

Certification Prep Course

## Certified Professional in Patient Safety (CPPS)<sup>TM</sup>

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### Exam Content Areas



January 14	Culture
January 21	Leadership
January 28	Patient Safety Risks & Solutions
February 4	Measuring & Improving Performance
February 11	Systems Thinking & Design

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# Objectives

- 01**  
*Describe leadership's role in patient safety.*
- 02**  
*Identify strategies for engagement.*
- 03**  
*Apply leadership principles to real-world scenarios.*

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# Exam Focus: Leadership

-  Leadership's role in patient safety culture
-  Governance and accountability
-  Resource allocation for safety
-  Staff engagement strategies

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# Terminology

## GOVERNANCE

- Oversight and direction at the system/organizational level.
- Focuses on vision, mission, strategy, accountability, and risk oversight.
- Boards and senior leaders ensure that safety is a core organizational priority.

## MANAGEMENT

- Day-to-day operations, execution, and coordination of work.
- Ensures policies, processes, and resources are applied consistently and effectively.
- Managers translate governance expectations into practical action.

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# Terminology

## LEADERSHIP

- The actions, behaviors, and decisions of people who influence others.
- Leaders shape priorities, model transparency, communicate expectations, allocate resources, and respond to safety events.
- Leadership behaviors directly drive or erode safety culture

## CULTURE

- The shared values, beliefs, and behaviors that determine "how we do things here."
- Culture shows up in psychological safety, communication norms, transparency, fairness, and trust.

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# Terminology

## PSYCHOLOGICAL SAFETY

- A climate where staff feel safe to speak up, ask questions, and report concerns without fear of embarrassment or retaliation.
- Builds openness, communication, and learning—foundational to safety culture.

## JUST CULTURE

- A framework that balances accountability and learning.
- Differentiates between human error, at-risk behavior, and reckless behavior, and guides a fair response.
- Ensures staff are treated consistently and equitably when errors occur.

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# Why Leadership Matters for Patient Safety



LEADERSHIP SETS THE  
TONE FOR SAFETY



LEADERSHIP DRIVES  
SYSTEM-LEVEL PRIORITIES



IMPACT ON REAL SAFETY  
OUTCOMES

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# Setting Quality & Safety Priorities



LEADERSHIP SETS THE  
"NORTH STAR" FOR  
SAFETY



USE DATA TO IDENTIFY KEY  
RISKS & SET MEASURABLE  
SAFETY GOALS



ALIGN PEOPLE, RESOURCES &  
GOVERNANCE AROUND THE  
PRIORITIES

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# Board Engagement



BOARD RESPONSIBILITIES  
FOR SAFETY OVERSIGHT



KEY QUESTIONS BOARDS  
SHOULD ASK ABOUT SAFETY



LINKING SAFETY METRICS TO  
ORGANIZATIONAL STRATEGY

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## Whole-Organization Engagement



USE  
COMMUNICATION  
CHANNELS &  
ROUNDING TO STAY  
CONNECTED



FOSTER AN  
ENVIRONMENT  
WHERE STAFF FEEL  
SAFE TO REPORT  
ERRORS



ROLE-MODEL  
TRANSPARENCY &  
LEARNING



ENGAGE  
FRONTLINE STAFF  
AS PARTNERS IN  
SAFETY

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## Ongoing Assessment of Quality and Safety Activities



REVIEW SAFETY &  
QUALITY DATA  
REGULARLY



CELEBRATE BRIGHT  
SPOTS TO  
REINFORCE  
RELIABLE  
PRACTICES



USE ROUNDING &  
FRONTLINE INPUT  
TO DETECT SYSTEM  
ISSUES EARLY



CLOSE THE LOOP BY  
ACTING ON  
FINDINGS &  
REPORTING BACK

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## Leadership Styles & Behaviors

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## Leadership Styles

<p><b>TRANSFORMATIONAL</b></p> <ul style="list-style-type: none"> <li>• Inspires and motivates others through vision, purpose, and values.</li> <li>• Focuses on culture change, empowerment, and long-term improvement.</li> <li>• Encourages psychological safety by inviting ideas, speaking up, and innovation.</li> <li>• Common in high-reliability organizations where adaptability and learning are essential.</li> </ul>	<p><b>TRANSACTIONAL</b></p> <ul style="list-style-type: none"> <li>• Focuses on tasks, compliance, and short-term performance.</li> <li>• Relies on clear expectations, monitoring, and reward/penalty systems.</li> <li>• Effective for ensuring consistency and adherence to standards, but less effective for culture change.</li> </ul>
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## How Leadership Behaviors Shape Safety

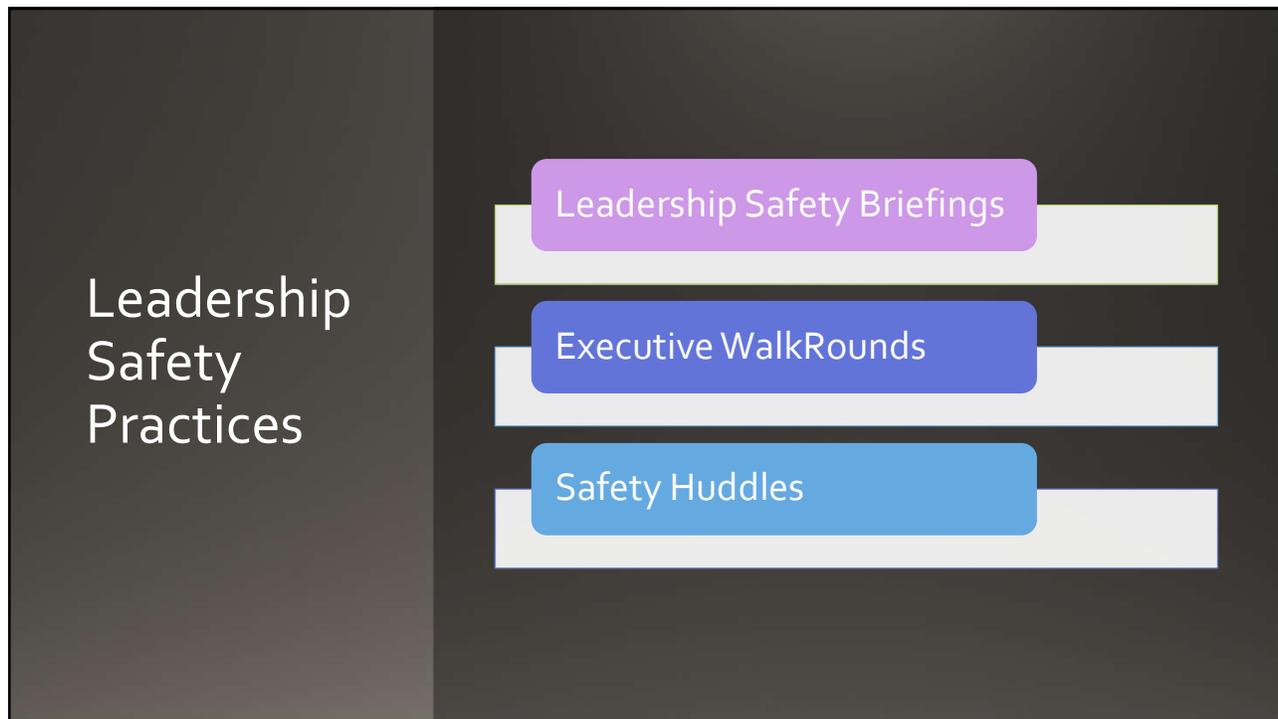
- Model transparency, fairness, and learning to build psychological safety and trust.
- Respond to errors in a way that signals reporting is safe, not risky.
- Show consistent, visible involvement to reinforce safety as a core organizational priority.
- Demonstrate behaviors that encourage speaking up, process adherence, and participation in improvement efforts.



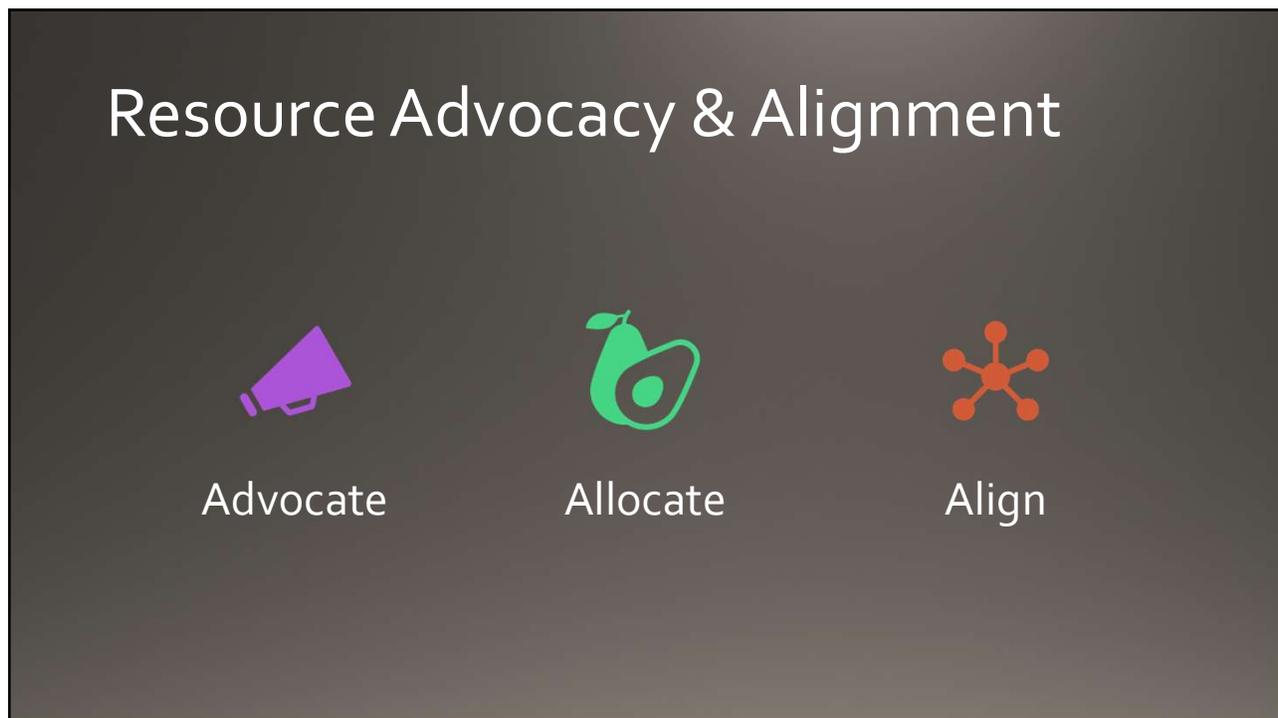
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## Operationalizing Leadership Commitment

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# Clear & Structured Communication



Communication Frameworks

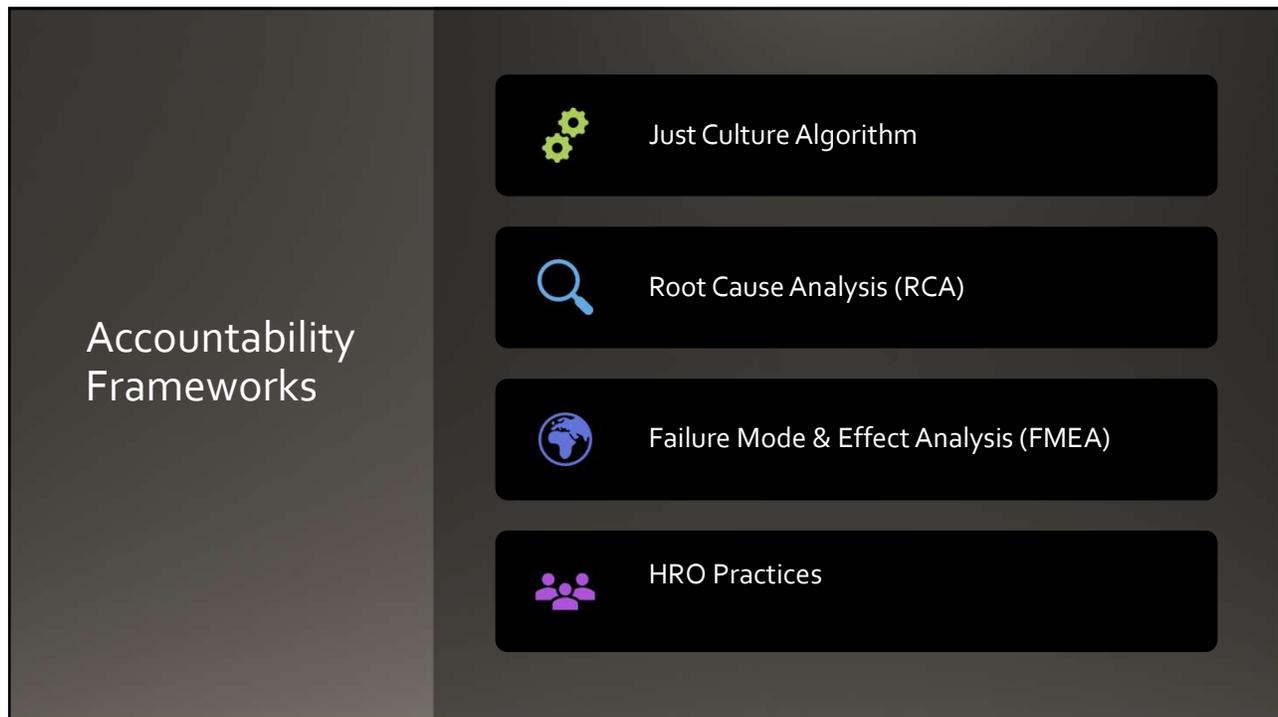


Model Behaviors

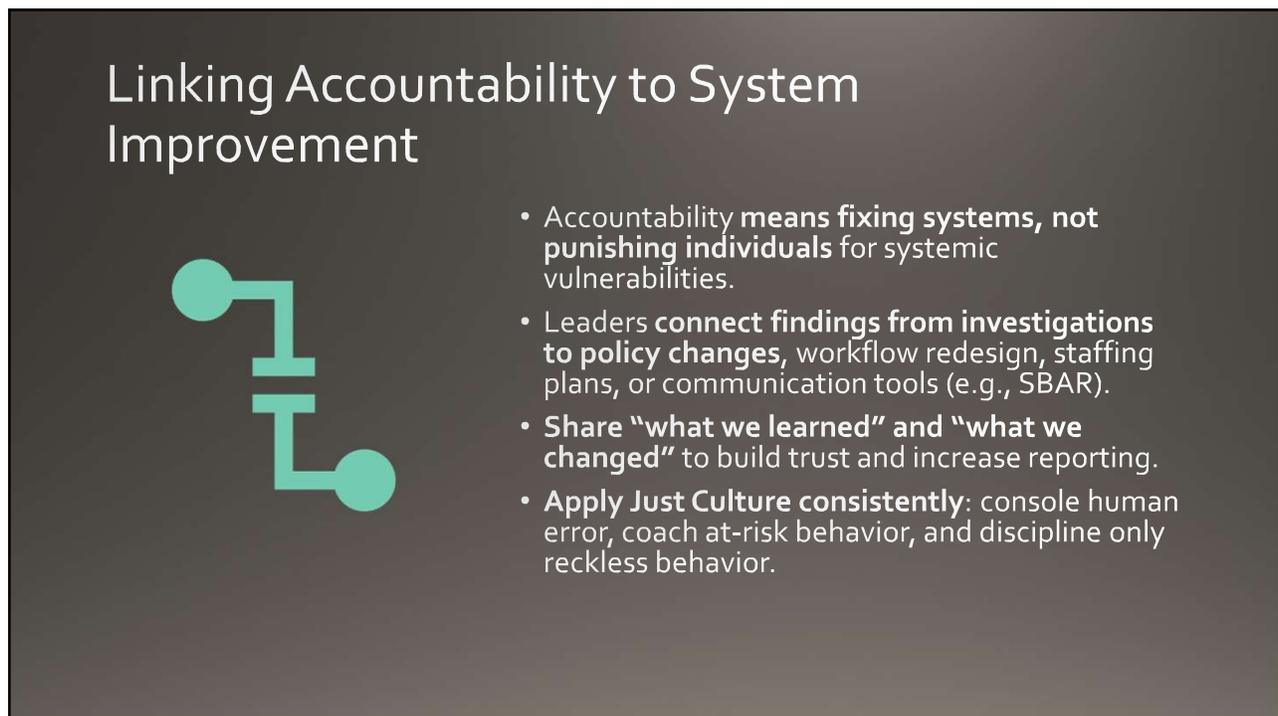
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# How Leaders Use Data to Monitor Safety Performance



Dashboards and Scorecards

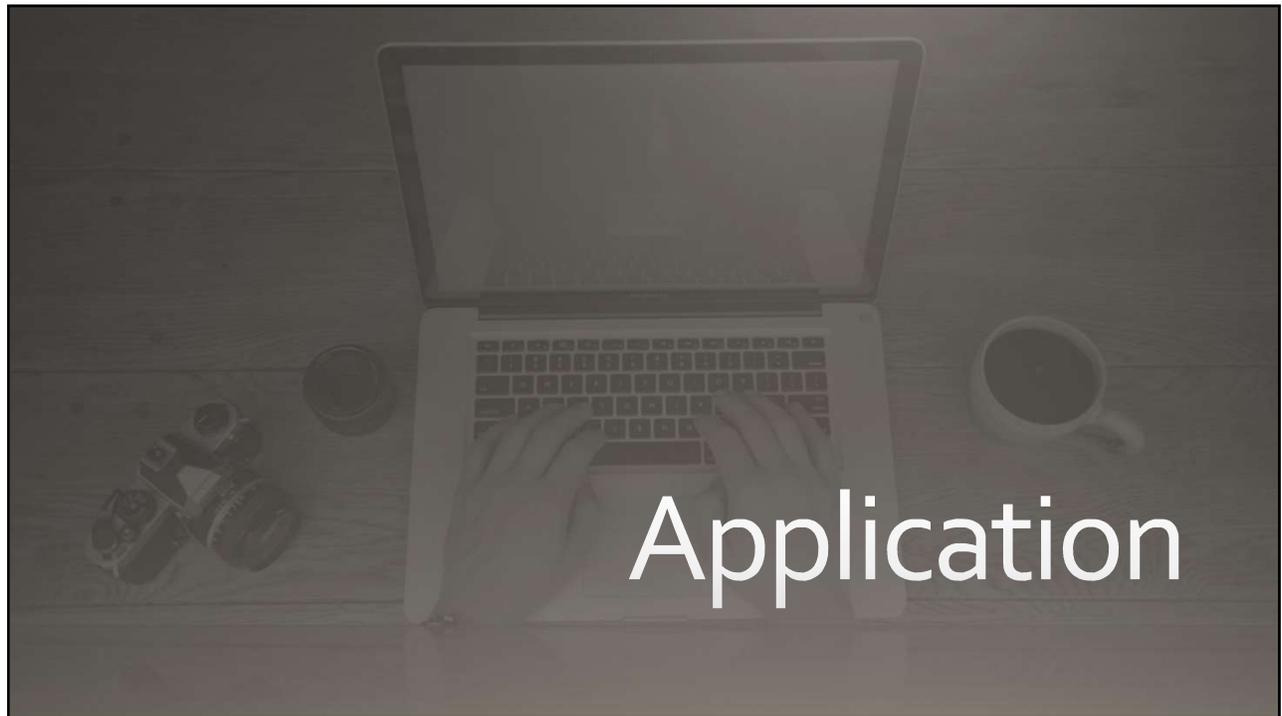


Sharing Results With Staff



Closing the Feedback Loop

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## Leadership Response to a Sentinel Event

CAUTI and CLABSI rates have doubled over 2 months.

Staffing shortages and traveler turnover may be contributing.

Nurses report supply inconsistencies and equipment issues.

No punitive events yet—but fear of blame is increasing.

Infection prevention is a shared service, only on site 1–2 days/week (rural reality).

Your response in the next 24–72 hours will shape safety culture, staff trust, and future reporting.



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## Leadership Response to a Sentinel Event



Which leadership action **DOES NOT** align with CPPS principles in responding to this event?

- A. Initiate a blame-oriented investigation focused on identifying responsible staff
- B. Conduct Executive WalkRounds to hear frontline concerns directly
- C. Use SBAR to communicate findings and next steps with the board
- D. Allocate resources to standardize supplies and support infection prevention
- E. Review dashboards and close the loop with staff about actions taken

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## Debrief:



### Leadership Actions Aligned to CPPS Principles

- Model a Learning Response, Not a Blame Response
- Conduct Executive WalkRounds
- Investigate System Contributors Using a Just Culture Lens
- Allocate Resources
- Use Data Dashboards to Drive Next Steps
- Close the Loop with Staff

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## Summary & Key Takeaways

- Leadership Embeds Safety Into Governance & Daily Operations
- Leadership Drives a Strong Patient Safety Culture
- Accountability & Resource Allocation Are Core Leadership Functions
- Staff Engagement Strengthens Organizational Safety

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## Practice Questions

Which leadership action best demonstrates commitment to safety?

A. Praising staff for meeting productivity targets despite skipped safety steps

B. Conducting monthly Executive WalkRounds and following up on identified hazards

C. Redirecting safety concerns to department managers without review

D. Reviewing safety data only during annual planning

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## Practice Questions

What leadership style inspires staff to adopt safety initiatives by motivating via shared vision?

A. Transactional

B. Laissez-faire

C. Transformational

D. Bureaucratic

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## Practice Questions

**A nurse reports a near miss involving a medication label mix-up. How should the leader respond?**

- A. Remind the nurse to be more careful next time
- B. Ask who was responsible and escalate for possible discipline
- C. Thank the nurse, explore contributing system factors, and share next steps with staff
- D. File the report without speaking to the team

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## Practice Questions

**A rural hospital experiences rising infection rates. What is the most appropriate leadership response?**

- A. Require mandatory staff retraining without reviewing system issues
- B. Increase penalties for non-compliance with documentation
- C. Conduct Executive WalkRounds, review supply variability, and allocate resources to standardize line-care practices
- D. Delay action until the quarterly safety meeting

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## Practice Questions

The board asks how safety performance is monitored. Which leadership approach reflects strong governance and accountability?

A. Providing only narrative summaries without data

B. Sharing dashboards showing trends, near misses, and action items linked to system improvements

C. Delegating all safety reporting to department heads without oversight

D. Reviewing safety events only when harm occurs

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## Wrap Up



### Next Session:

Patient Safety Risks & Solutions  
January 28

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