Enhancing Psychological Safety to Improve the Safety Climate
Definitions

- Safety Culture
- Safety Climate
- Psychological Safety
Safety Culture

“It’s the way we do things around here.”

(Pronovost, Sexton, 2005)
Safety Climate

Perception of strong organizational commitment to safety
Climate and Culture

Safety Culture
The way we do things

Safety Climate
The way things are perceived to be prioritized
Psychological Safety

“Sense of confidence that the team will not embarrass, reject, or punish someone for speaking up”

(Edmondson, 1999)
Climate and Culture

Psychological Safety
My willingness to take a risk

Response

Safety Climate
My perception of the organization’s commitment to safety
Safety Culture

Psychological Safety

Safety Climate

Safety Culture
My view of the organization’s commitment to safety (Safety Climate) influences my willingness to speak up (Psychological Safety) which models behavior for others. (Safety Culture)
Biological Aspects

• Fragile but vital to success in the face of uncertainty (Delizonna, 2017)

• The brain processes threats (embarrassment, provocation, inadequacy) as a life-or-death threat

• Fight or flight response kicks in “Act first, think later”

  We lose our mind when we need it most.
What it is and What it is not

It is

– Mutual respect and trust
– Characteristic of the team as a whole
– Promotes innovation and creative process

It is not

– Cohesiveness
– A cozy environment in which everyone is friends (Edmondson, Mogelof, 2004)
– Does not reduce conflict
Proxy Metrics
Structure of Talk

Case Study  Discussion  Examples in Action
CS1: Case Study
CS1: Discussion

• If you were Anna, how your perception of event reporting would be influenced by this experience?
CS1: In Action
CS2: Case Study
CS2: Discussion

• What is the impact of the manager’s action on Eric’s sense of psychological safety?
CS2: In Action
CS2: In Action

• Sharing of ACAs/RCAs
## G1: Advancing Safety

**Definition:** Advance the delivery of safe care at Children’s National by eliminating serious preventable harm.

**Accountable Executive:** David Wessel

**3 Year Long-Term Objective:** Develop system-wide habit and culture around preoccupation with defects.

<table>
<thead>
<tr>
<th>FY17 Long Term Metrics</th>
<th>Status</th>
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<tbody>
<tr>
<td><strong>Threshold</strong></td>
<td>The safety reporting phone application will be fully operational and rolled out to staff. (5,000-7,000)</td>
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<tr>
<td><strong>Target</strong></td>
<td>We will more than double the number of safety event and good catches reported. (5,000 – 10,000)</td>
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<tr>
<td><strong>Maximum</strong></td>
<td>We will top quartile nationally on “safe to report” culture survey metrics</td>
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Goal runs July 2014 to June 2017
Case Study

Dr. Smith writes the wrong order for a patient based on a weight miscalculation.

Jennifer, the pharmacist, receives the order and overrides the computer’s medication discrepancy notification alert without calling the physicians.

John, the RN, doesn’t perform the weight verification double check per nursing policy to confirm the correct dosage.

Outcome

The patient gets the wrong dosage and does not suffer any negative consequences related to the error.

Did John the RN deliberately skip the weight verification double-check?

Yes

No
Risk vs. Reward

Risk vs. Reward

Risk

Reward
Impact

Goal = 180

# Event Reports

Date

Goal = 180

Goal = 180

Goal = 180
SAQ Improvement
Improvements as a Result

- Bedside surgical checklists
- New pharmacy distribution process
- Behavioral Emergency Response Team
- NICU OR Transport procedure
- Changes to IV administration pumps
What's Next: The Role of the Local Leader
CS3: Case Study
CS3: Discussion

• What strategies might you utilize in this case?
The SAFETY CULTURE TOOLKIT
Improving from the inside: How our teams help drive culture change

The most recent Safety Attitudes Questionnaire (SAQ) was administered in the Spring of 2017 and measured seven key domains: Safety Climate, Teamwork Climate, Job Satisfaction, Working Conditions, Perceptions of Senior and Local Management, and Stress Recognition. The Patient Safety Team developed structured means with跨部门 teams to identify interventions implemented between the 2015 and 2017 survey cycles which contributed to improvement in safety culture. The interventions, which included teams and direct care team members, who were selected to implement, are detailed in the following pages. Each page targets one of the seven domains, giving you the power to select interventions based on your department's specific needs. The purpose of the "Safety Culture Toolkit" will provide you with tangible, testable ideas that can be implemented in your department and achieve progress. Thank you to the teams who helped create this toolkit for their time and for inserting their ideas, practices, and experiences.

Table of Contents

SAFETY CLIMATE
perceived level of commitment to and focus on patient safety

TEAM WORK
perceived quality of teamwork and collaboration within a given work setting

JOB SATISFACTION
employees' general feelings of positivity regarding their work experience

WORKING CONDITIONS
perceptions of the quality of employees' work environment

PERCEPTIONS OF MANAGEMENT
perceptions of the support and competence of local/senior management

STRESS RECOGNITION
recognition of how stressors impact performance