Striving for High Reliability — The Next Frontier in Patient Safety

Background:
High Reliability Organizations (HROs)
- Conduct relatively error free operations over long periods of time
- Make consistently good decisions about quality and operations
Healthcare organizations have struggled with being highly reliable
- “It may seem a strange principle as the very first requirement in a hospital that it should do the sick no harm” (Florence Nightingale, Notes on Hospitals, 1859)

How Safe is Healthcare?

Principles of High Reliability Organizations:
- Preoccupation with failure
- Reluctance to simplify
- Commitment to resilience
- Sensitivity to operations
- Deference to expertise

Implementation at Edward Hospital

Preoccupation with Failure
Definition: Obsession with finding and correcting errors with the goal of prevention
Examples:
- Event reporting system
- Patient Safety Organization
- Weekly PLB Blog
- Ongoing education for leaders
- Ongoing education for physicians
- E-learning for all employees
- Green Belt training
- Black Belt training

Reluctance to Simplify
Definition: Create a more complete picture of a situation by looking for the root cause rather than simplistic explanations
Examples:
- Journal Club
- Root Cause Analysis
- Failure Modes and Effect Analysis

Sensitivity to Operations
Definition: Attention to those on the front lines
Examples:
- System Strategic Plan
- New System Values
- Nursing Vision and Strategic Plan
- Daily Safety Event Report to Senior Leaders
- Patient Safety Score Card
- It Happened Here Newsletter
- High Reliability Organization System Committee
- Weekly Leadership Huddle

Measurment:
Staff’s Perspective that Mistakes are Viewed as Learning Opportunities

COMMITMENT TO RESILIENCE
Definition: Ability to identify, control, and recover from errors
Examples:
- De-briefing after Events
- Second Victim Program
- Inter-professional ‘team training’
- Electronic Health Record with Decision Support

DEFERENCE TO EXPERTISE
Definition: Decisions made on the front line
Examples:
- Shift Huddle
- Hourly Bundling
- Bedside Report
- Weekly Safety Rounds
- Good Catch Award
- Med Sun FDA Reporting
- Shared Leadership Structure
- Performance Improvement Teams
- Multi-professional Informatics Council

Building Blocks to Achieving High Reliability

HARDWIRING NEAR PERFECT CARE: INFLUENZA IMMUNIZATION COMPLIANCE

Next Steps:
- Additional Resources
- Daily Leadership Huddle