A system is perfectly designed to get the results it gets......
Reliability is not an innate characteristic of an organization.
High Reliability Approach

Characteristics

• Preoccupied with failure
• Sensitivity to Operations
• Reluctance to Simplify
• Commitment to Resilience
• Deference to Expertise

– MANAGING THE UNEXPECTED (WEICK & SUTCLIFFE)
Building Will........

**Education & Storytelling**
- Board of Trustees
- Leadership
- CEO Town Meetings

**Finding the Champions**
- Physicians
- Staff
- Patients & Families

*High risk situations require low risk behaviors.*
FUNDAMENTALS ..............
High Reliability Tools Education

• Senior Leader Led
• 100% of Staff – no exceptions
• Small Classes
• Case Studies
• Physician Retreat with case studies
• Private Physician led physician training
• Robust Root Cause Analysis Training
<table>
<thead>
<tr>
<th>BEHAVIORS I commit to...</th>
<th>ERROR PREVENTION TOOLS:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>T</strong> Think twice</td>
<td>• Use S.T.A.R. (Stop, Think, Act, Review)</td>
</tr>
<tr>
<td><strong>R</strong> Recognize and reward</td>
<td>• Publicly celebrate and recognize on-the-spot</td>
</tr>
</tbody>
</table>
| **U** Utilize each other | • Include patients and families  
• Validate and Verify (trust your instincts)  
• Practice peer checking and peer coaching |
| **S** Speak up for safety | • Use SBAR (Situation, Background, Assessment, Recommendation)  
• Use CUSS (“I’m Concerned; I’m Uncomfortable; This is a Safety issue; We need to Stop”) |
| **T** Teamwork           | • Practice 200% accountability (know and follow policies and advocate for compliance)  
• Stop and Resolve when unsure or concerned  
• Use direct (person-to-person) communication |
Daily Huddle
- senior leader led
- non-negotiable participation
- transparency
Safety First:
Every agenda, Intranet site, Board meetings

The Source

St. Vincent's Medical Center

Webmail Cafeteria Menu Engineering Work Request Phonebook On-Call Schedule Jobs

The Source

Safety is the Key to Trust

13 days without an event causing patient harm
54 days without an employee loss time injury
19 days without an employee needlestick injury

- Reporting Systems: Occurrences, Concerns, Successes
- Visit the Safety Site - Top Ten Safety Concerns

* SAFETY ALERT: Medication Shortages and Substitutions

News

Open Enrollment Ends Friday, June 17th

- Denim Day-Friday, June 17th
- Blood Drive Monday, June 13th
- Values Recognition Awards - June is Mission Month

Features

* New Video: Partnering to Heal
  (Teaming-up Against Healthcare-Associated Infections)

Photo Gallery - Service Awards 2011

© Kerry Eaton
Senior Leader Rounding
• Pairs
• Adopted Departments
• Specific to Safety: Patient and Associate
• Accountability Tool
• Relationship-Building
• Trust
Safety Coaches

- Local level champions
- Application & selection process
- High visibility
- Training of coach & manager
- Local monitor, trainer, coach
- Regular meetings
- Patient and Associate Safety
I saw the angel in the marble and carved until I set him free.

Michelangelo

Kerry Eaton
SVP & COO
Sacred Heart Health System
Ascension Health
Pensacola, FL