AHS BOT - Culture of Safety

System's Director for Patient Safety
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Wednesday, October 12, 2022

AHS – Journey Towards HRO

A Culture of Safety is viewed as an organization's shared perceptions, **beliefs, values**, and **attitudes** that combine to create a commitment to patient safety and an effort to minimize patient harm.

Combined with Just Culture, healthcare professionals are held accountable for unprofessional conduct, yet not punished for human mistakes; errors are identified and mitigated before harm occurs; and systems are put in place to enable staff to learn from errors and near-misses and prevent recurrence

Reporting Culture

Culture of Safety

Just Culture

Learning Culture

ALAMEDA HEALTH SYSTEM

SCORE Integrated Survey

Integrated Survey with Latest Science
Engagement, Burnout/Wellness, Resilience,
Improvement Readiness, Psychological Safety

Add Your Questions
Maps to AHRQ SOPS + SAQ
Able to add custom questions and compare YoY
data

Diagnostics that Support **Action**
Data visualizations + automated reports; themes
and trends across organization
Automated survey debriefing and action planning
to develop and track improvement plans

Enhanced Benchmarking
Includes >700 organizations; largest burnout
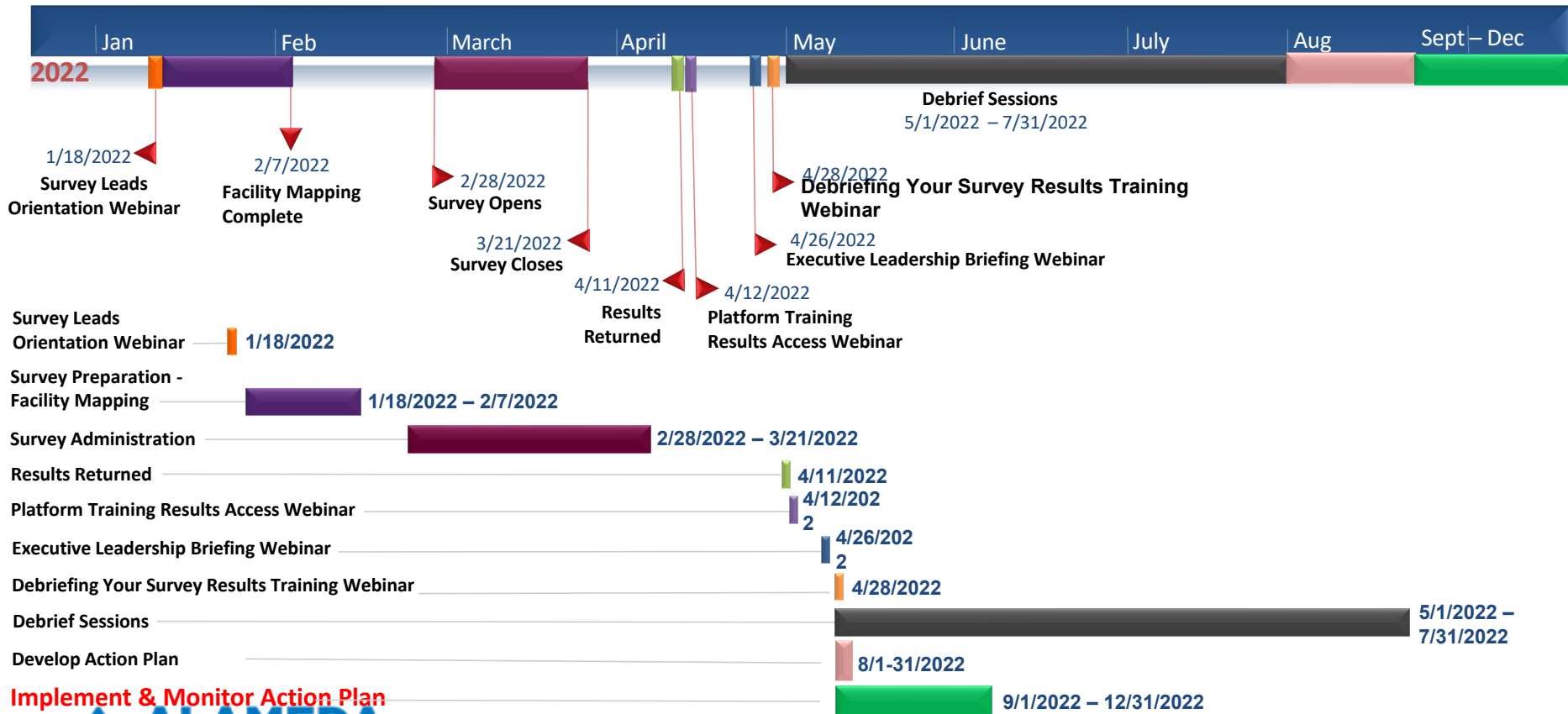benchmark

S Safety

C Communication

O Operational Risk

R Resilience/Burnout

E Engagement

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2022 SCORE Culture of Safety Survey Timeline 2022

| Jan | Feb | March | April | May | June | July | Aug | Sept – Dec |

2022

Debrief Sessions
5/1/2022 – 7/31/2022

1/18/2022
**Survey Leads
Orientation Webinar**

2/7/2022
**Facility Mapping
Complete**

2/28/2022
Survey Opens

4/28/2022
**Debriefing Your Survey Results Training
Webinar**

3/21/2022
Survey Closes

4/26/2022
Executive Leadership Briefing Webinar

4/11/2022
**Results
Returned**

4/12/2022
**Platform Training
Results Access Webinar**

**Survey Leads
Orientation Webinar** — **1/18/2022**

**Survey Preparation -
Facility Mapping** — **1/18/2022 – 2/7/2022**

Survey Administration — **2/28/2022 – 3/21/2022**

Results Returned — **4/11/2022**

Platform Training Results Access Webinar — **4/12/202
2**

Executive Leadership Briefing Webinar — **4/26/202
2**

Debriefing Your Survey Results Training Webinar — **4/28/2022**

Debrief Sessions — **5/1/2022 –
7/31/2022**

Develop Action Plan — **8/1-31/2022**

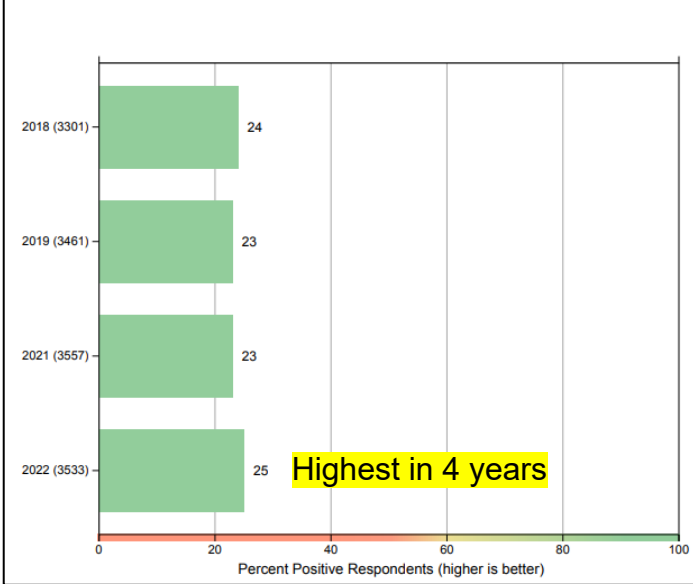**Implement & Monitor Action Plan** — **9/1/2022 – 12/31/2022**

AHS Culture of Safety Performance

3,569 respondents in 8 Facilities at AHS Alameda Facility Rollup

CULTURE		AHS System Percent Positive		AHS System Benchmark Percentile†
Improvement Readiness	Secondary Drivers	50%	3% ↑	11th
Local Leadership		50%	3% ↑	15th
Burnout Climate‡		30%	1% ↑	13th
Personal Burnout‡		43%	0%	5th
Emotional Thriving		49%	3% ↓	10th
Emotional Recovery		57%	5% ↓	2nd
Teamwork	Primary Drivers	25%	2% ↑	7th
Safety Climate		34%	3% ↑	7th
Work / Life Balance		65%	1% ↑	42nd

Teamwork Historical Comparison

Year	Percent Positive Respondents
2018 (3301)	24
2019 (3461)	23
2021 (3557)	23
2022 (3533)	25 — Highest in 4 years

Percent Positive Respondents (higher is better)

Safety Climate Historical Comparison

Year	Percent Positive Respondents
2018 (3287)	35
2019 (3454)	31
2021 (3542)	31
2022 (3523)	34 — Coming back up

Percent Positive Respondents (higher is better)

Primary Drivers -
Teamwork & Safety Climate

Safety Climate (% Positive) vs Teamwork (% Positive)

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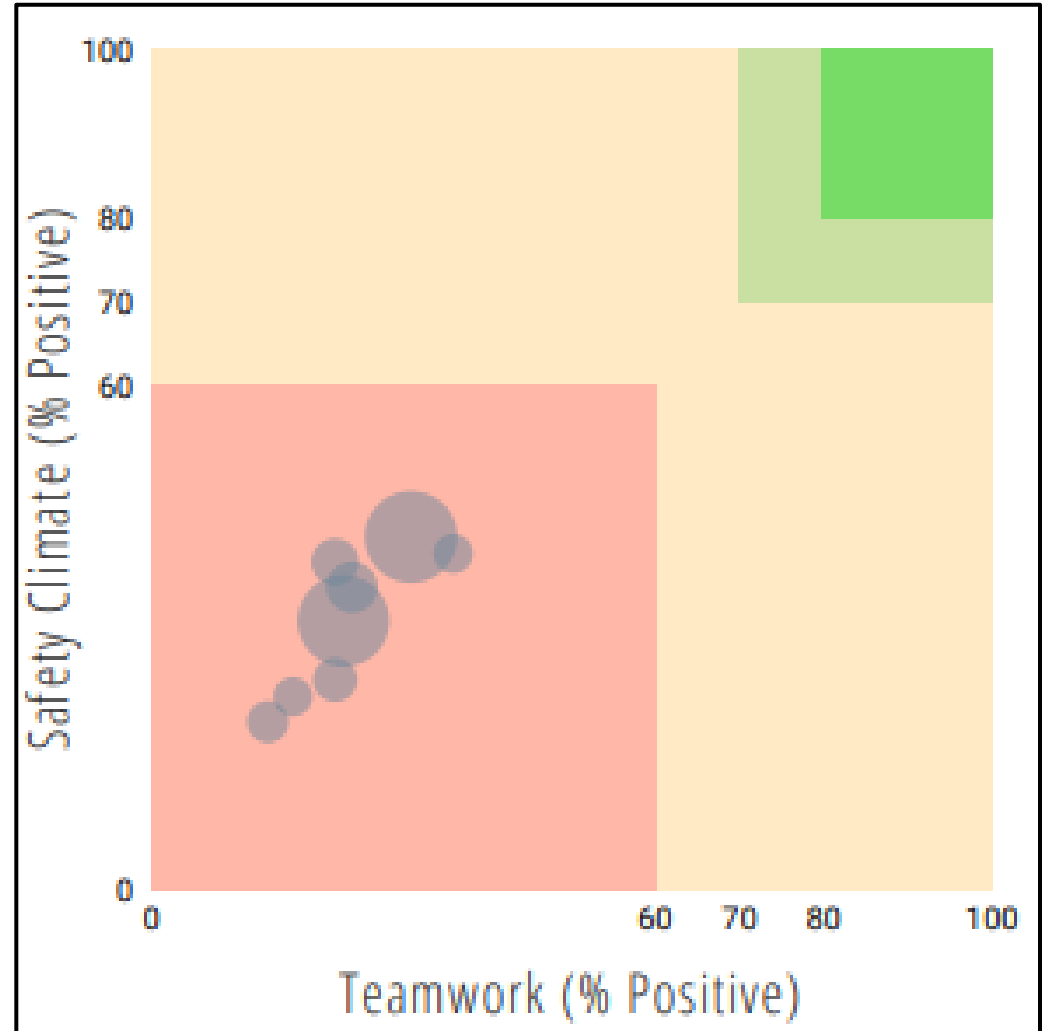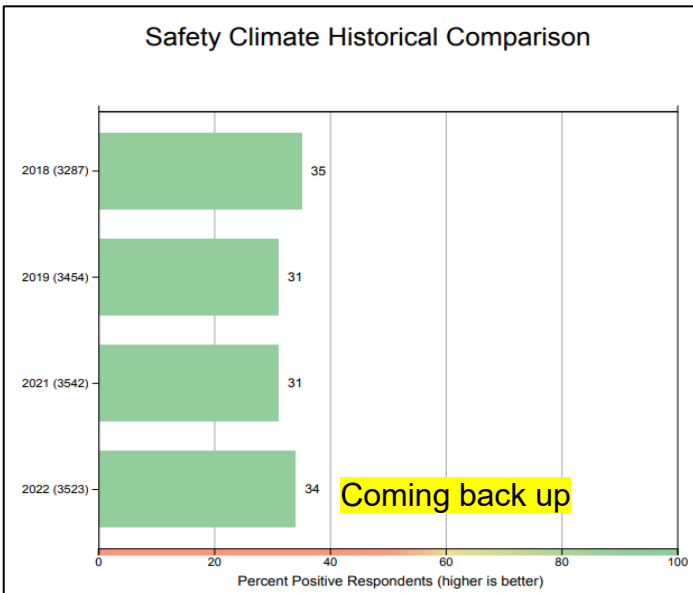
POSITIONS/ROLES Primary Drivers - Teamwork & Safety Climate

Secondary Drivers -
Improvement Readiness & Local Leadership
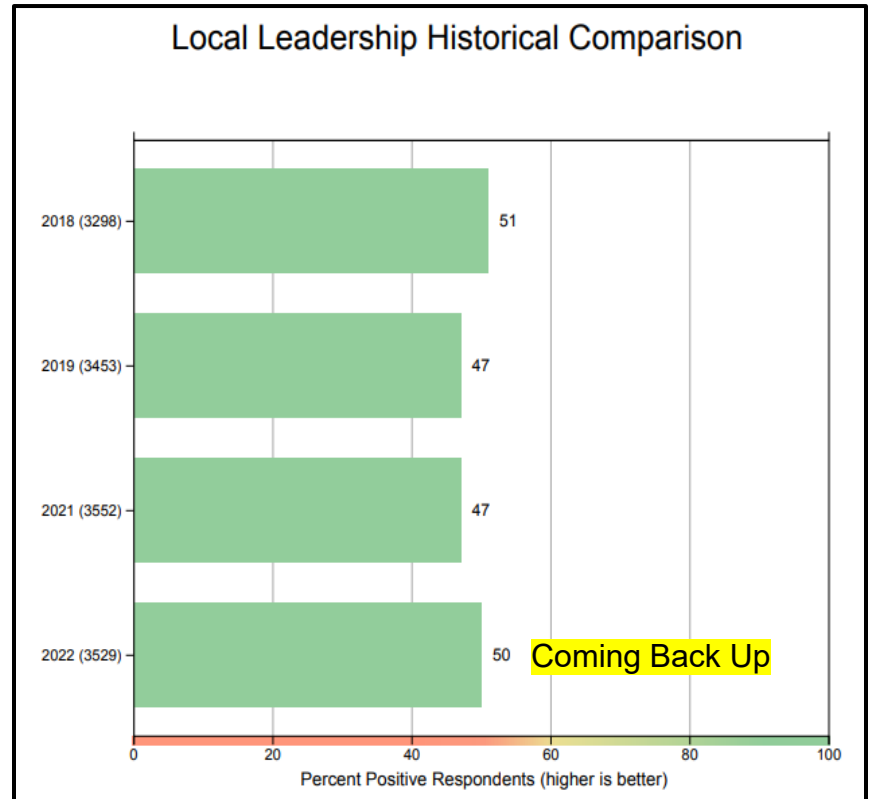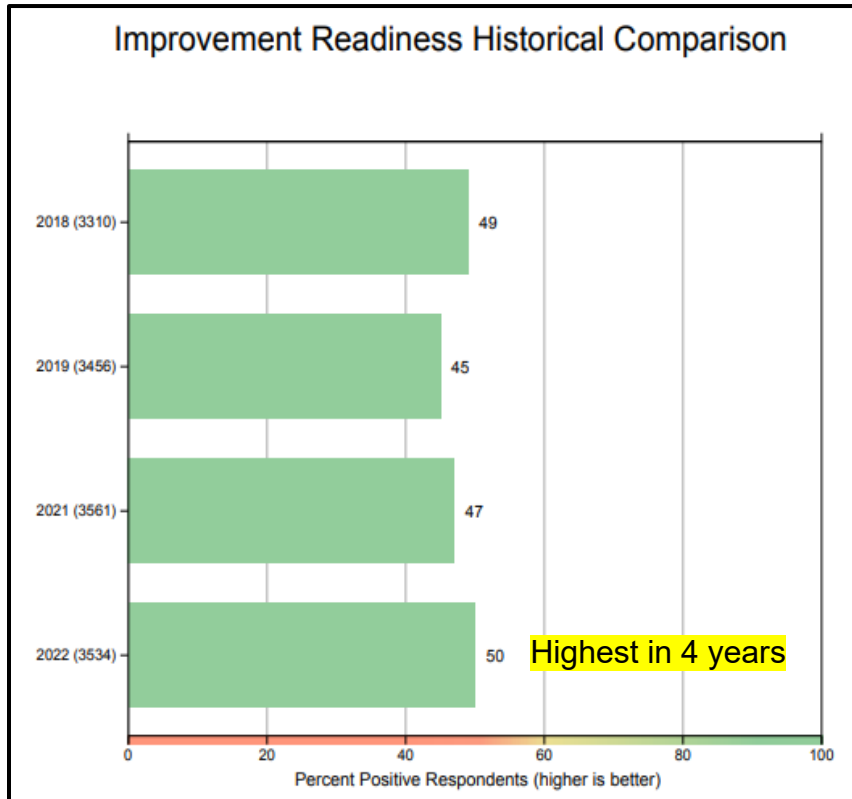
Secondary Drivers
An Employee's Relationship with their Leader

POSITIONS WITH STRENGTHS
Quality - Patient Safety
Quality - Analytics
IS PMO
Administrator/Director/Manager
Pharmacist

Mental Health Worker
Nurse
Dental Assistant
Clinical Support (Medical Assistant, EMT, etc.)
Technologist (e.g., Surg., Lab, Rad.)
POSITIONS WITH OPPORTUNITY

Local Leadership (% Positive)

Improvement Readiness (% Positive)

2022

Show data by year

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ELT – Leading by Example

- Boosts employee morale
- Builds trust and respect
- Fosters a positive work culture
- Increases productivity

21 respondents in Executive Leadership Team

Work Setting Percent Positive

CULTURE

Improvement Readiness	**67%**	3% ↑
Local Leadership	**81%**	10% ↑
Burnout Climate‡	**52%**	16% ↑
Personal Burnout‡	**62%**	19% ↑
Emotional Thriving	**67%**	5% ↑
Emotional Recovery	**81%**	11% ↓
Teamwork	**29%**	8% ↑
Safety Climate	**48%**	34% ↑
Work / Life Balance	**35%**	11% ↓

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Organization's Obligation to the Workforce

- Evidence shows that those organizations that DO NOT share survey results with frontline staff erodes the trust between Management and employees

- COS survey helps us uncover the issues that impact productivity, engagement, morale, and the culture of AHS

- Ignoring the results and not doing anything about them sends a message that we do not value our staff's feedback and are not willing to do anything about their concerns

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AHS Employee Empowerment

LEADERSHIP SKILLS

OUTCOMES

Building a High Performance Team

Aligning Team with Purpose, Values and Vision

Being Inclusive

Coaching, Counseling and Mentoring Skills

People Skills to Build Trust

5 TO BE ON A WINNING TEAM

4 TO DO MEANINGFUL WORK

3 TO BE AN "INSIDER"

2 TO LEARN & GROW

1 TO BE RESPECTED

Passionate Employees

Increased Commitment and Engagement

Employees Feel Emotionally Connected

More Talented, Skillful Employees

Basic Level of Employee Engagement

AHS EMPLOYEE NEEDS

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AHS Culture of Safety Innovation Award

For the second year, AHS will be presenting ten (10) Departments the Innovation Award for their creative and engaging action plans to improve Teamwork, Safety Climate, and Burnout in their work settings.

Learnings will be shared organization wide.

Departments are encouraged to showcase the great work their teams are achieving to promote a Culture of Safety at AHS

AHS COS
ation Award Applic

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Journey Towards BEST*
A Culture of Safety & Just Culture

Key Elements to a Safety Culture

Fair and Just Culture

Reporting Culture

Learning Culture

BUILDING EXCELLENCE, SUSTAINABILITY AND TRUST (BEST)

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