

The role of culture is widely referenced in driving improvements in patient safety. How can we influence safety culture positively and what must we do to *sustain* this?

Andrea McGuinness

Andrea.McGuinness@srft.nhs.uk

- NHS health and care quality improvement organisation.
- Based in the North West with over 60 member organisations
- We undertake a number of consultancy based projects across the UK with both health and care organisations

We aim to be a trusted source of quality improvement expertise for the NHS and wider health and social care systems.

Our four improvement priorities:

1. Delivering High Quality Care
2. Supporting System Transformation
3. Delivering Person Centred Care
4. Building Capability for Improvement

I want to...



- Network of action-orientated, ambitious NHS Trusts
- Purpose is to add value to our patients, to our staff and to our partners
- 15 organisations nationally
- CEO network
- Experience days and Peer site visits
- Annual networking event
- Improvement Communities
- Workforce Well-being Collaborative
- Measurement dashboards
- Capability building
- Technology enabled innovation





NHS Patient Safety Strategy

July 2019

*“It is a document curated by us on behalf of the NHS and is a statement of our **collective intent** to improve safety by recognising that to make progress, we must **significantly improve the way we learn, treat staff and involve patients**”.*

Safety starts with I

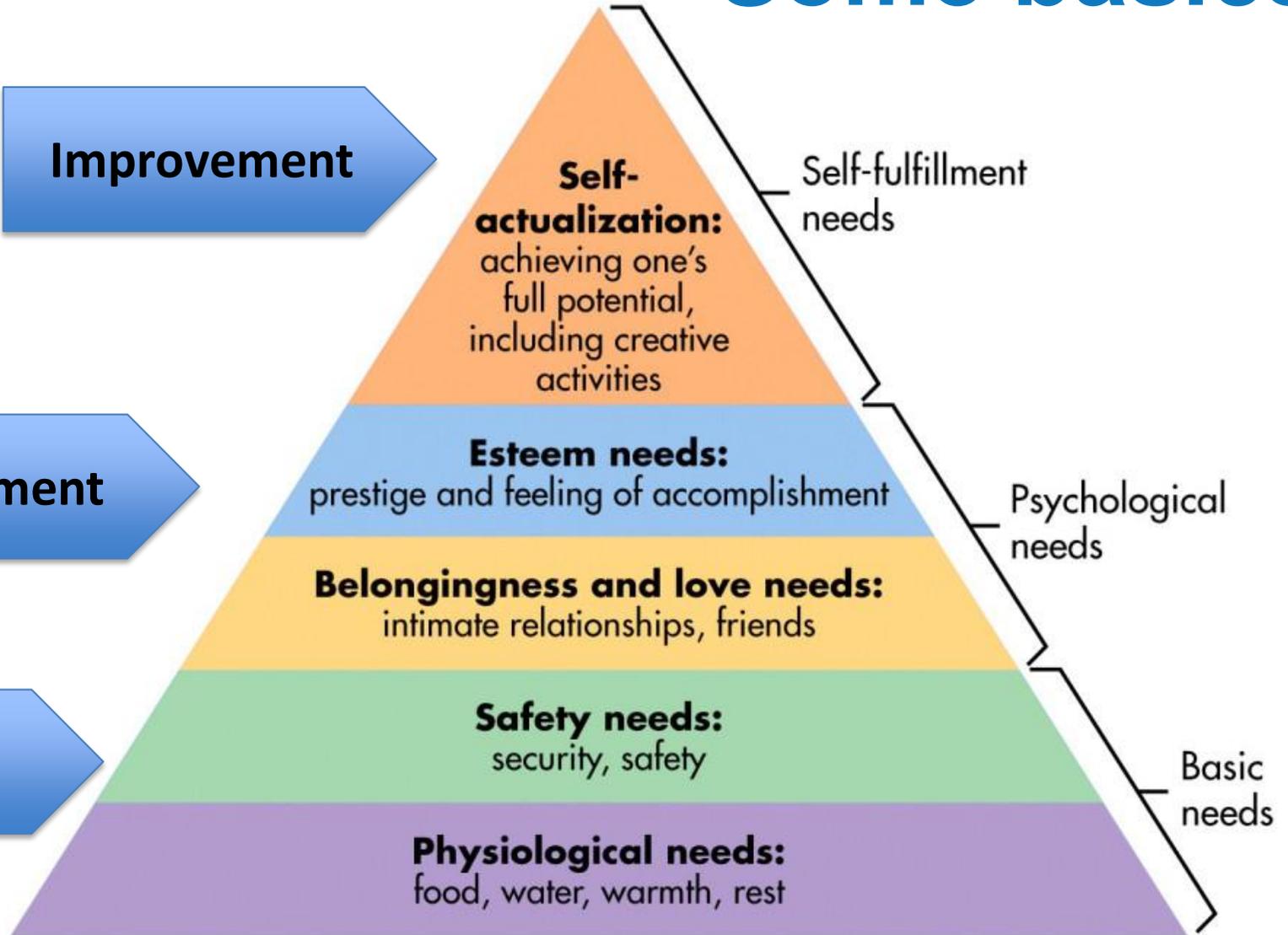
1. Insight
 2. Involvement
 3. Improvement
- 

Some basics

Improvement

Involvement

Insight



- **50% staff**
 - unable to meet all of the conflicting demands on their time at work
- **40% staff**
 - unwell as a result of stress at work in the previous year
- **56% staff**
 - unable to make improvements happen in their area
- **39% staff**
 - able to deliver the quality of care they wish to patients

TheKingsFund



Caring to change

How compassionate leadership can stimulate innovation in health care

Authors
Michael West
Regina Eickert
Dore Collins
Rachna Chowla

May 2017



Involvement



**“What if, and I know this sounds kooky,
we communicated with the employees.”**

Insight and involvement

2 types of knowledge

Subject Matter Knowledge

Subject Matter Knowledge:

Knowledge basic to the things we do in life. Professional knowledge.

Profound Knowledge: The interaction of the theories of systems, variation, knowledge, and psychology.

Profound Knowledge

. Culture guides discretionary behaviour....It tells us whether to risk telling our bosses about our new ideas, and whether to surface or hide problems.

Employees make hundreds of decisions on their own everyday, and culture is our guide. Culture tells us what to do when the CEO isn't in the room, which is of course most of the time.

[Frances Frei and Anne Morriss](#), Co-authors of *Uncommon Service: How to Win by Putting Customers at the Core of Your Business*

Good leadership requires you to surround yourself with people from diverse perspectives who can disagree with you without fear of retaliation.

[Doris Kearns Goodwin](#), American biographer, historian, and political commentator

If you are lucky enough to be someone's employer, then you have a moral obligation to make sure people do look forward to coming to work in the morning.

[John Mackey](#), Whole Foods



In conclusion

“However beautiful the strategy, you should occasionally look at the results.”

— **Winston Churchill**

