

Moving Towards Cultural Transformation: A Key To Successful Infection Prevention

Professor C J Griffith
Technical Director Von Holy Consulting
Emeritus Professor Cardiff School Health Sciences

Contents

- Infection Prevention :
Management Systems
- Are systems enough ?
- What is infection prevention culture(IPC) ?
- Components of an IPC
- IP leadership
- Leadership theory and practice

Operational Hygiene Performance(OHP)

We want healthcare workers to use good hygiene practices when looking after patients ie good operational hygiene performance.(GOHP)

OHP-The collective hygiene practices used within an organization

How is this achieved ?

**Operational Hygiene Performance:
What happens?**



**Infection Prevention
Management Systems**

Management

Infection Prevention Management:

Coordinated activities to direct or control infection prevention .

The attainment of infection prevention goals in an effective and efficient way through planning, staffing, organizing, directing and controlling organizational resources

Management System

A formalised system that documents the structure, responsibilities, activities, resources, events and procedures required to achieve effective infection prevention management

Management Systems

“Each management system is perfectly designed to achieve the results it gets “

D Berewick

Infection Prevention Management Systems

- Tend to be collection of procedures drawn up by Infection Prevention/Control staff which are often not well known or consistently practised
- QA rather than QC
- Range of management models

Infection Control Programme – Manual

- Most hospitals have infection control/prevention manuals . Typically contain :
- Patient care
 - Hand hygiene
 - Isolation practices
 - Invasive procedures
 - Oral feeds
- Specialist ward procedures
 - Surgical and operating theatres
 - Other: ICU, Obstetrics, etc...

Infection Control Programme – Manual

- Items of critical importance
 - Sterilisation
 - Single use
 - Medication / infusion preparation
- Staff health
 - Immunisation
 - Post exposure management
- Specific infections (investigate & manage)
 - MRSA
 - HIV
 - C. diff
 - TB
- Should link to other policies and practices

Organisational Responsibility for IP

If we put in good systems we have done our job and if we find a healthcare worker NOT doing what they should do we can blame (punish) that INDIVIDUAL !

Human Behaviour

“Careful and caring doctors can be extremely self-delusional about their behaviour”

Pritchard *et al.*

Self Report of Infection Prevention Behaviours(n=165)

- 44% “I carry out all appropriate infection prevention behaviours I know at all times”
- 54% “Sometimes, I do not carry out all infection prevention behaviours I know at all appropriate times”
- 2% “Often, I do not carry out all infection prevention behaviours I know at all appropriate times”

戴污染手套禁觸按鈕

Wearing Glove to press The
Button is Prohibited



Human Behaviour & Infection Prevention

- “The majority of healthcare- associated infections result from cross contamination related to inappropriate patient-care practices”
- “Improve healthcare workers’ compliance with practices
- “Improving practices frequently implies modifying healthcare workers’ behaviour and we should learn from the behavioural sciences “““

Pittet D(2004) Lowbury Lecture

Responsibility for IP : Now we are getting somewhere

Healthcare worker Behaviour is important so the INDIVIDUAL is the person to blame . However if they do not behave hygienically we can train them , then we solve the problem and we have done our job !

More Than Systems

“Getting the systems right
maybe the easy part “

Griffith RSPH 2008

Organisational Responsibility for Hygiene

: More than just systems

If we put in good systems and we train our staff now we have done our job and if we find a healthcare worker NOT doing what they should do we can blame (punish) that INDIVIDUAL!

WRONG more than 50% of hygiene mistakes are due to management failures

Worker Behaviour:

Quality is about people not
products

E Deming

Responsibility for Food Safety

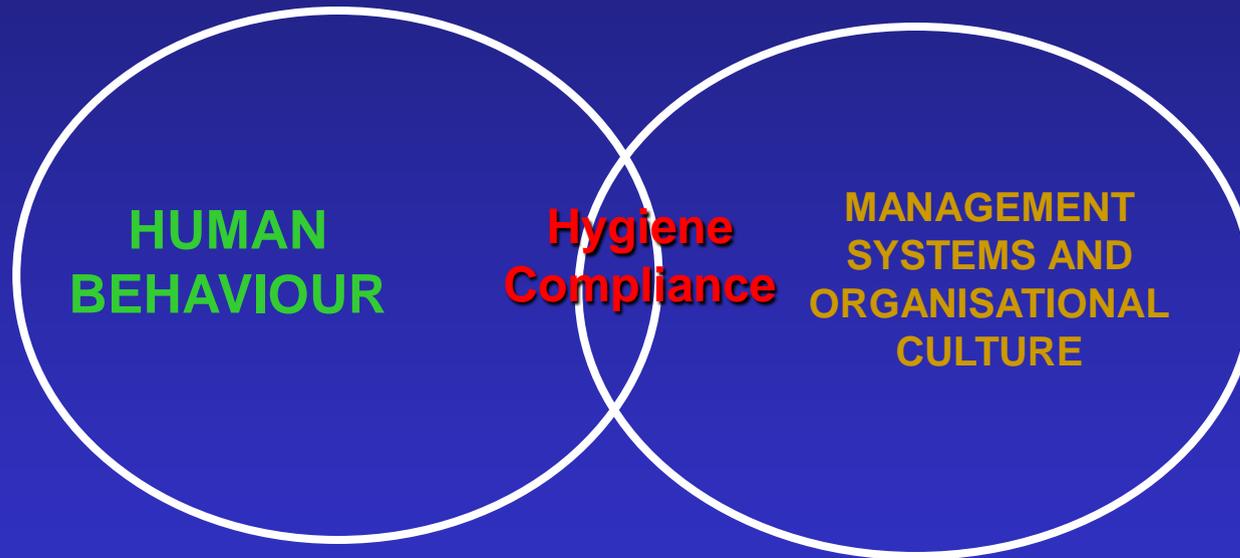
Management are responsible for over 85% of quality problems

E Deming

Less than 20% of quality problems relate to workers

Juran

Interacting Factors Influencing Hygiene Compliance



Concept of Safety Culture



What has this got to do with infection prevention ?

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2008

Columbian Shuttle Disaster, February 2003

“Schedule driven culture starved of funding with insufficient safety was as much to blame as mechanical failings”

“Accident not an anomalous event but rooted in NASA history and culture”

“Ineffective leadership”

Importance of Safety Culture

British Nuclear Fuels Ltd

- most experienced company in the development of nuclear safety systems

BNFL

- Fuel delivered to customers with falsified data
- Management of the plant allowed it to happen
- Could not have occurred had there been proper safety culture

www.nuclearspin.org

Importance of Safety Culture

RAF -crash of aircraft inquiry report

“A failure of leadership ,culture and practices “

“A safety culture that allowed business issues to eclipse airworthiness “

Continental airlines -crash of aircraft inquiry report

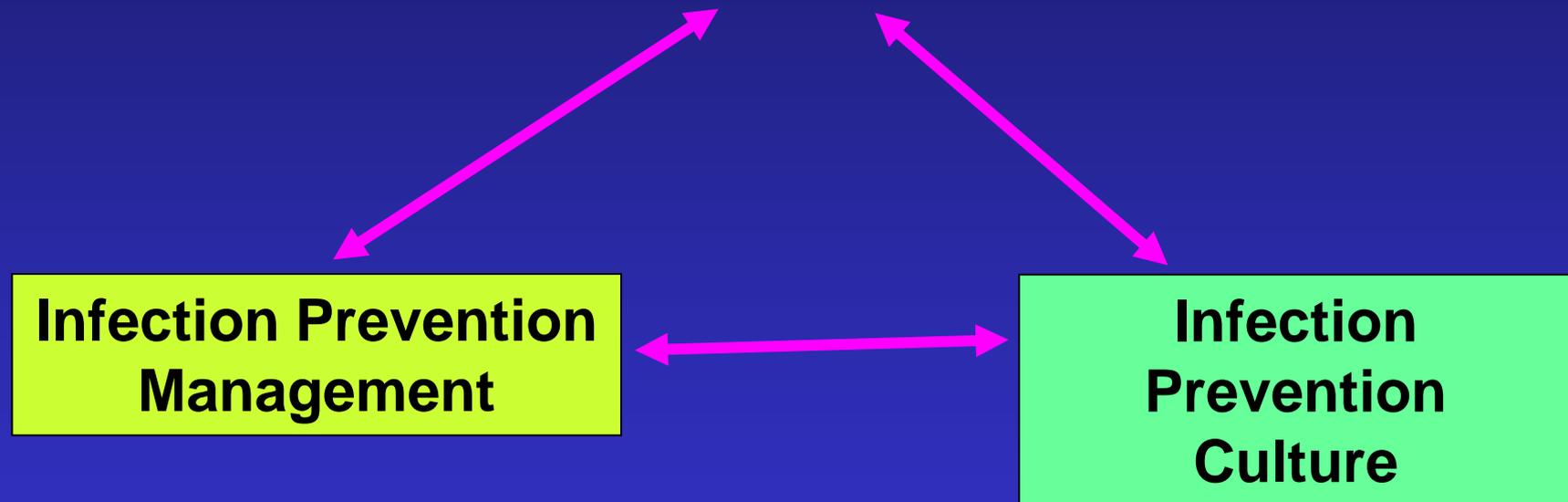
“ Failure to establish a corporate culture which encouraged adherence to approved maintenance and quality assurance procedures”

Impact of Hygiene Culture

“Hygiene practices cannot be improved solely through the provision of information to individuals. Effective intervention may need to focus on changing the organisation’s **hygiene culture**”

Clayton D .and Griffith C.J., (2008). International Journal of Environmental Health.

Operational Hygiene Performance: What happens



Organisational Culture

- Some definitions

“way of doing and thinking”

“shared philosophies and values to produce
behavioural norms”

“way we do things round here”

“set of norms”

“values and priorities”

Organisational Culture

“ It is the way we do things
around here “

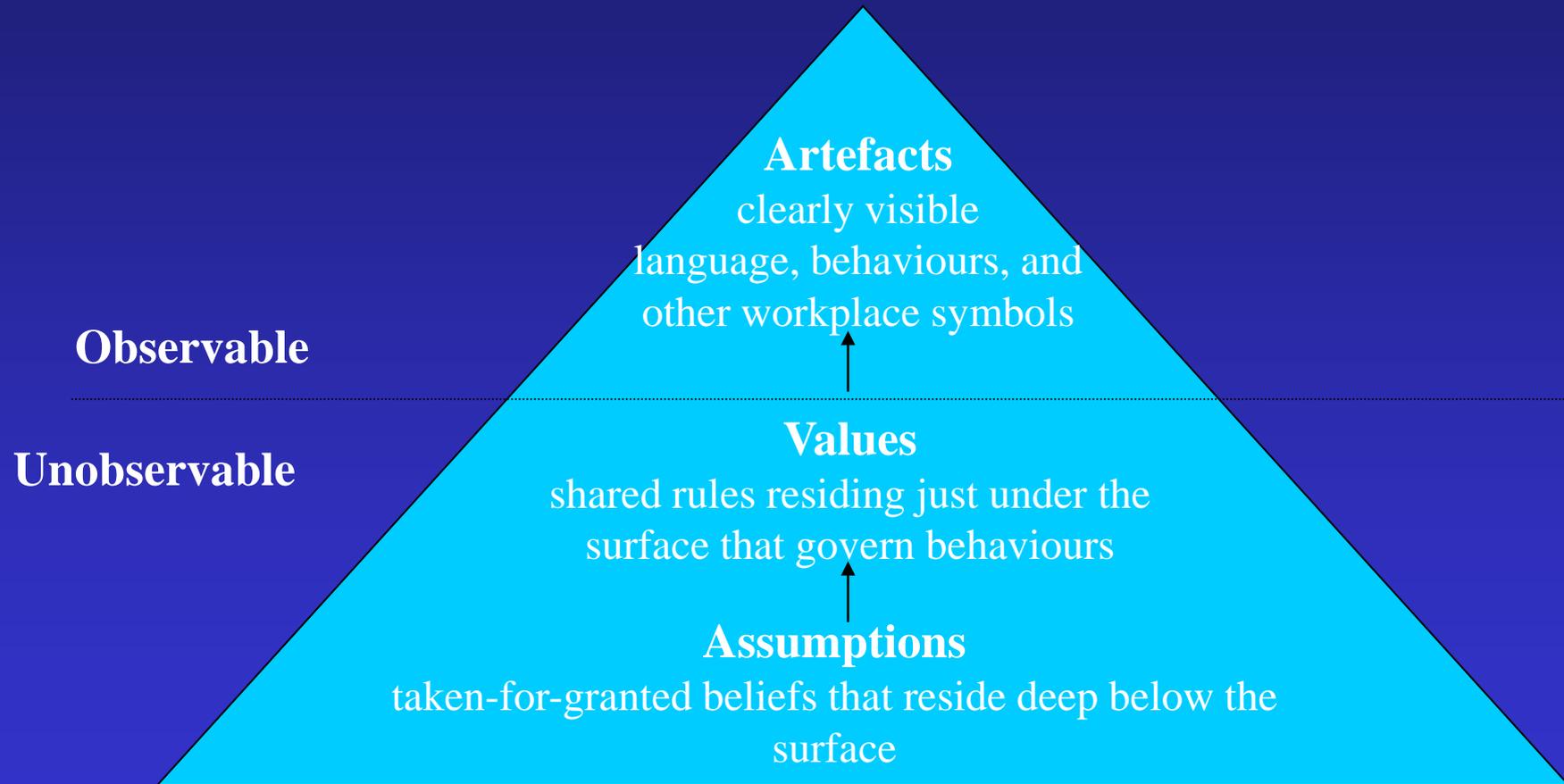
Deal and Kennedy 1982

Organisational Culture

“ It is the way we do things around here “

Now recognised to be much more complex than this

The Iceberg Model Of Culture



Black, Gregerson, and Mendenhal (1992)

Griffith Model of Hygiene Culture

Constraints

Constraints

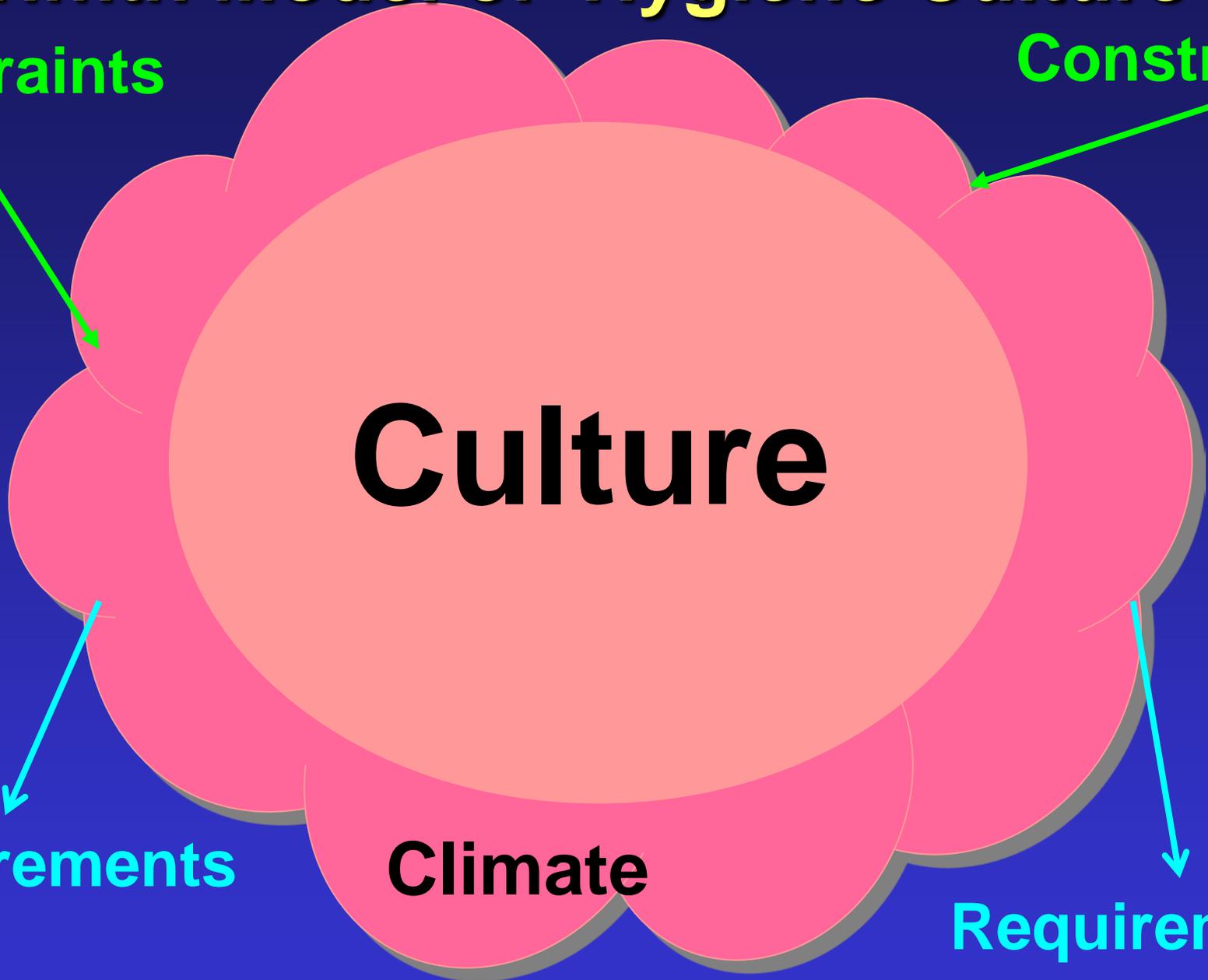
Culture

Requirements

Climate

Requirements

Culture and climate are the glue that hold everything together!



Surface(Outer) Manifestations of Culture

- A culture's most accessible forms –visible and audible behaviour patterns
- Physical objects and behaviour patterns
- “Send a message “ to customers ,employees and suppliers
- Include : courses, language,norms , physical layout,,slogans,symbols
- Often referred to as climate –auditable

Organisational Culture and Climate

Safety climate can be thought of as observable manifestation of culture

Dodsworth

The measurement of attitudes and perceptions towards safety issues

Coyle

Organisational climate factors may not be stable over time

Coyle

Culture and climate are multidimensional

Dodsworth

Climate is top layer(s) of culture

Can objectively assess climate

Climate is more changeable than culture

Not measured by one attribute only – different dimensions

Second “Level” of Culture

- Organisational values beliefs about how work should be done, unspoken but guide employees behaviours
- Include : respect for authority, work ethic, working with others, standards, honesty, risk taking ,creativity , rewards
- Would cover values/importance of food safety
- Based on founders values –modified by current senior management

Third “Level” of Culture

- Basic assumptions –what the business “is all about”
- Invisible “taken for granted” understandings
- Embedded organisational assumptions
- Relationship to competitors in terms of quality, stability, morality, excellence, profitability

What is IP/ Cleaning Organisational Climate (Culture)

Whatever definition of IP/Cleaning
climate you use

You can SEE, HEAR and sometimes
even SMELL it





Patients face stinking conditions

Bedpans of faeces and urine left in TB ward

BONGANI MTHETHWA

TUBERCULOSIS patients at one of the Eastern Cape's oldest rural hospitals were forced to sleep with human faeces dumped in their ward on Thursday. Several stacked metal bedpans, filled with faeces and urine, were abandoned in the ward at Nessie Knight Hospital in Qumbu, about 80km from Mthatha.

This occurred just hours before President Jacob Zuma's state of the nation address in which he promised improved healthcare and the "refurbishment of hospitals".

Provincial health spokesman Sizwe Kupelo threatened that severe action would be taken against negligent nurses and hospital staff.

On Thursday patients in the TB ward were forced to sleep centimetres away from human faeces allegedly dumped in the sink by nurses eager to go home. Patients at the 200-bed hospital described conditions as "inhuman".

The deteriorating rural hospital, which serves more than 103 890 people, only has two doctors. The manager Buyiswa Mtintsilana declined to comment.

On Friday, Kupelo said: "The honeymoon is over. Health MEC [Sicelo Gqobana] won't allow services to collapse under his watch. We have a budget to renovate a lot of hospitals and to improve the health service."



He added that an additional five doctors would be appointed for Nessie Knight Hospital. Gqobana visited the hospital in October. He described the crisis as a "human rights issue" and promised to remedy the situation. The hospital's frustrated board had alerted Gqobana to the crisis where patients wore the same hospital-issued pyjamas for more than two weeks.

But four months later, a 52-year-old TB patient said: "Things have not improved ... and are getting worse."

The patient, who described himself as a local farmer, said he was admitted several weeks

ago, and was forced to wear the same pyjamas for several days. The linen on his bed had not been changed. "I can honestly say that the situation seems to be getting far worse," he said, pointing out the human faeces in the sink in his ward.

Some patients, who walked barefoot on the wooden floors, also complained about the dirty linen. On Friday, a frustrated patient told vendors at the hospital's gates that she had been told to return on Monday because there were no doctors.

The South African Medical Association (Sama), meanwhile, expressed disappointment at Zuma's failure to acknowledge the very real problems facing the healthcare sector.

Sama chairman Dr Norman Mabasa said: "The president ignored the very many problems facing the health sector. [However] we welcome the president's critical social infrastructure projects such as the refurbishment of hospitals and nurses' homes. We would hope these projects are accelerated and receive the urgent attention they deserve."

He said while Zuma did not present any tangible "solutions" "we would have found comfort in knowing that the president is aware of the challenges faced by the healthcare sector".

Infection Prevention Culture (IPC)

“IPC is the aggregation of the prevailing relatively constant ,learned, shared attitudes, values and beliefs contributing to the hygiene behaviours used in a particular healthcare environment”.

Griffith 2008 “

Organisational Culture

“ members of an organisation will probably be expected to learn and follow the shared practices and norms of that organisation “

(Hofstede 1998)

“Students are careful about washing their hands and using gloves but as they get more confident, they look around and they are are not as cautious”

Diane Major

“Students soon follow the standards set by the doctors”

Mentors hand hygiene practices influence students’ hand hygiene rates

AJIC, 2006



A. BACALL

**“I was motivated by greed, but I blame that
on the workplace culture.”**

Source: www.cartoonstock.com

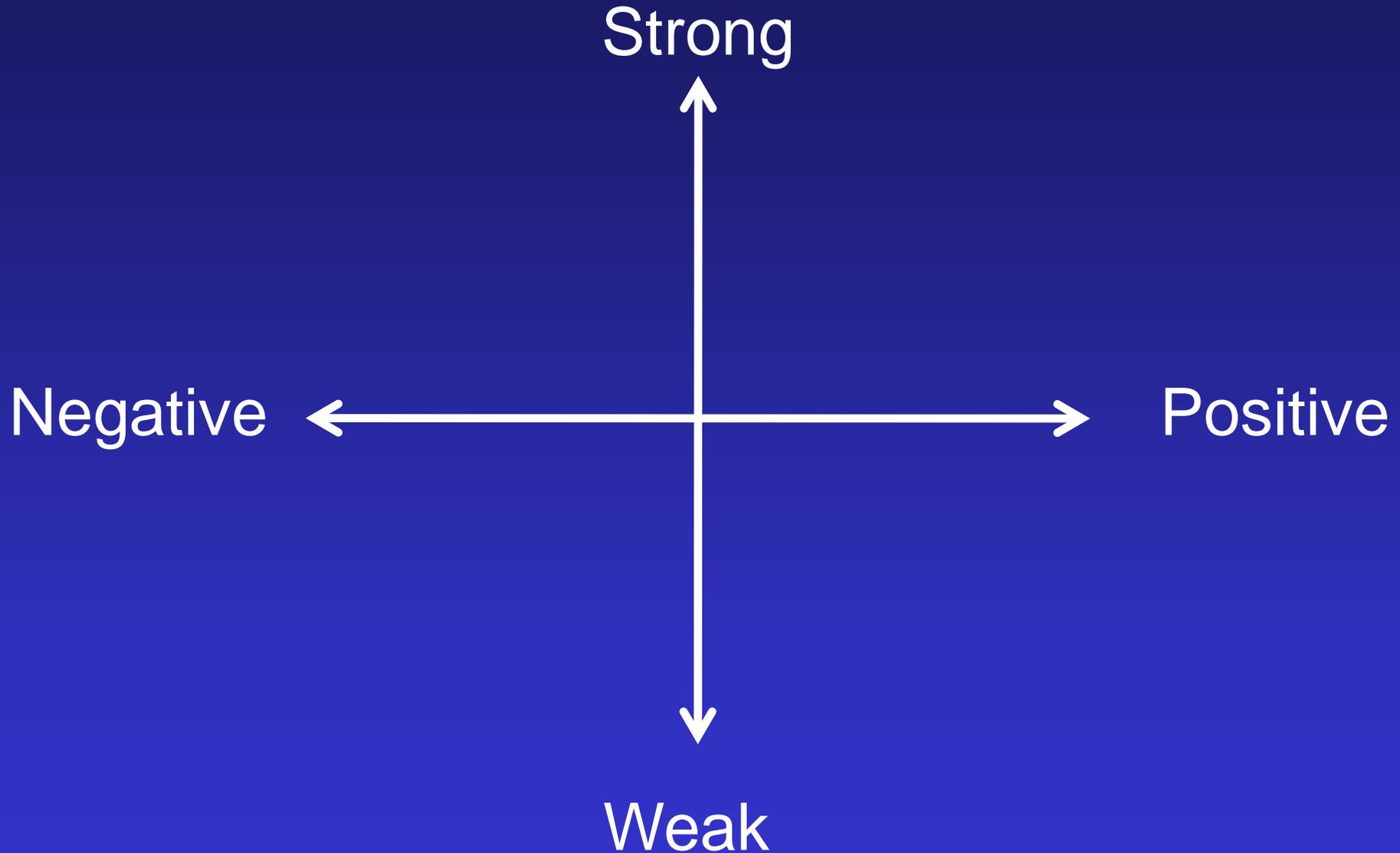
Components and Composition of An Infection Prevention Culture

Organisational Culture

“There are two important components to an organisation’s infection prevention culture –its direction and its strength “

Griffith 2011

Infection Prevention Culture



IP Culture Continuum



IP Culture and Direction

- Positive culture is one where IP and hence patient protection and safety is considered to be very if not the ,most important organisational value-actively worked for /sought
- Complacent culture –satisfaction with existing IP practices , belief they are (nearly) always implemented , see no need to change or make any additional efforts to improve-optimistic bias and illusion of control
- Negative culture –one where IP has low priority and where non hygienic practices “deliberately and knowingly employed

Characteristics of a +ve Culture

- Awareness of IP issues and problems
- Management commitment and visibility
- Aware peers/supervisors value IP and share it
- Willing to discuss IP issues
- Willing to take action/involvement with IP issues
- Mutual trust
- Value
 - IP training and learning
 - IP motivation
 - IP leadership
 - IP communication
 - IP resources
 - IP policies and documents

Infection Prevention Culture : WHY?

“Organisational culture should support staff to review challenges and feedback on behaviours and practice “

Getting Further Faster 11

DH June 2008

Culture of Carelessness : Deepwater Horizon

In the report both men condemned what they called a culture of complacency “

New York Times Nov 10 2010

Culture and Complacency

- “Big systems” can still allow faults
- Big organisations often think it knows it all
- Big organisations may miss/ignore clues
- Poor inspection reports can be ignored
- Over reliance on “good inspection reports” or past record

Characteristics of a -ve Culture

- Non compliance with policies common
- Greater risk of Infection
- Greater risk of interpersonal conflict
- Less job satisfaction/patient commitment
- Poor attitudes eg it is :
 - sometimes necessary to take risks to do job
 - sometimes necessary to turn a blind eye
 - leaders say IP first but do not mean it
 - not important to report IP issues/concerns

Management Culture

“Infection control viewed as a necessary evil”

AJIC, 2002

“Don’t tell infection control they will have us doing
all sorts of things”

Personal Communication, 2004

“Its just infection control having a go”

Personal Communication, 2006

Strength of Food Safety Culture

Weak



Neutral



Strong

Fragmented , subcultures

Consistent, monolithic, unitary

Culture Strength

- Strong culture –one in which an organisation's core values are widely shared, intensely held and directs behaviour –needs to be an appropriate one !
- Weak culture –little agreement amongst employees about core values/what is expected of them /way of doing things , practices inconsistently performed
- Generally assumed companies with a strong culture perform better than ones with weak culture

Culture Strength

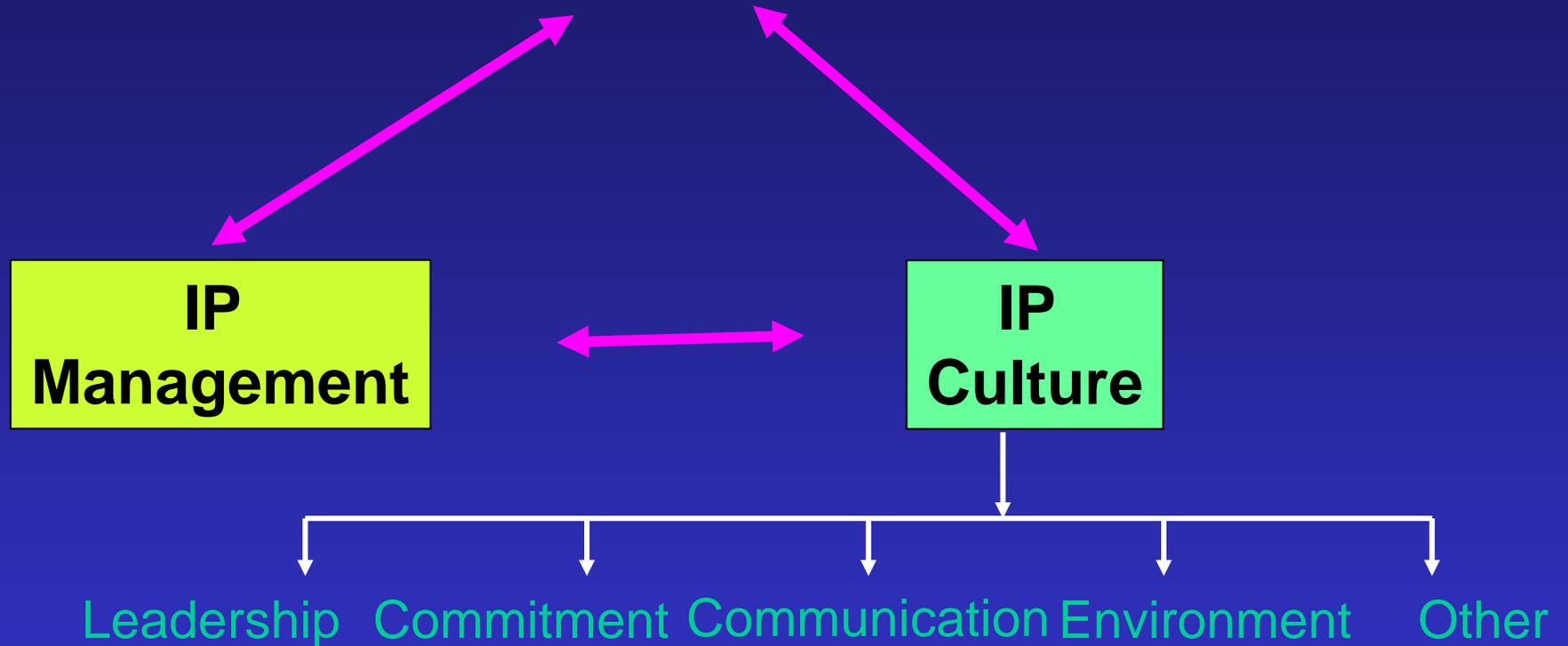
- Weak cultures MAY be a feature of larger companies ,with many levels ,units or outlets
- Directly links to communication and perceived values (leadership)

Food Safety Culture (FSC)

Whilst often different terminology, categories and categorisations are used they often describe the same basic concepts

Griffith et al 2010 “

Operational Performance: What happens



Infection Prevention : Leadership and Management

Leadership

Leadership is one of the most studied but least understood processes

Thousands of businesses are over-managed but under led because too few executives while managerially competent have a clear understanding of what leadership is

J Kotter

Components of IP/Cleaning Culture: Leadership

“IP/Cleaning leadership is a measure of the extent that the trust’s leaders engage staff in hygiene/safety performance and compliance ”

The John Adair
Leadership Library

*"One of the foremost
thinkers on leadership"*
Sir John Harvey-Jones

Strategic Leadership

How to think and plan
strategically and provide direction



JOHN ADAIR

Leadership

SA'S #1
AWARD
WINNING
BUSINESS
MAGAZINE

INTERVIEWS • INSIGHTS • INTELLIGENCE

Charles Bolden
NASA's first
African
American
administrator

Bheki Sibiya
Getting to the core
of the mining industry

Max du Preez
True-blue journalist

Cyril Ramaphosa
Visionary pragmatist

JABU MABUZA • DR NONDUMISO MZIZANA • ANTON ROUX • BOSS OF THE YEAR • PAUL HOFFMAN • MERCEDES-BENZ CLS63 AMG



IP : Leadership and Management

“Managers do things right.
Leaders do the right things “

Warren Bennis

IP : Leadership and Management

- IPM focus on implementation of set procedures within a risk management system
- IPL focuses on creating a more effective risk based systems
- “ Management works IN the system ;leadership works ON the system (S Covey)

IP : Leadership and Management

- IPM relies on formal authority to achieve objectives
- IPL relies on ability to influence others
- IPM “coerce” others to comply via authority
- IPL get people to comply by persuading and motivating them
- IPM make people accountable
- IPL make people accountable and responsible

IP : Leadership and Management

- IPM involves working with others based on functional roles within defined limits
- IPL works more collaboratively taking a broader view

IP: Leadership and Management

“Organisations need both strong management and strong leadership to succeed ”

Neither is inferior to the other –
they are just different

IP Leadership

Successful general managers were more effective at integrating leadership skills into their daily work pattern providing vision and direction to the business whilst inspiring subordinates to overcome obstacles thrown in their path

Kotter, 1997

IP Leadership

Organisational cultures are created by leaders and one of the most decisive functions of leadership may well be the creation, management and –if necessary- the destruction of a culture

E Schein

IP: Leadership

“Those in senior leadership roles play a key part in setting the strategy, culture and tone for infection prevention and cleanliness “

Going Further Faster 11
DH June 2008

Importance of Leadership in Prevention of HCAIs

- Leadership plays an important role in infection prevention activities
- Effective IP leaders :
 - Cultivated culture of excellence
 - Communicated it to staff
 - Focus on overcoming barriers (staff+ processes)
 - Inspired others
 - Thought strategically

Saint et al Infect Control Hosp Epidemiol 2010

Copyright © Prof Chris Griffith, UWIC 2008

IP: Leadership

IP Leadership is a measure of the extent the business's leader(s) are able to engage staff in hygiene/safety performance and compliance to meet the organisation's goals/vision/standards. Traditional and contemporary/ theories/ styles. One contemporary style is based on transactional and/or transformational leadership

Leadership Theories

- Trait Spotting -,personality traits /great man theory
- Style-counselling –behaviour patterns ,effective styles
- Context fitting-depends on context /setting
- New leadership –superleaders/transformational
- Distributed leadership-across organisation
- Who needs leaders?

Dominant and Sub Cultures

- Dominant culture : expresses core values shared by majority –a macro view gives organisational personality
- Sub –cultures –potential for multiple and competing sub cultures –linked groups within and geographical/dept separations

Competition and organisational Culture

- Infection prevention culture competes with other aspects of company culture

Griffith 2010

IP Leadership and Direction

“Creating vision and strategy is a crucial leadership role “

“IP needs to be a serious / key organisational objective”

(Griffith 2009)

IP : Leadership

Derived from Anglo Saxon word
“laed” meaning road or path –
implies there is direction

IP Leadership

“the first thing I think any leader should be judged by are a strong set of values “

(Taurel 2007)

IP Leadership

“Key to leadership is having an IP vision combined with goals and standards”

“Organisational culture must possess an underpinning vision”

(Griffith et al 2010)

Organisational Culture

“ The cultural imperatives of an organisation are often not written down

Many companies have given little thought to their culture “

DK Book of Management 2010

Culture and an Outbreak of *C difficile* Stoke Manderville 2006

- 334 patients ill 33 deaths
- NHS chiefs “driven by targets⁺ rather than “culture” of patient safety “
- “Shocking standards” combined with dreadful management failings
- “They forgot that patient safety must always come first”
- + cutting waiting times , local finances , reconfiguring services

Outbreak of *C difficile* 2006

“Staff were too rushed to take basic precautions such as washing hands and cleaning the ward properly “

Official v Unofficial Priorities

- The greatest enemy of IP culture maybe the prevailing financial culture
- It is not what you SAY that is important with respect to IP but what you DO
- There are overt and subliminal messages important in communicating the organisation's culture

Griffith 2010

Culture of Carelessness : Deepwater Horizon

“ safety was clearly traded for profit . Any time you are talking about a million to half a million dollars a day money enters into it

New York Times Nov 10 2010

Creating the “Right” IP Culture

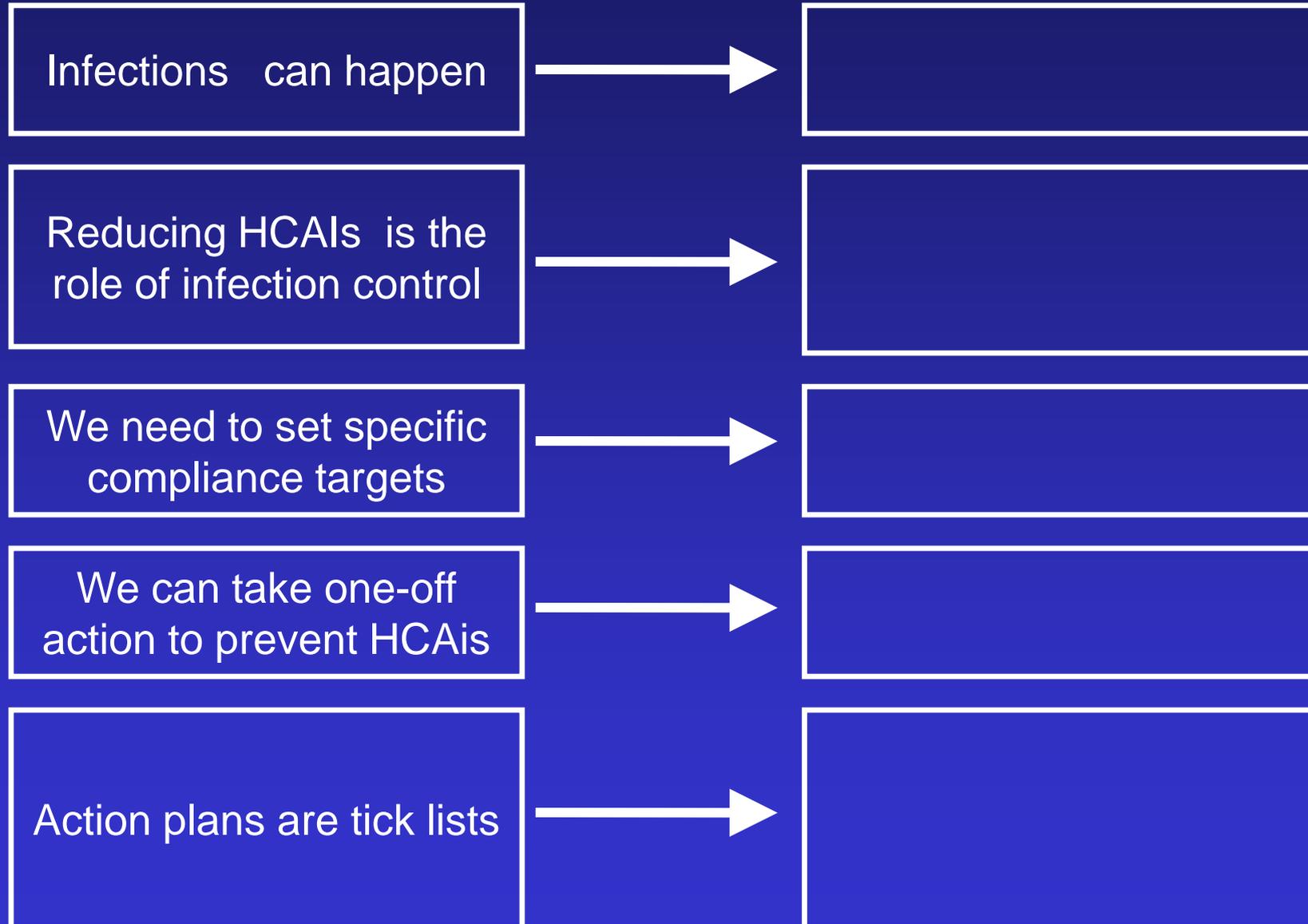
- Create the right mindset “create expectations “
- Educate and train the workforce
- Communicate the IP messages frequently
- Establish IP goals and measurements
- Have consequences –positive and negative

REMEMBER a good IP CULTURE IS A CHOICE

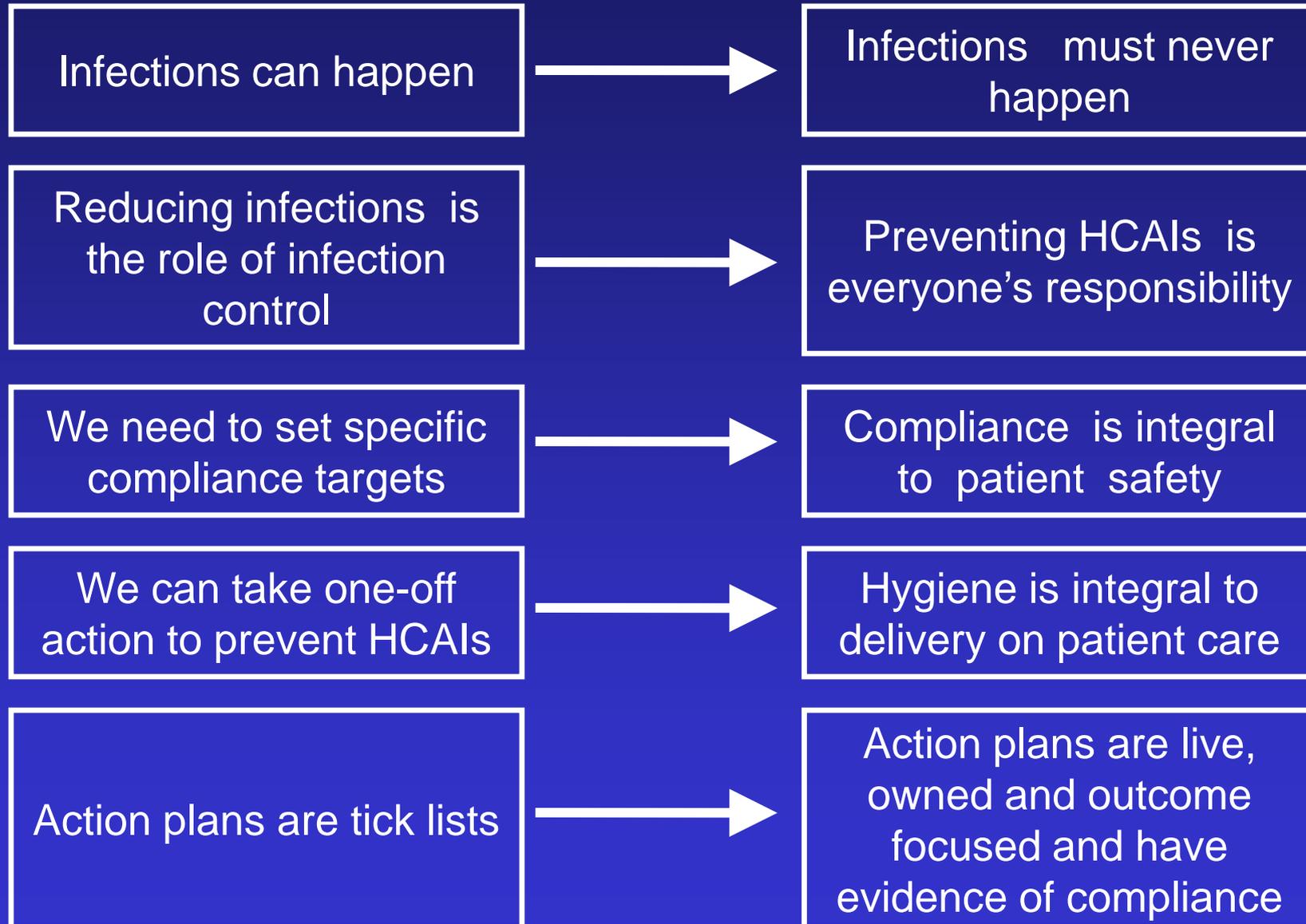
Positive IP Culture

- Requires work ,effort, management, leadership
- High level of compliance with IP requirements
other benefits likely to include; better morale,
lower staff turnover ,greater commitment
- Self critical culture not relying on intimidation
- Possible to have different companies achieving
positive culture in different ways (balance of
components)
- Journey not a destination

Sustainable Change in Culture Requires The Correct Mindset



Infection Prevention Culture - Mindset



Summary and Closing Comments

- Human behaviour is an important factor in Infection Control and Cleaning
- Infection Control management contributes to individual behaviour
- Infection Control organisational culture is a management / leadership function
- A range of organisational cultures exist within a large operation

Summary and Closing Comments Continued

- Many large trusts have infection control management systems
- Some trusts have good infection control management systems
- Fewer trusts have a really positive infection control culture
- Getting a good system and positive culture is a management function
- A safety and quality conscious trust is a successful one

Summary

Every healthcare organisation has an infection prevention culture !

Summary

Every healthcare organisation has an infection prevention culture

WHAT IS YOURS LIKE ?