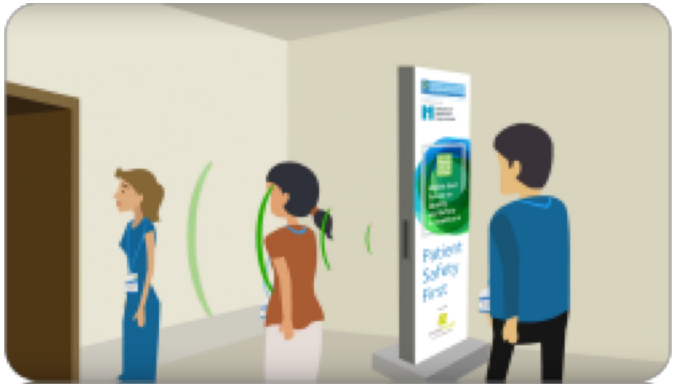
Institute for Healthcare Improvement

Middle East Forum

Simulation Based Training to Create a Culture of Speaking Up



As part of our extensive program and with CPD hours awarded based on actual time spent learning, credit hours are offered based on attendance per session, requiring delegates to attend **a minimum of 80%** of a session to qualify for the allocated CPD hours.

- **Less than 80%** attendance per session = **0 CPD hours**
- **80% or higher** attendance per session = **full allotted CPD hours**

Total CPD hours for the forum are awarded based on the sum of CPD hours earned from all individual sessions.

Conflict of Interest

The speaker(s) or presenter(s) in this session has/have no conflict of interest or disclosure in relation to this presentation.

Learning Objectives

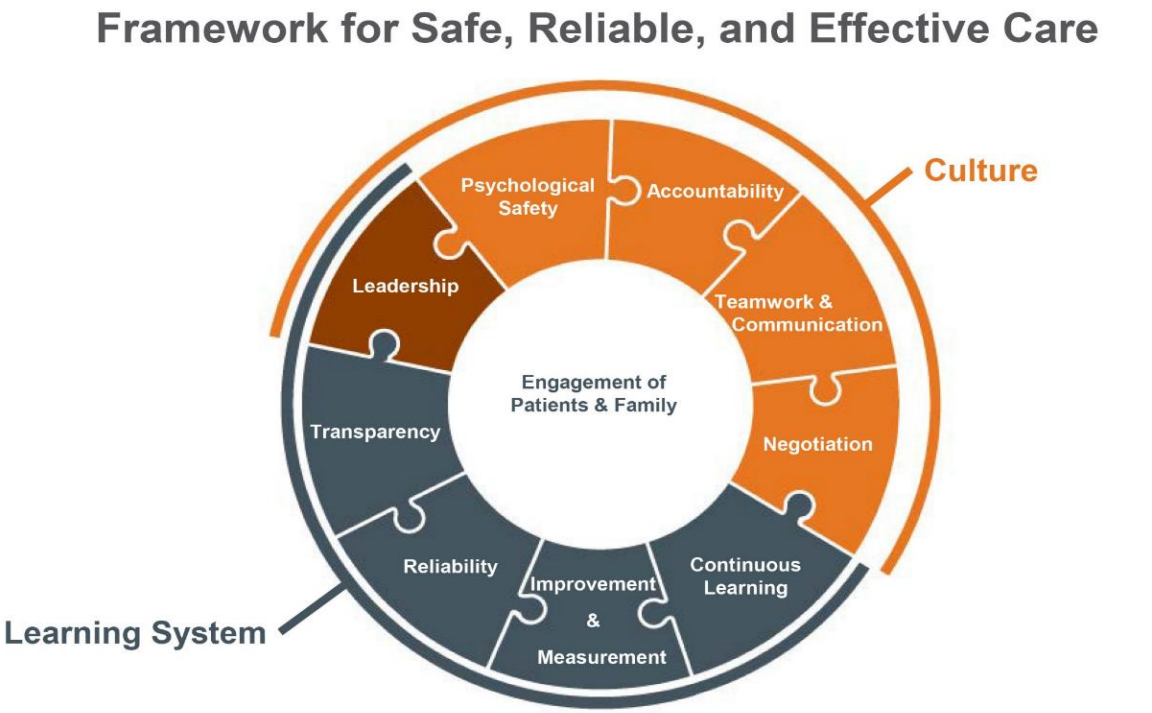
- Discuss the importance of speaking up pre-emptively to prevent errors from occurring as well as reporting events after an error has occurred.
- Demonstrate effective communication techniques between patients and providers and between providers as peers.
- Apply simulation-based techniques to incorporate open, honest and timely communication.

Speaking Up

Speaking up……can feel like this

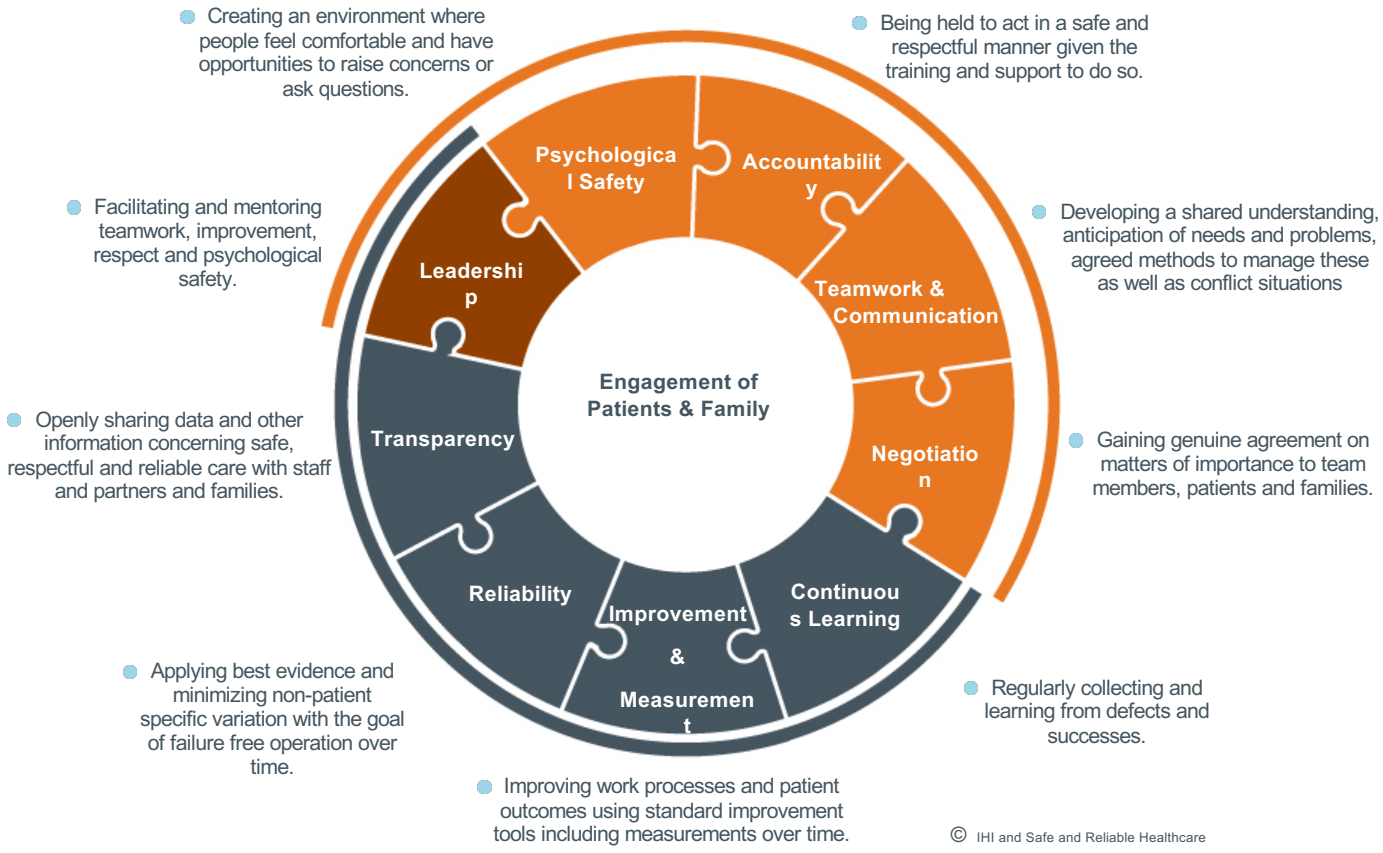
…….but can look like this

Culture + Systems = Safety



Source: Frankel A, Haraden C, Federico F, Lenoci-Edwards J. *A Framework for Safe, Reliable, and Effective Care*. White Paper. Cambridge, MA: Institute for Healthcare Improvement and Safe & Reliable Healthcare; 2017. (Available at ihi.org)

Framework for Clinical Excellence



Lay the Groundwork for Speaking Up

- Create environments where staff are comfortable speaking up
- Empower the team
- Set expectations about speaking up
- Engage the patients and families

Examples

- Huddles:
- Time-outs
- Directly ask team members if they have questions or concerns
- Patient-and family-centered rounds

Culture of Safety

A **culture of safety** is an atmosphere of mutual trust in which all staff members can talk freely about safety problems and how to solve them, without fear of blame or punishment. Some of the characteristics of a safety culture include:

- **Psychological safety**
- **Active leadership**
- **Transparency**
- **Fairness**

When is it important to speak up?

When is it important to speak up?

- Improper sterile technique
- Poor hand hygiene
- Poor communication
- Failure to follow standard processes
- When an error is noticed
- Covering up an error
- False documentation
- Disruptive behavior
- Potential errors

Martinez W, Etchegaray JM, Thomas EJ, et al. BMJ Qual Saf 2015;24:671–680.

Barriers to speaking up

Barriers to speaking up

- Organizational Culture
- Hierarchy
- Education

- “This is just the way we do things here!”
- “I’ve been doing it this way for 30 years!”
- “I’m just a nurse, I would never question Dr. Smith.”

Reporting Systems

- Voluntary Incident Reporting
- Chart reviews
- Direct Observation
- National Reporting systems

First steps:

Individual

- Obtain the facts
- Start with colleague to colleague conversations
- Curiosity, not accusations (Advocacy+Inquiry)

Organization

- Just in time disclosure coaching programs (when an error occurs)
- Role modeling by senior colleagues
- Conversations with quality and safety colleagues

Learning how to speak up

- Speak up assertively
- Speak to the right person.
- Voice your concerns in a professional way.
- Hold your ground; if you get a "no" once, try again.
- Cup of coffee conversation

Advocacy + Inquiry

Advocacy: My perspective

- Use “First person” voice
- Make my perspective clear
  - I observed_____
  - I am concerned/please because_____
    (Here I state my perspective; why this matters)

Inquiry:

- Short, open-ended quests
  - I wonder what happened?
  - I’m curious how you see it?
  - What was on your mind at the time?
  - I wonder why? to find the learner’s perspective

Rudolph JW, Simon R, Dufresne R, Raemer DB, 2006. There is no such thins as a “non-judgmental” debriefing; a theory and method of debriefing with good judgment. Simulation in Healthcare. 1 (1):49-55.

Learning new behaviors with simulation

Important Elements of Simulation

- Well crafted scenario
- Learning objectives
- Observer Checklists
- Time for debriefing

Let's try this again!

Thank you!