

Title: Tools & Resources Mapped to Strategic Objective 2 of the WHO Global Patient Safety Action Plan 2021-2030
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2. High-reliability systems	Name	Link	Type of resource	Source	Description	Language	Cost	Interlinking areas
2.1 Transparency, openness and No blame culture	Safety Culture: A Global Approach Supported by the Hierarchy	https://ohta.europa.eu/data/	Case study	Avery Dennison	The American multinational Avery Dennison is active in publishing in the graphic sector as well as printing. They require an efficient safety policy in order to be able to initiate the process of improving the safety culture in general and to change possible unsafe behaviour during work. The only way to achieve this change in mentality was to implement a new health and safety culture.	English	Free	
2.1 Transparency, openness and No blame culture	Safety Culture Discussion Cards (NHS: Education for Scotland)	https://www.nhs.uk/scot/hi/	Discussion cards	NHS Scotland	The safety cards should be used to inspire conversation about safety culture. They are split into various safety culture elements and can be used for reflection and discussion by the Care Team.	English	Free	5.1
2.1 Transparency, openness and No blame culture	Manchester Patient Safety Framework (MaPSaF)	https://manpsaf.nhs.uk/	Framework	National Patient Safety Agency	The Manchester Patient Safety Framework (MaPSaF) from the NPSA is a tool to help NHS organisations and healthcare teams assess their progress in developing a safety culture.	English	Free	1.1, 6.3
2.1 Transparency, openness and No blame culture	Hospital Survey on Patient Safety Culture	https://www.hhs.gov/sites/	Guidance	Agency for Healthcare Research and Quality	The Agency for Healthcare Research and Quality (AHRQ) and Medical Errors Workgroup of the Quality Interagency Coordination Task Force (QIC) sponsored the development of the Hospital Survey on Patient Safety Culture. The hospital survey is designed specifically for hospital staff and asks for their opinions about the culture of patient safety at their hospitals.	English	Free	6.1
2.1 Transparency, openness and No blame culture	Patient Safety Culture	https://www.patient-safety.com/	Guidance	Canadian Patient Safety Institute	Understanding the components and influencers of culture and assessing the safety culture is essential to developing strategies that create a culture committed to providing the safest possible care for patients. This provides recommended strategies for how to do this.	English	Free	
2.1 Transparency, openness and No blame culture	Safety Attitudes and Safety Climate Questionnaire	https://med.uth.edu/chq/saq/	Questionnaire	University of Texas and Texas Medical Center	The SAQ is a single page (double sided) questionnaire with 60 items and demographic information (age, sex, experience, and nationality). The questionnaire takes approximately 10 to 15 minutes to complete. Healthcare organizations can use the survey to measure caregiver attitudes about six patient safety-related domains, to compare themselves with other organizations, to prompt interventions to improve safety attitudes and to measure the effectiveness of these interventions.	English	Free	6.1
2.1 Transparency, openness and No blame culture	Shining a light: Safer Health Care Through Transparency	http://www.ihl.org/resources/	Report	IHI	Defining transparency as "the free flow of information that is open to the scrutiny of others," this report offers sweeping recommendations to bring greater transparency in four domains: between clinicians and patients; among clinicians within an organization; between organizations; and between organizations and the public.	English	Free	
2.1 Transparency, openness and No blame culture	From a blame culture to a learning culture	https://www.gov.uk/government/	Speech	UK Government	A speech given by health secretary Jeremy Hunt in 2016. It describes the move towards patient safety and the changes and commitments that the UK is making through the NHS. He talks about shifting from a blame culture to a learning culture, intelligent transparency and resources for learning.	English	Free	
2.1 Transparency, openness and No blame culture	SCORE Survey - Safety, Communication, Operational Reliability, and Engagement	https://www.hsc.duke.edu/health/	Survey	Safe & Reliable Healthcare	The SCORE survey has been validated in a number of high-income settings and includes questions from the Safety Attitudes Questionnaire (SAQ) and the Agency for Healthcare Research and Quality (AHRQ) Hospital Survey on Patient Safety, with additional items on burnout, depression and work-life balance.	English	Free	5.5, 6.3
2.2 Good governance for the health care system	An Introduction to Clinical Governance and Patient Safety	https://oxford.universitypress/	book	Oxford University Press	This book presents a simple overview of clinical governance in context, highlighting important principles required to function effectively in a pressurized healthcare environment. It is presented in short sections based on the original seven pillars of clinical governance. These have been expanded to include the fundamental principles of systems, team working, leadership, accountability, and ownership in healthcare, with examples from everyday practice.	English	approx. 50 dollars	1.1, 1.2, 1.4, 2.3, 4.1, 4.2, 4.5, 5.1, 5.5, 6.1, 6.2
2.2 Good governance for the health care system	Eighth futures forum on governance of patient safety	https://www.euro.who.int/	Forum summary report	WHO	Established in 2001, the Futures Fora are a series of meetings for policy-makers. They aim to generate insights into real-life decision-making issues that are often not available from academic sources. The baseline theme for the Futures Fora in 2003-2005 is tools for decision-making in public health. Several Futures Fora have already been organized under this theme. These include a forum on evidence-based recommendations as tools for decision-making (Brussels, June 2003); one on rapid response decision-making tools (Madrid, December 2003);	English	Free	
2.2 Good governance for the health care system	National Model Clinical Governance Framework	https://www.safeyandquality.com/	Framework	Australian Commission on Safety and Quality in Healthcare	The purpose of the Clinical Governance Framework is to ensure that patients and consumers receive safe and high-quality health care by describing the elements that are essential for acute health service organisations to achieve integrated corporate and clinical governance systems. Through these systems, organisations and individuals are accountable to patients and the community for continuously improving the safety and quality of their services.	English	Free	2.3, 2.5, 4.1, 5.5
2.2 Good governance for the health care system	Royal College of Physicians - Patient Safety Committee	https://www.rcplondon.ac.uk/	Framework	Royal College of Physicians	The purpose of the Royal College of Physicians' Patient Safety Committee is to improve the safety of patients receiving care from our Fellows, members and the multidisciplinary teams within which they work in all four countries of the UK and internationally.	English	Free	4.3
2.2 Good governance for the health care system	Whole System Quality: A Unified Approach to Building Responsive, Resilient Health Care Systems	http://www.ihl.org/resources/	Guidance	IHI	This paper proposes a more holistic approach to quality management – whole system quality – that enables organizations to close the gap between the quality that customers are currently receiving and the quality that they could be receiving by integrating quality planning, quality control, and quality improvement activities across multiple levels of the system. The paper details how these leadership principles and management practices can enable health systems to pursue quality – with ambition, alignment, and agility – through a commitment to learning.	English	Free	7.1
2.2 Good governance for the health care system	Essential public health functions, health systems and health security: developing conceptual clarity and a WHO roadmap for action	https://www.who.int/public/	Guidance	WHO	The objective of the work underlying this report was to develop a reference document on WHO policy and operational perspectives of regional approaches on EPHFs and the links with the International Health Regulations (IHR) and health systems strengthening, and to provide a glossary for use in framing discussions on resilient health systems and universal health coverage.	English	Free	
2.2 Good governance for the health care system	Governance, patient safety and quality	https://www.england.nhs.uk/	Handbook	NHS	The Matrons Handbook for the maternity transformation programme. It outlines how clinical governance can be achieved by monitoring systems and processes to provide assurance of patient safety and quality of care across the organisation.	English	Free	6.1
2.2 Good governance for the health care system	Taking safety on board: the board's role in patient safety	https://www.health.org.uk/	Paper	The Health Foundation	The authors of this thought paper identify the most important messages and the actions they believe board members should take to ensure patients are safe in their organisation. The paper looks at three main areas: the board's core roles in relation to patient safety; how boards might deliver these roles; and the optimal relationship between board leadership, clinical leadership and regulatory oversight.	English	Free	2.3
2.2 Good governance for the health care system	WHI Patient Safety Officer: One Person's Title, Everyone's Responsibility (Podcast)	http://www.ihl.org/resources/	Podcast	IHI	This podcast discusses the role of the Patient Safety Officer, as organised by the Joint Commission.			
2.2 Good governance for the health care system	Strategies for Leadership: Hospital Executives and Their Role in Patient Safety	http://www.ihl.org/resources/	Strategy	IHI	Hospital Executives and Their Role in Patient Safety is produced by the Dana-Farber Cancer Institute to pull together leadership strategies that grew from their experiences. These leadership strategies have been combined into a self-assessment tool that can be used by all executives within your organization.	English	Free	4.3
2.2 Good governance for the health care system	Nova Scotia Quality & Patient Safety Advisory Committee: Advice and Recommendations prepared for Submission to the Minister of Health	https://novascotia.ca/dhwh/ps/	Strategy	Quality and Safety Patient Advisory Committee (Nova Scotia)	The strategic plan of the nova Scotia Quality & Patient Safety Advisory Committee. The purpose of QPSAC is to provide advice and make recommendations to the Minister of Health and Wellness on matters related to quality and patient safety across the continuum of services within Nova Scotia's health system, and to bring health system stakeholders together in a collaborative partnership to promote quality and patient safety improvement in Nova Scotia.	English	Free	4.3
2.2 Good governance for the health care system	West Herts/rotham Hospitals - Patient Safety, Quality & Risk Committee Terms of Reference	https://www.westherts.org/	Terms of Reference	NHS	The purpose of the Committee is to provide the Board with assurance that high standards of care are provided by the Trust and in particular, that 4 appropriate governance structures are in place throughout the Trust to: promote safety and excellence in patient care; identify and manage risk; ensure the effective and evidence-based use of resources; protect health and safety of Trust employees.	English	Free	
2.2 Good governance for the health care system	Effective Governance for Quality and Patient Safety: A Toolkit for Healthcare Board Members and Senior Leaders	https://www.patient-safety.com/	Toolkit	Canadian Patient Safety Institute	This toolkit teaches healthcare board members, senior executives, and physician leaders across Canada about the tools available to support organizational efforts in improving quality and patient safety.	English	Free	
2.2 Good governance for the health care system	System Governance towards improved Patient Safety - Key functions, approaches and pathways to implementation	https://www.oe.cd/library.org/	Working paper	Organization for Economic Co-Operation and Development & Swiss confederation	A working paper that recognises that safety failures are largely the result of system failures and therefore strategies to improve and strengthen patient safety must take a systemic approach and align with policy measures. This report explores different patient safety governance models and strategies/recommendations for the future.	English	Free	
2.3 Leadership capacity for clinical and managerial functions	NHS Leadership Academy: Leadership Framework	https://www.leadershipacademy.nhs.uk/	Framework	NHS	The Leadership Framework sets out the standard for leadership to which all staff in health and care should aspire. The Leadership Framework has been developed by the National Leadership Council after extensive research and consultation with a wide cross section of staff, patients, professional bodies and academic.	English	Free	
2.3 Leadership capacity for clinical and managerial functions	Leadership Guide to Patient Safety (IHI)	http://www.ihl.org/resources/	Guidance	IHI	This paper shares the experience of senior leaders who have decided to address patient safety and quality as a strategic imperative within their organizations. It presents what can be done to make the dramatic changes that are necessary to ensure that patients are not harmed by the very care systems they trust will heal them.	English	Free	6.1
2.3 Leadership capacity for clinical and managerial functions	Patient Safety Leadership WalkRounds™	http://www.ihl.org/resources/	Guidance	IHI	This tool provides key elements for successful implementation of WalkRounds™ and sample formats and questions to ask staff. Senior leaders are encouraged to use weekly Patient Safety Leadership WalkRounds™ to demonstrate their organization's commitment to building a culture of safety. WalkRounds™ are conducted in patient care departments (such as the emergency department, operating rooms, radiology, the pharmacy, and laboratories). They provide an informal method for leaders to talk with front-line staff about safety issues in the organization and show their support for staff-reported errors.	English	Free	2.2
2.3 Leadership capacity for clinical and managerial functions	The PeaceHealth Governance Journey in Support of Quality and Safety	https://psnet.ahrq.gov/besides/	Report	Agency for Healthcare Research and Quality	PeaceHealth is a health care delivery organization that operates six hospitals, as well as a large multi-specialty medical group and regional lab, serving communities in Oregon, Washington, and Alaska. PeaceHealth system and regional governing boards have become increasingly focused on quality and safety, making it clear that improving clinical outcomes is their top priority. They discuss how they exert their leadership in order to improve patient safety.	English	Free	2.1
2.3 Leadership capacity for clinical and managerial functions	Developing leadership and management competencies in low and middle-income country health systems	https://royal.bhfm.ac.uk/	Report	Resilient & Responsive Health Systems	This brief provides an overview of the evidence on health systems leadership and management in LMIC. It describes how health leaders and managers (LHM) are the sages of their work and the ideal competencies required for effective leadership and management. It then outlines approaches to developing leadership and management skills and the strengths and limitations of these approaches.	English	Free	
2.3 Leadership capacity for clinical and managerial functions	The Essential Role of Leadership in Developing a Safety Culture	https://www.jointcommission.org/	Report	The Joint Commission	This article outlines what healthy leadership in an organization with a strong safety culture should look like and recommends 11 actions to establish and continuously improve a safety culture.	English	Free	5.1
2.3 Leadership capacity for clinical and managerial functions	How can leaders influence a safety culture?	https://www.health.org.uk/	Thought paper	The Health Foundation	In this thought paper, Dr Michael Leonard and Dr Allan Franklin explore how effective leadership and organisational factors are essential for patient safety within healthcare services. They discuss how leaders can influence their organisations to help create a robust safety culture.	English	Free	
2.3 Leadership capacity for clinical and managerial functions	Canadian Patient Safety Institute: Patient Safety Culture "Bundle" for CEOs/Senior Leaders	https://www.patient-safety.com/	Tool	Canadian Patient Safety Institute	The Patient Safety Culture "Bundle" for CEOs and Senior Leaders encompasses key concepts of safety science, implementation science, just culture, psychological safety, staff safety/health, patient and family engagement, disruptive behavior, high reliability/resilience, patient safety measurement, frontline leadership, physician leadership, staff engagement, teamwork/communication, and industry-wide standardization/alignment.	English	Free	
2.3 Leadership capacity for clinical and managerial functions	How-to Guide: Governance Leadership (Get Boards on Board)	http://www.ihl.org/resources/	Tool	IHI	This How-to Guide recommends that boards of trustees in all hospitals undertake six key governance leadership activities to improve quality and reduce harm in their hospitals.	English	Free	

