Safety Culture and Communication

- How safe are we?
  - Similar to a group of Children's Hospital PCCUs when compared by risk adjusted mortality and other measures.
- How safe could we be?
  - Unknown

The ICU Environment

- Complex, high stakes, high risk
- Critically ill patients with rapidly evolving or changing pathophysiology
- Frequent use of high risk medications (15 of the top 20 error prone pediatric IV medications)
- Fast paced environment with multiple disciplines involved requiring frequent updates in communication that maintains fidelity across team members

Group Psychology

Group Perception = Reality ≠ Truth

- Galileo's Solar System
- Stock Market Variability
- Real Estate Crash
Survey Comments

- "Direct, open communication about concerns is rare because interpersonal relationships are weak."
- "We don't work as a team and we have severe trust issues with one another."
- "I feel that there are certain "cliques" that exist and I am not a part of those and therefore my input is not considered worth listening to."
- "Professionals have gone out the window and accountability has gone out the window; everyone has this. I really don't care; I just come in to do my job and leave. I don't care what others are doing or acting like. For some reason, staff is not willing to confront each other. If it takes too much time and energy, nothing changes anyway."
- "I don't trust that my co-workers have that priority."
- "I don't feel that there is a sense of family..."
Joint Commission - 2004 Perinatal Sentinel Events

Permanent injury or death root cause analysis of 47 cases
- Communication Issues (72%)
- Safety Culture (55%)
- Staff Competencies (47%)
- Orientation and Training Issues (40%)

Effective Communication Across the "Authority Gradient"

You've Gotta Believe!

So what have we done about it?
- Focus on communication
  - In everyday practice
  - In mandatory PCCU staff safety updates across all disciplines
- Accentuate the positive
  - Quality improvement initiatives
  - Encourage staff involvement
- Great Expectations
  - Goals
  - Projects

Has it worked?
- The change in attitude seems palpable
- Time will tell with more objective measures

Communication Top 10

1. Communication is not just what you say, it's what I hear.
2. Be direct. What do you need from me?
3. Feel free to speak out. You are advocating for your patient, no one can tell you why.
4. Respect to others' expertise is important, you do and bring something to the table.
5. If you're interested in problem, we need to talk.
6. Not everything worksheet is relevant to you, you do.
7. Never question who's right. If you are your friend.
8. Let's people to communicate! Accept the invitation.
9. Is there anything that you need from me to get your job done today? Is there anything we haven't covered?
10. Trust and Relationship are the basis of any successful relationship.
11. Professionalism is worth building and worth respecting.
12. Communication is hard work.
Acknowledgements

Thanks to Our Great Team at HDVCH
-The Future of Highest Quality and Safest Care in West Michigan

Maken Debrief
children's hospital