

# The Ten Habits of Safe Health Care

Andrew Johnson

HKHA Annual Convention

9 May 2014

# The Townsville Hospital





# The Challenge – Become More Resilient!

- What does resilience in healthcare systems look like? No one is really sure!!

# Leadership Styles for Success

- Coercive
- Authoritarian
- Democratic
- Coaching
- Affiliative
- Pacesetting

# Leadership Styles for Success

- Coercive
  - Authoritative
  - Democratic
  - Coaching
  - Affiliative
  - Pacesetter
- 

# The Ten C's

We have attempted to describe the behavioural qualities of the agents (participants) in the system that promote resilience, they are the 10C's.

- based on CAS theory
- describes the traits of Resilient participants in healthcare

# The Ten C's

- To survive and thrive in this world healthcare leaders and workers have ten things to keep in balance.
- How lucky it is that most of us are born with ten fingers



# The 10C's

- Cohesion
- Clear Ownership
- Communication
- Cognition
- Challenge
- Compliance
- Competence
- Culture
- Constraints
- Capture



*Com·pli·ance* (kam·plī·əns) 1. To follow a rule;  
request, demand, etc.

# But Isn't it All About Compliance

- We have the evidence
- We have the protocols
- Failure to apply the evidence and follow the protocols is a clear violation
- We need to call it as such
- And bring back consequences

If only it were that simple

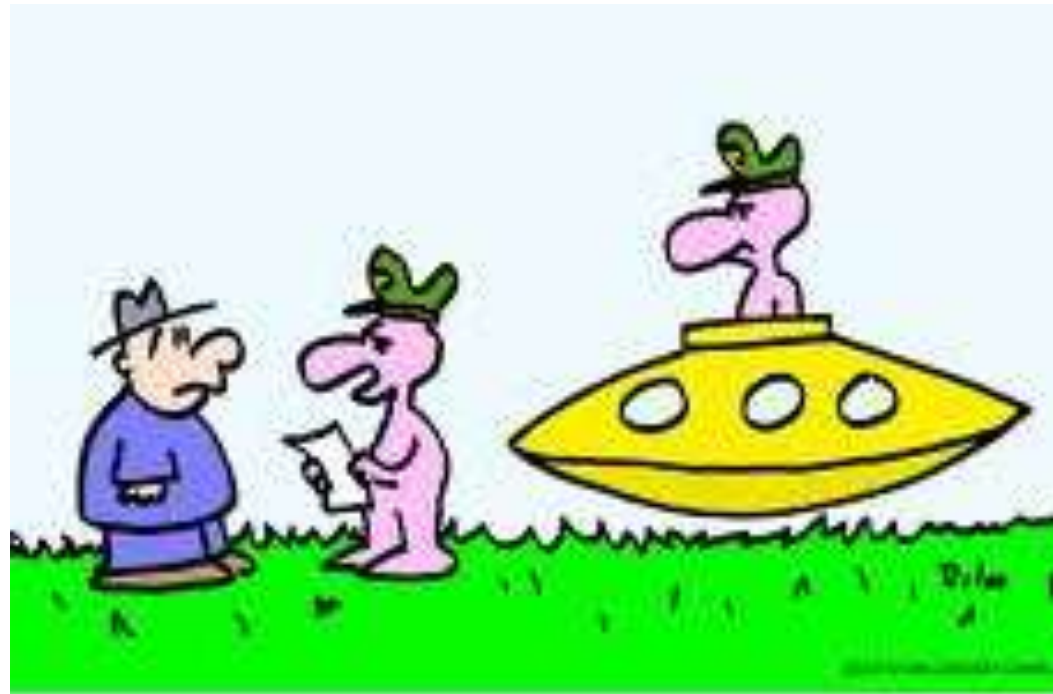


# A Clearer understanding of compliance

- How many rules do we have
- How clear is it which rules apply
- In which circumstances
- With which exclusions
- Are our rules consistent
- Which ones shall we choose to break in any given situation
  
- Most importantly, do our rules make sense...

# 1. Compliance

- We **follow the rules** that apply to us.



"We're from the Galactic Bureau of Standards, and this planet is way out of compliance!"

Plan the flight and fly the plan. But don't fall in love with the plan.

US Airforce doctrine

# Compliance for leaders

- We understand the place of compliance:
  - We develop rules only where they will make a **real difference**.
  - We develop rules that people can understand, find and follow.
  - We ensure that our rules **make sense**.
  - We manage compliance where it matters.

AND

- We **follow the rules** that apply to us

## 2. Capture

- **We know what is happening**
  - Deep knowledge, understanding, data enriched
- AND
- **We know what is coming** (as far as it can be known)

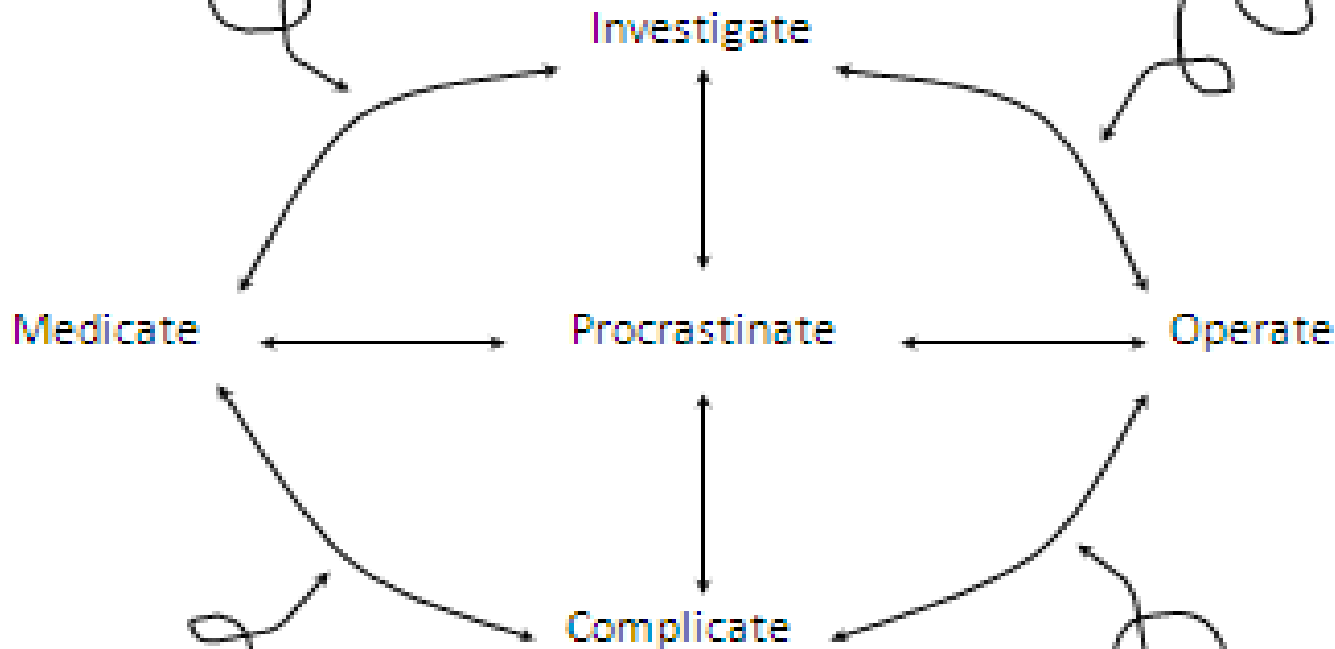
*To deal with reality you must first  
recognise it as such*  
Laurence Gonzales “Deep Survival”



COMPLEX PATIENT  
WITHOUT CLEAR  
DIAGNOSIS

REHABILITATE

EVACUATE



The Clinical  
Futile Cycle

PALLIATE

INCINERATE

# 3. Cognition

- We **switch on our brains and think** not just react.
- We use the right **mode of thought** for the problem at hand.
- We **think about thinking.**



The effort invested in “getting it right” should be commensurate with the importance of the decision.

Daniel Kahneman

## 4. Competence

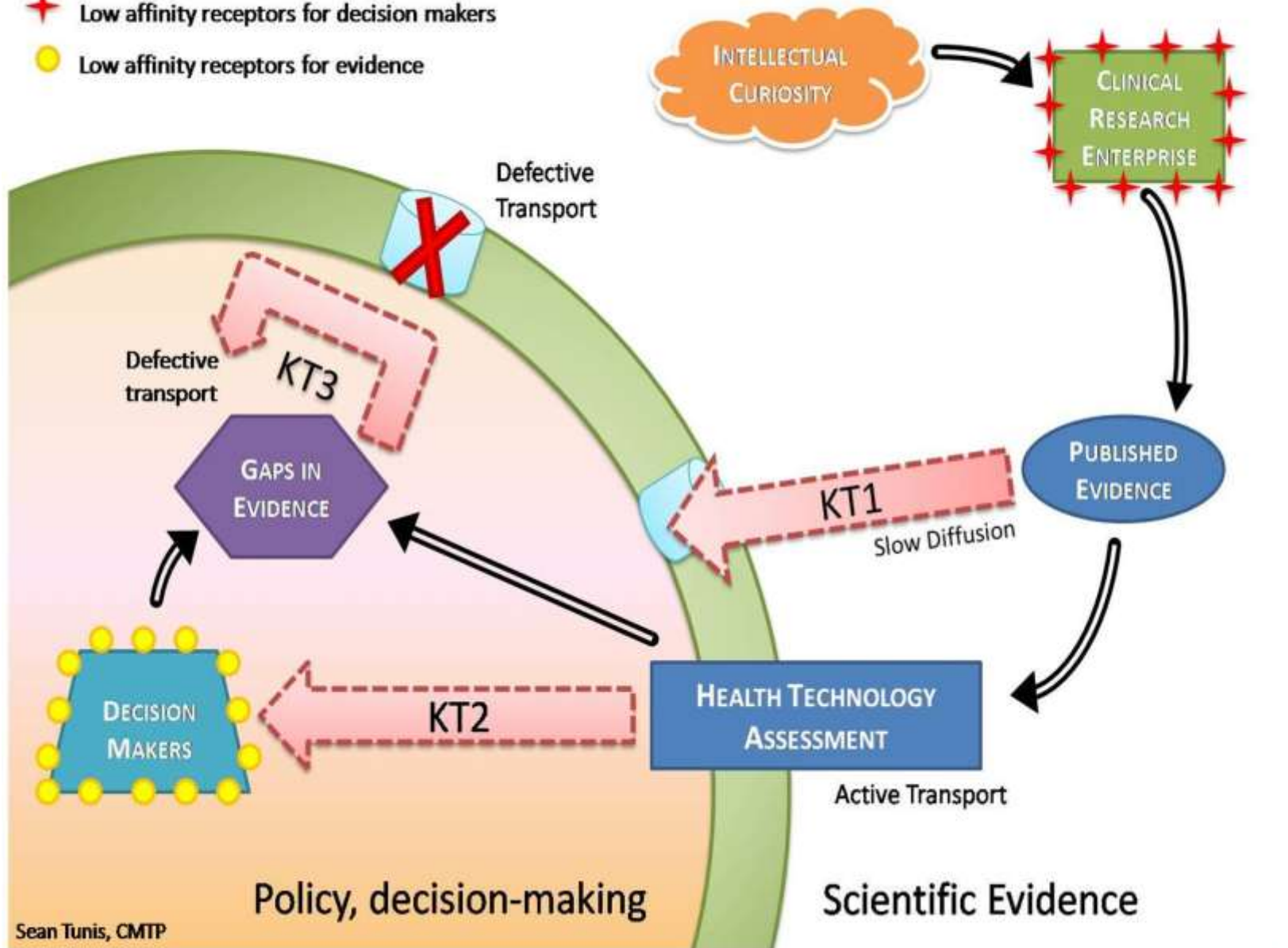
- We have the **Curiosity** to seek **Knowledge** and **Skills** and apply them with a professional **Attitude**.
- We understand the role of **evidence**.
- We **teach** others what we know.

A single conversation across the table with a  
wise man is worth a month's study of books  
Chinese Proverb

# Molecular Basis of Uncertainty

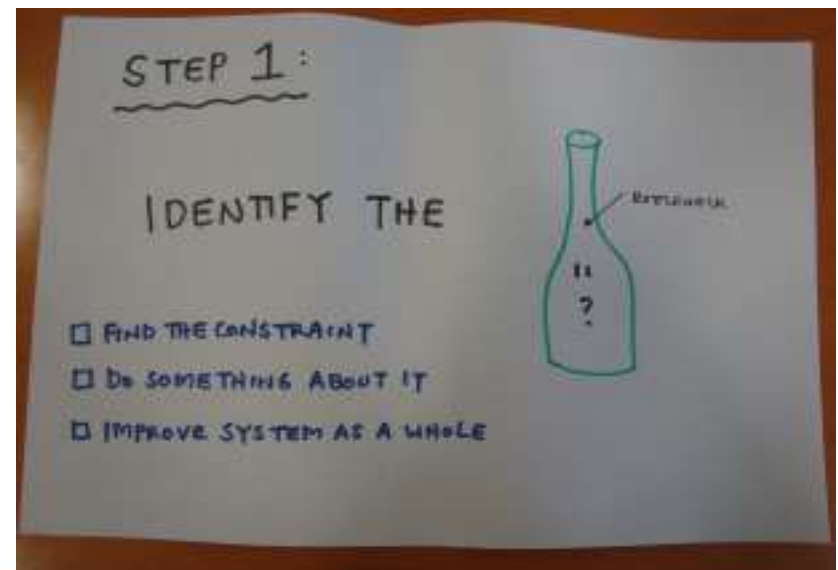
★ Low affinity receptors for decision makers

● Low affinity receptors for evidence



# 5. Constraints

- We have **Situational Awareness** of the impact the environment has on the action required of us.
- We manage **constraints** in the environment to provide optimal care.



Awareness is the greatest agent  
for change – Eckhart Tolle

# 6. Culture

- We put **care at the centre** of everything we do
- We understand that people's **responses are learned** from past experiences.
- We demonstrate **compassion** in our actions and deeds.



If you want to change attitudes,  
start with a change in behaviour -  
William Glasser

# 7. Communication

- We practise the art of **receiving and giving** information necessary to complete the task.
- We **listen** to our **patients, their families and carers**



Stop talking about inclusion and engagement and start including and engaging in every conversation, every meeting

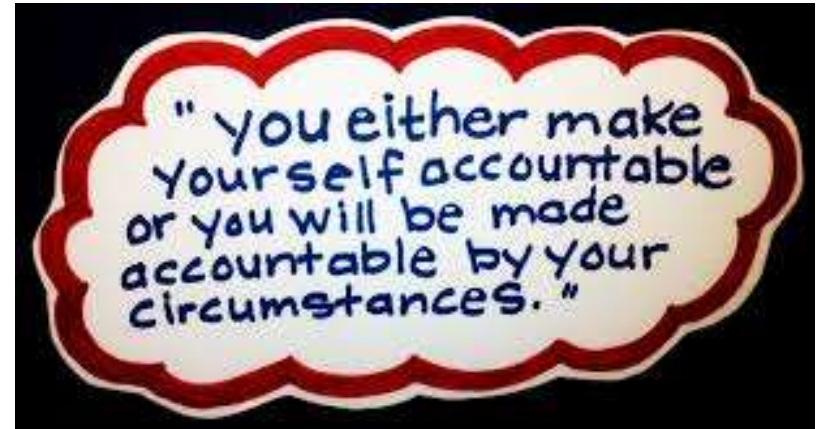
Susan Scott

# 8. Clear Ownership

- We know what we are responsible for and **accept accountability** for doing it.
- We **take responsibility** where we are best placed to deliver.

It is not only what we do, but also what we do not do,  
for which we are accountable

Moliere





# 9. Challenge

- We demonstrate **confidence** in knowledge and the **courage** and **conviction** to act to achieve what is required of us.



Wang Weilin (王維林)

One man with  
courage is a  
majority

Andrew Jackson

Courage is what it takes to stand up and speak; courage is what it takes to sit down and listen.

Winston Churchill

# 10. Cohesion

- We demonstrate **mutual respect** in practice
- *Being brilliant is no great feat if you respect nothing.*
  - **Johann Wolfgang von Goethe**
- *One of the most sincere forms of respect is actually listening to what another has to say.*
  - **Bryant H. McGill**

*Let every man be respected as an individual and no man idolised*  
Albert Einstein

COMPETENCE

Cognition

Compliance

Cohesion

Capture

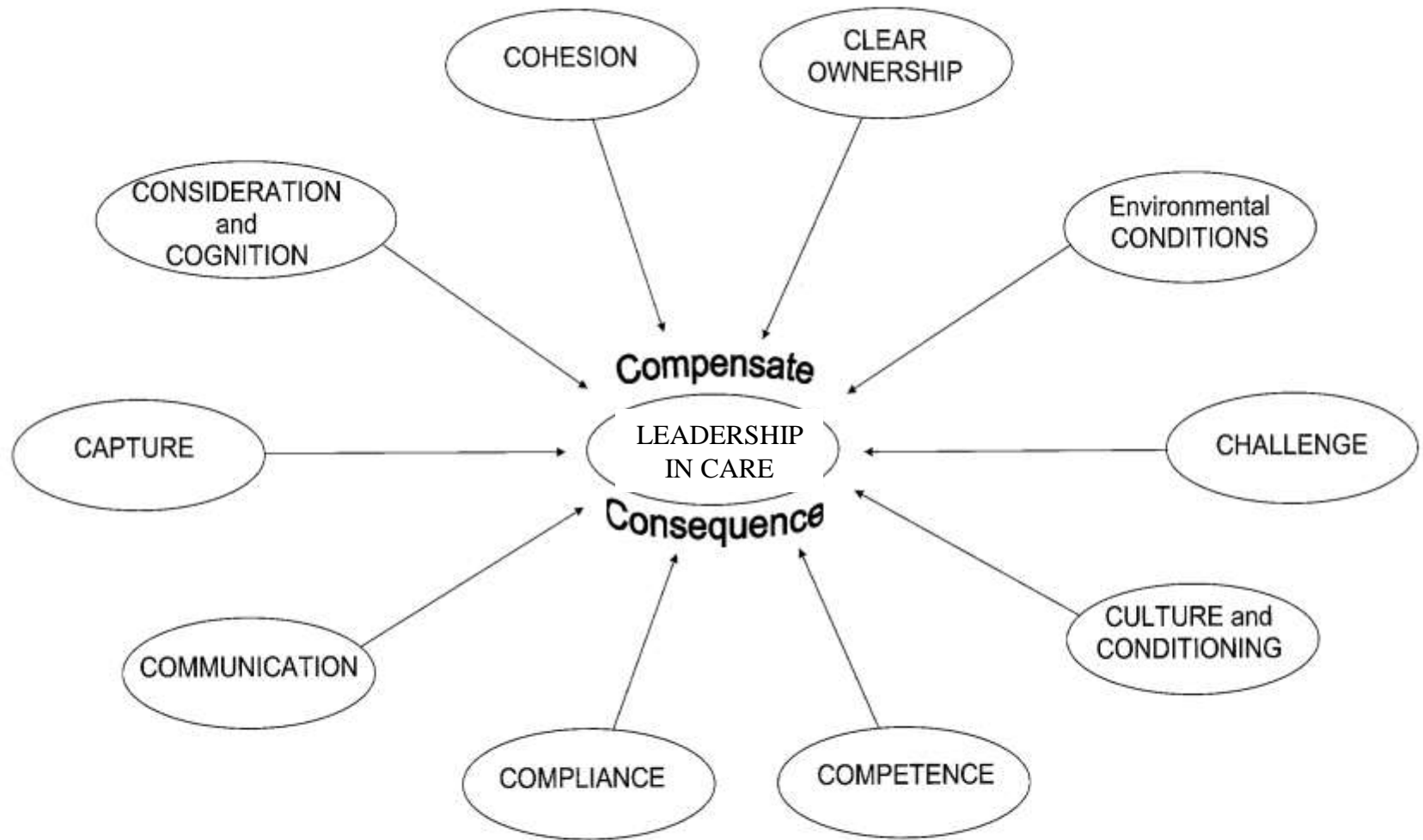
**COMMUNICATION**

Conditioning & Culture

Challenge

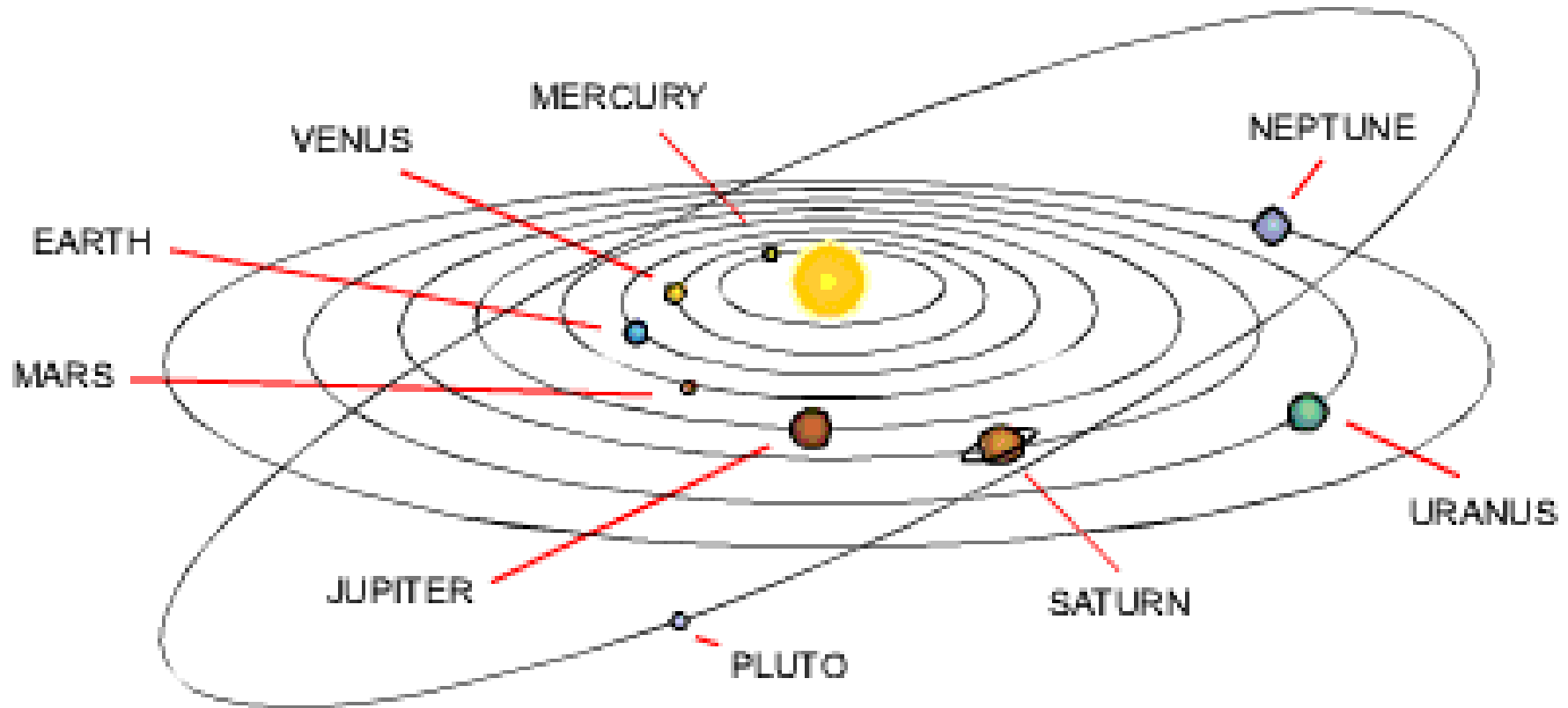
Conditions and Constraints

Clarity of Ownership

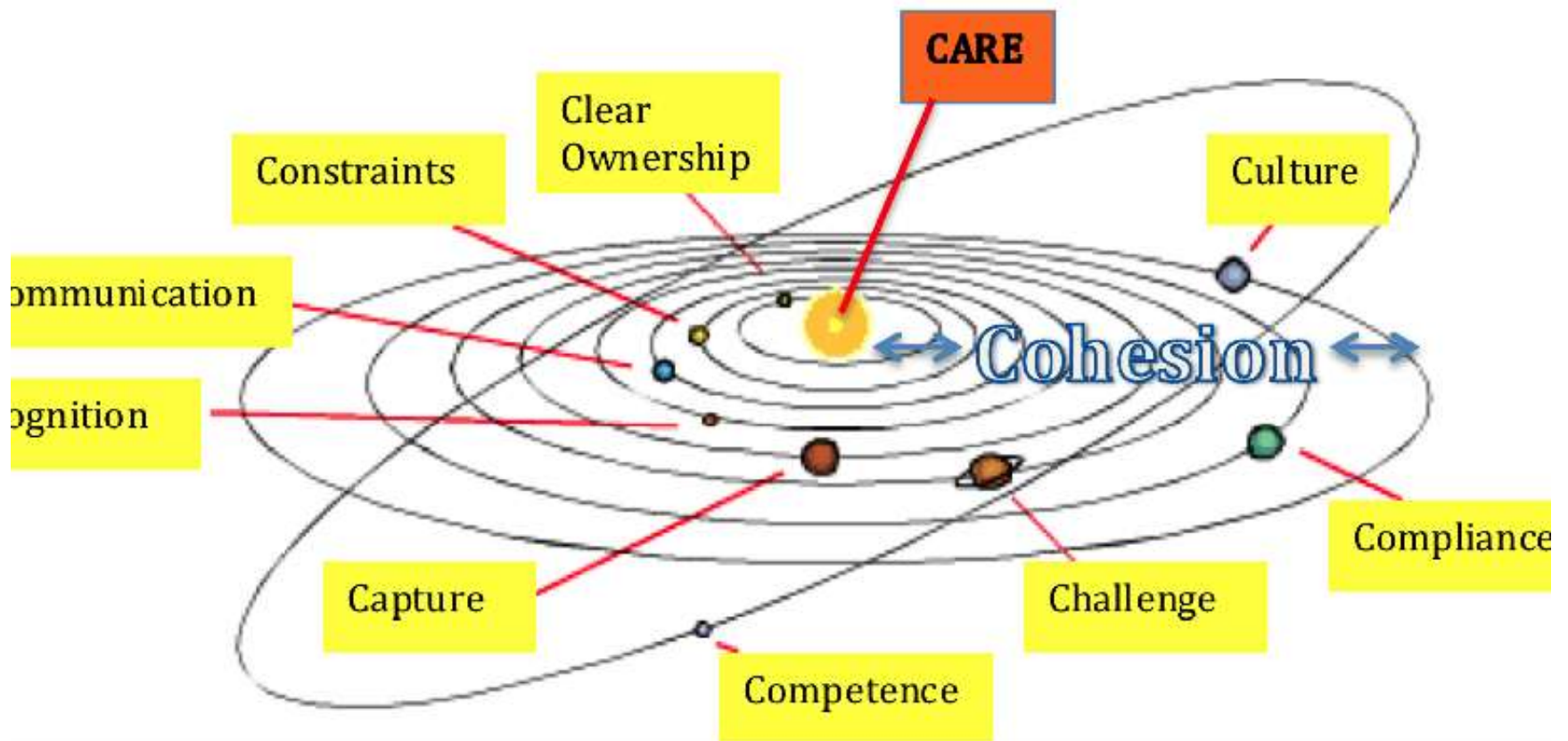


# The Ten C's

# Solar System Model of Healthcare



# Solar System Model of Healthcare



THANK YOU!