

# **Sentara's High Reliability Journey Updating Our Leader HRO Toolkit**

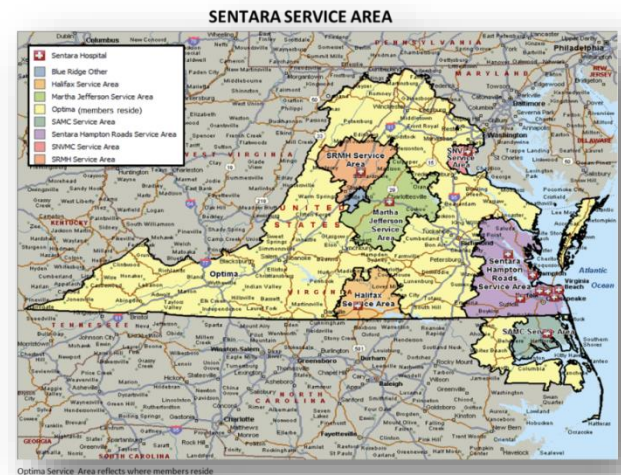
Dr Joel Bundy, VPMA Sentara Leigh Hospital,  
Executive Medical Director Patient Safety

Sarah Darwin, System Director Patient Safety and  
Performance Excellence

Kathy McCoy, System Director Patient Safety and  
Performance Excellence

# 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

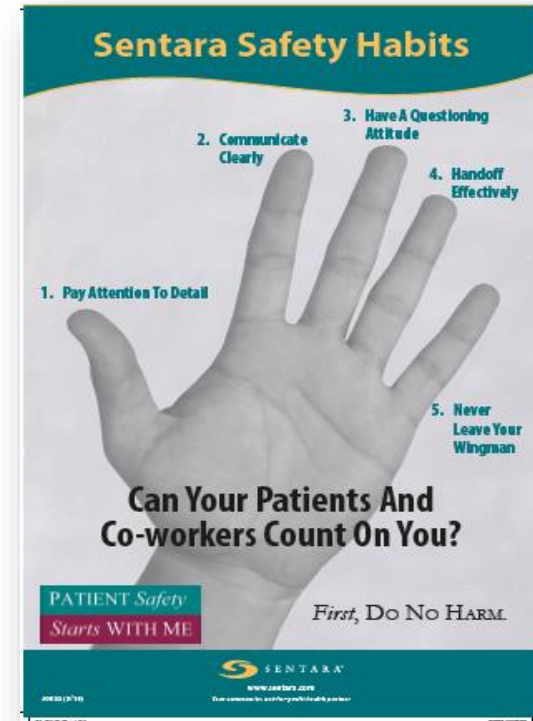
- Repeat Backs & Read Backs
- Clarifying Questions
- Phonetic & Numeric Clarifications
- SBAR

## 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

<b>Priority</b>		<b>High Reliability Organization (HRO)</b>		<b>Exceptional Care without Exception</b>
<ul style="list-style-type: none"><li>• Don't harm me</li><li>• Heal me</li><li>• Respect me</li></ul>	+	<ul style="list-style-type: none"><li>• Proficient people working together</li><li>• Leaders continuously involved in operations</li><li>• Commitment to zero harm</li></ul>	=	

## 1. Message on Mission

- Start meetings with a safety message
- Safety first
- Rounding to influence

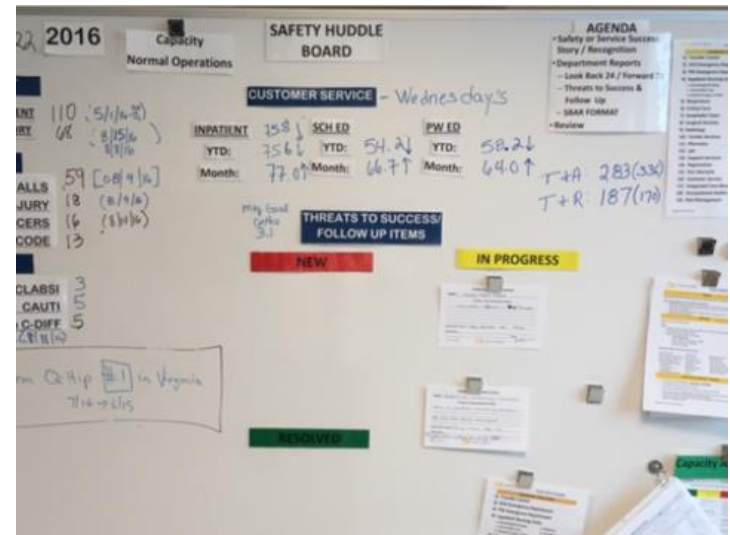
## 2. Safe Operations

- 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)

- 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

<i>High Reliability Board</i>		
Agenda Items	Opportunities	Metrics
	Solved	
	In Progress	
	New	
		Acknowledgements

Conditions Addressed in Quality, Safety, Customer Service  
Opportunity Identification Card

Opportunity: \_\_\_\_\_

Who does this affect? \_\_\_\_\_


Potential Solution: \_\_\_\_\_

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_

Assigned to: \_\_\_\_\_ On Due Date: \_\_\_\_\_

Update: \_\_\_\_\_ Date: \_\_\_\_\_

Resolution: \_\_\_\_\_ Date: \_\_\_\_\_

SEE US: 800.555.5555  SENTARA

*PATIENT Safety*  
*Starts WITH ME*

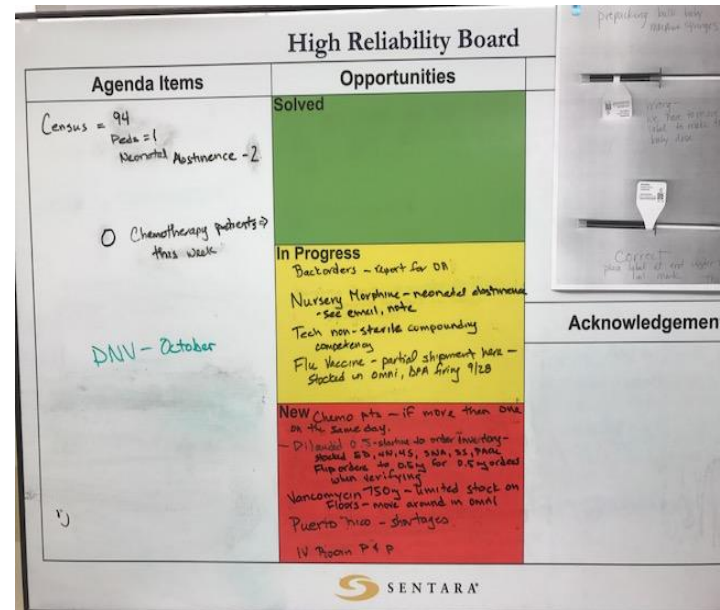
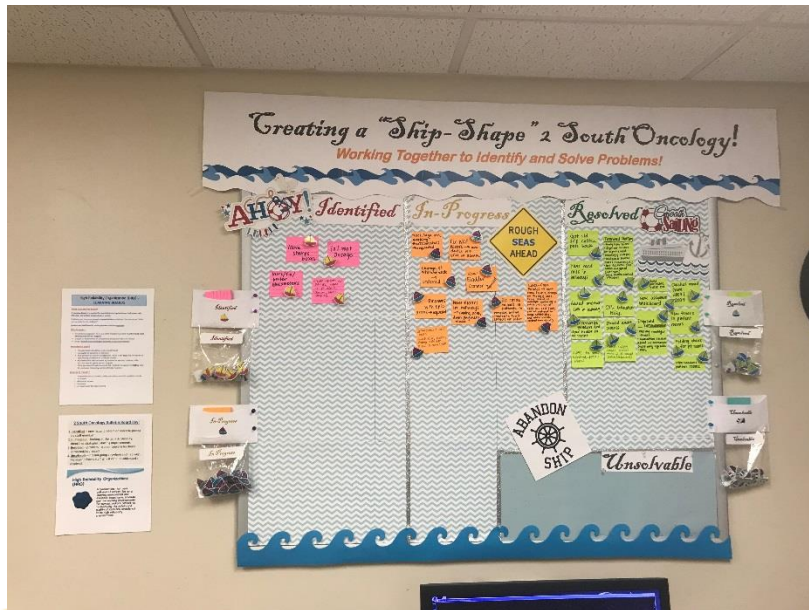


## 2017 Activities/Initiatives

- 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.

The screenshot displays the Patient Safety and Performance Excellence homepage. At the top, a navigation bar includes links for BUSINESS & FINANCE, CLINICAL & PATIENT SAFETY, LEARNING, EMPLOYEE RESOURCES, and a partially visible SU. The left sidebar features a 'My WaveNet' section, a 'Lines of Business' section with a link to 'Patient Safety and Performance Excellence', and a 'WaveNet / Sharepoint Support Request' button. The main content area is titled 'Patient Safety and Performance Excellence' and includes a breadcrumb trail: WaveNet > Channels > Clinical and Patient Safety > Patient Safety and Performance Excellence. Below the title, it lists key personnel: Sarah Darwin (Director), Kathy McCoy (Director), Lisa Curling (Manager, Quality Management), and Karen Williams (Administrative Secretary). A paragraph states their goal to serve as internal consultants to Sentara departments/divisions. The page is organized into several sections: 'Patient Safety News and Events' with a link to 'Safety Alerts'; 'Secured Access to Safety Event Lessons Learned' with links to 'View Safety Event Lessons Learned Communications', 'Secured content: For access, please contact Safety and Performance Excellence.', 'Safety Event Communication Job Aid', and 'View details on site structure, communication and response process'; 'HRO Tools for Leaders' with a 'Message on Mission' section containing links for 'Start Meetings with a Safety Message', 'Safety First', and 'Rounding to Influence'; a 'Safe Operations' section with links for 'Daily Huddle integrating Learning Boards' and 'Action Plans (Level 1/Level 2)'; a 'Build Accountability' section with links for 'Situation-Behavior-Impact (SBI) Feedback', 'Red Rules', and 'Just Accountability (Performance Management Decision Tool)'; 'Internal Links' with a link to 'Clinical Interruptions - Learn More'; and 'External Links' with a link to 'Agency for Healthcare Research and Quality'.

**BUSINESS & FINANCE**   **CLINICAL & PATIENT SAFETY**   **LEARNING**   **EMPLOYEE RESOURCES**   **SU**

**My WaveNet**

**Lines of Business**

**Patient Safety and Performance Excellence**

Forms  
Red Rules  
RCA Documents  
Safety Habits Tool Kit  
Leadership Method

WaveNet / Sharepoint Support Request >>

WaveNet > Channels > Clinical and Patient Safety > Patient Safety and Performance Excellence

**Patient Safety and Performance Excellence**

[Sarah Darwin](#) - Director, Patient Safety and Performance Excellence  
[Kathy McCoy](#) - Director, Patient Safety and Performance Excellence  
[Lisa Curling](#) - Manager, Quality Management  
[Karen Williams](#) - Administrative Secretary

Our goals are to serve as internal consultants to Sentara departments/divisions in the aspects of patient safety.

**Patient Safety News and Events**

▶ [Safety Alerts](#)

**Secured Access to Safety Event Lessons Learned**

[View Safety Event Lessons Learned Communications](#)  
Secured content: For access, please contact Safety and Performance Excellence.  
[Safety Event Communication Job Aid](#)  
[View details on site structure, communication and response process](#)

**HRO Tools for Leaders**

**Message on Mission**

▶ [Start Meetings with a Safety Message](#)  
▶ [Safety First](#)  
▶ [Rounding to Influence](#)

**Safe Operations**

▶ [Daily Huddle integrating Learning Boards](#)  
▶ [Action Plans \(Level 1/Level 2\)](#)

**Build Accountability**

▶ [Situation-Behavior-Impact \(SBI\) Feedback](#)  
▶ [Red Rules](#)  
▶ [Just Accountability \(Performance Management Decision Tool\)](#)

**Internal Links**

▶ [Clinical Interruptions - Learn More](#)

**External Links**

▶ [Agency for Healthcare Research and Quality](#)

# Next Steps

- Perform an assessment on adoption of HRO principles with HPI performing a RISI Assessment – Reliability Implementation & Sustainment Index **1<sup>st</sup> 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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