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A Roadmap for Healthcare: A Longitudinal Approach to Culture Change in a Complex Environment

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Dr. Eleanor Lawrence
Nova Southeastern University
el6@nova.edu

Dr. Leslie Tworoger
Nova Southeastern University
ltworoger@huizenga.nova.edu

Cynthia Ruppel
Nova Southeastern University
ruppel@nova.edu

ABSTRACT

This longitudinal action research case study of a hospital involved in systemic change for twelve years demonstrates how the management staff, led by a committed CEO, was able to successfully implement a team strategy to share knowledge and achieve a radical culture change. The multi-year initiatives and processes institutionalized team-based leadership and a culture of knowledge sharing as documented by improved patient quality care. This research provides a baseline for an informed approach to a leading organizational culture change. An organizational development model for knowledge sharing and process improvement to support the systemic culture change is described.

KEYWORDS: Organizational development, Organizational culture, Change, Action research, Longitudinal