About the SW AHSN

The South West Academic Health Science Network (SW AHSN) is dedicated to improving health and care, and spreading innovation across the South West.

We are part of a national network of 15 AHSNs, set up by NHS England to identify, adopt and spread innovation and improvement.

We are a Company Limited by Guarantee (CLG) and the company and Board have the overarching aims of improving health and creating wealth in the region. The CLG affords us a clear governance structure with strong support and oversight from senior representatives of the Healthcare and wealth-creation sectors.
Our Team

Our Faculty
Supporting frontline teams to use safety climate assessment to improve patient care

Local and national work
- 35 GP Practices
- 8 Acute Trusts
- 4 Mental Health Trusts
- 3 Hospices
- 2 Care Homes
- 1 Clinical Commissioning Group

- Over 100 teams
- Over 9,000 staff invited to participate
Our experience

2015- Dr Matt Hill (University Hospital Plymouth)
Change Agent
Bad Question

How can I get all these people to do what I want them to do?
Better Question

How can I help all these people to do what they want to do?
The “Bidet Effect” by Phil Hammond
## SCORE Survey Domains

<table>
<thead>
<tr>
<th>Domain</th>
<th>What does it measure?</th>
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<tbody>
<tr>
<td>Learning Environment</td>
<td>The ability of a work setting to self-reflect, identify problems and solve them, learn from excellence</td>
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<tr>
<td>Local Leadership</td>
<td>The level of confidence that respondents have in the support they receive from their local leaders including positive feedback</td>
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<tr>
<td>Burnout &amp; Work Life Balance</td>
<td>The degree of cynicism, emotional exhaustion and frustration that respondents feel</td>
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<tr>
<td>Teamwork</td>
<td>How effectively different disciplines coordinate their efforts and whether they work in a psychologically safe environment</td>
</tr>
<tr>
<td>Safety Climate</td>
<td>The degree to which mindfulness and psychological safety exist in the work setting</td>
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Local Leadership Domain

- Communicates their expectations to me about my performance.
- Provides meaningful feedback to people about their performance.
- Provides useful feedback about my performance.
- Provides frequent feedback about my performance.
- Regularly makes time to provide positive feedback to me about how I am doing.
- Regularly makes time to pause and reflect with me about my work.

In this work setting, local leadership... is available at predictable times.
Disagreements in this work setting are appropriately resolved ie not who is right but what is best for the patient

Communication breakdowns are NOT common in this work setting.

Dealing with difficult colleagues is NOT consistently a challenging part of my job.

Communication breakdowns are NOT common when this work setting interacts with other work settings.

In this work setting, it is NOT difficult to speak up if I perceive a problem with patient care.

It is easy for personnel here to ask questions when there is something that they do not understand.

The people here from different disciplines/backgrounds work together as a well co-ordinated team.

Safe and Reliable Healthcare
Events in this work setting affect the lives of people here in an emotionally unhealthy way.

People in this work setting are working too hard on their jobs. 75%.

People in this work setting are frustrated by their jobs. 77%.

People in this work setting are burned out from their work. 61%.

People in this work setting are exhausted from their work. 78%.
Our experience

2015 - Dr Matt Hill (University Hospital Plymouth)
  Change Agent

2016 - In partnership with Safe & Reliable Care - Built SCORE Survey & Debriefing infrastructure
  Engaged 40 teams across the region

2017 - Grew local debriefing community & launched the national Culture Work Stream
  Engaged 100 teams in using survey
  Trained 40 local debriefers
  Mat NEO Collaborative endorse Score Survey

2018 - Launched National Safety Culture Toolkit
  Launched regional Safety Culture Community of Practice
  Safety Culture Evaluation
A few final thoughts on leading change
Enablers

- Voluntary engagement
- Clarity of roles
- Good local promotion
- Psychological safety
  - In the workplace
  - With the survey
- Meaningful debriefing
- Opportunity for learning
Barriers

• Lack of psychological safety
  • In the workplace
  • With the survey

• Perception of judgement

• Manager/s unreceptive

• Debriefing tokenistic

• Mandating participation
Workplaces with positive results

- Open, just culture
- Psychological safety
- Explicit, lived values
- Open communication and feedback channels
- Cohesive team
- Planning
- Solution focus
## Typical v. Exceptional

<table>
<thead>
<tr>
<th>Typical</th>
<th>Exceptional</th>
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<tbody>
<tr>
<td>Natural diffusion.</td>
<td>Active dissemination.</td>
</tr>
<tr>
<td>Rigid design. (Fidelity)</td>
<td>Scalable design. (Adaptability)</td>
</tr>
<tr>
<td>General goals.</td>
<td>Explicit, time-bound, apportioned aims.</td>
</tr>
<tr>
<td>Theory lock.</td>
<td>Many methods.</td>
</tr>
<tr>
<td>Please the boss. (Accountability)</td>
<td>Bolster the field. (Empowerment)</td>
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<tr>
<td>Central office broadcasts.</td>
<td>All teach, all learn.</td>
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<tr>
<td>Adherence to plan.</td>
<td>Improvisation.</td>
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<tr>
<td>Summative reports.</td>
<td>Live network view.</td>
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</table>
The "Lone Genius Inventor" is a myth.
The 25% Revolution—How Big Does a Minority Have to Be to Reshape Society?

A committed few can influence the many and sweep away social conventions, new research shows

By David Noonan on June 8, 2018
Psychological Safety

- Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.

- A shared sense of psychological safety is a critical input to an effective learning system.

Amy Edmondson
Say Thank You and help us to learn from excellence
‘When people know their ideas are welcome, they will offer innovative ways to lower costs and improve quality’

Amy Edmonson