

Culture of Safety

Laguna Honda Hospital

JCC Presentation – November 9, 2021

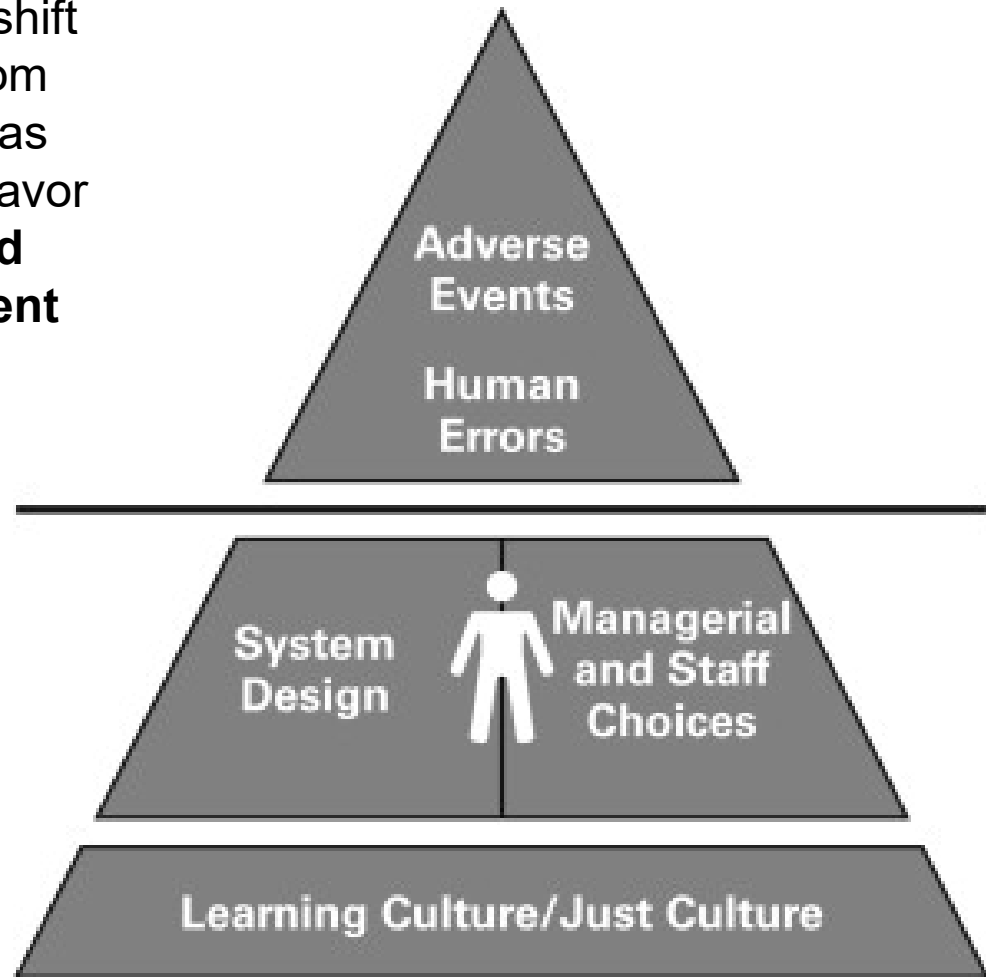


San Francisco
Health Network

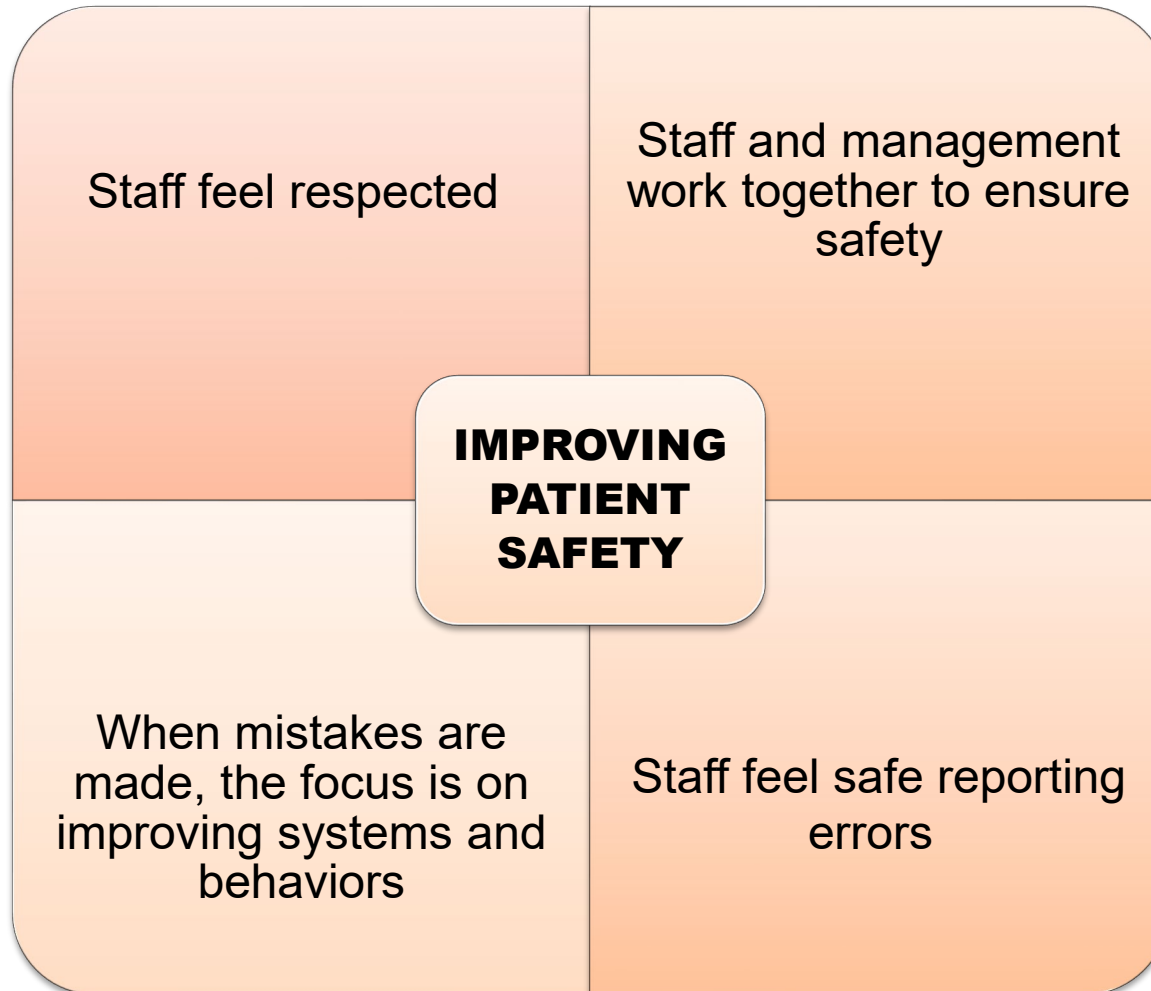
SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

Culture of Safety

A “culture of safety” strives to shift organizational culture away from blame and punitive measures as responses to human error, in favor of a **learning culture centered upon improvement and patient safety.**



Culture of Safety



Context: Culture of Safety at LHH

During early 2019, Laguna Honda Hospital (LHH) participated in the DPH Employee Engagement Survey, which asked a subset of questions around Culture of Safety. The LHH average score for each of the ten Culture of Safety metrics ranked beneath national healthcare averages by 6%-10%.

This data may be used to address identified gaps through improvement plans, and as a baseline to gauge future improvement (**#39 on Plan of Correction for CMS Statement of Deficiencies 2576 on July 22, 2019; F607**).

Problem Statement

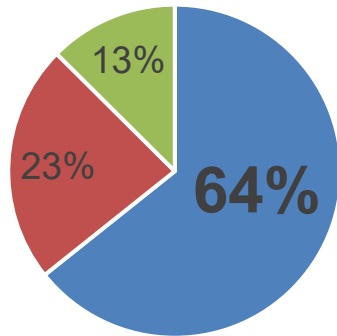
Compared to national healthcare averages, LHH employees feel less strongly that their organization effectively responds to mistakes and feel less respected by the person they report to; certain demographics within LHH report even lower scores compared to their peers.

Target

Culture of safety scores on par with national healthcare averages by July 2022 (6%-10% increase in average score for measures relative to 2019 baseline data). Additionally, culture of safety scores for underrepresented demographics on par with LHH hospital-wide averages.

Respondent Characteristics

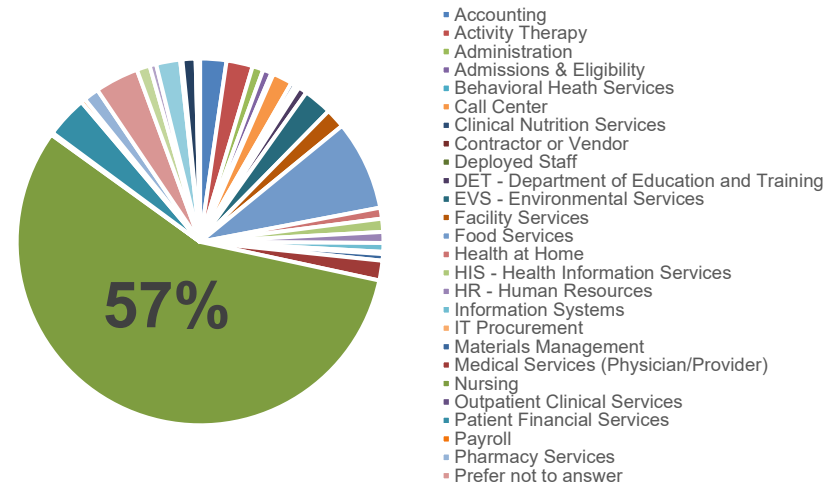
Respondents by Gender



■ FEMALE ■ MALE ■ DON'T KNOW/PREFER NOT TO ANSWER

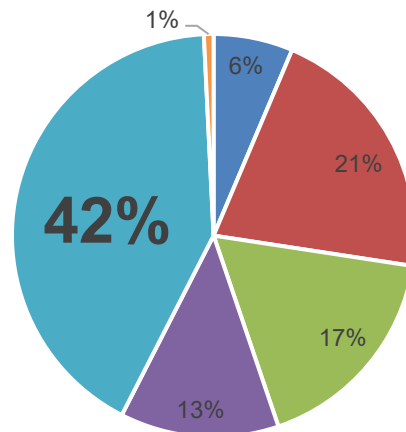
64% of Respondents identified as Female

Respondents by Department



57% of Respondents work in Nursing

Respondents by Years of Service

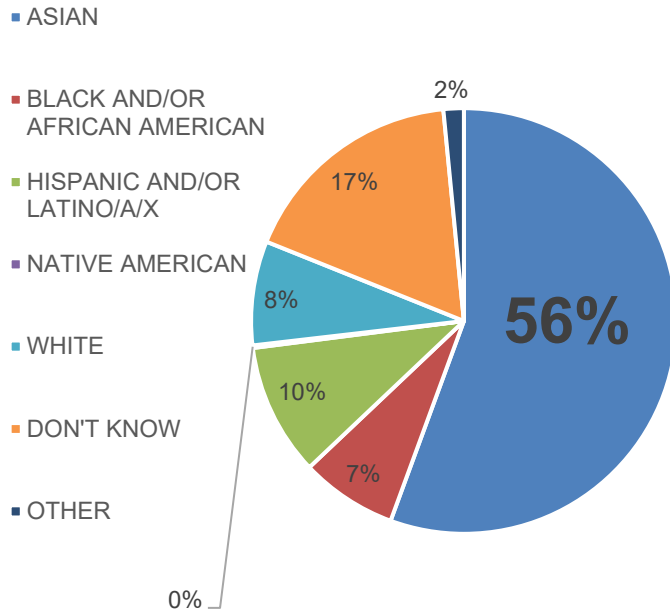


■ Less than a year ■ 1 to 3 years ■ 4 to 6 years
 ■ 7 to 9 years ■ 10 or more years ■ (blank)

42% of Respondents had 10+ Years of Experience

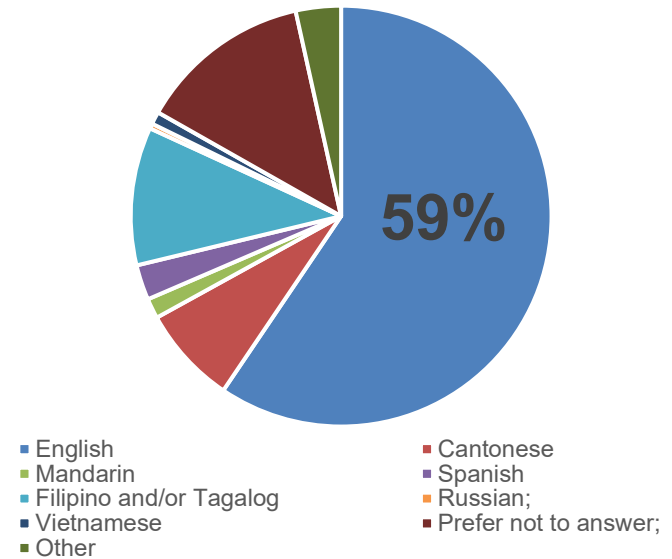
Respondent Characteristics

Respondents by Race



56% of Respondents identified as Asian

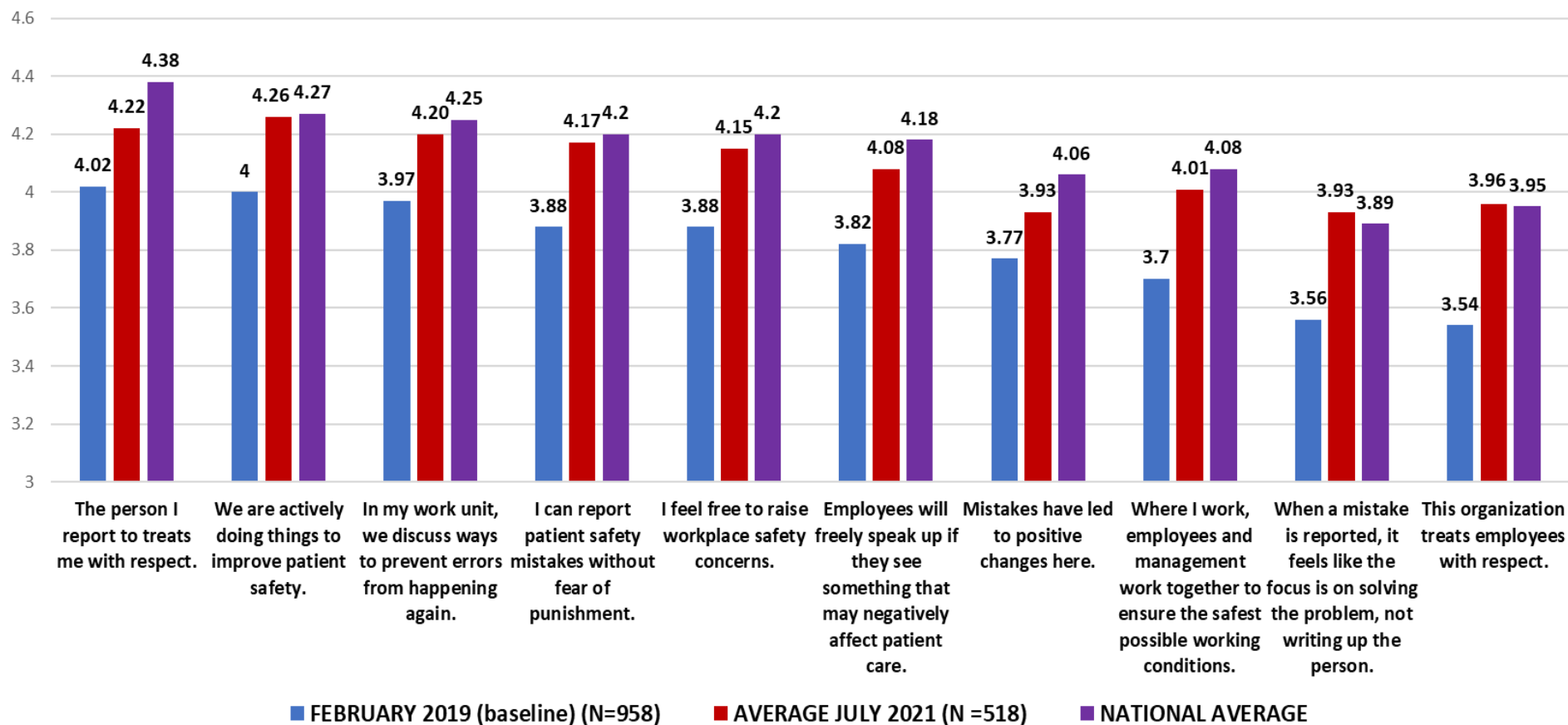
Respondents by Primary Language



59% of Respondents identified English as their primary language

Preliminary Findings

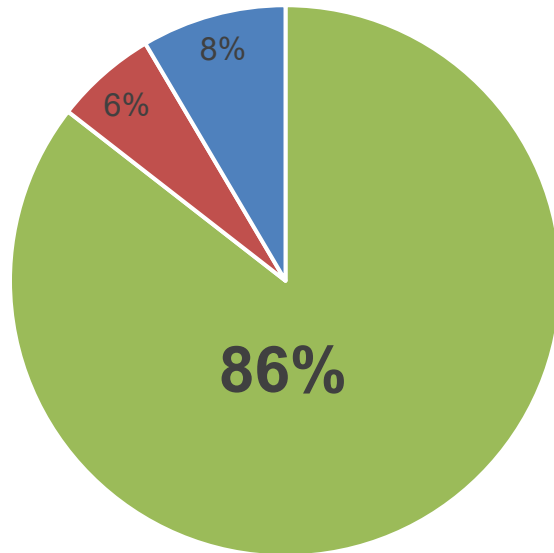
Culture of Safety Scores: LHH 2019, LHH 2021, and National Averages



Hospital-wide Highlights

Highest Scoring Measures

Respect & Safety

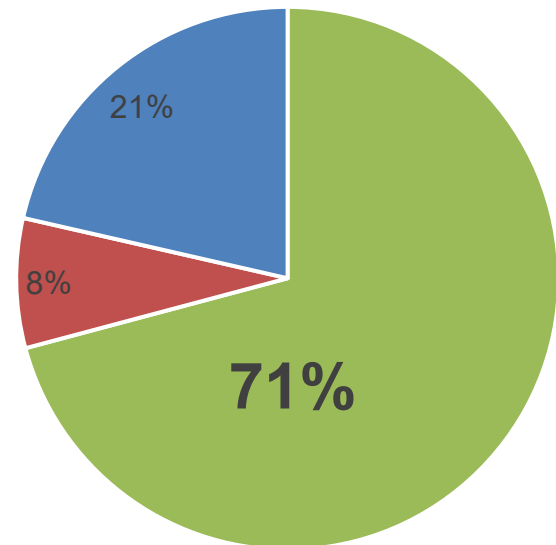


■ % positive ■ % negative ■ no opinion

86% of respondents “strongly agreed” or “agreed” that the person they report to treats them with respect and that LHH is actively doing things to improve patient safety.

Lowest Scoring Measures

Mistakes lead to Positive Change

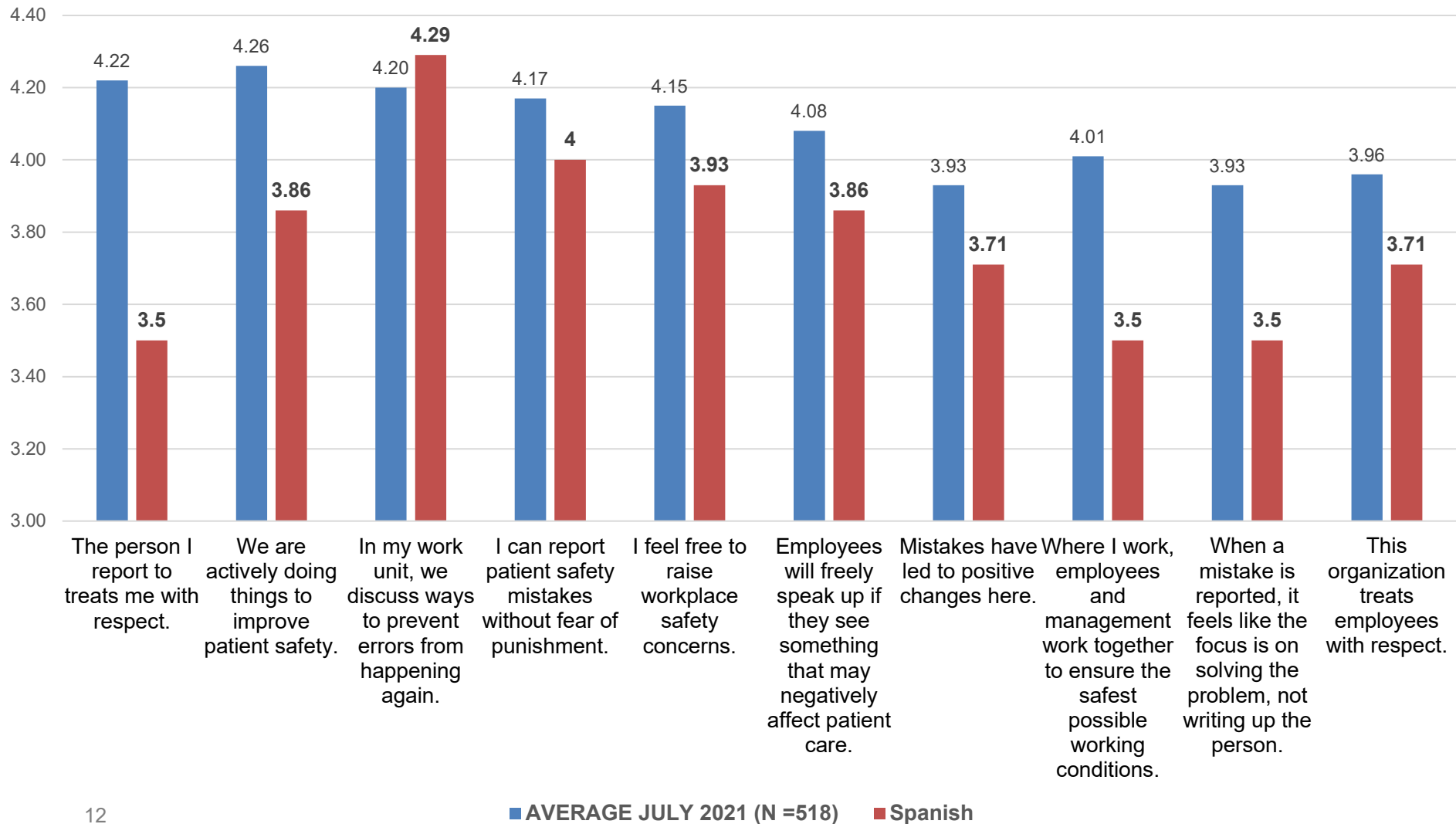


■ % positive ■ % negative ■ no opinion

71% of respondents “strongly agreed” or “agreed” that mistakes have led to positive changes at LHH.

Comparing Results – by Primary Language

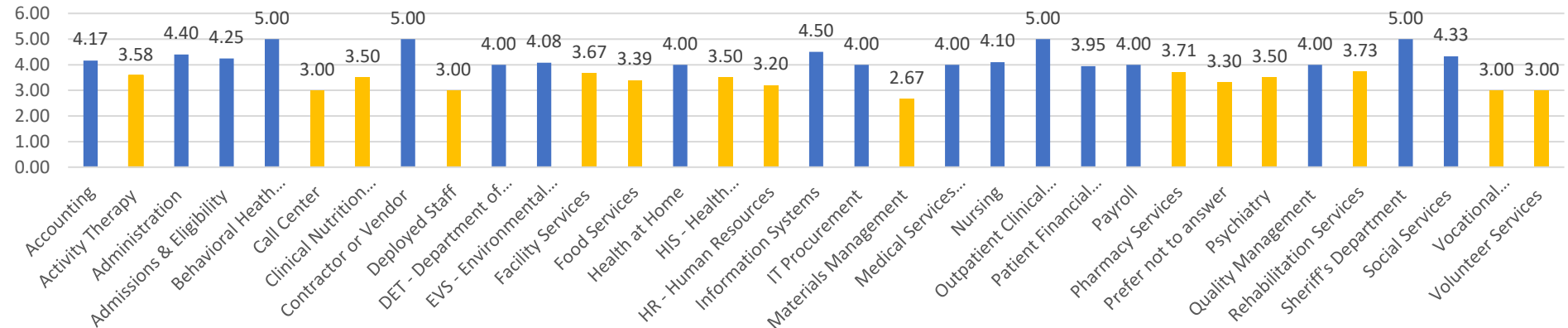
LHH-wide Results vs. Spanish as Primary Language



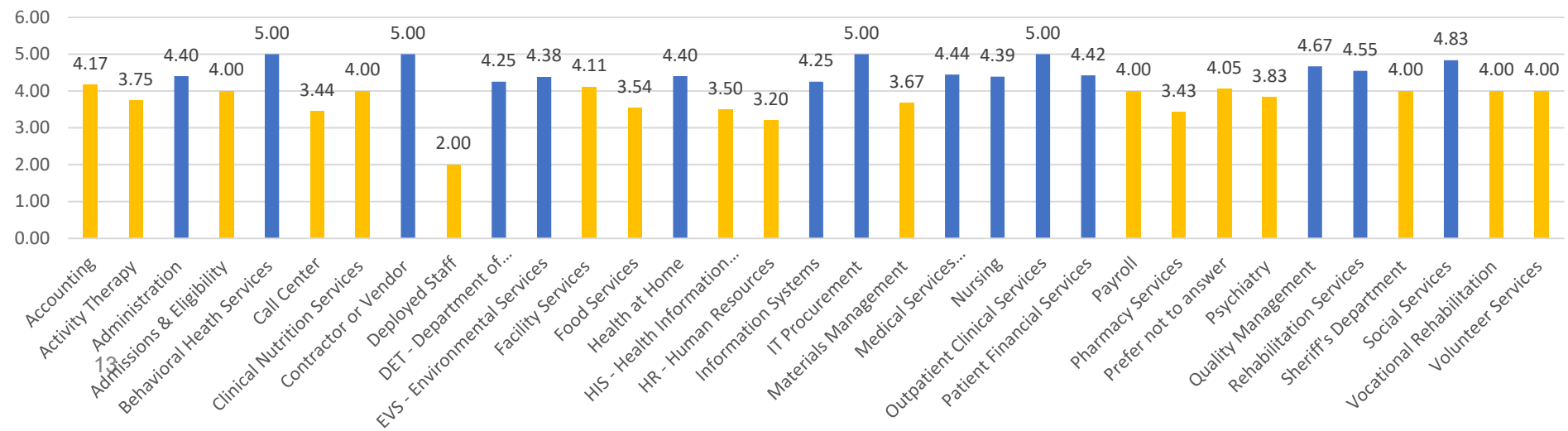
Comparing Results – by Department

- Data for LHH's two lowest-rated measures by Department:
- Departments with scores lower than LHH-wide average are highlighted.

"Mistakes have led to positive changes here" LHH-wide average: 3.93



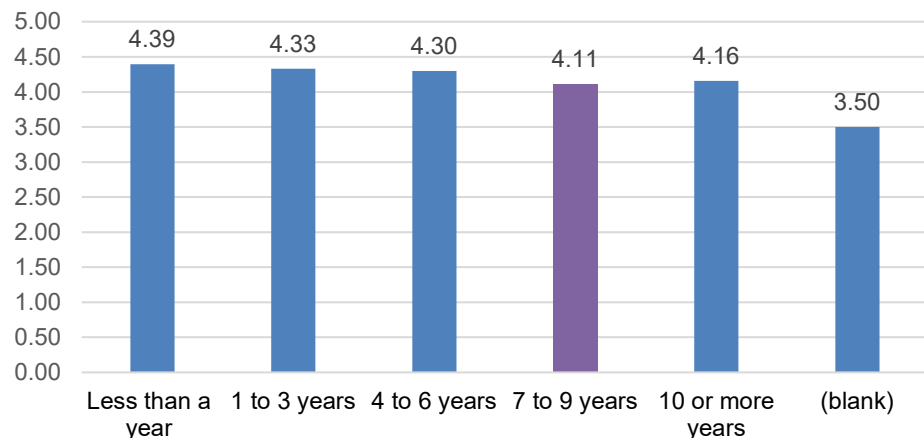
"The person I report to treats me with respect" LHH-wide average: 4.22



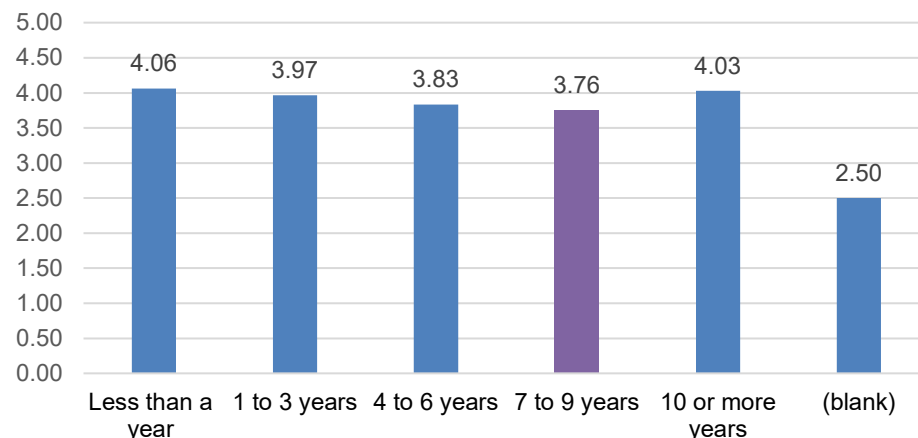
Comparing Results – by Years of Service

Differences between LHH-wide Averages and Years of Service

"The person I report to treats me with respect."



"Mistakes have led to positive changes here."



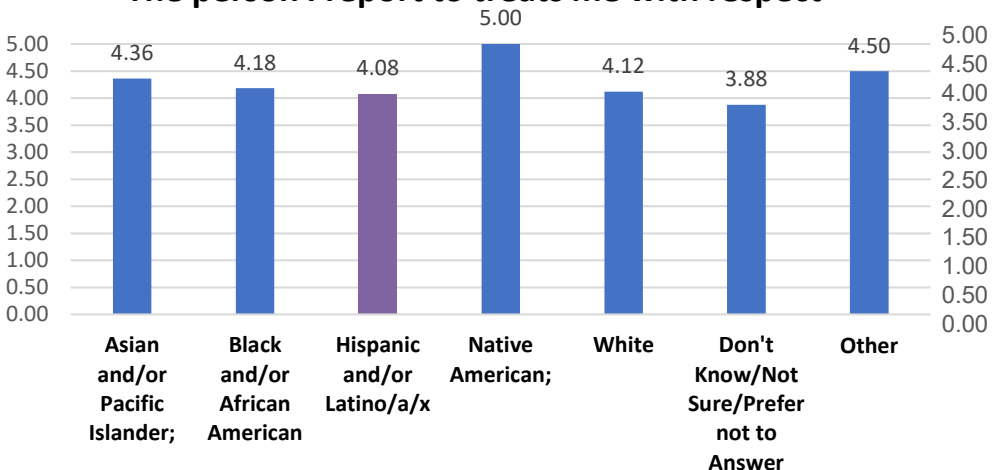
- Nationwide average: 4.38
- LHH-wide average was 4.22
- Lowest score: 7-9 years of service, 4.11
- Highest score: Less than a year, 4.39

- Nationwide average: 4.06
- LHH-wide average was 3.93
- Lowest score: 7-9 years of service, 3.76
- Highest score: Less than a year, 4.06

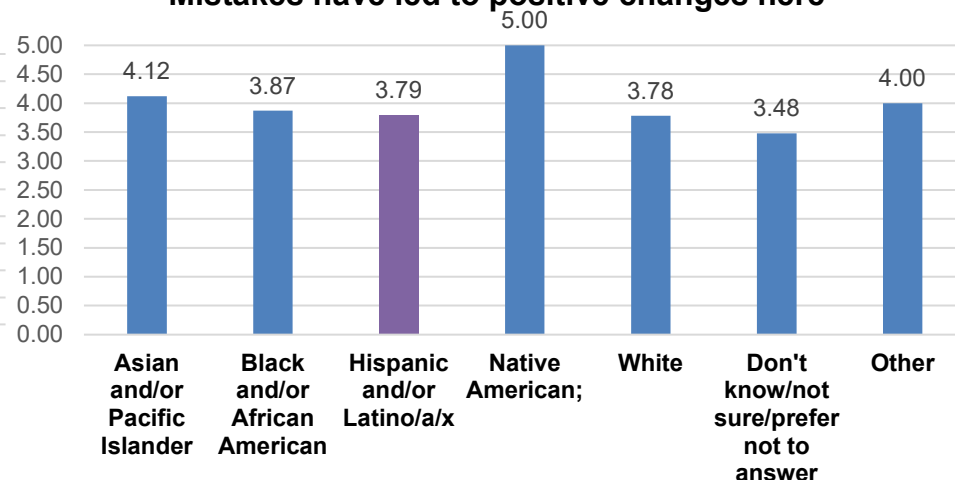
Comparing Results – by Race

Differences between LHH-wide Averages and Race

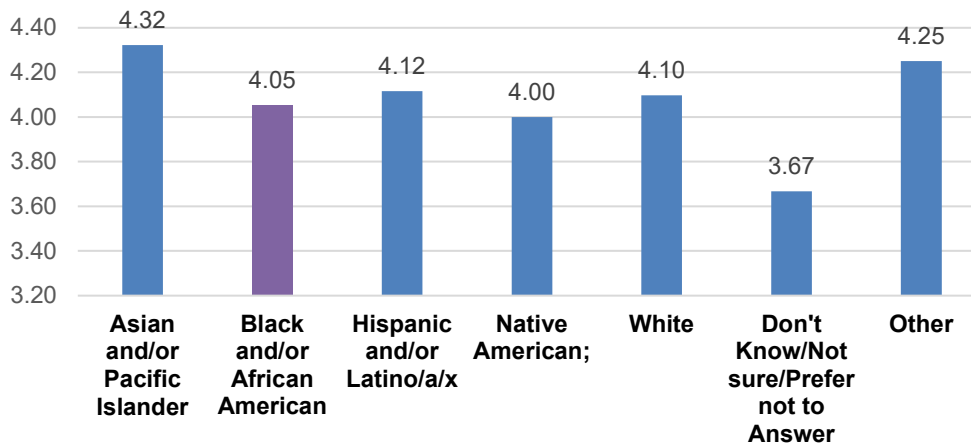
"The person I report to treats me with respect"



"Mistakes have led to positive changes here"



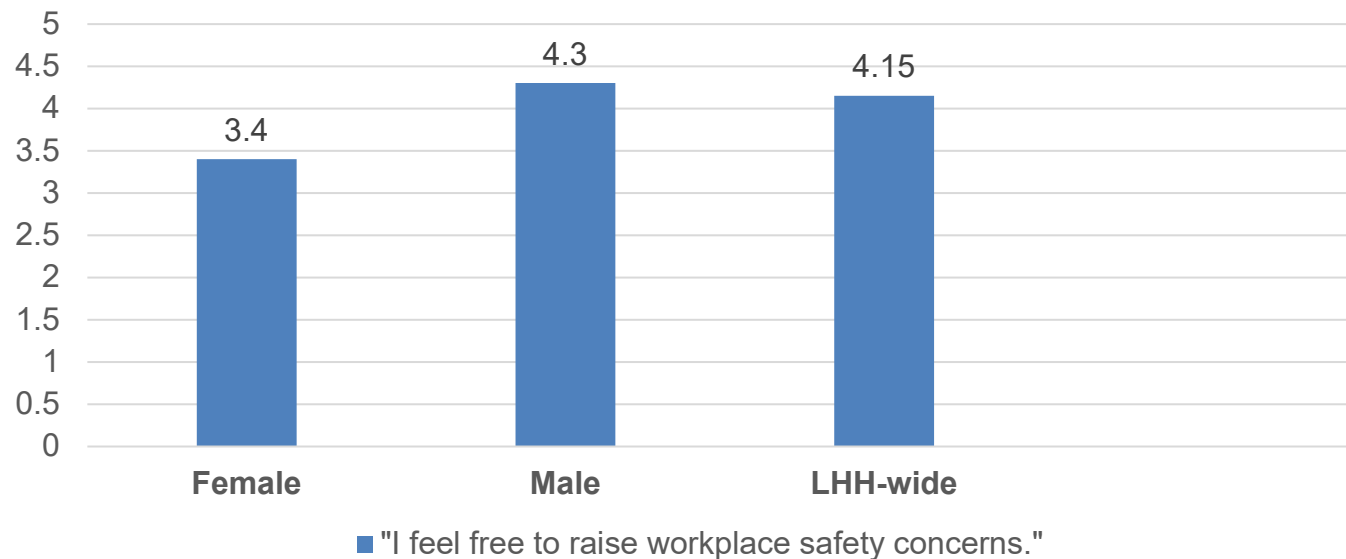
"I feel free to raise workplace safety concerns"



Comparing Results – by Gender

Disparities between LHH-wide Averages and Gender

"I feel free to raise workplace safety concerns."



By Gender:

Female Respondents

- Lowest: "I feel free to raise workplace safety concerns." (3.40 vs. LHH-wide 4.15)

Male Respondents

- Highest rated: "I feel free to raise workplace safety concerns." (4.30 vs. LHH-wide 4.15)

Next Steps

Develop Plan to address two lowest-rated measures by LHH Staff:

- The person I report to treats me with respect.
- Mistakes have led to positive changes here.

Ensure the plans address equity measures:

- consideration for staff whose primary language isn't English, Hispanic/Latinx staff, and female staff
- Target departments with below average ratings for measures; address staff morale and attitudes towards leadership

THANK YOU

QUESTIONS & COMMENTS?