Safety Culture: What, why and how?

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What is safety culture?

How do I assess it?

How do I improve it?

Why should I care?
“The safety culture of an organization is the product of individual and group values, attitudes, perceptions, competencies, and patterns of behavior that determine the commitment to, and the style and proficiency of, an organization’s health and safety management. Organizations with a positive safety culture are characterized by communications founded on mutual trust, by shared perceptions of the importance of safety, and by confidence in the efficacy of preventive measures.”

-Committee on the Safety of Nuclear Installations

What safety culture really is

- Trust
- Responsibility
- Shared Perception
- Confidence

How we do safety

How do I assess safety culture?

- Surveys
  - AHRQ HSOPSC
  - UT Houston’s SAQ
  - HRO audits
  - PSCHO
- Relics
  - Safety event reporting
  - Meeting minutes
  - M&M records
  - Dedicated time/people
- Experience it
What would happen if . . .

• your CLABSI rate tripled?
• a patient got a 100 x overdose of a narcotic?
• your department chief entered an isolation room without PPE?
• your CEO told you to cut the unit budget by 25%?
Why should I care?

Frontline staff’s assessment more predictive than that of leadership.
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<th>Patient Outcome</th>
<th>Source</th>
<th>Study Findings</th>
<th>Level of Analysis</th>
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<td>Significant</td>
<td>Nonsignificant</td>
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<td>Family satisfaction</td>
<td>Dodek et al&lt;sup&gt;10&lt;/sup&gt;</td>
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<td>Sorra et al&lt;sup&gt;13&lt;/sup&gt;</td>
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<td>PSI composite*</td>
<td>Mardon et al&lt;sup&gt;12&lt;/sup&gt;</td>
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How do I change culture if........
The Journey: The DuPont Bradley Curve

**External Motivation**
- **COMPLIANCE**
  - Rules, procedures, protocols

**Internal Motivation**
- **COMMITMENT**
  - Felt leadership, role modelling, engagement, influencing

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**Reactive**
- Safety by natural instinct
- Compliance is the goal
- Delegated to safety manager
- Lack of management involvement

**Dependent**
- Management commitment
- Condition of employment
- Fear/Discipline
- Rules/Procedures
- Supervisor control, emphasis & goal
- Value all people
- Training

**Independent**
- Personal knowledge, commitment & standards
- Internalization
- Personal value
- Care for self
- Practice & habits
- Individual recognition

**Interdependent**
- Help others to conform
- Being brothers’ keeper
- Networking contributor
- Care for others
- Organizational pride

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**“I follow the rules because I have to.”**

**“I follow the rules because I want to.”**

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**No harm is..**
- Heresy
- A dream
- A goal
- A choice

**Reactive**
- WORKING STYLE
- Proactive

**Authoritarian**
- LEADERSHIP
- Coaching

Source: E. I. du Pont de Nemours and Company
"We are what we repeatedly do. Excellence, then, is not an act, but a habit."

-Aristotle
How do we get there? Basic principles
How do I get there?
The P-D-S-A of Safety Culture Intervention

How do I get there?

Concrete strategies to improve safety culture

- Checklists
- Simulation
- IP Rounds
- Leadership Rounds
- Team Training
- Communication Tools


Strategies to improve safety culture:
Executive walk rounds

Culture

Perception of processes

Days between Cost/LOS

Structure
- 8/8

Process
- 3/8

Outcome
- 2/8

Frankel A. Health Serv Res. 2008; 43:2050-66

“Well, you were looking better until my sharp, pendulous security badges cut your face!”
Strategies to improve safety culture: Team training & communication tools

Structure
- 16/20

Process
- 5/20

Outcome
- 7/20

Strategies to improve safety culture: CUSP

Structure
- 6/8

Process
- 2/8

Outcome
- 4/8

Safety culture
- Teamwork
- Resolution of concern
- RN turnover
- HAI
- LOS

In Summary

• Safety culture, “how we do safety,” is an integral part of excellent patient care.
• Set of learned behaviors refined by practice of the daily activities of a critical care unit.
• Make safety a core value, not a priority (priorities change).
• A good safety culture cannot be assumed, it must be proven, monitored and fostered.

Thank You