• Emergence – tell our story before we knew about RHC
• Self organisation – Patient Safety Committee
• Adaptation – including Julia’s needs around accountability
• Evolution
• COHESION
• Organic – viral spread (some immunity)
• First Followers
Ten Habits of Safe Health Care

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Dr Paul Lane
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The Townsville Hospital
Swimming With Sharks

- Nobody in their right mind wants to swim with sharks
  But it is in our job description

- Swimming with sharks is like any other skill:
  – It cannot be learned from books alone;
  – the novice must practice in order to develop the skill.
  – If you follow “the rules” it will make it possible for you to survive while becoming expert through practice.

Voltaire Cousteau *Perspectives in Biology and Medicine* 1987; 30: 486-489
The Ten C’s

We describe the behaviours of the participants in our local system that promote resilience, they have become the 10C’s, The Townsville Model.
The Ten C’s

• To survive and thrive in this world healthcare leaders and workers have ten things to keep in balance.
• How lucky it is that most of us are born with ten fingers
The 10C’s

- Cohesion
- Clear Ownership
- Communication
- Cognition
- Challenge

- Compliance
- Competence
- Culture
- Constraints
- Capture
Compliance (kom-pləns) 1. To follow a rule, request, demand, etc.
Isn’t it All About Compliance

- We have the evidence
- We have the protocols
- Failure to apply the evidence and follow the protocols is a clear violation
- We need to call it as such
- And bring back consequences
A Clearer understanding of compliance

• How many rules do we have
• How clear is it which rules apply
• In which circumstances
• With which exclusions
• Are our rules consistent
• Which ones shall we choose to break in any given situation

• Most importantly, do our rules make sense…
1. Compliance

- We follow the rules that apply to us.

Plan the flight and fly the plan. But don’t fall in love with the plan.
US Airforce doctrine
2. Capture

- We know what is happening
  - Deep knowledge, understanding, data enriched

  AND

- We know what is coming (as far as it can be known)

To deal with reality you must first recognise it as such
Laurence Gonzales “Deep Survival”
The Clinical Futile Cycle
3. Cognition

• We **switch on our brains and think** not just react.

• We use the right **mode of thought** for the problem at hand.

• We **think about thinking**.

The effort invested in “getting it right” should be commensurate with the importance of the decision.

Daniel Kahneman
4. Competence

- We have the **Curiosity** to seek **Knowledge** and **Skills** and apply them with a professional **Attitude**.
- We understand the role of **evidence**.
- We **teach** others what we know.

A single conversation across the table with a wise man is worth a month’s study of books
Chinese Proverb
5. Constraints

- We have **Situational Awareness** of the impact the environment has on the action required of us.
- We manage **constraints** in the environment to provide optimal care.

Awareness is the greatest agent for change – Eckhart Tolle
6. Culture

• We put **care at the centre** of everything we do

• We understand that people’s **responses are learned** from past experiences.

• We demonstrate **compassion** in our actions and deeds.

If you want to change attitudes, start with a change in behaviour - William Glasser
7. Communication

- We practise the art of receiving and giving information necessary to complete the task.
- We listen to our patients, their families and carers.

Stop talking about inclusion and engagement and start including and engaging in every conversation, every meeting.

Susan Scott
8. Clear Ownership

- We know what we are responsible for and accept accountability for doing it.
- We **take responsibility** where we are best placed to deliver.

"you either make yourself accountable or you will be made accountable by your circumstances."

It’s my fault I didn’t realise sooner how badly you were all screwing up

It is not only what we do, but also what we do not do, for which we are accountable

Moliere
9. Challenge

• We demonstrate confidence in knowledge and the courage and conviction to act to achieve what is required of us.

Wang Weilin (王晓琳)

One man with courage is a majority

Andrew Jackson

Courage is what it takes to stand up and speak; courage is what it takes to sit down and listen.

Winston Churchill
10. Cohesion

- We demonstrate **mutual respect** in practice

- Not the same as teamwork

- **Being brilliant is no great feat if you respect nothing.**
  - Johann Wolfgang von Goethe

- **One of the most sincere forms of respect is actually listening to what another has to say.**
  - Bryant H. McGill

*Let every man be respected as an individual and no man idolised*  
Albert Einstein
COMPETENCE

Cognition  Compliance
Capture    Cohesion

COMMUNICATION
Conditioning & Culture

Challenge
Conditions and Constraints

Clarity of Ownership
The Ten C’s

LEADERSHIP IN CARE

- COHESION
- CLEAR OWNERSHIP
- Environmental CONDITIONS
- CHALLENGE
- CULTURE and CONDITIONING
- COMPETENCE
- COMPLIANCE
- COMMUNICATION
- CAPTURE
- CONSIDERATION and COGNITION

Compensate

Consequence
Solar System Model of Healthcare
A Little More on Cohesion
Solar System Model of Healthcare
Serendipity

• We needed a theoretical underpinning
And so what?

- Its spreading virally, growing organically
- Infecting the way we do RCA
- Changing the way we think about our organisation (organism)
- Changing the way we train and educate; and
- Changing the way we approach change
WE THROW OURSELVES TO YOUR MERCY
Einstein “If you can’t explain it simply, you don’t understand it well enough.”

THANK YOU!
School of Fish

- Swim at the same speed
- Swim towards the centre of mass
- Don’t run into each other

And

- Stay away from sharks