

The experience of Dutch intensive care nurses of a planned and an emergent change implementation of an innovation.

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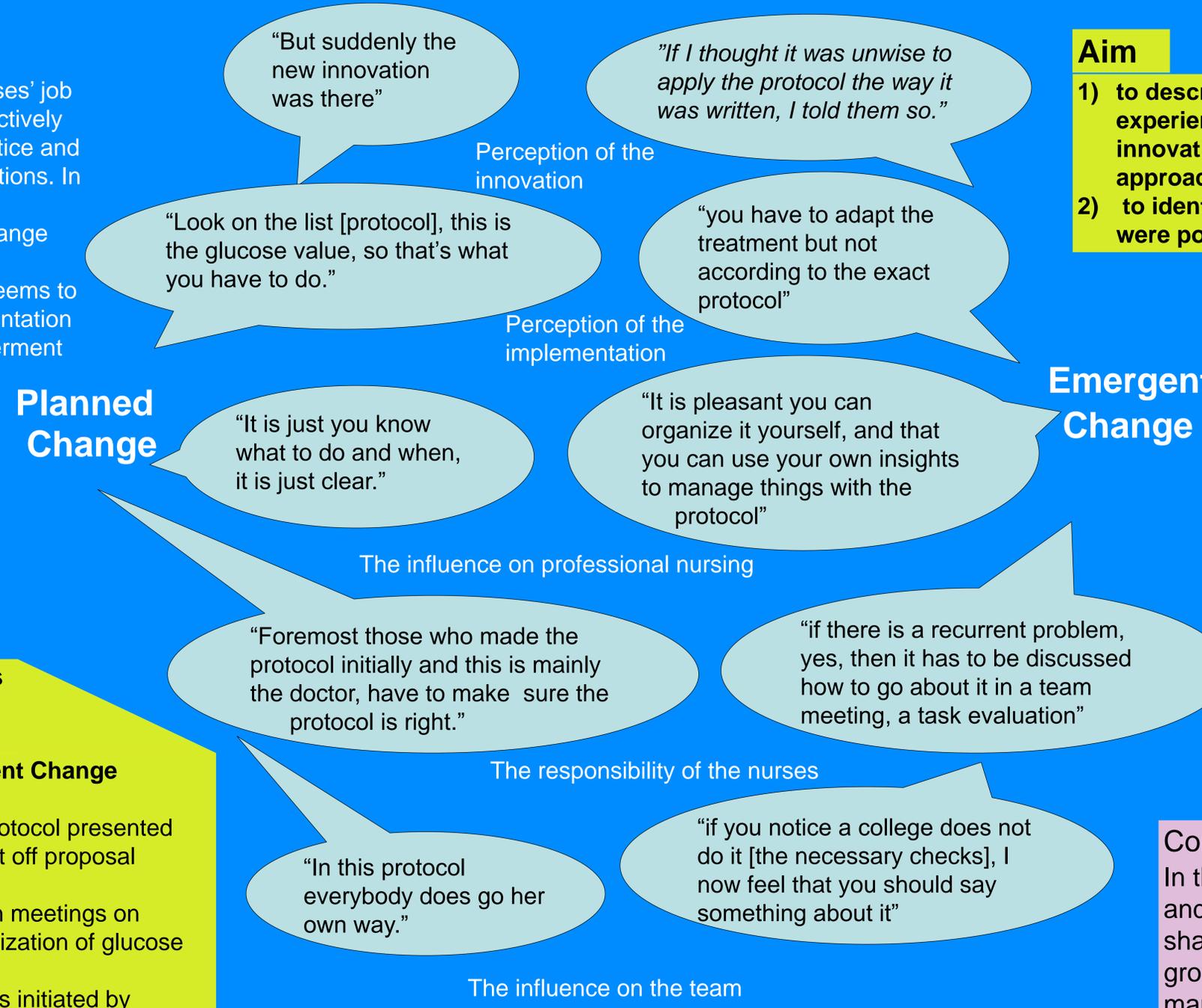
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Background

For workplace empowerment, which is important for patient outcomes and nurses' job satisfaction, it is essential that nurses actively participate in decisions about their practice and in the implementation of nursing innovations. In planned change implementation little participation is allowed. In emergent change implementation nurses are invited to participate. Magnet hospital research seems to indicate that emergent change implementation would provide more workplace empowerment and be more attractive for nurses.

Aim

- 1) to describe the intensive care nurses' experience of the introduction of an innovation using both implementation approaches
- 2) to identify what aspects of the approaches were positively or negatively valued



Results

Both groups had similar views upon what they considered important in their work, e.g. the feeling of being supported by management was important to the nurses. The quantitative analysis showed a higher ratio of positive than negative appreciation statements in the emergent change group for the subcategories perception of the innovation, of the implementation and of the implementation and innovation as a responsibility of the nurses.

Diagram of operational differences of emergent and planned change approach implementation method

Planned Change	Emergent Change
Protocol was presented as final	Initial protocol presented as start off proposal
Focus in meetings on proper protocol application	Focus in meetings on normalization of glucose
Meetings initiated by teamleader	Meetings initiated by teammembers
Problems are defined by teamleader	Problems are defined by teammembers
Solutions to the problems provided by teamleader	Solutions to problems provided by teammembers

Method

An innovation was implemented in two groups of nurses using either approach. Thereafter 8 nurses from either group were interviewed. A qualitative content analysis was done of these semi-structured interviews. The found positive and negative appreciation subcategories were further quantitatively analysed by means of frequency manifest effect sizes.

Conclusion

In the emergent change group innovations and their implementation were seen as a shared responsibility, in the planned change group as the responsibility of the management. Support by management was considered important but this was not limited to a specific type of support.