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Intra professional Nursing Collaboration: A concept Analysis

Enas E. Ibraheem¹, Nermin M. Eid², Zeinab M. Rashad³

¹Assistant lecturer in Nursing Administration Department, Faculty of Nursing, ²Professor of Nursing Administration, Faculty of Nursing, ³lecturer of Nursing Administration, Faculty of Nursing, Menoufia University, Egypt

Abstract: Intra professional nursing collaboration refers to intra professional interaction between nursing members. Conceptual clarity about Intra professional nursing collaboration gives empirical direction for future research and a theoretical underpinning for the myriad studies about nurses and their collaboration. **Purpose:** The present study was conducted with the aim of clarifying and defining the concept of intra professional nursing collaboration, its attributes, antecedents, and consequences. **Methods:** In this study, the steps of concept analysis were as follows: Select a concept, determine the aims of the analysis, identify various definitions of the concept, determine the concept attributes and identify the antecedents and consequences. All studies between the years 2010 and 2019 were reviewed. For purposes of this concept analysis, PubMed, Google search engines, Ovid, and Pro Quest, were scanned and searched using the keywords. **Conclusion:** Intra professional nursing collaboration is a complex voluntary and dynamic process requiring effective communication, individual responsiveness and shared responsibility in taking care of patients. Willingness to participate, opportunity to collaborate, and knowledge of one's roles are the antecedents of nursing collaboration. The outcomes of nursing collaboration are improvements in patient safety, patient satisfaction, patient care, and decreases in error rates, patient mortality, patient length of stay, and healthcare staff turnover rates. **Recommendation:** There is a need to explore the determinants that encourage intra professional nursing collaboration. Also there is a need to explore the influence of external work environment on nursing collaboration.

Keywords: Concept analysis, nursing collaboration, intra professional

Introduction

The term collaboration originated from the Latin word collaborate meaning to work together, also means working with another person or group to achieve a goal. Intra professional collaboration is complex, is influenced by interpersonal and professional factors, and does not occur spontaneously. Nursing members must have a solid understanding of the concept of collaboration and how to apply it in the clinical setting (Merriam Webster's Online Dictionary, 2019).

Clarifying the concept of intra professional nursing collaboration is important because as noted, The danger with concepts like intra professional nursing collaboration is that they can become unwieldy, fuzzily-defined terms invoked as panaceas for the dilemmas of workforce management nursing review of the research on collaboration concluded that there is an essential need to differentiate the antecedents from defining attributes because these have been interchangeably used. This conceptual confusion has prompted four distinctive lines of research: inter professional collaboration, intraprofessional collaboration, intraprofessional connection, and intra professional coordination (Registered Nurses' Association of Ontario, 2016)

Purpose

The present study was conducted with the aim of clarifying and defining the concept of intra professional nursing collaboration, its attributes, antecedents, and consequences.

Methods

The aim of concept analysis is to examine the basic elements of a concept. The process allows researchers to distinguish between similarities and differences between concepts. The concept analysis method helps to clarify concepts used in nursing practice that have a broad scope (Walker & Avant, 2011). In this study, the steps of concept analysis were as follows: Select a concept, determine the aims of the analysis, identify various definitions of the concept, determine the concept attributes and identify the antecedents and consequences.

Data Collection

For purposes of this concept analysis, PubMed, Google search engines, Ovid, and Pro Quest were scanned. These databases were searched for the keywords "intra professional, collaboration" and "intra professional nursing collaboration.". All studies between the years 2010 and 2019 were

reviewed. Inclusion criteria were: written in English, and described or studied intra professional nursing collaboration in any setting with any population.

Concept of intra professional nursing collaboration

Intra professional nursing collaboration refers to intra professional interaction, between nursing members. As intra-professional collaborative practice involves multiple members of the same profession working together to deliver quality care (College of Registered Nurses of Nova Scotia, 2012).

Intra professional nursing collaboration is described as nursing team members communicating and working together in a supportive and respectful atmosphere (Sims, Hewitt & Harris, 2015).

Intra professional nursing collaboration refers to working with one another in a partnership with shared power, recognition and acceptance of separate and combined practice spheres of activity responsibility, mutual safeguarding and commonality of goals (Herm-Barabasz, 2015).

The concept of intra professional collaboration is a complex voluntary and dynamic process requiring effective communication, individual responsiveness and shared responsibility in taking care of patients (Shohani, Valizadeh, Zamanzadeh, and Dougherty, 2017).

Conceptual definition of intra professional nursing collaboration is professional process by which nursing members come together and form a team to solve a patient care or healthcare system problem with members of the team respectfully sharing knowledge and resources (Emich, 2018).

Attributes of intra professional nursing collaboration

Attributes are conditions that are necessary to enable collaboration to occur. Attributes of the concept constitute a real definition, as opposed to nominal or dictionary definitions that merely substitute one synonym expression. There are many defining attributes of collaboration noted in the literature, such as teamwork, sharing and respect are attributes of collaboration (Green & Johnson, 2015).

The characteristic most often attributed to intra professional collaboration in the literature is "sharing." Herm-Barabasz (2015) discussed shared objectives and goals as a necessity for intraprofessional collaboration. Sharing encompasses more than goals and objectives. Sharing, concerning collaboration, also involves sharing of resources (Green and Johnson, 2015) and in decision making (Turrentine, Rose and Hanks, 2016). Sharing in decision-making process is one of the key traits of collaborative relationships. The meaning of sharing is expanded to include sharing of costs and risks when collaborating as well as sharing

in the rewards for positive collaborative outcomes (Emich, 2018).

Teamwork is another defining attribute of intra professional collaboration noted in the literature. Moreover, teams and team structure are critical components of collaboration in healthcare settings. Nursing team may be improved with a shared mental model in performing basic nursing care tasks, mutual support for workload management, better delegation practices, effective communication, enhanced interpersonal relationships and better team orientation (Goh, Ser, Cooper, Cheng, and Liaw, 2020).

The final attribute of intra professional collaboration is "respect" mutual respect for each nursing member's role and profession is necessary for effective collaboration (Green and Johnson, 2015). Respect requires nursing members to forego any hierarchical structure and allows all members to be equals. Furthermore, nursing members need a positive and respectful relationship to ensure the quality of patient care (Senot, Chandrasekaran, and Ward, 2016). Nursing members must have clear understanding of their personal roles and responsibilities towards achieving a common goal and value what other members bring to the discussion to achieve mutual respect among them (Campbell, Layne, Scott, and Wei, 2020).

Benefits of intra professional nursing collaboration

Evidence from the literature identifies numerous benefits of effective intraprofessional collaboration in the health care workplace environment: (a) improved quality of patient care, (b) improved multidisciplinary work group satisfaction, (c) improved individual performance, (d) improved decision making, (e) reduced rate of absenteeism and tardiness and (f) improved components of professional performance such as coordination, shared responsibility and innovation. In addition, effective collaboration and teamwork are reported contribute to the enhanced patient recovery and reduced length of hospital stay, which in turn positively impacts overall health care costs (El Sayed and Sleem, 2011).

Good intra professional nursing collaboration is important not only for the nurses themselves, but also for patients and health care organizations (Moore, Leahy, Sublett, and Lanig, 2013). Effective nursing collaboration provides the best outcomes for patients, nurses and organizations. Effective nursing collaboration is correlated with higher quality of patient care and improved nursing performance. Previous studies have shown that intra professional nursing collaboration improved nursing outcomes such as better work environments, enhanced job satisfaction, increased retention rates and greater productivity (Moore, Prentice and Salfi, 2017).

Determinants of intra professional nursing collaboration

To improve collaboration among nursing members, they must understand factors/ determinants of collaborative practice. The determinants or drivers of collaborative practice are encompassing the content, processes, and behaviors of the nursing team. Content includes team vision and strategies that help the team find clarity and direction as a cohesive group that values the diversity. Processes are the organizational structures in which the team operates, including tools, procedures, policies, and management influences which can make team interactions more transparent, objective, and inclusive (Moore and Prentice, 2015).

Finally, behaviors are the internally driven actions and interactions of the team members. Motivated and successful team members will have trust and accountability; accept their interdependency, and safe and open communication and effective conflict resolution. Content, processes and behaviors taken together can promote team function that is both socially cohesive and operates in an integrated and innovative way (Morley and Cashell, 2017).

Determinants of intra professional nursing collaboration have been classified as interactional factors (interpersonal relationships between team members), organizational factors (conditions within the organization) and systemic factors (conditions outside the organization). The environment in which collaborative practice takes place is influenced by systemic factors. In a professional practice setting, two levels of determinants are at work: the organization (organizational factors) and the team (interactional factors). The collaboration dynamics are influenced by all the above determinants (Staffileno, Murphy and Carlson, 2017).

Antecedents of intra professional nursing collaboration

Antecedents are those factors that precede the occurrence of the concept (Walker & Avant, 2011). In literature review, more antecedents than attributes were offered for concept of collaboration. It was also noted that several terms cited as antecedents for collaboration were noted as attributes by others. Before intraprofessional collaboration begins, certain antecedents, or conditions, must be present. Initially, nursing personnel need a willingness to participate in collaboration (Fewster-Thuente, 2015; Careau et al., 2015; Viki, 2016). Next, nursing personnel need to possess effective communication skills, interpersonal skills, and the ability to work as a team. Rossler and Kimble (2016) also stressed the importance of a common vocabulary to improve understanding among various disciplines, specifically within the healthcare setting.

Another important antecedent of intraprofessional collaboration is an opportunity to collaborate. Nursing members depend on leaders to encourage collaboration, optimize work schedules, and

structure work environments that facilitate collaboration (Chong, Aslani and Chen, 2013; Ketterlin-Geller, Baumer and Lichon, 2015 ;Viki, 2016). Along with the opportunity to collaborate, nursing members need a precipitating event that causes collaboration. In nursing, this event is often a patient-related problem or a health system problem that one cannot solve alone (Fewster-Thuente, 2015; Viki, 2016).

An equally important antecedent of intraprofessional collaboration is knowledge of one's roles and skills as well as the roles and skills of others. Knowing the roles and skills of each member of the healthcare team allows for contacting the person best equipped to aid in solving the identified problem. Finally, nurses willing to take part in collaboration must be willing to accept the group consensus (Fewster-Thuente, 2015; Careau et al., 2015).

Consequences of intra professional nursing collaboration

Consequences of a concept equate to outcomes and may yield future research variables. (Walker and Avant, 2011) Positive consequences of intraprofessional collaboration include improvements in patient safety, patient satisfaction, patient care, and decreases in error rates, patient mortality, patient length of stay, and healthcare staff turnover rates. (Ma, Shang and Bott, 2015). Another positive consequence of collaboration is job satisfaction for nurses (Careau et al., 2015).

A negative consequence of intraprofessional collaboration is the inability to work independently due to excessive collaboration. Seeking a group consensus on every decision can stymie the workflow. Knowing when to start and stop collaboration is important in decreasing excessive or unnecessary collaboration (Cross, Rebele and Grant, 2016).

When nurses fail to collaborate and communicate, patient safety is at risk for several reasons: (a) unclear orders, (b) misinterpretation of information, and (c) lack of critical information (Chong, Aslani, and Chen, 2013).

Inadequate or deficient intraprofessional nursing collaboration often detrimentally affects the quality of patient care and quality of performance. For instance, ineffective collaboration and communication can disrupt care continuity and lead to inappropriate treatment. As a result, poor communication places patients at greater risk for medical errors and adverse events. Poor nurse–nurse relationships may increase nurse turnover (Tuckett, Winters-Chang, Bogossian and Wood, 2015).The lack of formal head nurse to nurse intraprofessional collaboration results in the fragmented care that characterizes today's health care system (Bender, Connelly and Brown, 2013).

Conclusion

Creating collaborative work environment is a central issue for the nursing profession. Safety issue for patients is important economic issue for all the nations. Since the antecedents of intra professional collaboration are relational rather than transactional, they have no financial costs. These antecedents shed important light on the direction that healthcare organizations, nurse managers and nurses can take to create a collaborative climate and provides a clearer direction for future research in intraprofessional nursing collaboration.

Implications for Practice

- Intra professional nursing collaboration is enhanced in trustworthy practice settings that value collaborative climate.
- The antecedents for collaboration are relational ways of behaving and being, rather than resources that can be transacted.
- Safe patients' care requires intra professional nursing collaboration.

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