Using survey results to drive improvement

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Outline

- Value of Safety culture results
- I got the results, now what do I do?
- Adding meaning to results
- Safety Culture Audit
  - What is it?
  - How to improve
Safety culture and outcomes

- Safety culture questionnaire responses have been linked with accident rates in the following industries:
  - Nuclear power (Lee, 1998)
  - Offshore oil (Mearns, Flin, Fleming & Gordon 1997)
  - Road construction (Niskanen, 1994)
  - Chemical industry, (Donald & Canter, 1994)
  - Manufacturing, (Brown & Holmes 1986), (Zohar, 2000)

- In healthcare safety culture has been linked with:
  - Medication error (Wakefeild et al, 2001)
  - Mortality rates in Intensive care (Sexton, 2003)
“Safety culture surveys are a bit like describing the water to a drowning man, they tell you how bad things are but do not help you to solve the problem”.

Phil Ley (safety manager)
**How to avoid drowning**

<table>
<thead>
<tr>
<th>Step 1</th>
<th>Present overall and departmental results to senior management (include national average data)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 2</td>
<td>Prepare departmental and occupational summaries</td>
</tr>
<tr>
<td>Step 3</td>
<td>Focus groups with each department and occupation</td>
</tr>
<tr>
<td>Step 4</td>
<td>Develop action plan</td>
</tr>
<tr>
<td>Step 5</td>
<td>Present to senior management</td>
</tr>
</tbody>
</table>
Adding meaning: focus groups

- Set up targeted focus groups (e.g. nurses)
- Present their group’s results
- Ask them to describe
  - Current situation
  - Barriers to improvement
  - Actions that would make a real difference
- Record results on flip chart
Safety Culture Maturity

- Safety culture development is broken down into five stages or levels of maturity, from poor to good
- A number of similar models currently in use (e.g. hearts and minds, shell)
- Ten safety culture dimension/elements
- Once the level has been established sites identify the actions required to move to the next level
Employee perceptions are based in reality
  – i.e. perceptions of management commitment reflect their interactions with managers
Organisations with different cultures have different practices
Safety culture improvement involves system change
  – e.g. perceptions of management commitment is improved through training and evaluating safety leadership practices
Safety culture maturity elements

- Leadership education
  - Senior Manager
  - Clinical Manager
  - Physician
- Organisational learning
- Disclosure
- Workload management
- Communication
## Sample

<table>
<thead>
<tr>
<th>Leadership Education (Clinical Managers)</th>
<th>Select level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical managers receive patient safety information.</td>
<td>0</td>
</tr>
<tr>
<td>Clinical managers receive non-specific patient safety information (e.g. rates of adverse events, policies regarding patient safety initiatives, information about local sentinel events).</td>
<td>1</td>
</tr>
<tr>
<td>Clinical managers receive information about their role in patient safety and how to improve patient safety. Receive information about leadership behaviours that promote patient safety and enable them to be patient safety leaders.</td>
<td>2</td>
</tr>
<tr>
<td>Clinical managers are taught interpersonal competencies (through training) to motivate colleagues to improve patient safety. Clinical managers participate in patient safety initiatives and incident reporting.</td>
<td>3</td>
</tr>
<tr>
<td>Clinical managers receive individual patient safety leadership development based on 360 degree feedback and evaluation.</td>
<td>4</td>
</tr>
</tbody>
</table>
How to use the audit

- Self assessment of systems supporting the safety culture
  - Completed by safety department to assist in annual planning
  - Completed by senior management team to form basis for improvement workshop
- Integrate into existing audit process
- External assessment of safety culture
Improvement strategies

- Change management systems to support the desired culture
- For example perceived management commitment can be improved by:
  - Providing managers with the skills to be effective safety leaders
  - Motivating managers to change by monitoring performance (leading indicators)
  - Rewarding effective performance
High Performance Safety Systems

- Integrated set of interventions designed to promote a positive safety culture and superior safety motivation

- Interventions Promote
  - Leadership
  - Learning
  - Listening
Safety Culture Change

“Peoples attitudes and opinions have been formed over decades of life and cannot be changed by having a few meetings or giving a few lectures”

(Mao Tse Tung)