3rd Hospital Management Series

Enhancing Quality and Safety of Healthcare. Mandate or Choice

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It’s the Culture, The Culture Brings Change

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JCI mission: To continuously improve the safety and quality of care in the international community through the provision of education, advisory services, and international accreditatic and certification

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Global impact

800 accredited organizations

60 countries home to accredited organizations

JCI consultants based in **11** countries

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July 2014 data

Healthcare Issues

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"I'M AFRAID THERE WERE COMPLICATIONS."

Doctors v. Gun Owners

- Number of physicians in the US = 700,000
- Accidental deaths ‘caused by physicians’/year = 98,000
- Accidental deaths/physician per year = 0.14
- Number of gun owners in US = 80,000,000
- Number of accidental gun deaths/year = 1500
- Accidental deaths/gun owner =.0000188
- Conclusion - Doctors are approximately 7500 times more dangerous than gun owners!

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Why does quality and safety matter?

- Odds of dying in a plane crash 1:29,000,000
- Odds of dying in a car accident 1:5000
- Odds of medical error in the hospital 1:10
- Odds of dying from medical error 1:300

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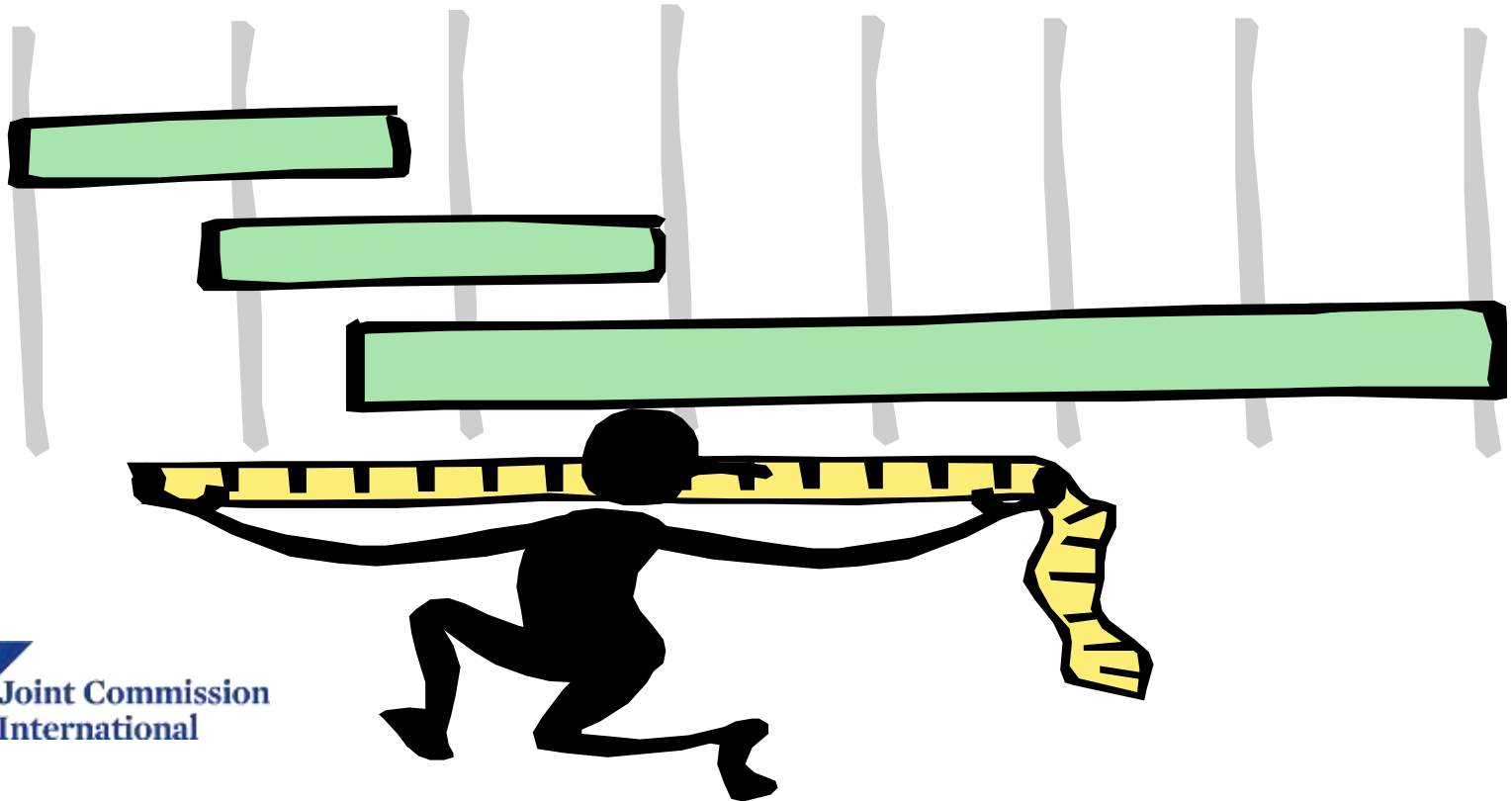
What is Reliability?

- The extent to which a system yields the same results on repeated trials.



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An organization

- Conducting relatively error free operations
  - Over a long period of time
- Making consistently good decisions resulting in
  - High quality and reliable operations

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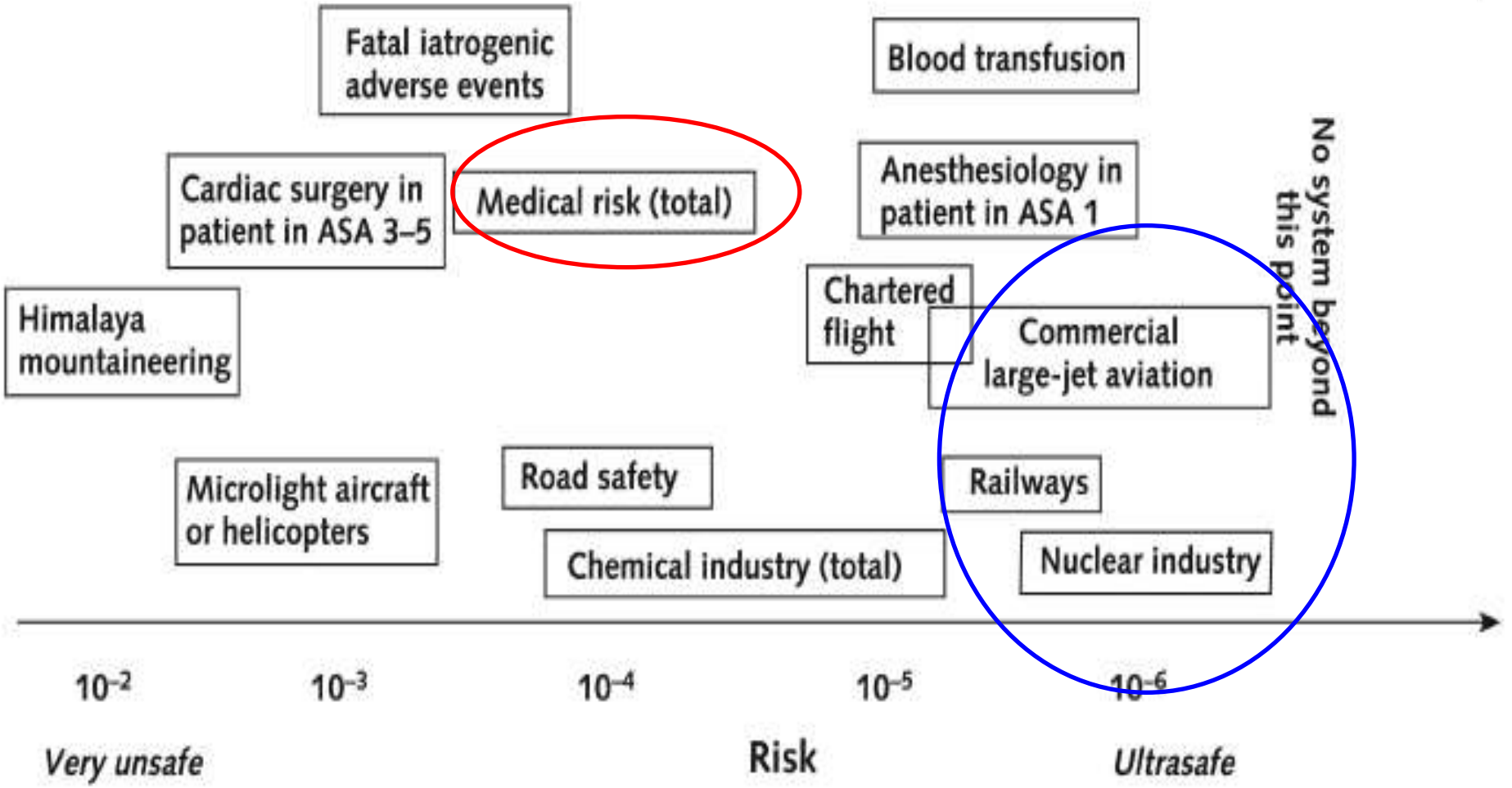
Average Rate Per Exposure of Catastrophes and Associated Deaths Per Activity ("Reliability")



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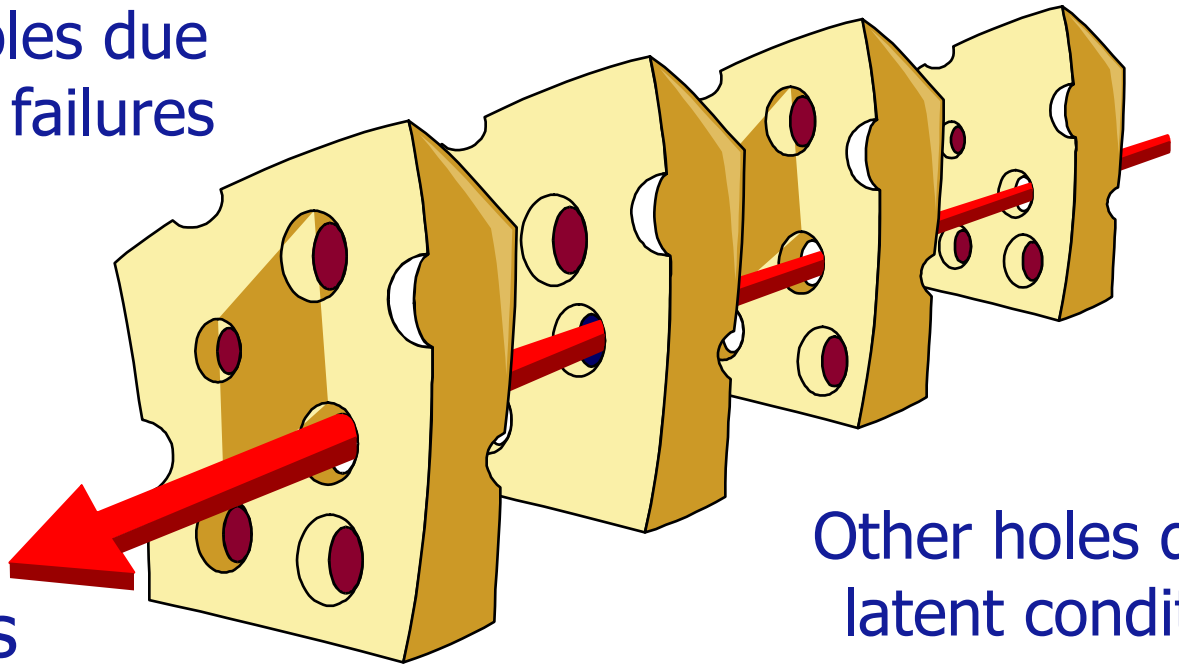
Amalberti, et al. Ann Intern Med.2005;142:756-764

Reason's "Swiss cheese" model of accident causation



Successive layers of defences, barriers and safeguards

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System defences

Traits of HROs

- Believe anything can and will go wrong (engineers) vs. nothing will go wrong (medical)
- Focus is on reliability
- It is a mindset and a culture
- The state of high reliability is never complete or perfect

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Culture is central to the Delivery of Healthcare

- It influences patients' healthcare beliefs, practices attitudes toward care, and trust in the system and in the individual providers

- Cultural differences affect how health information and healthcare services are received, understood and acted upon.

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*US Department of Health & Human Services/ Office of Minority Health

Cultural Competence in Health Care

Primary concerns:

1. Eliminate misunderstandings in diagnosis or in treatment planning that my arise from differences in language or culture
2. Improve patient adherences with treatments
3. Eliminate health care disparities

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What is Safety Culture? (AHRQ)

- The safety culture of an organization is the product of individual and group values, attitudes, perceptions, competencies, and patterns of behavior that determine the commitment to, and the style and proficiency of, an organization's health and safety management. Organizations with a positive safety culture are characterized by communications founded on mutual trust, by shared perceptions of the importance of safety, and by confidence in the efficacy of preventive measures.

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Something Simpler

Doing things safely
even when no one is looking.

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We can continue to do what we have been doing and be here all ways.

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Transparency

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The importance of transparency

- “What isn’t transparent is assumed to be biased, corrupt, or incompetent until proved otherwise.”
- “What have they got to hide?”

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- ***"We first make our habits, then our habits make us."***

Anonymous

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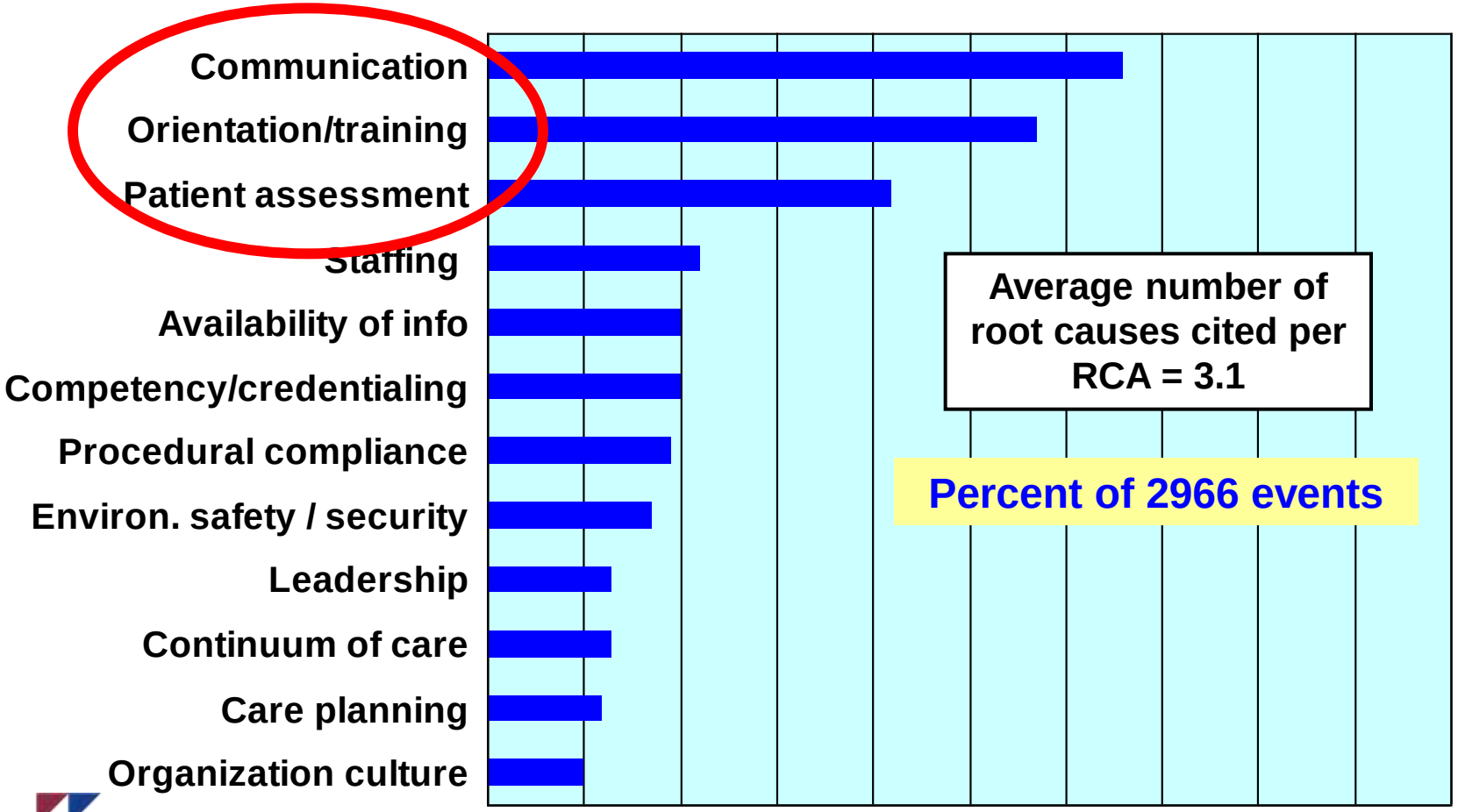
Root Causes of Sentinel Events

All categories; 1995-2004



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The Single biggest problem in communication is the illusion that it has taken place

…George Bernard Shaw

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Read Back: The Wrong Way

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"Most people do not listen with the intent to understand; they listen with the intent to reply."

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Why Communication Breaks Down

- The “culture” within and between professional groups is often a barrier
  - Nurses hesitate to challenge physicians even when they sense an error is about to be made
  - Admitting errors is not viewed as an opportunity to learn rather, they are covered up to save face

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The basic building block of communication is the understanding that every human being is unique and of value

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Read Back the right Way

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- *We are what we repeatedly do.*
- *Excellence, then is not an act, but a habit.*

Aristotle

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The Importance of Communication to Medical Errors

- Poor communication among health care providers places patients at risk

- Poor communication with patients and families destroys trust and confidence in providers and the health care system

"Nothing is so simple that it cannot be misunderstood"

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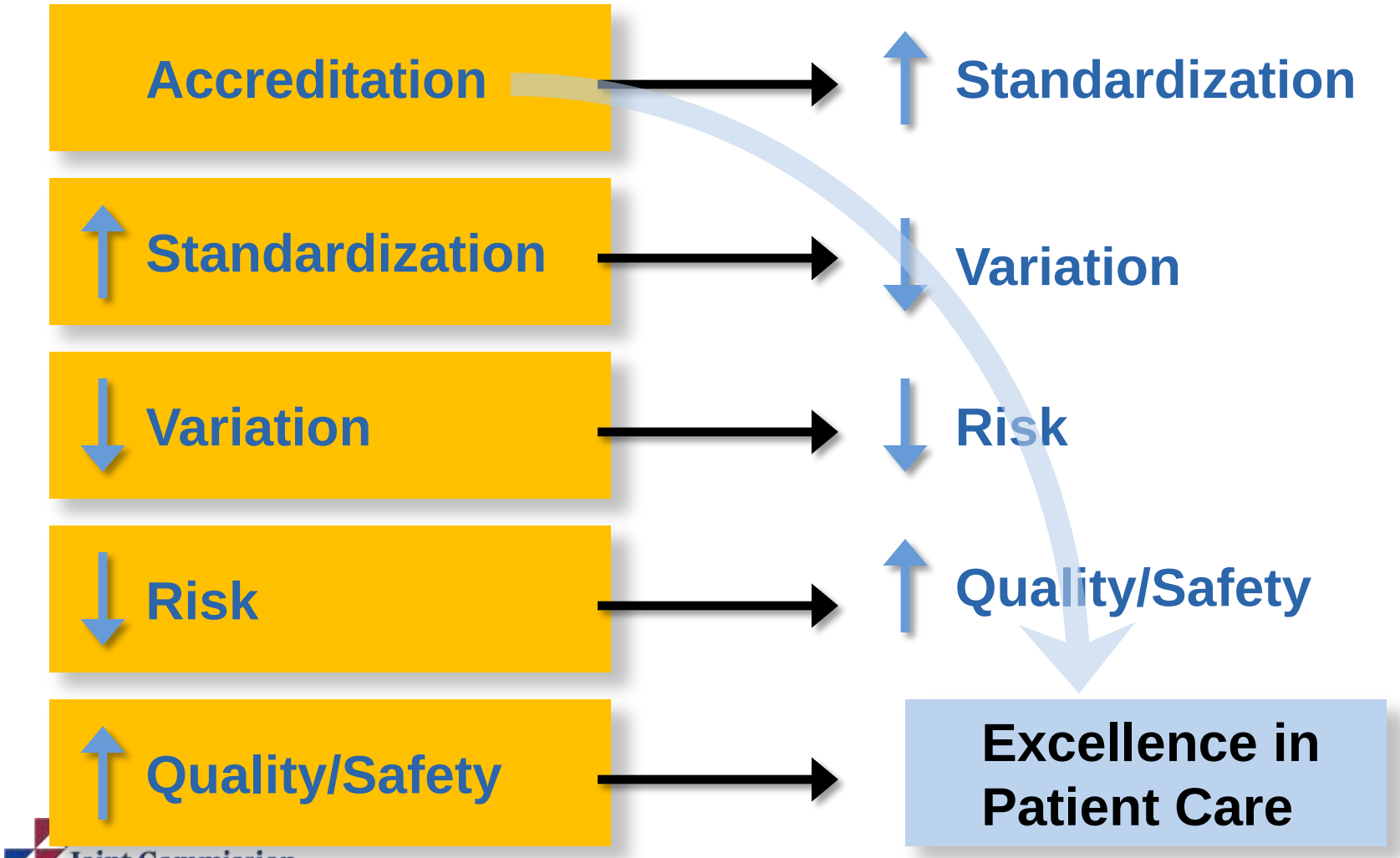

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No one can go back and make a brand-new start, my friend; but anyone can start from here and make a brand new end

-Dan Zadra

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Quality is doing the right thing; Safety is doing it in the right way.

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