Sharp HealthCare’s HRO Commitment

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November 3, 2016
“Perfection is not attainable, but if we chase perfection, we can catch excellence.”

– Vince Lombardi
Sharp HealthCare

• Grew from one hospital in 1955 to an integrated health care delivery system

• Largest private employer in San Diego
  – 17,000 employees
  – 2,600 affiliated physicians
  – 3,000 volunteers
Sharp HealthCare

Not-for-profit serving 3.2 million residents of San Diego County

- Two affiliated medical groups
- Four acute care hospitals
- Three specialty hospitals
- A health plan
- Numerous outpatient and urgent care clinics

- Home Health
- Hospice
- Home infusion programs
- Fully integrated information technology systems and infrastructure
- Centralized system support services
- Largest health care system in San Diego with highest market share
4 Acute Care Hospitals

Sharp Grossmont Hospital
Sharp Memorial Hospital
Sharp Coronado Hospital and Healthcare Center
Sharp Chula Vista Medical Center
Specialty Hospitals

3

Sharp Mary Birch for Hospital for Women & Newborns

Sharp Mesa Vista Hospital

Sharp McDonald Center
Sharp’s Vision and Structure for All that We Do

Sharp will transform the health care experience through a culture of caring, quality, safety, service, innovation, and excellence and be recognized by employees, physicians, patients, volunteers, and the community as:

The best place to work,
The best place to practice medicine, and
The best place to receive care.

Sharp will be known as an excellent community citizen embodying an organization of people working together to do the right thing everyday to improve the health and well-being of those we serve.

*Sharp will become the best health system in the universe*
Sharp HealthCare HRO Story Timeline

→ June: NYC Citibank/AHA Bond Rating meeting
→ June and July: Mid-year review of quality and safety metrics
  → Comparative performance slipping
  → Stagnant Culture of Patient Safety survey results
→ July: Leadership retreat
→ September: HRO Steering Committee
→ November: Safety Pillar, modified SHC vision and values
Sharp HealthCare HRO Story Timeline

- **January**: HRO Model Developers
- **February**: Internal HRO webpage
- **March**: HRO Commitment statement
- **April**: SHC Board retreat
- **April**: 5 Action Teams
- **May**: National HRO consultant
- **June and July**: Diagnostic Assessment
- **December**: Strategy Design Session
Sharp HealthCare HRO Story Timeline

- February, May, and August – HRO Leader Training
- June – Entity HRO Implementation Teams
- September, October, and November – Train the Trainer
- November and ongoing – HRO Employee Training
Organizational Observations

- Safety implied under the Quality Pillar but not explicit enough
- *The Sharp Experience* was being associated most with patient satisfaction
- Need for improved best practice sharing and implementation
- Need to rejuvenate the connection employees have with personal safety
- Measurement needs to go beyond external requirements to make a real difference
Learning: Five Principles of HROs

**Three Principles of Anticipation**

- **Preoccupation with Failure**
  Regarding small, inconsequential errors as a symptom that something is wrong

- **Sensitivity to Operations**
  Paying attention to what’s happening on the front-line

- **Reluctance to Simplify Interpretations**
  Encouraging diversity in experience, perspective, and opinion

**Two Principles of Containment**

- **Commitment to Resilience**
  Developing capabilities to detect, contain, and bounce-back from events that do occur

- **Deference to Expertise**
  Pushing decision making down and around to the person with the most related knowledge and expertise
Why the HRO Model for Sharp?

- Aligns well with *The Sharp Experience*
- HRO philosophy is congruent with Baldrige, Planetree, and Magnet
- Creates a shared mental model (unifies)
- Applies to both clinical and nonclinical work
- HRO skills will strengthen all pillars of excellence performance
- Safety science is an area of knowledge expansion
- “Zero Harm and Zero Defects” is an aspirational goal aligned with Sharp’s culture
High Reliability Crosses Sharp’s Seven Pillars of Excellence

Reliability
Performed as Intended, Consistently Over Time
Sharp’s HRO Commitment

“Sharp is committed to ensuring highly reliable systems, structures, processes and behaviors to achieve zero defects and zero harm to employees, physicians, patients and their families.”
HRO Organizational Objectives

1. Establish system-wide leadership accountability related to HRO initiatives
2. Promote safety through teamwork and collaboration
3. Develop an environment in which all workforce members have mutual respect and participate as “equal actors”
4. Ensure availability and deployment of continuous process improvement tools
5. Ensure a comprehensive approach to high reliability by identifying and spreading best practices and working with experts
HRO Steering Committee and Model Developers

- Assembled from across Sharp
- Studied HRO literature and articles
- Identified objectives of the initiative
- Created HRO Commitment statement
- Selected consulting partner
Action Teams

Populated by the model developers and expanded membership with passionate Sharp team members

- Reliability Huddles
- Teamwork and Collaboration
- Mutual Respect
- Measurement Systems
- Continuous Process Improvement
- Employee Safety
Diagnostic Assessment and Strategy Design

Diagnostic assessment:
- SHC patient safety events
- Employee injury events
- Patient experience reports
- Interviews

Strategy design session:
- Diagnostic findings
- HRO objectives
- Roadmap
Progress Metrics

- Serious Safety Event Rate
- Employee Injury Rate
- AHRQ Patient Safety Survey
- Goals Under Each of Sharp’s Seven Pillars of Excellence
Your Role in HRO

Sharp’s vision is to be the best place to work, practice medicine and receive care by consistently delivering The Sharp Experience to patients, their loved ones and each other.

As part of our journey to excellence, we are committed to becoming a high-reliability organization (HRO). By hardwiring highly reliable processes and behaviors within our culture, you can help us ensure zero defects and zero harm by doing right, every time.

To learn more about the processes and behaviors that will help us become an HRO, visit sharpnet/hro.
HRO Implementation Structure

- System HRO Steering
  - HRO Action Teams
    - Hospitals HRO Implementation Teams (6)
    - Medical Groups HRO Implementation Teams (2)
  - Existing Work Groups, Committees and Teams
    - SHP HRO Implementation Team
    - System Services HRO Implementation Team
Leading High Reliability

- Lead the team using a high-reliability mindset
- Build engagement and accountability
- Learn and improve as a team
Committing to High Reliability

I commit every day to:

• Pay attention to detail
• Communicate clearly
• Use critical thinking
• Speak up for safety and reliability
• Learn and improve as a team
Where Are We Now?

• Completed one year of leadership training
• Deployed reliability huddles across SHC
• Presented HRO lexicon (zero defects and zero harm)
• Modifying our cause analysis process
• Implementing additional training beginning November 15, 2016
Key Lessons Learned

• Executive leadership commitment
• Stage setting
• Stakeholder buy-in
• Clear messaging on organizational alignment
• Train leaders first
• Sustainment beyond training
HRO Barriers

• Limitations on maximum performance (safety boundaries)
• Resistance to abandon professional autonomy (team)
• Equivalent actor (status)
• Protection at individual level (system arbitration)
• Perverse effect of excellence (layers)
What Lies Ahead

- A Never-Ending Journey
- Cultural and Organizational Transformation
- Education and Learning
- Great Change and Reward
- Time, Resources, Commitment
“Go as far as you can see; when you get there you’ll be able to see farther.”
–Thomas Carlyle, philosopher