Our Commitment to Safety

In order to be trusted, we must be safe.

Psychological Safety
Scenario #1

A nurse wonders if the medication dosage in the patient’s record is correct. She considers calling the doctor but she recalls the harsh response she received from him that last time she questioned his notes.
Scenario #2

An Environmental Services team member sees a potential improvement that could shave several minutes off cleaning a patient room. He considers bringing the idea to his supervisor but he remembers how his coworkers ridiculed another coworker behind her back when she shared an idea that caused a change in how their work was done.
Scenario #3

An Information Technology team member identified a cost saving opportunity in reducing travel expenses. He considers bringing the idea to his supervisor but he recalls the push-back another co-worker received when she brought forward a new idea to their supervisor.
What is going on in these scenarios?

- What would prevent you from speaking up?
- What is at risk if you say nothing?
The Needs of the Patient Come First

Mayo Clinic Values

Respect  Compassion  Integrity  Healing  Teamwork  Innovation  Excellence  Stewardship

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COMMITMENT TO SAFETY
In order to be trusted, we must be safe.
Objectives for our discussion today

• Discuss psychological safety
• List benefits of a psychologically safe work environment
• Identify behaviors team members can demonstrate to support psychological safety
• Give examples of what a team leader can do to create a psychologically safe work environment
• Determine what we will do, starting today, to enhance a psychologically safe work unit
Psychological Safety

People’s perceptions of the consequences associated with taking personal risks in the workplace.

Dr. Amy Edmondson, Harvard Business School
Psychological Safety

It consists of taken-for-granted beliefs about how others will respond when one puts oneself on the line, such as by asking a question, providing or seeking feedback, reporting an incident, or proposing a new idea.

-Amy Edmondson
Psychological Safety

We are our own best image protectors. It’s our defensive mechanism. If you don’t want to look...

- Stupid: Don’t ask questions
- Incompetent: Don’t ask for feedback
- Negative: Don’t be doubtful or criticize
- Disruptive: Don’t suggest anything innovative
Psychological Safety

Each of our individual actions can encourage an environment where we are continuously learning and growing. To do this, we need to...

- Ask questions
- Ask for and provide respectful feedback
- Be doubtful
- Be innovative

Psychological Safety

Stupid

Incompetent

Negative

Disruptive
Benefits of Psychological Safety

• Feedback is asked for and respectfully provided
• Increases accountability
• Encourages speaking up
• Problems get addressed and resolved
• Innovation created by continual input and suggestions
• Failure promotes learning
• Gossip is absent
• Creates a safe environment for patients and staff
• Decreases burnout
What Can Team Members Do to Increase Psychological Safety?

- Ask questions
- Seek feedback
- Be respectful and considerate of others
- Voice concerns
- Discuss tough issues
- Encourage contrasting points of view
- Suggest changes, be innovative
What Can Leaders Do to Increase Psychological Safety?

- Be accessible and approachable
- Willing to display fallibility (imperfections)
- Invite participation/ask questions
- Highlight failures as learning opportunities
- Set clear expectations
- Coach
- Hold people accountable
Discussion

1. List actions and words that reflect when you don’t feel Mayo Clinic / our work unit is safe for speaking up. What does this look and sound like?

2. What behaviors and actions can be taken by each of us to create a psychologically safe work unit?
The behavior you walk by is the culture you create.