



AHA Team Training

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

November 10, 2021



AHA CENTER FOR HEALTH
INNOVATION

Rules of Engagement

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- **Q&A session will be held at the end of the presentation**
 - Written questions are encouraged throughout the presentation
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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](#)!

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2022 Advancing Care Conference

Registration is open. Visit advancingcare.aha.org for more details.



Today's Presenter



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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



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

Value Shifting

- Some HRO values seem to oppose each other
 - Obedience vs. initiative
 - Conformity vs. creativity
- HROs work in two environments
 - Structure of routine operations
 - Preventing system failure is the priority – **conformity and obedience**
 - Prevent CL complications with checklist
 - Unstructured environments of a crisis, where an emergency response is the priority
 - Emergency response is the priority – **initiative and creativity**
 - 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?
 - Brief, Huddle
 - Sharing information – Speak up culture
 - State the obvious
 - Shared mental model, CUS, Two challenge
 - 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?
 - Potential for decreased turnover
 - Improved patient satisfaction scores
 - Better patient outcomes

THE FIVE PRINCIPLES OF HRO – TS CROSSWALK

High Reliability Element	High Reliability Behaviors and Practice	Supporting TeamSTEPPS Tools
Sensitivity to operations	<p>Front line employees are:</p> <ul style="list-style-type: none"> • Better positioned to recognize failure or potential errors • Identify opportunities for improvement • Operations staff have a unique view of a current situation and unexpected situations • Big picture understanding 	<p>Situation Monitoring, Cross-checking, Brief, Huddle</p>
Preoccupation with failure	<ul style="list-style-type: none"> • 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 	<p>Brief, Huddle, Debrief, CUS, Situation Monitoring, Handoff tools (SBAR, I PASS)</p>

THE FIVE PRINCIPLES OF HRO – TS CROSSWALK

High Reliability Element	High Reliability Behaviors and Practices	Supporting TeamSTEPPS Tools
Deference to expertise	Authority does not necessarily mean expertise: <ul style="list-style-type: none"> • Expertise take precedence • On-the-ground subject matter experts help provide situational assessment and response 	Team Structure, Brief, Huddle, Leadership transfer skills training, SBAR, CUS/Two-Challenge Rule
Commitment to Resilience	<ul style="list-style-type: none"> • Anticipates failure or potential errors to effectively manage unexpected events • Involves identifying errors and innovating simultaneously • Dynamic process of correcting and creating solutions 	Situation and cross-monitoring and task assistance, Empowerment tools mentioned above. Simulation scenarios of applied TeamSTEPPS Tools Debrief
Reluctance to simplify	<ul style="list-style-type: none"> • Embrace the complexity of the organization • Conduct detailed analyses like root cause analysis to understand problems • Reject simple explanations for failure 	Simulation scenarios of applied TeamSTEPPS allows for studying complex events and the latent and active conditions that contribute

Key Takeaways

- 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

Other Things to Consider

- Sensemaking
- Human Factors Engineering

Stay Tuned!

References

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Thank you!

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