

Hospital Accreditation Awareness and Experience among Nursing Staff: A key Driver for Organizational Development

Heba Reda Salem Ab El-moniem ⁽¹⁾, Fatma Gouda Metwally ⁽²⁾ and Aisha El-Sayed El-Araby ⁽³⁾

⁽¹⁾ Clinical instructor at kafr Shukr specialized hospital, Egypt. ⁽²⁾ Professor of Nursing Administration, Faculty of Nursing, Zagazig University, Egypt. ⁽³⁾ Assist. Professor of Nursing Administration, Faculty of Nursing, Zagazig University, Egypt.

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ABSTRACT

Background: Awareness of hospital accreditation and organizational development among nursing staff is essential for ensuring quality healthcare services and continuous improvement. Assessing their awareness of hospital accreditation is essential, as their understanding and engagement can significantly influence the success of accreditation efforts; while, organizational development focuses on improving structures, processes and culture within healthcare institution. Aim of the study: **This study aimed to** investigate the relationship between nursing staff awareness and experience about hospital accreditation and, organizational development. **Subjects and methods: Design:** A descriptive correlational study design. **Setting:** The study was conducted at Kafr Shukr Specialized Hospital. **Subjects:** 465 nursing staff working at all inpatient departments of Kafr Shukr Specialized Hospital affiliated to Ministry of health in Qalyubia Governorate. **Tools of data collection:** three tools were used for data collection namely; Nurses' awareness of accreditation, Accreditation experience and Organizational development questionnaire. **Results:** (18.8%) of the studied nursing staff perceived their awareness of hospital accreditation in high level, (21.6%) expressed low total level of accreditation experience and (21.1%) of the studied nursing staff reported total high organizational development. **Conclusion:** The current study concluded that, there is a highly statistically significant correlation between the studied nursing staff awareness and their accreditation experience at ($p= 0.000$). Also, organizational development is a statistically significant correlated to both nursing staff' awareness of accreditation and accreditation experience at ($p= 0.05$). **Recommendations:** Training programs to enhance nursing staff's understanding of hospital accreditation standards and the benefits of organizational development. Encourage active participation in accreditation processes. Involve nursing staff in the accreditation process through regular feedback sessions and hands-on involvement in meeting accreditation standards to foster a sense of ownership and contribution.

Keywords: Hospital accreditation, Nurses, Organizational development.

Introduction

The growing focus on global health, coupled with economic development, has created a need for continuous quality improvement in healthcare. In response to evolving external pressures, healthcare institutions are striving to meet rising

expectations for high-quality services and patient-centered care. As public awareness of healthcare quality grows, medical institutions are driven to enhance safety and service standards, partly through the pursuit of accreditation **(Petrovic et al., 2022)**.

By emphasizing the significance of safety protocols and accurate patient identification, accreditation systems contribute positively to nurses' perceptions of patient safety. These systems also lead to improved nursing performance and service quality by promoting structured procedures and standardized work guidelines, ultimately boosting nurses' job satisfaction **(Avia and Hariyati, 2019)**.

Accreditation aims to promote continuous quality improvement by providing a standardized evaluation of healthcare organizations. Nurses are empowered through the implementation of new clinical protocols and the formalization of operational processes **(El-Gendy et al., 2021)**.

accreditation guarantees adherence to best practices in a secure environment, enhancing patient satisfaction and trust. This formal assessment process evaluates both internal systems and external performance, aiming to benchmark standards and strengthen hospitals' capacity to deliver high-quality care **(Gamal et al., 2021)**.

Organizational development and accreditation are strongly connected. Accreditation is used by many hospitals as a strategy for ongoing improvement as well as promotion. Usually, data collection and analysis inform organizational development by directing performance improvement methods. **(Ikbal, 2019)**.

Organizational development involves long-term strategies aimed at enhancing an organization's effectiveness. It is an evolving process rather than a quick solution, consisting of multiple stages such as issue identification, problem analysis, data gathering, diagnostics, and the formulation and implementation of change plans. Ongoing evaluation and feedback are also key components of this cycle **(Mamlu'ah, 2020; Susanto et al., 2023)**.

Significance of the study

In recent years, the medical environment has intensified competition among medical institutions due to an increase in the number of hospitals, diversification of hospital types, and internationalization of market opening. So, People's interest in quality is increasing. Accordingly, the medical community can promote quality improvement in the domestic medical environment in order to provide safe medical services to medical institutions and efforts to obtain accreditation **(Erkan and Mehmet, 2022)**.

Accreditation helps to improve hospitals systems, processes, operational effectiveness and outcomes. It provides a vision of sustainable quality improvement, supports the effective and efficient use of resources, promotes

capacity building, professional development and organizational development (Gamal et al., 2021). There are few previous studies on the relationship between nurses' awareness of accreditation, organizational development

Aim of the study

The current study aimed to investigate the relationship between nursing staff awareness and experience about hospital accreditation and organizational development at Kafr Shukr specialized hospital.

This aim was fulfilled through the following objectives:

- 1) Assess level of nursing staff awareness about hospital accreditation.
- 2) Assess level of nursing staff experience about hospital accreditation
- 3) Assess level of nursing staff awareness about organizational development.

Research questions

- 1) What is the level of nursing staff awareness about hospital accreditation?
- 2) What is the level of nursing staff experience about hospital accreditation?
- 3) What is level of nursing staff awareness about organizational development?

Subjects and methods

Research design

A descriptive correlational research design was used.

Study setting

The study was conducted at all inpatient departments of Kafr Shukr Specialized Hospital affiliated to Ministry of health in Qalyubia Governorate, in which the researcher works that can permit the chance for her data collection and cooperation from hospital staff.

Study subjects

A convenience sample which includes all nursing staff working at all inpatient departments at the above-mentioned hospital, their total number was (465).

Inclusion criteria

1. At least one year of experience working in the current department.
2. Agree to participate in the study.

Tools of data collection:

Three tools were used for collecting data in this study

Tool I: It consists of two parts:

Part (1): Personal and job characteristics such as age, hospital, units, marital status, gender, years of experience, education, courses about hospital accreditation and attendance at accreditation program

Part (2): Nursing awareness regrading accreditation standards questionnaire. It was used to assess the nursing staff thoughts about hospital accreditation. It consisted of 36 items, divided into three dimensions; such as structure (11 items), process (14 items) and outcomes (11 items) (El-Sofany, 2015)

Scoring system:

The responses were measured by using a 5-points Likert Scale and were reduced to 3-points as follows disagree (1), Natural (2) and agree (3).

These scores were converted into a percent score: low awareness of accreditation level <60%, moderate awareness of accreditation level 60-70% and high awareness of accreditation level ≥ 70 (Pimentel, 2010).

Tool II: Accreditation experience questionnaire: designed by (Brigid milner, 2007) to assess nurses' experience in the accreditation process. It consisted of 25 items, divided into three dimensions; getting involved with accreditation (9 items), starting the accreditation process (6 items), awareness of the accreditation process (10 items).

Scoring system:

The responses were measured by using a 5-points Likert Scale and were reduced to 3-points as follows disagree (1), Natural (2) and agree (3).

These scores were converted into a percent score: low accreditation experience level <50%, moderate accreditation experience level 50-70% and high accreditation experience level ≥ 70 (Pimentel, 2010).

Tool III: Organizational development questionnaire. It was designed by (RI Land Trust Council and Rivers Council, 2018), to assess nursing staff level regarding organizational development. It consisted of 43 items, divided into three dimensions; organizational clarity and standards (11 items), management and human resource (18 items), management (14 items).

Scoring system:

The responses were measured by using a 5-points Likert Scale and were reduced to 3-points as follows disagree (1), Natural (2) and agree (3).

These scores were converted into a percent score: low organizational development level <50%, moderate organizational development level 50-70% and high organizational development level ≥ 70 (Pimentel, 2010).

Content validity and reliability

After translating the data collecting instruments into Arabic, a panel of "five" nursing administration specialists verified the content and face validity.; they were Three professor and two assistant professors from Faculty of Nursing at Zagazig University. The validity sheet involved two parts face and content validity: The first section contained the experts' opinions on each item, which were recorded on a two-point scale: relevant and not relevant. The second section addressed general or overall opinions about the form, expressing suggestions for any additional or omitted items, ease of implementation, and clarity, applicability, and comprehensiveness of the tools.

Field work

After securing all official permissions, the study's fieldwork was carried out over the course of three months, starting in early March 2024 and ending in late May 2024. After introducing herself, the researcher gave nurses an explanation of the study's purpose and extended an invitation for participation. The tool form was given to those who verbally consented to participate. Throughout the data collecting period, the researcher was on hand to provide instructions on how to complete the questionnaires. Clarify any ambiguity and answer any questions then

the researcher checked each filled questionnaire sheet scale to ensure its completion

Pilot study

A pilot study was carried out on 10 % of study subjects (46 nursing staff) to test applicability, feasibility, practicability of the tools. In addition, to estimate the time required for filling in the questionnaire sheets. It was conducted one week before collection of data and nursing staff were selected randomly and they were included in the main study sample.

Administrative and ethical considerations

The study was approved by ethics committee and dean of the Faculty of Nursing, Zagazig University, with the ethical code M.D.ZU.NUR 197/12/9/2023. Following that, the medical and nursing management of Kafr-Shuker Hospital received a letter from the Faculty of Nursing explaining the goal of the study, asking for their consent and assistance in gathering data. Consent was established with the completion of the questionnaires.

Statistical design

The Personal Computer (PC) was used to revise, code, and enter the data from the study sample. The Statistical Package for Social Sciences (SPSS) version 22 was used to do statistical analysis and computerized data entry. Descriptive statistics were used to display the data as Mean SD, percentages, and frequencies. A coefficient of correlation A statistical link between two variables is represented by a numerical measure known as "Pearson correlation.". A statistical test

called the Chi-square (2) is used to figure out how categorical variables are related to one another.

Results

Table (1): Personal and job characteristics of studied nursing staff.

Shows that the studied nursing staff mean age was 35.34 ± 6.28 and 36.1% of their ages ranging between 30 to less than 40 years old. Moreover, 88.6% of them were females and 83% of them were married. As regards their educational level, 48.2% of them studied at technical institute of nursing while only 1.9% of them had postgraduate education. Also, 91.6% of them were nursing staff and 51.2% of them worked at critical units. Concerning attended training courses about hospital accreditation, only 21.9% of them reported attended training courses.

Figure (1): The figure reveals that nearly half of studied nursing staff reported low level of awareness concerning accreditation dimensions; hospital accreditation structure (48.8%), hospital accreditation process (50.5%) and hospital accreditation outcome (50.9%).

Figure (2): The figure illustrates that, half of studied nursing staff (50.10%) reported low level of total awareness of accreditation dimensions; while (18.8%) in a high level.

Figure (3): The figure reveals that more than half of studied nursing staff reported low level of experience regarding accreditation experience; getting involved with the accreditation (60.3%), starting of the accreditation process (69.2%) and awareness of the accreditation process (62.8%).

Figure (4): The figure illustrates that, more than half of studied nursing staff (64.1 %) expressed low total level of accreditation experience: while, (21.6%) in a high level.

Figure (5): The figure illustrates that nursing staff reported low level of regarding organizational development dimension; clarity and standard (52%), management and human resources (50.8%) and financial management (37.5%).

Figure (6): The figure reveals the (46.8%) of the studied nursing staff had total low organizational development, (32.1%) of them had a total moderate organizational development and (21.1%) of them had a total high organizational development.

Table 2 Elicits that, there is a highly statistically significant correlation between the studied nursing staff' total awareness and their total accreditation experience at ($p= 0.000$). also, there is a statistically significant correlation between the studied nursing staff' total awareness and their total organizational development at ($p= 0.05$). Moreover, there is a highly statistically significant correlation between the studied nursing staff' total accreditation experience and their total organizational development at ($p= 0.001$).

Discussion

Hospital accreditation is often seen as a mark of respect for hospitals. It guarantees the methodical and planned daily activities that lead to system maintenance in every healthcare facility. Accreditation is a powerful instrument for raising healthcare standards. It is an outside evaluation of quality.

Accreditation is meant to promote organizational growth (**El-Gendy et al., 2021**). Organizational development in hospitals is concerned with the continuous improvement of internal procedures, structures and processes to ensure effective and efficient patient care. Nurses who are aware of organizational development principles are better equipped to navigate organizational challenges, leading to better patient outcomes and smoother healthcare delivery (**Gormley et al., 2020**).

Nursing awareness regrading accreditation standards:

Regarding total level of awareness of accreditation elements, the current study revealed that, slightly more than half of the studied nursing staff had total low level of awareness of accreditation elements. Moreover, almost half of them had total low awareness regarding hospital structure, slightly more than half of them had total low awareness regarding hospital process, and outcome. From the researcher point of view, this might be attributed to lack of comprehensive training or educational programs within the hospital setting that focus on accreditation standards and processes.

This result was similar to **Taha and Abo Elmagd, (2023)** who conducted a study in Egypt to determine nurse's awareness regarding hospital accreditation standards and assess organizational learning culture, and found that about three fifths of nurses were not aware about hospital accreditation standard dimensions, but more than one third of nurses aware of hospital accreditation standard dimensions. They stated that this because

the hospital suffered from lack of close supervision from nurses' managers to enforce nurses to be aware about accreditation standard dimensions, absent of hand outs, booklet about accreditation standards as well as poster containing written standards and finally lack of training courses about hospital accreditation standards all of the above causes contribute to lack of nurses' awareness.

This result goes in the same line with study done by **Lotfi et al., (2021)** who carried out a study in Iran about assessment of nurses' knowledge, attitude, and comment on hospital accreditation and its impact on patient care quality in Imam Khomeini Hospital, and found that the highest percentage of nurses not aware about hospital accreditation dimensions named accreditation structure, processes and outcomes. Likewise, **Kakemam et al., (2020)** who studied attitudes towards accreditation and quality improvement activities among hospital employees in Iran and explained that the lowest percentage of nurses aware about the hospital accreditation standard dimensions.

However these results were in contradiction to a study carried out by **Farh et al., (2020)** in Egypt to determine factors affecting implementation of nursing services accreditation standards in port-said general hospitals and reported that more than one third of studied nursing staff had high awareness score about hospital accreditation while less than half of them had moderate awareness score, in addition nursing staff awareness for such aspects of

accreditation (Preparation, Outcomes, Pre-requisites) was generally high.

In addition, result of study done by **Mustafa, (2021)** was about inconsistent with the present study finding who studied nursing staff perspectives of the impact of hospital accreditation on quality of care, in Saudi Arabia and found that the low percentage of nurses not aware of the hospital accreditation standard dimensions named accreditation structure, processes and outcomes. Also, a study in Egypt was contradict with the present study finding, done by **Gamal et al., (2021)** to evaluate effect of joint commission international hospitals accreditation on quality of health care as perceived by nurses, and they reported that the highest percentage of nurses were aware about hospital accreditation standard dimensions.

Conversely, a study performed by **Aldossary et al., (2022)** entitled "The Impact of Accreditation on Patient Safety and Quality of Care as Perceived by Nursing Staff in a Cardiac Care Centre in the Eastern Province, Kingdom of Saudi Arabia" and declared that majority of nurses had a positive perception of the accreditation outcomes.

Level of Accreditation experience:

The present study clarified that nearly two thirds of the studied nursing staff reported low level of accreditation experience, and less than one fifth of them had a total high level. Additionally, about two thirds of them reported low experience regarding getting involved with the accreditation, starting of the accreditation process and awareness of the accreditation process.

In this concern, a study conducted by **Oweidat et al., (2024)** in Saudi

Arabia, who studied the influence of hospital accreditation on nurses' perceptions of patient safety culture, and affirmed that nurses often lacked proper guidance and support when engaging in accreditation, leading to low levels of awareness and participation. This supports the claim that many nurses have low involvement with the accreditation process due to inadequate infrastructure and mentoring.

This result was in harmony with a study carried out by **Al-Surimi et al., (2021)** in Saudi Arabia to examine the impact of a national accreditation program on patient safety culture in a tertiary hospital and reported that only less than one fifth of the studied nursing staff had high level of awareness regarding accreditation process at the baseline. Likewise, a study done by **Gamal et al., (2021)** in Egypt about nurses' application of international patient safety goals at accredited and non-accredited hospitals and declared that less than one third of the studied nursing staff had good level of involvement and experience with the accreditation process. In the same context, a study performed by **Kwan et al., (2021)** to investigate the association between experience of hospital accreditation and nurses' perception of patient safety culture in South Korean general hospitals and stated that two-thirds of nurses have low accreditation experience. The study highlights that the primary reason for this was the lack of standardized training programs and limited opportunities for nurses to be involved in the accreditation process.

This result was congruent with **Atapour and Nayeri, (2021)** who carried

out a study entitled "Explanation of nursing experiences of hospital accreditation implementation" in Tehran and found that majority of nurses had limited experience with accreditation. The study emphasized that this lack of engagement stems from minimal inclusion in preparatory phases and poor communication between management and nursing staff about accreditation objectives.

In the opposite line, these findings were against a study done by **El-Gendy et al., (2021)** in Egypt, who conducted a study to assess awareness of nursing staff and patients regarding hospitals accreditation, it was noticed that the studied sample of the nursing staff had moderate level of accreditation experience. Also, **Katoue et al., (2021)** who conducted a study about the perceptions of healthcare professionals about accreditation and its impact on quality of healthcare in Kuwait and stated that the largest proportion of the studied participants reported a high level of organizational identification

Organizational development.

The study findings demonstrate that less than half of studied nursing staff reported low organizational development, with varying degrees of moderate and high development, could be linked to inconsistencies in communication, leadership, and resource allocation. Nurses perceiving low organizational clarity and standards, especially in areas like management, human resources, and financial management, may stem from insufficient training, unclear policies, or a lack of support in navigating institutional processes. These factors combined could

significantly affect nurses' experiences and their perception of organizational development (Aaby et al., 2020).

The result of this study was in agreement with research done in Saudi Arabia by AL ALI et al., (2022) to evaluate effectiveness of technology on organizational development and services in the Saudi health sector, and reported low levels of organizational development, citing unclear communication channels, insufficient managerial support and inadequate human resource management.

In this concern, Emmons, (2018) whose study in USA was about exploring the organizational development changes needed by healthcare leaders to increase engagement by nurse managers and mentioned that nurses experienced low levels of management support and inadequate human resource practices. When human resources practices fail to support nursing staff, it impairs organizational development and the overall efficiency of healthcare delivery.

Also, study conducted by Maphosa and Thembinkosi, (2015), in Zimbabwe about the organizational development interventions that influence organizational culture in order to improve performance and noted that unclear job roles and expectations can significantly affect employees' job performance and satisfaction. They argue that low clarity in roles leads to confusion, reducing the overall effectiveness of performance.

In contrast, a study carried out by Lee and Rees, (2020) who studied perceptions of organization development in South Korea and argued that successful organizations are able to adapt quickly to internal and external changes, improving

in areas such as management, HR, and financial systems over time. On contrary, a study results reported in USA, conducted by Hargrove, (2022) about healthcare management strategies for achieving sustainable departmental productivity improvements and mentioned that approximately the largest proportion of nurses perceived their organization's development as high.

Conversely, a study conducted by Rengura, (2018) in Namibia about exploring staff involvement in an organization development intervention, and stated that, the studied respondents reported that the organization effectively use financial metrics and management tools to improve performance. Also, Ahmed et al., (2020) who carried out studies in Pakistan entitled "An exploration of strategies of human resource supervisor in facilitating the achievement of organizational goals: Implications for HR and organizational development", and declared that the studied organization was increasingly integrating HR strategies with overall business strategies, leading to improvements in employee engagement and management performance, as perceived by the studied participants.

Correlation between studied variable.

The current study highlighted that there was highly statistically significant correlation between the studied nursing staff' total awareness and their total accreditation experience. Also, there was statistically significant correlation between the studied nursing staff' total awareness and their total organizational development. Moreover, there was a highly statistically significant correlation between the studied nursing staff' total

accreditation experience and their total organizational development.

However, there was no statistically significant relationship between the total organizational development and the total accreditation experience of the nurses under study. This could be because nurses with more accreditation process experience are probably more familiar with hospital accreditation policies and practices. As nurses accumulate accreditation experience, they gain a deeper understanding of organizational development requirements, which could contribute to better alignment with institutional goals (**Algunmeeyn et al., 2021**).

The correlation between awareness and organizational development suggests that nurses who are more knowledgeable about accreditation are also more involved in or impacted by organizational improvements. (**Gamal et al., 2021**).

These findings were supported by **Oliveira et al., (2020)** whose study declared that nurses participated more in accreditation processes, their understanding and awareness of accreditation standards improved, which in turn enhanced their engagement with hospital quality initiatives. A study by **El-Gendy et al. (2021)** also aligned with the finding that accreditation experience is positively related to organizational development. They found that hospitals undergoing accreditation processes experienced improvements in policy compliance, staff training, and overall organizational efficiency. This suggested that experience with accreditation contributes to an organizational culture that prioritizes continuous development.

In contrast, **Farh et al., (2020)** whose study declared that there was no significant relationship between the accreditation experience and nurses' awareness of accreditation procedures. They argued that awareness is more influenced by hospital policies and training opportunities rather than individual experience alone. Also, **Mustafa, (2021)** whose study argued that the improvements from accreditation are often short-lived. Their research found that once the accreditation cycle ends, many hospitals revert to pre-accreditation levels of organizational performance, suggesting that accreditation alone does not sustain long-term organizational development

Conclusion

The study found that half of nursing staff reported low awareness of accreditation standards. Less than half demonstrated low levels of organizational development; Additionally, less than two-thirds expressed a low level of accreditation experience. This study revealed a highly significant correlation between the nursing staff's awareness of accreditation standards and their accreditation experience. Statistically significant correlations were also found between the nursing staff's awareness of accreditation standards and organizational development. Additionally, a highly significant correlation was found between accreditation experience and organizational development. These findings highlight the importance of fostering awareness and accreditation experiences to improve organizational development among nursing staff.

Recommendations

Based on the study finding, the current study recommended the following:

The hospital should:

- Implement training programs to enhance nursing staff's understanding of hospital accreditation standards and the benefits of organizational development.
- Encourage active participation in accreditation processes. Involve nursing staff in the accreditation process through regular feedback sessions and hands-on involvement in meeting accreditation standards to foster a sense of ownership and contribution.

Author's contributions

A.E.E and H. R. S; conceived of the presented idea. H.R.S; collected the data. F.G.M and A.E.E verified the analytical methods, encouraged to investigate the relationship between nursing staff awareness about hospital

accreditation, organizational development and supervised the findings of this work. All parts in the manuscript have been revised and approved by all authors.

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Table (1): Frequency distribution of the studied nursing staff according to their personal and job characteristics (n=465).

Personal and job characteristics	N	%
Age		
20-<30	154	33.1%
30-<40	168	36.1%
40-<50	94	20.2%
50-60	49	10.5%
X ± SD 35.34 ± 6.28		
Gender		
Male	53	11.4%
Female	412	88.6%
Marital status		
Married	386	83.0%
Unmarried	79	17.0%
Job title		
Director /supervisor	3	0.6%
Head nurse	36	7.7%
Staff nurse	426	91.6%
Years of experience		
<5	141	30.3
5-<10	196	42.1
10- 15	128	27.6
X ± SD 11.7±3.6		
Work department		
Managerial / control units	45	9.7%
Critical units	238	51.2%
Inpatient units	182	39.1%
Attended training courses related to hospital accreditation		
Yes	102	21.9%
No	363	78.1%

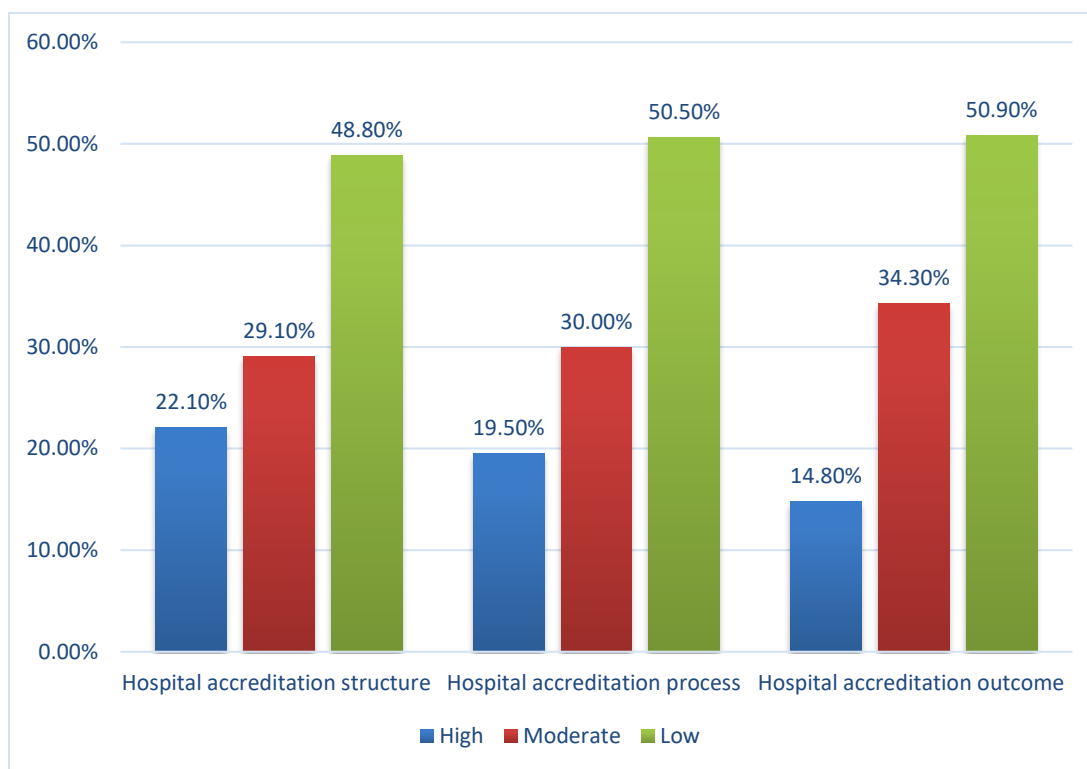


Figure (1): Percentage distribution of the studied nursing staff according to their awareness of hospital accreditation dimensions (n=465).

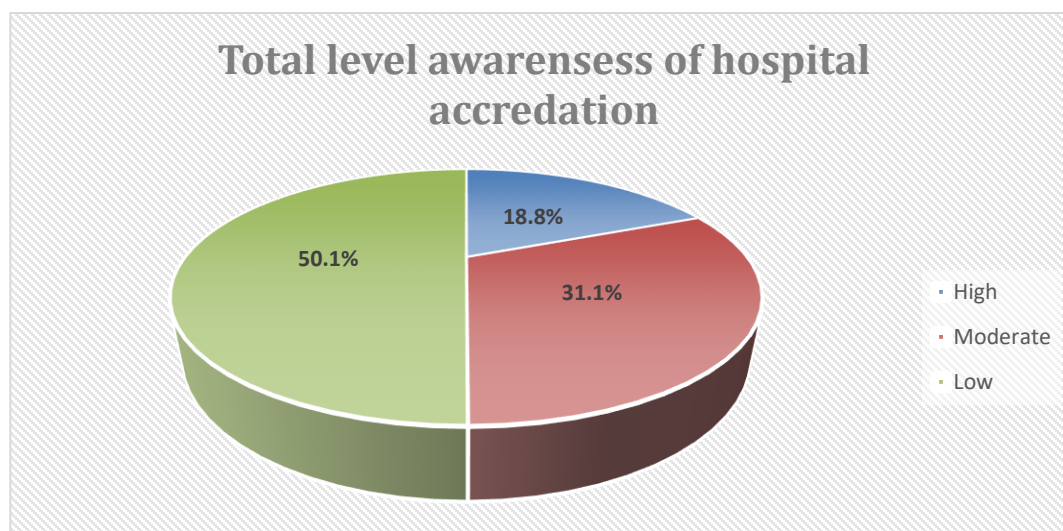


Figure (2): Total levels of awareness of hospital accreditation dimensions by studied nursing staff (n=465).

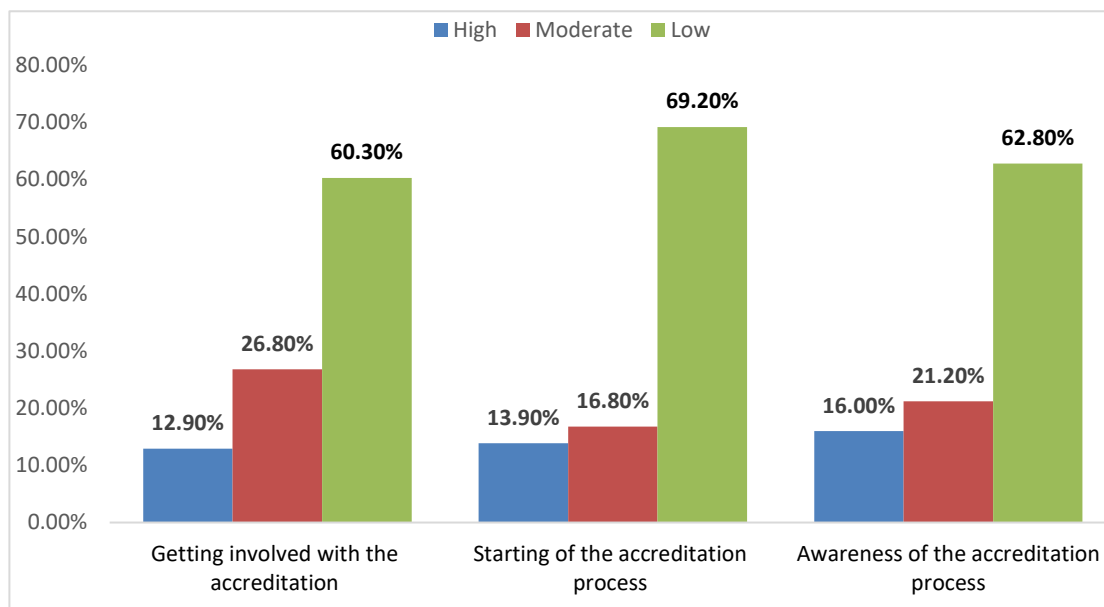


Figure (3): Percentage distribution of the studied nursing staff according to their accreditation experience dimensions (n=465).

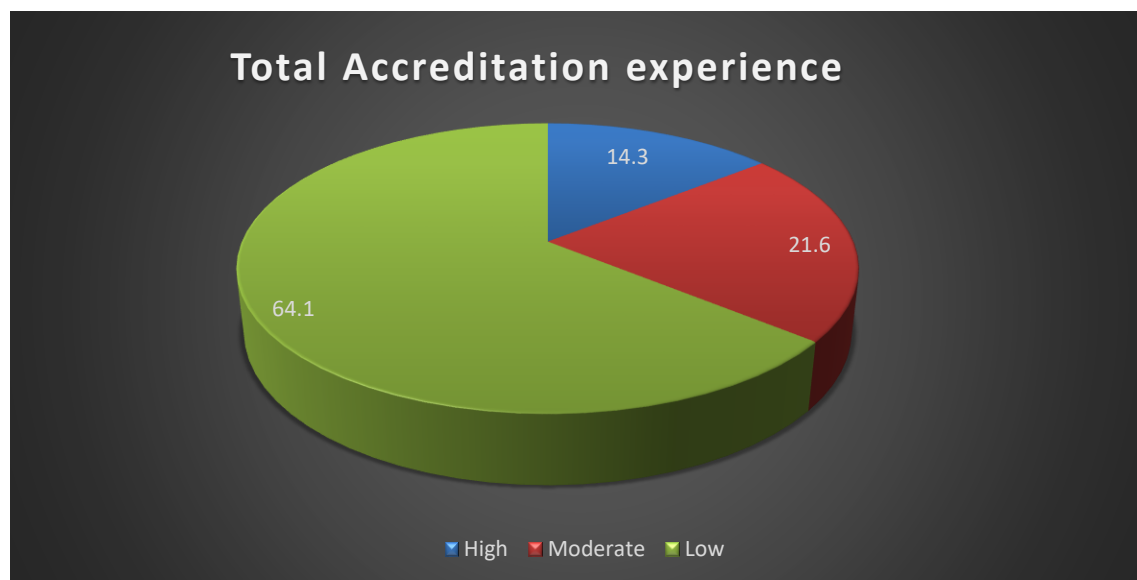


Figure (4): Total levels of accreditation experience as reported by studied nursing staff (n=465)

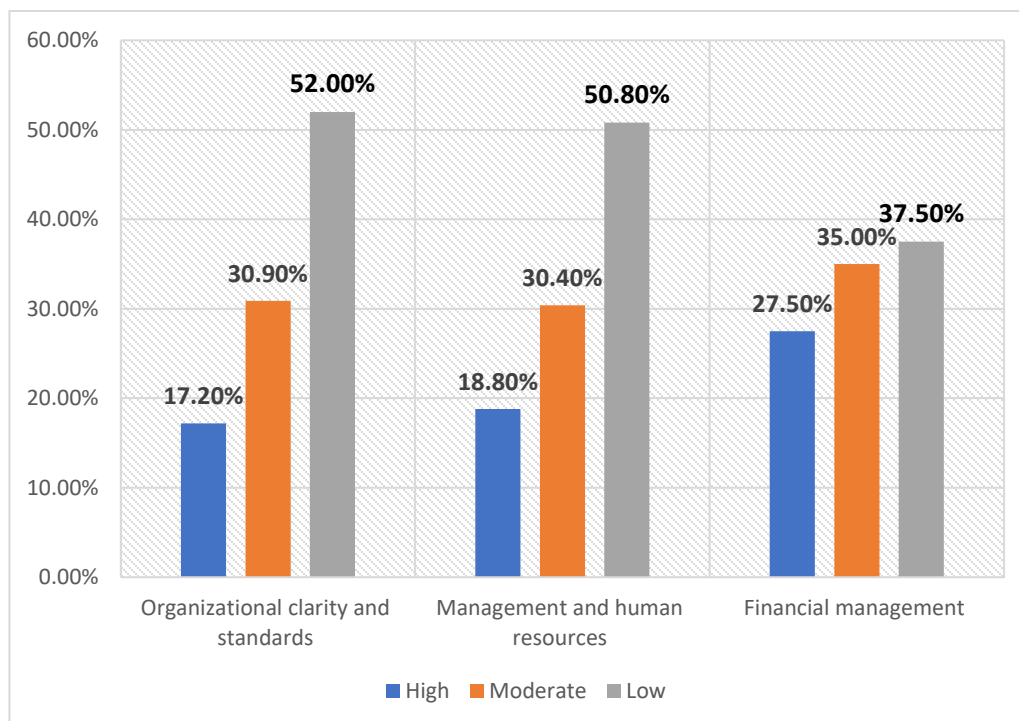


Figure (5): Percentage distribution of the studied nursing staff according to their awareness organizational development dimensions (n=465).

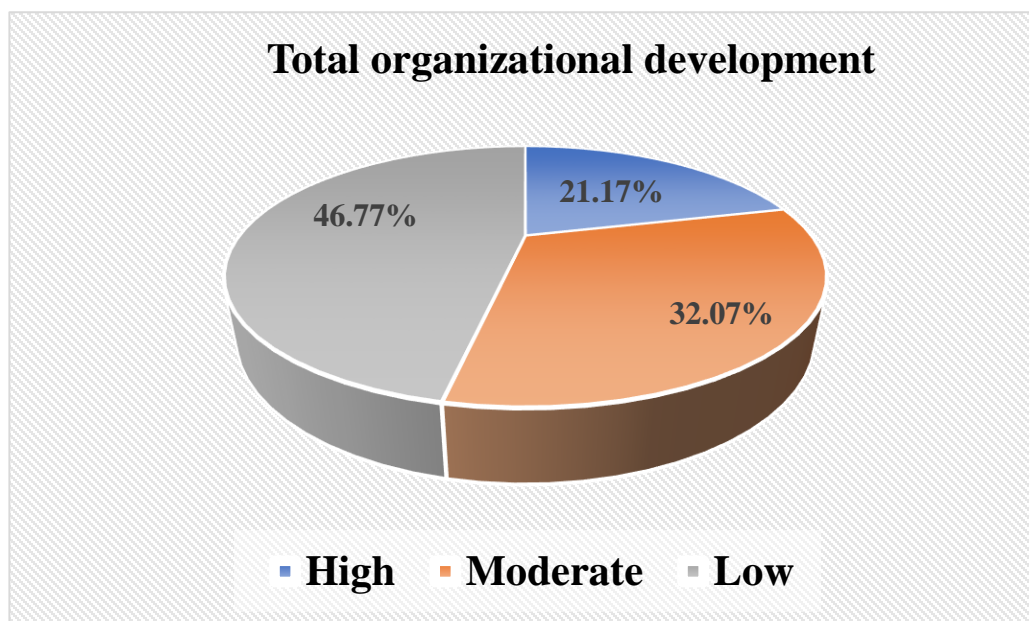


Figure (6): Total level of the studied nursing staff according to their awareness organizational development (n=465).

Table (2): Correlation between the studied variable (n=465)

Variables		1	2	3
1. Total awareness accreditation	R P			
2. Total accreditation experience	R P	.849 .000**		
3. Total organizational development	R P	.462 .05*	.558 .001**	

(**) Statistically significant at $p < 0.01$. r Pearson correlation

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