NHS Resolution

Maternity Conference
#SaferBirthsNHS22

Setting the scene, headlines for 2022 from our work in maternity

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@NHSResolution

Mentimeter

Advise / Resolve / Learn


Start with the end in mind.
Stephen R. Covey
quotefancy

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Starting with the end in mind

- Parents at centre of all care decisions
- Compassionate and consistent response to harm , with provision of evidence based interventions of support at time of incident for both families and staff
- Variation between units is significantly reduced/ eliminated
- Duplication of investigations and burden on providers eliminated
- Concerns managed at an early stage , single point of intervention and oversight but external bodies
- Evidence of learning - effective transition from recommendations to implementation leading to –
- Elimination of avoidable intrapartum brain injury

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Nursing and Midwifery annual registration report

September 2021

21,800 nurses, midwives and nursing associates left register between July 2019 – June 2020 – *(5.639 respondents)* reasons given:

- COVID-19 pandemic (2.3%)
- Retirement (51.96%)
- Too much pressure, stressful, poor mental health (22 %)
- Negative workplace culture - bullying, poor management, difficulty raising concerns (18.1 %)
- Staffing levels (10.9 %)
- Disillusionment re quality of care to patients (11.1%)
- Leaving UK (17.8 %)
- Brexit (7.4 %)

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Where to start?

'*…the ambition for the NHS to be the largest learning organisation in the world.*'

Jeremy Hunt, July 2015

- Create an environment that maximises learning
- Principles of a 'Learning organisation'
- Major in near misses and anticipatory factors
- Partnership with patients, carers and staff/utilising the experiences and views of families during the investigation
- Establishing a learning culture rather than a blame culture
- Supporting staff to be open

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Combining the common key components of learning organisations

Building shared vision/aligning vision and values	Argyris (1992)
Leader installs organisational sense of commitment	Argyris (1992)
Commitment to wider larger system	Argyris (1992)/Senge (1990)
Staff commitment versus compliance	Argyris (1992)
Less hierarchical/Distributed leadership	Senge (1990)
Engage with staff/Empowerment of staff	Argyris (1992)
Identifies system factors and supports reliability of processes/Designs systems to prevent failures	Senge (1990) Reason (1997)
Builds capacity/Individual skills	Argyris (1992)/Senge (1990)
Promoting a culture of learning and development	Senge (1990)
Double loop learning / reframing	Argyris (1992)

(Argyris 1992) & (Senge 1990)

Control versus open learning systems continuum

Traditional organisation	Learning organisations
Vision imposed on organisation	Shared vision & values
Managing and organising	Staff engagement
Control and compliance	Staff commitment
Hierarchy	Distributed leadership

(Senge 1990) & (Argyris 1992)

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Hierarchy

Hierarchy	Lack of hierarchy
Hierarchy with clear rules **Clear chain of command**	Empowerment – distributed leadership
Military style chain of command – efficient, goal orientated, competent **Symbols of who is in charge**	Using relationships to get things done/ having a chat Easy access/Open door
Clear accountability	Chaotic/Informal processes

(Senge 1990) & (Argyris 1992)

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Balancing polarities for being Well Led

Chaffer (2019)

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What do people expect?

What do patients and families want?

- An apology
- To prevent it happening to someone else
- To understand what went wrong
- To have answers and be heard
- Compassion, understanding and support
- Sign posting to support where appropriate

What do staff want?

- Help to say sorry
- To prevent it happening to someone else
- To understand what went wrong
- To have answers and be heard
- Compassion, understanding and support
- Sign posting to support where appropriate

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Response to harm

Support for patients, families, carers:

- Saying sorry guidance
- Duty of candour
- Mediation
- Support for Staff / Being Fair guidance / charter
- Joint guidance NHSR/GIRFT
- Claims score cards

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Saying sorry

- Saying sorry meaningfully when things go wrong is vital for everyone involved in an incident, including the patient, their family, carers, and the staff that care for them.
- Saying sorry is:
  - **always the right thing to do**
  - **not an admission of liability**
  - acknowledges something could have gone better
  - the first step to learning from what happened and preventing it recurring

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Saying sorry

- Don't say

× I'm sorry you feel like that

× We're sorry if you're offended

× I'm sorry you took it that way

× We're sorry, but…

- Do say

√ I'm sorry X happened

√ We're truly sorry for the distress caused

√ I'm sorry, we have learned that…

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Saying sorry

"We have never, and will never, refuse cover on a claim because an apology has been given."

Helen Vernon, Chief Executive, NHS Resolution

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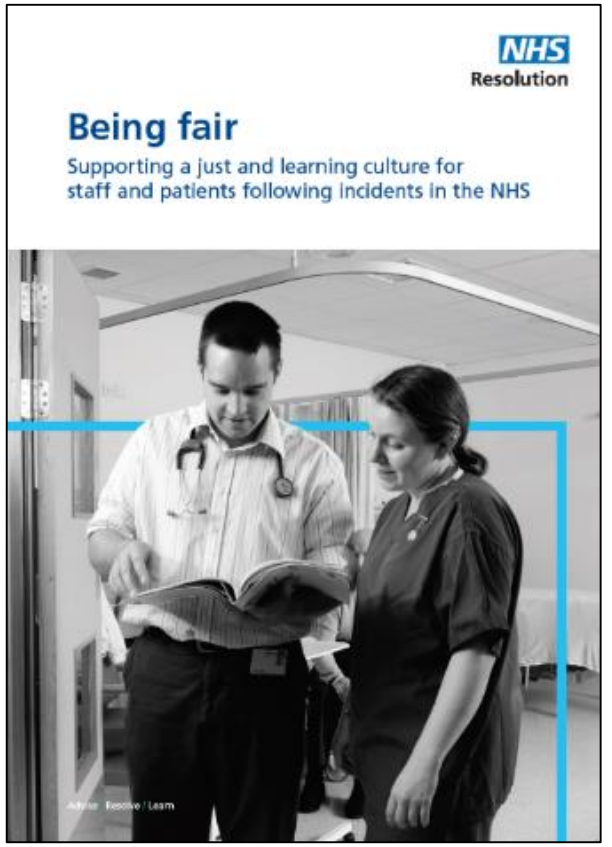
Being fair

- Being fair: supporting a just and learning culture for staff and patients following incidents in the NHS

- *A just and learning culture is the balance of fairness, justice, learning – and taking responsibility for actions. It is not about seeking to blame the individuals involved when care in the NHS goes wrong. It is also not about an absence of responsibility and accountability.*
- All actions should be understood
- Staff should be supported to learn from their actions



Chaffer, D., Kline, R. and Woodward, S.

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Prevention of harm resources

Review of emergency care claims x 3

Diabetes and lower limb complications

To be published shortly:

- Review of first year GP / primary care claims
- Review of claims related to patients with diabetes with lower limb complications
- Review of EN cases – 2nd report of scheme
- Review of range of claims linked to nursing
- Review of ambulance providers claims
- Review of assaults on staff
- Review of claims related to leaning disability
- Review Group B strep cases neonatal

Taking forward further work on fair and learning culture part 2 Being Fair

Part of NHS Resolution's maternity **campaign** 2022-25

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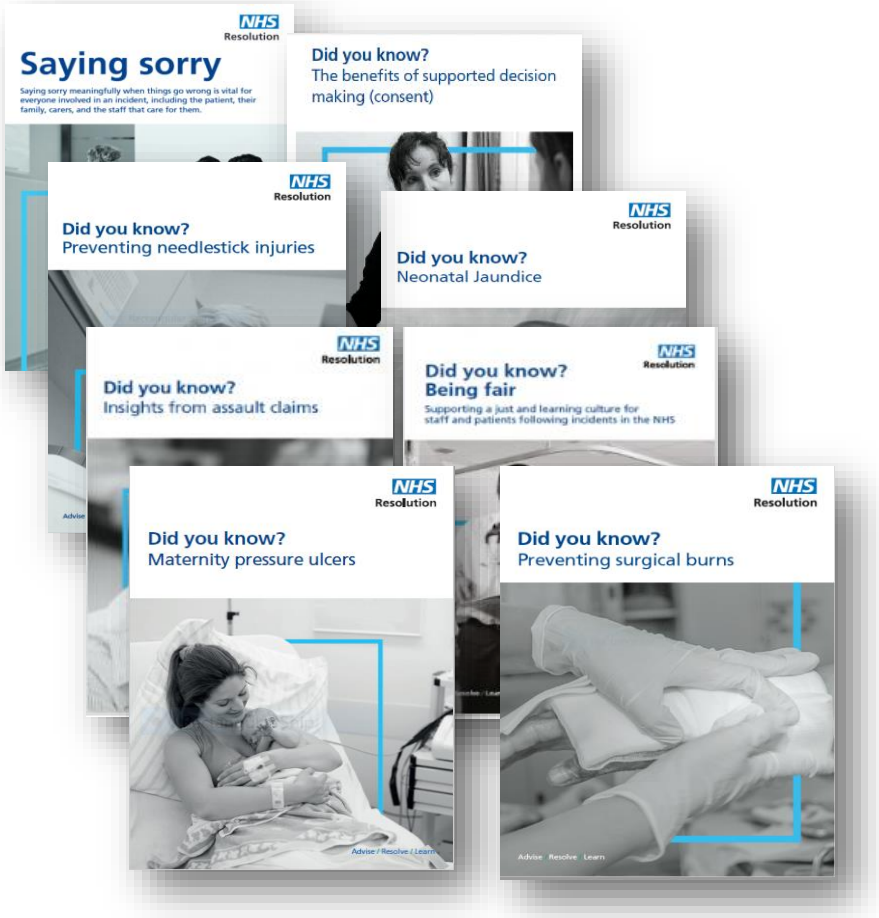
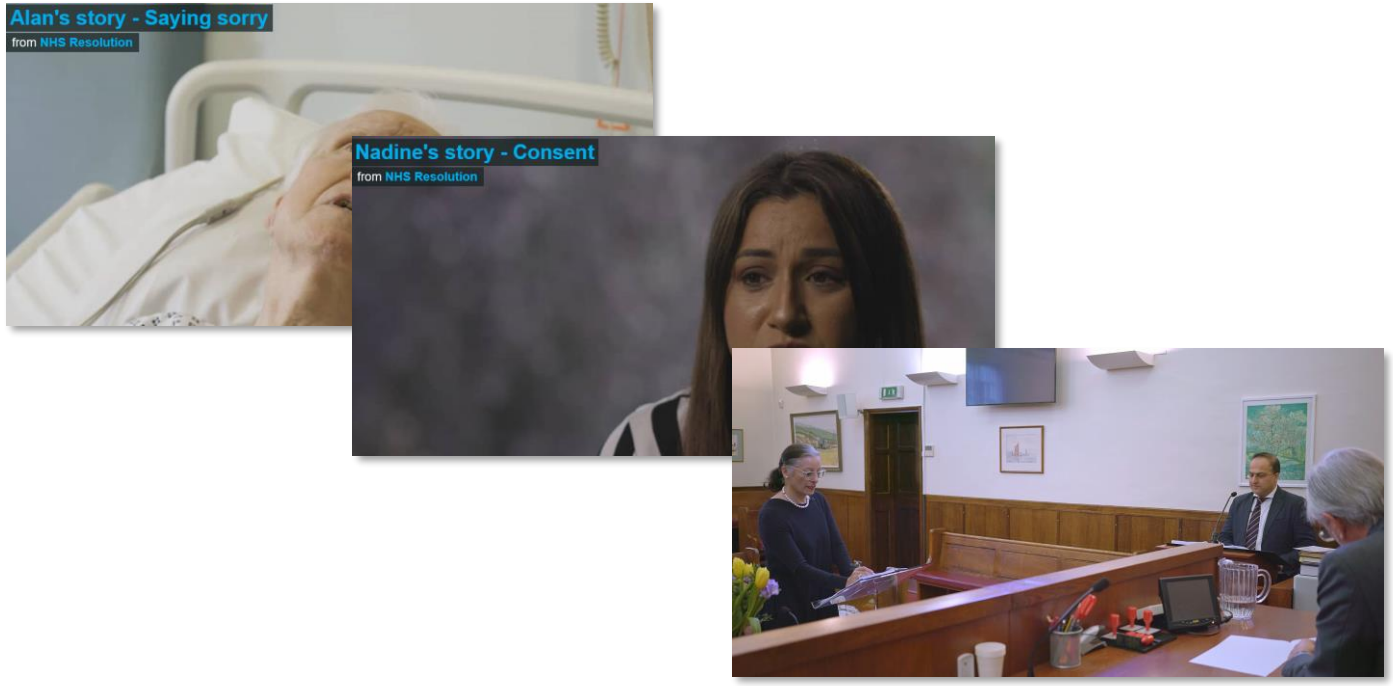
Safety and Learning team





Case story
Better joint working and specialist help benefits patients, families and the NHS

https://resolution.nhs.uk/resources/