

Speaking up for Patient Safety

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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

Short-Term

0 – 1 year

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

1 – 2 years

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**

Survey Response Rates

RMH



61%

2047/3353

**Overall
response rate**

46 work settings



Speak Up

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





SAFETY
first

[illegible]

Themes

EQUIPMENT
Documentation *Culture* *KPIs* *Patient* *Communication*
Staffing
Physical Space
Cleaning
Support
Workload *Teamwork* *Safety*
Compliments

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







Strategy



because
we care

First in Care,
Research and
Learning

CARING
EXCELLENCE
INTEGRITY
RESPECT
UNITY

MELBOURNE HEALTH

Speaking Up for
Safety



Leadership
capability
development





The *AlwaysChecking*TM approach to increasing reliability of care

Principle	Strategy
We always check each other and welcome being checked	Speaking Up
We always check what we've agreed should be done	Checklists
We always check that the message sent is the message received	Readback
We always check we know how to work together	Briefing and simulation
We always check always means always	Measurement and accountability

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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 whcn\

Report

[more info >](#)

**Professional
Accountability
Framework
(weCare)**

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

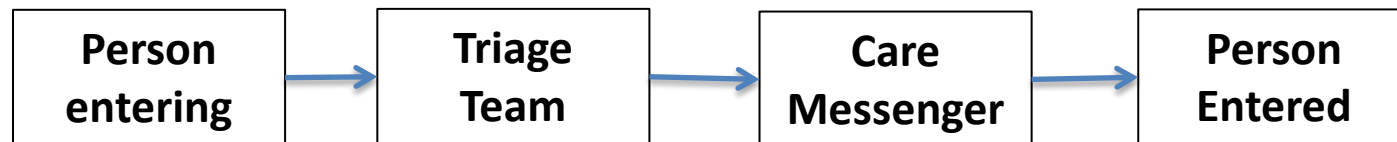


Failure to adhere
to Hand Hygiene



Failing to use
screening tools e.g. VTE

**Professional
Accountability
Framework
(weCare)**





Results

SAFETY CULTURE KEY STATS



4899

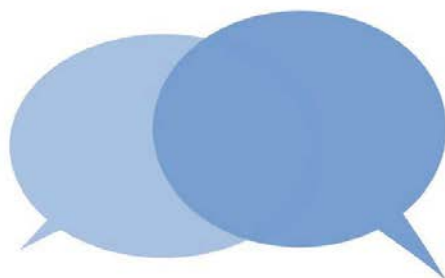


STAFF TRAINED IN
SPEAKING UP FOR SAFETY



81

AWARD NOMINATIONS
FOR 2017 (Jan-Apr)



305

WE CARE REPORTS
HAVE RESULTED IN
CARE CONVERSATIONS

Transforming Our Culture



Safety Culture Program

because
we —
care



weCare system

“Always Checking”

Safety Champions... Care Messengers

First in Care Research and Learning



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because
we care



because we care

Transforming our culture

We are helping you speak up for safety and our values.

You've told us we need to look out for each other, our patients and our consumers and we need to hold each other to account. We want a culture where we put safety first, we speak up and we always live our values.

How will we create this change?

- Speaking Up for Safety – have you done your training?
- Check out the weCare system on the intranet

Any questions?
See the intranet

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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?

because we care

because we care

You said. We did.

You told us that if we want to be First in Care, Research and Learning, we need to make Melbourne Health the best place to work and the best place to be treated and cared for. So, we are transforming our culture.

Caring Excellence Integrity Respect Unity

What are the elements of the Safety Culture Program?

- 1. Quality and Reliability Improvement**
Reducing unwanted variation in the delivery of care to reduce errors and preventable harm, through improvements at the team, ward or unit level and organisation-wide.
- 2. Speaking Up for Safety**
Creating a culture of feedback, where staff are empowered to speak up for safety. The 'Speaking Up for Safety' education program delivered by our passionate Safety Champions is designed to provide a structure and language for raising concerns about patient safety and conducting challenging conversations.
- 3. weCare system**
The weCare system allows staff to recognise colleagues through award nominations or submit feedback about behaviours that are not consistent with a safety culture or our values. Staff entered into the system for exhibiting behaviours which undermine our culture are given feedback by trained, independent peers to allow them to reflect on their behaviour and respond accordingly. It is a system founded on respect and redemption.
- 4. Leadership capability development**
Leaders are critical to the success of the Safety Culture Program in changing the behaviours that undermine 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 Cognitive Institute.

Safety Culture Program: what you need to know

Speaking Up for Safety Training

What is Speaking Up for Safety training?

Sometimes we observe decisions or behaviours that make us question if the safest care is about to be delivered, but we may not feel comfortable to speak up. Speaking Up for Safety training will empower you with the skills needed to respectfully raise issues with colleagues when you are concerned about safety.

How does it work?

It's simple! Log on to weCare via the Melbourne Health intranet with your username and password.

What happens next?

1. Captured in weCare
2. Reviewed by a team of trained staff
3. Respond with level of intervention

weCare is a safety net

You're encouraged to provide feedback directly to colleagues or via your manager if you have a safety concern, but weCare is another option to help you speak up.

What can be reported through the weCare system?

Anything that undermines a safety culture, such as:

- Disrespectful communication
- Disrespectful/poisonous behaviour
- Failure to adhere to Hand Hygiene
- Failure to use screening tools e.g. VTE

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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?

