Innovation and Quality Improvement

Current Awareness Bulletin

June 2025

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Book a session today at https://forms.office.com/e/HyiSXfDaYV (these sessions will be held on a monthly basis)

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1. **Improving patient safety culture in hospitals: A scoping review**

Authors: Aires-Moreno, Giulyane;Marques, Laís Garcia;Ramos, Sheila Feitosa;de Castro Araújo-Neto, Fernando;de Oliveira Santos Silva, Rafaella;Fernandes, Brígida Dias;Dos Santos Alcântara, Thaciana;Mesquita, Alessandra Rezende;Chemello, Clarice and Lyra, Divaldo,Jr

Abstract: Context: Patient safety culture is the product of individual and group behaviors that determine the commitment, style, and proficiency of a healthy and safe healthcare organization. To improve a hospital's patient safety culture, it is necessary to understand the strategies that exist and those that best impact health outcomes.; Aim: Analyze strategies that modify patient safety culture in the hospital environment.; Methods: A scoping review was conducted of experimental or quasi-experimental studies published until March 2025 on different strategies that determine patient safety culture. The terms used were related to "Patient Safety," "Safety Management," "Organizational Culture," "Experimental or Quasi-experimental studies," and "Hospitals" and for the search, the databases Cochrane, Embase, PubMed, Scopus, and Web of Science. Subsequently, two researchers independently analyzed the titles, abstracts, and full texts, and a third evaluator resolved divergences in the selection of studies.; Results: Fifty one studies were included in this systematic review. 17 studies were named before and after, 16 quasi-experimental studies, 11 randomized controlled trial and seven as interrupted time-series studies. Regarding strategies to improve safety culture, educational strategies were used in 31 (60.8 %) studies, cooperative work strategies were identified in nine (17.6 %), and organizational change strategies were applied in 11 (21.6

%). Five studies correlated the strategies applied in patient safety culture with the clinical outcomes in patient health, and only one study measured the economic impact.; Conclusion: It can be concluded that the strategies that brought the most relevant results to the patient safety culture in hospitals were those with greater cooperation from health professionals with a focus on teamwork, those with a duration and follow-up of over one year, those focused on optimizing the relationship between professionals and the institution's leaders, and those that optimized clinical and economic outcomes. (Copyright © 2025. Published by Elsevier Inc.)

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2. **Innovation in hospital pharmacy: Modeling the installation of automated dispensing systems based on an oncology hospital experience transfer.**

Authors: El Baraka S.;Cherif Chefchaouni A.;Bourdaime A.;Lahlou O.;El Alaoui Y. and Rahali, Y.

Publication Date: 2025

Abstract: Objective: This study explores automated dispensing systems (ADS) implementation in hospitals, focusing on experience transfer between the National Institute of Oncology of Rabat (NIO) and the specialties hospital of Rabat (SHR) to develop a transferable ADS installation and management model.
Method(s): A retrospective implementation and experience data analysis of 3 years ADS implementation at NIO and a prospective planification for SHR new implementation on 6 months were employed. Data collection included pharmacist team reports, personnel interviews, direct observations, and information system data exports. The study focused on identifying challenges a plan-do-check-act (PDCA) cycle.
Result(s): The analysis revealed overestimation in ADS needs at NIO about 42%, leading to: Resource exhaustion; Challenges in timeline installation staff training and management, Disruptions in data integration and Incident Reports. These issues underscored the importance of a phased, well-planned implementation process.
Discussion(s): The study highlighted the crucial role of many comprehensive strategies. In accordance with the results of several studies, this work demonstrates the benefits of ADS in reducing medication errors and enhancing resource management, while also pointing out the necessity for accurate system sizing, effective integration with hospital information systems, and comprehensive staff training.
Conclusion(s): The experience transfer between NIO and SHR provides a valuable model for ADS implementation in hospital pharmacies, proposing optimizations on: Implementation process; Timelines and mapping; Risk management and incident reports; Staff training, sensibilization and change control.

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3. **The voice of sacrifice: The silence of healthcare professionals in the service of productivity. The case of a French hospital**

Authors: Glauzy, Antoine and Montlahuc-Vannod, Aude

Publication Date: 2025

Abstract: For more than half a century, French hospitals have been subjected to the logics of New Public Management (NPM), which compel healthcare professionals to navigate increasing demands for economic efficiency. Rooted in a managerial ideology, these logics generate significant distress among healthcare professionals, who struggle to reconcile the socio-relational aspects of care with new standards of standardization dictated by performance tools and indicators. While this distress remains a taboo in hospital settings, this study examines how the silence surrounding professional suffering becomes a lever for productivity within these managerial frameworks. Drawing on ethnographic research conducted through observations and interviews in a French hospital specializing in severe liver and pancreatic diseases, our findings reveal that silence, initially imposed by a managerial culture that denies vulnerability, evolves into a resource for healthcare professionals. It allows them to transcend their subjectivity to meet productivity demands. Grounded in the theory of the psychodynamics of work, we argue that healthcare professionals use silence as a means of self-sacrifice, aiming to fulfill productivity expectations and conform to identity norms shaped by the organizational culture. • The cult of performance in hospitals makes healthcare workers' suffering a taboo. • Healthcare professionals mute their suffering to meet productivity demands. • Silence reflects the institutionalized sacrifice of healthcare workers' subjectivity. • Co-producing knowledge reveals silenced experiences of healthcare professionals. • Understanding silence reveals how work organization is shaped by work politics.

4. Hospital in the Home service: an innovative model for managing patients outside of acute care beds.

Authors: Gunanyagam P.;Lie D.A.K.;Irvine V.;West D.;Dickson H.;Iliopoulos J. and Ahmad, M.

Abstract: The growing pressures on global healthcare systems, driven by an ageing population and increasing care complexity, necessitate innovative alternatives to traditional inpatient care. The 'Hospital in the Home' (HITH) model, offering acute-level care in patients' homes, is an emerging solution that has gained traction in both the UK and Australia. This article outlines the establishment and development of a HITH service within one of Australia's busiest tertiary referral hospitals, located in a socioeconomically deprived region in South Western Sydney. It examines how the service has evolved over time, significantly reducing hospital bed occupancy, managing diverse clinical conditions, and adapting to the specific needs of the local population. The analysis also offers insights into the challenges and future directions of the HITH model.

5. High-Productivity Nursing: Occupational Calling as a Moderator in the Post-Pandemic Hospital Environment

Authors: Li, Lingzhi;Zhang, Xinyi;Wang, Hui;Wang, Chendi;Yuan, Jingfeng;Li, Min and Liu, Tingting

Publication Date: 2025

Abstract: Aims: This study investigates the impact of the hospital environment on nurse job productivity in the post-pandemic era, with a focus on the moderating role of occupational calling, based on the person-environment-occupation-productivity (PEOP) theory.; Design: A mixed-methods approach was employed, combining two-stage quantitative surveys and qualitative interviews.; Methods: In April 2022, 230 nurses from 11 Chinese public hospitals participated in a two-stage quantitative survey. Additionally, qualitative interviews were conducted with 10 nurses and 2 physicians. Quantitative data were analysed using partial least squares structural equation modelling (PLS-SEM), while qualitative data were analysed through Colaizzi's method to identify themes. To ensure the validity and reliability of the mixed-methods design, the study adhered to the Mixed Methods Appraisal Tool (MMAT) guidelines. Both sets of data were used to evaluate the relationships between hospital environments, job productivity, and occupational calling.; Results: The study found significant correlations between the hospital's indoor, spatial and sanitary environments and nurses' job productivity. Additionally, the research revealed that occupational calling moderates the relationship between indoor and spatial environments and job productivity to varying extents. However, occupational calling does not significantly moderate the impact of the sanitary environment on job productivity.; Conclusion: This study provides insights into the transformative effects on hospital environments in the post-pandemic era, emphasising the importance of combining personal intrinsic and environmental extrinsic factors to boost nursing productivity. It proposes strategies for optimising hospital indoor, spatial, sanitary environments and enhancing nurses' occupational calling, providing practical, theoretical and educational insights to healthcare policymakers and practitioners.; Patient or Public Contribution: There was no patient or public contribution in this study, as the focus was on nurses. (© 2025 John Wiley & Sons Ltd.)

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6. **Enhancing outpatient layouts and services in tertiary hospitals: innovations for elderly-friendly care**

Authors: Lu, Weiwei;Zhao, Yun;Wang, Haoqi and Sun, Zhan

Publication Date: 2025

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7. **Use of Innovative Technology to Reduce Hospital-Acquired Pressure Injuries: Journey of One Facility to Achieve Zero Hospital-Acquired Pressure Injuries in a Critical Care Service Line**

Authors: Przybyl, Heather;Kulikowski, Emily and Lauer, Dana

Publication Date: 2025

8. **The Patient Safety Management Activities of Hospital Nurses: An Importance and Performance Analysis.**

Authors: Ryoo E.;Park H.;Shin N.Y. and Yu, S.

Publication Date: 2025

Journal: The Journal of Nursing Research : JNR 33(3), pp. e396

Abstract: BACKGROUND: To improve patient safety performance, medical personnel may utilize patient safety systems to perform patient safety nursing activities and suggest future directions for improvement. Patient safety nursing activities refer to systematic activities taken to prevent injuries or accidents during diagnosis, treatment, and other medical services.
PURPOSE: This study was designed to analyze the importance placed by hospital nurses on patient safety management activities and their actual performance of these activities.
METHOD(S): An importance and performance analysis of patient safety management activities was conducted on 163 nurses with over 1 year of experience working at one of three hospitals in South Korea. Data were collected using questionnaires prepared based on criteria related to nurse-implemented patient safety management activities (three areas, 15 categories, 104 questions).
RESULT(S): The average score for the importance of the developed patient safety management activities was 3.65 (SD = 0.14), and the average performance score was 3.42 (SD = 0.211). Using distinct importance and performance analysis frames, items corresponding to the "concentrate here" area included "securing enough human resources," "provide training for employees," "efforts to prevent violence in institutions and establish a proper organizational culture," "a rapid response system to urgent patient conditions," "checking the correct patients," and "CPR team operating regulations." CONCLUSION/IMPLICATIONS FOR PRACTICE: The indicators for most patient safety management activities indicate their strong performance in South Korean nursing workplaces. To further improve the patient safety management practices of hospital nurses, nursing managers should create nursing work environments that promote safety activity performance efficacy.

Sources Used:

A number of different databases and websites are used in the creation of this bulletin.

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