

# Complimentary Webinar

# High Reliability Essentials for Healthcare Organizations

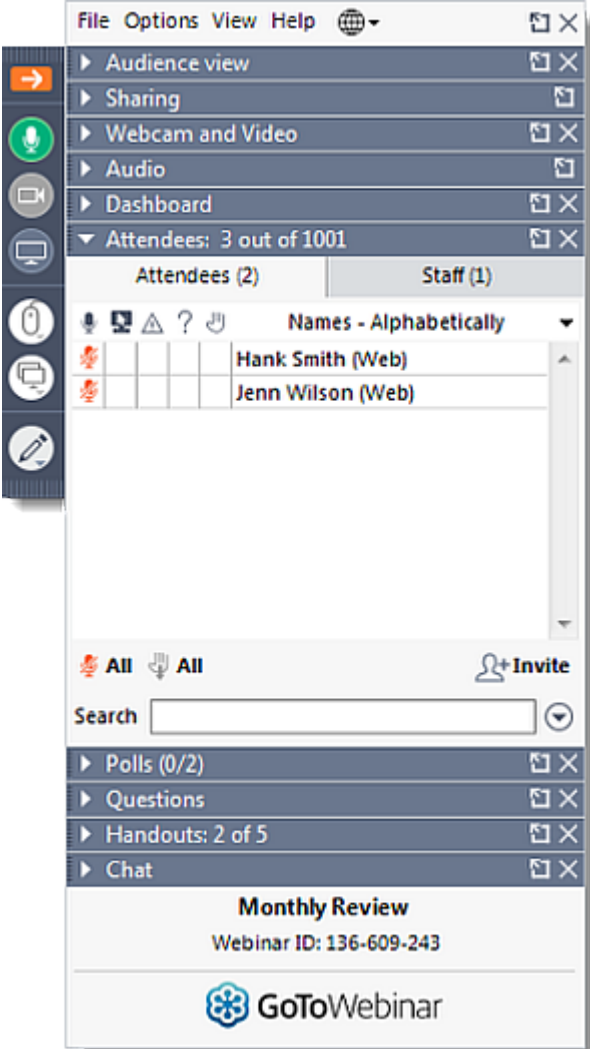
*Dawn Allbee, MA, CCMP*  
*Executive Director, High Reliability Services*  
*Joint Commission Resources (JCR)*

# Today's Agenda:

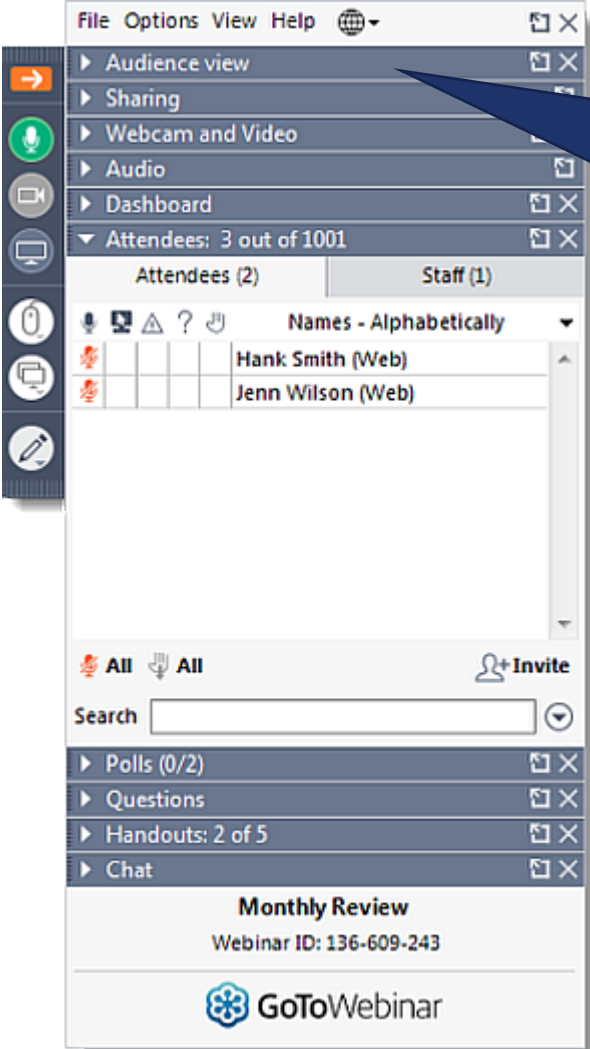
- Webinar instructions
- Presenter introduction
- “High Reliability Essentials for Healthcare Organizations”
- Question and answer period
- Closing

# Control Panel

Expand or minimize the control panel by clicking on the orange arrow.



# Changing the Display Language



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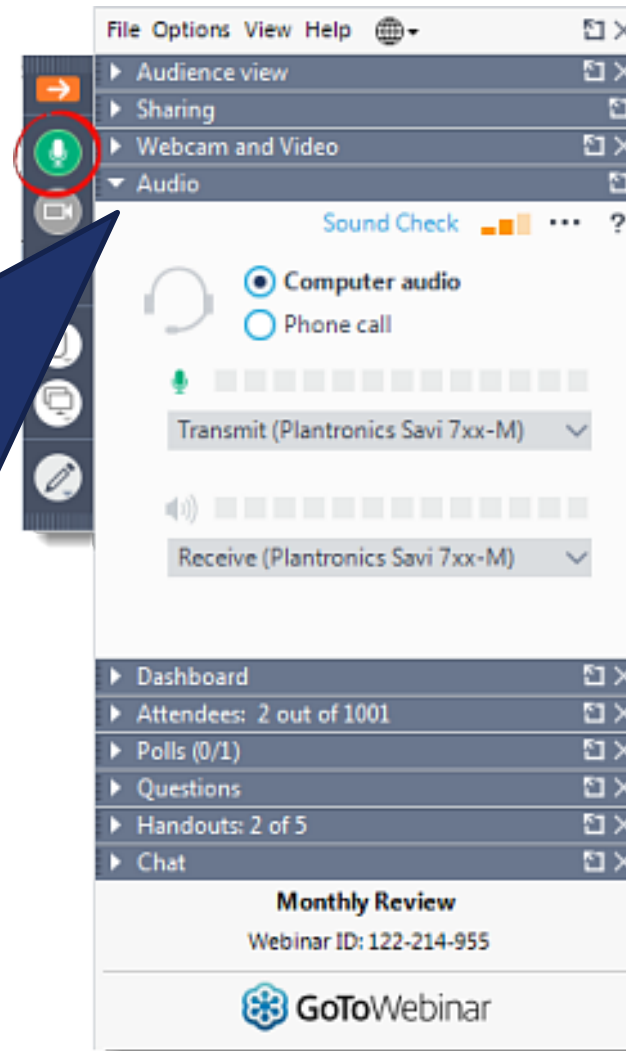
# Audio Controls

Two options to join audio.

Choose “Mic & Speakers” to use your computer speakers.

**OR**

Choose “Telephone” and dial in using the information provided in the panel.

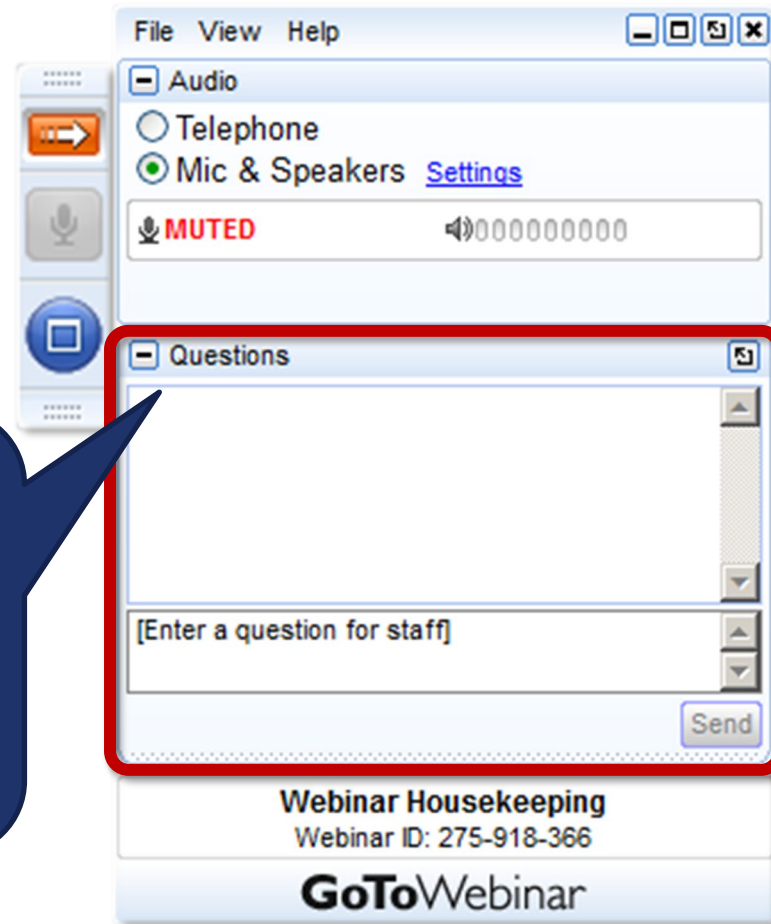


# Asking A Question

Submit a question or comment using the Questions panel.

**Note:**

Today's presentation will not be recorded.



# Our Presenter

## **Dawn Allbee** **Executive Director, High Reliability Services**



- ✓ Joint Commission Resources High Reliability Services leader
- ✓ Certified Master Change Agent and Certified Green Belt
- ✓ More than 15 years of experience collaborating with all levels of staff in change management, leadership commitment, and support
- ✓ Develops performance improvement training programs for healthcare organizations
- ✓ Coaches and mentors senior leadership teams in HRO and safety culture



# Objectives

- ✓ Define High Reliability
- ✓ Translate High Reliability Principles to Healthcare
- ✓ Understand the High Reliability Maturity Model for Healthcare



# Imagine this scenario:

- *You* are the patient in a healthcare organization.
- What does *high reliability* look like to you?







# High Reliability Organizations

**Perform at consistently high levels of quality and safety despite the potential for large scale harm**

- Environment of “collective mindfulness”
- Prize the identification of errors for the lessons they provide
- Lessons are used to strengthen systems and prevent future errors

# The Actions of High Reliability Organizing



-  Sense making
-  Situational awareness
-  Storytelling
-  Organizational learning
-  Constant improvement
-  Mindful organizing

# What Can Healthcare Learn From High Reliability Science?

## **In health care today, routine processes fail regularly**

- Hand hygiene compliance at 50%, medical administration, patient identification, communication errors during transitions of care

## **We see uncommon, preventable adverse events**

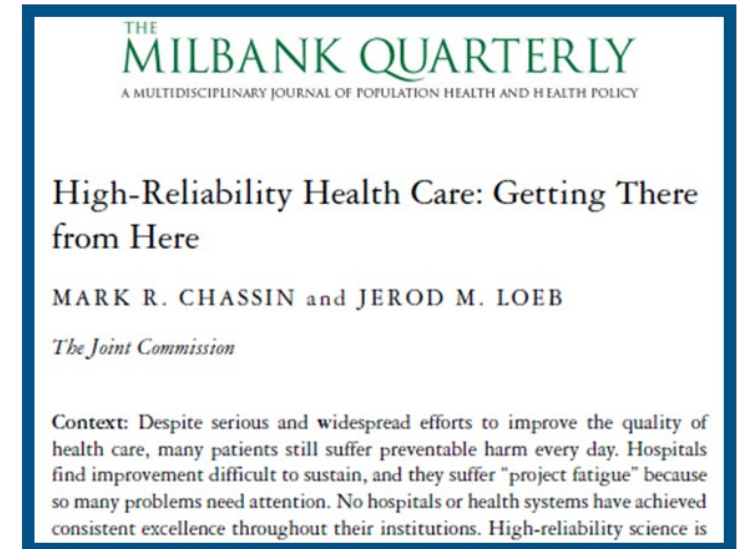
- Wrong side/site surgeries, inpatient suicides, retained foreign objects, operating room fire, infant abductions

## How Can Healthcare Achieve Zero Harm?

# Translating High Reliability for Healthcare

## Key Points:

- Despite efforts to improve the quality of care, patients are still suffering from harm
- Improvement is hard to sustain or spread, and “project fatigue” is rampant
- Consistent excellence is still evasive
- High-reliability science offers insights from other industries
- Those insights can be adapted and applied to health care to enable hospitals to reach comparable levels of safety and quality



Milbank Q 2013;91(3):459-90

High reliability in healthcare is  
“maintaining consistently high levels of  
safety and quality over time and across  
all healthcare services and settings”

# What Does Zero Harm Mean?



- Zero** falls
- Zero** complications of care
- Zero** infections
- Zero** missed opportunities
- Zero** overuse
- Zero** lost revenue
- Zero** harmful events *of any kind*, **for patients, staff, and visitors**



# Poll Question #1

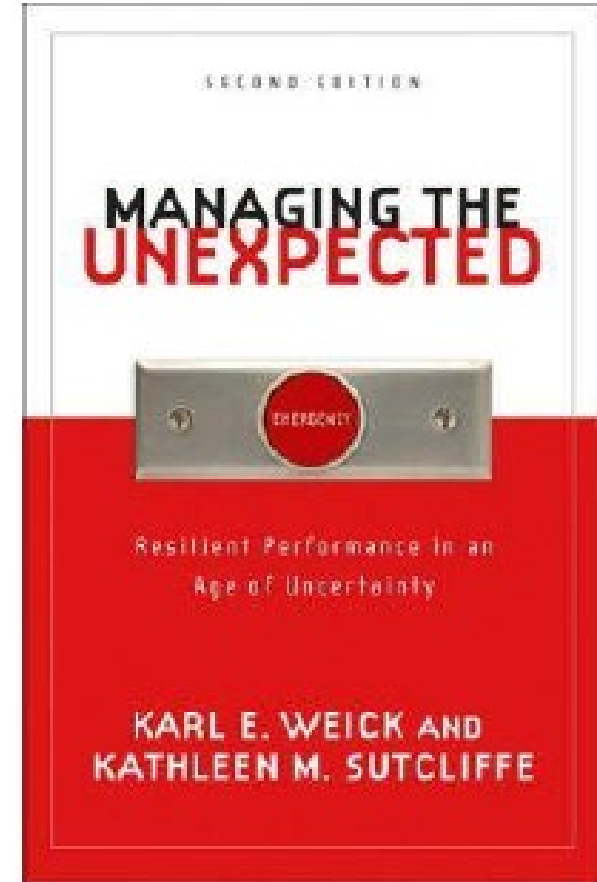
# Five Principles of High Reliability Organizations

## Anticipation – “Stay out of trouble”

1. Preoccupation with failure
2. Reluctance to simplify
3. Sensitivity to operations

## Containment – “Get out of trouble”

4. Commitment to resilience
5. Deference to expertise



# Principle 1: Preoccupation with Failure

- High reliability organizations are constantly focused on failure prevention, never satisfied that they have not had accidents for extended periods of time
- They are constantly vigilant about emerging safety threats
- No gradual drift towards complacency

**In healthcare, we tend to accept failure(s) as an inevitable element of daily work**

## Principle 2: Reluctance to Simplify

- High reliability organizations successfully resist pressures to simplify complex processes in their design, operation, and critical review
- Greater detail allows more accurate assessment of root causes on what is causing something unexpected
- They recognize the ongoing challenge of cognitive laziness

**In healthcare, we tend to embrace one-size-fits-all best practices for almost everything**

# Principle 3: Sensitivity to Operations

- In high reliability organizations (HROs), anomalies are recognized and isolated quickly so that they can be dealt with
- HROs seek to understand what is actually happening – regardless of plans or intentions
- They depend on highly effective communication mechanisms

**In healthcare, we tend to be desensitized to unsafe conditions, practices and behaviors**

# Principle 4: Commitment to Resilience

- High reliability organizations (HROs) possess an inherent ability to maintain or regain a dynamically stable state
- HROs are not disabled by errors and are constantly diligent about immediate remediation

**In healthcare, many of our colleagues (of all levels and professions) are reluctant or afraid to report or speak up**

# Principle 5: Deference to Expertise

- High reliability organizations (HROs) cultivate diversity of perspective as it allows for better adaptation to complex environments
- HROs tend to push decision making down and around an organization

**In healthcare, our disciplines and hierarchies often keep us from listening to or hearing from those closest to the patient**

# Zero Harm: Build the Need for Change

	<b>Threats</b> if we do nothing	<b>Opportunities</b> with success
<b>Short Term</b>		
<b>Long Term</b>		



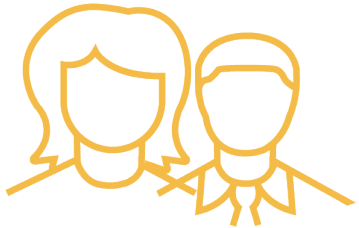
# Poll Question #2

# The High-Reliability Healthcare Maturity Model

# High Reliability in Healthcare: 3 Domains of Change



# Domain 1: Leadership Characteristics



## Governing Body/Board

Commits to high reliability

## CEO/Sr. Management

Aims for zero harm

## Physicians

Routinely leads PI efforts

## Quality Strategy

Prioritize quality as goal #1

## Quality Measures

Fosters data transparency

## Safe Adoption of IT

Safely adopts IT solutions

# Domain 2: Safety Culture Characteristics



## Trust

Fosters high levels of trust

## Accountability

Balances learning with accountability

## ID Unsafe Conditions

Recognizes & reports unsafe conditions and close calls

## Strengthen Systems

Proactively assesses & repairs systems

## Assessment

Measures & improves safety culture

# Domain 3: Performance Improvement Characteristics



## Methods

Full adoption of Lean + Six Sigma + Formal Change Management

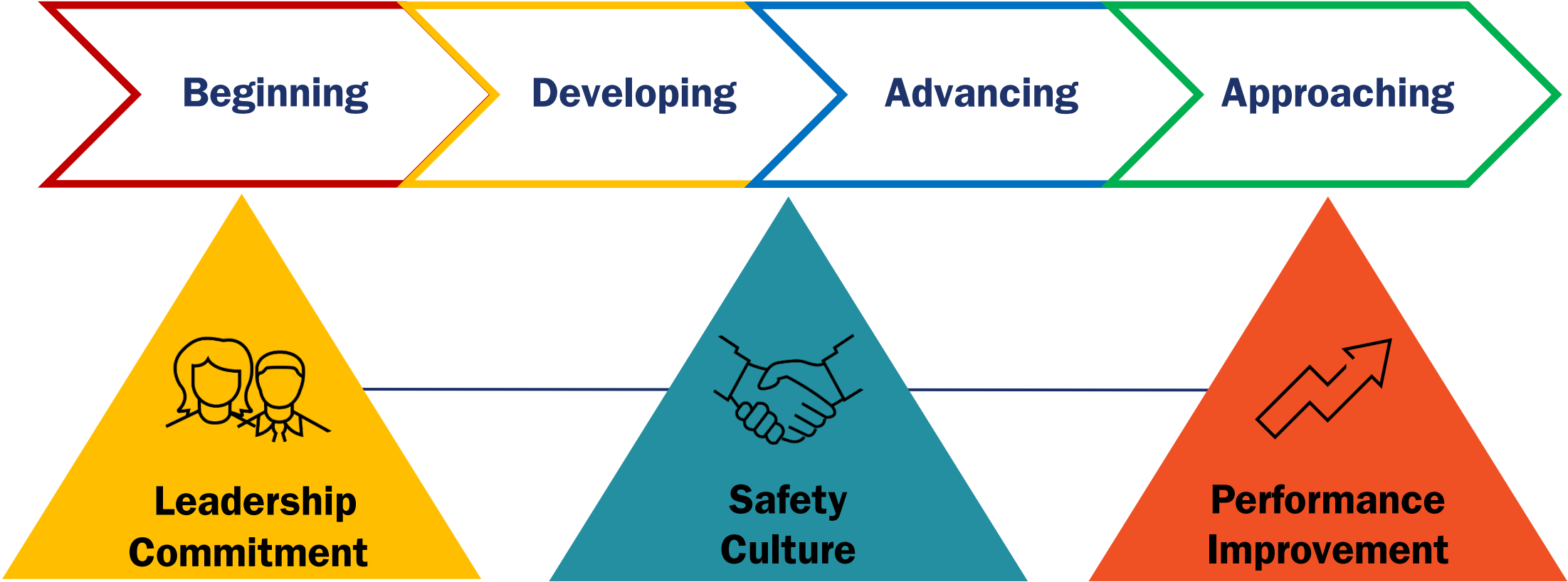
## Training

Trains all leaders and employees

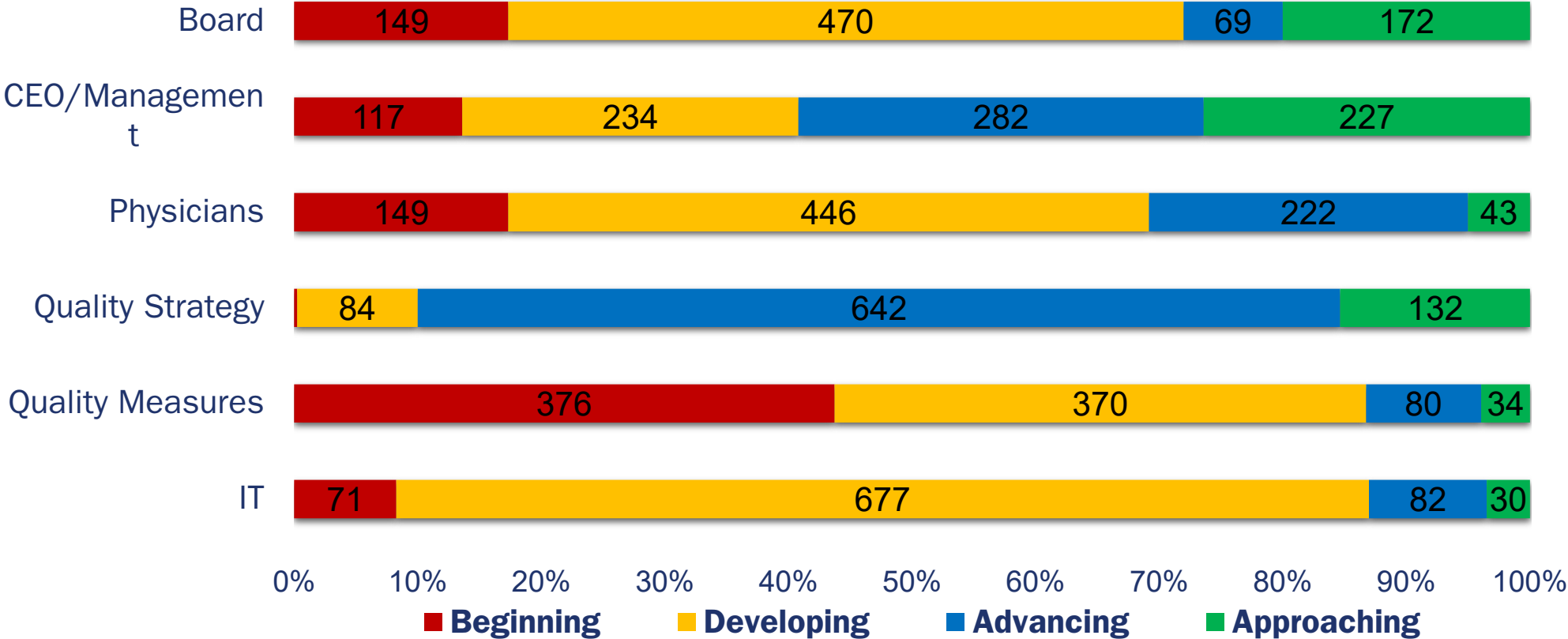
## Spread

Fosters widespread adoption

# High Reliability Maturity Model



# Oro<sup>®</sup> 2.0 Assessment Results (Leadership Domain Sample)





# Where do Hospitals Struggle?

- **Board** focus on quality, safety and high reliability
- Widespread availability/transparency of **quality measures**
- **Physician** involvement in improvement
- Safe implementation of **information technology**
- Proactive assessment of **safety systems**
- Widespread training and use of **Robust Process Improvement** methods

# Summary

# Leadership is Key

**Leadership commitment and action are the first steps before other necessary changes can take place**

- ✓ Transformation to high reliability is a multi-year endeavor that will require focus and resources
- ✓ Need to strengthen and build systems and structures, skills and practices
- ✓ Set the tone for values, behaviors, priorities

**Based on a recent survey 77% of healthcare professionals cited lack of leadership as a barrier to healthcare excellence**

# Questions?

# Upcoming Events

## Emergency Management Conference

In-person learning experience

(20-22 June 2023) | Rosemont, Illinois | USA



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# Thank You