How can a Trust learn and improve when care does not go as expected

NHS Workforce Mental Health Conference
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What is a Just Culture

A Just Culture

A just culture accepts nobody's account as "true" or "right" and others wrong … Instead it accepts the value of multiple perspectives, and uses them to encourage both accountability and learning.

Sidney Dekker

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From retribution to restoration

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Retribution

- Which rule is broken?
- Who did it?
- How bad is the breach?
- What should the consequences be?

But its counterproductive…

Learning, Team
Review , Humanity
Compassion, Forgiveness
Understanding, Restoration
Healing , Trust

Restoration

- Who is hurt?
- What are their needs?
- Whose obligation is it to meet those?
- How do we involve the community?

Goals of restoration

- Moral engagement
- Emotional healing
- Reintegration of practitioner
- Organisational learning
- Prevention

NHS Context - Patient Safety Strategy & NHS People Plan

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- Continuous improve patient safety
- Create a patient safety culture
- Safety systems and processes

WE ARE THE NHS:
People Plan 2020/21 -action for us all

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Why ? - Staff wanted a staff BHAG ….

…they wanted to work in a safe place, be treated fairly and compassionately, and so our Just & Learning Culture was born….

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Mersey Care's Just and Learning Culture

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- Delivering our ambition for Perfect Care depends on the development of a **non-punitive culture;**
- Learning can only flourish when responses to mistakes are **compassionate;**
- Personal **responsibility** and **professional accountability** drives the organisational learning;
- It's not about 'blame-free' or being tolerant of absolutely anything;
- It's a careful balance of accountability and learning;
- A **prospective** outlook rather than a **retrospective** bias;
- Ask **what** and **how**, not **who** because a bad system will always beat a good person.

A Just Culture (from Sidney Dekker)

- Brings out information about improvement to levels/groups able to do something about it;
- Allows the organisation to invest in improvements that have a safety dividend, rather than deflecting them into legal defence and liability protection;
- Simultaneously satisfies demands for accountability and the need to learn and improve.

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Just and Learning Culture

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Impact of restorative practice on live disciplinary cases and suspensions in local and secure divisions

54%
Reduction in disciplinary investigations in two years

£1.7m
Saved in clinical suspensions in two years

= Safety dividend

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Investigations and suspension

- Investigation have decreased by 79% from 2016
- Suspensions have decreased by 86% from 2016

Trust Staff Engagement Trend

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Staff feel safer in raising concerns

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Question: I would feel secure raising concerns about unsafe clinical practice

RJC starts

Nationally rank 19 (220 trusts)

5th in NW region (34 trusts)

Joint 1st C&M (16 trusts)

1st & 2nd nationally - staff safe to raise concerns on bullying & harassment

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Our Just and Learning Culture has shaped how we have approached improvements in our people processes.

STEP 3 – MERSEY CARE GATEWAY

Comments

STEP 2 – ALWAYS REMEMBER

Comments

STEP 1 – TRIGGER POINT

The adverse event/incident

An event that could have caused or did result in harm to people or groups of people. This can include psychological harm and feelings of hurt, or physical harm even or damage to property.

and/or people external to our organisation

What is their need? Support, include clear communication plan, regular and timely. Consider staff support policy, interventions, etc.

Whose obligation is it to meet that need? Someone especially assigned to ensure the restorative process is properly applied

What is the understanding of what happened? Did it make sense?

Are the resources available and appropriate?

Work as imagined & work as designed

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Learning review following a homicide

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The staff said…

"they felt its was a safe place to reflect, ask questions and really think about our practices"

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Respect & Civility Work Stream Just and Learning Culture

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INCIVILITY
THE FACTS

WHAT HAPPENS WHEN SOMEONE IS RUDE?

WHEN SOMEONE IS RUDE TO A COLLEAGUE...

61% **REDUCTION** in the recipient's cognitive ability

COLLEAGUES ARE...

50%

MORE LIKELY to miss a calculation error[1] and **REDUCE** their willingness to help[2]

Our Just and Learning Culture Respect and Civility work stream is supporting ways in which we can all improve miscommunication and poor behaviour.

We wish to empower staff to challenge and change our culture. Become part of the movement **#IWillSpeakUp**

1 https://thepsychologist.bps.org.uk/volume-24/edition-7/how-rudeness-takes-its-toll
2 Porath C, Erez A. Overlooked but not untouched. How rudeness reduces onlookers' performance on routine and creative tasks. Organ Behav Hum Decis Process 2009;109:29-44

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INCIVILITY
THE FACTS

WHAT HAPPENS WHEN SOMEONE IS RUDE?

80% of recipients lose time worrying about the rudeness

38% reduce the quality of their work

48% reduce their time at work

25% take it out on service users

Less effective clinicians provide poorer care

WITNESSES

20% decrease in performance

50% decrease in willingness to help others

SERVICE USERS

75% less enthusiasm for the organisation

Incivility affects more than just the recipient
IT AFFECTS EVERYONE

CIVILITY SAVES LIVES

The price of incivility. Porath C, Pearson C. Harv Bus Rev. 2013 Jan-Feb;91(1-2):114-21, 146.

Respect and Civility Impact

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As a Trust and R&C Group we are especially proud of the #IWillSpeakUp campaign, which encourages bystanders to feel supported to 'speak up' if they see poor behaviour. This campaign has had a direct correlation on our staff survey results by positioning us 2nd in the country and better than national average for the question below.

		MCT 2020/21	MCT 2019/20	MCT National Rank*	All MH / LD/Community Trusts 2020/21	Comparison with 2020/21 National Combined MH / LD and Community Trusts
13d- The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?	High Good	66.8%	68.8%	2	60.7%	**Better than National Average**

*Out of 220 Trusts

In 2018 and 2019 the Trust Supported the National Anti-Bullying Week

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Staff across all Divisions got involved in the ‘odd socks’ campaign in November (2018 and 2019), raising the profile and showing their support of Anti Bullying Week in both the Trust and Social Media.

Module 1 - A New Way of Caring

https://www.merseycare.nhs.uk/justandlearning/story_html5.html?lms=1

Module 2 - A Guide to HR Practice

https://www.merseycare.nhs.uk/justandlearning2/story_html5.html?lms=1

Module 3 - What Every Board Should Know

https://www.merseycare.nhs.uk/justandlearning3/story.html

Module 4 – Respect and Civility Awareness

https://www.merseycare.nhs.uk/justandlearning4/story.html

Northumbria University 4 day Restorative Culture Training

https://www.northumbria.ac.uk/study-at-northumbria/continuing-professional-development-short-courses-specialist-training/restorative-just-culture/

Other improvements

- There was a 16% improvement in reported scores from the NHS Annual Staff Survey question relating to whether staff would feel secure raising concerns about unsafe clinical practice; from 62% in 2016 to 78% in 2020.
- 79.1% of staff report that the Trust takes action re patient misses / safety risks to ensure they do not happen again, this is a 6.1% improvement on the previous year and is 5.2% higher than the comparable national average.
- 71.3% of staff report that they are given feedback on the changes following an incident or error, again this is significantly higher than the national average of 64.7% and a marked improvement on Mersey Care's 2019 score of 64.6%
- NHS Improvement Single Oversight Framework (SOF) metrics from 2017/18 only 56% of SOF metrics on target. In 2020/21 the Trust was achieving 84%.
- Improved staff engagement, morale and psychological safety
- Improved incident reporting, raising concerns
- Meaningful savings of 1% of total costs can conservatively be attributed to restorative practices

Summary

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- We have focused on concept into practice
- Underpin with operational excellence and support
- But…halt judgments and instead ask why people behave in the way that they do
- See transparency and openness as allies not enemies
- Culture that allows the boss to hear bad news
- Co-produced approach with staff side
- Moving to learning from our routine work
- Understand the distinction between resources and resourcefulness – the latter can take you a long way
- See your people as the solution and not the problem
- Sharing your vulnerability

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Thank you

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Just Culture The Movie

https://www.youtube.com/watch?v=LCFcvekVWGM&feature=youtu.be

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