

# Building an Accountable and Safe Culture, Getting to Zero

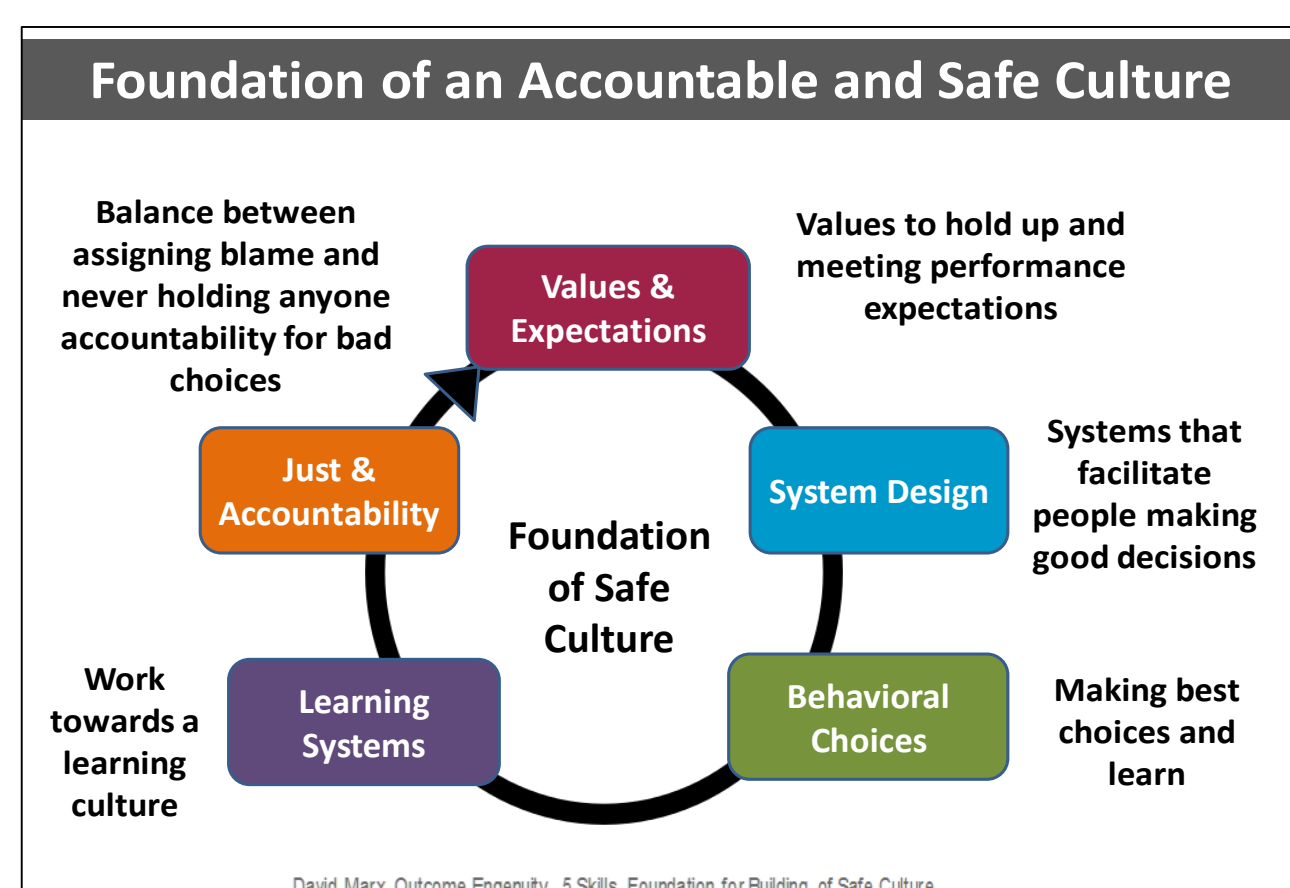
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## Introduction

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

Strategic Training Course on Building a High Reliability and Safety Culture												
Training Program	Course Provider	Senior Mgt & Board Members	Clinical and Non-Clinical HODs (DO, AD, AO)	Patient Safety Champions and Peer Messengers	QI Champions/ACIP QI Champions	Patient Safety Leads	Managers, clinical and non clinical	Doctors, Nurses, AHPs, Ancillary	Admin. Executives, Secretaries, Admin. Assistants	Ops and PSLs Frontline staff (e.g. SCA, PCA Technician, Porter etc)	Contract Staff (e.g. Clinicians, RPA/Ms)	Total no of Eligible Staff or Targeted Group Trained in Year (cumulative and in %)
Speak Up for Safety Seminar	KKH	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	70 90 98
IHI Open School - Safety Program	IHI On-line Course	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	30% 60% 90%
Promoting Professional Accountability Executive Workshop	Cognitive Institute 2.5 hrs	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	50%
Leading Reliability Improvement for Safer Healthcare	Cognitive Institute 1 day	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	75%
Promoting Professional Accountability Organization Resilience Workshop	Cognitive Institute 4 hours	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	20%
Safety Champion Training	Cognitive Institute 3 days - Max 12	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	100%
Speaking Up for Safety Presenter Training (Train-the-trainer)	Cognitive Institute 2 days- Max 12	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	100%
Presenter Accreditation	Cognitive Institute 1 day- Max 12	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	100%
Promoting Professional Accountability Peer Messenger Skills Training Workshop	Cognitive Institute, For Peer Messengers - 4 hours- Max 18	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	90%
Course applicable for all, especially Managers, Supervisors and Frontline staff with more than 5 years experience												
ERM Workshop (Singlehubs & Inhouse)	Singlehubs Academic	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	5%
Enhanced Performance Improve Core ERM (Singlehubs)	Academic	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	5%
Human Factors Workshop (Inhouse)	KKH - 15-20 per month	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	5%
Human Factors Workshop (Inhouse)	KKH - 15-20 per month	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	5%
Data Analytics (Roundtable)	KKH - 15-20 per month	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	2%
Quality Improvement Tools (Roundtable)	KKH - 15-20 per month	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	5%
Quality Improvement (QI) Tools	KKH - 15-20 per month	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15%
Quality Improvement (QI) Tools	KKH - 15-20 per month	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15%
Lean - 5S - Started in 2019	KKH - 15-20 per month	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	5%
✓	To attend	5%	To be reviewed	5%	Optional							

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.



**CEO-CMB FORUM**  
15 February 2019 (Friday) | 7.45AM | Auditorium


**7.45 am :** Strategic Focus : Target Zero Harm  
Shuttle or Non-shuttle: How do you know?  
Nurse Manager Yang Hui Min, Centre Sterile Supply Unit

**7.55 am :** Strategic Focus : Academic Medicine  
Chief Executive Journey of Elevated Stoppers  
Dr Sylvia Mun  
Assistant Director, Allied Health Office

**8.05 am :** CMB's Update

**8.15 am :** CEO's Update

**8.25am :** Patient Safety Awards Presentation



**TARGET ZERO HARM**  
VACCINES  
CASE IN POINT  
Measles outbreaks are increasing globally  
Why do we need to get vaccinated?  
What does vaccination mean for us?  
What does vaccination mean for our patients?

**Near-Miss Reporting**  
Near-miss:  
• An unplanned event that did not result in injury, illness or damage, but had the potential to do so.  
• If repeated over time, someone will get hurt!  
• We can prevent harm by reporting near-misses.

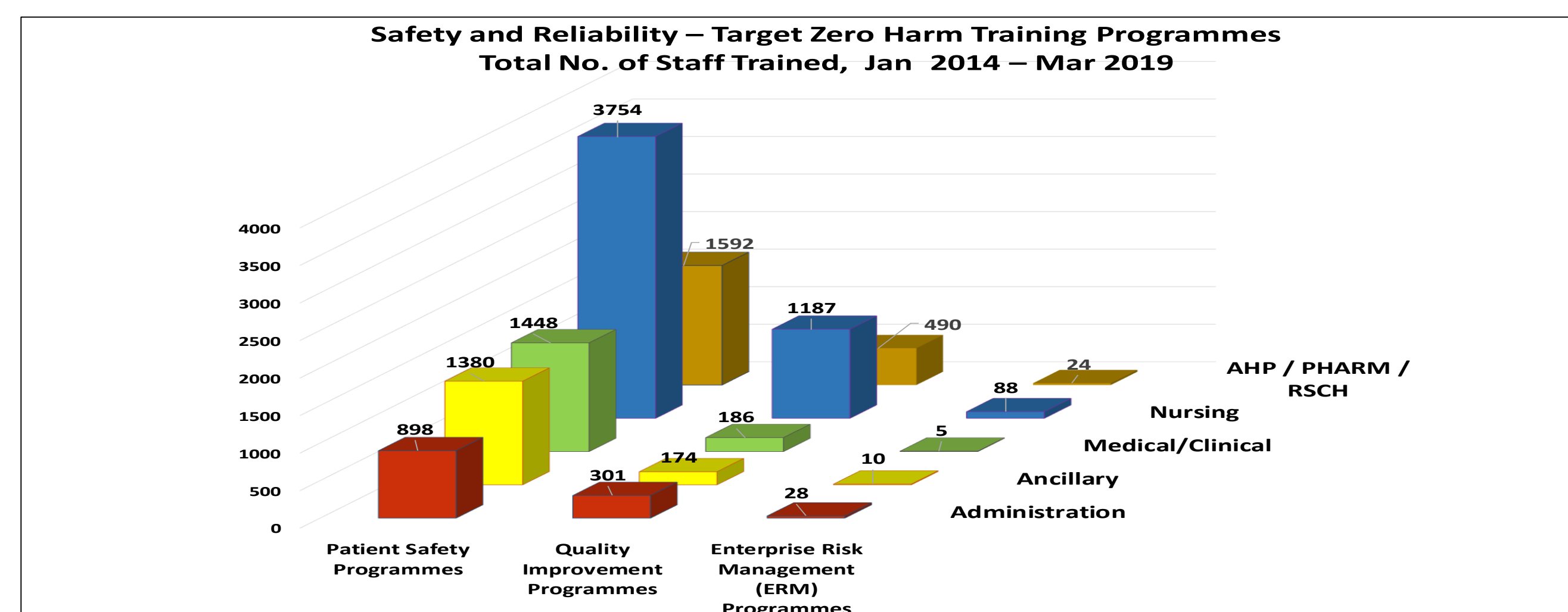
**Near-Miss Reporting is about Fixing the System, Not Assigning Blame**

**TODAY'S NEAR MISSES COULD BECOME TOMORROW'S HARMFUL ACCIDENT**

**Communication slides co-developed by Corp. Comms. & QSRM for Dept. HODs to dissemination during div/dept. meeting**

## 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.



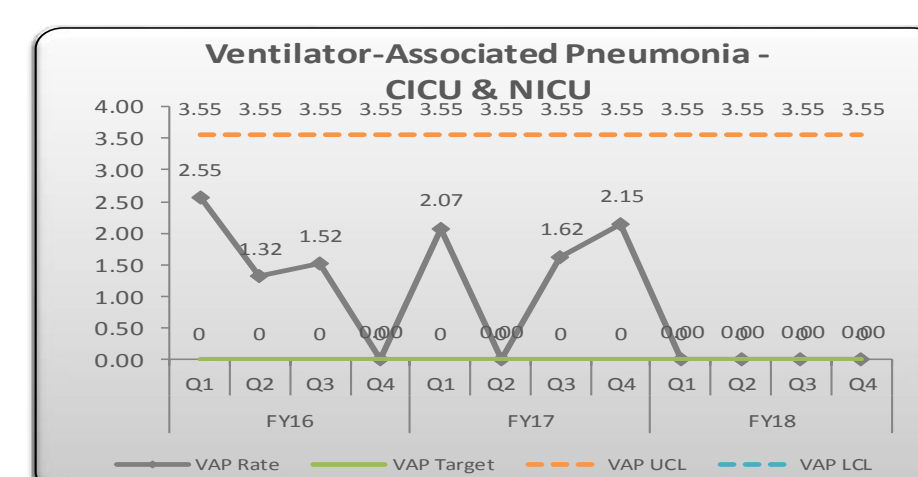
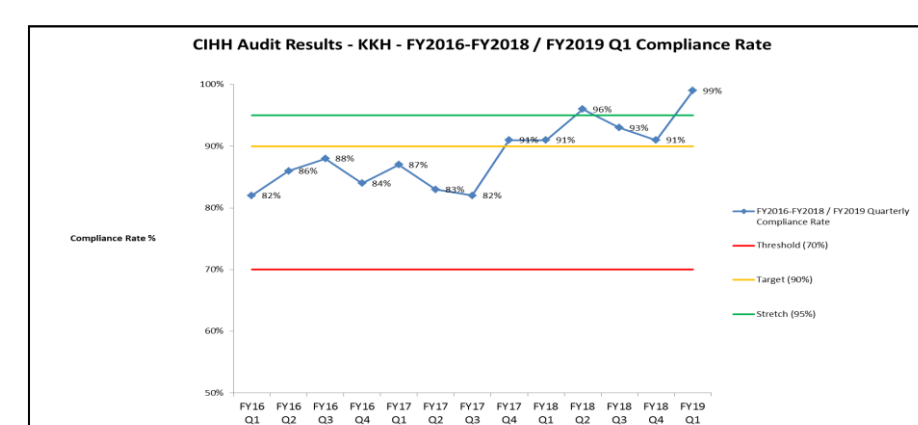
### Zero Harm is Achievable: Our Success Stories

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

LOCATION	BASELINE				OBSERVED				Expected CAUTI cases (E x H/1000)		CAUTI Cases Prevented (I-G if >G; (I-rounded to nearest whole number)		\$ impact	
	CAUTI cases	Catheter days	Baseline Rate (C/D)x1000	Time period	CAUTI cases	Catheter days	Time period	Time period	per CAUTI	Total (LxM)				
CICU	9	1554	5.79	Jan 14-Jan15	13	5503	Feb15-Dec18	31.86	18.86	19	\$5,360.00	\$101,840.00		
Ward 42	0				0									
Ward 43	1	1103	0.91	Jan 15-Aug15	11	4954	Sept 15-Dec18	4.51	0	0	\$0.00	\$0.00		
Ward 44	1	456	2.19	Dec 16-Apr 17	2	1982	May 17-Dec18	4.34	2.34	2	\$5,360.00	\$10,000.00		
Ward 55	1	134	7.46	Dec16-Jan17	4	1253	Feb17-Dec18	9.35	5.35	5	\$5,360.00	\$26,000.00		
Ward 65	1	104	9.61	Dec16	2	1175	Jan 17-Dec18	11.29	9.29	9	\$5,360.00	\$48,240.00		
Ward 71	0				0									
Ward 86	1	218	4.59	Dec16-Jun17	1	718	Jul17-Dec18	3.30	2.30	2	\$5,360.00	\$10,000.00		

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 Ventilated 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



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

