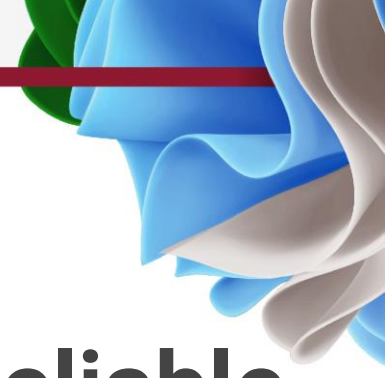# Middle East Forum on Quality & Safety in Healthcare 2023

16–19 March, Doha

A Framework for building a safe, reliable, equitable system for patients and staff

Healthcare Resilience in Extraordinary Times

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A Framework for building a safe, reliable, equitable system
for patients and staff

Objectives

By the end of this session, you will be able to

- Understand the role of culture in achieving highly reliable care
- Describe the skills and behaviors required to develop the desired culture
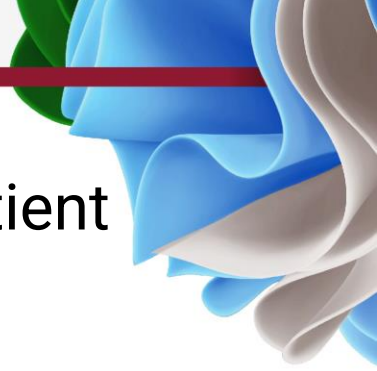- List the activities that lead to culture change

Jeffrey Salvon-Harman, MD, CPE, CPP
IHI Vice President, Safety

Frank Federico
Executive High Reliability Coach,
Senior Patient Safety Expert

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.

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You are assigned responsibility to evaluate a patient care area in a healthcare organization.

(Department, Division, Section –

a delineated group working together)

The area is new to you.

You are to evaluate this care area for its ability to achieve safe, reliable, equitable, patient-centered operational excellence.

What will you assess?

Report Out

What will you assess?

Personal Habits

1. Risk Factors
2. Exercise
3. Nutrition
4. Health Literacy
5. Etc.

Physical Exam

1. Cardiovascular
2. Pulmonary
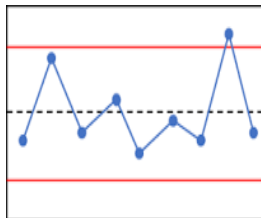3. Gastrointestinal
4. Musculoskeletal
5. Etc.

A Familiar Framework

Improvement Capability	Culture
1. **Improvement methods**	1. **Psychological Safety**
2. **Capability**	2. **Accountability**
3. **Capacity**	3. **Teamwork and Communication**
4. **Measurement/Data**	4. **Alignment**

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Framework for Safe, Reliable, and Effective Care

TRUST

Culture

Learning System

Psychological Safety
Accountability
Teamwork & Communication
Negotiation
Continuous Learning
Improvement & Measurement
Reliability
Transparency
Leadership

Staff Engagement and Engagement of Patients & Family Equitable Care Equitable Care

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)

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Culture

Learning System

Leadership

Psychological Safety

Continuous Learning

Improvement and Measurement

Accountability

Reliability

Teamwork and Communication

Transparency

Negotiation

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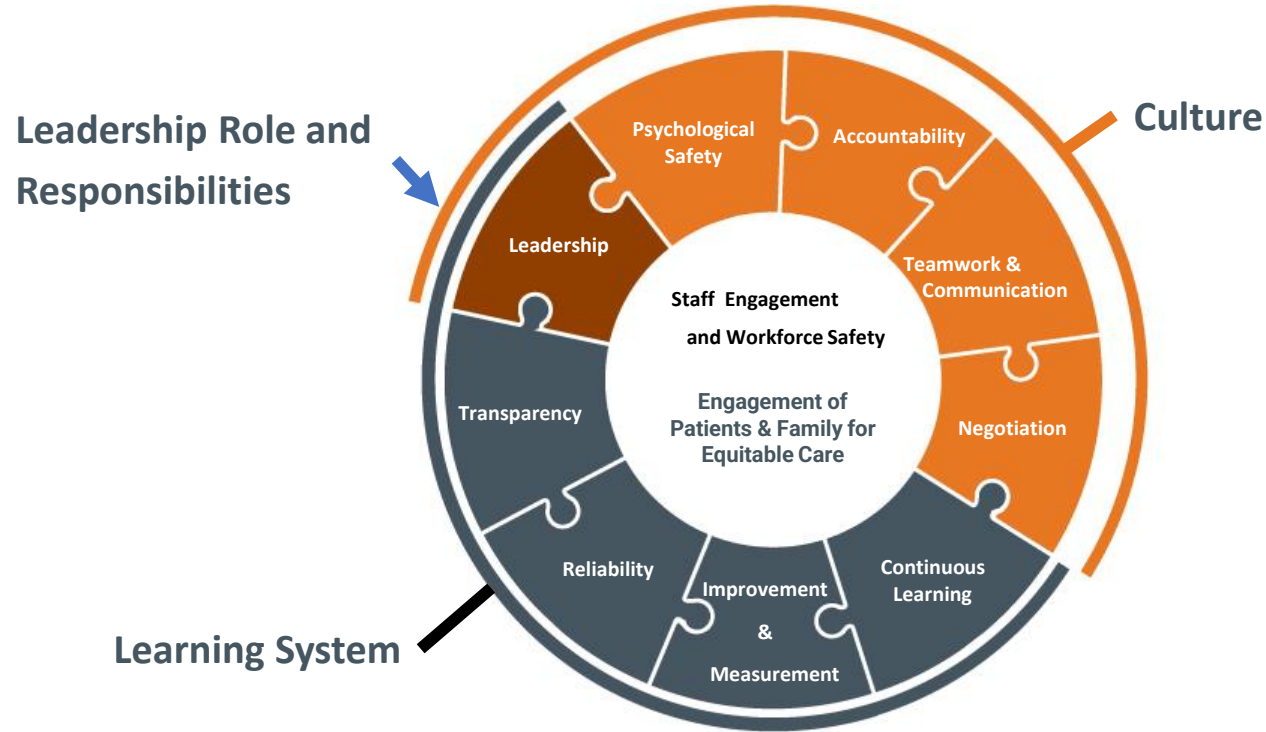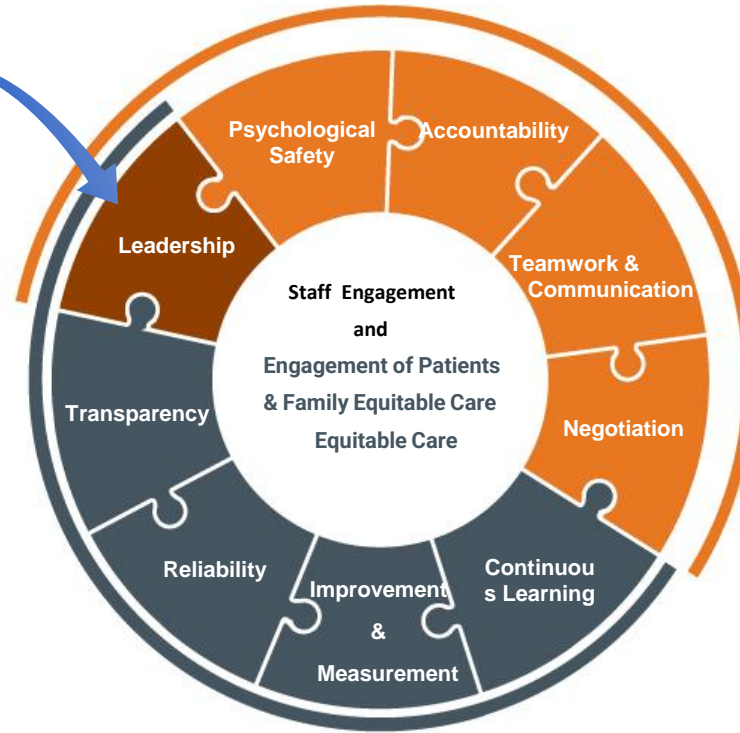
Source: Frankel A, Haraden C, Federico F, Lenoci-Edwards J. A Framework for Safe, Reliable, and Effective Care. White Paper. Cambridge, MA: Institute for Healthcare Improvement and Safe & Reliable Healthcare; 2017. (Available at ihi.org)

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Instit
Health
Improvement

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Framework for Safe, Reliable, and Effective Care

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Institute

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)

Facilitating and mentoring teamwork, improvement, respect and psychological safety.

Psychological Safety

Accountability

Leadership

Teamwork & Communication

Staff Engagement and Engagement of Patients & Family Equitable Care Equitable Care

Transparency

Negotiation

Reliability

Improvement & Measurement

Continuous Learning

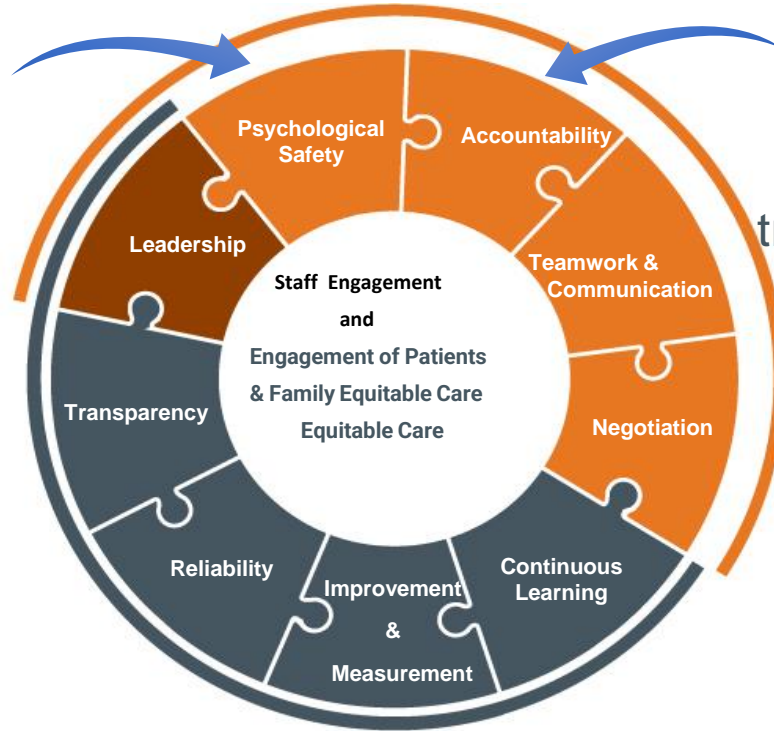© 2017 Institute for Healthcare Improvement and Safe & Reliable Healthcare

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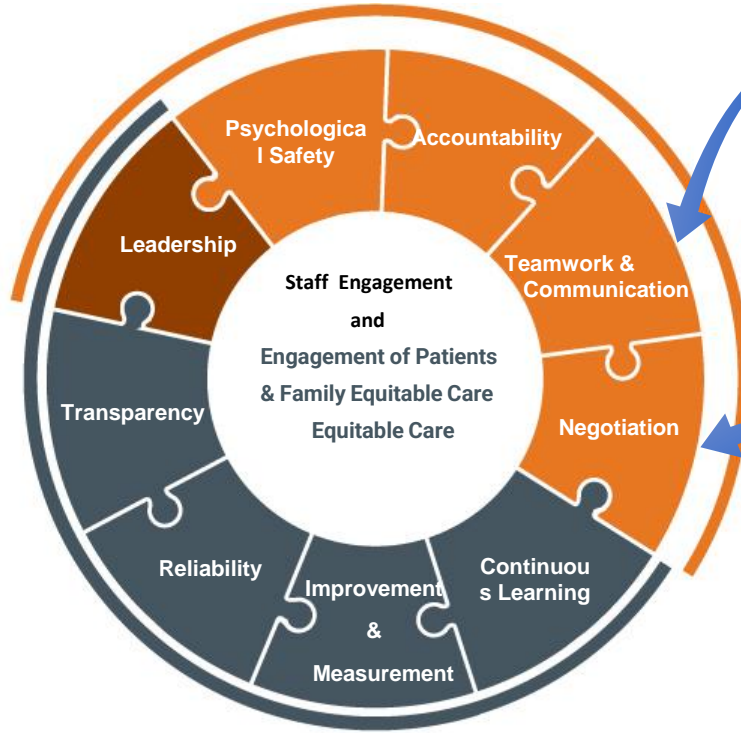Brought to you by: **Hamad Healthcare Quality Institute**

The only thing of real importance that leaders do is to create and manage culture.

Edgar Schein

Creating an environment where people feel comfortable and have opportunities to raise concerns or ask questions.
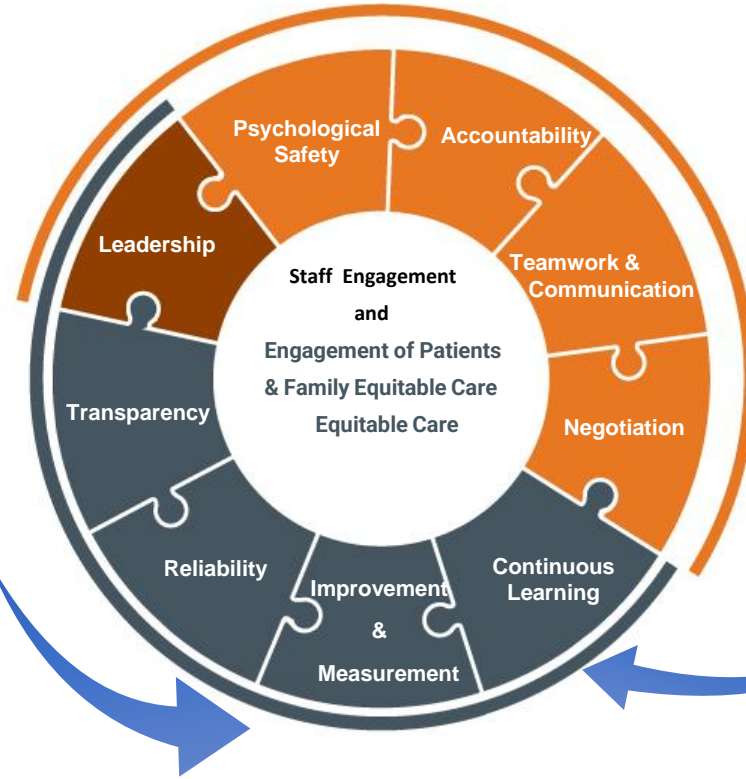
Being held to act in a safe and respectful manner given the training and support to do so.

Psychological Safety

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Improvement
&
Measurement

Continuous Learning

Developing a shared understanding, anticipation of needs and problems, agreed methods to manage these as well as conflict situations

Gaining genuine agreement on matters of importance to team members, patients and families.

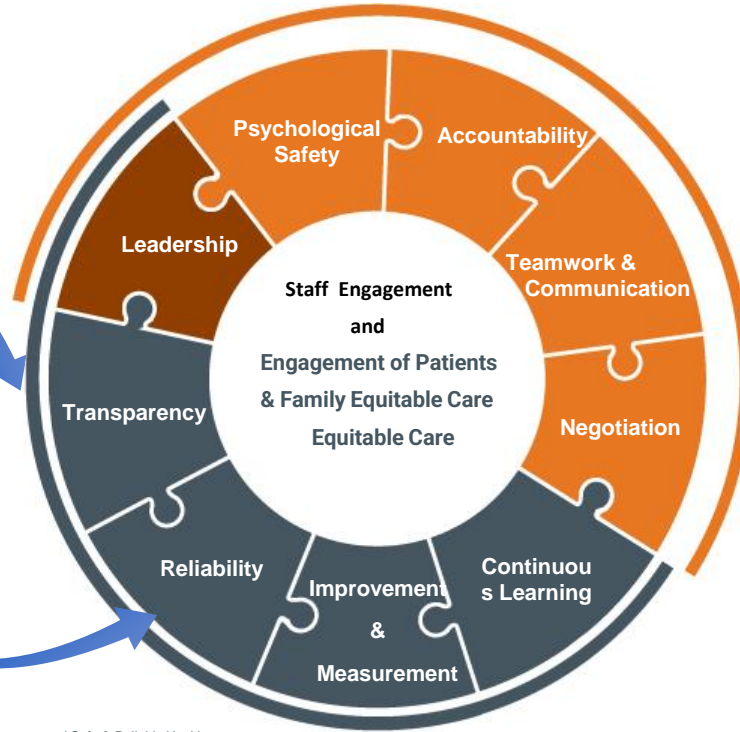Brought to you by: **Hamad Healthcare Quality Institute**

Improving work processes and patient outcomes using standard improvement tools including measurements over time

Regularly collecting and learning from defects and successes

Psychological Safety
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Staff Engagement and Engagement of Patients & Family Equitable Care Equitable Care
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Continuous Learning

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Openly sharing data and other information concerning safe, respectful and reliable care with staff and partners and families

Applying best evidence and minimizing non-patient specific variation with the goal of failure free operation over time

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Reflection

Where are the strengths and weaknesses related to the components and elements of the Framework where you work or in your area of responsibility?

Influences on Culture
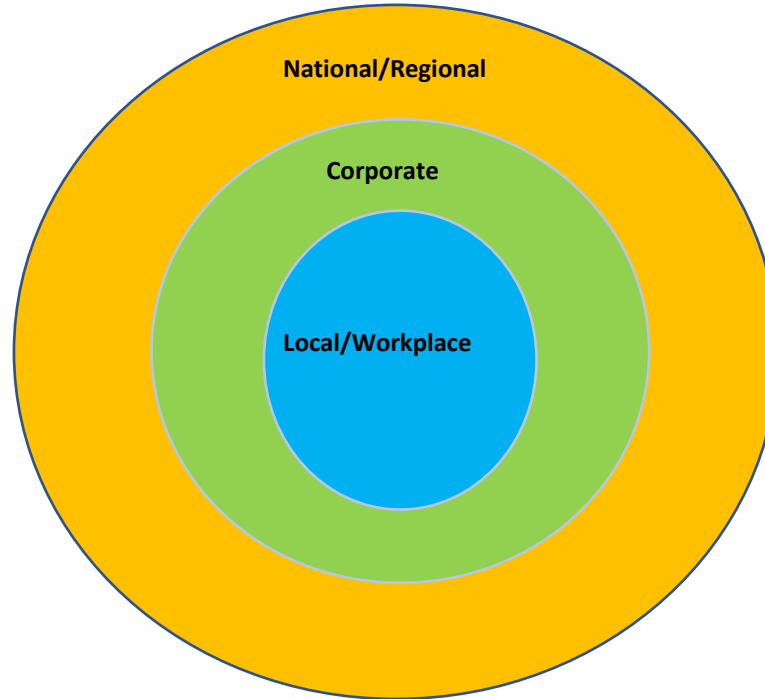
Culture

- Reflection of our values
- Values derived from our mission/vision/goals
- The way of working
- Holds our society together
- Helps get results
- Creates a shared identity and forges social bonds
- Can be negative in that can reinforce an undesirable condition/order

What makes your culture unique?
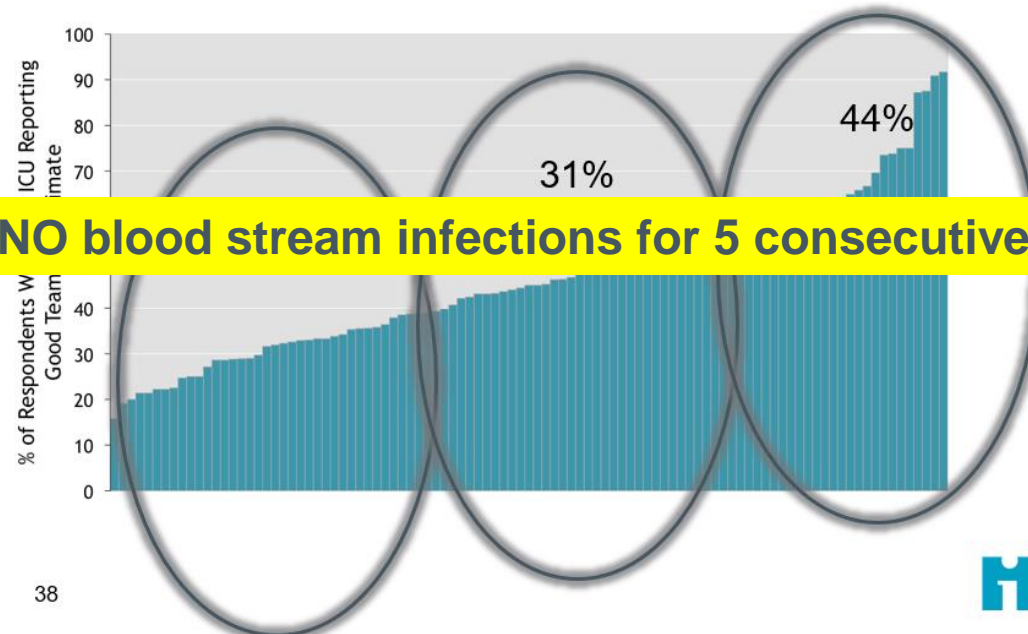
Language

Cuisine

Beliefs

Customs

Actions

Music

Art

Holidays

Why Focus on Culture?

Impact of culture on outcomes

NO blood stream infections for 5 consecutive months

Culture Measurement

Tools

- Surveys
- Self-assessments
- Pulse surveys

Proxy Measures

- Teamwork
- Disruptive behaviors
- Reporting
- Observations
- Staff engagement

The Learning System

- Organizations that use data to drive improvement are more successful

- Cannot improve simply by willing improvement. Must have a method (e.g. Model for Improvement, LEAN, Six Sigma)

- Processes must be reliable and capable

Transparency

- Organizations that have displayed their data have had greater staff engagement in improvement and better results

- Greater psychological change results from transparent communication

- Patients have the right to participate in decision making about their care

- Communication with patients when things go wrong reflects the organization's culture

Summary

- The Framework for Safe, Reliable, Effective and Equitable Care presents in one place the roadmap high performing and safe healthcare

- Leaders are essential in developing and maintaining an enabling culture

- The elements of the framework must each be addressed because they interact and support each other

Thank you

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