

Background:

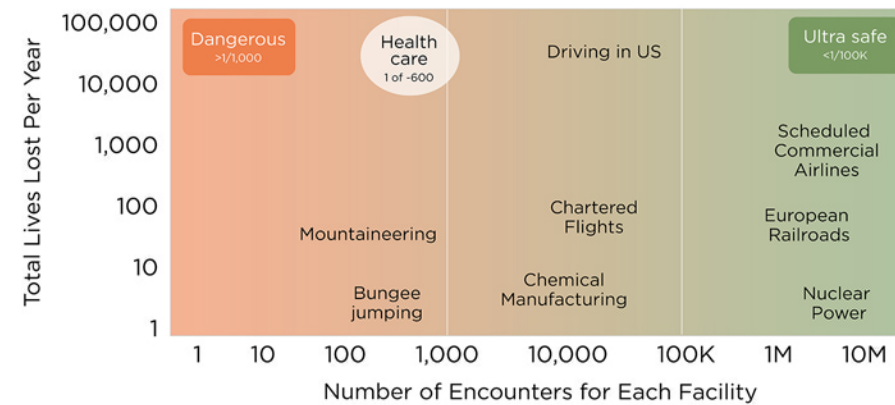
High Reliability Organizations (HROs)

- 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:



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: Attentiveness 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

Healthy D.R.I.V.E.N. Values

DETERMINATION	A passionate pursuit of continuous improvement
RESPECT	A belief that everyone should be treated with dignity – our patients, their families and each other
INTEGRITY	A firm commitment to always doing the right thing
VISION	A forward-focused mindset that emphasizes collaboration and innovation
EXCELLENCE	A steadfast focus on delivering safe, highly reliable care to ensure a distinctively high quality, patient-centered experience
NURTURING	A dedication to providing hope, encouragement, empathy and compassion

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

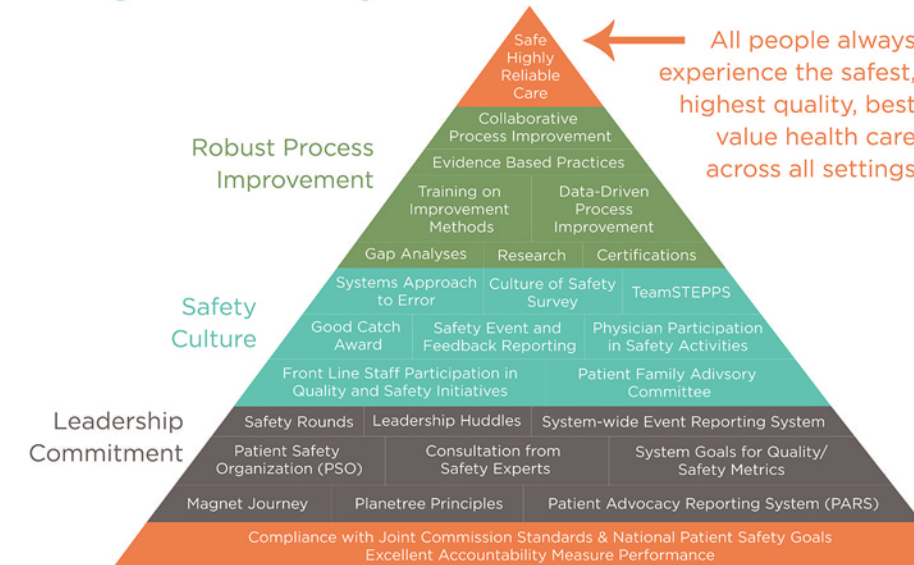
Definition: Decisions made on the front line

Examples:

- Shift Huddle
- Hourly Rounding
- 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

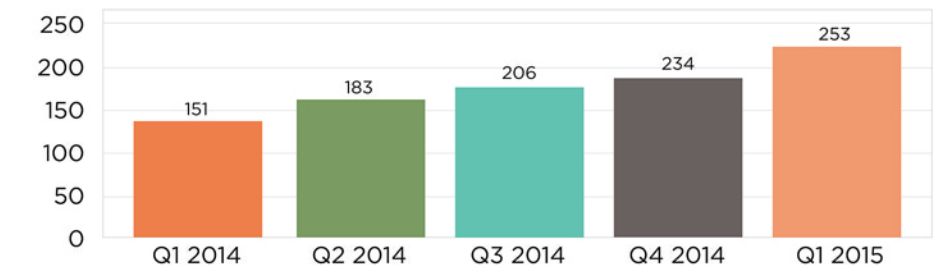


Measurement:

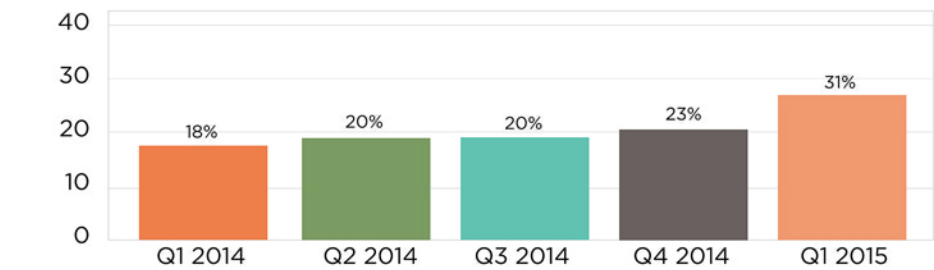
STAFF'S PERSPECTIVE THAT MISTAKES ARE VIEWED AS LEARNING OPPORTUNITIES



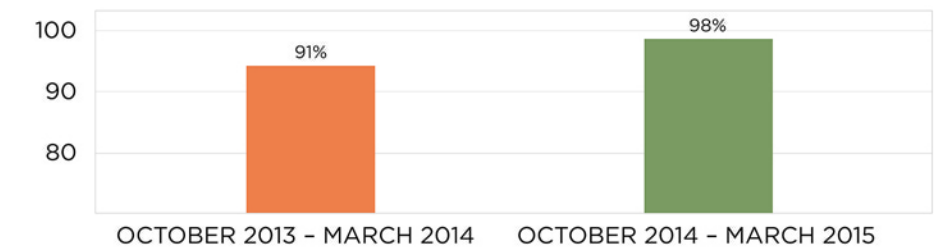
NUMBER OF NEAR MISS REPORTS PER QUARTER



PERCENT OF SAFETY EVENTS REPORTED AS NEAR MISS



HARDWIRING NEAR PERFECT CARE: INFLUENZA IMMUNIZATION COMPLIANCE



Next Steps:

- Additional Resources
- Daily Leadership Huddle