Changing a culture

Trevor Burns

Southern Health & Social Care Trust

Summary

- My organisation
- So, what is culture?
- How did we do things?
- How did we get where we were?
- How do we know culture has changed?
- Where we are going

My Organisation

- Southern Health and Social Care Trust
- Public bureaucratic organisation
- Circa 13000 staff over 7 directorates
- Serves a population of 365,000
- Over 3200 square KM
- Occupants with diverse needs
- 290 buildings over 109 sites

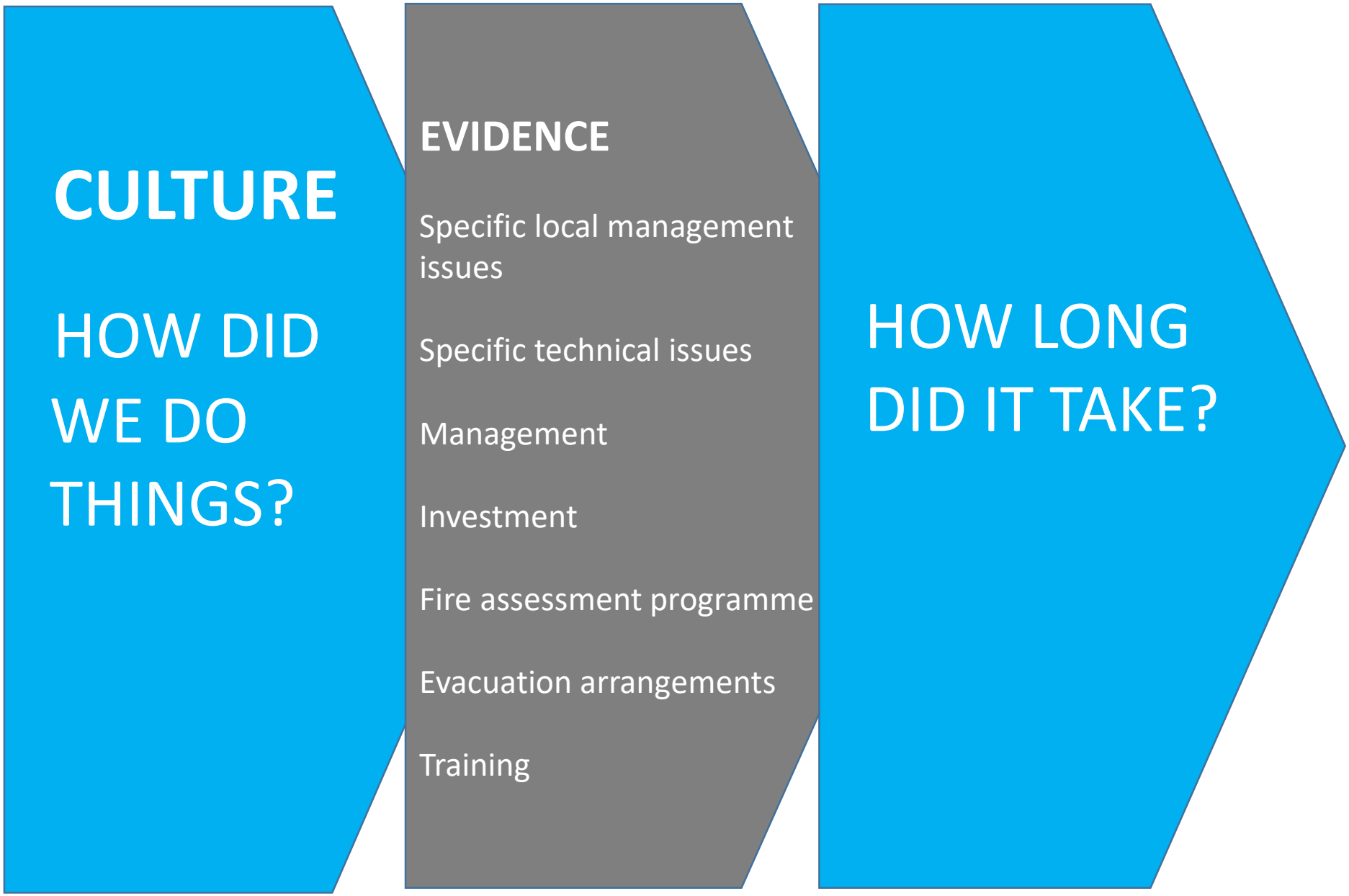
So what is culture?

'The way things are done'

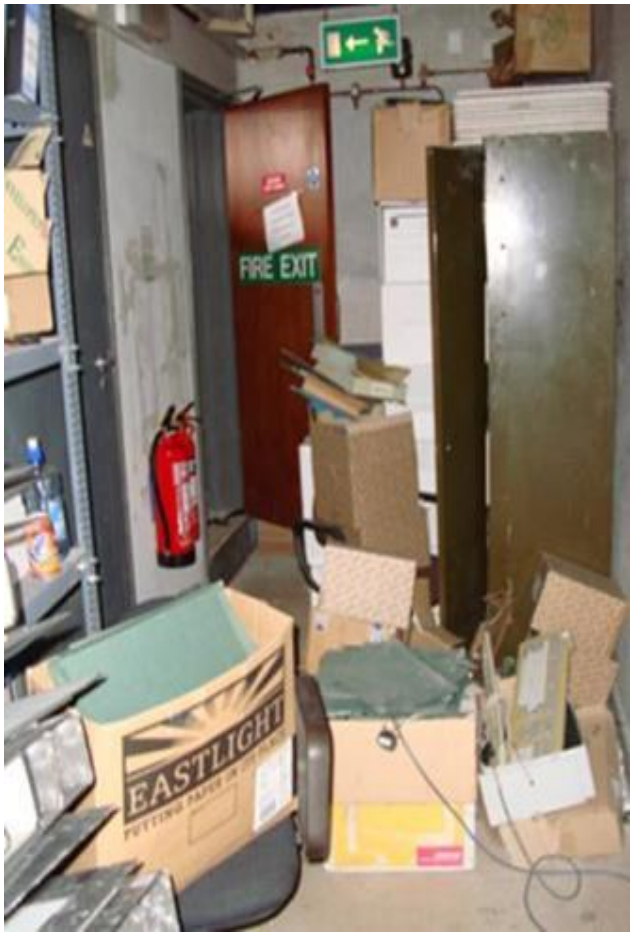
'All behaviours, ideas, attitudes and shared values by a group. It is influenced by history, uniforming, facilities, vocabulary, leadership and management within a organisation'

"……as we know, there are known knowns; there are things we know. We also know there are the unknowns; that is to say we know there are some things that we do not know. But there are also unknown unknowns- the ones we don't know we don't know"

Donald Rumsfeld

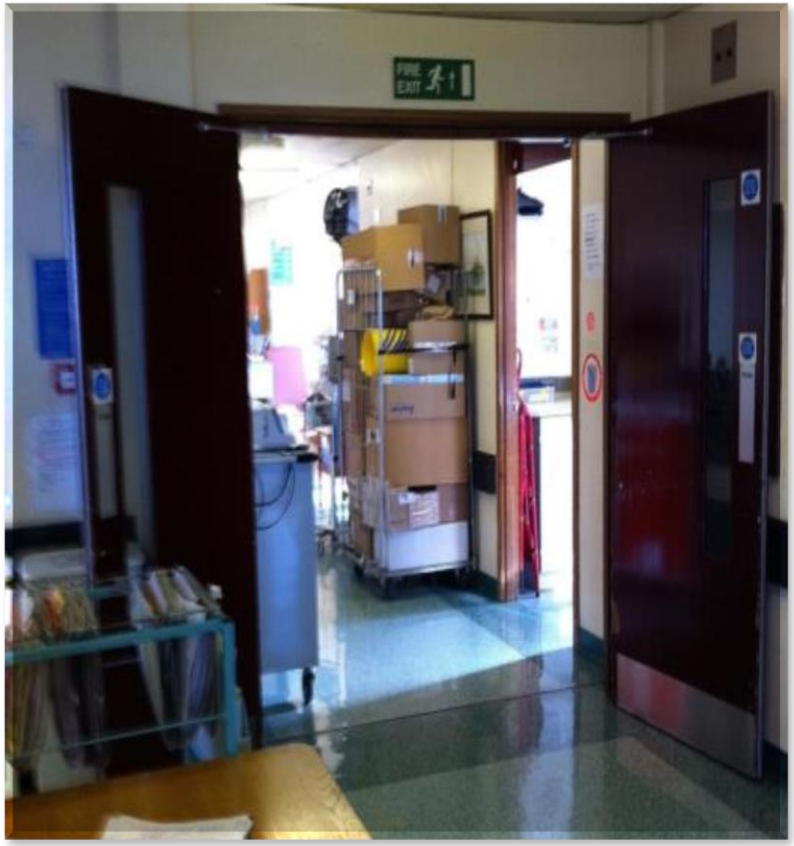

CULTURE
HOW DID WE DO THINGS?
EVIDENCE
Specific local management issues
Specific technical issues
Management
Investment
Fire assessment programme
Evacuation arrangements
Training
HOW LONG DID IT TAKE?

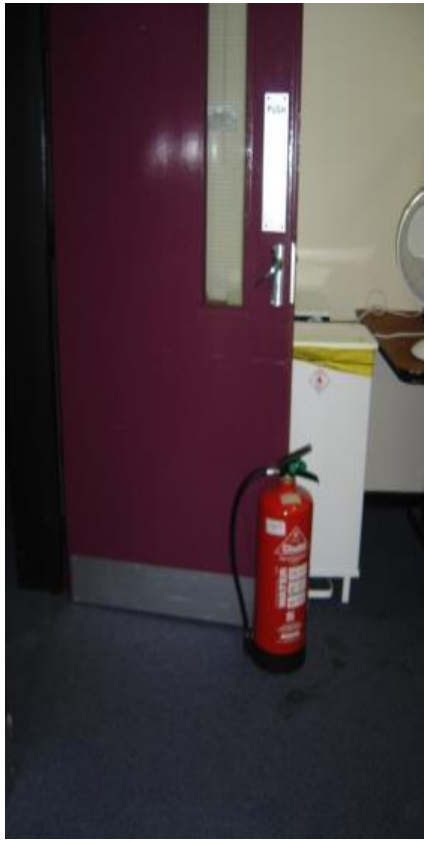
Specific local management issues
Obstructions



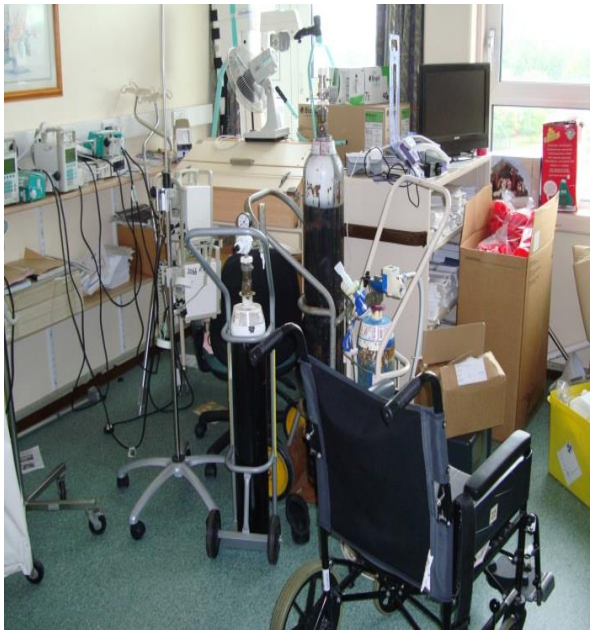
Specific local management issues

Fire doors





Specific local management issues
Storage

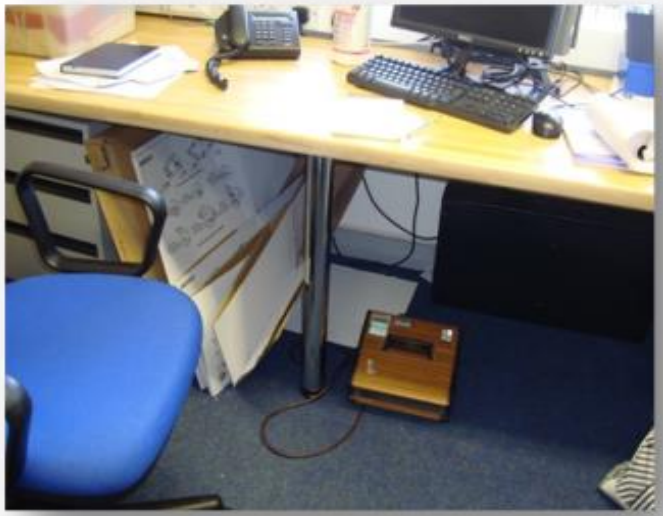


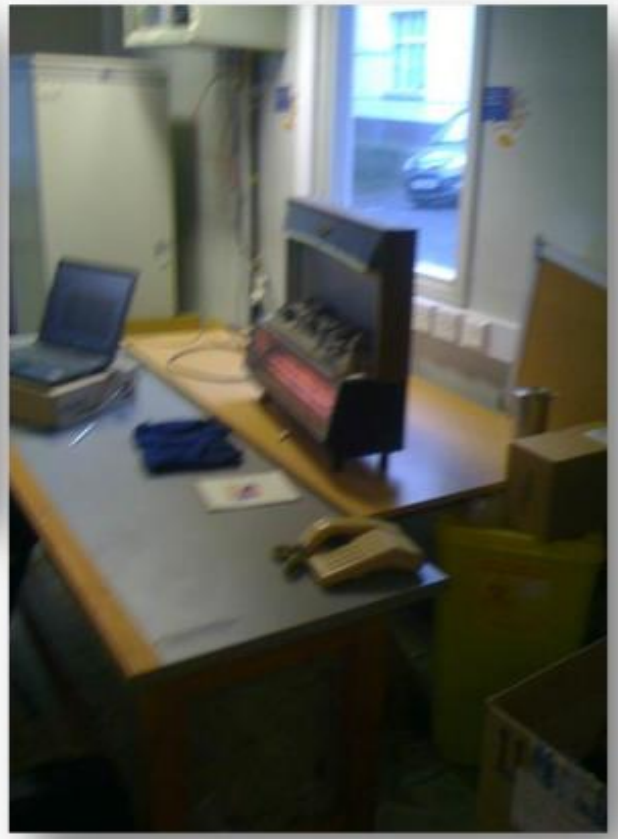
Specific local management issues

Spot the fire extinguisher

Specific local management issues

Portable heating appliances





Specific local management issues
Smoking

Specific Technical Issues

Compartmentation

Questions

1. Any problems with this construction as a compartment wall?
2. Would it have been stopped under a fire risk assessment?
3. Would it have made any difference if the problem was not spotted?

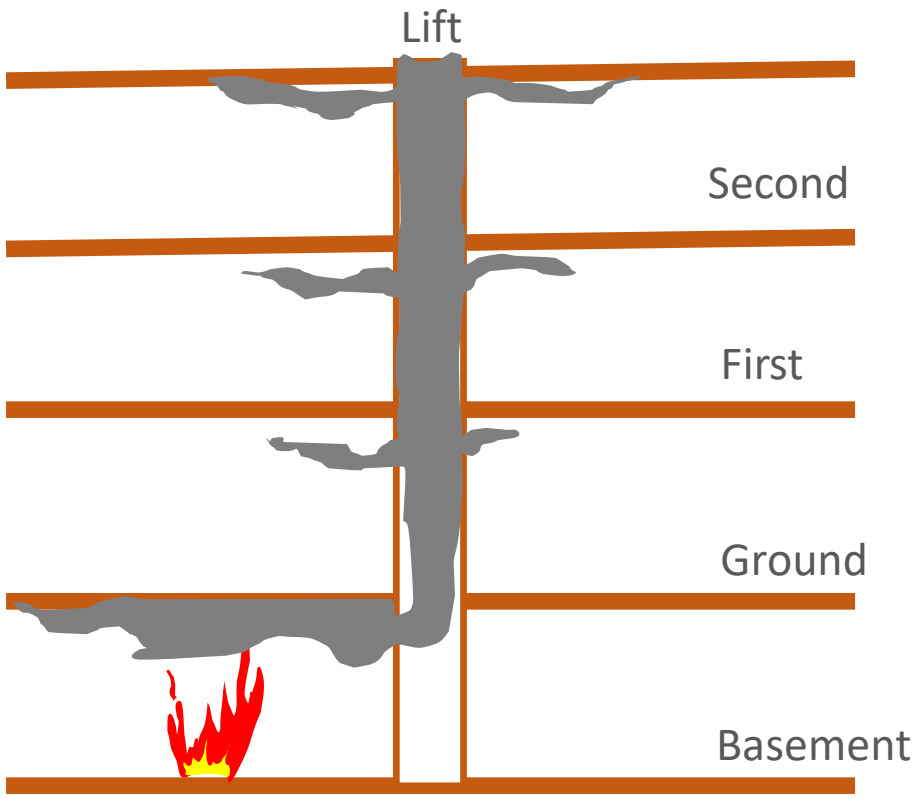
"those who made the decisions with imperfect knowledge will be judged in hindsight by those with considerably more information at their disposal and time for reflection"

Donald Rumsfeld

Issues

1. High fire load
2. No separating fire doors to lift
3. Arson risk

Cross section through building

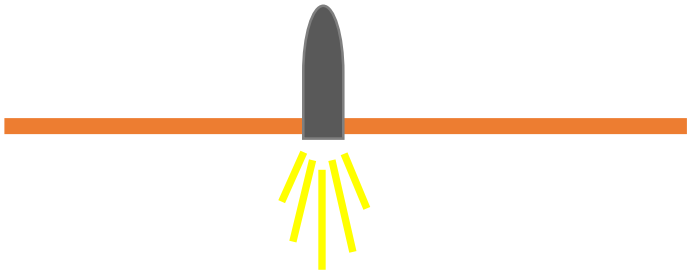


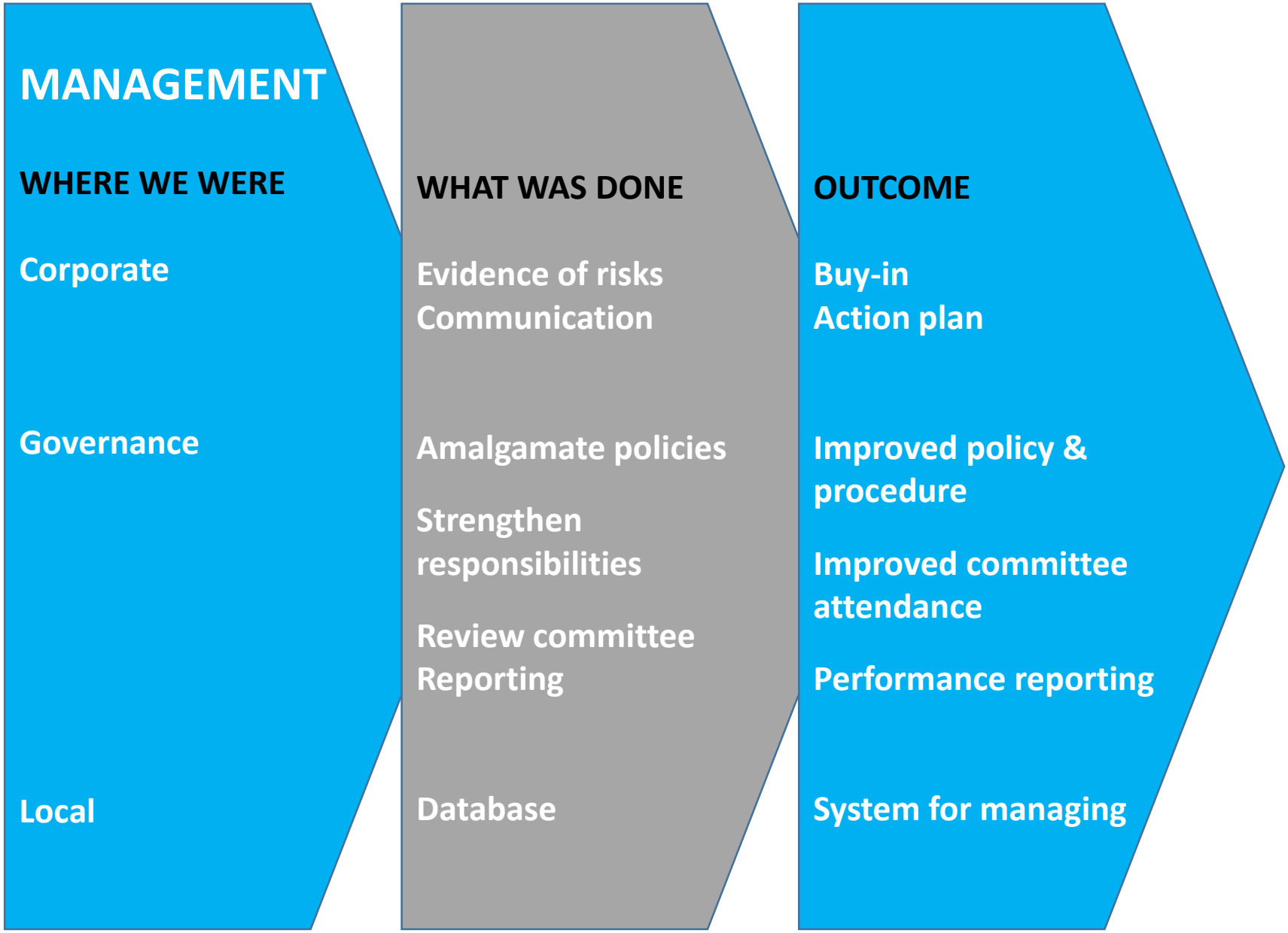
Issues

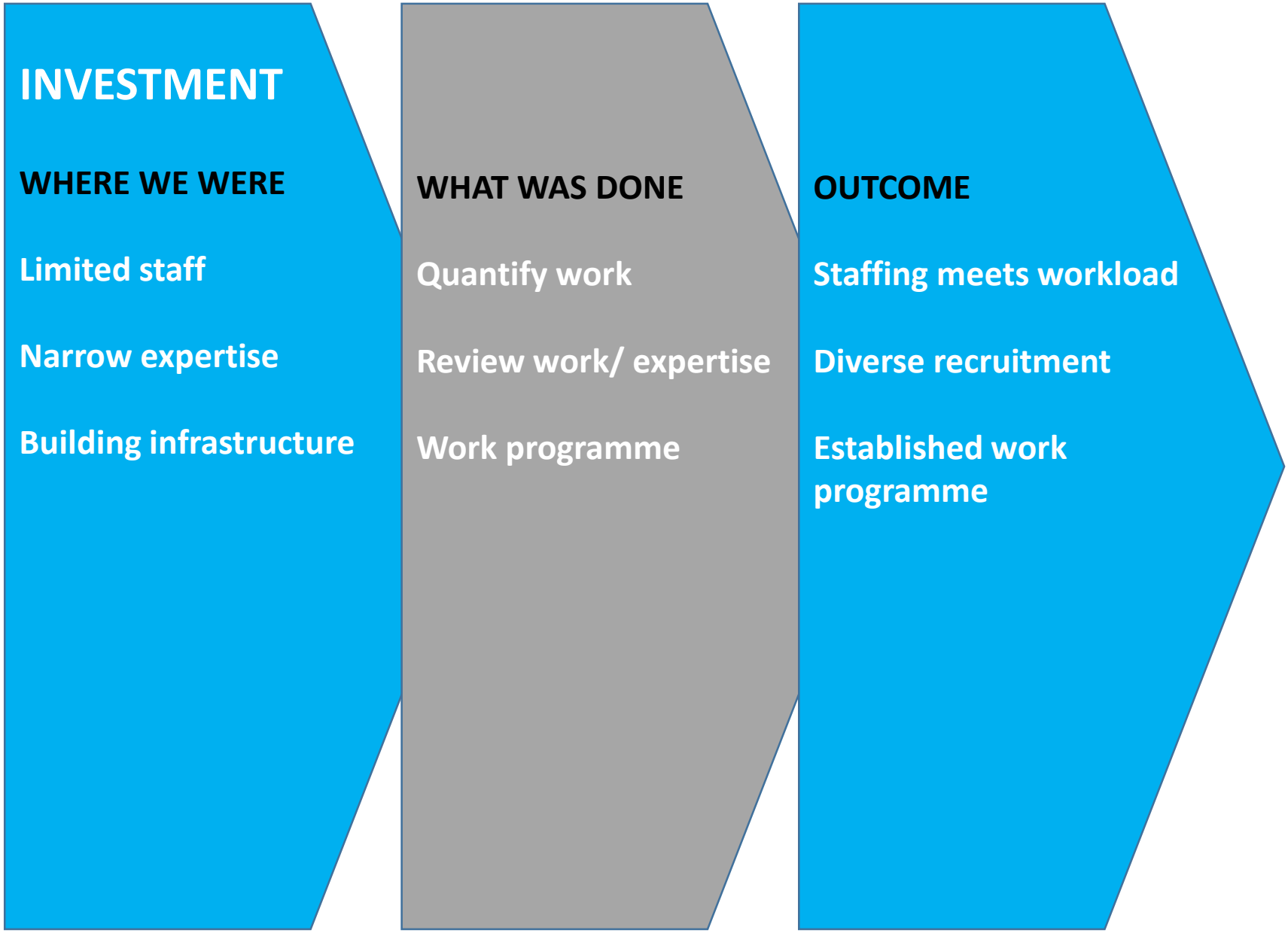
1. Penetration through fire resisting ceiling

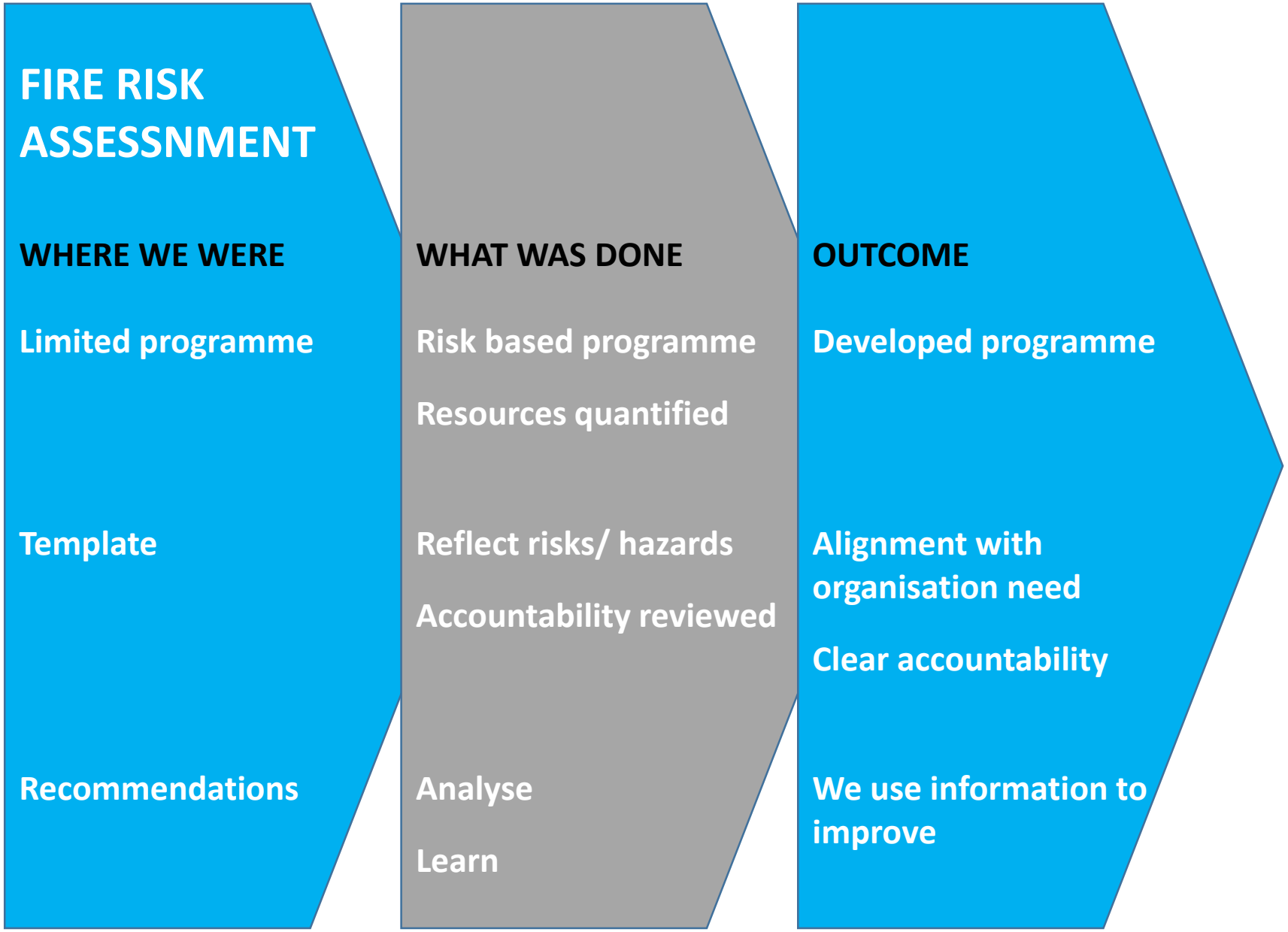
2. Knowledge gap

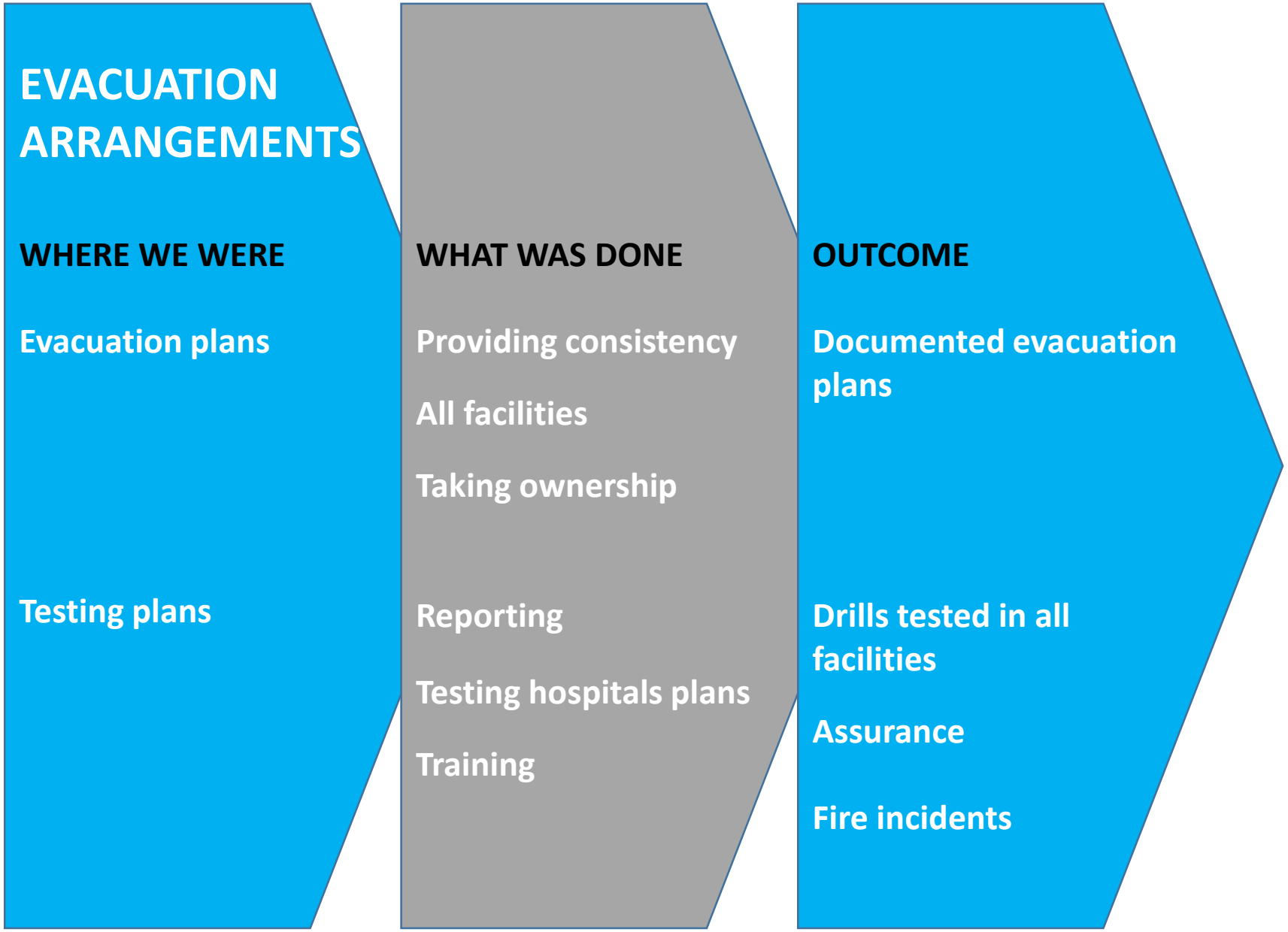
Light penetrations

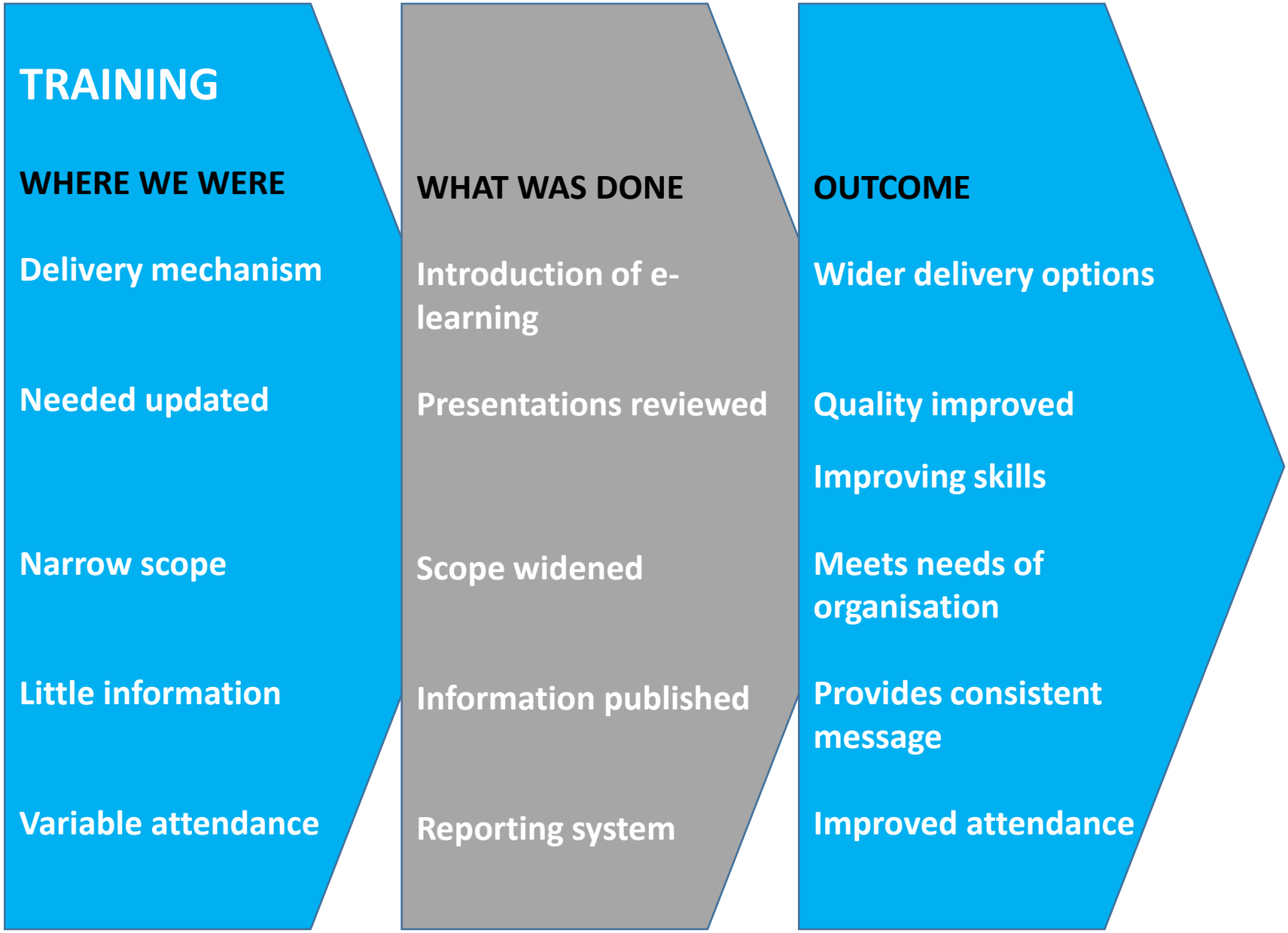



MANAGEMENT
WHERE WE WERE
Corporate
Governance
Local
WHAT WAS DONE
Evidence of risks
Communication
Amalgamate policies
Strengthen responsibilities
Review committee
Reporting
Database
OUTCOME
Buy-in
Action plan
Improved policy & procedure
Improved committee attendance
Performance reporting
System for managing


INVESTMENT
WHERE WE WERE
Limited staff
Narrow expertise
Building infrastructure
WHAT WAS DONE
Quantify work
Review work/ expertise
Work programme
OUTCOME
Staffing meets workload
Diverse recruitment
Established work programme


FIRE RISK ASSESSNMENT
WHERE WE WERE
Limited programme
Template
Recommendations
WHAT WAS DONE
Risk based programme
Resources quantified
Reflect risks/ hazards
Accountability reviewed
Analyse
Learn
OUTCOME
Developed programme
Alignment with organisation need
Clear accountability
We use information to improve


EVACUATION ARRANGEMENTS
WHERE WE WERE
Evacuation plans
Testing plans
WHAT WAS DONE
Providing consistency
All facilities
Taking ownership
Reporting
Testing hospitals plans
Training
OUTCOME
Documented evacuation plans
Drills tested in all facilities
Assurance
Fire incidents


TRAINING
WHERE WE WERE
Delivery mechanism
Needed updated
Narrow scope
Little information
Variable attendance
WHAT WAS DONE
Introduction of e-learning
Presentations reviewed
Scope widened
Information published
Reporting system
OUTCOME
Wider delivery options
Quality improved
Improving skills
Meets needs of organisation
Provides consistent message
Improved attendance

How did we get to where we were?

- Significant change within organisation
- Lack of knowledge - risk not known
- Little scrutiny
- No significant fires
- Other risks had priority
- Constraints - funding

Summary of what we did

Most initiatives straightforward

Make it easy

What was difficult

- *Scale and diversity*
- *Little intelligence*
- *Little resource*

How do we know culture has changed?

- Fire risk assessment outcomes
- Simulated drill report outcomes
- How staff react to fire incidents
- Improved reporting of incidents
- Issues taken seriously
- Much greater awareness
- Audit outcomes

Where we are going

- Ensure governance, resources, systems are sustainable
- Make training and drills more realistic and interesting
- Avoid complacency
- Develop staff
- Working in partnership
- Couple of things to finish……

"Nothing will ever be attempted if all possible objections must be first overcome"

Donald Rumsfeld

Thank you for listening

Any questions?