



Psychological Safety in Home Health & Hospice

Bringing it all together

May 3, 2023

Objectives

- Understand the core concepts of Psychological Safety and the principles of a High Reliability Organization (HRO) and how together, they influence a culture of safety within a mobile workforce
- Gain insight into the Hartford HealthCare at Home HRO journey including the challenges, barriers, and lessons learned
- Share practical approaches and resources that can be modified to meet the unique needs of any organization

Our Strategic Framework



WHY
we're here

Only statewide system of care

Access to clinical expertise in the communities we serve

Our Principles

Mission

To improve the health and healing of the people and communities we serve

Vision

Most trusted for personalized coordinated care



Our Strategic Imperatives

WHO we serve

Making Every Moment Matter for:

- Our Customers
- Our Colleagues
- Our Clinicians
- Our Communities

- Access
- Affordability
- Equity
- Excellence



WHAT
defines success

Aspirational Goals

On-Demand Healthcare



HOW
we work

HHC Operating Model

Institute Model

Strategic Partnerships

Our Culture & Values

Caring
We do the kind thing

- Human Experience
- Navigators & Information
- Well-Being



Equity
We do the just thing

- Diversity, Equity, Inclusion, & Belonging Councils
- Colleague Resource Groups
- Community-Centered Health



Excellence
We do the best thing

- Academics & Research
- Access to Care & Expertise
- Continuous Improvement
- Innovation



Integrity
We do the right thing

- Commitment to Compliance & Code of Conduct
- Leadership Behaviors
- Transparency



Safety
We do the safe thing

- High Reliability
- One Medical Record
- Quality & Clinical Councils



Our Balanced Scorecard

- Improve Patient/Customer Experience
- Provide Safe and High-Quality Care
- More Access to Timely Care
- Ensure Financial Health
- Build a Culture of Health & Racial Equity, Diversity, Inclusion, and Belonging



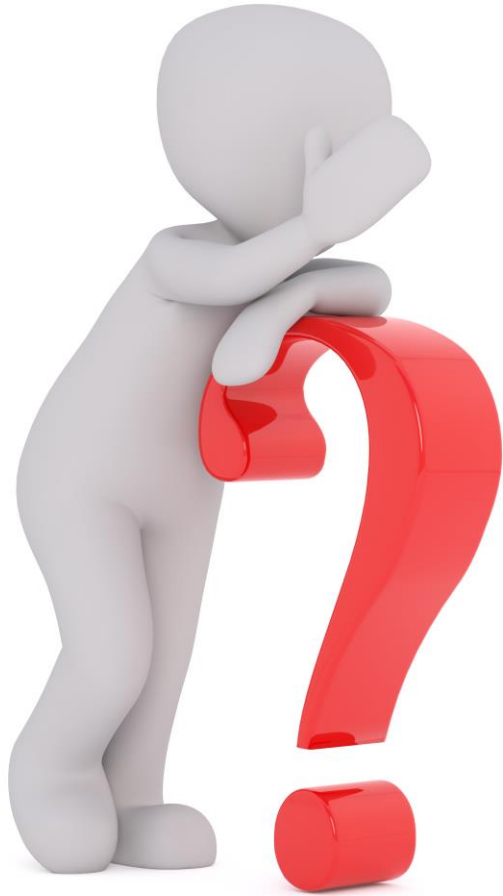
WHERE
we focus

Annual Improvement Priorities

Accountability

Measures

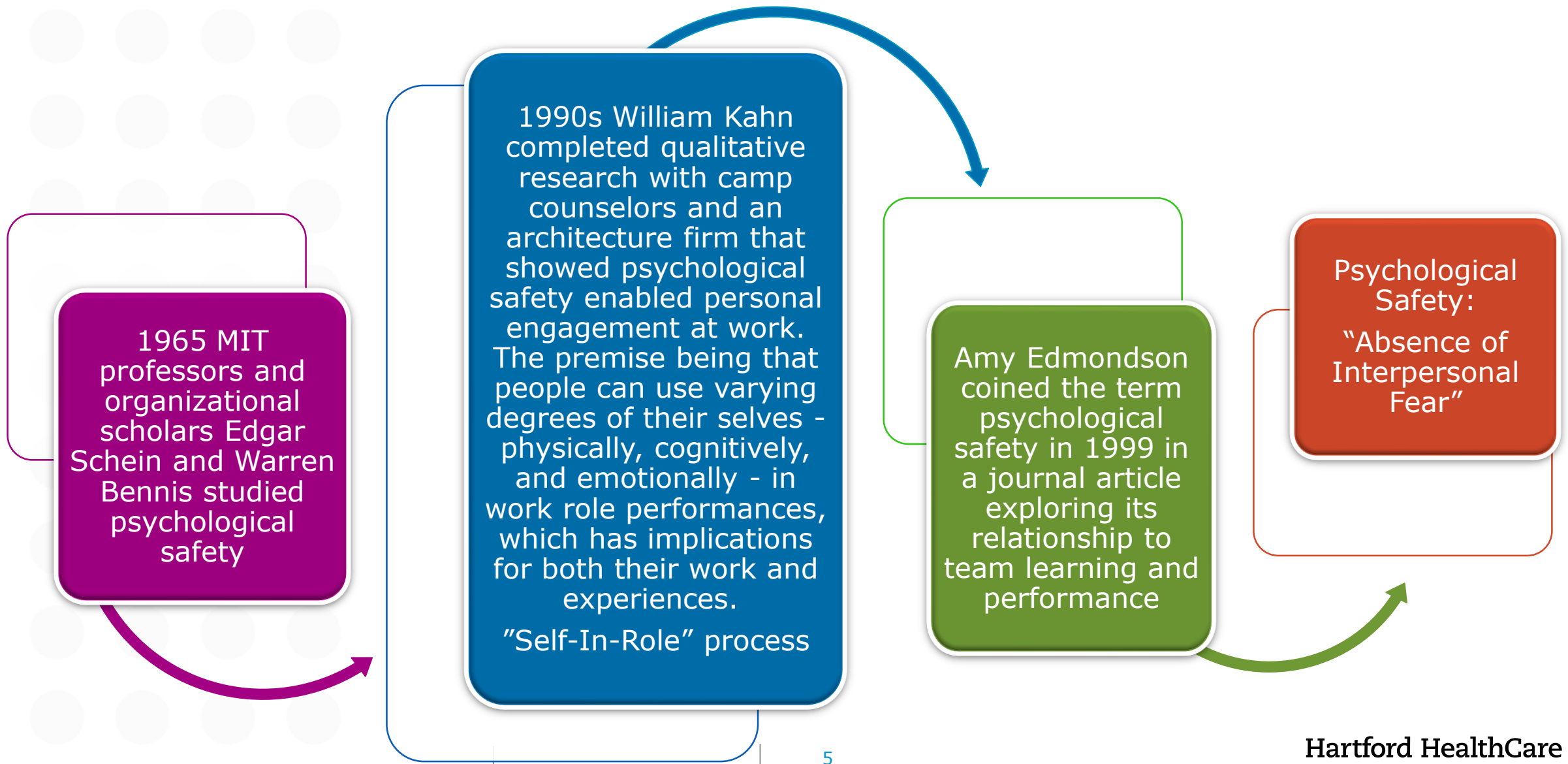
Psychological Safety



What does psychological safety mean to you?
What does it look like in your workplace?
What happens when a mistake is made at work?



History of Psychological Safety



HRO & Psychological Safety

What is HRO?

- A *high-reliability organization (HRO)* is an organization that operates in complex, high-hazard situations for extended periods while managing to avoid serious failures. IE: healthcare systems, air traffic control, and nuclear power plants

Why is this so important?

- It is important to create an environment where potential problems are anticipated, detected early, and corrected to prevent patient harm and/or a safety event.

What is a culture of safety?

- A safety culture encourages colleagues to be aware of, identify, and address hazards and safety concerns before they arise.....and to feel safe to report mistakes when they happen. Psychological safety is a key component in building a culture of safety!



Our HRO: HHC Community Network

HRO key topic: H3W Leadership Behaviors

Linking H3W Leadership Behaviors with High Reliability

H3W Leadership Behaviors: (A Commitment to Continuous Improvement)

1. Be in the Moment
2. Be Authentic and Humanistic
3. Volunteer Discretionary Effort Constantly
4. Model High Performance
5. Respect and Leverage Separate Realities
6. Be Curious vs. Judgmental
7. Look in the Mirror First – Be Accountable
8. Have Courageous Conversations
9. Provide Timely, Clear & Specific Performance Expectations and Feedback
10. Teach, Coach & Mentor

Why are these important in a HRO culture? **H3W = HRO** Leadership behaviors, CHAMP behaviors, as well as our core values (*Caring, Equity, Excellence, Integrity, and Safety*) are all interwoven, strengthening our culture of high reliability.

How can I use my H3W leadership behaviors to prevent patient harm? Support your peers and build trust amongst your team. **Modeling these behaviors** encourages others to **openly voice concerns** and **ask questions**, knowing they have the support of their colleagues.

Action: Engage your team in discussion with these conversation starters:

- Share an example or story of when you or your colleague used H3W leadership behaviors and CHAMP behaviors to prevent patient harm
- Share strategies of how you keep these behaviors in the forefront of your mind when going about your daily work

CHAMP Behaviors

Communicate clearly

Handoff effectively

Attention to Detail

Mentor and Coach Others

Practice a Questioning Attitude

Why Airplanes Crash



Bringing It All Together: A Culture Shift Begins With You

Create a culture where colleagues feel

- Included
- Safe to learn
- Safe to fail
- Safe to contribute
- Safe to challenge the status quo



Resources

- Align HRO with your agency core values and mission statement
- Correlate it to quality initiatives
- Integrate CHAMP behaviors
- Institute recognition platforms

HRO Principles

- Create a collaborative communication platform for a mobile workforce
- Add in a learning moment for each day
- Link drivers/metrics to safety and quality initiatives
- Emulate leadership behaviors

Huddles/Standups/Daily Meetings

- Sponsor a book or journal club for professional and leadership growth
- Consider small dose training through emailed slides and/or brief guided conversations linking data to patient experience and stories

Micro-Learnings

Resources

- Establish a culture of transparency
- Embrace mutual respect and trust
- Institute leadership rounding that includes shared learning from failures and mistakes
- Ensure an event reporting structure that analyzes how a process failed

Integration Of
Psychological Safety

- Schedule leadership touch points with new hires during first two year
- Demonstrate commitment to all staff – new and existing
- Empower all employees to speak up and share ideas

Regularly Scheduled
Check-ins

- Include 10th person in meetings and projects
- Reduce group think
- Challenge the status quo
- Highlight potential flaws in a process
- Promote critical thinking and innovation

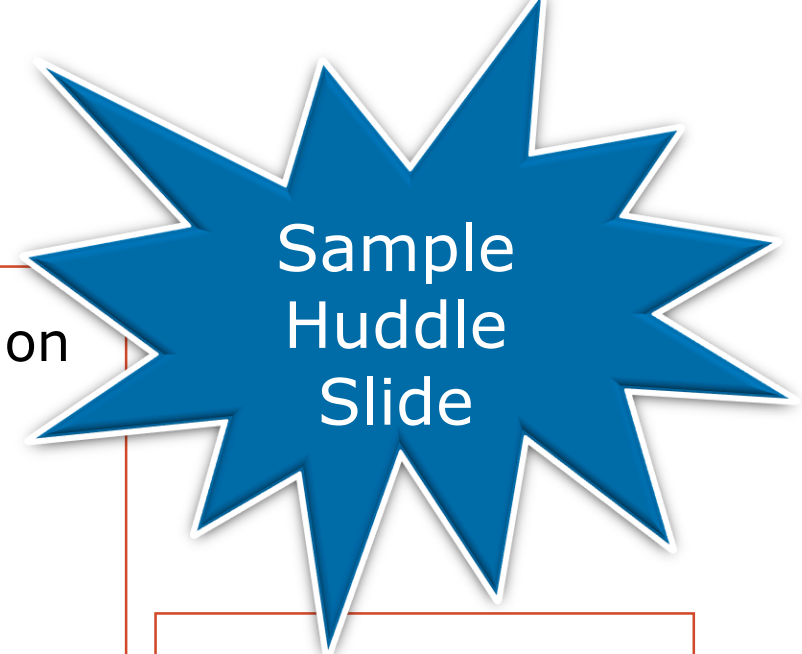
10th Person

Communication: Your Topic Heading

Date/time:

Consider the who, what, why, when, what of the communication

Make it visually appealing



Action Items:

What are the expectations of this communication?

What are the follow up items?

Insert your
Company Logo here

Additional References and Resources

- Institute for Healthcare Improvement (IHI): <https://www.ihl.org>
- National Association for Healthcare Quality (NAHQ): www.nahq.org
- Agency for Healthcare Research and Quality (AHRQ): www.ahrq.gov
- Patient Safety Network: psnet.ahrq.gov/primer/high-reliability
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- Edmonson, Amy C. *Fearless Organization*. 2019 Gildan Media, LLC
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