BIDN Drive to Always: Driving to a Culture of Safety

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ABSTRACT

In 2012, the results of the Culture of Safety Survey (CoS) put BIDN in the 50% rank among hospitals in the region. By 2013, amidst many challenges including rapid growth and administrative changes, CoS survey results dropped, leaving BIDN in the bottom 5% of hospitals. Other safety outcome data, specifically falls data, showed significant rise in falls. Executive leadership immediately engaged with clinical operations leadership to identify causes and implement process improvement solutions to improve outcomes.

The ‘Drive to Always’ campaign was initiated via engagement with the Studer Group. Following the work plan and interventions, staff opinion of the Culture of Safety at BIDN went from 5% to 99% within the first year, the fall rate dropped by nearly 70%, and staff confidence in reporting incidents and belief in the learning culture rose from 1% to 97%.

As we move into the second year of the initiatives, we are sustaining the gains with the Culture of Safety Survey as we undertake further improvement initiatives. In 2015, the BIDN Culture of Safety Survey ranked at 92% within the hospitals in the region.

METHODS

- Close evaluation of Culture of Safety Survey results and precipitous drop in employee ratings of safety culture
- Engagement with Studer Group and develop action plan
  - Organizational Goal Development consistent with mission, values, vision
  - Development of Transparent Communication
  - Leadership Development
    - Leadership Standards Set
    - Performance Conversations
    - Selecting/Retaining Talent
  - Employee Engagement
    - Transparent Communication
    - Work groups with staff participation and direction
    - Teamwork and Communication Training
  - Staff Education
    - Develop Error Prevention Strategies
      - Purposeful Hourly rounding
      - Whiteboard use
      - Nurse Leader Rounding
      - Staff Education

RESULTS

- Culture of Safety Survey: Staff Ratings
- Pre and Post Intervention

CONCLUSIONS

- As a result of this intervention, employee engagement rose dramatically and patient falls dropped by nearly 70%
- Organizational change requires commitment and resources from executive leadership
- Alignment of organizational and operational goals is essential
- Transparency in communication is essential for an open, trusting and safe environment
- Consistency in feedback to employees is essential to improve staff trust in a safety culture
- Employee involvement on committees and workgroups is essential for meaningful culture change
- Commitment to providing adequate resources and tools is required to sustain changes
- Continued education and training for all staff, management and executive leadership is essential for creating a safety culture
- Sustaining gains depends on continued commitment to providing organizational support and resources
- Always celebrate the wins
- Appreciate that employees are the organization’s most valuable assets