

CIRRNET Tagung 17.11.2022

Sicherheit: System - systemisch - systematisch

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Begriffsdefinitionen

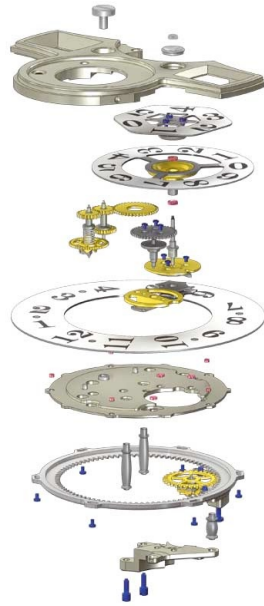
Systemische Ereignisentstehung

Systematische Ereignisanalyse und
Massnahmenumsetzung

System

Menge von Elementen, zwischen denen bestimmte Beziehungen bestehen
(duden.de)

„Das Ganze ist mehr als die Summe seiner Teile“
(Aristoteles, 384-322 v. Chr.)



System

Menge von Elementen, zwischen denen bestimmte Beziehungen bestehen
(duden.de)

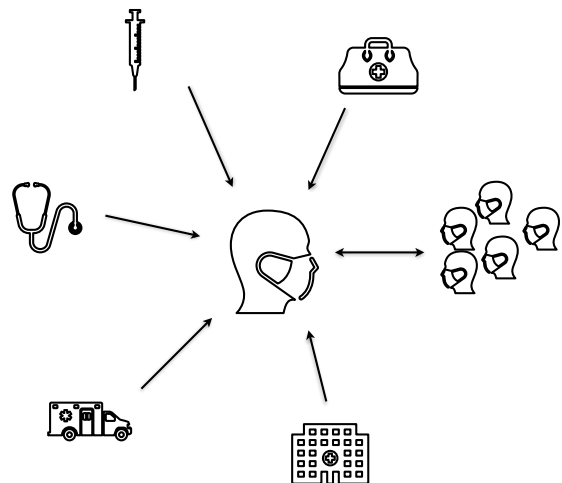
„Das Ganze ist mehr als die Summe seiner Teile“
(Aristoteles, 384-322 v. Chr.)

systemisch

Den gesamten Organismus betreffend (Biologie, Medizin)
(duden.de)

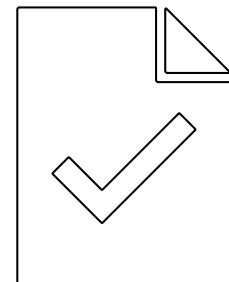
Ein bestimmtes System als Ganzes betreffend
(duden.de)

Systemisch:
Elemente beeinflussen sich gegenseitig



System	systemisch	systematisch
Menge von Elementen, zwischen denen bestimmte Beziehungen bestehen (duden.de)	Den gesamten Organismus betreffend (Biologie, Medizin) (duden.de)	Nach einem System vorgehend (duden.de)
„Das Ganze ist mehr als die Summe seiner Teile“ (Aristoteles, 384-322 v.Chr.)	Ein bestimmtes System als Ganzes betreffend (duden.de)	Planmässig und konsequent vorgehend (duden.de)

**systematisch:
methodisches Vorgehen**



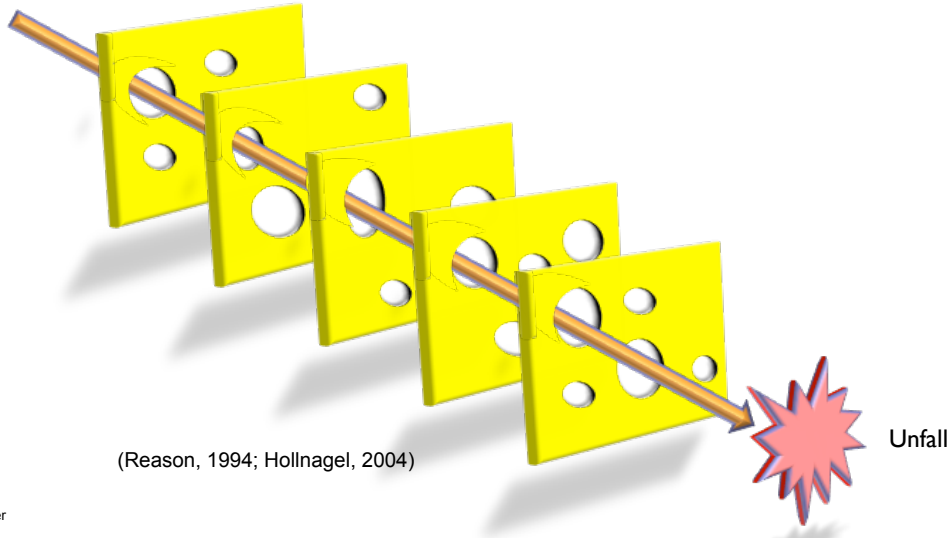
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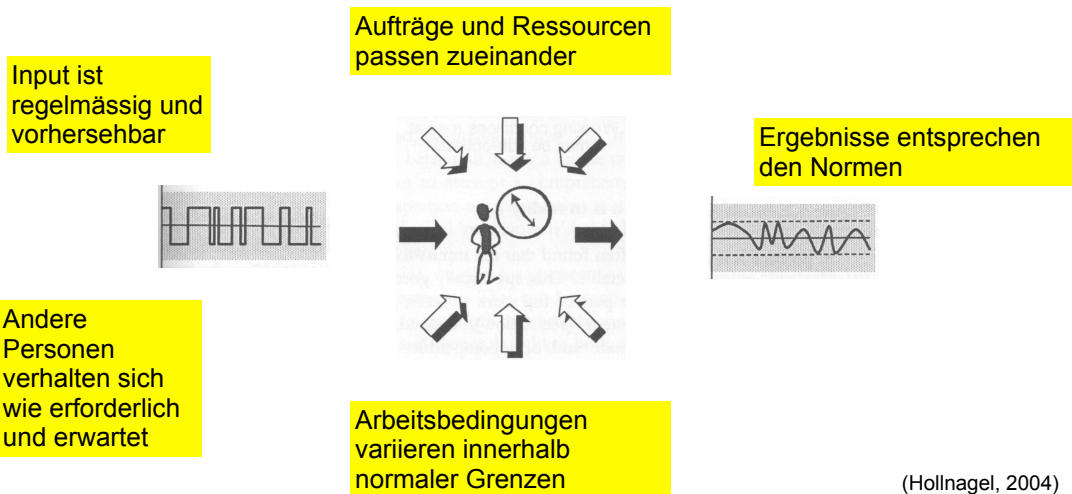
Systemische Ereignisentstehung

Systematische Ereignisanalyse und Massnahmenumsetzung

Swiss Cheese: Schlummernde, latente Fehler

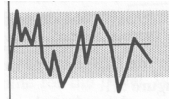


Work as Imagined (WAI): Arbeit, wie man sie sich vorstellt

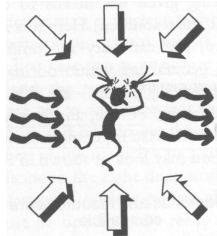


Work as Done (WAD): Arbeit, wie sie tatsächlich erbracht wird

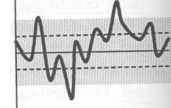
Input kann unregelmässig und unvorhersehbar sein



Aufträge variieren und Ressourcen können unpassend sein



Ergebnisse variieren erheblich

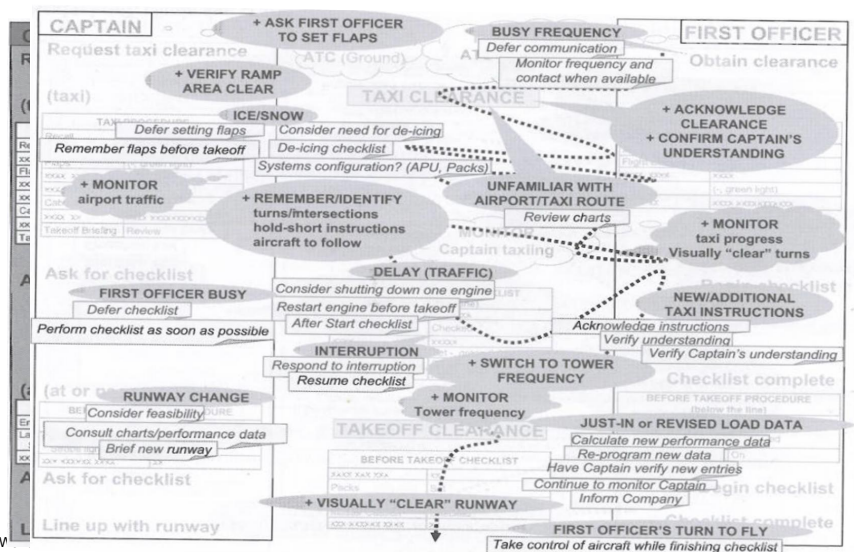


Andere Personen verhalten sich anders als erwartet

Arbeitsbedingungen können zeitweise sub-optimal sein

(Hollnagel, 2004)

Systemische Ereignisentstehung: Ideale vs. reale Welt



(Loukopoulou et al., 2009)

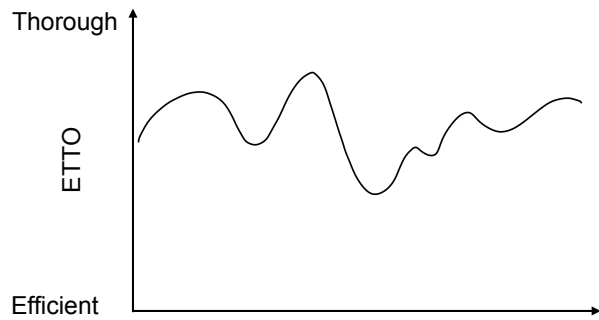
Efficiency-Thoroughness Trade-Off



Menschen und Organisationen müssen (i.d.R.) bei der Aufgabenerfüllung eine Balance finden, zwischen

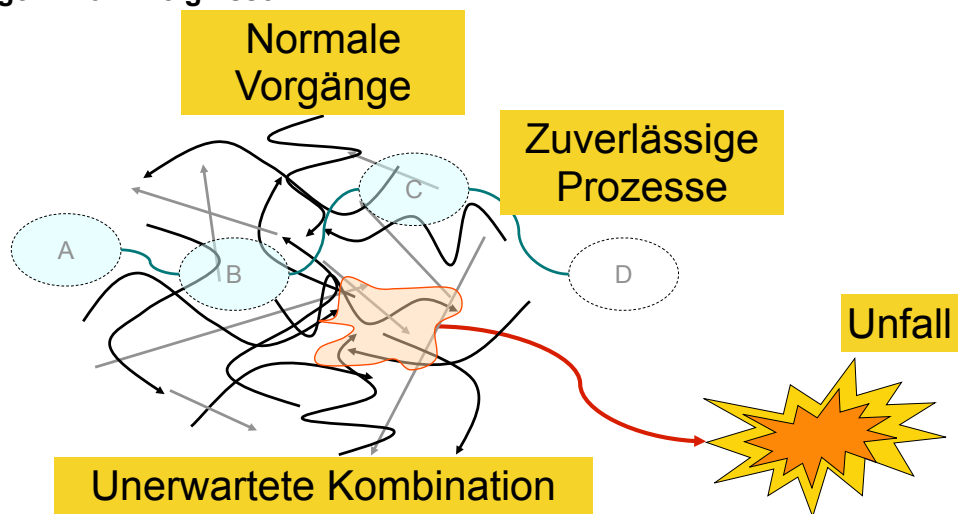
- Effizienz (Efficiency) und
- Gründlichkeit (Thoroughness) finden.

ETTO ≠ Produktivität vs. Sicherheit



(Hollnagel, 2004)

Emergenz von Ereignissen



(Hollnagel, 2004)

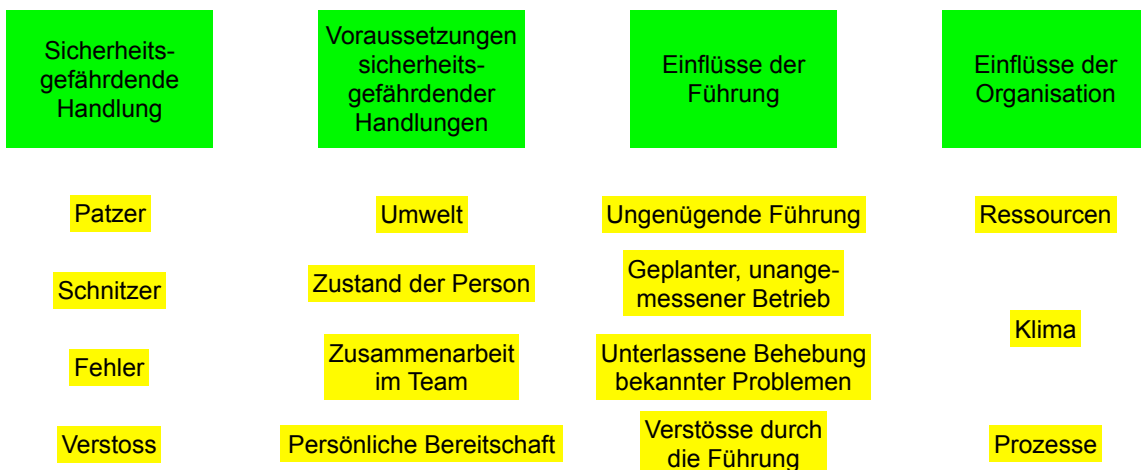
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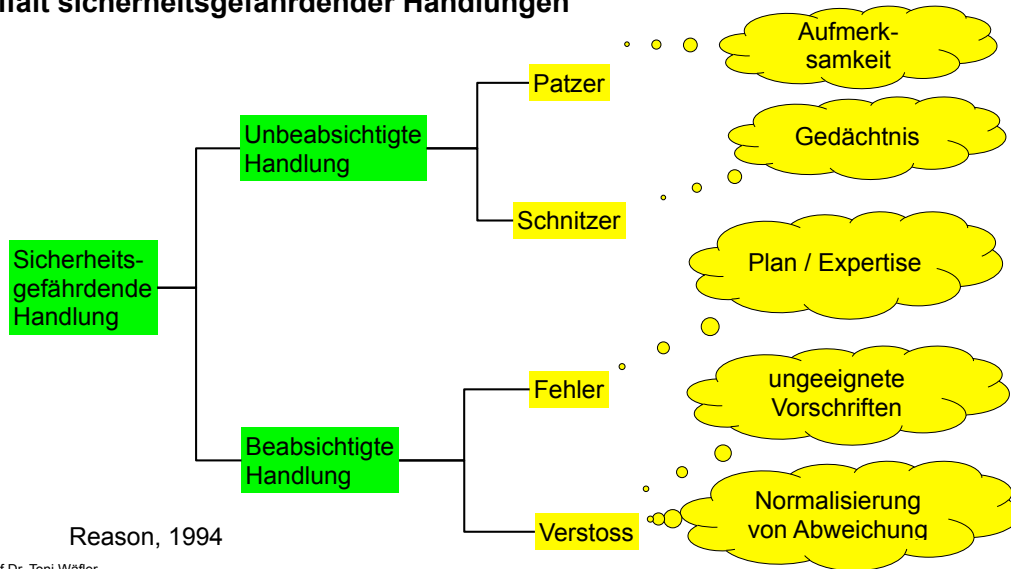
Systemische Ereignisentstehung

Systematische Ereignisanalyse und Massnahmenumsetzung

Systemische Einflüsse nach HFACS (skybrary.aero)



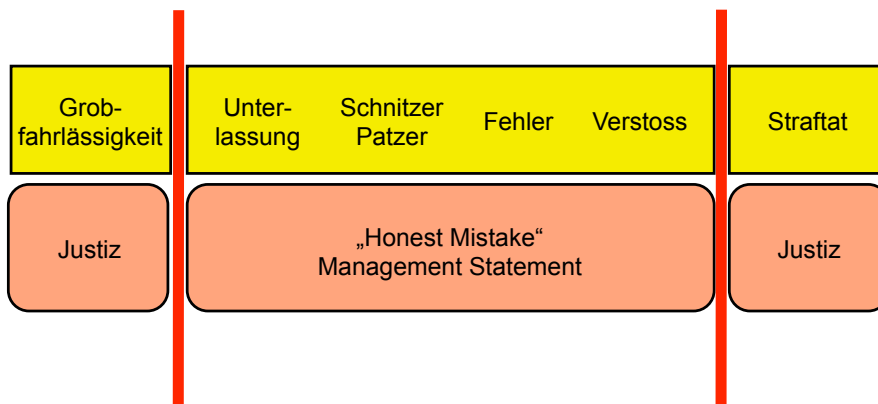
Vielfalt sicherheitsgefährdender Handlungen



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Just Culture (Gerechte Kultur)

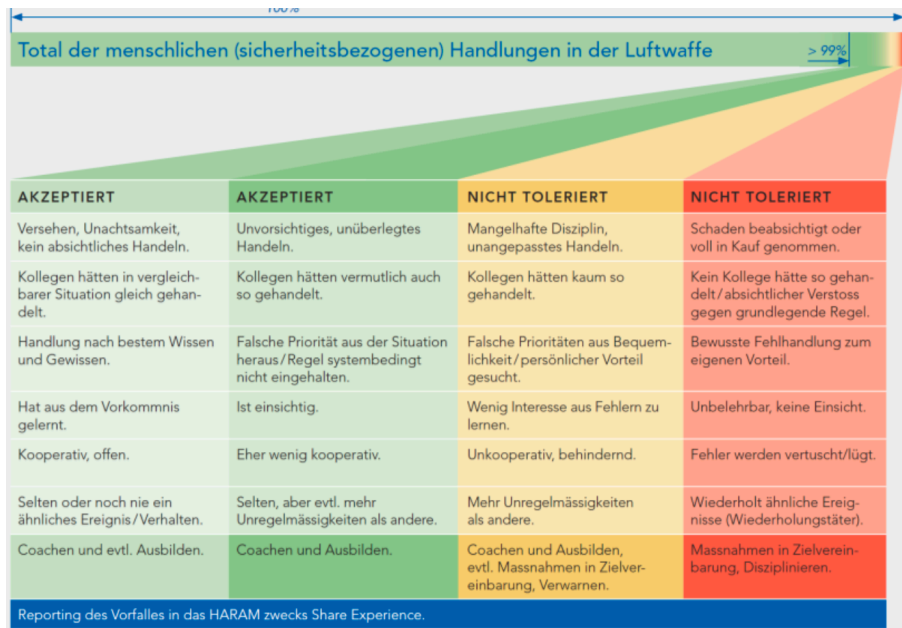


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Dekker, 2007

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Just Culture Guide Luftwaffe



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NHS Just Culture Guide

Start here - **Q1. deliberate harm test**

1a. Was there any intention to cause harm? **Yes**
Recommendation: Follow organisational guidance for appropriate management action. This could involve: contact relevant regulatory bodies, suspension of staff, and referral to police and disciplinary processes. Wider investigation is still needed to understand how and why patients were not protected from the actions of the individual. **END HERE**

No go to next question - **Q2. health test**

2a. Are there indications of substance abuse? **Yes**
Recommendation: Follow organisational substance abuse at work guidance. Wider investigation is still needed to understand if substance abuse could have been recognised and addressed earlier. **END HERE**

2b. Are there indications of physical ill health? **Yes**
Recommendation: Follow organisational guidance for health issues affecting work, which is likely to include occupational health referral. Wider investigation is still needed to understand if health issues could have been recognised and addressed earlier. **END HERE**

2c. Are there indications of mental ill health? **Yes**
Recommendation: Follow organisational guidance for health issues affecting work, which is likely to include occupational health referral. Wider investigation is still needed to understand if health issues could have been recognised and addressed earlier. **END HERE**

No to all go to next question - **Q3. foresight test**

3a. Are there agreed protocols/accepted practice in place that apply to the action/omission in question? **If No to any**
Recommendation: Action singling out the individual is unlikely to be appropriate; the patient safety incident investigation should indicate the wider actions needed to improve safety for future patients. These actions may include, but not be limited to, the individual. **END HERE**

3b. Were the protocols/accepted practice workable and in routine use? **If No to any**
Recommendation: Action singling out the individual is unlikely to be appropriate; the patient safety incident investigation should indicate the wider actions needed to improve safety for future patients. These actions may include, but not be limited to, the individual. **END HERE**

3c. Did the individual knowingly depart from these protocols? **If Yes to any**
Recommendation: Action singling out the individual is unlikely to be appropriate; the patient safety incident investigation should indicate the wider actions needed to improve safety for future patients. These actions may include, but not be limited to, the individual. **END HERE**

Yes to all go to next question - **Q4. substitution test**

4a. Are there indications that other individuals from the same peer group, with comparable experience and qualifications, would behave in the same way in similar circumstances? **If Yes to any**
Recommendation: Action singling out the individual is unlikely to be appropriate; the patient safety incident investigation should indicate the wider actions needed to improve safety for future patients. These actions may include, but not be limited to, the individual. **END HERE**

4b. Was the individual missed out when relevant training was provided to their peer group? **If Yes to any**
Recommendation: Action singling out the individual is unlikely to be appropriate; the patient safety incident investigation should indicate the wider actions needed to improve safety for future patients. These actions may include, but not be limited to, the individual. **END HERE**

4c. Did more senior members of the team fail to provide supervision that normally should be provided? **If Yes to any**
Recommendation: Action singling out the individual is unlikely to be appropriate; the patient safety incident investigation should indicate the wider actions needed to improve safety for future patients. These actions may include, but not be limited to, the individual. **END HERE**

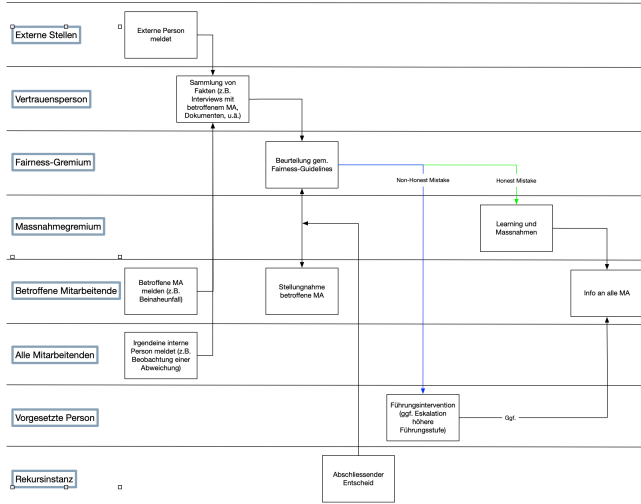
No to all go to next question - **Q5. mitigating circumstances**

5a. Were there any significant mitigating circumstances? **Yes**
Recommendation: Action directed at the individual may not be appropriate; follow organisational guidance, which is likely to include senior HR advice on what degree of mitigation applies. The patient safety incident investigation should indicate the wider actions needed to improve safety for future patients. **END HERE**

No
Recommendation: Follow organisational guidance for appropriate management action. This could involve individual training, performance management, competency assessments, changes to role or increased supervision, and may require relevant regulatory bodies to be contacted, staff suspension and disciplinary processes. The patient safety incident investigation should indicate the wider actions needed to improve safety for future patients. **END HERE**

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Just Culture Analyseprozess



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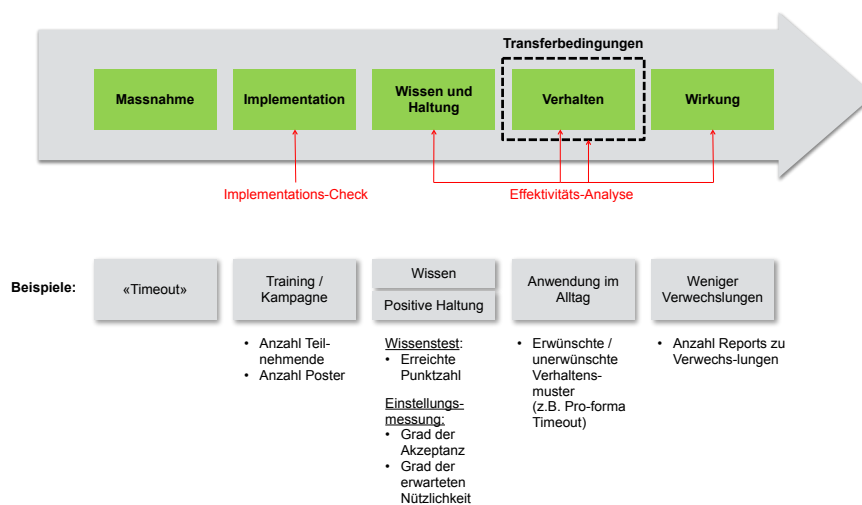
Wer entscheidet zwischen Honest-Mistake und Non-Honest Mistake?

Wird der Entscheid als gerecht wahrgenommen?

Dekker, 2007

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Effectiveness Assessment Tool (EAT)



Wäfler et al., 2021

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Zusammenfassung

- Systemische Ereignisentstehung:
 - Ereignisse entstehen durch das systemische Zusammenwirken vieler Faktoren
- Systematische Ereignisanalyse und Massnahmenumsetzung:
 - Wirksame Massnahmen setzen eine sachliche, möglichst objektive Analyse voraus
 - Dies wird unterstützt durch ein systematisches Analyseverfahren mit entsprechenden Instrumenten



Besten Dank für Ihre Aufmerksamkeit!
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