Creating a Culture of Safety

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LLI Vision of Safe Health Care

We envision a culture that is open, transparent, supportive, and committed to learning; where doctors, nurses, and all health workers treat each other and their patients competently and with respect; where the patient’s interest is always paramount, and where patients and families are fully engaged in their care.
LLI Vision of Safe Health Care

We envision a culture centered on teamwork, grounded in mission and purpose, in which organizational managers and Boards hold themselves accountable for safety and learning to improve. In a learning organization, every voice is heard; every worker is empowered to prevent system breakdowns and to correct them when they occur.

The culture we envision aspires to, strives for, and achieves unprecedented levels of safety, effectiveness, and satisfaction in health care.
NURSES: Results of surveys of nurses about disruptive behavior

- Witnessed or received abuse 95%
- Verbal abuse every 2-3 months 64%
- Believe it is a cause of nurses leaving 37%
- Percent of doctors exhibiting it 5.7%
## PHARMACISTS: Results of survey of 4800 by ISMP 2013

<table>
<thead>
<tr>
<th>Issue</th>
<th>Ever %</th>
<th>10+ %</th>
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<tbody>
<tr>
<td>Doctors who won’t answer questions</td>
<td>84</td>
<td>14</td>
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<tr>
<td>Impatient, hang up</td>
<td>74</td>
<td>11</td>
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<tr>
<td>Condescending, demeaning, insulting</td>
<td>71</td>
<td>15</td>
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<tr>
<td>Won’t follow safe practices, collab.</td>
<td>69</td>
<td>13</td>
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<tr>
<td>Yelling, cursing, threats</td>
<td>57</td>
<td>6</td>
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Survey of all medical students at 7 medical schools: 2682 responders (61%)

**STUDENTS: Burnout, Depression, Suicide**

- **Burnout:** 53%

- Moderate-severe **depression:** 14.3%
  - Schwenk, Davis, Wimsatt, 2010 JAMA 304:1181

- Seriously considered **suicide:** 4.4%

- Considered **dropping out**, past mo.: 15.2%
Of 41 interviews, 30 patients had serious problems with:

- Care coordination
- Knowing what was happening, to be expected
- Physicians who:
  - Did not listen
  - Would not explain
  - Had no interest in the patient’s problems or concerns
  - Were rude, demeaning, or disrespectful
  - Would not take responsibility or apologize
Lucian L. Leape, MD, Miles F. Shore, MD, Jules L. Dienstag, MD, Robert J. Mayer, MD, Susan Edgman-Levitan, PA, Gregg S. Meyer, MD, MSc, and Gerald B. Healy, MD

Perspective: A Culture of Respect, Part 2: Creating a Culture of Respect
Lucian L. Leape, MD, Miles F. Shore, MD, Jules L. Dienstag, MD, Robert J. Mayer, MD, Susan Edgman-Levitan, PA, Gregg S. Meyer, MD, MSc, and Gerald B. Healy, MD

Academic Medicine, 2012, 87:845-858
The Spectrum of Disrespectful Behavior

A. **Overt** - Disruptive/demeaning Behavior

B. **Covert** - Passive Resistance

C. **Institutionalized** (Normalized)
The Spectrum of Disrespectful Behavior

A. **Overt** - Disruptive/demeaning Behavior
   - Disruptive physician
   - Humiliation
QUESTION: Do you agree?

In the past three months, I have been the victim of or witnessed disruptive or humiliating behavior

Avg: 55             Nurses: 85
The Spectrum of Disrespectful Behavior

A. Overt - Disruptive/demeaning Behavior
   - Disruptive physician
   - Humiliation
   - Dismissive and degrading put-downs
NOT the vast majority of doctors
The Spectrum of Disrespectful Behavior

A. Overt - Disruptive/demeaning Behavior
   - Disruptive physician
   - Humiliation
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B. Covert - Passive Resistance
B. Covert - Passive Resistance

- “Autonomy nuts” – don’t value others’ opinions, expert recommendations, etc.
- Chronically late, bored
- Won’t follow safe practices, checklists, protocols
- Poor team player
- Doesn’t participate in QI / safety improvements

*The major cause of failure of QI and safety projects is lack of physician participation*
QUESTION: Do you agree?

Some doctors feel the rules don’t apply to them

Avg: 93  Nurses: 98
QUESTION: Do you agree?

In my hospital, people are held accountable for safety. If they deliberately violate a safe practice, they are punished.

Avg: 40  Nurses: 46
QUESTION: Do you agree?

In my hospital, many doctors do not participate in quality improvement or safety initiatives.

Avg: 55       Nurses: 68
QUESTION: Do you agree?

Many doctors are not good team players

Avg: 64  Nurses: 77
The Spectrum of Disrespectful Behavior

C. Institutionalized Disrespect

1) Of workers - The Workplace Environment
   a) Physical disrespect
      – Worker safety
Injuries resulting in lost days of work

Cases per 10,000 full-time employees

- Hospitals: 157.5
- Construction: 147.4
- Manufacturing: 111.8
- Private industry (U.S. average): 105.2
- Professional and business services: 54.5

Data source: Bureau of Labor Statistics
Rates of injuries resulting in days away from work

Nursing aides, orderlies, and attendants: 419.9 cases per 10,000 full-time employees
Emergency medical technicians and paramedics: 370.9 cases per 10,000 full-time employees
Occupational therapy assistants and aides: 145.6 cases per 10,000 full-time employees
Registered nurses: 128.2 cases per 10,000 full-time employees
Licensed practical and vocational nurses: 121.9 cases per 10,000 full-time employees
Private industry (U.S. average): 105.2 cases per 10,000 full-time employees

Data source: Bureau of Labor Statistics
The Spectrum of Disrespectful Behavior

C. Institutionalized Disrespect

1) *Of workers - The Workplace Environment*

    a) Physical disrespect
       - Worker safety
       - Work hours
       - Work loads
The Spectrum of Disrespectful Behavior

C. Institutionalized Disrespect
   1) Of workers - The Workplace Environment
      a) Physical disrespect
         - Worker safety
         - Work hours
         - Work loads
      b) Psychological disrespect
The Spectrum of Disrespectful Behavior

C. Institutionalized Disrespect

2) Of patients

- Non-shared decision-making
- Failure to inform and involve patients in daily care
- Lack of full disclosure, apology, compensation
C. Institutionalized Disrespect

2) Of patients

- Non-shared decision-making
- Failure to inform and involve patients in daily care
- Lack of full disclosure, apology
- Lack of common courtesy
  - Greeting, please, thank you...
  - First names, “Honey”
- Waiting
The Spectrum of Disrespectful Behavior

A. Overt/Active - rare

B. Covert/Passive - common

C. Institutionalized - pervasive
We have a culture of disrespect

A culture that teaches, tolerates, and rewards disrespectful treatment of all of its people – doctors, nurses, pharmacists, students, patients

Disrespect is the root cause of our poor quality and safety, and of the dissatisfaction and unhappiness of our patients and our nurses and doctors
Why are we disrespectful?
Why are so many doctors and nurses so unhappy?

- Overworked
- Drowned in record-keeping
- Everyone is telling them what to do
- No slack to enjoy and improve
Intrinsic motivation

★ Autonomy
★ Mastery
★ Purpose

Daniel H. Pink, DRIVE 2009
What to do?

1. Solve the disruptive doctor problem
2. Enforce the rules
3. Change the environment
Paul O’Neill’s story
Safety at Alcoa
Paul O’Neill on Safety

Every worker’s experience, every day:

- I am treated with dignity and respect by everyone, regardless of position, education or pay.
- I have the support I need to make a contribution that gives meaning to my life.
- I am recognized and thanked for what I do.
Paul O’Neill on Safety

Every worker’s experience, every day:

• I am treated with dignity and **respect** by everyone, regardless of position, education or pay.

• I have the **support** I need to make a contribution that gives meaning to my life.

• I am recognized and **thanked** for what I do.
The secret of the care of the patient is caring for the patient

Francis Weld Peabody
The secret of the care of the patient is caring for the caregiver