Organisational Learning & Tools

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Overview

- Organisational Learning (OL) in Health Care (hospitals)
 - > key issue in SMS, but OL is hardly structured, organised & embedded
 - · some basics & principles: theory-of-action, verbs, loops, actors, SOL
 - what there is to learn...: operational readiness, (re-)design issues
 - · some work forms & levels & outputs of OL
- - · supporting OL functions: detect, notify, inquire, adjust
 - supporting Organisational Memory: compare, retrieve, adapt, update
 - · tool box
 - · tool selection
- ☐ Check out presentations @ 1st ETPS Workshop 2008

www2.warwick.ac.uk/fac/med/staff/sujan/ws_hfet2008



Concepts & Principles in OL

- Principles of Organisational Learning (Argyris & Schön, Ashby, Bateson, Dewey) & Organisational Memory (OM): theory of action + learning loops OSLL/ODLL/DeuteroLearning: organisations do not nce system that needs to be organised 👄 SM:
- Language is a modelling tool words come with assumptions
- Humans are operational experts with much knowledge
- To Frr is Human
- Concept of Operational Readiness (Nertney)
- Concept of Mindful Organisations & Resilience (Weick & Sutcliffe)
- Concept of Viable Systems (S. Beer)
- Action Research (methodology)
- Life Cycle thinking: medical devices, health care system...
- Murphy's Law and GIGO principle...
- Evidence-based rule sets

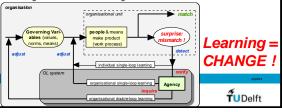


Organisational Learning

from operational Surprises (after Argyris & Schön '96)

OL Basics & Principles (1)

- theory-of-action = espoused theory & (tacit!) theory-in-use
- verbs: detect notify inquire adjust
- loops: Individual Single Loop Learning Organisational Single Loop Learning - Organisational Double Loop Learning - Deuterolearning
- actors: work process workers learning agent & learning agency higher management - first line management



Organisational Learning & ~ Memory (OM)

OL Basics & Principles (2)

• SOL: System of Organisational Learning - also see ETPS 2008

Lessons to learn:

- OR of work process
 supply chain processes: MeD, drugs, food
 technology requirements, incl. DOs/DON'T
- artefacts: reporting or notification forms (notify), training (memory),
- protocols (adjust; memory), safe reporting culture (policy)... WHAT there is TO LEARN...: operational readiness, (re-)design issues
- some work forms & levels & outputs of OL outputs also stored into OM:
 - OL work forms & levels: learning agency supported by learning agent(s): departmental interdepartmental inter-organisational; focus: review of single incidents, review of PKI or trend differences; review and sharing of lessons learned & best practices
 - outputs: process modification, protocol update; procurement process input, training programme revision, organisational change, policy change, regulation, etc.
 - work process level: OR + identification of issues beyond span of control + device surpri

Tools supporting Organisational Learning

supporting OL functions: detect, notify, inquire, adjust

- detect: logs, person experiencing operational surprise (e.g. weak signal), trend analysis (SPIs, KPIs), forecasting (e.g. EVP)
- notify: incident notification form, log review, alerting responsible management, process modelling (BPM)
- inquire: perform problem analysis by an appropriate Learning Agency with objective to lear from it for the organisation using in-depth analytical tools and mobilising in-house expert knowledge. Appropriate AI tools include ECFA+, 3CA, MORT. Retrieval of known preceden with CBR. Note that explanation of changes in KPIs may be readily available at shop floor! adjust: protocol update & communication & implementation; resource reallocation decision
- making & translation into work process adaptations, change of training requirements, etc. Feedback to relevant primary as well as supporting work floor processes is crucial.

supporting Organisational Memory: compare, retrieve, adapt, update
- e.g. Case-Based Reasoning, training programme, observation (e.g. guild system), regulation

tool box: all of the above, and more...

tool selection: appropriate to task, user & context - see also nri.eu.com/Tools~final.pdf





