SELECTING AN ORGANIZATIONAL CULTURE ASSESSMENT INSTRUMENT TO DRIVE STRATEGIES FOR OPTIMIZED CARE ENVIRONMENTS

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• The presenters have no conflicts to disclose.
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• A partnership between a state inpatient psychiatric hospital, a College of Nursing, and a Department of Psychiatry to ensure the highest level of quality care and **positive outcomes**.

• The College of Nursing spearheaded an endeavor for the partnership team to assess and better understand the organizational culture of the hospital.
• Creating healthy work environments is a universal concern among healthcare organizations.

• Inpatient psychiatric hospitals are of particular interest due to the unique challenges that staff, as well as the individuals being served, face.

• Studies suggest that team members working in psychiatric specific healthcare environments experience various forms of workplace violence including aggressive and hostile acts.

Kelly et al., 2016; Oyeleye et al., 2013
• Employees who work within these types of care settings are highly stressed which can lead to acts of incivility.

• A healthy working environment for employees providing specialized psychiatric care is critical.

• An analysis of key metrics, including employee recruitment and retention, as well as qualitative feedback on exit interviews, indicated that the work environment could be enhanced.
The project team believed that an important step in creating a healthy work environment was to know and understand the current culture of the organization.

The team reviewed multiple survey tools based on the following criteria:

- Approach must measure more than engagement
- Focus on high granularity to provide sufficient data to see patterns, interactions, and driving factors
- Must be a statistically valid and reliable tool
- Have compatibility with other organizational initiatives
- Receive training necessary to lead cultural change
- Ability to highlight specific demographic differences

Stoddard, 2017
• Human Synergistics’ Organizational Culture Inventory (OCI) and Organizational Effectiveness Inventory (OEI) survey tools were selected.
  
  • The 120-item OCI tool assesses shared norms and expectations that are likely to affect the ways of thinking and the behaviors of group members.
  
  • The 128-item OEI tool measures the internal factors that influence culture and the outcomes that result from culture.
  
  • Results are shown on a Circumplex which provides a way to “see” the results.

• The OCI and OEI tools provide organizations with the data needed to identify potential issues that exist in the current culture and the issues most in need of change.

• Identification of work environment issues is a catalyst for the creation of action plans needed to enhance the health of the organization’s workplace culture.
- Assesses 12 sets of norms required for people to “fit in” and “meet expectations”
- Norms specify the ways in which all members are expected to approach their work and interact with one another
Current versus Ideal Culture

Current Operating Culture

Ideal Culture
How Culture Works Model

<table>
<thead>
<tr>
<th>Focus</th>
<th>Ideal Culture</th>
<th>Causal Factors</th>
<th>Current Culture</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCI-Ideal</td>
<td>OEI</td>
<td>OCI</td>
<td>OEI</td>
<td></td>
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<tr>
<td>Values and Beliefs</td>
<td>Levers for Change</td>
<td>Norms and Expectations</td>
<td>Effectiveness</td>
<td></td>
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</tbody>
</table>
**Types of Organizational Cultures**

**Constructive**
- Encourage members to interact with *people* and approach *tasks* in ways that will help them to meet their higher-order *satisfaction* needs.

**Passive/Defensive**
- Encourage or implicitly require members to interact with *people* in ways that will not threaten their own *security*.

**Aggressive/Defensive**
- Encourage or drive members to approach *tasks* in forceful ways to protect their status and *security*.

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Constructive Cultures Matter

Better Financial Performance
Positive Customer Experience
Greater Employee Engagement
Higher Productivity

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Why Constructive Culture Matters

Intention to Stay
Teamwork
Quality
Adaptability
Satisfaction
Turnover
Stress

 Constructive Passive/ Defensive

Engagement

Aggressive/ Defensive

Correlations from Szumal, J.L. Reliability and Validity of the OEI. Arlington Heights, IL: Human Synergistics/Center for Applied Research.
• The project team attended training to become accredited to administer and interpret the OCI and OEI survey tools and associated data.

• After completing the accreditation process, the team was able to administer, interpret and use the statistical information presented in reports to align OCI and OEI scales to the organization’s mission, vision, and desired outcomes and make connections between the causal factors, operating culture and outcomes.

• By comparing the organization’s current operating culture to the ideal culture, the team identified significant gaps, areas of improvement and levers for change to strengthen the associated Constructive culture styles and are in the process of developing action plans for moving to a healthier workplace environment.
The project team is following a four phased approach to move the organization’s culture towards a healthier workplace environment including:

- Aligning core team & leadership team planning
- Developing plan to engage all team members
- Defining priorities for focused feedback
- Defining cultural change targets (norms/behaviors)
- Clarifying key measures (consider unifying metric)
- Adjusting strategies and plans to improve impact
Constructive Culture Journey

Four-phase approach to deliver results

PHASE 1
CLARIFY PURPOSE & COMPLETE CULTURE ASSESSMENT

PHASE 2
FACILITATE LEADERSHIP TEAM IMPROVEMENT PLANNING

PHASE 3
ENGAGE ALL TEAM MEMBERS IN FINALIZING IMPROVEMENT PLANS

PHASE 4
MANAGE THE CHANGE & CONNECT TO DEVELOPMENT EFFORTS
"The ECRH Journey to High Reliability"

...Leading the way to ZERO™

HIGH RELIABILITY ORGANIZATION (HRO)
QUESTIONS

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REFERENCES

