

# THE USEFULNESS OF INSPECTION

## FROM THE PERSPECTIVE OF LANDSPÍTALI

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# LANDSPÍTALI UNIVERSITY HOSPITAL (LUH)

- The nation's only tertiary medical centre
  - 650 beds
  - 30.000 admissions/year
  - All usual specialties excl. organ transplantation
- Annually 3500 incidents reported
  - of which 10-15 are serious incidents.



# INVESTIGATIONS OF SERIOUS PATIENT INCIDENTS

1. *Internal investigation* by the department of Quality & Patient Safety, using the method of root cause analysis (RCA)
2. Independent, *external* investigation by the Directorate of Health (DH), the official inspection authority.

# HOW CAN THE INTERNAL AND EXTERNAL INVESTIGATIONS COMPLIMENT EACH OTHER?

- The LUH interior investigation :
  - Emphasis on “Just Culture”, openness and honesty.
  - Non-blaming approach, focus on system errors and human factors
  - Root cause analysis
  - Sometimes followed by a “genba”
- The DH’s external investigation:
  - Focus more on the persons and the possible offence of negligence.
  - Sometimes followed by an official inspection visit
    - Evaluation of organizational factors, results (score) and recommendations.
    - 2<sup>nd</sup> follow-up visit a few months later.
    - Inspection report published on DH’s website

## HOW DO MANAGERS AND STAFF REACT?

1. The majority is open minded and focused on learning from failure
2. A minority is quite defensive
3. A few notorious “teflon coated” managers

Groups 2+3 need to be on the radar!

# RECURRENT SAME TYPE INCIDENTS

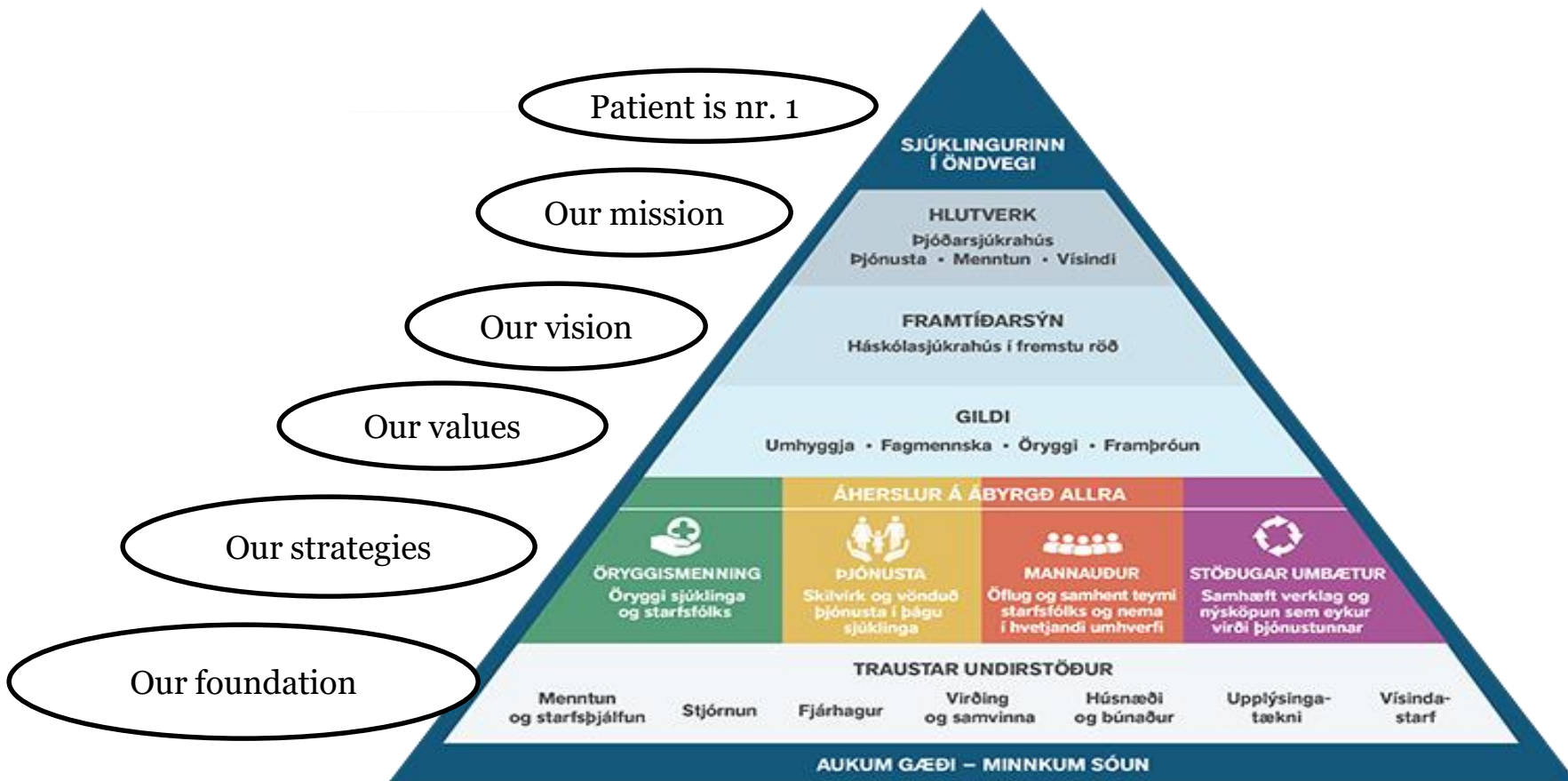
- Failure to learn?
- Inability to change?
- Improvement efforts insufficient?
- Focus on the wrong system error?

## “JUST CULTURE” - IN CONFLICT WITH THE LAW

- Staff will not be punished for their honest mistakes, while antisocial behavior and negligence will be met with discipline.
- According to Icelandic law\* *a mistake, accident or serious negligence* in health care must be reported to the police as well as to the DH.
  - Repeatedly leads to an uncomfortable position
  - Actual criminal investigations in a few instances
  - Staff as suspects in a possible criminal case
  - On one occasion police investigation lead to criminal charges
  - Detrimental to trust
  - Counterproductive to efforts to create a better safety culture
- A change of legislation is now under construction so health care workers will be more protected from potential criminal prosecutions.

\*Lög um dánarvottorð, krufningu ofl. nr. 61/1998, 3. gr.

# LANDSPÍTALI'S IMPROVEMENT TRIANGLE





# THE DUTY OF CANDOR

- As an institution the LUH has a social responsibility
  - A duty to be an *open, transparent, learning* organization.
  - How we feel about investigations and inspections should reflect that and be part of normality.

