Solutions

2.1

- Holes in successive defence layers (design → people) ✓.

2.2

- Patient factors, task and technology, individual, team, environment, organisation ✓.

2.3

- Situation, Background, Assessment, Recommendation ✓.

3.1

- Task/technology: look-alike names → tall-man lettering ✓.
- Individual/team: interruption, no independent check → double checks ✓.
- Environment: interruptible zone → do-not-interrupt rule ✓.
- Blame hides holes and stops reporting – recurrence more likely ✓.

3.2

- Structure: staffing, equipment; process: SBAR/checklist compliance; outcome: risk-adjusted results ✓.
- Process responds fastest (closest to the change); outcome convinces (what patients get) ✓.
- Near-miss culture feeds both: free lessons, real data ✓.