



**WHAT?**  
WE TRIED THAT  
BEFORE AND  
IT DIDN'T  
**WORK**

DOCTOR, WOULD  
YOU PLEASE  
WASH YOUR  
**HANDS!**

IF I BRING THAT UP,  
I MAY GET  
**FIRED**

I'M TOO LOW ON THE  
TOTEM POLE  
NO ONE WILL  
LISTEN TO ME  
CAN I PLEASE GET SOME

**HELP?**

I SHOULD SPEAK UP, BUT I DON'T WANT TO GET A  
REPUTATION AS A TROUBLEMAKER  
I DON'T THINK THAT'S THE  
CORRECT PROTOCOL



SHE'LL MAKE MY LIFE MISERABLE  
IF I SAY SOMETHING  
I KNOW WE'VE BEEN DOING IT LIKE  
THIS FOR YEARS, BUT CAN WE TRY  
**A NEW WAY?**

HERE'S WHY THAT  
WON'T WORK  
I FEEL THIS MIGHT BE A  
**DUMB QUESTION**

I DON'T FEEL  
COMFORTABLE  
DOING IT THIS WAY

THAT SHORTCUT COULD  
**HARM**  
A PATIENT

YOU DON'T DO YOUR  
FAIR SHARE OF  
THE WORK

I DON'T WANT TO HURT HER  
**FEELINGS**

IT'S NOT MY JOB,  
BUT SOMEONE SHOULD  
SAY SOMETHING

**STOP!**



# Building a Culture of Openness

A blame-free environment is mission critical for patient and worker safety. Here are some tips to help your team create a workplace culture where employees feel free to raise concerns.

- [ ✓ ] Be a good listener
- [ ✓ ] Ask open-ended questions
- [ ✓ ] Admit mistakes (leaders need to be role models on this)
- [ ✓ ] Address problems early
- [ ✓ ] Develop rapport among employees

- [ ✓ ] Disavow perfection
- [ ✓ ] Create systems that encourage people to speak up
- [ ✓ ] Hold briefings before and after each surgery
- [ ✓ ] Hold each other accountable
- [ ✓ ] Value each person's role