



Safety Culture Development as a Core Leadership Responsibility

Prof. Dr. Tanja Manser, Institute for Patient Safety, UKBonn

**„The only thing of real importance
that leaders do is to create and
manage culture“**

Edgar Schein

Safety culture

- » „...individual and group values, attitudes, perceptions, competencies, and patterns of behavior that determine ... an organization's health and safety management" (Nieva & Sorra, 2003; ACNSI, 1993)
- » „...emerges through a social process, where staff attach meaning to the policy and practice they experience and the behaviours they observe“ (Health Foundation, 2013)
- » „the way we do things around here“
(Confederation of British Industry, 1991; Wakefield et al, 2010)
- » „it's what you do when nobody's looking“
(Health Foundation, 2013)





Safety culture – so what?

TABLE 4. Summary of Significant Study Outcomes: Relationship Between Safety Culture and Patient Outcomes

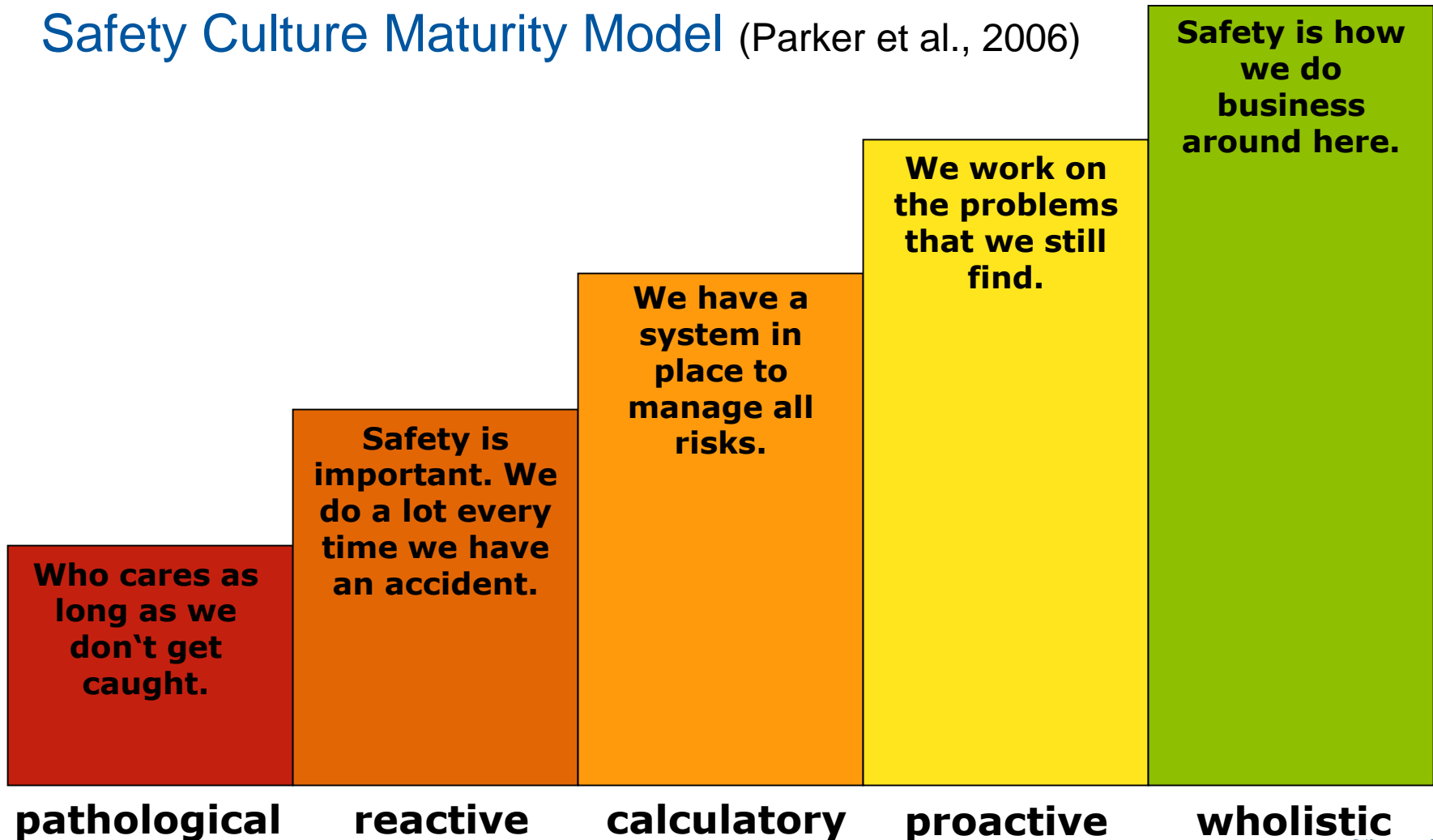
Culture Tool	Source	Patient Outcome	Significant Studies	Level of Measure
AHRQ	Dodek et al ¹⁰	Family satisfaction	Positive correlation	Nursing unit ICU
HSOPSC	Sorra et al ¹³	Patient experience	Positive correlation	Hospital
	Mardon et al ¹²	AHRQ PSIs (composite)	Negative correlation	Hospital
	Gearhart ¹¹	Patient experience	Positive correlation	Nursing unit med/surg
Error Orientation Scale	Chang and Mark ¹⁷	Medication errors	Negative correlation	Nursing unit med/surg
		Readmission	Negative correlation	Hospital
PSCHO	Singer et al ⁴	AHRQ PSIs (composite)	Positive correlation	Hospital
NDNQI RN Survey	Kemper ²⁰	PSI nurse indicators	Unexpected positive	Hospital
SAQ ICU	Huang et al ⁸	Patient mortality	Negative correlation	Nursing unit ICU
		Patient mortality	Negative correlation	Nursing unit ICU
SAQ Hospital	Obrien ⁶	Community-acquired pneumonia	Negative correlation	Hospital
		HAPU	Negative correlation	Nursing unit mixed
Zohar Safety Climate Scale	Mark et al ²¹	Medication errors	Unexpected positive	Nursing unit
		Hofmann and Mark ¹⁸	Medication errors and UTI	Negative correlation
		Patient satisfaction	Positive correlation	Nursing unit med/surg

Hardt DiCuccio (2015)

Open questions

- » Which interventions can help to improve safety culture?
- » When can you expect positive impact on safety culture?
 - Timeline
 - Conditions / moderators
- » Is safety culture the input or the output?
- » Is the only way up?

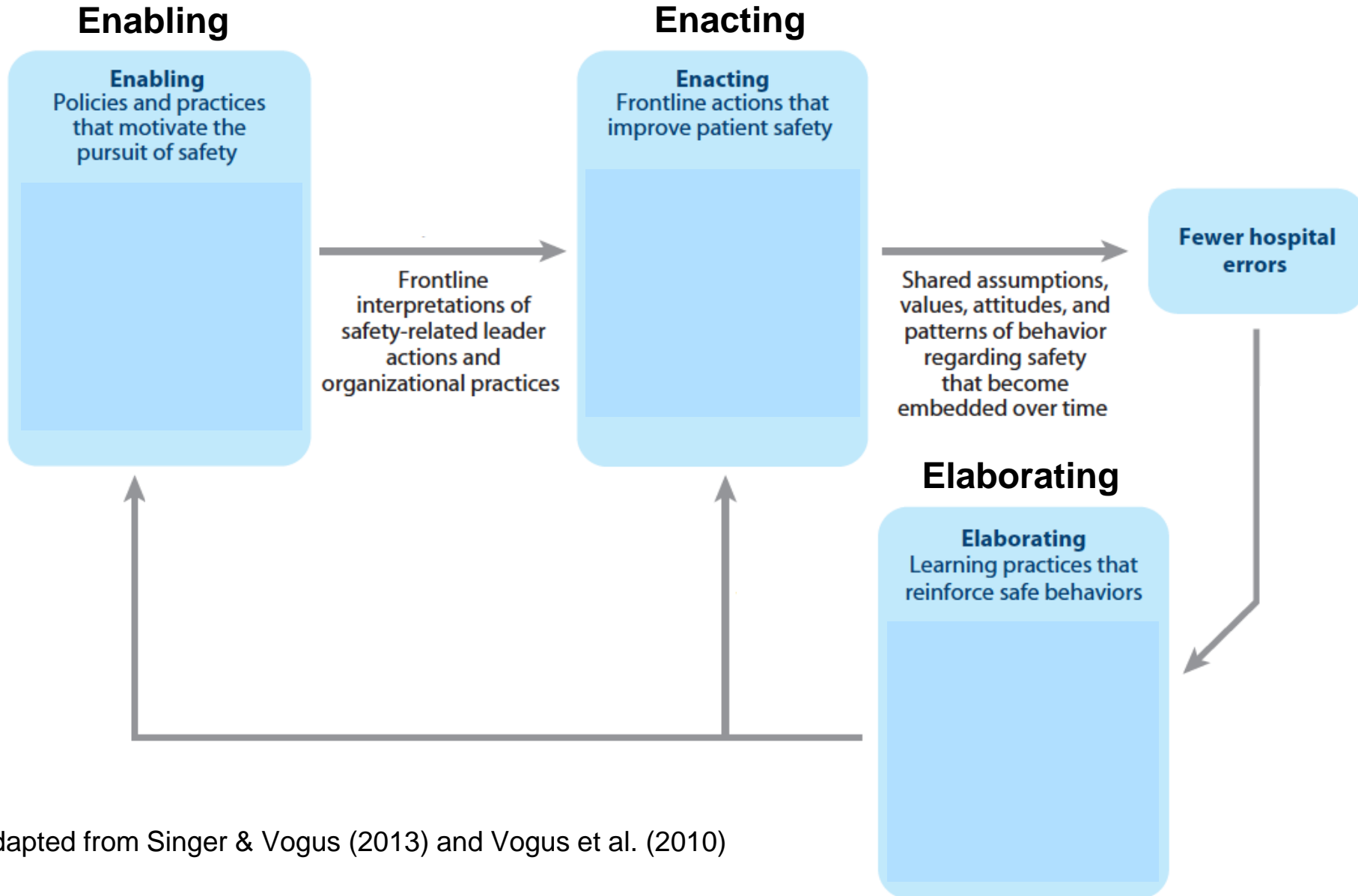
Safety Culture Maturity Model (Parker et al., 2006)



PaSQ – European Union Network for Patient Safety & Quality of Care

<p>Multidisciplinary approach to hip fracture</p> <p>PSP R-CP ↔ 1013 </p>	<p>Adaptation of trigger-tool to a surgical service</p> <p>PSP R-CRMP ↔ 1015 </p>	<p>The Advantages of Preventive Stoma Marking</p> <p>PSP R-CP ↔ 1017 </p>	<p>Family-Centered Rounds in the Department of Surgery</p> <p>PSP R-CP ↔ 1022 </p>	<p>Optimizing the blood use for transfusion based on the analysis of electronic medical records</p> <p>PSP R-CP ↔ 1030 </p>	<p>A Multidisciplinary Approach to the Treatment of Pressure Ulcers</p> <p>PSP R-CP ↔ 1066 </p>
<p>Analysis of critical incidents in surgery</p> <p>PSP R-CP ↔ 1073 </p>	<p>Antibiotic prophylaxis implementation at G. Pini Hospital, Milano</p> <p>PSP R-CRMP ↔ 1078 </p>	<p>Improving patient safety by patient surveys - prevention of Inflammatory Bowel Disease</p> <p>PSP R-CP ↔ 1082 </p>	<p>Safety in the operating room. The adoption of the preoperative and surgical checklist</p> <p>PSP R-CRMP ↔ 1128 </p>	<p>Microbiological diagnosis of prosthetic joint and fracture-fixation device infections in orthopedic surgery</p> <p>PSP R-CP ↔ 1135 </p>	<p>From pathway to breast cancer unit</p> <p>PSP R-CP ↔ 1141 </p>
<p>Staff training on Non-Technical Skills (NTS) and team activities observation with OTAS methodology</p> <p>PSP R-CRMP ↔ 1153 </p>	<p>The microbiological diagnosis of prosthetic joint and fracture-fixation device infections</p> <p>PSP R-CP ↔ 1154 </p>	<p>Clinical audit on medication recognition</p> <p>PSP R-CRMP ↔ 1200 </p>	<p>Using a checklist for ambulatory surgery</p> <p>PSP R-CRMP ↔ 1205 </p>	<p>Effectiveness of tranexamic acid (TXA) in reducing postoperative bleeding and transfusion risk in first knee replacement</p> <p>PSP R-CP ↔ 1238 </p>	<p>Tracer as a tool to assess quality of care</p> <p>PSP R-CRMP ↔ 1244 </p>

Safety Culture Development



Developing safety culture

- » Understanding the mechanisms behind culture change informs strategies
 - a) for sustainable implementation of systemic interventions,
 - b) for involving leaders and frontline staff and
 - c) for evaluating their effects as part of a larger change process

- » Leadership
 - Developing safety culture is a leadership responsibility
 - Requires commitment of all leadership levels

- » Even without strategic culture management approach culture evolves continuously
 - but not necessarily the way you want it to!