

# Enhancing Practice 2022 Conference

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*20:20 Vision – Transforming Our Future  
Through Person-Centred Practices*

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**WEDNESDAY 6 – FRIDAY 8 APRIL 2022**  
**SAGE HOTEL WOLLONGONG, NSW AUSTRALIA**

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How the Safety Attitudes Questionnaire can be used to Promote High Quality, Safe Person-Centred Workplaces

# Promoting a Climate of Safety

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# Introduction/Background

Present findings of honours project

- Methodology
- Example of a case
- Cross case synthesis

# Research Question

In what way do health care teams use SAQ data to undertake quality improvement practice?

- What leadership behaviours and practices are demonstrated by ward members in relation to using the data to improve practice?
- What activities did teams undertake and how did this influence their SAQ results?

# Aims and Objectives

The aim of this study is to understand how the SAQ data and report is used to operationalise safety culture improvement.

The objective of this study is to discover how wards use the feedback provided from the SAQ report and how they use this to improve the patient safety culture at the ward level.

Other objectives include:

- To understand how clinical teams engage with the data to identify quality improvements
- To understand how data is used to inform quality improvement
- To determine if using the data led to improvements in the safety culture

# Safety Attitudes Questionnaire

## Domains and example statements:

### Teamwork Climate

I have the support I need from other personnel to care for patients/clients.

### Safety Climate

Errors are handled appropriately in my ward/department/service.

### Job Satisfaction

Working here is like being part of a large family.

### Stress Recognition

I am less effective at work when fatigued.

### Perceptions Of Management

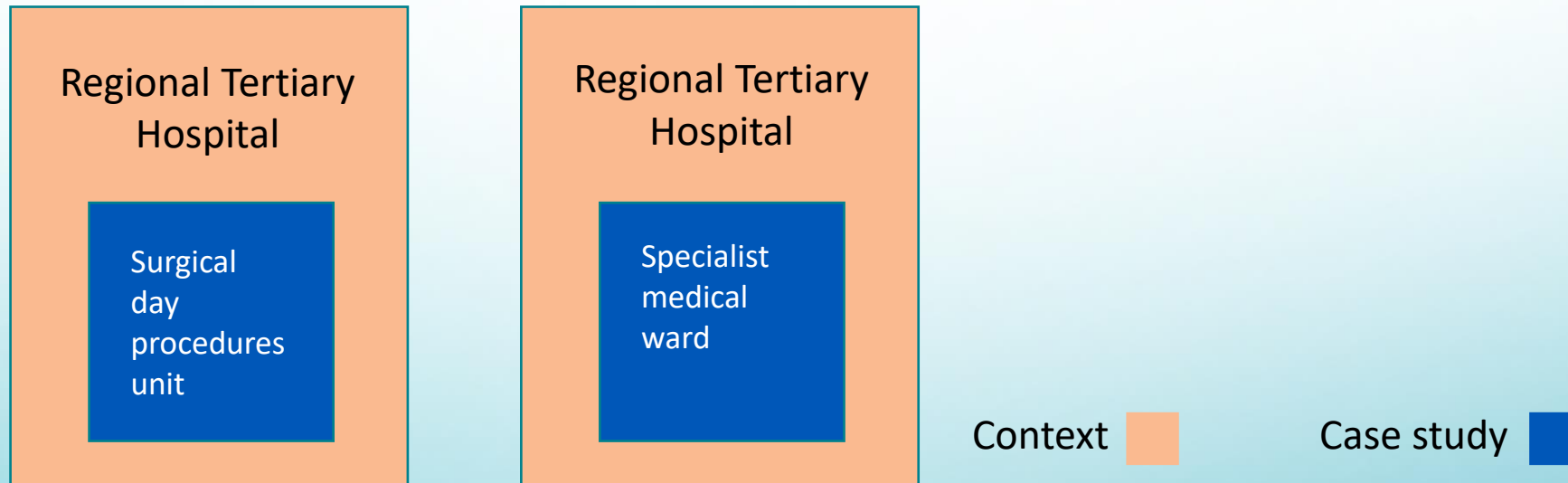
My ward/department/service manager supports my daily efforts. (measured at hospital and unit level)

### Working Conditions

This hospital/service does a good job of training new personnel.

# Research Design

- Case Study design
- Defined as a method of in-depth investigation into a contemporary phenomenon that seeks to illuminate how a set of decisions were made and in what context they occurred (Yin, 2018)
- Used a **descriptive, multiple case study design** – useful for examining real world contexts, where the researcher has no control over the environment



# Participant Selection

All NUMs whose units were eligible to receive a report (return rate >30%) were emailed with an invitation to participate.

A brief presentation was given to staff to discuss research project and gain their consent in the overall honours project.

Focus group participants were held at convenient times and were selected from staff working on the day.

SAQ survey participants were recruited by broader research project.

# Data Collection

Three types of Data collected:

- **SAQ Data**

- Managed by broader research project
- Collected yearly for three years
- University of Texas SAQ Short form 2006

- **Focus Group Data**

- Semi structured, conversational style
- Audiotaped then transcribed
- Only 2019 (due to COVID-19)
- Interview schedule was used.

- **Interviews**

- Semi structured, conversational style
- Audiotaped 2019
- Used video conferencing to record in 2020.
- Same interview schedule as focus groups, with some additional questions

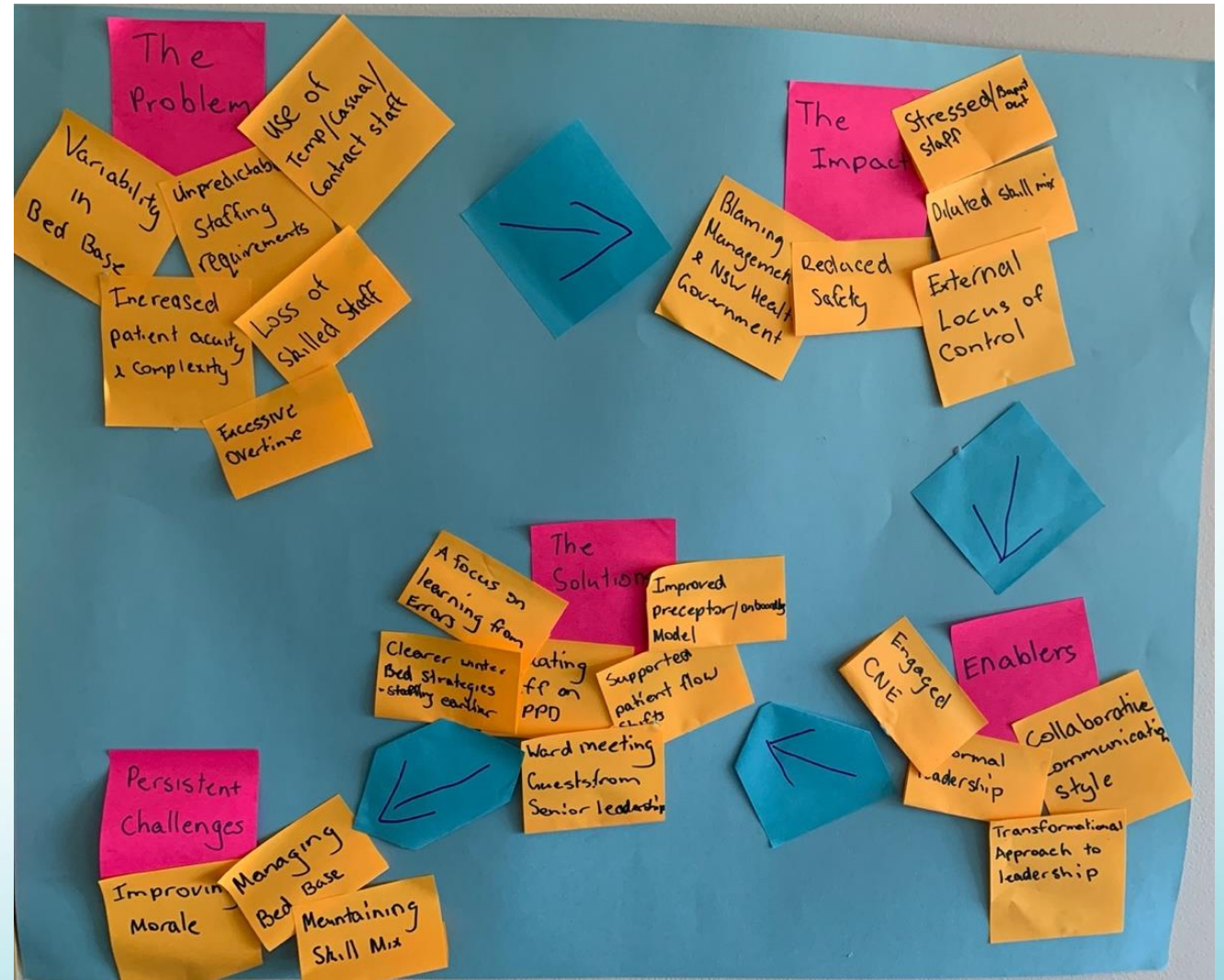
**Sample questions:**

*What kind of changes do you think will help improve the safety culture – how might you go about that?*

*How useful is the SAQ data in improving practice?*

# Interview and Focus Group Data Analysis

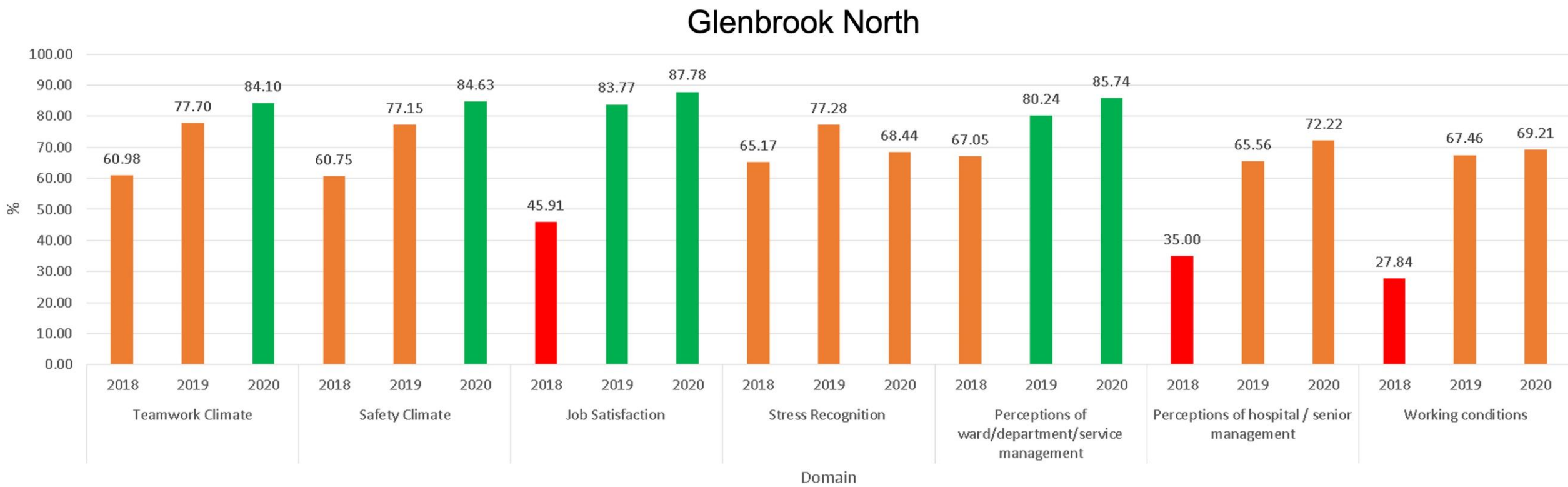
Braun and Clarke six step thematic analysis process was used.



# Glenbrook North

- Surgical day procedures unit
  - Provides inpatient and outpatient services
  - Change in model of service delivery
  - Frequent turnover of managers

# Survey Findings



# Themes

## The Problem

*"We are not staffed appropriately to [provide a] teaching and support[ive] environment... and that continues to be an issue... "*

## The Impact

*Yeah it's hard, cos (sic) they are so short staffed when they need someone else say to teach me to do things because they physically can't cos (sic) there is not enough people*

## The Initial Reaction

*"I think for me being a new manager gave me a fantastic springboard, I knew exactly what I needed to do when I got here, I had been given a big heads up before I came but to actually see those results, I need to go X Y Z and I think um, just knowing what the problems were, I could go forearmed ..."*

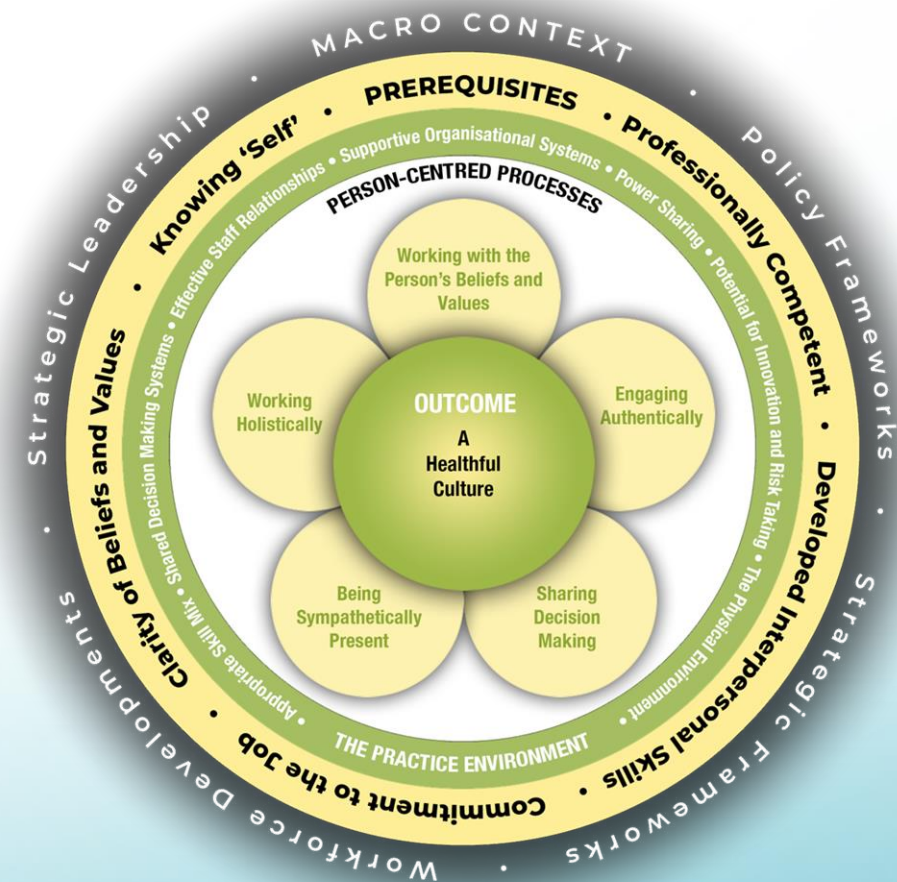
## The Drivers of Change

*And we also said about doing a staff charter, what we will accept and what we won't accept. And that was done over about three staff meetings... So, they actually chose if you like the, the rules of the village, you know, like, we won't tolerate unprofessional behaviours. We won't tolerate rudeness*

# Cross-Case synthesis

The Person-centred Practice Framework (PCPF) used as the theoretical framework and lens for the cross-case synthesis. Focusing on the ***practice environment***

The role of leadership was also examined – both formal and informal leadership



# The Practice Environment

## **Appropriate skill mix:**

- Glenbrook North – highly specialized skillset required
- Ruislip Ward – patient flow decision making and hospital over-census beds

## **Innovation and Risk Taking**

Required by both units to address their problems

- Glenbrook North – introduced new roles to ensure nurses were not doing non-nursing work
  - Developed competency packages, added structure to the roles within the unit
- Ruislip Ward – utilised casual and agency staff.

## **Disruption to the Practice Environment**

- Changes to models of care

# Formal Leadership

## **Glenbrook North**

- Used transactional approach to take control of unstable working environment
- Utilised SAQ data as a platform to base her leadership approach to the unit
- Transitioned to a transformational approach the following year

## **Ruislip Ward**

- Consistent transformational approach
- Inclusive communication style
- Shared decision making

# Informal Leadership

**Informal leaders are those in the workplace that do not hold a formal leadership role but still exhibit the traits of leaders.**

- Subjectively improve safety on the ward, and a sense of security for junior staff
- Were utilised on Glenbrook North to develop standards of practice within the unit

**Individual staff members that possess the pre-requisites described in the PCPF:**

- Developed interpersonal skills
- Commitment to the job
- Clarity of beliefs and values
- Know themselves
- Professionally competent

# Summary

- The SAQ is a robust tool suitable for the measurement of safety culture
- Informal leaders are necessary to promote safety
- The SAQ Data alone is insufficient to change culture, this requires:
  - leadership commitment
  - Collaboration
  - Motivated staff to improve participation

# Acknowledgement

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