



An Stiúarthóireacht um Ardchaighdeán
agus Sábháilteacht Othar
Oifig an Phríomhoifigigh Cliniciúil

National Quality and
Patient Safety Directorate
Office of the Chief Clinical Officer

PSYCHOLOGICAL SAFETY

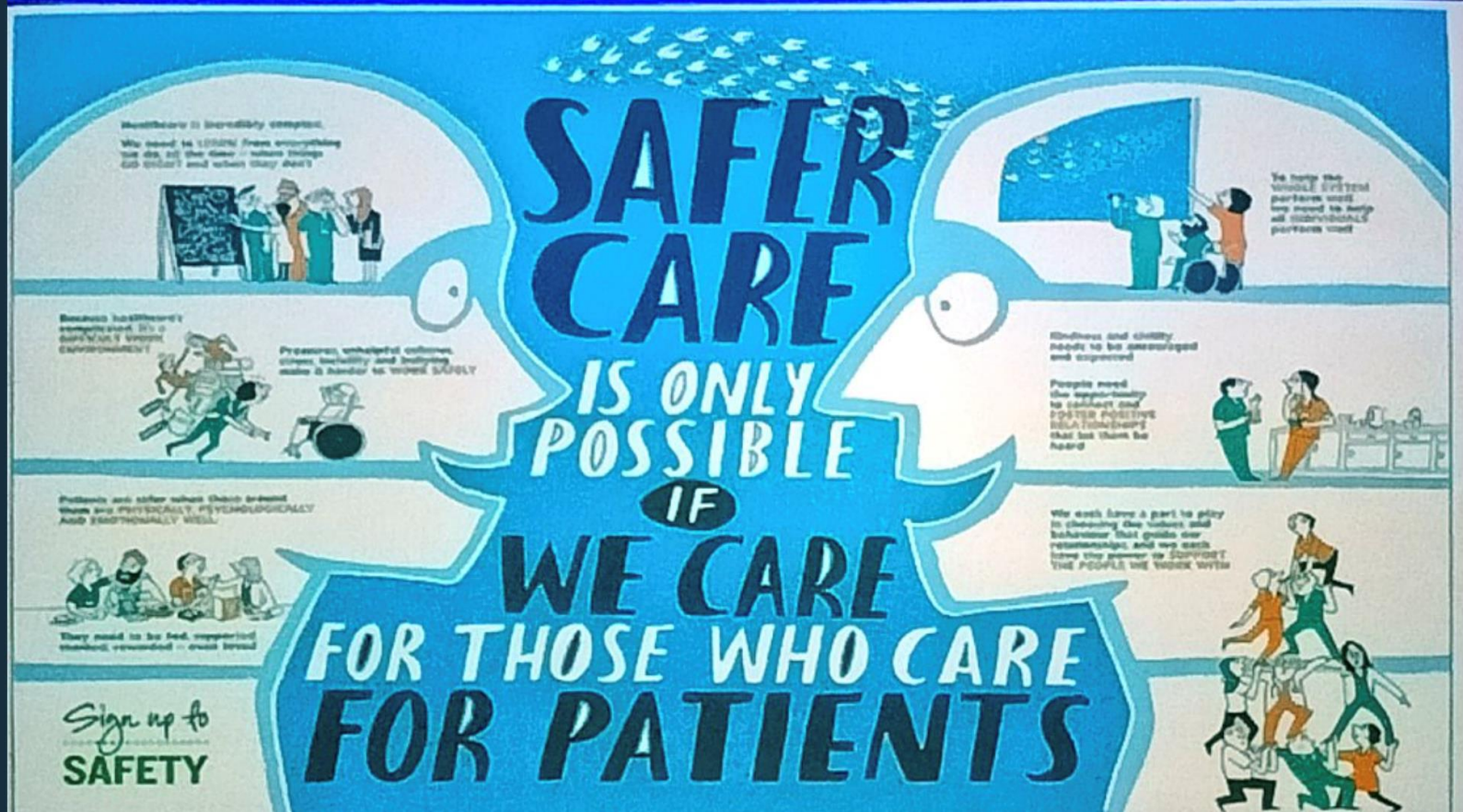
SHARING SOME LEARNING FROM THE
NPSO PATIENT SAFETY CONFERENCE 11TH
OCTOBER 2022

WORKING TOGETHER FOR PATIENT
SAFETY





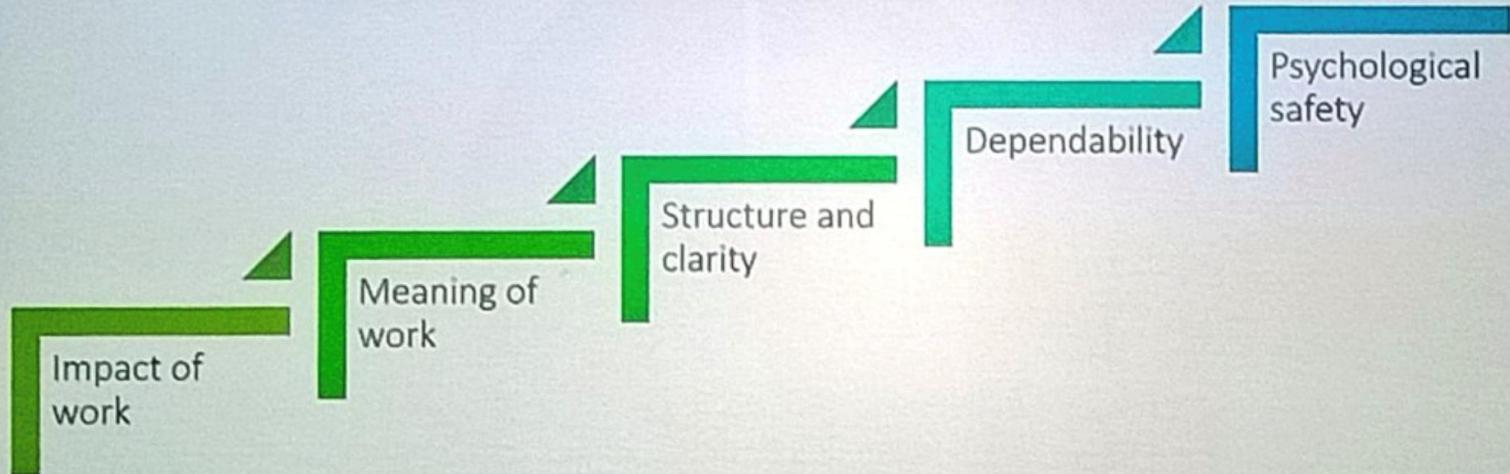
Psychological Safety





Psychological Safety

Google - Project Aristotle:
5yr study of 250 teams
5 indicators of high performing teams





Psychological Safety

the fearless organization

Creating **Psychological Safety** in the Workplace for Learning, Innovation, and Growth

Amy C. Edmondson

HARVARD BUSINESS SCHOOL

Psychological Safety

Amy Edmondson

Psychological safety: a sense of confidence that the team will not embarrass, reject or punish someone for speaking up

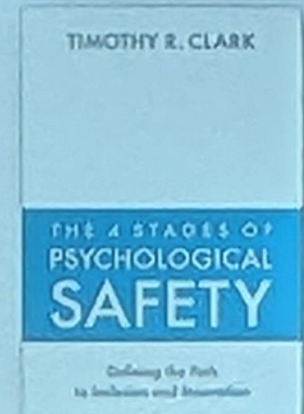
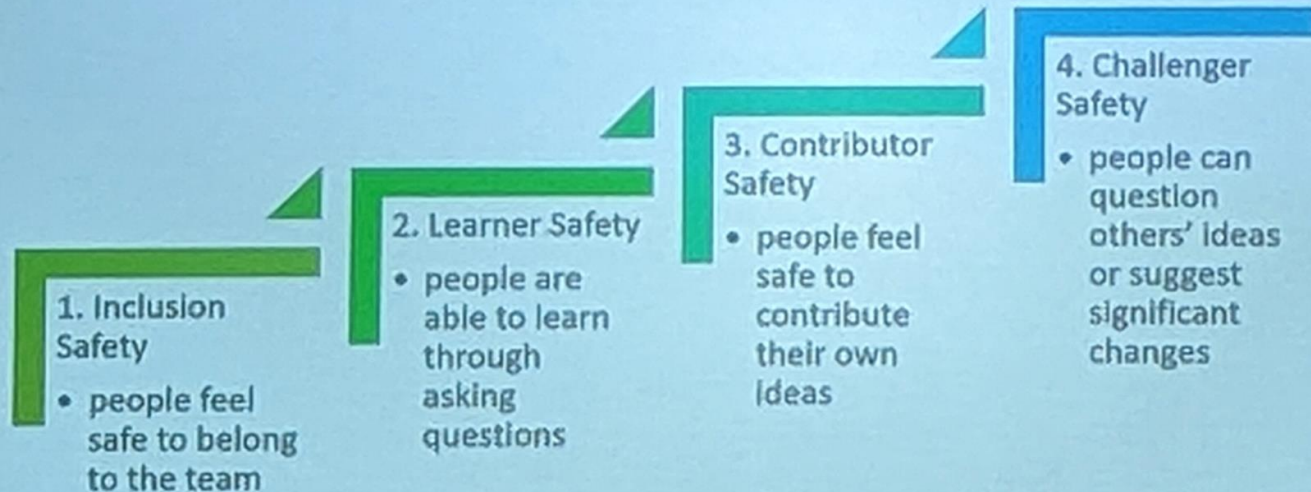
Questions that demonstrate psychological safety:

- Can I ask questions without looking stupid?
- Can I be respectfully critical without looking negative?
- Can I seek feedback without seeming incompetent?
- Can I be innovative without looking disruptive?



Psychological Safety

Four stages of psychological safety





- **Errors and adverse events are an unfortunate constant in medical practice**
- **They should be seen as opportunities to enhance patient care and our own clinical practice and to prevent further harm**
- **Open, non-judgmental communication and reflection are vital components of this process**
- **We must help guide colleagues along this process**



Know your Team

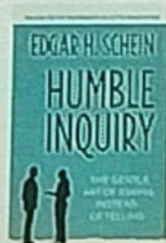
- **Build trust and understanding**
- **Value them as people, not just as players**
- **You don't have to like each-other, but you should respect each other and everyones contribution and role within the team**
- **End goal is to be able to know that any criticism is to better each other and ultimately the team**



Psychological Safety

"In most cultures, speaking up to a person of higher status is taboo.

Leaders must learn the art of humble inquiry and do the first step in creating a culture of openness"





Psychological Safety

There comes a point where we need to
stop just pulling people out of the river.
Some of us need to go upstream and
find out why they are falling in.

Desmond Tutu





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PATIENT SAFETY INCIDENTS

NATIONAL OPEN DISCLOSURE PROGRAMME “ASSIST ME”

A Model of Staff Support following
Patient Safety Incidents in Healthcare

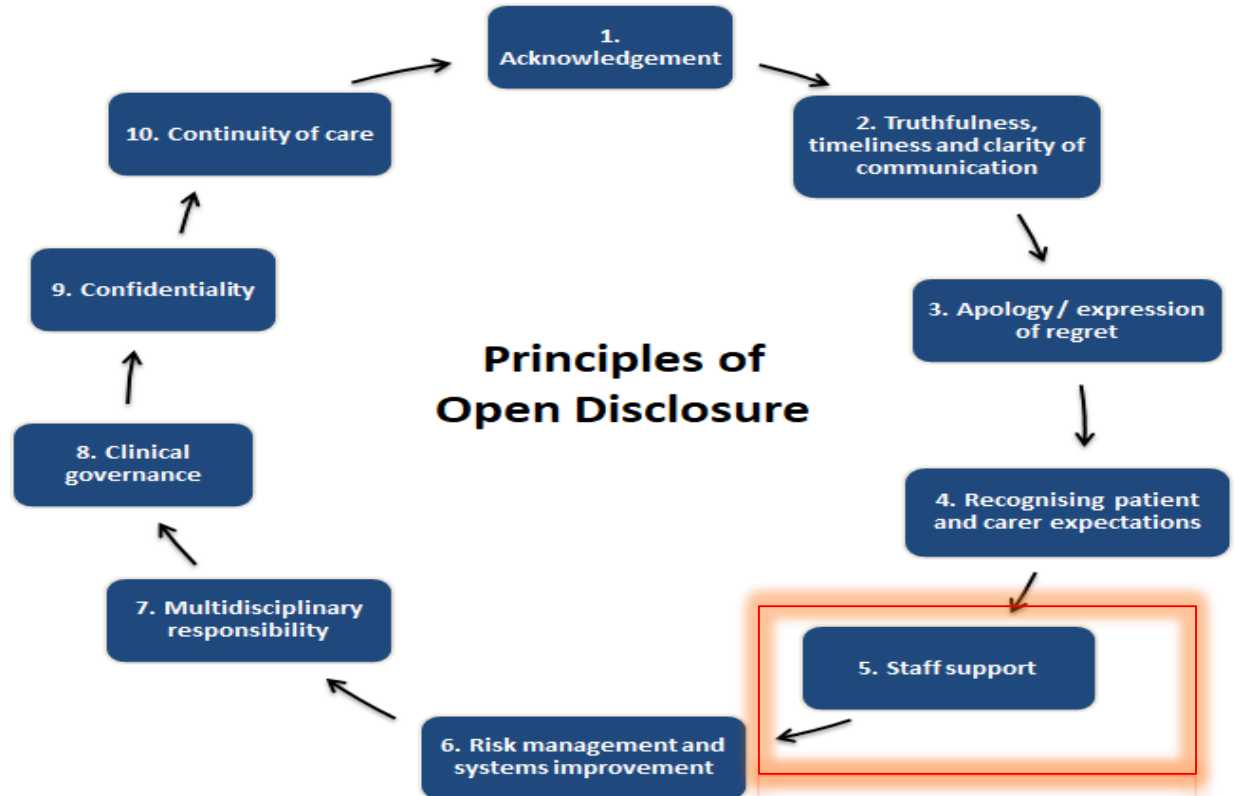




Background



HSE *Saoráilín Sláinte* *Níos Fearr* *a Fhorbair* *Building a Better Health Service*
National Quality Improvement Team



HSE Overview



- Developed by Open Disclosure Programme in the HSE in consultation with HSE support services.
- Published in November 2013 – updated in January 2021
- Based on an extension of the MPS ASSIST Model of communication
- Developed to provide practical information and guidance for health and social care managers and staff in relation to:
 - (a) Understanding the potential impact of patient safety incidents on staff
 - (b) Recognising and managing the associated signs and symptoms
 - (c) Supporting staff following patient safety incidents and
 - (d) Providing information on the support services available to staff



NATIONAL
OPEN DISCLOSURE
PROGRAMME

NATIONAL OPEN DISCLOSURE PROGRAMME

“ASSIST ME”

A Model of Staff Support following Patient Safety
Incidents in Healthcare

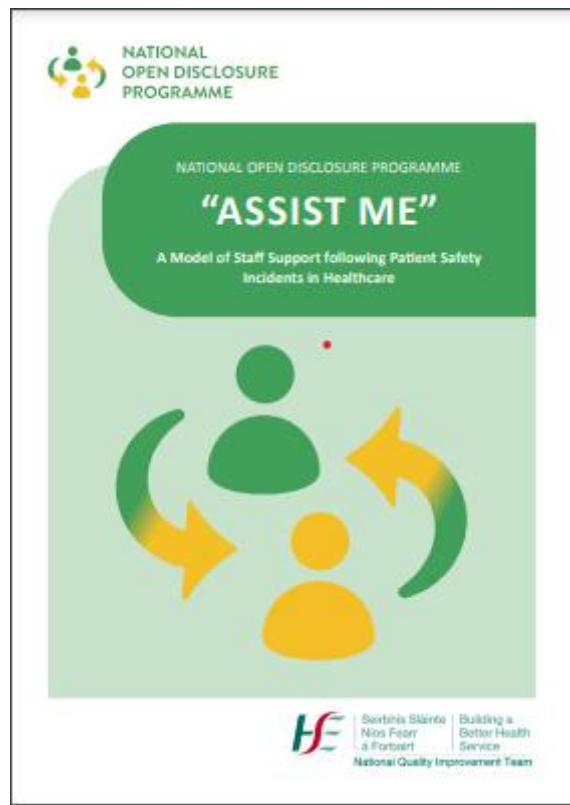


Seirbhís Sláinte
Níós Fearr
& Forbairt
National Quality Improvement Team

The resource provides information and practical guidance on:

- The recognised staff responses to a patient safety incident
- Stages of staff reaction after a patient safety incident
- The “ASSIST ME” model of staff support
- How to cope with the impact of a patient safety incident
- The Critical Incident Stress Management (CISM) Response
- When to seek medical assistance
- Resources that are available for Staff

HSE The ASSIST ME approach



Action	Example
<p>A Acknowledge with empathy the incident that has occurred and the impact on the member of staff.</p> <p>Assess the impact of the incident on the member of staff and on their ability to continue normal work .</p>	<p><i>"I came to see you as soon as I heard what happened. This must be very difficult for you"</i></p> <p><i>"How are you doing?"</i></p> <p><i>"How are you coping?"</i></p> <p><i>"How are you feeling right now"</i></p> <p><i>"Are you ok to be here?"</i></p>
<p>S Sorry - express regret for their experience</p>	<p><i>"I am so sorry that this has happened. Sometimes despite our best efforts things can go wrong".</i></p> <p><i>"I am so sorry that you have had this experience and for the distress this is causing you".</i></p>

HSE The ASSIST ME approach



S

Story – allow time and space for the member of staff to talk about what happened and how they are feeling - using active listening skills.

Demonstrate your understanding of their story through the feedback process

Share personal experience, as appropriate

"You may find it helpful to talk about how you are feeling right now"

"Would you like go for a cup of coffee and we can have a chat about what happened?"

"What I'm hearing from you is.... Is that correct? Is there anything else you want to tell me or talk about?"

"Can I tell you about an experience of my own, how I felt and what I found helped me at that time?"

I

Inquire – encourage questions
Information – provide answers/information

"What questions do you have that I can perhaps help you with?"

"Is there anything I can help you with at this time?"

"Would it help if I told you what happens next and what you can expect in relation to the management of this incident?"

HSE The ASSIST ME approach



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S

Supports Solutions



(a) Informal emotional support:

"My door is open for you. I will be checking in with you regularly to see how you are doing if that is okay with you. In the meantime if you do wish to talk about this or discuss anything with me please come and see me or give me a call. Can I arrange for someone to collect you from work?"

(b) Formal emotional support:

- Assess any immediate needs, discuss with the member of staff and arrange, with their knowledge and consent, a referral to the relevant support services, as required.
- Provide information on the supports provided by the HSE Employee Assistance Programme (EAP) which can be accessed by managers and staff e.g. counselling, crisis intervention and Critical Incident Stress Management (CISM) response.
- Discuss the benefits of CISM and organise, with the consent of the staff member, one to one or team CISM response as soon as is practical. Click [here](#) to access further information on CISM.
- Consider referral to the HSE Occupational Health Department for additional support, as required.
- Provide staff support information leaflets/ brochures, and signpost to the HSE Workplace Health and Wellbeing Unit website here. Contact the EAP national phone number on **0818 327 327** to speak to someone who can help. This service includes access to internal EAP services and external 24/7 counselling support.

HSE The ASSIST ME approach



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Supports Solutions



(c) Practical Support:

- Provide an opportunity for the member of staff to take time out from their normal work, if required. Staff should be involved in and have input to any decision made regarding the same. Many staff find it more helpful to remain at work. Allocation to different duties may benefit initially if it is practical to do so.
- Provide practical support and information in relation to the incident review process and how the staff member might assist/contribute to this process. e.g. encourage the member of staff to write up their recollection of the incident as soon as possible for their own record. Ensure that they are kept updated and involved in the incident review/open disclosure process.
- Provide information and support in relation to communicating with the patient/service user following the incident and preparing for open disclosure discussions.
- Ensure that they are encouraged to provide their insight into the steps being taken to try to reduce the risk of a recurrence of the incident.
- Establish the learning from the incident, at individual and organisational level and provide on-going support.

HSE The ASSIST ME approach



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T	Travel – providing continued support and reassurance going forward and throughout the incident review/open disclosure process.	<p><i>"I am here to support you."</i></p> <p><i>"I will assist you in any way I can".</i></p>
M	<p>Maintain contact</p> <p>Monitor progress</p> <p>Moving forward</p>	<p>Ensure that there is continued contact with the staff member to prevent feelings of isolation.</p> <p>Continually monitor and assess the staff member's response to the incident and their response to any interventions.</p> <p>Provide guidance and support on their return to normal work.</p>
E	<p>End – reaching a stage of closure from the event.</p> <p>Evaluate</p>	<p>Establish when the staff member has reached a stage of closure from the incident as it is important at this stage not to keep re-opening the incident with them.</p> <p>Leave your door open to them if they should require any further assistance.</p> <p>Review the support provided with the staff member involved.</p> <p>Consider feedback and establish any learning which may benefit other staff.</p>



The ASSIST ME approach: Practical Guidance on how to cope with the impact of a patient safety incident – The Do's



Following a patient safety incident DO

1. Talk to a friend/ colleague/line manager about your experience and your feelings.
2. Participate in Critical Incident Stress Management (CISM) Response - available via EAP.
3. Ensure that you are involved in and kept informed in relation to the incident review/ open disclosure process.
4. Take time to relax.
5. Get enough sleep.
6. Get some exercise
7. Maintain a good diet.



The ASSIST ME approach: Practical Guidance on how to cope with the impact of a patient safety incident – The Do's



Following a patient safety incident DO

8. Follow a structured schedule.
9. Spend time with family and friends.
10. Take time for leisure activities.
11. Recognise that healthcare is complex and mistakes/incidents happen.
12. Expect the incident to bother you.
13. Realise that others around you may be under stress also.
14. Learn about post traumatic stress.
15. Contact your GP/EAP/OH department if you are concerned that your response to the event is too intense or lasting too long.



The ASSIST ME approach: Practical Guidance on assisting your response to the incident – The Don'ts



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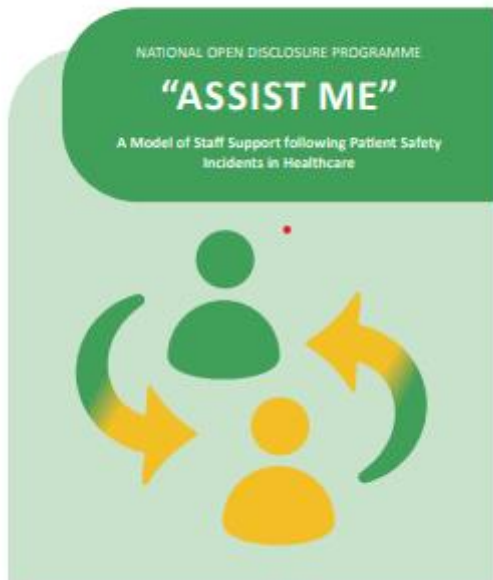


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Building a
Better Health
Service

1. Do not drink alcohol excessively
2. Do not stay away from work unnecessarily
3. Do not withdraw from significant others
4. Do not use legal or illegal substances to numb consequences
5. Do not have unrealistic expectations for recovery
6. Do not reduce the amount of leisure activities
7. Do not look for easy answers
8. Do not be hard on yourself or others
9. Do not make any major life changes or decisions at this time

The ASSIST ME approach: Seeking Medical Assistance



You should seek medical advice and assistance if:

- (a) you are experiencing difficulty with sleeping for more than 1 week.
- (b) your response to the event is too intense or lasting too long.
- (c) you are experiencing intense physical reactions to reminders of the event e.g. pounding heart, rapid breathing, nausea, muscle tension, sweating.
- (d) you are experiencing suicidal feelings or symptoms associated with depression/despair.
- (e) you feel unable to return to work because of the event.
- (f) your response to the event is impacting on your private life outside work and your ability to cope generally with normal day to day activities.



- Information on Critical Incident Stress Management

Links to staff support resources available at the time of print.

<https://www.hse.ie/eng/about/who/nqpsd/qps-incident-management/open-disclosure/assist-me-a-model-of-staff-support-following-patient-safety-incidents-in-healthcare-january-2021-.pdf>

<https://www.hse.ie/eng/about/who/nqpsd/qps-incident-management/open-disclosure/assist-me-staff-support-poster-june-2021-.pdf>



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