



# When the going gets tough; maintaining quality of care in challenging mental health settings

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**PS!**

# AIM

In the next 70 minutes you will have an **understanding** of what psychological safety is, and how to modify your working environment so that it is focused on **learning** and **improvement**.

Warm-up exercise...

Show to me how “safe” you would feel in a given situation by:

- Walk to your left, if you **would** feel safe
- Walk to your right, if you **would NOT** feel safe
- Use the space in the middle to scale your answer
- 30 seconds per image



















**“FEAR!”**

*“Anxious”*

**“Self-preservation”**

Typical responses

**“Confidence”**

**“Trust”**

*“weighing-up my options...”*

Complex work requires people to work **collaboratively** across boundaries to achieve **shared goals**



‘Psychological Safety’ is an important factor in understanding **how** people collaborate to achieve a shared goal





In organisational change...

*“Psychological safety is a counterbalance for the ambiguity and insecurity that comes with change”*

(Edgar Schein & Warren Bennis, 1965)



In learning...

*“Psychological safety helps  
individuals overcome their  
‘learning anxiety’”*

(Edgar Schein, 2004)



It helps to explain why employees...

Share information and  
knowledge

It helps to explain why employees...

Speak up with suggestions for  
organisational improvements



It helps to explain why employees...

Take **initiative** to develop **new products**  
and **services**

It helps to explain why employees...

Have a sense of **confidence** that the team will not

**embarrass, reject or punish**

someone for **speaking up**

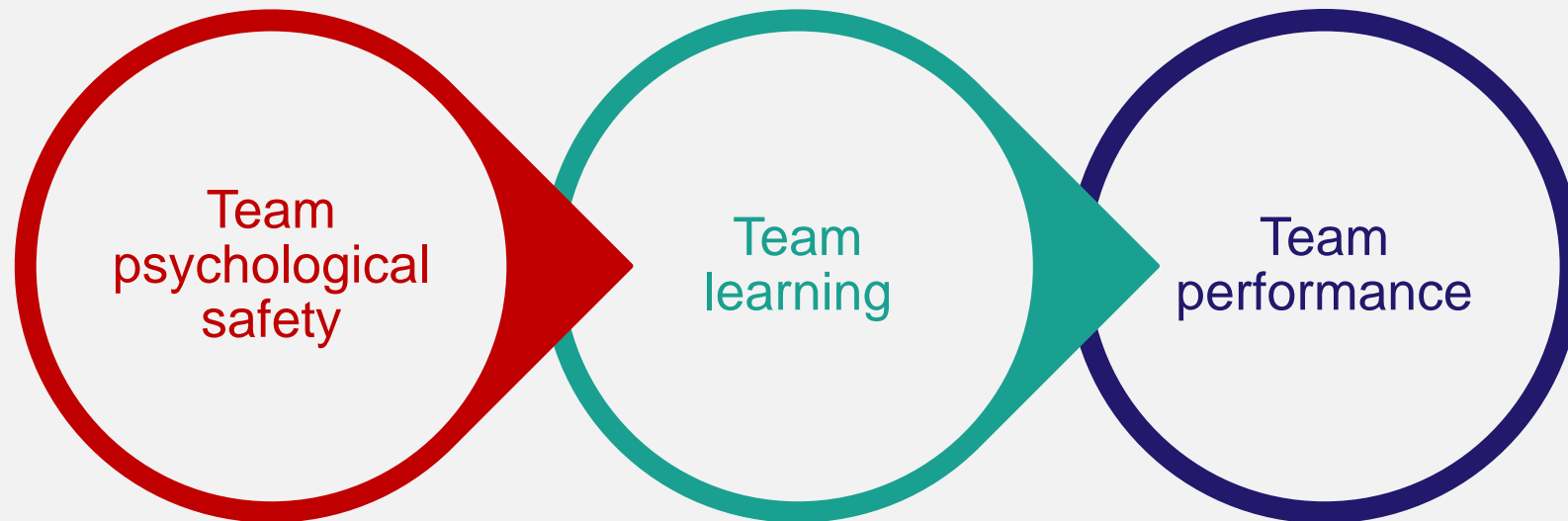


# Psychological Safety...

**Enables** teams and organisations to **learn** and  
**perform**

*“Team **psychological safety** positively impacts team **learning**, which in turn positively impacts team **performance**”*

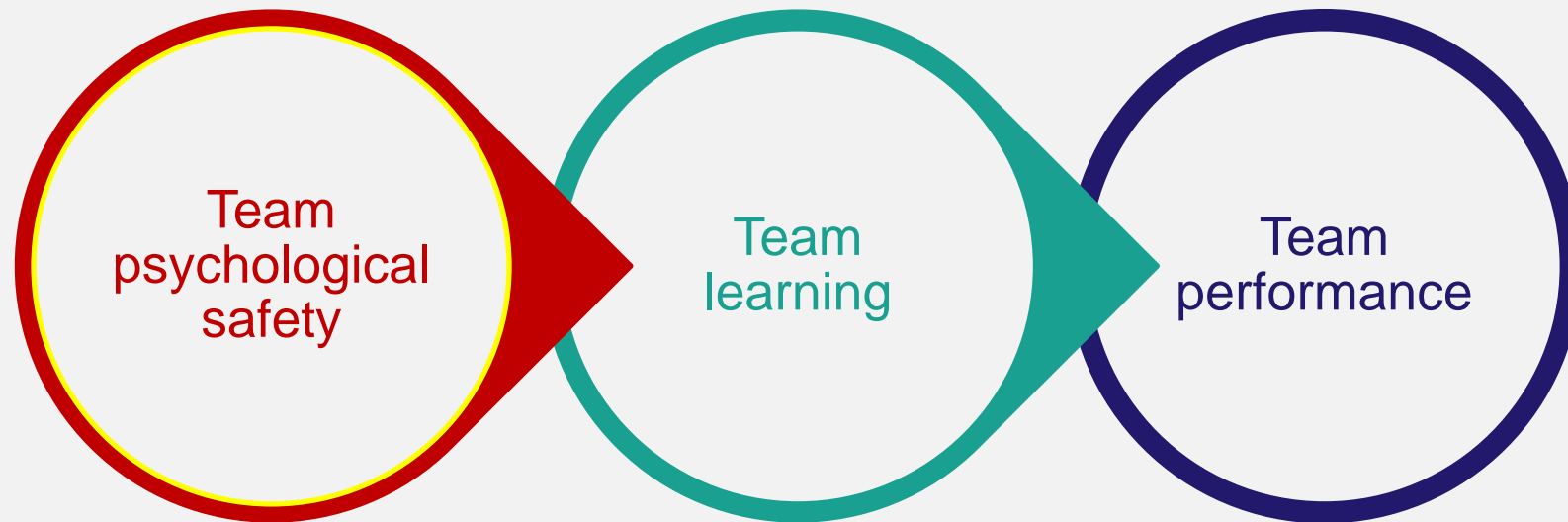
(Amy Edmondson, 2003)



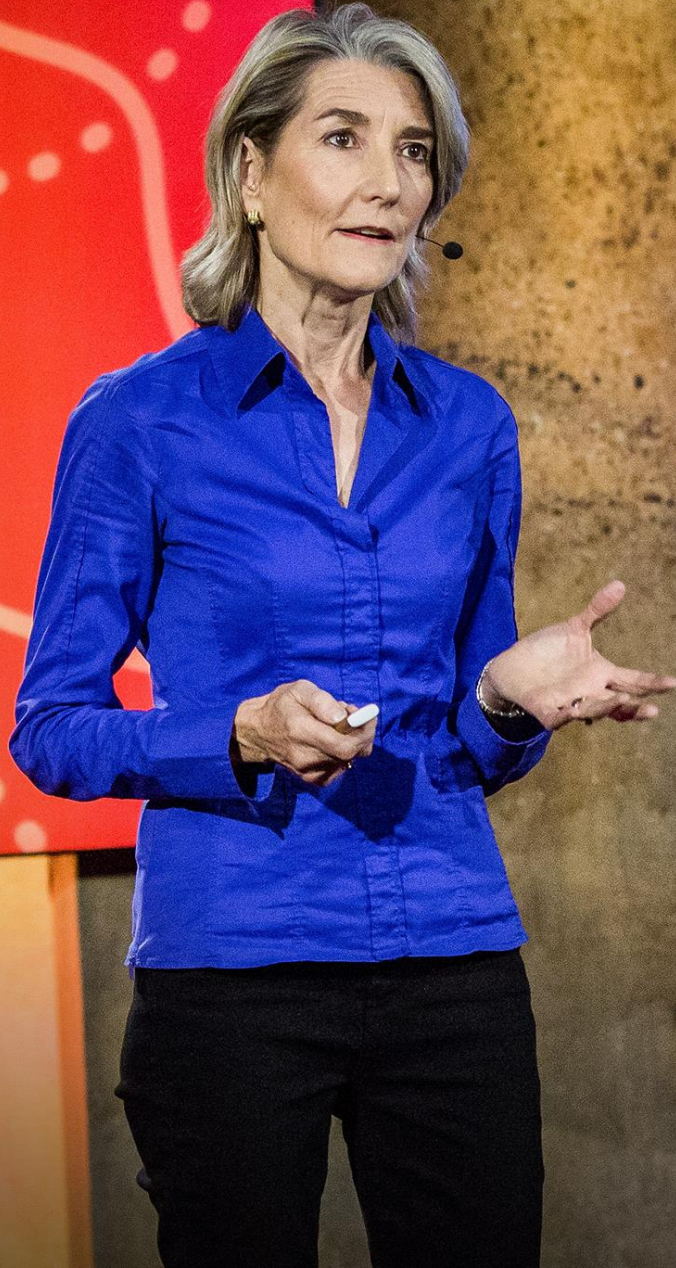


*“Team **psychological safety** positively impacts team **learning**, which in turn positively impacts team **performance**”*

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*“An individuals perceptions  
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a particular context”*

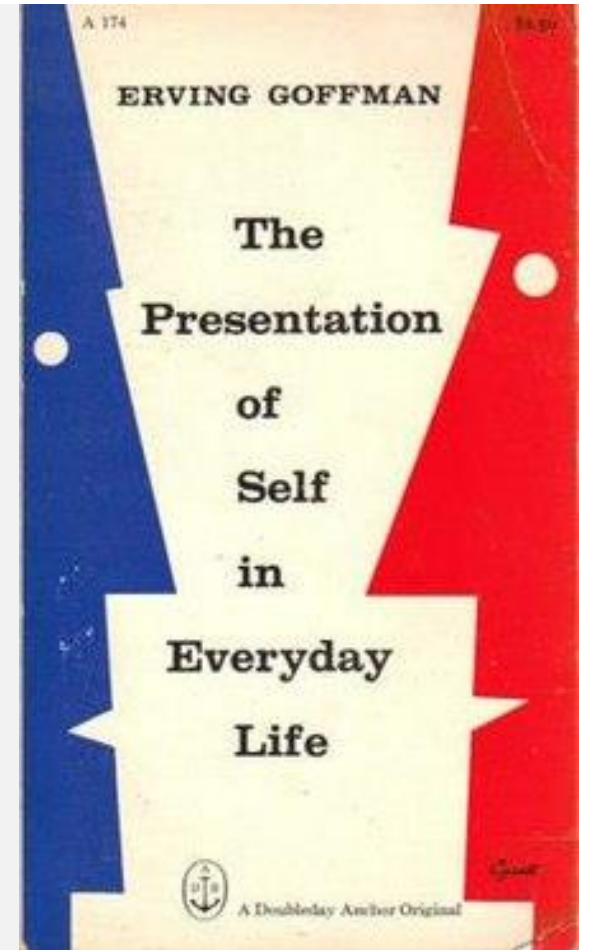


# When we go to work...

No one wants to look:	It's easier to manage:
Ignorant	Don't ask questions
Incompetent	Don't admit weakness or mistakes
Intrusive	Don't offer ideas
Negative	Don't critique the status quo

# Impression management

“A strategy for self protection”



Erving Goffman (1959) *'The Presentation of Self in Everyday Life'*

“An individuals **perceptions** of the **consequences** of taking **interactional risks** in a particular context”

**LOW**

Psychological Safety

**HIGH**





“An individuals **perceptions** of the **consequences** of taking **interactional risks** in a particular context”

Brief Assessment

**Team Psychological Safety**  
(Edmondson AC, 1999. Psychological safety and learning behavior in work teams. *Adm. Sci. Q.* 44(2):350-83.)

1. If you make a mistake on this team, it is often held against you.  
Strongly disagree 1 - 2 - 3 - 4 - 5 - 6 - 7 Strongly agree

2. Members of this team are able to bring up problems and tough issues.  
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3. People on this team sometimes reject others for being different.  
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4. It is safe to take a risk on this team.  
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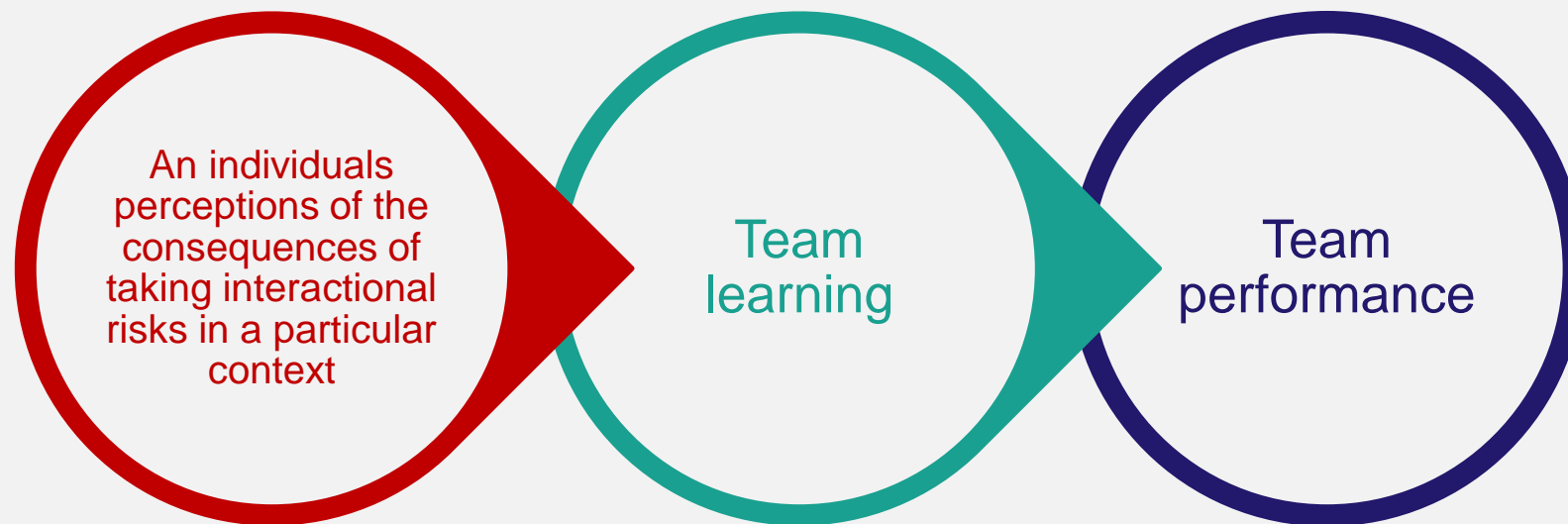
6. No one on this team would deliberately act in a way that undermines my efforts.  
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Over 40 is considered very good.

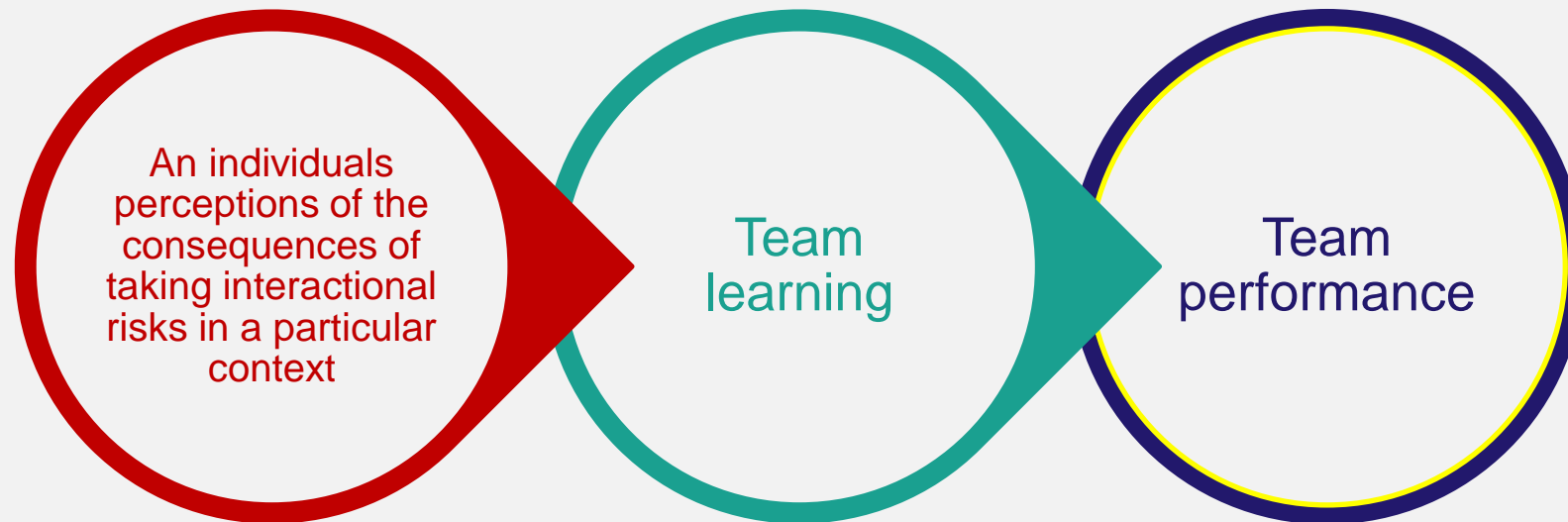
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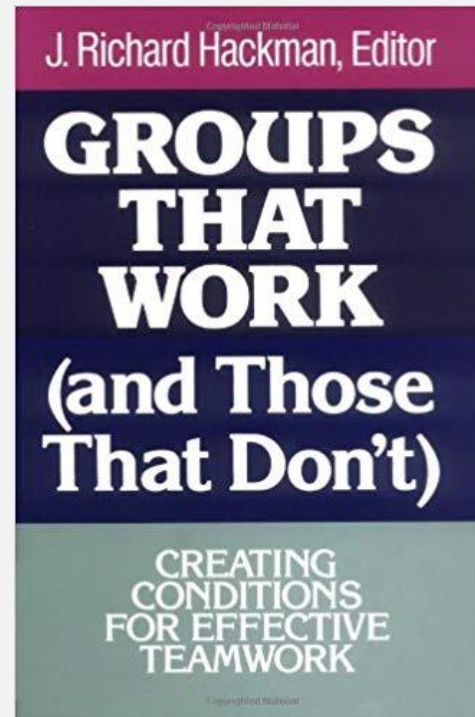
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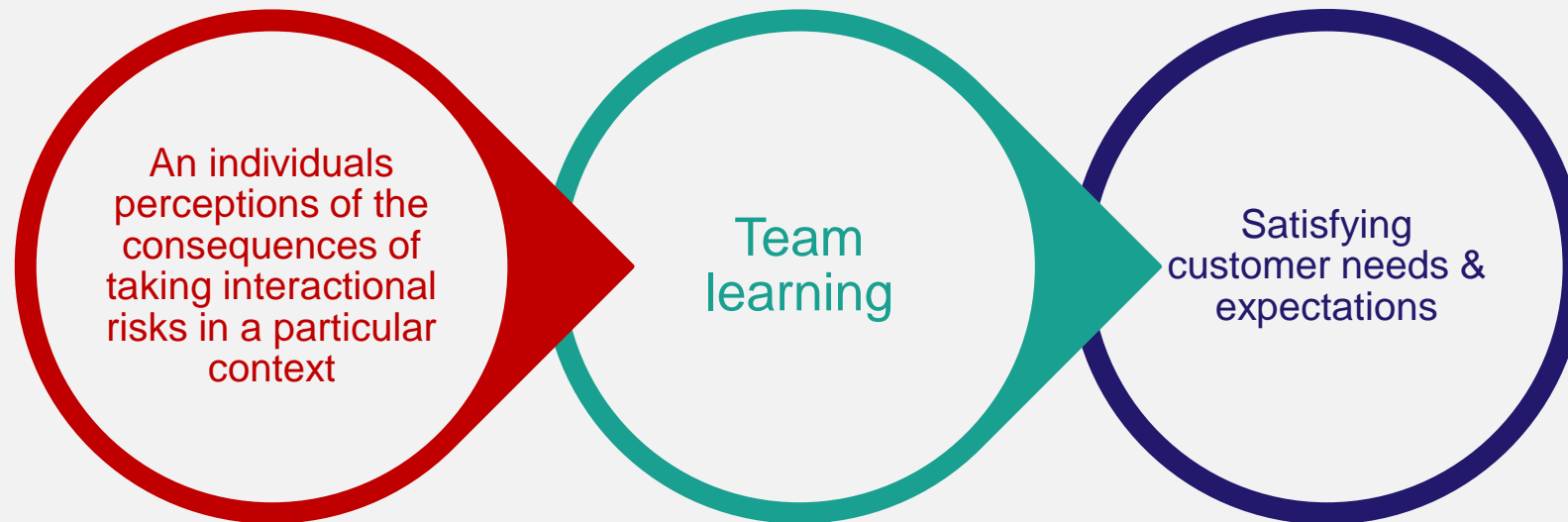
*“Team **performance** involves satisfying customer needs and expectations”*



Hackman, J. R. (1990) Groups that work (and those that don't).

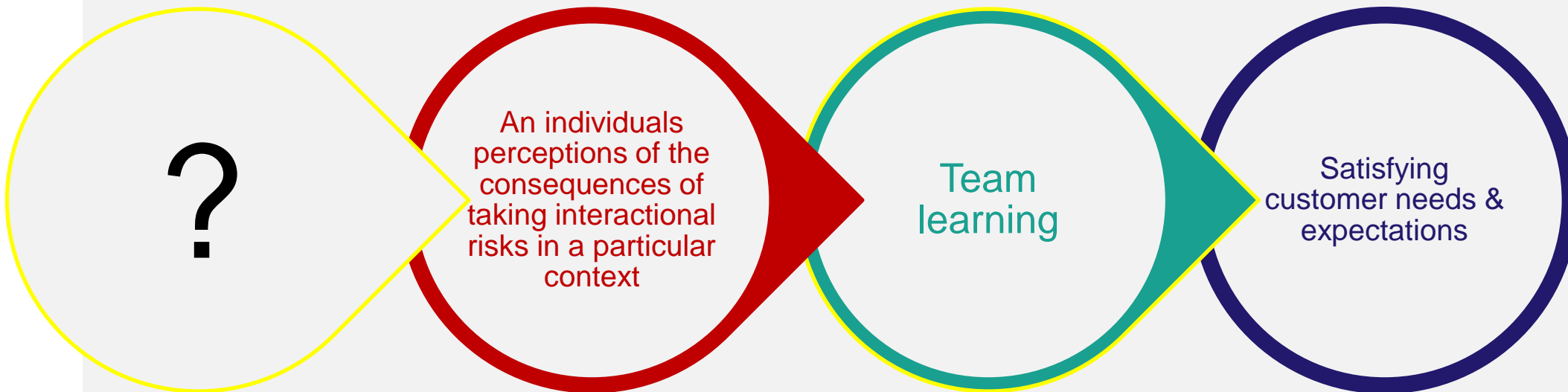
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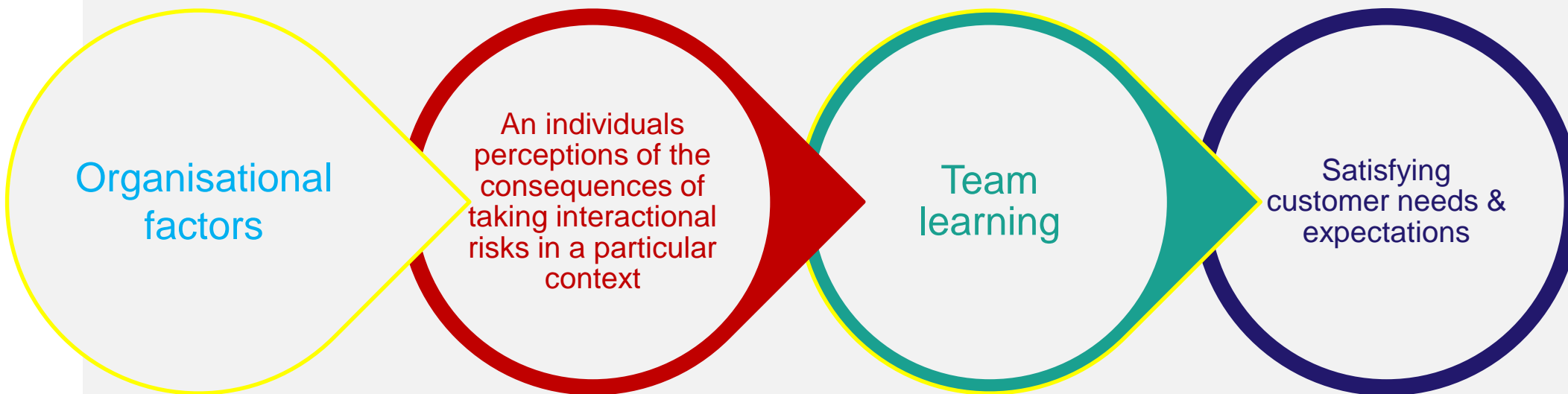
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# Model of antecedents & consequences of team Psychological Safety



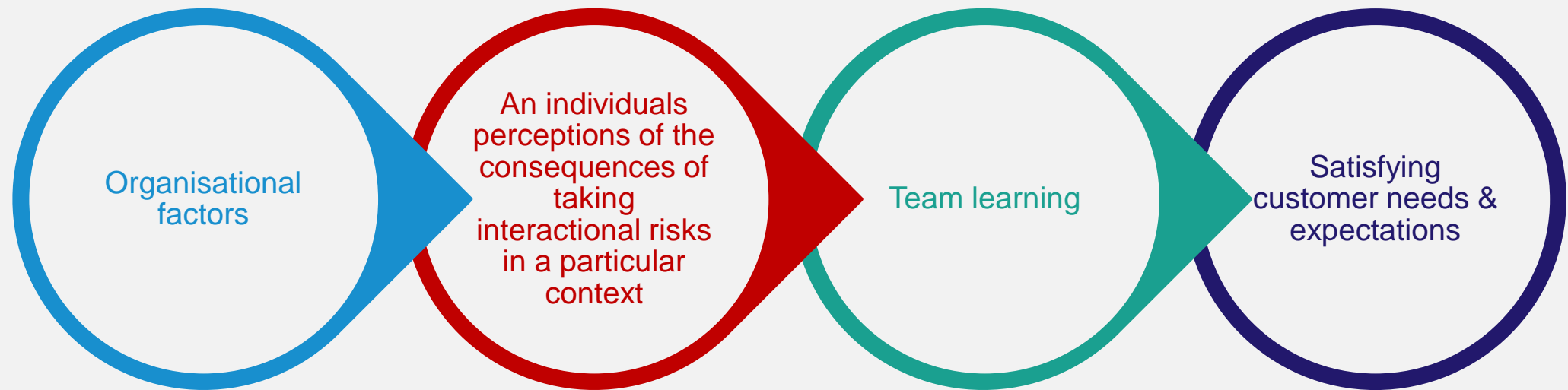
Amy Edmondson (1999)

# Model of antecedents & consequences of team Psychological Safety



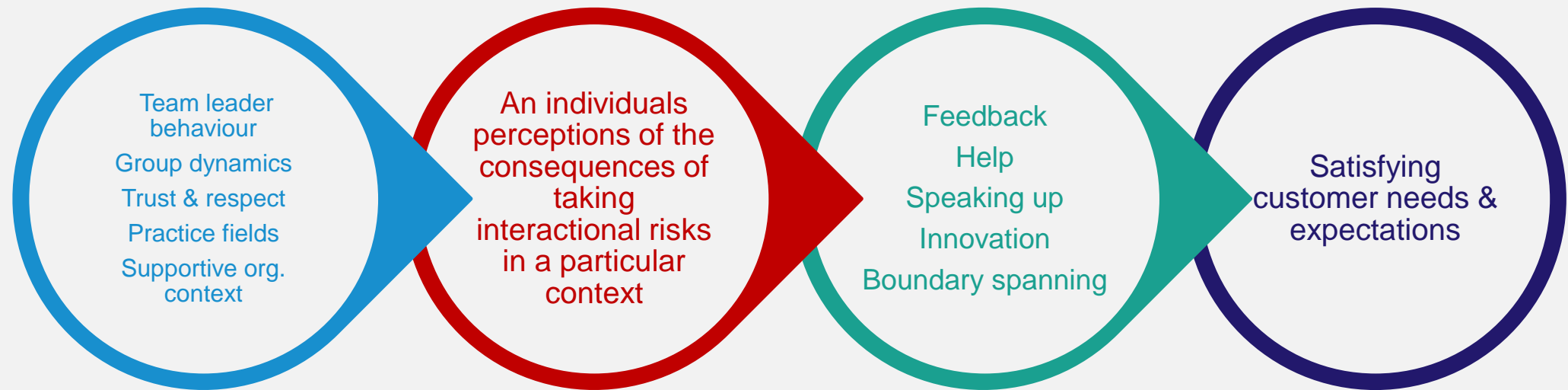
Amy Edmondson (1999)

*Organisational factors* influence team **psychological safety**, which in turn impacts on team **learning** and team **performance**?





*Organisational factors influence team **psychological safety**, which in turn impacts on team **learning** and team **performance**?*



# Psychological Safety...

Does **NOT** imply a 'cosy' (hygge) environment with friends,  
Nor the absence of pressure or problems

*but...*

A climate which focuses on **PRODUCTIVE** & **CANDID** discussion

*...without focusing on*

**SELF-PROTECTION**

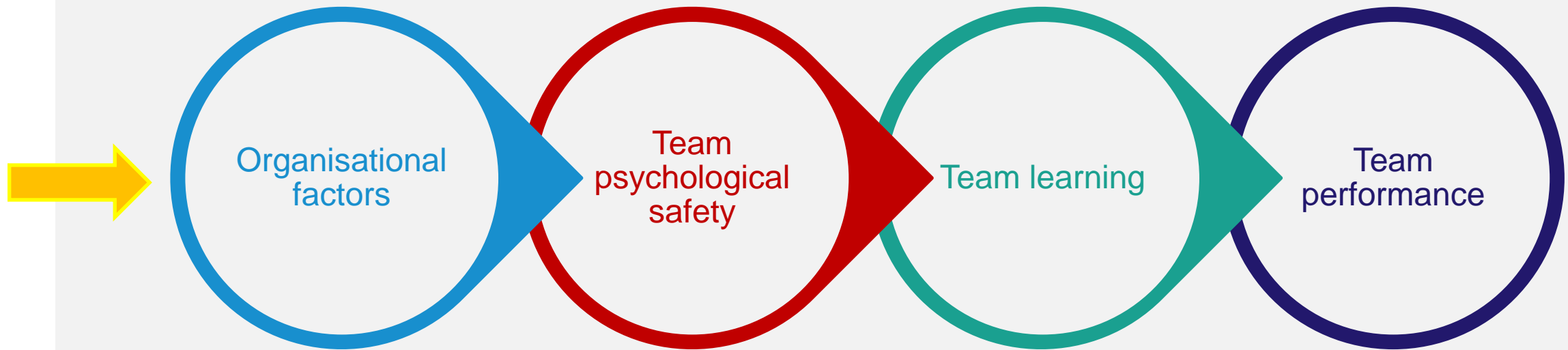
# Safe but unaccountable?







What can YOU do to improve the **organisational factors** that shape your team **psychological safety**, team **learning**, and team **performance**?



# Model of antecedents & consequences of team Psychological Safety



Amy Edmondson (1999)

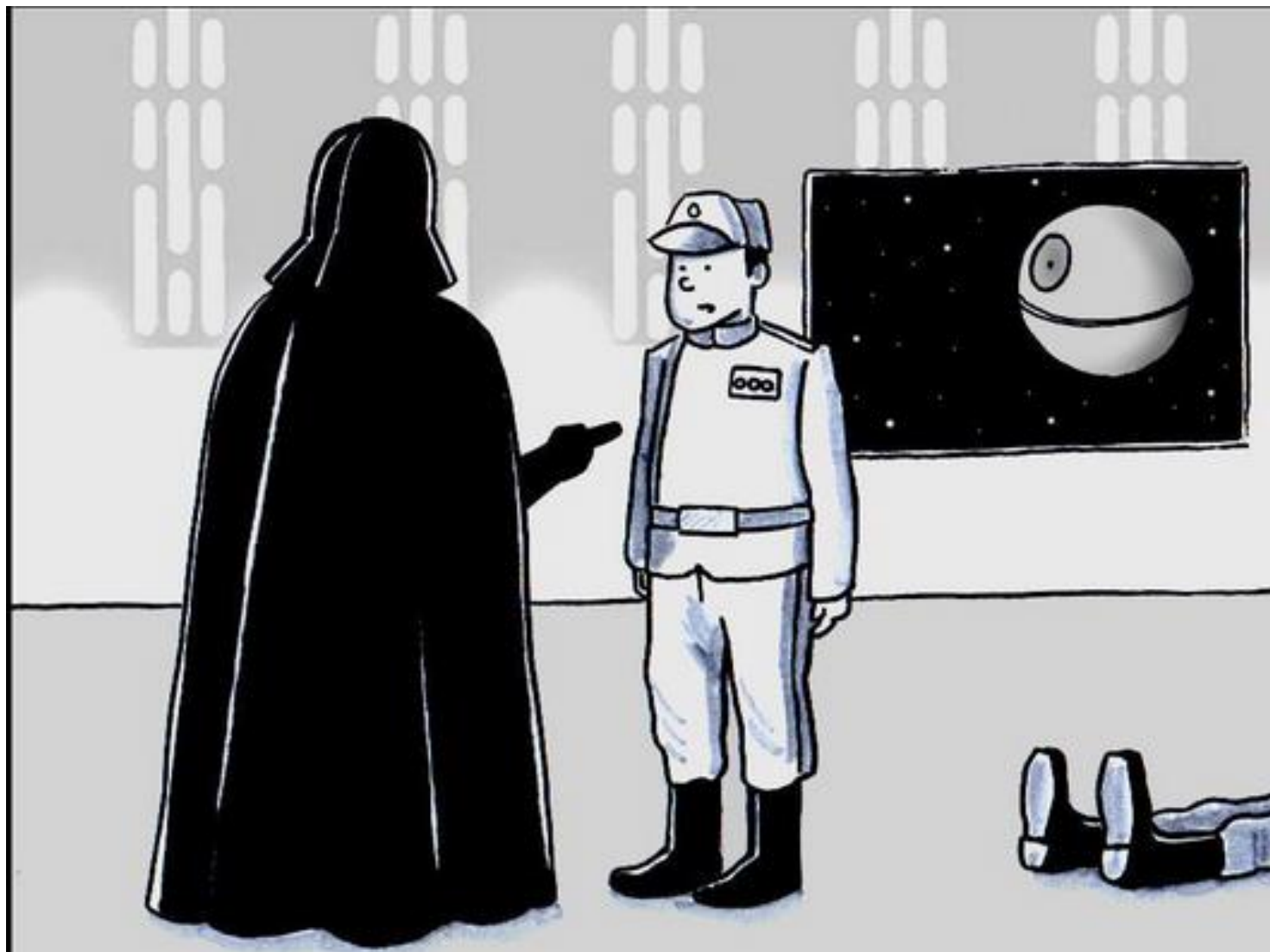
# Leadership behaviour

What is it, why is it important and what can I do about it?

# Team Leader Behaviour

*“Psychological safety is not a personality difference, but rather a feature of the workplace that leaders can and must help create”*





## The Dark Side of Leadership

“Erm... Lord Vader, it seems some of the officers don’t feel able to raise concerns with you...”

# Leadership Behaviour

BBC Your account News Sport Weather Shop Reel Travel More

**NEWS**


Home Video World UK Business Tech Science Stories Entertainment & Arts

England Local News Regions Manchester

## Hawksmoor Manchester: Diners given £4,500 red wine by mistake

16 May 2019

Share



Wine drinkers toast cellar confusion after £4,500 bottle mix-up

Lucky diners were accidentally served a £4,500 bottle of red wine at a restaurant.

Hawksmoor Manchester **said on Twitter** it hoped the customers had enjoyed their evening after being given the pricey 2001 bottle of Chateau le Pin Pomerol.

The diners ordered a £260 Bordeaux but received the bottle "of the same vintage" which was 17 times the price.

A "mortified" staff member who made the error has been urged to keep their "chin up" as "one-off mistakes happen".

It was only afterwards that the restaurant's manager realised the mistake, a spokesman said.



**Hawksmoor Manchester**  
@HawksmoorMCR



To the customer who accidentally got given a bottle of Chateau le Pin Pomerol 2001, which is £4500 on our menu, last night - hope you enjoyed your evening! To the member of staff who accidentally gave it away, chin up! One-off mistakes happen and we love you anyway 😊

7,523 10:15 AM - May 16, 2019



# Leadership Behaviour (observational tool)



# The Leaders Toolkit for building Psychological safety





# The Leaders Toolkit for building Psychological safety

Category	1. Setting the stage	2. Inviting Participation	3. Responding Productively
Leadership tasks	<b>Frame the Work</b> <ul style="list-style-type: none"> <li>Set expectations about failure, uncertainty, and interdependence to clarify the need for 'voice'</li> </ul>	<b>Demonstrate Situational Humility</b> <ul style="list-style-type: none"> <li>Acknowledge gaps</li> </ul>	<b>Express Appreciation</b> <ul style="list-style-type: none"> <li>Listen</li> <li>Acknowledge and thank</li> </ul>
	<b>Emphasize Purpose</b> <ul style="list-style-type: none"> <li>Identify what's a stake, why it matters, and for whom</li> </ul>	<b>Practice Inquiry</b> <ul style="list-style-type: none"> <li>Ask good questions</li> <li>Model intense listening</li> </ul>	<b>Destigmatize Failure</b> <ul style="list-style-type: none"> <li>Look forward</li> <li>Offer help</li> <li>Discuss, consider, and brainstorm next steps</li> </ul>
		<b>Set up Structures and Processes</b> <ul style="list-style-type: none"> <li>Create forums for input</li> <li>Provide guidelines for discussion</li> </ul>	<b>Sanction Clear Violations!</b>
Accomplishes	Shared expectations & meaning	Confidence that 'voice' is welcome	Orientation towards continuous learning & improvement

# Framing the Role of the Leader

	Default Frames (ways of thinking)	Reframe
The Boss	Has answer Gives orders / instructions	Sets direction Invites input to clarify & improve
	Assesses others' performance	Creates conditions for continued learning to achieve excellence
Others	Subordinates who must do what they're told	Contributors with crucial knowledge & insight

What can **YOU** do to improve the **organisational factors** that shape your team **psychological safety**, team **learning**, and team **performance**?



Examples of work?

# KOPA – Organisational development program

The screenshot shows the KOPA website interface. At the top, there's a navigation bar with links: YDELSER, UNDERSØGELSER, INSPIRATION OG METODE, MEDARBEJDERE, and ER DU PATIENT?. Below this, a large banner features a photo of two healthcare professionals and the text 'Spørg brugerne! Vi yder konsulentbistand til regioner, kommuner, hospitaler og afdelinger, der ønsker mere patient- og brugercentrerede behandlingsforløb.' To the right of the banner, there's a sidebar with 'KOPAS YDELSER' including 'Evalueret og kvalitetsudvikling i sundhedssektoren', 'Spørgeskemaundersøgelser', 'Inforsundersøgelser og andre kvalitative undersøgelser', and 'Undervisning og metodeudvikling'. The main content area is titled 'Aktuelt' and contains several articles with dates and titles, such as 'LUP ÆNDRET I 2019', 'Behov for at styrke tolkebistanden i Region Hovedstaden', 'Sammedagsscreeninger for senkomplikationer: Skaber de værdi for personer med diabetes?', 'Indsatser til sårbare gravide mangler samarbejdsaftaler på tværs', 'Patienters oplevelser i Region Hovedstaden 2018', and 'Rapport om patientoplevelser i Region Hovedstaden 2018'. Below the 'Aktuelt' section, there's a 'Viden, metode og inspiration' section with links to guides and catalogs, such as 'GUIDE TIL ORGANISATORISK BRUGERINDDRAGELSE', 'IDÉKATALOG OM PÅRØRENDEINDDRAGELSE', 'FORBEDRING AF PATIENTOPLEVET KVALITET - TRIN FOR TRIN', 'SPØRG BRUGERNE', 'SKYGGEMETODEN', and 'DIREKTE PATIENTFEEDBACK'.

## Aim

I slutningen af 2024 vil vi være de bedste i Europa til at styrke brugernes og pårørendes ressourcer i social- og sundhedsvæsenet.

### MOTIVERENDE ARBEJDSFÆLLESSKAB

Leder og medarbejdere i KOPA motiverer, skaber sammenhæng og fastholder fokus på målet.

### KOMPETENCER

Medarbejdernes kompetencer udvikles for at sikre høj faglighed i KOPA.

### ORGANISERING

KOPA organiserer sig for at skabe optimale rammer for høj faglig kvalitet og stærk holdånd for at nå målet.

### FORNYET FOKUS

KOPA er mere proaktive i udviklingen af et personcentreret social- og sundhedsvæsen.

Psychological Safety



# KOPA – Organisational development program

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Over 40 is considered very good.

Measurement

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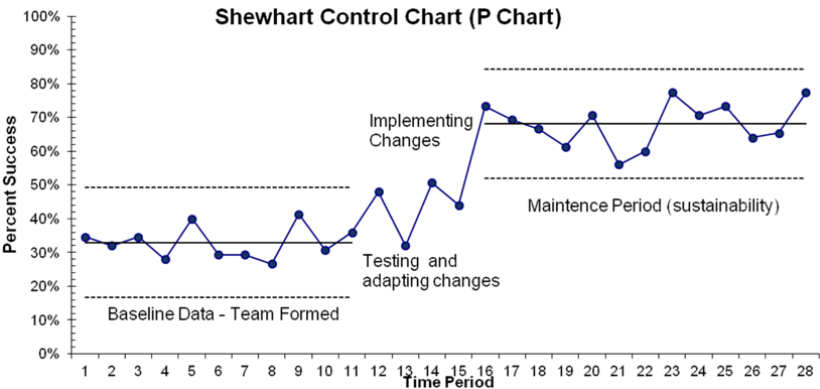
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Psychological Safety



# Herlev Hospital – Akutmodtagelsen



## Teenagedrenge døde af meningitis efter flere års advarsler om fejl i meningitisbehandling

Danske Regioner mener, at sundhedsvæsenet skal lære af sine fejl, men at fejl ikke kan undgås helt.

AF LAURA MARIE SØRENSEN, ASTRID RISCHER, LINE GERTSEN, MATTHIAS FRIS, MAREN STEEN-FREDERIKSEN OG CHRISTIAN STEMMAN  
12. APR. 2017 KL. 19.30 BENJERN ARTIKLEN ER MERE END 30 DAGE GAMMEL [0] 145 OP

Da 16-årige Matthias Baadsgaard-Lund får det dårligt og bliver indlagt på hospitalet i januar 2016, afviser flere læger, at han har smitsom meningitis. Få timer efter dør teenageren af sygdommen.

Et år efter dør den 17-årige gymnasieelev Hans Petersen også af smitsom meningitis. Selvom han har symptomer på den livsfarlige sygdom, der også bliver kaldt meningokoksygdom, beder akuttelefonen 1813 gymnasieelevens forældre om selv at køre sønnen til hospitalet.

- Fællestrækket er jo, at der går for lang tid, før man mistænker meningokoksygdom. Og der går for lang tid, før man iværksætter antibiotikabehandling, siger speciallæge og lektor i infektionssygdomme ved Aarhus Universitetshospital, Carsten Schade, om de to sager.

### Sundhedsvæsenet fejlede

I både Matthias Baadsgaard-Lunds og Hans Petersens forløb har sundhedsmyndighederne begået fejl.

Herlev Hospital har i Matthias Baadsgaard-Lunds sag fået kritik af Styrelsen for Patientsikkerhed for først ikke at mistænke meningitis som diagnose og for ikke at



LEDER



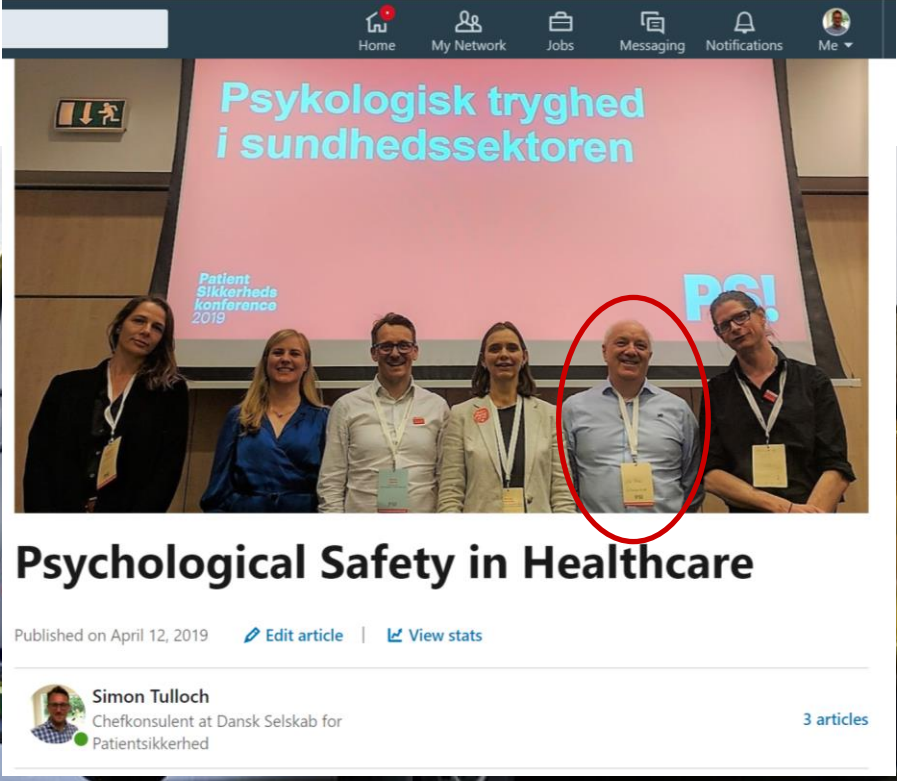
## Skyld, straf, tillid – og Hans og Matthias

To fædre, der har mistet deres sønner til meningitis, leverer en uhyre præcis faglig analyse med nogle åbenlyst rigtige løsningsforslag.

Nicolai Döllner | 20/04/2018

Del dette: Twitter Facebook

To stærke og kloge fædre har på det seneste optrådt i Dagens Medicin med budskaber, der bør vække til eftertanke og handling i sundhedssektoren. Fædrene har mistet deres sønner til meningitis i nogle forløb, der har været genstand for stor opmærksomhed og ballade – og desværre med en uforløst udgang. Sønnerne er væk, og efterfølgende skændes 'systemet' med sig selv om ansvar, straf og læring.



## Psychological Safety in Healthcare

Published on April 12, 2019 Edit article View stats



Simon Tulloch  
Chefkonsulent at Dansk Selskab for Patientsikkerhed

3 articles

# Herlev Hospital – Akutmodtagelsen

Observationsværktøj til vurdering af psykologisk tryghed i team

Nedenfor er en enkel ramme indeholdende fortløbende og konsekvenser af psykologisk tryghed i teams.

Formålet med rammen, er at øge pålideligheden af observationer ved at lede observatøren hen imod ti (10) faktorer, som ifølge beviser, tyder på at være tæt forbundet med psykologisk tryghed.

Under observationen af teaminteraktioner styres observatøren mod disse faktorer og bedes give en kvantitativ (1-7) og kvalitativ information, der forklarer, hvorfor denne rating blev givet.

NB: Ikke alle faktorer skal have en vurdering / fri tekst. Målet er ikke at give en "samlet score".

På bagsiden er angivet detaljerede definitioner af hver faktor og vejledning om ratings. Værktøjet skal bruges til at vurdere en diskret og specifik oplevelse / interaktion / møde.

Yderligere plads er tilgængeligt nederst i tabellen for at inkludere kontekstuelle oplysninger, f.eks. placering, tid, mennesker osv.

Faktor	Rating (1-7)	Fri tekst	Faktor	Rating (1-7)	Fri tekst
1. Team lederskab			1. Søger feedback		
2. Uformel gruppedynamik			2. Søger hjælp		
3. Tillid og Respekt			3. At sige sin mening		
4. At høre hinanden ud			4. Innovation		
5. Støttende organisatorisk struktur			5. At bryde grænser		

Kontekstuelle oplysninger

Kontekstuelle oplysninger

PSI v.3 (18.09.18)

For more info: [sti@patientsikkerhed.dk](mailto:sti@patientsikkerhed.dk) / [Peter Dieckmann](#)

← Tweet



Peter Dieckmann  
@pdieckmann

Discussing Psychological Safety with @simontulloch in emergency departments. Influences and outcomes to not let fear interfere with patient treatment. #comes @patientsikker



8:57 AM · Sep 12, 2019 · Twitter for iPhone

essment

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I feel safe to take a risk on this team.

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It is difficult to ask others for help on this team for help.

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If my teammates and I got into a bad situation, this team would deliberately act in a way that undermines my efforts.

Strongly disagree 1 - 2 - 3 - 4 - 5 - 6 - 7 Strongly agree

When I have an idea to improve work, I try it out with members of this team, my unique skills and talents are valued and utilized.

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Dansk Selskab for PatientSikkerhed **PS!**

What questions do you have?

Thank you