

Cultivating a Culture of Change: Changing Fruit by Changing Roots

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Problem: Based on previous Press Ganey employee and patient satisfaction scores, the need for a positive culture change was identified. The initiative is to improve the overall culture of the medical nursing division through improving interpersonal relationships.

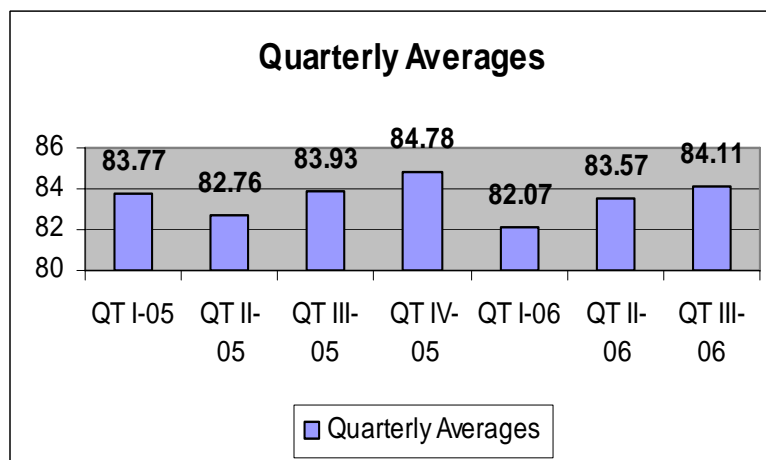
Evidence: Positive work environments are linked to improved employee and patient satisfaction, retention, patient outcomes and cost effectiveness.

Strategy: Priorities for change were determined by division leadership. Employee / patient satisfaction literature, focusing on culture and teamwork, was reviewed. The Medical Nursing Division Culture Survey (MNDCS) was created. Focus was geared toward transforming our unit / division culture in order to make an overall impact on our everyday practice.

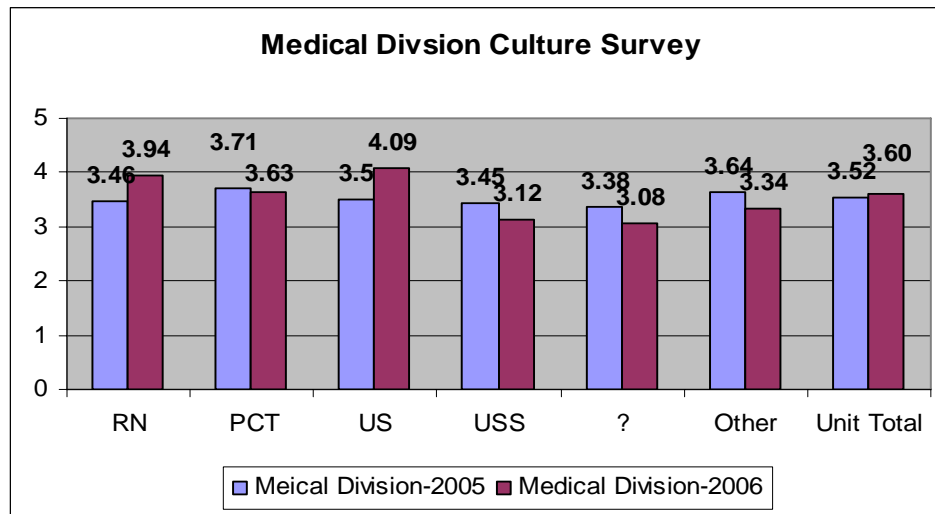
Practice Change: Improved interpersonal relationships was accomplished through division wide initiatives such as mandatory culture classes, a new culture model, revised performance appraisal tool, and others. Nurse managers began unit based initiatives. To guide unit/division initiatives, the MNDCS was conducted annually.

Evaluation: A positive culture change was demonstrated through Press Ganey patient satisfaction scores and the MNDCS results. The MNDCS was distributed to everyone involved in nursing services in the medical division. It was adapted from Press Ganey's top ten nursing influenced indicators and designed to capture the individuals perception of their units culture.

Results: Press Ganey survey results, reported per quarter, showed an improvement in overall averages from 2005 to 2006. Data for 2006 to 2007 is still pending.



MNDCS results, reported by job category, showed an improvement in RN and US job categories from 2005 to 2006. There was a decrease in satisfaction in PCT and USS job categories. Data for 2006 to 2007 is still pending.



Recommendations: Lasting culture change is a three to five year journey. Culture change must start with leadership, involve all stakeholders, and be an ongoing strategic initiative. Division wide as well as individual unit based strategies are necessary to ensure success.

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