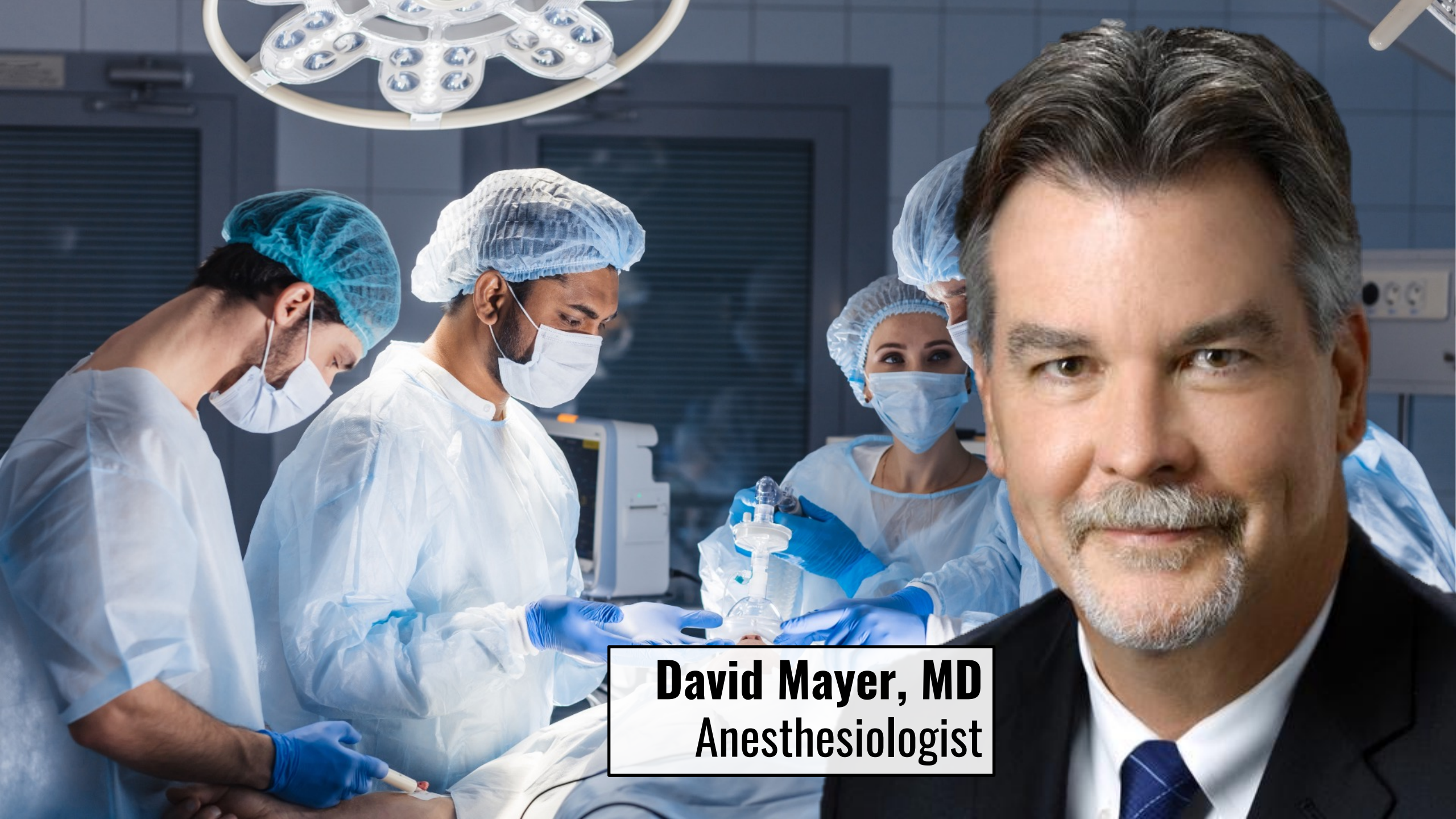Culture of Safety

Culture of Improvement

Culture of Learning from Mistakes

Culture of Psychological Safety

David Mayer, MD
Anesthesiologist

SAY SOMETHING

KEEP QUIET

OR

WHY?

Fear factor

Futility factor

WE WANT YOU
TO SPEAK UP

YOU SHOULD FEEL SAFE SPEAKING UP

"IT'S YOUR PROFESSIONAL OBLIGATION TO SPEAK UP"

Speaking up isn't a matter of *character* or *courage*…

Speaking up isn't a matter of *character* or *courage*… it's a function of CULTURE

What's Required for Speaking Up?

PSYCHOLOGICAL SAFETY

➕

PROBLEM SOLVING

What is Psychological Safety?

- "Psychological safety is a **belief** that one will not be punished or humiliated

- for speaking up with
  - ideas
  - questions
  - concerns or
  - mistakes."

Amy Edmondson
Harvard Business School
The Fearless Organization

What is Psychological Safety?

"A culture of rewarded **vulnerability**"

Timothy R. Clark
LeaderFactor
The 4 Stages of Psychological Safety

What is Vulnerability?

EXPOSURE TO THE RISK OF HARM OR LOSS

Examples of Vulnerable Acts?

- Speaking up to answer that question is one!

- Is this less vulnerable?

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Ment

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Content

Design

Settings

Waiting for responses · · ·

Help & Feedback

Do I Feel Psychologically Safe?

Does a Team Have Psychological Safety?

EACH.

PERSON.

DECIDES.

Mentimeter

Choose Your Top 3 "Most Vulnerable" Acts at Work

1st | Expressing your emotions

2nd | Challenging the way things are done

3rd | Admitting a mistake

4th | Asking for help

5th | Doing something new

6th | Admitting you don't know

7th | Disagreeing with your manager

8th | Giving an incorrect answer

9th | Being your authentic self

10th | Clarifying expectations

Cultivating Psychological Safety?
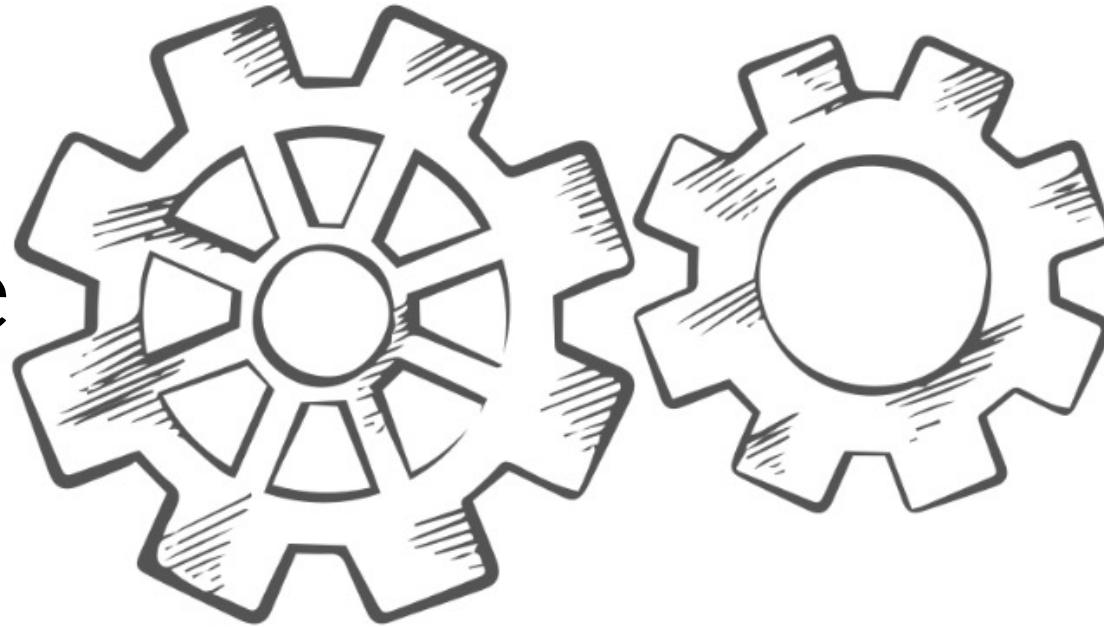
THIS IS A SAFE SPACE

You Can Improve Psychological Safety

Modeling

Vulnerable Acts

Rewarding

Vulnerable Acts

"I want to hear the bad news. I want to hear it fast."

Larry Culp, CEO of General Electric

"The moment of truth: Do you shoot the messenger, or do you listen even if you are unhappy?"

Larry Culp, CEO of General Electric

A Powerful Combination
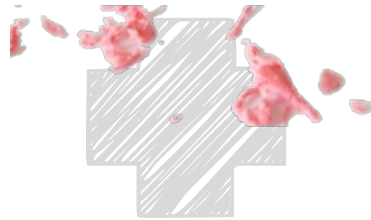
PSYCHOLOGICAL SAFETY

+

PROBLEM SOLVING

Use Small Mistakes to Prevent Big Ones
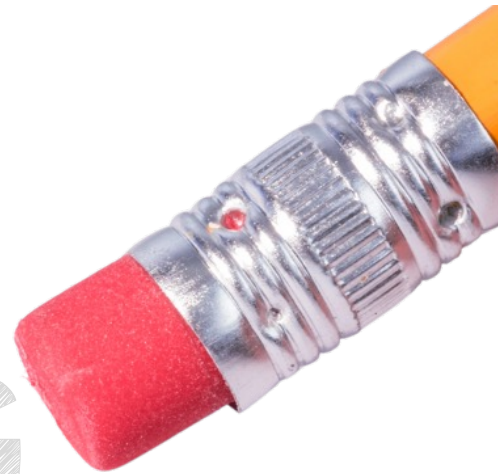
When We Only Have One...

PSYCHOLOGICAL SAFETY
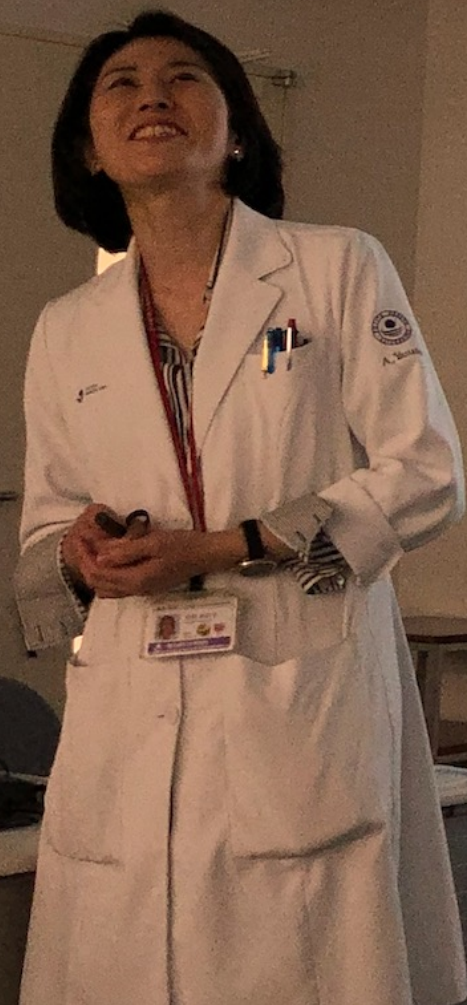
PROBLEM SOLVING

From information to action;
reporting and learning for patient safety

Number of incident reports at Fujita Health University Hospital
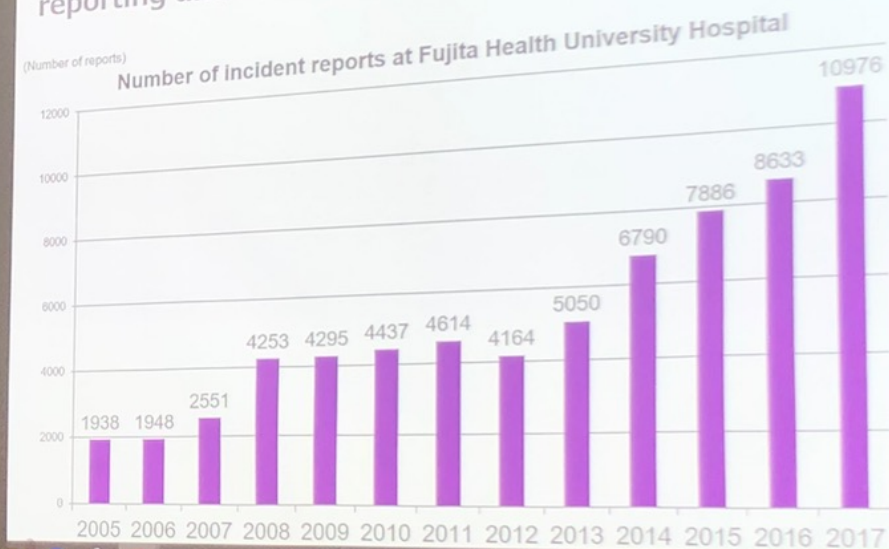
Fear factor

↓
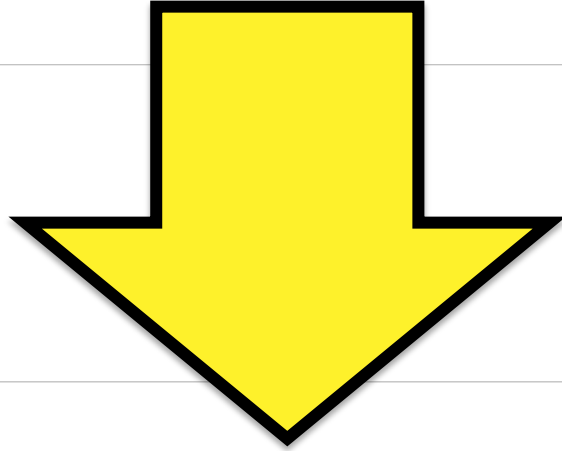
Futility factor

Safety Reports (U.S. Hospital)

Safety STOP Outcomes Measures - System
Safety STOPs, RCAs and Serious Safety Events

Jan 2018: First two settings go live with Safety STOP

July 2018: All acute care hospitals are live

Nov 2018: All critical access and clinics are live

Mar 2019: All settings are live (incl. all home health)
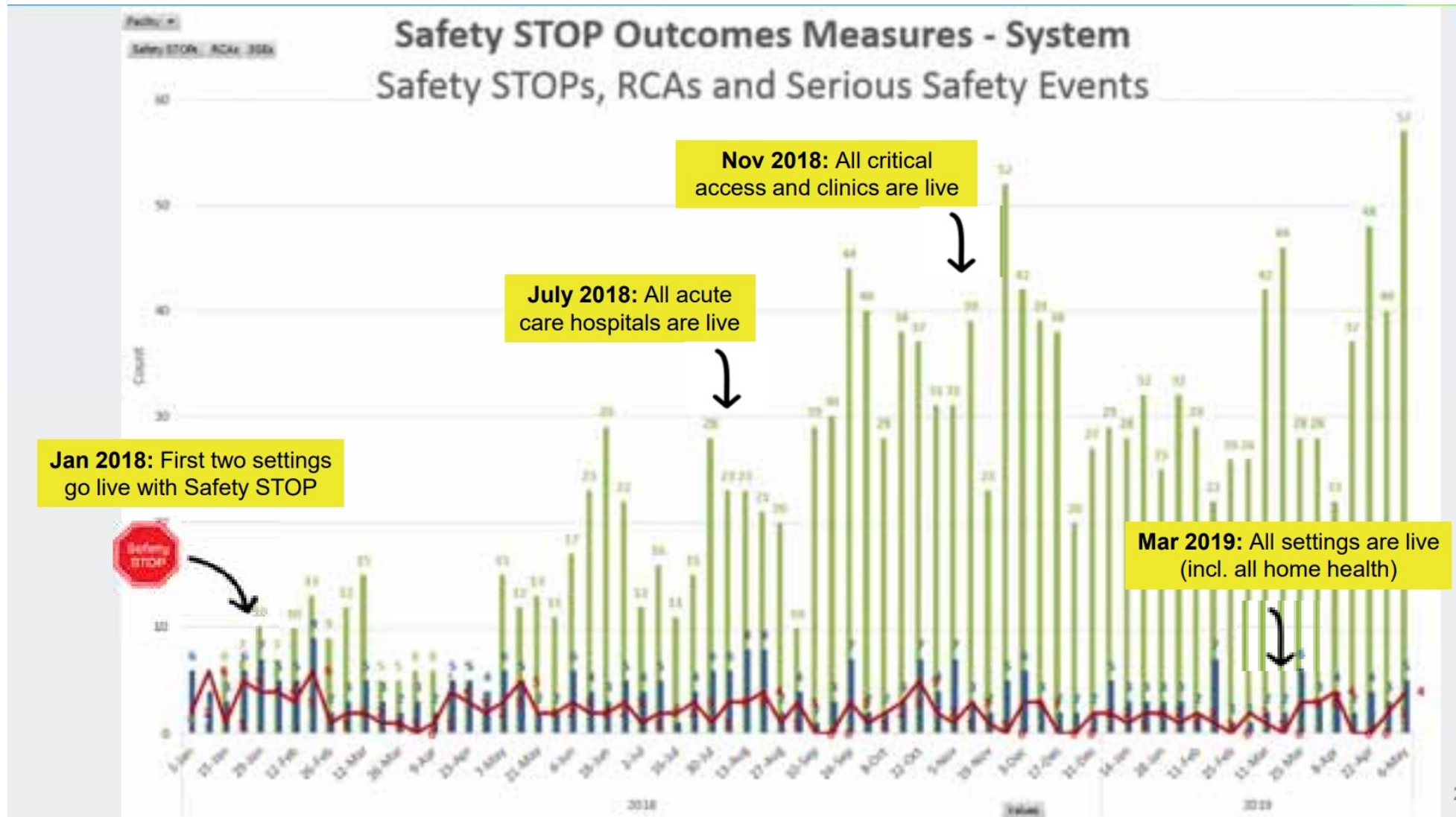
Serious Safety Events (Same Hospital)

Systemwide

Rate: Events per 10,000 Patient Days

Jan 2018: First two settings go live with Safety STOP

Safety STOP

July 2018: All acute care hospitals are live

Nov 2018: All critical access and clinics are live

Mar 2019: All settings are live (incl. all home health)

Legend: Rate · CL · LCL · UCL

2.8 · 2.9 · 3.1 · 3.0 · 3.1 · 3.1 · 3.3 · 3.3 · 3.1 · 3.2 · 3.4 · 3.3 · 3.4 · 3.3 · 3.2 · 3.1 · 3.1 · 2.8 · 2.6 · 2.4 · 2.4 · 2.3 · 2.2 · 1.9 · 1.6 · 1.7

2017-Mar · 2017-May · 2017-Jul · 2017-Sep · 2017-Nov · 2018-Jan · 2018-Mar · 2018-May · 2018-Jul · 2018-Sep · 2018-Nov · 2019-Jan · 2019-Mar

Month shown is final month of rolling 12 month period

What's Required for C.I.?

PSYCHOLOGICAL SAFETY

PROBLEM SOLVING

Can We Be Honest Experimentalists?

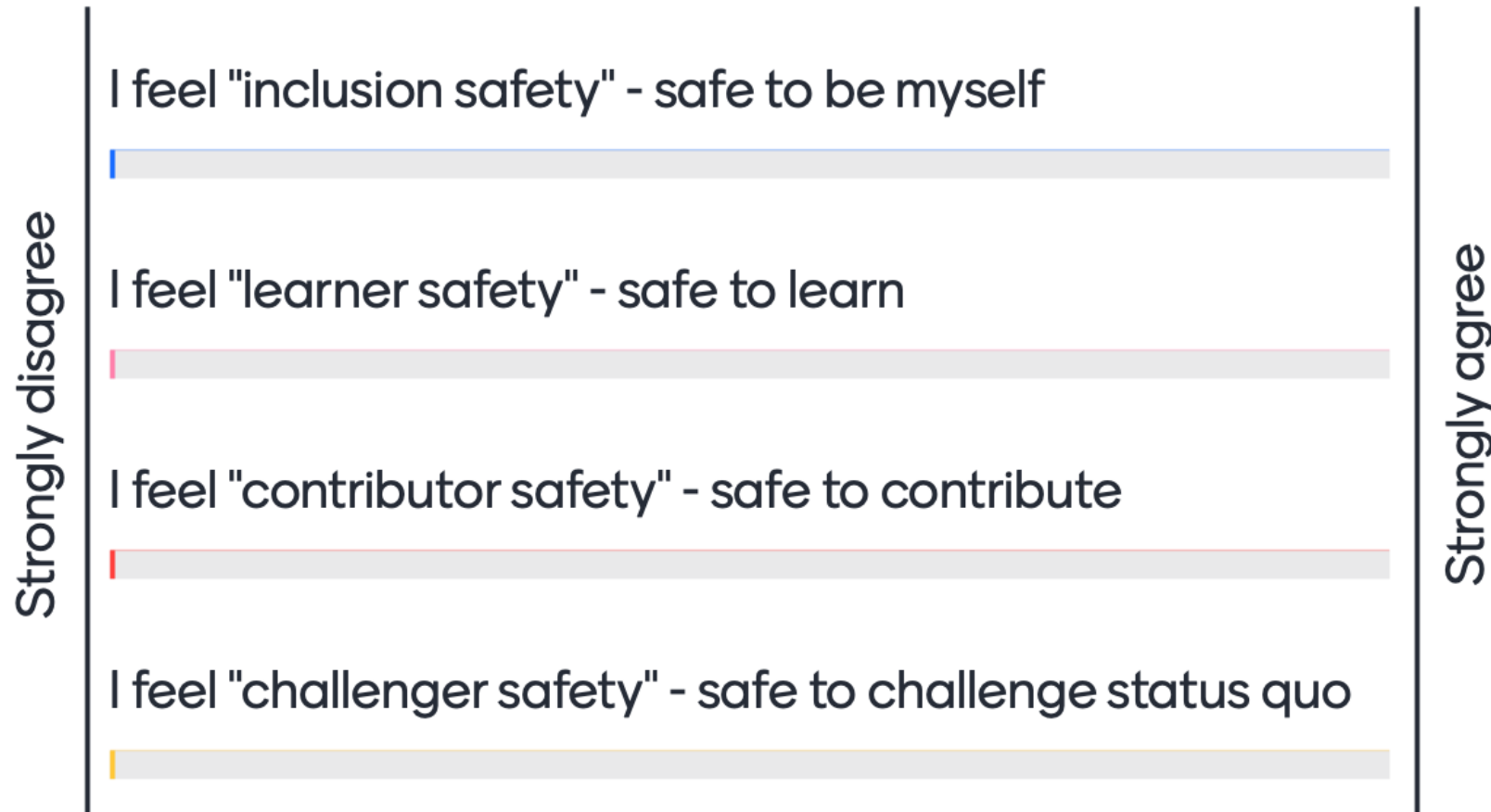# Is it Safe to Say?

WE COULD BE WRONG

LET'S TEST IT AND SEE...

THAT DIDN'T WORK AS...

Teams Progress Through 4 Stages

1. **Inclusion** **Safety:**   Can I be my authentic self?

2. **Learner** **Safety:**   Can I learn and grow?

3. **Contributor** **Safety:**   Can I contribute and create value?

4. **Challenger** **Safety:**   Can I be candid about change?

… all without fear of being embarrassed, marginalized, or punished in some way.

Mentimeter

How much do you agree, at work?

Strongly disagree

Strongly agree

I feel "inclusion safety" - safe to be myself

I feel "learner safety" - safe to learn

I feel "contributor safety" - safe to contribute

I feel "challenger safety" - safe to challenge status quo

3 Key Actions

1. Model "vulnerable acts"

2. Reward "vulnerable acts"

3. Encourage rigorous problem solving when people speak up

Thank You!

- ## Slides & More:
  http://www.markgraban.com/Villanova2023

- ## Email: Mark@MarkGraban.com