Celebrating failure

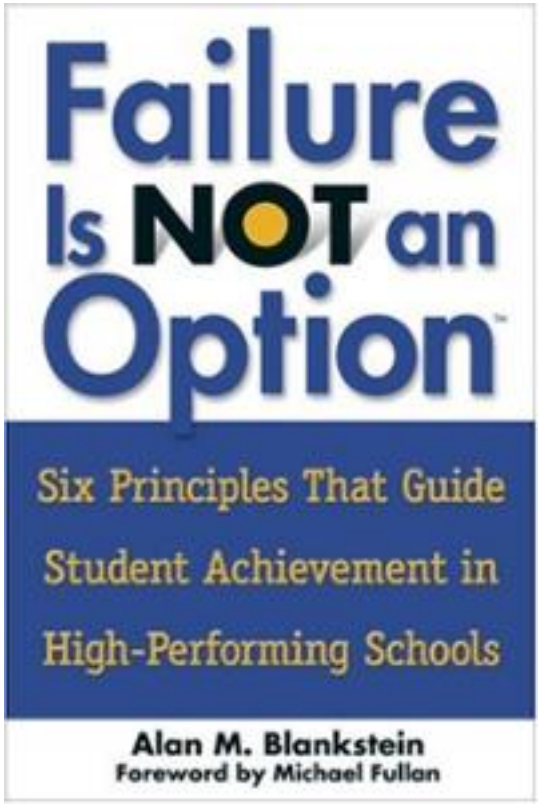
A way to preserve professional integrity, personal well being and save the NHS?

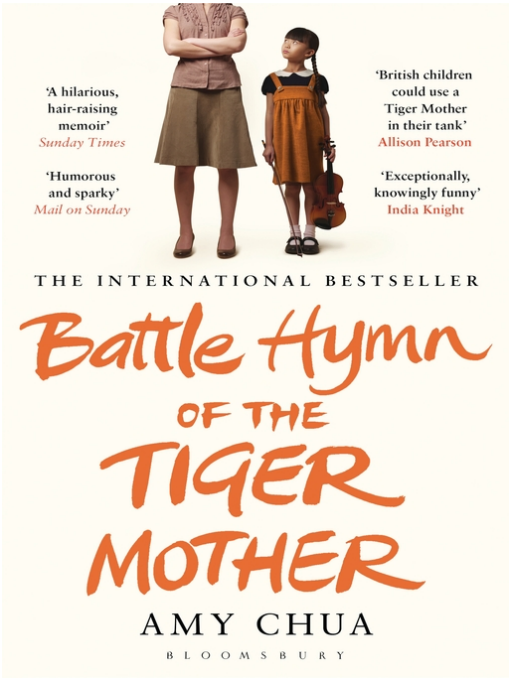
Trudie E Roberts University of Leeds

Society is obsessed with success

"I want my kids to have a good work ethic. I believe you can achieve anything if you work hard enough to get it."
—Victoria Beckham

Pressure to succeed





- Children should not be allowed to:

  - attend a sleepover
  - have a playdate
  - be in a school play
  - complain about not being in a school play
  - watch TV or play computer games
  - choose their own extracurricular activities
  - get any grade less than an A
  - not be the No. 1 student in every subject except gym and drama
  - play any instrument other than the piano or violin
  - not play the piano or violin.

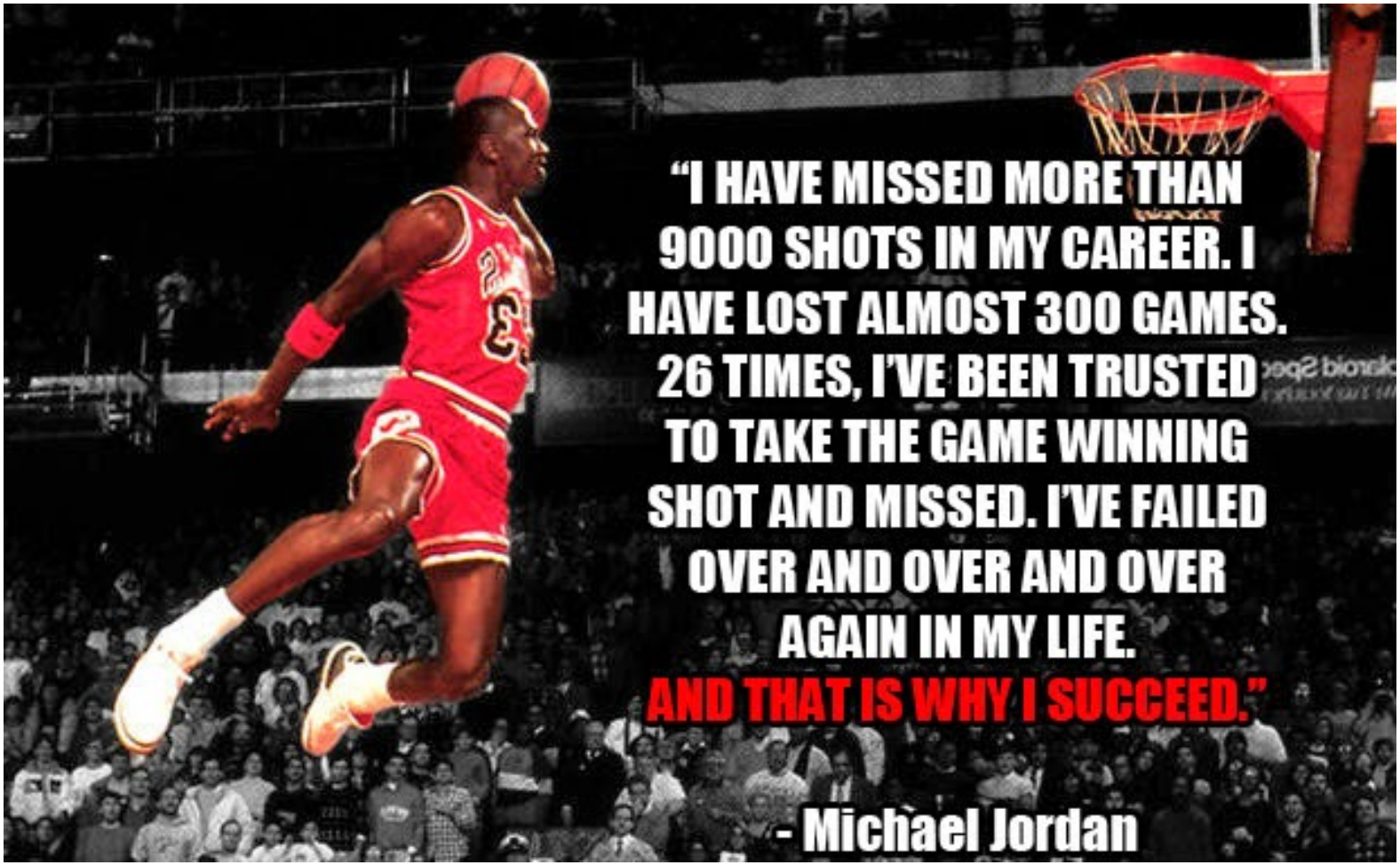
  Chinese parents understand that nothing is fun until you're good at it. To get good at anything you have to work, and children on their own never want to work, which is why it is crucial to override their preferences.


"Psychologists have spent decades searching for the secret of success, but Duckworth is the one who found it. . . . She not only tells us what it is, but also how to get it."
—DANIEL GILBERT, author of Stumbling on Happiness
ANGELA DUCKWORTH
GRIT
THE POWER of PASSION and PERSEVERANCE

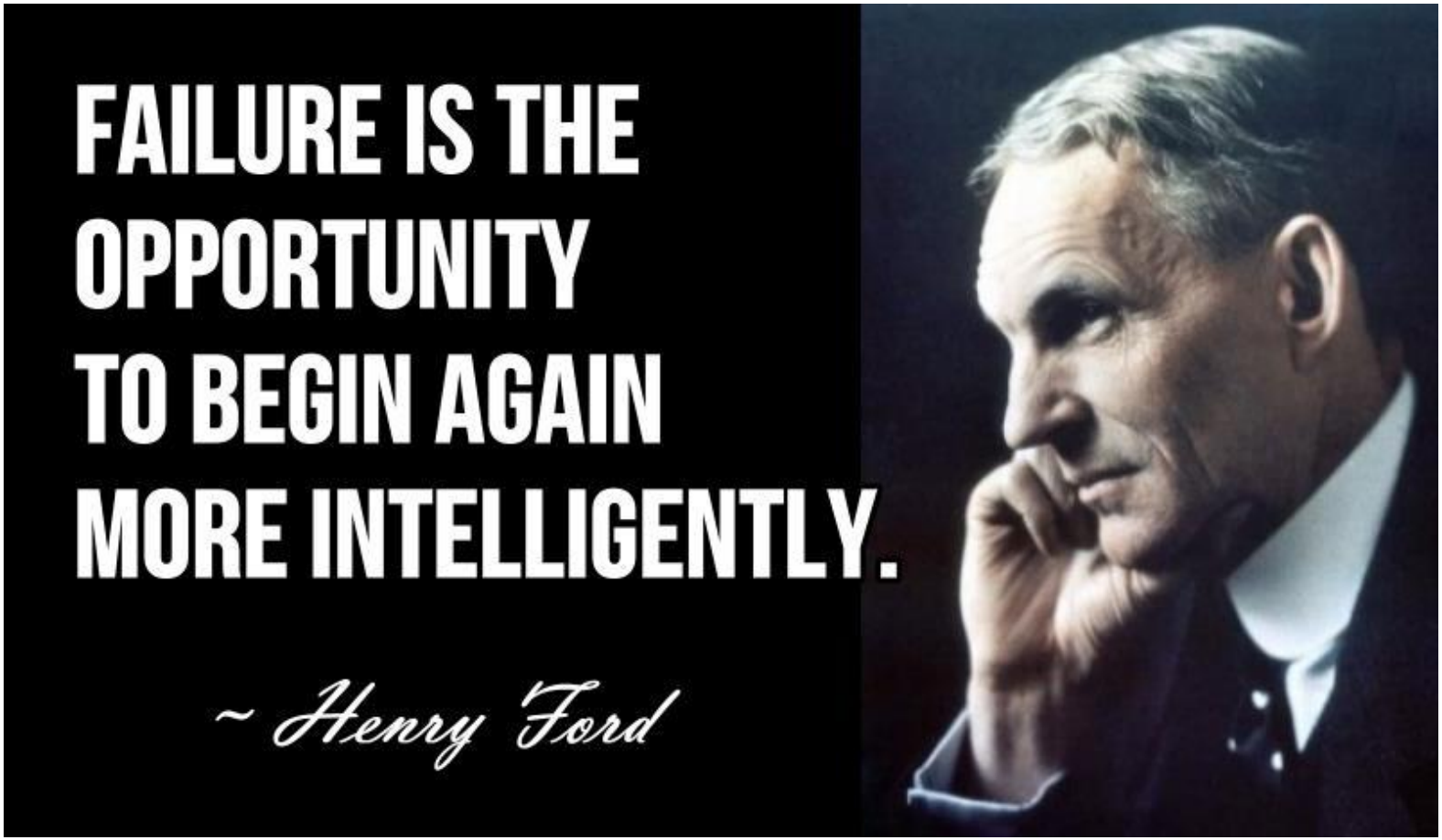
Downside…..


PAIN
PINESS
SUCCESS
PERSEVERANCE
HARD WORK
Dreams road
PATIENCE

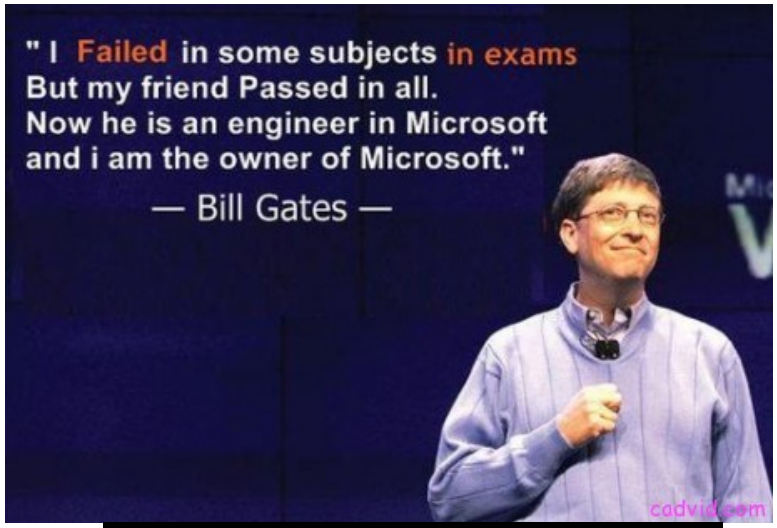
People improve through failure….

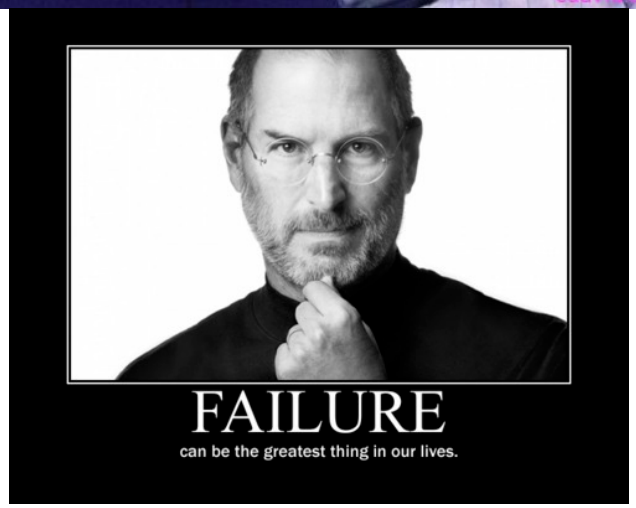


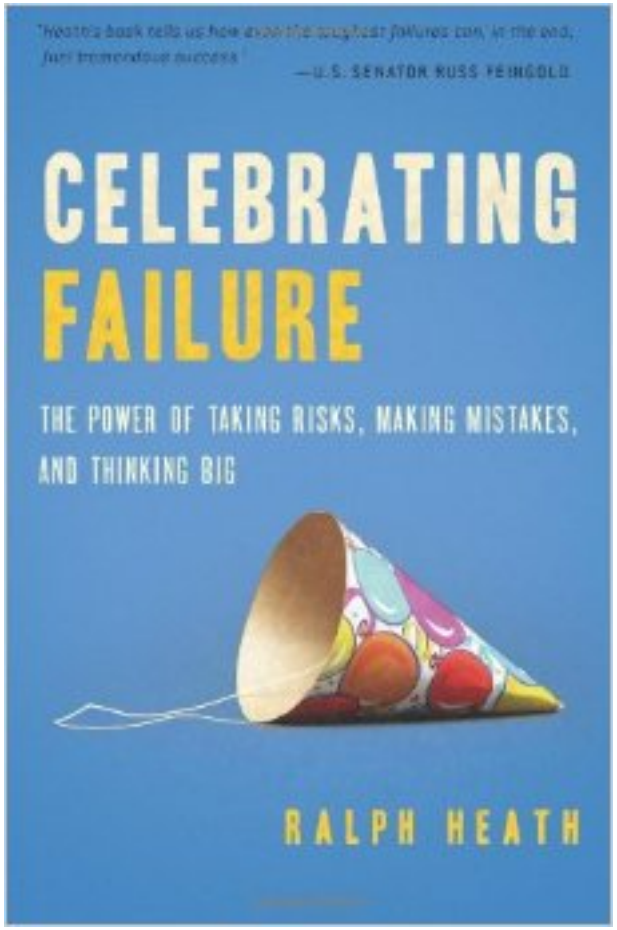
Failure is good in education too…



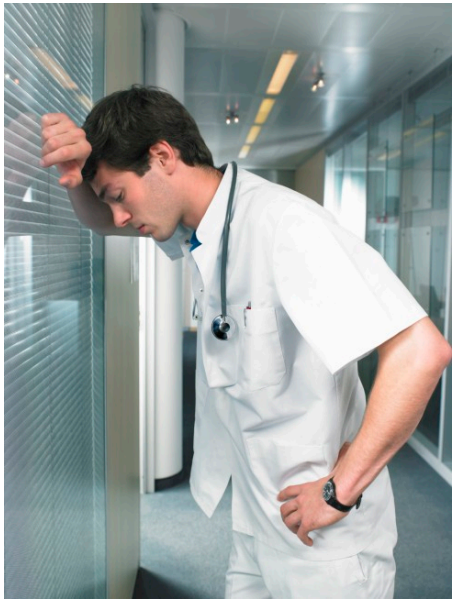
Celebrating Failure



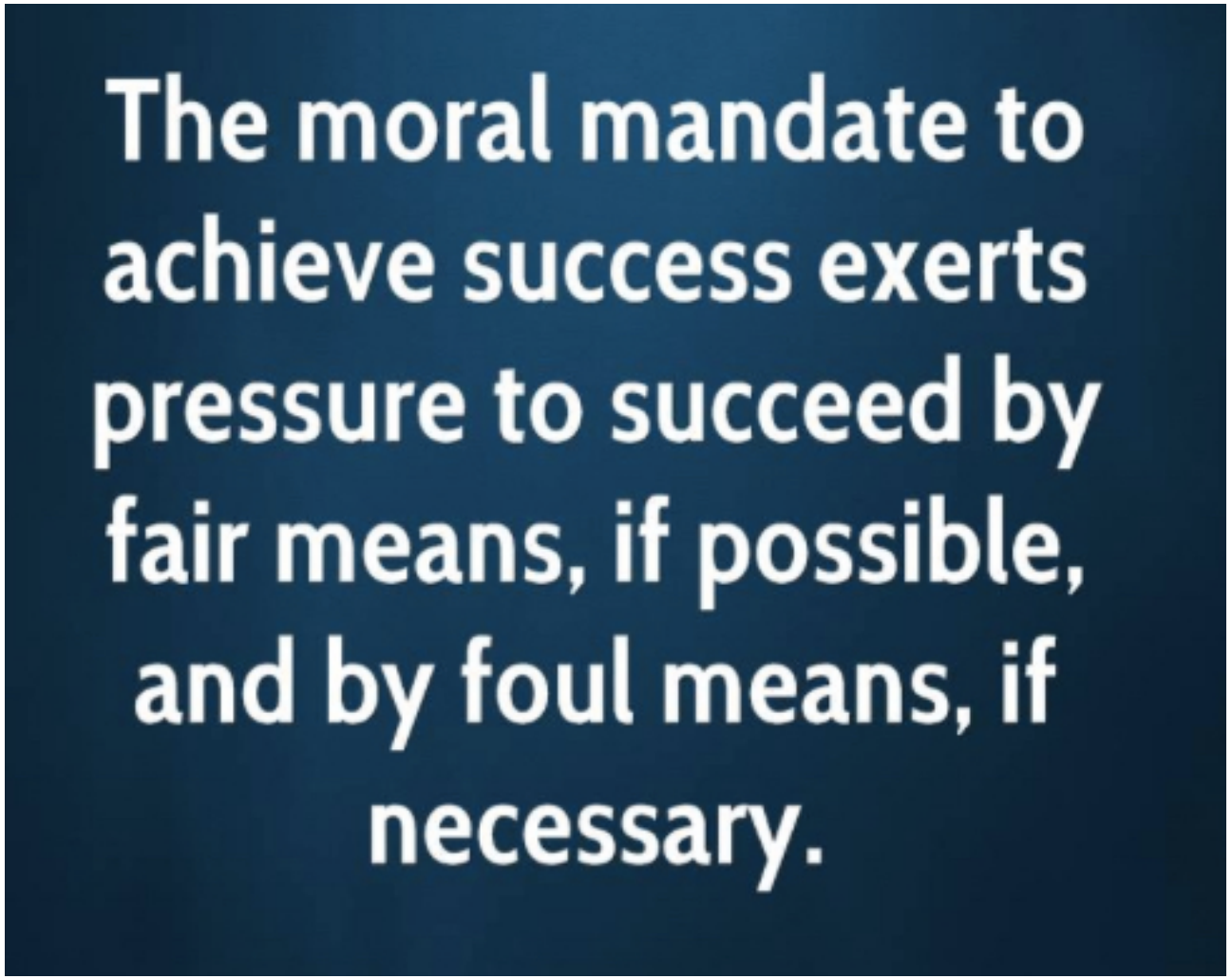




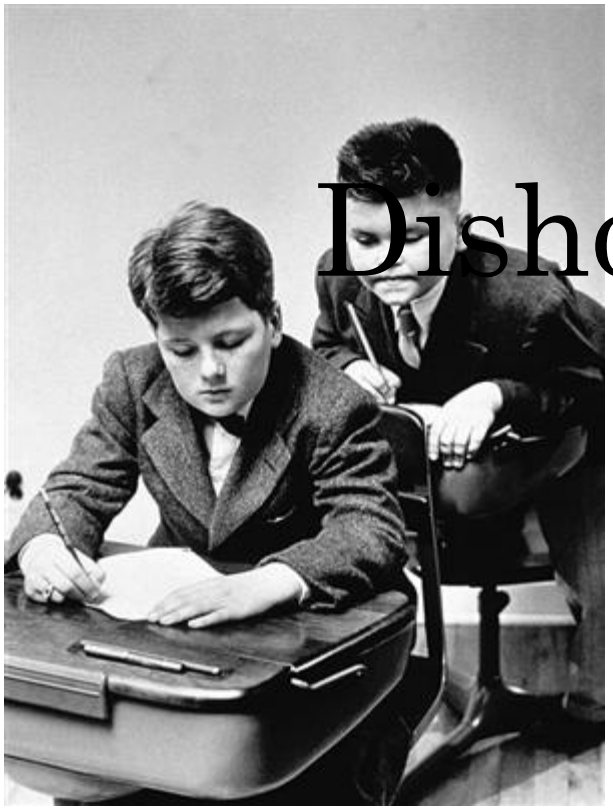
The pressure to succeed is pernicious



And has a detrimental effect on learners and organisations


The moral mandate to achieve success exerts pressure to succeed by fair means, if possible, and by foul means, if necessary.

Pressure to succeed



Dishonesty

Cheating

- McCabe 2005 - 80,000 students from 83 campuses 25-50% admit some form of cheating

Cheating in medical schools

- Sierles et al 1980 – 58% medical students report cheating at least once
- Baldwin et al 1996 – 5% cheating in medical school (80% before entry)
- Rennie and Crosbie 2001 - Dundee study 2% admitted to copying, 58% admitted to plagarism
- Dyrbye et al 2010 – 1.5% students admit cheating in exams but 43% falsify clinical findings

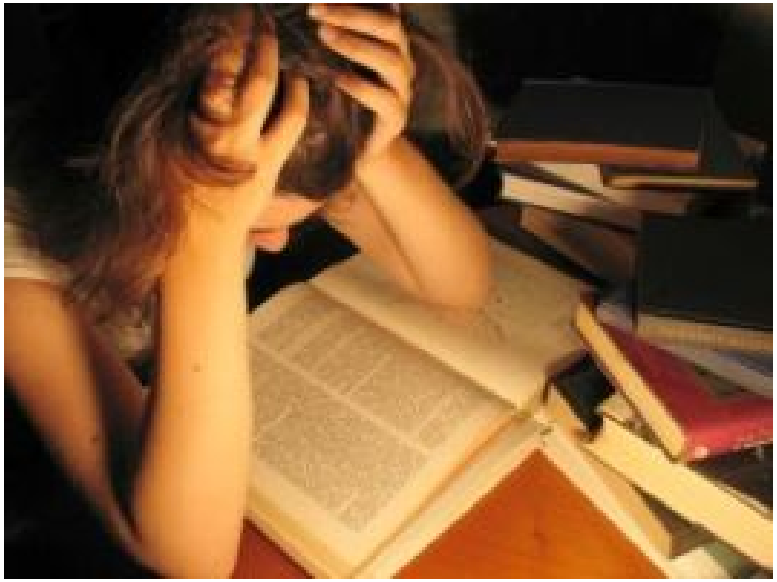
The pressure to perform

- The pressure to get into medical school courses
- Ranking in UK medical schools now a way of life
- National ranking for postgraduate F1 posts

Student burnout

- Medicine is an intrinsically demanding profession,
- Common amongst medical students
- Some studies estimate 50% medical students may be affected by burnout

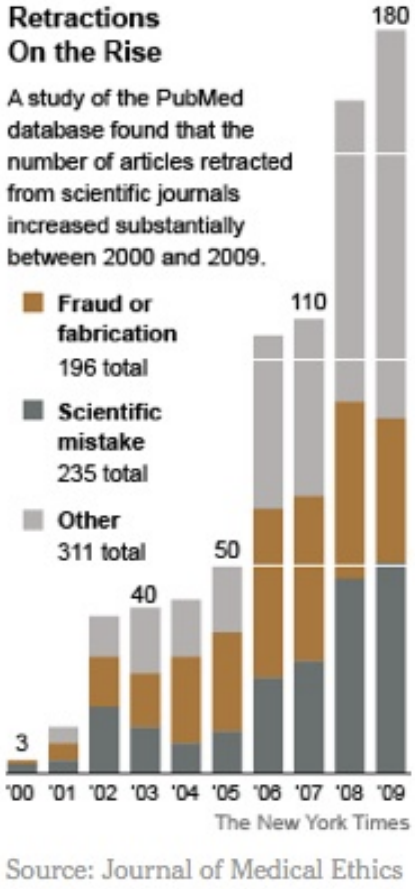
(IsHak et al 2013)



Postgraduate training

- WBAs
  - Choosing straightforward cases
  - Choosing doves over hawks
  - Retrospective case selection

Pressure to succeed in research



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IOC meeting Tuesday to discuss sanctions; WADA recommends full Rio ban

The Associated Press Posted: Jul 18, 2016 8:06 AM ET | Last Updated: Jul 18, 2016 9:46 PM ET

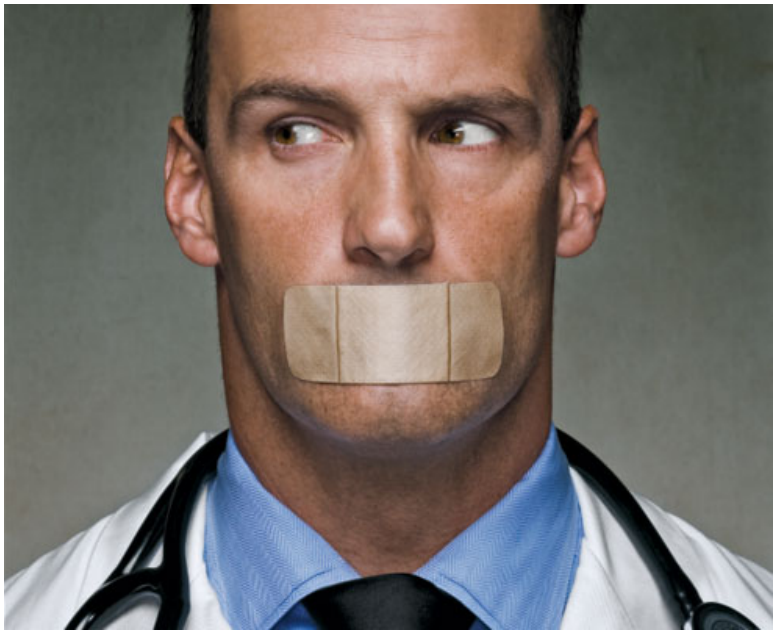
Pressure for Organisations to succeed

- ‘You will learn that most organisations do not value failure, they do not see it as a learning opportunity but as a negative’

Tyrone Pitsis 2016

The environment of the NHS

- Whistleblowing
- Admitting mistakes = attracting blame

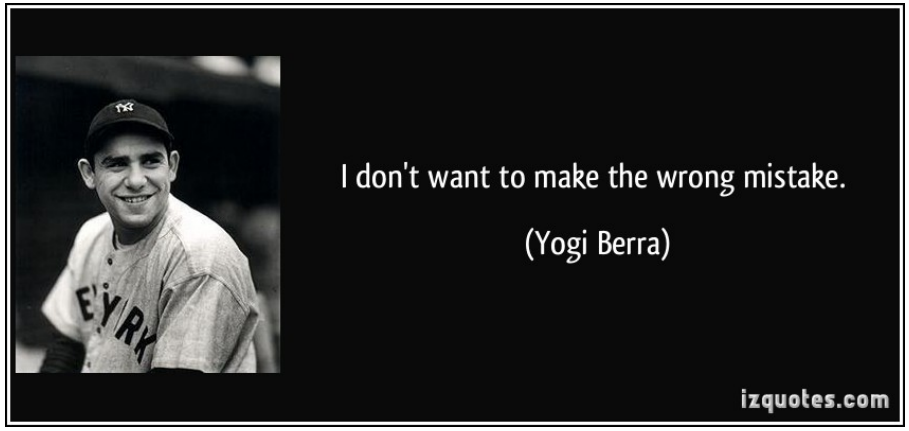


Francis report – Freedom to speak up

- *"There is a culture within many parts of the NHS which deters staff from raising serious and sensitive concerns and which not infrequently has negative consequences for those brave enough to raise them"*
  http://webarchive.nationalarchives.gov.uk/20150218150343/https://freedomtospeakup.org.uk/

Errors happen…..

- Error is often associated with notions of poor ability and blame
- Powerful incentives to cover up errors
- Covering up errors = obstructed learning
- Less cover up = a culture of a climate of learning from error = and less further error



Errors are not the same as misconduct

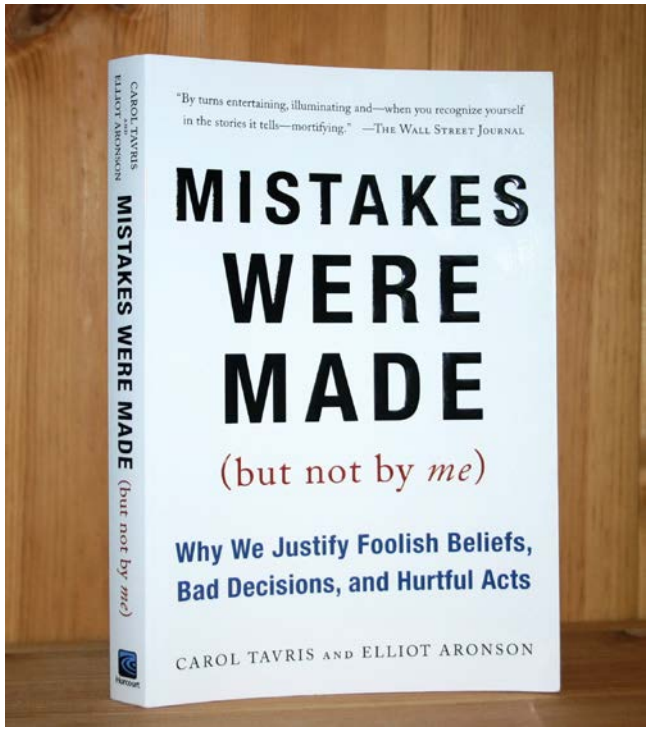
- Why a culture of fear and blame won't fix the NHS

- Moving away from a climate of fear about admitting error and blame

Why do we Blame people?

Attribution theory:

- Blame helps us cope with uncertainty
- Attributing failure to an external cause may be a natural self-protective mechanism



Blame Culture

- Healthcare workers at particular risk of stigmatisation following an adverse event
- Generates considerable motivation to avoid blame
- Powerful barrier to reporting and effective learning from adverse events

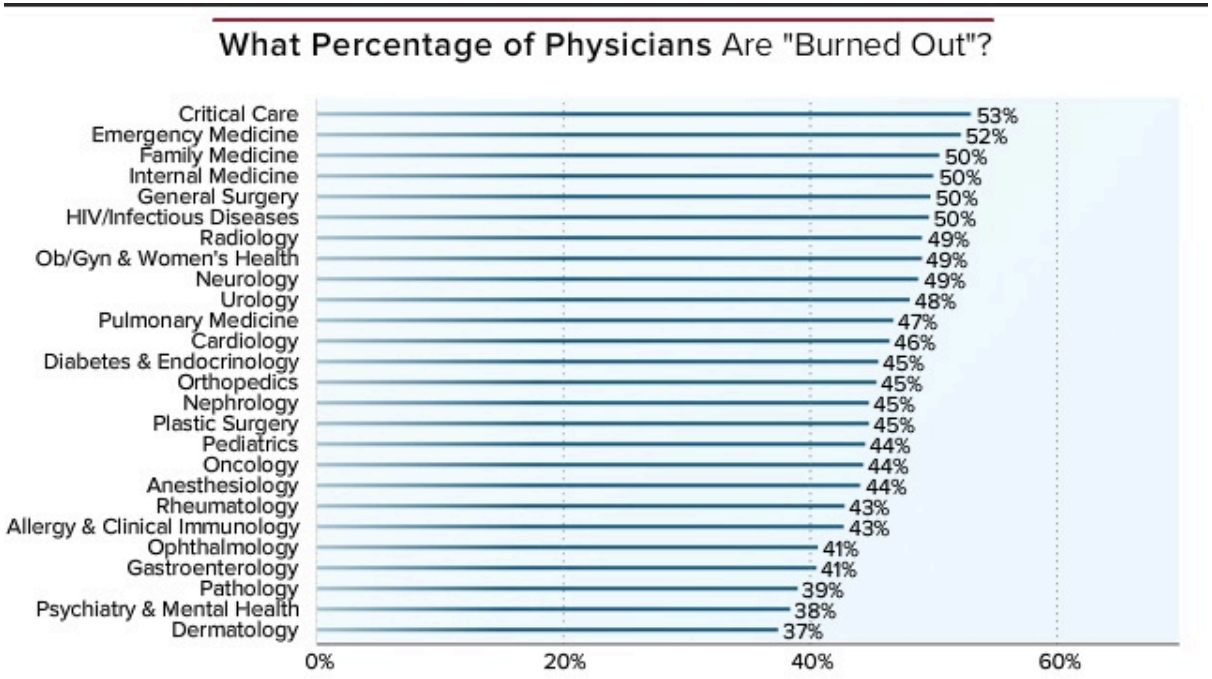
Culture of Blame

- "The single greatest impediment to error prevention is that we punish people for making mistakes"

  Dr Lucian Leape, Harvard School of Public Health

Blame: the default response

- The NHS blame culture fuels negative media reports and demotivates staff and leads to burnout



From a blame culture to a learning culture

- Three steps
  - Intelligent transparency
  - Developing a learning culture
  - Appropriate accountability

League tables of mistakes

NHS

LEARNING FROM MISTAKES LEAGUE

The rankings are as follows:

1 – **outstanding levels** of openness and transparency

2 – **good** levels of openness and transparency

3 – **significant concerns** about openness and transparency

4 – **poor reporting culture**

Safe space consultation

- Creating a safe space is a difficult balance to achieve

Reassuring staff that the information they give will not be passed on

Reassuring patients and families that they have the full facts

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Blundering doctors get protection from blame

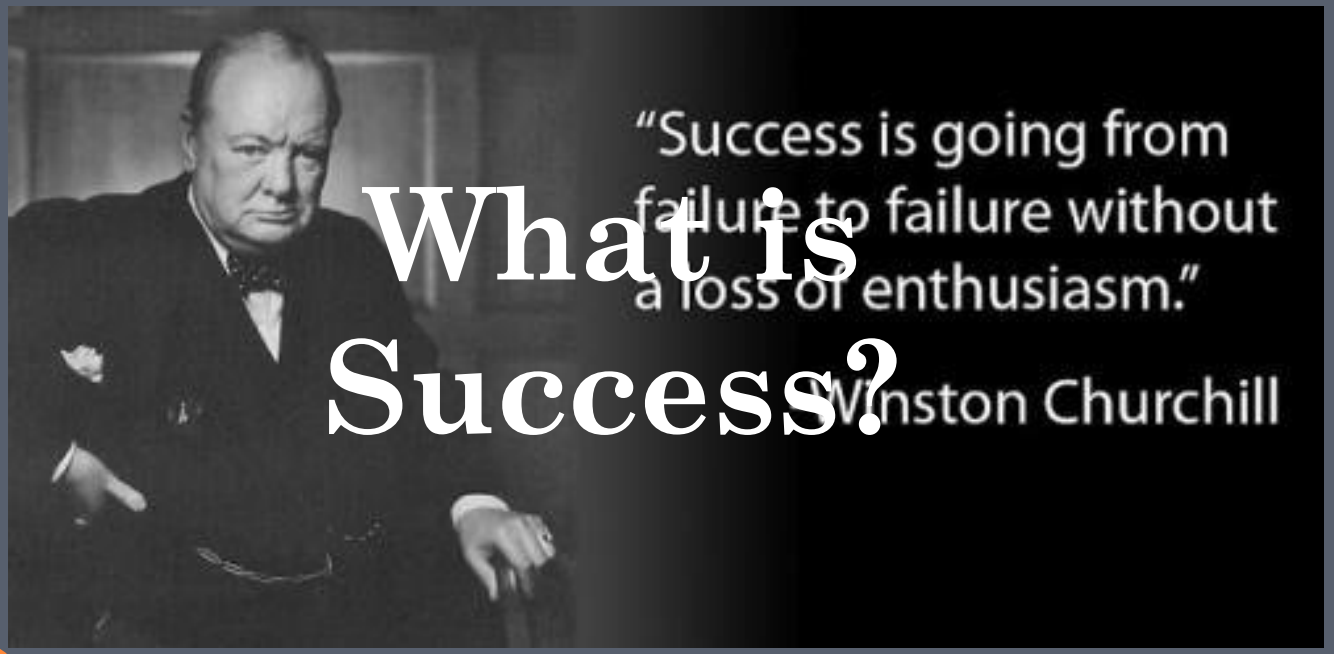
Dr Bawa Garba and reflection

Williams report

Reflective material

- Professional regulators that have power to require information… for the purposes of fitness to practise procedures should not have access to personal reflections

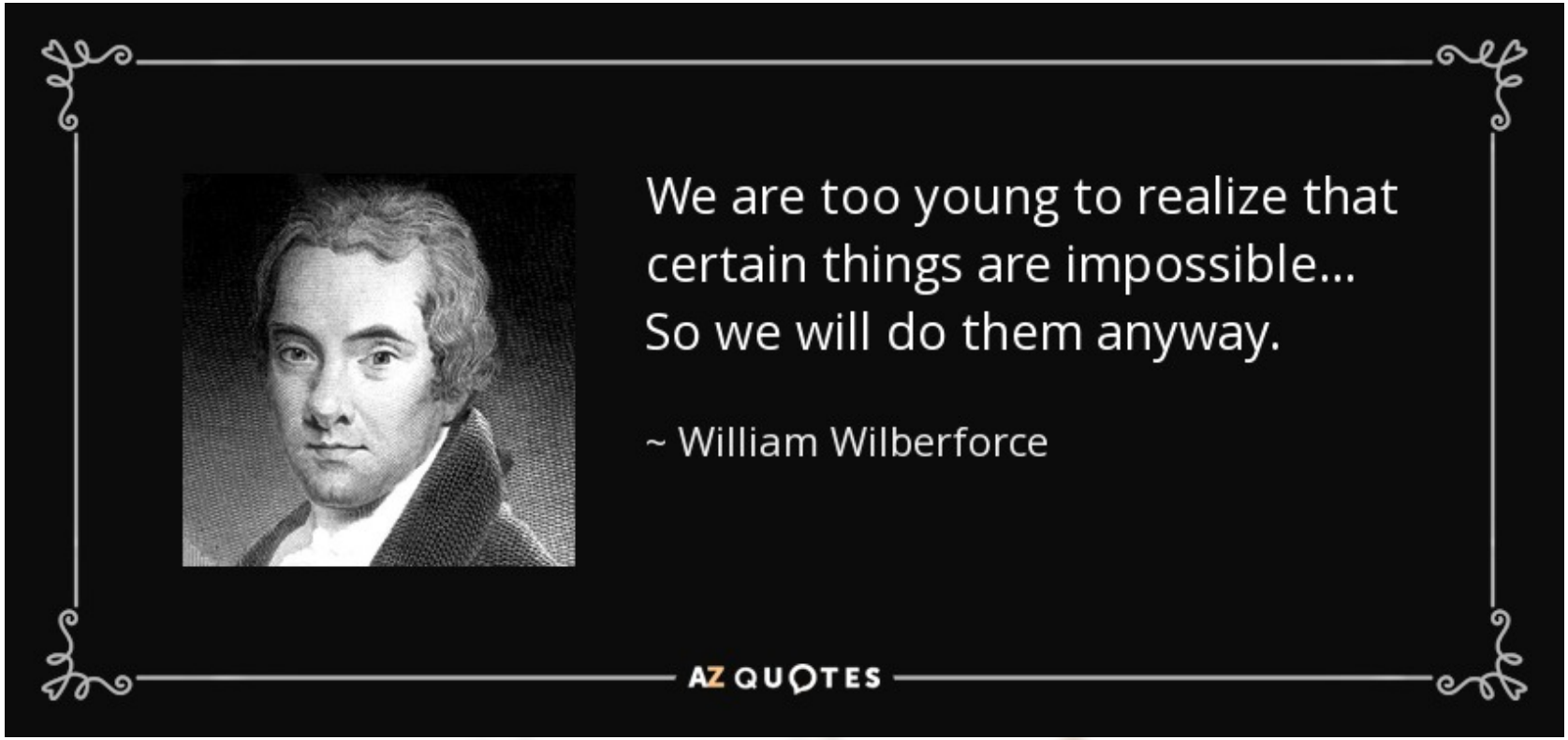
What is Success?



Celebrating Failure

- A way to preserve professional integrity, personal well being and save the NHS?

Could the NHS or any modern health service ever be an organisation to celebrate failure?



Thank you for your attention