


What happens when things go wrong?

CHIEF PSYCHIATRISTS FORUM

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When something goes wrong.....

- ❖ Concerns are raised by outsiders in a context
 - ❖ Assume you have a problem unless proven beyond doubt
 - ❖ Usually problem is at least partly acknowledged in the health service and work towards the external “spotlight” as potentially helpful
 - ❖ Don't assume knowledge nor try and minimise...check team understand clearly what is the problem and the suggested actions
 - ❖ Use all resources available in a coordinated way to move forward
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Developing a shared understanding of concerns raised and immediate action

- ❖ Reflect and openly consider the concerns raised;
 - Review relevant data, complaints, incidents, and patient feedback
 - Openly seek and engage multidisciplinary clinician's views
 - Be open with teams involved and help them make sense of what is happening
 - Support broader staff with identifying their concerns
 - Realistic assessment of current inherent and residual risks in area
 - Want to get to “no surprises”
- ❖ Identify immediate actions to support safe patient care and staff
- ❖ Consider structure of incident management?

Health service leadership - Governance

- ❖ Clearly articulate agreed leadership team in process, accountabilities and communication pathways
- ❖ Set up a governance process to manage review, plan and implement actions;
 - Senior leadership and local leaders meet frequently with action minutes
 - Communication approach; internal and external
 - Documentation
 - Escalation and reporting framework
 - Workforce strategy
- ❖ Inform and seek feedback within your own hierarchy..... be careful not to make mental health issues “unique and complex”. The CEO and Board understand they are accountable and will want to feel comfortable they are across the issues.
- ❖ Seek external expert support and advice even if challenging

Working with system reviewers - suggestions

- ❖ If a problem is being identified, develop ways to make the process supportive of staff and patients
 - ❖ Work constructively and openly with the reviewers
 - ❖ Understand the reviewers expectations and what are their internal and hierarchical processes and outcomes
 - ❖ Acknowledge ongoing risks and prepare if other issues arise
 - ❖ Set up a schedule of review visits, checkpoints and documentation
 - ❖ Develop a communication process with government that is documented
 - ❖ Engage staff in process and model collaborative approach
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Plan for beyond the crisis

- ❖ Consider longer term issues and engage staff in broader context early... “we are here now and where and how will we get to over there.....”
 - ❖ Test and consider what are the underlying issues
 - ❖ Start to set up and sustainable approach at the beginning
 - ❖ Consider longer term workforce issues
 - ❖ Keep up communication
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