Sentara's High Reliability Journey

Updating Our Leader HRO Toolkit

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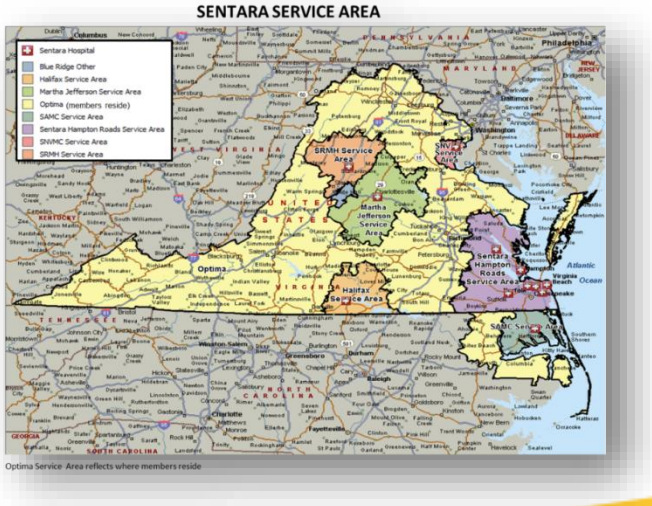
Sentara Healthcare

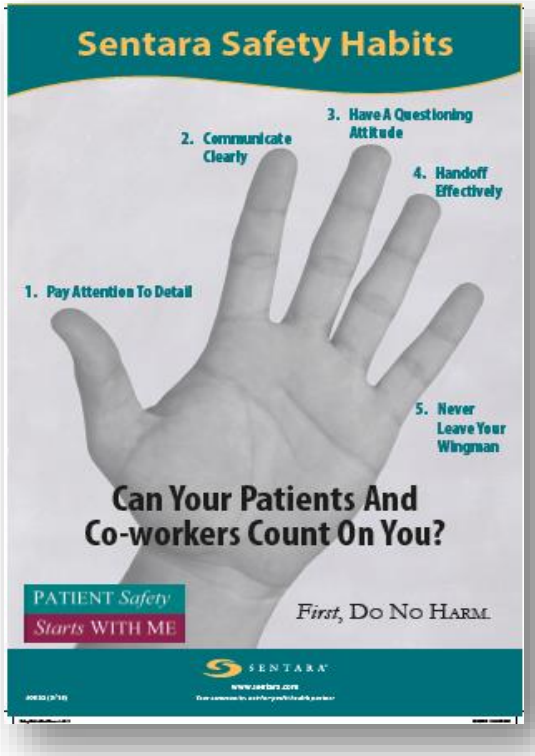
- Led by a Volunteer Board of Directors who are Community Leaders
- 128-year not-for-profit mission
- 12 hospitals, 2,727 beds, 3,749 physicians on staff
- 7 Magnet Nursing Hospitals
- 300 Sites of Care
- 12 long term care/assisted living centers/PACE
- Extended stay hospital
- 4 Medical Groups (1,000+ providers)
- 450,000 - member health plan
- Sentara College of Health Sciences
- 27,000+ members of the team



Committing to Error Prevention

is a way to be Preoccupied with Failure

1. Pay Attention to Detail
   - STAR
2. Communicate Clearly
   - Repeat Backs & Read Backs
   - Clarifying Questions
   - Phonetic & Numeric Clarifications
   - SBAR
3. Have a Questioning Attitude
   - Validate & Verify
   - ARCC
   - Know Why and Comply
4. Handoff Effectively
   - 5P's (Pt/Project, Plan, Purpose, Problems, Precautions



5. Never Leave Your Wingman
   - Peer Checking
   - Peer Coaching

Why?

- Assessment of our current culture of High Reliability
  - Lacking sustainment through executive succession and other changes
  - Quality measures
    - “Wrong” events
    - CLABSIs and CAUTIs
    - Serious Safety Events
    - Falls with Injury rate
  - Customer Satisfaction

2016 Activities/Initiatives

- An assessment was done with HPI Press Ganey at four Divisions, to include Medical Group and Long Term Care.
- Met with group of Senior Leaders in an executive design session to approve Leader HRO Tools
- HRO training with Senior Executives (~150 leaders)
  - Six sessions held across Division in August
  - Leader could attend any one session

Leading for Reliability at Sentara

Our Mission: We improve health every day.

Our Vision: To be the healthcare choice of the communities we serve.

Our Commitments: As members of the Sentara team, we are committed to:

1. Always keep you safe
2. Always treat you with dignity, respect and compassion
3. Always listen and respond to you
4. Always keep you informed and involved
5. Always work together as a team to provide you quality healthcare

Priority
- Don't harm me
- Heal me
- Respect me

+

High Reliability Organization (HRO)
- Proficient people working together
- Leaders continuously involved in operations
- Commitment to zero harm

=

Exceptional Care without Exception

1. **Message on Mission**
   - ❑ Start meetings with a safety message
   - ❑ Safety first
   - ❑ Rounding to influence
2. **Safe Operations**
   - ❑ Daily Huddle integrating learning boards
   - ❑ Action Plans (level 1 / level 2)
3. **Build Accountability**
   - ❑ Situation-Behavior-Impact (SBI) feedback
   - ❑ Red Rules
   - ❑ Just accountability (Performance Management Decision Tool)

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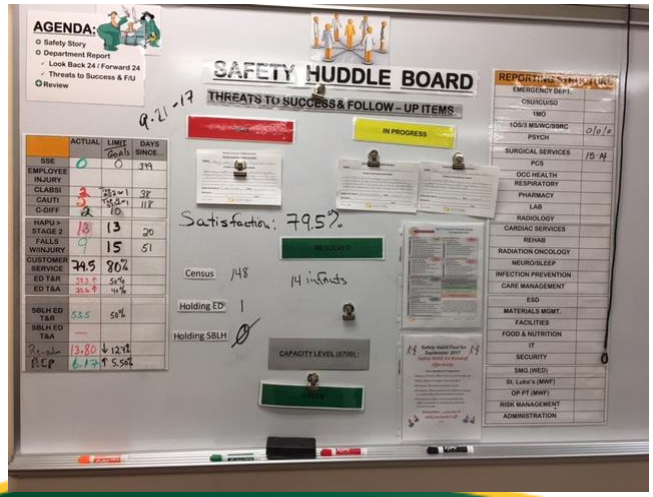
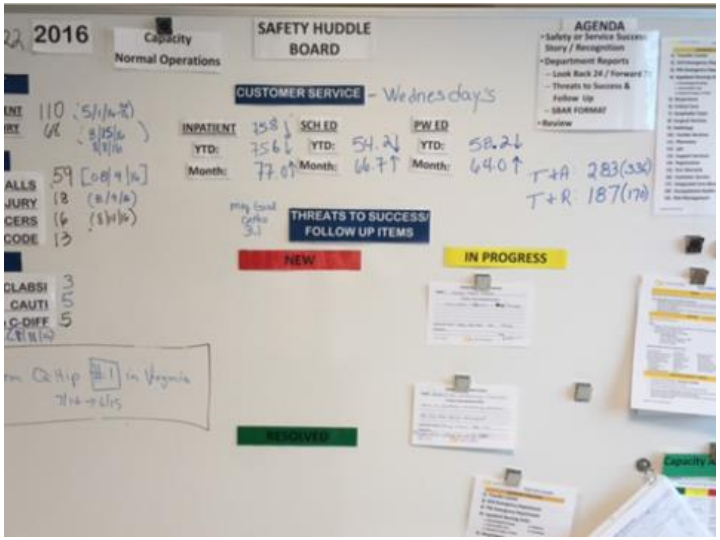
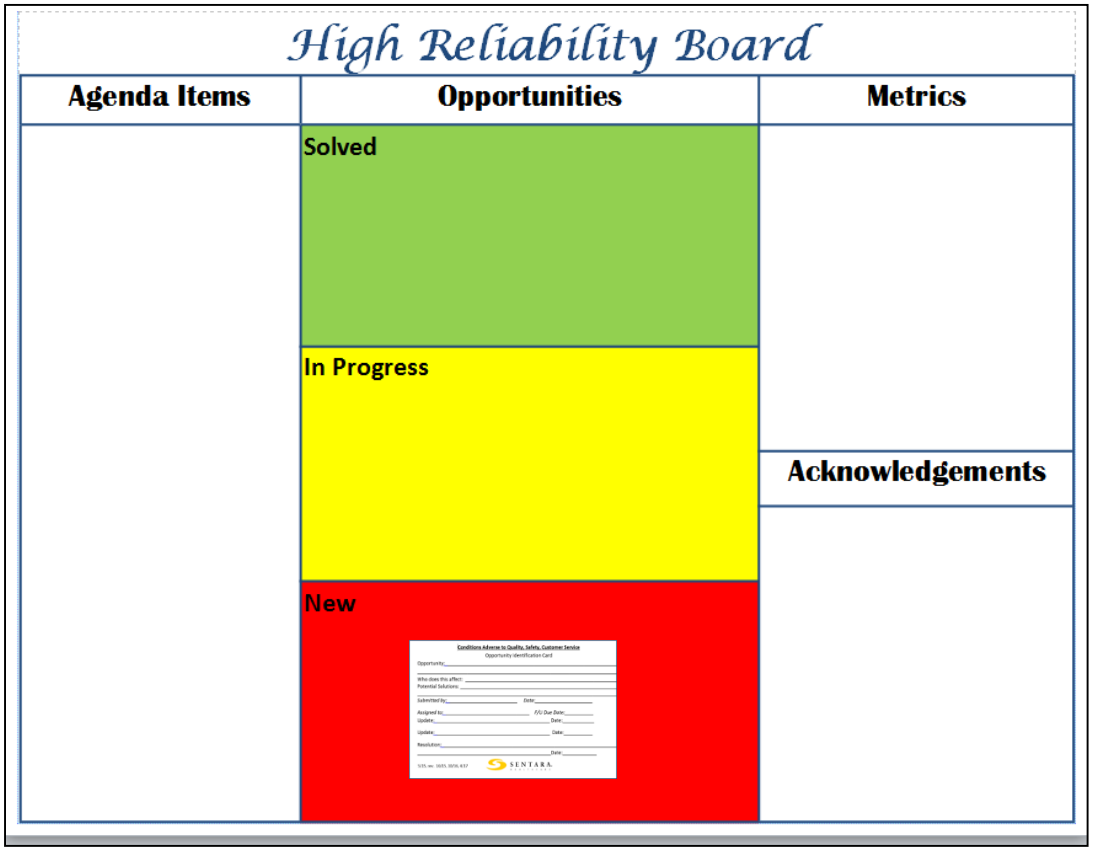
What we saw following Senior Leader training:

- Divisions became more consistent with starting each meeting, that had an agenda, with a safety message.
- Daily Huddle had a renewed emphasis with improved content and incorporated use of a Learning Board.





Learning Boards at Sentara



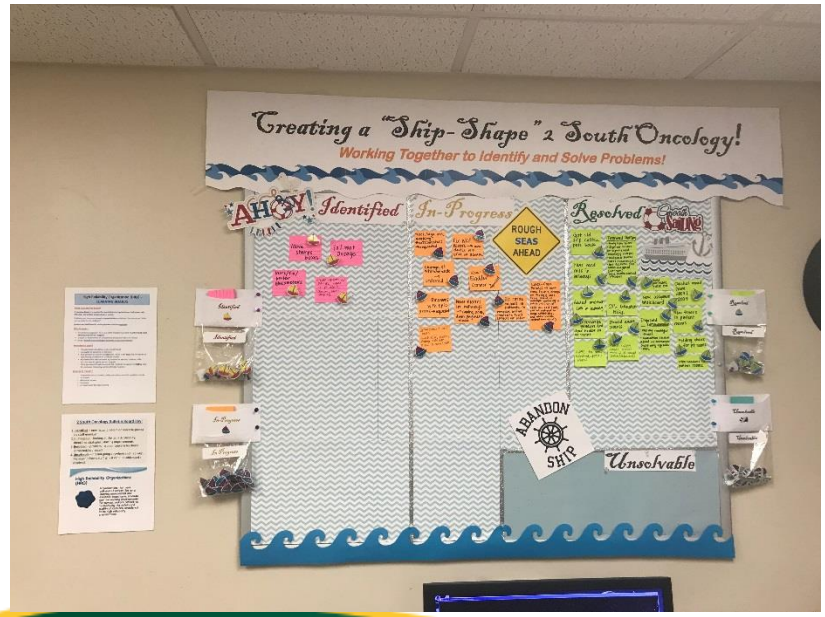
PATIENT *Safety*
Starts WITH ME

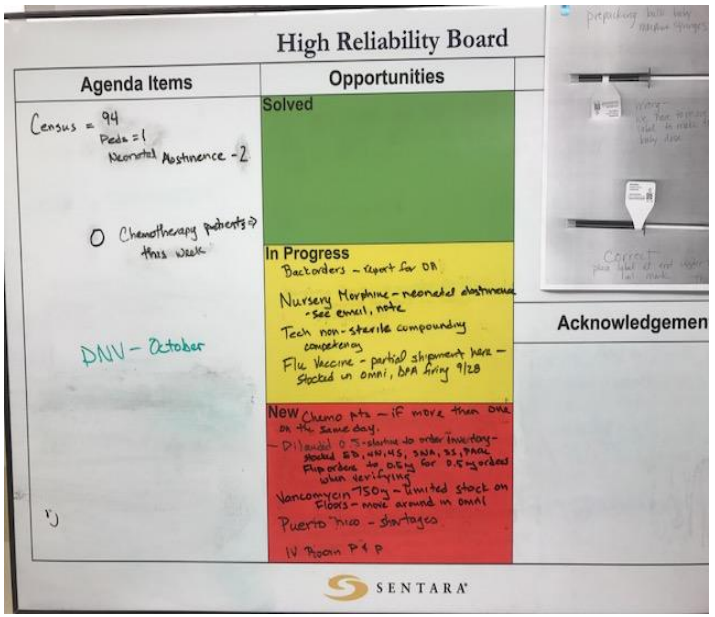
2017 Activities/Initiatives

- Provided High Reliability Education for remaining leaders:
  - 40 sessions
  - 1354 leaders
  - 655 completed a post-session survey
  - 84% rating very good or excellent.
- Integrated reliability training into on-boarding for new leaders
- HRO Champions

What we saw following Leadership Training:

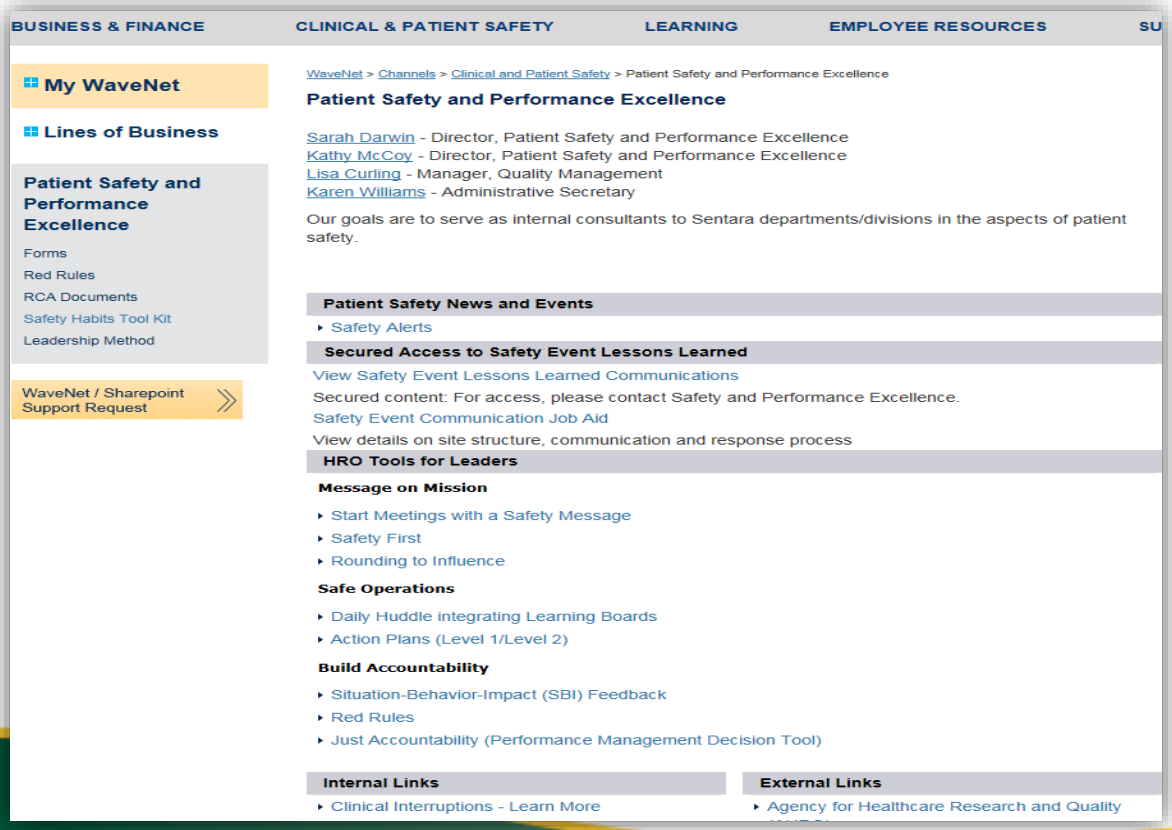
- More emphasis on Rounding to Influence
- Increased use of Unit Learning Boards





Patient Safety Homepage Updated

"**HRO Tools for Leaders**" contains links to job aids and additional resources, such as Safety Success Stories, examples of Learning Boards, Action Plan templates, and informational videos.



Next Steps

- Perform an assessment on adoption of HRO principles with HPI performing a RISI Assessment – Reliability Implementation & Sustainment Index **1st QTR 2018**
- Develop and provide Reliability/Safety training for all 27K members of the team and medical staff in **2018-2019**

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