



Actions to Create a Culture of Safety

Culture Behaviors Outcomes

1) Implement Behaviors for Error Prevention

- Examples:

- Attention to detail (use pauses and “STAR” to prevent lapses)
- Questioning attitude (improve critical thinking skills)
- Strong handoffs (use the “5 P’s” with every handoff)
- Coordinating physician (a “captain of the ship” for every pt.)

2) Implement Real Time Behavior Monitoring

3) Focus & Simplify

4) Implement State-of-the-Art Root Cause & Common Cause Analysis



ACTION
LEADERSHIP
TRANSFORMATION

Vertical Alignment

Backbone of a strong culture.



Brig. Gen. Daniel Morgan

For example:

Safest Hospital

Vision



Mission &
Goals



Policy & Programs



Expectations



Behaviors

Zero events of unintended harm

Communications required by processes
and protocols

“Communicate Clearly”

- Repeat backs
- Clarifying questions
- Phonetic & numeric clarifications

Changing Culture: Some Lessons Learned

1. Develop consensus for change
 - BOD, Medical staff leaders, management
2. Align incentives
 - Financial, recognition, HR policies
3. Prioritize
 - Deal with “task saturation” early
4. Create local involvement
 - Seek employee buy- in and ownership
- Commit visible leadership time and attention
 - Workgroup agendas, project sponsorship
1. Set stretch goals & systematically measure progress
 - Create a “relentless drumbeat”
2. Pursue “vertical alignment”
 - Create specific behaviors and new habits
3. Reinforce desired behaviors
 - Leadership actions & habits; storytelling

