

# Safety of workers in healthcare safety and quality

Dr Robert Grenfell

Unhealthy work environments  
result in unhealthy workers and  
reduced healthcare outcomes.

Safe for patients

# Quality in Australian healthcare

- 15% of admissions associated with an adverse event
- 51% considered preventable
- 18% cause death or disability
- The number of iatrogenic deaths exceeds the road toll

## Exhibit ES-1. Overall Ranking

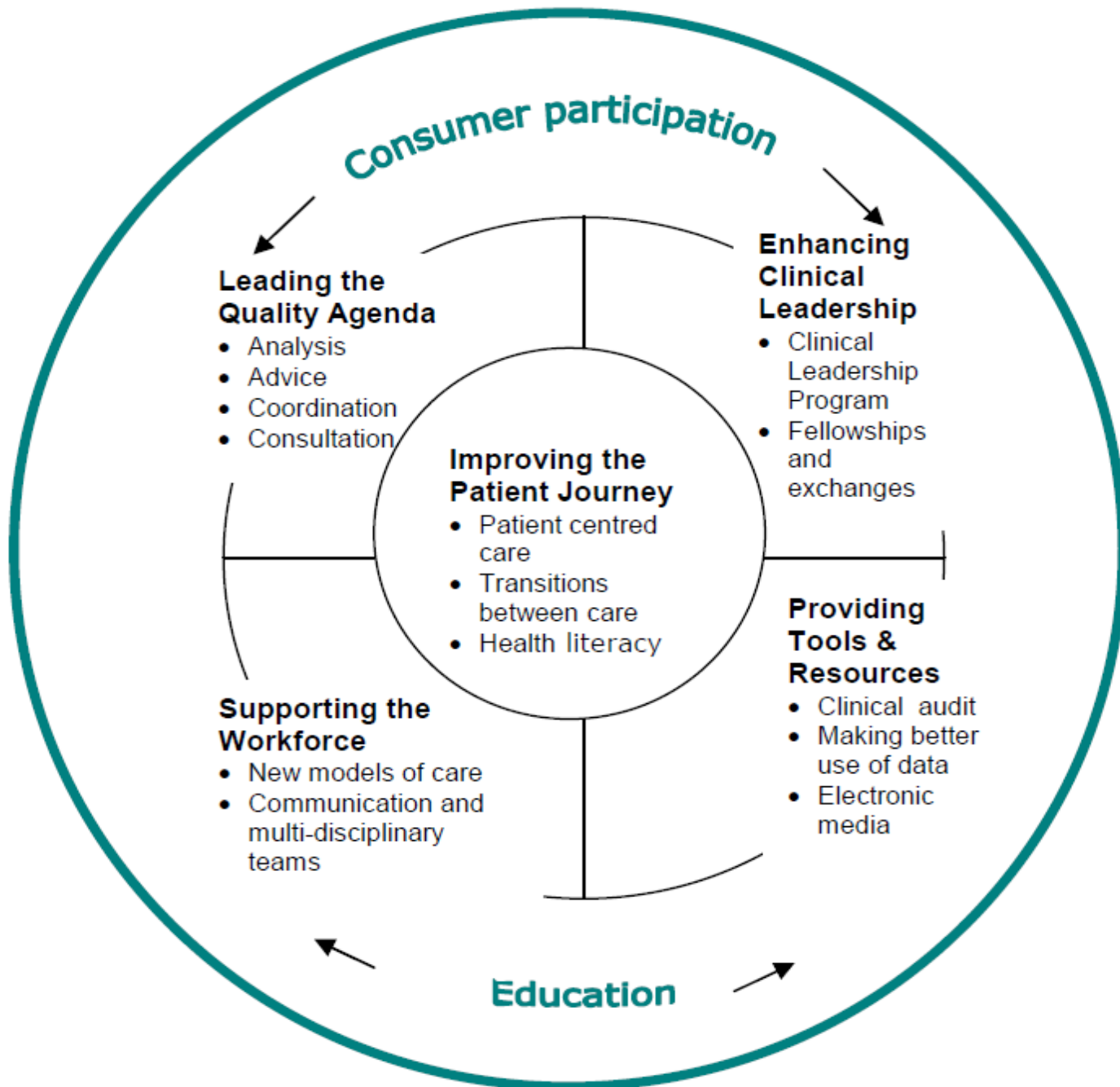
Country Rankings	
1.00-2.33	
2.34-4.66	
4.67-7.00	



	AUS	CAN	GER	NETH	NZ	UK	US
<b>OVERALL RANKING (2010)</b>	3	6	4	1	5	2	7
<b>Quality Care</b>	4	7	5	2	1	3	6
Effective Care	2	7	6	3	5	1	4
Safe Care	6	5	3	1	4	2	7
Coordinated Care	4	5	7	2	1	3	6
Patient-Centered Care	2	5	3	6	1	7	4
<b>Access</b>	6.5	5	3	1	4	2	6.5
Cost-Related Problem	6	3.5	3.5	2	5	1	7
Timeliness of Care	6	7	2	1	3	4	5
<b>Efficiency</b>	2	6	5	3	4	1	7
<b>Equity</b>	4	5	3	1	6	2	7
<b>Long, Healthy, Productive Lives</b>	1	2	3	4	5	6	7
<b>Health Expenditures/Capita, 2007</b>	\$3,357	\$3,895	\$3,588	\$3,837*	\$2,454	\$2,992	\$7,290

Note: \* Estimate. Expenditures shown in \$US PPP (purchasing power parity).

Source: Calculated by The Commonwealth Fund based on 2007 International Health Policy Survey; 2008 International Health Policy Survey of Sicker Adults; 2009 International Health Policy Survey of Primary Care Physicians; Commonwealth Fund Commission on a High Performance Health System National Scorecard; and Organization for Economic Cooperation and Development, OECD Health Data, 2009 (Paris: OECD, Nov. 2009).



# Safe for workers

- OH&S
  - Risks
  - Safe hours
  - Security

- An employer must, so far as is reasonably practicable, provide and maintain for employees of the employer a working environment that is safe and without risks to health.
  - *Occupational Health and Safety Act 2004*

# Why do errors occur?

- Workload fluctuations
- Interruptions
- Fatigue
- Multi-tasking
- Failure to follow-up
- Poor handovers
- Ineffective communication
- Not following protocol
- Excessive professional courtesy
- Hidden agenda
- Complacency
- High-risk phase

# Team

# Key team building blocks

- Leadership
- Situation monitoring
- Mutual support
- Communication
- Adaptability
- Shared mental models

# Leadership

- Multiple levels
- Personnel
  - Awareness, attitude, skills
- Organisational
  - Process, roles, systems, culture

# Accountability/responsibility

- Levels of distraction
  - External
    - workgroup acute demands
    - Budget constraints
- Drivers

# Communication

- Clarity
- Candour
- Courtesy
- Consistent
- Courageous
- Creative
- Collaborative



# Monitoring

- Rather than working in parallel, actually working together

# Team competencies

- Coaching
- Task setting
- Strategy
- Communication
- Monitoring
- Feedback/debrief
- Challenging
- Mutual respect

# Barriers to team performance

- Inconsistency in team membership
- Lack of time
- Lack of information sharing
- Hierarchy
- Defensiveness
- Conflict
- Lack of co-ordination
- Distractions
- Fatigue
- Workload
- Lack of role clarity

# Support

- Essence of a good team
- Self care
- The future workforce

# Context

- Status of the patient
- Team – “I’m safe”
- Environment – right equipment
- Progress – towards a common goal

Supporting the system of  
disorganisation

VS

System fatigue management

# measures

- Injuries
- Absenteeism
- Presenteeism
- Staff turnover
- Performance reviews

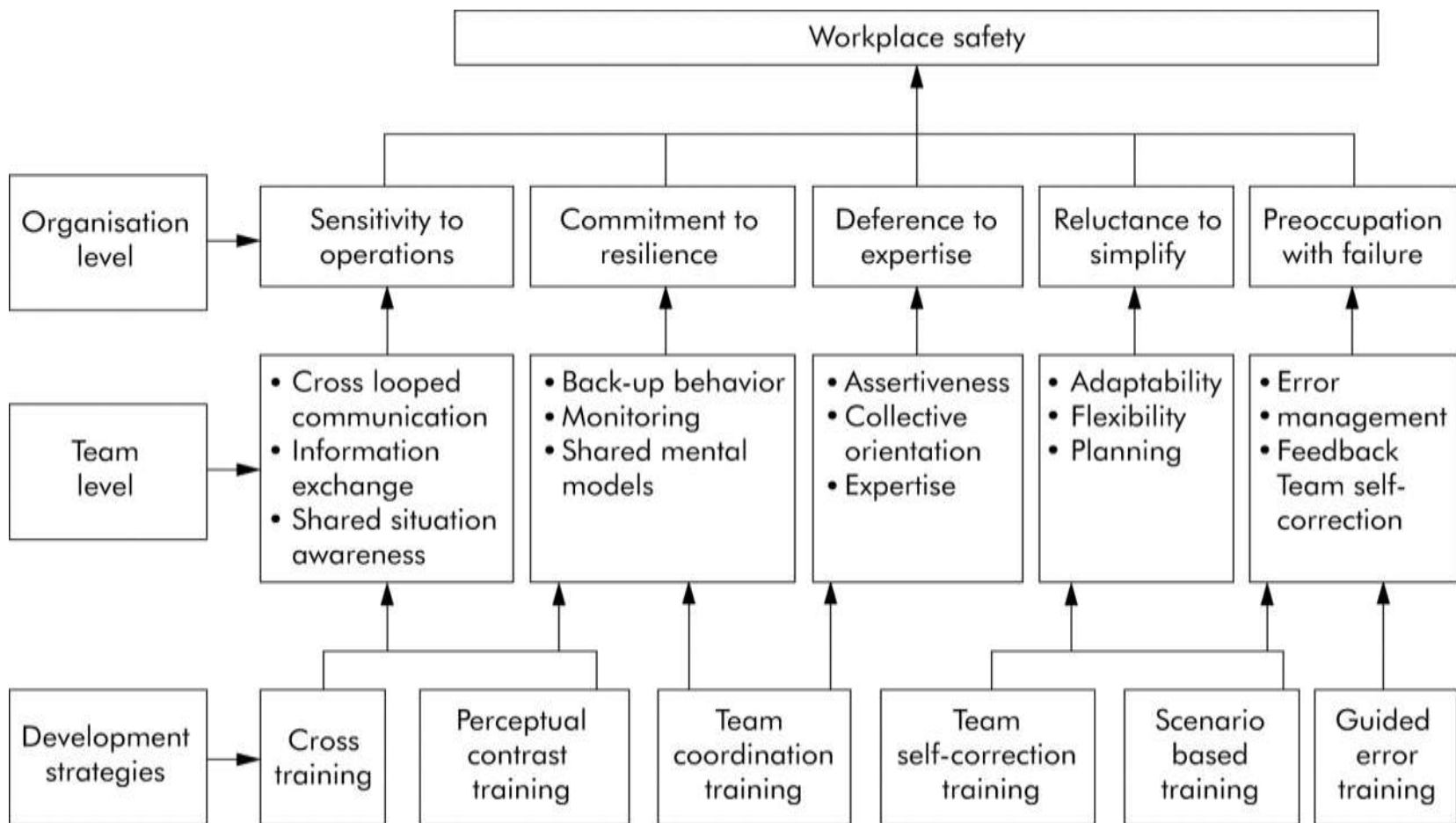
# Failure signalled by

- Lack of time to bring people together to reflect
- Insufficient inter-professional education
- Systems of payment that don't reward collaboration
- Few links between collaboration practice and individual goals

- Absence of efforts to capture evidence of success and communicate this to key stakeholders.
- Emotional exhaustion and burnout
- Poor interpersonal relationships
- Perceived lack of recognition of contribution
- disempowered



## Structure for promoting safety in the workplace.



# SUCCESS

- Leadership – champions to drive change management processes
- Clarity regarding roles
- Trust and respect
- Cultural readiness

# Culture

- “do I want to work here?”
- “do I want to be a patient here?”

