



## Health Care Reliability Organizing

HASC Annual Meeting

April 6, 2017

## Advancing Quality and Safety to Reliability

- Reliability is defined as “failure-free operation over time”
- Tough tasks performed without unintended variation under trying or hazardous conditions
- Reliability is designed to “mistake-proof” a system so that little room is left for human error
- Reliability in healthcare is our duty



## Is Reliability Achievable in Healthcare?



***“Health care is, at its heart people caring for people. And people are unpredictable, complex, and full of paradox. Particularly when we interact with each other and when we are anxious, sick and confused.”***

**Richard Smith, Editor  
British Medical Journal**

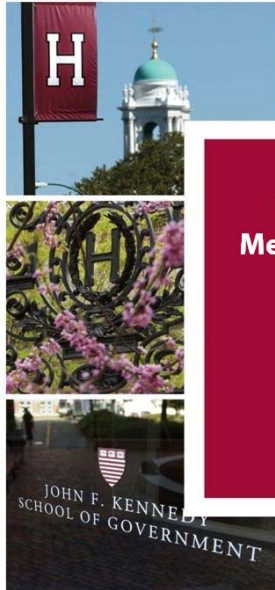
Source: Richard Smith, Editor British Medical Journal  
BMJ 2010;340:bmj.c1769



**Part of improving the human condition is improving conditions under which humans work**



## Personal Journey



 **HARVARD Kennedy School**  
JOHN F. KENNEDY SCHOOL OF GOVERNMENT

**Harvard Executive Sessions on  
Medical Accidents and Patient Safety**

**1997 - 2000**

## International Salzburg Seminar Fellowship





 Hospital Quality Institute

**U.S. News** & WORLD REPORT  
JULY 17, 2000

America's  
**Best Hospitals**

EXCLUSIVE RANKINGS  
2000  
ELEVENTH EDITION

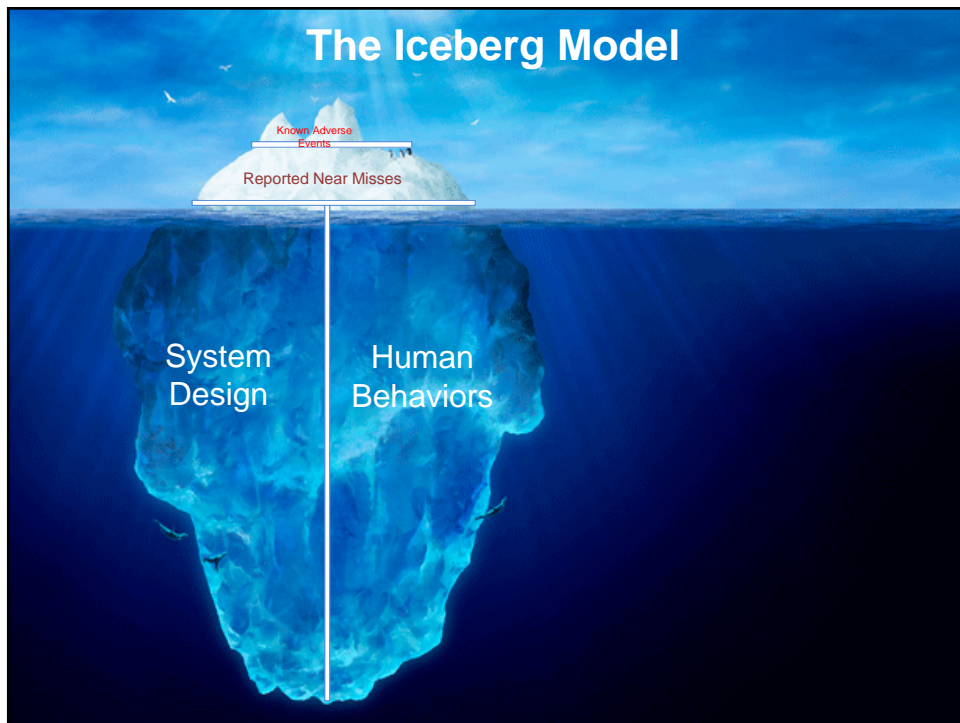
Where to find the best care near you in 17 specialties—including Cardiology, Cancer, Pediatrics, and Orthopedics

**Children's**  
HOSPITALS AND CLINICS



Sam Dougherty, 9, with his parents and Dr. Stephen Korach at Children's Hospitals and Clinics in Minneapolis-St. Paul

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## HCRO Framework for Reliability

### I. Seeing and Understanding Risk

(in order to manage it)

### II. Improving Systems

(to become more effective and resilient)

### III. Managing Human Behaviors

(individual errors and choices)

### IV. Organizational Sustainment

(individual and organizational management of risk)



## Questions for Leaders

1. Is this a safe place to give and receive care?
2. Does our culture encourage employees to tell the truth?
3. How do you know?
4. How do you find out?
5. Could this happen here?





## Transforming to Reliable Performance: A Manifesto

- Declare Safety Urgent and a Priority
- Assume Executive Responsibility
- Import New Knowledge and Skills
- Install a Blameless Reporting System
- Assign Accountability
- Align External Controls and Reform Education
- Accelerate Change for Improvement

Why not now?  
Why not us?