Why a Safety Coach Program May be Our Most Important Legacy

Glenn Billman, MD, Chief Quality Officer
Rady Children’s Hospital San Diego
Overview

• What’s the problem?
• The limitations of a tactical approach
• The importance of addressing culture
• The role of the Safety Coach
• Implementing a Safety Coach program
• Tracking the Impact
• Lessons Learned
• Sustainability
Highly Reliable Organizations
Journey to High Reliability

- Optimized Outcomes
- Process Design
- Tactical Improvements:
  - Checklists, Bundles, Clinical Decision Support
  - Evidence-Based Best Practice
  - Focus & Simplify
Why Do We Need Safety Coaches?

Components of IHI CR-BSI Prevention Bundle

1) Hand hygiene
2) Maximal barrier precautions
3) Chlorhexidine skin prep
4) Optimal site selection
5) Daily review of line necessity
Why Do We Need Safety Coaches?
CLABSI – Reliability to Bundle
Rules, Laws, Policies, or Commands will never be enough!
Journey to High Reliability

Optimized Outcomes

Organizational Culture
- Organizational Mindfulness
- Safety Governance
- Huddles/Daily Organizational Briefing
- Executive Walk Rounds
- Just Culture
- Safety Coaches

Process Design
- Tactical Improvements
- Checklists, Bundles, Clinical Decision Support
- Evidence-Based Best Practice
- Focus & Simplify

Reliability
What is a Safety Coach?

Unit-based front line staff who are passionate about patient and staff safety. Safety Coaches are trained to observe work behaviors, and to provide peer to peer support to reinforce organizational safety practices and behavior expectations.
Why Do We Need Safety Coaches?
Top 7 Reasons We Need Safety Coaches?

#7 People Make Mistakes
Top 7 Reasons We Need Safety Coaches?

#6 People Drift
Top 7 Reasons We Need Safety Coaches?

1. Innovators (2.5%)
2. Early Adopters (13.5%)
3. Early Majority (34%)
4. Late Majority (34%)
5. Laggards (16%)

Diffusion of Innovations Model, Everett Rogers, 1962

#5 We Resist Change
Top 7 Reasons We Need Safety Coaches?

#4 You Can’t Be Everywhere All The Time
#3 Habit Formation Takes Time
Top 6 Reasons We Need Safety Coaches?

#2 For any important change to occur that has lasting impact, it must be made at the LOCAL level!
The #1 Reasons We Need Safety Coaches?

We Are All Volunteers for Patient Safety!
The VISION

Donald Kearns, MD, MMM
President and CEO
Rady Children’s Hospital-San Diego
Program Infrastructure

Safety Coach Leadership

• Safety Coach Mentor / Project Manager
  - Communicates directly with Safety Coach Unit Leader
  - Attends Unit Meetings

• Safety Coach Unit Leader
  - Leads Unit Meetings
  - Trains and Supports Safety Coaches

• Safety Coaches
Safety Coach Development

Basic Training
• Monthly
• Day and PM shifts

Forums
• Quarterly
• Train and Share

Newsletter
• Monthly

Celebration
• Train, Share, & Celebrate

Website
Safety Coach Communication

Bundled and Streamlined:
- Communication through Safety Coach Mentor

Newsletter : Impact
- Announcements
- Great Catch Stories
- Safety Alerts
- Upcoming Education
- Safety Articles

Website
Branding

“I’ve got your back!

Safety Coach

Rady Children’s Hospital - San Diego
Recognition
Marketing the Program
A Safety Coach Is

- Communicator
- Educator
- Story Teller
- Role Model
- Creative
- Observer
Safety Coach Responsibilities

- Make a One Year Commitment as a Safety Coach
- Attend Safety Coach Training and Quarterly Meetings
- Attend Unit Based Quality Council Meetings
- Observe, and provide praise / coaching / feedback to colleagues utilizing Safety Communication Practices.
- Immediately reports any safety or critical issues.
- Submit 4 Behavioral Observations Tools / month.
What a Safety Coach Isn’t!

“Dispelling the Myth”
Introducing...
The Rady Children's Hospital Safety Coach Pilot Project
Hem/Onc Inpatient Safety Coaches!
“\textit{I’ve Got Your Back!}”

Safety Coach
Rady Children's Hospital San Diego

Irene Mendiola
Sara Molina
Brandon Chu
Carole Potter
New Role: Safety Stories

Because all Safety Issues Start With a Story.

New Role: Good Catch Awards
New Role: Communication Training
New Tools

Communication Practices: Our Key to High-Reliability and Patient Safety

**AIDET**

**Safety Tool**
AIDET Name Game

**Personal Commitment**
We Make a Personal Commitment to Safety

**Purpose**
AIDET is a framework to:
- Engage families
- Share information
- Provide great Customer Service
- Help families feel part of our team
- Communicate respectfully with families that are feeling anxious, nervous or rushed.

**Technique**
- **Acknowledge**
  "Good morning, Mr. and Mrs. Jones."
- **Introduce**
  "My name is Susan and I work in the Lab. Your doctor has ordered several blood tests for Billy."
- **Duration**
  "I will be collecting tubes for the tests and it will take about five minutes. Is now a good time for you and do you have any questions?"
- **Explain**
  "After the samples are sent to the lab, it will take about one hour to get the results back."
- **Thank You**
  "Thank you very much. Billy did a great job!"

**When to Use AIDET**
- Entering a patient’s room.
- Performing a test or a procedure.
- Registering a family for an appointment.
- A family member appears to be nervous or anxious.
<table>
<thead>
<tr>
<th>Communication Practice:</th>
<th>Situation:</th>
<th>Intervention:</th>
<th>Comments/Feedback:</th>
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<tbody>
<tr>
<td>AIDET</td>
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<tr>
<td>* Acknowledge</td>
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<td>* Introduce</td>
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<td>* Stop</td>
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<td>* Think</td>
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<td>* Act</td>
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<td>ARCC</td>
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<td>* Ask a question</td>
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<td>* Request a change</td>
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<td>* Concern? Voice it</td>
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<td>□ Discussed</td>
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<td>* Chain of command</td>
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<td>5 P’s</td>
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<td>* Patient/Project</td>
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<td>* Pertinent History</td>
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<td>* Problems</td>
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<td>* Plan</td>
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<td>Stop and Resolve</td>
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<td>Don't proceed in the face of uncertainty.</td>
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New Tools

Model for Improvement

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<th>Question</th>
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<td>What are we trying to accomplish?</td>
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<td>How will we know that a change is an improvement?</td>
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<td>What change can we make that will result in improvement?</td>
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Safety Coaches = Local Change Agents
Staff Took Ownership

Request: Dig Deeper!
New Knowledge

The Second Victim Phenomenon: Building Resilience and Caring for the Caregiver

Susan D. Scott, PhD, RN, CPPS, FAAN

Rady Children’s Hospital Clinical Grand Rounds

November 2, 2016
New Knowledge

*crucial conversations*

*Tools for talking when stakes are high*

Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler

*Over one million copies sold*

Foreword by Stephen R. Covey

*The New York Times Bestseller*
So Has This Made a Difference?
Gaps Have Narrowed, and Improvements Sustained
Our Preventable Harm Rate is Falling!
Our Culture of Safety Has Improved!
Lessons Learned

• Ensure alignment of leader expectations & coach efforts.
• Mentor safety coach leaders as well as safety coaches.
• Anticipate ‘reboots’.
• Embrace unit creativity – One size doesn’t fit all.
• Embed safety coach activities into existing meetings.
• Provide unrelenting encouragement to Safety Coaches.
• Quality can only encourage – front line staff must own it.
• Listen!
To Avoid Stagnation

- Establish an annual overarching goal for program.
- Provide Safety Coaches the option to retire annually.
- Host an annual Safety Coach celebration.
- Celebrate the expanding # of safety coach in units.
- Provide training on topics relevant to coaches.

Thank-you Safety Coaches!
Wear your Safety Coach Scrub Top and/ or Safety Coach Lanyard
Thursday - 11/2/17
Get a FREE Coffee or Ice-cream
Where We Want To Be

Where We Are

Rady Children's Hospital San Diego