**WE CARE Culture: Psychological Safety in the Workplace**

**BACKGROUND & PROBLEM**

In KK Women’s and Children’s Hospital, we are committed to build a culture of safety and providing positive patient experience. In 2017, The Patient Safety Culture Survey indicated that our staff were uncomfortable to challenge decision made by the higher authority and were afraid to ask questions when something is not right. There are rooms for improvement for our speak up culture.

Numerous studies indicated that the nurses’ workplace culture has a direct impact to safe patient care, patient satisfaction and staff satisfaction. To achieve this, all staff members must feel that they work in an environment built on mutual trust and respect. Trust will be established when the organization eliminates intimidating behaviour that suppresses speaking up on unsafe conditions. We should equip the staff with the relevant knowledge and skills, and encourage them to display attributes and behaviours which can build trust.

**Aim & methodology**

Division of Nursing aimed to inculcate a ‘WE CARE Culture’. ‘WE CARE culture’ is defined as working together seamlessly, treating each other with kindness & respect, being more appreciative, and building trust. With this trusting relationship, staff are empowered to speak up and become more motivated to promote patient safety.

**RESULTS**

**Safe Patient Care**

Falls, Medication Errors & Catheter-associated Urinary Tract Infection (CAUTI)

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Fall Incidence</th>
<th>Total Medication Error</th>
<th>Total CAUTI</th>
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</thead>
<tbody>
<tr>
<td>2019</td>
<td>450</td>
<td>250</td>
<td>100</td>
</tr>
<tr>
<td>2020</td>
<td>250</td>
<td>150</td>
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Patient safety culture survey (2019) indicated that the staff are more comfortable to speak up and feel free to challenge decision made by the higher authority.

**Patient Satisfaction**

The practice of WE CARE has also inevitably translated to better patient experience.

<table>
<thead>
<tr>
<th>Year</th>
<th>Overall Patient Satisfaction Index</th>
<th>Total Fall Incidence</th>
<th>Total Medication Error</th>
<th>Total CAUTI</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>85%</td>
<td>450</td>
<td>250</td>
<td>100</td>
</tr>
<tr>
<td>2020</td>
<td>90%</td>
<td>250</td>
<td>150</td>
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**AIM & METHODOLOGY**

We conducted focus group meeting with our nurses to discuss on how to improve our work relationship and culture. We analysed and identified critical elements to build our WE CARE curriculum.

3 Training Phases:
- Phase 1: 1 hour e-learning on appreciative culture
- Phase 2: 1-day face-to-face workshop which cover the organization tools and the HEART component
- Phase 3: WE CARE Energizers to strengthen the WE CARE spirit through active staff engagement

**Staff Satisfaction**

Staff Perception Survey

We engaged our staff in a research study to give a direct observation of their peers on the application of the WE CARE.

There was significant improvement on the composite score in the 3 categories after the training.

- **An open-minded culture**: 9% from 83% to 92%
- **Team interaction among nursing colleagues**: 10% from 84% to 94%
- **My satisfaction level**: 12% from 78% to 90%

“Remarkable positive feedback from the survey. It has helped to cultivate an open-minded and ‘Safe to Speak Up’ culture.”

**Employee Engagement Survey (2019)**

KKH Division of Nursing has made remarkable improvement in the recent Employee EES (2019).

**CONCLUSION**

The results of this project is clear and in tandem with our organization’s goal of building a culture of safety and providing positive patient experience. With the WE CARE culture ingrained in every nursing personnel, we are confident that we will be moving towards the direction of ‘Target Zero Harm’ and service excellence.