Culture Change

Aim Statement:
Improve levels of staff satisfaction and morale by 10% by December 2016

Background to problem worth solving
A yearly staff satisfaction survey has been conducted for the last few years across the state of NSW in all areas of NSW Health. In the November 2015 survey it was identified that staff working on a unit in a large metropolitan hospital have low levels of job satisfaction and morale. While it is anticipated that a proportion of staff will evidence low levels of job satisfaction and morale the proportion of staff on this unit was significantly higher compared to staff working on units in the rest of the hospital.

Team members
- Sponsor/s (Guidance Team)
  - Danielle Levis – Deputy Director of Nursing and Midwifery
  - Luke Sloane – Director Clinical Governance
  - Catriona Middleton - Rennie Clinical Quality programs Manager
- Project Team
  - Danielle Levis    Deputy Director of Nursing and Midwifery  
  - Suzanne Stevens Nursing Unit Manager (NUM)
  - Jennifer Yang  
  - Cynthia Ha  
  - Jason Lai  
  - Paul Girjewiec  
  - Erin Moat  
  - Norbutha Makoni  
  - Chaw Khaing  
  - Melissa Ferguson  
  - Catriona Middleton - Rennie Clinical Quality programs Manager

Driver Diagram Template

The Problem:
Poor results from staff satisfaction survey
- Improve levels of staff satisfaction and morale by 10% by December 2016

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Results
Survey Question 2
Overall results showed an increase in satisfaction by 14%

Survey Question 3
Staff satisfaction increased in areas of:
- time to deliver good care
- ability to learn on the job
- confidence as a clinician
- like to way my work place is run
Overall results show an increase of 4.5%

Survey Question 4

- Move supernumerary team leader to afternoon shift
  - NUM to facilitate
  - Survey feedback from staff
- Agree on rules for taking annual leave
  - NUM and ward staff
  - Survey results
- Design guideline for 'Whats App' display in Tearoom
  - Survey results
- Move handover NUM
  - Survey results

The overall results showed a 8% decline in the results from earlier survey

There were no SAC 2's after the project started

Decrease in the number of SAC 3's and an increase in the number of SAC 4's

Plans to Sustain Change:
1. Regularly touch base with the unit (especially after unit is divided)
2. Hand over responsibility to monitor results to the NUM
3. Resurvey staff in 12 months
4. Rethink the way to address culture in wards before any further roll out in other wards