What is a High Reliability Organization (HRO)

A High Reliability Organization (HRO) - An organization that has succeeded in avoiding catastrophes in an environment where normal accidents can be expected due to risk factors and complexity.

Focus of a HRO
- Safe reliable performance
- Core characteristics embedded into the fabric of the organization
- Leaders build expectations into daily organizational roles, routines, and strategies
- Expectations create order and predictability around processes and practices
- Members of the organization manage unexpected events through “mindfulness”

Three Imperatives to Becoming a HRO

Leadership Commitment
- Leadership commitment is important as without it, no important initiative for organizational change can succeed
- Everyone must be committed to a long-term process and recognize that it may take ten to fifteen years
- In addition, leaders must focus on the journey from lows to high reliability by making it their highest priority

Safety Culture
- A culture that involves three mutually reinforcing imperatives:
  - Trust, Report, and Improve

Robust Performance Improvement
- A systematic approach using performance improvement methodologies and change management principles to dissect complex safety problems and guide organizations to deploy highly effective solutions

Why Army Medicine Wants to be an HRO

- HRO internal and external experts will lead organizations to
  - Provide safe effective care with a goal of eliminating all serious patient harm
- HRO concepts will be used to improve and/or build a culture of reliability:
  - Design reliable, standardized systems that support staff decisions
  - Develop calculated and mindful decisions and actions
  - Allows everyone to improve situational awareness
  - Leverage human factors through creation of intuitive designs that help people do the right thing
  - Manage by prediction and implement robust plans for expected and unexpected situations
- HRO Theory will:
  - Provide opportunities to apply best practice ideas in a healthcare setting
  - Allow staff to develop deeper understanding of what Army Medicine must do to provide the best possible care to each beneficiary
  - Improve beneficiary care and create a safe environment for patients and staff

MEDCOM Self Assessment of HRO Components (just an example, not actual assessment)

Leadership
- Command Teams
- Team Building
- Self Awareness
- Change Management

Process Improvement
- Process Improvement: Spread
- Methods
- Strengthening an Environment
- Identifying unsafe conditions
- Accountability

Safety Culture
- Leadership: Quality Measures
- Leadership: Information Technology
- Leadership: Trust

High Reliability Organization
- MEDCOM has 502 completed projects
- 22 focus on Patient Safety, 43 on Quality, and 40 Access to Care

Reference Article: High-Reliability Health Care: Getting there from here
Mark R. Chassin and Jerod M. Loeb
The Milbank Quarterly, Vol. 91, No 3, 2013 (pp459-490)
Army Medicine Initiatives – Pathway to HRO

HRO Leadership Initiative:
Team and Organizational Development Directorate (TODD): Organizational Development: An organization-wide, planned effort, managed from the top in order to increase organization effectiveness and health. These capabilities include:
- Change Management
- Interpersonal Communication
- Leader Development
- Organizational Coaching
- Organizational Development
- Organizational Resilience
- Self-Awareness
- Service Excellence
- Team Building

Leadership Development Army Medical Department Center and School (AMEDDC&S): The Center is where the Army Medical Department formulates its medical organization, tactics, doctrine, and equipment. The School is where the Army educates and trains all of its medical personnel.
- Leadership Challenge Workshop. Major objective is improving leadership through the "5 Practices of Exemplary Leadership." This is being taught in the AMEDD Pre-Command Course (PCC), Entry Level Executive Nurse Course (ELENC), and Civilian Life Long Learning (CL3).

HRO Patient Safety:
Patient Safety is a critical component of Patient Care and the AMEDD has a variety of programs and initiatives to ensure our beneficiaries receive utmost care within a safety focused environment.

Examples Patient Safety Initiatives:
- Monitor Clinical Practice Guidelines to provide evidence-based recommendations
- Over 500,000 staff TeamSTEPPS trained with over 2000 trainers
- Medication Reconciliation Programs
- Quarterly Education Requirements
- Infectious Control Programs
- Standardized processes to minimize Adverse Actions

HRO Quality Management:
1. All Army facilities are accredited by The Joint Commission. An external agency that conducts surveys on a triennial basis.
2. Army Medicine has been evaluating all of our facilities since 2012 to ensure that we align with the Army of the future, and that the services we provide support the population served.

Quality Measures:
- CPAD monitors HEDIS, ORYX, TJC reviewable events, and Potentially Compensable Events for each facility.
- Monitors data submitted by facilities who participate in NPIC, NHSN and NSQIP programs.
- This quality data is being incorporated into the service lines in support of transparency, sharing lessons learned and performance improvement and compared with national benchmarks.

Robust Process Improvement (RPI):
RPI/Lean Six Sigma (LSS) Infrastructure:
- MSC/RMCs have a Directorate of Strategy and Innovation (DSI) or equivalent office, which includes a LSS Deployment Director (DD)
- DSI serve as advisors to leaders at all levels and are responsible for: governance of the LSS Program, strategic management, strategic planning, and knowledge management IAW Army and MEDCOM guidance.

RPI/LSS Capabilities:
- Dec 13 published the OTSG/EMDCOM LSS Program Guide
- As of 1 Jul 14, MEDCOM has trained 634 Green Belt (GB), 558 Black Belt (BB) and 34 Master Black Belts (MMB)
- MEDCOM certification rate is 26% for GB, 32% for BB, and 50% for MBB

- Of the 360 certified belts, 73 (20%) have completed more than one project.
MEDCOM’s LSS vision for FY14 and beyond is to develop a cadre of CPI experts who can routinely tackle MEDCOM enterprise level projects to achieve transformational results
- In Apr 14, DSM LSS Division launched a new initiative communicating the results of successful LSS Projects through an EXSUM and one-slide quad chart to HQs Process Owners, Consultants and Senior Leaders for visibility.