

# Standardising Resilience?

Organising and regulating patient safety improvement

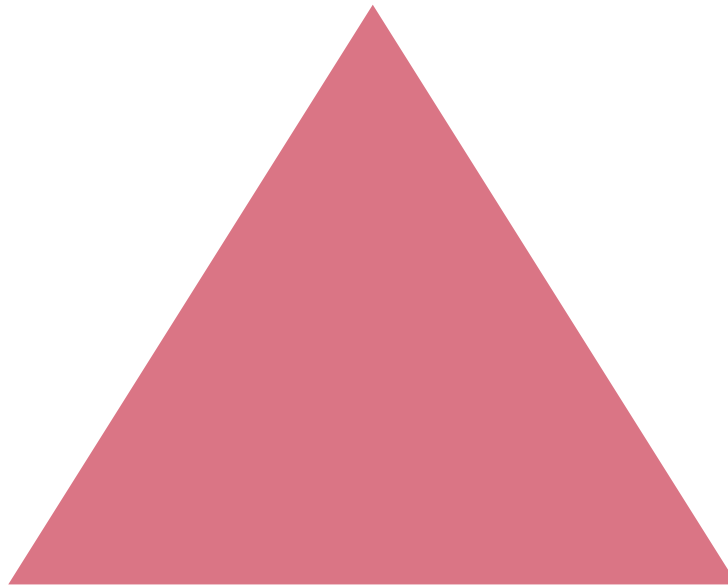
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[Christiania example]

improvement



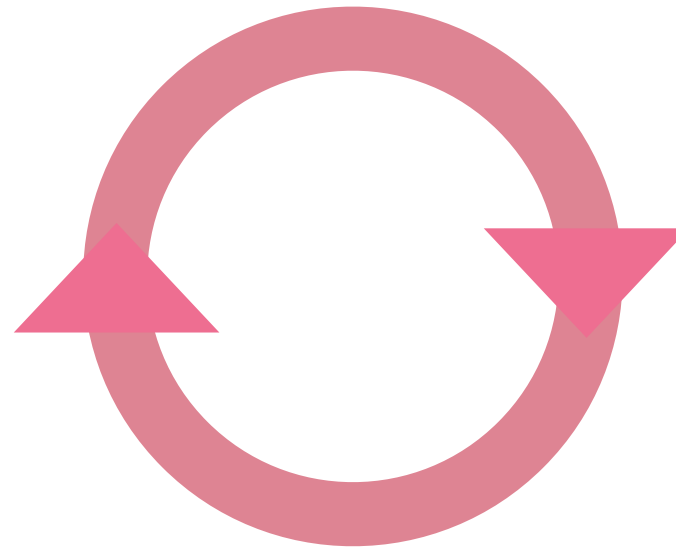
regulation

resilience

## Regulatory work...

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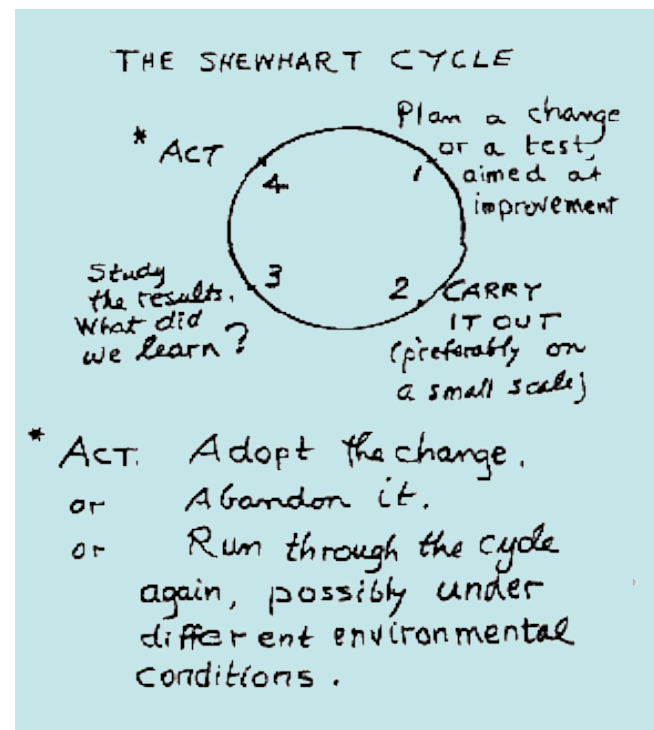
- Activities that aim to define, monitor, motivate and modify practices and technologies within organisations to achieve some desired outcome
- Typical regulatory process:
  - Define goals
  - Monitor performance
  - Modify behaviour



# Improvement activities...

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- Locally owned
- Context dependent
- Clear aim
- Rapid testing
- Small samples
- Many cycles
- Easily articulated



Deming 1985

# Tensions between regulation and resilience?

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- Centralised
- Extrinsic
- Compliance
- Standardisation
- Designed
- Fixed
- ...
- Local
- Intrinsic
- Commitment
- Variation
- Emergent
- Dynamic
- ...

Adapting to variation

[infusion pumps example]

Resources for learning

[dialysis example]



From monitoring to adaptation,  
and back again...

[patient safety thermometer  
example]

## Future questions

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- How can we understand the relationships between different aspects of regulatory work and organisational resilience?
- Can regulatory systems be optimised to support local safety improvement practices and build capacities for resilience?