



Singapore Healthcare Management 2017

Roadmap to Achieving Safe, Reliable, Effective and Harm Free Care—KKH Zero Harm Journey

Pang Nguk Lan, Annellee Camet, Helen De Chavez, Marionette A. Catahan, Jacqueline Dayuta, Jessie Chan, Siti Asmah, Karmen Lee YY



Background

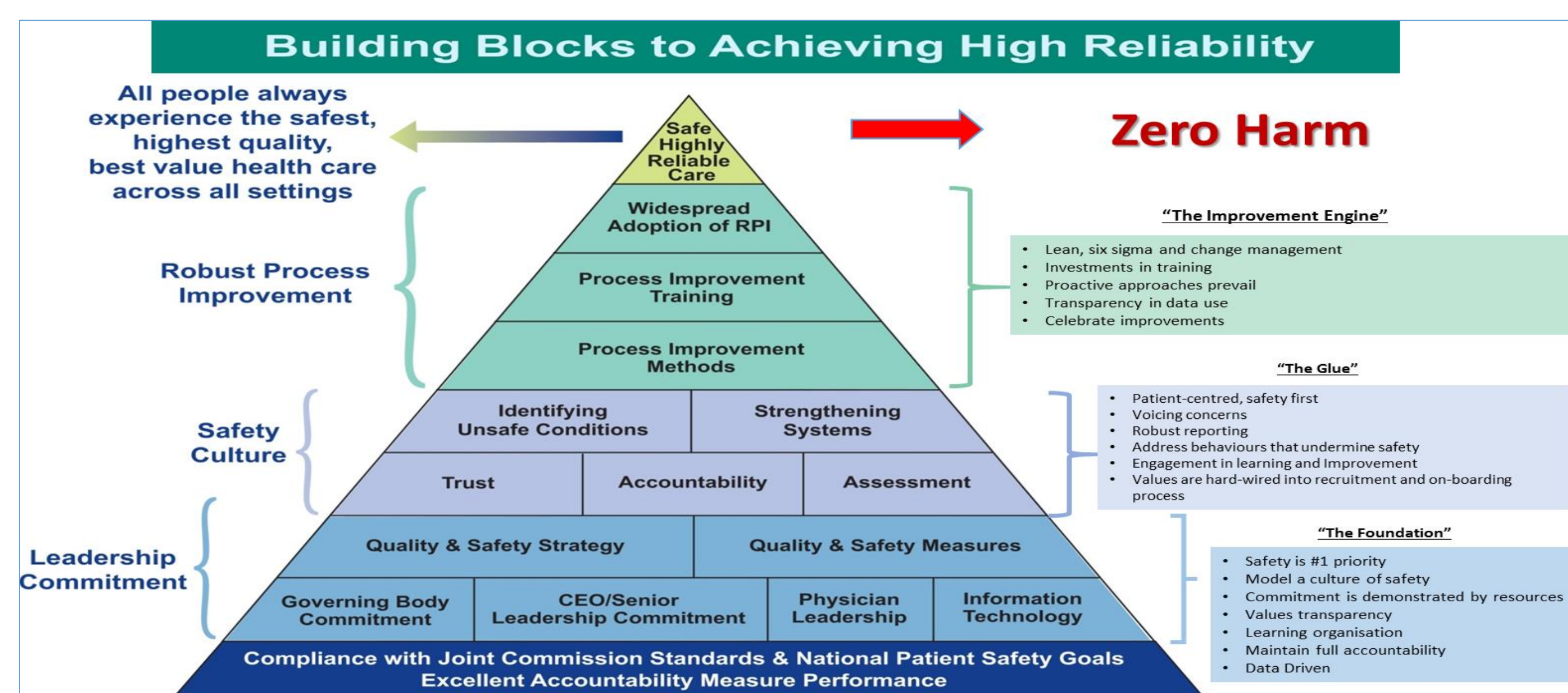
Primum non nocere, or 'first do no harm', is a central concept in medicine, and yet patients are harmed every day due to medical errors. Over the two last decades, significant effort has been devoted in healthcare industry to reducing medical error and improving patient safety. Aircraft carriers are fraught with potential accidents, yet they engage in nearly error-free operations and are a classic example of high reliability organizations. So what would it take for KK Women's and Children's Hospital (KKH) to be a reliable, effective and safe? At the core of high reliability and safety, it has to have a framework with strategies, processes and practices that would enable KKH to direct the development of an environment that could allow our patients experience the safest, high quality care every time. An organization can improve upon safety only when leaders are visibly committed to change and our people are led to align with clear goals set with consistent messaging and trust that will help everyone work together to see improvements.

Aim

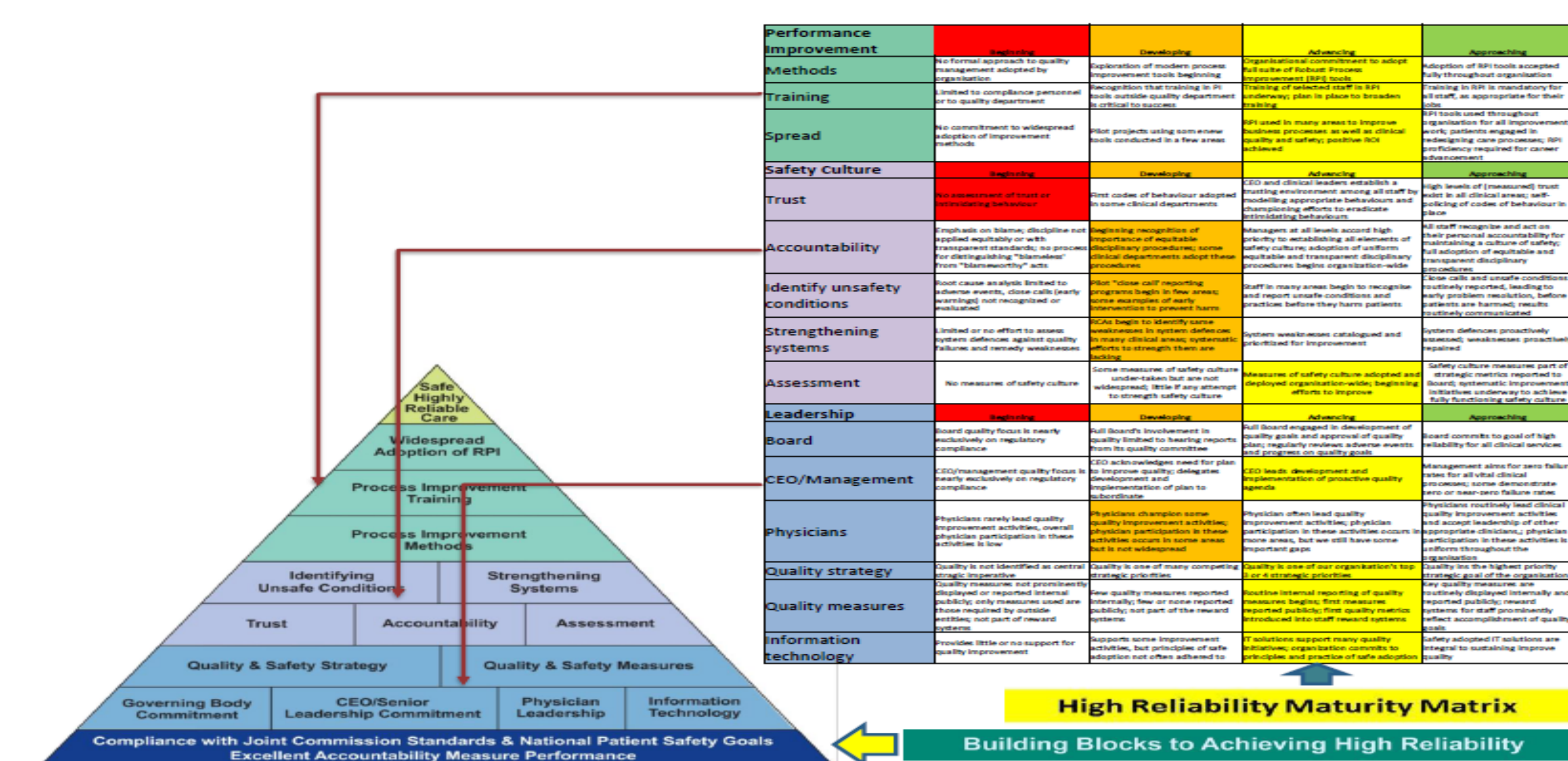
To leverage on JCI Building Blocks in Achieving Safety and Reliability to strategically guide KKH to build a culture of safety and continuous Improvement to achieve zero harm by 2022.

Methodology

The hospital leadership set priorities based on strategic objectives and initiatives. JCI Framework on Building Blocks to Achieving Safety and Reliability was adopted to guide the development and the establishment of needed programmes and activities to build improvement capability at scale to support the achievement of hospital established goal. The values underpinning this framework encompassed Leadership Commitment which form the Foundation to culture change, with Safety Culture that serves as "The Glue" to sustain and Robust Process Improvement segment as the engine to continuously propel quality and safety to the highest level across all settings.



The hospital leveraged on High Reliability – Stages of Organisational Maturity™ scoring matrix to assess the level of maturity under Leadership Commitment, Safety Culture and Robust Process Improvement under the four stages, namely Beginning, Developing, Advancing and Approaching. After the stages were determined, work plans were mapped for each building block where key drivers were identified with programmes and activities drawn, and the ultimate goal is to bridge the gap between current and desired performance.



The office of Quality, Safety and Risk Management (QSRM) supports the hospital in planning, initiation and execution of programmes with Corporate Communication takes on the messaging to various levels. A Training and Consultative Arm was established within the QSRM structure to map and establish improvement capability building programmes at a scale that could equip staff with needed knowledge and skills to effect change. The vision of hospital aspiring to achieve highly reliable and safety culture, and continuous improvement are clearly articulated and made visible at every level. The commitment to Target Zero Preventable Harm was made as goal to Safety and it was launched together with Speak Up for Safety on 16 February 2016.



The Safety and Reliability Work Plan is reviewed with outcomes measured and evaluated. The organisation maturity scoring is done yearly and new plans are mapped to address to subsequent gaps. In 2017, the following were mapped as the drivers to our Zero Harm journey:

- Speak Up for Safety with all staff educated on the use of Safety C.O.D.E
- 100% Hand Hygiene Compliance
- JCI Standards in our daily practice



Results

Several outcome measures were tracked and with the following achievements: The Employee Satisfaction Survey Conducted in 2016 with 94% response rate: High level of enablement – all elements rated above Healthcare, Singapore and High Performing Norms and for Employee Engagement the overall result was highly positive.

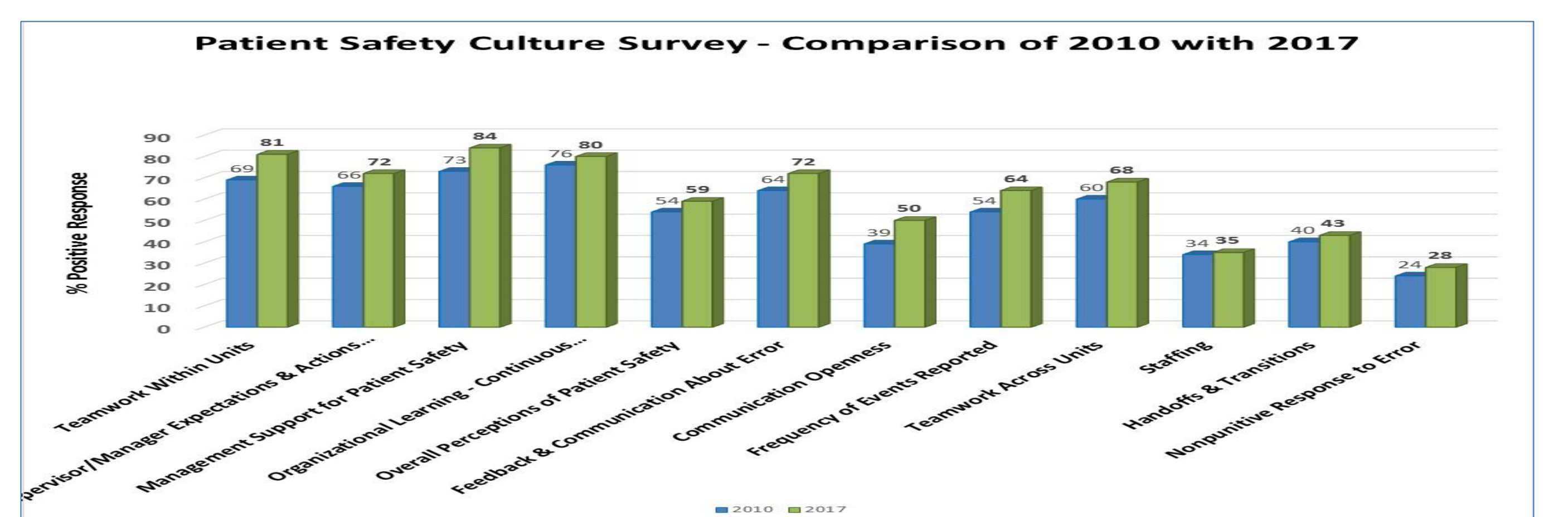
Employee Enablement Questions: High enablement at KKH

Item	Valid N	% Fav	% Neu	% Unfav	Trend	SINGHEALTH OVERALL 2016	Healthcare (Norm)	Singapore (Norm)	High Performing (Norm)
Job uses skills & abilities	4,415	85	12	3	↑	2*	8*	10*	5*
No significant barriers to doing job well	4,410	69	22	9	↑	1	10*	15*	5*
Opportunity to do challenging work	4,407	79	17	4	↑	3*	4*	3*	2*
Job conditions promote productivity	4,392	74	20	7	↑	1	7*	13*	6*

Employee Engagement Questions

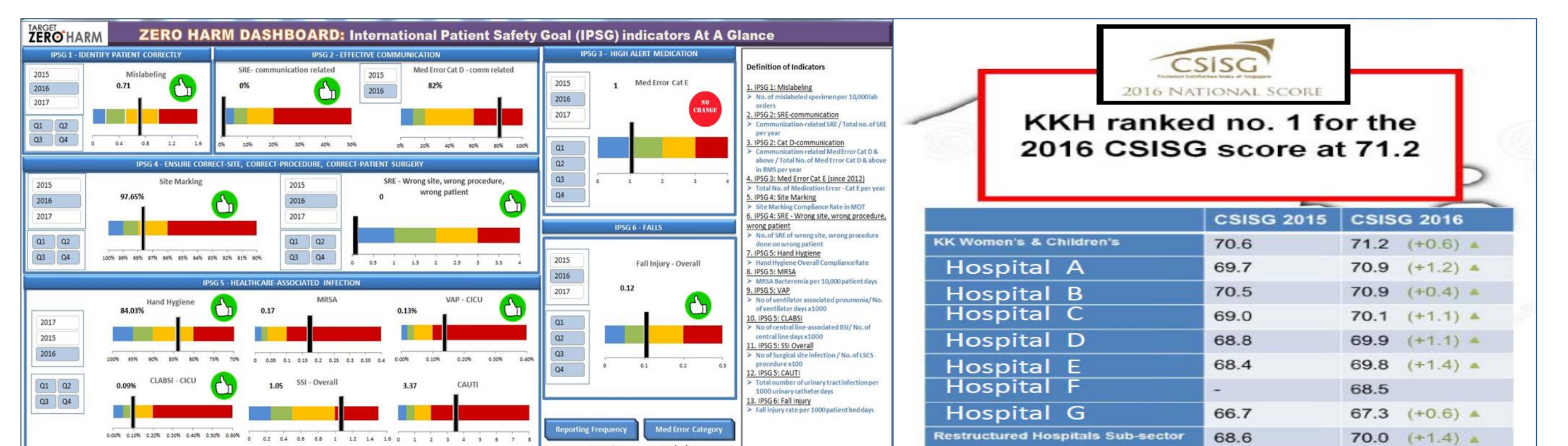
Item	Valid N	% Fav	% Neu	% Unfav	Trend	SINGHEALTH OVERALL 2016	Healthcare (Norm)	Singapore (Norm)	High Performing (Norm)
Employee Engagement	72	20	9	71	↑	2*	3*	10*	-1
Willingness to go above and beyond expectations	4,413	85	12	3	↑	4*	1	14*	11*
Recommend KKH as place to work	4,413	77	19	4	↑	5*	3*	7*	15*
Pride in KKH	4,416	83	16	1	↑	4*	2*	2*	8*
Motivation to contribute more than required	4,389	72	22	6	↑	2*	11*	12*	6*

Agency for Healthcare Research and Quality (AHRQ) Patient Safety Culture Survey with 94% Response Rate: Comparison of Year 2010 with 2017, all elements measured were on upward trend.



Outcome:

Hospital uses 13 Patient Harm Indicators that focus on 6 Joint Commission International (JCI) International Patient Safety Goal (IPSG) to track progress year on year: 62% has better outcome compared to previous year. Consumer Satisfaction Index of Singapore 2015 & 2016 – KKH ranked No. 1 among the Restructured Hospitals.



Conclusion

In transforming culture, the fundamental changes required and sustained attention demand active engagement of staff at all level and strong leadership commitment. Solid leadership and a clear sense of corporate direction are vital to successful improvement. The organization has to clearly scope and identify the gaps between where the entity is now and where it wants to be, and how to effect the level of transformation. To achieve successful culture change, there has to be values and beliefs not just by their own behaviour and communication but also by mechanisms that promote or inhibit behaviour in the organization.