

Faster Learning Organization (FLO) Model of Transform Strategy Group to Enhance Holistic Nurses Skills

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Holistic nursing cares service is not well-implemented. Eighty percent of nursing care services mainly oriented to physical or biological aspect due to several barriers. These include limited knowledge of concept of holistic nursing, less practice on the implementation of holistic nursing and high workload. The purpose of this study is to analyze the influence of FLO model of transform strategy group toward skills improvement of nurse unit manager and nurse team leader. The research design was quasi-experimental: non randomized pretest-posttest control group design. This study was conducted in 2 (two) private hospitals with 69 nurses as respondents. The data were collected by using questionnaires, which consist of the implementation of FLO model and holistic nursing skills. The implementation of FLO model includes openness to learning, challenge of change, and stimulating leadership. On the other hand, holistic nursing skills include applying technical competence, contributing as a team member, team leading, facilitation, nurturance, and unconditional Acceptance. The data were analyzed by using. Based on the analysis using manacova shows that all independent variables $p \geq \alpha 0.05$. Openness to learning ($p = 0.01$), the challenge of change ($p = 0.01$), and stimulating leadership ($p = 0.00$). It can be concluded that the application of the FLO model (openness to learning, the challenge of change, stimulating leadership) of transform strategy group significantly influenced the development of nurses' skills: applying technical competence, contributing as a team member, leading the team, facilitation, nurturance, and unconditional acceptance. The FLO model needs to be implemented at all levels of the organization to improve nursing skills. Additionally, organizational learning can be achieved quickly and effectively.

Keywords: FLO, Stimulating Leadership, Surge Strategye.

1. INTRODUCTION

Holistic nursing care service is an approach to improve nursing quality service. Nurses should have understanding, awareness and active participation for the implementation of quality service. Nursing performance is a contributing factor of quality service, which can be improved through learning organization (LO). Previous studies on LO and job performance have been widely implemented.^{1,2,7} However, published articles relating to FLO is limited. The reason of using FLO approach is because it offers participation from all components within the organization to enhance their role, and a simple method. The term of "faster learning" in the FLO means simple, concise and efficient way by emphasizing on the continuous improvement strategy of the opportunities.⁴ In the perspective of FLO, nurse performance can be enhanced through three components, including openness to learning, the challenge of change and stimulating leadership.⁴ Openness to learning is as "launch pad," which is the basis of learning within the organization. Individuals must be able to open themselves up to realize and accept learning as a need

and an important thing. Understanding, awareness and openness to learning are foundational for nurses to be able to adjust and improve their quality of services, and to focus on the vision and to respond the change.

Openness to learning activities will be able to enhance the strategic capability of nurses to strengthen the ability to change, supported by environmental organizations, leaders and team of nurses' members as nursing care providers. The second step of FLO is challenge of change. The challenge of change is as "fuel."⁴ Recognizing challenges and demands to change is able to improve the ability to change through using appropriate technology, improving innovation, training and encouraging change for improving performance. This research investigated the challenge of change focusing on how nurses are able to change their habit on their care service delivery, which initially only focused on patients' biological problems into comprehensive or holistic service, which includes biological, psychological, social and spiritual. The challenge of change can be achieved with stimulating leadership. Stimulating leadership or called "booster" is

leadership activities, where nurses' leaders and all their members can cooperate together in the organization. The leader must understand how a team should learn, be motivated, and work better to transform within organization.⁴ Implementation of holistic nursing services requires the involvement of various organizational components, consisting of three strategies. Surge strategy is an approach, focusing on top management. Cultivate strategy focuses on human resource personals (middle management). Transform strategy is for leaders and members or lower management.⁴ In this research, transform strategy group was nurse unit manager and primary nurse, who interacted directly with associate nurses. This group was chosen because this was a key point of FLO model for nurses in providing holistic nursing service to clients. FLO model is suitable with the situation of Siti Khodijah Hospital (RSSK), where continues to maintain its quality in the healthcare competition era by ensuring learning faster than competitors. This model informs that organizational transformation will take place with a true understanding of how a team works, how a team learns, and how a team is motivated quickly and correctly. The essence of teamwork is the interdependence among team members to get job done properly. This interdependence requires a strong collaboration between each other to produce optimal performance. Good collaboration could pose dynamic organizational climate to support micro and macro learning within organization.⁴ Understanding of team learning requires participation from all members to think, to understand and find solutions for the betterment of the organization. Learning processes within team will be "stimulants" that affects and motivates each other to learn. This can happen because exchange of ideas, transfer of knowledge and skills exist within team. Therefore, FLO model is an appropriate method to improve nursing performance and quality of service to patients with holistic care approach. The purpose of this research was to share scientific information that FLO model in the transform strategy group was able to improve nursing service holistically.

2. METHODS

This study used quasi experiment with two stages, consisting of explorative descriptive and intervention phase. In the explorative descriptive phase used Focus Group Discussion (FGD). Whilst, intervention phase was conducted by assisting nurses in the implementation FLO model of transform strategy group. Quasi-experimental study design used was randomized pretest-posttest control group design by measuring pre and post intervention. Total respondents were 36 nurses from RSSK as treatment group and 33 nurses from Aisyah Bojonegoro Hospital (RSAB) as control group. Interventions given to control group were one day seminar and workshop on FLO concept and holistic nursing care followed by the assistance of the FLO implementation every twice a week for three months. The independent variables were openness to learning, challenge of change, and stimulating leadership. The dependent variables were applying technical competence, contributing as a team member, leading team, facilitation, nurturance, and unconditional acceptance. The study was conducted for 6 months. The data were analyzed using manacova either partial analysis or analysis simultaneously. Partial analysis was used to determine the influence of each independent variable to each dependent variable. Simultaneous analysis was performed to show the effect of independent variables simultaneously to the dependent variables.

3. RESULTS AND DISCUSSION

Manacova simultaneously test results showed that all independent variables have p -value ≤ 0.05 (openness to learning ($p = 0.01$), the challenge of change ($p = 0.01$), and stimulating leadership ($p = 0.00$), which affect nurses skills development; applying technical competence, contributing as a team member, team leading, facilitation, nurturance, and unconditional acceptance. Applying technical competence is the technical capability of associate nurses in providing good nursing care based on their roles and functions. Technical skills of nurses is essential to carry out their duties professionally. Transform strategy group, who are nurse unit manager and coordinator of nurse teams, are responsible for providing nursing care to patients. The abilities of transform strategy group; openness to learning, the challenge of change and stimulating leadership should be able to provide training and directing for nurses to deliver better nursing care services to clients. Organizational learning process promotes effective interaction among nurse unit manager, coordinator of nurse team and associate nurses to support nursing care. Learning process begins with the preparedness of nurse unit manager and primary nurse team to share. Sharing knowledge, experience and skills among team members increasingly build capacity of team members.⁴

Professional skill sharing within team members should be developed continuously with reflection and case discussions (RCDs). RCDs have been implemented nurse unit manager in RSSK to improve knowledge, and nurse skills. Through RCDs, inter-nurses can share information and experiences about nursing care in a case besides improving knowledge and skills in providing nursing care. Nurses are also actively involved in seminars, workshops, training, or other scientific and vocational activities, conducted by internal or external hospital to improve nurse competence. Vander¹¹ supported that one's competence is derived from education, experience, and values. Openness to learning, the challenge of change, and stimulating leaderships affect the role of nurses to contribute as a team member. The ability of nurses to contribute to team member promotes awareness of team. The success of team can be achieved if they support each other, grow and move forward together, and work interactively. The most important skill that should be owned by a team member is a partnership or collaboration, which includes decision-making, conflict resolution and communication. Major et al.⁷ supported that individual activities rely on his or her responsibilities and characteristics in the organization or the team. In this hospital, the cultivation of religious values is an internal motivation to increase individual participation or contribution. Openness to learning, the challenge of change, and stimulating leadership influence the ability to leading teams. Leadership skill is able to accelerate learning when leader facilitates team member to gain new information, knowledge and experience. This team leadership can be trained by feedback and dialogue. Guns and Anundsen⁴ explain that feedback can be a tool for self-reflection about what is done in a team. Dialogue, which is type of discussion, can encourage team members to speak with their heart and mind, and are invited to build team or when the organization shifts into a new paradigm. Dialogue is important for team members to share their opinions without obstacles and to think clearly.

In the context of this study, leading the team can be implemented through dialogue due to the characteristics of the team members are relatively equal or balanced, supported with level

Table I. Analysis of partial influence on the implementation of FLO model for transform group strategy on skill nurses development.

Variables	Dependent variables											
	Applying technical competence		Contributing as a team member		Leading team		Facilitation		Nurturance		Unconditional acceptance	
	P	Note	P	Note	P	Note	P	Note	P	Note	P	Note
Openness to learning	0.01	Sig	0.00	Sig	0.02	Sig	0.01	Sig	0.02	Sig	0.01	Sig
Challenge of change	0.03	Sig	0.02	Sig	0.04	Sig	0.02	Sig	0.01	Sig	0.01	Sig
Stimulating leadership	0.01	Sig	0.00	Sig	0.00	Sig	0.00	Sig	0.00	Sig	0.05	Sig

of education, age levels and length of work. The psychological condition effectively supports leading a team. On the other hand, the effectiveness of leading a team is affected by education, experience and leader seniority. Openness to learning, the challenge of change, and stimulating leadership significantly influence the ability of nurse unit manager or nurse team leader to provide examples and understanding to associate nurses about the role of nurses in delivering facilitation for nurses, patients or their families. Facilitation is one of technical skill that should be owned by every nurse in providing holistic nursing care. The ability of nurses in facilitation was influenced by the commitment of leaders to communicate the strategic vision of nursing holistic, the enhancement of nurses' capacity building, patients and families' empowerment, the support of culture change and learning in organizations.⁶ To support facilitation, nurses should be able to assist their clients to identify, move and develop their personal strength to achieve holistic health status. The role of nurses, relating to facilitation is very important for clients, which reduces their anxiety level, increases their patient care, and improves clients to follow nurse instructions.⁵ On the other hand, the role of facilitation can also be a set of policies or regulations related to holistic nursing care. Furthermore, policies, relating patient care center (PCC) or an integrated nurse's documentation policy (INDC) are examples of facilitation implementation. With the use of facilitation, it should be able to change the mindset from provider focus to patient focus. Luxford et al.⁶ support that mindset, which is part of challenge of change is essential in FLO concept.

Openness to learning, the challenge of change, and stimulating leadership affect director of nursing and the head of nursing department to provide care with gentle called nurturance. Nurturance is one of the role of nurses, which gently supports and encourages clients to interact with the whole process of nursing care, including bio-physical, cognitive and affective to achieve holistic care. The role of nurturance can be well-carried by associate nurses if there is support, direction and facilities from the nurse unit manager and nurse team. To implement nurturance, nurses require knowledge and understanding clients values or clients perspective.¹⁰ Nurturance for nurses positively impact clients' health outcome. Clients feel safe in a comfortable environment, and they can maintain positive nurse-client interaction.⁵

Table II. Analysis simultaneous results in the implementation of FLO model of transform group strategy for skills nurses development.

Independent variables	Test results		
	P-value	Information	B
Openness to learning	0.01	Significant	0.49
Challenge of change	0.01	Significant	0.43
Stimulating leadership	0.00	Significant	0.66

On the other hand, nurturance is part of nurse rewards to patient self-esteem. Wolf et al.¹² supported that nurses require to be responsible for and to develop clients understanding during nursing care delivery.

Openness to learning, the challenge of change and stimulating leadership affect the ability of nurse unit manager and nurses' team leader to transfer information and skills for associate nurses to accept client unconditionally as whole person. Nurses require accepting clients emphatically, without provision to facilitate their growth and development. This knowledge needs to be informed to nurses' continuously as part of good nursing habit and role model. In the concept of holistic nursing, nurses require to accept client's condition as a unique, useful, and important individual. Nurses require to assist clients empathetically so clients can understand that nurses accept and respect them. Unconditional acceptance will help nurses to identify client's capacity to be adaptive state Marriner and Raile.¹⁰ These support nurses to achieve the goal of holistic nursing care based on modeling role-modeling (MRM) theory. The role of holistic nurses based on MRM theory is relevant with the concept of patient-centered care (PCC), which in the perspective of Indonesia universal health coverage called "*Jaminan Kesehatan Nasional*" (JKN) or system states health is for all. There is no reason for rejecting clients due to all clients have the same right to be healthy and receive good service. The above description illustrates that openness to learning is an attitude that shows the ability and commitment of leader to process transfer of knowledge in the organization as described by Sudharatna and Laubie.⁹ Openness to learning from the nurse unit manager and nurse team leader challenges to change attitude better. Changes made by nurse unit manager and nurse team leader will be an example and role model for associate nurses to provide holistic nursing services. As a leader in delivering service to clients directly, nurse unit manager or nurse team leader do not only challenge employees to make changes but also provide, facilitates, and supports for the change to fit the situation and needs of the organization. Guns and Anundsen⁴ explain that the good leaders in FLO model should stimulate provide big challenge and high support for the realization of holistic nursing services.

4. CONCLUSION

Implementation of the FLO model strategy on transform strategy groups improves nursing skill development, applying technical competence, contributing as a team member, leading team, facilitation, nurturance, and unconditional acceptance. It should be implemented continuously as well as for all parties, involved in health care organizations. It is important to be implemented continuously and to all parties involved in health care organizations

to create a faster learning organization, which is able to win the competition and be adaptive to change.

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