

**WORK  
HARD  
·STAY·  
TRUE**

# **Safety Culture: Critical Lessons Learned**

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Behavioral-Based Improvement Solutions



MH 370

Families of  
Malaysia  
Airline Staff



# CDC Anthrax Incident

## Congressional Testimony



Mr. Kaufman

C-SPAN  
c-span.org

HD



# Ebola Outbreak

Emory  
University

 **BEHAVIORAL-BASED  
IMPROVEMENT SOLUTIONS**  
Changing behavior. One step at a time.



# Ebola Outbreak

Nigeria  
and  
Liberia

 **BEHAVIORAL-BASED  
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## Lesson #1



**Risks must be understood.**



How do we  
see risk?



**Risk is understood through  
many lenses.**

**These lenses are called  
perceptions.**

**Experience**

If good – complacent  
If bad - outraged

**Science**

**Perceptions drive behaviors.**

**Norms**

Denial, Fear, Stigma (WA)  
Fear, Stigma, Denial (US)



# Biological Risk Mitigation



**To understand risk,  
the biological risk mitigation  
process must include science,  
experience, and social norms.**

# **Identify**

(agent, patient stability, workforce, culture)

# **Assess**

(science and perception)

# **Manage**

(validated SOPs and staff preparedness)

# **Communicate**

(reasoning behind management decisions)



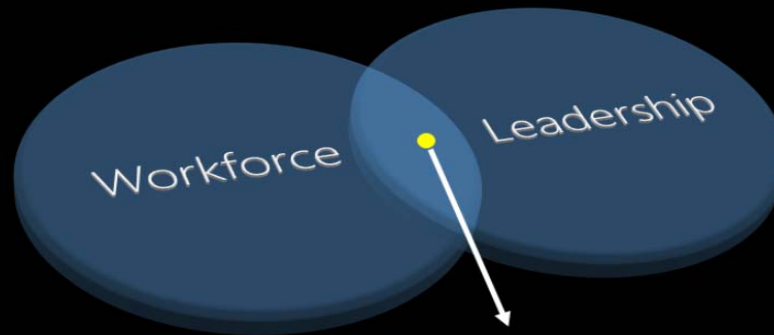
## Lesson #2



**Expectations must be  
provided.**



# Defining Culture



## Culture

The intersection between workforce behaviors and leadership beliefs.

Greatest  
Example of  
Culture

 **BEHAVIORAL-BASED  
IMPROVEMENT SOLUTIONS**  
Changing behavior. One step at a time.



Key  
Ingredient of  
Culture



**Cultures that trust one another  
become family.**

**Those that don't –  
destroy the home.**



## Workforce Expectations

1. I will follow all SOPs to the best of my ability
2. I will ensure others follow SOPs to the best of their ability.
3. I will immediately report all incidents and accidents.
4. I will report any clinical symptoms which match agents I work with (or around).
5. I will report any new medical conditions which may place me or others around me at an increased risk.

## Leadership Expectations

1. I will prepare the workforce to the best of my ability by providing resources and training needed to work safely.
2. I will protect the workforce to the best of my ability by accepting responsibility for human error issues.
3. I will promote the workforce to the best of my ability by acknowledging the entire team for any organizational success.

## Lesson #3



**Plans must be  
evaluated and validated.**



**Jump out of a plane without a parachute.**

**Pass from the one yard line.**

**Take your gloves off first.**

**Work with Ebola like it's HIV.**



## **Biosafety**

Containment principles, technologies and practices that are implemented to prevent the unintentional exposure to pathogens and toxins, or their accidental release.



## **Infection Control**

Infection control refers to policies and procedures used to minimize the risk of spreading infections, especially in hospitals and human or animal health care facilities.



## **Clinical Containment**

The blending of biosafety and infection control strategies for the protection of the community, healthcare staff and patients.

## Lesson #4



**Staff must be verified.**



**I want to fly a F-18.**

**I want to slam dunk a basketball.**

**I want to be an Olympic tennis player.**

**I want to clinically care for those  
sick with Ebola.**

Staff Must  
be Verified



**Not everyone who wants to do  
the work – should do the work.**

**There must be a cut -  
otherwise there will be a  
risk for loss.**

## Lesson #5



**Training is a  
continuous process.**



Preparing  
the  
Workforce



**Training must be done  
before the event**

—

**to raise awareness, verify staff,  
and increase confidence.**

Supporting  
the  
Workforce



**Training must be done  
during the event**

—

**to ensure compliance, fight  
complacency, and remain  
attentive to detail.**

Changing  
the  
Workforce



**Training must be done after the event – to incorporate lessons learned.**

**The difference between a lesson learned and a lesson ignored is CHANGE.**



## Stationary Risk?



**Risk is not a static issue –  
meaning our risk mitigation  
strategies must change as well.**

**We have not learned – we are learning.**

**We have not succeeded – we are succeeding.**

**We have not lived – we are living.**

**We have not trained – we are training.**

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