



COLUMBIA UNIVERSITY

School of Nursing

Enhancing Organizational Culture

4th International Australasian College for Infection Prevention and Control Conference

Hotel Grand Chancellor, Hobart

22nd - 25th November 2015

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It is the function of science to discover the existence of a general reign of order in nature and to find the causes governing this order. And this refers in equal measure to the relations of man - social and political - and to the entire universe as a whole.

Dmitri Mendeleev

Presentation Outline

- **Introduction**
 - **What is organizational culture/climate?**
 - **How are they measured?**
 - **Why are these concepts important in healthcare?**
- **Research Findings**
 - **Data supporting the significance of organizational culture**
- **Practical Implications for Improvement**

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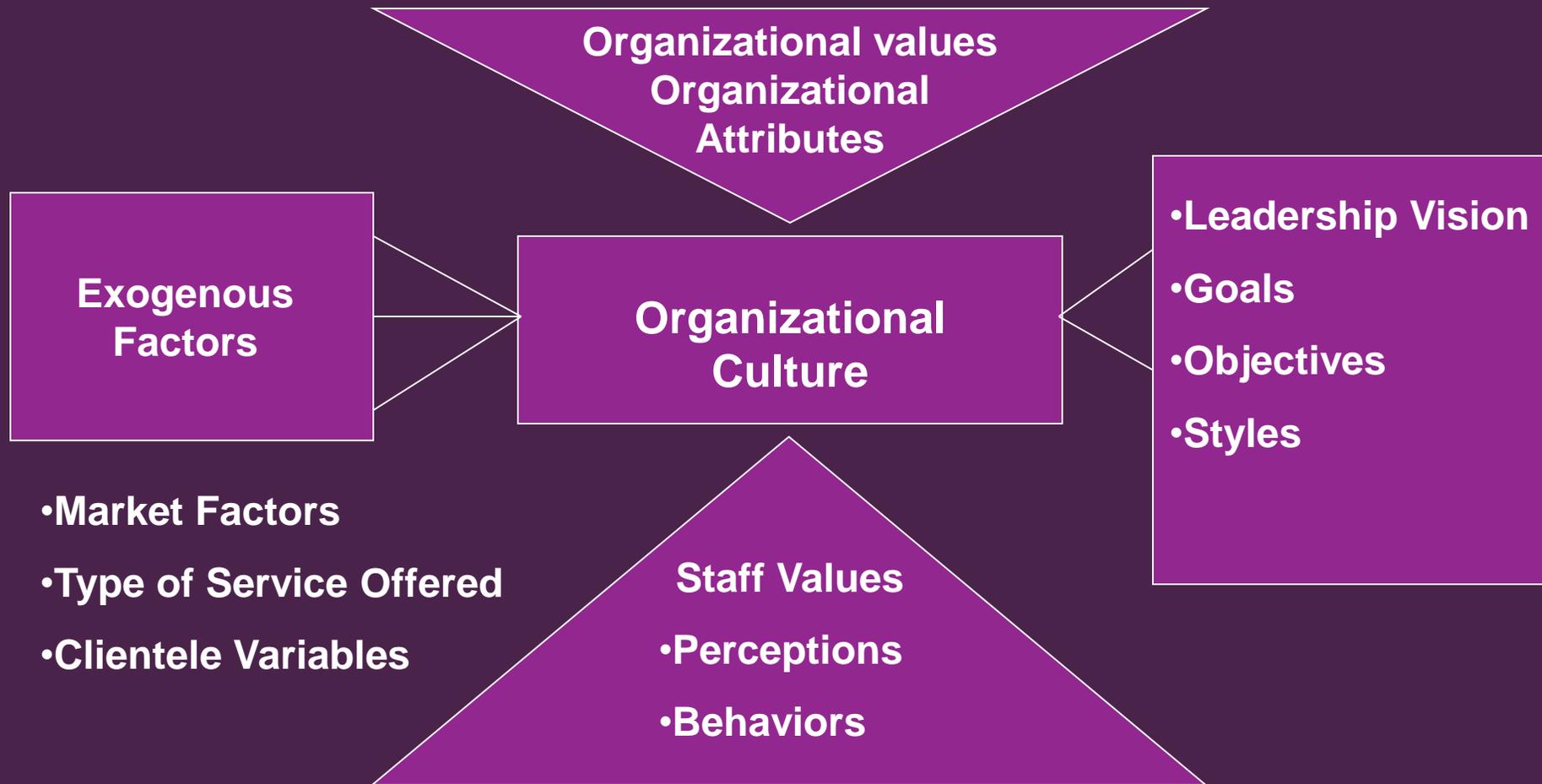
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Organizational Culture



How is Culture Formed?



How is Culture Measured?

- Qualitatively
 - In-depth Interviews
 - Focus Groups
 - Document Reviews
 - Walk-throughs

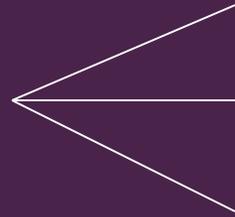


What is Organizational Climate?

- The perceptions of employees about a workplace
- *“The personality of an organization”*

How is Climate Measured?

**Qualitative
Research**



In-depth Interviews

Focus Groups

Observations

**Quantitative
Research**



Employee Surveys

Psychometric Evaluation of an Instrument for Measuring Organizational Climate for Quality: Evidence From a National Sample of Infection Preventionists

Monika Pogorzelska-Maziarz, MPH, PhD¹, Ingrid M. Nembhard, MS, PhD²,
Rebecca Schnall, RN, MPH, PhD³, Shanelle Nelson, RN, PhD⁴,
and Patricia W. Stone, FAAN, PhD³

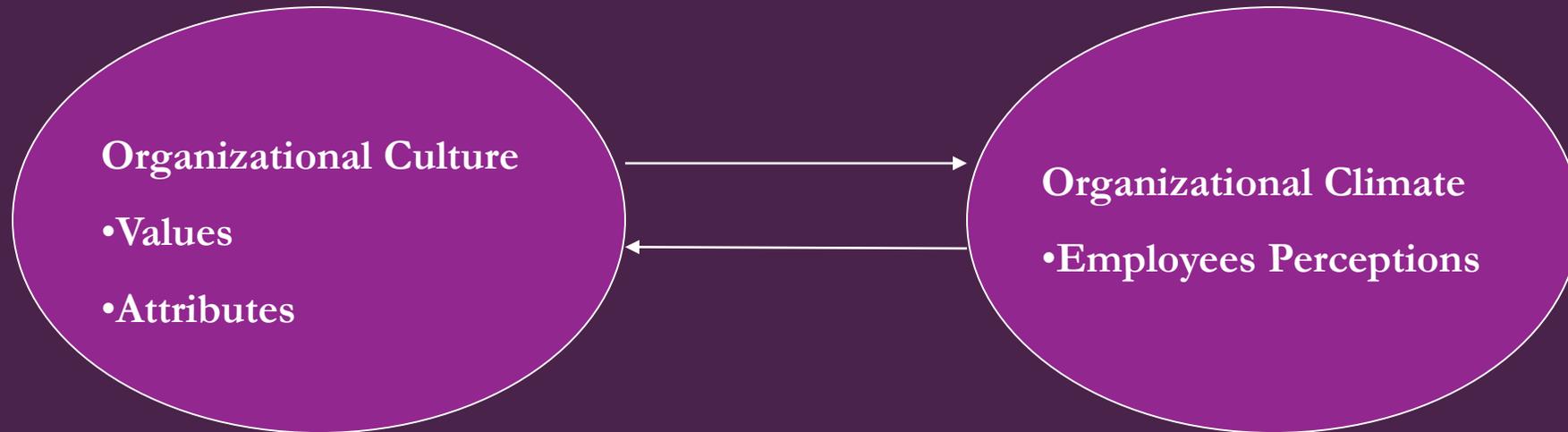
Leading a Culture of Quality modified for Infection Prevention (LCQ-IP)

Table 3. Reliabilities for the LCQ-IP and 4 Newly Developed Subscales.

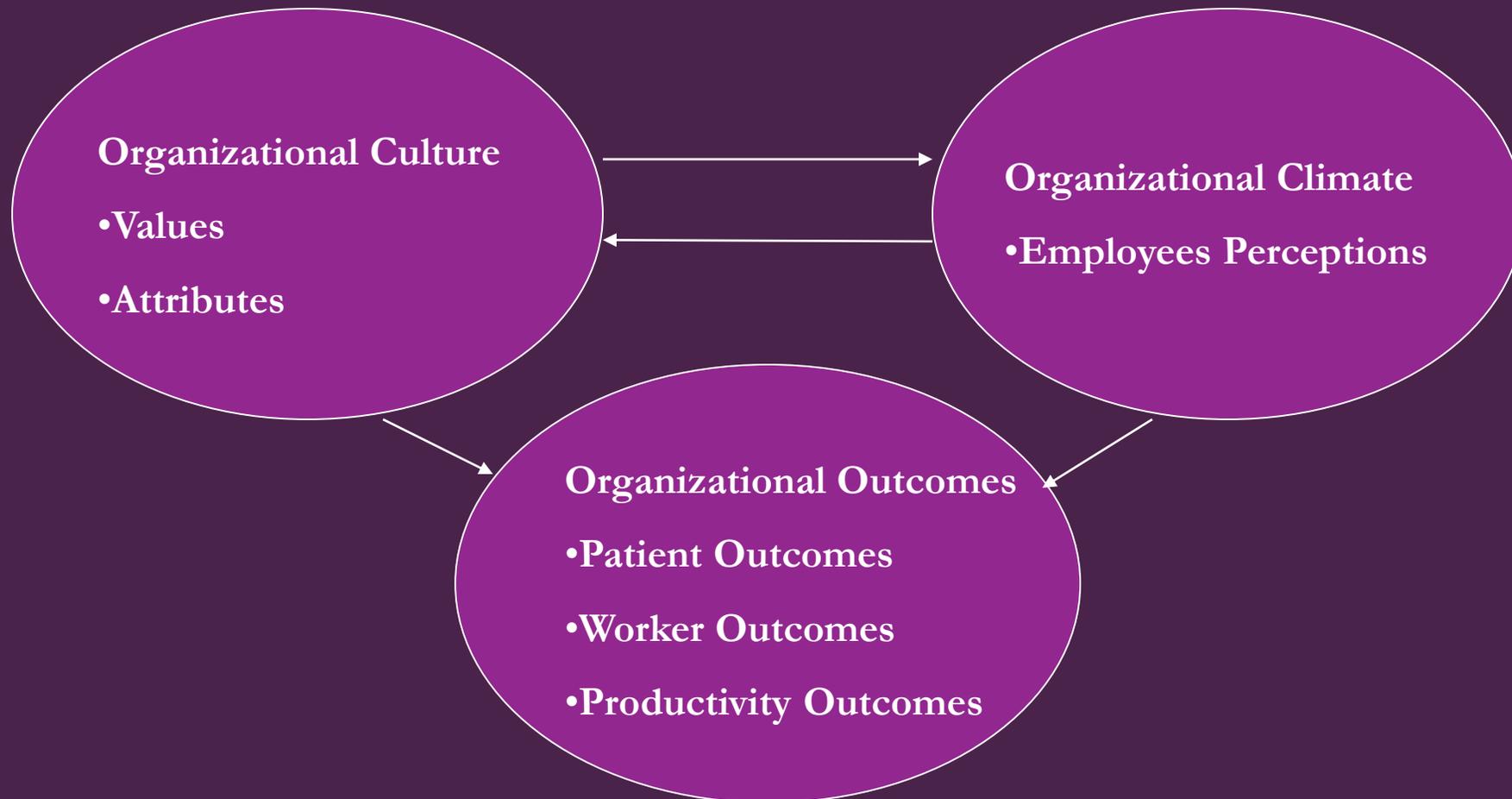
Factor	Number of Items	Mean (SD)	α
1: Psychological Safety	7	3.97 (0.59)	.883
2: Prioritization of Quality	5	4.01 (0.63)	.840
3: Supportive Work Environment	4	3.43 (0.71)	.767
4: Improvement Orientation	3	4.43 (0.52)	.724
Total scale	19	3.94 (0.52)	.926

Abbreviations: LCQ-IP, Leading a Culture of Quality in Infection Prevention; SD, standard deviation.

Why is Culture/Climate so important?



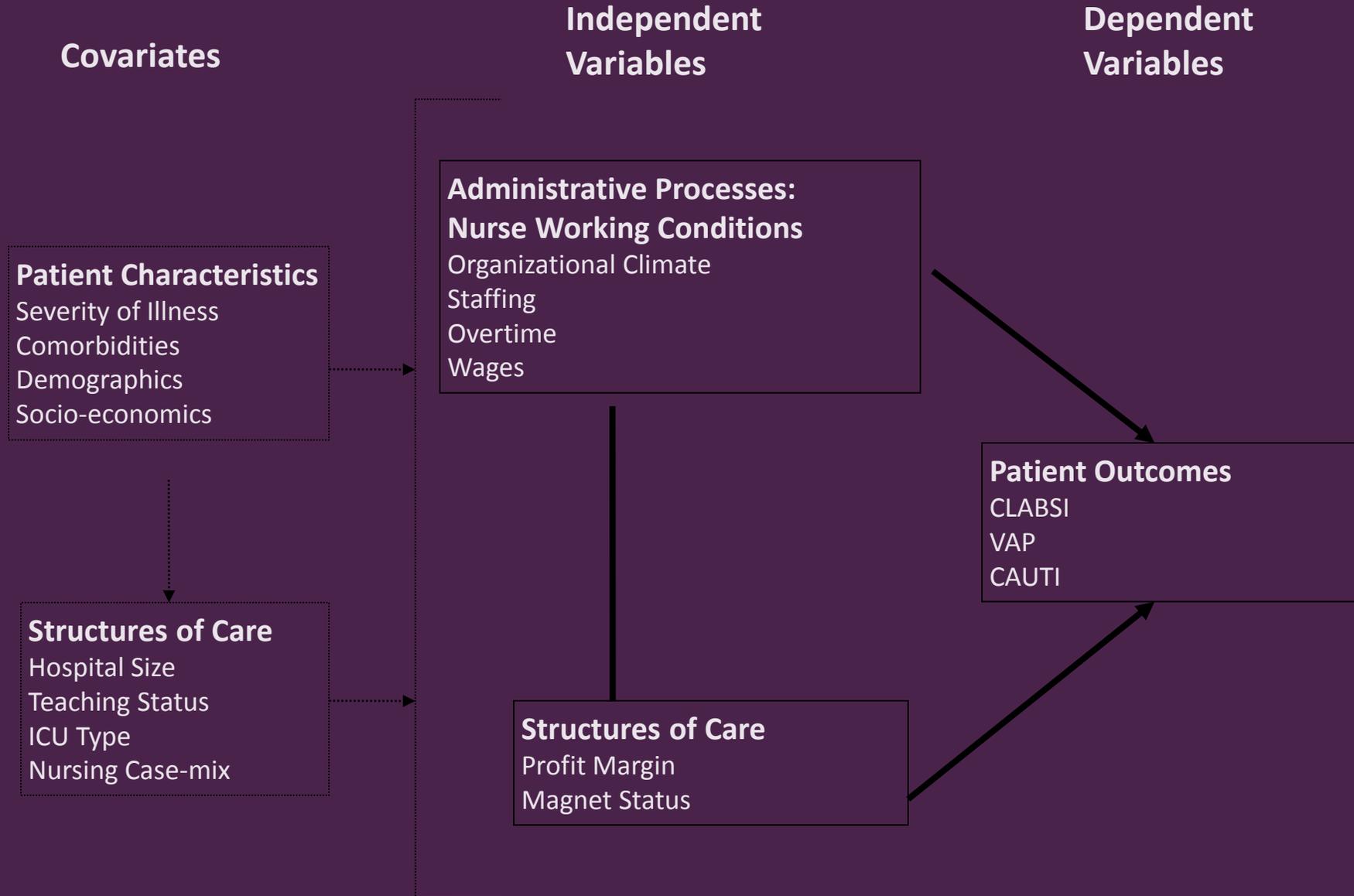
Why is Culture/Climate so important?



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ICU Outcomes Study



Data Collection Procedures

- Patient characteristics
 - Medicare files
- Structure of Care
 - Public files
- Administrative Processes related to Nurse Working Conditions
 - Nurse **organizational climate survey**
 - Payroll
 - Patient census
- Patient Outcomes
 - CDC infection data



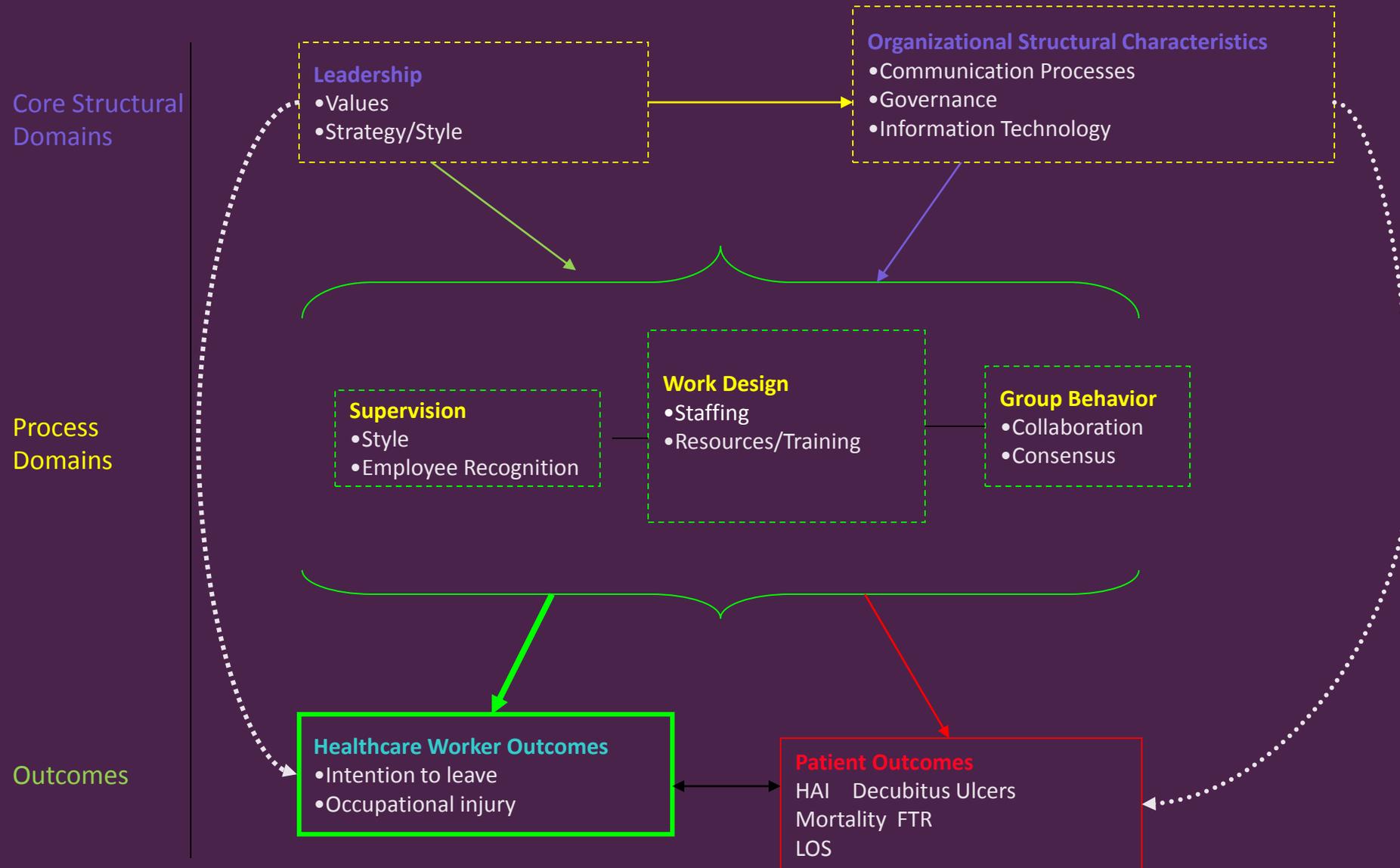
Sample

- 15,846 patients
- 51 ICUs
- 31 hospitals
- 1,095 RNs

Summary of Results

- Patients in ICUs with positive organizational climate 39% decreased odds of CAUTI
 - OR=0.61, CI 95% 0.44-0.83
- Increased staffing significantly ($p < 0.05$) related to safety outcomes

Research Findings: An Integrative Model of Organizational Climate and Patient Safety



What is safe for the patient is
safe for the worker, and good
for the organization!

Or

Organizational Climate Matters!

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Key Barriers

- Active resisters: people who prefer doing things the way they have always done them
- Organizational constipators: passive-aggressives who undermine change
- Culture of Mediocrity (rather than Excellence)

Culture of Mediocrity

- Happy to be “average”
- Constipators are prevalent
- Leadership is considered ineffective
- Underperformers are not held accountable

What is a Culture of Excellence?

- Hospital wants to be superb
- Employees are rewarded for exemplary work
- Employees describe their hospital as “the best” and enjoy working there
- Clear goals that can be achieved



Remember



- Most people want to work in a culture of excellence and do not leave their homes and go to work with the intent of making mistakes and/or being miserable!



The Importance of Effective Leadership

- Applies not only to the CEO...
- Getting the right people on the bus and in the right seats:
identify and support
“champions”
- Work well with other disciplines



Key Behaviors of Effective Infection Prevention Leaders

- Cultivate a culture of clinical excellence
 - Develop a clear vision
 - Successfully convey vision to staff
- Inspire staff
 - Motivate and energize followers



Key Behaviors of Effective Infection Prevention Leaders

- Solution-oriented
 - Focus on overcoming barriers rather than complaining
 - Deal directly with resistant staff (and/or constipators)
- Think strategically while acting locally
 - Plan ahead leaving little to chance; politic before crucial issues come up for a vote in committees
 - Keep your eye on the prize: improving patient care

A key ingredient for infection prevention and control success (and improving the organizational culture) is figuring out how to engage the clinicians in your hospital.

Engaging Clinicians

Physician

- Play a significant role in shaping care in the hospital
- Tend to be fairly autonomous; may not be employed by the hospital
- Primarily interested in treating illness – typically not trained to focus on improving safety and preventing harm
- Change may not be readily embraced

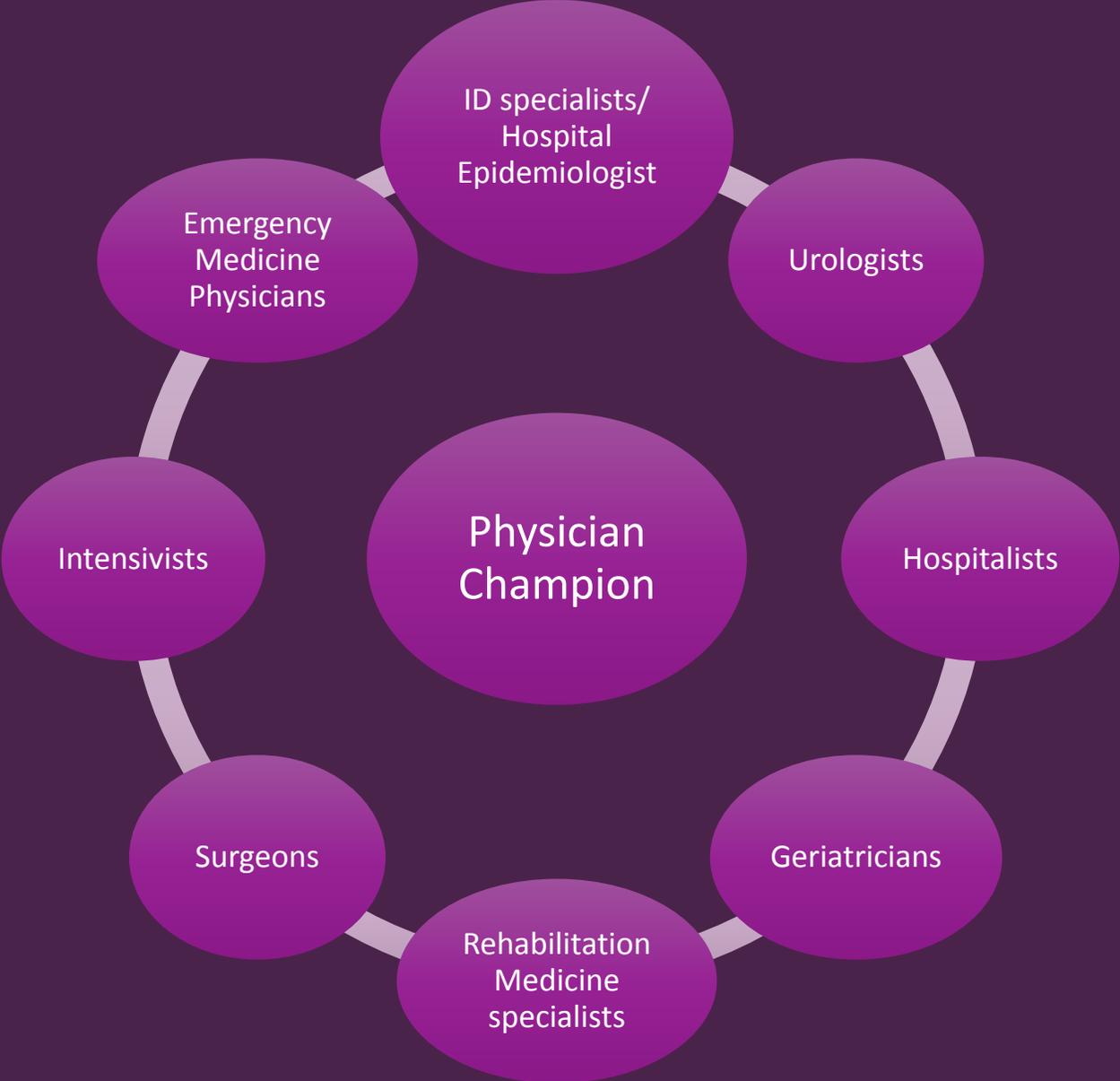
Nurses

- Play a significant role in delivering care in the hospital and nurse buy-in is key to success
- Are employed by the hospital; workload may be an issue
- May have limited time to volunteer for supporting the safety agenda
- Change may not be readily embraced

How to Engage Clinicians?

1. Develop a common purpose (patient safety)
2. View clinicians as partners (not barriers)
3. Identify champions early
4. Standardize evidence-based processes (and make the right thing to do, the easy thing to do)
5. Provide support from leadership for the efforts of the champion

The Physician Champion & Physician Supporters



The Bedside Nurse...and Supporters



Identifying the “Champion”

Successful champions tend to be intrinsically motivated and enthusiastic about the practices they promote

“I have a certain stature in this hospital...People know that I’m very passionate about patient care so...I get positive reinforcement from them...they’re happy to see me...because ...they know that I’m thinking about what’s best for the patient...”

(Damschroder et al., Qual and Safety in Healthcare 2009)

Another Key Facilitator: Collaboratives

- Collaboratives:
align clinical silos
and goals
 - Share data,
strategy,
success and
failure

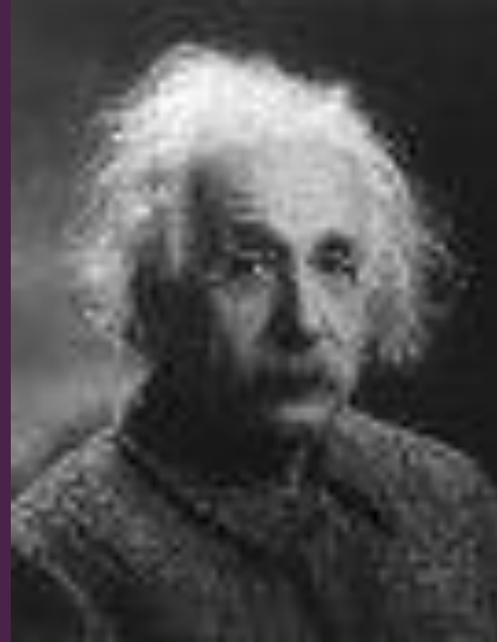


“Culture eats strategy
everyday for lunch”



*"Strive not to be a success, but
rather to be of value"*

Albert Einstein



Thank you!

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