

Motivation

The resulting success is a reward to the organization and the individual.

Application

Motivation is obviously complex; it is hardly the kind of process that lends itself to formalization in terms of a program or an organizational policy. Organizations, however, should recognize the opportunity to incorporate many aspects of the process and the model into existing policies, procedures, and programs.

1. Encourage managers to use the interview and orientation processes to assess employee values and expectations and to communicate organizational values and expectations from the perspective of intrinsic as well as extrinsic needs and rewards: During the interview and orientation processes, it is easy to focus on the extrinsic rewards of salary and benefits. While recognizing the importance of these tangible rewards, managers also should communicate very clearly that the organization is trying to accomplish something special (for example, the organizational mission), and then assess the extent to which the applicant's values and expectations favor other intrinsic rewards. Recent organizational studies suggest that focusing on intrinsic rewards will do little to diminish the pool of potential employees. The studies demonstrate that employees assign higher priority to intrinsic rewards than to even the most basic extrinsic rewards (Wagner, 1991).

2. Encourage managers to communicate to, and reinforce in, their staff the highest realistic expectations for performance: Aspiring to the highest possible levels of performance serves two functions. First, it has been demonstrated empirically that even in the absence of any difference in inherent ability, higher expectations produce superior performance (Eden, 1984). Secondly, the extent to which employees meet the higher expectations functions as an intrinsic reward for esteem and self-actualization needs.

3. Regularly assess employees' skills and abilities in the context of desired performance and provide appropriate education and training: Many or-

ganizations skillfully provide employee performance evaluations. However, few truly respond to the results of the evaluations. In-service training and staff development should enhance the skills and abilities required to perform the tasks that will help the organization and individual employees meet their goals.

4. Provide the tools, materials, coordination, and knowledge required for desired individual and organizational performance: This sounds like common sense, but very few organizations contemplate the acquisition of tools and materials, the development of internal structures, or the training of staff for desired performance. In too many instances, these decisions are based solely on cost or on the interpretation of external regulations. Any organization seeking to establish a culture of continuous quality improvement

The process of motivation begins with the values and expectations that employees and organizations attach to various rewards.

must effectively balance these more traditional concerns with its own expectations of performance.

5. Provide regular opportunities for employees to express the extent to which they perceive fairness in the rewards provided and experience satisfaction and/or success: Giving employees the opportunity to express their individual and collective perceptions of the fairness or unfairness of rewards provides a sense of power, which is another higher need and reward. It also gives the organization an opportunity to evaluate the extent to which employees will satisfy organizational needs in the future.

Conclusion

Individual and organizational success is largely determined by how well managers understand employees (Kouzes

& Posner, 1987). The model of motivational process provided here gives quality management professionals a tool for understanding and facilitating positive change in other employees. By responding to the needs of individual employees, the organization succeeds in having its own needs met as well. In this way, an organization's progress toward TQM/CQI can be accelerated.

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The Role of the Infection Control Nurse in Quality Management in the Ambulatory Care Setting

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Due to the potential for increased HIV and hepatitis B transmission to all healthcare workers, the regulations and guidelines set forth by federal, state, and local government agencies for the prevention of these diseases and the protection of those in the healthcare industry are constantly updated. Because of the magnitude of these demands, the role of the infection control nurse (ICN) has become vitally important. The proper utilization of valuable staff resources will be a positive force in promoting the necessary quality of care to employers, employees, and clients. With the dedication of personnel who assist in the essential infection control function, the ICN can maximize protection of the clients and the staff by reducing their exposure to HIV and hepatitis B.

The role of the infection control nurse (ICN) has been well established in hospitals' quality of care and risk reduction efforts. In response to the increasing prevalence of the AIDS virus, hepatitis B, and other communicable diseases, organizations providing ambulatory care should consider establishing an ICN position. The ICN can work to ensure a safe working environment for healthcare professionals and the clients they serve in settings outside the hospital. The practices of the employees in high-risk areas (that is, those who are exposed to body fluid and tissues) are receiving special focus ("Regs put," 1992).

The Centers for Disease Control (CDC) projects that 1,200 employees in the healthcare industry will be exposed to hepatitis B annually. Of these 1,200 employees, 250 will die from this preventable disease (CDC, 1987). In addition to the incalculable cost due to the loss of human life, the healthcare industry will incur a tremendous financial burden due to treatment costs and insurance premiums for these approximately 250 employees as well as increased costs for the other 950 who remain at risk. These figures do not even take into consideration the large population of potential AIDS patients or those who have been diagnosed as having the HIV virus. Infection control is of the utmost importance not merely because of the necessity to comply with federal regulations but also to prevent the human tragedy that occurs when an individual's life is changed by a fatal illness.

A Public Health Example

An example of an organization that is using the expertise of an ICN is a 25-site county-operated health department in Tennessee. The new ICN is providing ongoing education, surveillance, and evaluation for all infection-control practices. These practices are based on guidelines and recommendations from the Centers for Disease Control (1987), the Environmental Protection Agency (EPA), and the Tennessee Department of Health and Environment.

The ICN, who is well-grounded in public health policy issues, serves on the infection control committee, a multidisciplinary body that includes representatives from the employee health and epidemiology departments, and the laboratory. This committee establishes guidelines to ensure a safe working environment in compliance with state and federal regulations. Using information obtained from a search of current relevant literature, the ICN designed universal precaution policies, educational training, and on-the-job enforcement procedures to provide maximum protection for the employer, employees, and clients. The health department then adopted these policies and procedures by assigning responsibility for implementation to administrative personnel who used a multidisciplinary approach.

To facilitate compliance with infection-control-related policies and procedures at 25 clinic sites, the ICN identified infection control trainers for each clinic site and trained them to institute



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