



Full Length Research Article

A TOOL FOR ENCOURAGING NURSES TO CARE: CARE-FRIENDLY HOSPITAL ACCREDITATION PROJECT IN TURKEY

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ABSTRACT

Care is essential in nursing practice. Determination of the standards will serve as a guide in defining, measuring and evaluating the quality of patient care. In this context, the concept of "Care-Friendly Hospital" has been established. The project aims to attract nurses to the patient side and encourage them into care and applications.

Key words:

Care-friendly,
Standards,
Nursing

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INTRODUCTION

Quality of health care is investigated in many studies around the world. It is clear that health care is complex and dynamic. Nowadays, nurses have become skilled and proficient to manage diverse and complex health needs (Coombs *et al.*, 2007). It is important to develop professional standards to achieve high quality in healthcare. Standardization in health care is a powerful method as standards define how we work and how technology affects (Timmermans and Berg, 2003). Standardization is a combination of key strategies to increase the quality and effectiveness in health care (Mueum *et al.*, 2013). The importance of the written standards to provide health care quality is obvious. Although, clinical research and studies are needed in determination of procedures. The necessity of standardization of nursing services is crucial and responsibility is belonging to professionals. Nurses should be involved in the development and control of the standards as well as clinical aspects of patient care (Gordon, 1998). Qualified and reliable nursing care, control and evaluation of services, better use of manpower and other resources, economic gains and employee satisfaction are provided through standards.

Well planned care programmes facilitate the institution works and provide important gains in other expenses. Care is essential in nursing profession (Guvén, 2007). In 1990, World Health Organization suggested to establish mechanisms in all countries to provide high quality patient care. Standards are useful in terms of creating a basis for all stages of care, to eliminate uncertainty and to avoid negative surprises (Guvén, 2007). They provide the implementation and optimum utilization of the latest techniques in nursing services. To ensure it, international standards should be adapted to the specific needs of each country. Thus, waste of resources can be avoided. Determination of standards will serve a guide in providing excellent patient care and identification of the quality of care which will reveal useful information (Tanner, 2009). They determine the extent of knowledge and nursing practice. Also, they define the role of the professional nurses. In light of this, the concept of "Care-Friendly Hospital" will be an appropriate way to assure high quality patient care.

METHODS

Percentage of covered chapters was designed as 20% leadership, 20% education, 40% application and 20% research. Application chapter constitutes 40% of the standard. However, leadership, education and research chapters also support application. In nursing profession, nurse examines five distinct roles as applicator, educator, consultant, researcher and

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leadership role (<http://www.vcuhealth.org/upload/docs/Nursing/NursingStrategicPlan2010-2013.pdf> and <http://www.aacn.nche.edu/about-aacn/strategic-plan>). In this project, education and consultancy are combined in the same context. Firstly, Magnet Standards, Joint Commission International (JCI) Accreditation Standards and Service Quality Standards (SQS) of Turkish Ministry of Health were examined and related sections of nursing care within these standards were identified. Standards of each chapter were derived as follows:

- Leadership chapter based from Magnet Standards
- Education chapter based from JCI, SQS and Magnet Standards
- Research chapter based from Magnet and JCI Standards
- Application chapter based from JCI and SQS Standards

Leadership Standards (LS)

In this study, the concept of leader and manager were evaluated in the same context.

Purpose: To encourage patient care and make efforts to render it more systematic, to provide employee retention and positive working environment (ANCC, 2011 and ANCC, 2005).

LS.1: The process of selecting leaders in the organization is well defined.

Criteria

- Criteria for selecting leader is well defined
- Leader selection criteria must demonstrate compliance with nursing laws and regulations
- Personal development criteria has to be include in leader selection criteria
- Employees are informed about the leader selection criteria

LS.2: There are defined processes for the development of leaders in the organization.

Criteria

- There are training programmes for training of leaders
- A training programme of the organization should be applied when leaders assigned to the position
- There are defined orientation forms to generate orientation at a certain standards
- Timing of the orientation programme is defined
- The time interval of the orientation programme is precise
- The orientation process of new leaders should be monitored by her/his coach
- Regular meetings should be performed by managers
- The effectiveness of the orientation programme should be evaluated

LS.3: Managers should be open to personal training and development.

Criteria

- Leaders should continue to the activities necessary for self-development

- Leaders must be a member of certain associations
- Leaders are aware of and develop the issues that further improvement is needed

LS.4: Managers should be open to employee training and development.

Criteria

- Managers are encouraged and support staff to conduct a postgraduate degree
- Managers support education activities of nurses and increase participation
- Managers are encouraged and support the membership of employees to the associations
- There must be a sensitive management approach regarding the changes in the health system
- Collaborations should be constructed for nursing studies with other legal/private entities
- Managers support the research activities that are conducted for development of the nursing services
- Managers support the implementation of scientific studies
- Managers should perform and follow preventive and corrective studies to deal with problems

LS.5: Managers have knowledge about financial management.

Criteria

- Leaders have knowledge about required measurements for balance financial perspective of institution
- Leaders should involve in the planning of nursing services budget
- Leaders should involve in the selection of nursing services medical equipment and supplies
- Leaders are aware about occupancy rate and can compare patient care environment

LS.6: Performance of employees should be evaluated regularly and consistently.

Criteria

- During the evaluation of nurse performance, job descriptions and qualifications according to working departments have to be considered
- Nursing performance should be carried out according to department specific job descriptions and patient oriented care
- Nurse managers monthly evaluate staff performance. The results are used as a criteria in the annual performance evaluation and thus increase the effectiveness of the report
- Nurse managers should be visionary and motivate employees to achieving the target
- Nurses career planning should be made in written regulations and should be standardized

LS.7: There should be a staffing plan in which adequate nursing workforce is made and distributed to improve the effectiveness of patient care within the organization.

Criteria

- Nurse staffing plan should be made without affecting patient care and business plan should ensure equal distribution
- Nurse staffing plans should be flexible in the case of illness, accident etc.
- Staff plans should be updated if necessary
- Nurse staffing plans should be evaluated periodically and action plans have to be reviewed
- Potential leaders should be determined and training programmes towards them should be organized

LS.8: Leaders are involved in the management of human resources.

Criteria

- There should be a written procedure related to the recruitment of nurses
- Leaders participate in hiring decisions of employees
- There should be supporting boards and committees to increase motivation of nurses and enhancing institutional commitment
- Job assessment and employee satisfaction surveys should be evaluated
- Leaders are aware of employees who exhibit exemplary performance and are involved in reward processes
- Leaders have knowledge about the laws and regulations necessary in human resource management
- Leaders should give feedback to staff to reduce behavioral problems in the workplace

LS.9: Turnover and department change rates should be followed.

Criteria

- A plan to reduce nurses' turnover should be included in the strategic plan
- The cause of nurses' turnover should be determined and further improvement actions must be carried out
- Leaders are involved in the process of developing and implementing relevant strategies to employee retention
- Nurses should be a part of the multidisciplinary teams within the institution

LS.10: Procedures and instructions should be generated to standardize, support and develop nursing practice.

Criteria

- Definition of the role of nurses should be written
- Job descriptions should be generated for all positions of nursing service and should be revised when necessary
- The mission and vision of the nursing service should include objectives contributing to patient care
- The strategic-plan of nursing services should include practices to improve the effectiveness of patient care
- Leaders should assess the safety and efficiency of the application for the entry of patient data
- Leaders should ensure the inclusion of nurses in the

selection and implementation process of the information system used in the workplace

- Leaders should provide financial resources for the provision of equipment to increase the effectiveness of nursing care
- Policies and procedures should be generated on storage of drugs and patient care equipment

LS.11: Procedures and policies should be generated on the protection of patient rights and on the provision of patient safety.

Criteria

- Regulations to ensure the privacy of patients should be constituted
- There should be awareness on protection of patient information, data and privacy within the institution and leaders should be sensitive upon this
- In order to measure the quality of nursing care, indicators should be involved such as pressure ulcer, number of patient falls, medication errors, incidence of thrombophlebitis etc.
- Committees to assess the standard of nursing care within the institution should be comprised from all sections (quality, training, management, practitioner nurses, specialist nurses etc.)
- Leaders should be involved in the process of creation of standards compliance with ethical principles and in the control of application of standards by employees
- The study conducted in patients should be consented by ethics committee

LS.12: Institution must have policies and procedures to ensure rights and safety of employees.

Criteria

- A system should be developed for reporting and analysis of events threatening the safety of employees
- A platform should be provided where employees can share events
- Leaders are sensitive on abuse of employees and involved in the efforts for prevention
- Leaders are involved in taking necessary precautions for employee injury
- Ergonomic solutions for employees time-saving involved in the process
- Leaders are included in the development of preparedness plans of biological hazards and natural disasters

Educational Standards (ES)

Purpose: To improve capabilities of employees, to standardize trainings of patients and their relatives and to increase the effectiveness (ANCC, 2011 and <http://www.saglik.gov.tr/TR/belge/1-10070/hemsirelik-kanununun-4-uncu-maddesine-dayanilarak-hazir-.html>).

ES.1: There should be an orientation programme for new employees to adapt the institution

Criteria

- New employees should attend a general orientation programme of institution

ES.2: There should be a training programme for new employees to adapt their tasks

Criteria

- Nurses should attend orientation on nursing service within first month
- Nurses should be trained according to departments and issues of training should be designated for each department
- Each department should have customized orientation process in written in which specific criteria for patient care is involved

ES.3: There should be a training programme to ensure continuous development of nurses

Criteria

- Individual training programme should cover hand hygiene, the use of personal protective equipment, patient satisfaction, patient rights, communication skills, patient identification, waste management, orientation and special educations for departments

ES.4: Criteria for attending on trainings should be identified

Criteria

- Individual training of nurses should be determined annually
- Procedures should be updated and it should be ensured that employees read them periodically

ES.5: The efficiency of training should be evaluated

Criteria

- The efficiency of training should be evaluated by the participants and trainers

ES.6: Trainings should be planned according to department changes

Criteria

- Nurse managers should be trained on applications for increasing the quality of care and for resolving problems
- Training programmes about development of nurses career should be organized

ES.7: Trainings should be recorded

Criteria

- Trainings should be recorded in order to follow employees' training programme

ES.8: Post-training certification process should be defined

Criteria

- A certificate should be given to nurses who complete training programme

ES.9: Patient and family educations should be defined according to their needs

Criteria

- There should be a procedure for training of patients and families (definition of the education, planning, implementation and evaluation)

ES.10: Trainings of patients and families should be planned

Criteria

- Trainings of patients and families should be recorded
- Patient management, room presentation and hospital rules, safe use of medicines, safe use of medical equipment, nutrition/diet, exercises, considerations during the use of medicines (drug-drug interactions, drug-nutrition interactions), discharge education and hygiene should be covered in trainings

ES.11: Employees should be informed about trainings

Criteria

- Employees should be informed on training activities to increase assessment

ES.12: Trainings should be performed according to certain standards

Criteria

- Educational standards should be defined within the institution
- Collaboration with other organizations (universities, associations etc.) should be performed for training applications
- Training contents should be prepared and revised according to nursing standards and literature

Research Standards (RS)

Purpose: To prepare evidence-based procedures/guidelines/standards according to the literature (ANCC, 2011 and <http://www.saglik.gov.tr/TR/belge/1-10070/hemsirelik-kanununun-4-uncu-maddesine-dayanilarak-hazir.html>).

Criteria

- Access to appropriate literature and databases should be provided for nurses to planning, implementing and evaluating patient care
- A scientific committee should be generated to conduct scientific works
- Efforts to analyze feasibility of the scientific applications within the institution should be carried out

- Meetings/seminars/summits should be organized within and outside of the organization for sharing the information
- Apart from the professional nursing associations (organ donation, diabetes association, women's health center etc.) participation in community and health maintenance organizations (cooperation, support) should be encouraged
- Receiving consultancy and using resource (from European Union Foundation, World Health Organization etc.) when necessary
- Researches and evidence-based practices should be integrated with clinical and administrative processes and should be supported by managers
- Contributions should be established to form professional publications

Application Standards (AS)

Purpose: Continuous improvement of patient care (http://www.icceturkey.com/media/dokuman/jci_hastane.pdf and <http://www.saglik.gov.tr/TR/belge/1-10070/hemsirelik-kanununun-4-uncu-maddesine-dayanilarak-hazir-.html>).

Criteria

- Nursing care should be performed according to the standards
- General condition of patients should be evaluated holistically
- Care should be specialized and recorded for each patient and should be compatible with physician's treatment
- Procedures and guidelines should be prepared for the care of patients at high risk (care of patients who have infectious diseases, elderly patient care, child patient care etc.)
- A policy should be constructed for mother-newborn care and monitoring in obstetric clinics
- Physical arrangements of psychiatric patients room should be performed
- Policies should be generated to ensure continuous patient care and if necessary specialized nursing staff should be provided
- Patient care standards should be integrated by laws and regulations
- Standards must be supported by rules and evidence-based practices
- Patient care standards should be consistent with patients' rights
- Written regulations for the control and prevention of infection should be comprised. Patient care practices should be integrated with infection control practices
- Regulations on isolation precautions should be performed and integrated with patient care practices
- Isolation precautions should be generated for infected patients
- Sufficient amount of material should be found to prevent infections
- Hand hygiene should be assessed with the regulations
- Nurses should be aware of the high quality of care that they provide
- Studies on the safety of patients and staff should be carried out within the institution
- Precautions should be considered on newborn safety

- Personal protective equipment should be identified for each department and staff should be used these equipment
- There must be a process for shift changes of nurses and patient care should not be affected by it
- Hospital routine surveillance should be carried out and reported
- According to the surveillance results, corrective and preventive actions should be performed
- A procedure should be constructed to ensure the patient care materials control and materials should be monitored periodically for temperature, humidity and end-use control
- Patient care indicators should be determined, revised, monitored and reported for each department
- Regulations for the management of drugs that brought by patients should be carried out and if necessary arrangements should be performed for the use of these drugs in hospital
- There should be a calibration process of devices that is used inpatients room and the process should be evaluated
- Patients secure transfer between units should be provided
- During preoperative and postoperative patient delivery, information regarding surgery should be given oral and written to other health professional
- Precautions by the usage of drugs in pediatric doses should be generated
- There should be procedures for incorrect use of drugs
- Regulations should be generated for safe delivery of patient samples to laboratory
- To ensure the required sterilization, there should be hepa filter like ventilation systems to filter microorganisms in specific departments
- Regulations should be performed on the nutrition of patients and newborns
- Sterilization process indicators should be used for materials that sterile usage is required
- Arrangements should be constructed for sterile materials
- Written regulations for exitus process should be created
- Written regulations for discharge process should be formed
- Job descriptions of all positions of nursing services should be formed and revised if necessary

CONCLUSION

It is clear that current health care system is complex and dynamic. Attempts to address practice shortfalls, modernize services, and maximize the contribution of disciplines have resulted in the evolution of health care roles. Changing health care system along with emerging technologies for addressing the lack of practices, for modernizing services and for maximizing the level of contributions brings a change and development in everyday tasks of health care professionals. Also, the importance of providing high quality and cost-effective care to aged people becomes crucial with the aging of the population of the world. As we all know, the inequity on income distribution in the world brought a common language in health services which is unfortunately not equal in the own distribution of countries. This model has an important place for providing and implementing of standards by using a common language and diminishing cost maintenance into optimal level for improving health care system in the world and Turkey. Although studies showed that, providing care with specified standards will increase confidence on nursing

and ultimately it will increase patient loyalty in the same extent. Over the last decade Acibadem Healthcare Group applied the programs successfully, which has the flexibility to develop according to the needs of the health care providers.

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