



Building an Accountable and Safe Culture, Getting to Zero

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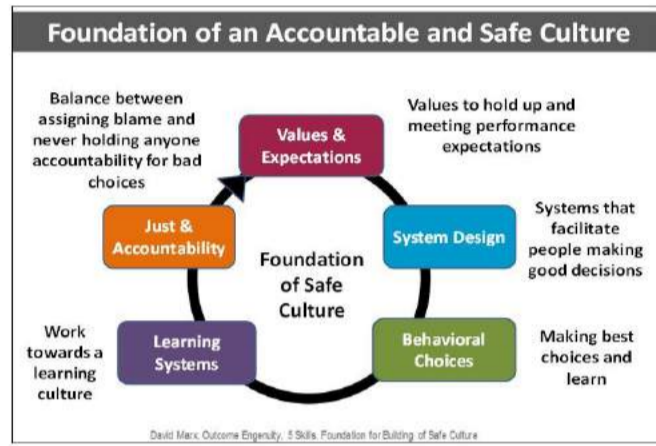


Introduction

Zero Harm – if that's the goal for every healthcare provider, the only way to achieve this is for patient safety to be embedded into our culture. The journey towards patient safety requires commitment and the highest level of dedication. Safety cannot be merely a strategic priority, but must be a value that is woven into the heart of the entire workforce in the organization and in all we do. Trust, respect, and inclusion are non-negotiable standards that must encompassed by all levels from leaders, clinical and non-clinical healthcare professionals. A true enduring value of Culture of Safety's commitment to zero harm is to be a part to identify, mitigate any risk that poses a threat to safety and harm not just to patients but everyone walk through or work in KK Women's and Children's Hospital (KKH). Target Zero Harm is a journey, we need physicians, nurses, allied health, administrative and ancillary staff to be on board with leaders as safety champions, patient safety leads and advocates to build partnership to closing the deficiency gaps in their respective department or division to promote the culture of safety.

Aim

Our goal is Zero Harm, we aim to achieve our high calling by having all staff understand the five essential skills and these are: hold up values and expectations, enable system thinking which help to facilitate people making good decision, promote behaviors that support best choices, learn and balance between assigning blame and never holding anyone accountable for bad choices made, in addition to building on our sustainability programs to promote culture change.



Methodology

Strategic Initiatives and Programs – Our Road Map to Achieve Target Zero Harm



The development of strategic initiatives, including accountability for safety as part of the leadership development strategy for the organization with delivery of essential safety, quality and risk management training programs (Figure 1) for staff from senior executives, managers, clinical and non-clinical healthcare professionals, front liners, outsource staff and volunteers.

KKH Safety and Reliability - Target Zero Harm Training Roadmap Figure 1

Training Program	Course Provider	Senior Mgt. & Board Members	Clinical and Non-Clinical HODs (DD, AD)	Patient Safety Champions and Peer Messengers	Patient Safety Leads	Managers, Supervisors and Frontline Staff	Doctors, Nurses, Allied Assistants	Admin. Secretaries, Admin. Assistants	Operational Frontline Staff (SCA, PCA, NCA, NPA, NPPA, NPPA, NPPA)	Contract Staff (Gen Sec, Gen Sec, Gen Sec)	Total No. of Eligible Staff or Targeted Group Trained in Year (Cumulative)						
											2016	2017	2018	2019	2020	2021	2022
Speak Up for Safety Seminar	KKH										70	90	98				
PH On-Line Course											80%	80%	90%				Training of new employees
PH Open School - Safety Program																	
Accountability Executive Workshop											50%	85%					Maintaining at min. of 80%
Leading Reliability Improvement for Safety											75%	80%	85%				Maintaining at min. of 80%
Accountability Executive Workshop											20%	30%	75%				Maintaining at min. of 75%
Peer Messengers Workshop																	
Safety Champions Training											100%						
Speak Up for Safety Seminar																	
PH Open School - Safety Program																	
Peer Messengers Workshop																	
Accountability Executive Workshop																	
Peer Messengers Workshop																	
ERM Workshop (Single Health & System)											5%	15%	25%	35%	45%	55%	65%
ERM Workshop (Multiple Health & System)											5%	10%	15%	20%	25%	30%	35%
RCA Workshop (Enhanced)											5%	15%	25%	35%	45%	55%	65%
Human Factors Workshop (Enhanced)											5%	15%	25%	35%	45%	55%	65%
Data Analytics (Introduction)											2%	5%	10%	15%	20%	25%	30%
Quality Improvement Tools (Enhanced)											5%	10%					
Quality Improvement Tools (Standard)											15%	20%	25%	30%	35%	40%	45%
Lean - 5S - Standard											5%	10%	15%	20%	25%	30%	35%

We enable staff to recognize that everyone across the organization has expertise to contribute to patient care, having peers hold each other accountable, staff feels comfortable reporting errors and variations in care through speaking up for safety. Training includes cultivate ownership to task, having everyone takes accountable for safety, focus on learning with the cultural commitment apply equally to the entire workforce, regardless of rank and file. Consistent messaging on target zero harm, keeping patient safe is done through multiple communication channels such as monthly CEO-CMB Forum, Leadership and Safety Rounding, Patient Safety & Quality Network Forum, and Safety Bulletins, Clinical Heads/Division /Department huddle or meeting to obtain commitment through internalization.

Results

Deploying learning and development to build upon an empowering and adaptive culture will enable employees to understand expectations, operationalize vision and values, in addition to know those necessary ingredients required to succeed together. Training is integrated into an organization's strategy where it engages the hearts and minds of the employees, and enables them to co-create solutions for success. The chart below shown the number of training programs attended by various categories of staff with safety and reliability as our top priority.



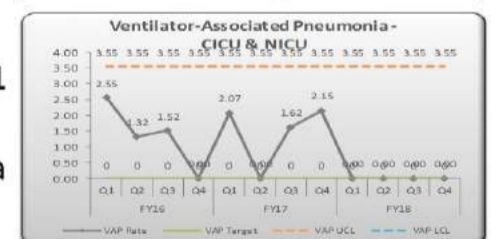
Zero Harm is Achievable: Our Success Stories

- Healthcare Associated Infection Catheter Associated Urinary Tract Infection (CAUTI) – **89% reduction in CAUTI Rate with total cost saving of \$196,080**

LOCATION	BASELINE		Baseline Rate (C/DA/1000)	Time period	OBSERVED		Expected CAUTI cases (Ex H/1000)	CAUTI Cases Prevented (I-G if >G; (Rounded to nearest whole number)	per CAUTI	\$ impact
	CAUTI cases	Catheter days			CAUTI cases	Catheter days				
CICU	9	1554	5.79	Jan 14-Jan15	13	5503	31.86	18.86	19	\$5,360.00
Ward 42	0				0					\$0.00
Ward 43	1	1103	0.91	Jan 15-Aug15	11	4954	4.51	0	0	\$0.00
Ward 44	1	456	2.19	Dec 16-Apr 17	2	1982	4.34	2.34	2	\$5,360.00
Ward 55	1	134	7.46	Dec16-Jan17	4	1253	9.35	5.35	5	\$26,000.00
Ward 65	1	104	9.61	Dec-16	2	1175	11.29	9.29	9	\$5,360.00
Ward 71	0				0					\$0.00
Ward 86	1	218	4.59	Dec16-Jun17	1	718	3.30	2.30	2	\$5,360.00

KKH achieved incident free days for the following:

- Zero wrong site surgery incident for **1137 days** from Sept 2015 to Apr 2019
- Zero MRSA for **517 days** since Jan 2018 to Apr 2019
- Cross Institution Hand Hygiene (CIHH) Compliance rate of **above 90%** since last quarter of 2017 to date
- Zero Venous-Thromboembolism (VTE) event for **1011 days** in O&G patients since Nov 2016 to Apr 2019
- CICU & NICU - Zero Ventilator Associated Pneumonia (VAP) for **437 days** since 31 Jan 2018 to Mar 2019
- Children's ICU (CICU) celebrated Zero CAUTI for **365 days** in Oct 2018



KKH was awarded two Zero Harm Team Awards and won five Asia Hospital Management Awards in 2018 for patient safety, innovation and quality projects.

SingHealth Family Target Zero Harm Award 2018			
Title	Main Author	Category	Award
Caregivers Participation in Shift Handover for Safety	Ms Wong Kin Ling & Team	Innovations in Healthcare Technology	Gold
Enhance Patient safety: Improved triaging System and Quality Care	Ms Hanisah Bte Barudin & Team	Patient Safety	Team Award

Asian Hospital Management Awards (HMA) 2018			
Title	Main Author	Category	Award
Automated Hand Hygiene Notification Machine Learning System	Mr Hen Zhi Qian & Team	Innovations in Healthcare Technology	Gold
Reducing Hospital acquired MRSA Nosocomial Infection: A Patient's Safety Initiative	Ms Hoon Siew Jong, Jocelyn Chng & Team	Patient Safety	Gold
Every Voice Matters, Speak Up for Safety and Make It Safe to Speak	Ms Pang Nguk Lan & Team	Patient Safety	Excellence
Clean up for Patient Safety	Ms Lau Gek Muay, Rena Leong & Team	Facility Management and Financial Improvement	Excellence
Telehealth for Speech Language Therapy Service	Ms Lydia Gw Wei En & Team	Innovations in Healthcare Technology	Excellence

Conclusion

Patient safety has to be rooted and integrated into the way we care for our patients. Being accountable is about taking responsibility and ownership in doing the right thing even when no one is watching. When team members consistently demonstrate ownership and accountability, trust is formed, and mutual respect can be earned to create a comfort level for peers to speak freely and watch out for each other. Senior leaders are responsible for establishing safety-mindfulness for all employees and these behaviors include, but are not limited to, transparency, effective teamwork, and promoting active communication through getting our people to connect, collaborate, co-create and celebrate successes.

