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## Flirting with Risk: A Driver for Learning and Change

Risk in healthcare is often approached as something to control, reduce, or avoid through protocols, compliance, and standardization. While these approaches remain essential, they do not fully reflect the dynamic and complex reality of healthcare systems, where risk continuously evolves through everyday practice, human interaction, and organizational change.

This session explores risk management from a different perspective by focusing on the relationship between risk, organizational learning, and change. Rather than viewing risk solely as a threat, the talk examines how uncertainty, variation, and everyday complexity can also serve as valuable sources of insight, reflection, adaptation, and improvement. In complex healthcare environments, not all risks can be predicted or eliminated in advance. As a result, healthcare professionals and organizations must continuously make sense of situations in real time, adapt to changing conditions, and learn from both successes and failures.

The session further explores how human behavior, team dynamics, psychological safety, and organizational culture influence the way healthcare systems perceive, manage, and learn from risk. Special attention will be given to the role of everyday practice, communication, and collective learning in shaping patient safety and quality of care. Rather than focusing exclusively on controlling risk, this session encourages a broader perspective in which healthcare organizations also develop the capacity to learn through uncertainty, complexity, and change.

Ultimately, the session aims to stimulate reflection on how healthcare systems can become more adaptive, resilient, and continuously improving, not despite uncertainty, but partly because of how they learn from it.

Keywords: Risk Management, Organizational Learning, Change Management, Patient Safety, Quality of Care, Healthcare Systems, Organizational Resilience



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