



Designing Healthcare Around the 'Human Factor'

Paris
In the
the spring



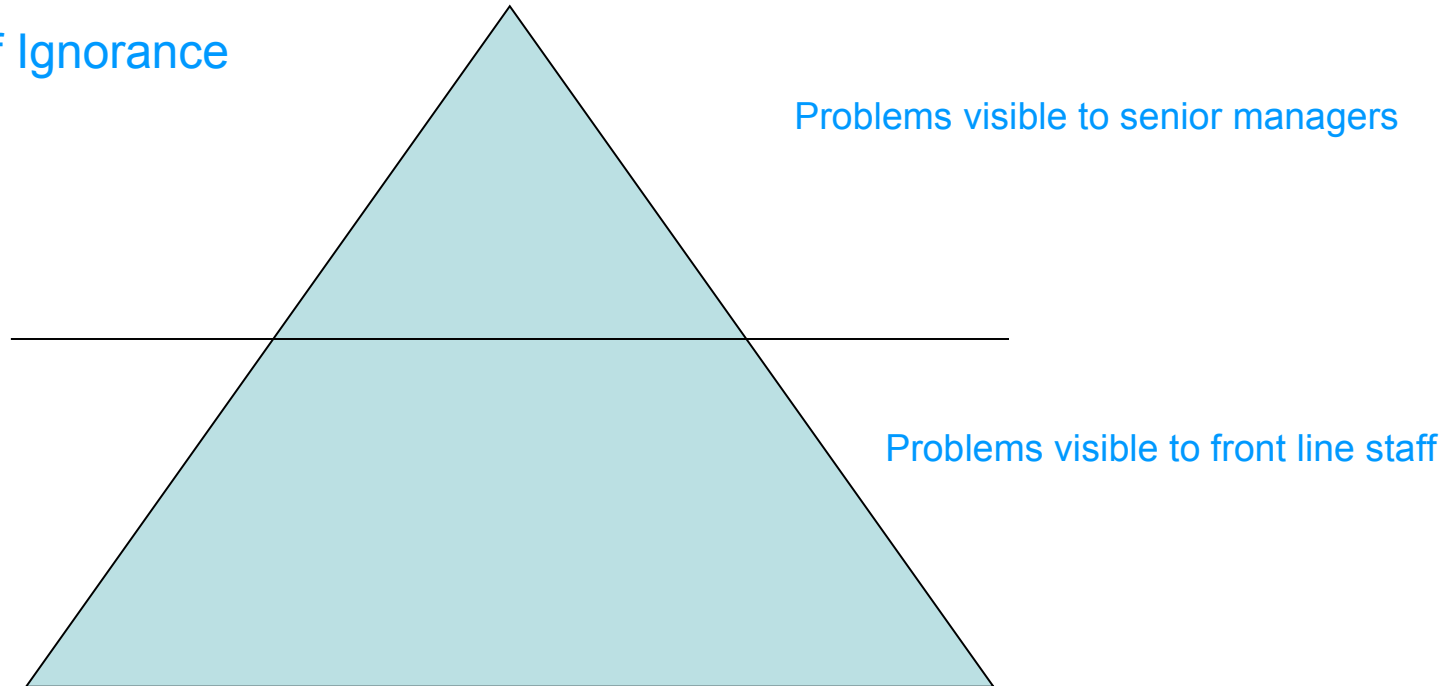
The Magic Number!

7 + or -2

Our Coping Strategies

- **Generalisation**
- **Deletion**
- **Distortion**

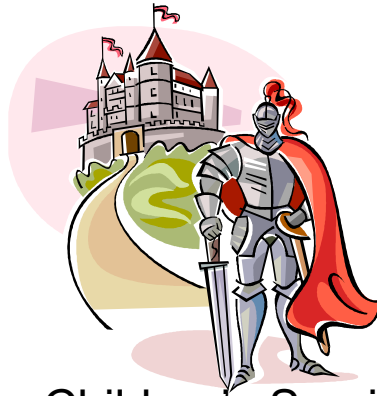
The Iceberg of Ignorance



Different Tribes!!!!



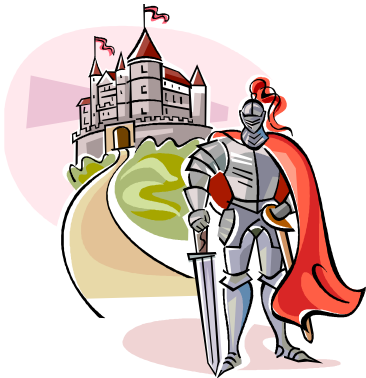
Corporate Services



Children's Services



Clinical Governance



Social Care

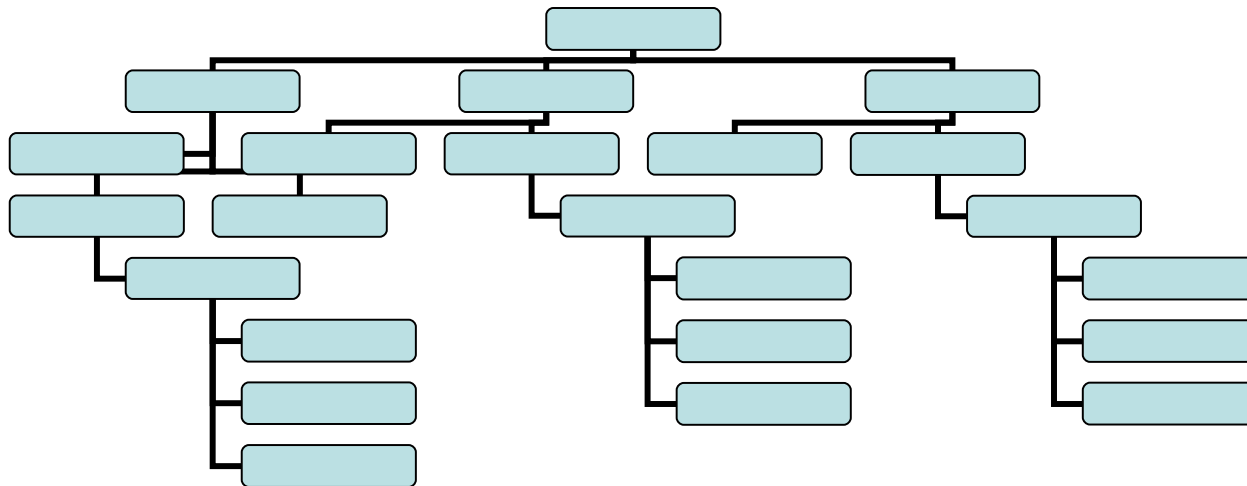


Secondary Care



Acute Hospitals

Add to that...the Hierarchy!

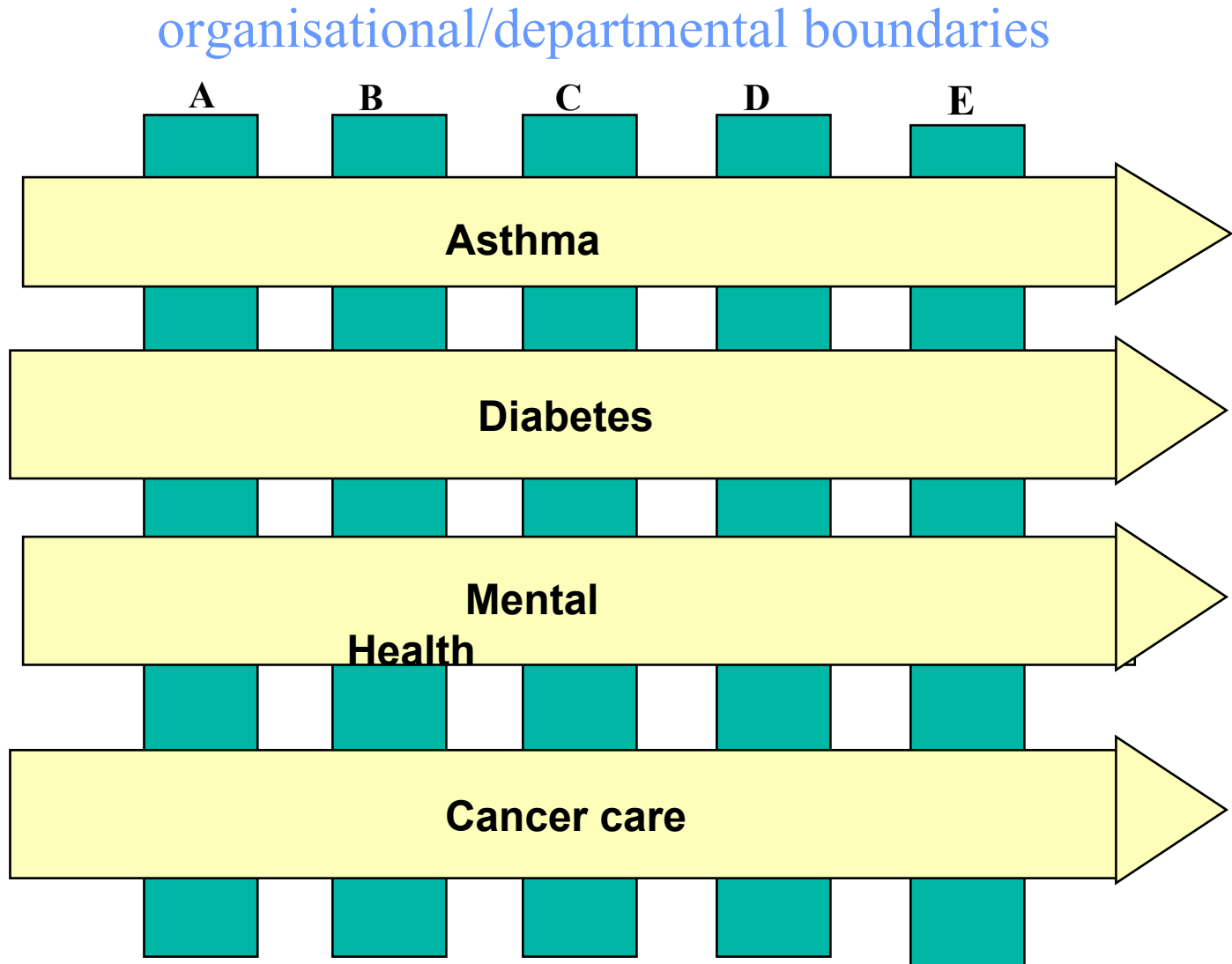


An Industrial Model in a Knowledge Worker/ Relationship Age

known as the *'tree of blame'*

All this Driving Variation; Waste and Potential for Error!!

- 30 - 70% of work doesn't add value for patient
- up to 50% of process steps involve a "handoff", leading to error, duplication or delay
- no one is accountable for the service user "end to end" experience
- job roles tend to be narrow and fragmented
- Who listens to the voice of service users and carers





Each bus holds 73 passengers



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**Complex systems are not basically safe.
People have to create safety while
negotiating multiple system goals.**

Sydney Dekker



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The point of an investigation is not to find where people went wrong – it is to understand why their assessments and actions made sense at the time

Sydney Dekker



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1. Preoccupation with failure – all potential problems or errors identified/analysed

Karl Weick's five key organisational operating principles required to create an organisational infrastructure for reliability.



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2. Reluctance to Simplify Interpretations-
nothing taken for granted. Checks happen in
Multiple ways

Karl Weick's five key organisational operating principles required to create an organisational infrastructure for reliability.



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3. Sensitivity to operations – all observe ops, have continuous communication

Karl Weick's five key organisational operating principles required to create an organisational infrastructure for reliability.



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4. Commitment to resilience - the ability/agility to respond to the unexpected.

Karl Weick's five key organisational operating principles required to create an organisational infrastructure for reliability.



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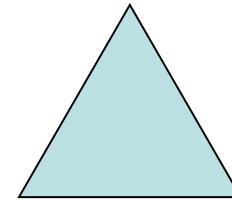
5. Deference to expertise – decisions are made away from formal authority toward expertise and experience



What management model do you have in your mind?

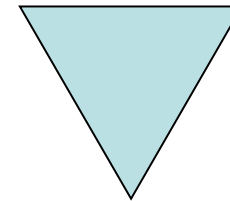
❖ That of Command and Control

Vision 1920



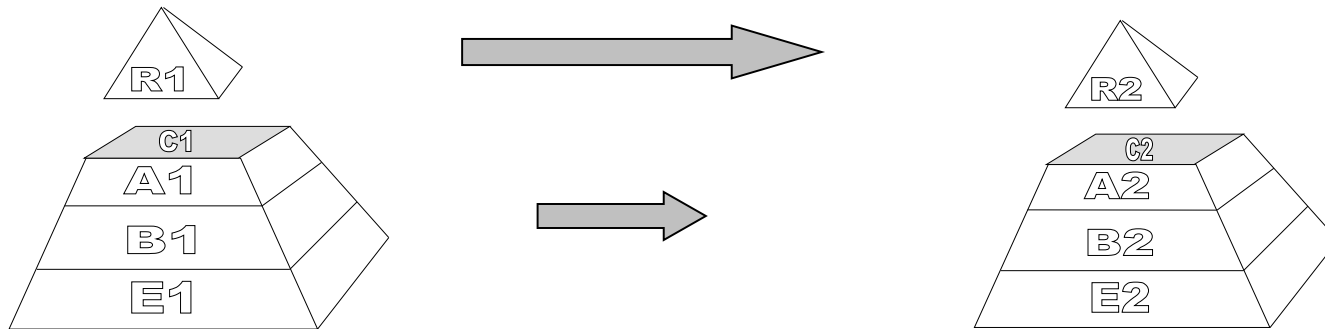
❖ Or that of Coordinate and Cultivate

Vision 2000



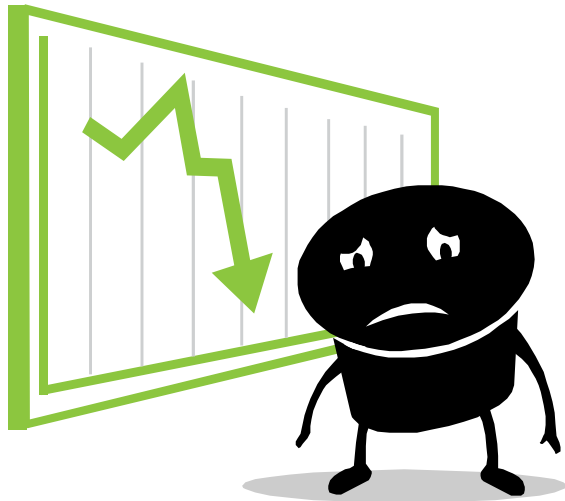
Coordination focuses on activities that need to be done
Cultivation focuses on the people doing these activities

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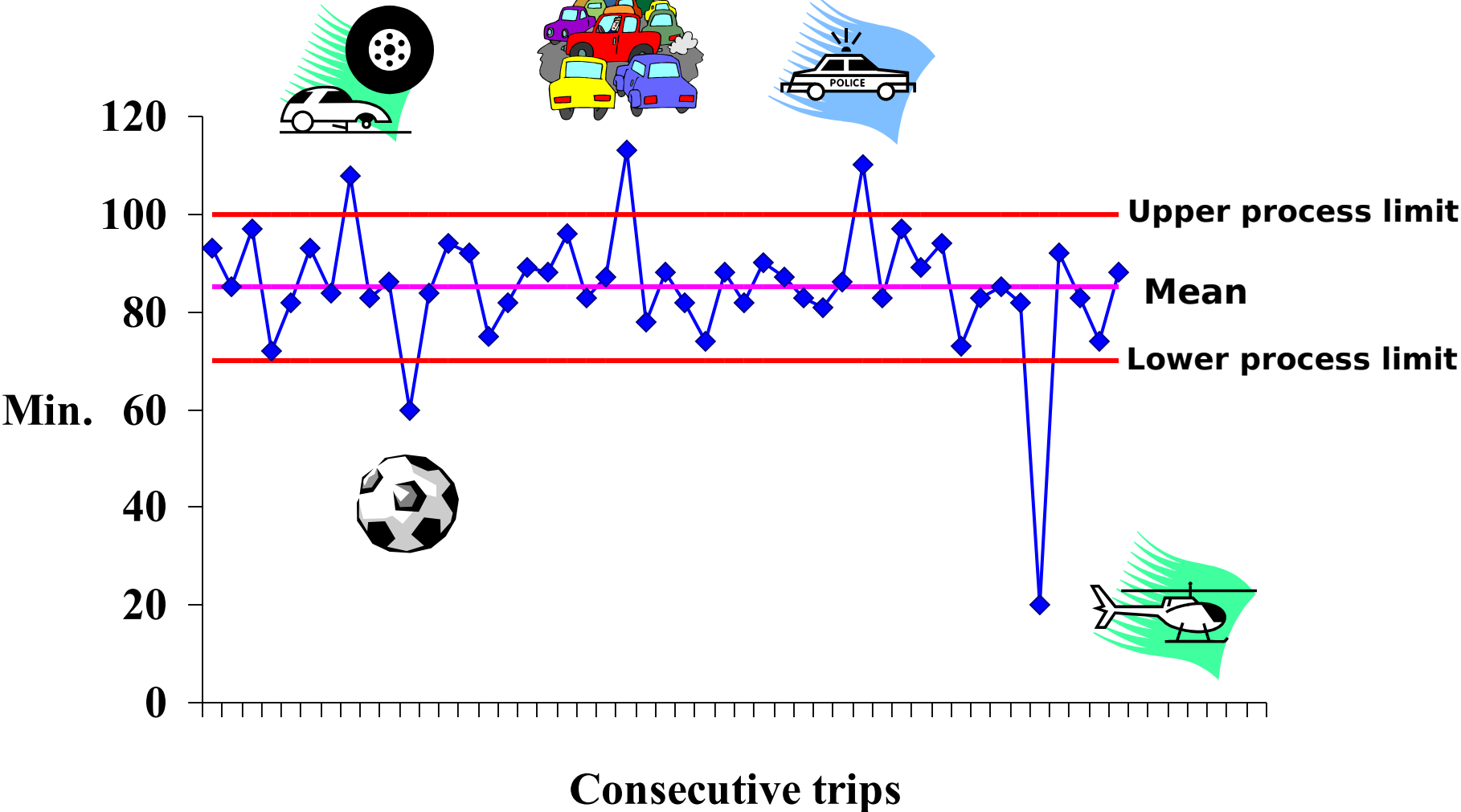


Results Pyramid- Roger Connors: Tom Smith

Using Data to Understand Variation and its Impact on Service Delivery



Angie's trips to Leicester





Reliability

Failure – Free Operation Over Time



**Manage the System And Lead the
People**

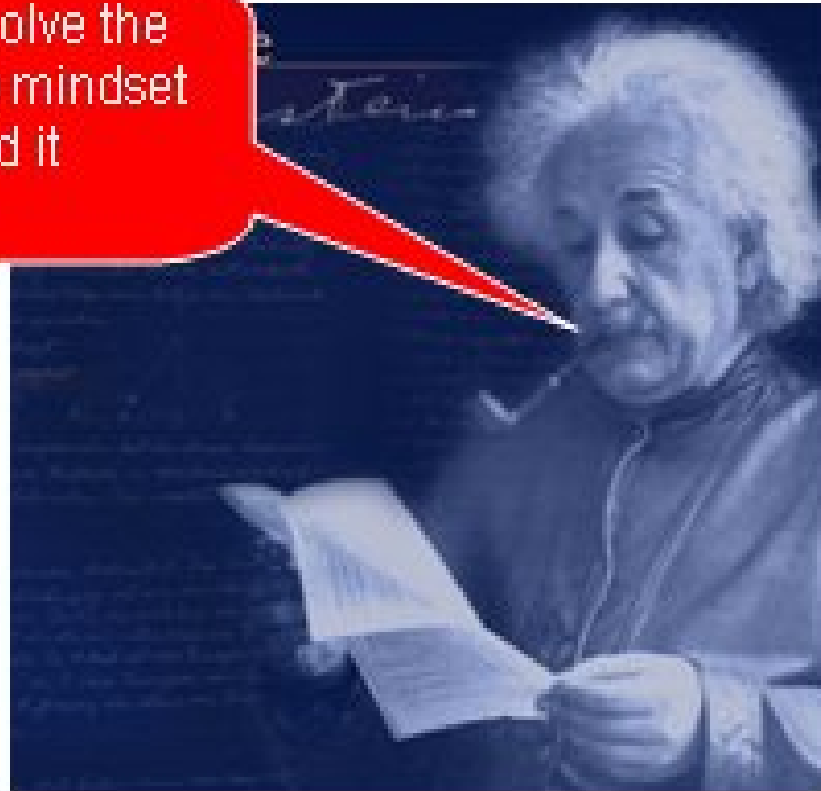
**'94% of problems are system (process)
problems**

6% of problems are to do with the individual'

W.E. Deming

Remember

You will never solve the
problem with the mindset
that created it





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Leaders need create:

and

- ✓ Consistency
- ✓ Clarity of purpose
- ✓ Show Empathy
- ✓ Give Support
- ✓ Be Authentic
- ✓ Coach
- ✓ Be Persistent

Communicate; communicate; communicate!!

Manage relationships

Manage Transition