Evolution of a Safety Management System in Healthcare

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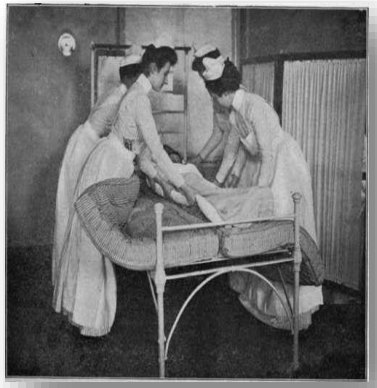
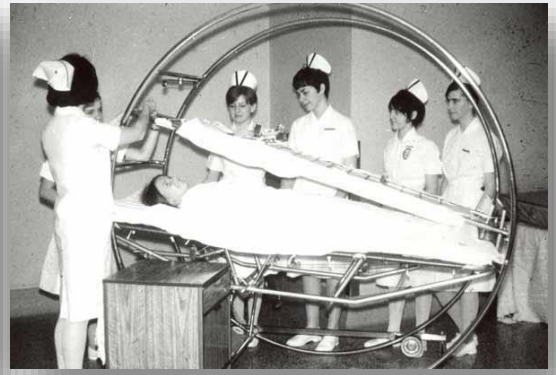
Overview

- What is a Safety Management System
- Barriers and issues
- Lessons learnt

Patient Handling: Through the ages…

BC → Now





- Training
- Equipment
- Systems

Systems in Healthcare

QUALITY
MANAGEMENT SYSTEM
ISO 9001

Financial Management System

- Patient safety
- Project management
- Document management
- Risk Management
- Environment
- Assets
- Occupational Health and Safety

Systems in Healthcare

Management System

Objectives

Outcome

Key Points:

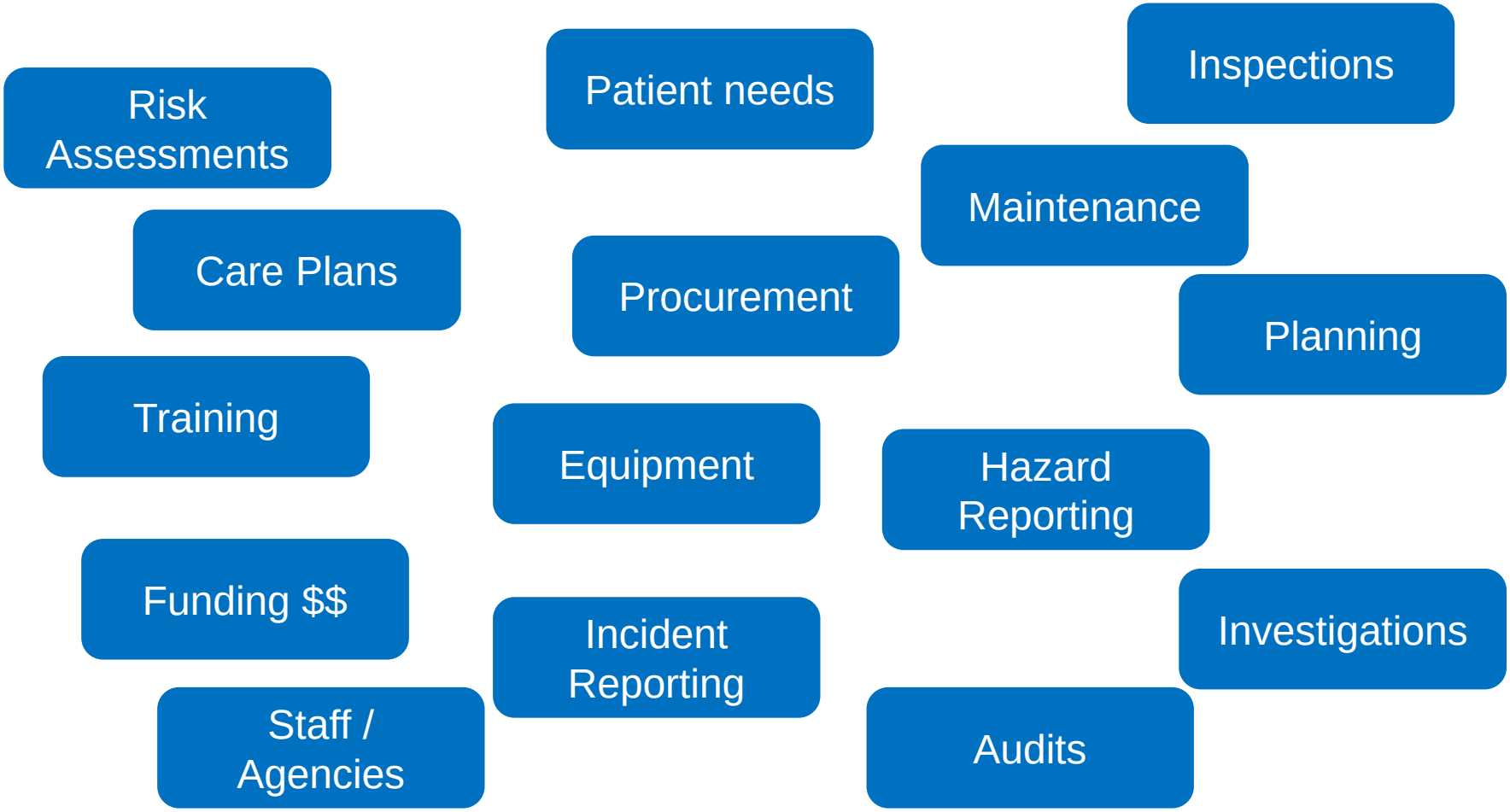
1. Intent and Purpose

2. Design: elements and activities

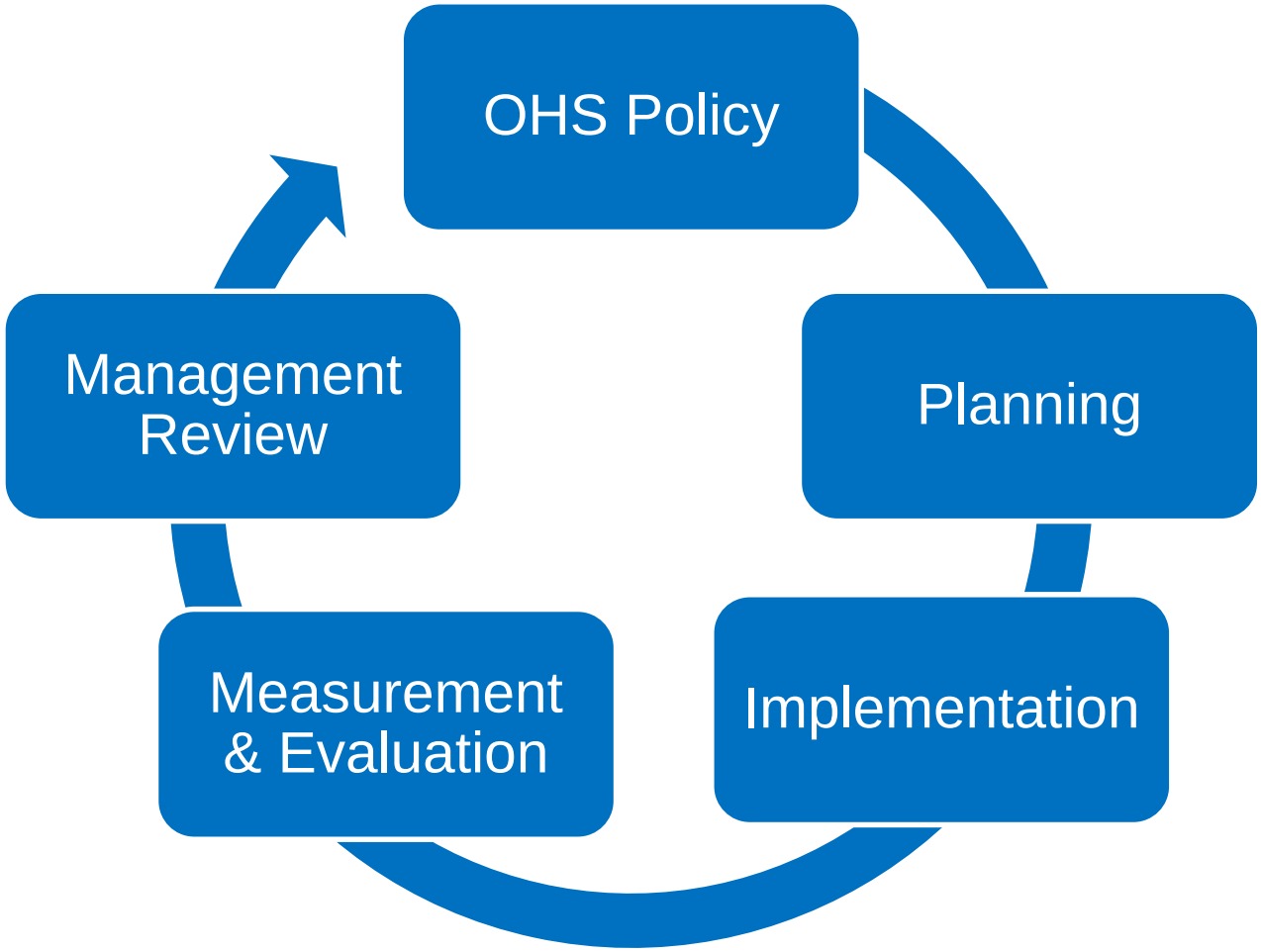
OHS Management System … Purpose

- Systematic management approach
- Meet
  - legal requirements
  - Business objectives
- Lead to
  - Sustained improvement
  - OHS performance

OHS Management System… Structure



OHS Management System

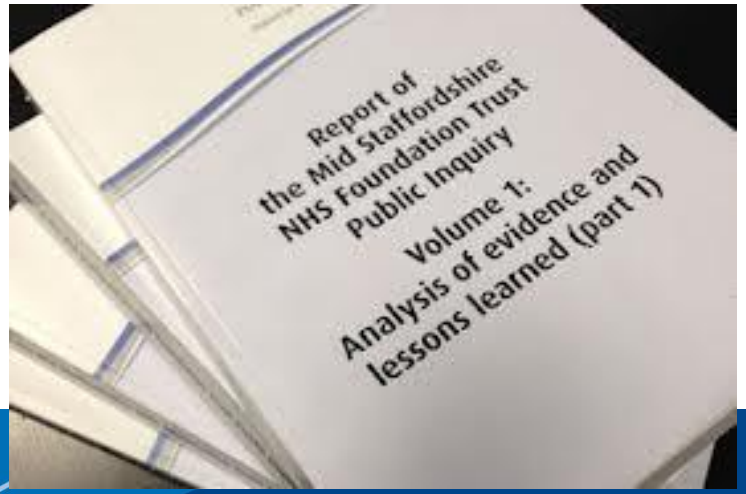


So how have management systems in healthcare performed?

Barriers and issues

Mid Staffordshire Foundation Trust NHS (2005 - 2013)

- Significant patient care issues and high mortality rate
- Findings
  - Insidious negative culture
  - Tolerance of poor standards
  - Disengagement from management and leadership responsibilities
  - Assumption that it is someone else's responsibility
- Due to
  - Focusing national targets
  - achieving financial balance
  - Seeking Foundation Trust Status
- Warning signs were ignored



Victorian Public Hospitals (2013)

- Insufficient priority and accountability
- Breakdown in chain of accountability below Board
- Culture of accepting risks
- Inconsistent follow-up and investigation
- Resources not always available to perform job safely
- Ownership of risk
- Management not fully informed of OHS risks

Key points

1. Intent and Purpose of system

2. Design: elements and activities

Culture

Accountability

- *Risk acceptance*
- *tolerance of poor standards*
- *Risk ownership*
- *Someone else's job*

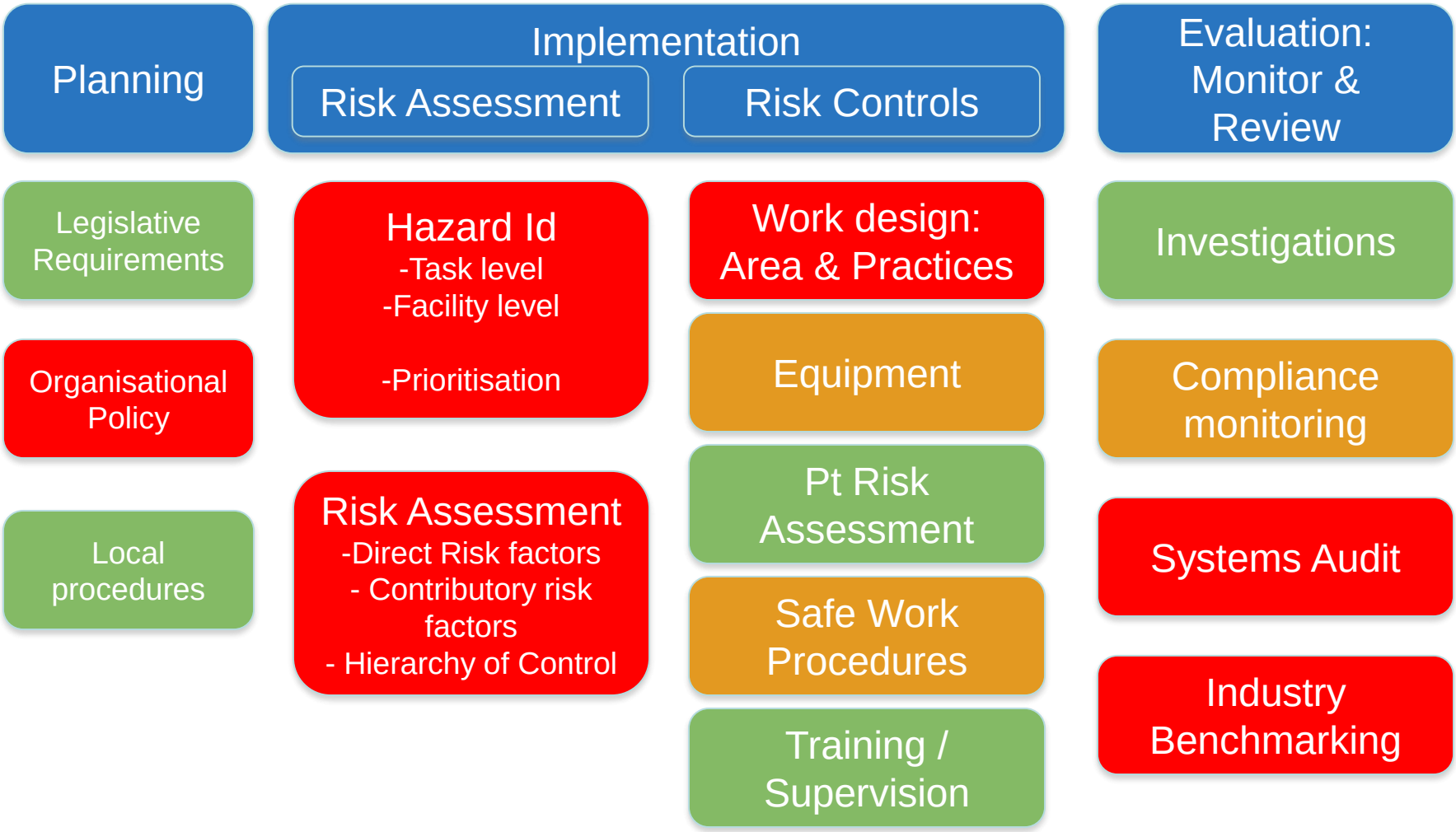
Measurement

- *Warning signs ignored*
- *Management not fully informed*

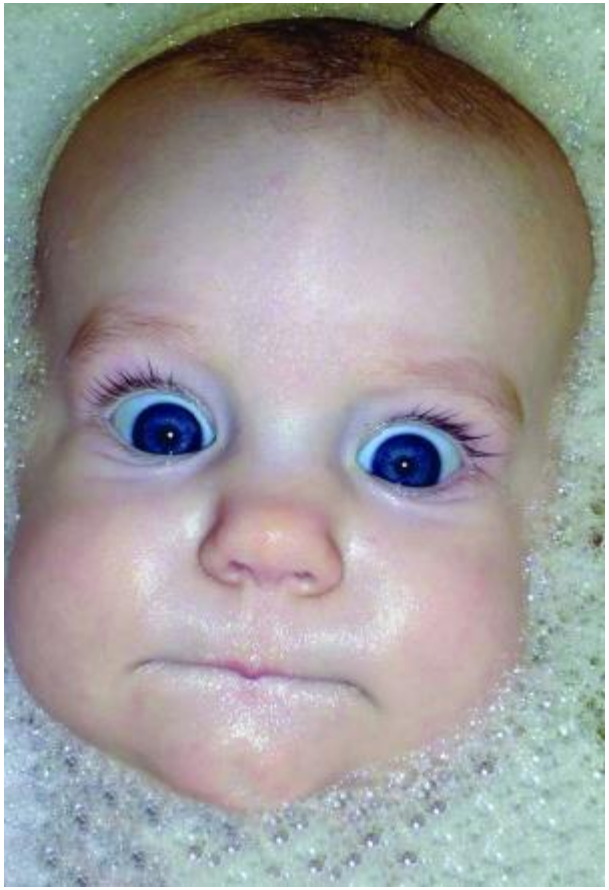
Safety Culture Ladder

SAFETY CULTURE "TYPE"	VULNERABLE	RULE FOLLOWERS	ROBUST	ENLIGHTENED	RESILIENT
Characteristics	In denial Messengers 'shot' Whistleblowers dismissed or discredited Protection of the powerful Information hoarded Responsibility shirked Failure punished or covered up New ideas crushed	Deal 'by the book' Conform to rules Target = 'zero' Reactive Repair not reform Information neglected Responsibility compartmentalised New ideas = 'problems'	Develop risk management capacity Enhance systems Improve suite of performance measures Develop action plans Monitor/review progress Clarify/refine objectives	Active leadership Safety management plan widely known Competent people with experience Accountabilities understood Advanced performance measures Regular reviews Range of emergency responses catered for	Strive for resilience of systems Reform rather than repair Responsibility shared Actively seek new ideas Messengers rewarded Proactive as well as reactive Failures prompt far-reaching inquiries Flexibility of operation Consistent mindset = 'wariness'
Descriptions	In disarray Pathological	Organised Reactive	Credible Calculative	Trusting Proactive	Disciplined Generative
Strategy	Sanction	Direct	Encourage	Partner	Champion

Common Elements …
Patient Handling Management System



Where to Start!!!



Critical Success Factors

- Management Commitment
- Coordinator/Champion
- Committee/Team
- Peer Leaders
  - Coach, Train-the-trainer, Ergo Nurse, Back care advisor.
- Risk Management Model
  - Facility risk assessment or Ergonomic Evaluation
  - Individual Patient Handling Risk Assessment
- Equipment (higher order controls)
- Staff training
- Clear policy and communication

Design

- Needs
  - Client
  - Staff
  - Services

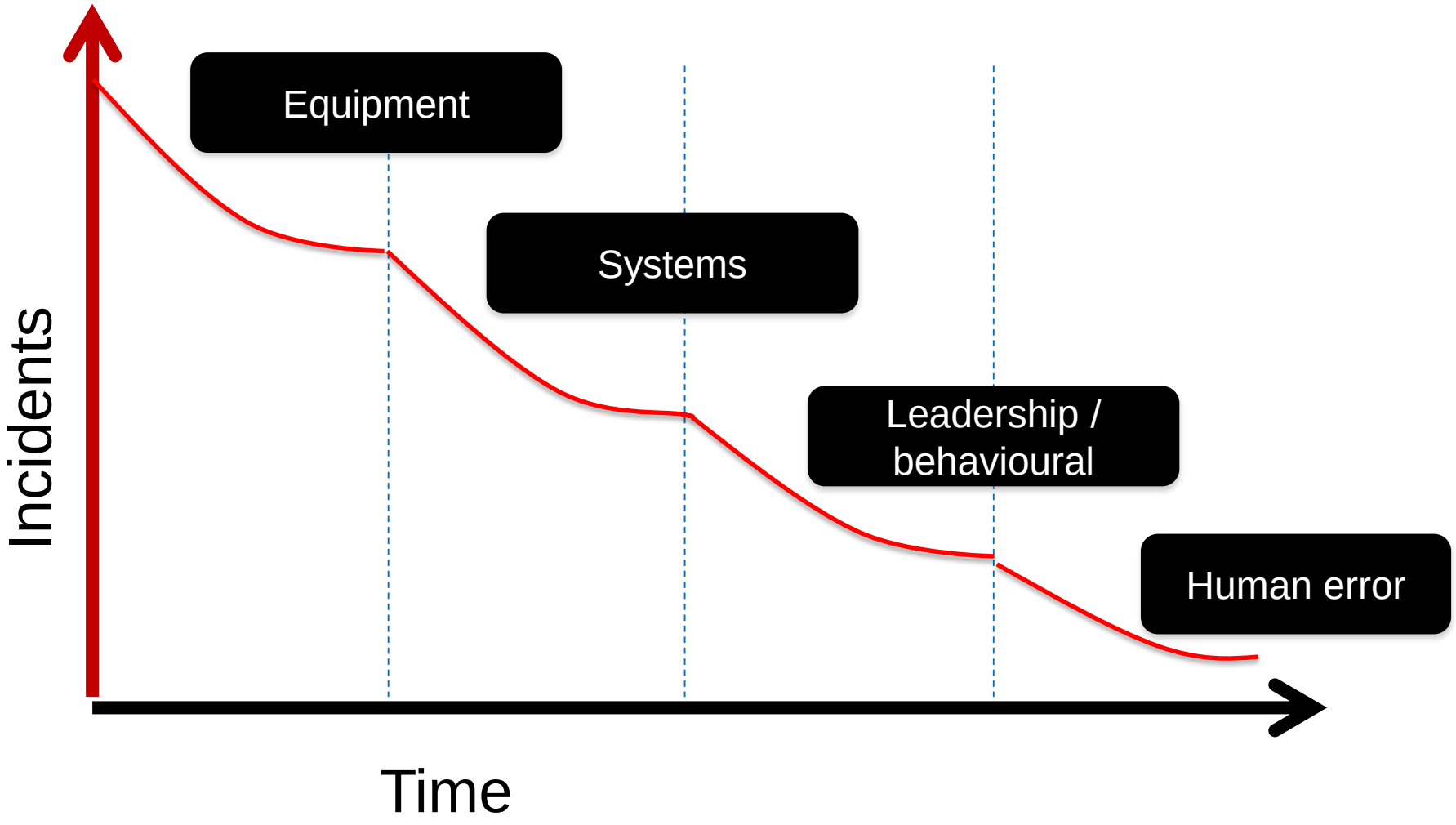
Gap Analysis

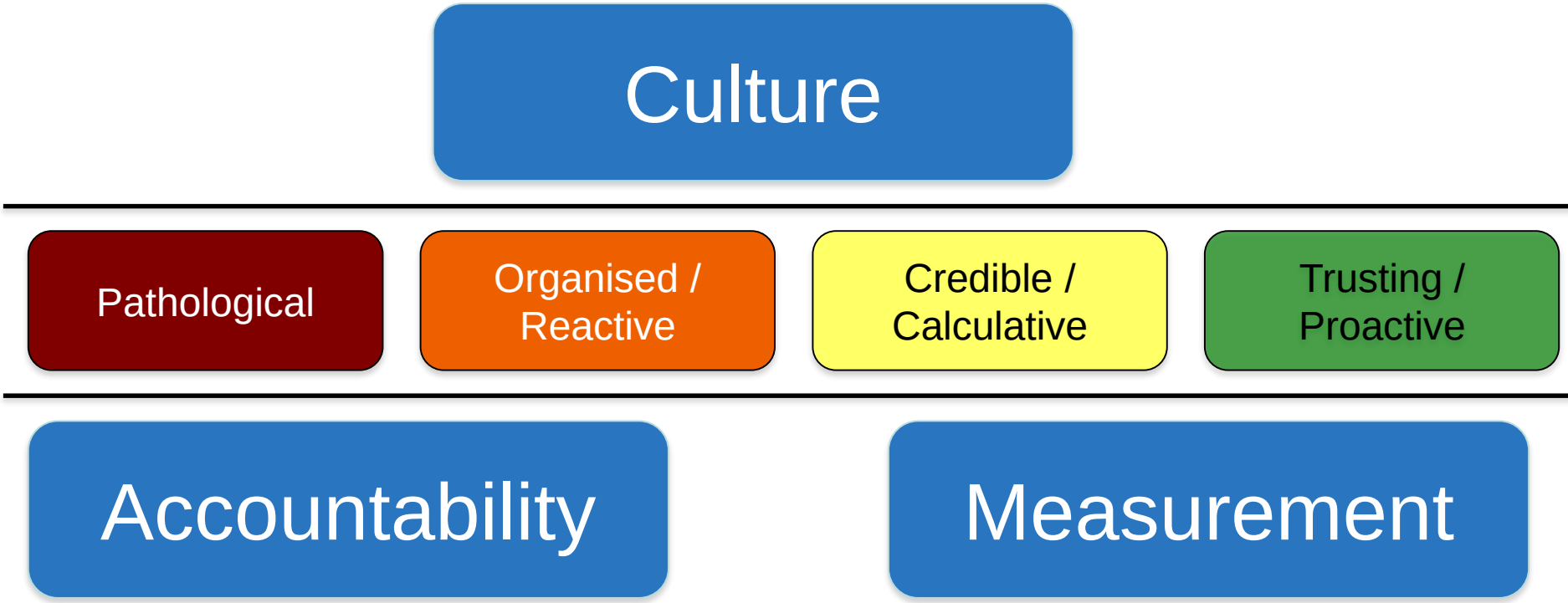
Plan

Schedule

- Elements
  - Work area design
  - Equipment
  - Assistive devices
  - Risk assessment
  - Client assessment
  - Procedures
  - Training model
  - Maintenance
  - Coordination

Strategies over time




Culture
Pathological
Organised / Reactive
Credible / Calculative
Trusting / Proactive
Accountability
Measurement

Patient Handling Management System … Success