Enhancing Psychological Safety in Academic Health Cluster: TeamSPEAK® Programme

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TO IMPROVE PATIENTS' LIVES

BY CLINICAL CARE

BY TEACHING THE NEXT GENERATION

BY RESEARCH

PATIENTS. AT THE HEART OF ALL WE DO.®

Singapore General Hospital

Changi General Hospital

Sengkang General Hospital

KK Women's and Children's Hospital

National Cancer Centre Singapore

National Dental Centre Singapore

National Heart Centre Singapore

National Neuroscience Institute

Singapore National Eye Centre

SingHealth Community Hospitals

Polyclinics SingHealth

I declare that I have no financial or other conflicts of interest and that I have no relationships with any commercial interests

Defining Tomorrow's Medicine

SingHealth Duke-NUS Largest Healthcare Cluster…
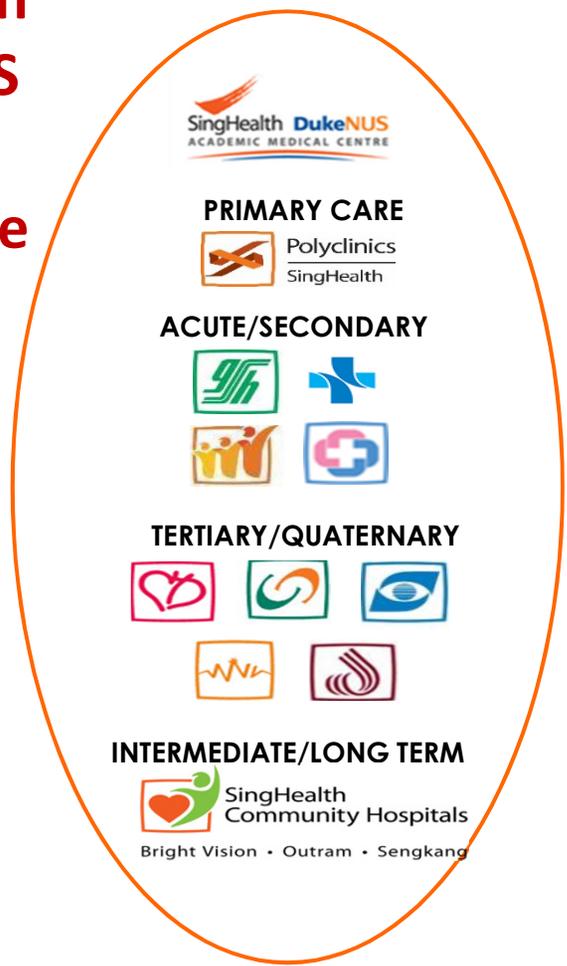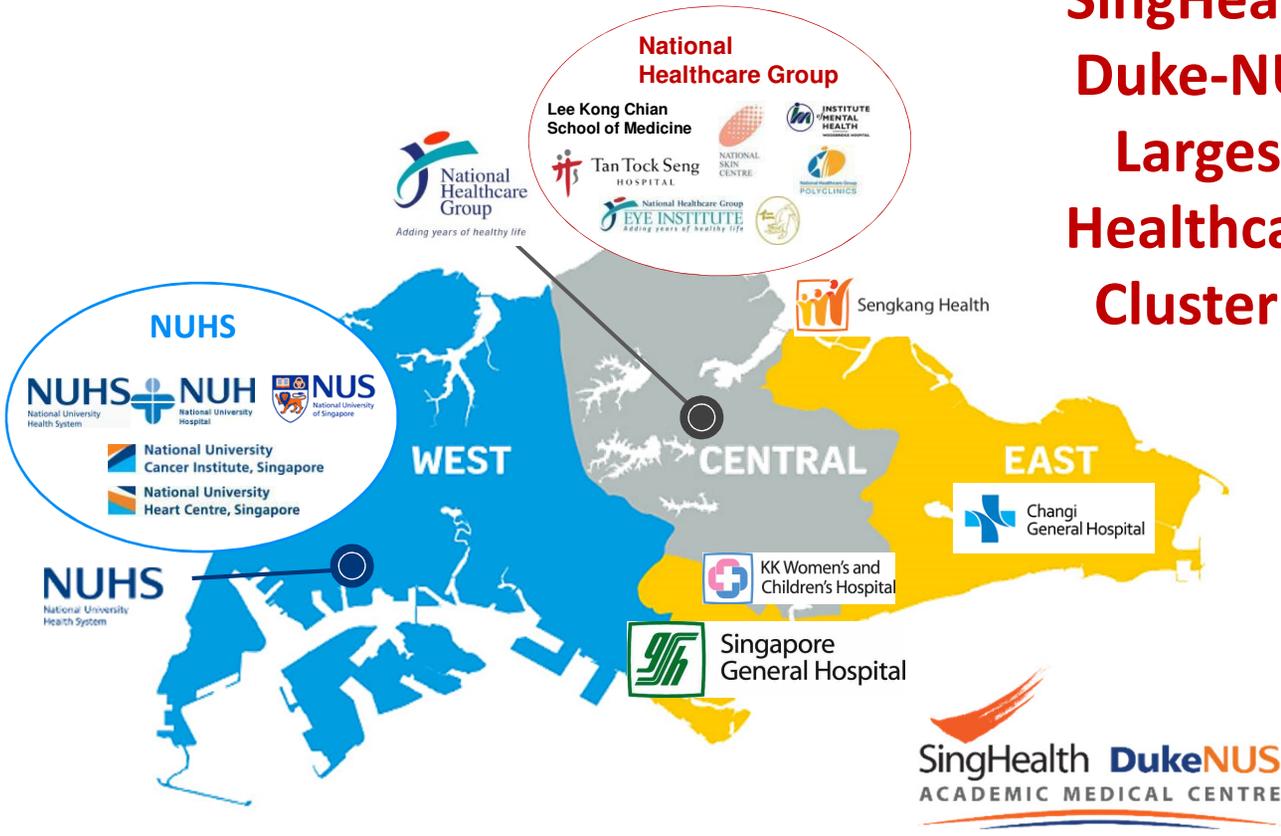
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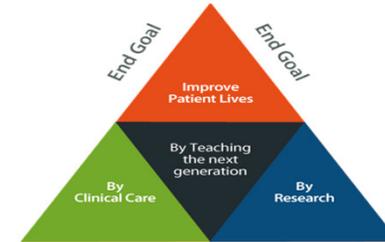
Our Mission

Care to Heal

- We **aim to deliver consistently high quality care** that is appropriate and accessible to patients
- **Working in multidisciplinary teams**, we promise to **put "Patients at the Heart of All We Do"**
- **A strong focus on patient safety, continual improvements and best clinical outcomes**
- We seek to be a trusted healthcare leader and give peace of mind to our patients

Educate to Empower

- We are committed **to nurturing generations of healthcare professionals** and empower them to shape the future of healthcare
- As we pursue Academic Medicine, we need to **harness the skills, knowledge & talent of our people** and build strong partnerships
- With a talent pool of trailblazers across the various professions, SingHealth is a place that you are able to learn from the best and realise your full potential

Innovate to Advance

- We aim to **pursue innovations that transform and advance care for our patients**
- Armed **with a spirit of inquiry, scientific curiosity and the passion and perseverance to improve care**, we aim to translate research discoveries into advances that directly benefit our patients
- Research is not just about breakthroughs, but giving our patients better lives

Defining Tomorrow's Medicine

What Matters to our Patients?

1

PATIENTS. AT THE HE♥RT OF ALL WE DO

SingHealth GROUP
STRATEGY MAP
FY2017–2021

OUR VISION & MISSION

Defining Tomorrow's Medicine
Care to Heal — Educate to Empower — Innovate to Advance

IMPROVE PATIENTS' LIVES AND HELP POPULATION STAY HEALTHY IN THE COMMUNITY

Healthy for as Long as Possible

Empowerment in Care Decisions

Best Outcomes at Affordable Cost

We will need to deliver

2

An Excellent and Sustainable System

Supported by

3

Cutting Edge Care Capabilities

Right Care at the Right Place at the Right Time

A Financially Sustainable System

Education *Research* *Systems*

A Healthy Pipeline of Future Ready Professionals

Better Health through Research and Innovation

Integrated Operations

Leveraging

4

Our People and Culture

An Engaged and Motivated Workforce

A Learning Healthcare System

A Safety Culture

CORE VALUES

COMPASSION

INTEGRITY

COLLABORATION

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Learning Framework

AM epic

- Champion
- Professional
- Activist
- Foundation

Staff Professional Competency Programs

- Leadership Programmes
- Train the Trainers/Masters Programmes
- Skills & Training Programmes
- Foundation Programmes

Staff Faculty Development Level

- 4c. Lead Programme Convenor
- 4b. Programme Convenor
- 4a. Contributing Convenor
- 3e. Lead Programme Faculty
- 3d. Senior Programme Faculty
- 3c. Programme Faculty
- 3b. Senior Contrbuting Faculty
- 3a. Contributing Faculty
- 2b. Facilitator
- 2a. Asst Facilitator
- 1. Participant

Level 4 initiate, create, develop or review curriculum or content

Tan KH SingHealth 2017

- **Consolidating learning programmes under the AM-EPIC Learning Framework**
- **Expanding programme offerings under identified domains**
- **Making programmes available to Cluster-wide participants**
- **Recognition of Faculty and professional development opportunities**

SingHealth

TARGET ZERO HARM

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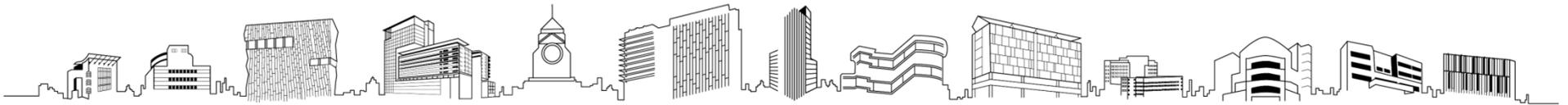
Institute for
Patient Safety & Quality

Patient Safety is our top priority,
IPSQ accelerates our efforts towards
Target Zero Harm

Association between organisational and workplace cultures, and patient outcomes: systematic review

Jeffrey Braithwaite, Jessica Herkes, Kristiana Ludlow, Luke Testa, Gina Lamprell

ABSTRACT

Design and objectives Every organisation has a unique culture. There is a widely held view that a positive organisational culture is related to positive patient outcomes. Following the Preferred Reporting Items for Systematic Review and Meta-Analyses statement, we systematically reviewed and synthesised the evidence on the extent to which organisational and workplace cultures are associated with patient outcomes.

Setting A variety of healthcare facilities, including hospitals, general practices, pharmacies, military hospitals, aged care facilities, mental health and other healthcare contexts.

Participants The articles included were heterogeneous in terms of participants. This was expected as we allowed scope for wide-ranging health contexts to be included in the review.

Primary and secondary outcome measures Patient outcomes, inclusive of specific outcomes such as pain level, as well as broader outcomes such as patient experience.

Strengths and limitations of this study

► This review found a consistent association between organisational and workplace culture, and patient outcomes across a variety of health settings; most included studies consisted of observational, cross-sectional studies conducted in hospitals.
► The high volume of included studies provides a solid foundation for readers to enhance their knowledge of organisational culture in healthcare.
► Most articles included in the final synthesis were rated as high quality, based on the Quality Assessment Tool.
► The broad scope of the review, including a wide-ranging search strategy, provided an overarching account of the research topic.
► Definitions and measurements of culture, environment and patient outcomes were highly variable across studies, which placed limits on the comparisons that could be drawn.

Patient Safety and Quality Ecosystem

Blame Culture

Liability Fear Culture

Speak Up Culture

Reporting Culture

Safety Culture

System Culture

Learning Culture

Support Culture

Resilience Culture

Just Culture

Patient Awareness Culture

Patient Centric Culture

Quality Improvement Culture

Hierarchical Culture

Paternistic Culture
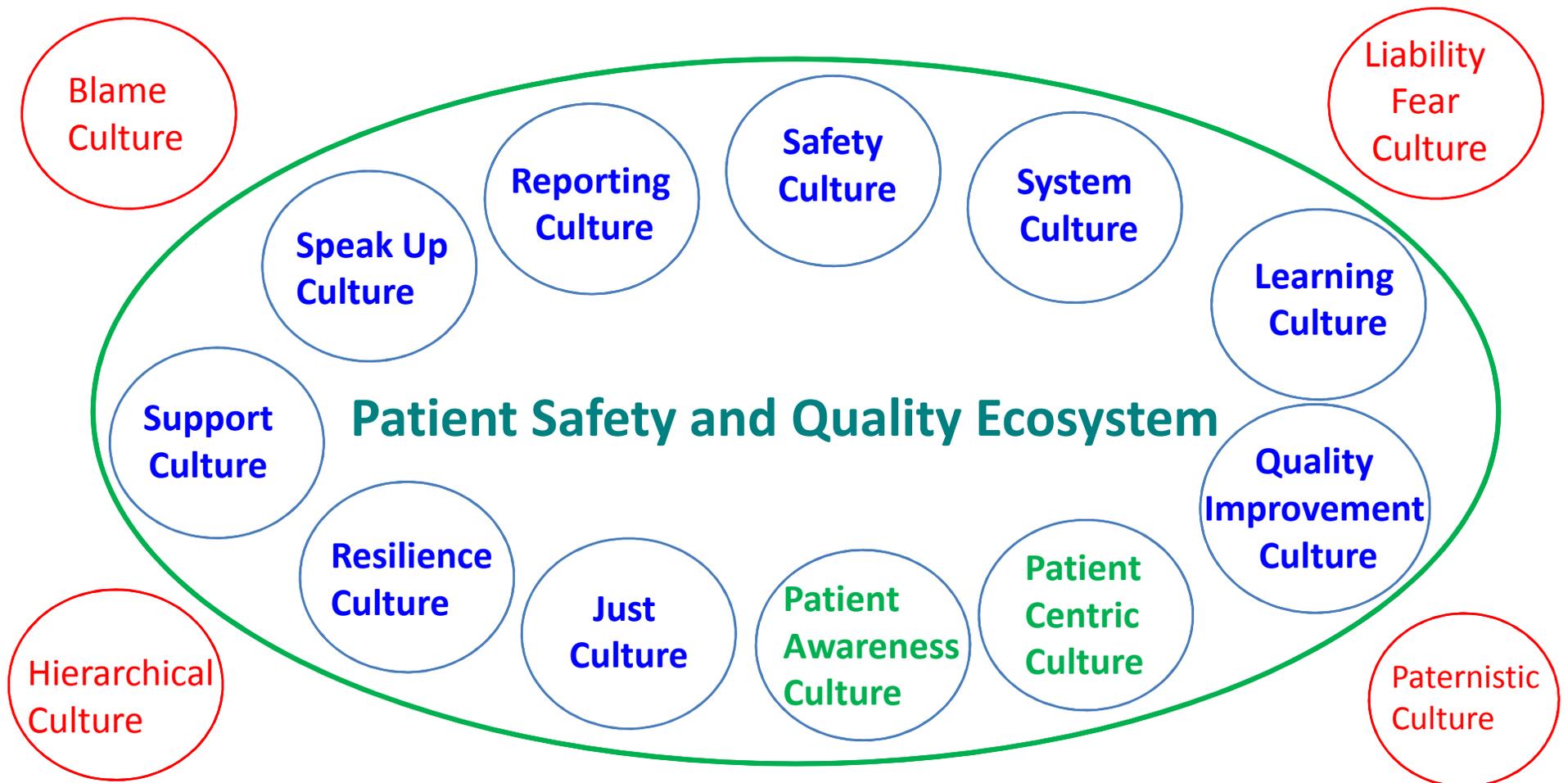
Patient Safety and Quality Ecosystem and its Constituent Cultures vs. Counter Cultures

Refs: 1. Tan KH. Speaking Up and Reducing Risks in Healthcare. SingHealth Enterprise Risk Management Congress, 2017.
      2. Tan KH, Pang NL, Siau C, Foo Z, Fong KY. Building an Organization Culture of Patient Safety. Journal of Patient Safety and Risk Management, 2019

World Health Organization

World Patient Safety Day 17 September 2019
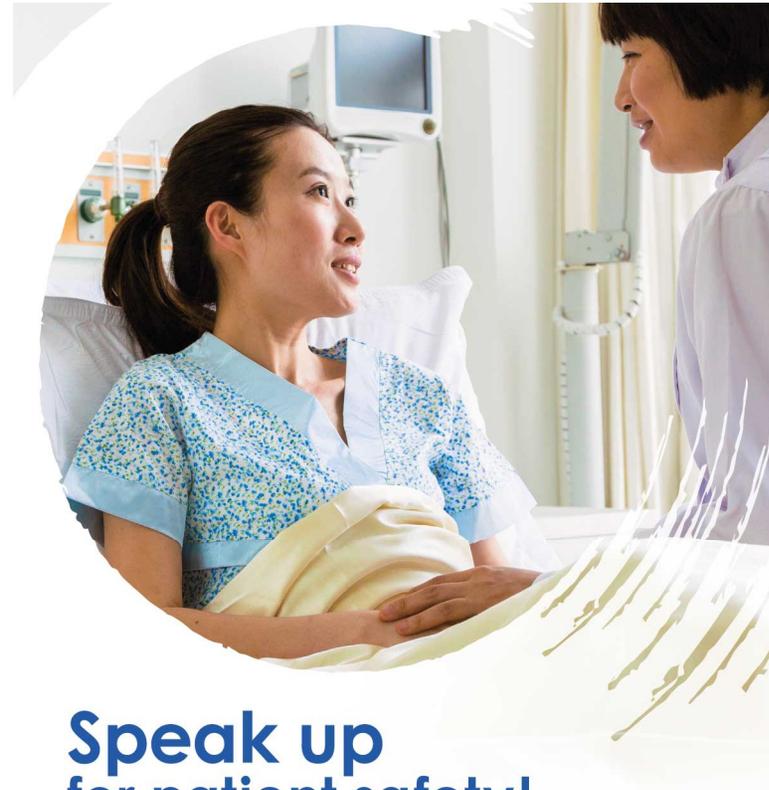
Speak up
for patient safety!

No one should be harmed
in health care

World Health Organization

World Patient Safety Day 17 September 2019

Patient Safety Advocate Pledge

Recite during International Patient Safety Day 17 September 2019

I pledge to be a Patient Safety Advocate by:

Speaking up for patient safety

Acting in the best interests of our patients

Fostering teamwork for patient safety

Ensuring accountability for patient safety

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Patients. At the heart of all we do.

Patient Safety Starts with ME

TARGET ZERO HARM

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TeamSTEPPS

Team Strategies & Tools to Enhance Performance & Patient Safety
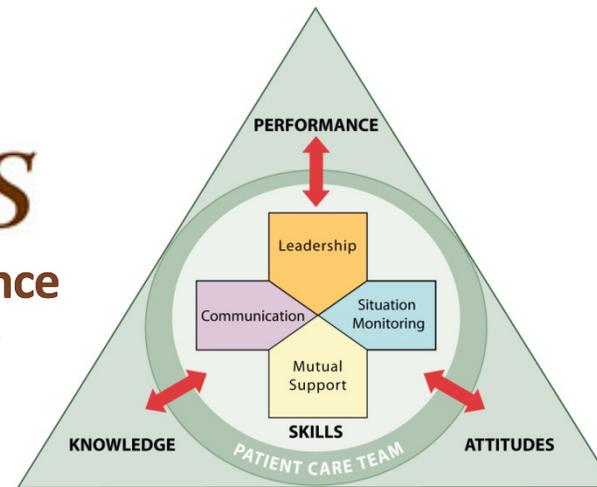
TeamSPEAK® is a program adapted from TeamSTEPPS
with an emphasis on **mutual support** to **speak up** for **safety**

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TeamSTEPPS

团队策略和工具，
为提高质量与患者安全
Team Strategies & Tools to Enhance
Performance & Patient Safety
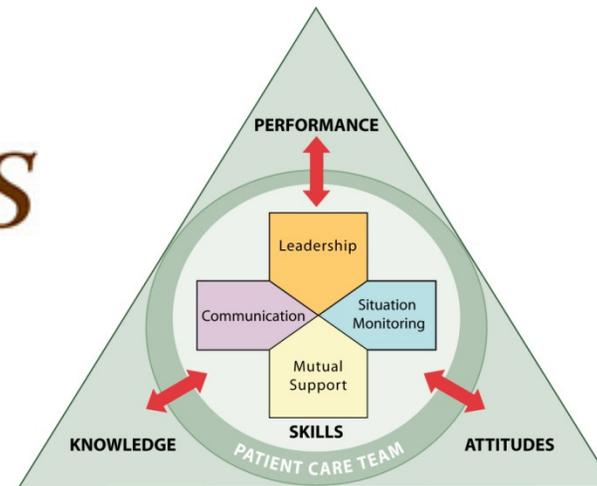
TeamSPEAK®是由 TeamSTEPPS改编而成的一个培训课程，
强调促进同事之间的互相支持以为患者的安全发声

TeamSPEAK® is a program adapted from TeamSTEPPS
with an emphasis on **mutual support** to **speak up** for **safety**

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认识为患者的安全发声的重要性；
Recognize the importance of speaking up for safety

了解 TeamSPEAK ® 策略以促进同事之间的互相支持
Understand **TeamSPEAK®** strategies to facilitate mutual support

如何积极回应
Describe ways to respond positively when spoken up to

练习如何为患者的安全发声。
Practice speaking up

TARGET ZERO HARM

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I am **C**oncerned!（顾虑）

I am **U**ncomfortable!（不安）

This is a **S**afety Issue!（安全问题） STOP!

CUS词是**触发词**，有助于引起同事的注意，即潜在的伤害可能即将发生。

CUS words are **trigger words** which help to *trigger* the attention of your colleague that potential harm may be about to occur.

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- Recognize the importance of speaking up for safety
- Be aware of TeamSPEAK® strategies to facilitate mutual support
- Describe ways to respond positively when spoken up to
- Practice speaking up

To '**Speak up**' is to **communicate concerns** to colleagues that unintended **patient harm** may be **about to occur**.

Speaking up will only work before harm has been done onto the patient.

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If speaking up is to communicate concerns to **colleagues**, who can I speak up to regarding safety?

Everyone! Regardless of profession, seniority, or experience

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Many documented incidents and personal experiences reflect how harm have been prevented when someone **immediately** shared critical information.

"Joint Commission predicted that <u>**80 % of the serious safety events occur due to miscommunications**</u> among healthcare professionals.
Speaking up is one of the critical behaviours of patient safety **and is an important role for improving quality and patient safety in healthcare**."

Nacioglu, A. (2016). As a critical behavior to improve quality and patient safety in health care: speaking up!. Safety in Health, 2(1), 10.

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Aggregated SingHealth Hospitals-2017 / AHRQ-2016: Communication Openness

Legend: Positive (green) | Remainder (blue)

		Positive	Remainder
Staff will freely speak up if they see something that may negatively affect patient care.	SingHealth 2017	63%	37%
	AHRQ 2016	77%	23%
Staff feel free to question the decisions or actions of those with more authority.	SingHealth 2017	41%	59%
	AHRQ 2016	49%	51%
Staff are afraid to ask questions when something does not feel right.	SingHealth 2017	43%	57%
	AHRQ 2016	65%	35%
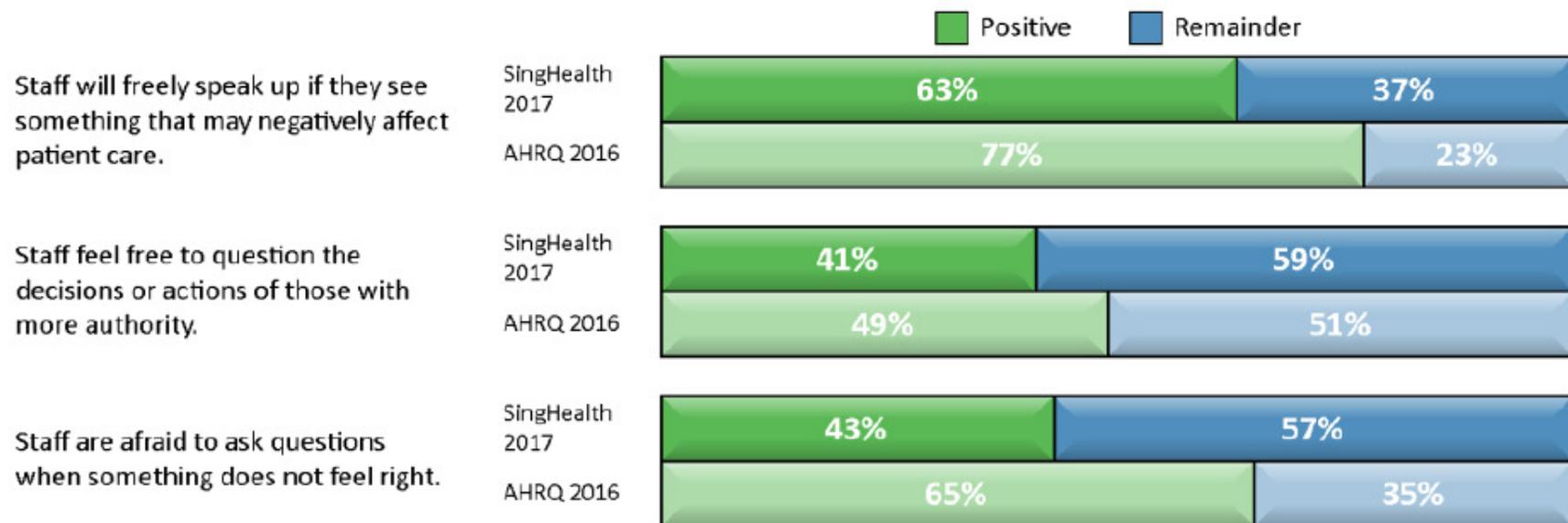
In your groups:

- Watch this video

- Identify any emotions in the video

- Discuss the barriers *you* face which hinders you from speaking up

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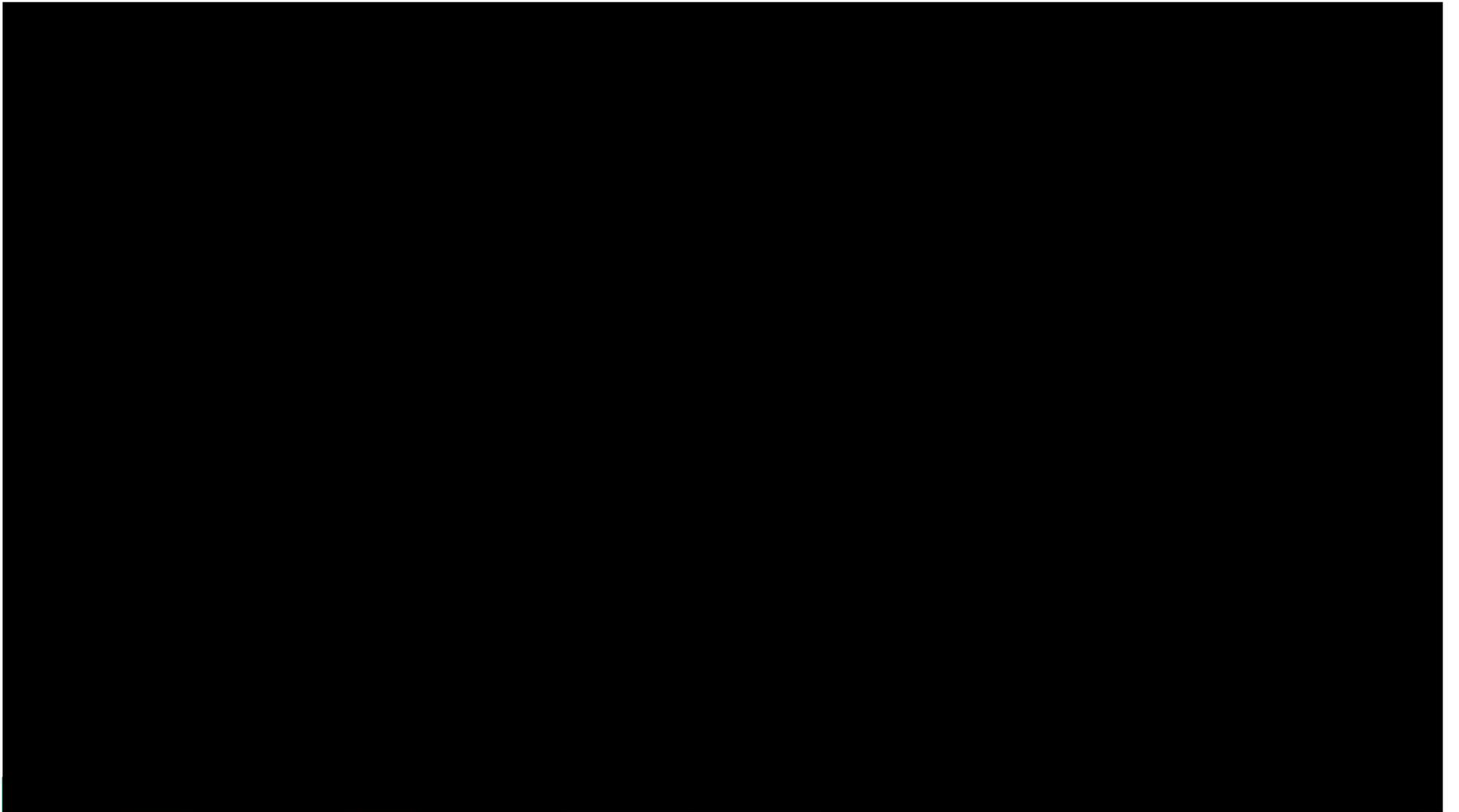
Not related to my duties

Working relationship strained

Fear of repercussion

Not sure how to say it

What if I'm wrong?

I'm just a junior

Create more work for myself

Do not feel psychologically safe

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In **psychologically safe** teams, members feel **accepted** and **respected**, and are able to contribute professionally **without fear** of negative consequences.

Is psychological safety important in a culture of speaking up?

Do you want to work in a safe and supported team?

TeamSPEAK® introduces strategies to help **raise concerns respectfully**, and promote a **safe and supportive** working environment.

Two-Challenge Rule

CUS Words

Respond Positively

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It is **your responsibility** to assertively voice your concern **at least two times respectfully** to ensure that it has been heard.

Ensure that whoever being spoken to **acknowledge** your message.

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Asking sounds more respectful than tasking.

By asking, you are inquiring or clarifying.

"Shall we check if we have cleaned our hands first?"

Ensure that your colleague **acknowledges**.

If you task, you are telling or instructing your colleague. Try doing that to a senior!

"You should clean your hands before touching the patient."

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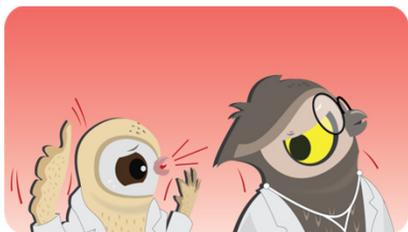
State your concern. Share what you know, and **why it matters**.

Avoid using "I think", "maybe", or "perhaps" as they sound passive and unassertive.

*"It is easy to forget. **We need to clean our hands first before touching the patient**."*

*"I saw a different name just now. **Let's verify this is the correct patient before proceeding.**"*

Ensure that your colleague **acknowledges**.

Most people would respond with the second challenge. In rare occasions, you may consider escalating or roping in a senior/supervisor into the discussion.

I am **C**oncerned!

I am **U**ncomfortable!

This is a **S**afety Issue!

STOP!

CUS words are **trigger words** which help to *trigger* the attention of your colleague that potential harm may be about to occur.

I am **C**oncerned!

Use CUS words to help **trigger attention** to potential harm.

<u>Raise your concern</u> by using words like

Concerned
Check

*"I am **concerned**, is this dosage for this patient too high?"*

*"Is it OK if you **check** if your hands are clean first?"*

*"I am **concerned**, is this the correct patient?"*

I am **U**ncomfortable!

U

If you do not see the intended response, continue **raising your concern using the word**

Uncomfortable

State why you are uncomfortable by sharing what you think or know.

*"I am **uncomfortable** with the dosage as it's much higher than what I've seen before. We should recheck the dosage again."*

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This is a **S**afety Issue!

STOP!

If there is <u>still no positive response</u>, you should <u>escalate</u> the conversation by using the words

Safety

Stop

Propose bringing in a **S**enior or **S**upervisor into the discussion.

*"This is a **safety** issue. We should ask our **supervisor** to see if this is OK."*

*"<u>We</u> need to **stop** before we risk hurting this patient. Let's consult a **senior** before proceeding."*

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Two-Challenge Rule	Start With CUS Words	Example Speak-Up Messages
First Challenge: Respectful	C for Concerned	I am **concerned**, can <u>we</u> *check* if this is the correct side for surgery?
Second Challenge: Assertive	U for Uncomfortable	I am **uncomfortable** as I might have seen a different side noted in the records. <u>We</u> need to verify this is the correct side before starting.
Escalate	S for Safety / Stop	This is a **safety** issue. <u>We</u> should get our *senior* in to clarify this situation before we proceed.

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In your groups:

- Identify a safety scenario your group can relate to

- Craft your own speak-up messages using the Two-Challenge Rules and CUS Words

- Take turns to read your messages to one another

- Discuss how it made you feel, and whether the messages can be improved

EXERCISE

PLAY VIDEO
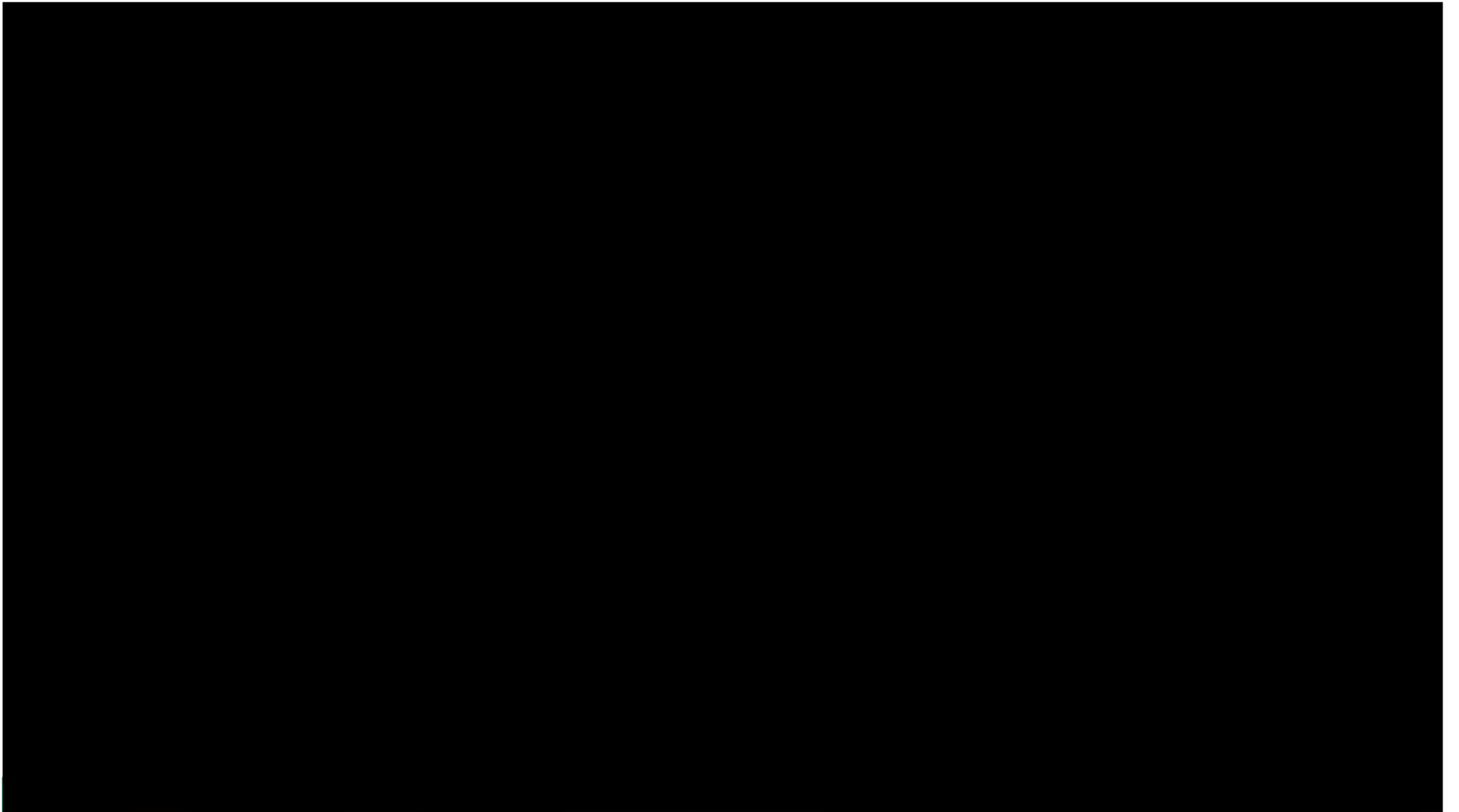
How many negative experiences does it take before you stop speaking up to that colleague again?

The **attitude of people can have a strong impact on speaking up behavior** whether negative or positive can influence our working environment.

Anyone can make mistakes and cause harm, even yourself.

By responding positively, your team members will feel safe and empowered to speak up, and will **watch out for you**!

You become a **role model** in promoting a psychologically safe working environment

Encourage your colleagues to inform you of any concerns they may have.

Ask your colleague how he or she prefers to be informed should you spot a potential harm.

Listen to their concerns and engage in a constructive discussion. Do what's best for the patient.

Thank anyone who speaks up to you, *especially* when they are wrong!

Let's Make It Safe to Speak Up

Speak Up

Learn, Improve, Become safer

Listen, Respond, Thank
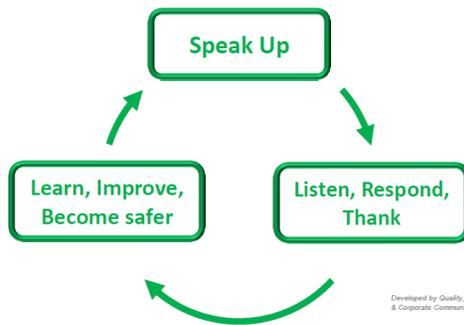
Developed by Quality, Safety and Risk Management & Corporate Communications, KKH

Anyone can make mistakes and cause harm, even yourself.

By responding positively, your team members will feel safe and empowered to speak up, and will **watch out for you**!

You become a **role model** in promoting a psychologically safe working environment.

No Staff Should Feel Less Empowered

"We work as teams and it is each team member's responsibility to ensure patient safety. No staff should feel less empowered to speak up against lax practices or highlight potential harm. We cannot tolerate any instances of power imbalance. If you are facing difficulty raising such issues to your superiors, please do not hesitate to write to your institution heads or myself. We are committed to cultivating the right attitude and mind-set when it comes to raising the alarm. No issue is too small when it comes to keeping our patients safe!"

Prof Ivy Ng, GCEO
Jan 2016

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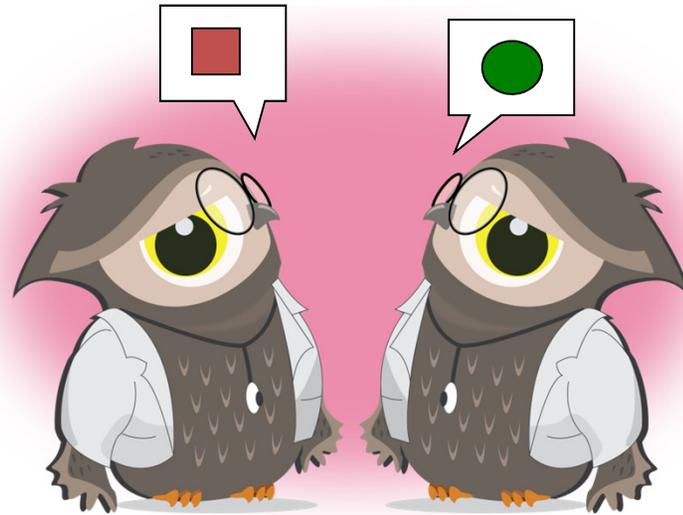
Practice makes perfect!

# Speaking Up Can Save Lives
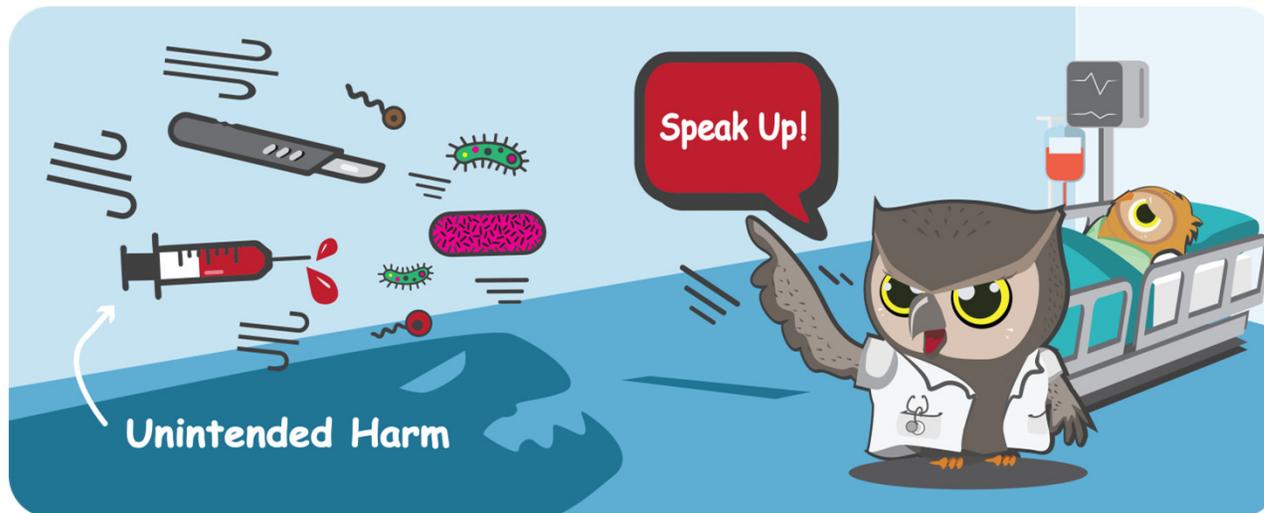
Speaking up will only work **before** harm has been done onto the patient.

Don't wait! Speak up now!

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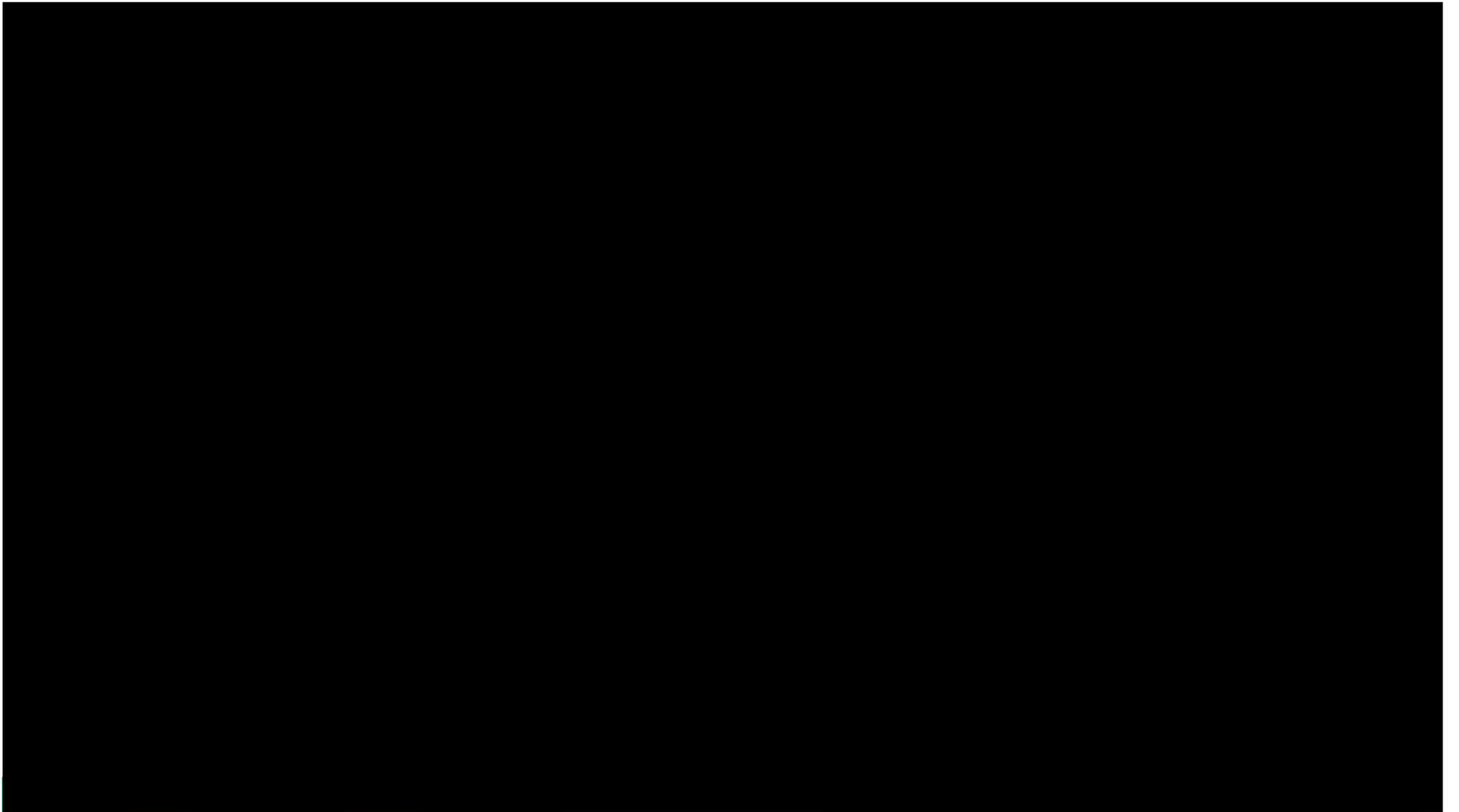
TeamSPEAK® helps to facilitate speaking up before unintended patient harm about occur, via respectful and assertive communication strategies.

Speaking up is not undermining your effectiveness in the work you do.

It is about working as a team and ensuring each of us is doing the right thing.

We should always respond positively when someone speaks up to you.

Everyone must help everyone else be as safe as possible

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THANK YOU !