

## **Creating Culture for change**

Cindy Patterson, Hannah Putland, Amanda Henderson

The Metro Health Employee Survey, 2011, concluded the Princess Alexandra Hospital (PAH) Emergency Department (ED) had a culture of ambition with 73% of staff revealing PAH ED was truly a great place to work. Concurrently the ED patient experience survey portrayed overall satisfaction at 74%. The same two surveys repeated in 2013, post the implementation of patient satisfaction initiatives and positive role modelling, resulted in a culture of success with staff satisfaction at 85% and overall patient satisfaction also increased to 80%.

Post the 2011 survey, patient satisfaction was identified as an area for improvement and senior registered nurses developed the Patient Focus Working Group (PFWG). The challenge in improving patient satisfaction was not only identifying initiatives that could enhance the patient experience but rather motivating staff. Involving staff in processes that needed to be adopted for successful initiatives to become everyday practice in the emergency department. The PFWG identified many strategies and initiatives that could be utilised to improve patient satisfaction. The initiatives included: The introduction of volunteers to talk to patients, allay fears and assist nurses in providing individualised care. The development of leaflets in the waiting room that provided details to patients about their likely journey through ED. Providing easier access to patient information leaflets, allowing patients to leave ED with standardised and formalised care instructions. Lastly, the implementation of patient communication boards, informing patients of their nurses, doctors, and a plan for their care. Along with these simple initiatives it was identified that improvement in patient satisfaction was dependent on positive role modelling and motivating staff to actively aim to satisfy patients. This allowed nurses to reap the benefits of patient satisfaction through improved working culture, greater staff satisfaction and increased overall department efficiency.

Retrospectively four key contributing factors have been identified as drivers in improving not only patient satisfaction but also staff satisfaction these are; improved Communication, a strong Commitment to bettering patient care, an enhanced Culture and a focus on providing more and better Care. The PFWG refer to these are the “For-c’es” or forces of patient satisfaction in ED.