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RESEARCH

IMPLEMENTING INNOVATIONS IN HEALTH BASED ON CONVERGENT CARE RESEARCH

IMPLEMENTANDO INOVAÇÕES EM SAÚDE COM BASE NA PESQUISA CONVERGENTE ASSISTENCIAL

APLICACIÓN DE LAS INNOVACIONES EN SALUD BASADA EN LA INVESTIGACIÓN CONVERGENTE ASISTENCIAL

Raquel Costa Rodrigues de Souza<sup>1</sup>, Enedina Soares<sup>2</sup>

ABSTRACT

**Objective:** To identify interveners' actions that can contribute to the innovation of daily practice in the Convergent Care Research. **Method:** The study is the result of methodological application in the development of Dissertation Master, with the participation of 31 members of the nursing staff of an Institute in Traumatology and Orthopedics in Rio de Janeiro. It was used semi-structured interview to collect data and content analysis technique was applied to the subjects' speech. **Results:** The actions indicated to solve or minimize problems of everyday life were: to establish the management reporting; disclose the function of Ombudsman Service; enhance the internal user; promote interface with continuing education and recognize the Ombudsman as an essential instrument to the continuous improvement process. **Conclusion:** The care context raises alternative solutions to everyday problems and leads to the renewal of the practice from the involvement of actors in the research. **Descriptors:** Health evaluation, Quality of health care, Nursing, Patient ombudsman service.

RESUMO

**Objetivo:** Identificar quais as ações intervenientes que podem contribuir para a inovação da prática cotidiana à luz da Pesquisa Convergente Assistencial. **Método:** Estudo resultante da aplicação metodológica no desenvolvimento da Dissertação de Mestrado, com a participação de 31 integrantes da equipe de enfermagem de um Instituto de Traumatologia e Ortopedia no Rio de Janeiro. Utilizou-se da entrevista semiestruturada para levantamento dos dados. Ademais, a técnica de análise de conteúdo foi aplicada aos discursos dos sujeitos. **Resultados:** As ações apontadas para solucionar ou minimizar os problemas do cotidiano foram: instituir a emissão de relatório gerencial; divulgar a função do serviço de ouvidoria; valorizar o usuário interno; promover a interface com a educação continuada e reconhecer a ouvidoria como um instrumento essencial para o processo de melhoria contínua. **Conclusão:** O contexto assistencial suscita alternativas de soluções para os problemas cotidianos e induz a renovação da prática a partir do envolvimento dos atores na pesquisa. **Descritores:** Avaliação em saúde, Qualidade dos cuidados de saúde, Enfermagem, Ouvidoria dos pacientes.

RESUMEN

**Objetivo:** Identificar las acciones intervinientes que pueden contribuir para la innovación de la práctica cotidiana a la luz de la Investigación Convergente Asistencial. **Método:** El estudio es el resultado de la aplicación metodológica en el desarrollo de la disertación del doctorado, con la participación de 31 miembros del personal de enfermería de un hospital de traumatología y ortopedia en Río de Janeiro. Se utilizó la entrevista semi-estructurada para recopilar datos y la técnica de análisis de contenido se aplica al discurso de los sujetos. **Resultados:** Las acciones que se indican para resolver o minimizar los problemas de la vida cotidiana fueron: instituir la emisión de un informe gerencial; divulgar el papel de la oficina de la Defensoría, valorar el usuario interno, promover la interface con la educación continua y reconocer la Defensoría como una herramienta esencial para el proceso de mejora continua. **Conclusión:** El contexto de la atención plantea alternativas de solución a los problemas cotidianos e induce la renovación de la práctica a partir de la participación de las partes interesadas en la investigación. **Descriptores:** Evaluación en salud, Calidad de la atención de salud, Enfermería, Defensa del paciente.

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**INTRODUCTION**

This study was carried out in accordance with the proposal of the Convergent Research Assistance (CRA), created by Trentini e Paim, whose goal is to implement actions in the context of practice by the research process, creating an intentional method strengthening the relationship of the practice of health research care.<sup>1</sup>

The PCA is a style of research that consists in the articulation of the scientific research with assistance practice, as the actions of assistance are being incorporated into the search process with the intention of finding alternatives to solve or minimize problems, to perform suggestive changes and introduce innovations to everyday life.<sup>1-2</sup>

The movement of renewal is combined to the professional commitment to evaluate constantly the day to day work, believing that the participation in the process of changing the practice is related with the social commitment with the health of people, and that this social commitment goes beyond the individual care, projecting into a database that combines formal and political quality to nursing care.

The study is resulting from the application of the methodological proposal for the development of the Master dissertation, where the subject was “the Ombudsman as a tool for evaluating and improving the quality of nursing care”.<sup>3</sup>

It is believed that the information from the Ombudsman’s Office can be an effective way in the pursuit of quality, contributing to better plan for nursing care and promote more humanized care that meet the expectations of users. In this sense, the evaluation should provide subsidies for a critical analysis of the practice of nursing care, enabling the reformulation and improvement, eliminating the inoperative, and

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developing strategic actions for the necessary corrections.<sup>3-5</sup>

To this intention, the evaluation must be performed as a dynamic, systematic and continuous process, in order to detect problematic situation. Soon, it has the purpose to review what is being done and the readjustment of activities, enabling the reconstruction and reorganization of daily practice. So the collection and use of this information can allow the decision making, and lead to effective actions to improve the quality of care.<sup>6</sup>

This process is in line with the proposed methodology, because it aims to produce new knowledge, to seek something new, as well as propose to build and reconstruct knowledge to guide practice, targeting for the understanding of the problems and how to deal with them.<sup>1-2</sup>

On these comments, it has as objective to identify what actions interveners can contribute to the renewal and innovation of practice, especially with regard to the quality of the assistance provided, in accordance with the perception of those who are carrying out their daily life activities.

**METHODOLOGY**

The research is descriptive qualitative. In descriptive research seeks to describe, classify and interpret phenomena focused on the analysis of the work in order to identify gaps, develop training programs, distribute tasks and determine standards.<sup>6</sup> The institutions that participated in the survey were two schools of nursing: Nursing School Aurora Afonso Costa (Fluminense Federal University) and School of Nursing Anna Nery (Federal University of Rio de Janeiro).

The study was approved by the Ethics in Research, Faculty of Medicine-UFF and the School of Nursing Anna Nery-UFRJ, being approved under

No. 138/09. Data were collected through two instruments: a semi-structured interview and observation. The field observation was used as complementary data in research for monitoring classroom instruction and / or practice, given to graduate and to treat the subject under study, prevention and treatment of wounds. A record was made immediately after and even during observations in a field journal.

The study subjects were nurses working teachers in the teaching of undergraduate students in nursing, the content related to the topic of prevention and treatment of wounds, and working in educational institutions surveyed. Five teachers were interviewed two nurses Higher Education Institutions (HEIs) working with content related to the prevention and treatment of wounds. Identified thematic units that emerged from reports of subjects. Next, these units were grouped by nearest meanings, classified and aggregated into categories that determined the specification of subjects.<sup>7</sup>

RESULTS AND DISCUSSION

Profile of the subjects interviewed

Of the total of 31 people interviewed, 18 are nurses and 13 are assistant nurses. They were mostly female; of the total, 26 are women and 5 are men. Their age ranged between 24 and 53 years. In relation to the time of operation, more than half of the respondents acted for more than 11 years in the profession at the time of the interview.

It is important to highlights that the implications for the process of change are in accordance with the consideration of research participants. Some points are considered of extreme importance, as calls for the CRA, and have the intention to find alternatives to the renewal and innovation of practice.

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The points for reflection appeared from the emerged needs of the context of practice, being perceived by most respondents. The actions proposed by the subject to resolve or minimize the problems of everyday life were divided into five categories of analysis: establish the management reporting; disclose the function of the Ombudsman Service; enhance the internal user; promote interface with continuing education and recognize the Ombudsman as an essential instrument for the continuous improvement process.

Establish the management reporting

The participants understand that, to carry out the evaluation of the quality of the service, it is important to be informed about the demands that come from the Ombudsman’s Service. Therefore, the subjects involved in the search point as necessary to have a review of this issue and suggest that is implemented daily feedback, both to compliments and complaints, and a statistic of these demands by issuing management report containing information related to nursing practice:

*We do not receive the Ombudsman report to find out how many notifications there were and what kind of notifications took place. I think that it would be an important point for employees to know that, both the positive and the negative (I-3)*

*I think it is needed to bring a statistic of how many demands are targeted to nursing, which complaints, compliments, what are the records, and pass this to the people here at the hospital. (I-8)*

*I think it should have a report type, to see which were the main complaints, which were the main compliments, for the people who are here to assist, to have a general picture of what is bad and what is good, what we can improve or not. I think that the Ombudsman had to pass to each sector, according to the complaint, a summary, for us to have a general picture of what is happening. (I-17)*

The participants request the issuance of report with information about positive and

negative criticism related to nursing care. There is, in these lines, the essence of the report on the forwarding demands a responsible sector, so that these undertakings should review and adopt necessary measures for the correction of any shortcomings and for planning new administrative actions. This is to promote the improvement of working process from the perceived failures. The problems pointed out by users serve as indicators and must be valued and used to review the process and trace changes plans.

In this view, the Ombudsman has proved an essential of feedback for the public administration, providing the institutional whispers detection, that without the direct participation of the community, it would be difficult to identify in its real importance. Then, the Ombudsman establishes a direct channel of communication between the citizen and the organization, in order to hear criticism, complaints, suggestions or compliments from users as to the services and products offered.<sup>2-3 e 9</sup>

The Ombudsman Service is a room for improvement of services, because it favors the evaluation and improvement of the organization's activities, due to their function of monitoring the flow of requests submitted by users like search for problems. And, by the analysis of the information obtained, it is possible to identify the areas that are in need of greater attention by setting up, for this reason, new strategies for the service. For this, it is essential to the delivery of reports on these demands responsible sectors, in order to proceed to the analysis and to adopt necessary measures for the correction of any shortcomings and planning of new administrative actions.<sup>3,6 e 9</sup>

#### **Disclose the function of the Ombudsman Service**

The subjects involved in helping realize that it is essential to disclose the function of the Ombudsman Service, both for internal users and external users.

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It is known that the Ombudsman has a very large dimension, constituting a strategic and innovative space, that is, an efficient mechanism of users' listener. However, this service is not sufficiently known, and the participation of the users to use it is still very small.

It is believed that its formal definition is understood inaccurately and with little explicit purpose. Studies show that the users of health services do not use too much the Ombudsman Service. To be reverted, it is needed disclose and expansion of the Ombudsman concept. It is observed that, in practice, its function is still poorly known and its concept has been popularized as the path of the complaints.<sup>3-4</sup>

*[...] this service is not fully disclosed, both for employees and for external clients. I believed that it should be further explored, that people should have a little more knowledge of what Ombudsman can provide them. (I-11)*

*To improve the communication of this, what is the Ombudsman for in all its demands and needs (A-3)I believe that some still do not have the knowledge about the existence, what is the service about. Perhaps many do not participate by not knowing, not knowing the Ombudsman service, what are the benefits that this service can bring to users as a whole. (I-9)*

*And strengthen the guidance for users already on hospitalization, it show that we have this service, what is the function, which is for the compliments, criticism and changes, that is for the sake of it, and show that it is only as punishment, but to know the real sense of the Ombudsman Service.(I-8)*

Scholars aim for that the Ombudsman fully reaches the goal of being a suitable channel to listen give voice to citizens. To this, it is stressed the importance that the community perceives as an institutional Project and its request as an eminently social issue, and not just individual.<sup>4,10</sup>

#### **Enhance the internal user**

The importance of human value is one of the needs and expectations expressed by the interviewees. Without doubt, it is necessary to

review the techniques of administration and leadership, seeking to change assumptions that we have about the people with whom we work and who we seek to influence. People cannot be viewed only from the perspective of utility, they need to be respected and valued as human beings. The recognition should be made as something that gratify people and enhance their acts.<sup>11</sup>

The need to be valued, to feel important is inherent in the human being a permanent mode. It is a feature that distinguishes humans from other beings. The desire to be recognized and to be valued is extremely powerful. And the more the administration makes someone feel important, more positive will be the attitude of the person about the service.

The participants reflect the importance to review the approach to human resources, enhance the internal user. For the subjects, a small action makes all the difference. There is the desire to be recognized and understood. They create certain types of expectations, which consequences are from different actions. It is necessary to talk and to be perceived as an important part of the team.

*They humanized the patient's side, the guest's side, but they forget to humanize our side, the professional side. No every professional works wrong, I think one has to work that side. (I-4)*

*The recognition, the compliment, a little flower on mother's day, a reminder of birthday, a compliment of the employee o the month. Did you understand? This is all very important, you know? The institution has to do without certain things, because its employee is the most important (I-10)*

The valorization of the health professional comes every day arousing more interest from the administrations, especially in institutions that care about a quality performance. Enhancing the employee, it has as a response, greater productivity and satisfaction of human capital, which sees its efforts to be

recognized. It is believed that the professional would like to be understood, appreciated and recognized by the organization. The institution's investment involving actions such as dialogue, respect, encouragement, and personal and professional achievement will result in a more human and appropriate assistance.<sup>3</sup>

*[...] I wanted to talk, I wanted to be listened. Sometimes I also have demands. I wanted to be listened and not always reprimanded. I want an eye to eye, and you know... a handshake, a slap on the back. We are a team, I don't work alone, I want to pass what my bosses talked to me, for my help. They deserve to hear that and to be valued as a person. (I-12)*

*I think we have to follow that principle... is humanization, starting from the inside out rather than the outside in. Because sometimes it is heard the user and much less the professional. So, it ends up damaging the process. To improve, it should be listening more, give more value to people working there. (I-9)*

To maintain a stimulated professional, it is important that he feels valued and be aware of the importance of his contribution to the company. Those who do not receive incentives end up retracting, becoming indifferent to the situation. Everything it does has a positive, negative or indifferent influence with regard to the motivation of the team. Indeed, incentives, celebrations, compliments, punishments and snide comments can encourage or discourage a team.<sup>3 e 9</sup>

Several problems could be avoided by improving the ability to interact with others. To manage means working with human beings, help them to fulfill their responsibilities and to live harmoniously. When employees are treated as foreign elements and separated from the organization, this causes a negative impact, because it generates a sense of marginalization.<sup>3,13</sup>

*[...] the compliment is a stimulus o four daily work. It would be nice if there were a return, both of the Ombudsman Service and the leadership. Because, whether or not, we know that you are working well,*



*you are doing the right things, then encourages more to work. It is not financial, (I-4)*  
*People makes the company succeed or not. So, if you work with a disgruntled employee, you will probably have your client target, your client, dissatisfied as well. So, the most importantly, the first thing is the personal criteria, which is working with people from you job (I-10)*

It is observed that employees want to see professional development and growth prospects. They expect quality of life in day to day work, and seek more meaning in what they do inside of the organization, with their alignment with the values of the company. They expect professional recognition and encouragement.

The success or failure of the organization depends on the people. It is assumed the emotional of the employees, feeling prestigious and not only respondents to develop their tasks. This allows overcoming the challenges and giving greater dedication to work. Prestige does not involve just the wage factor. It is something that can be achieved through awards, incentives, citations and honors.

It is impossible that an organization has solidity, if it does not have the support of the greatest asset: people. It is necessary for administrators to understand and to be convinced that the success of the organization depends on the people and, therefore, it is essential to appreciate them. <sup>11-12</sup>

**To promote the interface of the Ombudsman Office with continuing education**

This is to schedule activities that employees really understand what is transmitted, in order to apply the new knowledge in their daily activities. The notion of quality should be incorporated into their acts; otherwise, there is no quality effectiveness. <sup>11</sup>

The demands of the users in Ombudsman related to nursing care are data sources that can be used, initially, as a basis for the strategic planning of assistance. So, continuing education, J. res.: fundam. care. online 2013. out./dez. 5(4):727-35

in the face of such data, may lead to improved nursing care, promoting media education in service, improving working conditions, to the satisfaction of its internal and external clients.

In health services, educational processes aim at the development of professional through a series of activities called trainings, trainings and courses structured and continuous. Through the identification of problems pointed to by users in Ombudsman, continuing education has the opportunity to make use of these notes and use them in training process, in order to remedy these problems. <sup>4,15-16</sup>

*[...] health professional who receive these demands are constantly enlightened through continuing education [...] because it is a super important work. If the user comes here, complains and vents, and getting it as a waste of time, it is a waste of time. It has to use these demands for improvement. (I-3)*

*I myself, in permanent education, develop actions that were generated from complains, so this is very important for the growth of the institution (I-16)*

*I believe that there could be biannual meetings with the Ombudsman. Since we have here continuing education, it could use the space to talk about it, for everyone, because I think it's a piece of information missing [...] so I guess that is missing this, communication. So, I think this is a very long process, covering culture, knowledge [...] (I-9)*

Continuing education in nursing has been excelling as a strategy to promote the systematization of quality of care, safely and effectively. The responsibility to upgrade and train nursing professionals is the lack of a method of continuous and dynamic teaching and learning which provides the individual the acquisition of knowledge, so that it reaches snits professional capacity and personal development, according to institutional and social reality. <sup>3 e 16</sup>

Thus, continuing education is seen, by various authors, as a set of educational practices that aim at changing the hegemonic models of

training and health care. There are practices directed at promoting development opportunities for the employee, in order to help him operate effectively and efficiently in his institutional activities, and provide constant exchange of experiences, involving the entire team and the organization in which it is inserted.<sup>15-16</sup>

**To recognize the Ombudsman as an essential instrument for the continuous improvement process**

The Ombudsman is a tool for the improvement of the services provided, because it favors the evaluation and improvement of the organization's activities. A well-conducted assessment process can strengthen the institutional transformation movement for the sake of society. The administration may fail, however, it must be administrative attentive to the fact that the public has the right to demand better standards of administrative productivity, and consider how their attitude is to correct premise and find ways to prevent future occurrences.<sup>9</sup>

*I see the Ombudsman as a very important gain for the institution have that vision, to have the Ombudsman Service really active [...] that these processes must be developed; and giving continuity. The claims are made, and should be used to improve [...] it is an excellent assessment tool, a rich, rich source, to target actions for improvement. (I-16)*

*[...] a super important tool, not only to measure the results, but to contribute to the improvement of these results. (I-3)*

*I believe that, when Ombudsman is well used, it can help to produce changes in the process. I think, from the failures, it is possible to fix the process. The Ombudsman is the bridge, because from these situations it can change the view (I-5)*

*[...] the Ombudsman Service is a very important part because it is the one that will signal the need of the client, what we have to improve the processes that have to be reviewed, remapped. (I-10)*

The Ombudsman Service is a great tool that helps people to improve the service, and this J. res.: fundam. care. online 2013. out./dez. 5(4):727-35

show the nurses interviewed understand it. Efforts to make possible the team dialog allow changes of attitude according to the analysis of the received criticism and bring together what the subject think. Thus, the dialogue leads intermediates and produces changes in the relationships of care; because when this discussion is positive, professionals become agents of transformation of reality by changing behaviors and attitudes in the form of care.

The Ombudsman reflects a control mechanism of public administration; its activity is characterized by the direct link with the user, allowing acting quickly and effectively in the search for the satisfaction and social welfare. Organizations are awakening to the need to keep agile channels of communication with its users, seeking to hear questions, comments, compliments and suggestions, in order to meet the needs and expectations, with the purpose of contributing to the improvement of the provision of services.<sup>10,17</sup>

**CONCLUSION**

Convergent Research Assistance made it possible to find innovative strategies to improve daily practice, as we realize, according to the words of the interviewees, that the context of care practice raises alternatives solutions of minimize or solve everyday problems and leads to the renewal of the practice in overcoming.

The research allowed the participation of the subjects in the innovation and renovation of healthcare praxis, because through the speeches of the subjects were found suggestions for implementing changes in the process. The actions pointed to solve or minimize the problems of everyday life were: to establish the management reporting; disclose the function of Ombudsman Service; enhance the internal user; promote interface with continuing education and recognize



the Ombudsman as an essential instrument to the continuous improvement process.

Reflections on the study direct us to the need to develop strategies that enable the promotion of a harmonic ambience in the sector. In this sense, the Ombudsman can contribute effectively with the referrals of the demands of users in relation to health care received. In addition, through knowledge of the needs and expectations of users by nursing staff, to establish the practical character movement to achieve the quality of assistance provided.

For the participation of the actors involved in the health production process, it is necessary to invest in the promotion and expansion of the concept of Ombudsman, because, as a result, this service is not fully disclosed, both employees and for care users.

The recovery of the worker was another highlight for the optimization of the result, being understood that they are agents of innovation creators, with own vision and making things happen. In fact, it is mandatory that organizations become more aware and attentive in relation to its human capital, to highlight the particularity of its partners, whereas author's proactive, bullies of the decisions and actions of the entrepreneurs in their daily practice, as a result, workers want to see professional development and growth prospects.

Another suggested strategy was to promote the interface with continuing education, enabling the improvement of nursing care through education and, with that, enhance the activities carried out, in accordance with the demands of users with Ombudsman.

With these results, we emphasize the Ombudsman as an essential tool for health services, because it constitutes a tool for the progress of services provided, inducing the evaluation and improvement of the organization's activities.

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