

Introduction by Bob Dent

What Would Florence Do? That question has inspired me in my role as a practicing nurse and as a nurse leader. For today's healthcare environment, this book shares an important part of the answer. If you were to visit any hospital or health system today, I'm confident that – while Florence would be impressed by the beautiful facilities and near-magical technologies we have to care for our patients – she would also put us to work on building a stronger culture of ownership, what this book calls the Invisible Architecture, within those organizations.

We started our cultural transformation journey at Midland Health by giving every employee a copy of *The Florence Prescription* with a special foreword from our executive team, and asking our managers to use the book to guide a dialogue about the sort of culture we desire and that our patients deserve. That dialogue continues with each new employee experience when every new team member receives a copy of the book and connect the dots to our mission, vision, and core values. The results of our commitment to building the sort of Culture of Ownership described in this book have been remarkable. Our outcomes include:

- In the first year, there was a 10-point increase in HCAHPS scores.
- There has been a 32% reduction overall RN turnover, and a 43% reduction for new nurses in their first two years of employment. The Culture of Ownership has become an integral element of MMH's recruiting and retention efforts.
- In follow-up all-employee surveys:
 - 63% agreed with the statement "My coworkers are more positive and more fully engaged and they were before the program started."
 - 87% agreed with the statement "I am personally more aware of my attitude and the attitudes of people around me, and more fully engaged to my work, then before the program started."
 - The number of people agreeing with the statement "We refrain from toxic negativity and treat others with respect" increased from 36% to 61%.
- In a separate survey of managers, 94% reported that the initiative was helping them to be more effective both as a leader at MMH and in their personal lives.

- In the first two years MMH achieved 22% reduction in CLABSI, 38% reduction in ventilator related events, and 64% reduction in CAUTI.
- 991 of our employees (approximately 50%) took the Culture of Patient Safety survey (2017) and scored our hospital an “A” for patient safety.
- The number of areas meeting Values Based Purchasing (VBP) levels increased from 58 in FY 2015 to 84 in FY 2016.
- Patient satisfaction in the Emergency Department went from the bottom 10% to top 10% nationally; the ED Director and I were invited to speak at the annual Press Ganey conference.
- Utility costs have been reduced by more than a million dollars per year, with a substantial proportion of those savings coming from people thinking like owners and turning off lights.
- The annual Cultural Productivity Benefit is more than \$7 million; a research team from Texas Tech University is now working with Midland Health to quantify the overall cost savings and cost avoidance.
- Midland Health has a substantially more positive reputation in the community, and the Culture of Ownership Initiative is now being shared with the Midland Independent School District.
- Midland Memorial Hospital is applying to become an ANCC Magnet-designated organization (August 2017) and a third time ANCC Pathway to Excellence organization (2018).

The eight essential characteristics of a culture of ownership, The Self Empowerment Pledge, The Pickle Challenge, and the Twelve Core Action Values have become part of our organization’s cultural DNA. We begin each day at 8:16 am with the Daily Leadership Huddle where participants recite The Pickle Pledge and that day’s promise from The Self Empowerment Pledge before sharing key operational indicators. The huddle lasts no more than 14 minutes but helps set the stage for the day. Huddles are then repeated in each department throughout the hospital. Now we are reaching out to

share what we have learned with our West Texas community and with colleagues throughout the nation.

Our people have taken the Proceed Until Apprehended philosophy recognizing it doesn't take a leadership title to be a leader, described in chapter 9, to a whole new level in our Interprofessional Shared Governance model and are making differences in our workplace environment regularly.

The Self Empowerment Pledge, described in chapter 10, has had an impressive impact on our organization and on individual employees. Our people are making commitments and improving on their personal and family relationships and making decisions impacting their career. All of this has shown improvement in how we deliver on an exceptional experience for our patients and their visitors.

In healthcare today, toxic emotional negativity is a plague. The gossiping, incivility, bullying behaviors of people making for a poor workplace environment that lead to unsafe practices. By taking the Pickle Pledge that is described in chapter 13 you can create a shared language and approach for those all-important courageous conversations with the emotional vampires. We need to recognize civility and take actionable steps to systematically reduce all acts of incivility in our professional practice, workplace environments, and in our communities!

In my 30 years as a nurse and nurse leader, I've learned that the most important competency is that of relationship management and the most important characteristics are trust and transparency. Taking to heart the principles of The Florence Prescription has helped me and the members of my team to be better leaders. And by focusing on the Invisible Architecture, we have created a more positive and healthy workplace environment, and have delivered a much better experience and outcomes for our patients and their visitors to our hospital. You will as well.

Bob Dent, DNP, MBA, RN, NEA-BC, CENP, FACHE, FAAN
Senior Vice President, Chief Operating and Chief Nursing Officer
Midland Memorial Hospital
2018 President, American Organization of Nurse Executives