Serious Safety Errors: Transparency, Accountability & "Just Culture"

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Ann Scott Blouin, PhD, RN, LFACHE
President-PSQ Advisory

Presentation Objectives

Define today's current challenges around safe, high-quality care

Discuss accountability within the context of "just culture"

Describe why transparency and reporting are critical for future error prevention in learning organizations

2022: A Year of Challenges

CMS Revamps Quality Strategy

Focus on 4 main pillars:

- Establish clear and reasonable quality expectations through government standards and quality measures
- Improve oversight and enforcement of quality standards to ensure accountability
- Promote transparency, competition and consumer choice by sharing quality information with the public
- Modernize quality improvement efforts through advances in data analytics and technology

Source: Seema Verma, CMS Administrator Becker's Hospital Review, February 27, 2020

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Top Five Safety Issues for Hospitals in 2022

- Foundational safety work
- Supporting the healthcare workforce
- Integrating equity into safety work
- Diagnostic harm
- Healthcare-associated infections

Source: Mackenzie Bean, Becker's Healthcare, January 3, 2022, IHI

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Top 10 Health Technology Hazards for 2022

1. Cybersecurity Attacks Can Disrupt Healthcare Delivery, Impacting Patient Safety
2. Supply Chain Shortfalls Pose Risks to Patient Care
3. Damaged Infusion Pumps Can Cause Medication Errors
4. Inadequate Emergency Stockpiles Could Disrupt Patient Care during a Public Health Emergency
5. Telehealth Workflow and Human Factors Shortcomings Can Cause Poor Outcomes

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Top 10 Health Technology Hazards for 2022

6. Failure to Adhere to Syringe Pump Best Practices Can Lead to Dangerous Medication Delivery Errors
7. AI-Based Reconstruction Can Distort Images, Threatening Diagnostic Outcomes
8. Poor Duodenoscope Reprocessing Ergonomics and Workflows Put Healthcare Workers and Patients at Risk
9. Disposable Gowns with Insufficient Barrier Protection Put Wearers at Risk
10. Wi-Fi Dropouts and Dead Zones Can Lead to Patient Care Delays, Injuries, and Deaths

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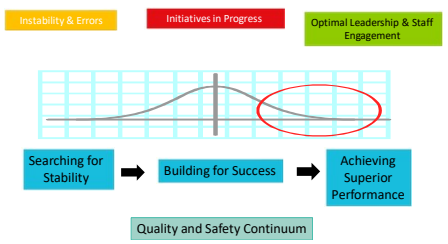
Aspiring Higher: Organizations' Quality & Safety Journey



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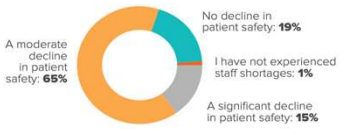
Quality: Important Impacts

Better Health	• Clinical outcomes (mortality, morbidity) • Patient reported outcomes (function, symptoms, pain, wellbeing, quality of life, avoiding serious health-related suffering)
Confidence in System	• Satisfaction • Recommendation • Trust • Care uptake and retention
Economic Benefit	• Ability to work or attend school • Economic growth • Reduction in health system waste • Financial risk protection

Key Healthcare Leader Impressions

Shortages

What impact have staffing shortages had on patient safety at your hospital?



Hospital Safety Survey (100 respondents), January 2022. Sage Growth Partners Research

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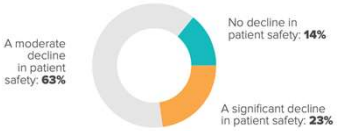
Key Healthcare Leader Impressions

Burnout

What impact has staff burnout had on patient safety at your hospital?



Hospital Safety Survey (100 respondents), January 2022. Sage Growth Partners Research

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How Clinicians Experience Caregiving

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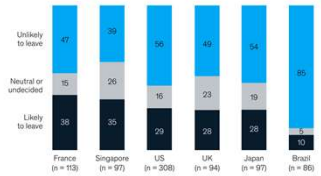
McKinsey Survey 2022: Frontline Nurse Perceptions

More than a fourth of nurse respondents in most countries said they are likely to leave direct patient care.

Likelihood of registered nurses to leave current direct-patient-care position in the next year, by country,[1] % of respondents



Note: Figures may not sum to 100%, because of rounding.
[1]Question: How likely are you to leave your current position providing direct patient care in the next year? Likely includes "Definitely will leave," "Very likely," and "Somewhat likely"; Unlikely includes "Somewhat unlikely," "Very unlikely," and "Definitely will not."
Source: March 2022 Frontline Workforce Survey

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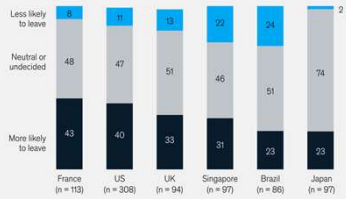
McKinsey Survey 2022: Frontline Nurse Perceptions

A substantial portion of nurse respondents said the COVID-19 pandemic did not influence their decision to leave.

Influence of COVID-19 on likelihood to leave in the next year, by country,[1] % of respondents[2]



[1]Question: Are you more or less likely to leave your current position of providing direct patient care since the COVID-19 pandemic began?
[2]The percentage of those who make up the group that was not in that role/position in previous year are not shown.
Source: March 2022 Frontline Workforce Survey

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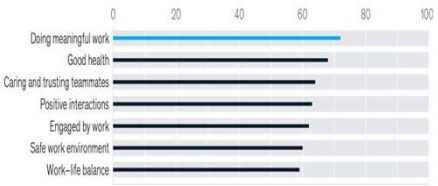
McKinsey Survey 2022: Frontline Nurse Perceptions

Providing meaningful work is important for registered nurses to stay in current role, no matter the country.



[1]Question: To what extent do the following factors impact whether or not you will stay at your job? Weighted average of the percent of all respondents who indicated the factor was "important" across all surveyed countries (ordered from highest to lowest).
Source: March 2022 Frontline Workforce Survey

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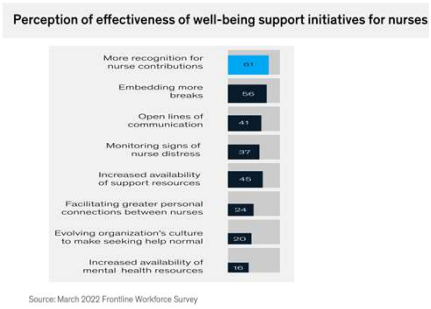
McKinsey Survey 2022: United States Nurses' Perceptions



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What Keeps Nurses in Nursing?

- Practicing from inner core beliefs
- Understanding others from within (a sense of empathy and connection to patients as persons)
- Making a difference
- Evolving as a professional nurse, willing to learn and open to others

Adapted from Dunn, D. What Keeps Nurses in Nursing? *International Journal for Human Caring*. 2012. Vol. 16, No. 3.

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What Prevents or Diminishes Joy & Meaning at Work?

- Lack of organizational/unit support
- Inability to provide quality care
- Being overwhelmed with workload, exhaustion
- Lack of challenge, boredom

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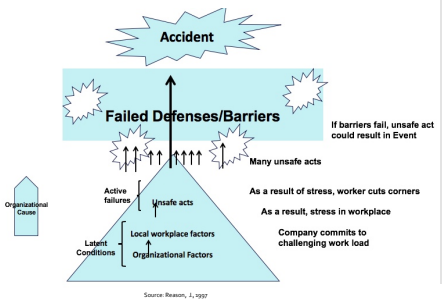
Organizational Causes of Accidents



Source: Reason, J., 1997

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Contributing Factor: Staff Shortages

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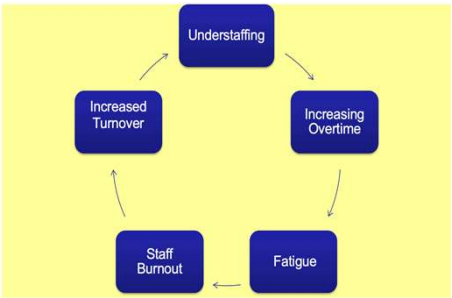
Costly and Dangerous Cycle When Workload-Staffing Imbalance Exists



Source: Lerman et al, 2012, ACOEM Fatigue Risk Management

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Potential Impact of Fatigue

- Increased Rate of Errors
- Patient Adverse Events
  - Medication errors
  - Charting errors
  - Transcription
  - Medical errors
- Worker Adverse Events
  - Sharps injuries
  - Musculoskeletal injuries
  - Decreased physical/emotional well-being
  - Decreased personal safety (e.g., motor vehicle accidents)
- Organizational Effects
  - Legal issues, injury claims
  - Satisfaction
  - Staff turnover

Sources: Rogers et al. 2004; Landrigan et al. 2007; Lockley et al 2007; DHHS (NIOSH) 2009

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The Principles of Error Management

- Human error is both universal and inevitable
- Errors are not intrinsically bad
- One cannot change the human condition, but you can change the conditions in which humans work
- The best people can make the worst mistakes
- People cannot easily avoid those actions that are unintentional

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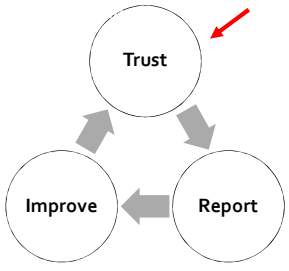
Safety Culture



Adapted from Reason J., and Hobbs A. 2003. Managing Maintenance Error: A Practical Guide. Burlington, VT: Ashgate.

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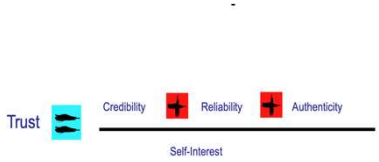
"The Trust Equation"



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A Psychologically Safe Culture: Interlocking Elements

Source: James Reason

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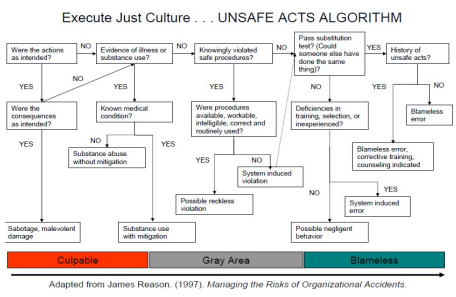
Culture and Accountability



Adapted from James Reason. (1997). *Managing the Risks of Organizational Accidents.*

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Foresight Test

Key question: Did the individual depart from agreed safe practices or protocols?

If yes, were the protocols or procedures:
- ➔ available
- ➔ intelligible
- ➔ workable
- ➔ correct
- ➔ in routine use

Were there mitigating circumstances?

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Substitution Test

- Would another person from the same professional group, with similar training and experience, behave the same way in similar circumstances?
- Were there deficiencies in training, experience or supervision?
- Were there mitigating circumstances others would experience too?
- These answers plus magnitude of risk taken by individual lead to different levels of severity of disciplinary options

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Key Elements of a Truly Safe Culture

- Tools & measures are used routinely to assess culture
- Current and past results of culture assessments and changes are made; results are communicated to staff
- Staff feedback and education occurs regularly ("Code of Conduct")
- Evidence of trust, such as how disruptive behavior was managed
- Systems exist to manage adverse events, close calls
- Willingness of individuals at all levels to discuss safety and how to improve

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How Can Nurse Leaders Help?

- Deeply understand the work environment challenges for the staff
- Remove barriers to safe, high-quality care
- Be an active listener and problem-solver
- Develop initiatives to stimulate staff's sense of meaning and achievement in their work
- Use peer role models to help support
- Stop "fantasy thinking" about work-life balance
- Money alone won't provide joy & meaning

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Out of intense complexities,
intense simplicities come.

Winston Churchill

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Faculty Biography & Contact Info

Ann Scott Blouin, RN, PhD, LFACHE, is President of PSQ Advisory, a consultancy focused on quality and safety in healthcare.

Dr. Blouin has over 40 years of health care administration, consulting and nursing experience. She was a partner/principal/managing director at Ernst & Young, Huron and Deloitte. She currently serves on the boards of the Institute for Healthcare Improvement, Ensign Group, and three start-up healthcare technology companies-Vitalacy, Magvation and Elemeno Health. Ann is an editorial advisor for the *Journal of Nursing Administration* and assistant professor at Loyola University of Chicago, Marcella Niehoff School of Nursing.

Dr. Blouin earned her PhD and MBA from the University of Illinois, her MSN from Loyola University, and BSN from Lewis University. She is a Lifetime Fellow of the American College of Health Care Executives.

Ann can be reached at ann@psq-advisory.com