

Safer Culture, Better Care

Improving Safety Culture – a regional strategic approach in South West England.

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Background

The Berwick report identified that “culture will trump rules, standards and control strategies every single time, and achieving a vastly safer NHS will depend far more on major cultural change than on a new regulatory regime”.

In 2015, the South West Patient Safety Collaborative embarked on an ambitious, region-wide safety culture improvement programme. The aim was twofold:

- 1) Support teams across a wide range of health and care settings improve their safety culture and quality of care.
- 2) Increase the knowledge and understanding of the role safety culture plays in the delivery of high quality care.

The programme

At organisational level we have engaged with over 100 teams across the health and care system to:

- Assess safety culture using an assessment tool.
- Discover the issues and good practice by debriefing with front-line teams.
- Implement improvements and build on excellence using the debriefing results.

This cycle is repeated, supporting a culture of continuous learning.

Learning

- Use of local change agents has been a key to success to engage the team at every stage of the process.
- Using a ‘bottom-up’ approach for change can be effective.
- Debriefing of results is crucial to identifying local bright spots and areas for improvement.

If starting again, we would...

- Have a toolkit available to complement learning and improvement activity.
- Increase the engagement of organisation leaders in our work to improve team safety culture.

Assessment of safety culture has given a structured way to....

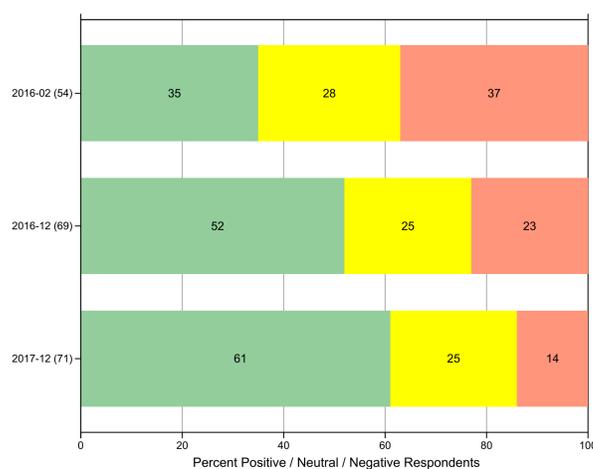
“Explore the challenging issues that would not normally be discussed”
(Chief Pharmacist, mental health trust)

“Look at our culture at work, identify aspects that are important to our staff ... impact on the quality of care we provide and generated workable ideas to improve staff health and wellbeing”.
(Therapies Clinical Governance and Quality Lead, acute trust)

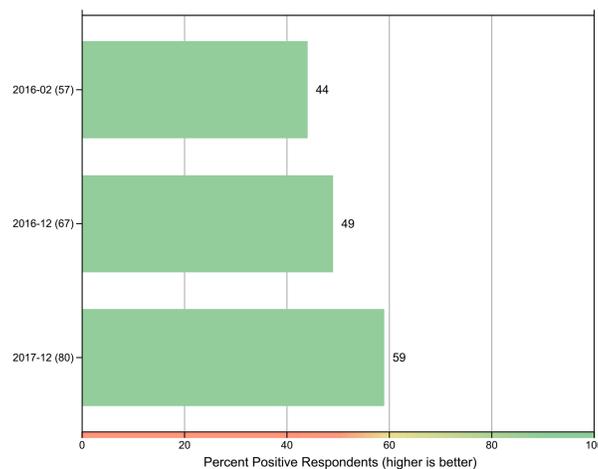
100+ Primary Care Secondary Care Mental Health Trusts
Teams Care Homes Hospices Ambulance trust

Survey results improvement over time and domain results chart

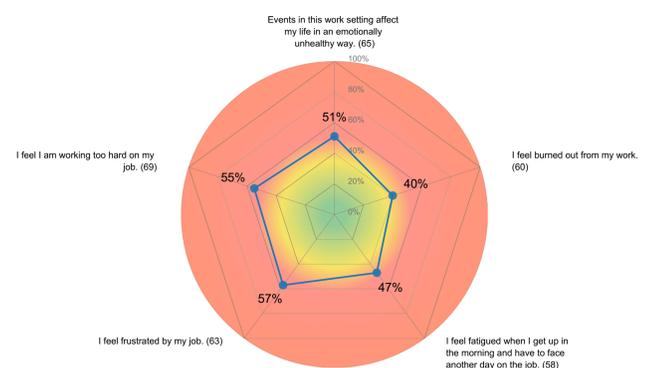
In this work setting, local leadership provides useful feedback about my performance.



Learning environment historical comparison.



Personal burnout domain.



The survey tool assesses the perception of:

<p>Learning environment</p> <p>The ability of a work setting to self-reflect, identify problems and solve them, learn from excellence.</p>	<p>Safety climate</p> <p>The degree to which mindfulness and psychological safety exist in the work setting.</p>	<p>Teamwork</p> <p>How effectively different disciplines coordinate their efforts and whether they work in a psychologically safe environment.</p>
<p>Burnout and work life balance</p> <p>The degree of cynicism, emotional exhaustion and frustration that respondents feel.</p>	<p>Local leadership</p> <p>The level of confidence that respondents have in the support they receive from their local leaders including positive feedback.</p>	<p>Engagement</p> <p>Levels of participation, control, influence and decision-making, satisfaction with role, and opportunities for development.</p>

South West
Patient Safety Collaborative

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