Designing hospitals that promote staff wellbeing and retention

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Who are we?

<u>Paul Barach</u>, Sigmund Freud University, Austria; Imperial College London, UK, and Jefferson College of Population Health, USA

pbarach@gmail.com

<u>Göran Lindahl</u>, Center for Healthcare Architecture / Civil and Environmental Engineering, Chalmers University of Technology, Sweden

goran.lindahl@chalmers.se



Welcome to our session



A note on the presentation



The Quadruple Aim

Article

Medical Quality

Supporting the Quadruple Aim Using Simulation and Human Factors During **COVID-19** Care

Ambrose H. Wong, MD, MSEd¹, Rami A. Ahmed, DO, MHPE², Jessica M. Ray, PhD¹, Humera Khan, MD³, Patrick G. Hughes, DO, MEHP⁴, Christopher Eric McCoy, MD, MPH⁵, Marc A. Auerbach, MD, MSci^{6,7}, and Paul Barach, MD, MPH^{8,9}

Abstract The health ca

Abstract The health care sector has made radical changes to hospital operations and care delivery in response to the coronavirus descess (COVID-16) pandemic. This article examines pragmatic applications of simulation and human factors to support the Operative Amount of a grant regiment produces are used to the operative and the second matter and the Operative Amount of a grant regiment produces are used to the operative and the second matter and the operative and the operativ

Keywords

are simulation, patient safety. Quadruple Aim, COVID-19, system preparedness

Introduction

Coronavirus disease 2019 (COVID-19) has uniquely stressed health care systems, policy makers, and

¹Department of Emergency Medicine, Yale School of Medicine, New Haven, CT New Haven, CT Department of Emergency Medicine, Indiana University School of Medicine, Indianapolis, N Department of University Control Medicine, Northernaty Department of Demography Medicine, Forda Atlantic University College of Medicine, Boca Raton, FL Department of Emergency Medicine, University of California, Invine, Ivine, CA

^eDepartment of Pediatrics, Yale School of Medicine, New Haven, CT ⁷Department of Emergency Medicine, Yale School of Medicine,

New Haven, CT *Department of Pediatrics, Wayne State University School of

Medicine, Detroit, MI College of Population Health, Thomas Jefferson University, Philadelphia, PA

Corresponding Author Corresponding Author: Ambrose H. Wong, MD, MSEd, Department of Emergency Medicine, Yale School of Medicine, 464 Congress Avenue Suite 260, New Haven, CT 06519. Email: wongambrose@gmail.com American Journal of Medical Quality 2021, Vol. 38(2) 73-83 © The Authors 2021 DOI: 10.1097/01.JMQ.0000735432.16289.d2

health care workers throughout the world as they face the worst health and economic crises of our lifetimes. Administrators are rapidly navigating their institutions through uncertain times, providing leadership and strategic plans to manage numerous evolving systems threats. Many of these plans run counter to the accepted mantra in modern times, including intentional cancelations of profitable elective proce dures and layoffs or furloughs of dedicated medical staff during the pandemic.1 The Triple Aim of health system reform addresses

ongoing and future challenges faced by the health care sector.2 with recent calls for expansion to a Ouadruple Aim³ to include considerations and protection for staff. These 4 interdependent goals consist of (1) enhancing patient experience and safety, (2) improving population health, (3) reducing costs and preventing loss of revenue, and (4) improving wellness and satisfaction of health care workers. The fourth Aim incorporates the increasing understanding that excellent health care is not possible without a physically and psychologically safe and healthy workforce. COVID-19 has created unique threats and unanswered challenges to each element of the Quadruple Aim (Table 1). Human factors4 is a scientific discipline that addresses the complex interwoven variables that affect health care workers' ability to deliver safe.

Patient Safety and Experience

• Ensuring safety of new protocols and processes

 Supporting patient-centered communication and decision-making

Improving teamwork and

communication

Health Worker Safety Wellness, and Satisfaction

overstressing health workers

 Building resilience and preparedness in health workers as expectations change

Population Health

- Optimizing care with adjusted health delivery models/systems
- Continuing education for trainees during social distancing measures

Quadruple Aim During COVID-19_

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• Ensuring safe practices and avoiding

· Adopting telehealth in a cost-effective manner • Preventing iatrogenic and hospital-associated

Reducing Costs and

Preventing Loss of Revenue

• Developing safe equipment recycling and repurposing processes

COVID-19 infection



Why do we do this

Birmingham Hospitals red flags about 'toxic culture ignored ahead of doctor's suicide' - watchdog

Healthwatch Birmingham has reacted to a report out today into University Hospitals Birming



Health Watchdog 'Extremely Concerned' About Culture at University Hospitals Birmingham

Peter Russell | Disclosures | 15 March 2023

Investigations coordinated by NHS England (NHSE) into University Hospitals Birmingham (UHB) NHS Trust were in danger of lacking transparency, a health watchdog has warned.

- Concerns about the Trust's response to its high mortality rates and number of 'never events', high mortality rates were around 10% higher than average .
- "Deep seated toxic culture', Bullying,
- Serious failings in leadership --defensive and dysfunctional management"
- Staff dis-engagement, departing, "Corrosively affecting morale", " atmosphere of fear"

The Impact of Psychological Danger on Patient Safety



PLOS ONE

Hospital work environments affect the patient safety climate: A longitudinal follow-up using a logistic regression analysis model

Kirsten Brubarke, ^{1,2}* Martin Veel Svendsen³, Ellen Tveter Deilkås^{4,5}, Dag Hofoss⁵, Paul Barach^{7,8,9}, Ole Tjomsland¹⁶

1 Department of Human Resources, South Eastern Norway Regional Health Authority, Haman, Norway, 2 Institute for Netwin and Society University of Olio (Jobo Norway, 3 Department of Occupational and Environmental Medicine, Telemant Hospital Trust, Skien, Norway, 4 Department of Datally Improvement and Patient Sathy, Norweigh Directorate of Health Olio, Norway, 5 Unit for Health Savices Research, Alershus University Hospital, Laternskog, Norway, 6 Department of Health and Inequality, National Institute of Public Health, Osio, Norway, 7 Department of Pediatins, Wayne State University, Detroit, Michigan, United States of America, 8 Selferon College of Population Health, Philadebina, Pennytowani, United States of America, 9 Signum Gread University, Vienna, Austria, 10 Department of Health, South Eastern Norway Regional Health Authorh, Hamam, Norway

Occupational worker wellness and safety climate are key determinants of healthcare organi-

zations' ability to reduce medical harm to patients while supporting their employees. We

designed a longitudinal study to evaluate the association between work environment char

acteristics and the patient safety climate in hospital units

was analyzed by linear and logistic regression models.

Abstract

Abstract

* kirsten brubakk@helse-sorost.nc

RESEARCHARTICLE

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climate: A longitudinal follow-up using a logistic regression analysis model, PLoS DNE 16(10): e0258471. https://doi.org/10.1371/journal. pone.0258471 Editor: Marcel Pikhart, University of Hradec Kradow: Universita Hradec Kralove. CZECH

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REPUBLIC

Received: December 22, 2020 Methods

 Acceptint: September 28, 2021
 Primary data were collected from Norwegian hospital staff from 970 clinical units in all 21

 Published: Colorber 15, 2021
 Pospital of the South-Eastern Norway Health Region using the validated Norwegian Verback and the Norwegian Verback of the Norwegian Verback and the fits an optimisure Study and were the region of the Safety Attitudes Questionnaire.

 Responses from 91, 225 surveys were collected over a three year period. We calculated the Centre Commers Attitudes (defatudor, and the hospital studie) relatores in the safety clinicate over the hospital studies (defatudor, and the hospital studie) relatores in the safety clinicate

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Data Availability Statement: All relevant data are within the paper and its Supporting information

Results

Funding: The authors received no specific funding for this work. Competing interests: The authors have decleared that no competing interests exist.

A work environment conducive to safe incident reporting, innovation, and teamwork was found to be significant for positive changes in the safety climate. In addition, a work environment supportive of patient needs and staff commitment to their workplace was significant for maintaining a mature safety climate over time.

PLOS ONE | https://doi.org/10.1371/journal.pone.0258471 October 15, 2021



Now it is your turn

Human factors



Human Factors and Social Technical Systems





How do the workplace support staff recruitment and retention?



Whole Person Approach



Figure 4. Hierarchy of needs according to Maslow

Meesun V, Gatt S., Barach, P., Van Zundert A. Occupational Wellbeing, Resilience, Burnout and Job Satisfaction of Surgical Teams. Handbook of Perioperative and Procedural Patient Safety (Elsevier), Editors: Juan A. Sanchez, and Robert S.D. Higgins, MD, 2023, ISBN13 9780323661799.



What would you invest in?



Organizational culture

- Culture is "the way we do things around here" – shared values and beliefs that interact with a system's structure to produce behavioural norms.
- "Hidden Curriculum" normal day to day practice in your work unit that often undermines formal education and organization policies



Psychological safety and learning behavior in work teams Amy Edmondson

Amy Edmondson Administrative Science Quarterly; Jun 1999; 44, 2; ABI/INFORM Global pg. 350

> Psychological Safety and Learning Behavior in Work Teams

Amy Edmondson Harvard University This paper presents a model of team learning and tests it in a multimethod field study. It introduces the construct of team psychological safety—a shared belief held by members of a team that the team is safe for interpersonal risk taking-and models the effects of team psychological safety and team efficacy together on learning and performance in organizational work teams. Results of a study of 51 work teams in a manufacturing company, measuring antecedent, process, and outcome variables, show that team psychological safety is associated with learning behavior, but team efficacy is not, when controlling for team psychological safety. As predicted, learning behavior mediates between team psychological safety and team performance. The results support an integrative perspective in which both team structures, such as context support and team leader coaching, and shared beliefs shape team outcomes."

The NEW ENGLAND JOURNAL of MEDICINE

MEDICINE AND SOCIETY

TEAMWORK — PART 2 Debra Malina, Ph.D., *Editor*

Feb | 2019

Cursed by Knowledge — Building a Culture of Psychological Safety

Lisa Rosenbaum, M.D.



What did we learn today?



Safety Management System-A Framework for Measuring and Monitoring safety and quality



What will you do differently when you are back?



ASSESSING ORGANIZATIONAL READINESS FOR CHANGE Why Implementation Efforts Fail

- Lack of *urgency* (complacency)
- Fail to create a powerful *coalition*
- Failure to create a compelling *vision*
 - Competing visions (money vs safety; frontline vs leadership)
- Failure to *communicate* the vision clearly
- Failure to *remove obstacles*
- Failure to achieve *early wins*
- Declaring *victory* too soon
- Failure to *anchor change* in the culture





Thanks for listening, stay in touch!



F3: Designing Hospitals that Promote Staff Wellbeing and Retention

International Forum on Quality and Safety in Healthcare

Wednesday 17 May | 15:00-16:00

Professor <u>Göran Lindahl</u>, Center for Healthcare Architecture / Civil and Environmental Engineering, Chalmers University of Technology, Sweden; Goran.Lindahl@chalmers.se

Professor <u>Paul Barach</u>, Sigmund Freud University, Austria; Jefferson College of Population Health, USA; Imperial College London, England; pbarach@gmail.com

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