## Contents

	reword by Diane C. Pinakiewicz, M.B.A	
Ac	knowledgments	x
ln	troduction	1
	Think leadership	4
	Think systems	
	Think strategy	
	Think culture	6
	Think behavior	
	About this book	8
1	What Determines Patient Safety?	9
	Why make safety happen?	14
	What stands in the way of improved healthcare safety?	
	Whose job is it to take the lead?	29
2	Blueprint for Healthcare Safety Excellence	31
	The working interface:	
	Where exposure to hazard can occur	
	Healthcare safety-enabling elements	
	Organizational sustaining systems	
	Organizational culture	
	The charge of the safety leader	51
3	Nine Dimensions of Organizational Culture .	61
	Measuring culture with the Organizational	
	Culture Diagnostic Instrument	
	Organizational dimensions: The four pillars of culture	
	Team dimensions	
	Safety-specific dimensions	80
	Why do some organizations change	٥٠
	more readily than others?	85

Measuring leadership with the Leadership Diagnostic Instrument (LDI) Personal safety ethic Leadership style  5 Leadership Best Practices Vision Credibility. Action orientation. Collaboration. Communication Recognition and feedback. Accountability Measuring leadership best practices with the LDI.  6 Changing Behavior with Applied Behavior Analysis What is behavior change? Antecedents, behaviors, and consequences.	the Leadership Diagnostic Instrument (LDI)	4	Qualities of a Great Safety Leader	89
the Leadership Diagnostic Instrument (LDI) Personal safety ethic Leadership style  5 Leadership Best Practices Vision Credibility Action orientation Collaboration Communication Recognition and feedback Accountability Measuring leadership best practices with the LDI  6 Changing Behavior with Applied Behavior Analysis What is behavior change? Antecedents, behaviors, and consequences	the Leadership Diagnostic Instrument (LDI)		The Safety Leadership Model	92
Personal safety ethic Leadership style	Personal safety ethic		Measuring leadership with	
Leadership Best Practices	Leadership style		the Leadership Diagnostic Instrument (LDI)	95
5 Leadership Best Practices	5Leadership Best Practices119Vision124Credibility126Action orientation127Collaboration128Communication129Recognition and feedback130Accountability131Measuring leadership best practices with the LDI1336Changing Behavior with Applied Behavior Analysis135What is behavior change?137Antecedents, behaviors, and consequences139ABC analysis141Putting the tools to work in your organization1467Protecting Your Decision Making from Cognitive Bias149Tragedy on Mount Everest151Cognitive bias and healthcare safety153Biases of data selection155Biases of data use162		Personal safety ethic	98
Vision	Vision		Leadership style	12
Credibility	Credibility	5	Leadership Best Practices	19
Credibility	Credibility		Vision	24
Action orientation	Action orientation			
Communication	Communication		,	
Communication	Communication			
Recognition and feedback	Recognition and feedback. 130 Accountability			
Accountability	Accountability			
Measuring leadership best practices with the LDI	Measuring leadership best practices with the LDI		<b>G</b>	
with Applied Behavior Analysis	with Applied Behavior Analysis		•	
What is behavior change?	What is behavior change?	6	Changing Behavior	
Antecedents, behaviors, and consequences	Antecedents, behaviors, and consequences		with Applied Behavior Analysis	35
Antecedents, behaviors, and consequences	Antecedents, behaviors, and consequences		What is behavior change?	37
ABC analysis	Putting the tools to work in your organization			
•	7 Protecting Your Decision Making from Cognitive Bias		ABC analysis	41
Putting the tools to work in your organization1	from Cognitive Bias149Tragedy on Mount Everest151Cognitive bias and healthcare safety153Biases of data selection155Biases of data use162		Putting the tools to work in your organization	46
7 Protecting Your Decision Making	Tragedy on Mount Everest151Cognitive bias and healthcare safety153Biases of data selection155Biases of data use162	7	Protecting Your Decision Making	
from Cognitive Bias	Cognitive bias and healthcare safety		from Cognitive Bias14	19
	Biases of data selection		Tragedy on Mount Everest	51
•	Biases of data use		Cognitive bias and healthcare safety	53
Tragedy on Mount Everest1				
Tragedy on Mount Everest	and the second s		Biases of data selection	55
Tragedy on Mount Everest	Case study: Cognitive bias in manufacturing			
Tragedy on Mount Everest	Putting your knowledge to work172			62
	Biases of data selection		• ,	
•	Biases of data use		Cognitive bias and healthcare safety	53
Tragedy on Mount Everest1				
Tragedy on Mount Everest			Biases of data selection13	55
Tragedy on Mount Everest	Case study: Cognitive bias in manufacturing			
Tragedy on Mount Everest	Putting your knowledge to work172		Biases of data use10	62

8	Designing Your Safety		
	Improvement Intervention177		
	The Leading with Safety process		
	Phase I: The Patient Safety Academy182		
	Step 1: Gain leadership alignment on patient safety as a strategic priority		
	Step 2: Develop a patient safety vision		
	, , , , , , , , , , , , , , , , , , , ,		
	Step 3: Perform a current state analysis		
	Step 4: Develop a high-level intervention plan for phase II 204		
9	Launching Culture Change		
	for Patient and Employee Safety 209		
	Phase II: Achieving safety throughout the organization 210		
	Step 5: Engage the organization in the Leading with Safety process		
	Step 6: Realign systems, both enabling and sustaining 216		
	Step 7: Establish a system for behavior observation, feedback, and problem solving		
	Step 8: Sustain the Leading with Safety process for continual improvement		
	Case history: Exemplar HealthNet		
	Leadership Coaching		
10	NASA After Columbia:		
	Lessons for Healthcare		
	NASA's approach to culture and climate transformation 243		
	Assessing NASA's existing culture and climate 245		
	BST's NASA intervention		
	Results at NASA		
	Lessons for healthcare		
Bibl	liography		
	ex		