

A man and a woman in medical scrubs are looking at a tablet. The man is wearing a blue surgical mask around his neck. The woman is wearing a pearl earring. There are two large magenta rectangular shapes: one in the top right corner and one in the bottom center.

High Reliability Healthcare: Safety and Engagement as a Virtuous Cycle to Drive Improvement in All Domains

Missouri Organization of Nurse Leaders

Steve Kreiser, CDR (USN, Ret.), MBA

Partner, Press Ganey Strategic Consulting

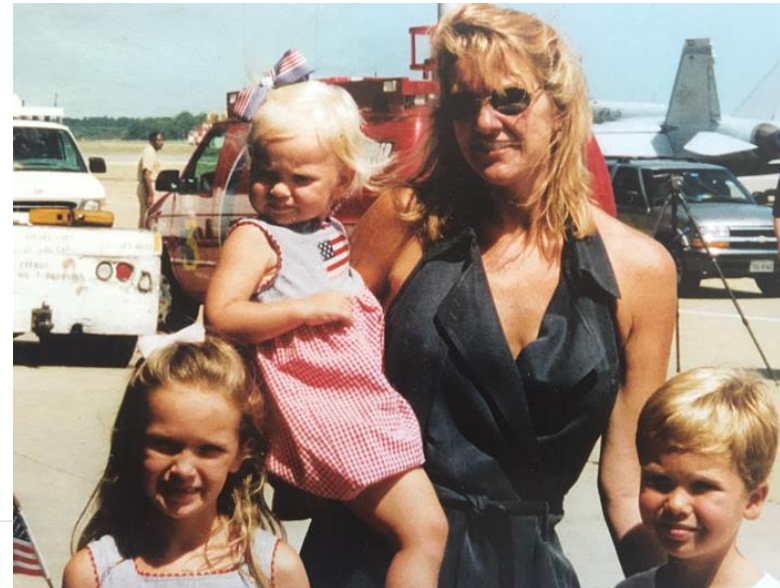
Jennifer Kreiser, MSHM, BSN, NEC-BC

Chief Nursing Officer, Sentara Norfolk General Hospital

Who Am I?



Who Am I?



Why is this So Important to Us?



- Don't harm us
- Do all you can to heal us
- Treat us equitably with empathy, compassion and respect

...in this order

= An Exceptional Patient Experience

What is High Reliability?

“Performance as intended consistently over time”

Safety as a **core value**

- Safety focus to expose system dysfunction and **build engagement**

Getting things right in processes **and people**

- Leveraging the science of safety and human performance

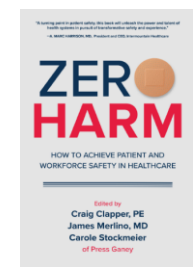
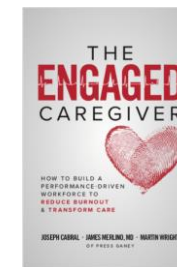
Leaders **think** and **act** differently

- Message **Zero Harm** as part of the overall patient experience
- Find problems and fix system causes
 - **Anticipate** to avoid events
 - Lead Learning
- Build **Engagement** and reinforce **Accountability**

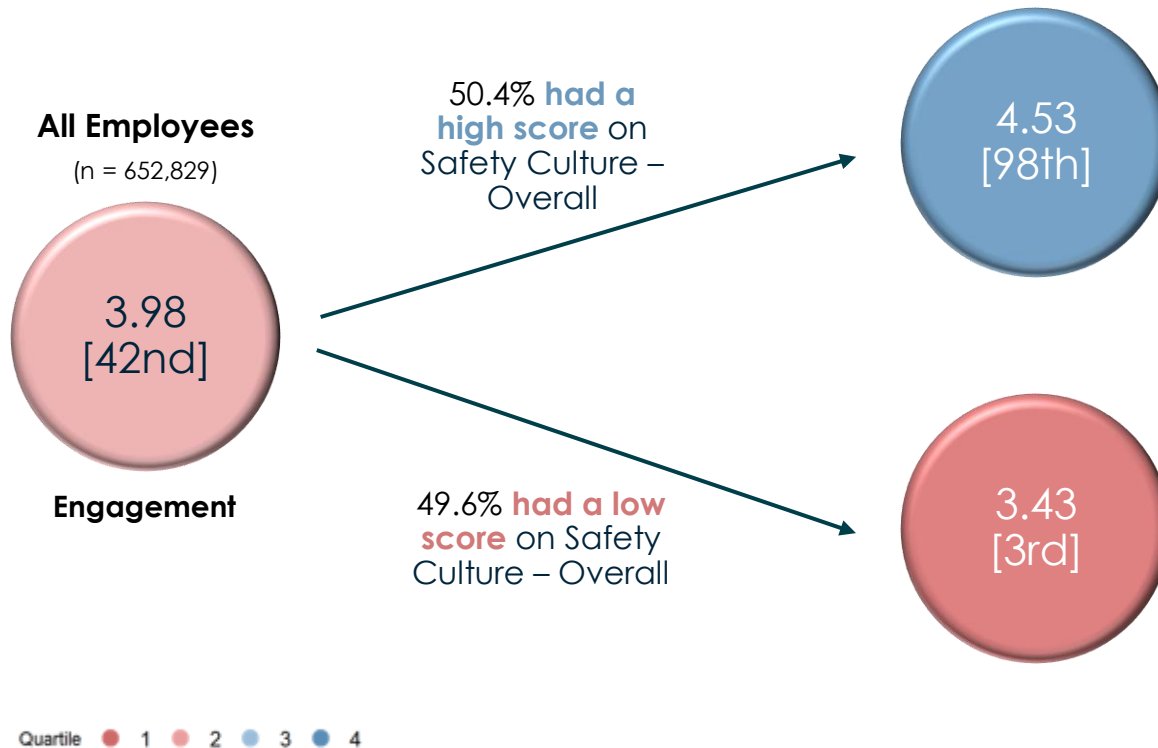


The Virtuous Cycle

Leverage the connection between **Safety** and **Engagement**



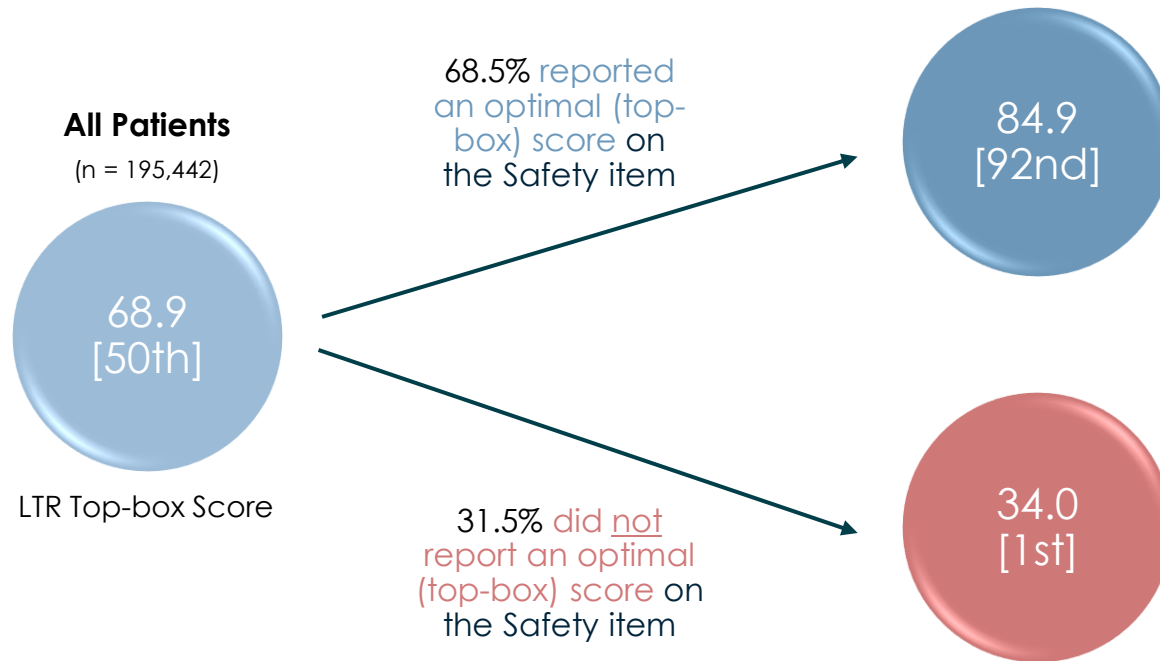
Employee Perceptions of Safety Improves Engagement



- When employees report **high perceptions of safety**, their average Engagement score is **4.53 (98th percentile)**
- However, when employees **do not report optimal perceptions of safety**, their Engagement mean score **decreases to 3.43 (3rd percentile)**

Data from EV Projects, 2022-07-01 – 2023-06-30.
Employees are included if they respond to all
Engagement items and the Safety Culture items
in the module of interest

Patient Perceptions of Safety Improves LTR



- When patients report **optimal experiences of safety**, their LTR top-box score is **84.9**
- However, when patients **do not report optimal experiences of safety**, their LTR top-box score **decreases to 34.0**

Quartile ● 1 ● 2 ● 3 ● 4

- Inpatient HCAHPS & Integrated surveys received from June 2022 – May 2023.
- n = 195,442
- Respondents must have answered both safety and LTR items.

Five Principles of HROs

ANTICIPATION

“Stay out of trouble”

Preoccupation with Failure

Sensitivity to Operations

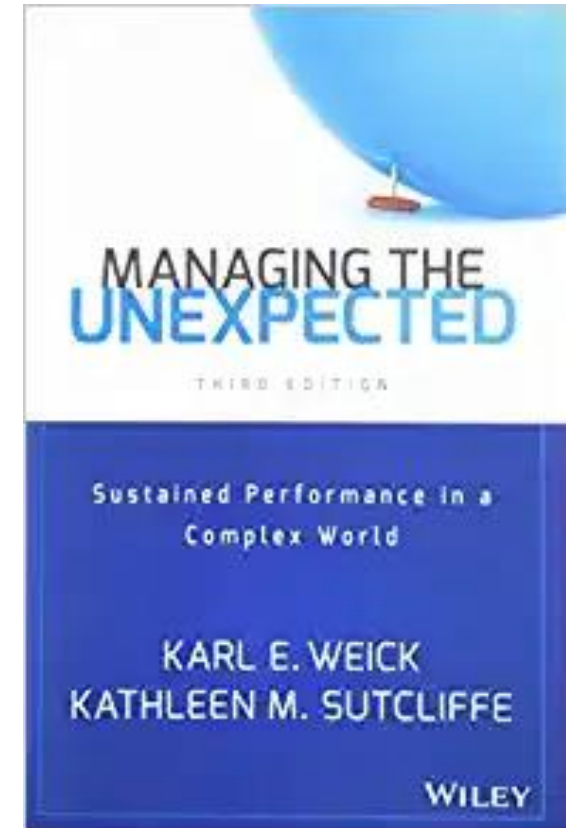
Reluctance to Simplify *interpretations*

CONTAINMENT

“Get out of trouble”

Commitment to Resilience

Deference to Expertise



From Vogus & Sutcliffe, The Safety Organizing Scale, *Medical Care*, 45/1, Jan 2007, p. 46-54.

Preoccupation with Failure



Preoccupied with Patient Harm



Serious Safety Event

- Moderate to severe harm or death

Serious
Safety
Events

Precursor Safety Event

- Minimal or no detectable harm

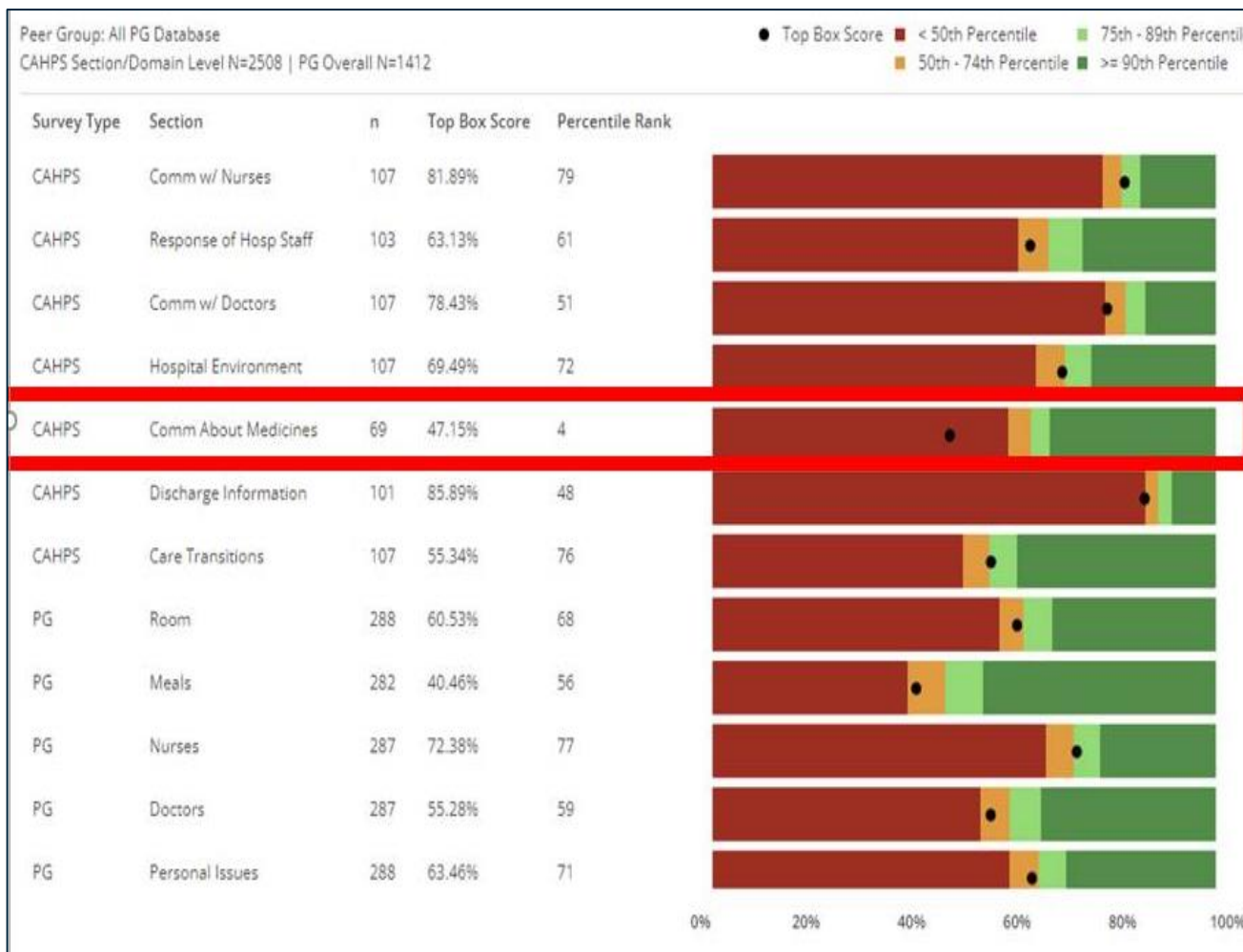
Precursor
Safety
Events

Near Miss Safety Event

- Error is caught by a detection barrier or by chance

Near Miss
Safety Event

Preoccupied with Failure in Med Communication



SLH Pharmacy in partnership with SLH Patient Experience are excited to present:

Medication Minute Series

Got a minute? That's all it takes to talk to your patients about their medications!
Scan the QR codes below for a quick refresher on common meds



Apixaban (Eliquis)



Warfarin (Coumadin)



Ceftriaxone



Ciprofloxacin (Cipro)



Linezolid (Zyvox)



Vancomycin IV (Vancocin)



Vancomycin PO (Firvanq)



Insulin Glargine (Lantus)



Questions? Please reach out to the main pharmacy 757-261-8050 and we are happy to help!

A Preoccupation with Failure Leads to Success

Survey Type	Sections/Domains	Items	Current n	Percentile Rank	Current Period (Apr 2022)	Previous Period (Mar 2022)	Change	
CAHPS	Comm w/ Doctors	Doctors treat with courtesy/respect	37	82	89.19%	82.35%	6.84%	▲
CAHPS	Comm w/ Doctors	Doctors listen carefully to you	37	55	75.68%	58.00%	17.68%	▲
CAHPS	Comm w/ Doctors	Doctors expl in way you understand	36	80	77.78%	58.82%	18.95%	▲
CAHPS	Hospital Environment	Cleanliness of hospital environment	36	94	83.33%	66.67%	16.67%	▲
CAHPS	Hospital Environment	Quietness of hospital environment	33	79	66.67%	66.67%	0.00%	—
CAHPS	Comm About Medicines	Tell you what new medicine was for	27	91	81.48%	71.05%	10.43%	▲
CAHPS	Comm About Medicines	Staff describe medicine side effect	26	99	73.08%	22.86%	50.22%	▲
CAHPS	Discharge Information	Staff talk about help when you left	34	89	91.18%	87.23%	3.94%	▲
CAHPS	Discharge Information	Info re symptoms/prob to look for	34	86	91.18%	84.44%	6.73%	▲
CAHPS	Care Transitions	Hosp staff took pref into account	37	62	43.24%	44.90%	-1.65%	▼

Getting the Little Things Right

HRO's operate with a chronic wariness of unexpected events that may jeopardize performance by engaging in proactive and preemptive oversight, analysis and discussion. They look at little things that go wrong as a sign or symptom of a bigger problem latent in the system.

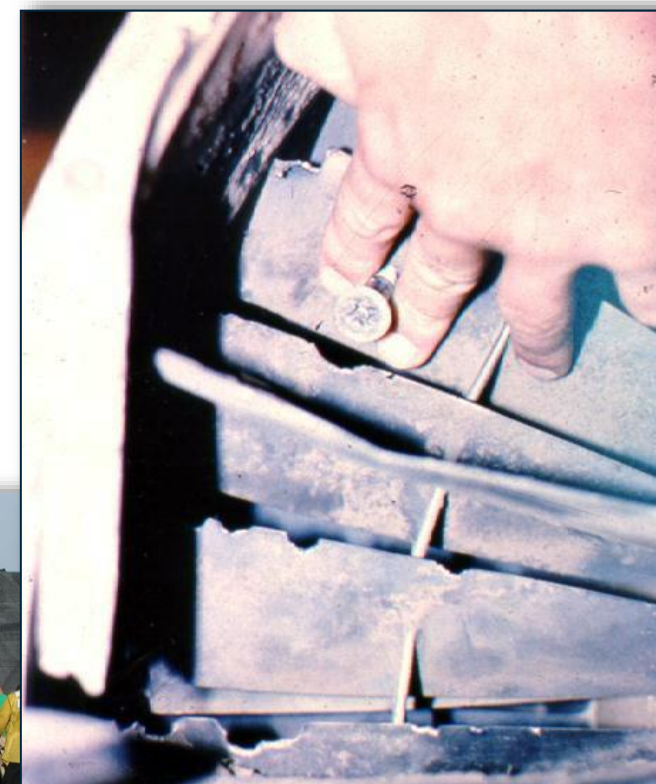
Smile and say "Hello"



Take don't tell



Sensitivity to Operations – FOD Walkdown



“Walking the Deck” in Healthcare

Good things happen when we are with our people and patients

Leaders Rounding on Patients

- To understand their perceptions their care
- To address dissatisfiers
- To create relationships

Leaders Rounding on Staff and Physicians

- Purposeful and structured
- Creates trust in leadership
- Reinforces practice habits while identifying specific barriers

Structures to Build Sensitivity to Operations in Healthcare

We build **awareness of performance** and a **deep understanding of behaviors** of our people on the front line through our HRO structures like:

- Daily Leadership Huddles
- Unit Level Huddles
- Rounding to Influence
- Data management, visualization, and accountability for improvement

Coupling these **HRO leadership structures** with a with a Preoccupation with Failure, we mine our data to gain insight and make adjustments to improve patient experience, safety performance or to respond to process issues like wait times, ED boarding or length of stay issues.

Building Sensitivity to Operations – Nursing Expectations

Report Generation Queue						
Search				Delete All		
Report Name ↕	Timestamp ↕	Format ↕	Type ↕	Status ↕	Error Description	Actions
Monthly Nursing Bundle by Unit _7275cfcb-e152-4c55-896e-5d25bab4a793.pdf	7/5/2022, 6:22 PM	PDF	Ad-hoc	✓ Success		
Unit Level - Purposeful Rounding break out-Month_c3897d28-450e-4da4-8a77-e78a47d76383.pdf	7/5/2022, 4:16 PM	PDF	Ad-hoc	✓ Success		
Patient Advocate Comments Query _3806f044-a34e-4acf-b15c-e0807c5e9692.csv	7/5/2022, 4:16 PM	CSV	Ad-hoc	No Results		
Monthly Nursing Bundle by Unit _cf781978-f358-4866-91e8-6682b5fdab4e.pdf	7/5/2022, 4:14 PM	PDF	Ad-hoc	✓ Success		

Using CAHPS Data to Build Sensitivity to Operations

Resources

Hello, Jennifer

Survey Detail View
Sentara Leigh Hospital | Inpatient

Applied Filters

Survey Type	Sections/Domains	Items	Current n	Percentile Rank	Current Period (Jul 2022)	Previous Period (Jun 2022)	Change	
CAHPS	Global Items	Rate hospital 0-10		N/A	N/A	90.00%	--	—
CAHPS	Global Items	Recommend the hospital		N/A	N/A	90.00%	--	—
CAHPS	Comm w/ Nurses	Nurses treat with courtesy/respect		N/A	N/A	100.00%	--	—
CAHPS	Comm w/ Nurses	Nurses listen carefully to you		N/A	N/A	90.00%	--	—
CAHPS	Comm w/ Nurses	Nurses expl in way you understand		N/A	N/A	80.00%	--	—
CAHPS	Response of Hosp Staff	Call button help soon as wanted it		N/A	N/A	55.56%	--	—
CAHPS	Response of Hosp Staff	Help toileting soon as you wanted		N/A	N/A	50.00%	--	—
CAHPS	Comm w/ Doctors	Doctors treat with courtesy/respect		N/A	N/A	100.00%	--	—
CAHPS	Comm w/ Doctors	Doctors listen carefully to you		N/A	N/A	90.00%	--	—
CAHPS	Comm w/ Doctors	Doctors expl in way you understand		N/A	N/A	100.00%	--	—
CAHPS	Hospital Environment	Cleanliness of hospital environment		N/A	N/A	80.00%	--	—

Understanding the Key Drivers of Performance



Unit/Question	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	YTD
4 West													
*Response of Hosp Staff Domain	83.3%	58.3%	42.3%	72.9%	66.7%	N/A							58.1%
*Call button help soon as wanted it	66.7%	66.7%	54.6%	62.5%	33.3%	N/A							57.1%
*Helping toileting soon as you wanted	100.0%	50.0%	30.0%	83.3%	100.0%	N/A							59.1%
Nurses Overall	54.3%	68.3%	93.9%	80.0%	59.3%	75.0%							70.8%
Nurses' attitude toward request	50.0%	69.2%	100.0%	71.4%	66.7%	75.0%							71.4%
Attention to needs	58.3%	71.4%	90.9%	85.7%	55.6%	75.0%							71.9%
Nurses kept you informed	54.6%	64.3%	90.9%	83.3%	55.6%	75.0%							69.1%
5 East													
*Response of Hosp Staff Domain	66.1%	64.3%	92.9%	36.1%	33.3%	N/A							58.0%
*Call button help soon as wanted it	57.1%	28.6%	85.7%	55.6%	66.7%	N/A							57.6%
*Helping toileting soon as you wanted	75.0%	100.0%	100.0%	16.7%	0.0%	N/A							58.8%
Nurses Overall	90.7%	79.5%	86.3%	83.3%	76.9%	88.9%							93.8%
Nurses' attitude toward request	88.9%	84.6%	88.2%	85.0%	77.3%	88.9%							84.9%
Attention to needs	88.9%	76.9%	82.4%	80.0%	81.8%	88.9%							82.8%
Nurses kept you informed	94.4%	76.9%	88.2%	85.0%	71.4%	88.9%							83.7%
5 West													
*Response of Hosp Staff Domain	0.0%	33.3%	75.0%	45.0%	87.5%	N/A							57.0%
*Call button help soon as wanted it	0.0%	33.3%	50.0%	40.0%	75.0%	N/A							47.4%
*Helping toileting soon as you wanted	0.0%	N/A	100.0%	50.0%	100.0%	N/A							66.7%
Nurses Overall	36.7%	50.0%	88.9%	66.7%	85.7%	80.0%							63.5%
Nurses' attitude toward request	40.0%	66.7%	100.0%	66.7%	85.7%	80.0%							69.2%
Attention to needs	40.0%	33.3%	66.7%	66.7%	85.7%	80.0%							57.7%
Nurses kept you informed	30.0%	50.0%	100.0%	66.7%	85.7%	80.0%							63.5%
FMC													
*Response of Hosp Staff Domain	86.7%	64.3%	85.7%	87.3%	100.0%	N/A							81.1%
*Call button help soon as wanted it	91.7%	71.4%	71.4%	88.9%	100.0%	N/A							82.2%
*Helping toileting soon as you wanted	81.8%	57.1%	100.0%	85.7%	100.0%	N/A							80.0%
Nurses Overall	81.0%	100.0%	75.0%	87.7%	76.2%	100.0%							84.4%
Nurses' attitude toward request	85.7%	100.0%	75.0%	94.7%	78.6%	100.0%							87.3%
Attention to needs	78.6%	100.0%	75.0%	84.2%	78.6%	100.0%							83.5%
Nurses kept you informed	78.6%	100.0%	75.0%	84.2%	71.4%	100.0%							82.3%
Sentara Leigh Total													
*Response of Hosp Staff Domain	70.1%	55.5%	55.1%	60.2%	61.2%	N/A							59.7%
*Call button help soon as wanted it	67.4%	51.1%	53.3%	60.4%	57.7%	N/A							57.4%
*Helping toileting soon as you wanted	72.7%	60.0%	56.8%	60.0%	64.7%	N/A							62.1%
Nurses Overall	63.6%	71.5%	83.3%	80.7%	78.7%	79.4%							76.3%
Nurses' attitude toward request	64.4%	76.3%	83.8%	82.7%	81.2%	81.8%							78.4%
Attention to needs	65.6%	69.1%	82.0%	80.8%	82.2%	81.8%							76.9%
Nurses kept you informed	60.7%	69.1%	84.0%	78.6%	72.7%	74.4%							73.6%

Reluctance to Simplify Interpretations







Create an environment where people can **speak up, have a Questioning Attitude and voice concerns.**

Celebrate these **behaviors** because they save lives!

Why don't People Speak Up or Question the Status Quo?

HRO's seek to **flatten hierarchy** while creating a culture of **psychological safety**

Geert Hofstede's Power Distance

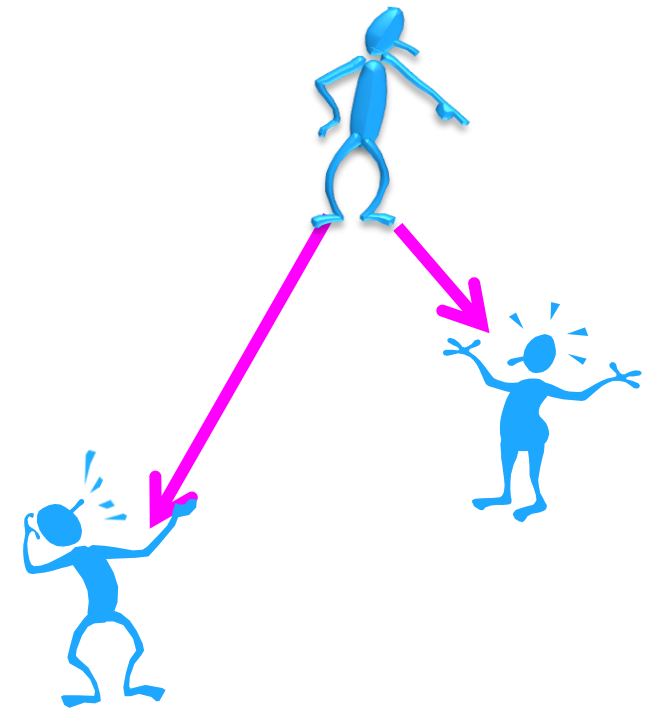
- Extent to which the less powerful expect and accept that power is distributed unequally

United States

- Moderate to low Power Distance
(38th of 50 countries)

In Healthcare

- High between certain professional groups:



Cultivate a Culture of Psychological Safety

To create the conditions for **culture** to grow

1

Message
Safety as
a **Core
Value**

2

Make
Zero Harm
the goal

3

Provide tools
to
respectfully
**escalate
concerns**

4

Message the
importance
of **preventing
human error**

5

**Thank and
Protect**
those who
speak up

6

Implement
and sustain
a **Fair and
Just Culture**

Questioning Attitude

A key Safety Habit to develop a reluctance to simplify across the nursing staff

We encourage nurses to critically think, ask questions, speak up with concerns, and not be simply task oriented.

We learned this lesson the hard way a few years ago when one of our nurses gave the a triple HIV-drug cocktail to a 90-yr old patient without having a questioning attitude around “why would a physician order a medication like this for a 90-year old, 100-lb patient who has a different health condition?”

Reluctance to Accept “Simple” Explanations to Problems



Quarterly Nursing Bundle by Unit

Generated: 3/31/2022 12:35 PM ET

Received Date Range: 1/1/2022 - 3/30/2022

Unit: 'FMC'			
Demographic	Value	%	n
Care team used whiteboard	Never	0.00	0
Care team used whiteboard	Sometimes	3.64	4
Care team used whiteboard	Usually	15.45	17
Care team used whiteboard	Always	80.91	89
Nurse visited me every two hours	Yes	90.00	99
Nurse visited me every two hours	No	10.00	11
Shift change discussion at bedside	Never	0.00	0
Shift change discussion at bedside	Sometimes	2.73	3
Shift change discussion at bedside	Usually	12.73	14
Shift change discussion at bedside	Always	84.55	93
Visited by leadership team	Yes	85.32	93
Visited by leadership team	No	14.68	16

Unit: 'GEN-SURG'			
Demographic	Value	%	n
Care team used whiteboard	Never	0.00	0
Care team used whiteboard	Sometimes	11.94	8
Care team used whiteboard	Usually	14.93	10
Care team used whiteboard	Always	73.13	49
Nurse visited me every two hours	Yes	89.55	60
Nurse visited me every two hours	No	10.45	7
Shift change discussion at bedside	Never	10.45	7
Shift change discussion at bedside	Sometimes	7.46	5
Shift change discussion at bedside	Usually	19.40	13
Shift change discussion at bedside	Always	62.69	42
Visited by leadership team	Yes	83.33	55
Visited by leadership team	No	16.67	11

Five Principles of HROs

ANTICIPATION

“Stay out of trouble”

Preoccupation with Failure

Sensitivity to Operations

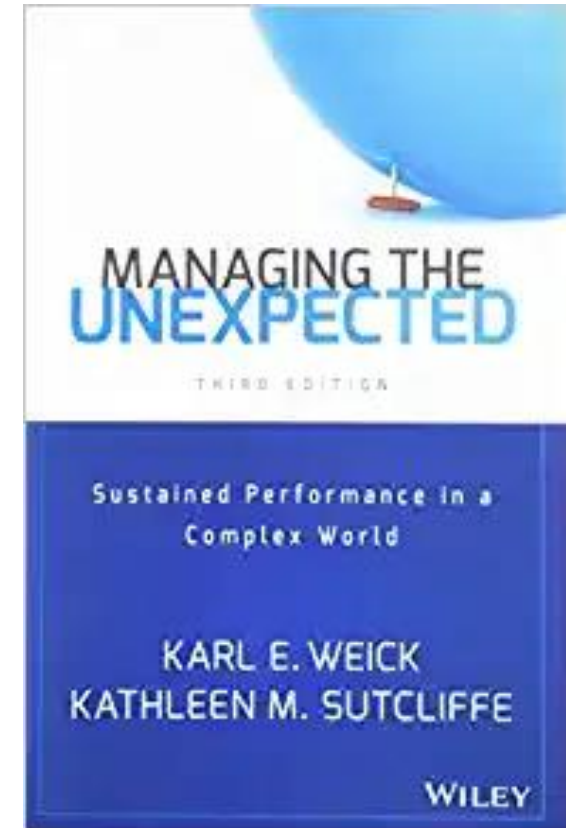
Reluctance to Simplify *interpretations*

CONTAINMENT

“Get out of trouble”

Commitment to Resilience

Deference to Expertise

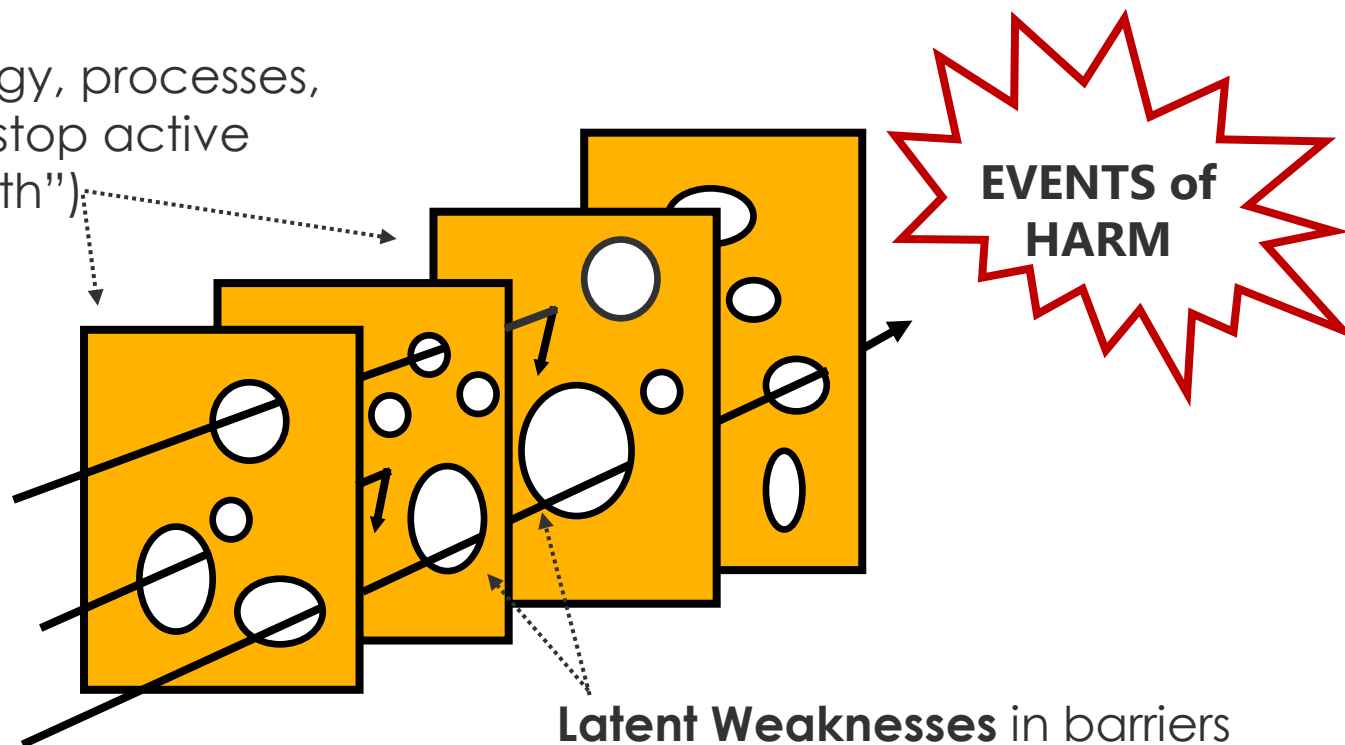


From Vogus & Sutcliffe, The Safety Organizing Scale, *Medical Care*, 45/1, Jan 2007, p. 46-54.

Systems Resilience – Reason’s Swiss Cheese Model

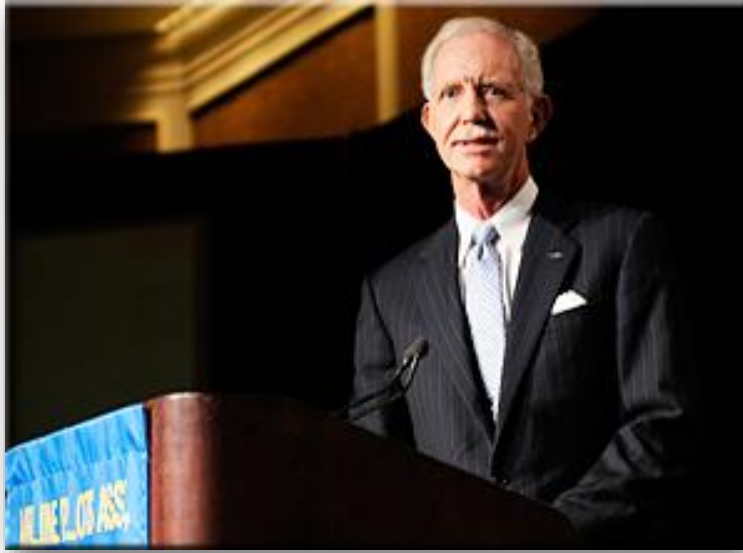
Multiple Barriers - technology, processes, and people - designed to stop active errors (our “defense in depth”)

Active Errors
by individuals result
in initiating action(s)



Prevent the Errors
Detect & Correct the System

Deference to Expertise = Teamwork



I am very happy to know that, unlike at other appearances we've made, I don't have to explain here what 'crew' means."
– Captain Chesley "Sully" Sullenberger, in remarks after an emotional, 2-minute standing ovation at the ALPA 55th Air Safety Forum Awards Banquet in Washington, DC



The crew of US Airways Flight 1549 receiving ALPA's first-ever Distinguished Safety Award in August of 2009

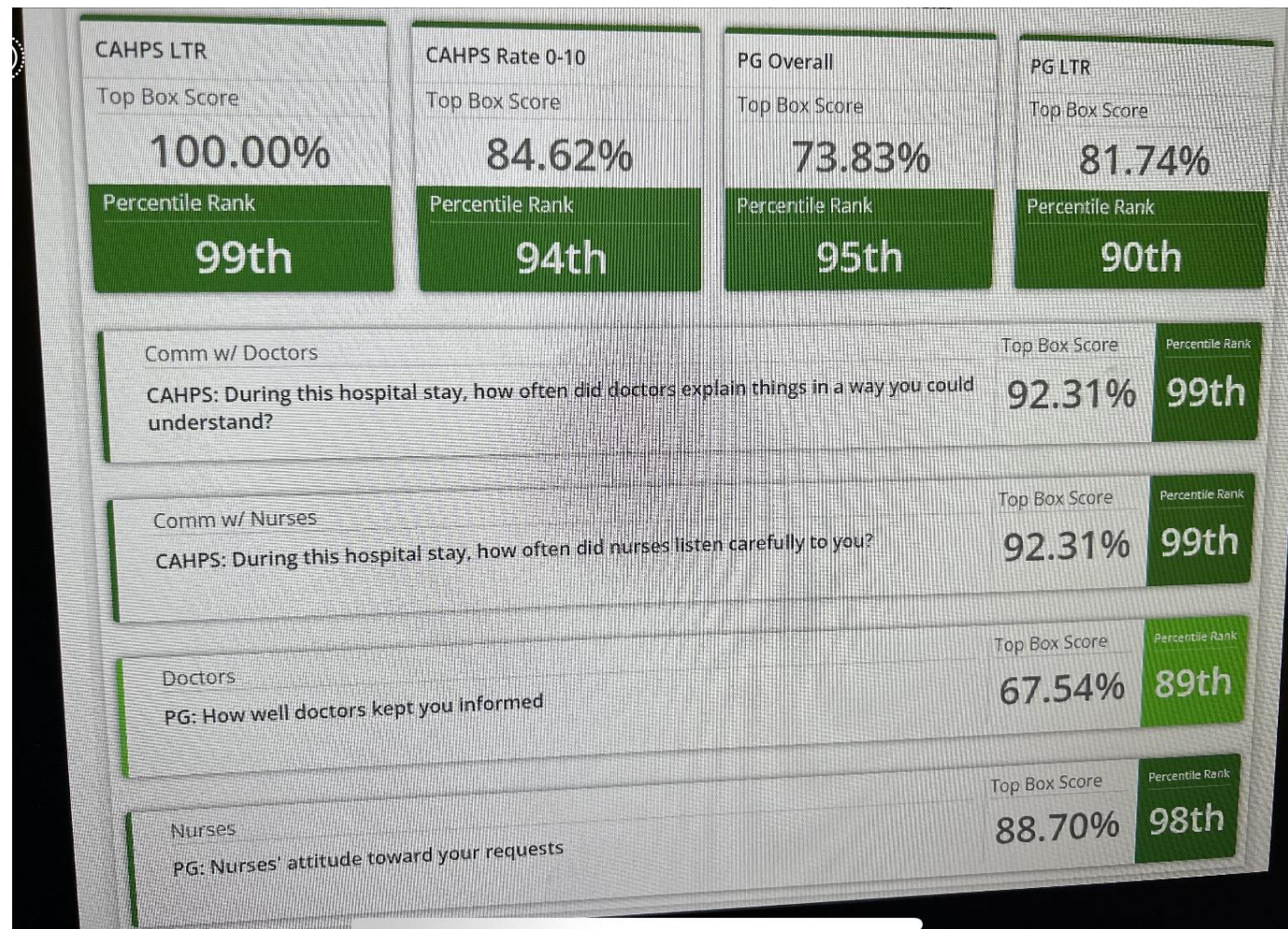
Engaging your Teams and Bringing Fun Back to Work!

Forced Fun to building relationships and shared experiences

- Easter egg hunts
- Olympic games
- Bowling at Christmas



Celebrate Success!



Back to the 80's!



Never Under-Estimate the Power of Team Building







What Gets Recognized Gets Repeated

- Recognition when mentioned by name in PX survey comments
- Weekly WOWs
- Handwritten thank-you notes by executive leaders to those who have gone above and beyond
- Clinical Excellence Awards
- Patient Choice Award



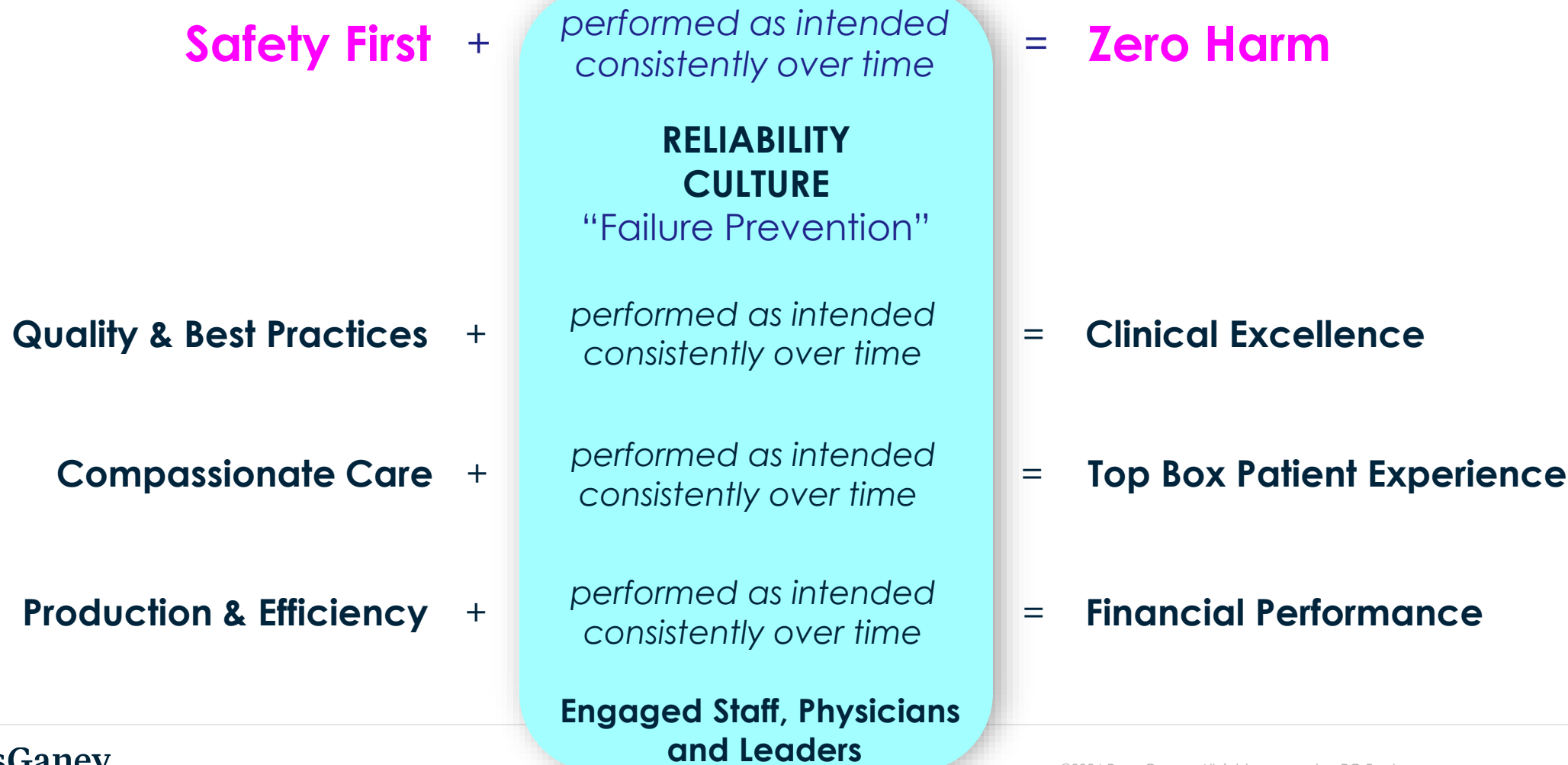


Formalize a Rewards and Recognition Plan

Award	Responsible	When	Selection Process
Daisy	Melissa Proffitt	Quarterly	Nominations- Selected by Professional Nurse Practice council
ACE	Manager Customer Ops.	Quarterly	Quarterly nominations from any team member and approved by manager. Two division winners
Arthur Bender Award	Dr. Tesoriere Renee Lucas	Yearly	Similar to Golden Stethoscope. Staff and provider nominations. Selected by Medical Executive Committee
WOW Wednesday	Manager Customer Ops.	Weekly	Rotation of units and roles based on recent WOWs
Comment Club	Manager Customer Ops.	Ongoing	Tiers of recognition based on number of mentions. Quarterly and annual winners
Ambassador of the Quarter	Dawn Hutchison	Quarterly	Leaders nominate an Ambassador of the Quarter for their department. The Ambassador Committee selects one of those department Ambassadors for the Division Ambassador of the Quarter.
Key Contributor Award	Dawn Hutchison	Ad hoc	Leaders nominate team members, Area Director, HR and VP review and approve.
Knock Our Socks Off	Bryan Fair	Ad hoc	Nominator recognizes dept/team for significant contributions, cutting costs, improving safety or exhibiting superior service

Reliability Culture as a Chassis

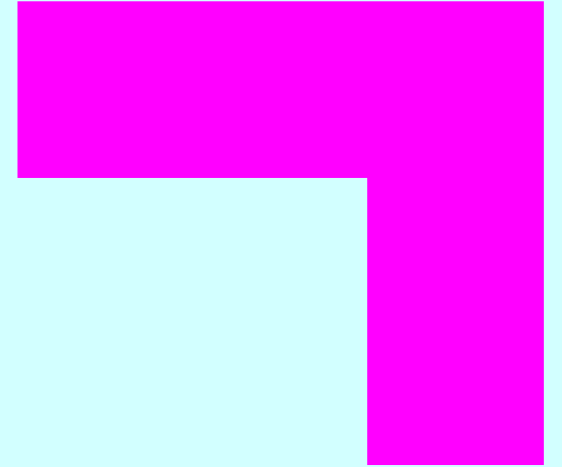
Use Safety to build a High Reliability Operating System to improve everything else you do





What you do as
healthcare leaders
and professionals
makes a
difference in
people's lives
every day.

Thank you!



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