


Exercise 1

Objective: To practice identifying relationships within systems.

Instructions

1. Review the four systems models presented in this chapter:
   - Three core process model
   - BNQP Healthcare Criteria for Performance Excellence
• Systems model of organizational accidents
• Socioecological framework
2. Choose one that you can best relate to at this time.
3. Review your responses to the Chapter 1 exercise. Look at both your excellent quality experience and your poor quality experience, paying particular attention to how you described the manager’s role or influence.
4. Now, think about those experiences from the perspective of the systems model you chose in question 2. Describe any additional understanding of the experience that you may have when viewing it from a systems perspective, then write your responses in a table similar to the one below.

### Systems Model Worksheet

<table>
<thead>
<tr>
<th></th>
<th>Manager’s role/influence</th>
<th>Additional understanding by viewing through systems perspective</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Excellent Quality Experience</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Poor Quality Experience</strong></td>
<td></td>
<td></td>
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</tbody>
</table>

**Exercise 2**

**Objective:** To practice identifying different types of errors.

**Instructions**

Consider the following scenario.

In Florida, Clara, an active ninety-four-year-old great-grandmother who still worked as a hospital volunteer two days a week, was admitted to the hospital for a bowel obstruction. She and her family, along with nurses from the hospital, said that there were too few nurses to check her during the night when her eldest son went home to sleep for a couple of hours. Clara called the nurses to help her use the bathroom but when no one came, she climbed over the bed railing. Still groggy from surgery twenty hours earlier, Clara fell to the floor and broke her left hip. She died two days later during surgery to repair the hip fracture. “It was just too much for her,” said her grandson. “For want of one nurse, she died” (Gibson and Singh 2003, 101).
Using the information provided in this chapter, brainstorm and list possible factors that may have contributed to this patient’s death. Use the following categories as a guide:

- Latent failures at the level of senior decision makers
- Latent failures at the level of frontline management
- Latent failures at the level of workplace preconditions
- Specific circumstances surrounding this event
- Active errors associated with this event