

Chapter 4: Analysis I

Nursing Experiences in Self-Managed Homecare Organizations in India

Major stakeholders' perspectives will be presented and discussed in this chapter and the subsequent two analysis chapters. The data analysis is divided into three parts. The first two parts explore the Qualitative Experience Enhancers for nurses (QNEE) and the Qualitative Experience Enhancers for patients (QPEE) respectively, and the third part focuses on the management members' experiences and insights in running the given homecare organization in India. The major themes and sub-themes identified a broader picture of nursing, patient and management experience in self-managed homecare organizations in India.

The current chapter discusses three themes and eight sub-themes that were co-constructed using Constructivist Grounded Theory (CGT) through constant comparative analysis of data. These themes and sub-themes are termed as the Qualitative Nursing Experience Enhancers (QNEEs). The three themes are Insightfulness, Enhancing Nursing Experience through Job Enrichment, and Autonomy-Enabled Intrapreneurship.

"Qualitative Nursing Experience Enhancers" in a self-managed homecare organization are factors, strategies, or elements that enhance the quality of nursing care and the overall nursing experience. They emphasize subjective and qualitative aspects of nursing experiences rather than quantitative measurements and profoundly impact the nursing profession and care delivery in a home setting.

The final themes and sub-themes have been briefly described in Table 5.1.

The subsequent sections describe the themes in detail with prototypical excerpts.

Table 5.1 The emerging themes, sub-themes, and indicators from the constant comparative analysis method

S. No.	Major Themes	Sub-themes	Description
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1	<p>Insightfulness -</p> <p>Insightfulness in the context of nursing experience refers to the capacity of nurses to apply advanced critical thinking abilities, spontaneous insightful and innovative solutions, and creativity in their day-to-day jobs, offering immediate and long-term approaches to patient care. It encompasses integrating diverse perspectives, including fairness, ethics, and evidence-based practice, into their decision-making and problem-solving processes. The nurses at SMOs are enabled to apply insights in day-to-day jobs spontaneously as and when the need arises, given that they are trusted and have enough freedom to be innovative.</p>	<p>1. The freedom to experience meaning</p>	<p>This concept challenges the conventional belief that work's meaning is solely determined by individual viewpoints, highlighting the profound importance of a shared sense of meaningfulness among colleagues. It underscores that in SMOs, nursing is not confined to purely career-driven motivations; instead, it acknowledges satisfaction from tending to the compassionate and softer aspects of caregiving for a better nursing experience, along with being insightful through the freedom to apply critical thinking skills in their day-to-day jobs as nurses. This counters the bias towards a purely career-centric approach, emphasizing the value of more profound meaning and personal satisfaction in the workplace derived from being insightful and creative. It demonstrates the nurses' problem-solving capacities as they do not feel excessively controlled and micro-managed to perform their tasks rigidly.</p>
		<p>2. <i>Expansive nursing intelligence</i></p>	<p>Expansive Nursing Intelligence embodies the nurses' capacity to employ advanced critical thinking skills and insights that transcend the confines of clinical duties, embracing a comprehensive perspective on homecare. Its goal is to improve the holistic care provided to homecare patients, thereby improving their overall well-being and outcomes. This, in turn, elevates the nursing</p>

			experience, fostering recognition and career advancement for nurses.
2	<p>Enhancing nursing experience through job enrichment -</p> <p><i>SMOs involve this unique approach to achieving organizational excellence. These strategies encompass integrating additional job support, cultivating a culture marked by group harmony and cooperation, utilizing compact and specialized teams, role rotation, and a dedicated effort to nurture critical thinking among employees as a means of job enrichment. These ways of job enrichment contribute to enhancing the nursing experience at SMOs.</i></p>	1. Assisting in supplementary jobs	Assisting in supplementary jobs through utilizing Information and Communication Technology (ICT) solutions, like the Dr. Dashboard software developed by GL Tech, leads to job enrichment and enhances the nursing experience at the SMOs. These ICT tools alleviate the administrative burden by enabling nurses to efficiently manage tasks beyond their core caregiving responsibilities, such as recording patient information, health data, treatment records, nursing information, and caregiver details. Moreover, they facilitate seamless communication and data sharing among the team. This, in turn, enhances nurses' job enrichment, satisfaction, and nursing experience and contributes to the organization's growth and efficiency.
		2. Rotating team duties	“Rotating Team Duties” is a progressive approach adopted by Self-Managed Organizations (SMOs) to ensure job enrichment in self-managed homecare organizations. In this practice, team members are empowered to express their interest in and assume particular responsibilities within the team, breaking away from the conventional belief that duties should be rigidly predefined and assigned based on predetermined roles. In SMOs,

	<p>team members have the autonomy to adapt and distribute duties according to their needs and preferences, all while ensuring that essential tasks are effectively accomplished. This flexible approach fosters a dynamic and adaptive task allocation system within the organization, which, in turn, contributes to job enrichment and a better nursing experience.</p>
<p>3. Small team size</p>	<p>Implementing a “Small Team Size” approach in a self-managed homecare organization entails deliberately maintaining a limited number of team members, often capped at a maximum of two individuals. This strategic choice is instrumental in enhancing nurses' job performance. It enriches their job by paying attention to softer aspects of caregiving as they provide homecare to the same patients over long periods, leading to a superior nursing experience. It fosters a patient-focused approach, ensuring a more personalized and attentive care experience. This patient-focused approach also enriches the job experience of nurses as they can provide more humane care, focusing on softer aspects like empathy, compassion, and genuine concern for patients' well-being while performing their caregiving jobs.</p>

3

Autonomy-enabled intrapreneurship -

1. *Protecting and expanding organizational ecosystem*

"Protecting and expanding the organizational ecosystem" entails preserving and enriching a distinctive work culture through training and deconditioning, promoting a collaborative and creative atmosphere for open expression, and retaining employees who align with the organization's values. Accepting natural departures for those who do not fit the ecosystem avoids immediate firing, reducing job insecurity and fostering a respectful and supportive work environment, ultimately enhancing the nursing experience.

"Autonomy-Enabled Intrapreneurship" in the context of SMOs signifies a proactive and entrepreneurial mindset that empowers employees to foster innovation, take the initiative, and champion transformative change within the organization through enhanced autonomy given to the nurses. This approach encourages nurses to drive progress and growth through greater discretion in designing and performing their jobs while ensuring the implementation of necessary safeguards to maintain a proactive and balanced organizational ecosystem. In nursing, autonomy-enhanced entrepreneurship promotes a superior nursing experience by allowing healthcare professionals greater independence, autonomy, and control over their work. It promotes nurse leadership, ultimately improving patient care, job satisfaction, and overall organizational excellence.

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		<p>3. Leadership in nursing</p>	<p>“Leadership in nursing” at SMOs encompasses the proactive and unwavering commitment demonstrated by nurses within SMOs to advocate for social justice, fairness, and positive change. It entails leading in efforts to achieve justice and inspiring transformative actions that ultimately enhance the nursing experience. Nurse leaders are motivated by their core principles and values. They are driven by a profound sense of duty, a strong belief in the significance of taking action, and an enduring commitment to improving the</p>

			<p>healthcare environment. Essentially, it signifies a determined dedication to causing positive change and making a meaningful impact beyond their immediate caregiving responsibilities, ultimately resulting in a better nursing experience.</p>
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1. Insightfulness

Insightfulness was a crucial concept in understanding the context of nursing experience at self-managed homecare organizations. It shows how advanced critical thinking, impromptu creativity, and invention may be used by nurses in their daily work, offering both short-term and long-term answers for patient care. This entails incorporating several viewpoints, such as justice, ethics, and evidence-based procedures, into making decisions and solving problems. Through insightfulness, nurses at self-managed homecare organizations can find purpose beyond simple professional goals. It promotes a kind and satisfying attitude to caregiving, wherein nurses find purpose in their daily work. Nursing's broad intelligence facilitates thoughtful decision-making when tackling homecare-specific problems. This all-encompassing viewpoint improves patient welfare and elevates nursing, creating professional growth and recognition opportunities.

1.1 Freedom to experience meaning and purpose in work and at the workplace

A core tenet of SMOs is enabling staff members to find meaning in their jobs beyond their personal and collective viewpoints. This idea casts doubt on the widespread assumption that individual opinions are the only factors that define the meaning of work, emphasizing the critical role that a shared sense of meaningfulness among coworkers plays. It emphasizes that, in SMOs, nursing is not limited to solely career-driven motivations but rather recognizes that, in addition to being insightful through the freedom to apply critical thinking skills in their day-to-day jobs as nurses, nurses can derive satisfaction and fulfillment from tending to the compassionate and softer aspects of caregiving for a better nursing experience. By showcasing their problem-solving ability, nurses become more perceptive and imaginative because they do not feel free to do their work flexibly.

In addition to imparting knowledge and exuding "love and joy in what they are doing," employees who act as role models in SMOs also act as catalysts for meaningful encounters. Nursing staff at the SMO under research are adamant that "people's achievements are so celebrated here." This Qualitative Nursing Experience Enhancer, which focuses on the collective viewpoint of nurses at the investigated SMO, questions the notion that meaningfulness at work is exclusively affected by individual perception. Nurses' perception of meaning at work is greatly influenced by their view as a collective. Since nurses are conditioned to complete tasks and use their agile approach to address problems quickly, their joy stems from applying perceptive approaches to problem solutions when and when encountered. The profession in SMOs encompasses more than just job choices; it also involves deeper meanings and personal fulfillment.

The nurses' perception of experiencing meaningfulness at the SMOs is expressed in the following statement,

The work you put in is valued. I think that all any of us ask for is to have our efforts valued. I had N number of options for a career, yet I chose the nursing profession as it brings out my compassionate side that values human service. I feel happy when a woman aged as my grandmother holds my hand every day; she wakes up in the morning and kisses my cheeks with her hands on my head to give her blessings. Nothing can compare to the joy of this feeling and the satisfaction it brings to me. At this homecare organization, I am free to apply my insights and creativity to the day-to-day jobs, and that is where I derive satisfaction and meaning in life from the nursing profession. (N-5-F-23)

Descriptive code: Gratitude in Action- Embracing Compassion in Nursing

Nurses at SMOs are not only heard but actively engaged in reflection and shared decision-making. They receive support and access to learning opportunities. Autonomy and engagement contribute to meaning and joy in nursing practice, further enhancing the nursing experience. One nurse shares her journey,

I feel happy to care for the ailing and help them heal. Apart from the freedom to perform jobs insightfully through the application of my creativity and freedom to design my job spontaneously as suited to the context, I have learning and higher education opportunities here. This homecare organization supports further educational qualifications like GNM, B.Sc. Nursing and whichever qualification we may like to pursue for our career

growth and skill development through flexible working hours and no pay cuts in case of leaves for such educational pursuits. Yes, I feel fulfilled in this homecare organization and have a sense of purpose in my life. (N-7-F-27)

Descriptive code: Fulfillment in Nursing- A Holistic Approach to Career Growth

Another nurse adds,

In this organization, nurses do not just share knowledge but also exude love and joy in what we do. This creates a culture where people's achievements are celebrated. This approach challenges the idea that meaningfulness at work is solely shaped by individual perception and emphasizes the shared experience of meaningfulness in work. In this organization, I value my compassionate side and find satisfaction in insightful problem-solving instead of being solely career-driven. Through this job, I am able to fulfill my career aspirations to embrace deeper meanings and personal fulfillment in the nursing profession. (N-3-F-24)

Descriptive code: Cultivating a Culture of Shared Meaningfulness in Nursing

This Freedom to Experience Meaning adds depth to the nursing profession and fosters a shared sense of purpose and fulfillment among nurses, resulting in a more rewarding nursing experience.

1.2 Expansive nursing intelligence

The ability of nurses to apply sophisticated critical thinking techniques and insights that go beyond the scope of clinical responsibilities and embrace a holistic view of homecare is known as expansive nursing intelligence. Its objective is to enhance the comprehensive care given to homecare clients, thereby enhancing their general health and results. Consequently, this enhances nursing and promotes nurses' recognition and professional growth.

It was assumed that nurses and other healthcare workers were committed only to the duties at hand. On the other hand, the performance indicators at SMOs refute this idea by showing that nurses pursue excellence by going above and beyond their assigned duties. In a single shift, they do a variety of duties, such as monitoring vital signs, writing prescriptions, and changing wound dressings. This calls for using critical thinking abilities and insights to handle daily patient difficulties successfully. It invites nurses to investigate a range of perspectives related to equity, morality, and evidence-based practice. This idea is best illustrated by SMOs, which

show how nurses go above and beyond their assigned responsibilities to provide patients with unmatched care.

Nurses work in a fast-paced setting, frequently managing the care of several patients at once. Their compass is critical thinking, which they use to coordinate a symphony of tasks while guaranteeing the safety and well-being of patients. Even people not born with the ability to think critically are carefully schooled to develop this vital skill. Nurses at SMOs use critical thinking skills to navigate the ever-changing patient requirements scenario. This is clear from the following statement by a nurse:

I use critical thinking to select which medications to provide and how to organize my day caring for patients. The situations and settings of patients are in constant motion. To keep their patients safe and satisfied, I constantly analyze and reevaluate the information I acquire. (N-4-F-26)

Descriptive code: Utilizing Critical Thinking in Patient Care

The COVID-19 pandemic highlighted the necessity of critical thinking in homecare scenarios, particularly for intensive care nurses. It was a time when nurses were called upon to employ their critical thinking skills to their fullest extent, ensuring quality care while conserving precious resources. Critical thinking ensured positive experiences, ensuring continuous care delivery, and reducing anxiety related to virus exposure. The following statement by a nurse testifies the same:

The COVID-19 pandemic necessitated critical thinking in homecare scenarios. It was required of intensive care nurses. Throughout the pandemic, nurses were urged to engage in critical thinking. As a nurse in intensive care, it was a test of my previously held views and my ability to provide quality care while conserving resources. (N-3-F-24)

Descriptive code: Necessity of Critical Thinking in Homecare and Intensive Care during COVID-19

One nurse aptly captures the essence of nursing intelligence, stating,

I, as a nurse providing homecare, am frequently the first to identify problems because I am by the patient's bedside. I collect the necessary subjective and objective patient data by formulating a brief problem statement or inquiry for the physician or advanced practice provider. (N-6-F-21)

Descriptive code: Identification of Subtlety of Patient Problems in Homecare

The significance of comprehensive critical thinking—which considers ethical, practicality-based, and fairness considerations—is emphasized by this Enhancer for Qualitative Nursing Experience. Through improved performance recognition and appreciation for nurses, patient loyalty and professional development, and increased confidence and competence in managing various situations, Expanding Nursing Intelligence as a Qualitative Nursing Experience Enhancer improves the nursing experience at the SMOs.

2. Enhancing nursing experience through job enrichment

This unique method of attaining organizational excellence is used in SMOs. These tactics include adding more job assistance, fostering a cooperative and harmonious group culture, using small, specialized teams, rotating roles, and making a concerted effort to foster critical thinking in staff members to enhance their work experience.

2.1 Assisting in supplementary jobs

Using information and communication technology (ICT) solutions to help with additional jobs enriches the work environment and improves the nursing experience at SMOs (Nandram, 2015). By helping nurses to effectively handle duties outside of their primary caregiving responsibilities—like documenting patient information, health data, treatment records, nursing information, and carer details—these ICT technologies reduce the administrative load on nurses. Additionally, they make it easier for the team to share data and communicate with one another. As a result, the organization grows and becomes more efficient while improving the nurses' nursing experience, work enrichment, and satisfaction. ICT implementation is consistent with SMO characteristics like decentralization and fewer layers of management (Nandram & Koster, 2014).

The following statement by a nurse unveils the impact of the use of ICT perceived by nurses:

ICT solutions help us efficiently manage supplementary tasks like recording patient information, health data, and treatment records and save us time that we can invest in other patient-related chores. They also enable us to communicate and share data seamlessly within the team. By reducing the administrative burden and improving communication, ICT tools enrich our jobs and contribute to our better experience at this organization. (N-5-F-23)

Descriptive code: Leveraging ICT in homecare management

The homecare organization under investigation acknowledges the significance of offering its nurses effective and convenient learning opportunities in keeping with the rapidly changing online training and eLearning trends. This is made possible by a Learning Management System (LMS) that an Indian startup is offering. With this LMS, nurses can participate in microlearning customized for their hectic schedules. Microlearning respects nurses' time limits and responsibilities in their core duty of providing good care to patients while simultaneously entertaining the learning process and facilitating the assimilation of substantial amounts of information.

The following nurse's statement elucidates the importance of LMS and microlearning,

The LMS is a game-changer for our training and learning experiences. It allows us to learn even in our busy schedules. We can access short presentations and 1-2 minute videos on our smartphones, making it possible to learn on the go during commutes or personal time. This not only helps us absorb a significant amount of information but also we enjoy the learning. This approach respects our time constraints and commitments while ensuring we continue providing effective patient care. Serving our patients better gives us pride and joy in our profession. (N-7-F-27)

Descriptive code: Transformative impact of ICT tools on learning and patient care

A management member further explains the importance of ICT through assistance in supplementary jobs,

The nurses are busy all day commuting to the homes of patients, care delivery, and house chores. They are left with hardly any time for learning, so we tried simplifying the learning for them and, at the same time, making it enjoyable for them. We acquired the Learning Management System from Playablo Technologies based in Bangalore, India. It enables nurses to grasp the microcapsules of knowledge using brief presentations and 1-2 minutes of videos. The nurses can access such information on metro trains while walking and whenever they may find some me-time. Such LMS has made learning fun and easy for nurses. (MM-2-M-53)

Descriptive code: Transforming nurses' learning with ICT tools

The LMS's integration with ICT solutions makes nursing students' educational experiences more accessible and enjoyable. By recognizing the demanding nature of their work and

providing them with flexibility and convenience in their ongoing professional development, this approach ultimately enhances the quality of their work. It ensures that patients receive the best possible treatment.

2.2 Rotating team duties

Rotating team duties promotes organizational flexibility and employee development (Nandram & Bindlish, 2017). Buurtzorg Nederland serves as an exemplary case where such practices are implemented effectively (Nandram, 2015). In this model, team members have the autonomy to express interest in and assume various responsibilities, deviating from traditional role assignments (Nandram & Koster, 2014). This approach fosters adaptability and a sense of ownership among employees. By allowing team members to rotate duties, Buurtzorg Nederland encourages a dynamic and adaptive task distribution system (Nandram, 2015). This strategy enhances the quality of nursing care by leveraging team members' diverse skills and experiences (Nandram, 2021).

Additionally, it enriches the work experience for nurses, leading to higher job satisfaction and engagement (Bindlish & Nandram, 2017). However, despite its benefits, rotating team duties also pose challenges. Training needs may increase as employees transition between roles, requiring additional resources and time (Kreitzer et al., 2015). Some employees may struggle to adapt to new responsibilities initially, potentially affecting productivity (Nandram, 2017). Nevertheless, these challenges can be mitigated with proper support and communication, leading to a more resilient and agile organization. Buurtzorg Nederland demonstrated that rotating team duties promotes organizational innovation and employee empowerment. While challenges exist, the benefits of this approach in enhancing task distribution, employee engagement, and overall performance are significant.

At Buurtzorg Edugreen, team members are free to express interest in and take on specific responsibilities, defying the conventional wisdom that says tasks should be assigned according to set roles and strictly defined. This adaptable strategy encourages a system of dynamic and adaptive task distribution throughout the company, which enhances the quality of the nursing experience and enriches nurses' work.

The following statement makes it clear how rotating team duties enhance their nursing experience at SMOs,

Rotating team duties enables team members to have the autonomy to express their interest in specific responsibilities rather than being tied to predefined roles. This flexibility allows us to adapt and distribute duties based on our needs and preferences while ensuring essential tasks are accomplished. This dynamic and adaptable approach within SMOs contributes to job enrichment and makes nursing more fulfilling. (N-3-F-24)

Descriptive code: Embracing autonomy through rotating team duties

The freedom provided to nurses to indicate their interest in doing particular tasks enables team members to customize their jobs to fit their requirements and preferences, resulting in a flexible and dynamic approach. This lessens the prejudices associated with hierarchical organizations by encouraging teams to reorganize their leadership structure and demonstrating that leadership roles are flexible and can be rotated.

The following statement from a nurse helps us better understand the importance of the rotation of team duties,

In this organization, nurses are free to express their interest in particular responsibilities, which goes against the traditional notion that duties are rigidly fixed. This flexibility empowers team members to tailor their roles to suit their needs and preferences, which creates a dynamic and adaptable approach. Additionally, this organization actively promotes the rotation of duties among team members, which includes leadership roles. This practice demonstrates that leadership roles are not fixed and can be rotated, helping reduce biases associated with hierarchical structures and promoting a more collaborative and flexible work environment. (N-6-F-21)

Descriptive code: Fostering flexibility and collaboration in nursing roles

This approach offers two benefits. To improve their skill sets and job happiness, nurses are first enabled to care for patients with various medical issues. This exposes them to a variety of settings. This promotes professional growth and increases pride and job happiness. Secondly, the capacity to articulate preferences and personalize duties mitigates biases stemming from rigid task distribution and hierarchical structures, enhancing the nursing encounter. The following statements from nurses reflect the aforementioned benefits,

At this homecare organization, I've been given numerous chances to develop my skills and learn new ones. I've also expanded my horizons by taking on multiple team positions and

taking on responsibilities previously outside my job's scope (such as scheduling and roster preparation). Everyone can get better at making plans here, and you may keep your skills sharp by taking on various challenging roles. (N-5-F-23)

Descriptive code: Skill development and growth at the homecare organization

I am a GNM and have five years of experience in nursing. I am delighted that I am not stuck in managerial jobs, but my specialty is nursing and caregiving. This profession helps me derive satisfaction as I come from a very religious family. Yet, at times, I feel a need to derive greater satisfaction with my job. Therefore, I give innovative ideas to the management and my team alike. I devise new strategies and even change my duty to meet new homecare cases and expand my skill set and expertise. (N-7-F-27)

Descriptive code: Personal satisfaction and innovation in nursing

Consequently, team role rotation is widely regarded as a job enrichment tool that creates a better nursing experience, creating a more engaged, motivated, and satisfied nursing workforce.

2.3 Small team size

Using a "Small Team Size" strategy means that a self-managed homecare organization will intentionally keep a small team size, usually no more than two people. Making this strategic decision will help nurses perform better on the job. Providing homecare to the same patients over an extended length of time allows them to focus on the more delicate areas of caregiving, which enhances their work and results in a better nursing experience. There are three benefits: First, it promotes a patient-centered strategy that guarantees a more customized and attentive level of treatment. Nursing professionals benefit from this patient-focused approach as well since it allows them to give more compassionate care by emphasizing softer components of patient care, such as empathy and genuine concern for the well-being of their patients. Second, it lessens the need for patients to communicate with several team members, simplifying communication and promoting more seamless interactions. Finally, in a small team setting, this strategy facilitates improved working relationships and familiarity with long-term team members, which enriches the work environment. Consequently, there is a notable increase in job satisfaction among nurses, which leads to job enrichment and a more meaningful nursing experience for the staff.

Effective teamwork is encouraged by keeping the number of nurses and nursing assistants in charge of patient care modest. It helps the nurses and the patient feel more at ease with one another. This technique greatly enhances the satisfaction of the nursing experience. It leads to job enrichment as nurses are able to touch the essence of caregiving through a focus on softer aspects of caregiving, as evident in the following patient statement.

I have been cared for by the same two nurses since I joined the homecare services at this homecare organization from the very beginning. The same team of two nurses has been serving since then. I am quite satisfied as the nurses have become more like a family to me and even treat me like their mother. If it had been more nurses serving me, the same degree of warmth would not have been possible. What else could I ask for? (C-14-F-89)

Descriptive code: Continuity of care and familial bonds in homecare

Another nurse expresses how nursing experience is enhanced working with a small-sized long-term team,

We are quite comfortable working together. We had been working as a team for the past three years and never had any problem delivering the duty. Being familiar with each other, we know each other's complementary skills, working styles, and behavioral needs. We have a great degree of understanding of how we can work as an effective team. We are more like sisters working together and caring for each other's and patient's needs. Caring for our patients is our prime duty; every other situation and personal comfort comes later. We both carry this understanding. (N-7-F-27)

Descriptive code: A cohesive team with familial bonds

Similar sentiments are resonated by another participating nurse on how a small team size fosters a patient-focused approach that ensures a more personalized and attentive care experience,

Having a small team size is instrumental in fostering a patient-focused approach. The limited number of team members allows us to provide a more personalized and attentive care experience. With fewer team members involved in a patient's care, we can dedicate more time and attention to each individual, addressing their unique needs and preferences. This approach enhances the quality of care we deliver. It strengthens the bond between our team

and the patient, creating a more meaningful and fulfilling healthcare experience for the patient and our team. (N-2-F-33)

Descriptive code: Small team, big impact on enhanced nursing experience

By emphasizing the numerous benefits of small team sizes, this Qualitative Nursing Experience Enhancer refutes the widely held notion that larger team sizes are more beneficial for enhancing work performance in SMOs. By doing this, the prejudice that presumes patients need care from nurses with various skill sets is reduced. Although a diverse skill set is beneficial, patients require nurses to help them recover from their current medical condition and understand it better than constantly assigning new nurses unfamiliar with the patient's case.

3. Autonomy-enabled intrapreneurship

In the context of SMOs, "autonomy-enabled intrapreneurship" refers to an assertive and enterprising mentality that enables staff members to encourage creativity, take the lead, and support revolutionary change within the company by providing nurses with increased autonomy. Greater independence, autonomy, and control over one's work are made possible for healthcare professionals through autonomy-enhanced entrepreneurship, which enhances the nursing experience. It encourages nurse leadership, improving job satisfaction, patient care, and organizational excellence.

3.1 Protecting and expanding the organizational ecosystem

"Protecting and expanding the organizational ecosystem" means keeping workers who share the organization's values, encouraging a collaborative and creative environment for open expression, and preserving and enhancing a unique work culture through training and deconditioning. Allowing people who do not fit into the ecosystem to leave on their terms prevents the hiring of the misfit people in the organizational ecosystem and lets the individuals leaving the organization find the right place to showcase their skills, which lowers job insecurity and promotes a work environment that improves the nursing experience.

The following statement by a nurse clarifies the protection and expansion of the organizational ecosystem at SMOs,

The approach in this organization is all about preserving and enriching our unique work culture. It involves training and deconditioning to promote a collaborative and creative

atmosphere. One interesting aspect is handling employees who must align with the organization's values. Natural departures are accepted at this organization, and we need not worry about employment. This approach enhances our confidence in being better caregivers, and the nursing job becomes more interesting. (N-4-F-26)

Descriptive code: Nurturing a unique work culture for enhanced caregiving

Through extensive Orientation Training Programmes, SMOs prioritize the professional growth of their nursing personnel. Through these programs, nurses can critically evaluate their positions within the company and contrast them with their prior experiences in other healthcare facilities. Nurses are encouraged to contribute their original ideas, inventiveness, and work ethic as part of the researched organization's strategy to provide the best care possible for their patients within the given setting.

The following statement by a nurse explains how the orientation and training programs at SMOs help protect and expand the organizational ecosystem.

These programs encourage nurses to critically assess their roles within the organization, comparing them to their previous experiences in other healthcare settings. We are able to bring our unique ideas, creativity, and work ethic into the caregiving. Here, we are not limited by conforming to established practices; instead, we are actively encouraged to contribute our ideas and innovation. This is a significant shift from traditional workplace norms, resulting in a more enriching and empowering nursing experience. (N-2-F-33)

Descriptive code: Nursing empowerment through innovative programs

This approach's primary goal is fully integrating nurses into the company's unique organizational culture, ensuring they do not bring baggage from their former jobs. The idea that workers have to follow set procedures without being allowed to use their judgment, creativity, or work ethics is challenged by this method.

This qualitative nursing experience enhancer is consistent with the overall goal of assessing how well organizational ecosystems and training initiatives contribute to raising employee happiness and guaranteeing job enrichment in SMOs. This strategy eventually promotes a better nursing experience by allowing nurses to flourish and use their unique abilities, insights, and inventiveness to benefit their patients.

A management member mentions,

If an employee does not fit in the organization, he/she can understand that himself/herself. We ask the potential recruits to spend some time with the organization's team at the head office in Kolkata and try to observe the way of working and culture for a week. During this period, the potential recruits are free to work and talk to anyone in the office they would like to or feel right. Usually, after a week of observation, the potential recruits can usually discern if they fit in the organization; otherwise, the universe may automatically let them know that they do not fit in and silently leave the organization. (MM-2-M-53)

Descriptive code: Employee fit assessment through immersive experience

The above statement from a management member elucidates how protecting and expanding the organizational ecosystem is achieved to enhance the nursing experience at SMOs,

A few potential recruits even told us before deciding not to join our organization that the organization has an excellent culture and structure. However, they would not join because they think they will not be suitable for the organization as they do not have a similar mindset and attitude. We respect such clarity in our organization. (MM-5-M-50)

Descriptive code: Transparent alignment evaluation

3.2 Safeguarding and fostering freedom parallel to safeguards

"Safeguards" in nursing refer to mechanisms to ensure patient safety, uphold ethical standards, and mitigate risks associated with clinical practice. These safeguards balance freedom and autonomy by providing a structured framework for nurses to exercise their professional judgment while minimizing potential harm.

Safeguards in nursing include following standardized protocols, obtaining informed consent, maintaining patient confidentiality, and accurate documentation (Nandram, 2015). These measures ensure that patient care adheres to established guidelines and legal requirements, safeguarding patient well-being and nursing practice integrity (Nandram, 2017). The balance between autonomy and oversight is crucial in nursing to promote patient safety without compromising nurses' professional autonomy. For example, while nurses have the autonomy to make clinical decisions based on their expertise and knowledge, oversight mechanisms exist, such as peer review, quality assurance processes, and regulatory guidelines, to ensure accountability and adherence to best practices (Nandram & Koster, 2014). Additionally, interdisciplinary collaboration allows for input from various healthcare professionals,

promoting a balanced approach to decision-making while respecting nurses' autonomy (Nandram & Bindlish, 2017). Integrating safeguards and autonomy in nursing practice fosters a supportive environment where nurses can exercise judgment while upholding patient safety and professional standards. This balance ensures optimal patient outcomes and enhances the overall nursing experience.

"Safeguarding and fostering freedom parallel to safeguards" at Buurtzorg Edugreen is a guiding principle emphasizing the need to balance giving nurses autonomy and putting safeguards in place as essential components of the organization's core values. Doing so will ultimately result in a more fulfilling nursing experience at SMOs. It entails giving workers—particularly those in positions that call for expertise and critical thinking—the flexibility to decide for themselves while also putting safeguards in place to prevent unintended consequences.

Nurses' knowledge, bravery, and enthusiasm set them apart from other professionals. Their ability to provide nursing care with greater autonomy is supported by their significant experience, ethical work practices, critical thinking abilities, and comprehensive knowledge base. As a result, nurses at the SMOs place great importance on autonomy. In this context, the ability of staff members to exercise critical judgment and make decisions about patient care is referred to as autonomy. Limiting this autonomy can have several detrimental effects, such as moral quandaries for nurses, a decline in the quality of care provided, a reduction in nurse-physician coordination, a decrease in motivation for nurses in their roles, a sense of disengagement from the caregiving process, and unhappiness in both the personal and professional spheres. As a result, one of the organization's fundamental values under research is the importance placed on autonomy in nursing operations.

A statement by nurses elucidates the approach of fostering freedom parallel to safeguards,

In this organization, the approach is all about balancing granting autonomy to nurses and having safeguards in place. It acknowledges that we, as nurses, need the freedom to make critical decisions in patient care. However, it also recognizes that this freedom can lead to ethical dilemmas and coordination challenges without safeguards, ultimately affecting our quality of care. So, it is about valuing autonomy and safeguards equally to ensure a more rewarding nursing experience. (N-5-F-23)

Descriptive code: Nursing autonomy and safeguards balance

Another nurse elucidates how this approach ensures better patient care alongside greater autonomy for the nurses to enhance the nursing experience at SMOs,

Autonomy is essential for us nurses because it allows us to use our expertise and critical thinking skills. The organization does not see autonomy and safeguards as mutually exclusive. Instead, they emphasize the importance of balancing both aspects. We have the necessary skills and knowledge to exercise autonomy in our practice, but safeguards are in place to prevent any adverse outcomes. It is about challenging the belief that strict control is needed for effective patient care and championing the importance of autonomy and critical thinking while maintaining safeguards. This approach ensures we can make decisions confidently while providing safe, high-quality care. (N-7-F-27)

Descriptive code: Achieving harmony between independent and cautious nursing

The idea that safeguards and the freedom to make decisions are mutually exclusive or that one should come first is contested by this method. Instead, it emphasizes the significance of striking a balance and giving each element equal weight. This principle manages the bias that protections can be compromised in favor of decision-making freedom by emphasizing the necessity of safeguards in parallel with encouraging freedom. It promotes independence and critical thought as vital. These safeguards are crucial in averting adverse effects on the company's revenue. These are made a reality by routinely gathering patient feedback over the phone from the head office staff, promptly addressing nurses' concerns to improve their nursing effectiveness, and carefully examining the expenses related to patient care in order to maintain profitability without sacrificing quality. The health and well-being of patients come first at SMOs, with profitability coming in second. Sometimes, a company may sacrifice its profits to further the interests of its patients. This approach will be further clarified by a statement from a management team member at the SMO under research.

For our homecare organization, the patients are always the priority, and profitability comes later. There have been instances where the patients could not pay the amount required for a specific set of homecare services. In such cases, we forego profitability as we believe in retaining and maintaining compassionate patient relations. The same patients help us gain a greater patient base through word of mouth, as they are highly satisfied and happy with our services. Finally, profitability is intact, but caring for humane causes helps boost our organization in miraculous and varying ways. In most cases, we explain to the patient why we are charging X amount of money for Y number of days, how much the services cost, and how

much is to be paid to nurses. This creates transparency in our ecosystem and attracts patients and nurses to our organization. So, we can implement flexible bureaucratic ways to create profitability. (MM-5-M-50)

Descriptive code: Prioritizing the higher-self over profit in homecare services

There are no further safeguards, such as monthly or quarterly reports to the CEO. This affords teams much freedom, comparable to an entrepreneur's, leading to a fulfilling nursing experience.

3.3 Leadership in nursing

At SMOs, "leadership in nursing" refers to nurses' proactive and steadfast dedication to promoting social justice, equity, and constructive change. It means taking the lead in pursuing justice and motivating revolutionary deeds that eventually improve the nursing experience. In essence, it is a resolute commitment to bringing about constructive change and leaving a lasting impression beyond their direct caring duties, ultimately leading to an improved nursing experience.

Injustices and other catalysts for action are encouraged to be proactively addressed by nurses under this leadership. Such leadership is supported by SMOs, which offer a setting where nurses feel empowered to drive change. Providing chances for training, education, and skill development helps further assist this empowerment. It gives nurses the confidence to understand that they have the power, ability, and authority to change the organization and the community.

By encouraging nurses to speak up for justice, effect positive change, and deepen their commitment to enhancing the health and well-being of people and communities, leadership in nursing enhances the nursing experience. This method produces a more meaningful nursing experience for all parties involved while promoting personal and professional growth. The following statement by a management member sheds light on the same,

Caring inevitably leads to nurses' leadership at SMOs. When nurses awaken due to witnessing injustices and malpractices, as in the case of some homecare organizations, they can be inspired to action, and our organization is conducive to nurses' leadership. The energy of nurses as leaders must be expended to bring about the desired transformation. (MM-8-M-36)

Descriptive code: Igniting nurses' leadership through compassion

A management member highlights the importance of nurturing nurses' leadership through informal meetings with the following statement.

We focus on the verbalization of the story of nurses in the informal meeting sessions with nurses. It serves as an emancipatory process that calls attention to the social, economic, and political forces affecting health, empowering them to assume a bigger role in bringing about change not only in the organization but in society at large. (MM-4-M-51)

Descriptive code: Elevating nurses' voices for societal impact

Before leadership in nursing can evolve, individual nurses must feel empowered to take the required actions. The SMOs provide the same empowerment to the nurses, as evidenced by the following statement from a nurse.

We are given such an environment at this homecare organization that we could recognize that we had the ability, choice, and authority to speak to those who are in senior positions in the organization. Education is a strategy for empowerment but not the sole element needed. We are provided and encouraged to join various training and education opportunities. (N-3-F-24)

Descriptive code: Fostering empowerment through open communication and continuous learning

A nurse practitioner also mentions how she proactively identifies and joins the training activities needed for skill development and how her organization facilitates those activities. This is clear from the following statement,

We are provided with all the requirements for facilitating training and courses if we want to continue further education. Education is only the beginning of learning and awareness. We, as leaders at this organization, consistently identify the importance of the educational experience in nurturing leadership that includes health policy and social justice education. (N-1-F-34)

Descriptive code: Fostering leadership through comprehensive education

4. Patient trust and support

Data analysis showed that improved patient outcomes and a better nursing experience were directly related to patients' trust and confidence in the professional abilities of nurses and nursing assistants. Consequently, it is critical to comprehend how nurses' education, training, and experience at SMOs contribute to developing critical abilities, such as insightfulness and innovation, which lead to developing patient trust and support. By creating mutually beneficial relationships between patients and nurses, the nursing experience is improved. Because it is based on the competencies acquired through education, training, and experience, nurses who can impromptu apply advanced critical thinking skills and incorporate fairness, ethics, and evidence-based practice into their daily decision-making are more likely to gain the trust and support of their patients.

A wide range of duties, including treatment, nursing care, case management, and monitoring, are included in nursing and nursing support. These tasks aim to enhance the health and standard of living for patients, their families, and the larger community. In addition, nurses actively participate in patient education and health promotion, enhancing holistic patient care. In addition to education, training, and real-world experience, nurses' expertise is cultivated and gained by their intrinsic desire for creativity and ability to make decisions based on intuition at various pivotal moments in nursing. As a result, the nurses receive recognition for their efforts, which inspires them and improves the nursing experience.

The following statement by a patient further illustrates the patient's ability to trust the expertise of the nurses, which counts for enhancing the patient outcomes as well as the nursing experience,

Suppose I have some constipation problem. Nurses here take care of that. Taking care that I am taking certain medicines, even when I do not want to take the medication, but they always insist. They give family-like attention. Very caring. (C-1-F-80)

Descriptive code: Compassionate nursing care

Nurses and nursing assistants provide care with awareness, understanding, flexibility, and alertness. Since every patient case and circumstance is different and frequently quite complex, nurses must comprehend each to provide individualized or patient-centered care. As a result, the patients are happy with the SMO's services.

This is exemplified by the statement of a patient receiving homecare services:

I am satisfied with the homecare. My family and I feel relieved as the nurses have become more like a family to us. They take care of my recreational and spiritual needs. (C-1-F-80)

Descriptive code: Comprehensive homecare with a personal touch

A statement from a nurse emphasizes why and how patients' trust in nurses' expertise enhances the nursing experience for her,

I will provide good results and benefits to patients so that the patients can trust me and I am the face of the organization as they trust me. Their trust enhances my creativity through insightfulness and apt response to patient concerns in a way. (N-1-F-34)

Descriptive code: Building trust, delivering excellence

Building solid patient-nurse relationships based on nurses' and nursing assistants' skills, training, education, and experience requires patient trust and support. An essential layer of confidence in the homecare services is added by their capacity to understand each case, respond nimbly to patient concerns using insight, and offer creative, individualized care. Better patient outcomes and an improved nursing experience are the results.

5. Summary

This chapter delved into the Qualitative Nursing Experience Enhancers (QNEEs) identified in self-managed homecare organizations in India. This chapter explained the three co-constructed themes: Insightfulness, Enhancing Nursing Experience through Job Enrichment, and Autonomy-Enabled Intrapreneurship.

In the theme of Insightfulness, nurses are acknowledged for their advanced critical thinking skills and innovative approaches to patient care. They are praised for their ability to consider diverse perspectives, enabling them to make well-informed decisions and address complex challenges in caregiving. This theme highlights how nurses surpass routine tasks and adopt a comprehensive approach to providing care. The theme of Enhancing Nursing Experience through Job Enrichment explores strategies like role rotation and the use of Information and Communication Technology (ICT) solutions to support additional tasks. These efforts are designed to enhance the overall nursing job experience, reduce administrative burdens, and

promote better communication among team members, thereby elevating the quality of nursing practice in homecare settings.

Autonomy-Enabled Intrapreneurship emphasizes nurses' proactive engagement in advocating for social justice and positive organizational change. By fostering collaboration and a sense of shared purpose among colleagues, nurses drive initiatives that enhance the nursing experience and lead to improved patient care outcomes. By examining these themes and sub-themes, the chapter underscores the importance of specific factors and strategies in enhancing the nursing experience as given by QNEEs. These QNEEs can improve the quality of care and build trust in homecare services in India by enhancing the nursing experience, benefiting both healthcare providers and patients in self-managed homecare organizations.