

Improvement is a journey not
a destination.....

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NSW Health Strategic Priorities

- Patient Safety First
- Better Value Care
- Systems Integration
- Governance and Accountability
- Data and Analytics

Socio -Technical Framework for Healthcare

GENERATIVE

Organization wired for safety and improvement

PROACTIVE

Playing offense - thinking ahead, anticipating, solving problems

SYSTEMATIC

Systems in place to manage hazards

REACTIVE

Playing defense – reacting to events

UNMINDFUL

No awareness of safety culture

- Senior leadership
- Clinical Leadership
- Reliable processes of care
- Process improvement
- Psychological Safety
- Effective teamwork
- Just and accountable culture
- Person and Family Centred Care

Components of Proactive/Generative Learning Systems

- **People**

- Leadership –senior & clinical, teamwork, psychological safety, human factors, organisational fairness, negotiation, engagement, resilience, communication

- **External**

- Regulation, reporting requirements, competition

- **Organization Values**

- Goals, rules, accountabilities, focus

- **Workflow**

- Normative actions: procedures, protocols, idea generation, learning, reliable processes, measurement, process improvement, transparency

- **Technology**

- Hardware, software, prediction, measurement

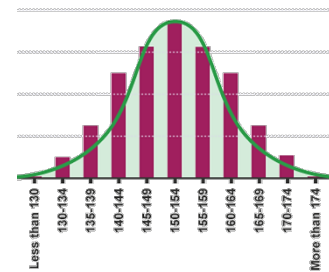
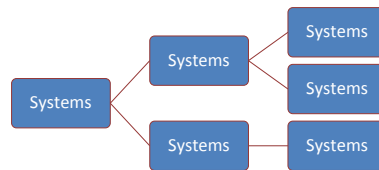
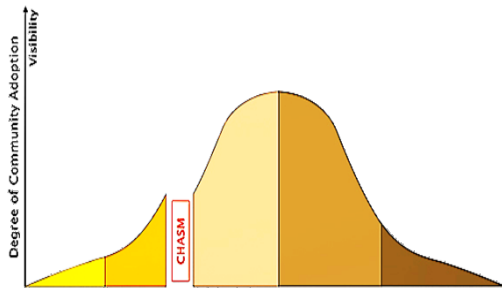
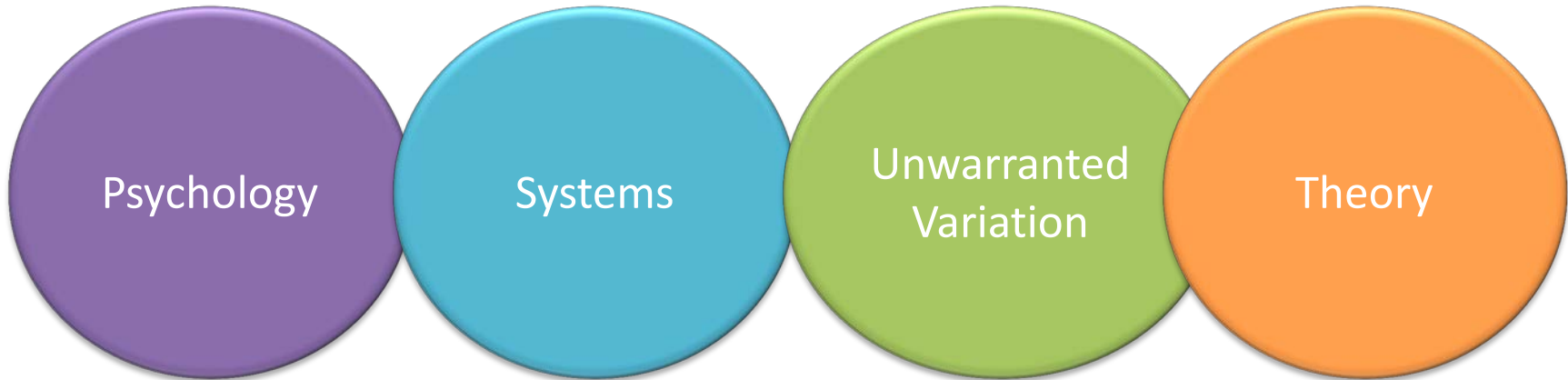
Highly Reliable Organisations Guiding Principles

- 👉 Focus on being predictive and proactive
- 👉 Openness about failures
- 👉 They are not harm free, but harm does not disable them
- 👉 Emphasis on learning
- 👉 Obligation to act
- 👉 Accountability
- 👉 Just culture
- 👉 Believe daily work practices produce safer care
- 👉 Teamwork and leadership

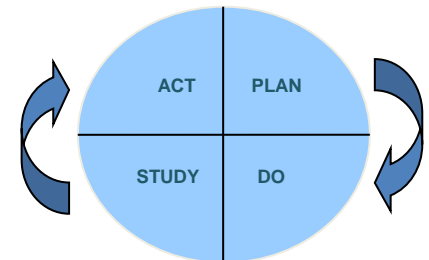
Adapting our approach...



Our focus for change.....



- What are we trying to accomplish ?
- How will we know that a change is an improvement?
- What changes can we make that will result in an improvement?



Langley, Nolan et al 1992

Supporting the microsystem



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