Keeping the Main Thing the MAIN THING!: A Focus on Patient Centered Care
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The vision of the work of the CNO was to transform the nursing culture. The change in culture would be visualized through outcomes such as NDNQI RN Satisfaction, staff participation, and observations.

Transforming the nursing culture on behalf of the patients and staff we serve.

**Staff described Nursing Culture**

- Suspicious
- No Shared Vision
- Unprofessional
- Disengaged
- Lack of accountability
- Self Centric
- Siloed
- Stagnant
- Hierarchical
- Unstructured
- Negative Voice
- Non-Communicative
- Eat their young

**Desired Nursing Culture**

- Trusting of Leadership
- Shared Vision
- Professional
- Engaged & Empowered
- Accountable for Practice
- Patient Centric
- Inter-professional
- Integration
- Progressive
- Shared Governance
- Defined Culture
- Effective Communication
- Mentoring and Nurturing

**Impact/ Results**

- Creation of a Nursing Network Center to support the Leaders @ the Bedside
- Implemented the role of the Assistant Nurse Manager on 3 of the busiest units
- Created and implemented the role of the Patient Care Observer
- Redesigned the Role of the Nurse Administrative Coordinator
- Designated time and financial support for Shared Governance participation
- Improved Nursing Education and Leadership visibility and accessibility through work redesign
- Provided Administrative Assistant support to Nurse Managers and Shared Governance Councils
- Designated Shared Governance Meeting Room

**Impacting Nurses Culture**

- 2011 Staff described Nursing Culture
- 2012 Staff described Future State

**Evidence**

- **2012 Staff Description of our Team**
  - TRANSFORM
  - INFLUENCIAL
  - COMPASSIONATE
  - RESILIENT
  - UNIFIED
  - LEADERS
  - PATIENT-CENTERED
  - Visionary
  - ADAPTING
  - COHESIVE
  - COURAGEOUS
  - Re-inventing
  - UNSTOPPABLE
  - TEAM-BUILDERS
  - UNITED IN BLUE and in CARING
  - COMMITTED
  - Transformational

The impact of a shared vision and culture transformation is visible in many ways that include:

- Significant improvement in NDNQI RN Satisfaction survey results
- Increase in clinical nurse participation in events and shared governance activities
- Increased number of “Relationship Based Care” award nominations
- Improved observations of patient and staff interactions by the CNO and CEO

**Education/ Support**

- An Executive Coach was provided to nursing and shared governance leadership
- Nationally renown nurse leaders such as Mary Koloroutis MSN,RN have served as consultants
- Re-purposing of a development fund in support of furthering nursing education and achievement of CEUs
- Special purpose fund initiated by the CNO in honor of National Nurses Week in support of lifelong learning

**2012 Professional Image Implementation**

- NDNQI- Adapted Index of Work Satisfaction Scale T-Score (Mean)
- Job Enjoyment
- Nursing Management
- Nursing Administration

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<th>Year</th>
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**2012**

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