

Culture of Safety

Laguna Honda Hospital

JCC Presentation – September 8, 2020

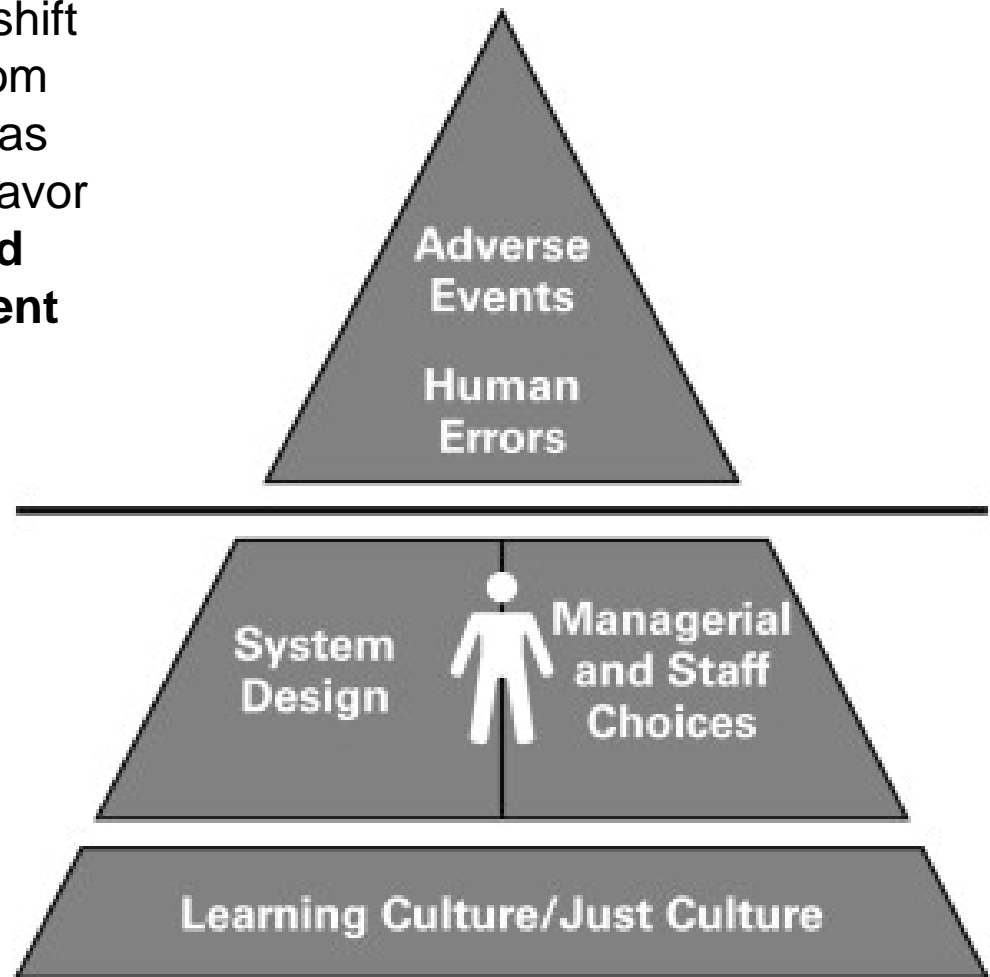


San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

Culture of Safety

A “culture of safety” strives to shift organizational culture away from blame and punitive measures as responses to human error, in favor of a **learning culture centered upon improvement and patient safety.**



Culture of Safety



Context: Culture of Safety at LHH

During early 2019, Laguna Honda Hospital (LHH) participated in the DPH Employee Engagement Survey, which asked a subset of questions around Culture of Safety. The LHH average score for each of the ten Culture of Safety metrics ranked beneath national healthcare averages by 6%-10%.

This data may be used to address identified gaps through improvement plans, and as a baseline to gauge future improvement (**#39 on Plan of Correction for CMS Statement of Deficiencies 2576 on July 22, 2019; F607**).

Problem Statement

Compared to national healthcare averages, LHH employees feel less strongly that their organization effectively responds to mistakes and consequently improves safety.

Target

Culture of safety scores on par with national healthcare averages by October 2020 (6%-10% increase in average score for measures relative to 2019 baseline data). Additionally, units/departments meet internal target metrics developed by their teams, and as detailed in their improvement plans.

Timeline



Challenges



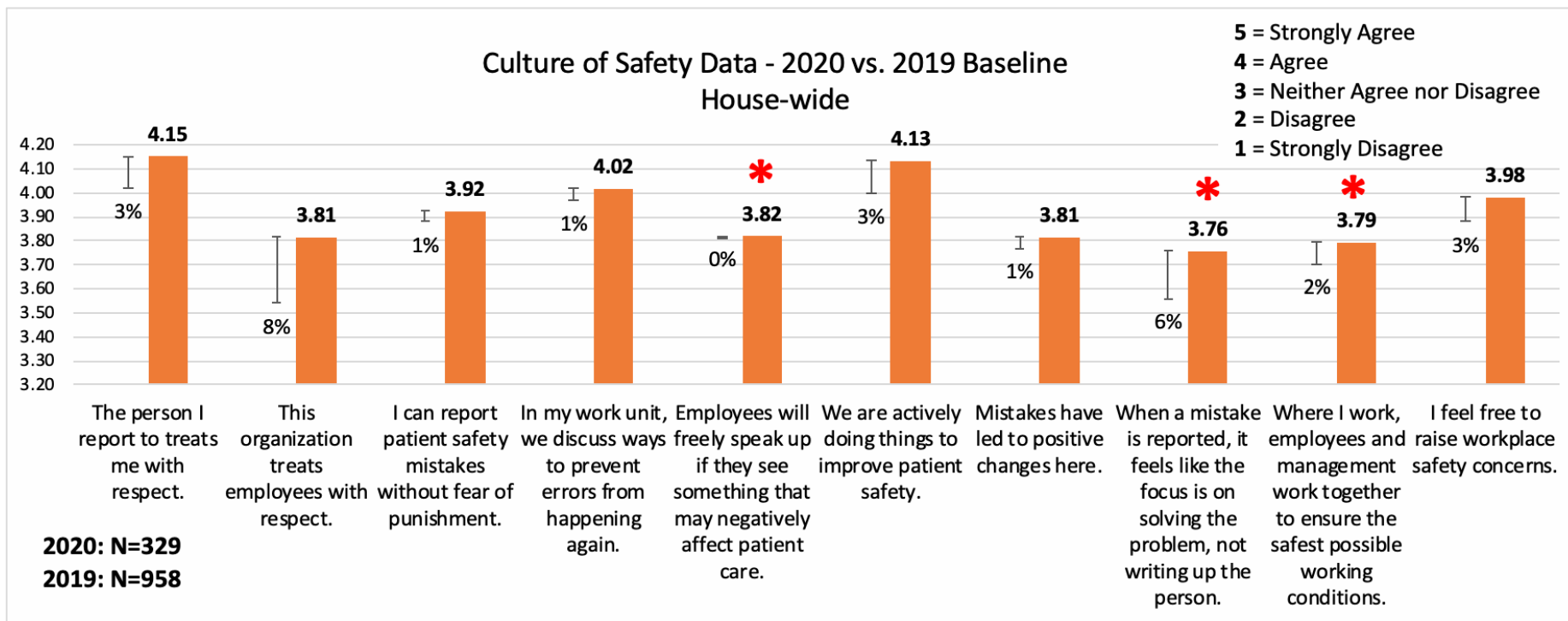
COVID-19 Response

Internal capacity issues

Shifts in work structure

Staff deployment

Preliminary Findings



26 of 30 participating departments have submitted improvement plans.

* Denotes the top three measures of focus in improvement plans from February 2020.

Progress Report Samples

Social Services

- Weekly staff meetings to discuss patient safety issues
- Buddy System used on two complex discharges (Q1) and emergency hotel discharges (Q2)
- Director reviews 100% of pre- and post-discharge plans and follows up with interdisciplinary stakeholders

North 6

- Created COVID-19 info board (stats, control level dashboard, resources) and reference binder (protocols, communications)
- Monthly (weekly as needed) staff meetings when new info/policy
- Revised staffing plans to include precautions and level of assist given frequent staff shortages

Food Services

- Assist staff in utilizing city benefits (ex. time off for childcare during COVID-19) – have maintained consistent staffing
- Education and training for infection control measures for PPE, symptom screening, sanitizing surfaces, etc.

Next Steps

September 2020:

- Work with outstanding departments that have not yet submitted improvement plans
- Targeted follow-up with teams on progress and target metrics

October 2020:

- LHH staff retake survey on culture of safety
- Progress report and data sharing at PIPS

THANK YOU

QUESTIONS & COMMENTS?