Unit-based Safety

Ensuring High Reliability
Best Practices

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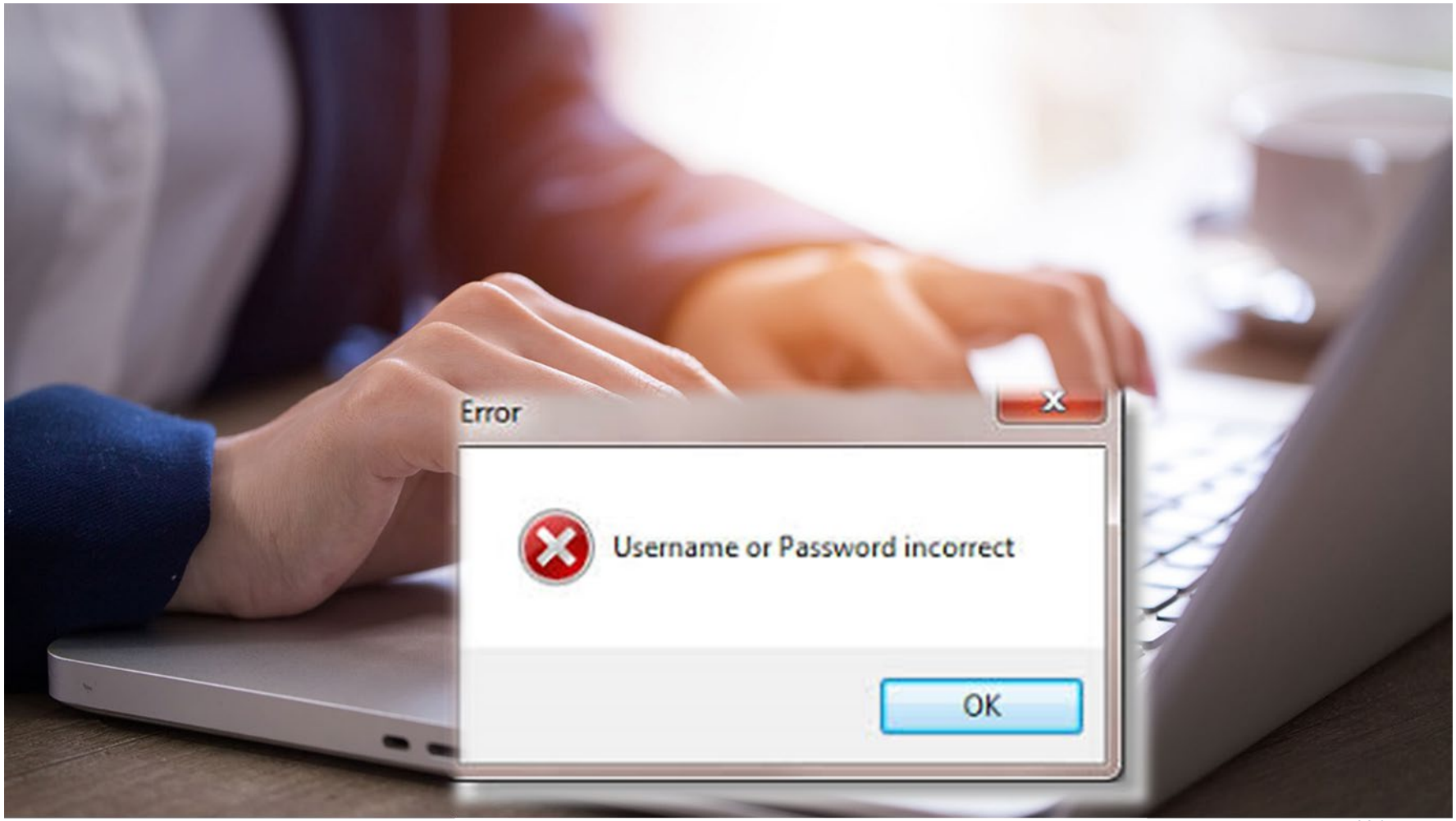
Username and Password



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What is an HRO?

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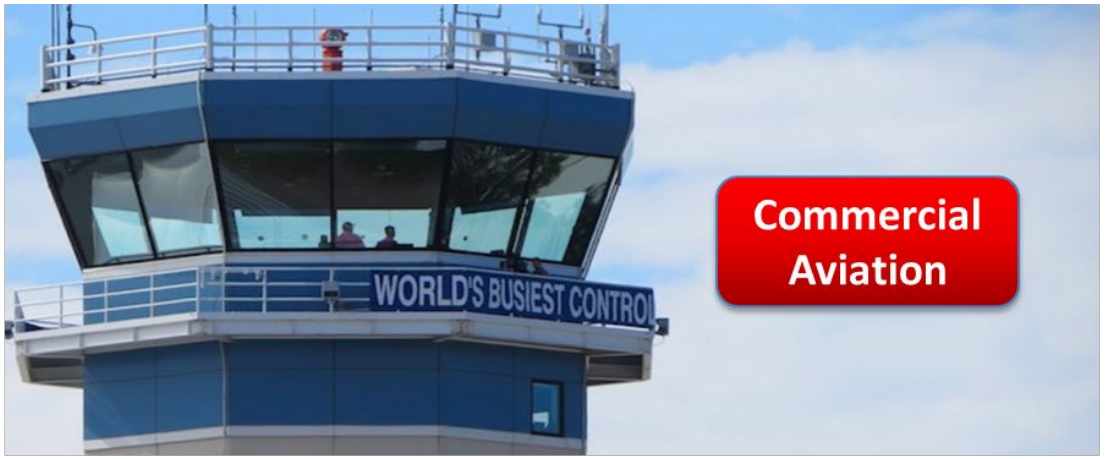
High Risk, High Consequence Organizations



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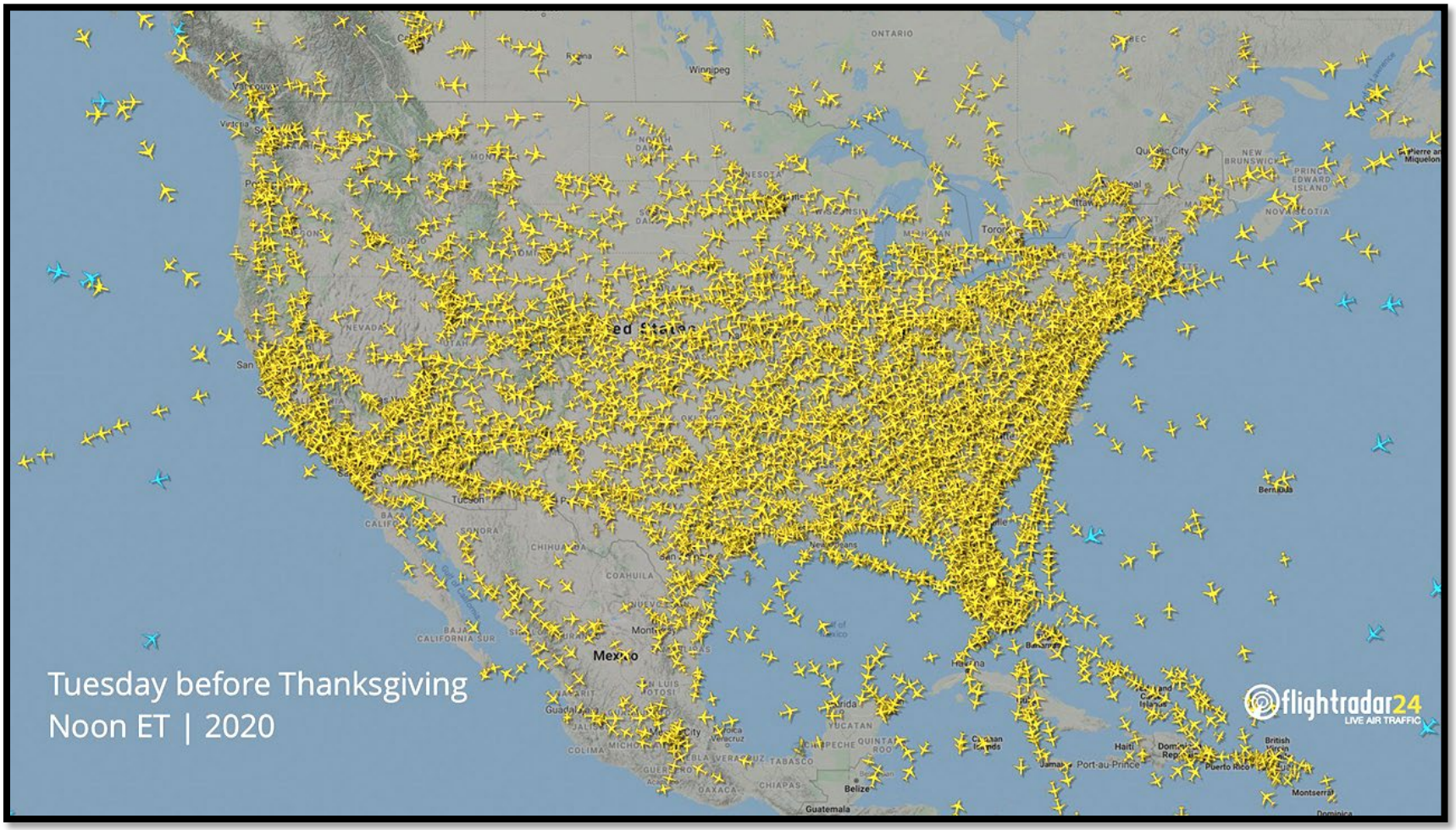
Just Another Safe Day



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What About Healthcare?

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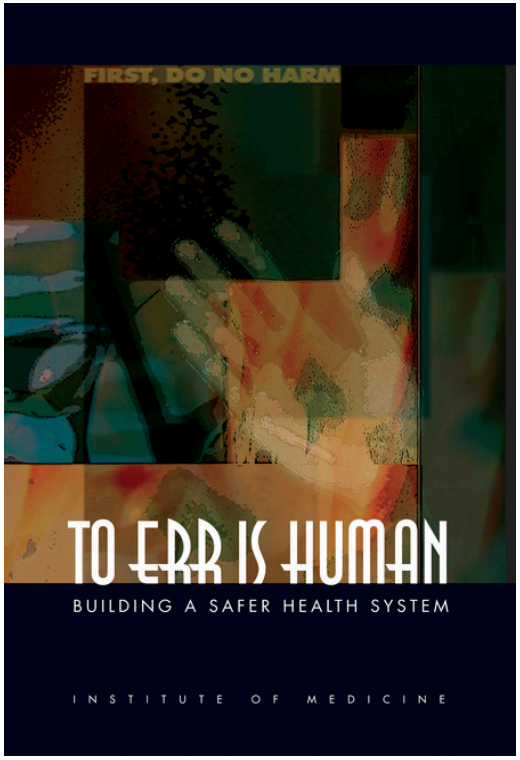
Harm in US Healthcare



1999 Institute of Medicine report:

"To Err is Human"

44,000 to 98,000 preventable deaths annually

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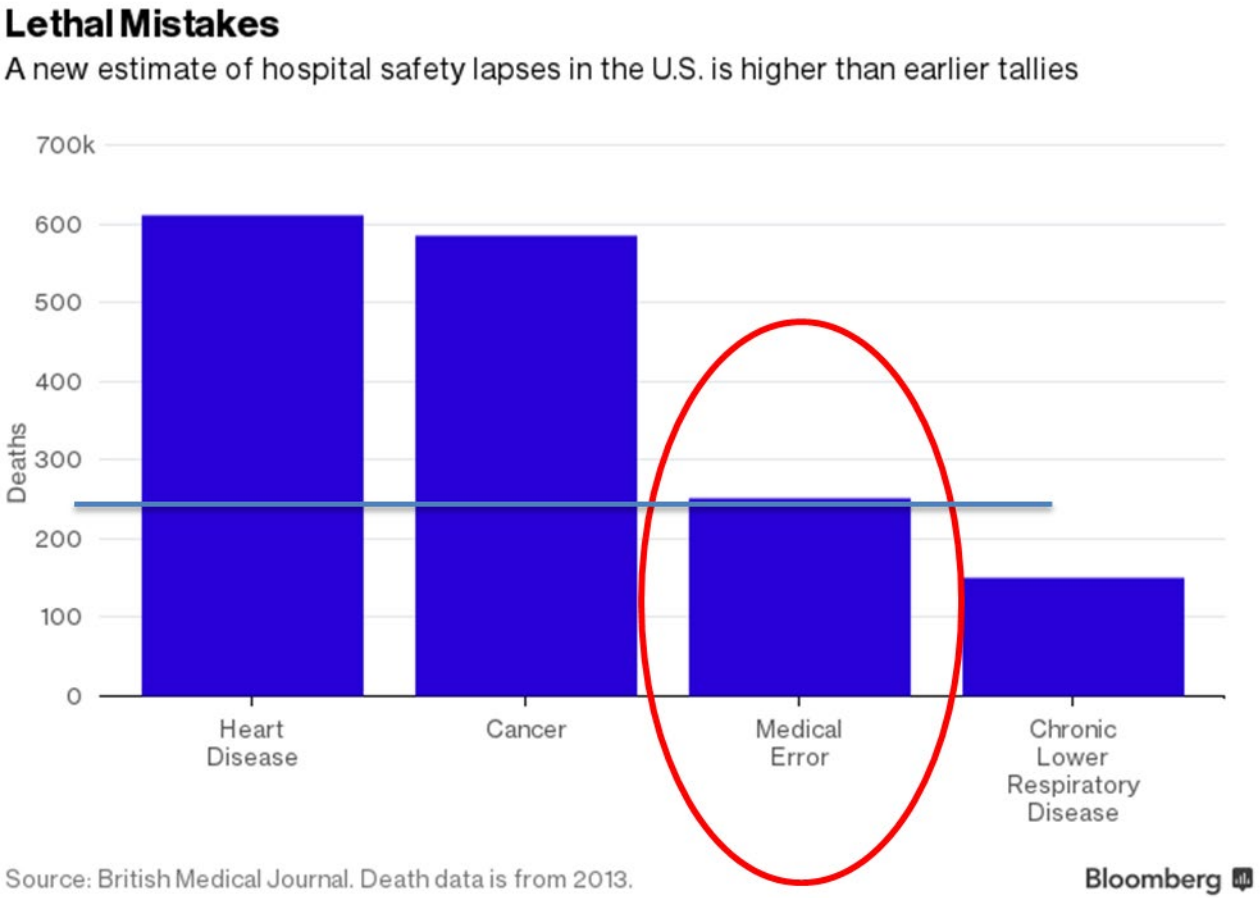
Are we safer 20+ years later?



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CAUTION:
Hospital Ahead

High Reliability CULTURE

Fair and Just

- Diverse, Inclusive, and Equitable
- Seeks Learning over Blame
- Accountable

Open and Transparent

- Safe Event Reporting and Review

Dynamic Learning

- Proactive
- Innovative
- Shared

Resilience

- Organizational & Individual

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Bringing the Equity Lens to Safety

Inequities Cause Harm

"No such thing as "safe care" when it is inequitable"

Why Things Go Wrong

Systems

Humans

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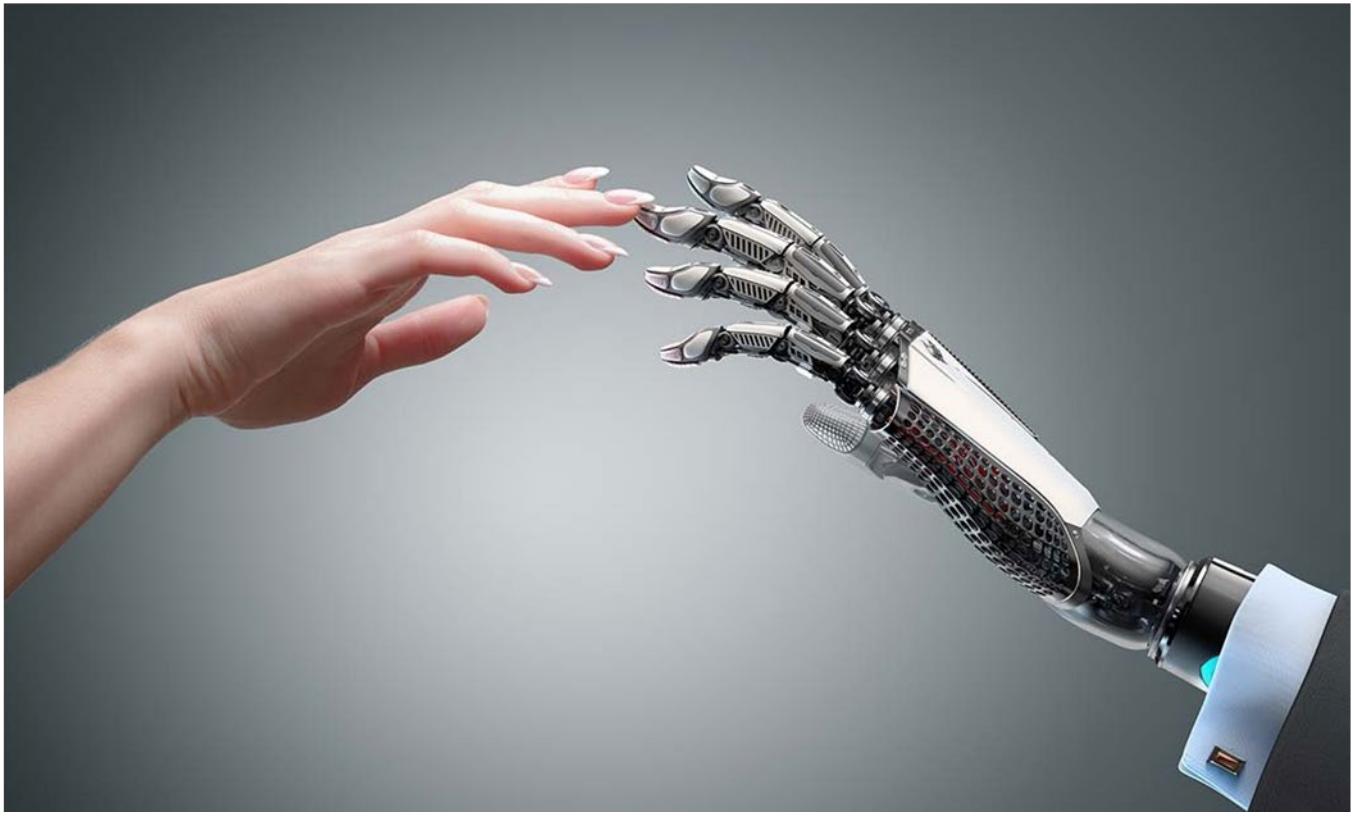
An Inseparable Bond

Humans ⟷ **Systems**



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Your Driving System

On Being Human

Human Error

Not a Choice

Free Will

A Choice

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Performance Shaping Factors

Personal

- Fatigue
- Stress
- Health
- Competing Goals
- Values

Professional

- EPIC
- Environment
- Culture
- Competing Goals
- Values

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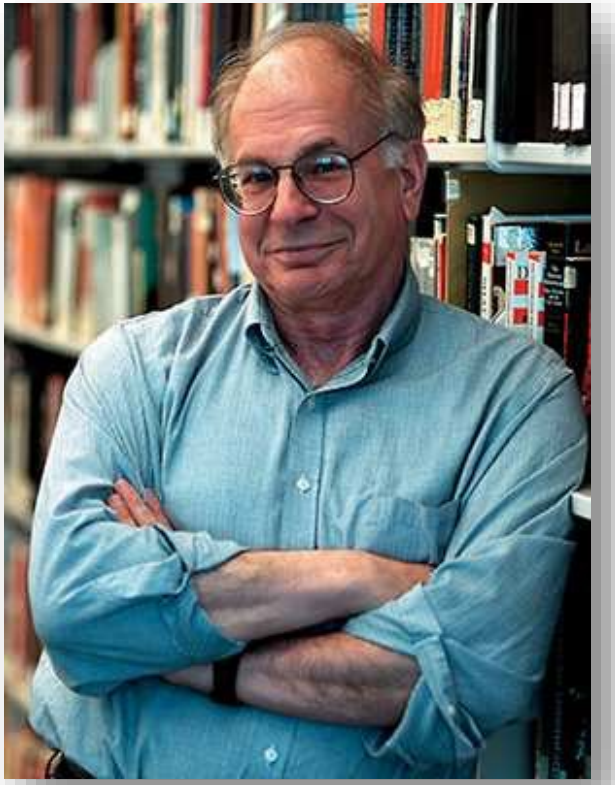
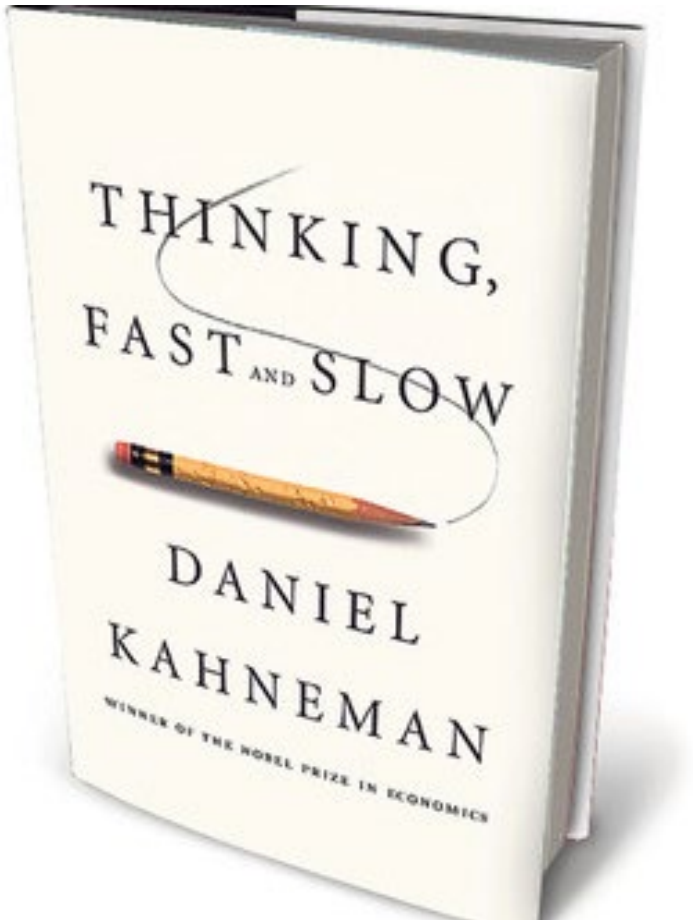
To Err is Human

Daniel Kahneman





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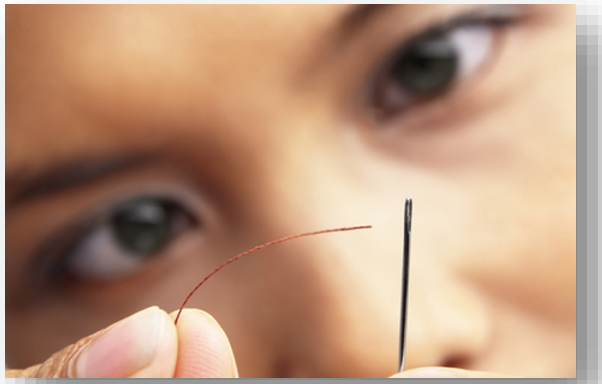
Our two brains

System 1

- Unconscious reasoning
- Automatic / FAST

System 2

- Conscious reasoning
- Effortful / SLOW



Spell

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The Awareness Test

3.9 1967

The Day Sweden Switched

Dagen H – “H-Day”

Error vs Choice

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Review Group One

An experienced surgeon sees a new piece of equipment at a conference.

Back at the hospital, a sales rep. persuades him to use the equipment for a procedure. Having never used the equipment before he accidentally punctures the patient's bowel.

The surgeon repairs the bowel and the patient recovers fully.

The OR has a policy that says new equipment will be officially approved and training conducted prior to its use.

Review Group Two

An experienced surgeon sees a new piece of equipment at a conference.

Back at the hospital, a sales rep. persuades him to use the equipment for a procedure. Having never used the equipment before, he accidentally punctures the patient's bowel.

The surgeon repairs the bowel but the patient later develops a life-threatening infection as a result of the accidental puncture.

The OR has a policy that says new equipment will be officially approved and training conducted prior to its use.

Question:

Should the Surgeon be disciplined?

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Results:

Discipline Surgeon?

Review Group	Grp 1 (No Harm)	Grp 2 (Harm)
Managers	0%	50%
Physicians	0%	45%

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Outcome / severity bias

WHAT IS IT?

When leadership allows the *severity* of the outcome…

…. to drive its *response* to an event

Outcome / severity bias

TRAGIC EFFECTS

“No Harm, No Foul”

Errors are caused by "normal" rather than "abnormal" behavior.

Lucian Leape

"The single greatest impediment to error prevention is that we punish people for making mistakes."

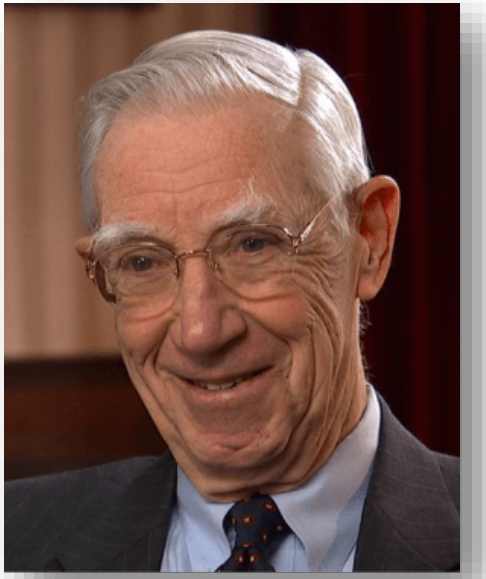

Photo courtesy of Lucian Leape

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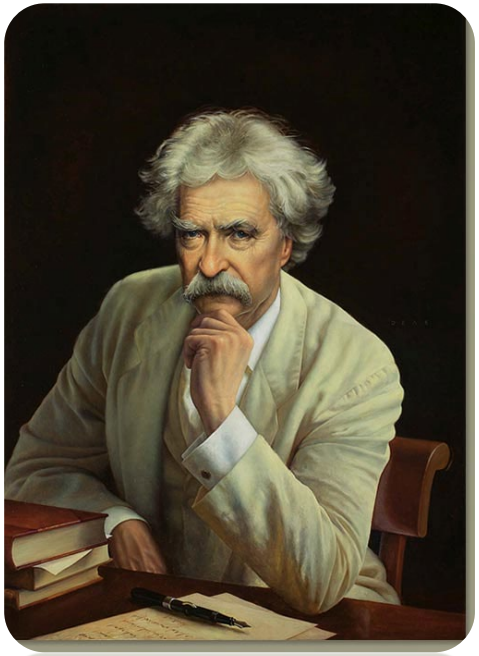
“Man was made at the end of the week's work, when God was tired.”

- Mark Twain



You Have Just Two Choices:

You can **Blame** and **Punish** *or*

You can **Learn** and **Improve**

But you can't do both!

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How often do we feel *safe* doing *risky* things?

Our Internal “Risk Monitor”

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Would you choose to drive around?

At-Risk Behavior

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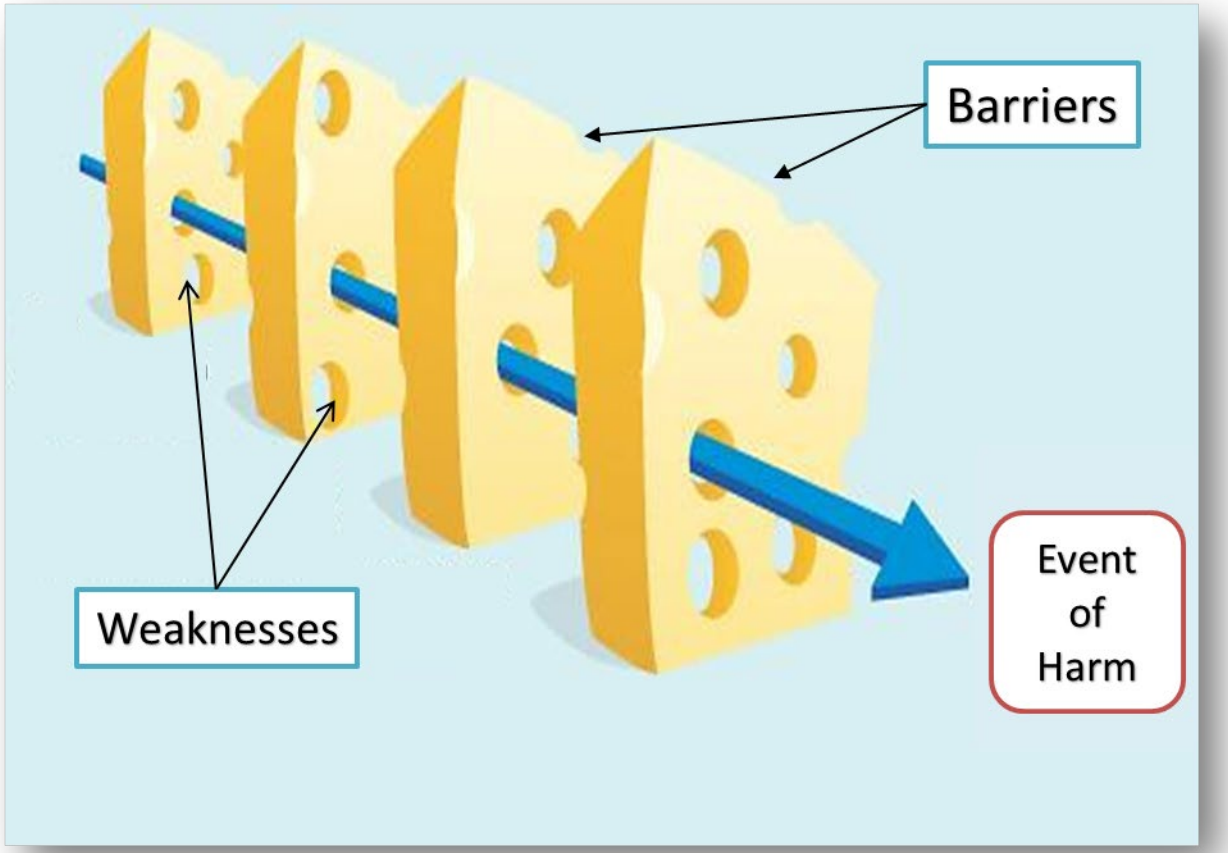
Another At-Risk Behavior (choice)

The Swiss Cheese Model (James Reason)



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Coaching and behavior modification

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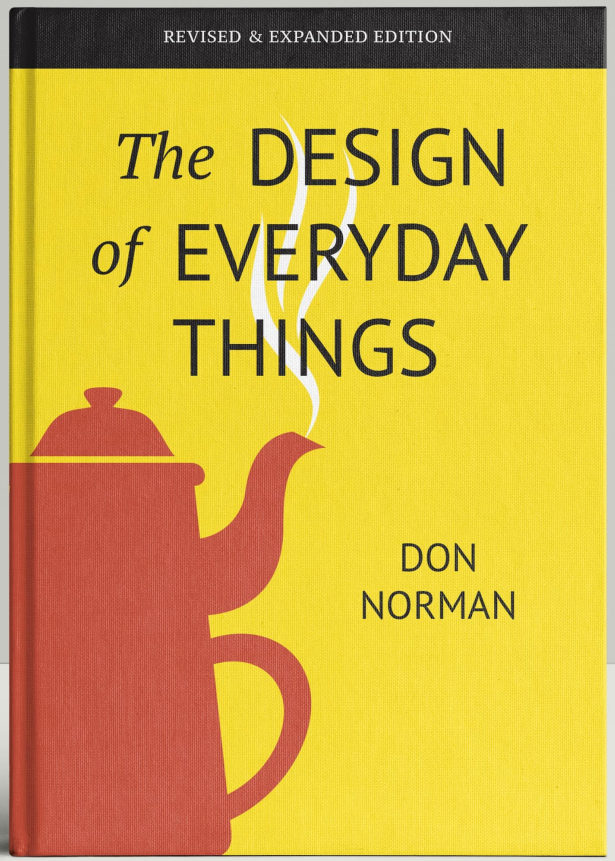
“Let’s keep this shot just a little left.”


Butter Cookies
OREO
Chocolate
Cinnamon Bun
Double Stuf
Lemon
Golden
MEGA STUF
THINS
Birthday Cake
Mint
Velvet
Golden
FAMILY SIZE
Chips Ahoy!
3.00
4.00

Changing Behaviors


REVISED & EXPANDED EDITION
The DESIGN of EVERYDAY THINGS
DON NORMAN

Good System Design

Error Proofing

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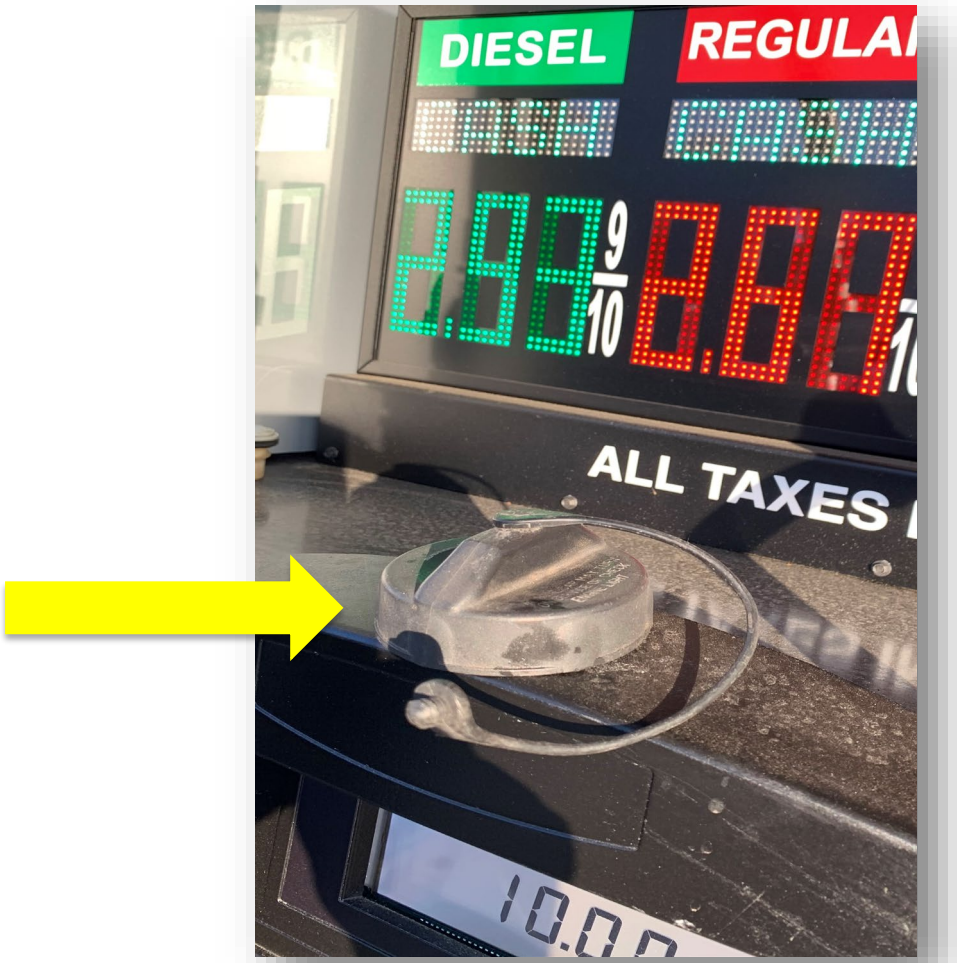
No Perfect Systems



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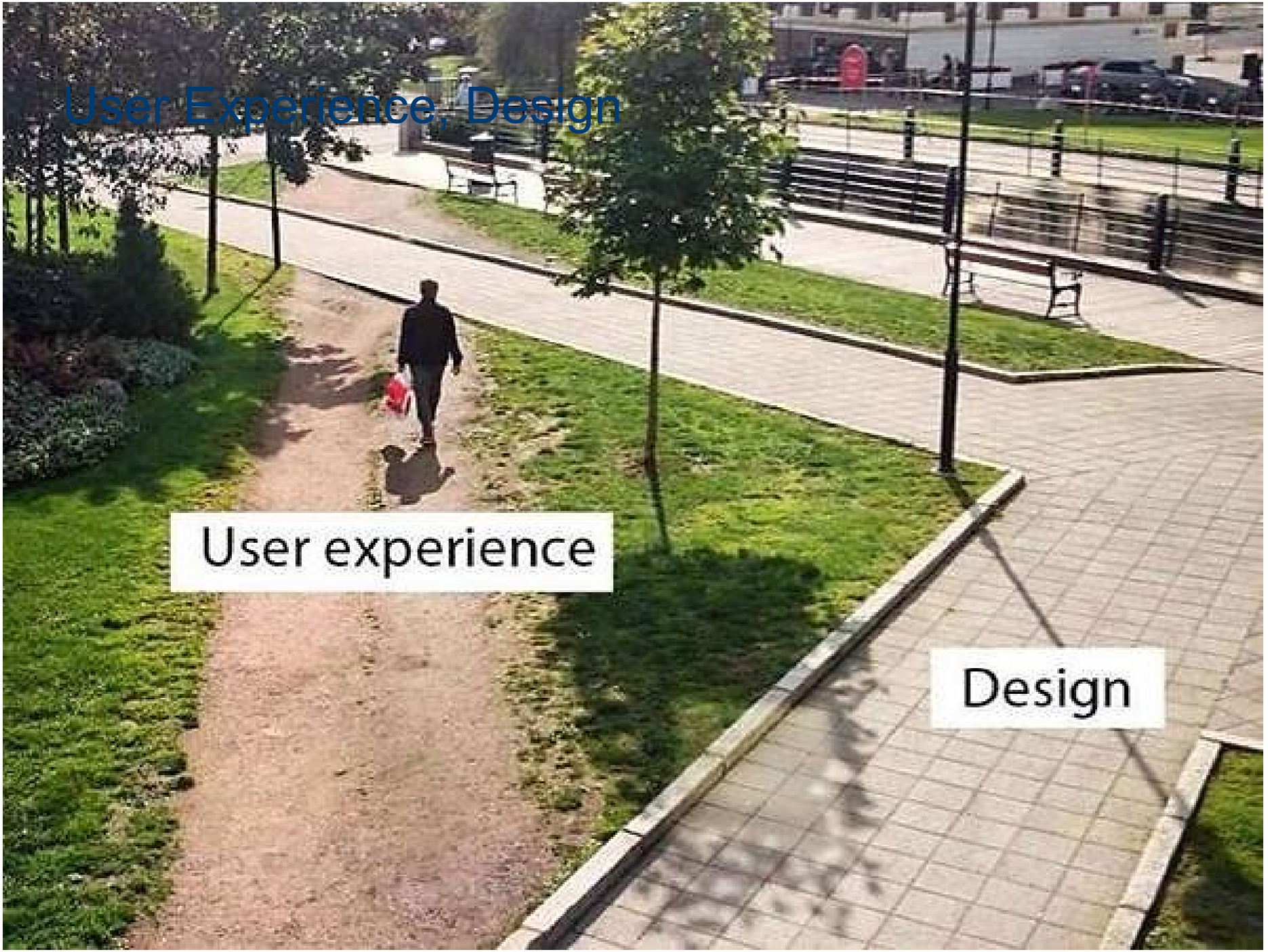
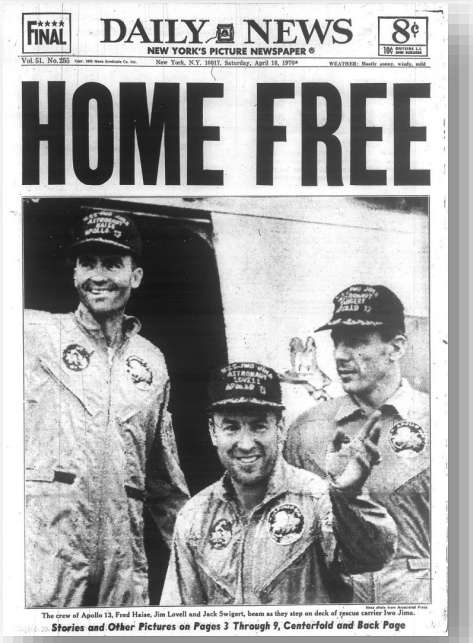

User Experience, Design
User experience
Design

Resilience


FINAL

DAILY NEWS

NEW YORK'S PICTURE NEWSPAPER

8¢

Vol. 51, No. 255 New York, N.Y. 10017, Saturday, April 18, 1970

WEATHER: Mostly sunny, windy, mild

HOME FREE

The crew of Apollo 13, Fred Haise, Jim Lovell and Jack Swigert, beam as they step on deck of rescue carrier Iwo Jima.

Stories and Other Pictures on Pages 3 Through 9, Centerfold and Back Page

Learning Systems

REACTIVE

- Looks Back
- Local Learning
- Error Focused
- Outcome Bias
- Address the Human

PROACTIVE

- Looks Forward
- Shared Learning
- Risk Focused
- Outcome Blind
- Address the System

Keys to a Successful HRO

High Reliability **CULTURE**

+

High Reliability **BEHAVIORS**

Good System Design

Thank you!