Conversations for working safely

1 February 2018

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National Campaign Director Sign up to Safety
Workshop

• Introduction – 25 mins

• Table discussions – 15 mins

• Feedback session – 15 mins
Our current approach to safety...

• Safety is defined as a state where as few things as possible go wrong

• We seek to improve safety by measuring and then trying to reduce the number of things that go wrong

• We collect too much and do too little
Policy and practice

• We are fixated on clear and simple explanations of what ‘should be done’ – we try to prescribe tasks and actions in every detail.

• When there is a difference between the policy and practice people are blamed.

• Everyone actually doing the work knows it is only possible to work by continually adjusting what they do in a given situation.
Everyday people do amazing things every day

- adjust what they do to match the demands and conditions of work
- learn to identify and overcome the flaws in the system
- interpret and apply procedures to match the conditions
Dilemmas
Dilemmas

The best choice given the circumstances
But
We continue to tell people to..

• Stop making mistakes

• Stop deviating from the rules

• Try harder
People are exhausted, overwhelmed, lonely and isolated
“I’ve datixed you”
We try to explain things through a simplistic approach using linear causality
Avoidable or unavoidable?

A simple question?
Are you really listening or are you just waiting your turn to talk?

• Robert Montgomery
“isn't this all just about talking?”
We all pay the price of failed communication

The inability to speak up
The inability to listen
The failure to respond
What can we all do differently?
Working Safely

People

Interactions

Relationships

Helping people talk to each other and listen
Conversations help people work safely...

- By being given the time to connect with others and developing relationships that matter
- Give voice to the silenced and make them feel listened to and be heard
- Create collective insight and learning
Change the language?

Patient Safety → Working Safely
One person's job

A team of people focused on singular harms

Behaviours, attitudes, norms in everything we do

A safety culture that affects all of us

It's all down to me
Incivility \hspace{1cm} \text{Kindness}
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<thead>
<tr>
<th>Human error</th>
<th>Risky behaviour and choices</th>
<th>Reckless behaviour and choices</th>
<th>Criminal Behaviour</th>
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<td>Console</td>
<td>Coach</td>
<td>Sanction</td>
<td>Punish</td>
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**The Just Culture**

Learning and accountability
<table>
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<th>Falls</th>
<th>Pressure Ulcers</th>
<th>Sepsis</th>
<th>Deterioration</th>
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Treasure adaptability

• Adjustments and variability are normal and necessary, and are the reason for both positive and negative outcomes

• Constraining variability will inevitably affect the ability to achieve desired outcomes and is counterproductive
Help people focus on Safety II

• The ability for people to adjust what they do to match the conditions of work

• The ability to succeed under expected and unexpected conditions alike

• A state where as much as possible goes right
Help people talk to each other

• With the Safety II mind-set, gather new insights, share experiences, talk about the everyday

• Use methods such as appreciative inquiry, learning from excellence and safety conversations

• Learn about how things work well in order to replicate them and providing positive feedback
Safety I

Never events, significant and serious incidents, deaths

Most incidents and accidents

Normal day to day performance

Exceptional performance

Safety II, Learning from Excellence, Appreciative Inquiry
Kitchen table
[a metaphor for creating a space and time for people to come together to talk]

• Somewhere to gain new insights about how people are working safely in your organisation

• Somewhere to show you value what others have to say and to thank them

• Somewhere to slow people down
Benefits?

• Improved morale
• New insights
• A significantly more positive approach to learning
• Learning about what is actually happening
• The growth of a culture of kindness, humility and respect
In summary.....my 5 point checklist!

1. Change the language and re-design systems and mind-sets across every part of the NHS differently that help the human adapt and adjust their performance safely

2. Shift safety from one persons job to everyone's responsibility

3. Consistently embed a just culture in healthcare and learn from when we get it right to replicate good practice

4. Stop doing stuff and focus on the cross system factors that thread through the individual ‘harms’ – spending as much time on implementation as we do on innovation and improvement

5. Be kind to each other and help people interact and develop relationships through talking to each other and listening
Things to take home
three videos

Don Berwick 27th Forum Speech
You tube

10 ways to have a better conversation
Ted Talks

Black lives matter Conversation with the founders
Ted Talks
four books
Discussion today – 15 mins

Think about your conversations...

Are you really listening to them?

Have you thanked someone for their work?

Are you role modelling kindness, humility and respect

Do you have a story to share of a good or bad conversation?
Thank you ... 

For more you can subscribe to our newsletter – see @signuptosafety or @suzettewoodward

Oh and a date for your diary! National Kitchen Table Week 19 – 25 March 2018