Speaking up for Patient Safety
Kylie Thitchener Deputy Director Transformation and Quality
Why:

- Optimal safety culture for optimal patient/consumer care
- Understand your workplace experience?
- Continually improve our culture?
- Maintain the momentum?

Who: All RMH and clinical and clinical support staff

When: March 2017 Survey conducted
Context

We are the first Australian hospital

Validated survey used extensively in US and UK

Benchmarking against some of the top performing hospitals in the world:

- Mayo Clinic and Health System
- Kaiser Permanente
- Vanderbilt University Medical Centre
Safety Culture Program

**Reaction & Learning**
- Staff support the Safety Culture Program
- Staff find the training favourable, engaging & relevant to their job
- Increased staff awareness, desire, knowledge, abilities & confidence following training

**Medium-Term**
0 – 1 year

**Behaviour**
- Improved compliance with care processes designed to increase safety & reliability
- Change in the frequency of alleged unprofessional staff behaviors

**Long-Term**
2 – 5 years

**Outcomes**
- Improved perceptions of Safety Climate
- Improved quality and safety of patient care
- Improved patient experience
- Improved staff safety, satisfaction & engagement

**First in Care, Research and Learning**

MELBOURNE HEALTH
Survey Response Rates

61% overall response rate

2047/3353

46 work settings
Seven safety domains

- Perceptions of Senior Management
- Perceptions of Local Management
- Working Conditions
- Stress Recognition
- Teamwork
- Job Satisfaction
- Safety Climate
What we heard

Great response rates and engagement

Staff are proud to work here – it is like being part of a large family

Confidence in local management is improving but not senior management

There are a number of areas where we can do better

Staff want us to listen and take action
Areas that Require Attention

Areas that require improvement in their safety culture
4000 comments received
Themes

Equipment
Culture
KPIs
Staffing
Physical Space
Cleaning
Support
Teamwork
Compliments

Documentation
Workload
Patient Safety
Communication

MELBOURNE HEALTH
First in Care, Research and Learning
What is all of this telling us?

- People are proud to work here
- We feel like a large family
- Increased confidence in your managers
- Improved awareness of the affect of stress and fatigue on patient safety
- Support for the Safety Culture Program implementation
Speaking Up for Safety

Professional Accountability Framework (weCare)

Leadership capability development

Quality and Reliability Improvement
Speaking Up for Safety
The *AlwaysChecking™* approach to increasing reliability of care

<table>
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<tr>
<th>Principle</th>
<th>Strategy</th>
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<tbody>
<tr>
<td>We always check each other and welcome being checked</td>
<td>Speaking Up</td>
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<tr>
<td>We always check what we’ve agreed should be done</td>
<td>Checklists</td>
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<td>We always check that the message sent is the message received</td>
<td>Readback</td>
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<td>We always check we know how to work together</td>
<td>Briefing and simulation</td>
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<td>We always check always means always</td>
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Melbourne Health has commenced a Safety Culture Program with the purpose of building an organisation where we always put Safety First and consistently live the values. We want to create an organisation where the culture drives our vision of First in Care, Research and Learning.

The weCare system is one tool within our culture change program. weCare allows you to recognise staff who live our values by nominating them for an award, or to report a behaviour that undermines a safety culture.

Nominate a person or group for an award

We know our staff deliver world-class care for our patients and consumers and we understand the importance of recognising, retaining and rewarding people who contribute to our vision of First in Care, Research and Learning.

Our awards program recognises and rewards individual and team achievements. It focuses on staff who go above and beyond and who live our values and behaviours.

You Made a Difference
Good Catch
Bright Idea

Report behaviour which undermines a safety culture

Feedback from MH surveys has told us that staff feel there is a lack of accountability and a lack of commitment to addressing behaviours that undermine a safety culture.

The purpose of this app is to allow staff to report such behaviours and allow Melbourne Health to take appropriate action.

You are encouraged to provide your name with your report, as this may facilitate more effective action being taken; however you may choose to remain anonymous. Read more info for further details.

NB: On older computers you must precede your Windows username with whom.
Report behaviour which undermines a safety culture

Name of the person you are reporting

Location (where the behaviour occurred)

Describe what you witnessed or experienced

Date & time of incident

Preview & Submit
Professional Accountability Framework (weCare)

- Disrespectful communication
- Disruptive/passive behaviour
- Failure to adhere to Hand Hygiene
- Failing to use screening tools e.g. VTE
SAFETY CULTURE KEY STATS

4899
STAFF TRAINED IN SPEAKING UP FOR SAFETY

81
AWARD NOMINATIONS FOR 2017 (Jan-Apr)

305
WECARE REPORTS HAVE RESULTED IN CARE CONVERSATIONS
Transforming Our Culture

Safety Culture Program

Safety Champions... Care Messengers

First in Care Research and Learning

Because We Care Cultural Transformation Program

- Safety Culture and Accountability
- Leadership
- Values
- Anti-Bullying
- Change Management
- Communication and Engagement

weCare system

“Always Checking”

Quality and Reliability Improvement

Leadership capability development

Professional Accountability Framework (weCare)

Speaking Up for Safety

Caring Excellence Integrity Respect Unity

CARING
We treat everyone with kindness and compassion

EXCELLENCE
We are committed to learning and innovations

RESPECT
We treat everyone with respect and dignity at all times

INTEGRITY
We are open, honest and fair

UNITY
We work together for the benefit of all

MELBOURNE HEALTH
Transforming our Culture
Have you ever wished you were able to speak up?
We want a culture where we put safety first, we speak up and we always live our values.
- Have you done your Speaking Up for Safety Training?
- Have you checked out the weCare system on the intranet home page?

What are the elements of the Safety Culture Program?
1. Quality and Reliability Improvement
   - Reducing inherent variation in the delivery of care to reduce errors and preventable harm, through improvements at the team, ward and hospital level.
2. Speaking Up for Safety
   - Creating a culture of feedback, where staff are encouraged to speak up for safety. The Speaking Up for Safety education program delivered by our professional development team is designed to provide a structure and language for rating concerns about patient safety and conducting challenging conversations.
3. weCare System
   - The weCare system allows staff to recognize colleagues through formal nominations or submit feedback about behaviors that are not consistent with a safety culture or regulations. Staff are encouraged to utilize the system for exhibiting behaviors that help identify our culture—weCare system.
4. Leadership and capability development
   - Leadership is critical to the success of the Safety Culture Program in changing the behaviors that underpin our culture, and maintaining a focus on safety and accountability over the long term. Our leadership group is committed to responding actively. Over 250 Melbourne Health leaders have completed training in safety and reliability improvement, and professional accountability conducted by the Fagui Blue Institute.
Next steps

- Feedback sessions with wards/teams to explore local level results in July-August
- Leadership teams will work with areas that require stronger support
- Provide results of survey online for all staff.
- The data will be used to drive the evolution and ongoing implementation of the Cultural Transformation Program
Questions?