

Session Code: ISQUA2023-SES-1458

Promoting Speaking Up For Patient Safety In Your Healthcare Organization

Prof Kok Hian TAN

*Group Director & Senior Associate Dean,
SingHealth Duke-NUS Institute for Patient Safety & Quality (IPSQ), Singapore*

Ms Nguk Lan PANG

Deputy Group Director, SingHealth Duke-NUS Institute for Patient Safety & Quality (IPSQ), Singapore

Ms Zann Foo

*Deputy Director (Admin)
SingHealth Duke-NUS Institute for Patient Safety & Quality (IPSQ), Singapore*

Ms Tang Joo Ying

*Manager
SingHealth Duke-NUS Institute for Patient Safety & Quality (IPSQ), Singapore*

Scope

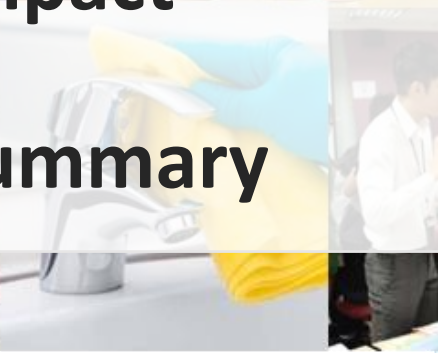
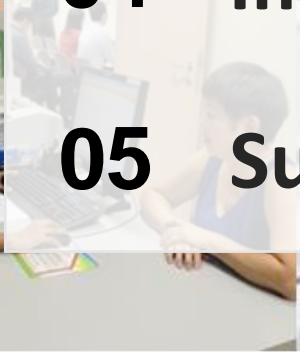
01 Introduction

02 Design & roll-out of Speak up Program

03 Spread & Sustain a **STRONG** Speak Up Program

04 Impact

05 Summary



Singapore Public Healthcare Clusters

Logos for Central region healthcare providers:

- National Healthcare Group
- Tan Tock Seng HOSPITAL
- NATIONAL SKIN CENTRE *Dedicated to Excellence in Dermatology*
- National Healthcare Group EYE INSTITUTE *Adding years of healthy life*
- INSTITUTE of MENTAL HEALTH
- NANYANG TECHNOLOGICAL UNIVERSITY SINGAPORE Lee Kong Chian School of Medicine
- National Healthcare Group POLYCLINICS
- Yishun Community Hospital *National Healthcare Group*
- Khoo Teck Puat Hospital *National Healthcare Group*

Logos for East region healthcare providers:

- SingHealth
- Logos for various SingHealth facilities (e.g., Singapore General Hospital, Singapore Eye Hospital, etc.)
- DukeNUS Medical School

Logos for West region healthcare providers:

- NUHS National University Health System
- NUS National University of Singapore
- National University Cancer Institute Singapore
- National University Heart Centre Singapore
- National University Centre for Oral Health Singapore
- Ng Teng Fong General Hospital
- Jurong Community Hospital
- Alexandra Hospital
- Jurong Medical Centre
- National University Polyclinics

SingHealth
 We are the **Largest Public Cluster**
 in Singapore

SingHealth Duke-NUS Institute for Patient Safety & Quality (IPSQ)



IPSQ is established to integrate cluster-wide efforts in patient safety, quality improvement in clinical services, research and education. It aims to develop both healthcare professionals and patients to become advocates for and leaders in patient safety and quality improvement to enhance capacity in improving patient safety.

Focus on eliminating preventable harm and improving patient outcomes by:

- Cultivating a strong patient safety culture throughout the Cluster
- Adopting an integrated approach in patient safety and quality management
- Providing strategic leadership across multiple platforms and domains in this area
- Encouraging interdisciplinary collaboration and coordination among our stakeholders and partners

A Collaboration between IPSQ & WHO Patient Safety Flagship Unit

An online and public platform to facilitate systematic collection and sharing of patient safety knowledge by different stakeholders in different geographic regions, economics and cultural settings.

As a global community of learning, GKPS aims to support and enhance knowledge sharing and strengthen the global network to improve patient safety and quality of care and in driving the Global Patient Safety Action Plan (GPSAP) 2021-2030

Please scan the QR code to share patient safety Improvements, Experiences and Practices with the Global Community.

Launch in middle of September 2023



**Global Knowledge Sharing
Platform for Patient Safety**



Definition of Psychological Safety for the Healthcare System

The belief that anyone can express their thoughts, ideas, and concerns without fear of negative consequences, such as embarrassment, punishment, or rejection.

Why the Need for Speak up Program ?

To Build Psychological Safety & Speak Up Culture For Your Healthcare System

Many documented incidents and personal experiences reflect how harm have been prevented when someone **immediately** shared critical information.

“Joint Commission predicted that **80 %** of the serious safety events occur due to **miscommunications** among healthcare professionals. Speaking up is one of the critical behaviours of patient safety and is an important role for improving quality and patient safety in healthcare.”

Nacioglu, A. (2016). As a critical behavior to improve quality and patient safety in health care: speaking up!. Safety in Health, 2(1), 10.

Why the Need for Speak up Program ?

To Build Psychological Safety & Speak Up Culture For Your Healthcare System



Strategic objective 2:

Build high-reliability health systems and health organizations that protect patients daily from harm

Actions for health care facilities & services

- ✓ Reduce hierarchical structures, attitudes and behaviour throughout the organization, **promoting a speak-up culture.**

Why Speak up Program at SingHealth?

To Build Psychological Safety & Speak Up Culture For Your Healthcare System

TODAY Singapore MENU 

Timeline: Actions taken as SGH hep C outbreak unfolded



ADMISSIONS & WARDS
Pendaftaran & Wad 入院登記及病房
Blocks 4 5 6

Singapore General Hospital. TODAY file photo

2015 Incident
Failure to speak up and to
escalate issue when weakness
were observed by staff in the
infection prevention & control
system

Patient Safety. No Room for Complacency for Psychological Safety

Human Fallibility – Build Psychological Safety for Team Support to Speak Up



To Err Is Human

Slips

Mental lapses

Mistakes



To Drift Is Human

Growing acceptance of a risky behaviour as justifiable

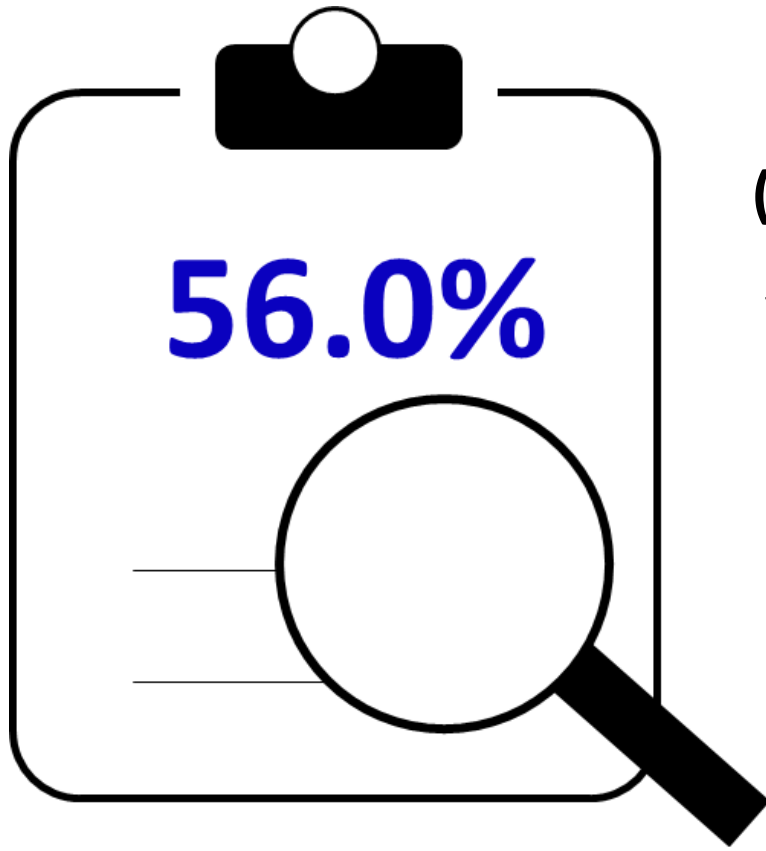
Eg: failed to check 2 patient identifiers as in a rush



**Need to have Team Support to look out for each other
by speaking up when there are safety concerns**

Are Our Staff Speaking Up?

The SingHealth Employee Engagement Survey in 2016 showed a **low proportion of staff who felt it was safe to speak up.**



“Most of the time it is safe to speak up (e.g., voice opinions, problems) in this organization”

Yes to Question on Speak Up : 11,656 (56.0%)



Survey Response Rate : 93.6% (N=20,814 of 22,239)

Some Barriers To Speaking Up



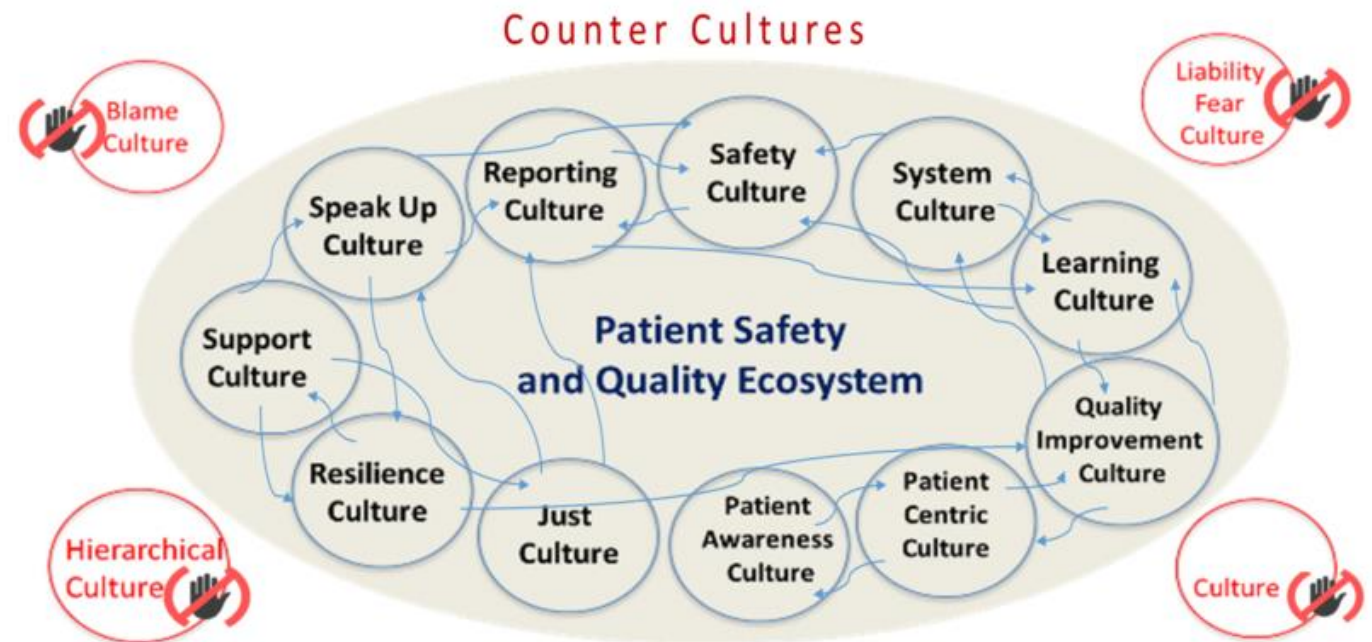
Not related to my duties
Working relationship strained
Fear of repercussion
Not sure how to say it
What if I'm wrong?
I'm just a junior
Create more work for myself
Do not feel psychologically safe



A Virtuous Patient Safety & Quality Ecosystem

The safety culture must intertwine with the overall organizational philosophy and culture

- Promote desired cultures
- Mitigate counter cultures
 - Hierarchical culture
 - Paternalistic culture
 - Liability fear culture
 - Blame culture

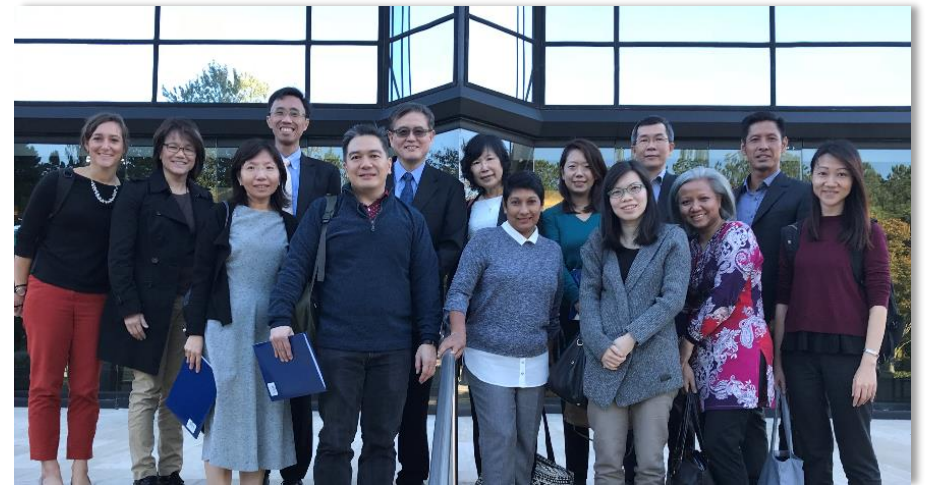


Tan KH, Pang NL, Siau C, Foo Z, Fong KY. Building an organizational culture of patient safety. *Journal of Patient Safety and Risk Management*. 2019;24(6):253-261.

How TeamSPEAK™ Started

Introduced in 2018, TeamSPEAK™ is a program designed to introduce Speaking Up for Safety and promoting Psychological Safety

- A core pool of multi-disciplinary staff was recommended to be certified trainers of TeamSTEPPS (program in teamwork and team communications) by completing the Train-the-trainer TeamSTEPPS.
- Appropriate concepts and tools were thus adopted and adapted with localized and contextualized scenarios in developing TeamSPEAK™.




Design & Roll-out Elements




**Set Strong
Organizational
Priority**




**Communicate
Objectives &
Outcomes**



**Gather
Passionate
Faculty**



**Build
Contextualized
Resources**



**Harness
Effective
Strategies**

1. Set Psychological Safety as a Strong Organizational Priority

- Identify strengthening psychological safety as a **key priority to focus** during Leadership Retreat
- Cross-institutional and cross-disciplines Workgroup was established to formulate strategies
- Regular review of strategies at Leadership Meeting (i.e. CEO/CMB meeting)



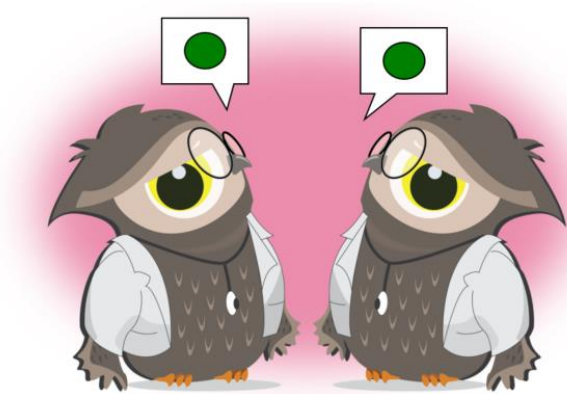
2. Communicate Clear Objectives

To improve psychological safety and the culture of speaking-up through

- a locally developed &
- tailored programme in our Academic Health System

2. Communicate Clear Expected Outcomes

Empowering staff to support each other



Shared mental model through the use of critical trigger words

Communicate concerns to colleagues when unintended safety issues may be about to occur



Responding positively when being spoken to

3. Gather Passionate Faculty

- **Strong advocate** for patient safety
- With **commitment** to conduct training during the implementation
- Identify **faculty from cross-disciplines** (i.e., Medical , Nursing , Allied Health and Administration)
- Recognized as TeamSPEAK™ Faculty (Appointment letter with Term of Reference)



4. Build Contextualised Resources

Get buy in and enable staff to relate and facilitate realistic work scenario

Clinical and non-clinical settings

The 7 settings are:

- Hand Hygiene at Patient Bedside
- Wrong Prescription Order
- Cleaning of Bed area
- HR Pre-Employment Medical Examination
- Office Safety Hazard
- Trolley along Narrow Corridor
- Poor Workplace Behaviour **NEW**



Localised videos



Leader's Message on Speaking UP



Speak Up stories



In-House Design Mascot

No Staff Should Feel Less Empowered

"We work as teams and it is each team member's responsibility to ensure patient safety. **No staff should feel less empowered to speak up** against lax practices or highlight potential harm. We cannot tolerate any instances of power imbalance. If you are facing difficulty raising such issues to your superiors, please do not hesitate to write to your institution heads or myself. We are committed to cultivating the right attitude and mindset when it comes to raising the alarm. No issue is too small when it comes to keeping our patients safe!"

Prof Ivy Ng, GCEO
Jan 2016



Speaking Up Can Save Lives

"I would like to commend Ward 44 nurses especially Sister Jocelyn Chng and Ms Nurhidayah Abdul Aziz who stayed vigilant on a patient in Ward 44..."

They **"spoke up"** and identified the red flags for a possible stroke patient. The patient was restless the entire night; the nursing team monitored closely and **escalated the case by calling the MO** which they felt was something more complicated for a HO to manage. They suggested a CT Brain which confirmed a stroke. This patient nearly proceeded for a hysteroscopy D&C if not for the vigilant actions of the nurses who picked up that the behaviour of the patient was not the "norm". Patient is now safely in NNI for further treatment.

19 Jan 2018, Dr Suzanna Sulaiman, Head, Inpatient Service, Department of O&G, KKH

5. Harness Effective Strategies

TeamSPEAK™



Two-Challenge Rule



CUS Words



Respond Positively

Two-Challenge Rule



It is **your responsibility** to assertively voice your concern **at least two times respectfully** to ensure that it has been heard.

Ensure that whoever being spoken to **acknowledge** your message.

I am **C**oncerned!

C



I am **U**ncomfortable!

U



This is a **S**afety Issue!

S

STOP!



CUS words are **trigger words** which help to *trigger* the attention of your colleague that potential harm may be about to occur.

I am **C**oncerned!



Use CUS words to help trigger attention to potential harm.

Raise your concern by using words like

Concerned
Check

*“I am **concerned**, is this dosage for this patient too high?”*

*“Is it OK if you **check** if your hands are clean first?”*

*“I am **concerned**, is this the correct patient?”*

“U” For Uncomfortable

I am **U**ncomfortable!

U



If you do not see the intended response, continue raising your concern using the word

Uncomfortable

State why you are uncomfortable by sharing what you think or know.

*“I am **uncomfortable** with the dosage as it’s much higher than what I’ve seen before. We should recheck the dosage again.”*

*“I am **uncomfortable** that the patient is not improving. Let’s get someone else in to review the chest tube.”*

This is a **S**afety Issue!



If there is still no positive response, you should escalate the conversation by using the words

S
afety
Stop

Propose bringing in a **S**enior or **S**upervisor into the discussion.

*"This is a **safety** issue. We should ask our **supervisor** to see if this is OK."*

*"We need to **stop** before we risk hurting this patient. Let's consult a **senior** before proceeding."*

You Can Respond Positively

Encourage your colleagues to inform you of any concerns they may have.

Ask your colleague how he or she prefers to be informed should you spot a potential harm.

Listen to their concerns and engage in a constructive discussion. Do what's best for the patient.

Thank anyone who speaks up to you, *especially* when they are wrong!



Spread & Sustain a Strong Speak Up Program



1. Strong Leadership Commitment

TeamSPEAK™ is first introduced to the Institution Leaders before roll out to institution's staff.

Leaders as role models.

Attend and promote the workshop.



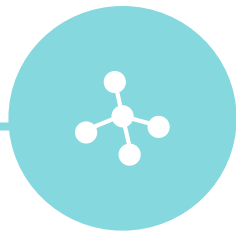
2. Sustain Faculty Pool through Train-the-Trainer Model

The Train-the Trainer model was set up to help institutions build their core pool of trainers who are equipped to conduct TeamSPEAK™.

Allow institutions to kickstart their journey at their own pace as each institution has different set of priorities.



**Attend
TeamSPEAK™
as a Learners**



**Sharing Session
with Master
Trainers**



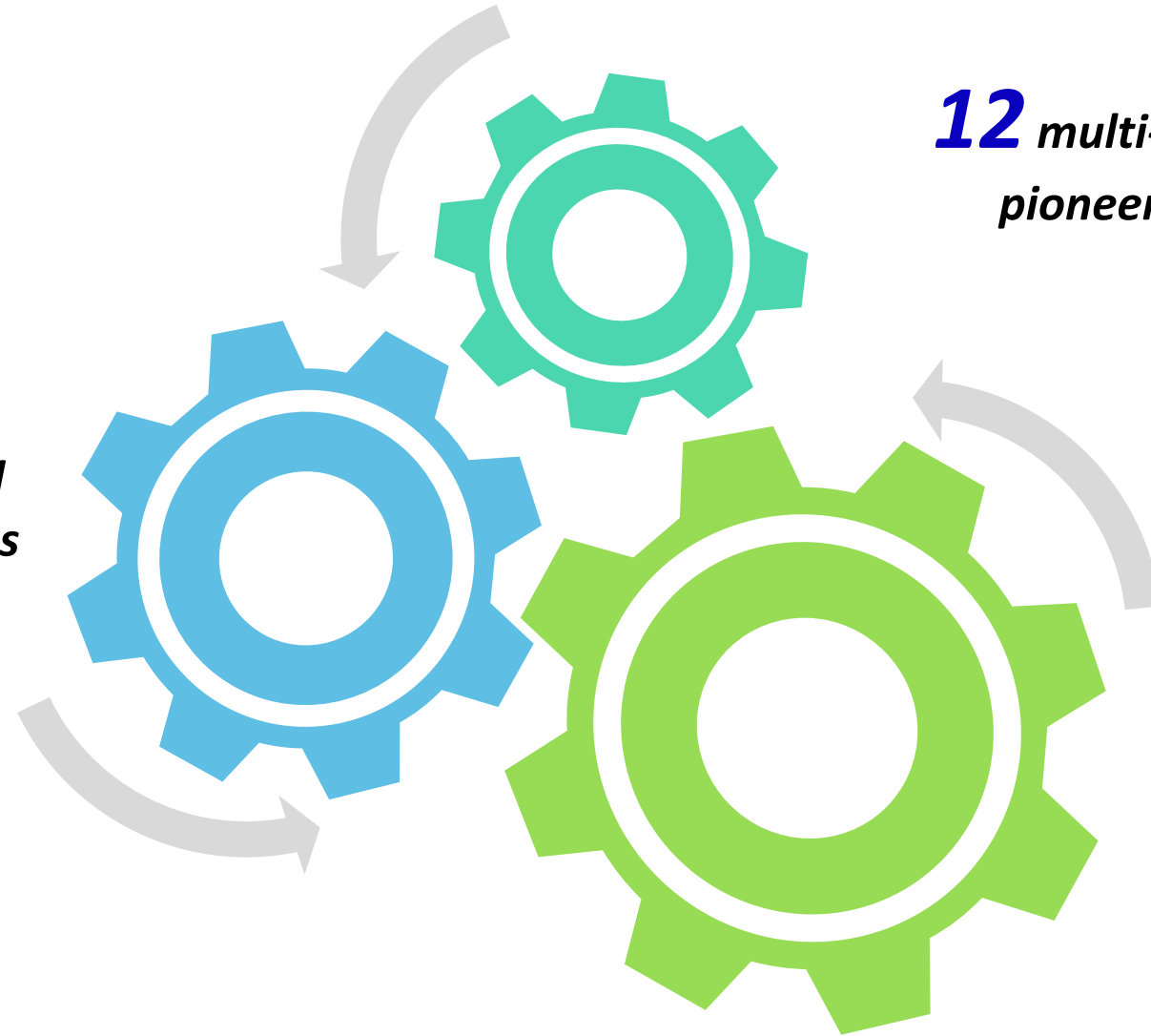
**Final assessment by
facilitating a
TeamSPEAK™
teaching session**



**Recognized by IPSQ as
affiliated TeamSPEAK™
Faculty and Institution
TeamSPEAK™ Faculty**

2. Sustain Faculty Pool through Train-the-Trainer Model

212 TeamSPEAK™
appointed Faculty and
affiliated Faculty across
SingHealth
(Data as of July 2023)



12 multi-disciplinary
pioneer trainers

>25,000 staff
trained in
TeamSPEAK™

3. Actively Promote & Enable Psychological Safety

TeamSPEAK™ is included as one of the indicators in SingHealth Patient Safety Engagement Report (PASER). Support cluster-wide sharing & learning

PASER aims to strengthen commitment & accountability for patient safety, patient safety culture, improvement efforts, & identify opportunities for cluster-wide sharing & learning.

5 Categories | 13 Indicators

1. Patient Safety Walk-Round (LPSW)



2. Serious Reportable Events & Near Misses



3. Audits & Assessments



4. Training Programmes



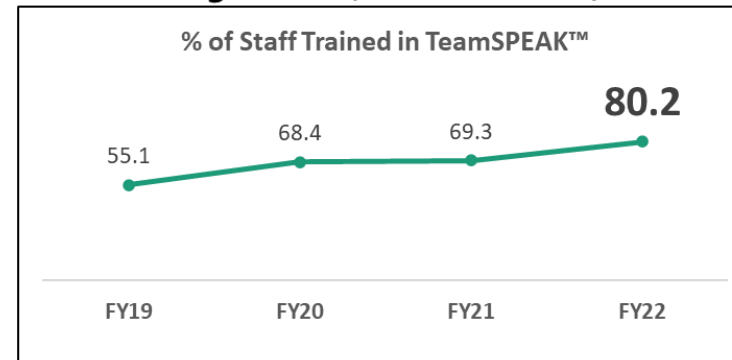
5. Other Engagements

(e.g. Patient Safety Awards, Patient Safety Index, Clinical Excellence Indices, Patient Safety Sharing)



- Indicator : Psychological Safety
% Staff trained in TeamSPEAK™ or an equivalent Speak Up Programme

SingHealth (TeamSPEAK status)



*Based on 2022 Annual Report staff strength of 32,219 for 11 institutions

- Indicator : Institution Safety Index
From the AHRQ Patient Safety Culture Survey

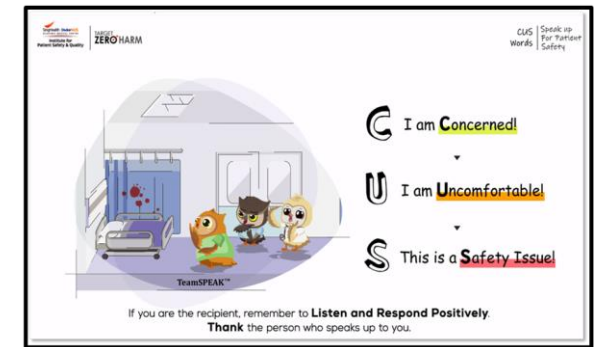
4. Strengthen Awareness of Speaking Up

Materials were developed to create awareness and internalization of the concepts and tools on speaking up

- TeamSPEAK™ Pocket Card
- TeamSPEAK™ Screensaver
- Bulletins on Speaking UP
- Speaking Up Webinars



TeamSPEAK™ Pocket Card



TeamSPEAK™ Screen Saver

The image is a Patient Safety and Quality Bulletin titled 'Speak Up for Patient Safety'. It features a 'SPEAK UP' graphic and a 'TARGet ZERO HARM' logo. The main headline is 'No One should be Harmed in Healthcare. And yet...'. It lists three statistics: 1. 134 million adverse events occur each year due to unsafe care in hospitals in low and middle-income countries, contributing to 2.6 million deaths annually. 2. 15% of hospital admissions can be attributed to treating patient safety failures in OECD countries. 3. 4 out of 10 patients are harmed in the primary and ambulatory settings up to 50% of harm in these settings can be avoided. The bulletin includes a case study about a patient care assistant (PCA) who spoke up about a patient's blood clot, leading to a CT scan that revealed a blood clot in the patient's brain. It also includes a section on 'Your Role in Enhancing Patient Safety' with two columns of actions for healthcare workers and patients/caregivers.

TeamSPEAK™ Wall Mural at Singapore General Hospital

The image is a large wall mural titled 'Speak Up For Patient Safety'. It features a central graphic with the CUS acronym and the 'Two-Challenge Rule'. Below this, there is information about a 'SingHealth Duke-NUS IPSQ Webinar Series' held on 16 November 2021. The mural also includes a section titled 'HOW TO GET JUNIORS TO SPEAK UP FOR SAFETY - OUR 20 YEAR LEARNING JOURNEY' with a speaker and moderator listed. At the bottom, it lists the topics to be covered in the session: 1. Why is speaking up important? 2. What does SOP refer to in terms of traps and defenses? 3. One size does not fit all 4. What is psychological safety in speaking up? 5. How has aviation SOPs evolved with the generations of pilots in the industry?



5. Recognize Staff for Speaking Up

Awards roll-out by Cluster and Institutions to recognize staff who spoke up and listened up



5. Recognize Staff for Speaking Up

Stories are shared across the cluster for learning through webinars and bulletins

"I SPOKE UP" **"I LISTENED"**

Message Sent!

TOGETHER, WE MAKE IT SAFE. TO SPEAK UP, AND KEEP PATIENTS SAFE.

Swabbing the IV port before injecting medication is an important step in infection control. A new IV port system was introduced, along with a protocol to swab the microdove connector of this new IV port.

Knowing that doctors may not remember the new protocol, Senior Staff Nurse Ng Yu Chan made it a habit to pre-swab the ports before assisting doctors in their rounds. This proved effective when Yu Chan was making ward rounds with Dr Siow Yew Nam one day, where he forgot to swab the IV port before administering medication. Yu Chan took the initiative to speak up to Dr Siow, reminding him of the new protocol for infection control. Grateful for the reminder, Dr Siow thanked Yu Chan for helping him ensure patients are always kept safe.

SingHealth Duke-NUS
INSTITUTE FOR PATIENT SAFETY & QUALITY

AMEI Golden Apple Awards 2022 | Page 50 of 54

"WE SPOKE UP" **"WE LISTENED"**

TOGETHER, WE PREVENTED MEDICATION ERROR.

Imagine the consequences of a patient who is given medication which he was allergic to. That could have happened if not for this team who spoke up, listened, and took action.

While dispensing medication, Senior Pharmacy Technician Maimunah Bika Aiba Bika realized that the patient she was assisting was prescribed a medicine which he was allergic to. She highlighted this error to Dr Anoop Kumar and also informed Clinic Pharmacy Manager Viner Chan. Dr Chan rectified the error and realized that the drug allergy concept in the SSM prescribing module that would normally have alerted her did not work for this medicine. She alerted her Clinic Director Dr Agnes Kiang.

Recognizing that it is a system issue, Dr Kiang and Dr Chan raised their concerns to the SingHealth Poly Clinic (SHP) Electronic Medical Records (EMR) Committee. Ms Christine Lim and Dr Soo Woon Fern from the SHP EMR Committee then contacted the HIS team managing the SSM Rx (prescription) manager software, which escalated the issue to the SingHealth Medication Core Clinical Design Team (CDT) Corner One. The system flaw was identified and an IT solution was implemented immediately.

The whole sequence of events from detection of the prescribing error to the system fix happened within the same day. Investigations showed that the system flaw utilized drug allergy checks for some key medicines, and the IT solution helped support patient safety across SingHealth.

SingHealth Duke-NUS
INSTITUTE FOR PATIENT SAFETY & QUALITY

SINGHEALTH DUKE-NUS
IPSQ WEBINAR SERIES

Institute for Patient Safety & Quality
2021
Year 2 Series
Live Webinar 5

Brought to you by SingHealth Duke-NUS Institute for Patient Safety & Quality (IPSQ), our live webinar series brings together an exciting line up of speakers from different expert fields to share on topics related to patient safety and quality.

Target Zero Harm Awardees Presentation Part 2
20 April 2021, Tuesday
12.30pm - 1.30pm

In this webinar, three teams awarded the Target Zero Harm Award 2020 will be presenting on their projects.

Professional points are subjected to approval.

Speakers

- 1 KKH Children's Emergency Waiting Time Project**
KK Women's and Children's Hospital
Dr Arif Tyeahally, Senior Consultant, Emergency Medicine
Ms Huang Weili, Nurse Clinician, Children's Emergency
- 2 rE(liminate)LOAD: To eliminate loading errors of drugs without drug package codes into the Inpatient Pharmacy Automation System (IPAS)**
Singapore General Hospital
Ms Tan Jiayin Sasha, Senior Pharmacist, Pharmacy
- 3 Prevention of Intra-dialysis Hypotension for Haemodialysis Patients in a Tertiary Hospital**
Singapore General Hospital
Dr Teh Swee Ping, Senior Resident, Department of Renal Medicine

Scan the QR code or click the link to register now!

Grow Appreciation of Speaking Up

Increase in number of Patient Safety Awards rolled out by Institution to encourage and recognize individuals and teams in speaking up

- Good Catch Award
- Star of the Month in Good Catches
- Safety Star Award



Consistent Messaging Across Programmes to attain Staff Commitment

E.g. Just Culture Training in Building a Culture of Safe Choices Together

1. I will always make safe choices
2. I will be accountable for the choices I make
3. I will avoid unsafe choices and **Speak Up when I notice at-risk behaviours or reckless behaviours**
4. I will commit to learning and be part of continuous improvement

Impact of TeamSPEAK™ Testimonials from Institutions Leadership

TeamSPEAK™ is 1 of the key onboarding programme that we put our hires in SCH through. It has allowed our new staff to be aware that each of them are welcomed to speak up and to our current staff, it re-emphasized the need for active listening and positive response so as to encourage a psychologically safe culture and environment. This has allowed SCH to have a good employment engagement experience and to upkeep a positive work culture.

Ever since the roll-out of TeamSPEAK, I can feel that staff in SingHealth and various institutions are more willing to speak up without fear.

Adj Asst. Prof Luke Low Sher Guan
Director (Medical),
Sengkang Community Hospital

TeamSPEAK™ was a significant call out to organization from Nursing Employee Engagement Survey (2019 results versus 2021 showed an improvement of 6%).

Key summary from the verbatim **from Nurses who have attended the program:**

- **Most felt useful and more confident when speaking up**
- **Created the awareness on speaking up**
- **Felt empowered to speak up**
- **Staff are able to speak the same language in terms of speaking up**

The near miss reporting has also improved as staff are speaking up. Generally, staff felt that the training provided are good at preventing errors from happening. Nursing Employee Engagement Survey 2019 results versus 2021 showed an improvement of 10%.

Dr Loh Huey Peng
Chief Nurse
Singapore National Eye Centre

The training provides a safe space for staff to practice speaking up in a non-threatening environment and empowers staff to feel safe raising concerns using a common “language”. **Implementing this common “language” has removed the apprehension and given staff the reassurance that they will be heard when they speak up.**

TeamSPEAK™ strategies are simple for all levels of staff to understand and apply in their respective areas of work. In particular, CUS words are easy to remember, especially useful in an urgent situation, and a helpful framework for those who find speaking up difficult.

Cl A/Prof Ken Tan
Director, Clinical Governance and Quality Management
National Dental Centre Singapore

TeamSPEAK™ is one of the best program that I have attended. It is **straight-forward, the message on CUS is simple, very focused** and not much philosophy stuff that helps me to remember the salient points.

The local context teaching videos are well-done and is effective to illustrate the concept. It helps to engage the learners as well.

A/Prof Phua Ghee Chee
Group Director, Staff Wellness
SingHealth



Impact of TeamSPEAK™

- Interest from external stakeholders -

Express of interest for TeamSPEAK™ partnership from :

- ✓ Other Singapore Public Healthcare Cluster
- ✓ Preschool Management Division



“

After learning about KKH's Speak Up for Safety Campaign, we find it strongly resonates with what we advocate. Your focus on encouraging individuals to voice concerns, promoting open communication, and fostering a culture of safety is what we are looking for. We would very much like to learn how your organisation empowers your staff to express their concerns and develop their awareness of safety. We strongly believe it would greatly enhance our preschool's safety education efforts, benefiting our children and the preschool community.

By Preschool Management Division

Impact of TeamSPEAK™ -Support & Feedback from Staff-

- More than more than 25,000 (80.2%) out of a total of 32,219 SingHealth staff have attended TeamSPEAK™ as of March 2023. There was much publicity on speaking up.
- The biennial SingHealth Employee Engagement Survey results from 2016, 2019 and 2021 were evaluated to determine if staff feels safe to speak up

SingHealth Employee Engagement Survey Year & No of Staff	2016 Survey Response Rate: 93.6% N = 20,814 of 22,239	2019 Survey Response Rate: 93.3% N = 25,781 of 27,620	2021 Survey Response Rate: 98.2% N = 30,158 of 30,724
Yes to Question on Speak Up: Most of the time it is safe to speak up (e.g., voice opinions, problems) in this organization	11,656 (56.0%)	17,789 (69.0%)*	21,412 (71.0%)#

Significantly success in encouraging speaking up behaviour !

*2016 vs 2019 (p<0.00001); #2019 vs 2021 (p<0.00001)

Impact of TeamSPEAK™ -Cost Avoidance-

USD \$436,490

Est. external Vendor Cost
(if training outsource) for
the last 3 years

USD \$186,137

Est. License fees for 3 years



For all SingHealth institutions participated in our in-house developed contextualised Speak Up Psychological Training as compared to offered by external vendor

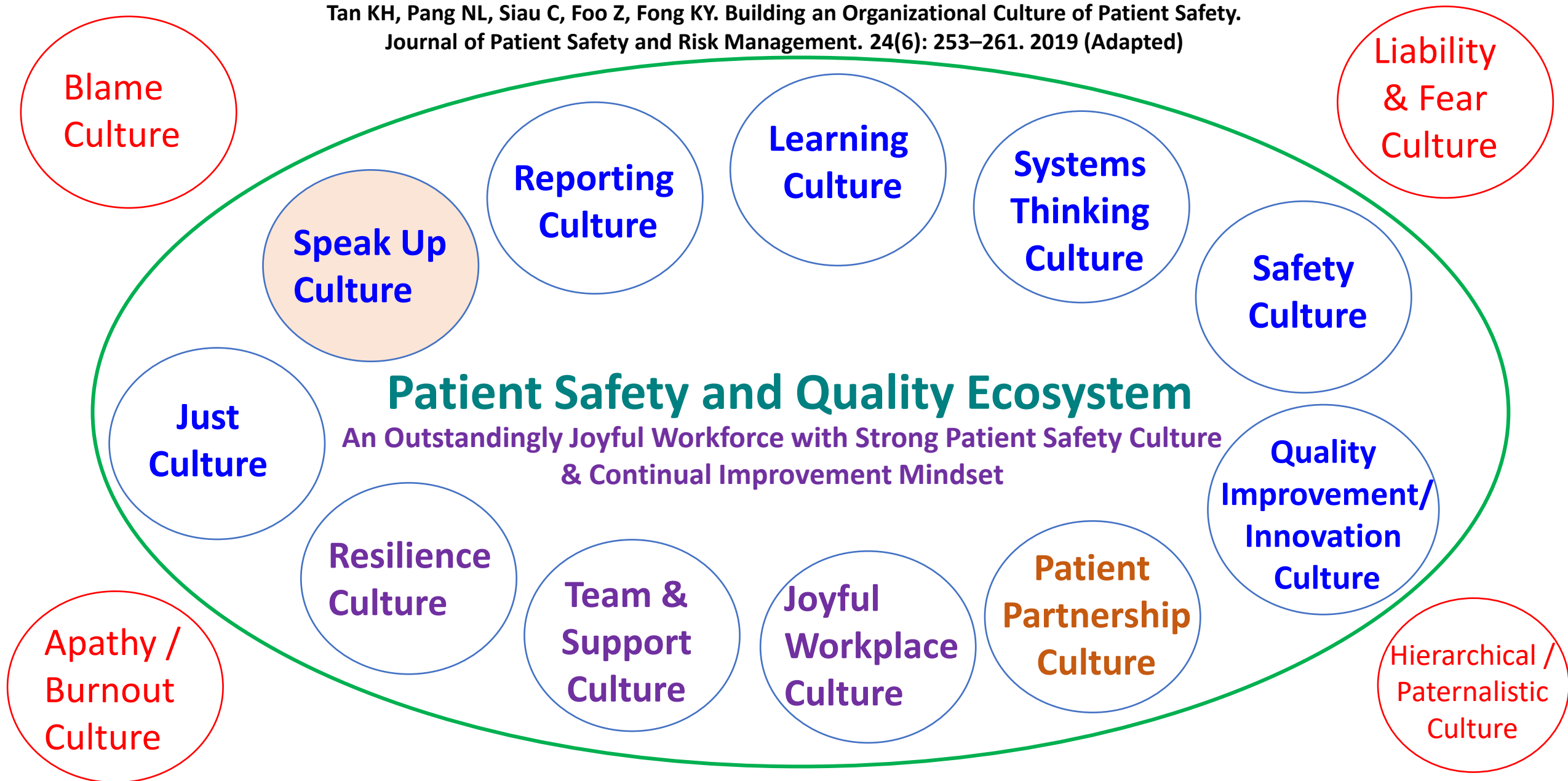
USD \$622,627

Total Cost Avoidance for 3 years

The inhouse staff faculty trained in the Train-the-Trainer model gain from acquiring teaching skill sets, career satisfaction, personal accomplishment and staff camaraderie

**Winner of the AMEI Golden Apple Awards 2023 –
Programme Excellence Award (Interprofession) category**





Patient Safety and Quality Ecosystem and its Constituent Cultures vs. Counter Cultures

Summary

1. **Organizational priority**, clear objectives & outcomes of program, passionate faculty, contextualized resources and effective strategies are important elements in setting up program to build psychological safety for your healthcare system
2. **Leadership commitment**, a train-the-trainer model, active promotion & enablement of psychological safety, strengthened awareness of speaking up and an ongoing recognition of staff for speaking up, ensure sustainability of a strong speak up culture.
3. Our TeamSPEAK™ training program initiative **will improve** psychological safety within our healthcare system
4. The healthy Speak Up Culture **strengthens our patient safety and quality ecosystem.**

TARGET
ZERO HARM


SingHealth **DukeNUS**
ACADEMIC MEDICAL CENTRE
Institute for
Patient Safety & Quality

**Thank You from
TeamSPEAK™ Singapore**