

Learning from the ordinary – The curious case of the broken light bulbs

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Broken Light Bulbs

“Right at the beginning, I was told that they’ve done this before and never got anywhere, so why should PRIMO be any different. They’ve had Productive Ward initiatives that started to get going and then disappeared. So, I think I started with them being very negative about it. Nothing else has worked, so why should this work, and the two things in particular were the light bulb issue, which I was told I’d never get sorted out, and the issue of the feeding regime, which I thought was going to be easy to sort out but just hasn’t been easy at all. [...] I think it’s the culture. I think nurses are so demoralised. There’s so much negativity. Yes, it’s like a disease that you just can’t shake off.”

Post-Implementation Interviews

“I mean stupid things like not having a light bulb on the ward, it sounds ridiculous but half our patients at one time were in the dark. I mean it’s crazy. And we used to say ‘Why has this patient not got a light?’ Because you’ve got to ring Estates and then 2 men have to come with a trolley with all the light bulbs and it used to take them weeks but now we have a supply of light bulbs and when a light goes then we can pop it in. Now, how much nicer’s that? So simple but so good.”

Learning from the extraordinary

- Negative attitudes, done to cover oneself
- No feedback to staff
- Perceived as a nursing process

Learning from the ordinary

- Focus on hassle
- Empowering staff
- Learning relevant to local context

PRIMO Process



Journey so far



PRIMO

← → ↻ 🏠 🔍 http://

🔄  JOHN DOE LONDON CENTRAL HOSPITAL PRIMO

NARRATIVES RESULTS & IMPROVEMENTS QUESTIONNAIRES

Hello John, write your narrative below

I had two patients who phoned to say that they had not received enough medication from us on their outpatient prescriptions. In both cases, the doctor had requested patients to have 6 weeks, but we had only given 4 weeks. When I explained we only supply 4 weeks from the hospital I

SEND NARRATIVE

Make it public

R 5-08-2014 P

It was just one of those days where I felt I wasn't getting anywhere, we were short staffed due to sickness and annual leave, the phones never stopped, and

...

T 25-07-2014 P

Tracker (log of prescriptions arrived, dispensed and completed in pharmacy) consistently going down so couldn't get information for ourselves or ward on the

...

T 1-08-2014 P

Then I was trying to train a new girl, but with no support to answer the phones or the hatches we were constantly interrupted, so I was losing my train of thought, and she was losing her

...

Interruptions 4 👍

R 26-07-2014 P

The pharmacist was quite angry that it had taken me so long to do!

R 26-07-2014 P

The majority of dispensers are inexperienced and still learning; therefore we need the TTO endorsements to be clear. I then

...

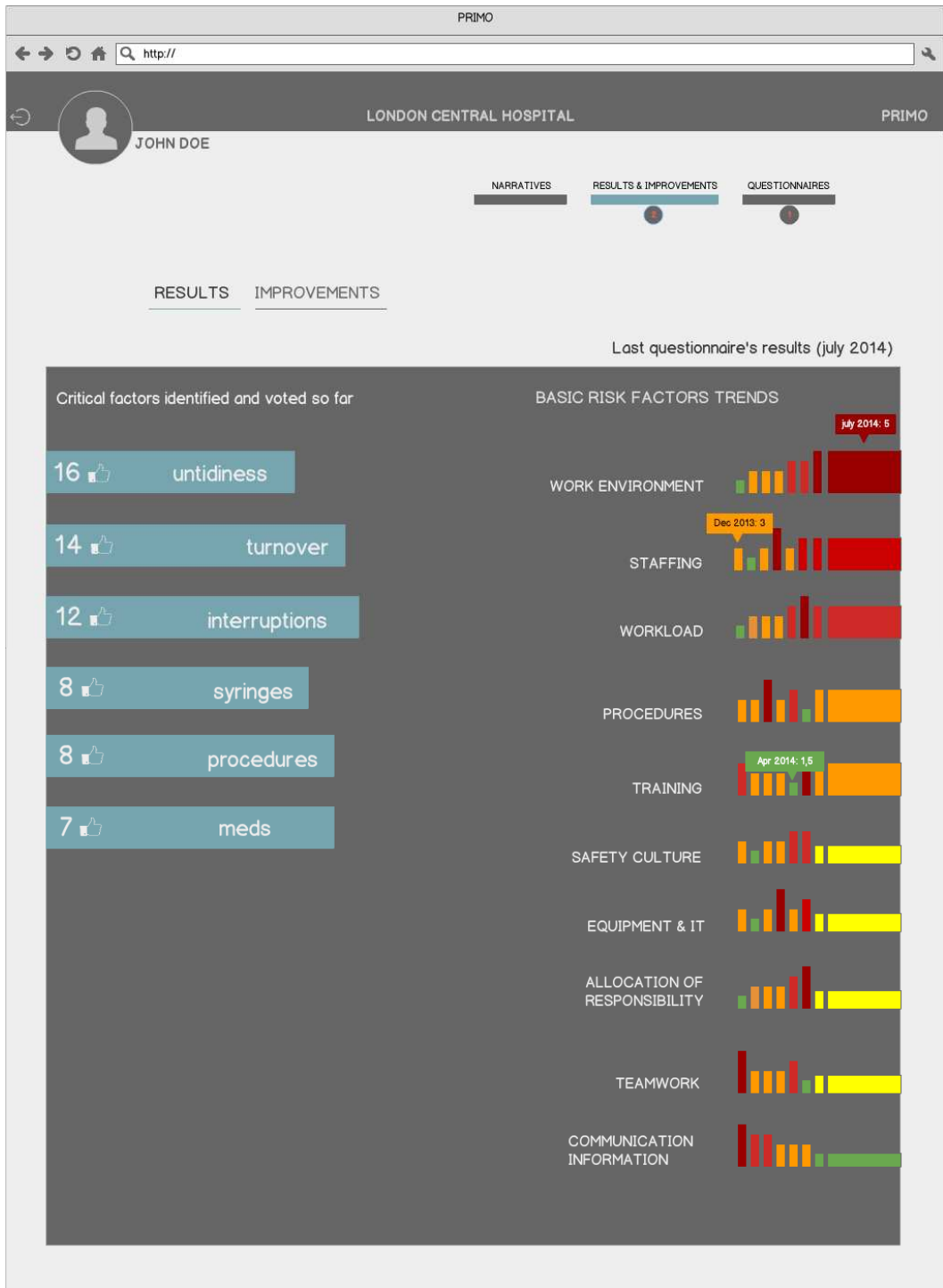
20-07-2014

Folders left out and bits of labels all over work bench made work difficult as no space. Leaflets, meds and bits of labels, etc do get left on bench, but it

...

untidness 6 👍

Software - Narratives



Software - Monitoring

References

- Pilot Study:
 - Mark-Alexander Sujan, Catherine Ingram, Tony McConkey, Steve Cross, Matthew W Cooke. "Hassle in the dispensary: pilot study of a proactive risk monitoring tool for organisational learning based on narratives and staff perceptions." *BMJ Quality & Safety* 2011;20:6 549-556
- Pilot study evaluation
 - Sujan, Mark A. "A novel tool for organisational learning and its impact on safety culture in a hospital dispensary." *Reliability Engineering & System Safety* 101 (2012): 21-34.