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Using Rural Hospital-Wide Voices for Calls to Action



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Abstract

Objective: To utilize **Trego County-Lemke Memorial Hospital (TCLMH)** employee confidential survey perceptions obtained in April, July, and October yearly to decipher needed hospital environment, job satisfaction, and/or ethical standards for systematic, organizational quality improvement projects.

Methodology: Following survey deployment and analysis, organizational change projects will be selected and implemented by transformational leaders.

Results: Pending project implementation. Plan is to use a longitudinal, mixed methods, convergent parallel design to analyse employee aggregated Likert-type survey data using SPSS © ANOVA, and open survey comments adhering to qualitative Thematic Analysis via Dedoose©.

Conclusion: This project will implement transformational employee leadership to systematically address or improve employee reported hospital concerns.

Introduction

Purpose: To identify TCLMH employee perceptions of the hospital environment, their job satisfaction, and ethical standards for needed quality improvement projects.

Significance: Research findings demonstrate that employee concerns is detrimental to organizations, as evidenced by: low job satisfaction, decreased employee organizational trust, low employee retention, high turn over rates, increased patient error indices, and negative public opinions across many hospital contexts (Akdere & Egan, 2020; George, et al., 2021).



Key Terms or dependent variables:

Hospital environment: sum of the elements, factors, conditions, and geographical dimensions at TCLMH workplace.

Job Satisfaction: level of organizational work-life balance or contentment an employee feels with their job at TCLMH.

Ethical Standard: the principles that promote organizational trust, good behavior, fairness and conduct governance for TCLMH employees.

Planned Methodology

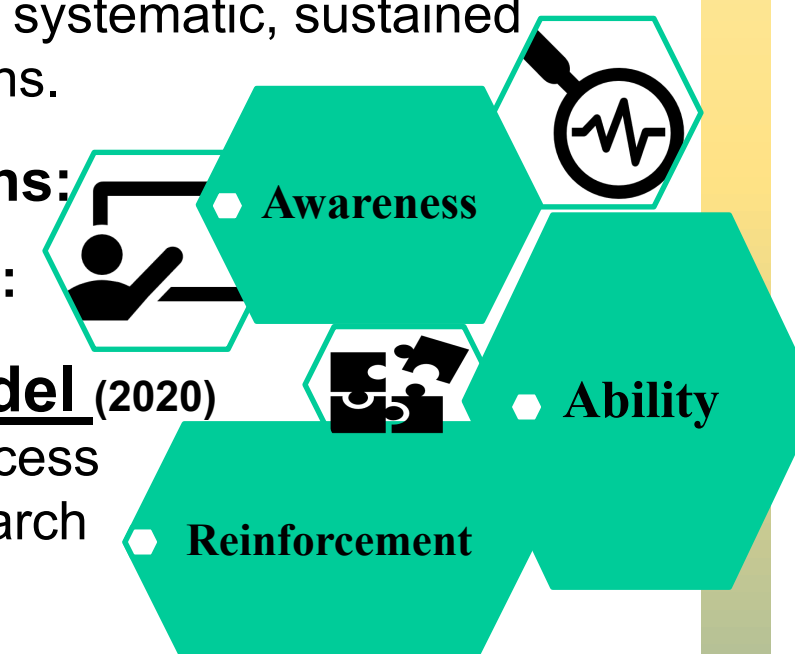
Proposed RQ: TCLMH employee perceptions' of the hospital environment, their job satisfaction, and ethical standards will improve following systematic, sustained organizational improvement plans.

Research Design/Interventions:

Utilize 2 Theory Frameworks:

(1) Prosci's ADKAR model (2020)

Quality Improvement process supported in research



(2) Transformational leadership

inspires employees to identify hospital concerns in need of improvement and, in the process, foster their own leadership capacity (Sheehan, Garavan, & Moreley, 2020). This model is essential to foster employees' trust and confidence, and ultimately, sustain a competitive edge in an ever-changing healthcare system.



Mixed Methods, Convergent Parallel Design

Convenience sample: 145 hospital wide TCLMH employees

Data analysis: ANOVA & Thematic Analysis

Ethical Considerations: pending FHSU IRB approval

Planned 5-Step Cyclic process, 3 times per year:

1. Deploy survey in employee email
2. Survey analysis using FHSU Qualtrics
3. Hospital board review & reporting of aggregated data
4. Action plan with accountability
5. Dissemination to hospital employees and the community

Role of researcher: TCLMH board member; aggregate data retrieval & review; initiating hospital change projects

Strategies for minimizing bias & error: SPSS and Dedoose data analysis; member checking; seeking validity and reliability, such as process practices and survey tool

Anticipated limitations of future research: convenience sample at 1 rural hospital; employee participation; transformational leader attrition; time & financial restraints

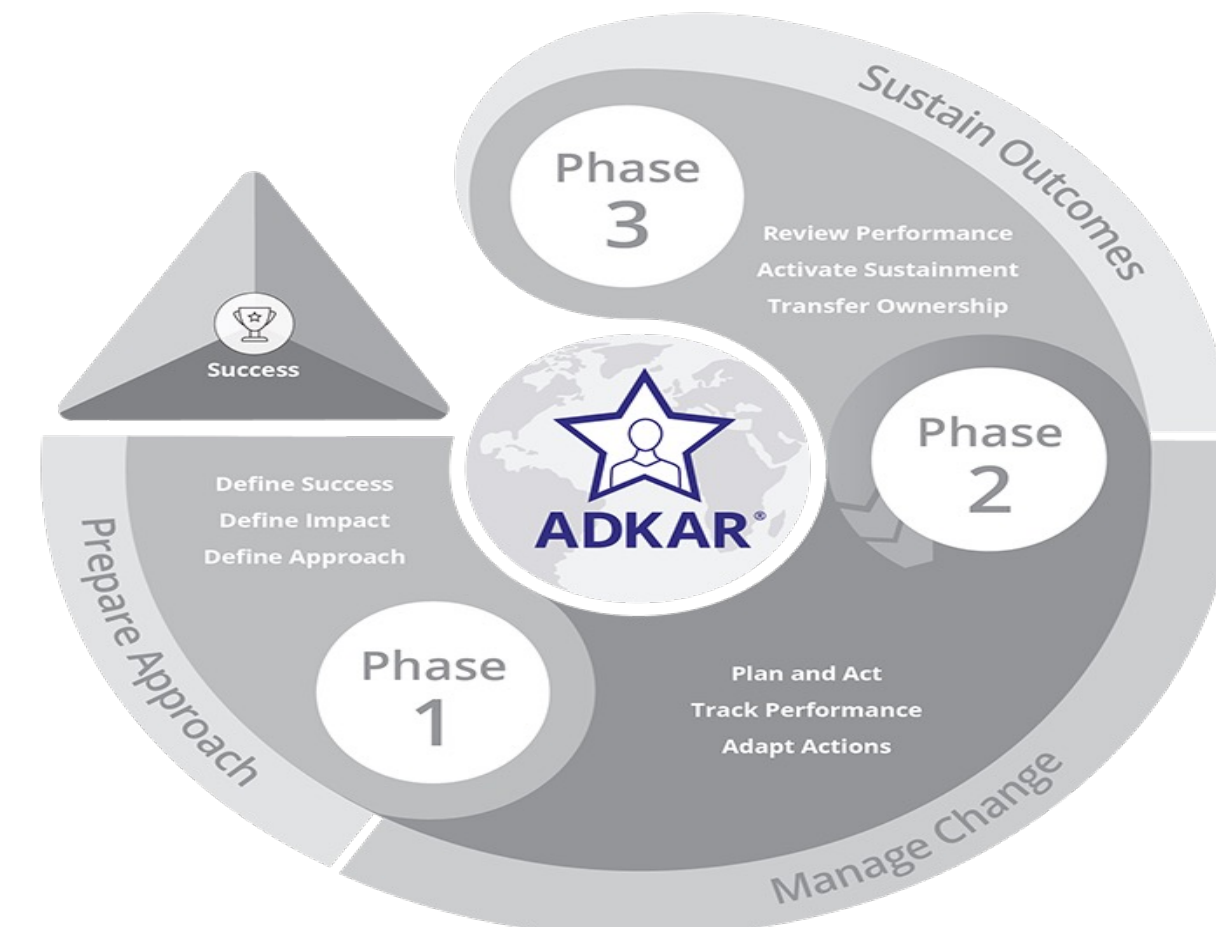
Literature Review Findings

Research on employee concerns and 'red tape' indicates that the impact of no action is detrimental to organizations evidenced by: low job satisfaction, decreased employee organizational trust, low employee retention, increased job turnover, increased patient error indices, and negative public opinions across many hospital contexts (Akdere & Egan, 2020; George, et al., 2021).

As the meta-analysis of George, et al. (2021) found, 'red tape' or blocks in organizational reporting has significant, negative, and small-to-medium impacts upon organizational performance and employee outcomes

Findings from literature resources support administrative actions to address hospital concerns, discourse, and 'red tape' (George, et al., 2021). Of particular importance is that employee voices are heard, intentional action follows, and organizational sustainment becomes intentional using transformational leadership (Sheehan, Garavan, & Moreley, 2020).

Research supports systematic, organizational change. An evidence-based practice change model for this study is:



(Prosci ADKAR model, 2020)

Transformational leaders focus on inspiring others to support each other and the organization as a whole (Sheehan, Garavan, & Moreley, 2020). Followers of a transformational leader respond by feeling trust, admiration, loyalty, and respect for leaders and are more willing to work harder than originally expected.

Anticipated Conclusion

This planned meta-analysis, mixed methods quality improvement rural hospital project anticipates vast empirical data and narrative originating from employee concerns or 'red tape' issues. Following systematic change and reporting, organizational best practices will most likely be positively impacted, secondary to improved hospital environments, job satisfaction & ethical standards.



Recommendations for future research:

Continue to design hospital specific reporting mechanisms with improvement plans. Rigorous research is needed to better delineate best actions and models for transformational leaders seeking organizational successes.

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