BID-Needham Culture of Safety

The Problem
The safety culture of a hospital is formed by individual/group values, perceptions and behaviors that influence staff commitment to patient safety. In the US, 2.9% of individuals who enter a hospital are actually harmed by the care they receive (The Healthcare Economist, Feb. 6, 2009). In the 2013 Culture of Safety Survey, BID-Needham scored in the 5th percentile in our regional peer group.

Aim/Goal
To develop: a shared understanding of how to ensure the safest environment for patients and staff; increased reporting of adverse events and near misses; objective and measureable behavior standards, uniformly applied; open communication throughout the organization; a just environment; leadership support; and a hospital-wide effort to improve the Culture of Safety Survey score in 2014.

The Team
- John Fogarty, FACHE, President/Chief Executive Officer
- Kathy Davidson, RN, MSN, Chief Nursing Officer/Chief Operating Officer
- Nancy Hoffman, MS/MBA, CPA, Chief Financial Officer
- Gregory McSweeney, MD, MBA, Chief Medical Officer
- Heidi Alpert, RN, MSN, Senior Director of Outpatient Services
- The Management Team and Staff

The Interventions
- Employee Rounding: Manager rounding on all employees for relationship building and to solicit feedback on daily duties and quality and safety initiatives
- Nurse Leader Rounding: To connect with patients, assess quality of care, recognize staff, and perform service recovery if needed
- Hourly Patient Rounding: To improve timely delivery of patient care
- Stop Light Report: Circulated to staff to communicate all ideas/concerns harvested during rounding and the status of process improvements
- DRIVE Program: Staff-developed Mission/Core Values; Pillars of Commitment (quality, successful people, common goals); Leadership Development Institute (education, measurable goals, contribution to safe culture)
- Spotlight Awards for staff who demonstrate exceptional compassion, professionalism and dedication
- Roll-out of (1) AIDET (Acknowledge, Introduce, Duration, Explain, Thank) Communication Tool in Outpatient areas and (2) Hospital Values/Standards - Accountability, Professionalism, Compassion, Respectfulness

The Results/Progress to Date

Lessons Learned
- Goal setting and engagement of front-line staff with a clear roadmap contributes greatly to successful cultural change and safety improvement
- Follow up on all incident reports was critical to supporting front-line staff, which in turn made them more likely to continue reporting and offer recommendations for quality and safety improvements
- BID-Needham saw an increase in Culture of Safety scores across the board except in a few areas and departments

Next Steps/What Should Happen Next
- Achieve an overall score of 71 in the 2015 Culture of Safety Survey (exceeding the 98th percentile)
- Strategic plan includes tactics toward High Reliability Organization
- Operational plan includes ongoing leadership development and front-line staff engagement
- Encourage increased reporting and improved feedback and follow up for quality and safety incidents through use of RL Solutions

BID-Needham obtained an overall score of 70 in the 2014 Culture of Safety Survey (placing the hospital in the 98th percentile among regional hospitals).

For more information, contact:
Kathy Davidson, RN, MSN – CNO/COO
kdavids2@caregroup.org