



University of Michigan  
Hospitals & Health Centers

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# Creating Positive Practice Environments

Applications of the  
Emerging Theories of Positive Change

Margaret Calarco, PhD, RN

Nursing Leadership Network of Ontario

March 29, 2007

## Objectives:

1. To review the principles of empowerment and POS concepts as a framework for cultural change.
2. To describe specific activities employed across the UMHS nursing community to support and sustain cultural change.
3. To describe baseline data on POS and other organizational parameters related to UMHS Nursing.
4. To discuss lessons learned and future planning.



University of Michigan  
Hospitals & Health Centers

# The University of Michigan Health System



- One of the largest health care complexes in the world, ranked by U.S. News & World Report as the 12<sup>th</sup> best hospital in the US in 2006
- Comprised of University Hospital and Health Centers, C.S. Mott Children's Hospital, and University Women's Hospital
- Currently operating 798 beds, 30 health centers and 120 outpatient clinics
- 11,203 FTEs ( 3,600 RNs – Unionized for 32 years)

# The Impact of our Care...

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In any given year, physicians, nurses and many others touch...

- 43,345 inpatients (16,819 surgeries)
  - 72,931 patients in our Emergency Department
  - 1,548,319 patients in our ambulatory care sites
  - 23,050 outpatient surgeries
  - 12,000 patients in their homes
  - Thousands of patients via telephone management calls
- ... and patients' families

Empowerment

as the

Organizing Principle

# Empowerment...

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- The process of thinking and behaving as if one has power - in the sense of autonomy, authority, control - over significant aspects of one's life or work

(Meade, 1995, p. 1).

- A sense of job ownership and responsibility (Byham, 1994).

# The Dimensions of Empowerment...

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- **A Sense of Meaning**
  - Their work is important to them; they care about what they are doing
- **A Sense of Competence**
  - They feel confident about their ability to do the work; they know they can perform.
- **A Sense of Self-Determination**
  - They feel free to choose how to do the work; they are not “micromanaged.”
- **A Sense of Impact**
  - They feel that they have influence in their unit; people listen to their ideas.

(Spreitzer, 1995; 1996)



# Four Organizational Conditions for an Empowering Environment

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- Clear vision and challenge
  - Highly empowered people feel they understand top management's vision for the organization and the strategic direction
  - They know where the organization is going

(Spreitzer, 1995; 1996)

# Four Organizational Conditions for an Empowering Environment

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- Openness and teamwork
  - Empowered people report a sense of participation, openness, flexibility, concern, creative problem-solving and cohesive teamwork
  - The team works together to solve problems

# Four Organizational Conditions for an Empowering Environment

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- **Discipline and control**
  - Highly empowered people indicate that goals, lines of authority and tasks responsibilities are clearly defined

# Four Organizational Conditions for an Empowering Environment

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- **Support and sense of security**
  - Highly empowered people indicate that they receive support from their subordinates, peers, superiors, and others in their work group
  - They have a sense of secure and predictable relationships

# Foundational Elements of Empowerment

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- Commitment to the customer
- Climate of trust and risk-taking
- Vision and mission
- Value congruence
- Contribution toward the business goals
- Information sharing
- Decision-making closest to the work

- Teamwork and collaboration
- Measurement and feedback
- Continual self-assessment
- Responsibility and accountability

*The Evolving Culture...*

*Integrating*

*Positive Organizational*

*Scholarship*

# Positive Organizational Scholarship

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- *Positive Organizational Scholarship*, Kim S. Cameron, Jane E. Dutton and Robert E. Quinn, 2003.
- *How To Play To your Strengths*, Harvard Business Review, Laura Morgan Roberts, Gretchen Spreitzer, Jane Dutton, January, 2005, reprint RO501G.



# Positive Organizational Scholarship

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- **Positive** refers to the elevating dynamics and outcomes in organizations (positive bias).
- **Organizational** refers to the processes and dynamics in and through organizations, specifically taking into account the context in which positive phenomena occur (culture).
- **Scholarship** refers to the scientific, theoretically-based, and rigorous investigation of that which is positive in organizational settings.

(Kim Cameron & Gretchen Spreitzer, 2006)

## The Abundance Framework

- What problems are we encountering?
- What are the major obstacles to success?
- How can we close the gap between our problems and effective solutions?

(Kim Cameron & Gretchen Spreitzer, 2006)

# Approach to Organizational Improvement – An Extraordinary View

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- What is working here?
- What is the best we have ever done?
- What are our peak experiences?
- How can we close the gap between our highest aspirations and sustainable achievements?

(Kim Cameron & Gretchen Spreitzer, 2006)

# Comparing Approaches to Change:

(Kim Cameron & Gretchen Spreitzer, 2006)

PROBLEM SOLVING APPROACH	ABUNDANCE APPROACH
<ul style="list-style-type: none"><li>• Problem Identification</li><li>• Identify problems or needs</li><li>• Cause Analysis</li><li>• Analyze symptoms and root causes</li><li>• Identify Solutions</li></ul>	<ul style="list-style-type: none"><li>• Appreciating and Valuing</li><li>• Identify peak experiences</li><li>• Explaining Success</li><li>• Identify elements of the best past successes</li><li>• Creating Sustainability</li></ul>

# Comparing Approaches to Change:

(Kim Cameron & Gretchen Spreitzer, 2006)

## PROBLEM SOLVING APPROACH

- Generate alternatives that address problems
- Action Planning
- Design interventions that address or solves problems

***Basic Assumption:***

***Our job is to overcome major problems***

## ABUNDANCE APPROACH

- Identify what should be continued in the future
- Designing a Destiny
- Design interventions that create an ideal future

***Basic Assumption:***

***Our job is to embrace and enable our highest potential***

# Positive Organizational Scholarship: Principles

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POS focuses on the dynamics in organizations:

- The development of human strength, resiliency, healing and flourishing
- Cultivating extraordinary individual and organizational performance
- Leading to the best of the human condition
- Fostering and enabling behaviors and emotions such as compassion, forgiveness, dignity, respectful encounters, optimism, integrity and positive affect

(Kim Cameron & Gretchen Spreitzer, 2006)

# Positive Organizational Scholarship: Capitalizing on Strengths

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- Identifying people's strengths (and what they do right) and building on them creates more benefit than identifying weaknesses (or what they do wrong) and trying to correct them
- Managers who spend more time with their strongest performers (rather than the weakest performers) achieved double the productivity
- In organizations where workers have a chance to “do what they do best everyday”, productivity is one and a half times greater than in normal organizations
- People who are given feedback on their strengths are significantly more likely to feel highly engaged and to be more productive than people who are given feedback on their weaknesses

(Kim Cameron & Gretchen Spreitzer, 2006)



# Positive Organizational Scholarship

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- Organizations that foster positive practices are more profitable, more productive, more innovative, have higher quality, retain their customers, and keep their employees to a significantly greater degree than normal organizations

(Kim Cameron & Gretchen Spreitzer, 2006)



# Nursing at Michigan: Creating Positive Practice Environments

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## Positive Actions...



# Nursing at Michigan: Creating Positive Practice Environments

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## Co-creating a Purpose & Vision

# Nursing at Michigan: Creating Positive Practice Environments

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May 2002

- Over 260 people gathered to create the Vision and Goals for Nursing at Michigan

## *Our Purpose*

To create a shared vision and powerful voice which will advance the art and science of Nursing and **revolutionize** leadership, education, and research and **transform** patient care

## *Our Vision*

“We, the members of the Nursing community at the University of Michigan, will each make a difference by partnering with colleagues to provide world-class patient/family-focused care and create an environment that advances:

- Collaboration
- Innovation
- Research
- Evidence-based practice
- Personal and professional growth”

## *Our Focus*

- Advances in Clinical Practice
- Advances in Education
- Advances in Research
- Advances in Leadership

# Nursing at Michigan...

## Creating Positive Practice Environments

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### Guiding framework for change:

- We will elevate the nursing practice at Michigan to “**best in class**” standards across all nursing-sensitive patient care indicators
- We will **build competency and capacity** across all roles and areas
- We will **develop fluid and synergistic connections** between teams, roles, and functions which will allow us to respond quickly and effectively to changing needs and dynamics





# Nursing at Michigan: Creating Positive Practice Environments

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Strengthening Relationships  
&  
Building Community

# Nursing at Michigan: Creating Positive Practice Environments

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- **Monthly E-mail Updates to all Nursing Staff**
  - Sharing the “good, bad & ugly”
  - “Our Patients say thank you”
  - “Acknowledging the greatness in each other”
- **Chief Nurse/Director Dialogue** at every Nursing Orientation Session

# Nursing at Michigan: Creating Positive Practice Environments

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- Retention Team
- Patient Care Problem Solver
- Leadership Café
- Leadership Learning Circle
- Professional Nursing Forum

# Nursing at Michigan: Creating Positive Practice Environments

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- Retention Team
- Patient Care Problem Solver
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## Connecting the Community in Nurse Retention – The “Call to Action”

- I have been a nurse for 22 years and I have never felt this way before.....
- I am a new graduate nurse and I am wondering why I chose this profession.....
- The ads from the other hospitals are starting to look appealing to me.....

# Nursing at Michigan: Creating Positive Practice Environments

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- I feel that things are starting to get better around here. I want to help others feel hopeful about nursing at UM.....
- I have worked at other hospitals in the country and have many ideas about how to make this a better place to work.....
- I don't like coming into work anymore. I miss loving my work.....
- I am not getting what I need. I don't like how negative I am feeling about nursing.....
- I want to work at UM- but not if things don't get better.....

# Nursing at Michigan: Creating Positive Practice Environments

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- Any of the above comments apply to how you feel?
- You are not alone.
- These are comments from your peers in nursing. Those of you who have been working as nurses for years have seen incredible change take place in healthcare over the last several years. It has not been easy...

# Nursing at Michigan: Creating Positive Practice Environments

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- This is an open invitation to take part in what could be for many of us the work of our lifetime. To ensure that the patients to whom we have dedicated our working lives to- get the best because we keep the best at UM.



# Nursing at Michigan: Creating Positive Practice Environments

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- Juanita Parry, MS, RN – Manager of Recruitment and Retention received 150 email responses to this call and over 100 nurses came to the first meeting
- The creation of “Nursing at Michigan” had begun!

# Nursing at Michigan: Creating Positive Practice Environments

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- Retention Team
- Patient Care Problem Solver
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- Professional Nursing Forum

# Creating Positive Practice Environments: Patient Care Problem Solver

UMHS Internal Nursing Page - Microsoft Internet Explorer provided by UM Hospitals and Health Centers

File Edit View Favorites Tools Help Address C:\Documents and Settings\mkwarden\Desktop\UMHS Internal Nursing Page.htm

THIS IS A UMHS INTERNAL PAGE

 **Nursing at Michigan**

[Search Help](#)

"We, the members of the Nursing community at the University of Michigan, will each make a difference by partnering with colleagues to provide world-class patient/family-focused care and create an environment that advances:

- Collaboration
- Respect
- Innovation
- Research
- Evidence-based practice
- Personal and professional growth."

**Our goals**

**Nursing news archives**

## News at the U...

**Unit/Team News:**

The **Home Perinatal Services Program**, an MVN partnership with OB/GYN, was named **2005 Program of the Year for Clinical Services**. This program facilitates the early transition of care for childbearing women and their newborns and is a clear example of the results that can be achieved by providing the right care, in the right place, at the right time. Serving more than 3,500 families per year, the team of 13 perinatal nurse specialists and lactation consultants provides comprehensive post-partum/newborn assessment, care, treatment and education as part of the integrated protocol.

The MVN team: Nurses **Kathy Leonard**, MVN, Womens/Childrens program manager; **Jeri Antilla**, **Kim Armstrong**, **Sarah Collins**, **Jane Garcia**, **Crystal Hayduk**, **Margaret Hermes**, **Christine Lee**, **Sue McMillan**, **Amanda Mykolaitis**, **Rhonda Setser**, **Julie Trinkle**, **Susan Vasher**, and **Joanna Kosmalski**.

**VAS Team celebrated IV Nurses' Week** recently. The team's commitment to continuously improving care processes is evident every day and it makes an important difference in our patients' lives.

**Chris Carroll**, RN (UH PACU), **Margo Winter**s, RN (UH ORs), and **Laura Siggins**, RN (Cancer Center), members of the Retention Team, had their **poster accepted for NTI** this spring. The subject of the poster is the **Photo-Journaling project** that was completed and displayed during National Nurses Week this past year.

Trauma Burn staff nurses **Kori Pennington**, **Terri Kennedy**, and **Cindy**

**NURSING SERVICES**

- Organization
- Clinical Practice
- Professional Dev't./ Career Opportunities
- UM Resources
- Submit YOUR news
- Contact Us
- Selected Resources

**PATIENT CARE PROBLEM SOLVER**

**POLICIES**

**Disaster Policy/Plan**



# Creating Positive Practice Environments: Patient Care Problem Solver

Patient Care Problem Solver - Microsoft Internet Explorer provided by UM Hospitals and Health Centers

File Edit View Favorites Tools Help Address <http://www.med.umich.edu/ij/nursing/problem.htm>

Home / internal / Patient Care Problem Solver

## Patient Care Problem Solver

Use this link to send a message to the Chief of Nursing regarding patient care problems. Please feel free to recommend solutions, too.

*Required information*

Your Name:

Your Email Address:

*Requested information*

Your Unit:

Your Phone:

Your Pager:

**Description of Issue:**

# Nursing at Michigan: Creating Positive Practice Environments

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- Retention Team
- Patient Care Problem Solver
- Leadership Café
- Leadership Learning Circle
- Professional Nursing Forum

# Creating Positive Practice Environments: The Leadership Café

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Created by:

- Kathleen Robertson, MS, RN

&

- Donna Dotson, MSW

# Creating Positive Practice Environments: The Leadership Café



- **Purpose**
  - Create a model of ongoing leadership development for nurse managers / leaders
- **Principles**
  - Clarify the context
  - Create hospitable space
  - Explore questions that matter
  - Encourage everyone's contributions
  - Connect diverse perspectives
  - Listen together and notice patterns
  - Share collective discoveries

## Objectives

- Discover the power and usefulness of identifying and exploring “powerful questions” that matter to nursing leaders as a means to a powerful and creative future for nursing
- To enhance and deepen the depth and connection of the relationships in the room



# Creating Positive Practice Environments: The Leadership Café

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- We started on 4/16/2004 and held 5 small groups of 11 people
- Since that time, we have held 14 large groups – each group comprised of 50 – 60 managers

# Creating Positive Practice Environments: The Leadership Café

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- “The Leadership Café is inspiring, informative, and fun.
- **Inspiring:** I appreciate the depth of content of each session. I am inspired by being provided an opportunity to be presented with questions about how ‘how we value’ is infused in our work with staff and patients.
- **Informative:** The format allows us to learn from each other, through group discussions, how our peers are affected by their work. Finding a collective voice provides a sense of support in knowing that we share challenges.

# Creating Positive Practice Environments: The Leadership Café

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- **Fun:** The atmosphere, offerings, food demonstrate that we are valued. This is conducive to open discussion. We are away from work in a positive supportive environment with others whose work and struggles are just like ours. We take the offerings back to our areas so that what we learned becomes part of our day to day work.”

# Nursing at Michigan: Creating Positive Practice Environments

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- Retention Team
- Patient Care Problem Solver
- Leadership Café
- Leadership Learning Circle
- Professional Nursing Forum

# Creating Positive Practice Environments: The Leadership Learning Circle

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- Began in January 2005
- Open to all managers and supervisors across patient care services
- Provides a monthly opportunity to come together to discuss and explore relevant literature which supports culture change and Positive Organizational Scholarship (POS)

# Nursing at Michigan: Creating Positive Practice Environments

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- Retention Team
- Patient Care Problem Solver
- Leadership Café
- Leadership Learning Circle
- Professional Nursing Forum

# Creating Positive Practice Environments: Professional Nursing Forums

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- Began in October 2005
- Open to nurses across UMHS
- Provides a quarterly opportunity to come together to discuss, explore and debate relevant issues which impact professional nursing practice and culture change



# Creating Positive Practice Environments: Funded Research

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## Nursing Connections: Strategies to Enhance Nurse Retention

- Funded by the Health Resources and Services Administration (HRSA) - Grant # D66HP05244
- Principal Investigator – Margaret Calarco, PhD, RN
- Co-Investigator– Kim Cameron, PhD
- Consultants: Robert Quinn, PhD, Gretchen Spreitzer, PhD, and Jane Dutton, PhD



# POS in Action: Study Purpose

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- To enhance patient care delivery and improve the retention of nurses by engaging nurses across the system in a model of cultural change which enhances communication and collaboration, as well as, actively involves nurses in organizational and clinical decision-making

# Essentials of Magnetism & Elements of POS

“Essentials of Magnetism” Elements	Elements of Positive Organizational Scholarship	Associated Metrics
Nurse autonomy	<ul style="list-style-type: none"> <li>• Community in the unit</li> </ul>	<ul style="list-style-type: none"> <li>• High Quality Connections Survey</li> <li>• Nurse Empowerment Survey</li> <li>• Virtuousness Instrument</li> <li>• Practice Environment Scale</li> <li>• Nurse Turnover and Vacancy Rates</li> </ul>
Control over practice and the practice environment	<ul style="list-style-type: none"> <li>• Community in the unit</li> <li>• Vision in the unit</li> <li>• Unit values and culture</li> </ul>	<ul style="list-style-type: none"> <li>• Nurse Empowerment Survey</li> <li>• Subjective Vitality Instrument</li> <li>• Practice Environment Scale</li> <li>• Nurse Turnover and Vacancy Rates</li> </ul>

# Essentials of Magnetism & Elements of POS

“Essentials of Magnetism” Elements	Elements of Positive Organizational Scholarship	Associated Metrics
RN-MD Communication	<ul style="list-style-type: none"> <li>• Community in the unit</li> <li>• Unit values and culture</li> </ul>	<ul style="list-style-type: none"> <li>• High Quality Connections Survey</li> <li>• Virtuousness Instrument</li> <li>• Practice Environment Scale</li> <li>• Nurse Turnover and Vacancy Rates</li> </ul>
Manager-Staff Relationships	<ul style="list-style-type: none"> <li>• Community in the unit</li> <li>• Unit leadership</li> </ul>	<ul style="list-style-type: none"> <li>• High Quality Connections Survey</li> <li>• Virtuousness Instrument</li> <li>• Practice Environment Scale</li> <li>• UMHS Employee Opinion Survey</li> <li>• Nurse Turnover and Vacancy Rates</li> </ul>

# Essentials of Magnetism & Elements of POS

<b>“Essentials of Magnetism” Elements</b>	<b>Elements of Positive Organizational Scholarship</b>	<b>Associated Metrics</b>
Patient Care Outcomes		<ul style="list-style-type: none"><li>• Patient satisfaction with nursing care</li><li>• Patient satisfaction with pain management</li><li>• Pressure ulcer prevalence and incidence</li></ul>

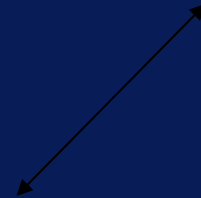
# POS in Action: The Overall Intervention Design

**Educational Program**  
(Nurse Managers,  
Directors and CNE )

**Cultural Intervention**  
(Patient Care Units)

**System Changes**  
(Nursing  
Administration)  
(Nursing Directors  
and CNE)

**World-Class Care & Improved  
Patient Outcomes**  
**Empowered Nursing Community**  
**Hospital-wide Impact**





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# POS in Action: The Educational Intervention

Day 1	Day 2	Day 3	Day 4	Day 5
<p>Unleashing the Positive Forces in Your Life: Exploring New Possibilities</p>	<p>Energy and Community: Enriching the Social Context</p>	<p>The Empowering Leader and the Empowered Organization: Keys to Success</p>	<p>Changing the Organizational Culture: Doing it for Real (Part 1)</p>	<p>Changing the Systems and Processes: An Exercise in Building the Future</p>
<p>Nurturing Greatness: Intrinsic Motivation and the Enactment of the Best Self</p>	<p>Altering Patterns of Action: Deep Change and the Fundamental State of Leadership</p>	<p>The Dynamics of Successful Change Projects: Transforming Your Unit</p>	<p>Changing the Organizational Culture: Doing it for Real (Part 2)</p>	

# POS in Action: The Educational Intervention

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- 20 Senior Nursing Leadership team members completed 5-day workshop intervention in March 2005
- 25 Nurse Managers completed the 5-day workshop intervention in May 2005
- 30 Nurse Managers & Supervisors completed the workshop in October 2006
- 342 nurses have completed unit-based interventions

# POS in Action: The Educational Intervention

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## Senior Leadership Purpose:

- With our every action we lead the nursing community to advance our mission of by maximizing the “power of one” and energizing the collective wisdom of all. We believe in the abundance of possibilities that connect us to our work- and inevitably our legacy.
- Individual and collective commitments



# POS in Action: The Cultural Intervention – Patient Care Units

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- Shawn Quinn, Kathleen Robertson & Judy Hallas – Co - Facilitators
- Three patient care units participated as pilot units to refine day – long interventions - 2005
- 13 additional units have completed unit-based interventions to date - 2007

# POS in Action: The Cultural Intervention – Patient Care Units

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## *Purpose:*

- To engage in a shared journey
- To elevate our professional practice environment, building on what each of us does best
- To unleash the potential of our nursing community and
- To promote enriched human connection and patient/family experiences.

# POS in Action: The Cultural Intervention – Patient Care Units

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## *Outcomes:*

- We will begin using a POS thinking model
- We will review our unit specific data
- We will create an action plan that addresses at least one area
- We will individually commit to our plan
- We will experience and use POS tools
- We will discover what we can change about ourselves and our power to change
- We will know each other better
- We will have fun

# POS in Action: The Cultural Intervention – Patient Care Units

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## *Agenda:*

- Welcome
- Purpose/Outcomes
- View from Leadership – Manager, Director, Physician
- Introduction to the POS culture
  - High Quality Connections Exercise
  - Best self stories

# POS in Action: The Cultural Intervention – Patient Care Units

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## *Agenda:*

- Vision and Purpose
  - Our Preferred Future
- Developing an Action Plan
  - Prioritize area(s) for focus
  - Identify steps
  - Personal Commitment to Action Plan
- POS Exercise
- Adjourn

## POS in Action: Integrating POS in the Unit

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Hi to all the wonderful folks who work 4BC!

There is a new Positive Organizational Scholarship - POS - bulletin board in the 4B small conference room.

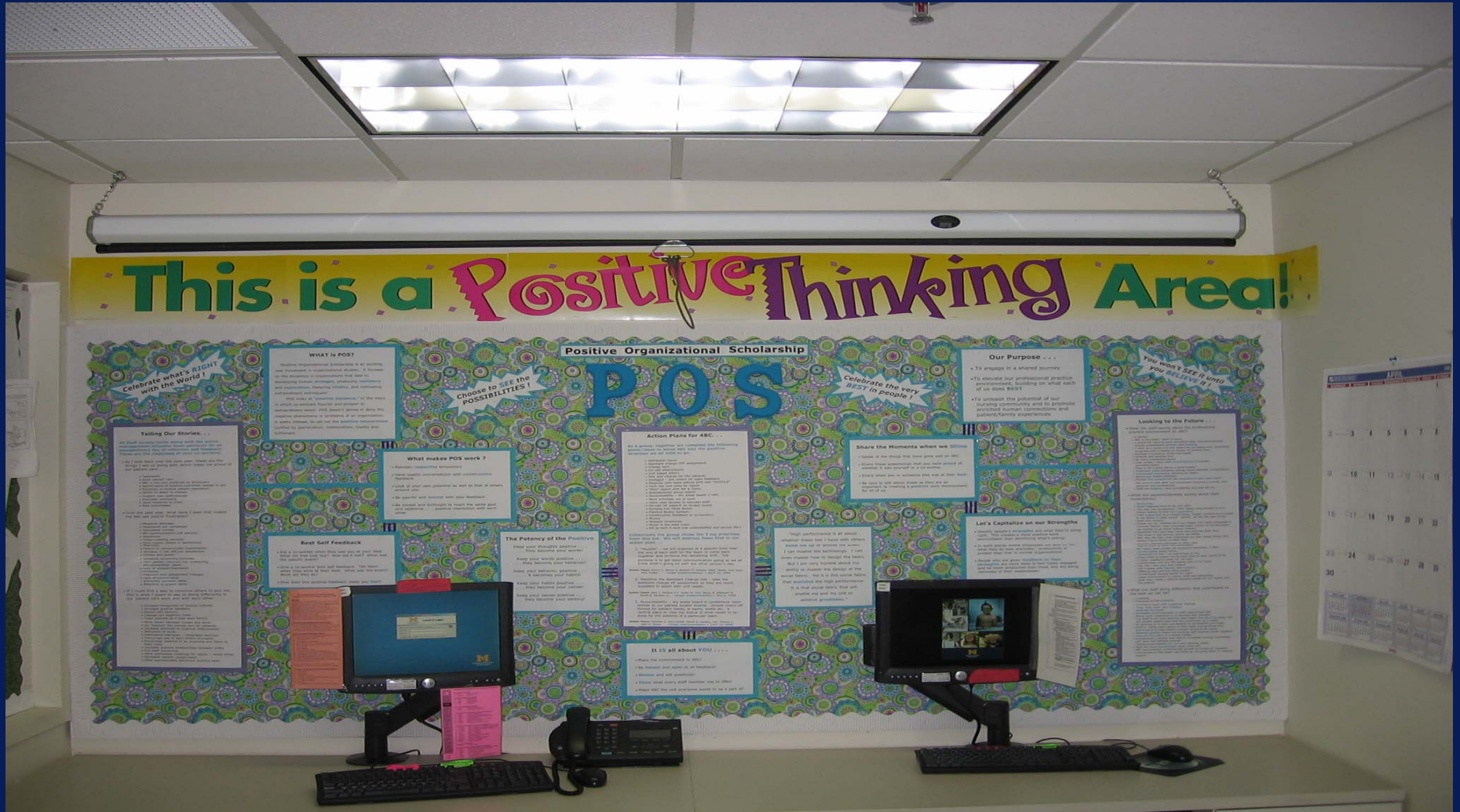
Go check it out when you get a moment. It may answer some of your questions about POS.

You're all wondering what this POS thing is? The very short version is. . . it's a way for all of us to change our focus away from the negative things and place more emphasis on the positive things we do!

Our nature is to point out what didn't get done and why and how. . . but the focus of POS is to get us all to see and recognize each other for the many things we DO good!

Cindy Paliza, RN

# POS in Action: Integrating POS in the Unit



## What is Positive Organizational Scholarship (POS)?

reported by Clara Williams, BSN, RN, Clinical Nurse Supervisor – 6B

Positive Organizational Scholarship is a culture change within University of Michigan's Nursing Community which encourages positive interaction with all individuals in a working environment in order to reach our fullest potential as individuals, as a unit, and as an organization. This work is being done in partnership with the UM's Stephen M. Ross School of Business' Center for Positive Organizational Scholarship.

6B held an all day POS unit-based intervention workshop on June 8<sup>th</sup>, where twenty four 6B staff attended, including representatives from all job classifications and shifts. Below are the highlights of the work that was completed on POS day. Also, Sarah, Crystal C. and Patty O. have created a POS Information Board in the Nursing Conference Room that will have further information. Check it out!

If you have any questions about POS, please talk to one of the participants of 6B's POS Day:

Mary Jo Maksym	Natalie Jimines	Kerry Oldfield
Clara Williams	Caitlin Klein	Patty Owen
Sarah Finks	Lynette Krohn	Elisha Phillips
Carol Badgley	Rosanne Kraus	Gayle Richards
Crystal Curtis	Amy Krueger	Diane Schrock
Mary Jo Daum	Christine LaLonde	Chastity VanPelt
Karra Dettling	Tim Launius	Leigh Vernier
Denyse Guth	Henrietta Meyers	Diane Willis

### Inside this Issue

- 1 \* What is POS?
- 2 \* Summary of POS Day (cont'd)
- 2 \* 6B Dashboard Report
- 3 \* Future Directions
- \* Updates
- \* 6B Financial Update
- \* Accolades
- \* Coming Events
- \* National Patient Safety Goal of the Month

Contributors: Sarah Finks  
Dawn Niemeyer  
Clara Williams

Editor: Diane M. Willis



## Summary of 6B POS Day, June 8, 2006

### Telling Our Stories (responses from attendees)

As I look back over the past year, these are the things I see us doing well, which make me proud of our patient care...

- ☛ Supportive with students and new hires
- ☛ Work well as a team
- ☛ Give help without being asked
- ☛ Supportive - open to changes
- ☛ Treat patients holistically
- ☛ We're a family - encourage each other with school, family, etc.
- ☛ Unit is well organized, the physical environment
- ☛ Culture is one of growing & learning
- ☛ Tenth nurse on days and eves - Good staffing
- ☛ High standards on the unit
- ☛ Good working relationships on the unit
- ☛ Appreciate individuals who supply resources on the unit
- ☛ Shift report sheets
- ☛ Approachable personalities
- ☛ See patients as individuals
- ☛ We make work fun-humor, great stories
- ☛ We take time to listen to patients & families
- ☛ Teach
- ☛ Excellent data to demonstrate great care
- ☛ Patients & physicians request 6B

If I could find a way to convince others to join me, this is what I yearn to see us do differently in our patient care work with each other...

- ☛ Answer call lights immediately
- ☛ Develop a comfort level with providing direct feedback
- ☛ Better communication between nurses & physicians and nurses & aides (all disciplines)
- ☛ Change labeling of patients in report "not negative," address the behavior instead
- ☛ Have the night shift feel part of the team
- ☛ Having crucial conversations when needed
- ☛ Taking more individual ownership of issues that arise
- ☛ Increased staffing on night shift
- ☛ Quiet hallways
- ☛ Increased professionalism
- ☛ Help each other get out on time
- ☛ Want everyone to reach their highest potential
- ☛ Go above & beyond just the physical needs of the patients
- ☛ Minimize discussion in the halls about patients
- ☛ Focus on what we do well



# POS in Action: The System Changes

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- The system changes will focus on processes such as hiring, retention, promotion, rewards, leadership and empowerment
- The objective is to align these processes with the nursing strategic objectives of: World-class care; empowered community and hospital-wide impact
- During day five of the educational program, participants will examine the current systems and processes and will propose alterations

# POS in Action: The System Changes

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- The feedback from the 29 unit-based interventions will shape the system changes identified
- System changes will involve all Directors, Nurse Managers and a subset of nursing staff from each unit/area
- The Center for Positive Organizational Scholarship will provide long term assessments, consultation and coaching. The objective is to support and alter the program as it unfolds.

# POS in Action: The System Changes

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- “Reflected Best Self,” including--
  - Solicit positive feedback (provide stories of when at my best)
  - Recognize patterns

“How to Play to Your Strengths,” Roberts, Spreitzer, Dutton, Heaphy, Quinn, and Barker, Harvard Business Review, 1/05

Center for Positive Organizational Scholarship, Ross School of Business, University of Michigan

## Staff Nurse Performance Evaluation Redesign

Three Practice Anecdotes (positive stories from peers):

- Clinical Practice
- Customer Service
- Team/Group work

## Staff Nurse Performance Evaluation Redesign

### Evaluation Question #1:

- “Please describe a time when you saw me at my very best. What qualities did I display?”

### Question for Improvement:

- Please provide your input regarding opportunities for my personal and/or professional growth.”

*Baseline Data*

*&*

*Emerging Results*

# POS in Action: Baseline Data

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- The Practice Environment Scale of the Nursing Work Index (PES-NWI) (Lake, 2002)
  - Collected in April 2005 by Martha Merkel, RN  
(n= 1694 UMHS RNs)
- The Positive Organizational Scholarship Survey (POS)
  - Collected in April 2005 by Gretchen Spreitzer, PhD  
(n=851 UMHS RNs)
  - Partially Supported by the Department of Health and Human Services, Health Resources and Services Administration (HRSA) Award # D66HP5244

## Practice Environment Scale – Nursing Workload Index

- Nursing participation in hospital affairs
- Nursing foundation for quality of care
- Nursing manager ability, leadership & support of nurses
- Staffing and resource adequacy
- Collegial nurse-physician relations





# POS in Action: Baseline Data

## Practice Environment Scale – (PES-NWI)

Subscale	Magnet Hospitals * (n=1610 RNs)	UMHS ** (n=749 RNs)	UMHS** (n=1694 RNs)	Non-magnet Hospitals* (n=689 RNs)
	Mean score (SD)	Mean score (SD)	Mean score (SD)	Mean score (SD)
Nursing Participation in Hospital Affairs	2.76 (0.47)	2.81 (0.20)	2.77 (0.24)	2.44 (0.44)
Nursing Foundations for Quality of Care	3.09 (0.39)	2.94 (0.16)	2.93 (0.17)	2.83 (0.36)
Nurse Manager Ability, Leadership, & Support of Nurses	3.00 (0.59)	2.87 (0.37)	2.83 (0.36)	2.68 (0.60)
Staffing and Resource Adequacy	2.88 (0.62)	2.80 (0.26)	2.78 (0.29)	2.49 (0.62)
Collegial Nurse-Physician Relations	2.99 (0.52)	2.82 (0.27)	2.84 (0.27)	2.82 (0.55)
<b>Total Composite Score</b>	<b>2.95 (0.40)</b>	<b>2.85 (0.21)</b>	<b>2.83 (0.21)</b>	<b>2.65 (0.37)</b>

\* FROM: Lake, ET. Development of the Practice Environment Scale of the Nursing Work Index. *Research in Nursing and Health*. 2002; 25: 176-188) \*\* From: Martha Merkel RN ( 2005)

# POS in Action: Baseline Data Nursing Practice Environment Survey

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- The inpatient sample of RNs had the highest mean score (2.81) compared to all other groups on the subscale “Nursing Participation in Hospital Affairs”
- The lowest mean score (2.82) for the inpatient sample of RNs was the same as the non-Magnet hospital sample on the subscale “Collegial Nurse-Physician Relations”
- UMHS scores on all subscales and the total for inpatient RNs and total RNs was higher than the non-Magnet hospital sample and slightly lower than the Magnet hospital sample with the exception of Subscale #1

## UMHS Nurse Findings: Positive Organizational Scholarship Survey (POS)

- Inpatient RN Sample (n=297)
- Total UMHS RN Respondents (n=851)

(Spreitzer, 2005)

# Positive Organizational Scholarship: Survey

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- Empowerment (Spreitzer)
- Vitality (Cameron)
- Virtuousness (Cameron)
- High Quality Connections (Dutton)

# Empowerment Scale: Subscales

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- Unit Influence
- Autonomy
- Unit Self-Determination
- Meaning
- Unit Efficacy

# Vitality Scale: Subscales

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- Shared
- Renewal

# Virtuousness Scale: Subscales

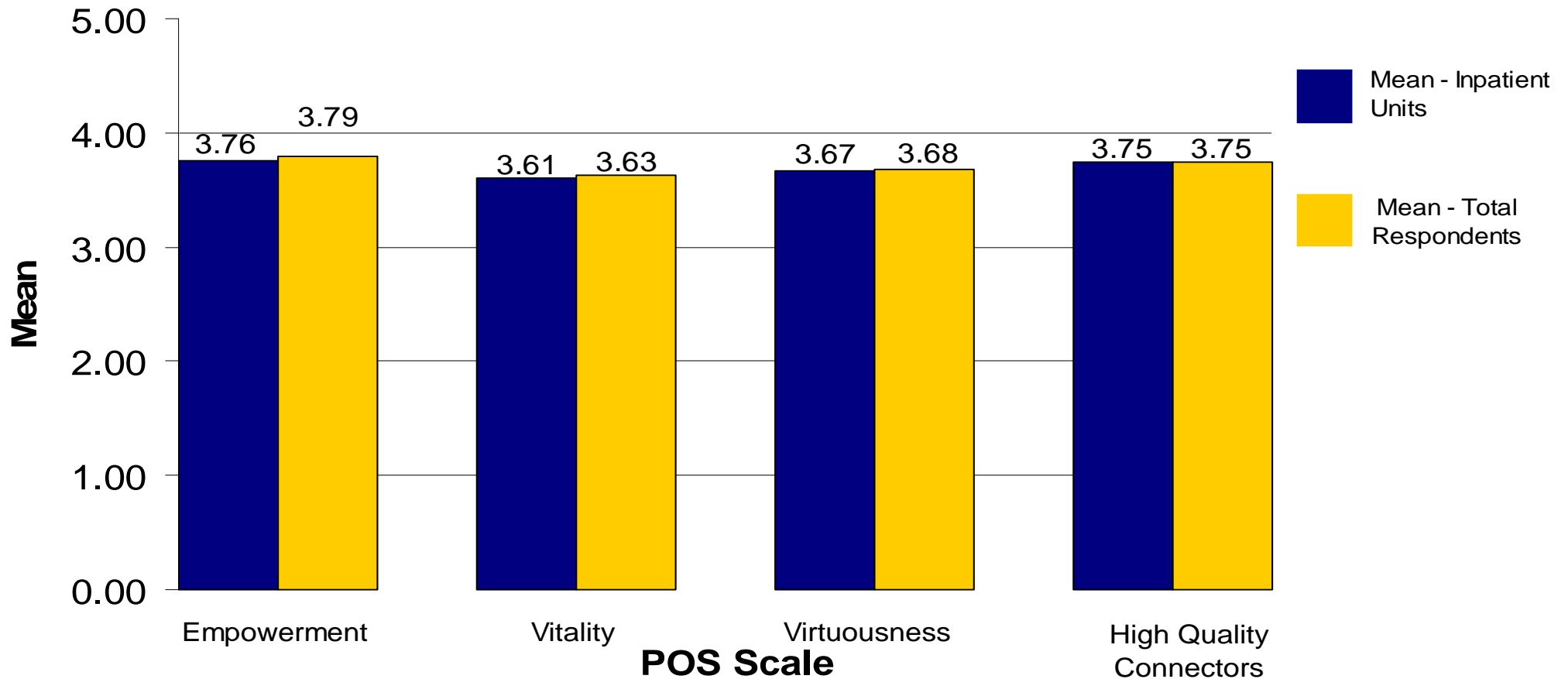
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- Forgiveness
- Gratitude
- Compassion
- Integrity
- Optimism
- Resilience
- Transcendence of Self Interest
- Exemplary Leadership

- Interpersonal support
- Respect
- Strength of ties
- Mutuality
- Trust
- Dialogue
- Cohesion



# POS Scale Means: Inpatient Units vs. Total Respondents



## POS Scale: Baseline Summary

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- There are no differences between the inpatient units and the overall RN community
- Highest score is on the Empowerment subscale (3.79)
- Lowest score is on the Vitality subscale (3.63)
- Unit/Area differences on each subscale and in total can be compared

# POS in Action: Study Objectives

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- Decrease nurse turnover rates
- Decrease nurse vacancy rates
- Increase patient satisfaction with overall nursing care
- Increase patient satisfaction with pain management
- Decrease the incidence of pressure ulcers

- Increase nurse satisfaction scores as measured by the UMHS Employee Opinion Survey
- Increase scores on a battery of cultural change measures:
  - POS cultural attributes
  - Scores on the Practice Environment Scale of the Nursing Work Index
  - Scores on Organizational Culture Inventory

# Creating Positive Practice Environments: Progress to Date

Core Measures	Baseline Rate (June 2005)	Current Rate (December 2006)	Change from Baseline
Nurse Retention	10.5	11.81	1.31
Nurse Vacancy	9.40	7.48	- 1.92
Patient Satisfaction - Adults	85.9	86.6	0.70
Patient Satisfaction - Pediatrics	87.9	87.2	-0.70



# Creating Positive Practice Environments: Progress to Date

Core Measures	Baseline Rate (June 2005)	Current Rate (December 2006)	Change from Baseline
Patient Satisfaction with Pain Management (Adult Units)	83.1	83.3	0.2
Patient Satisfaction with Pain Management (Pediatric Units)	85.0	84.9	-0.1

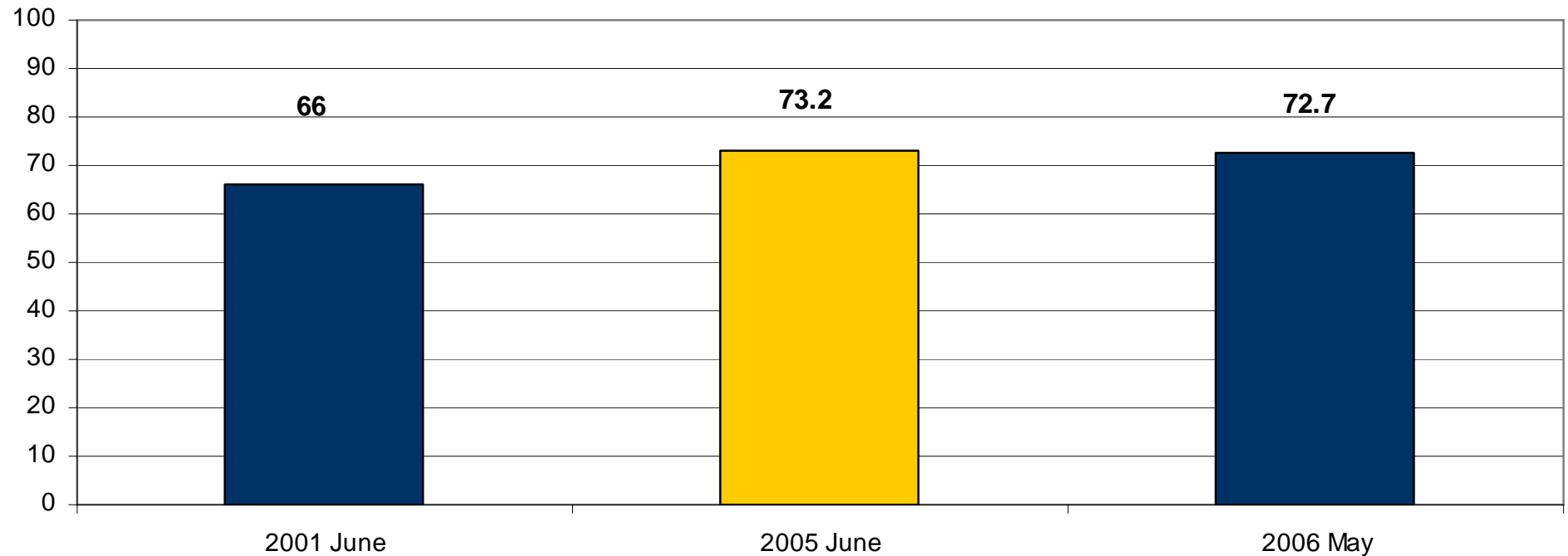
# Creating Positive Practice Environments: Progress to Date

Core Measures	Baseline Rate (June 2005)	Current Rate (December 2006)	Change from Baseline
Pressure Ulcer Incidence	4.8	3.7	-1.1
Nurse Staff Satisfaction (Mean Score)	73.2	72.7	-0.5



# Creating Positive Practice Environments: Progress to Date

## Nurse Satisfaction: Mean Score: Willing to Recommend





# Creating Positive Practice Environments: The Organizational Culture Inventory (OCI)

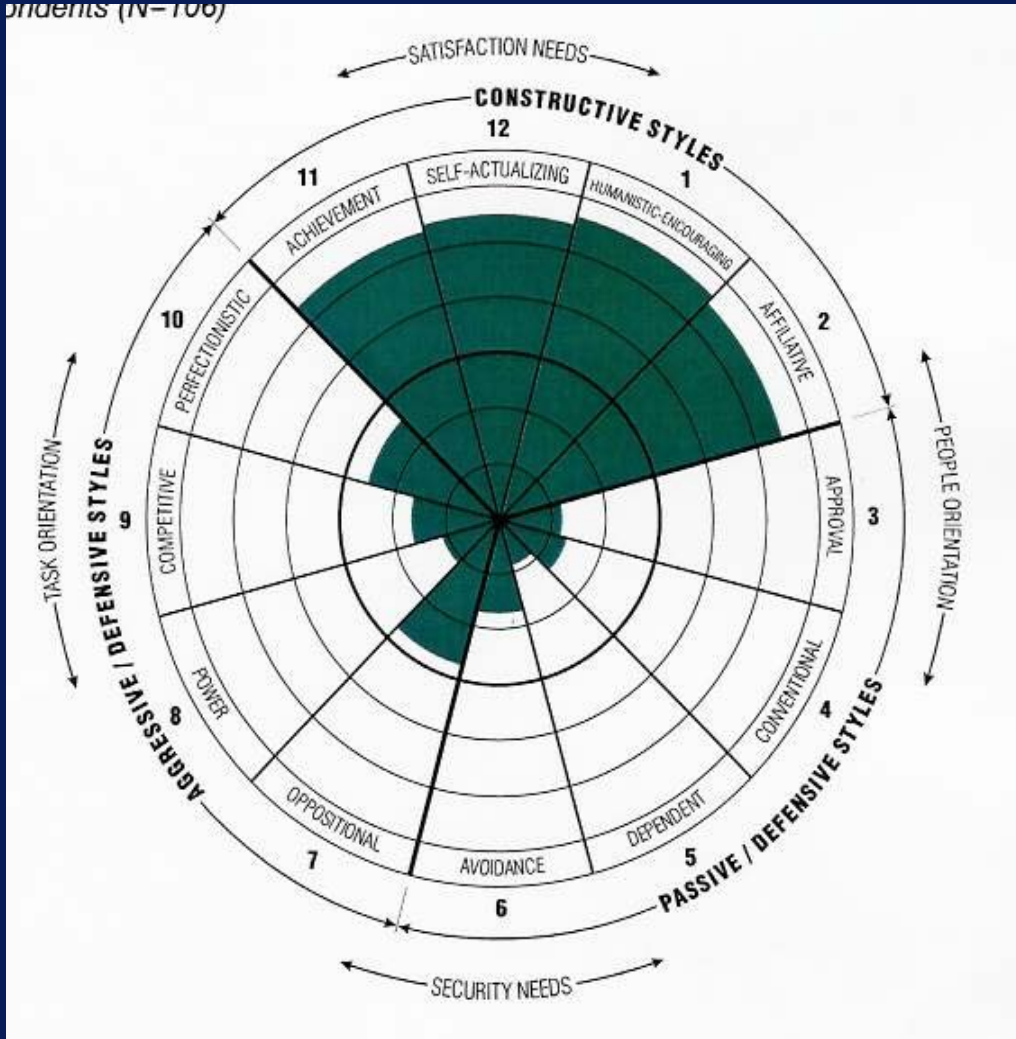
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## UMHS Nurse Findings: The Organizational Culture Inventory (OCI)

- 2001 – Nursing Community Sample  
(n=330) (204 – RNs across UMHS)
- 2006 – Nursing Community Sample  
(n= 429 RNs (inpatient units & ED))

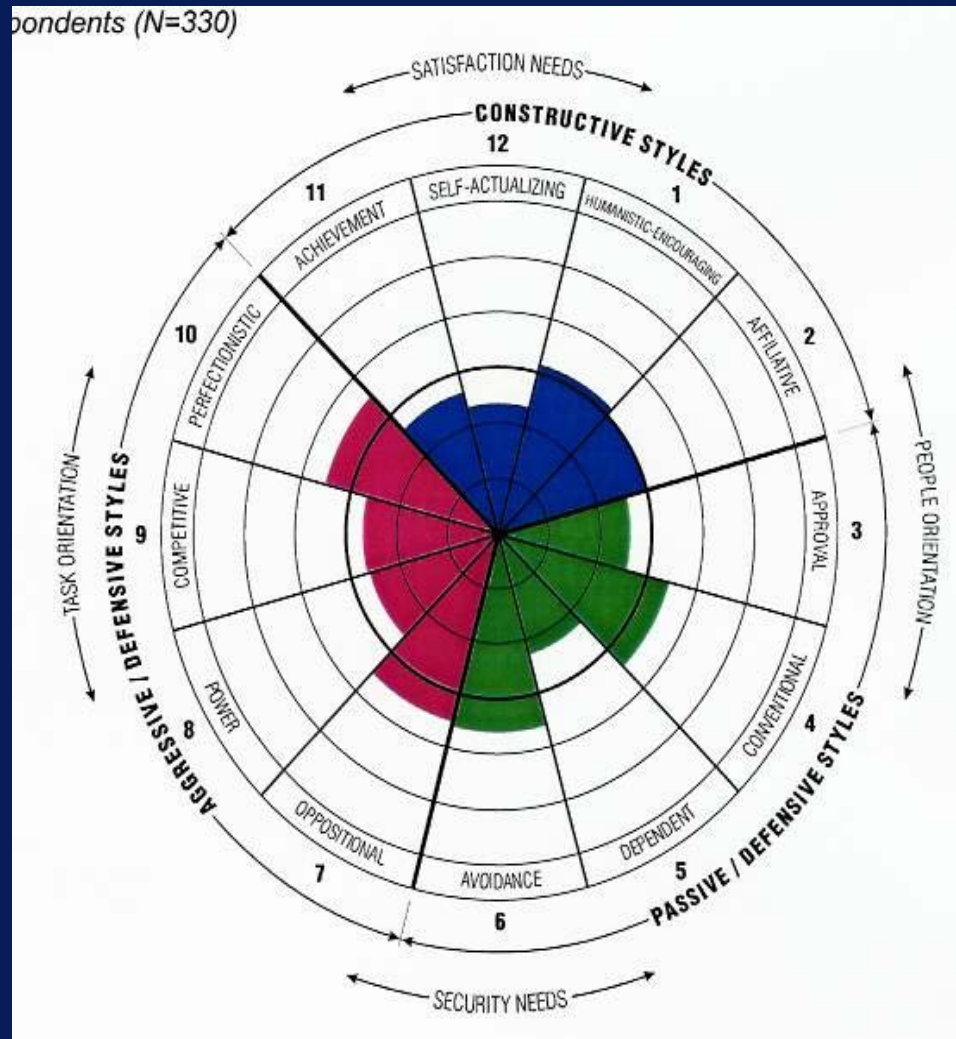
# Creating Positive Practice Environments: The Organizational Culture Inventory (OCI)

Practitioners (N=100)



- **Constructive Cluster**
- **Primary Style – Humanistic-Encouraging**
  - Be supportive of others
  - Resolve conflicts constructively
  - Encourage others
- **Secondary Style – Self-Actualizing**
  - Maintain their personal integrity
  - Enjoy their work
  - Think in unique and independent ways

# Creating Positive Practice Environments: The Organizational Culture Inventory (OCI)

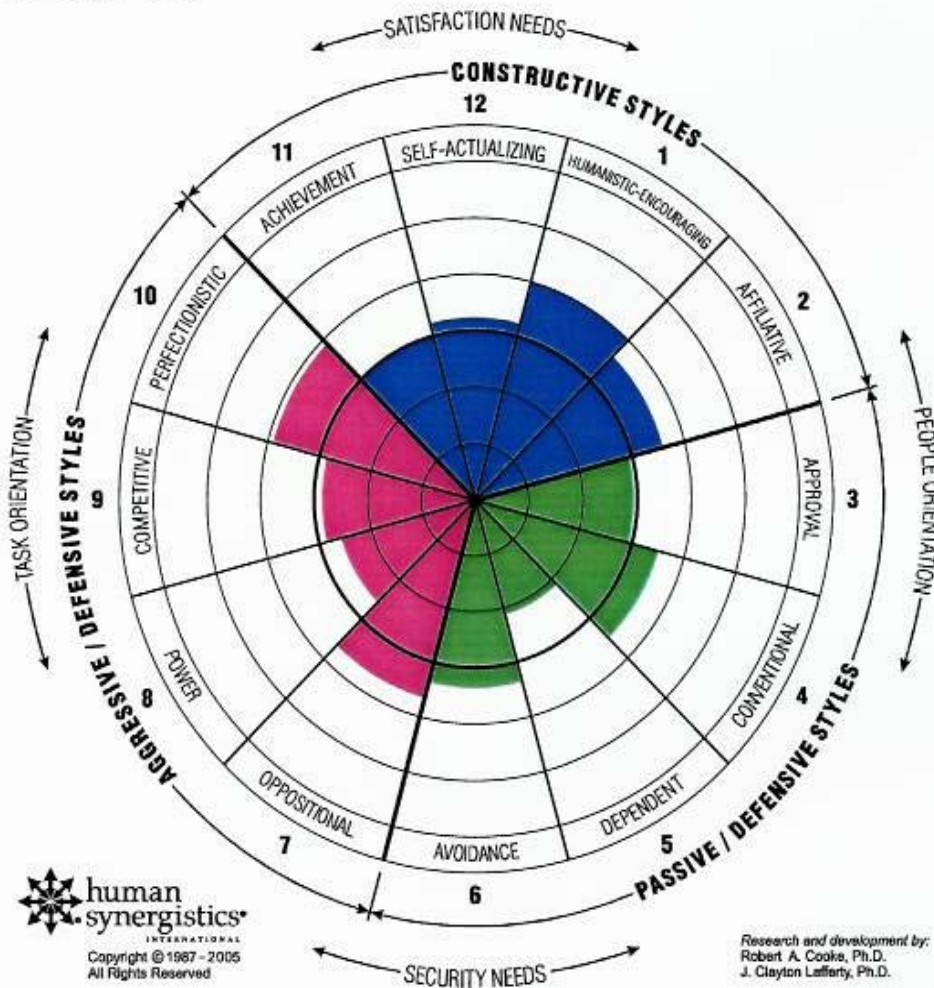


- **Aggressive/Defensive Cluster**
- **Primary Style – Avoidance**
  - Push decisions upward
  - Take few chances
  - Never be the one blamed for problems
- **Secondary Style – Oppositional**
  - Look for mistakes
  - Point out flaws
  - Question decisions made by others



# Creating Positive Practice Environments: The Organizational Culture Inventory (OCI)

respondents (N=429)

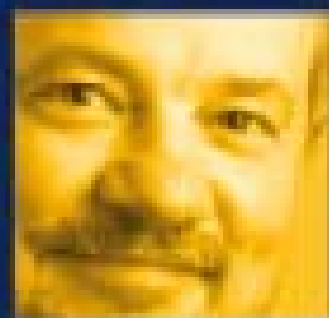


- **Constructive Cluster**
- **Primary Style:**  
**Humanistic-Encouraging**
  - Be supportive of others
  - Be a good listener
  - Show concerns for the needs of others
- **Secondary Style:**  
**Perfectionistic**
  - Appear competent and independent
  - Persist, endure
  - Keep on top of everything



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