

## **Chapter 7: Discussion, Conclusion, Implications, Recommendations, Limitations and Future Research Directions**

### **Discussion**

This research highlights the urgent need to address systemic challenges in India's healthcare sector, particularly in the underdeveloped home-based healthcare segment that has potential to cater to the healthcare needs of the growing population. The ineffective hierarchical management structures aggravate the problems associated with the health service system like insufficient numbers of hospital beds and corresponding patient handling capacity, disproportionate distribution of resources, and chronic shortage of professionals have exacerbated issues, particularly during the COVID-19 pandemic (Kasthuri, 2018; Kumar, 2023; Kapoor et al., 2023). These challenges underscore the importance of exploring innovative solutions, such as self-managed organizational structures (SMOs). Globally, SMOs have demonstrated success in improving accessibility of healthcare services and reducing healthcare costs by providing home-based healthcare and empowering healthcare professionals through decentralized decision-making, as seen in models like Buurtzorg in the Netherlands (Peeters et al., 2013; Malik, 2023). In this study the researcher identified the Qualitative Success Enablers (QSEs) that enhance patient care and nursing experiences, aiming to bridge the regulatory and operational gaps in India's homecare sector as a viable alternative and parallel healthcare structure for the institutionalised healthcare structures like hospitals and nursing homes. The findings in this research are pivotal for building scalable and equitable healthcare solutions tailored to India's evolving socio-economic context highlighting growing aging population and chronic illnesses among patients. In this research, the researcher explored the patient experience in self-managed homecare organizations, the nursing experience in self-managed homecare organizations, and the management members' perspectives on operating self-managed homecare organizations in India. Therefore the researcher was able to identify the homecare experience enhancers from the vantage points of the major stakeholders that is patients, nurses and the management members.

#### *1. Nursing experience in self-managed homecare organizations*

This research shed light on the multifaceted roles nurses adopt within self-managed organizations (SMOs). The research emphasizes the transformative impact of advanced critical thinking and creativity in modern nursing practices. Nurses in SMOs navigate beyond the limits of traditional caregiving roles, applying innovative problem-solving skills to

address challenges in patient care. This shift underscores a deviation from conventional task-based nursing to a model that values autonomy, insightfulness, and collaboration, fostering a more meaningful and fulfilling nursing experience. The self-managed organizational structure is pivotal in understanding how autonomy and creativity enhance the nursing experience and improve care delivery. In SMOs, nurses are empowered to make decisions with autonomy, reflecting the importance of ownership and accountability in professional practices. Insightfulness enables nurses to derive profound meaning from their work, transcending career aspirations and aligning with a higher purpose in caregiving. This alignment creates a sense of personal fulfillment and satisfaction, highlighting the intrinsic rewards of compassionate nursing practices.

Self-managing teams play an essential role in fostering job satisfaction by emphasizing meaningful relationships among team members. Research indicates that such teams cultivate a collaborative environment where nurses share responsibilities and experiences, creating a collective sense of purpose in homecare delivery. This contrasts with the traditional, individual-driven perspectives in healthcare and underscores the importance of shared meaning in workplace satisfaction (Yao et al., 2021; Malik & Shankar, 2023). SMOs promote this by offering nurses valuable support systems, continuous learning opportunities, and recognition of their achievements. These factors collectively enhance the nursing experience, reinforcing the connection between meaningful work and personal fulfillment.

A critical aspect of SMOs is their emphasis on continuous professional development through education and training. Nurses are encouraged to expand their competencies, supported by opportunities for further education and career advancement. Orientation programs and learning management systems (LMS) are integral to this process, equipping nurses with the skills and knowledge needed to excel in ever-changing healthcare environments. Studies have demonstrated that technology-based educational tools, such as microlearning platforms, enhance the capabilities of nursing teams by streamlining communication and fostering efficiency (Abbasalizadeh et al., 2024). Acknowledging and celebrating nurses' accomplishments within SMOs creates a culture of appreciation, reinforcing a sense of purpose and community.

Advanced critical thinking emerges as a cornerstone of nursing practice in SMOs, particularly in homecare settings where nurses face complex and multifaceted challenges. This research highlights the indispensable role of critical thinking in ensuring patient safety,

delivering high-quality care, and navigating ethical dilemmas. Nurses exceed their designated responsibilities by considering fairness, evidence-based practices, and holistic perspectives, showcasing a commitment to excellence. This aligns with the broader philosophy of SMOs, which advocates for patient-centered care and encourages nurses to adopt innovative approaches to problem-solving (Nandram, 2021). For instance, intensive care nurses in homecare environments utilize critical thinking to address intricate patient needs, resulting in optimal outcomes.

The relationship between critical thinking and job satisfaction is further reinforced by recognizing and appreciating nurses' contributions. Studies suggest that acknowledgment of critical thinking efforts fosters a positive work environment, enhancing the overall nursing experience (Brunt, 2005; Zuriguel Perez et al., 2015). Additionally, SMOs employ diverse strategies to optimize nursing practices, including role rotation, specialized team structures, and integrating information and communication technologies (ICT). These strategies improve task efficiency and promote job enrichment by allowing nurses to engage in varied responsibilities and gain new perspectives. The emphasis on team cohesion and compact team sizes in SMOs contributes to a superior nursing experience. Smaller, specialized teams facilitate efficient communication and minimize the number of caregivers involved in a single patient's care, enhancing continuity and personal connections. This approach aligns with the patient-centered care model, which values individualized attention and fosters familial bonds between patients and nurses (Nandram, 2015). The long-term relationships developed within these teams are instrumental in improving patient satisfaction and nursing job fulfillment.

SMOs also foster an entrepreneurial mindset among nurses, encouraging innovation and transformative change within the organization. This proactive culture empowers nurses to take ownership of their roles and explore new approaches to caregiving, ultimately enhancing the quality of patient care. Training programs designed to preserve unique workplace cultures increase job satisfaction as nurses feel aligned with the organization's values and goals. By addressing cultural misfits and promoting a respectful atmosphere, SMOs reduce job insecurity and create a supportive environment conducive to professional growth. Empowerment through education is a central tenet of SMOs, reflecting the importance of leadership in nursing. Leadership-oriented initiatives encourage nurses to advocate for positive change, continuously learn, and pursue personal and professional development. These efforts align with studies highlighting the significance of leadership in fostering trust and competency within nursing teams (Hansen & Neumann, 2023). Trust, in particular, plays

a vital role in shaping patient-nurse relationships, serving as the foundation for effective caregiving and collaborative decision-making.

The concept of patient trust is deeply ingrained in the SMO model, as it influences both patient outcomes and nurses' job satisfaction. This research highlights the importance of building strong interpersonal connections between nurses and patients, emphasizing compassion, empathy, and holistic care. By acknowledging the uniqueness of each patient case, nurses adopt personalized approaches that resonate with the principles of patient-centered care. Positive patient feedback underscores these strategies' effectiveness, reflecting the value of trust and creativity in enhancing healthcare experiences. This research highlights the transformative potential of self-managed organizations in redefining nursing practices. By prioritizing critical thinking, collaboration, and continuous learning, SMOs create an environment where nurses can thrive professionally and personally. Integrating advanced critical thinking, team cohesion, and innovative educational tools underscores the importance of a holistic approach to nursing, ultimately benefiting patients, nurses, and the broader healthcare system. These findings underscore the need for healthcare organizations to adopt SMO principles, fostering a culture of empowerment, support, and meaningful work in nursing.

### Insightfulness

The theme of Insightfulness in self-managed homecare organizations (SMOs) reflects the transformative potential of empowering nurses to deliver patient-centered care through advanced critical thinking, creativity, and innovation. In the dynamic and ever-evolving field of healthcare, particularly homecare, insightfulness allows nurses to effectively address the complex needs of patients while enhancing their own professional fulfillment. Two key sub-themes, Freedom to Experience Meaning and Expansive Nursing Intelligence, illustrate how SMOs provide a framework for nurses to find purpose and elevate care practices.

The sub-theme "Freedom to Experience Meaning" highlights nurses' autonomy and personal significance in SMO settings. Unlike traditional hierarchical systems, SMOs emphasize collaborative environments where shared goals and values drive collective purpose. This autonomy allows nurses to engage creatively with their responsibilities, leading to innovative problem-solving and improved patient outcomes. The research underscores that workplaces promoting autonomy and collaboration enhance job satisfaction and foster emotional well-being among nurses (Abdullatif Ibrahim et al., 2023; Kumar & Jeet, 2023). In a

patient-centered care model, autonomy enables nurses to customize homecare to individual needs, reinforcing the principles of respect and responsiveness critical to in-situ healthcare (Ilomäki & Ruusuvaori, 2022; Naweed et al., 2022).

The second sub-theme, “Expansive Nursing Intelligence”, encapsulates the cognitive and emotional skills nurses in self-managed homecare organizations employ. This intelligence goes beyond routine clinical duties, integrating critical thinking, ethical judgment, and holistic care strategies. In SMOs, the emphasis on innovation-supporting environments enhances nurses' ability to adapt to diverse and unpredictable patient care scenarios. For example, the flexibility to design care plans customized to patients' physical, emotional, and social needs represents the importance of nurturing problem-solving abilities in homecare settings. Studies indicate that such supportive organizational structures directly contribute to higher-quality care and allow nurses to grow professionally (Nandram, 2015; Morrison et al., 2021). This approach aligns with the aim of innovation in in-situ healthcare, which is defined by implementing novel methods to enhance processes and outcomes in care delivery (Sutherland et al., 2021; Eide et al., 2022).

By prioritizing meaningful experiences and cultivating expansive nursing intelligence, SMOs create a homecare environment where patients and nurses thrive. The emphasis on autonomy and intellectual growth elevates the quality of patient care and supports nurses' emotional resilience and professional satisfaction. This synergy between individual goal fulfillment and organizational effectiveness positions SMOs as exemplary models for viable and innovative homecare systems that address current and future challenges.

#### Enhancing nursing experience through job enrichment

The second theme explains how homecare SMOs achieve organizational excellence while enhancing the nursing experience. These efforts are designed to increase operational efficiency, improve job satisfaction, and elevate the quality of care provided by nurses. The findings highlight three interconnected strategies: leveraging Information and Communication Technology (ICT) to assist with supplementary jobs, rotating team duties, and maintaining small team sizes. Together, these approaches create a supportive and effective homecare organization environment.

The sub-theme “Assisting in Supplementary Jobs” indicates integrating ICT tools, such as electronic health records (EHRs) and other communication technologies, as a vital strategy

for reducing the management burden on nurses. These tools are able to automate tasks like documentation, data management, and scheduling, allowing nurses to allocate more time to patient care. This aligns with Sockolow et al. (2021) research, which underscores the role of EHRs in enhancing communication and reducing workload stress in home-based healthcare settings (Hobensack et al., 2022). Such advancements significantly enhance homecare nurses' job satisfaction by allowing them to focus on their core responsibilities. Additionally, reducing administrative burdens fosters a sense of professional efficacy among nurses, which is critical in the retention of nursing staff and in promoting their workplace morale. Similar findings by Marufu et al. (2021) highlight that reducing non-caregiving tasks has a profound impact on improving both patient outcomes and nurse retention (Majeed & Jamshed, 2021).

The sub-theme "Rotating Team Duties" indicates that role rotation in homecare allows nurses to take on diverse roles and responsibilities, fostering adaptability and broadening their skill sets. This approach supports professional development and creates opportunities for job enrichment, given the lack of promotion opportunities in the nursing profession and the job monotony. By enabling team members to express their preferences for specific tasks, the rotation system enhances engagement and satisfaction in homecare SMOs. Research by Reinhard et al. (2008) shows that task variety in healthcare settings promotes individual growth and a sense of fulfillment, especially in high-stress professions like nursing. This dynamic allocation of duties in homecare SMOs ensures that nurses remain motivated and invested in their roles, ultimately contributing to a more adaptive and resilient workforce. Such flexibility aligns with organizational goals at SMOs of improving employee retention and overall productivity.

The sub-theme "Small Team Size" indicates that maintaining small team sizes emphasizes the importance of personalized and patient-focused care in homecare SMOs. Smaller teams enable nurses to establish stronger relationships with their patients, leading to more compassionate and individualized care delivery. In addition to enhancing patient satisfaction, this approach facilitates closer connection and collaboration among nursing team members, minimizing the likelihood of ineffective care delivery. Studies have demonstrated that smaller team sizes at homecare promote better team dynamics and foster a sense of camaraderie, contributing to improved workplace satisfaction and performance (De Bruin et al., 2022; Larsson et al., 2022). These benefits not only support nurses' professional well-being but also improve overall healthcare outcomes, underscoring the value of this strategy. SMOs' strategic focus on leveraging ICT, adopting rotational task allocation, and maintaining small team

structures reflects a comprehensive approach to achieving organizational excellence and improving the nursing experience. These strategies provide a foundation for SMOs to retain skilled nursing staff and deliver high-quality, patient-centered care.

#### Autonomy-enabled intrapreneurship

The entrepreneurial mindset among nurses, facilitated by the autonomy that defines self-managed organizations (SMOs), is integral to fostering innovation, adaptability, and professional growth within healthcare. Autonomy and entrepreneurial thinking empower nurses to improve the quality of patient care and create rewarding homecare job environments. The three sub-themes: protecting and expanding the organizational ecosystem, safeguarding and fostering freedom parallel to safeguards, and leadership in nursing, show how entrepreneurial mindset is promoted and inculcated among the nurses in homecare SMOs.

The sub-theme “Protecting and Expanding the Organizational Ecosystem” shows the impact of a strong organizational culture as the bedrock of entrepreneurial innovation at SMOs. In SMOs, this is achieved through intentional efforts to nurture a collaborative and innovative atmosphere underpinned by focused training programs and deconditioning practices. These strategies help cultivate creativity and adaptability among nurses while ensuring alignment with the organization’s core values. Nurses who embrace the values and vision of the organization are retained and empowered, while those misaligned naturally exit, creating a harmonious and values-driven homecare job environment. This approach promotes respect and trust and strengthens the organization’s cultural resilience over time. The research underscores the importance of this alignment in fostering intrapreneurship within nursing, where professionals actively contribute to organizational growth through independence and innovation (Malik & Shankar, 2023; Klarin & Suseno, 2023).

The sub-theme “Safeguarding and Fostering Freedom Parallel to Safeguards” suggests that autonomy, when thoughtfully managed, is a powerful driver of nursing innovation and satisfaction. SMOs provide nurses the independence to make critical decisions while maintaining necessary safeguards to ensure patient safety and uphold care standards. This delicate balance empowers nurses to engage in advanced critical thinking and confident decision-making without jeopardizing quality outcomes. Structured safeguards, such as peer reviews and standardized protocols, provide a safety net that enhances caregiving accountability and mitigates associated risks. Research affirms that autonomy enhances

professional fulfillment, job satisfaction, and patient care quality in homecare setups (Jakobsen et al., 2021; Melnyk & Tim Raderstorf, 2024)

The sub-theme “Leadership in Nursing” suggests that autonomy also fosters leadership behaviors among nurses, empowering them to advocate for social justice, equitable practices, and organizational transformation. In SMOs, leadership extends beyond traditional roles, allowing nurses to act as change agents within their teams and organizations. Entrepreneurial leadership encourages proactive behaviors and decision-making, enabling nurses to address systemic challenges and drive reforms that enhance the home-based healthcare environment. This aligns with the concept of intrapreneurship, wherein nurses use their autonomy to effect meaningful changes that benefit both their patients and their profession (Neergård, 2021; Awad et al., 2024). The entrepreneurial mindset in nursing, supported by the autonomy inherent in SMOs, is a transformative force that enriches the nursing experience and elevates patient care.

## *2. Patient experience in self-managed homecare organizations*

This research delved into the concept of holistic care within self-managed homecare organizations, with a particular focus on how it reshapes the patient experience. Through exploring the evolving landscape of homecare, especially during the COVID-19 pandemic, the research uncovered key themes: "Homecare and nurturing holistic patient care" and “Empowering patient-centered compassionate homecare ecosystems.” These emergent themes reflect the shift towards a more comprehensive, empathetic, and empowering model of care that goes beyond traditional medical interventions. The research emphasizes the importance of trust and strong interpersonal relationships between nurses and patients, as demonstrated by the significant impact of patient-centered practices by involving patients in their care decisions and addressing their emotional, spiritual and physical needs. This trust-based relationship proved crucial during the pandemic, as it alleviated anxiety related to infection exposure and ensured continuous, personalized care. Patients reported increased satisfaction with the holistic, personalized approach, affirming the pivotal role of trust in modern homecare settings (Fowokan et al., 2023).

This research illustrates the shift in homecare models from a focus on solely medical diagnoses to a more inclusive, holistic approach. This model integrates not only physical health but also emotional and social well-being, leading to more comprehensive care. The research corroborates findings from Anand (2019) that emphasize the importance of

considering the patient's overall quality of life, which results in improved patient outcomes and satisfaction. By addressing both medical needs and emotional well-being, homecare organizations contribute to a more positive overall experience for patients and their families. The research underscores how empathy plays a crucial role in self-managed homecare delivery. Homecare professionals demonstrated exceptional empathy by actively listening to patients and understanding their unique concerns. This allowed providers to identify and address underlying issues, such as emotional distress or mental health challenges, which may not be immediately apparent through traditional medical assessments. As research by Högländer et al. (2020) and Hu et al. (2024) indicates, empathy fosters an environment where patients feel truly heard and supported, enhancing their care experience. The research highlights the importance of empowering patients to take an active role in managing their care. Homecare organizations that promoted patient autonomy, through shared decision-making and self-management, saw significant improvements in patients' confidence, independence, and overall well-being. Studies show that when patients feel more in control of their health journey, they experience better health outcomes and greater satisfaction (Jacobs, 2019; Mills et al., 2024).

The findings of this study underscore the potential of self-managed organizational structures in providing holistic, patient-centered care to transform the homecare experience, particularly in India, where the adoption of these practices is increasing. By integrating trust, empathy, and autonomy into care delivery, homecare organizations not only improve individual patient outcomes but also contribute to the resilience and effectiveness of homecare ecosystems as a whole. As homecare continues to evolve, these insights provide valuable guidance for policymakers and healthcare practitioners seeking to improve patient outcomes, satisfaction, and the overall quality of care. The consistency between the data collected and the feedback from participants further validates the transformative power of self-managed organizational structures in Indian homecare sector.

#### Homecare and nurturing holistic patient care

The holistic approach to patient care employed by self-managed homecare organizations, where the integration of physical, mental, emotional, and social health dimensions is central to patient care, reflects a growing recognition within healthcare that optimal patient outcomes require addressing all aspects of a person's well-being. Research work in this context supports the advantages of holistic nursing care considering not only the physical but also the

psychological, social, and spiritual needs of patients (Sahin et al., 2013; Anand, 2019). These organizations strive to offer care that transcends mere medical treatment, focusing on creating a well-rounded and individualized care plan for each patient.

The sub-theme "Patient-centered approach: care beyond medical diagnosis" reveals that homecare providers are not confined to the traditional boundaries of medical care, often going beyond to address patients' spiritual and emotional needs. This aligns with existing studies that highlight the importance of providing emotional and spiritual support, which significantly enhances patients' overall well-being (Vermandere et al., 2013; Fernández-Ortega et al., 2022). For example, patients in this study reported that nurses engaged in activities such as spiritual practices and providing companionship, which helped create a more holistic caregiving environment. The sub-theme "Empowering trust and holistic care: the proficient bonds between nurses and patients" underscores the pivotal role of trust in the patient-nurse relationship. Data revealed that patients felt secure and satisfied with the personalized care they received from skilled healthcare professionals. This trust was particularly vital during the pandemic, where the role of caregivers expanded beyond medical care to include essential emotional support. Research supports this finding, noting that trust is fundamental to a positive care experience, especially in self-managed homecare settings where patients rely heavily on caregivers (Trojan & Yonge, 1993; Eide et al., 2022).

#### Empowering patient-centered compassionate homecare ecosystems

This theme focuses on creating a homecare environment centered around patient empowerment by making them self-dependent sooner and providing compassionate care. One of the sub-themes, "Empathy in homecare: unveiling invisible problems for enhanced patient care," highlights the crucial role that empathy plays in the delivery of homecare. Nurses and caregivers in self-managed organizations were found to demonstrate remarkable empathy, actively listening to patients and understanding their unique challenges. This empathetic approach enabled caregivers to identify and address issues that might not be immediately apparent through conventional medical assessments, such as emotional distress or unmet personal needs. By offering a more personalized, empathetic form of care, patients were able to experience higher-quality homecare interactions, which is in line with findings from research that underscores the importance of compassion in improving patient outcomes (Blomqvist et al., 2023; Hu et al., 2024). This emotional attunement allowed caregivers to

better meet the holistic needs of patients, thus enhancing the overall homecare experience provided by the self-managed homecare organizations.

The sub-theme, "Fostering autonomy in homecare: empowering patients for independence and well-being," underscores the significance of promoting patient autonomy in self-managed homecare. The given homecare organization was effective in encouraging patients to take an active role in decision-making in their homecare, which contributed to their sense of independence and well-being. This approach echoes broader findings in patient-centered care literature, which emphasize that empowering patients to make decisions about their care is associated with greater satisfaction and improved health outcomes (Holmström & Röing, 2010; Castro et al., 2016). Patients expressed that their caregivers not only supported them in making decisions but also motivated them to perform daily activities independently, boosting their self-confidence and reducing reliance on external support. These findings are in consonance with the previous studies that highlight how autonomy in care leads to a greater sense of control and reduces feelings of helplessness, which is particularly important for those with chronic or long-term illnesses (Thompson & Kyle, 2021).

The emphasis on holistic care and patient empowerment within self-managed homecare settings provides a fresh perspective on how these organizations can improve patient experiences and outcomes. This approach to care aligns with a growing body of literature on the benefits of self-managed homecare, which emphasizes the importance of patient-centeredness in fostering positive health outcomes (Metersky, 2020; Tao, 2020). By focusing on empathy, autonomy, and individualized care, self-managed homecare organizations present a promising alternative to traditional healthcare models, particularly in the context of public health emergencies where flexibility and personalized care are of paramount importance (Filip et al., 2022). SMOs with their ability to adapt to patients' diverse needs and foster trust and autonomy demonstrate their potential to transform home-based healthcare delivery. These findings offer valuable insights for policymakers and healthcare providers who aim to improve patient experiences and outcomes in similar contexts. By promoting a culture of empathy and patient autonomy, self-managed homecare organizations could serve as an effective model for future healthcare delivery, especially as the demand for home-based healthcare continues to grow.

### *3. Management members' perspectives on operating self-managed homecare organizations in India*

The experiences and perspectives articulated by management personnel within the context of self-managed homecare organizations in India provide a rich tapestry of critical insights concerning the operational, cultural, and structural nuances inherent to the country's healthcare sector. These insights are instrumental in elucidating the potential of such organizational models to cater to the increasing demand for patient-centric care effectively. A salient feature of these entities is the pronounced shift towards establishing self-managed teams predicated upon dignity, respect, and collective accountability. This managerial paradigm resonates with the corpus of knowledge emanating from organizational studies, wherein a culture characterized by reciprocal respect and equitable participation has been empirically associated with superior team cohesion, enhanced employee morale, and a marked improvement in service provision (Watson et al., 2024). Cultivating an inclusive workplace environment, wherein the contributions of each team member are recognized and valued, irrespective of their hierarchical status, is a cornerstone of these organizations' ethos. This aligns with broader scholarly discourses prioritizing collective achievements over individual successes, fostering an environment conducive to collaborative service delivery and holistic patient care (Barr & Nathenson, 2022).

Another noteworthy aspect of these self-managed entities is the centrality of family support within their organizational culture. This approach is reflective of a sophisticated comprehension of Indian socio-cultural mores, wherein the family unit frequently occupies a pivotal role in the realms of decision-making and caregiving. Integrating such cultural elements into the very fabric of the organizational structure is vital for ensuring that the services rendered by these organizations remain congruent with societal norms, thereby enhancing their acceptability and efficacy. This underscores the significance of cultural sensitivity in designing and implementing organizational frameworks, as highlighted by many studies that advocate for harmonizing operational strategies with local values to guarantee relevance and sustainability (Pereno & Eriksson, 2020). Moreover, the emphasis placed by management on harnessing structured communication processes, including direct lines of contact with superiors and the strategic utilization of advanced technology platforms, mitigates the challenges posed by the coordination of activities across disparate and decentralized teams. Efficient and transparent communication emerges as a fundamental

imperative for providing uninterrupted and high-quality patient care, particularly within the context of the dynamic and multifaceted nature of the healthcare sector (Duffy, 2022).

Leadership and adaptability are the linchpins of navigating the intricacies inherent to managing self-managed homecare organizations. These traits are essential for effectively addressing the multifarious challenges stemming from stakeholders' divergent expectations and the regulatory landscape's complexities. The propensity of leaders to foster an enabling workplace culture, prioritize the well-being of employees, and engage staff in a meaningful and participatory manner has been shown to significantly reduce the incidence of burnout, elevate morale, and bolster overall organizational performance (Abdelrahman et al., 2024). By enhancing employee engagement and welfare, management can contribute to cultivating a positive organizational culture, which directly impacts patient outcomes (Zhai et al., 2023)

The research underscores the criticality of grappling with cultural heterogeneity, promoting effective communication mechanisms, and fostering a supportive workplace culture as prerequisites for successfully operating self-managed homecare organizations in the Indian context. These strategic imperatives not only serve to surmount the operational hurdles inherent to such ventures but also create fertile ground for the pursuit of excellence in patient care and service provision. The capacity of management to navigate the ever-evolving cultural and policy landscapes is paramount for the enduring relevance and efficacy of these innovative organizational models within the broader healthcare sector in India. Their adaptability and responsiveness to these contextual dynamics are essential for sustaining their viability and ensuring their continued contributions to advancing healthcare services within the country.

The following are the themes and sub-themes that emerged while exploring management members' experiences in operating self-managed organizations in India.

#### Building a supportive workplace for employee well-being, engagement, and success

Building a supportive workplace enhances employee well-being, engagement, and organizational success. This theme is broken down into several key sub-themes: Organizational Culture and Support, Organizational Culture and Empowerment, and Organizational Culture and Values. The sub-theme of "Organizational Culture and Support" emphasizes the creation of a trustful, collaborative, and supportive work environment. It highlights the importance of fostering a culture where employees feel valued and supported.

Such a culture leads to higher employee satisfaction and performance. A supportive organizational culture enhances job satisfaction, promotes teamwork, and ultimately improves both employee well-being and organizational performance. Research underscores the significance of nurturing a culture where employees feel valued and supported, as this leads to higher job satisfaction and improved performance (Waltz et al., 2020). A supportive work culture also promotes teamwork, which is pivotal in improving employee well-being and driving organizational outcomes (Monteiro & Joseph, 2023).

Similarly, the sub-theme “Organizational Culture and Empowerment” focuses on empowering employees by fostering a belief system where trust and a shared vision are paramount. Employees who feel trusted and aligned with the organization's vision are more engaged and effective in their roles. Empowerment through trust and shared vision enables employees to take ownership of their work, increasing motivation and productivity. Empowerment, built on a foundation of mutual trust, encourages employees to take ownership of their work, enhancing both motivation and productivity (Al Otaibi et al., 2023; Moloney et al., 2020).

While the sub-theme “Organizational Culture and Values” reflect the adaptation of traditional values within modern management practices in Indian healthcare. It underscores the importance of teamwork and reliability, addressing service challenges collectively rather than individually. Integrating conventional values with contemporary management practices ensures that the organizational culture remains relevant and supportive, fostering a sense of community and collective responsibility. This integration fosters a culture of community and collective responsibility, ensuring the organization remains dynamic and supportive (Belita et al., 2020; Kamau et al., 2022). Such an approach not only strengthens employee well-being but also reinforces the organization’s capacity to navigate challenges effectively.

#### Communication and coordination at SMOs

Effective communication and coordination strategies are essential for the seamless operation of self-managed homecare organizations. The sub-theme “Strategic Emergency Communication and Coordination” highlights the importance of proactive communication during emergencies to ensure continuity of care. Timely and effective communication among all stakeholders is crucial to ensure that patient care is not disrupted and that all necessary actions are coordinated efficiently. These strategies emphasize proactive communication, ensuring that all stakeholders—including caregivers, healthcare providers, patients, and

family members—are well-informed and aligned. During emergencies, timeliness and clarity in communication mitigate disruptions in patient care and streamline the execution of necessary actions, as supported by research highlighting the role of clear stakeholder communication in healthcare crises (Wang et al., 2020; Lord et al., 2021).

The sub-theme “Sustainable Communication Strategies” indicates the focus on maintaining structured communication channels and utilizing technology platforms to enhance efficiency and support for nursing staff. Regular monthly review meetings are essential for continuous improvement. Structured communication channels and technology are used to strengthen operations' efficiency and ensure that staff is well-informed and supported.

Studies indicate that using technology, such as electronic health records and communication apps, improves care coordination and reduces errors, contributing to better patient outcomes (Awad et al., 2021; Cerchione et al., 2023). Furthermore, regular monthly review meetings provide opportunities for continuous improvement, enabling organizations to assess the effectiveness of their communication systems and implement refinements. Structured communication channels act as a backbone for sustainable strategies, ensuring that staff remains informed and supported. This approach aligns with evidence suggesting that consistent, reliable communication fosters trust and collaboration among team members, thereby strengthening overall efficiency (Noviyanti et al., 2021; Zajac et al., 2021). Thus, a dual focus on strategic emergency coordination and sustainable practices ensures that self-managed homecare organizations can effectively address immediate challenges while building resilience for the future.

#### Employee well-being and development

Prioritizing employee well-being, continuous development, and autonomy are fundamental pillars in fostering a robust, productive workforce. Each of these themes intertwines to create an organizational environment that enhances employee satisfaction and performance while simultaneously supporting the overarching goals of healthcare institutions. The sub-theme “Employee Well-being and Work-Life Balance” ensures job satisfaction and reduces burnout. Organizations implementing policies promoting flexibility and a supportive work environment observe heightened employee morale and reduced turnover rates. Research indicates that such practices enhance productivity by fostering a valued and motivated workforce (Dousin et al., 2021). For instance, offering flexible scheduling and mental health support can mitigate the stress associated with demanding roles in homecare. These findings

align with the growing recognition that a healthy work-life balance results in increased employee retention and higher-quality patient care (Shen et al., 2023).

The sub-theme “Continuous Training and Development” indicates the role of constant efforts towards employee training to develop and upgrade their skillsets leading to better employability and effectiveness in their job roles. Employees require training activities as and when needed to remain adept at utilizing new technologies and methodologies in nursing effectively. Organizations that invest in innovative training platforms not only enhance the competencies of their workforce but also bolster employee confidence in their roles (Chen et al., 2020; Cunningham et al., 2020). This focus on lifelong learning ensures that healthcare professionals are equipped to provide superior patient care, adapting to dynamic medical advancements. Furthermore, regular training initiatives contribute to long-term organizational success by fostering a culture of growth and adaptability.

The sub-theme “Employee Autonomy and Independence” represents another vital element of an empowered workforce in homecare SMOs. Providing employees with the freedom to make decisions and take responsibility for their work has increased job satisfaction and improved outcomes. The Buurtzorg model, a prominent example in the healthcare sector, demonstrates how decentralized decision-making and self-managed teams can significantly enhance the efficiency of care delivery (Nandram, 2015; Nandram, 2021). Empowering employees with autonomy also cultivates a sense of accountability, translating into more thoughtful and effective patient care. Additionally, nurses with greater control over their work processes tend to exhibit higher levels of engagement and motivation, which benefits both the individual and the organization (Zhai et al., 2023).

#### Organizational evolution and adaptation

The sub-theme “Organizational Evolution” represents the cornerstone for the sustainability and effectiveness of self-managed homecare organizations. This continuous process of change and learning reflects the need for such organizations to adapt to dynamic environments and shifting healthcare demands. Transitioning from flat organizational structures to more adaptable and flexible systems has shown to improve both patient outcomes and nursing experiences. A study by Neumann and Purdy (2023) emphasizes that adopting systems-based approaches enhances operational efficiency and staff engagement in nursing, further reinforcing the importance of structural evolution in home-based healthcare settings. By embedding continuous learning processes, self-managed homecare organizations

can remain relevant, fostering innovation and improving outcomes for patients and employees (Hegedüs et al., 2022).

The sub-theme “Adaptability of Practices” represents the importance of adaptability in home-based healthcare as vital to meeting the complex and evolving needs of patients. Strategic and operational adjustments through mechanisms like monthly review meetings and continuous improvement initiatives are critical in self-managed homecare settings. These practices enhance organizational resilience and ensure that care delivery aligns with emerging healthcare challenges. Bhati et al. (2023) highlights that adaptability in hospital administration improves patient outcomes and staff satisfaction, suggesting that a similar approach in homecare can lead to comparable benefits. Flexibility in practices empowers organizations to respond effectively to crises and changes, strengthening their capacity for sustainable operations.

The sub-theme “Growth Opportunities and Market Awareness” suggests that balancing growth with core values is crucial for self-managed homecare organizations aiming to expand while maintaining high-quality care standards. Innovative learning and development initiatives provide staff with the skills and knowledge to excel in patient care, fostering individual and organizational growth. Maintaining market awareness ensures that organizations stay competitive and adapt to industry trends in homecare. Neumann et al. (2023) study underscores the importance of integrating growth strategies with ethical care principles, which aligns with the intention to achieve sustainable development without compromising patient well-being.

The experiences of management members in India highlight several key factors essential for effective self-managed homecare organizations. A supportive workplace emphasizing trust, empowerment, and traditional values is foundational in home-based healthcare. Effective communication and coordination mechanisms further ensure seamless operations and continuity of care. Prioritizing employee well-being through ongoing development opportunities enhances workforce productivity and improves organizational resilience in homecare SMOs.

## **Conclusion**

This research emphasizes the significance of leadership, adaptability, and cultural sensitivity in driving organizational excellence in the healthcare sector (Carroll & Edmondson, 2002).

The experiences shared by management members underscore the need for continuous learning, strategic decision-making, and a forward-thinking approach to address the evolving needs of patients, caregivers, and the healthcare workforce. The narratives of management members in self-managed homecare organizations in India illuminate the complexities and considerations in transforming traditional healthcare structures towards more autonomous, patient-centered, and employee-empowered models. Their experiences testify to the transformative power of innovative leadership, collaborative teamwork, and a steadfast commitment to enhancing the healthcare experience for all stakeholders involved (Taylor, 2000).

The experiences and perspectives shared by management members running self-managed homecare organizations in India shed light on the intricate challenges and opportunities inherent in introducing and operating such innovative organizational structures within the Indian healthcare landscape. This research underscores the critical role of management members as major stakeholders in shaping the success and sustainability of self-management models in a context where traditional hierarchical structures prevail. The insights from management members highlight the importance of understanding and navigating the local policy frameworks, cultural nuances, and stakeholder conditioning that significantly influence the adoption and effectiveness of unconventional organizational models like self-management. Management members play a pivotal role in fostering a positive work environment that nurtures engagement, resilience, and excellence in healthcare delivery by recognizing the interconnectedness of organizational dynamics, employee well-being, and patient care quality (Biggio & Cortese, 2013).

This research highlights the transformative potential of self-managed homecare organizations (SMOs) in the Indian healthcare sector. The key findings underscore the crucial role of advanced critical thinking, creativity, and holistic care in enhancing nursing job satisfaction and patient outcomes. This research suggests that the SMOs provide a supportive framework that empowers nurses to deliver exceptional patient care by fostering an environment of autonomy, continuous learning, and meaningful relationships. Nurses find personal and collective significance in their work through compassionate caregiving and critical thinking. This shared experience fosters a profound sense of purpose and fulfillment. Nurses at SMOs exhibit the ability of application of advanced critical thinking skills and a comprehensive homecare perspective, enhancing patient well-being and job satisfaction. Enhancing the nursing experience through job enrichment involves using Information and Communication

Technology (ICT) solutions to manage administrative tasks, allowing nurses to focus more on patient care. Rotating team duties is also essential, enabling nurses to gain diverse experiences and develop broader skill sets. While, maintaining a small team size ensures personalized and attentive care, enhancing job satisfaction and communication among team members.

Regarding patient experience, the research further explores the holistic care paradigm in modern homecare. It reveals that trust and interpersonal bonds between nurses and patients lead to better patient experiences. Empowering trust and holistic care promotes overall well-being and enhances the quality of life for patients and their families. Empathy in homecare is critical, as it allows providers to identify and address invisible problems, enhancing patient care. Encouraging patient participation in decision-making fosters independence and improves patient outcomes.

The research also examines the experiences of management members running the given homecare SMO. Building a supportive workplace for employee well-being, engagement, and success is crucial. A trusting, collaborative, supportive work environment enhances job satisfaction and performance (Guinot et al., 2014). Empowerment through trust and a shared vision leads to increased motivation and productivity (Laschinger et al., 2001). Integrating traditional values with modern management practices fosters a sense of community and collective responsibility (D'Amato & Roome, 2009).

Effective communication and coordination are essential for the seamless operation of SMOs (Manz & Sims Jr, 1987). Proactive communication during emergencies ensures continuity of care, while structured communication channels and technology use enhance operational efficiency and support (World Health Organization, 2021). Promoting work-life balance and continuous training and development ensures caregivers remain competent and confident in their roles (Kim & Windsor, 2015). Organizational evolution and adaptation are critical as the continuous change and learning improve patient and nursing experiences (Notarnicola et al., 2024). This research suggests that strategic and operational adjustments maintain adaptability and resilience keeping in view to balancing growth with a commitment to core principles ensuring sustainable development and continuous improvement in care quality (Tolf et al., 2015).

These findings provide valuable insights into the dynamics and challenges of implementing self-managed organizational structures in the Indian healthcare sector. By addressing cultural

differences, promoting effective communication, and fostering a supportive workplace culture, SMOs can navigate challenges, leverage opportunities, and drive organizational success.

### **Implications of research**

The undertaken research on SMOs in India highlights their transformative potential in meeting some of the most daunting challenges in this country's healthcare system. Such models represent novel pathways for promoting more equitable and efficient healthcare and offer valuable lessons for policymakers, practitioners, researchers, and organizations. SMOs in the Indian homecare sector offer a workable alternative to conventional healthcare systems by meeting infrastructure deficits and workforce shortages across decentralized care frameworks. This also helps alleviate the pressure on hospitals, especially during public health emergencies related to viruses like COVID-19. SMOs should be integrated into the general healthcare system by policymakers through the promotion of training programs, the development of enabling policies, and the creation of incentives to ensure their full potential. To the patients, SMOs ensure comprehensive and trusting care that underlines their independence and autonomy.

By addressing health's physical, emotional, and social dimensions, SMOs meet the trend in international practice toward patient-centered care. This practice directly enhances patients' satisfaction, causing better results, as individuals are enabled to make decisions regarding their home-based healthcare. When patients feel included in discussing the choices and options concerning their treatment and caregiving and collaborate with healthcare professionals, they become more confident and recover faster. Evidence supports that autonomy, when intertwined with trust and shared decision-making, significantly improves patients' satisfaction and health outcomes. Another fundamental principle of SMOs would be transparency in communication to help build trust and dissipate fears or apprehensions among patients about any medical and nursing procedures. This would result in minimized barriers related to misinformation and distrust, especially among underserved populations. Resources used by SMOs to care for mental health, emotional well-being, and the social determinants of health extend beyond what has traditionally been part of homecare SMOs. There are significant benefits to nursing workforce that stem from SMOs. Nurses benefit by increasing job satisfaction and professional growth; secondly, autonomous nurses with critical thinking skills spell out the changed nature of professional development.

Continuous training programs on empathy and advanced nursing practices position health professionals to meet emerging challenges while offering them opportunities for patient-centered decision-making with increased accountability. Such programs ensure that care is adaptive and responsive to burnout issues while improving retention through a dignified and collaborative work environment. The leadership of homecare SMOs adopts inclusive strategies that link team goals with organizational values, developing a sense of shared purpose. Accordingly, structured communication processes and healthcare technologies, health records, and telemedicine promote operation efficiency. Such steps enhance patient care while enabling the SMOs to scale their services effectively with a quality guarantee. Global research also demonstrates that SMOs have enormous potential to meet healthcare-related needs, but a number of cultural, logistical, and financial obstacles hampers that scalability. In low-resource settings, government initiatives will require more significant funding and support mechanisms, especially. Workforce training considers regional cultural differences to ensure the acceptance and effectiveness of SMO practices. The second imperative is financial sustainability: different funding models, such as public-private partnerships, are needed to effect wider dissemination of such effective homecare models and related practices. Thus, the SMOs can prove to be game-changers in the Indian healthcare system beset with crippling inequitable access and scarce resources. Patient-centered care, workforce empowerment, and employing effective managerial practices- the SMOs can thus correct many of the systemic inefficiencies.

The scaling-up of these models necessitates supportive government policies, targeted training programs, and partnerships among healthcare professionals and researchers who will be instrumental in implementing them. Investment in technology and human resources is essential to adapting the homecare delivery model of SMOs to the specific needs of the Indian population. SMOs represent a reimagined approach to healthcare delivery, hinged on trust, autonomy, effective communication, and collaboration. Homecare SMOs can upscale patient outcomes, empower health workers, and strengthen health systems. With harmonized efforts from all stakeholders, SMOs can solve some of the world's most vexing health challenges and provide a path toward more just, effective, and sustainable healthcare futuristic solutions.

For healthcare practitioners: For emphasizing the importance of critical thinking and creativity in daily nursing tasks is essential. Encouraging nurses to employ these skills can lead to innovative solutions for patient care challenges. Advanced critical thinking allows

nurses to navigate complex situations effectively, ensuring high-quality patient care. On the other hand, creativity enables nurses to devise novel and practical solutions, enhancing their professional satisfaction and patient outcomes. Also, fostering a supportive work environment prioritizing compassionate caregiving and meaningful work is vital for enhancing job satisfaction. A work culture that values empathy and personal connections improves nurses' well-being and positively impacts patient care. Implementing ongoing training programs and recognizing nurses' accomplishments are crucial for supporting professional growth and job satisfaction. Continuous learning opportunities help nurses stay updated with the latest practices and technologies, ensuring they can provide the best care possible.

For policymakers: Policymakers have a significant role in promoting and supporting self-managed organizational models that empower nurses and enhance the quality of patient care. Allocating resources for continuous professional development and nurse training programs is essential to foster critical thinking and holistic care approaches. Investment in education and training ensures that nurses are well-equipped to handle diverse patient needs and adapt to evolving healthcare environments. Developing policies that support holistic, patient-centered care can improve overall patient well-being and ensure that healthcare delivery meets the population's diverse needs. Such policies should focus on integrating physical, mental, emotional, and social aspects of health, promoting a more comprehensive approach to patient care.

For researchers: Further studies on the benefits and challenges of SMOs in different healthcare settings are necessary to understand their impact comprehensively. Investigating the influence of advanced critical thinking on patient outcomes and nursing practices across various environments can offer valuable insights. Understanding how critical thinking affects patient care can help design better training programs and interventions. Additionally, assessing the effectiveness of training and continuous learning programs in enhancing nursing practices and patient care can guide future educational strategies. Research in this area can identify the most effective methods for promoting continuous professional development among nurses.

### **Theoretical Implications of the Research**

The undertaken research represents a significant contribution to practical applications of healthcare and to the theoretical development of organizational behavior through its

presentation of a reconceptualized care delivery that places human connection, adaptability, and empowerment at the heart of the approach. It critiques the dominant paradigms that have tended to position healthcare within a transactional process. Instead, it brings to the fore a discussion of the transformative potential of holistic, patient-centered models of care.

#### Patient-Centered Care as a Core Philosophy

Traditional healthcare often focuses on diseases without fully considering the person behind the diagnosis. This study insists on a patient-centered approach that integrates the emotional, social, and spiritual dimensions alongside physical health. It argues that holistic health and healing require an approach grounded in empathy and partnership. This aligns with theories of humanized care, which emphasize that building trust and fostering autonomy increases patient satisfaction and leads to better health outcomes. Patients who feel respected and empowered are more likely to engage actively in their care, resulting in improved recovery trajectories. This perspective reframes healthcare delivery as a collaborative and compassionate process rather than a rigid clinical transaction.

#### Autonomy and Decentralization in Caregiving

Importantly, this study examines SMOs as a prime example of how decentralization can revolutionize caregiving. SMOs empower nurses and caregivers by flattening hierarchies and fostering shared responsibility and innovation. This approach aligns with self-management frameworks, identifying autonomy, competence, and relatedness as critical factors for intrinsic motivation and job satisfaction. With greater autonomy, caregivers experience enhanced professional satisfaction and are empowered to deliver creative and personalized care, addressing unique patient needs beyond routine tasks.

#### Cultural and Contextual Adaptations

A standout feature of this study is its focus on adapting global healthcare innovations to local contexts in India. The research highlights how culturally sensitive strategies can combine global best practices with regional health needs by integrating principles from successful international models, such as Buurtzorg Nederland, with India's socio-economic realities in view. This culturally adaptive approach offers a replicable framework for developing nations, showcasing the importance of flexibility and contextual awareness in healthcare innovation.

#### Expanding Organizational Behavior Theory

From the organizational behavior perspective, the research challenges the traditional notion that strict hierarchies and centralized control are necessary for efficiency. Instead, it demonstrates that trust-based, decentralized systems like SMOs can achieve superior outcomes in patient care and employee satisfaction. The study highlights emotional intelligence in leadership, with SMO leaders prioritizing empathy and collaboration. This leadership style fosters an environment where caregivers feel valued and motivated, contrasting sharply with conventional command-and-control models.

The findings open several avenues for further exploration. Comparative studies could assess how SMOs perform across cultural and economic contexts to evaluate adaptability. Long-term studies could explore their impact on patient outcomes and caregiver well-being, validating their effectiveness more deeply. Additionally, integrating telehealth solutions and digital training platforms warrants further investigation. Such technological innovations could enhance SMOs' scalability and operational efficiency, paving the way for groundbreaking advancements in healthcare delivery.

By combining practical insights with robust theoretical underpinnings, this research underscores the transformational potential of SMOs in healthcare. It bridges the gap between patient needs, caregiver experiences, and systemic efficiency, offering a compassionate and effective model for future care delivery. Grounded in human connection and empowerment, this study challenges traditional healthcare approaches and inspires innovative thinking in home-based healthcare systems worldwide.

### *Recommendations*

Based on the research's findings, several recommendations emerge. Developing guidelines for implementing and supporting self-managed homecare organizations is crucial to ensure effective operation and sustainability. Clear guidelines can standardize practices and ensure that SMOs operate efficiently and effectively. Designing training modules that focus on critical thinking, empathy, and holistic care can improve nursing practices and patient outcomes. Training emphasizing these aspects can prepare nurses to provide high-quality, compassionate care. Fostering a culture of autonomy and innovation within nursing teams can encourage creative solutions and enhance job satisfaction. Autonomy empowers nurses to take initiative and make decisions that benefit patient care, while a culture of innovation encourages continuous improvement. Implementing strategies to build trust and empathy in patient care is essential for improving patient experiences and outcomes. Trust and empathy

are foundational to effective patient-nurse relationships, improving patient satisfaction and health outcomes.

### **Limitations**

This research on self-managed homecare organizations has some limitations that should be considered. Firstly, the research has limited generalizability, as it has focused on only Indian self-managed homecare organizations, potentially restricting the applicability of the findings to other settings or contexts. The cultural specificity of the research, focusing on Indian homecare organizations, limits the generalizability of the findings to different cultural contexts or healthcare systems. These limitations suggest areas for further investigation and consideration in future studies. Future research can study self-managed organizations in other contexts or settings to enhance the generalizability of the findings. Comparative studies across different countries and healthcare systems could provide a broader understanding of the effectiveness of self-management models in diverse environments. Additionally, including various organizational sizes and structures could help identify specific factors that influence the success of self-managed homecare organizations.

Gaining access to an appropriate pre-skilled workforce for SMOs is difficult in India (Nandram, 2021). Therefore, the employees need to be trained by organizations that implement self-management to be deconditioned to work more autonomously like owners with a higher expanse of responsibilities, which is an additional financial commitment for SMOs in India (Malik et al., 2023). Future research could explore strategies to overcome this challenge, such as partnerships with educational institutions to develop specialized training programs tailored for self-managed homecare settings. Investigating these training programs' cost-effectiveness and long-term benefits for employees and organizations would provide valuable insights for SMOs.

The patients' trust must be gained through better care delivery, building their trust to opt for homecare in India (Nandram, 2021; Malik et al., 2023). Future studies might explore even better homecare models for effective homecare delivery in the Indian context that might better suit India's cultural context, resources, and policy framework. Research could focus on developing and testing innovative care delivery models that integrate traditional and modern practices, ensuring they align with local cultural values and healthcare expectations. Additionally, studies could evaluate the impact of patient education and community engagement initiatives on building trust and acceptance of homecare services.

Addressing the limitations identified in this research is crucial for enhancing the understanding and implementation of self-managed homecare organizations in diverse contexts. Future research should aim to increase the generalizability of findings by conducting comparative studies across different cultural settings and healthcare systems. Developing specialized training programs in partnership with educational institutions could help address workforce challenges, ensuring employees are well-prepared for autonomous roles in SMOs (Biswas et al., 2020; Gupta et al., 2024). Exploring innovative care delivery models tailored to the Indian context and evaluating patient education and community engagement initiatives could improve the trust and acceptance of homecare services (Lata et al., 2022; Vaishnav et al., 2022). These steps will contribute to a more comprehensive and adaptable framework for self-managed homecare organizations, ultimately benefiting patients and healthcare providers.

### **Generalizability**

While this study provides valuable insights into self-managed homecare organizations in India, the generalizability of its findings is shaped by several factors, which are acknowledged and discussed in the thesis. The study is rooted in the distinctive socio-cultural, economic, and regulatory landscape of the selected regions. However, self-managed homecare models may vary across Indian states due to differences in healthcare infrastructure, government policies, and socio-economic conditions. For instance, metropolitan cities like Mumbai and Delhi may have greater access to skilled nursing professionals and technology-driven care solutions, whereas rural areas may face workforce shortages and infrastructural limitations.

Despite these regional variations, key themes such as patient autonomy, the role of caregivers, and operational challenges in self-managed homecare organizations remain relevant across diverse healthcare settings. The findings could serve as a foundational framework for understanding similar models in other regions, provided that local adaptations are taken into account. By recognizing these shared principles while allowing for contextual differences, the study contributes to a broader understanding of self-managed homecare in varying healthcare environments.

To further improve generalizability, future research could adopt a comparative approach by examining self-managed homecare organizations across multiple regions with diverse socio-economic and healthcare landscapes. Additionally, incorporating a larger sample size or

employing mixed-method research could offer broader perspectives and further validate the applicability of these findings in different contexts. Expanding the scope of study in this manner would provide a more comprehensive understanding of self-managed homecare models and their potential for adaptation in different settings.

### **Future research directions**

Future research should focus on conducting longitudinal studies to assess the long-term impact of SMOs on patient outcomes and nurse satisfaction. Long-term studies can provide a deeper understanding of how SMOs influence healthcare delivery. Exploring the role of information and communication technology (ICT) in enhancing nursing practices within SMOs can improve efficiency and care quality. ICT solutions can streamline administrative tasks, facilitate communication, and support clinical decision-making. Investigating the applicability and benefits of SMO models in different cultural contexts within India and globally can provide insights into their broader impact and adaptability. Understanding how SMOs function in various cultural settings can help adapt the model to different healthcare systems.

The challenges associated with adopting self-managed models in resource-constrained settings are multifaceted. While the thesis explores some of the operational and environmental barriers faced by self-managed homecare organizations in India, there remains significant scope for a deeper examination of resource limitations. Future research could delve into financial constraints, workforce shortages, and regulatory obstacles that hinder the successful adoption of these models. Additionally, understanding socio-cultural factors—such as the willingness of patients and their families to embrace self-management—could provide a more comprehensive perspective on adoption barriers. A comparative analysis of regions with varying resource availability or different healthcare systems could offer valuable insights into overcoming these challenges and improving the feasibility of self-managed homecare.

The integration of technology in healthcare offers substantial opportunities for enhancing self-managed homecare models. While the thesis touches upon the role of digital technologies, future research could focus more specifically on the effectiveness of telemedicine, remote monitoring systems, and AI-driven patient management in facilitating self-care. Investigating the accessibility, affordability, and usability of these technologies—particularly in rural and underserved communities—would be essential in

assessing their real-world impact. Furthermore, exploring how digital health solutions enhance coordination between nurses, patients, and caregivers could yield valuable insights for scaling up self-managed homecare models and ensuring their successful implementation.

Although the study highlights the immediate benefits of self-management, such as increased patient autonomy and satisfaction, there is a pressing need for longitudinal research to assess its long-term impact. Future studies could track patient health outcomes, adherence to treatment regimens, and overall quality of life over extended periods to provide a more comprehensive evaluation. Additionally, examining the broader effects on caregivers, family dynamics, and healthcare system efficiency would help determine the sustainability and overall efficacy of self-managed models. A thorough understanding of these long-term implications would be crucial in shaping policies and frameworks that support the widespread adoption of self-managed healthcare.

These insights and recommendations aim to enhance overall healthcare delivery in India by emphasizing the importance of supportive, autonomous, and innovative nursing practices in self-managed homecare organizations. By adopting these approaches, the Indian healthcare sector can significantly improve the well-being of both nurses and patients, leading to a more effective and compassionate healthcare system.