Choosing Your Culture of Safety Champions
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Choosing Your Culture of Safety Champions

Change champions are individuals within an organization that volunteer or are selected to facilitate change. The champion plays an active role during all stages of the process. They clearly see the vision for change and desire to actively advocate for, and facilitate the change, while supporting the team in integrating new ideals. They can be from any level within the organization and it is often encouraged to have champions from multiple levels. During the BETA HEARTSM journey, champions will assist with roll out of the SCORE survey and play key roles in future HEART components.

What is the role of a champion?

The Culture of Safety Champions will not only assist with the SCORE survey roll out, but they will also continually advocate for and promote HEART tenets from within. These champions will share their beliefs in the need to shift to HEART as they are driven by the vision and energized by the passion for “doing the right thing.” They are key communicators of the change and will work to deescalate conflict when necessary. The champions also will problem solve to remove barriers, while at the same time creating support for the change. The champions are the driving force, leading their teams through the change.

What attributes should we look for when choosing a champion?

Several attributes are recommended for a change champion to be successful in their role. This person is required to work closely within their teams and be a key motivator for change.

Attributes beneficial to the change champion are the abilities to:

- Communicate effectively, including being skilled in networking and conflict resolution.
- Value the team and develop relationships with key individuals.
- Motivate, inspire, coach, and keep the team focused on the tenets of HEART.
- Overcome barriers to change and create supports.
- Support, encourage, and lead the team through change.
- Persevere through the HEART journey giving positive feedback to staff as the process moves forward.
• Have "facilitative leadership qualities."
• Be able to see key opportunities and be able to take a risk.
• Be trustworthy.
• Be respected and have the ability to influence the team members.
• Have a strong knowledge base for their service or specialty with substantial problem solving abilities.

What are the benefits of having champions?
The use of champions assists with creating an integrative culture, whereby a group questions why things are done a certain way, is open to new ideas, looks for alternative solutions, and then brings their ideas together. A strong sense of involvement in change promotes ownership of the change as well as a desire to succeed by that group or team. Continued support through personal contact with a champion encourages individual confidence, job satisfaction and a sense of belonging within a group. The use of champions is seen as a strategy for managing change around a culture and also by using this approach champions have a positive influence on the values and beliefs of a culture which has been noted to reduce resistance to change.

Next Steps
In our next discussion, we will explore how facility policies should reflect Culture of Safety tenets
References


Section Library

- BC Patient Safety & Quality Council: Culture Change Toolbox
- Institute for Healthcare Improvement: Forming the Team
Choosing the Culture of Safety Champions

Culture of Safety Champions are responsible for overseeing organizational culture measurement and sustainment efforts. This team will provide the critical support necessary for successful implementation of HEART. For the change effort to be successful, designated teams must work to support and drive the effort. (This team member-selection guide is not meant to be prescriptive in terms of determining the number of teams or team members. However, it does list the type of human resources that are essential to initiate change.)

<table>
<thead>
<tr>
<th>Component</th>
<th>Duties</th>
<th>Skill Set</th>
<th>Deliverables</th>
<th>Team Member(s)</th>
<th>Email Address</th>
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<tbody>
<tr>
<td>Communication &amp; Messaging</td>
<td>Create the organizational core message associated with HEART .</td>
<td>Communication • Demonstrates principles of effective written and verbal communication • Demonstrates active listening skills • Demonstrates excellent public speaking skills and can readily adjust for impromptu encounters • Understands that s/he speaks or writes for the organization, not an individual unit or department, and thus conveys a &quot;we&quot; message • Knows the organization’s risk, safety, and quality management operations Messaging • Demonstrates creativity in product design (flyers, posters, pamphlets, Power Points, e-blasts, newsletters etc.)</td>
<td>Any of these: Event Photos Posters Leadership Talking Points (cards, emails) E-blasts E-flyers Newsletters Articles</td>
<td>Lead Member:</td>
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<td>Develop custom products that reflect the core message of the HEART.</td>
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<td>• Commits to staying on approved message, keeping language simple and data credible</td>
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<td>Member:</td>
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<td>• Demonstrates a passion and commitment to the HEART</td>
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| Education & Training | Implement the organizational education and training that supports BETA HEART | Event Planner Role  
- Demonstrates excellent organizational skills  
- Demonstrates time management skills  
- Communicates effectively in both written and verbal mediums  
- Works well with others  
- Demonstrates a calm demeanor and can think things through during difficulties  
- Demonstrates flexibility and resourcefulness  
- Demonstrates attention to details  
- Demonstrates a passion and commitment to the HEART Educator Role  
- Understands principles of adult learning/education | Provide BETA contact with information regarding the education/training event  
HEART Calendar of Events  
Facility Resource Management for Events | Lead Member |             |
<p>|                |                                                                        |                                                                           |                                                                              | Member:         |               |
|                |                                                                        |                                                                           |                                                                              | Member:         |               |
|                |                                                                        |                                                                           |                                                                              | Member:         |               |</p>
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| Super Users & Coaches   | Model the behaviors introduced in HEART in everyday practice, acting as a role model and coach for frontline staff | **Super User Role (Behavior Change Agent)**  
  - Commits to modeling the behaviors introduced through the HEART i  
  - Demonstrates strong communication skills, approachable, outgoing and enthusiastic  
  - Demonstrates active listening skills  
  - Demonstrates excellent public speaking skills and can readily adjust for impromptu encounters  
  **Coach Role**  
  - Supports an open climate for discussion regarding HEART  
  - Demonstrates good listening skills and provides follow up for those who have concerns or questions | Attend focus group sessions as scheduled to discuss concerns and education/training needs of frontline staff.  
 Attend interviews of BETA contacts as scheduled to discuss concerns/needs of frontline staff.                                                                 | Lead Member:          |               |
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|           | • Provides constructive feedback and advice  
<p>|           | • Demonstrates a willingness to continually learn and remain competent in the principles introduced through HEART continued education and reinforcement |            | Member(s):     |                |               |</p>
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| Reporting & Data Analysis  | Mine data from primary and secondary sources, producing reports that address organizational progress by use of a dashboard and/or benchmarking of results | • Works with IT teams, and senior management determine organizational goals, dashboard parameter's or appropriate benchmarks  
• Demonstrates ability to mine, analyze and interpret data from primary and secondary sources  
• Demonstrates ability to provide concise data reports and clear data visualizations for management  
• Designs, creates and maintains relational databases and data systems  
• Demonstrates a passion and commitment to the HEART | HEART Dashboard and/or HEART assigned core measures data analysis and report                                                                                                                                       | Lead Member   |               |
|                            |                                                                        |                                                                                                                                                                                                        |                                                                                                                                            | Member:         |               |
|                            |                                                                        |                                                                                                                                                                                                        |                                                                                                                                            | Member:         |               |
|                            |                                                                        |                                                                                                                                                                                                        |                                                                                                                                            | Member:         |               |