

# Leadership, Teamwork, and Collaboration: *The Lived Experience of Conducting a QSEN Research Project across Academic Settings*

**Monika Schuler**, PhD, RN, CNE; **Rayna Letourneau**, PhD, RN; **Gerry Altmiller**, EdD, APRN, ACNS-BC, FAAN; **Belinda Deal**, PhD, RN, CNE; **Beth Vottero**, PhD, RN, CNE; **Teri Boyd**, EdD, MNSc, RN; **Michelle Dickson**, DNP, MS, RN, CNE; **Nancy Ebersole**, PhD, RN; **Randi Flexner**, DNP, APN, FNP-BC, RN; **Janet Jordan**, MSN, RN; **Vicki Jowell**, MSN, RN; **Linda McQuiston**, PhD, RN; **Tommie Norris**, DNS, RN; **Mary Jo Risetter**, MSN, RN; **Kathleen Szymanski**, MSN, RN; **Danielle Walker**, PhD, RN, CNE

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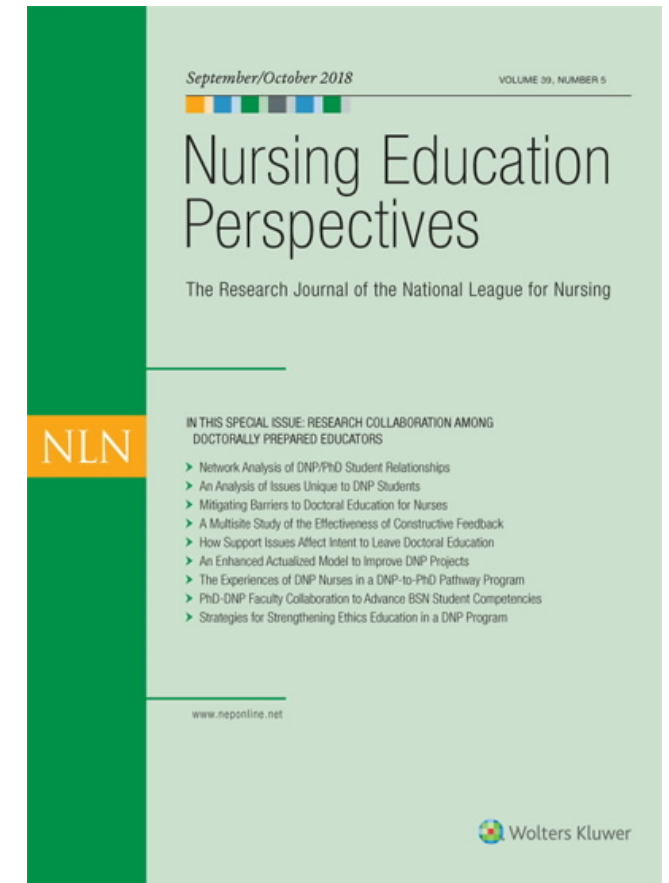
# Background

- Engaging in scholarship essential role of nurse educator
  - Challenges → time, experience, knowledge, funding
- QSEN Academic Task Force
  - 12 members completed a national study across 11 programs
  - **Constructive Feedback Teaching Strategy: A Multisite Study of Its Effectiveness**

Altmiller G, Deal B, Ebersole N, Flexner R, Jordan J, Jowell V, Norris T, Risetter MJ, Schuler M., Szymanski K, Voterro B, Walker D.

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# Study Aim

- Examine the lived experience of nurse educators conducting research as part of a national team, across academic settings, without funding support.

# Research Question

*What is the experience of nurse educators participating in an academic focused multi-site research study?*

# Method

- Autoethnographic qualitative design
- IRB approval
- Guided reflective questions developed
  - Kim's Critical Reflective Inquiry Model (1999)

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REFLECTION

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# Data Collection

- Reflective questions emailed to participants
- 21 days to reflect and respond
- 14 participants returned responses by the deadline
- Responses organized into a Word document
- Follow up emails sent if responses were unclear or needed elaboration

# Analysis

- Preliminary data analysis by *ad hoc* group using Colaizzi's phenomenological reduction
- Ad hoc members individually:
  - Extracted significant statements
  - Formulated themes with audit trail
  - Verified with another ad hoc member
- Ad hoc came together determined themes
- Themes and original de-identified data sent back to entire team for verification

# Results

- 15 nurse educators invited to participate; 1 withdrew
- Demographics
  - Age ranged from 36 to 62 years, mean= 54.5
  - Average number of years as a nurse= 29.85
  - Average number of years as a nurse educator= 16.14
  - Educational background varied
    - MSN
    - DNP
    - EdD
    - PhD

# 8 Major Themes Identified

- Strong leadership is essential for success
- Participants valued the teamwork
- Learning and mentoring occurred concurrently
- Evolving confidence as researchers
- Treatment fidelity plan provided clarity and guided the work
- Motivated by a common purpose
- Joy in the work
- Multisite research created challenges



# Strong Leadership is Essential for Success

- Role agility: teacher, mentor, planner, task master, etc.
  - Clear expectations and directions
  - Engaged members
- Created a collaborative environment
  - Inclusiveness and support
- Significant work in the background
- Respected all perspectives

***“She gave everyone’s idea due time to discuss and considered all alternatives..... even when I had trouble finishing my writing, she still did not get angry, just helped me through the difficult time. I also think that this set the tone for everyone else to engage.”***

# Participants Valued the Teamwork

- Equality among the team members
- Open and respectful of all member's voice
- Valued each person's unique contribution regardless of workload distribution
- Consensus building imperative to group work

***"I see tremendous value in the strengths that each person brought and have real appreciation for the work each person contributed."***

# Learning and Mentoring Occurred Concurrently

- Diverse educational preparation and experience level
- Novice researchers felt this was a unique opportunity to learn from experts
- Expert researchers felt motivated by helping others through the research process
- Learning and mentoring occurred simultaneously throughout the phases of the project

***“I lacked experience in collaboration across institutions, disciplines, and different techniques such as qual[itative]. This project exposed those holes and also helped to provide some skill in those areas.”***

# Evolving Confidence as Researchers

- Comments indicated an initial lack of confidence in research skills that was replaced by growing confidence
- Resulted from working with others on the project
- Excitement about the quality of the work and future opportunities

***“I had been contemplating continuing my education and, after participating in this study, I was inspired to continue my own personal scholarly work and begin my DNP program”.***

# Treatment Fidelity Plan Provided Clarity and Guided Work

- Treatment fidelity plan provided clear, unambiguous direction and was critical to success
  - Collaboratively created
  - Provided handy guidance on methods, data collection, and procedures

***“The fidelity plan with checklist was useful to define the requirements needed to provide an accurate process. Without frequent communication and timeline, deadlines would not have been met...”***

# Motivated by a Common Purpose

- Strong belief in the value of QSEN in nursing education
- Desire to study teaching strategies to develop an evidence base



***“I wanted to work with others who have the same drive and common goal to produce a high quality piece of literature.”***

# Joy in Work

- Experience of participating in the study was considered a ‘joy’
- Positive experience



*“I felt validated in my work-  
that I could contribute to the  
success of others and feel  
joyful about that.”*

**“ This is the first time I  
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# Multisite Research Creates Challenges

- Time commitment

*“We collected an enormous amount of data and the time commitment to reading it and categorizing it into themes was significant. It took me hours just to put my own students’ submissions into the required format.”*

- Long distance communication

*“Knowing that we met via conference call and how difficult they could be, I didn’t voice an opinion as quickly as I normally would. I took more of a sit back and listen approach ... ”*



# What no one mentioned as a barrier...



# Conclusion

- QSEN competencies provide a relevant platform and focus for Nursing Research
- Shared focus on improving quality and safety motivates partnerships
- Lack of funding does not have to be a limitation

# Strategies for success include:

- Strong leadership
- Support from experienced researchers
- Valuing each member of the team
- Being open to simultaneously learning and mentoring
- Having a detailed treatment fidelity plan
- Focusing work on improving quality and safety brings joy

# One Final Thought

While research may be perceived as daunting, multi-site projects provide opportunity for novice and expert researchers to engage, learn, build camaraderie, and advance nursing science.





# Thank You!

