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.
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
2022SCORE Culture of Safety Survey Timeline 2022

Jan

1/18/2022
Survey Leads Orientation Webinar

Feb

2/7/2022
Facility Mapping Complete

2/28/2022
Survey Opens

March

3/21/2022
Survey Closes

April

4/11/2022
Results Returned

May

4/12/2022
Platform Training Results Access Webinar

June

July

Aug

September – December

Debrief Sessions
5/1/2022 – 7/31/2022

Debriefing Your Survey Results Training Webinar

Executive Leadership Briefing Webinar

4/28/2022
4/26/2022

4/11/2022
Results Returned

2022

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

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

Results Returned

Platform Training Results Access Webinar

Executive Leadership Briefing Webinar

Debriefing Your Survey Results Training Webinar

Debrief Sessions

Develop Action Plan

Implement & Monitor Action Plan

2022

Survey Leads Orientation Webinar
1/18/2022

2/7/2022
Facility Mapping Complete

2/28/2022
Survey Opens

3/21/2022
Survey Closes

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Results Returned

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Platform Training Results Access Webinar

4/26/2022
Executive Leadership Briefing Webinar

4/28/2022
Debriefing Your Survey Results Training Webinar

5/1/2022 – 7/31/2022

Debrief Sessions

8/1-31/2022

9/1/2022 – 12/31/2022

Develop Action Plan

Implement & Monitor Action Plan
# 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
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvement Readiness</td>
<td>50%</td>
<td>3% ↑</td>
</tr>
<tr>
<td>Local Leadership</td>
<td>50%</td>
<td>3% ↑</td>
</tr>
<tr>
<td>Burnout Climate†</td>
<td>30%</td>
<td>1% ↑</td>
</tr>
<tr>
<td>Personal Burnout†</td>
<td>43%</td>
<td>0%</td>
</tr>
<tr>
<td>Emotional Thriving</td>
<td>49%</td>
<td>3% ↓</td>
</tr>
<tr>
<td>Emotional Recovery</td>
<td>57%</td>
<td>5% ↓</td>
</tr>
<tr>
<td>Teamwork</td>
<td>25%</td>
<td>2% ↑</td>
</tr>
<tr>
<td>Safety Climate</td>
<td>34%</td>
<td>3% ↑</td>
</tr>
<tr>
<td>Work / Life Balance</td>
<td>65%</td>
<td>1% ↑</td>
</tr>
</tbody>
</table>

**Secondary Drivers**

**Primary Drivers**
Primary Drivers - Teamwork & Safety Climate

- Teamwork Historical Comparison
  - 2018: 24%
  - 2019: 23%
  - 2021: 23%
  - 2022: 25%

  Highest in 4 years

- Safety Climate Historical Comparison
  - 2018: 36%
  - 2019: 31%
  - 2021: 31%
  - 2022: 34%

  Coming back up
Primary Drivers - Teamwork & Safety Climate

Positions with Opportunity:
- Nurse
- Clinical Support (Medical Assistant, EMT, etc.)
- IS Business Intelligence/Data Analytics Technologist (e.g., Surg., Lab, Rad.)
- Mental Health Worker
Secondary Drivers - Improvement Readiness & Local Leadership

**Improvement Readiness Historical Comparison**

- 2018 (3310): 49%
- 2019 (3456): 45%
- 2021 (3561): 47%
- 2022 (3534): 50%

Highest in 4 years

**Local Leadership Historical Comparison**

- 2018 (3258): 51%
- 2019 (3453): 47%
- 2021 (3552): 47%
- 2022 (3535): 50%

Coming Back Up
Secondary Drivers
An Employee’s Relationship with their Leader
ELT – Leading by Example

Boosts employee morale

Builds trust and respect

Fosters a positive work culture

Increases productivity

21 respondents in Executive Leadership Team

<table>
<thead>
<tr>
<th>Culture</th>
<th>Percent Positive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvement Readiness</td>
<td>67% 3%↑</td>
</tr>
<tr>
<td>Local Leadership</td>
<td>81% 10%↑</td>
</tr>
<tr>
<td>Burnout Climate†</td>
<td>52% 16%↑</td>
</tr>
<tr>
<td>Personal Burnout†</td>
<td>62% 19%↑</td>
</tr>
<tr>
<td>Emotional Thriving</td>
<td>67% 5%↑</td>
</tr>
<tr>
<td>Emotional Recovery</td>
<td>81% 11%↓</td>
</tr>
<tr>
<td>Teamwork</td>
<td>29% 8%↑</td>
</tr>
<tr>
<td>Safety Climate</td>
<td>48% 34%↑</td>
</tr>
<tr>
<td>Work / Life Balance</td>
<td>35% 11%↓</td>
</tr>
</tbody>
</table>
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
AHS Employee Empowerment

LEADERSHIP SKILLS
- Building a High Performance Team
- Aligning Team with Purpose, Values and Vision
- Being Inclusive
- Coaching, Counseling and Mentoring Skills
- People Skills to Build Trust

OUTCOMES
- Passionate Employees
- Increased Commitment and Engagement
- Employees Feel Emotionally Connected
- More Talented, Skillful Employees
- Basic Level of Employee Engagement

AHS EMPLOYEE NEEDS
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.
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)