

## ABSTRACT

Sukavet Nursing Home is the *hospice* for the elder patients who are suffering from Alzheimer, chronic disease, paralysis, disability or final stage of cancer and need palliative care or unable to take care of themselves. The main needs of this dissertation were to *increase the satisfaction and engagement of senior patients* and to *create the sustainability of the institution*. The objectives were to access the current situation of the satisfaction and engagement level of senior patients/family members and the sustainable business operations including the financial management of institution.

The most important data were the *qualitative data collection and quantitative data analysis* used for the *triangulation for validity and consistency*. The researcher performed the appreciative inquiry-based organization development intervention with the limitations of financial support, research location of senior patients/family members and limited timeframe of dissertation. The conclusion of **Pre-Organization Development Intervention** (Pre-ODI) recognized the issues to be improved as suggested by the researcher that were related to the sustainable developments of *patient care quality* for physical and mental development. The improvement of *communications and relationships* among senior patients, family members and staff members was also important. The *staff member development* increased their job commitment, motivation and competency. Additionally, the job security and career path development were designed for the implementation of social security benefit and the researcher suggested an awareness of their future career path. The *management style and financial support* contributed to the sustainable development.

The **Organization Development Interventions** (ODI) were implemented for 10 months to enhance the physical and mental rehabilitation. The facility

improvement was related to the atmosphere development. The communication, activity participation and family visitation created the good personnel relations. The staff members received the special monetary rewards of good performance employees, standard compensation, additional fringe benefit and seminars/trainings. The *appreciative inquiry-based organization development intervention process* implemented the change of *management style* from Top-down to *Two-way Communication Approach*. Besides, the researcher provided the financial suggestion to create the sustainable financial management.

**Post-Organization Development Intervention (Post-ODI)** on the *senior patients/family members* was positive and *achieved higher satisfaction and engagement*. In addition, the *staff members in the institution* were *satisfied* with their job and they were not only working for monetary compensation but they were also receiving the non-monetary rewards as the additional motivation. The most important aspect was that all staff members were well-trained and continuously encouraged to come to work every day with a great attitude of doing a good merit when working with the senior patients and family members. Overall, they were also *working to make a difference*.

The *recommendations* for the institution included the management implementation of the *current employee in-depth study, sustained Two-way management communication and continued use of Appreciative Inquiry Method*.

The summary of the final results was that there was a significantly *positive increase of the satisfaction and engagement level of senior patients/family members* and there was a *positive increase of the sustainable business development* on the institution.