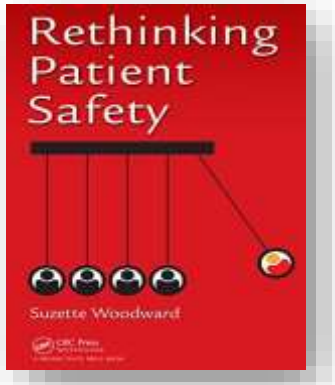
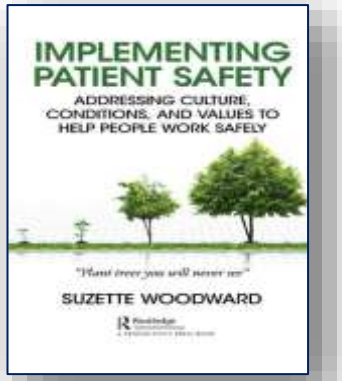
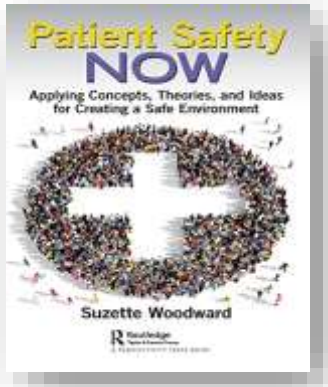
Patient safety, psychological safety and the doctors of tomorrow

Suzette Woodward

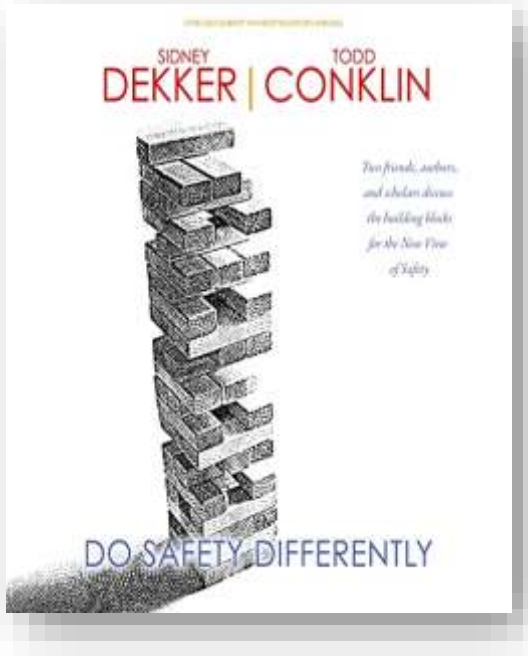






“Change happens through learning and when people are exposed to a new way of thinking.

The more individuals who are exposed to these new ideas the more there will be an increase in critical mass leading to impact”

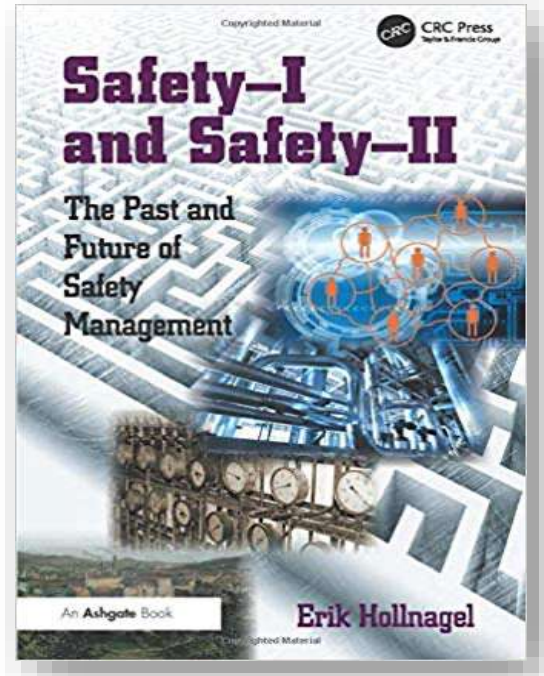


1. Look at safety differently

Safety I and safety II …..

There comes a point where we need to stop just pulling people out of the river. Some of us need to go upstream and find out why they are falling in.

Desmond Tutu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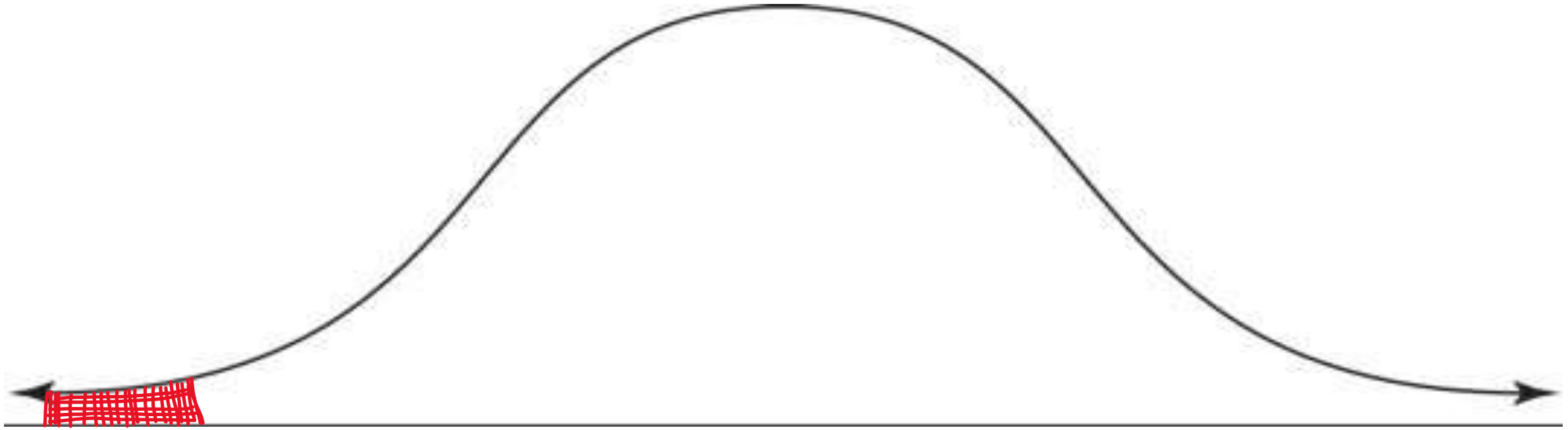
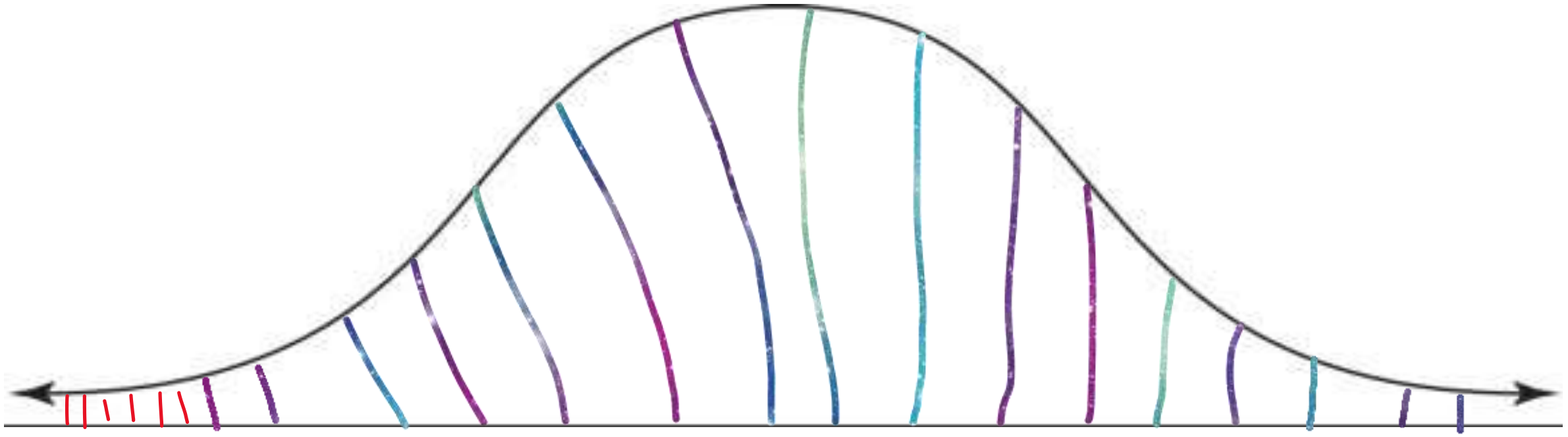
“You have to know the past to understand the present”

Carl Sagan



What could go wrong almost never does, but we don’t pay much attention to that



Safety-II is the study of both how things fail and how things work in order to improve what we do everyday

1. Look at safety differently

2. Understand the reality of people's working lives

Work as done versus work as imagined…..

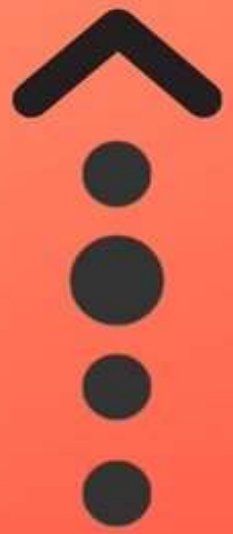
Safety as done versus safety as imagined…..

Healthcare is a complex adaptive system

A dynamic network of interactions with people and processes acting in parallel constantly reacting to other people and processes

Three models of safety

Charles Vincent and Rene Amalberti.



Ultra safe systems

Risk is excluded as far as possible. The model lends itself to regulation and supervision of the system to avoid exposing patients to unnecessary risk

process > people

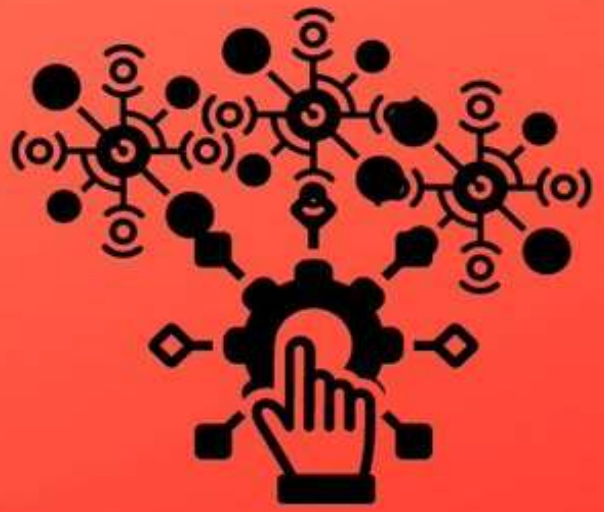
An example would be delivering chemotherapy or radiotherapy.

High reliability systems

Risk is not sought out but is inherent in the job.

people = process

An example would be surgery, where there are both predictable processes and also clear inherent risk. The risk can often be mitigated for by skill, adaptability and control.

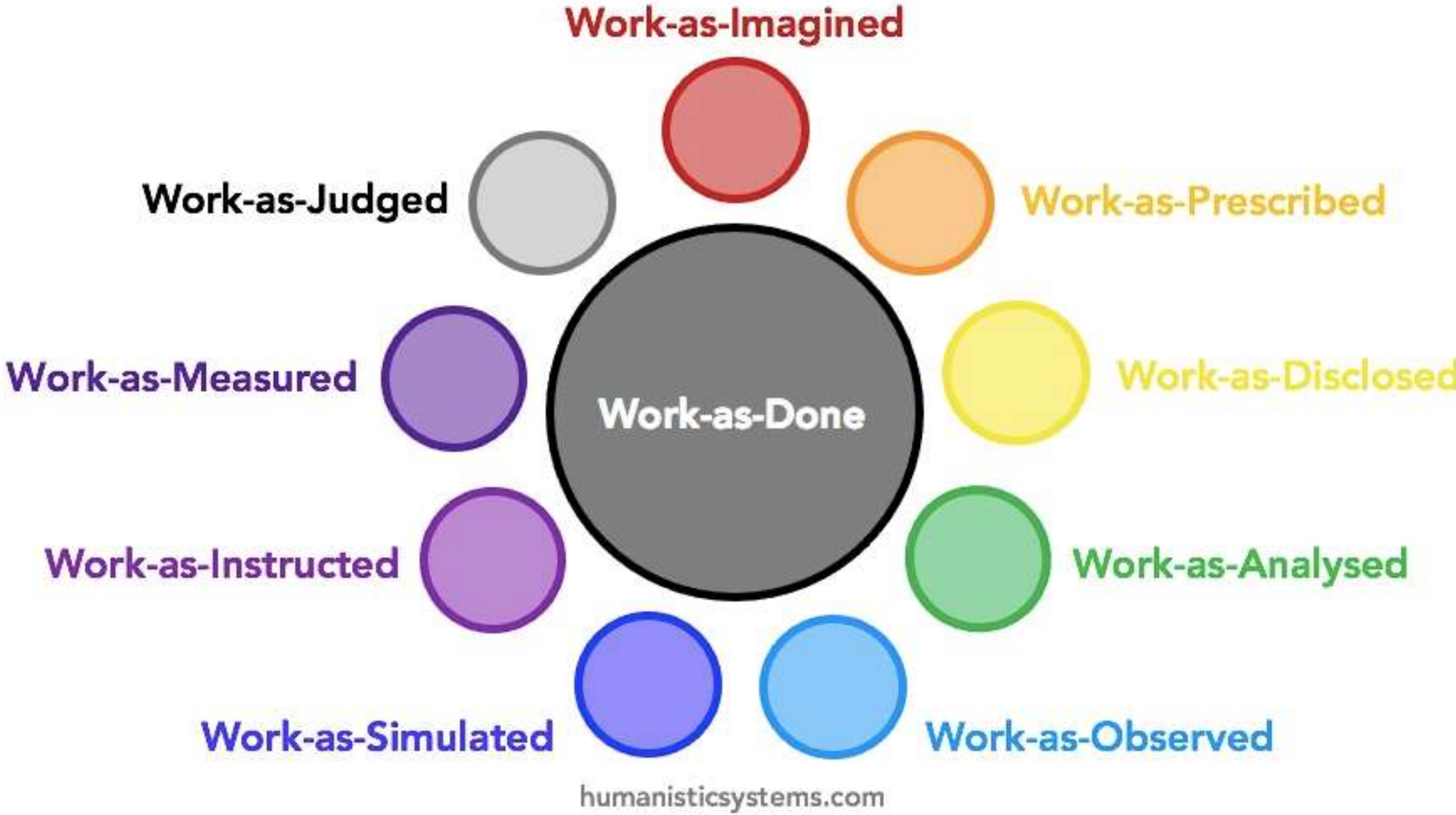


Ultra adaptive systems

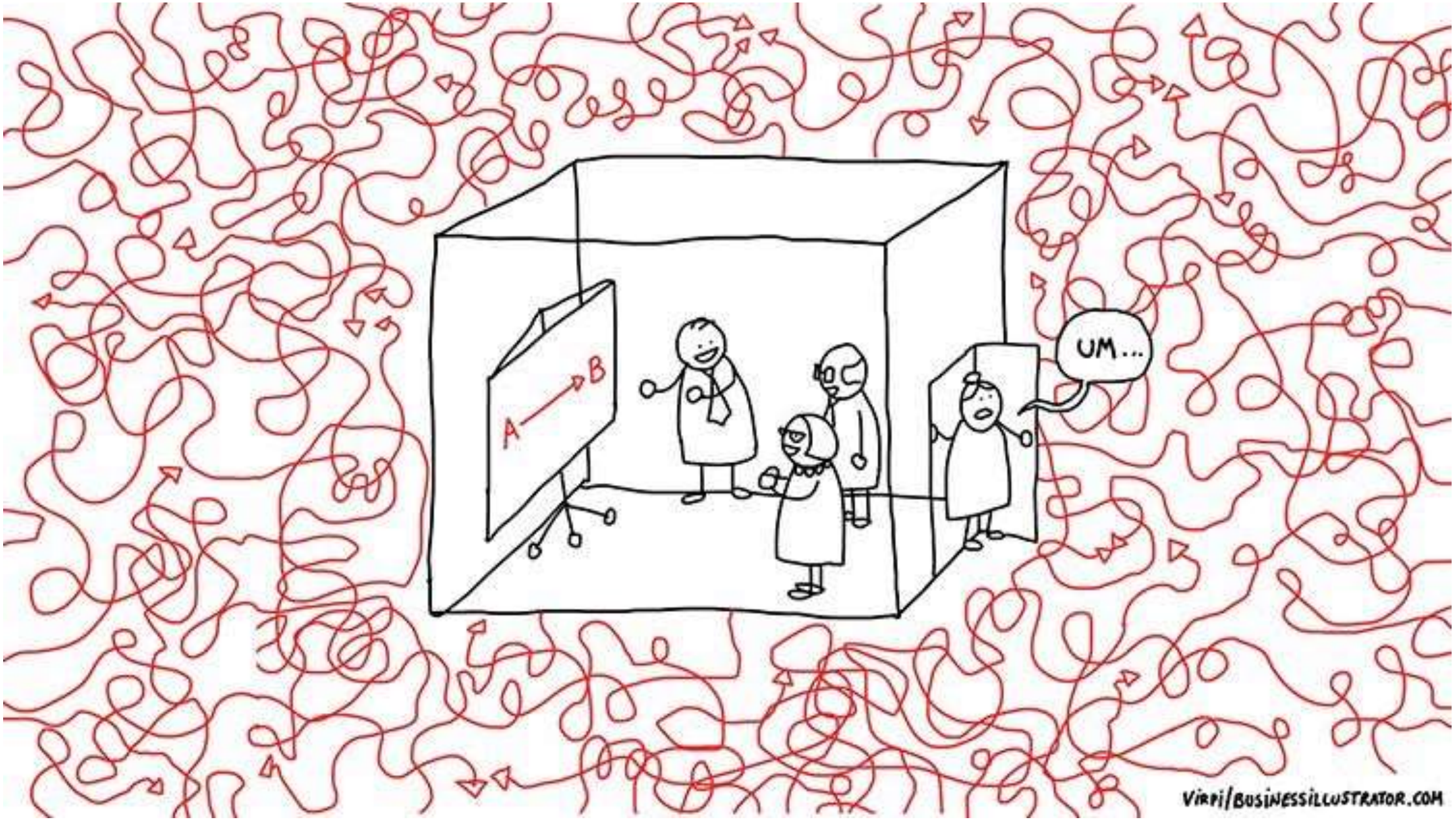
Risk is inherent in the system, and much of the skill is in people managing that risk moment to moment.

people > process

An example would be the emergency department, where staff have little control over what comes in and the situation changes from moment to moment.



The varieties of human work - Steven Shorrock


A → B
UM...
VIRPI/BUSINESSILLUSTRATOR.COM


LISTEN

Observe

- Video reflexivity can help illuminate context, culture, workarounds, social interactions, behaviours

- Study the mundane, the ordinary and unseen habits of work-as-done

- Examine what we don’t see about what we do every day

1. Look at safety differently

2. Understand the reality of people's working lives

3. Treat people with compassion

Restorative just culture…..

Quote from the Clapham Junction railway accident, QC Anthony Hidden, 1989

"There is almost no human action or decision that cannot be made to look more flawed and less sensible in the misleading light of hindsight."

Five principles of human performance – adapted from Todd Conklin

1. Error is normal
2. Blame fixes nothing
3. Learning needs to be purposeful
4. How you respond matters
5. Context influences behaviour, systems drive outcomes

Fear

Blame

Shame

Burnout

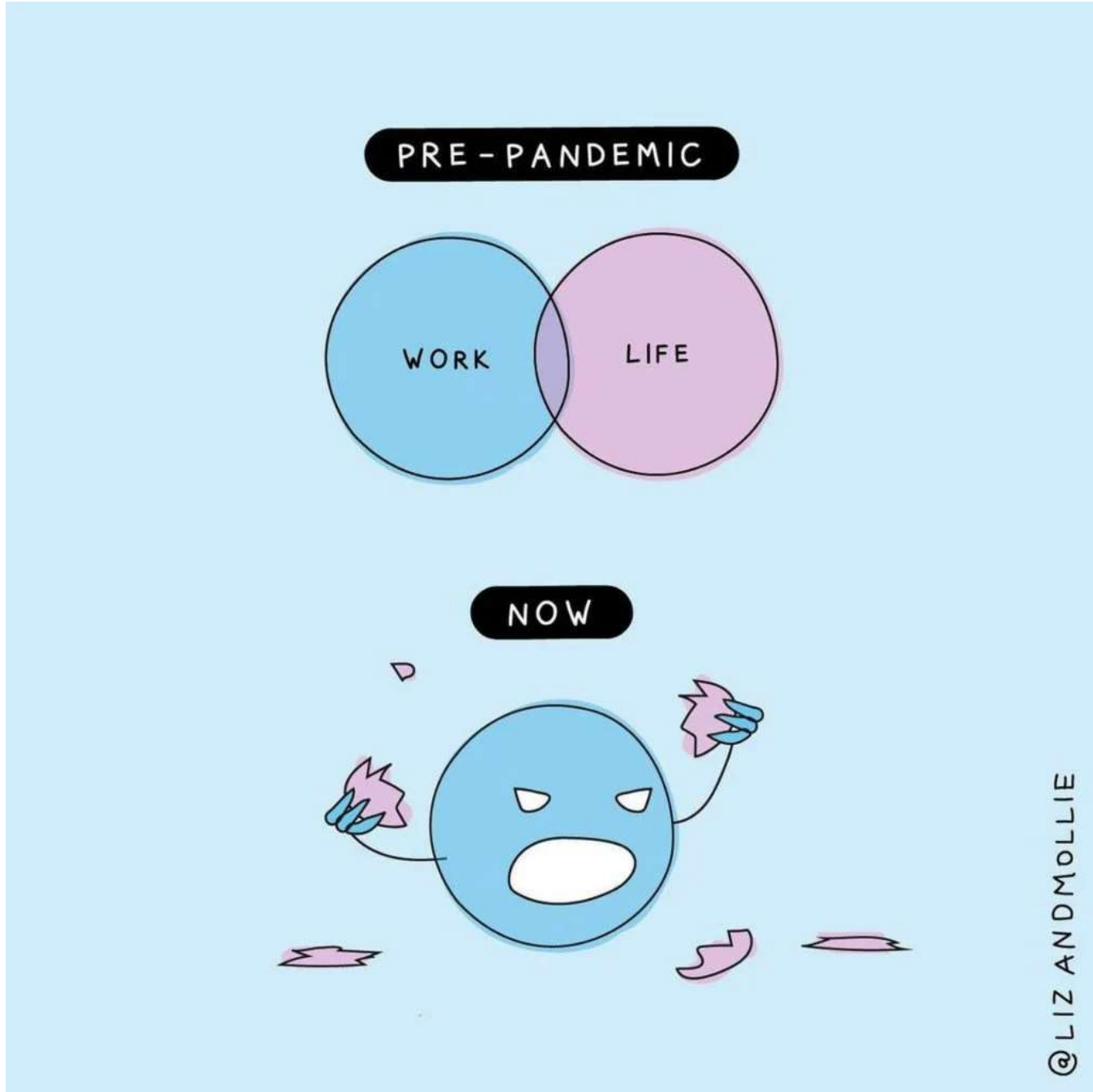
Rudeness

Fatigue

Incivility

Hunger

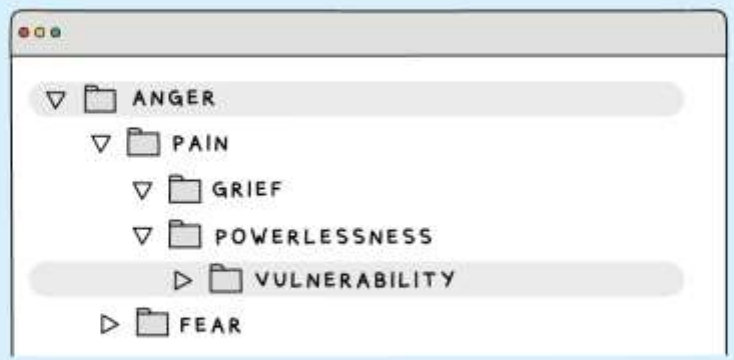
Bullying


PRE-PANDEMIC
WORK
LIFE
NOW
@LIZ ANDMOLLIE

AT FIRST GLANCE

LIZ

A CLOSER LOOK



@LIZ ANDMOLLIE

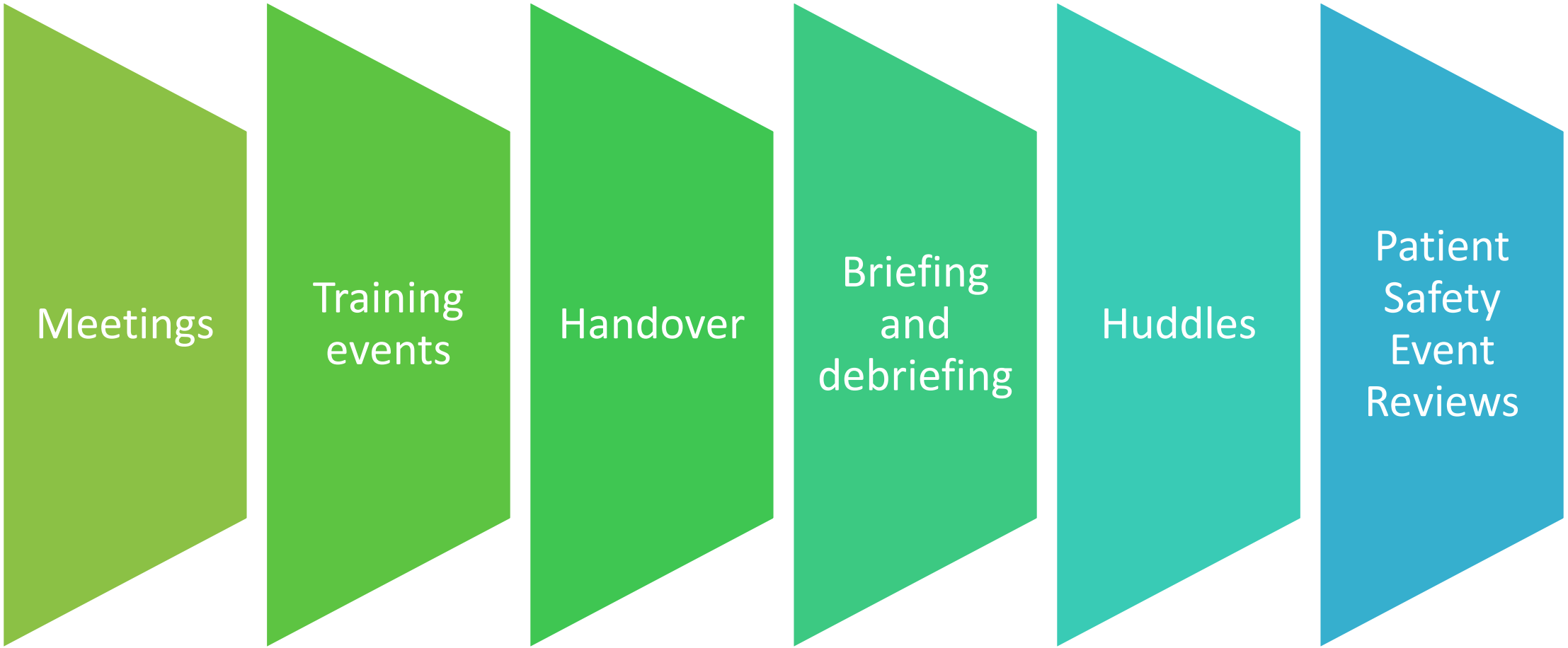
Personalisation	Pervasiveness	Permanence
It is absolutely all my fault	It is going to ruin every bit of my life	I am going to feel this bad forever

ADAPTED REF: **LIZ FOSSLIEN AND MOLLIE WEST DUFFY**

Restorative just culture

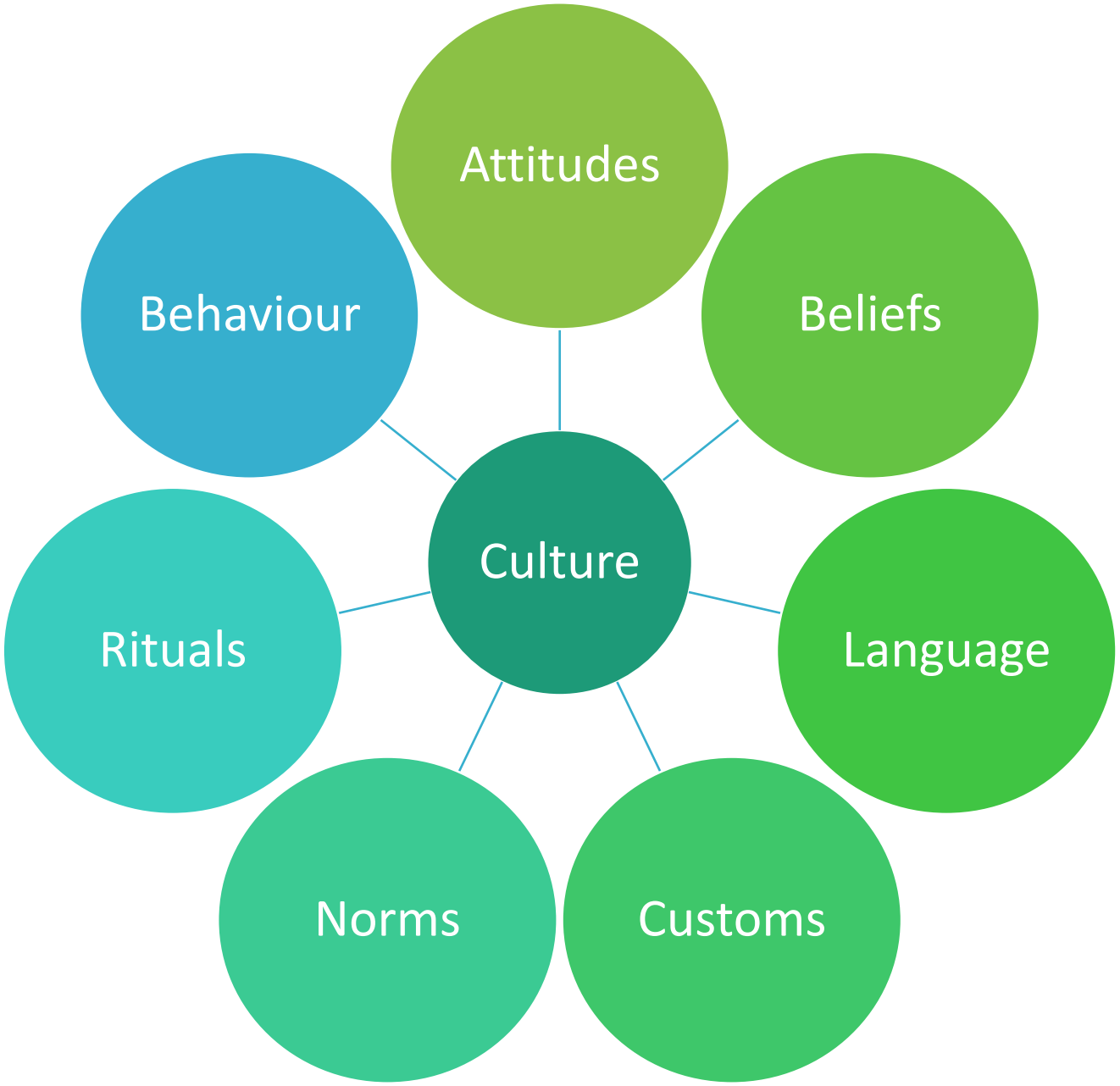
SIDNEY DEKKER

It costs nothing to be kind….

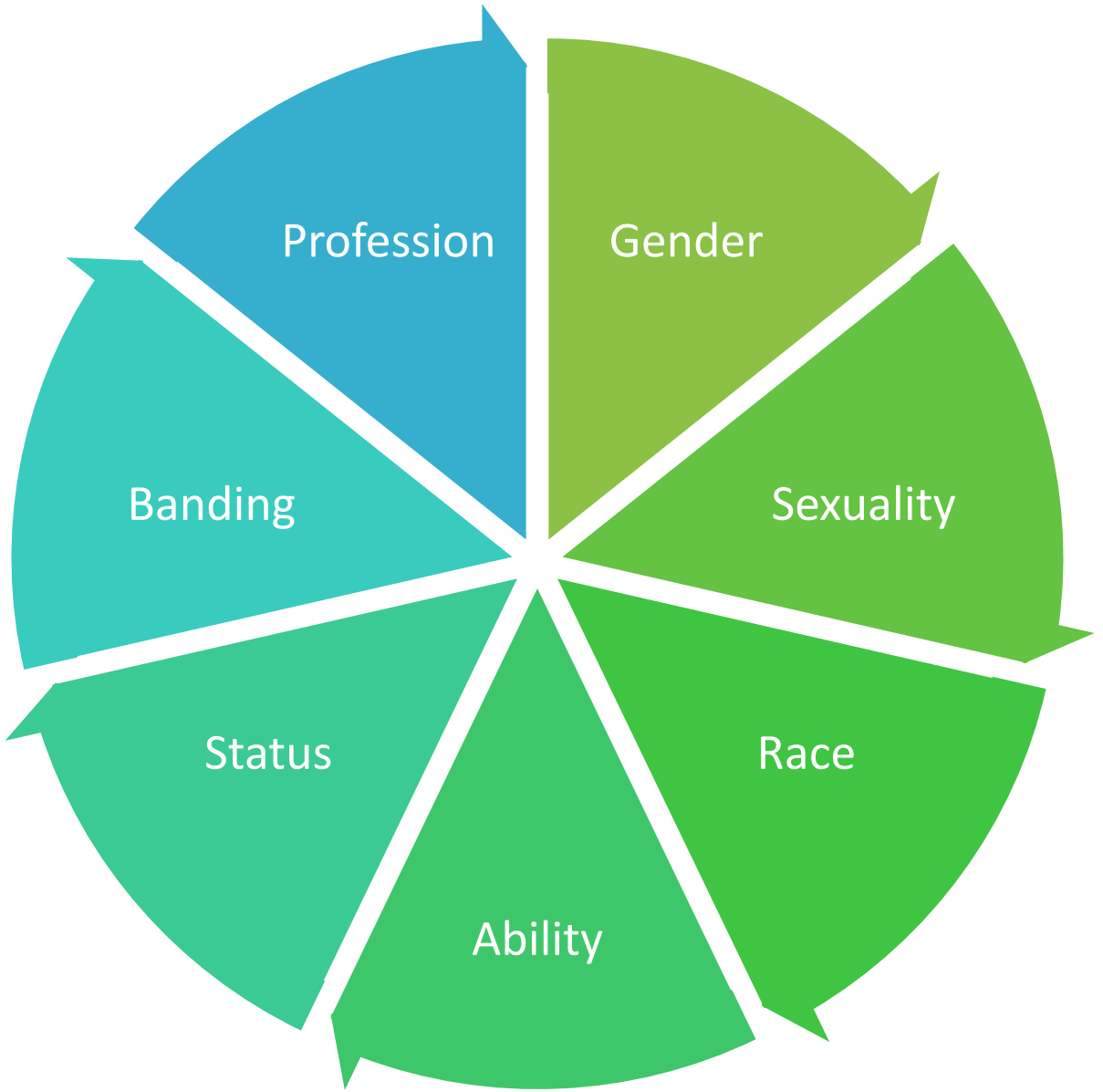


1. Look at safety differently
2. Understand the reality of people's working lives
3. Treat people with compassion
4. Build a culture where people feel accepted and respected

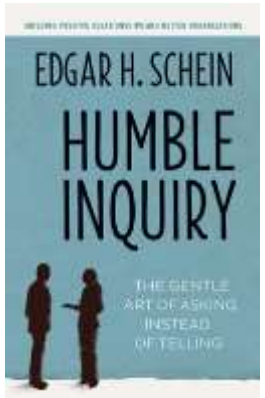
Psychological safety…..


Attitudes
Behaviour
Beliefs
Culture
Rituals
Language
Norms
Customs


Diversity is having a seat at the table, inclusion is having a voice, and belonging is having that voice be heard.
@LIZ AND MOLLIE


Profession
Gender
Sexuality
Race
Ability
Status
Banding

“In most cultures, speaking up to a person of higher status is taboo. That’s why higher-ranking leaders must learn the art of humble inquiry and do the first step in creating a culture of openness. It is their duty as leaders”



Project Aristotle: 5yr study of 250 teams, 5 indicators of high performing teams

Psychological safety

Dependability

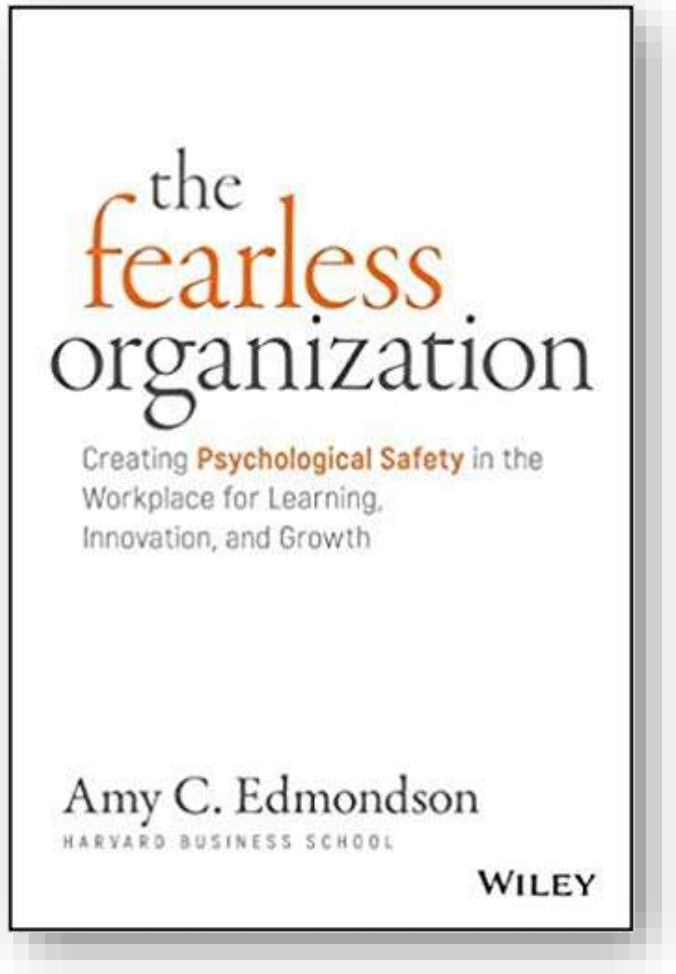
Structure and clarity

Meaning of work

Impact of work

Psychological safety

- A culture in which people feel accepted and respected
- Where they are are able to challenge when they have concerns or questions
- Without any fear of repercussion



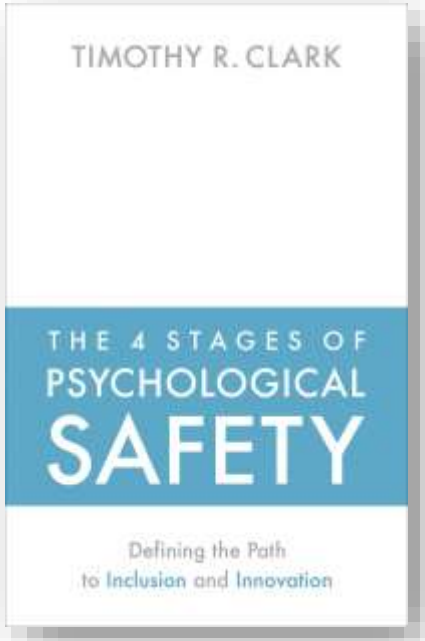
Four stages of psychological safety

1. Inclusion Safety
   - people feel safe to belong to the team

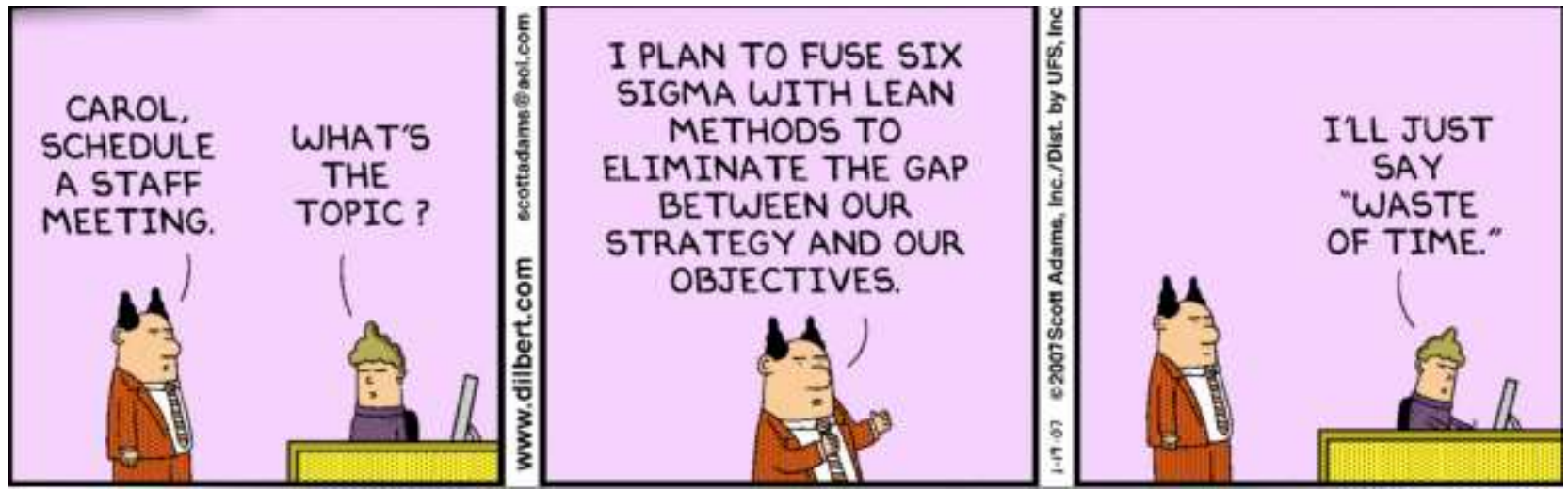
2. Learner Safety
   - people are able to learn through asking questions

3. Contributor Safety
   - people feel safe to contribute their own ideas

4. Challenger Safety
   - people can question others' ideas or suggest significant changes



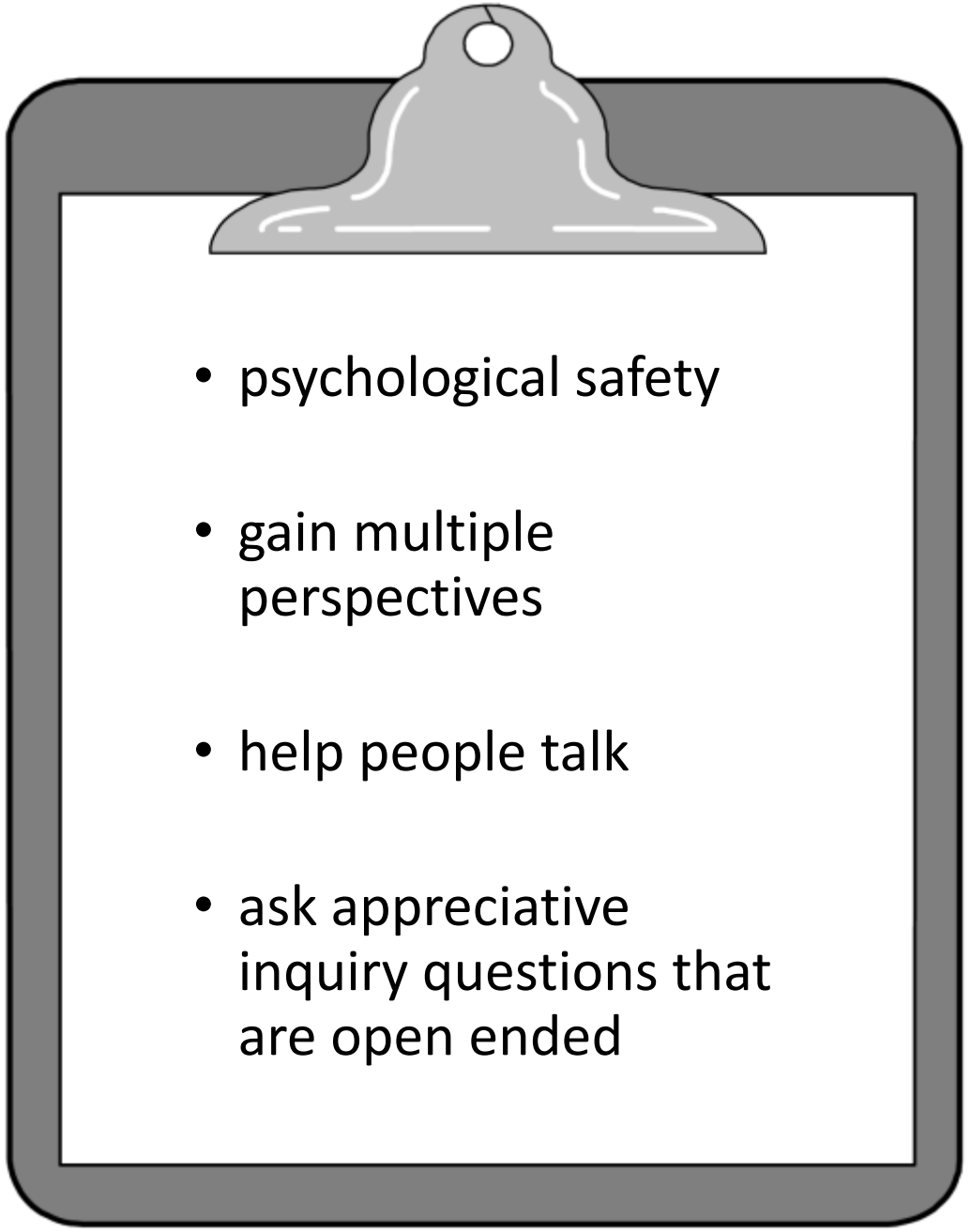
1. Look at safety differently
2. Understand the reality of people's working lives
3. Treat people with compassion
4. Build a culture where people feel accepted and respected
5. Implementation


CAROL, SCHEDULE A STAFF MEETING.
WHAT'S THE TOPIC ?
www.dilbert.com scottadams@aol.com
I PLAN TO FUSE SIX SIGMA WITH LEAN METHODS TO ELIMINATE THE GAP BETWEEN OUR STRATEGY AND OUR OBJECTIVES.
1-17-07 ©2007 Scott Adams, Inc./Dist. by UFS, Inc
I'LL JUST SAY "WASTE OF TIME."

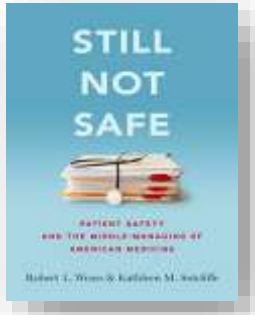
Plant trees you may never see

Ask the implementers

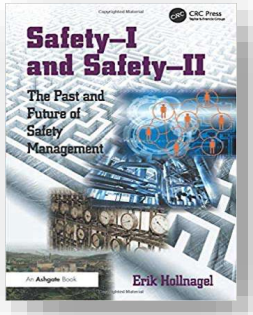
- Ask them about the realities of their work
- Listen to how this impacts on their daily work
- Explain ‘why’ not just ‘what’
- Make it easy

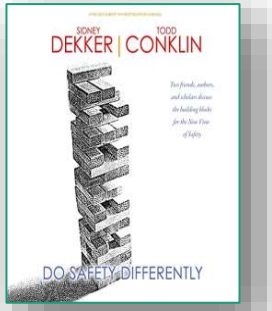


The library

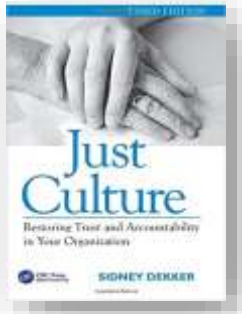

STILL NOT SAFE

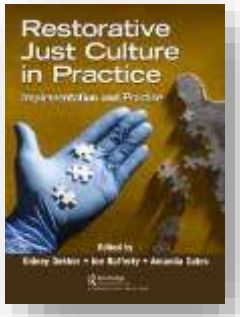

5
PRINCIPLES OF HUMAN PERFORMANCE
TODD CONKLIN, PHD

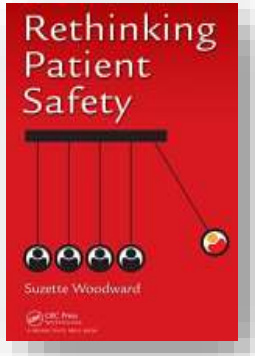

Safety–I and Safety–II
The Past and Future of Safety Management
Erik Hollnagel

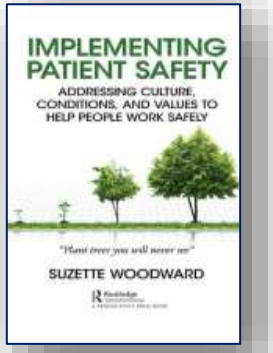

SIDNEY DEKKER | TODD CONKLIN
DO SAFETY DIFFERENTLY

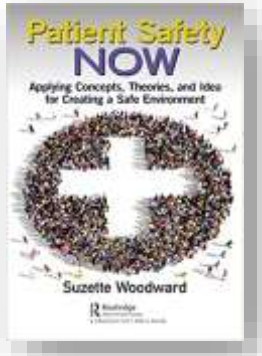

VIDEO-REFLEXIVE ETHNOGRAPHY IN HEALTH RESEARCH AND HEALTHCARE IMPROVEMENT

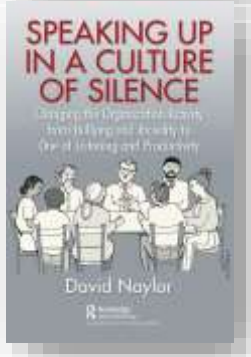

Just Culture
SIDNEY DEKKER

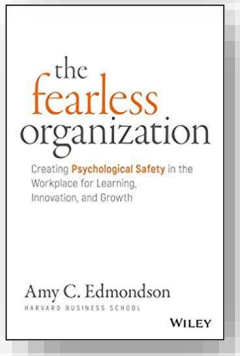

Restorative Just Culture in Practice

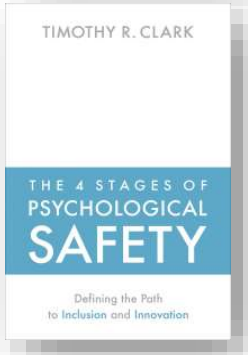

Rethinking Patient Safety
Suzette Woodward

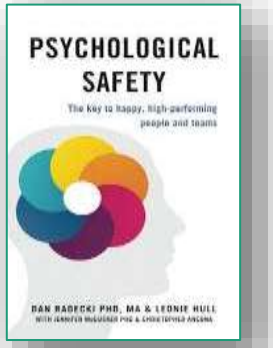

IMPLEMENTING PATIENT SAFETY
ADDRESSING CULTURE, CONDITIONS, AND VALUES TO HELP PEOPLE WORK SAFELY
SUZETTE WOODWARD


Patient Safety NOW
Applying Concepts, Theories, and Ideas for Creating a Safe Environment
Suzette Woodward

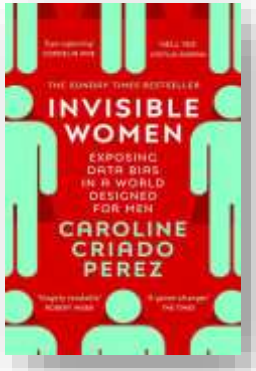

SPEAKING UP IN A CULTURE OF SILENCE
David Naylor


the fearless organization
Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth
Amy C. Edmondson
WILEY


TIMOTHY R. CLARK
THE 4 STAGES OF PSYCHOLOGICAL SAFETY
Defining the Path to Inclusion and Innovation


PSYCHOLOGICAL SAFETY
The key to happy, high-performing people and teams


Safer Healthcare
Strategies for the Real World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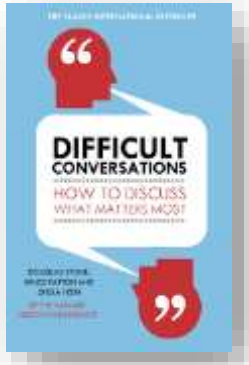
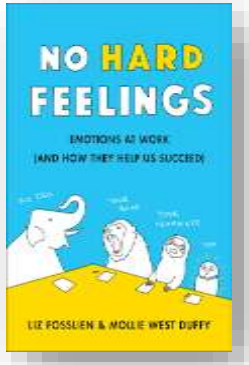
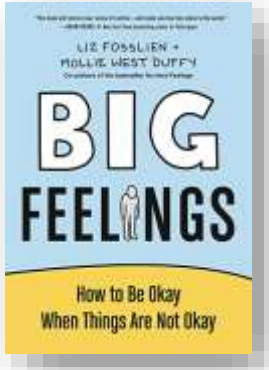
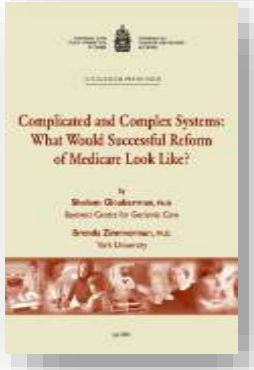
EXPOSING DATA BIAS IN A WORLD DESIGNED FOR MEN
CAROLINE CRIADO PEREZ


DIFFICULT CONVERSATIONS
HOW TO DISCUSS WHAT MATTERS MOST


NO HARD FEELINGS
EMOTIONS AT WORK
LIZ FOSSLIEN & MOLLIE WEST DUFFY


LIZ FOSSLIEN + MOLLIE WEST DUFFY
BIG FEELINGS
How to Be Okay When Things Are Not Okay


COMPASSIONOMICS
THE REVOLUTIONARY SCIENTIFIC EVIDENCE THAT CARING MAKES A DIFFERENCE


Complicated and Complex Systems: What Would Successful Reform of Medicare Look Like?

Toolkits

each baby counts + learn & support

A toolkit to promote psychological safety and clinical escalation

https://www.rcog.org.uk/about-us/groups-and-societies/the-rcog-centre-for-quality-improvement-and-clinical-audit/each-baby-counts-learn-support/

Supporting out staff: a toolkit to promote cultures of civility and respect

https://www.socialpartnershipforum.org/sites/default/files/2021-10/NHSi-Civility-and-Respect-Toolkit-v9.pdf

Videos

Make or Break: Incivility in the workplace ESTH 2019

https://www.youtube.com/watch?v=S1EDatTYMkE

Just Culture – The Movie
Mersey Care
Sidney Dekker

https://safetydifferently.com/just-culture-the-movie/

SAFER CARE IS ONLY POSSIBLE IF WE CARE FOR THOSE WHO CARE FOR PATIENTS

Healthcare is incredibly complex.

We need to LEARN from everything we do, all the time – when things GO RIGHT and when they don't

Because healthcare's complicated, it's a DIFFICULT WORK ENVIRONMENT

Pressures, unhelpful cultures, stress, incivility and bullying, make it harder to WORK SAFELY

Patients are safer when those around them are PHYSICALLY, PSYCHOLOGICALLY AND EMOTIONALLY WELL

They need to be fed, supported, thanked, rewarded – even loved

Sign up to SAFETY

To help the WHOLE SYSTEM perform well, we need to help all INDIVIDUALS perform well

Kindness and civility needs to be encouraged and expected

People need the opportunity to connect and FOSTER POSITIVE RELATIONSHIPS that let them be heard

We each have a part to play in choosing the values and behaviour that guide our relationships, and we each have the power to SUPPORT THE PEOPLE WE WORK WITH