



*OPEN COMMUNICATION
WHEN THINGS GO WRONG*

A CHIEF EXECUTIVE'S PERSPECTIVE

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OPEN COMMUNICATION WHEN THINGS GO WRONG

● Leadership & Governance

● Communication & Media

● Understand It

● Staff

● Action

● Learn & Share

● Heroes & Villains

LEADERSHIP & GOVERNANCE

- Make sure you will know when things go wrong
- When things go wrong – be visible
- Apologise – personally
- Don't underestimate the role of the CEO
- Clear lines of Governance
- Short lines of Governance
- Responsibility linked to Authority

COMMUNICATION & MEDIA

➡ Communication

Keep families informed

One or two key contact people

Keep saying what's happening

“No surprises”

➡ Media

Media people want media coverage

Public interest –v’s- what interests the public

Reputation protection

Don't get fixated on the Media

UNDERSTAND IT

- What happened?
- How did it happen?
- Can it happen again?
- Internal Review
- External Review
- Transparency

STAFF

- Support the staff as well
- Often the 2nd victims
- Both Direct and Indirect Participants
- Shock and Secrecy
- Open Disclosure
- Blame Free Culture –v's-
- Appropriate Responsibility

ACTION

- ✓ Respond
- ✓ Clear Goals
- ✓ Measure Progress
- ✓ Clear Responsibility
- ✓ *“Don’t let it happen again”*
- ✓ Culture change is the hardest



LEARN & SHARE

- Seek advice
- Take advice
- Give advice
- Share learning

HEROES & VILLAINS

- Manage Expectations
- *“People who make serious decisions make serious mistakes”*

- 1 Protect Patients
- 2 Protect Staff
- 3 Protect Hospital