Advancing Care Conference Sneak Peek: It’s Time to Build Our Escape Fire

November 10, 2021
Rules of Engagement

• Audio for the webinar can be accessed in two ways:
  o Through the phone (*Please mute your computer speakers)
  o Or through your computer

• All hyperlinks on the screen are active if you click on them

• Q&A session will be held at the end of the presentation
  o Written questions are encouraged throughout the presentation
    * To submit a question, type it into the Chat Area and send it at any time during the presentation
Upcoming Team Training Events

Webinars

• **December 10**: Advancing Care Conference Sneak Peek: The Importance of Multidisciplinary Teams - How Project Firstline Can Support Your Facility’s Infection Prevention and Control Training Needs. [Register here.]

• **January 13**: Advancing Care Conference Sneak Peek Webinar with Do Tank, registration details coming soon!

Courses & Workshops

Online and in-person offerings being announced soon, [check our website](#) in early 2022 for more information, or [subscribe to get email updates](#)!

Online Community Platform

[Join Mighty Network](#) to access exclusive content and connect with your peers to share stories, tools, and content.
Registration is open. Visit advancingcare.aha.org for more details.
Today’s Presenter

Ross Ehrmantraut, RN
Consultant
Retired - UW Medicine
Today’s Objectives

Explore core concepts related to high reliability organizations (HRO)

Understand the role of TeamSTEPPS in supporting high reliability behaviors

Identify opportunities to engage leadership AND frontline healthcare workers
Topics for Today

• What is an HRO?
• What are the five principles of an HRO?
• How can TeamSTEPPS facilitate healthcare become highly reliable?
• How do we get engagement to succeed?
Here’s How I Roll.....

- I like to get up on the soapbox somewhat frequently
- I tend to live on the edge at times
- I like to tell stories...
1949 Mann Gulch Fire – Helena National Forest, Montana

Young Men and Fire
Norman MacLean
What Does This Have To Do With Healthcare?

- Need to address medical errors, teamwork and communication from within
  - Innovation in an emergency on the fly
    - Need a culture where people feel comfortable speaking up
  - We need to move away from “how we’ve always done things”
- Healthcare can learn a lot from the Airline industry, nuclear industry, NASA, military, smoke jumpers, etc.
  - But we’re not those other industries
- Healthcare needs to function as an HRO, and front-line healthcare professionals need to own the process
  - Additional regulators, policies and procedures aren’t going to fix systems – bring everyone to the table (including regulators…)
- We don’t need to have separate initiatives
  - TeamSTEPPS Concepts and Tools will help us get to high reliability
What are High Reliability Organizations?

- Practical definition has been elusive
  - Do some organizations strive for “low reliability”?
- HRO is commonly used to describe organizations that avoid catastrophes in environments which are high risk and complex
- Two distinct processes
  - Preventing system failure
  - Responding to system failure
- High reliability is a mind-set way of thinking
  - Captures crisis in its early, more responsive stage
    - HRO function in real time interaction
    - PI, CQI, TQM – look backwards for info to help in future
• Some HRO values seem to oppose each other
  o Obedience vs. initiative
  o Conformity vs. creativity

• HROs work in two environments
  o Structure of routine operations
    • Preventing system failure is the priority – conformity and obedience
      o Prevent CL complications with checklist
    o Unstructured environments of a crisis, where an emergency response is the priority
      • Emergency response is the priority – initiative and creativity
        o Acute respiratory failure due to COVID-19
The Five Principles of HROs

- Sensitivity to Operations
- Preoccupation with Failure
- Deference to Expertise
- Commitment to Resilience
- Reluctance to Simplify

Weick and Sutcliffe, 2001
Sensitivity to Operations

• Front line employees are:
  • Better positioned to recognize failure or potential errors
  • Able to identify opportunities for improvement
  • Have a unique view of a current situation and unexpected situations

• Big picture understanding – Situational Awareness
  • Did the entire team recognize the danger?
    o Brief, Huddle
  • Sharing information – Speak up culture
    o State the obvious
    o Shared mental model, CUS, Two challenge
    o Briefs
Preoccupation with Failure

• Any failure or deviation from the expected is reviewed for opportunities for improvement and to prevent continued failures
• It is necessary to address all technical, human, and process failures immediately and completely
• Fixate on how things might fail even when failure has not occurred
• Near misses are consider opportunities

• “Ten o’clock fire”
  • What can possibly go wrong? Steep slope, high air temperature, low humidity, increase in wind
• Briefs, handoff tools, situational monitoring – contingency plans
  • What ifs?
Deference to Expertise

• Authority does not necessarily mean expertise
• Expertise take precedence
• On-the-ground subject matter experts (local knowledge) help provide situational assessment and response

• Deference here means respectful regard or concern rather than submission or yielding
  • HRO is judgement for the particular situation: practical wisdom vs. universal knowledge
• CUS, Two-challenge, task assistance, team structure, leadership
Commitment to Resilience

• Anticipates failure or potential errors to effectively manage unexpected events
• Involves identifying errors and innovating simultaneously
• Dynamic process of correcting and creating solutions
  • Ok to drop packs
• Early error recognition and management rather than error avoidance – near misses – Just Culture

• Develop a culture where it’s ok to speak up
  • Situational awareness, mutual support, CUS, Two-Challenge, briefs, huddles, debriefs
• Simulations can help identify potential pitfalls
  • Does it make sense for the leader to be the one trying to intubate?
Reluctance to Simplify

- Embrace the complexity of the organization
- Conduct detailed analyses like root cause analysis to understand problems
- Reject simple explanations for failure
  - “…because the nurse didn’t read the label”

- Simplified the fire – “ten o’clock fire” – what are some things to watch for?
- Infant in ICU with lung and heart disease – has a respiratory shunt
- Policies and procedures
  - “The procedure says…”
How Do We Engage Front-line Staff and Leadership?

• Times are tough, and people are stretched to their limits, so…
• First and foremost, everyone doesn’t have to completely understand every principle – they’re all interrelated
  • There is no first principle to learn, as learning and using even one of them will make another principle more understandable and accessible
  • Consider combining TeamSTEPPS education with HRO education
How Do We Engage Front-line Staff and Leadership?

- Not carte blanche – “I’ve got a great idea…”
- This cannot be a top-down concept
  - Front-line professionals have the best view of system issues
  - Education, policies and procedures alone won’t make healthcare highly reliable (chain of command policy)
- There are people who want to do this
  - Tap into them – let them be your champions
- Be innovative
How Do We Engage Front-line Staff and Leadership?

• Reframing the discussion
  • What’s in it for me?
  • Ownership of the process

• Leadership?
  • What’s in it for me?
    o Potential for decreased turnover
    o Improved patient satisfaction scores
    o Better patient outcomes
<table>
<thead>
<tr>
<th>High Reliability Element</th>
<th>High Reliability Behaviors and Practice</th>
<th>Supporting TeamSTEPPS Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sensitivity to operations</td>
<td>Front line employees are:</td>
<td>Situation Monitoring, Cross-checking, Brief, Huddle</td>
</tr>
<tr>
<td></td>
<td>• Better positioned to recognize failure or potential errors</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Identify opportunities for improvement</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Operations staff have a unique view of a current situation and unexpected situations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Big picture understanding</td>
<td></td>
</tr>
<tr>
<td>Preoccupation with failure</td>
<td>• Any failure or deviation from the expected is reviewed for opportunities for improvement and to prevent continued failures</td>
<td>Brief, Huddle, Debrief, CUS, Situation Monitoring, Handoff tools (SBAR, I PASS)</td>
</tr>
<tr>
<td></td>
<td>• It is necessary to address all technical, human, and process failures immediately and completely</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Fixate on how things might fail even when failure has not occurred</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Near misses are consider opportunities</td>
<td></td>
</tr>
</tbody>
</table>
## THE FIVE PRINCIPLES OF HRO – TS CROSSWALK

<table>
<thead>
<tr>
<th>High Reliability Element</th>
<th>High Reliability Behaviors and Practices</th>
<th>Supporting TeamSTEPPS Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deference to expertise</td>
<td>Authority does not necessarily mean expertise:</td>
<td>Team Structure, Brief, Huddle, Leadership transfer skills training, SBAR, CUS/Two-Challenge Rule</td>
</tr>
<tr>
<td></td>
<td>• Expertise take precedence</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• On-the-ground subject matter experts help provide situational assessment and response</td>
<td></td>
</tr>
<tr>
<td>Commitment to Resilience</td>
<td>• Anticipates failure or potential errors to effectively manage unexpected events</td>
<td>Situation and cross-monitoring and task assistance, <strong>Empowerment</strong> tools mentioned above.</td>
</tr>
<tr>
<td></td>
<td>• Involves identifying errors and innovating simultaneously</td>
<td>Simulation scenarios of applied TeamSTEPPS Tools</td>
</tr>
<tr>
<td></td>
<td>• Dynamic process of correcting and creating solutions</td>
<td>Debrief</td>
</tr>
<tr>
<td>Reluctance to simplify</td>
<td>• Embrace the complexity of the organization</td>
<td>Simulation scenarios of applied TeamSTEPPS allows for studying complex events and the latent</td>
</tr>
<tr>
<td></td>
<td>• Conduct detailed analyses like root cause analysis to understand problems</td>
<td>and active conditions that contribute</td>
</tr>
<tr>
<td></td>
<td>• Reject simple explanations for failure</td>
<td></td>
</tr>
</tbody>
</table>
High Reliability emerges within an organization when an individual person, supported by the organization, engages a discrepancy or system disruption.

- TeamSTEPPS tools and concepts can provide the mechanism to do this.

- HRO is a behavior of individual people, teams, and organizations as a whole.

- TeamSTEPPS can facilitate an organization becoming an HRO:
  - Adopt TeamSTEPPS tools and concepts, and high reliability will follow.

- Combining TeamSTEPPS education with HRO can facilitate the process.

Key Takeaways
Other Things to Consider

• Sensemaking
• Human Factors Engineering

Stay Tuned!
References


- Berwick, D. *Escape Fire*; The Commonwealth Fund, New York, NY; 2002

- MacLean, N., *Young Men and Fire*; University of Chicago Press, Chicago, IL 1992
Thank you!

Contact Information:
Ross Ehrmantraut
rehrmantraut@gmail.com
Questions? Stay in Touch!

www.aha.org/teamtraining
Email: teamtraining@aha.org • Phone: (312) 422-2609