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The Role of the Patient Safety Officer

Ralph So, intensivist and chief quality officer

Federatie Medisch Specialisten

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There is no conflict of interest for this presentation/ session

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Introduction

Pitches

-	Iwan Meynaar	PSO	the Netherlands
-	Kyra Schneider	PSO	Hessen, Germany
-	Jürgen Graf	CEO	Hessen, Germany

Dialogue/ Mentimeter[R]

Wrap up

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The three numbers you need to know about healthcare: the 60-30-10 Challenge

60% of care: evidence of consensus-based guidelines

30% of care: “waste” of low value care

10% of care: adverse events

“The 60-30-10 challenge has persisted for three decades …”

Braithwaite J, Glasziou P, Westbrook J. The three numbers you need to know about healthcare: the 60-30-10 Challenge. BMC Med. 2020 May 4;18(1):102.

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The New Patient Safety Officer: A Lifeline for Patients, A Life Jacket for CEOs

Denham, Charles R. MD. The New Patient Safety Officer: A Lifeline for Patients, A Life Jacket for CEOs.
Journal of Patient Safety 3(1):p 43-54, March 2007.

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The PSO role is a moving target, because the basic educational eligibility, required competencies, tasks and responsibilities and most effective organizational structure are not yet firmly established.

M Tan, P Gutting, J Gorczyca Monograph Patient Safety Officer: The growing role and its implications for risk managers
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Organization-specific factors:
“Leadership, resources, system”

“First do no harm” as a strategic priority !

Berwick DM. Constancy of Purpose for Improving Patient Safety - Missing in Action. N Engl J Med. 2023 Jan 12;388(2):181-182.

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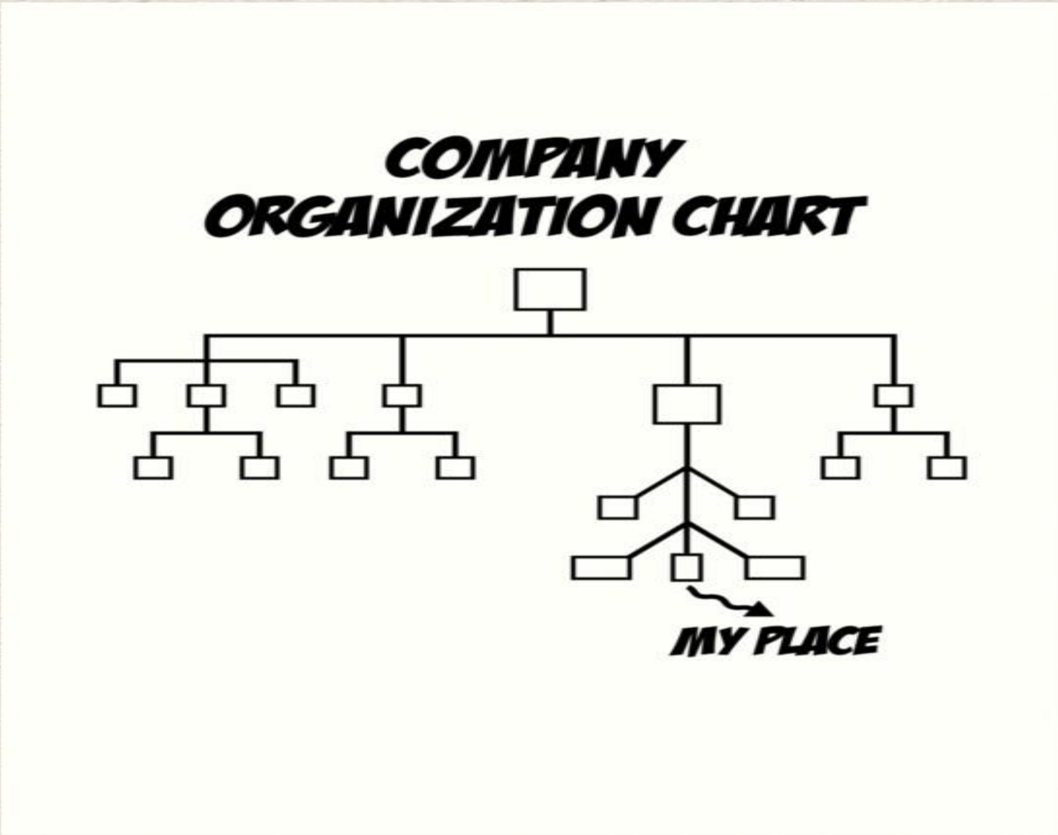
"Designing the position"



”Education and experience”

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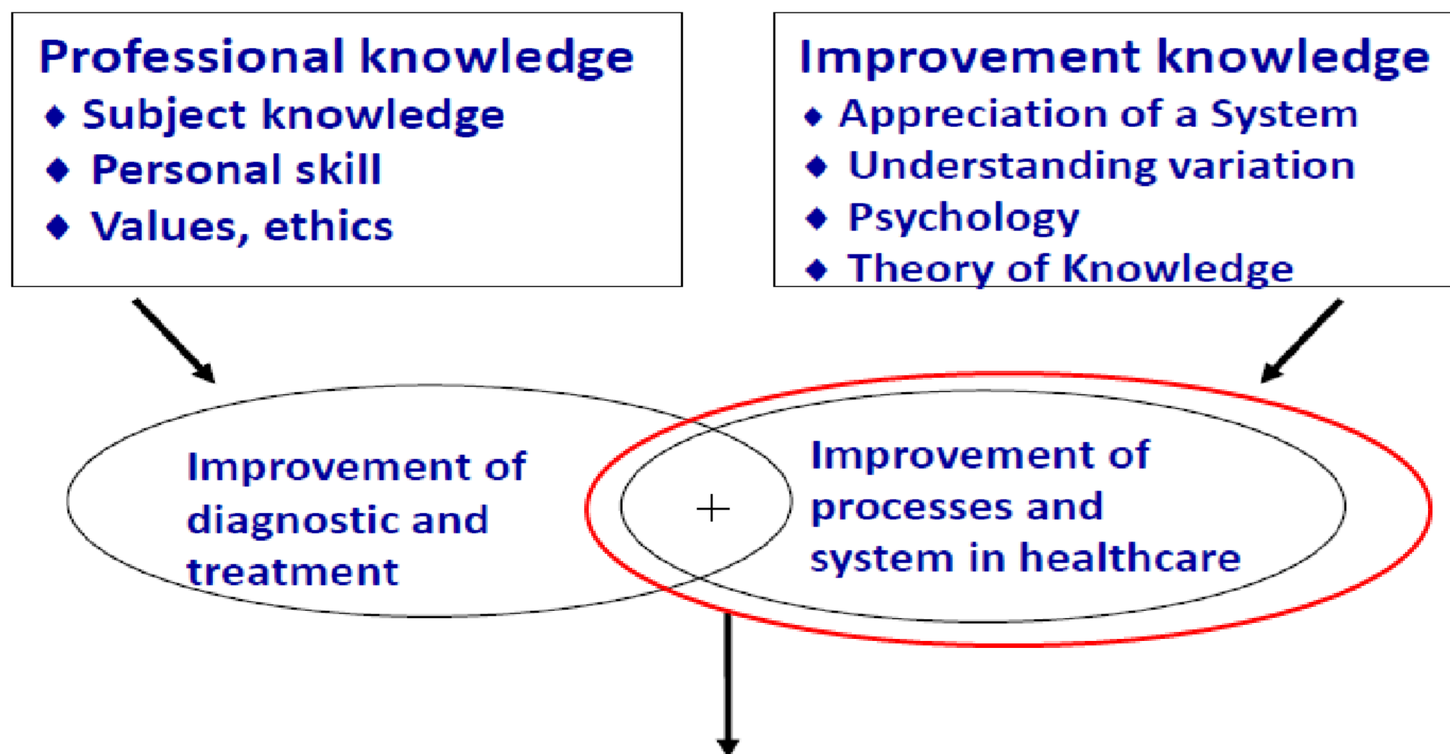

Batalden PB, Stoltz PK. A framework for the continual improvement of health care: building and applying professional and improvement knowledge to test changes in daily work. Jt Comm J Qual Improv. 1993 Oct;19(10):424-47; discussion 448-52.

”Learning Networks”

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Institute of Medicine. 2007. *The Learning Healthcare System: Workshop Summary*. Washington, DC: The National Academies Press.

Britto MT, Fuller SC, Kaplan HC, Kotagal U, Lannon C, Margolis PA, Muething SE, Schoettker PJ, Seid M. Using a network organisational architecture to support the development of Learning Healthcare Systems. BMJ Qual Saf. 2018 Nov;27(11):937-946.

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Pitches

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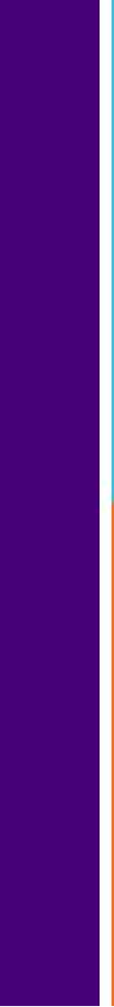
Dialogue/ Mentimeter[R]



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"Every system is perfectly designed to get the results it gets"

Leadership
Embedding PSO
Competencies/ education
Learning networks

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Contact: r.so@asz.nl

References

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Braithwaite J, Glasziou P, Westbrook J. The three numbers you need to know about healthcare: the 60-30-10 Challenge. BMC Med. 2020 May 4;18(1):102.

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The role of the Patient Safety Officer

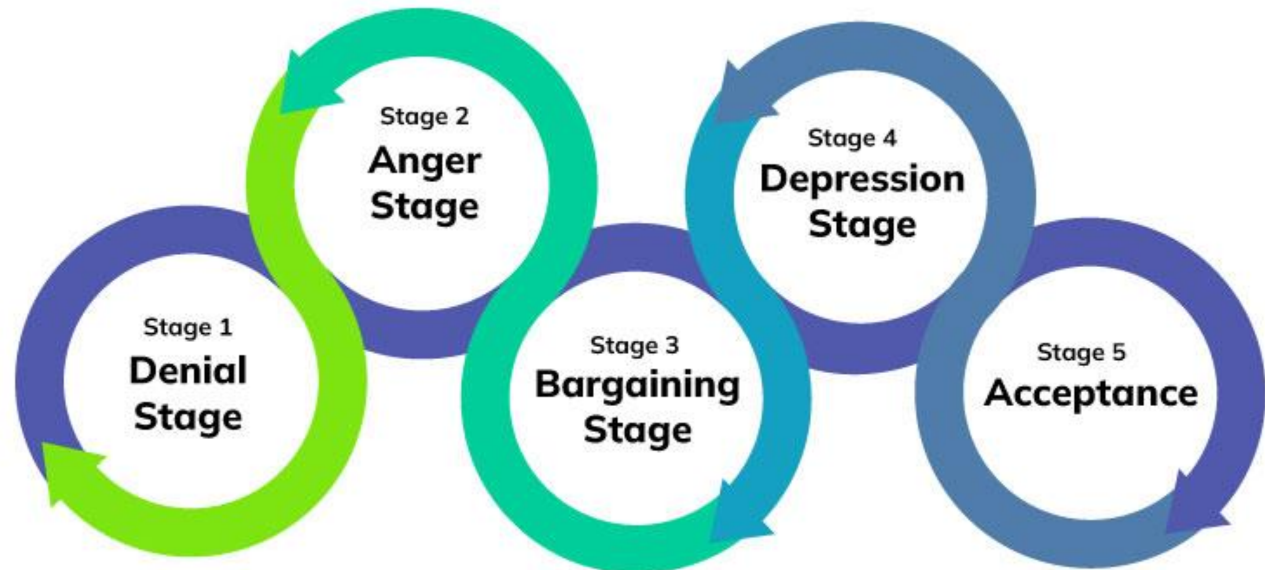
Iwan Meynaar, MD, PhD, intensivist, PSO 2013-2021

April 11th, 2024

International Forum

TO ERR IS HUMAN
BUILDING A SAFER HEALTH SYSTEM

NOT HOLLAND


Kubler Ross' Change Management Model
Stage 1
Denial Stage
Stage 2
Anger Stage
Stage 3
Bargaining Stage
Stage 4
Depression Stage
Stage 5
Acceptance

2004

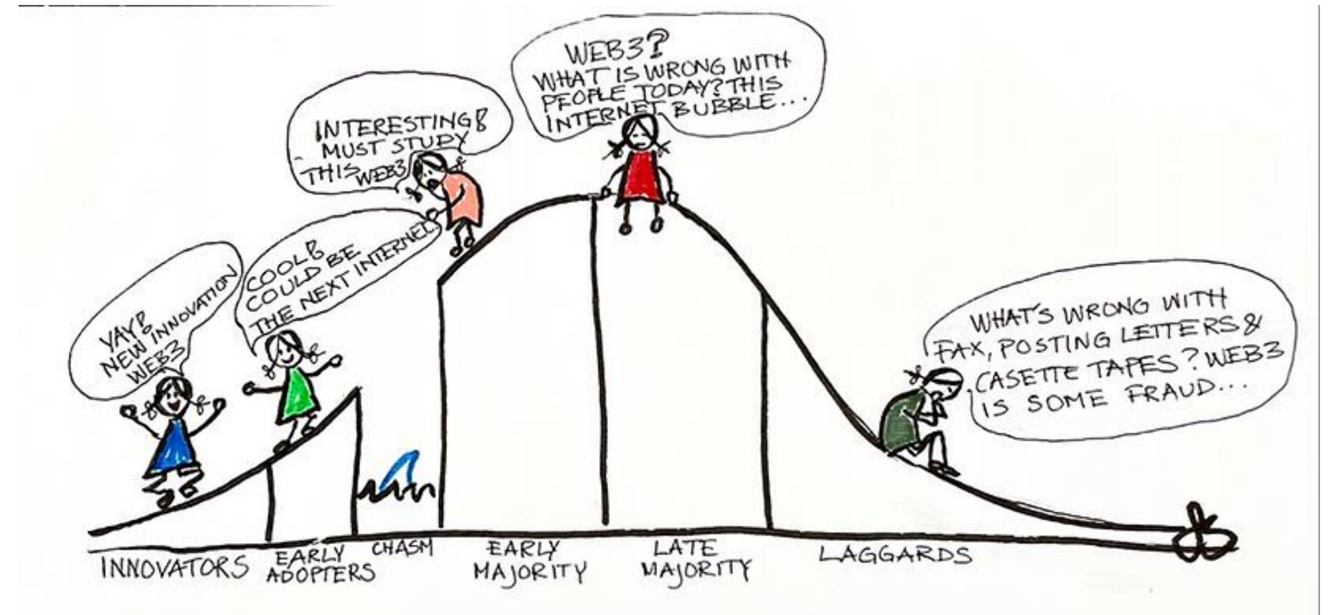
You either work safely or you don't work here

1. Establish a safety management system in all hospitals
2. Hold hospitals boards responsible and accountable for patient safety
3. Have healthcare insurance companies check patient safety
4. Let the government act decisively and responsibly

VU medisch centrum emgo nivel

Onbedoelde schade in Nederlandse ziekenhuizen

April 2007



2008

Dutch Patient Safety Programme

- 10 themes (e.g. rapid response team, medication safety, acute coronary syndrome, children, sepsis, contrast induced renal failure, pain).
- Best practices and toolkits available

- Inspectorate checks compliance
- Hospital boards are responsible and accountable

Quality and Safety departments

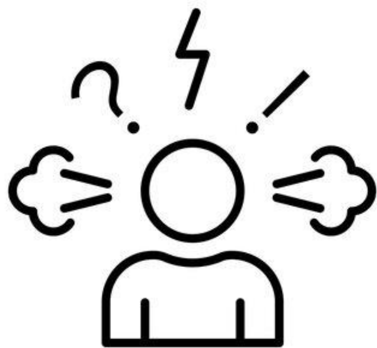
&

Patient Safety Officers

The Patient Safety Officer

Change manager
Negotiator
Visionary
Scape goat
Implementation scientist
Statistician

5 legged sheep
High frustration tolerance



The (Dutch) Patient Safety Officer

- Most often a doctor (consultant)
- Combines clinical practice with being a safety officer (50/50?)
- Some PSO's are also medical head of the Quality and Safety department

Helpful to the PSO personally

- Find allies
- Resilience and diplomacy
- Being able to handle conflicts constructively (tough on the issue, soft on the person)
- Know theory and practice of QI and change management

Not helpful: the opposite

Helpful to the PSO from an organizational point of view

- Quality leadership from the board
- Patient safety management system
- Patient involvement
- Incidents (never waste a good crisis)
- Healthcare inspectorate
- Data
- National safety management programme
- Culture!!

National Platform Medical Patient Safety Officers

- Since 2013
- 100+ members
- Networkgroup of the Dutch Federation of Medical Specialists (FMS)
- Knowledge centre
- Networking
- Teaching and discussion sessions on diverse QI themes three times a year
    - Peer support
    - Incident analysis
    - Crew resource management
    - etc
- Website

Federatie Medisch Specialisten

2000: to err is human
2004: you either work safely or you don’t work here at all
2007: 1735 preventable deaths in 2004 (1,3 million admissions)
2008: start national patient safety programme
2010: 1960 preventable deaths in 2008
2013: 968 preventable deaths in 2011
2013: national society for PSO’s
2017: 1035 preventable deaths in 2015
2022: 1018 preventable deaths in 2019
2020: start new national safety programme Time to Connect
2024: focus on Safety II, multidisciplinary reflection, elderly, anticoagulation

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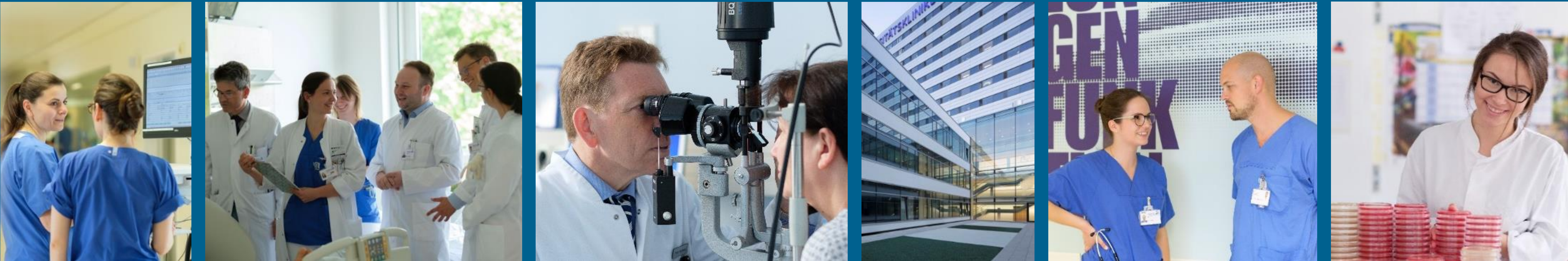
THE ROLE OF THE PATIENT SAFETY OFFICER (PSO)

THE HESSIAN WAY

IHI 2024 | London, UK – April 11th 2024



Das Universitätsklinikum Frankfurt | Jürgen Graf – Kyra Schneider

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Agenda

- Introduction
- Patient Safety Regulation in the State of Hesse
- Curriculum
- Network
- Take-home messages

The role of the Patient Safety Officer (PSO) in Hesse

Patient Safety Regulation (PaSV)

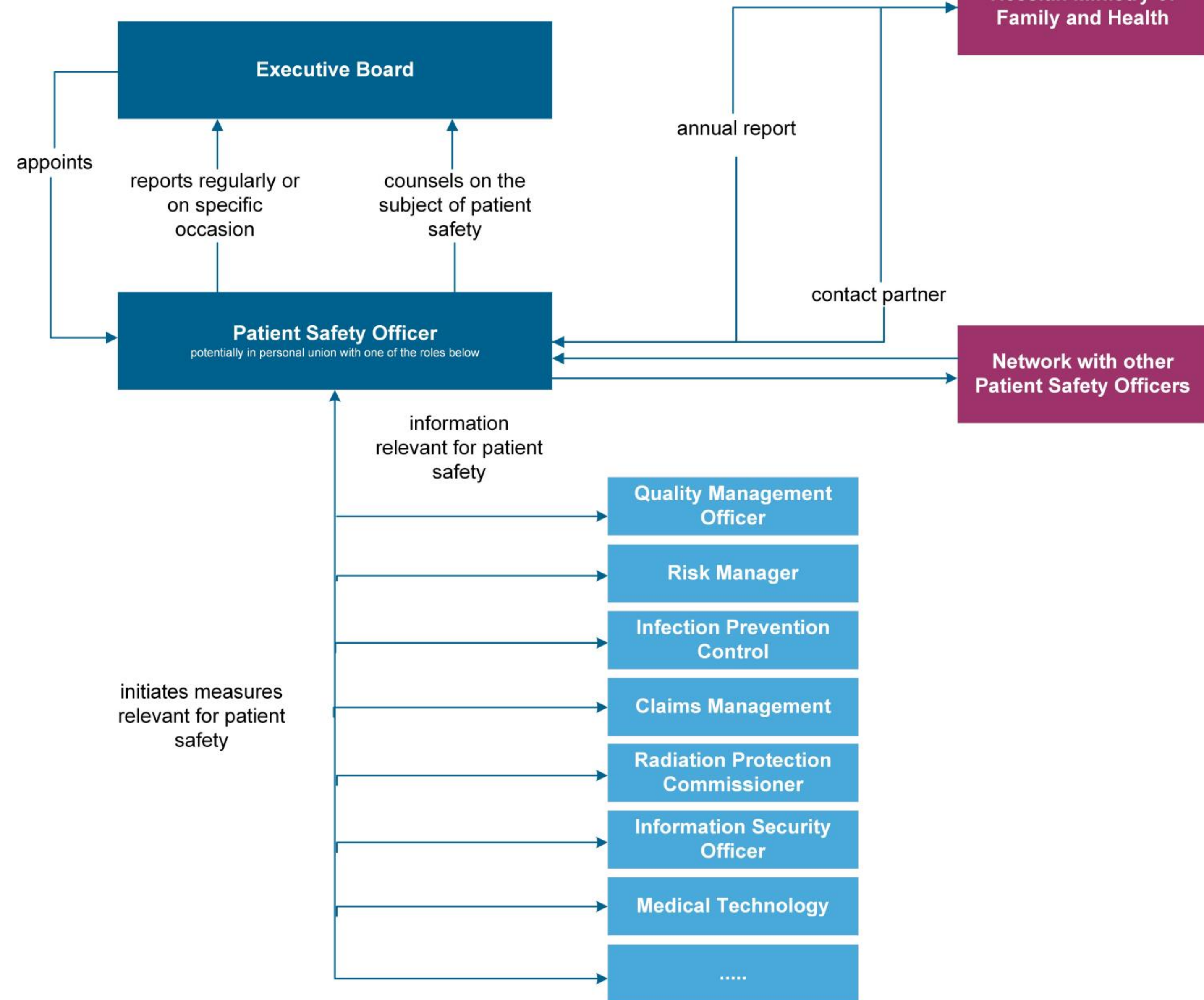
Patientensicherheitsverordnung
(PaSV)
Vom 30. Oktober 2019

Gesamtausgabe in der Gültigkeit vom 13.11.2019 bis 31.12.2024

Nichtamtliches Inhaltsverzeichnis

Titel	
Patientensicherheitsverordnung (PaSV) vom 30. Oktober 2019	13.11.2019 bis 31.12.2024
Eingangsformel	13.11.2019 bis 31.12.2024
§ 1 - Landesbeirat Patientensicherheit, Begriffsbestimmung	13.11.2019 bis 31.12.2024
§ 2 - Patientensicherheitsbeauftragte	13.11.2019 bis 31.12.2024
§ 3 - Aufgaben der oder des Patientensicherheitsbeauftrag-ten	13.11.2019 bis 31.12.2024
§ 4 - Berichtspflichten	13.11.2019 bis 31.12.2024
§ 5 - Auskunftspflicht	13.11.2019 bis 31.12.2024
§ 6 - Übergangsvorschrift	13.11.2019 bis 31.12.2024
§ 7 - Inkrafttreten, Außerkrafttreten	13.11.2019 bis 31.12.2024

Role and Tasks of the PSO



Main Tasks

- development of the safety culture
- development and implementation of measures
- assessing the clinical risks

Curriculum based on the WHO Curriculum

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Day 1	**The System – WHO 1-7**
	Context, Complex Systems, Understanding and managing clinical risks, Quality Improvement, Human Factors
Day 2	**Patient Safety – The Topics – WHO 5, 8-11**
	Communication, Intervention for Improvement of Patient Safety (Medication Safety, Medical Equipment, Infection and Prevention, Communication with patients and relatives....
Day 3	**Focus Role of the PSO**
	Interfaces at the transition of patient care, Safety culture, Role of the PSO, Factors for obstacles and success, First steps, Evaluation/ Exam

Success factors

- Mixed lecturers
- Use of **acitvated** learning methods
- Face-to-face training
- Focus on the role of the Patient Safety Officer

The PSO Network in Hesse

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Goal:

Improvement of patient safety in hessian hospitals through exchange of experiences and knowledge transfer

Network Organization

Annual Meeting

Homepage

Working groups

Reporting support

Planning Patient Safety Projects

Our Results so far ...

- 10 training courses for Patient Safety Officers/130 participants
- 100 % recommendation rate
- 8,9 Pts. knowledge increase after 6 months (P<0,0001)
- 59 % positive development of the role of the PS (CEO-Perspective)

- 2 Hessian Patient Safety Reports
- 80 Network-members
- 14 PSO-Events

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What I have learned ...

- Embedding in the organization and into the system
- Support through a network
- An adapted WHO-Curriculum works

➢ **Focus on the role of the PSO**

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kyra.schneider@ukffm.de

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PATIENT SAFETY OFFICER

PERSPECTIVE OF A CEO

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INPATIENT HEALTHCARE BASED ON HOSPITALS

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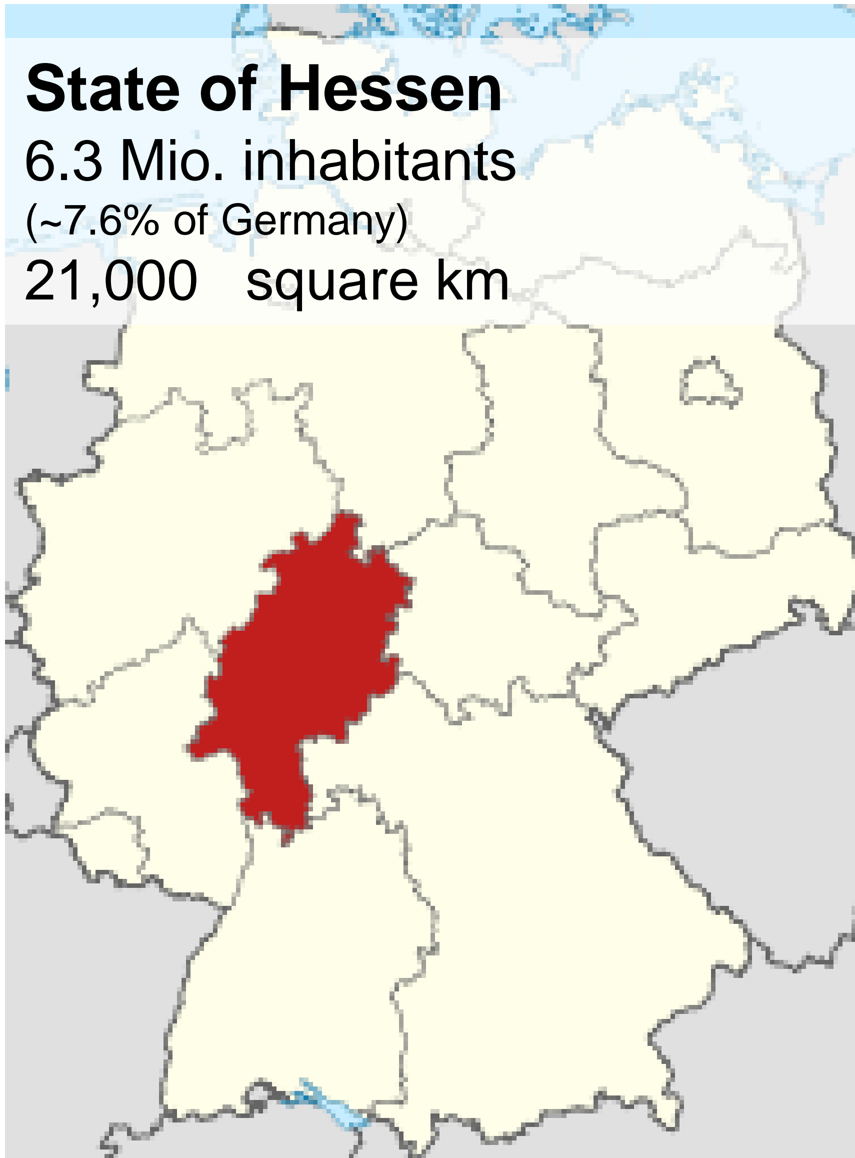
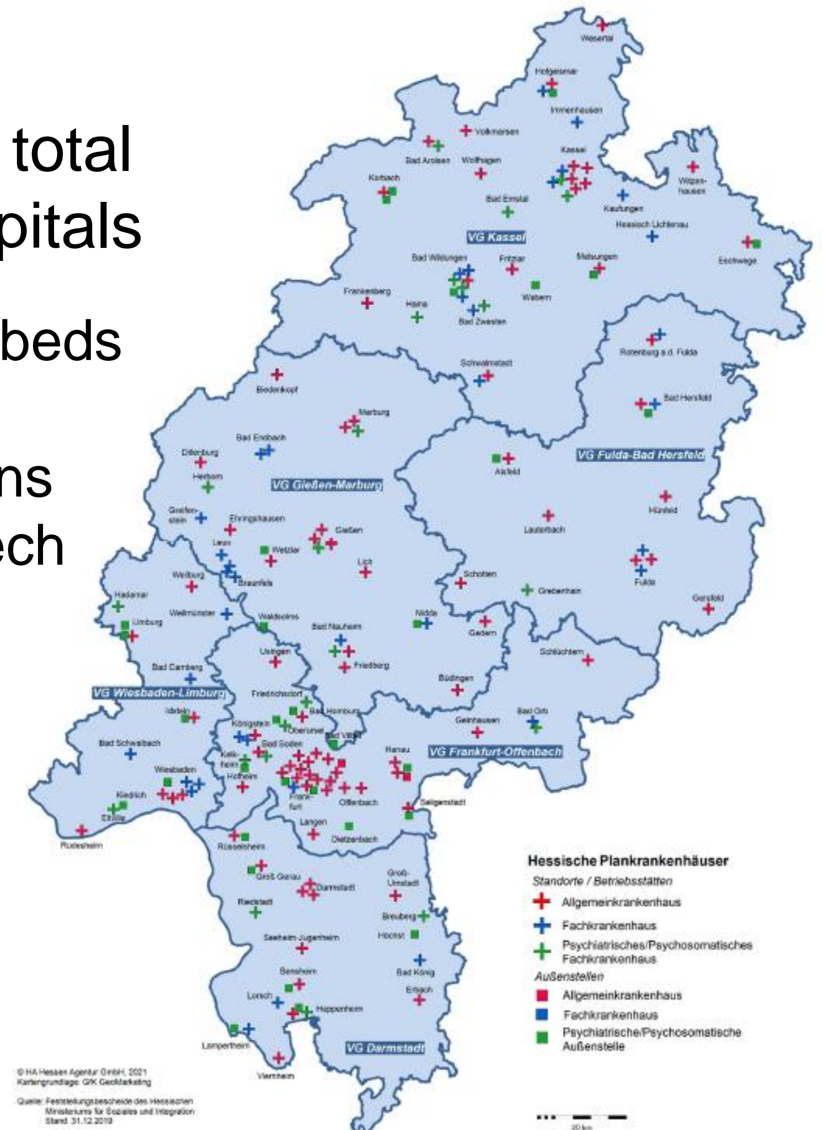
… in Hessen | Germany



approximately
130 hospitals in total
3 university hospitals

~ 35.000 hospital beds
~ 61.000 nurses
~ 14.000 physicians
~ 10.000 admin/tech

~ 7.3 days LOS



FORMAL DEVELOPMENT OF PATIENT SAFETY

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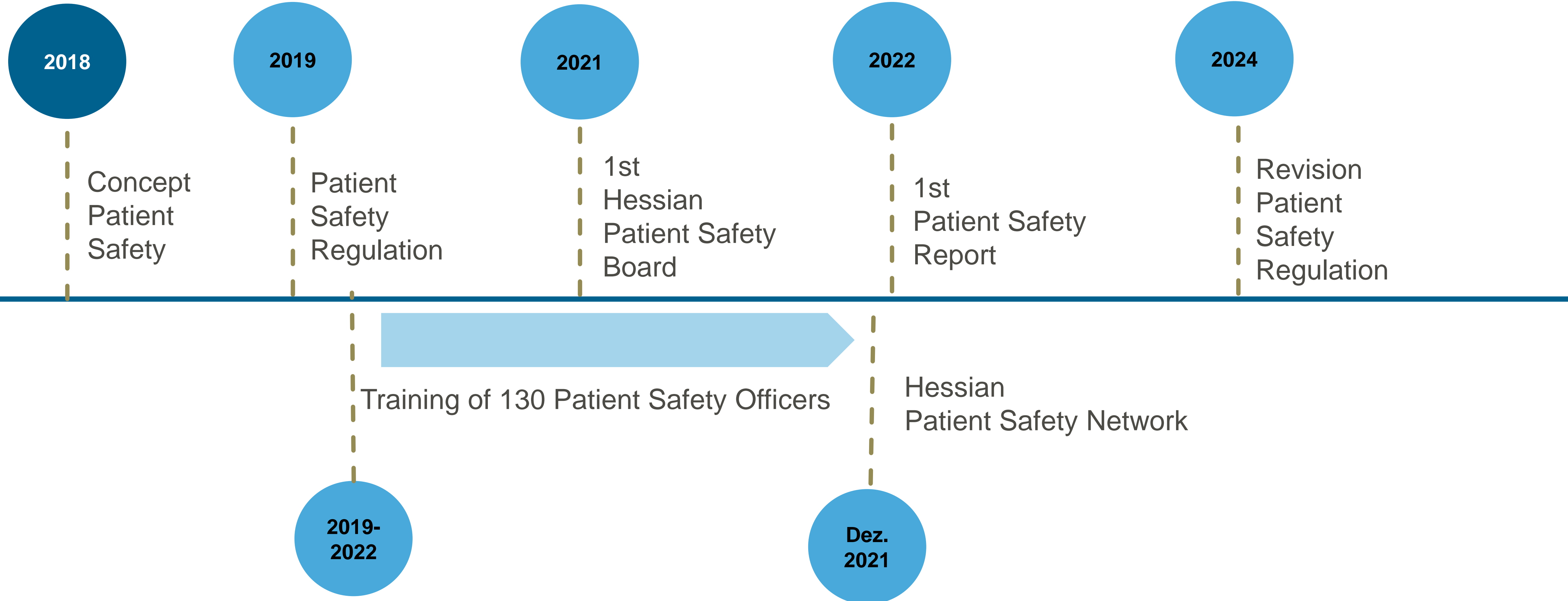
… milestones in Hessen | Germany



PERSPECTIVE ON HEALTHCARE SYSTEM

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disclaimer: CEO university hospital with industry/airline background

present responsibilities

security of healthcare supply

affordability of healthcare

quality & safety of services

future developments

education of nurses, physicians & others

training & qualification of staff

research & development of services

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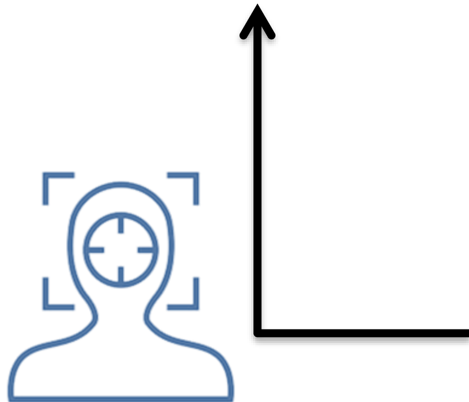
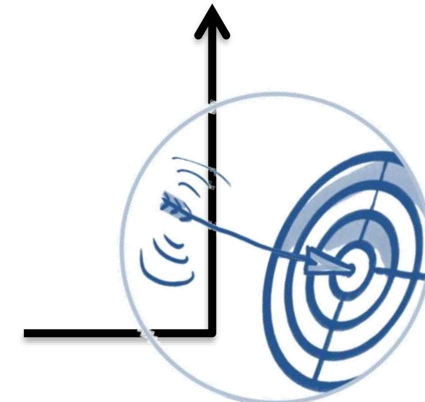


INTERDEPENDENCIES
SYNERGIES
SCALABILITY
LOW COMPLEXITY
TRANSPARENCY
LEAN MANAGEMENT
[...]



PERSPECTIVE OF A CEO ON PATIENT SAFETY

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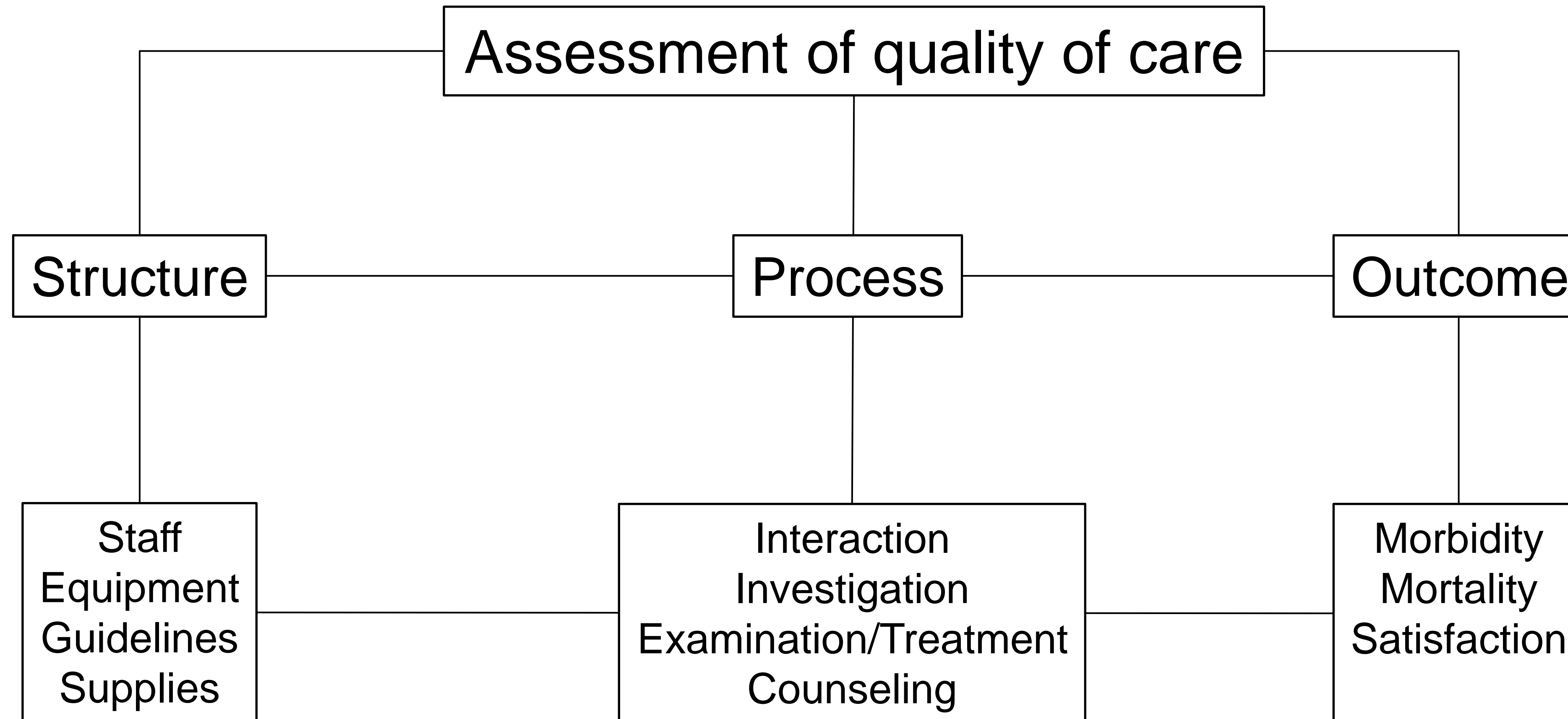
Donabedian 1988 | quality-driven | value based



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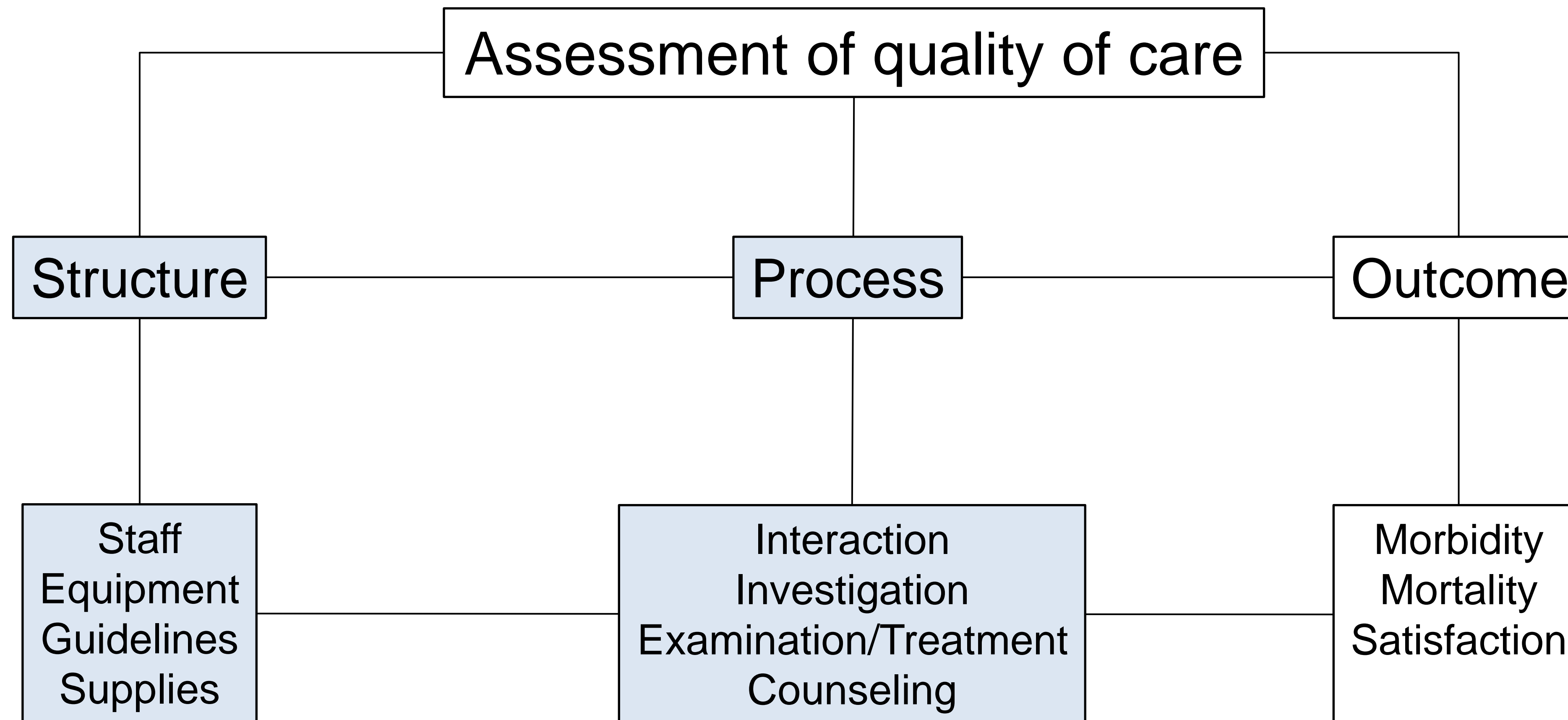

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✓ What is the added value of patient safety?

- employee & patient satisfaction
- organisational strength / performance
- recognition & reputation

✓ What are the risks of focusing on patient safety?

- organisational complexity
- loss of supply density | resource utilization
- costs of communication, training & services

PERSPECTIVE OF A CEO ON PATIENT SAFETY

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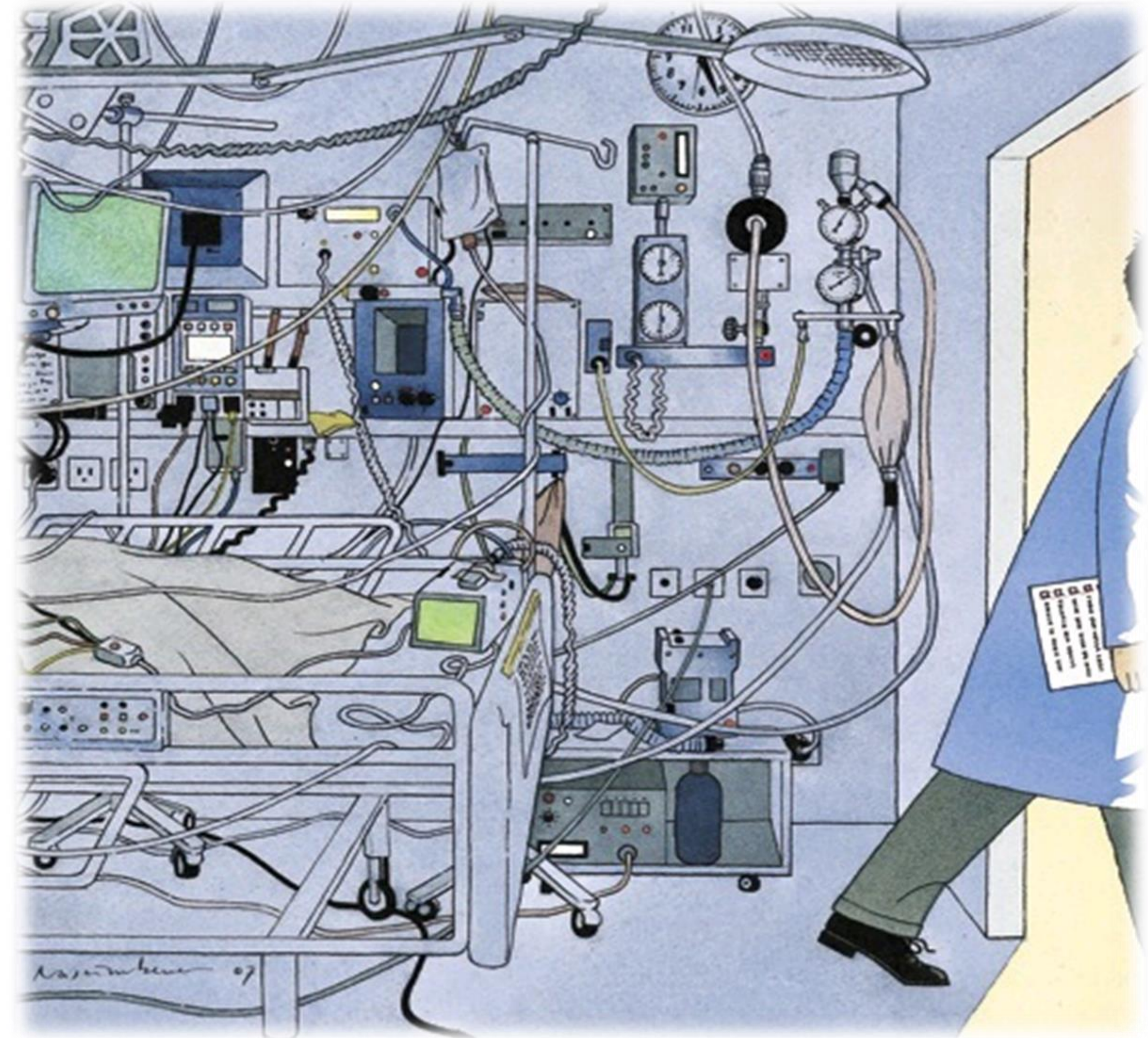
Donabedian 1988 | quality-driven | value based

- ✓ What is the policy on patient safety?
  - everybody
  - any time
  - anywhere

- ✓ How to execute patient safety
  - top down
  - bottom up
  - vice versa

- ✓ What is hardest to achieve?
  - measurability of success



TAKE HOME MESSAGE ON PATIENT SAFETY

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The Myth of Sisyphus – Albert Camus, 1942

"The struggle itself towards the heights is enough to fill a man's heart.

One must imagine Sisyphus happy."

TAKE HOME MESSAGE ON PATIENT SAFETY

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The Myth of Sisyphus – Albert Camus, 1942

"The struggle itself towards the heights is enough to fill a man's heart.

One must imagine Sisyphus happy."

START AGAIN EVERY DAY!

NEVER GIVE UP!

We are convinced that there is no greater and more effective means of mutual education than working together.

Johann Wolfgang von Goethe *1749 bis †1832

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