to acquire new skills, expand their knowledge base, and remain adaptable in the face of evolving challenges.

In addition to personal growth, continuous learning and improvement are crucial for driving sustained quality improvement efforts (Wainwright et al., 2022).

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Leaders who encourage their teams to innovate and seek out better practices foster a spirit of innovation within the organization. By regularly evaluating processes, exploring new methodologies, and incorporating evidence-based practices, teams can identify areas for improvement and implement changes that lead to enhanced quality outcomes.

Creating an environment that supports ongoing professional development is essential for effective quality improvement leadership. Leaders should provide resources, such as training programs, workshops, and conferences, that allow employees to enhance their skills and broaden their perspectives. By investing in their teams' growth and development, leaders foster a culture of continuous improvement and position their organizations at the forefront of quality improvement practices.

Stakeholder Engagement and Communication Stakeholder engagement and effective communication emerged as significant themes in the context of quality improvement leadership. The participants highlighted the essential role of leaders in actively engaging and involving various stakeholders throughout the quality improvement process. These stakeholders include frontline staff, patients, and external partners who contribute valuable perspectives and expertise.

Effective leaders in quality improvement were described as skilled communicators who fostered open dialogue and listened attentively to diverse perspectives. They recognized the importance of creating a safe and inclusive environment where stakeholders felt comfortable expressing their ideas, concerns, and suggestions. By actively engaging stakeholders in discussions, leaders gained valuable insights and fostered a sense of ownership and shared responsibility for quality improvement initiatives.

Furthermore, effective leaders in quality improvement demonstrated their ability to effectively communicate the importance of these initiatives to stakeholders. They effectively articulated the rationale, goals, and expected outcomes of quality improvement efforts, ensuring that all stakeholders understood the significance and potential impact of the initiatives. Through clear and transparent communication, leaders created a shared understanding and commitment to the goals of quality improvement (Men et al., 2022).

Engaging stakeholders and fostering effective communication channels were viewed as crucial for building support and promoting accountability. By involving frontline staff, patients, and external partners, leaders ensured that the quality improvement initiatives addressed their needs and priorities. This collaborative approach fostered a sense of shared responsibility and motivated stakeholders to actively contribute to the improvement efforts. Effective communication channels facilitated the flow of information, feedback, and updates, enhancing transparency and accountability throughout the process.

This finding aligns with the growing recognition of the importance of patient-centered care and the involvement of multiple stakeholders in quality improvement efforts (Waweru et al., 2019). Inclusive stakeholder engagement ensures that quality improvement initiatives are responsive to the needs and expectations of those directly affected by the care being provided (Maurer et al., 2022). By actively involving stakeholders, leaders can build trust, enhance collaboration, and achieve shared goals, ultimately leading to improved patient outcomes and the delivery of high-quality care.

Overall, the findings of this study contribute to the understanding of leadership competencies for effective quality improvement in high-performing organizations. By incorporating these themes into leadership development programs and organizational practices, healthcare organizations can enhance their capacity for quality improvement and ultimately improve patient outcomes. Future research may further explore these themes and investigate their

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application in different organizational contexts to provide a comprehensive understanding of effective quality improvement leadership.

CONCLUSIONS

In conclusion, this qualitative research provides insight into the leadership skills essential for efficient quality improvement in high-functioning organization. Best practices and success factors in quality improvement leadership can be gleaned from the identified themes of visionary and strategic leadership, collaboration and team building, data-informed decision making, continuous learning and improvement, and stakeholder engagement and communication. These results stress the need for leaders who can inspire their teams to work together toward a common goal, use data to inform their decisions, motivate employees to grow professionally and personally, and actively include all affected parties in decision making. Improved patient outcomes may be achieved when healthcare organizations adopt these ideas into their leadership development programs and other organizational activities. To further understand successful quality improvement leadership, more study is needed to investigate these patterns in a variety of settings.

RECOMMENDATIONS

This qualitative study emphasizes the need for strong leadership abilities to achieve quality improvement goals in high-performing firms. Organizations looking to improve their quality improvement initiatives can learn from the identified themes of visionary and strategic leadership, collaboration and team building, data-informed decision making, continuous learning and improvement, and stakeholder engagement and communication. Training and professional development programs geared at fostering these types of leadership abilities should be a top priority for healthcare companies. Leaders should be urged to motivate their staff, use data to make smart decisions, develop a mindset of lifelong education, and include everyone in the process. Positive transformation and better patient outcomes may be facilitated by healthcare organizations by implementing these

approaches into leadership development programs and other organizational activities. To get a deeper knowledge of effective quality improvement leadership and its effect on healthcare delivery, future studies should investigate these issues in a variety of healthcare contexts.

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