



C - CHANGE FACULTY SURVEY

MEASURING DIMENSIONS OF THE EXISTING CULTURE IN ORDER TO ADDRESS THE PROFESSIONAL AND PERSONAL DEVELOPMENT OF FACULTY IN ACADEMIC MEDICAL CENTERS

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Development of the C - Change Surveys

The National Initiative on Gender, Culture and Leadership in Medicine, known as C - Change (for culture change) and housed at Brandeis University, is dedicated to improving the culture of academic medicine through research and action. Our objective is to promote an inclusive, affirming, relational and energizing working environment for all medical school faculty and trainees, at the same time increasing the diversity of leadership in academic medicine.

In an initial phase, C - Change has conducted in depth interviews with male and female faculty in five academic medical centers in order to document the culture and issues affecting faculty productivity and well-being.^{1-3,5-10} Those qualitative interview data served as the basis for the construction of a comprehensive quantitative survey instrument, the C - Change Faculty Survey, which systematically explores and documents the experiences of medical school faculty and the organizational culture in their academic medical centers. Randomly selected faculty in each of a stratified random sample of 26 U.S. schools were surveyed using the Survey. This large, nationally representative, dataset of faculty responses serves as a rigorously analytic resource to investigate important topics, such as the vitality and retention of academic faculty. Survey findings in individual institutions provide a solid foundation for developing activities to support an enhanced working environment and set of values in academic medicine. Our national

normative C - Change Survey data allow medical schools to compare themselves with other similar institutions. Recent C - Change research identifies dimensions of the culture as measured by the survey that predict faculty intention to leave due to dissatisfaction,¹¹ mentoring¹² and vitality,¹³ and differences in the experiences of faculty sub-populations.¹⁴⁻¹⁷ The faculty survey was later adapted for medical students¹⁸ and residents¹⁹ to measure their perceptions of their learning environment and professionalism, and offers insights into the “hidden curriculum.”

The C - Change Surveys are available for use by academic medical centers wishing to assess and improve their culture and existing practices in order to create a more academically productive, inclusive, diverse and humanistic environment where all people can thrive. The Surveys allow detailed exploration of the foundations of the development of human capital, (e.g., trust, relationships, perception of opportunity, professionalism and the learning environment) as well as the waste of such human capital (e.g., disconnection, causes of dissatisfaction, burnout, discrimination, and desire to leave academic medicine). When used in parallel, the C - Change Student, Resident, and Faculty Surveys provide credible and powerful tools for improvements. Survey findings can address accreditation requirements.

Content of the C - Change Faculty Survey

The C - Change Faculty Survey[®] assesses medical faculty perceptions of their organizational culture and professional experiences. It consists of 74 questions that assess levels of vitality, trust, competition, professionalism, feelings of being valued and belonging, gender and diversity inclusion and equity, and other constructs related to the organizational culture for faculty. It also collects data on faculty roles (e.g., percent time spent in research, education, administration, clinical time) and faculty perception of their school’s support for career development, mentoring and work-life management. It assesses burnout and faculty commitment to their institution, as well as intention to leave academic medicine.

Twelve discrete scales with demonstrated statistical reliability, developed to summarize C - Change data along important dimensions of the culture, allow comparison of sub-populations and investigate outcomes of interest. The 12 scales are:

1. Vitality
2. Self-Efficacy in Career Advancement
3. Perceptions of Institutional Support
4. Relationships, Inclusion, Trust
5. Personal and Institutional Values Alignment
6. Ethical and Moral Distress
7. Respect

8. Mentoring Received
9. Leadership Aspirations
10. Work-Life Integration
11. Gender Equity
12. Equity for members of groups underrepresented in medicine

Additional optional scales include:

1. Institutional Change Efforts for Diversity
Assesses faculty perceptions of good faith effort by the institution to advance women and underrepresented in medicine minority faculty
2. Institutional Change Efforts for Faculty Support
Assesses faculty perceptions of good faith effort by the institution to improve support for faculty
3. Interprofessional/Interdisciplinary Practices and Preferences

The institutional change efforts questions are especially useful as evaluation tools for academic health centers that have new initiatives in place to address diversity and/or faculty support issues.

Additional survey questions can be developed to probe areas of particular interest to an academic health center.

The Faculty Survey can be used in its entirety or in short-form for the following purposes:

- assessment of the culture and faculty professional experiences
- collection of data for accreditation purposes
- to identify areas for improvement
- program evaluation
- quality improvement
- to track the culture or special dimensions of the culture
- in modular format to focus on dimensions of particular interest
- as a pre/post measurement tool
- pulse data collection
- comparison of sub-populations and perspectives

Administration of the C - Change Faculty Survey

The C - Change Faculty Survey is fielded electronically and takes about 15 minutes to complete. The Survey is hosted on a secure external website and administered by the C - Change team at Brandeis University to ensure confidentiality of responses and help achieve a high response rate.

C - Change works closely with medical schools to understand any unique needs they might have in survey adaptation or fielding, and administers the Survey. C - Change works in collaboration with each institution to develop a strong communications plan to enable a high response rate. Depending on the size and analytic needs of the institution, C - Change can recommend and develop a sampling plan or field the Survey to the full census of the faculty, as appropriate.

Analysis and Reporting of Study Findings

C - Change provides a demographic profile of survey respondents; a summary report of each dimension of the culture with national norms; data tables of frequencies for all survey items, with analyses by faculty sub-groups of interest to the institution; and a scorecard.

Fee Structure

Budgeting for the C - Change Surveys depends on study specifics, such as the size of the study population, analysis of sub-populations, or tailoring the survey to institutional needs. The C - Change research team has developed a streamlined process to manage survey data collection, analysis, and reporting.

Services provided in the base survey price include:

- Consultation on institutional needs
- Customization of the C - Change Faculty Survey for the program
- Drafting announcements and cover communications
- Survey administration
- Reminders to achieve high response rates
- Management of e-mail communications with respondents
- Confidential data collection and storage
- Data analysis
- Reporting: summary report; detailed item report; scorecard
- Comparison with national benchmark data

Optional additional services include:

- On-site presentation of the C - Change Faculty Survey findings
- Collection of open-ended narrative responses
- Design of tailored change activities/workshops/programs

Customization for Different Populations

The Survey can be adapted for faculty in other health care disciplines and higher education, and for staff.

C - Change Survey Sample Implementation Timeline

Preparation	Project launch discussion of scope of survey, population to survey, timing of survey
Weeks 1-4	Survey customized Communications drafted E-mails and demographics prepared E-mail addresses provided to C - Change
Week 5	Survey finalized Communications finalized
Weeks 6-11	Survey in field
Week 12-19	Data programming and analyses conducted Reports prepared
Week 20	Data tables with national comparisons delivered Summary report delivered
	Study debriefing

C - Change will be pleased to work with you to customize a project and timeline that meets your institution’s needs.

Consultation Services and C - Change Practices

Assisting institutions to collect and use their survey data effectively and constructively are central elements of the services provided with the C - Change Survey. C - Change offers consultation on implementing data-action cycles, i.e., change activities that are appropriate and responsive to Survey findings.

C - Change can conduct discussion groups, interviews and/or workshops with leaders or constituent groups in the academic medical center for multiple purposes:

- For presentation of data
- As an engagement of stakeholder strategy
- To address issues that emerge from the Survey
- To help formulate and implement change activities
- As part of a needs assessment to collect in-depth information about aspects of the culture

For information about use of the C - Change Surveys, please contact cchange@brandeis.edu,
781.736.8120

or Linda Pololi, MD at lpololi@brandeis.edu.

Please see website at <http://cchange.brandeis.edu> for additional survey-related references
and information.

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Selected C - Change Publications

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