Executive Summary

The Role of Organization Culture in a Positive Patient Experience: A Leadership Imperative

This paper shares results from a Cultural IQ test to explore how the patient experience is shaped by leadership in an organization’s culture. A cultural change has occurred around the notion of what it means to be a leader, as there has been a gradual shift away from the command-and-control style of leadership. Today’s top leaders show a genuine interest in the growth and development of their people, and understand that they get the best results when they engage their subordinates with a higher purpose— as defined by the mission, vision, and values of their organization.

The goal of this paper is to express the point that the secret of success lies in one idea: If leaders build a great culture for people to work in, they’ll build a better company. The results of over 400 respondents of the CIQ Test reveal that the most relevant issue to organizations is linked to the core values of an organization and how they are ingrained in and organization’s decision-making process.

Engaged employees are the primary drivers for delivering an exceptional patient experience. Engagement is more than just an understanding; it is a move from understanding a concept in an impersonal way to embracing it with every fiber of our soul. Authors Britt Berrett, President, Texas Health Presbyterian Hospital Dallas and Paul Spiegelman, Founder & CEO, The Beryl Companies, conclude from the study that healthcare organizations need to reorient themselves in dramatic fashion and begin to put new emphasis on driving higher levels of engagement among their employees in order to improve the culture of the organization.

About The Beryl Institute

The Beryl Institute serves as a professional home for stakeholders who recognize that the patient experience is an essential element in the evaluation of healthcare performance. The Institute defines the patient experience as “the sum of all interactions, shaped by an organization’s culture, that influence patient perceptions across the continuum of care.”

CIQ Average Scores

- Our core values are deeply ingrained into our decision making process: 7.74
- We have fun at work: 6.39
- We have a system in place to show that we care about the personal lives of our employees: 6.64
- We hire for fit in addition to skill: 7.21
- We quickly and appropriately move the wrong people out of the organization: 4.79
- Our employees get personally involved in our community service activities: 6.33
- We regularly measure employee engagement, create action plans and communicate results: 6.64
- We have robust reward and recognition program: 5.87
- We regularly demonstrate our commitment to growing and training our employees: 6.66
- Our employees feel like they are here for a purpose beyond just their job: 6.51