

Psychological Safety: A Work Environment Characteristic in a High Reliability Organization

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Conflict of Interest

- The presenters for this presentation have disclosed no conflict of interest related to this topic.



Objectives

- Describe how to use transformational leadership to facilitate work environment psychological safety in a culture of high reliability and organizational resilience.
- Discuss open communication and preventable harm in a resilient high reliability organization.



Centura Health



- A faith-based, nonprofit health care organization formed in 1996 by Catholic Health Initiatives and Adventist Health System – now in two states
- Colorado's fourth largest private employer with nearly 16,000 associates and 5000 of those are RNs
- The Centura system includes 25 operating entities:
 - 17 hospitals
 - 7 senior living communities
 - Centura Health at Home, Hospice, Health Network
 - Centura Health Physician Group

Porter Adventist Hospital

- **Acute Care Hospital**
 - Adult and Geriatric Psychiatric Services
 - Cancer Care Center
 - Cardiovascular Institute
 - Center for Joint Replacement
 - Centura Health Transplant Program
 - Complex Medicine
 - Craniofacial & Skull Base Disorders
 - Robotics Institute
 - Spine Institute
- **368 Licensed Beds**
- **Magnet® designation** since January 12, 2009
- **500+ Registered Nurses**
- **83% Bachelor's or Higher**
- **46% National Nursing Certification**

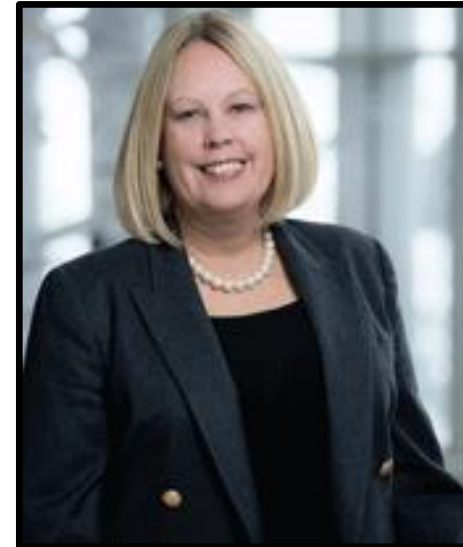


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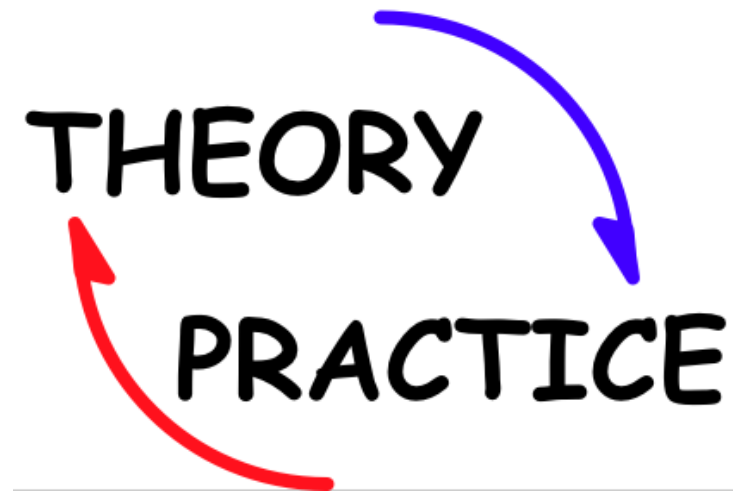
- Located in a rapidly growing community
- Opened in 2013
- 55 inpatient beds
- > 14,000 ED visits annually
- Specialties
 - Women's Services
 - Orthopedic Services
 - Complex Medicine
- Magnet® Journey bound



Carol Pontius, MSN, RN, CENP
Chief Nursing Officer

Background

- Psychological Safety
- High Reliability Science
- Healthy Work Environment
- Culture of Safety and Resilience



Psychological Safety

- Describes individuals' perceptions about the consequences of interpersonal risks in the work environment
- Consists of taken-for-granted beliefs about how others will respond when one puts oneself on the line

High Reliability Science

- Study of “organizations in industries like commercial aviation and nuclear power that operate under hazardous conditions while maintaining safety levels that are better than in healthcare.”



Chassin and Loeb, 2013

High Reliability Organizations

- Organizations within high-risk industries that have adopted processes to detect and address failures before harm occurs.
 - View small errors and close calls as learning opportunities
 - Correct small errors
 - Share details across organization



High Reliability Organizations

- Create a **psychologically safe** mindful environment where employees are trained to look for and report small problems that could lead to big ones



Healthy Work Environment

- Settings with policies, procedures, processes designed to empower nurses to meet organizational objectives and achieve personal satisfaction
- Place of physical, mental and social well-being supporting optimal health and safety



Healthy Work Environment

Traditional Characteristics

- Appropriate staffing
- Authentic leadership
- Effective decision-making
- Meaningful recognition
- Skilled communication
- True collaboration

Expanded Characteristics

- Genuine teamwork
- Physical and psychological safety



Healthy Work Environment

- **Psychological Safety**
 - No one penalized if ask for help or admit a mistake
 - Openly disagree without fear of ridicule or punishment



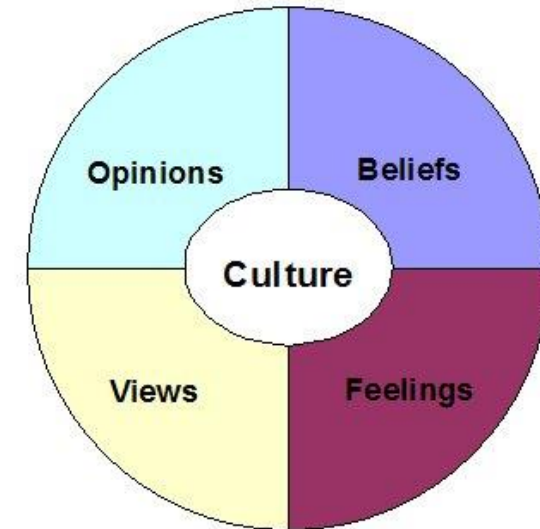
Culture of Safety and Resilience

- **Resilience** describes organizations that achieve very high levels of safety despite high risk, difficult tasks and constantly increasing pressures.
 - Proactive and adaptive
 - Do not wait for an adverse event to occur to make corrections



Culture of Safety and Resilience

- **Culture Permeates Organization**
 - Expressed in beliefs, attitudes and values
 - Present in workflows and patient care processes
 - Commitment to vigilance



Culture of Safety and Resilience

- A culture of safety and resilience imparts a sense of **psychological safety**, respect and empowerment to voice concerns without fear of retaliation.



Purpose

- Describe how psychological safety in the work environment at two acute care facilities contributes to the facilitation and sustainment of a culture of safety and organizational resilience driving clinical outcomes

WHY
ARE
WE
HERE?



Scope

- Porter Adventist Hospital
- Castle Rock Adventist Hospital



Methodology

- **Guiding Paradigm**
 - Leadership Commitment to Psychological Safety
- **Guiding Framework**
 - High Reliability Organization



Guiding Paradigm

Leadership Commitment

- **Transformational Leadership Style**
 - **Motivates** employees to transcend their own self-interest to improve performance through organizational learning and innovation
 - **Essential** to facilitate psychological safety



Leadership Commitment

- **Civility**
 - For ALL interactions
 - Zero tolerance for intimidating or disruptive behaviors
- **Respect**
 - Bedrock of shared understanding
 - Communication style with greater team
- **Support**
 - Language matters



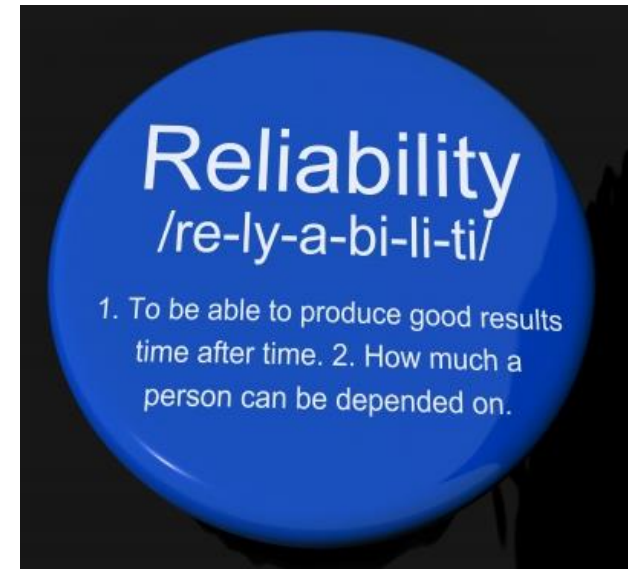
Leadership Commitment

- **Professionalism**
 - Skill
 - Good judgement
 - Polite behavior
- **Accountability**
 - Clear what is acceptable and unacceptable behavior
 - Conduct expectations the same regardless of disciplines



Guiding Framework High Reliability

- **High Reliability Organization**
 - High reliability organizations (HROs) are those organizations that are high-risk, dynamic, turbulent, and potentially hazardous, yet operate nearly error-free.



HRO Principle: Sensitivity to Operations

Leaders and staff situationally aware of how processes and systems affect the organization.

Examples in Daily Processes

- Handoffs
- Standardized Communication
- Shift Huddles
- Daily Huddles
- Throughput plans
- Briefs
- CPOE



Be aware of your “down stream” impact.
How do my actions impact the whole?

HRO Principle: Preoccupation with Failure

All associates are encouraged to think of ways their work processes might break down.

Examples in Daily Processes

- Speak Up
- Room set-up prior to admit
- Mock Codes
- Simulation
- Close call error reporting
- System focus of error processing



Think ahead!
If something would go wrong.....
What would that be?
How would I act?

HRO Principle: Deference to Expertise

Correctly migrated responsibility from formal executive authority to experiential competency-based decision-making.

Examples in Daily Processes

- Effective Structured Communication
- Shift Huddles
- Daily Huddles
- Frontline decision making
- RRT
- Evidence-based practice
- CNS availability



Am I the expert?

Who is the best person for this job?

Who knows this process best?

HRO Principle: Reluctance to Simplify

Leaders and staff dig deeper into the solution of a situation or issue.

Examples in Daily Processes

- Developed diverse CNS-led checks and balances from multiple perspectives
- Process Improvement: LEAN, PDCA, Six-Sigma
- No work arounds
- Inter-professional input into system processes and solutions



Am I settling for an easy fix?
Have I dug deeper?

HRO Principle: Commitment to Resilience

Prepared in how to respond to failures and continually find new solutions.

Examples in Daily Processes

- Inter-professional team training
- Rewards and recognition promoting transparency
- Spirit of inquiry
- Reporting and managing errors
- Facility wide sharing of lessons learned

"Failure is only the opportunity to begin again, only this time more wisely."

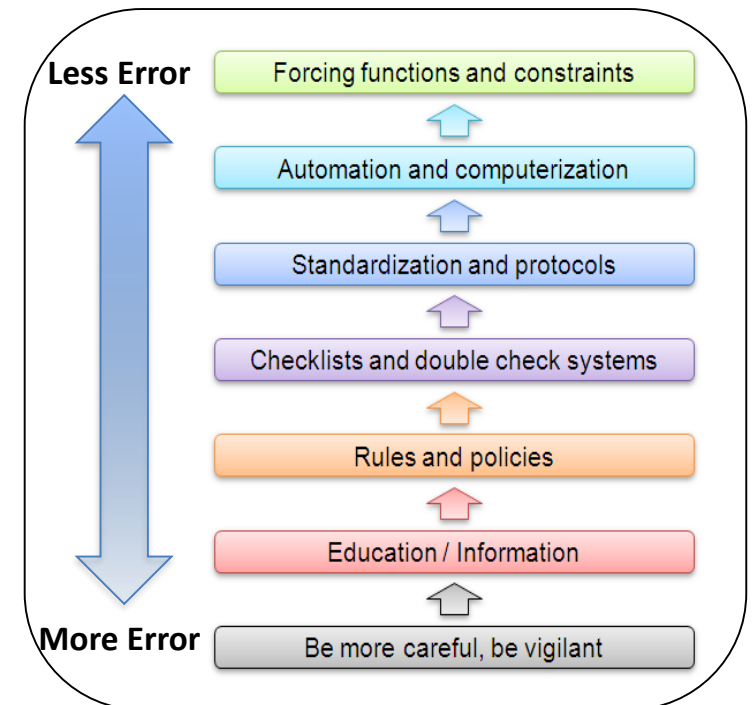
~ Henry Ford

How can I learn from this experience?
How can I share my learning with others?

HRO Principle: Commitment to Resilience

- Implementation of innovative technology
- Supported standardized, low-variation practice

RANK ORDER OF ERROR REDUCTION STRATEGIES



In Summary.....

- **Psychologically safety** in a **healthy work environment** is crucial for **resilient high reliability** organizations to create a **culture of safety** to achieve and sustain patient safety and quality clinical outcomes.

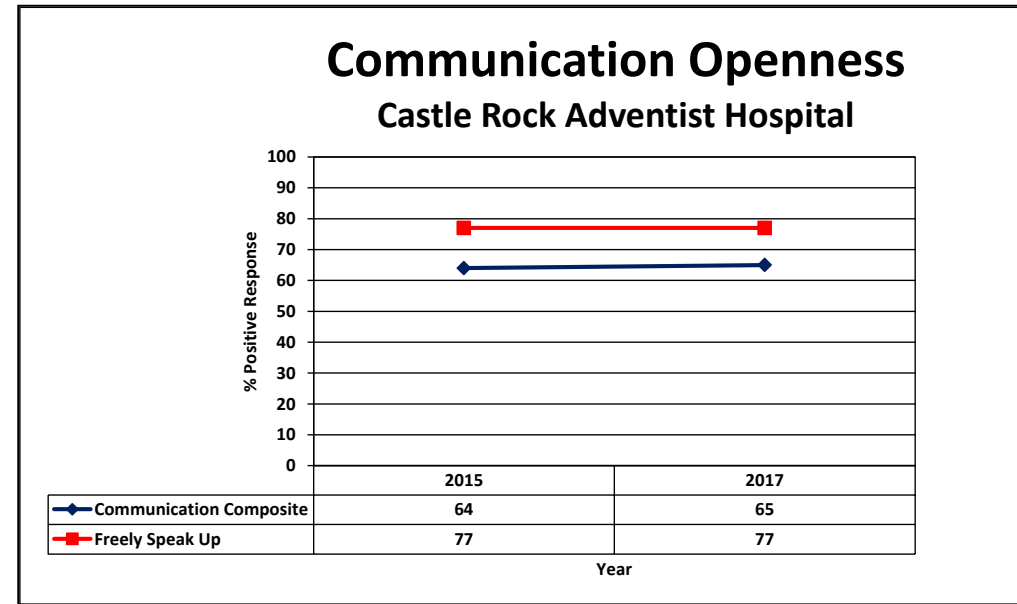
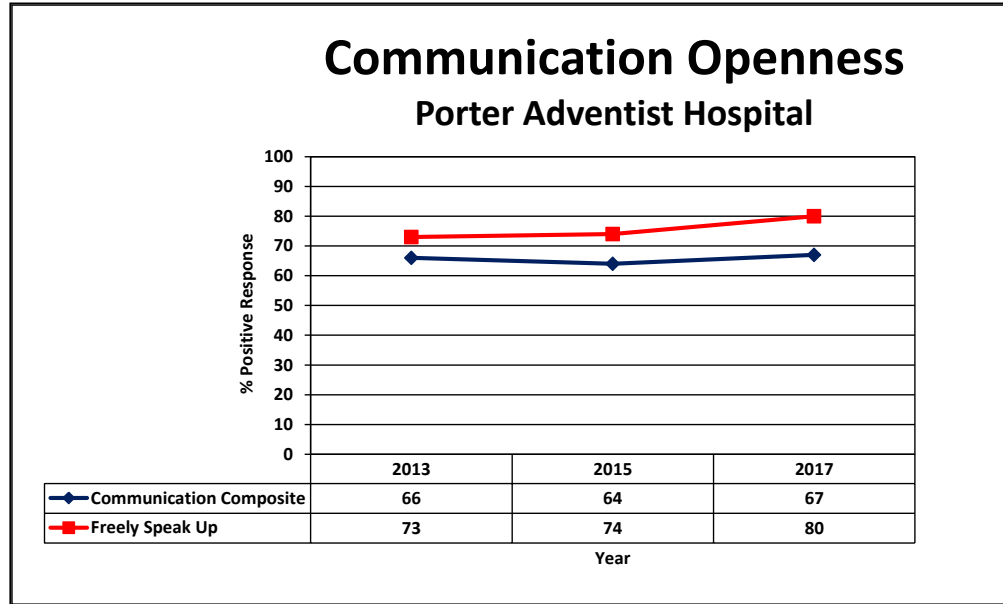


Outcomes

- **Culture of Psychological Safety**
 - Communication Openness
 - Nonpunitive Response to Error
- **Preventable Harm**
 - Case Mix Index (CMI)
 - Case Mix Index Adjusted Admissions (CMIAA)
 - Preventable Harm Incidents

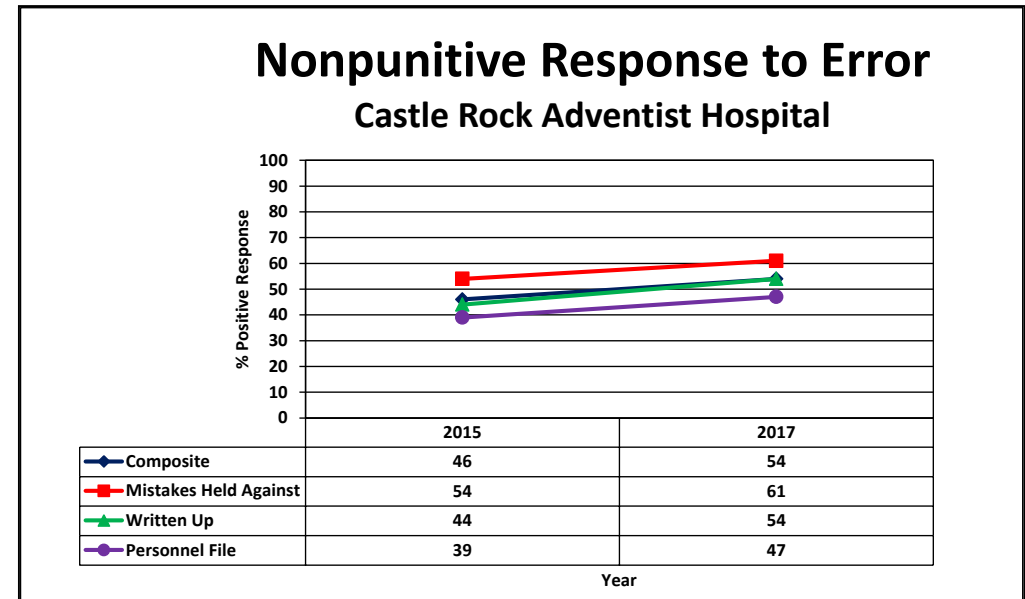
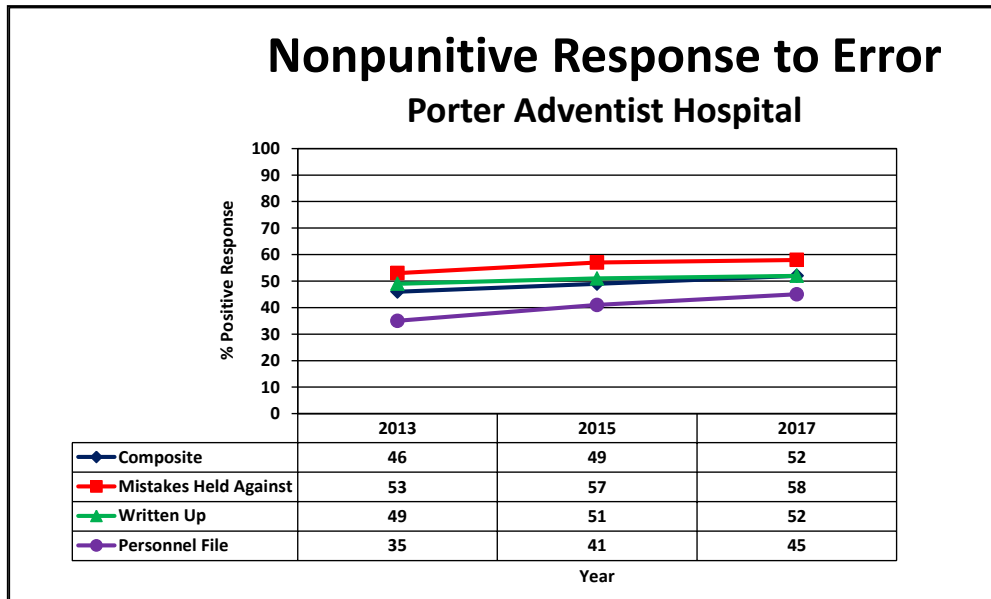


Communication Openness



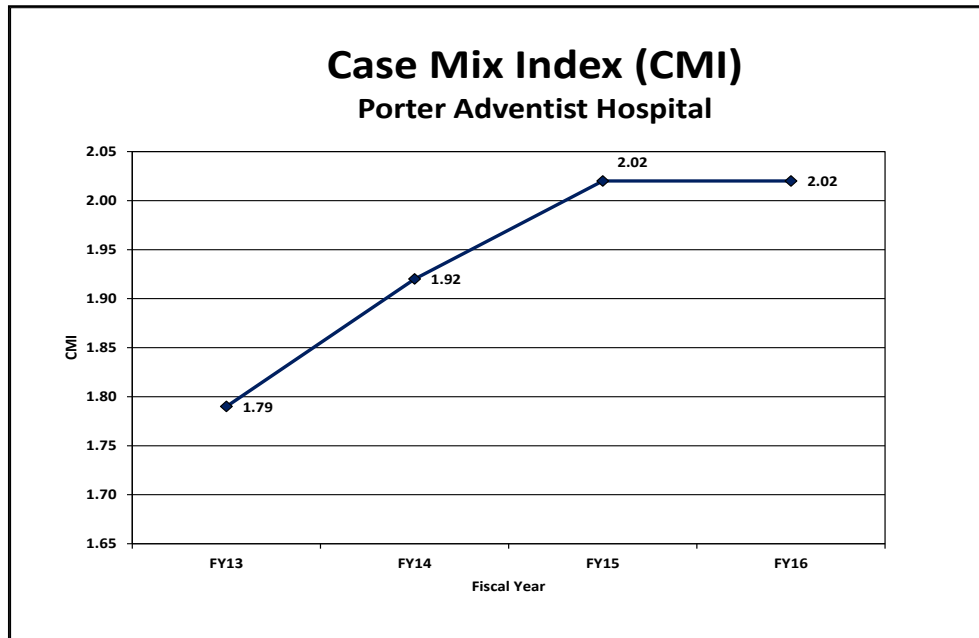
Communication Improvement

Nonpunitive Response to Error

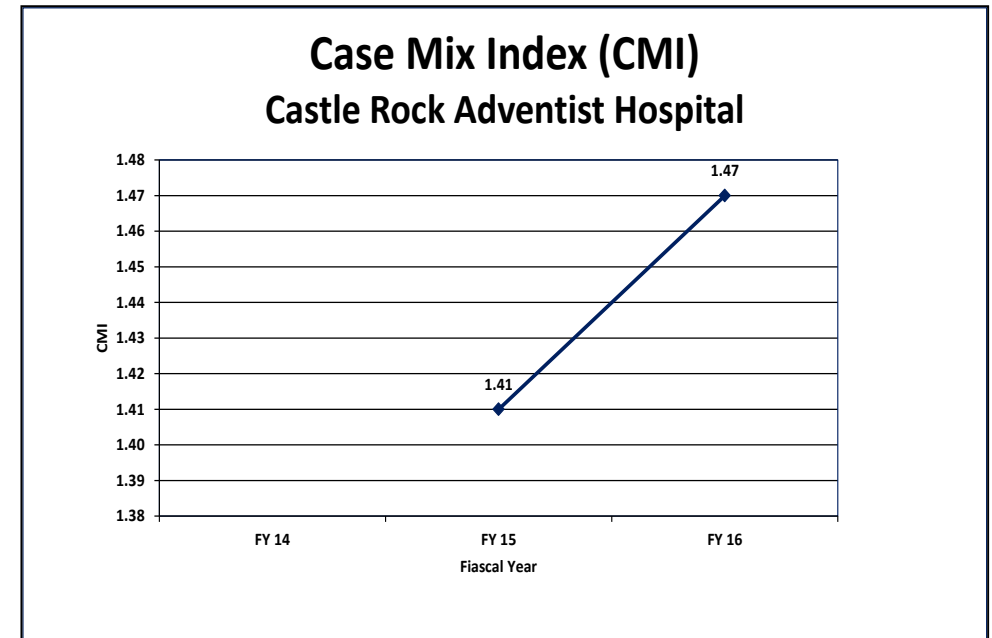


Safety Culture Improvement

Preventable Harm – CMI

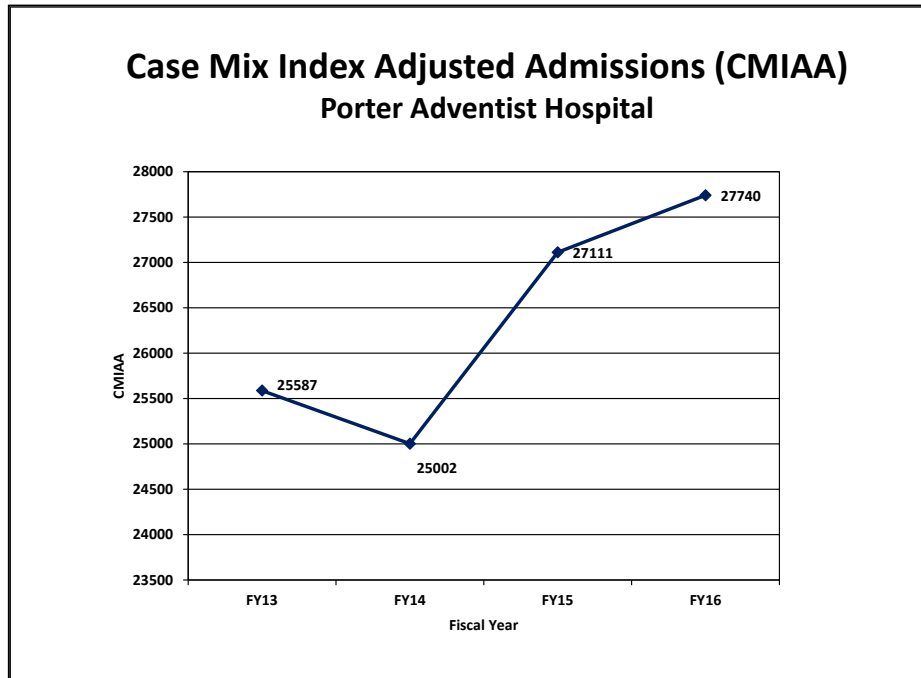


CMI increase FY13 to FY16

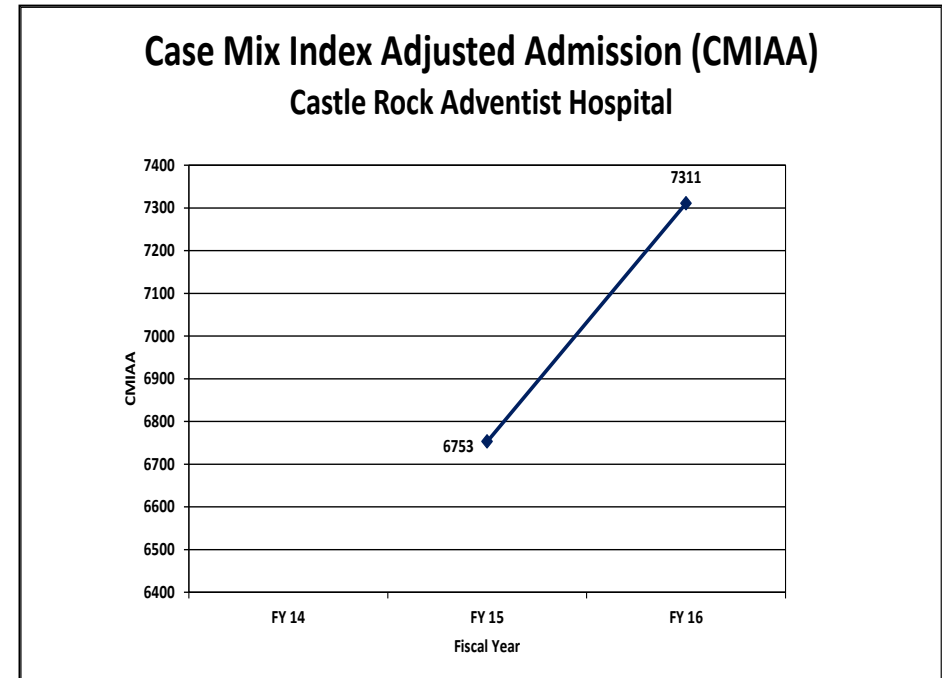


CMI increase FY15 to FY16

Preventable Harm – CMIAA

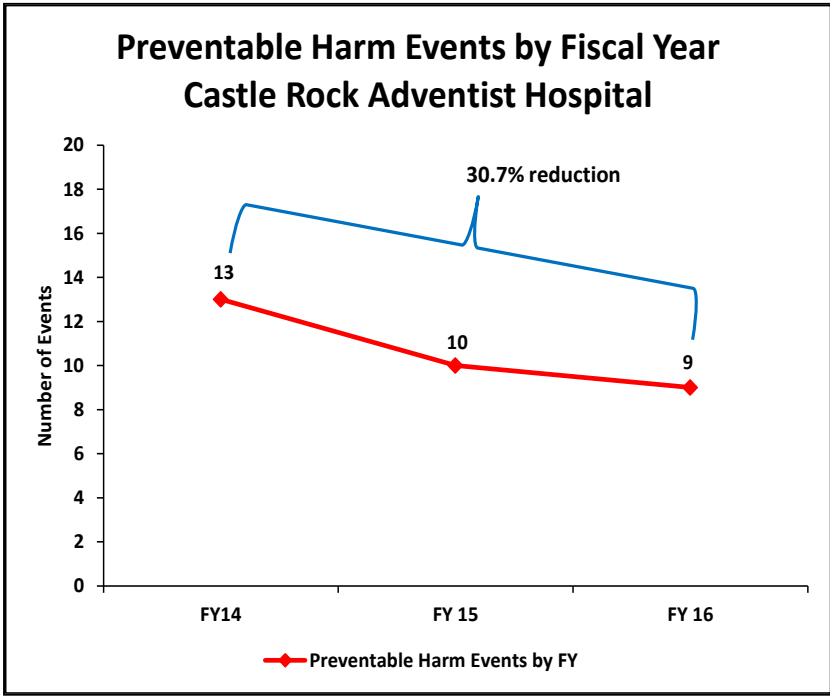
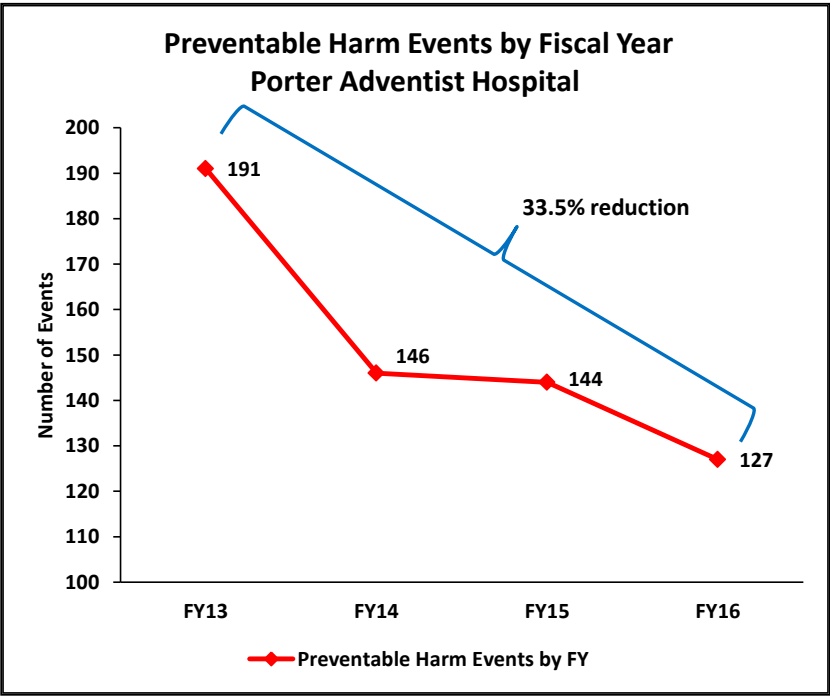


CMIAA increase FY14 to FY16



CMIAA increase FY15 to FY16

Preventable Harm - Incidents



> 30% reduction preventable harm events

Implications for Practice

- **Nurse leaders** play an important role in **creating** organizational **cultures** that are **psychologically safe**.
- **Resilient organizations** have high reliability, maintain a high level of performance and have a **psychologically safe** work environment.



Implications for Practice

- **High reliability principles** translate to point of care, apply to hospital environments of any size, and can be **utilized** effectively in **every patient encounter** driving nursing practice and quality outcomes.



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