HIGH RELIABILITY ORGANIZATIONS

The Relentless Pursuit of “Zero Harm” Through Predictable, Error-Free Operation

WHY?

Due to the risk factors and complexity of their everyday operations, healthcare organizations need to focus on avoiding error and catastrophes in healthcare environments. 400,000 people are killed annually by preventable medical mistakes – more than car accidents, breast cancer and diabetes combined. This is equal to 10 jumbo jets crashing each week.

Market Challenges

AWARENESS
Increased public awareness about quality and safety errors in healthcare

TECHNOLOGY
Emerging Healthcare Information Technology (HIT) does not optimally enable process

COST
Increased negative financial impact for poor quality outcomes

NECESSITY
Despite concerted efforts to improve quality and safety in healthcare, the needle hasn’t moved*

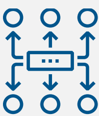
****In 1999, estimated 98,000 deaths. In 2013, there were about 400,000 deaths from preventable medical errors***
Institute of Medicine. *To Err Is Human: Building a Safer Health System.* Washington, DC: National Academy Press; 2000.
James JT. A new, evidence-based estimate of patient harms associated with hospital care. *J Patient Saf.* 2013;9(3):122–128

Jobs to Be Done – The problems healthcare leaders are trying to solve

1. Avoid errors and catastrophes in healthcare environments through an increased awareness of quality and safety issues.
2. Reduce quality issue related costs and penalties.
3. Identify solutions that require cultural transformation and process optimization:
   - Consistent, reliable, and repeatable processes
   - Culture of transparency and safety
   - Aligned, accountable and strengthened leadership

Those succeeding are using our HRO Framework, focusing on the following key areas:

Predictable Behavior



Reliable Processes

Culture of High Reliability

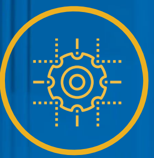
WHAT?

A High Reliability Organization (HRO) creates consistent, reliable and repeatable processes, building a culture of transparency and aligning and strengthening leadership to cultivate resilience and prioritize safety. In healthcare specifically, HRO is a concept that represents the elimination of unwarranted variation in the delivery of care.

CHARACTERISTICS OF AN HRO

Karl Weick and Kathleen Sutcliffe in *Managing the Unexpected* first identified the characteristics of an HRO as:

SENSITIVITY TO OPERATIONS
Recognize the complexity of the environment



RELUCTANCE TO SIMPLIFY
Commit to providing the safest environments

PREOCCUPATION WITH FAILURE
Anticipate and address potential risks with an identified process

DEFERENCE TO EXPERTISE
Transform culture to empower staff to make decisions to prevent and address safety events

COMMITMENT TO RESILIENCE
Assume that systems are at risk for failure, put processes and tools in place to support identification of risks

The pursuit of a highly reliable organization is a multi-year journey that requires no less than a complete cultural transformation.
Where are you on your journey?

HURON | StuderGroup

BECOMING AN HRO

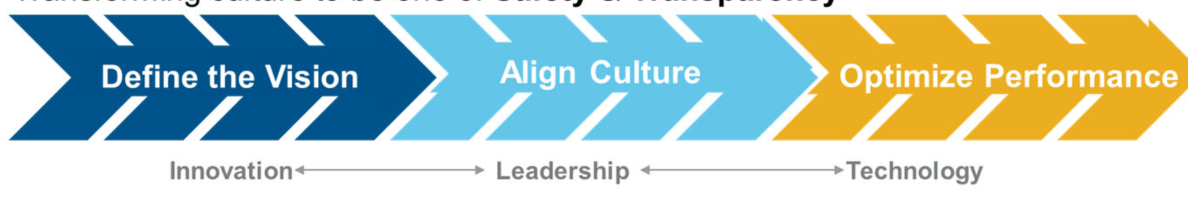
Make the Most of Your Investment in High Reliability

HOW?

Across the healthcare spectrum, more than 70 percent of change and transformation initiatives fail. While Huron's scalable model allows you to choose the HRO solution areas that best fits your organization's present environment and needs, we advise our clients on the most effective ways to affect change on the six HRO areas of focus:

Hardwiring High Reliability

Transforming culture to be one of **Safety & Transparency**



1. SET HRO STRATEGY
2. ALIGN TEAMS
3. ESTABLISH GOALS

- Confirm Mission, Vision, Values
- Define Success
- Organize HRO Governance
- Implement Zero Harm Dashboard

1. DEVELOP LEADERS & STAFF
2. ESTABLISH ACCOUNTABILITY
3. ALIGN HRO "MUST HAVE" TACTICS

- Set behaviors for goals & outcomes
- Address leadership performance gaps
- Consistent quality education and development
- Create a culture of transparency and safety

1. DRIVE IMPROVEMENT
2. SUSTAIN OUTCOMES
3. ADDRESS CONCERNS

- Identify Improvement Areas
- Align key drivers
- Validate HRO metrics & results
- Continuously refine and sustainability
- Implement enabling technology
- Proactively address safety concerns

PROVEN RESULTS

Madigan Army Medical Center (MAMC)

The U.S. Army's second largest medical treatment facility that serves more than 100,000 active duty service members, their families and retirees in Washington and California.

In partnership with Huron on an HRO journey since 2015, MAMC has improved Tricare Inpatient Satisfaction Survey domains:

68.7% to 78.4%
Pain management

72.9% to 82.2%
Cleanliness

78.7% to 87.2%
Communication with nurses

65.1% to 75.8%
Overall hospital rating

74% reduction
in CLABSI infection ratio

2.899 to 0.0
Reduced CAUTI infection ratio

Golden Valley Memorial Healthcare (GVMH)

A not-for-profit healthcare delivery organization located in Missouri. GVMH partnered with Studer Group on a comprehensive, interdisciplinary quality and safety improvement project to reduce CAUTI. Results include:

CAUTI Free
over 1300 days

41% reduction
in CAUTI

Monthly CAUTI Rate was zero for
41 Months

Reduced Hospital Stays Associated with CAUTI
By 33 days annually

Learn more about this approach to sustainable transformation at www.huronconsultinggroup.com/healthcare.

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