

# Safety culture

## 2. Fundamentals of safety culture

**Irina Morozova**

**Substantial improvement does not require new resources, just better organising**

Wendy Nicklin  
ISQua Ex-president

**Poor quality is very expensive**



# Components of safety culture



An atmosphere where employees at any level act as if no one is really checking their commitment to safety



# How to create safety culture?

## 1. Providing the opportunity

Find out what matters most to the organization and what leaders can do to inspire true safety culture

## 2. Implementation

Take direct action to build strong safety culture

## 3. Training

Empower your team through safety-focused training



# Who is the leader?

Not necessarily a formal position

## Formal and informal leaders

- Inspire
- Serve as a role model

## Formal leaders

- Formulate a vision and plans
- Set the tone and culture of the organization



# Boss vs Leader



## 1. Providing the opportunity

# Boss vs Leader

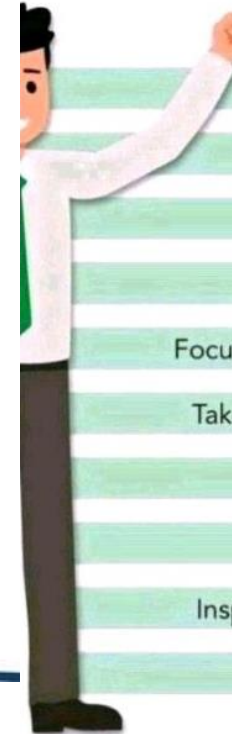
## BOSS

- Says "I"
- Takes Credit
- Micromanages
- Criticizes
- Focuses on Weaknesses
- Blames Others
- Directs
- Speaks More
- Inspires Fear
- Commands



## LEADER

- Says "We"
- Gives Credit
- Delegates
- Encourages
- Focuses on Strengths
- Takes Responsibility
- Coaches
- Listens More
- Inspires Enthusiasm
- Asks



There are many gradations between these two



# Boss vs Leader

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Ask yourself some questions:

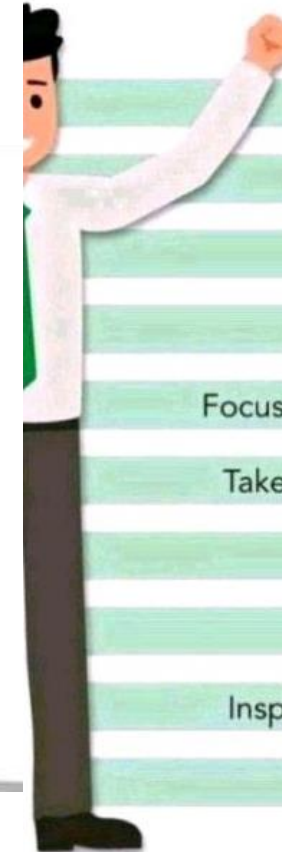
Do others seek my advice?

Do others bring their ideas to me?

Do others admit their mistakes to me?

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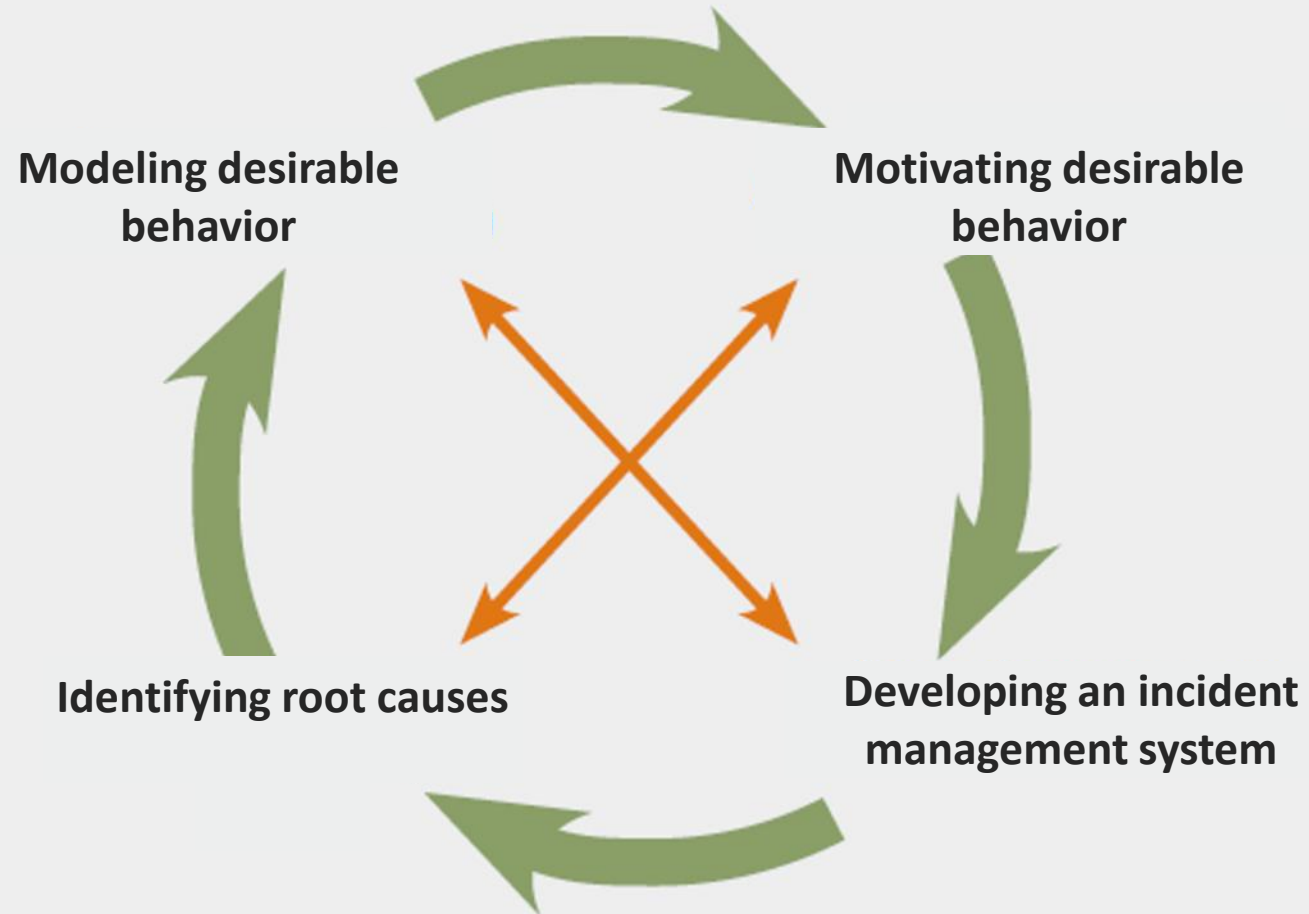


# Leadership Imperatives for safety culture

- Learn and grow through your network
- Don't copy blindly – tailor it to your own situation
- Listen to your team – and act on their feedback
- A job title gives you responsibility, not authority
- First give, then demand

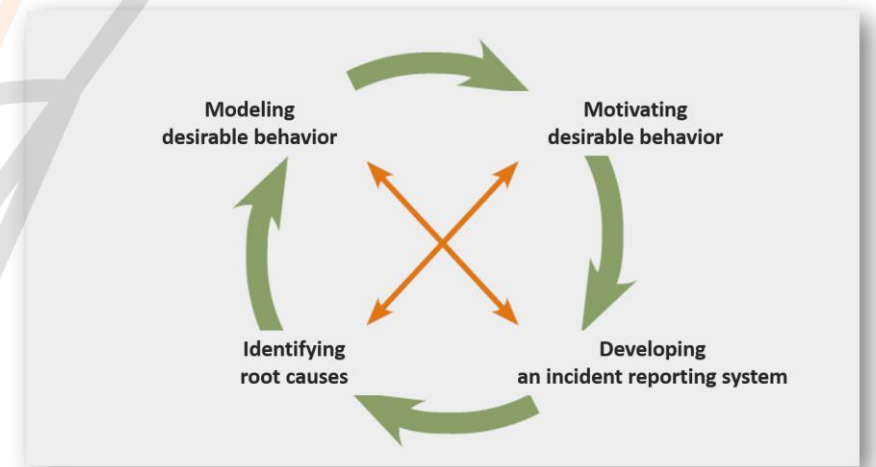


# Implementing safety culture



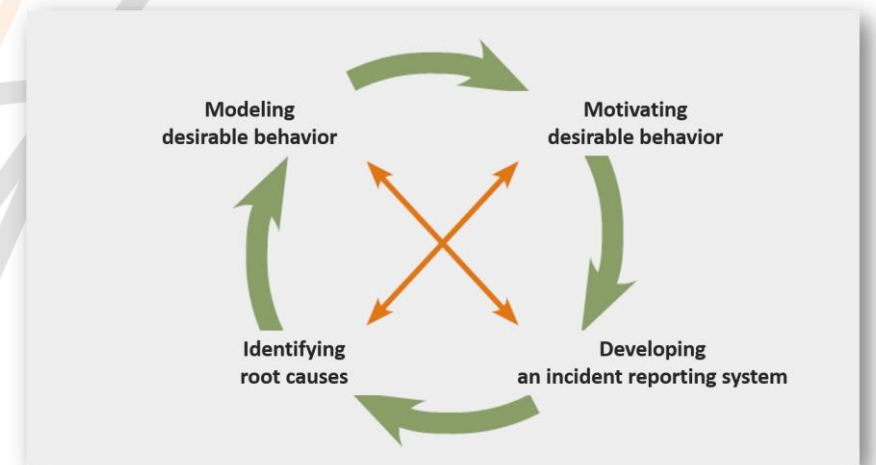
# Modeling desirable behavior

- Define what good and unacceptable behaviours look like
- Align all leaders on these definitions
- Formalize the standards into company rules
- Communicate the rules to every employee, **!** without exception
- **Important!** Seek and value feedback from your team



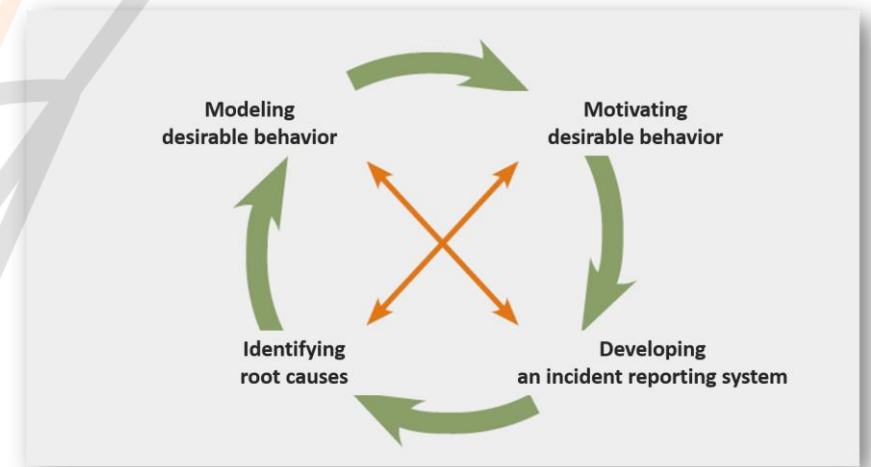
# Motivating desirable behavior

- Explain the behavior standards directly to your team
- Be the example. Your actions speak louder than any training
- Publicly acknowledge employees who demonstrate desired behaviors, big or small
- **Important!** Seek and value feedback from your team



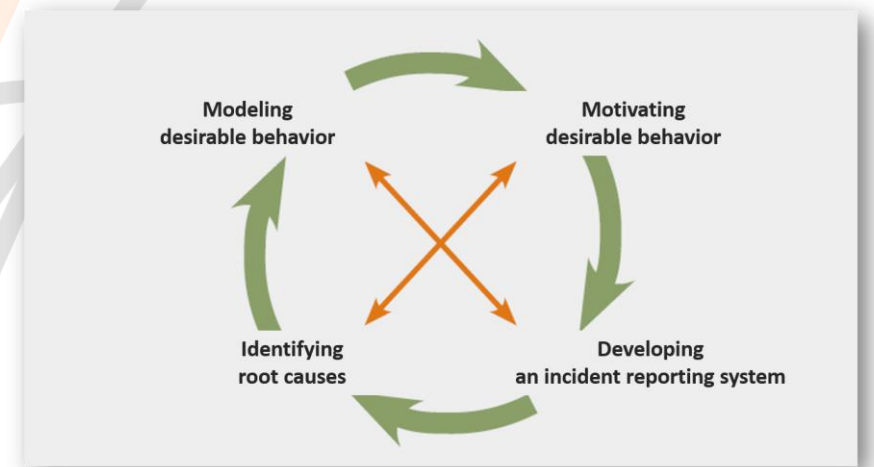
# Developing an incident reporting system

- **Only 15% of errors occur due to human factors, 85% due to poor process management** (*Dr. Edwards Deming*)
- Create a blame-free environment where employees can discuss mistakes openly. Fear of punishment is the main blocker to honest reporting
- Develop **and continuously improve** a clear, user-friendly process for reporting and managing incidents
- **Important!** Seek and value feedback from your team



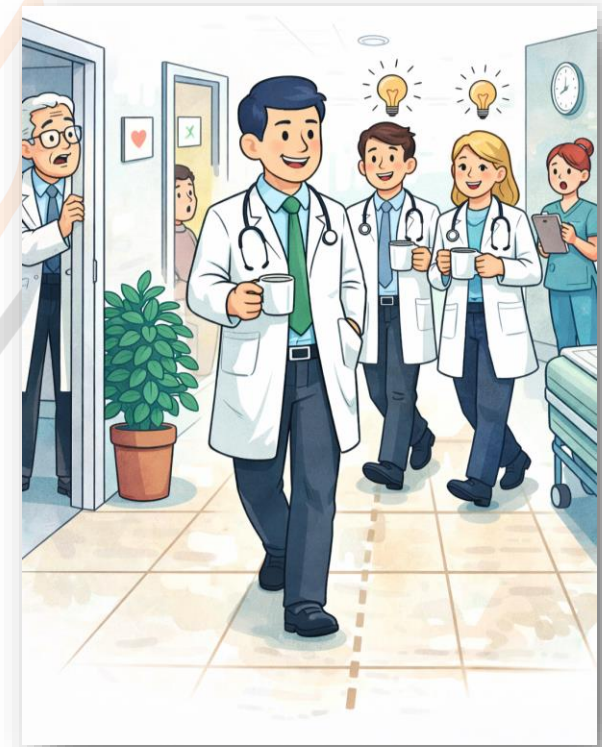
# Identifying root causes

- Equip all employees to identify system gaps and use insights to improve
- Establish a clear protocol for who handles incidents and how
- Looking for the cause, not the culprits
- Address the root cause to prevent future recurrence
- Work together across departments to develop solutions
- Involve all process participants in the decision
- **Important!** Seek and value feedback from your team



# Training

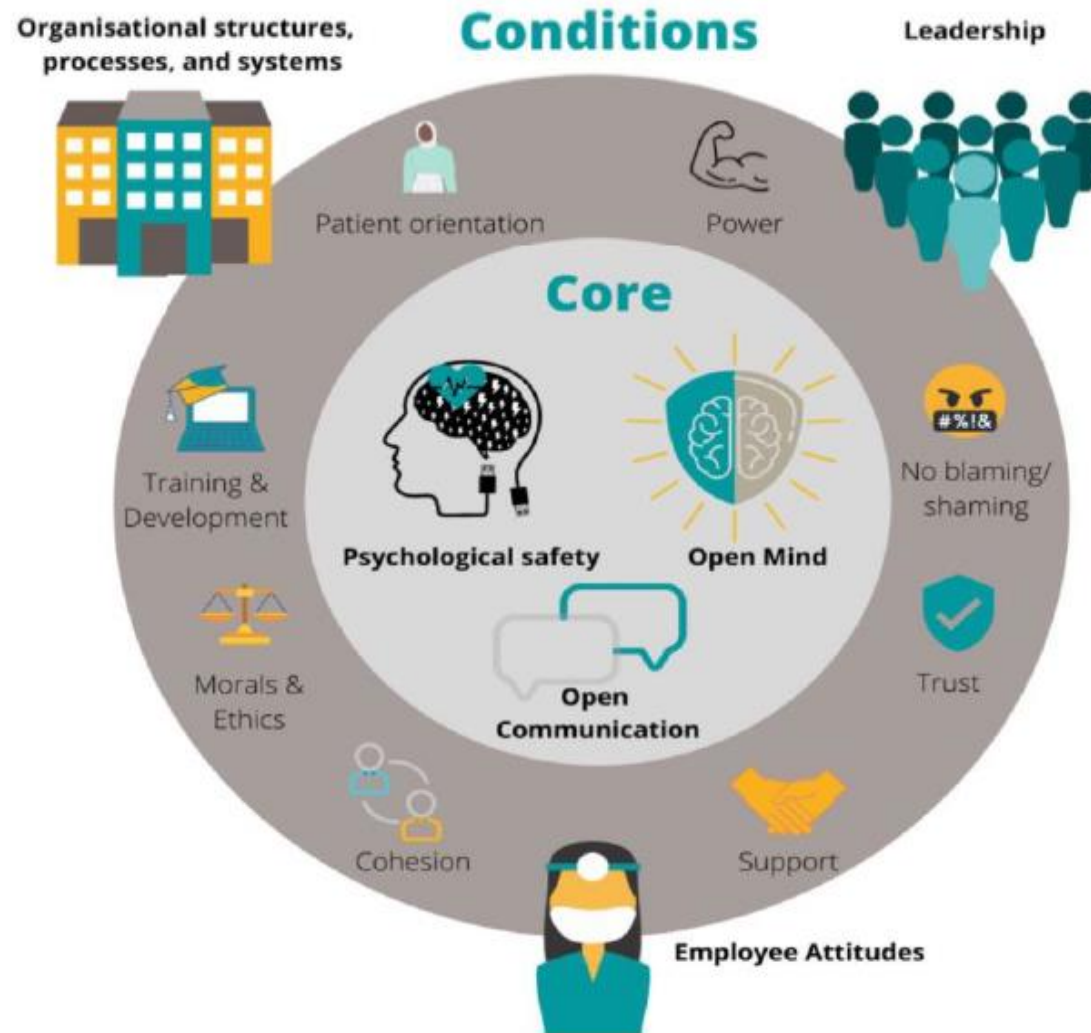
- Teach by example
- Encourage employees to learn
- Exchange knowledge with other hospitals
- **Important!** Seek and value feedback from your team



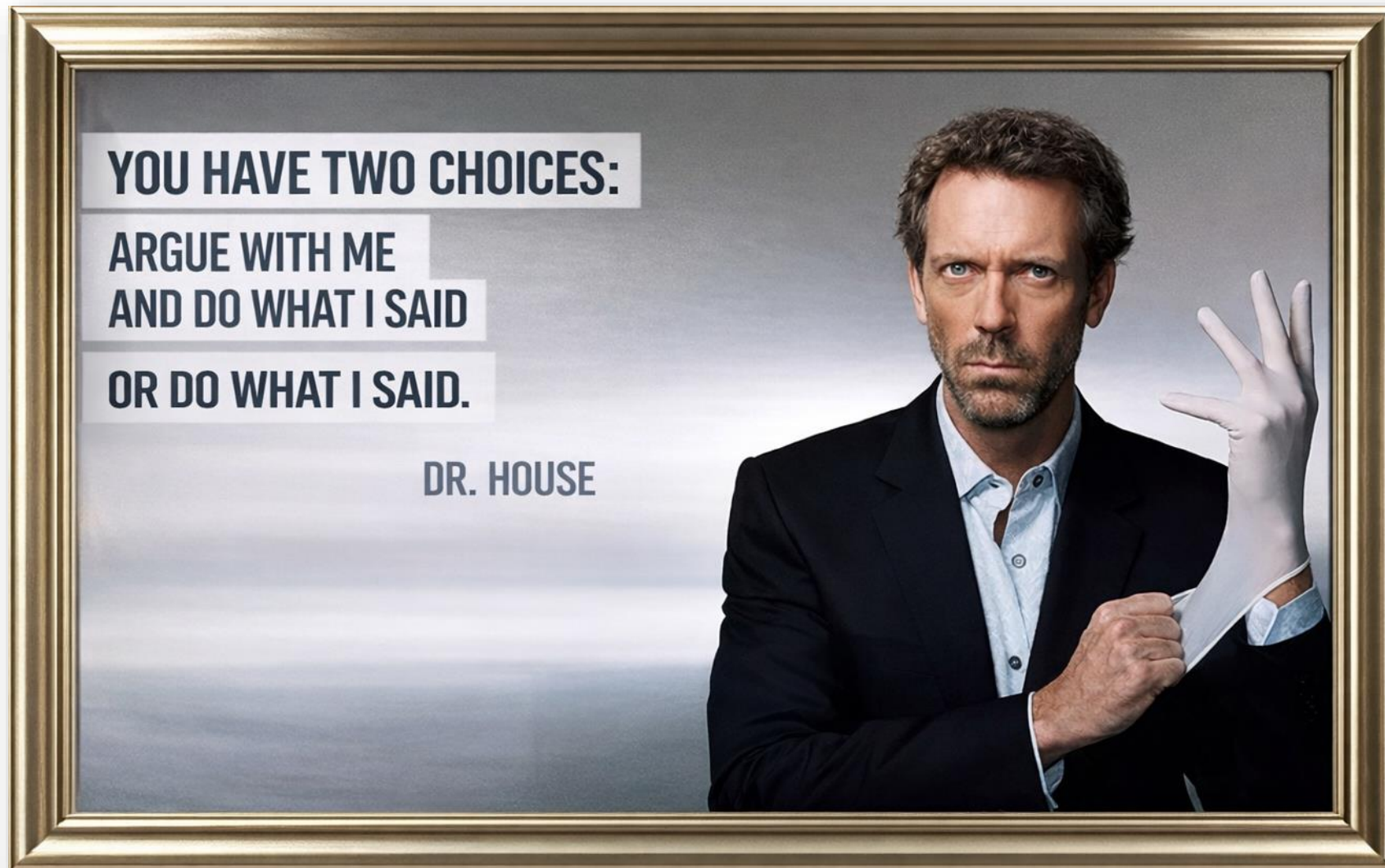
**Leading by example  
is the only true way to teach**



# Essentials for Strong Safety Culture



# Look in the mirror!



# Literature

<https://www.healthcareexcellence.ca/en/resources/patient-safety-culture-bundle/>

G. Ross Baker. High Performing Healthcare Systems: Delivering Quality by Design. 2008.

HSE Incident Management Framework. ISBN: 978-1-78602-161-8.

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