

Figure 1 Search strategy

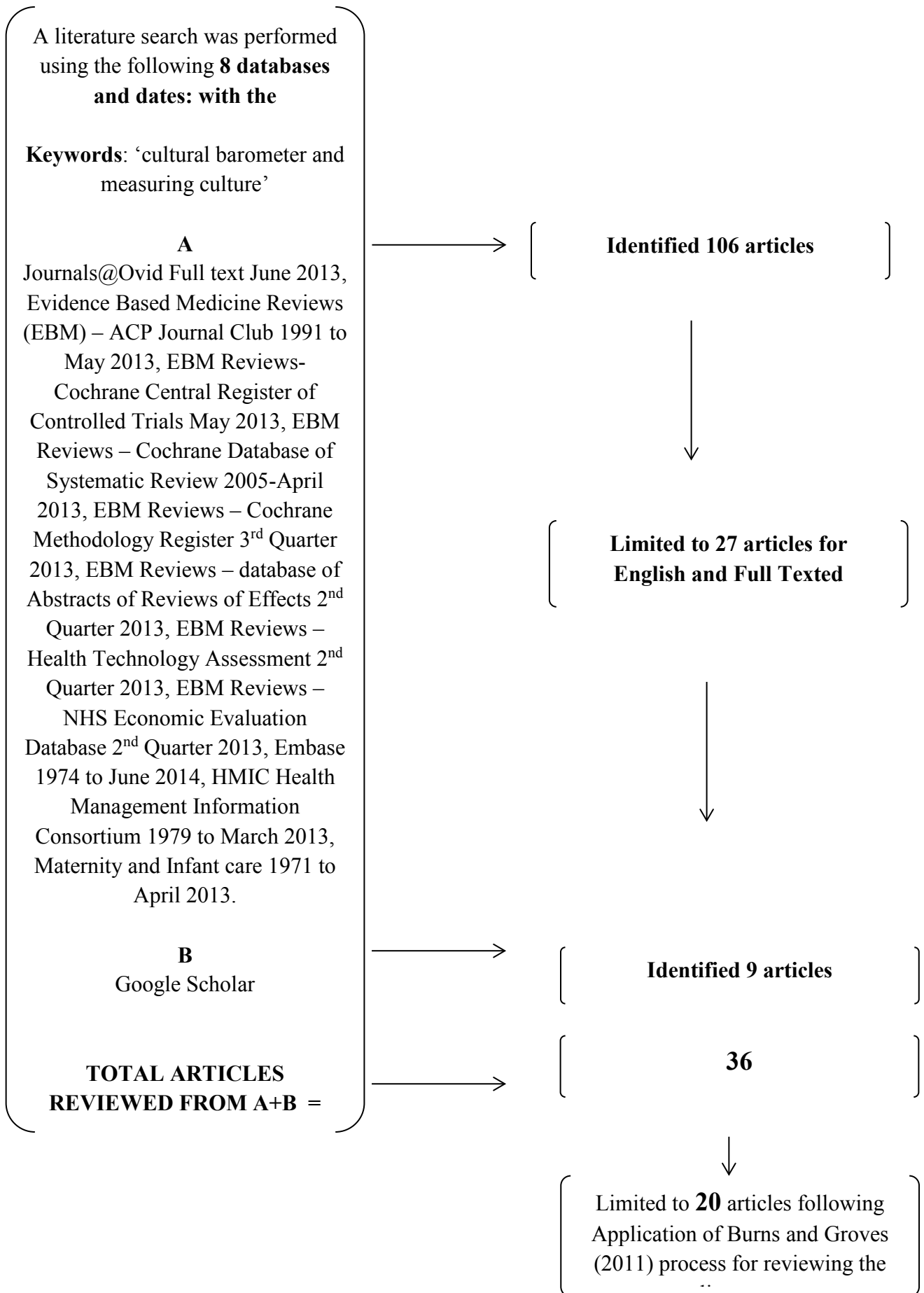


Table 1 Healthcare organisational culture determinants and influences on the delivery of safe, quality and compassionate care

Year	Author/ Location	Article type	Culture theme/level	Summary Key Cultural findings
2015	Pronovost and Sexton UK	Editorial	Guidelines and recommendations for assessing a safety culture	- Explores the steps to measuring a safety culture
2014	Wakefield et al, Australia	Quantitative research study	Patient safety Culture Behaviours	- Development of the Patient Safety Behaviour Intent questionnaire - Modelling behaviours and individual beliefs surrounding patient safety behaviours - Large sample of healthcare workers n=5294
2013	McSherry et al, UK	Review of instrument	Debate the importance of any healthcare organisational cultural instruments should be linked to existing quality and governance frameworks	- Provide an overview of a newly designed Cultural Health Check Toolkit - Recommended further research is undertaken in advancing the CHCT in the future
2013	Kaufman and McCaughan UK	Review	Exploration of the links between organisational culture and patient safety	- Explores what organisational culture means, involves and how this can be linked to previous failings and major incidents. - Several major organisational themes are highlighted that have the potential to impact on patients safety.
2013	Hesselink et al, Netherland	Systematic review	A critical review of instruments designed to measure a caring culture in hospitals	- RAND-modified Delphi study using experts to review caring measurement instruments by a panel of experts
2013	Davies and Mannion UK	Review	Explores the notion that will a prescription(s) for culture change improve the NHS following the recommendations of the Francis Report for cultural change.	- The review provides a balanced debate surrounding healthcare organisational culture and where this relates to the recommendations of the Francis Inquiry
2012	Hunt et al, United Kingdom (UK)	Systematic review	Organizational culture Performance Older People	Organisational culture and performance impact on: - Activity and outcomes - Job burnout - Job satisfaction - Patient safety - Management techniques
2012	White et al, United States of America (USA)	Qualitative research study	Nursing home residents, family members and staff Awareness of cultural change initiatives Artifacts of Cultural Change (ACC) 62 item instrument	Organizational culture and influence on: - the physical and care environments - independence focused - nursing staff development and retention - Consistency and choice
2011	Bellot USA	Review	Defines organizational culture Highlights organizational culture theorists and themes	- Differentiates organisational culture and climate - Explores controversy surrounding organizational culture - Highlights cultural assessment tools and instruments - Applicability of organisational culture to health care

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2011	Lown et al, USA	Quantitative research	Distribution of the Compassionate Care Scale	- Distribution of the Compassionate Care Scale to n=800 patients and n=510 physicians.
2010	Jackson et al, UK	Review	Hospital safety climate surveys Measurement issues	- Critical comparative review of 4 safety climate questionnaires - Exploration of psychometric properties - Measurement and outcome issues are debated
2010	Shwartz et al, USA	Quantitative research study	Healthcare workers perceptions of patient care quality and improvement progress Performance on organizational and workgroup characteristics and impact on quality	- Survey of physicians and nurses regarding key themes that impact on a organisations quality and improvement progress towards achieving the Pursuing Perfection (P2) programme - Quality and improvement was based on the Institute of Medicine (IOM) report 'Crossing the Quality Chasm: A New Health Care for the 21 st Century. -
2008	Hruschka, Hadley USA	Review	Debate surrounding the concept of culture associated with epidemiology.	- Defines culture - Positions culture within an Anthropology context - Theories of culture are highlighted and debated - Measuring and analysing culture is explored
2007	Pinakiewicz et al USA	Review	Consolidation of the second annual nursing leadership congress and how this may support building a foundation for a culture of safety	- Details and summaries key sessions and how culture can influence safety, quality and governance.
2006	Scott-Findlay and Estabrooks Canada	Literature review	The research maps the nursing literature associated with organizational culture in nursing	- The literature review was framed using Hatch's three perspectives of culture.
2006	Robinson and Roshier USA	Research	Explores the importance of cultural change within the residential nursing home setting	- The research administered the Quality of Work-Life and Family Questionnaires to gauge the effectiveness of cultural change within the residential setting along with the Geriatric depression scale and the Cornell Depression in Dementia Screen to access the overall impact of the change on staff and residents.
2005	Stevenson and Baker UK	Quantitative research	Pilot work exploring the measurement of organisational culture in primary care	- Explores perceptions of organizational culture in primary care through the Practice Culture Questionnaire (PCQ)
2005	Mannion et al, UK	Case study research	Exploration of cultural characteristics of 'high' and 'low' performing hospitals	- Highlighted the importance of healthcare organisational cultures on performance of the hospitals.
2001	Stahr UK	Case study review	Detailed case study of how a NHS hospital achieved the European Foundation for Quality Management Award	Highlights the inter-relationship of the various quality systems and process designed to improve safety, quality and performance within a healthcare organization.
2000	Davies et al, UK	Review	Debates the importance of organizational culture and impact on quality in healthcare	- Explores the issues surrounding defining organisational culture within healthcare - Cultural attributes, characteristics and diversity are detailed

Table 2 Response rate by healthcare worker category

Healthcare Workers Categories	Numbers Returned	Total Percentage
Nursing (Qualified and Unqualified)	67	72%
Medical (Senior and Junior)	8	9%
Allied Healthcare Professionals (Qualified and Unqualified)	7	7%
Supporting Staff	11	12%
Total	93	100

N= 93 *5 missing data = five individuals not stating their role

Table 3 Response rate by healthcare workers role

Healthcare Workers by role	Numbers Returned	Total Percentage
Ward Matron	2	2
Ward Sister	7	8
Specialist Nurse	3	6
Staff Nurse	25	27
Associate Practitioner	1	1
Student Nurse	1	1
Healthcare Assistant	25	27
Consultants	3	3
Doctors Foundation Year 1	5	5
Dietitian	1	1
Physiotherapist	3	3
Physiotherapist Technician	1	1
Pharmacist	1	1
Pharmacist Technician	1	1
Ward Clerk	4	4
Domestic	5	5
Modern Apprentice	1	1
Ward Hostess	1	1
Total	90	98

*N= 93 *5 missing data = eight individuals not stating their role*

Table 4 Factors and determinants

Factor 1 Professional Practice and Support		Factor 2 Workforce and Service Delivery	
Determinant 1 Professional Practice	Determinant 3 Workforce	Determinant 4 Service Delivery	Determinant 2 Support
Q1) .824	Q4). 263	Q7) .258	Q3) .789
Q2) .919	Q8). 621	Q11). 561	Q9) .778
Q5) .610	Q10). 485	Q14). 521	Q16) .784
Q6) .696	Q12). 742	Q15) .169	
Q13) .918			

Table 5 Cultural Health Check (CHC) – Staff Rating Scale (SRS) CHC-SRS Version 1 classifications

Classification	Category	Score Range	Rationale
1	Inadequate	1 – 16	The culture of the healthcare organisation and working environment requires immediate review and attention.
2	Requires Improvement	17 – 32	The culture of the healthcare organisation and working environment requires some improvements .
3	Good	33 - 48	The culture of the healthcare organisation and working environment is conducive towards providing a support and caring environment where staff feels valued and supports.
4	Outstanding	49 - 64	The culture of the healthcare organisation and working environment provides outstanding support in creating a culture of care and compassion where staff feel truly valued and supported.

Table 6 Hospital and Ward by Cultural Health Check Staff Rating Scale (With replaced missing data with the mean)

	Category	Hospital Trust 1		Hospital Trust 2		Total
		Ward A	Ward B	Ward A	Ward B	
Cultural Health Check Staff Rating Scale	1	0	0	0	0	0
	2	0	2	0	1	3
	3	15	24	27	9	75
	4	1	5	10	0	16
Total		16	31	37	10	*94

*4 Missing data

Table 7 Family and Friends test scores by hospital and wards

		Hospital Trust 1		Hospital Trust 2		Total
		Ward A	Ward B	Ward A	Ward B	
Family and Friends Test Response	Yes	11	30	28	3	72
	Not sure	3	1	6	4	14
	No	1	0	2	1	4
Total		15	31	36	8	*90

*4 missing cases

Table 8: Correlations with levels of Staff Satisfaction to carry out care

Question	Spearman Rank Correlation	P value
Q8) Shortage of staff	.252	0.05
Q9) Reliance on bank/agency staff	.326	0.01
Q10) High turnover of nursing staff	.281	0.01
Q15) Patient and carers/relatives make complaint	.311	0.01

Family and Friends Test by Factor 1 Determinate 1 Professional Practice

Question 17	Spearman Rank Correlation	P value
Q1) I feel that I am able to carry out patient care to my satisfaction	.397	0.01
Q2) I feel supported to undertake professional development training	.238	0.05

Family and Friends Test by Factor 1 Determinate 2 Support

Question 17	Spearman Rank Correlation	P value
Q3) My appraisal / personal development review takes place as planned	.281	0.01

Family and Friends Test by Factor 2 Determinate 3 Workforce

Question 17	Spearman Rank Correlation	P value
Q8) There is a shortage of nursing staff in this area	.238	0.05

Family and Friends Test by Factor 2 Determinate 4 Service Delivery

Question 17	Spearman Rank Correlation	P value
Q11) There is a shortage of medical staff in this area	.227	0.05

Appendix 1: Cultural Health Check Healthcare Workers Questionnaire

Question		Often	Sometimes	Rarely	Hardly ever
1	I feel that I am able to carry out patient care to my satisfaction?				
2	I feel supported to undertake professional development training?				
3	My appraisal / personal development review takes place as planned?				
4	My planned study leave is cancelled?				
5	I am involved in multidisciplinary meetings about patient care?				
6	Discharge planning appears to be carried out effectively?				
7	There are unplanned readmissions following discharge?				
8	There is a shortage of nursing staff in this area?				
9	The area relies on bank and agency nursing staff?				
10	There is a high turnover of nursing staff?				
11	There is a shortage of medical staff in this area?				
12	There is a high rate of sickness absence?				
13	Hand hygiene is carried out effectively?				
14	The clinical area looks untidy?				
15	Patients or relatives make complaints?				
16	When incident reports are completed, managers take necessary action?				
17		Yes	Not sure	No	
	I would be happy for my family or friends to be treated in this area				

