Culture of Safety
Laguna Honda Hospital

JCC Presentation – September 8, 2020
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

Staff feel respected

Staff and management work together to ensure safety

When mistakes are made, the focus is on improving systems and behaviors

Staff feel safe reporting errors

IMPROVING PATIENT 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

Units/ departments meet with teams, create improvement plan

Kickoff meeting with unit/ department management

JULY 2020

Progress report and data sharing at PIPS

LHH staff retake survey on culture of safety

OCT 2020

DEC 2019

JULY 2020

LHH staff retake survey on culture of safety

SEPTEMBER 2020

Targeted follow-up with teams on progress and target metrics

OCT 2020

Progress report and data sharing at PIPS
Challenges

- COVID-19 Response
- Internal capacity issues
- Shifts in work structure
- Staff deployment
Preliminary Findings

Culture of Safety Data - 2020 vs. 2019 Baseline
House-wide

- The person I report to treats me with respect.
- This organization treats employees with respect.
- I can report patient safety mistakes without fear of punishment.
- In my work unit, we discuss ways to prevent errors from happening again.
- Employees will freely speak up if they see something that may negatively affect patient care.
- We are actively doing things to improve patient safety.
- Mistakes have led to positive changes here.
- When a mistake is reported, it feels like the focus is on solving the problem, not writing up the person.
- Where I work, employees and management work together to ensure the safest possible working conditions.
- I feel free to raise workplace safety concerns.

2020: N=329
2019: N=958

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

26 of 30 participating departments have submitted improvement plans.
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?