Standardising Resilience?
Organising and regulating patient safety improvement

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[Christiania example]
improvement

regulation  resilience
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...

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

THE SHEWHART CYCLE

1. Plan a change or test aimed at improvement
2. Carry it out (preferably on a small scale)
3. Study the results. What did we learn?
4. Act: Adopt the change, or abandon it, or run through the cycle again, possibly under different environmental conditions.

Deming 1985
Tensions between regulation and resilience?

- Centralised
- Extrinsic
- Compliance
- Standardisation
- Designed
- Fixed
- ...  

- Local
- Intrinsic
- Commitment
- Variation
- Emergent
- Dynamic
- ...

Macrae 2010
Adapting to variation

[infusion pumps example]
Resources for learning

[dialysis example]
From monitoring to adaptation, and back again...

[patient safety thermometer example]
Future questions

— 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?