

Assessment of Physicians' Cultural Perceptions

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Baptist Leadership Group

Patient Centered Excellence

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Overview of Results

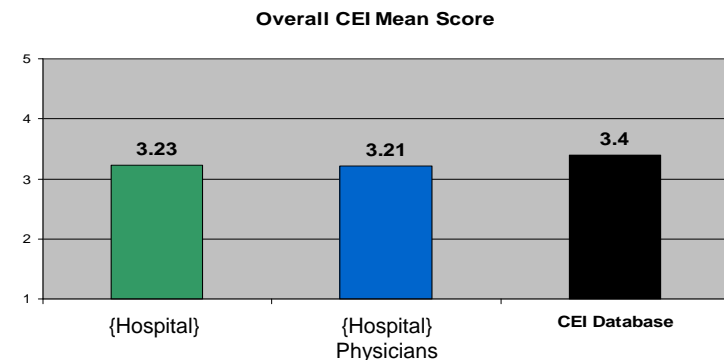
In June 2008, the Baptist Leadership Group provided {Hospital} with its Cultural Excellence Assessment (CEA). A key component of the CEA was the Cultural Excellence Inventory™ (CEI) Survey. The CEI is a survey tool with a .71 correlation to inpatient satisfaction, and thus is a good measure of a service culture. The tool contains fifty-one core items that assess twelve dimensions of cultural excellence. The items are mixed, addressing the different dimensions at random. In addition, the survey contains a five-item independent measure of **satisfaction, loyalty and commitment**. This set of outcome measures is reported separately and is not included in the CEI mean score.

The Cultural Excellence Inventory™ (CEI) was administered by the Baptist Leadership Group (BLG) and completed by one-thousand four hundred and eighty (1,480) respondents of {Hospital}. The participation resulted in a 31% response rate. The CEI was administered from May 16 through June 11, 2008. Among the 1,480 respondents, 43 or 2.9% were Physicians.

The overall **Average CEI Score for Physicians** is **3.21**, compared to {Hospital} average of **3.23** on a five-point Likert scale.

{Hospital} performed below the mean of the entire CEI database. **Furthermore, this analysis will serve as a “thin slice” of the physician responses to help guide cultural improvement efforts specific to the physician population.** The physicians performed significantly below the overall {Hospital} results on seven of the fifty-one core items with 95% confidence. An additional eighteen survey items scored below, but not significantly, and twenty-four surveys items scored above the overall {Hospital} results (three significantly above). The survey items that performed significantly above the {Hospital} mean were:

- “Employees receive personal recognition for their contributions.” (3.06 {Hospital} mean compared to Physician mean of 3.33)
- “When changes are made in my department, employees are involved in the process.” (2.89 {Hospital} mean compared to Physician mean of 3.05)
- “Coworkers are involved in the process of selecting new employees who will work in their department.” (2.64 {Hospital} mean compared to CEI Physician mean of 3.07)



Dimension Review by Physician Classification

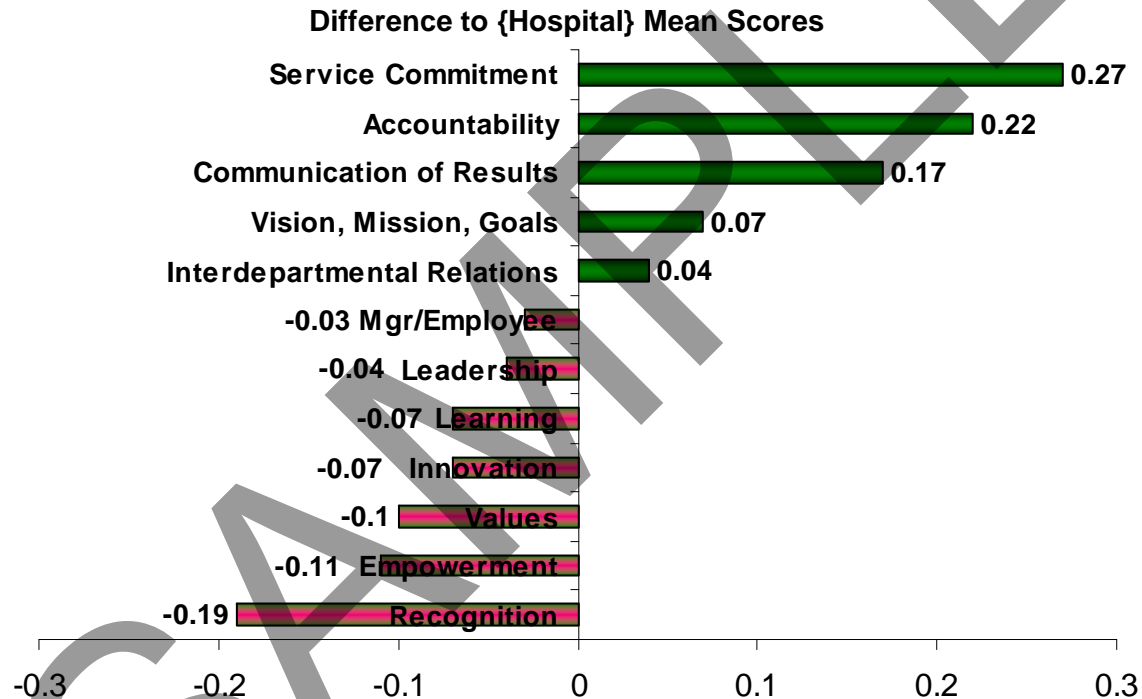
The table below presents the results by the physician position classification for the twelve cultural excellence dimensions. The highest scoring position type/category for each dimension in descending order is listed below:

Dimension	Overall {Hospital}	Physician
<i>Learning</i>	3.62	3.69
<i>Mgr/Employee</i>	3.51	3.54
<i>Communication of Results</i>	3.58	3.41
<i>Values</i>	3.27	3.37
<i>Empowerment</i>	3.09	3.20
<i>Vision, Mission, Goals</i>	3.27	3.20
<i>Innovation</i>	3.12	3.19
<i>Interdepartmental Relations</i>	3.21	3.17
<i>Recognition</i>	2.94	3.13
<i>Service Commitment</i>	3.39	3.12
<i>Leadership</i>	2.89	2.93
<i>Accountability</i>	3.03	2.81
OVERALL AVERAGES	3.23	3.21

The dimension for physicians that scored highest was Learning Organization (3.69); while the lowest scoring dimension was Accountability (2.81,) followed by Leadership (2.93). It is important to note that physicians were the second lowest position classification, tied with Non-Clinical Support (also 3.21) and above Registered Nurses (3.07)

Review of Performance Compared to Overall {Hospital} Results

The chart below represents Physician perceptions on the twelve cultural excellence dimensions compared to {Hospital's} mean. Green bars indicate a positive difference, or gap, compared to the mean performance of the overall organizational results. Red bars would indicate a negative gap to the organizational mean for each of the twelve CEI dimensions. The degree of difference is represented as either a positive or negative number indicating the degree of the gap to {Hospital} results comparison.



The dimension that scored highest compared to that of the {Hospital} results was *Service Commitment* which surpassed the organizational mean (+.27). This was followed by *Accountability*, which also outperformed {Hospital's} mean for this dimension. *Recognition* and *Empowerment* had the largest negative gaps compared to the organizational results (-0.19 and -0.11 respectively).

Question Review for Strengths and Opportunities

{Hospital} Strengths to be Leveraged among Physicians

An analysis of the survey items' gaps (as a percent of possible score; 100%) to {Hospital} means and the correlation to rating of overall culture reveals the following results in terms of foundational elements for the organization to build upon:

Top Foundational Elements to Build Upon	Correlation	Gap to {Hospital} % Possible Score	Positive Power Index Score ¹
This organization is an equal opportunity employer and it shows in the diversity of its workforce	.44	+6.18	91
Learning is an important part of our daily work.	.47	+3.77	87
Senior leaders regularly take time to interact with employees at all levels of the organization.	.36	+7.36	86
This organization values treating everyone with respect, no matter who they are or where they come from.	.38	+3.88	79
Employee input leads to change.	.28	+4.80	72
I feel comfortable going to other departments when I need support, information or help.	.27	+4.34	70
This organization maintains the highest ethical standards (doing the right things for the right reasons).	.28	+3.92	70

One should note that the strengths for Physicians at {Hospital} are relative due to the fact that most of the survey items scored significantly below the overall National CEI database.

Strengths that {Hospital} should build upon include *Values, Diversity, Learning Organization, Leadership and Interdepartmental Relations*. These are areas that {Hospital} physicians scored the organization favorably compared to {Hospital} data and are most highly correlated with the physicians' perceptions of the organizational culture.

¹ Positive Power Index Score is derived from assigning a rank to the survey items based on physician gap to {Hospital} means and the correlation power. Survey items with the highest Power Index Score will be those that have the least unfavorable gap to {Hospital} results and a strong correlation to the Overall Culture rating.

{Hospital's} Opportunities for Excellence among Physicians

A review of the survey items' mean scores and gaps (as a percent of possible score; 100%) compared to the {Hospital} organizational results reveals the following results in terms of opportunities for the organization overall:

Top 10 Opportunities	<i>Correlation</i>	<i>Gap to {Hospital} % Possible Score</i>	<i>Opportunity Power Index Score²</i>
"It's not my job" is not an acceptable excuse in this organization.	.54	-11.85	106
Goals at every level reflect the overall mission of this organization.	.55	-3.82	93
Everyone takes personal accountability for their own performance.	.52	-2.77	89
This organization has a 'no secrets' culture; senior leadership shares both the good and the bad.	.36	-8.82	83
Our employee satisfaction scores are openly communicated throughout this organization.	.30	-9.12	79
The mission statement is the driving force behind all that we do.	.37	-5.07	78
All employees have been taught the steps to resolve customer complaints.	.26	-11.66	77
Information is openly communicated across work teams/departments.	.47	-1.11	77
Poor performers are not tolerated in this organization.	.30	-6.55	75
Leaders clearly communicate plans to achieve this organization's vision to all employees.	.41	-1.75	74

Physician's lowest scoring areas (yet most highly correlated with overall rating of culture) on the survey relate to *Accountability, Leadership, Service Commitment, Communication of Results, Vision, Mission and Goals and Interdepartmental Relations*. One should note that all opportunity survey items scored significantly below the national CEI database mean. Therefore, these areas are {Hospital's} most vulnerable cultural areas for physicians and require immediate attention.

² Opportunity Power Index Score is derived from assigning a rank to the survey items based on physician gap to {Hospital} means and the correlation power. Survey items with the highest Power Index Score will be those that have the most unfavorable gap to {Hospital} results and a strong correlation to the Overall Culture rating.