As healthcare workers and leaders, we all are committed to improve quality and provide a safe place for our patients.
San Antonio Regional Hospital

At the beginning of a journey that we hope will take us to the next level
- We have a vision
- Secured a commitment to commence the journey
- Secured resources through HQI to help us on this journey
- In the build and training phases

Safety Focus Evolution

- “To Err is Human” - Institute of Medicine, 1999
- Fatal Care – Kumar & Berntsen, 2008
- Pronovost / Johns Hopkins, 2006
- Virginia Mason – Gary Kaplan, MD
- High Reliability
  - Culture
  - Proactive not reactive
  - New tools / approaches
Motivators

• Commitment to do the right thing
• Rewards and penalties
• Personalization - data / experience
• Front Page Dana Farber (Virginia Mason)

San Antonio Journey

• Initial goal strategic plan 5 years ago – top 10% of hospitals
• Current strategic plan goal - Zero harm
• Challenge new Clinical Leader / Nursing Exec
• Joint Commission Survey -
  – Chassin Article - High Reliability Health Care, Getting There From Here, 2013 (stages table 2)
San Antonio Journey - continued

• Joint Governance support – Thornton Kirby – South Carolina Hospital Association
• HQI - Resource Availability
• New Structure - Joint Safety Committee
• Initiated efforts to disseminate knowledge, gain support, secure engagement
  – Current efforts focused on Medical Staff Leadership

Guide Team

• Selection Criteria
• Multidisciplinary
• Commitment
• Content experts
• Facilitators
LMS (Learning Management System)

- Foundation Modules
- Department and role specific roll-out
- Voluntary
- Tools for leaders
- Integration into orientation

Systems and Behaviors

- System and Behavior Guide
- Guide team, quality, risk, HR trained
- Triad review process
- Alignment with HR policies and just culture
Physicians

- CEO and VPMA
- Organizational priority alignment
- Champions
- “What’s in it for me”
- Engage
- Be conscious of time

HCRO and other Strategies

- Organizational Reliability
- Team STEPPS
- “Stand up for Safety” Huddles
- Patient Family Centered Care
- LEAN
Early Experiences

- Benefits of interdisciplinary guide team
- Pacing/frequency of learning sessions
- Guide team speed of learning
- Modes of thinking
- Value of System & Behavior Guide team discussions

Early Experiences - continued

- Beware of old habits!
- “Systems curse”
- “Cannot go back to old way”
- Director employee discussions
- Effectiveness of actions
- Patient stories
Goals

- Develop culture of respectful communication
- Raise Medical Staff awareness
- Engage Physician champions
- Training staff to recognize risk
- Create culture where staff brings risk forward
- Implement structures/tools for sustainability
- Select first PI project

Set a Goal, Set a Vision

We choose to go to the moon! ...not because it is easy, but because it is hard.

President John F. Kennedy
Rice University, September 12, 1962
Creating Systems and Processes

Building Structures

Orient and Train
Things will go wrong, but...

the goal is ZERO harm!

After a long journey, we hope to reach our goal...
Questions?