

National Quality Improvement Conference

Just & Learning Culture and Speak Up Training

Syahid Hassan, Tabitha Low, Clarissa Kwok

mohamed_syahid@cgh.com.sg
tabitha_low_shun_ping@cgh.com.sg
clarissa_kwok@cgh.com.sg



Problem Statement

An organisational culture of safety needs to be underpinned by psychological safety, led by leaders with the right people management skills and mindset to nurture a healthy culture of workplace justice and openness to speak up. As CGH continues distancing itself from a blame culture, leaders must also avoid a blame-free culture and instead inculcate a culture of shared accountability.

BLAME CULTURE ❌

Ignores that poor system design can contribute to undesired outcomes

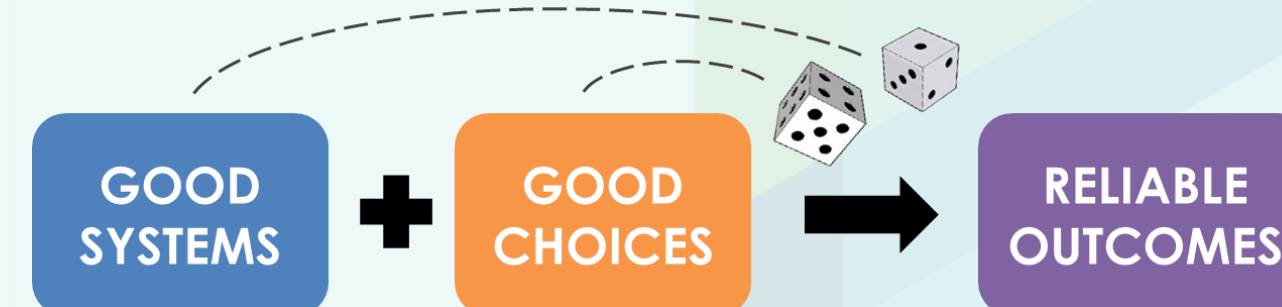
BLAME-FREE CULTURE ❌

Ignores that poor choices by people can contribute to undesired outcomes

Potential Solutions

SHARED ACCOUNTABILITY CULTURE ✓

Staff are responsible for making safe choices, and speaking up when unable to make safe choices
+
Leaders are responsible for creating systems and providing direction that enable safe choices



Since 2019, CGH has conducted the **Just & Learning Culture for People Leaders** training for leaders based on the Just Culture model by Marx (2019) to equip leaders on how to manage staff based on the quality of their choices.

In 2020, the **Safe Choices & Speaking Up** e-learning adapted from TeamSPEAK by SingHealth Institute of Patient Safety & Quality (Tan et al, 2019) was then launched to equip staff on how to think about the quality of their choices and how to speak up when unable to make safe choices.

Project Aim

The Just & Learning Culture and Speak Up training programmes aim to improve safety climate by shifting subjective perceptions about safety, particularly how favourably staff view how their work areas respond to errors and how open their work areas are in discussing errors. These perception measures have been incorporated into the Leadership Rounds since 2022 and currently monitored annually.

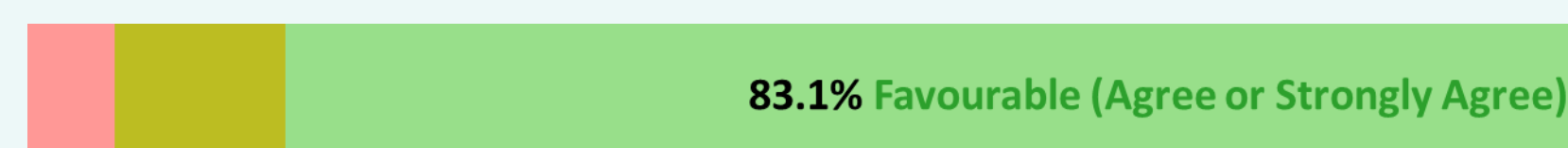
Lessons Learnt

- ❖ Shifting a culture of how an organisation responds to errors requires multiple years of gradually engaging leaders at all levels. Throughout the journey, visible top-down commitment and continuous support from senior leaders in the organisation are critical.
- ❖ Building up a critical mass of leaders trained in Just & Learning Culture first before the rest of the general staff were trained in Speak Up helped create the optimal foundations for teams to then build up their speak up culture in the right socio-cultural environment.

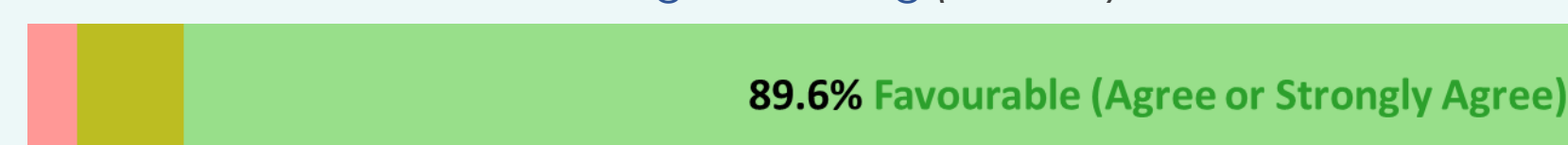
Outcomes & Impacts

Selected Safety Climate Survey Measures from Leadership Rounds FY22

People in this work area believe that most adverse events occur as a result of multiple factors, and not simply blamed on an individuals' actions (n=1976)



The team responds to errors in this work area in a way that encourages learning (n=1983)



Sample Reflections from Leaders who Participated in Just & Learning Culture Training

"Just & Learning Culture taught us how to respond professionally and not just react blindly with our emotions"

"A happier workplace in which staff can share their ideas or thoughts more openly and not have excessive fear when they make mistakes"

Since their launches, over 900 leaders were trained in Just & Learning Culture and over 6000 staff were trained in Safe Choices and Speaking Up. In 2022, CGH's Just & Learning Culture training has been adopted by SingHealth Institute of Patient Safety & Quality for cluster spread.