

Patient Safety as an Organizational Priority
Cultural Considerations from a CEO's Perspective
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Side by Side Comparison

Academic Health Sciences Centre

National Long-Term Care Provider

Previous Culture

- Mission & values Strong and Present
- Learning Oriented Culture

- Mission & Values in Formation
- Compliance Based Culture

Workforce

- Professionally Dominated & Stable
- Single Site

- Service Oriented
- Extensive Turnover
- Multi-site / Distributed

Management Structures

- Trained & Resource Rich

- Small & Not Well Supported

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Approaches

Academic Health Sciences Centre

- Build upon existing values & culture to support rapid deployment
- Use existing structures with specialized supports



ORGANIC & PARTICIPATIVE

National Long-Term Care Provider

- Explain rationale of movement from compliance to service
- Patient safety embedded in culture change
- Create new organizational models & redeploy existing supports



TOP DOWN & DIRECTIVE

Lessons Learned

- 1 Cultural context requires different considerations of priorities & resource deployment;
- 2 Patient Safety is not an absolute, and not stand alone;
- 3 Widespread agreement that patient safety is a key priority. Less alignment on what constitutes best practices to drive improvements / better outcomes;
- 4 Robust project management approach critical, irrespective of context;
 - Strong & Consistent Leadership
 - Defined Outcomes & Milestones
 - Opportunities for Participation
 - Compelling Case for Change Which is Clearly Communicated
 - Processes / approaches which are “sticky” (to ensure organization does not revert to legacy / historical operating practices)