

# Chapter 3

## Organizational Climate and Culture

# Challenges in Health Care

- Economic
- Social
- Financial

# Definitions

- Organizational culture
- Organizational climate
- Culture-climate link
- Nurse practice environment

# Background

- Organizational culture
  - Affects the quality of nursing care and patient outcomes

# Research

- Magnet Recognition Program®
- Professional practice environment
- Patient safety culture and climate
- Healthy Work Environments
- Just Culture

# Magnet Recognition Program®

- American Nurses Credentialing Center (ANCC) is the founder of the Magnet Recognition Program®.
- Magnet™-designated hospitals are recognized for excellent patient care, supportive nursing practice environments, and the ability to attract and retain nurses.

# Magnet™ Hospitals

- Designation of excellence
- Gold standard
- Culture that supports nurse autonomy, effective communication, and adequate resources
- Environment in which practice excellence is the norm

# Professional Practice Environment

- Continuous learning
- Professional nursing development
- Shared perception of learning to enhance practice, quality, and outcomes



# Patient Safety Culture and Climate

- Leadership
- Involvement
- Blameless culture
- Communication
- Teamwork
- Commitment to safety
- Beliefs about errors and their cause

# Healthy Work Environments

- Back injury
- Needlesticks
- Chemical exposure

# Just Culture

- Movement from punitive/reactive culture to fair/just culture
- Middle ground between patient safety and culture of error reduction

# Leadership and Management Implications

- Nurse leader creates convincing vision that inspires entire team
- Caring values are reflective in how an organization treats its staff
- Challenges of nursing leadership belongs to every nurse, not just managers/administrators

# Current Issues and Trends

- Patient-centered care
- Patient-centered medical home
- Culture change in long-term care
- Generational diversity
- Nursing shortage
- QSEN

# Question #1

Which of the following statements regarding organizational culture is true?

- a. Staff are unaffected by organizational climate.
- b. Staff retention, workplace safety, and patient outcomes are directly affected by the organizational climate.
- c. Organizational leadership does not affect organizational culture.
- d. Working in an organizational culture that values continuous learning has been found to decrease nurses' job satisfaction.