

Behaviour Change versus Culture Change?

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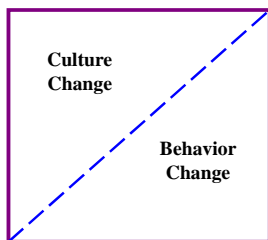
Outline

- Compare/Contrast Behavior Change and Culture Change Approaches to Safety
- Look for Points of Articulation/Synergy
- Propose an integrative model
- Discuss strategies/implications for health care safety

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Divergent Approaches to Managing Safety



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Behavior Change: Background

- Operant Psychology/Behavior Modification
- “Bottom-Up” Approach
- Analytic - Data Driven
- Setting Specific
- Continuous Process

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Culture Change: Background

- Organizational Behavior/Anthropology
- “Top-Down” Approach
- Intuitive/Ethnographic
- Setting Specific
- Self-Sustaining

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Behavior Change: Key Aspects

- Identify and Define Critical Behaviors
- Goal Setting
- Behavioral Observation (Sampling)
- Contingent Feedback/Reinforcement

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Culture Change: Key Aspects

- Assess Elements of Culture (assumptions, values, beliefs, etc.)
- Devise Alternative Vision/Mission
- Work with Leadership (& maybe employees) to Implement Change

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Behavior Change

<ul style="list-style-type: none">• Strengths• specific technology• objective/empirical• Frontline focus• usually participatory• positive	<ul style="list-style-type: none">• Weaknesses• victim-blaming• minimizes environment• immediate causes
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Culture Change

<ul style="list-style-type: none">• Strengths• organizational change• basic causes• comprehensive• Can be participatory	<ul style="list-style-type: none">• Weaknesses• diffuse technology• subjective/intuitive• involves attitudes• indirect
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Merging Behavior Change and Culture Change

- Implement an objective safety problem-solving system
 - similar to behavior change approach but more comprehensive
- Demystify the culture change process



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Health Care Work

- High complexity
- High unpredictability
- Tight couplings
- Multiple skill mix
- High interdependence
- High consequences
- Low error tolerance



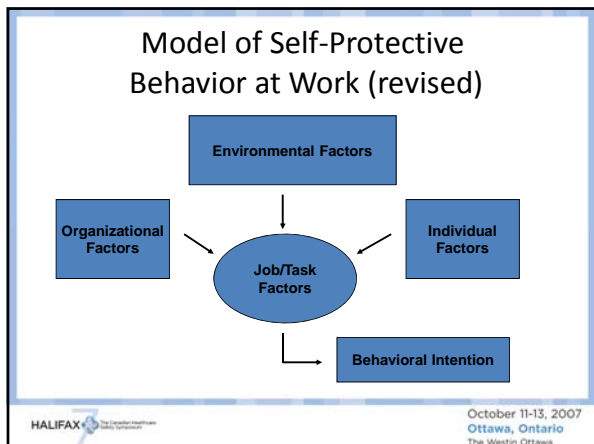
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Reflexive Response to Poor Safety Performance

- Tighter management control
- Greater reliance on enforcement of formal policies, procedures, and protocols
- Enhanced accountability and blame-finding
- Emphasis on finding quick fixes
- Frustration, confusion, and mistrust



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- ### Core Attributes of a Positive Safety Culture
- Safety as a visible and top functional priority (not on again/off again emphasis)
 - Employee involvement top to bottom
 - Total process/systems perspective
 - Communication-rich environment
 - Ongoing measurement and feedback
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Changing the culture is about changing expectations and altering the psychological contract....

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Building Blocks of Safety Culture Change

- Investment
- Participation
- Assessment
- Capacity
- Communication

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Key Features – Safety Culture Change

- Investment
 - resources
 - time
 - priorities
- Participation
 - management
 - supervision
 - employees
- Assessment
 - problems
 - context
 - goals
 - Progress
- Capacity
 - facilitation
 - training
 - recognition
- Communication
 - regular
 - reliable
 - complete

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Safety Culture Change (IPACC Framework)

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graph TD; Investment --> Assessment; Participation --> Capacity; Investment --> Participation; subgraph Center; Communication; end
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“Markers” of Progress – Safety Culture Change


- Trust
- Commitment
- Attributional Balance
- Reciprocity

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Conclusions


- We can integrate the respective strengths of the behavior change and culture change approaches to safety
- A comprehensive and participatory problem-solving process can be the centerpiece for safety programming and culture change in health care
- Most of this boils down to establishing safety as an ongoing strategic priority and applying best practices to programming and evaluation


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Thank You

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