Assessing and improving safety culture throughout an academic medical center
The Johns Hopkins Hospital

Program/Project Description.
To promote patient safety, organizations like NQF and Joint Commission have declared that organizations should embark on efforts to measure and improve safety culture. However, the capacity to rigorously measure and identify organizational culture change is limited by the methods and resources devoted to the process.

Process.
Organization-wide culture was measured using the Safety Attitudes Questionnaire (SAQ) annually since 2006. A census approach to measurement was used with a minimum response rate of 60% achieved. The most recent survey in 2009 realized an 81% response rate with 93% of units achieving at least a 60% response rate. All clinical personnel were surveyed and results analyzed at the unit level. Over 5800 responded to the most recent survey.

Solution.
A number of interventions were initiated over the past five years. Most widely deployed as the Comprehensive Unit-based Safety Program (CUSP) with thirty-five active teams to date across the organization. Investment in an on-line event reporting system and infrastructure to analyze and monitor was made. Wide spread patient safety campaigns and communication strategies have also been conducted over the years. Organizational capacity to conduct the "new" work of patient safety was achieved through departmental Patient Safety Officers. This presentation will highlight the many solutions attributed to significant improvements in safety culture.

Measurable Outcomes.
Since 2006, statistically significant improvements in safety culture have been achieved in six of seven SAQ domains. See attached graph

Sustainability.
The organization continues to regularly measure, feedback results and focus interventions in an effort to improve safety culture. The CUSP program continues to grow and patient safety continues to be an organizational priority.

Role of Collaboration and Leadership.
The measurement, analysis and improvement of safety culture is only possible with the commitment of resources and organizational focus by leadership. Integral to the CUSP program is the involvement and commitment of Senior Leadership. By partnering leaders with unit based Safety teams, we have successfully improved organizational culture.

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How Healthy Is Our Culture?

Safety Attitudes Questionnaire Domain Scores

Average Percent Positive

Teamwork Climate  
Safety Climate  
Job Satisfaction  
Stress Recognition  
Working Conditions  
Perceptions of Hospital Management  
Perceptions of Unit Management

Goal Zone

Danger Zone

2006
2007
2008
2009/2010