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Key Findings:

- 1) There is no identified 'gold standard' way of measuring culture across the NHS.
- 2) 35.7% of respondents are dissatisfied with how they are currently measuring organisational culture.
- 3) Majority of respondents were actually measuring safety culture, not organisational culture.
- 4) This increased focus on patient safety meant that very few of the tools look to question the determinants of healthcare organisational culture
- 5) Despite an increase in the number of serious incidents attributed to poor healthcare organisational culture this has not been matched by an increase in the way NHS trusts are measuring culture.



Background.

1

Across the international healthcare industry, organisational culture and working environments have become central to all things patient safety. Culture is a term that has become synonymous with patient experience, satisfaction, mortality and morbidity. Francis [1] chaired an independent public inquiry into catastrophic failings in care at Mid Staffordshire NHS Foundation Trust UK, the inquiry highlighted how healthcare organisational culture was a major contributing factor in the repeated failure to meet patients' needs. Francis made a total of 290 recommendations based on the official enquiry, one of his recommendations was the need to develop a culture of care barometer, to accurately measure organisational culture in practice.

Over the past 20 years, we have witnessed the rise of research engagement and activities involving stakeholder groups combining of; clinical experts, educational institutions, professional bodies and regulators. All of whom are trying to decipher the complexities of the working environment. Understanding local culture has become the primary focus of clinical governance work internationally [2], there is a recognised urgent need to disentangle the complexity of how healthcare organisational culture is impacting on patient care and staff wellbeing [3].

Research Objectives.

2

- Identify the current range of tools used by NHS trusts in England to assess, measure and understand culture within their organisation.
- Review identified tools for properties, practicability and dimensions of culture they aim to measure.
- Explore with clinical governance leaders their needs and interests with regard to understanding, assessing and shaping organisational culture.

Method.

4

Data collection and analysis comprised a national electronic survey (via Online Surveys) sent to all English NHS trusts (N=234). The survey, named as part of this study; Measurement and Assessment of Organisational Culture Tools online survey (MAOCT), which can be obtained by contacting the corresponding author, is adapted from the questionnaire developed by Mannion *et al.* [4] the MAOCT was validated by Mannion *et al's* original study.

Response rate: A total of 84 (35%) of those approached responded to the survey. Such a response rate prevents any generalization of these results but still allows us to present an indication of current practice in the NHS.

Potential Impact.

5

This study demonstrates how current practice falls short of understanding determining factors of organisational culture [5,6]. It is widely understood that poor healthcare organisational culture impacts on patients morbidity and mortality. The first step in innovating services and improving culture has to be for clinical governance leaders to truly understand what determines their organisational culture. This study shows clinical governance leaders what current practice is, and which tools may be beneficial in enabling a deeper understanding of organisational culture.

What happens next?

The next phase of this PhD study aims to understand how measures from these tools are used to implement culture change, and how this is experienced by staff in the NHS.

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