

Taking action for improvement: Undertaking a safety culture measurement



Step 1: Preparation

- Purpose, intent and desired outcomes defined
- Determine the sample size and which staff to survey
- Safety Culture Lead nominated
- Staff made aware regarding why the survey is being done and what to expect from it

Step 2: Survey

- Survey open for 3-4 weeks
- Access to survey through web link or paper
- The survey is voluntary
- Safety Culture Lead to aim for as high a participation rate as possible

Step 3: Feedback/Reporting

- Data entered into excel spreadsheet
- A suitable local process for communicating the results developed
- Safety Culture Lead reviews results and plans facilitated group discussion

Step 4: Action Planning

- Group discussion written up and made available for all staff to review
- Team to develop action plan based on safety improvement priorities
- Responsibility for implementation and sustainability sits with the team

CEC tools and resources to support Safety Culture Measurement

Step 1: Preparation	Step 2: Survey	Step 3: Feedback/Reporting	Step 4: Action Planning
<ul style="list-style-type: none"> • CEC Safety Culture Measurement guide – a complete guide that provides resources and tips that will help you plan, undertake, report and facilitate discussion of the safety culture measurement www.cec.health.nsw.gov.au • Team Stripes – supports undertaking a safety culture measurement as part of a framework to enhance teamwork and communication for clinicians working at the point of care www.cec.health.nsw.gov.au/improve-quality/team-stripes 	<ul style="list-style-type: none"> • CEC Safety Culture Measurement guide – resources and tips on planning and managing the survey process including a communication plan www.cec.health.nsw.gov.au • Quality Audit Reporting System (QARS) available to all NSW health staff to develop surveys and collect data www.cec.health.nsw.gov.au/improve-quality/qids-and-qars • CEC Quality Improvement Data System (QIDS) a single point of access for teams to record and track their quality improvement efforts www.cec.health.nsw.gov.au/improve-quality/qids-and-qars 	<ul style="list-style-type: none"> • CEC Safety Culture Measurement guide – resources and tips to review survey data and report development www.cec.health.nsw.gov.au • Quality Improvement tools – resources including graphs, charts, diagrams and mapping tools designed to help you identify your areas of priority and plot the data around your improvement initiative www.cec.health.nsw.gov.au/Quality-Improvement-Academy/quality-improvement-tools 	<ul style="list-style-type: none"> • CEC Safety Culture Measurement guide – resources and tips on facilitated discussion and action planning www.cec.health.nsw.gov.au • Safety Fundamentals for teams practical tools that can bring quick measurable gains in developing team's safety culture www.cec.health.nsw.gov.au/improve-quality/Safety-Fundamentals-for-Teams • Toolkits on high risk quality and safety issues that can support improvement initiatives www.cec.health.nsw.gov.au/keep-patients-safe

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The Role of the Clinical Excellence Commission

The CEC's key role is to enable and build local capability and capacity to embed safety culture measurement as a core part of improvement strategies.

The CEC's role in undertaking a safety culture measurement process is as a partner to the local executive and teams, which ensures sustainability. This includes the identification of local expertise to support culture change. The CEC aims to set the organisation up for success in using the safety culture measurement guide and tools to support safety culture improvement. Therefore, our facilitators:

- Model CORE values in being authentic and intentional in our partnership approach
- Use a coaching communication style
- Are empathetic and non-judgmental to the participant's experience
- Understand the participant is best placed to identify the solutions to their challenges.

How we do it

Identify local support

From the beginning, it is essential to identify local partners with culture change expertise to support debriefing the culture survey results and the leadership team in action planning for improvement. The CEC support has an end date, but the culture change process must continue beyond that date. By identifying local partners, participants can get continued support, maintain momentum and ensure sustainability in their culture change work.

Measure Success

The CEC partners with the local teams to ensure them to successfully engage in the safety culture measurement and improvement. Therefore, the measures of success are largely about the participants' experience. These will be measured post-program to establish change as a result of the intervention.

Readiness for change

To establish readiness to undertake the safety culture assessment process a leadership workshop is held. The purpose of the workshop is to prepare participants, so they are supported to be ready to lead safety culture improvement in their team.

Staff Debrief Discussion Sessions

The number of sessions is dependent on staff numbers, the intention is to ensure all staff attend. The purpose is to contextualise and explore the culture survey results. Through coaching and facilitation the CEC support local debriefing through group discussion and build local capacity in facilitation and capturing data.

Next steps

The teams are encouraged to reflect on the opportunities for safety culture improvement for their unit and develop an improvement plan. At this stage local leadership will continue the work from the survey with the CEC being available as a coach and providing system level support.

Safety culture measurement and Accreditation

The importance of measuring safety culture for quality improvement is articulated in the Australian Commission for Safety and Quality in Healthcare National Safety Clinical Governance Standard, Action 1.1 Governance, leadership and culture. Engaging in a safety culture measurement process will demonstrate commitment to safety and quality improvement as well as provide evidence to support accreditation.