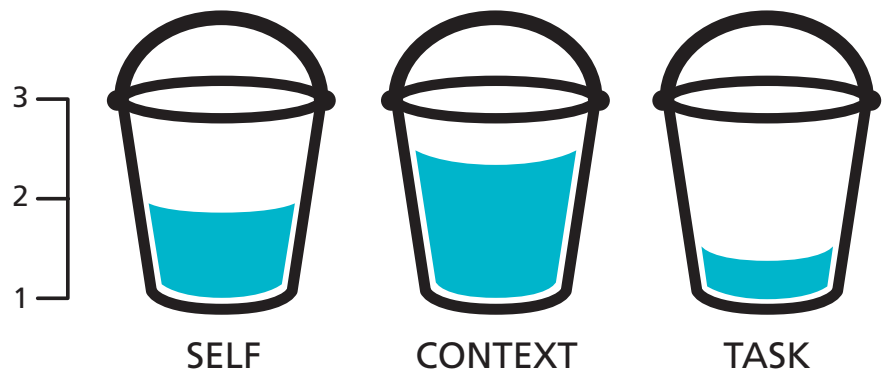


Foresight Training

Resource Pack

*5: Examples of James Reason's
'three bucket' model*

Examples of James Reason's 'three bucket' model



Contents of the Self bucket

'Bad stuff'	How to 'weigh up' the bad stuff
Level of knowledge	
Unaware of current policies or protocols	<i>Are all new policies communicated to staff? How do you know if you are up to date with policies and protocols?</i>
Newly qualified or training	<i>Do you feel you have been given enough training to be doing this task? Do you have the necessary competencies to do this task?</i>
Decision support not available	<i>Are senior staff available to give advice?</i>
New to ward/unit/department	<i>Are you familiar with all staff, patients and working practices? Have you had a local induction?</i>
Level of skill	
Competence and experience	<i>Are you up to date on training? Have you developed any unauthorised workarounds (variations to recommended practices to save time or efficiency)?</i>
Level of expertise	
Involuntary automaticity (regular jobs done without thinking)	<i>Is this a job you do so often that you do not have to think about it? Could you have done anything wrong without noticing?</i>
Unable to challenge decisions of senior staff	<i>Do you find it hard to challenge senior staff, even if you think there is a patient safety risk?</i>
Expectations and assumptions of knowledge	<i>Are you comfortable asking a question if you need to?</i>
Over/under confidence	<i>Are you working beyond your level of competence?</i>
Current capacity to do task	
Fatigue and time of day	<i>How are you managing your shifts at the moment? Have you had your break? Are there additional risks due to the time of day, weekends, holidays, etc.? Is the shift length appropriate?</i>
Negative life events	<i>Argument at home this morning? Bad journey to work?</i>
Feeling under the weather	<i>Stress? Illness? Alcohol? Drugs?</i>
Stressors at work	<i>How is your relationship with your line manager? Is the organisation stable at the moment?</i>

Contents of the Context bucket

'Bad stuff'	How to 'weigh up' the bad stuff
Equipment and devices	
Usability	<i>Is the device easy to use? Do you understand all of the functions on the equipment? Does the equipment's alarm activate too easily? Do you need training to operate the device?</i>
Maintenance and servicing	<i>Can you tell if the equipment is serviced and up to date?</i>
Not informed of change in stock	<i>Is there a wide range of similar devices? Do all devices work in the same way?</i>
Required materials and equipment not available	<i>Do you have all the materials and equipment you need? Do you have to use equipment that is not intended for that purpose?</i>
Compatibility and mobile equipment	<i>Is the patient likely to be moved? Do you know if the equipment will work when it is moved?</i>
Batteries and power sources	<i>Do you know if the equipment is going to work for the length of time you need it?</i>
Physical environment	
Lighting	<i>Can you see what you are doing? Are there shiny surfaces that cause glare or reflections? Is there adequate lighting at night?</i>
Floor surfaces	<i>Are there any slippery surfaces? Changes in levels, stairs or steps?</i>
Temperature	<i>Are there any extremes in temperatures? Hot or cold surfaces? Draughts?</i>
Noise	<i>Can you hear equipment alarms? Can you hear what colleagues or patients are saying?</i>
Building maintenance	<i>Is there any building work at the moment that will change the way you work? Has anything been moved?</i>
Cleaning and infection control issues	<i>Is cleaning and infection control being maintained?</i>
Workspace	
Working environment	<i>Are you working in your usual place? Is there anything missing or different that will make it difficult to do the task? What about working in the patient's home/care home/community?</i>
Handovers	<i>Do you have adequate time and information at handovers?</i>
Layout of computers, notes, medicines, equipment	<i>Do you know where everything is kept? Can you reach everything, even in an emergency? Is anything put back in the wrong place?</i>
Writing space	<i>Do you have enough room to complete notes, prescription charts etc.? Do you ever have to leave written work unfinished and come back to it?</i>

Distractions and interruptions	<i>Do you have space to complete tasks such as drug calculations, notes etc. without being interrupted?</i>
Travel distances	<i>Do you have to walk far to complete your tasks? Do you ever forget to take things with you? Is it difficult to move patients and equipment?</i>
Team and support	
Leadership	<i>Do you have clear direction and instructions? Do you have more than one person telling you what to do? Do the instructions conflict?</i>
Stability and familiarity	<i>Do you work regularly with the same people? Do you know how they work? Have you understood what they are doing and vice versa?</i>
Briefing and reflection	<i>Have you had chance to discuss today's workload, for example surgery list, casenotes? Have you been given feedback on if you are doing things correctly?</i>
Trust	<i>Are you worried about any of your team's performance? Can you confide in any of your team? Do you feel they will support you if you are feeling under pressure or are worried about something?</i>
Team focus, group think	<i>Does anyone feel able to challenge the way things are done?</i>
Harassment	<i>Do you feel pressurised to do something you are not comfortable with?</i>
Job design, roles and responsibilities	<i>Do you have a clear idea of what you are expected to do and what others are doing? Is there any chance that something might get missed? Do you see the bigger picture or get embroiled in what you are doing?</i>
Organisation and management	
Communication – conflicting, unclear, missing information	<i>Have you been heard correctly? Do you have all of the information you need? Is it correct? Have you made any assumptions? Have you left any gaps in the information you have given? Were you specific? Does the person know what is needed of them, why and when? Could anyone have misinterpreted?</i>
Safety culture and reporting	<i>If you have raised a safety concern, has it been acted on? Do you need to do more? If someone has raised a concern to you, have you done anything about it?</i>
Culture and power distance	<i>Has anyone listened to your suggestions? Why not? Are you working within a steep hierarchy?</i>
Targets and workload	<i>Are you able to achieve all of your tasks in the time allocated? If not, have you raised this with your manager? Are you taking any shortcuts to achieve your workload? Is this safe?</i>
Lines of management and support	<i>How approachable is your line manager? Do you feel you have adequate support?</i>

Contents of the Task bucket

'Bad stuff'	How to 'weigh up' the bad stuff
Errors	
Omission errors (particularly the steps close to the end of a task)	<i>Do you ever forget to finish things off? Leave jobs half way through?</i>
Lack of cues from previous steps	<i>Do you ever forget where you are in a task and have to start again?</i>
Primary goal achieved before all steps complete	<i>Do you ever put notes away and then realise they were incomplete?</i>
Doing something that is not needed (commission errors)	<i>Do you ever make mistakes when programming devices because you have gone through a step you did not need? For example, press a button twice instead of once? Automatically hit 'save' at the wrong time?</i>
Sequence errors	<i>Do you ever do things in the wrong order?</i>
Fixation errors	<i>Do you ever do a task so regularly that you do not notice when something goes wrong or not as expected? If you are not expecting something do you think you are open to noticing it?</i>
Task complexity	
Calculations	<i>Do you feel confident to carry out calculations when needed? Do you check for mistakes?</i>
Novel task	
Unfamiliar events	<i>Do you take more time when you are doing new tasks? Do you have time to prepare?</i>
Rare events	<i>What processes are in place for rare, but possible events, for example power failures?</i>
New ways of working	<i>When new ways of working are introduced, are you aware of any new risks that might have been introduced?</i>
Process	
Task overlap	<i>Do you get distracted from your primary task easily? Can you plan your work to avoid this?</i>
Multi-tasking	<i>Do you stop when you realise you are juggling too many things at once?</i>



National Patient Safety Agency

4–8 Maple Street
London
W1T 5HD

T 020 7927 9500
F 020 7927 9501

www.npsa.nhs.uk

Reference: 0721 March 2008

© National Patient Safety Agency 2008. Copyright and other intellectual property rights in this material belong to the NPSA and all rights are reserved. The NPSA authorises healthcare organisations to reproduce this material for educational and non-commercial use.