Psychological Safety: A Work Environment Characteristic in a High Reliability Organization

Cynthia Oster, PhD, RN, APRN, MBA, ACNS-BC, ANP
Porter Adventist Hospital
Denver, Colorado

Jane Braaten, PhD, RN, CNS, CPPS
Castle Rock Adventist Hospital
Castle Rock, Colorado

STTI 28th International Nursing Research Congress
Dublin, Ireland
July 28, 2017
2:30 P.M. – 3:45 P.M.
Conflict of Interest

• The presenters for this presentation have disclosed no conflict of interest related to this topic.
Objectives

• Describe how to use transformational leadership to facilitate work environment psychological safety in a culture of high reliability and organizational resilience.

• Discuss open communication and preventable harm in a resilient high reliability organization.
Centura Health

- A faith-based, nonprofit health care organization formed in 1996 by Catholic Health Initiatives and Adventist Health System – now in two states

- Colorado’s fourth largest private employer with nearly 16,000 associates and 5000 of those are RNs

- The Centura system includes 25 operating entities:
  - 17 hospitals
  - 7 senior living communities
  - Centura Health at Home, Hospice, Health Network
  - Centura Health Physician Group
Porter Adventist Hospital

- **Acute Care Hospital**
  - Adult and Geriatric Psychiatric Services
  - Cancer Care Center
  - Cardiovascular Institute
  - Center for Joint Replacement
  - Centura Health Transplant Program
  - Complex Medicine
  - Craniofacial & Skull Base Disorders
  - Robotics Institute
  - Spine Institute

- **368 Licensed Beds**
- **Magnet® designation** since January 12, 2009
- **500+ Registered Nurses**
- **83% Bachelor’s or Higher**
- **46% National Nursing Certification**

Belinda Shaw, DNP, RN, CEN, NE-BC
Chief Nursing Officer
Castle Rock Adventist Hospital

• Located in a rapidly growing community
• Opened in 2013
• 55 inpatient beds
• > 14,000 ED visits annually
• Specialties
  • Women’s Services
  • Orthopedic Services
  • Complex Medicine
• Magnet® Journey bound

Carol Pontius, MSN, RN, CENP
Chief Nursing Officer
Background

- Psychological Safety
- High Reliability Science
- Healthy Work Environment
- Culture of Safety and Resilience
Psychological Safety

• Describes individuals’ perceptions about the consequences of interpersonal risks in the work environment

• Consists of taken-for-granted beliefs about how others will respond when one puts oneself on the line

Edmondson, 2002
High Reliability Science

- Study of “organizations in industries like commercial aviation and nuclear power that operate under hazardous conditions while maintaining safety levels that are better than in healthcare.”

Chassin and Loeb, 2013
High Reliability Organizations

• Organizations within high-risk industries that have adopted processes to detect and address failures before harm occurs.
  • View small errors and close calls as learning opportunities
  • Correct small errors
  • Share details across organization

Chassin, 2012; Shabot, 2015; Vogus & Iacobucci, 2016
High Reliability Organizations

- Create a **psychologically safe** mindful environment where employees are trained to look for and report small problems that could lead to big ones

Chassin, 2012; Shabot 2015
Healthy Work Environment

- Settings with policies, procedures, processes designed to empower nurses to meet organizational objectives and achieve personal satisfaction

- Place of physical, mental and social well-being supporting optimal health and safety

ANA, 2016; Huddleston and Gray, 2016a
Healthy Work Environment

Traditional Characteristics

• Appropriate staffing
• Authentic leadership
• Effective decision-making
• Meaningful recognition
• Skilled communication
• True collaboration

Expanded Characteristics

• Genuine teamwork
• Physical and psychological safety

AACN, 2005; Huddleston and Gray, 2016b
Healthy Work Environment

• Psychological Safety
  • No one penalized if ask for help or admit a mistake
  • Openly disagree without fear of ridicule or punishment

Edmondson, 2008; Edmondson, 2016
Culture of Safety and Resilience

- **Resilience** describes organizations that achieve very high levels of safety despite high risk, difficult tasks and constantly increasing pressures.
  - Proactive and adaptive
  - Do not wait for an adverse event to occur to make corrections

Woods, 2006
Culture of Safety and Resilience

- **Culture Permeates Organization**
  - Expressed in beliefs, attitudes and values
  - Present in workflows and patient care processes
  - Commitment to vigilance
Culture of Safety and Resilience

• A culture of safety and resilience imparts a sense of **psychological safety**, respect and empowerment to voice concerns without fear of retaliation.

Boin and Van Eeten, 2013
Purpose

• Describe how psychological safety in the work environment at two acute care facilities contributes to the facilitation and sustainment of a culture of safety and organizational resilience driving clinical outcomes
Scope

- Porter Adventist Hospital
- Castle Rock Adventist Hospital
Methodology

• Guiding Paradigm
  • Leadership Commitment to Psychological Safety

• Guiding Framework
  • High Reliability Organization
Guiding Paradigm
Leadership Commitment

• Transformational Leadership Style
  • **Motivates** employees to transcend their own self-interest to improve performance through organizational learning and innovation
  • **Essential** to facilitate psychological safety

Applebaum, et. al., 2016; Carmeli, et. al. 2014
Leadership Commitment

• Civility
  • For ALL interactions
  • Zero tolerance for intimidating or disruptive behaviors

• Respect
  • Bedrock of shared understanding
  • Communication style with greater team

• Support
  • Language matters

Blouin, 2013; Sutcliffe, 2011
Leadership Commitment

• Professionalism
  • Skill
  • Good judgement
  • Polite behavior

• Accountability
  • Clear what is acceptable and unacceptable behavior
  • Conduct expectations the same regardless of disciplines

Blouin, 2013
Guiding Framework
High Reliability

• High Reliability Organization
  • High reliability organizations (HROs) are those organizations that are high-risk, dynamic, turbulent, and potentially hazardous, yet operate nearly error-free.

Weick and Sutcliffe, 2007
HRO Principle: Sensitivity to Operations

Leaders and staff situationally aware of how processes and systems affect the organization.

Examples in Daily Processes

- Handoffs
- Standardized Communication
- Shift Huddles
- Daily Huddles
- Throughput plans
- Briefs
- CPOE

Be aware of your “down stream” impact. How do my actions impact the whole?

Kemper, 2009; Melnyk, 2012
HRO Principle: Preoccupation with Failure

All associates are encouraged to think of ways their work processes might break down.

Examples in Daily Processes
- Speak Up
- Room set-up prior to admit
- Mock Codes
- Simulation
- Close call error reporting
- System focus of error processing

Think ahead!
If something would go wrong......
What would that be?
How would I act?

Kemper, 2009; Melnyk, 2012
HRO Principle: Deference to Expertise

Correctly migrated responsibility from formal executive authority to experiential competency-based decision-making.

Examples in Daily Processes
- Effective Structured Communication
- Shift Huddles
- Daily Huddles
- Frontline decision making
- RRT
- Evidence-based practice
- CNS availability

Am I the expert?
Who is the best person for this job?
Who knows this process best?

Kemper, 2009; Melnyk, 2012
HRO Principle: Reluctance to Simplify

Leaders and staff dig deeper into the solution of a situation or issue.

Examples in Daily Processes

- Developed diverse CNS-led checks and balances from multiple perspectives
- Process Improvement: LEAN, PDCA, Six-Sigma
- No work arounds
- Inter-professional input into system processes and solutions

Kemper, 2009; Melnyk, 2012
HRO Principle: Commitment to Resilience

Prepared in how to respond to failures and continually find new solutions.

Examples in Daily Processes
- Inter-professional team training
- Rewards and recognition promoting transparency
- Spirit of inquiry
- Reporting and managing errors
- Facility wide sharing of lessons learned

“How can I learn from this experience? How can I share my learning with others?”

“Failure is only the opportunity to begin again, only this time more wisely.”

~ Henry Ford

Kemper, 2009; Melnyk, 2012; Riley et.al., 2010
HRO Principle: Commitment to Resilience

- Implementation of innovative technology
- Supported standardized, low-variation practice

**Rank Order of Error Reduction Strategies**

- Less Error
  - Forcing functions and constraints
  - Automation and computerization
  - Standardization and protocols
  - Checklists and double check systems
- More Error
  - Rules and policies
  - Education / Information
  - Be more careful, be vigilant

Carroll, 2011
In Summary

• Psychologically safety in a healthy work environment is crucial for resilient high reliability organizations to create a culture of safety to achieve and sustain patient safety and quality clinical outcomes.
Outcomes

• Culture of Psychological Safety
  • Communication Openness
  • Nonpunititive Response to Error

• Preventable Harm
  • Case Mix Index (CMI)
  • Case Mix Index Adjusted Admissions (CMIAA)
  • Preventable Harm Incidents
Communication Openness

Communication Improvement

Centura Health®
Nonpunitive Response to Error

Nonpunitive Response to Error
Porter Adventist Hospital

Nonpunitive Response to Error
Castle Rock Adventist Hospital

Safety Culture Improvement

Centura Health®
Preventable Harm – CMI

Case Mix Index (CMI)
Porter Adventist Hospital

Case Mix Index (CMI)
Castle Rock Adventist Hospital

CMI increase FY13 to FY16

CMI increase FY15 to FY16
Preventable Harm – CMIAA

Case Mix Index Adjusted Admissions (CMIAA)
Porter Adventist Hospital

Case Mix Index Adjusted Admission (CMIAA)
Castle Rock Adventist Hospital

CMIAA increase FY14 to FY16
CMIAA increase FY15 to FY16
> 30% reduction preventable harm events
Implications for Practice

• **Nurse leaders** play an important **role** in **creating** organizational **cultures** that are **psychologically safe**.

• **Resilient organizations** have high reliability, maintain a high level of performance and have a **psychologically safe** work environment.
Implications for Practice

- High reliability principles translate to point of care, apply to hospital environments of any size, and can be utilized effectively in every patient encounter driving nursing practice and quality outcomes.
References


References


Contact Information

Cynthia Oster, PhD, RN, APRN, MBA, ACNS-BC, ANP  
Nurse Scientist  
Clinical Nurse Specialist  
303/778-5266  
CynthiaOster@Centura.org

Jane Braaten, PhD, RN, CNS, CPPS  
Nurse Scientist  
Patient Safety Manager  
720/455-2533  
JaneBraaten@Centura.org

Porter Adventist Hospital  
Denver, Colorado

Castle Rock Adventist Hospital  
Castle Rock, Colorado