



مستشفى الملك فيصل التخصصي ومركز الأبحاث
King Faisal Specialist Hospital & Research Centre
مؤسسة عامة Gen. Org.



Zero Harm and HRO

An at-a-glance overview

Issued 12 April 2018

Introduction



- On 1 November 2017, King Faisal Specialist Hospital and Research Centre committed to achieve zero harm by becoming a high reliability organization (HRO).
- This presentation contains information to help you as a leader support your teams and champion this journey to your teams and colleagues.

What we need you to do



1

Take time to understand zero harm and HRO and the role you and your teams play in achieving success.

2

Share the concepts with your team and proactively discuss how your team can be involved in the journey to achieve zero harm and transform to HRO.

3

Invite a member of the Quality Management team to your huddle or meeting to discuss the initiative with your team.

4

Be open and available to your staff to answer questions. Quality Management is here to support you.

Why HRO and Zero Harm?

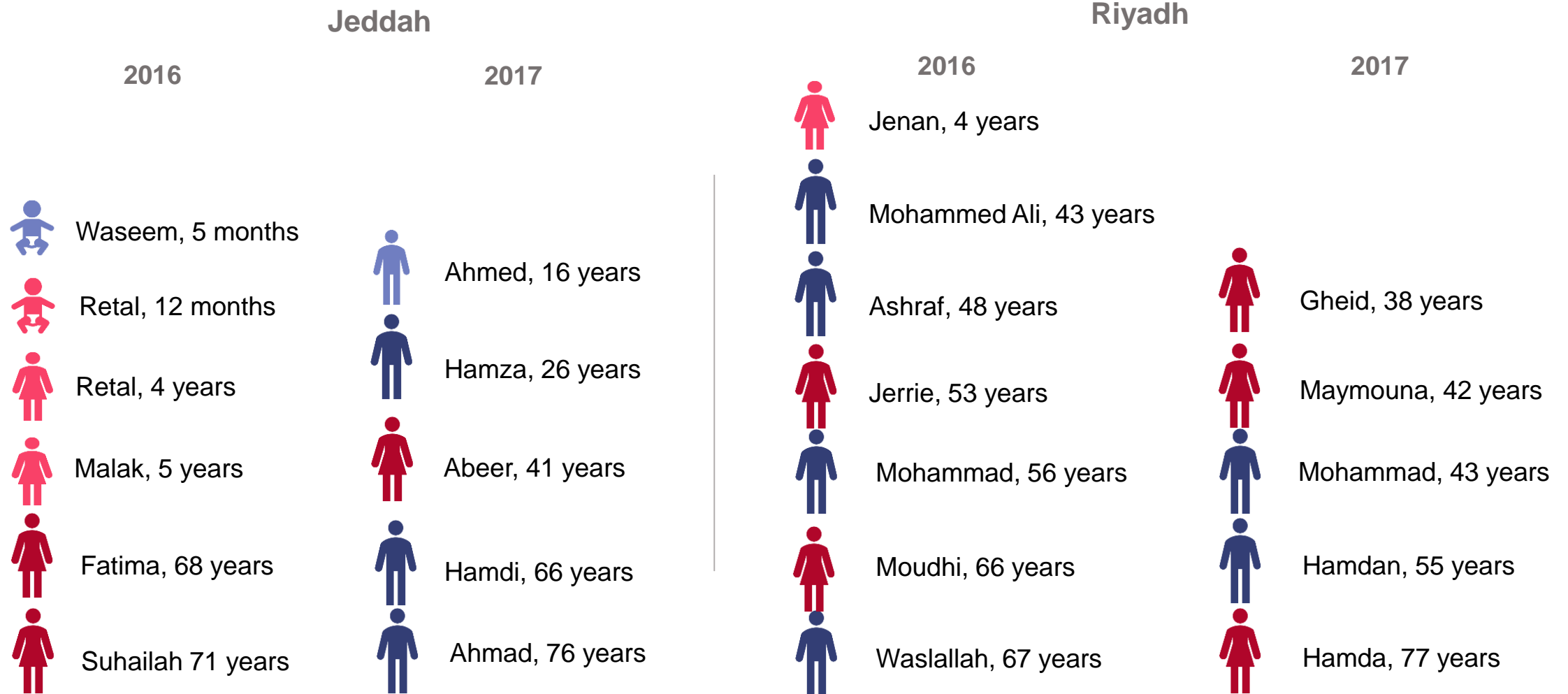


وَمَنْ أَحْيَاهَا فَكَأَنَّمَا أَحْيَا
النَّاسَ جَمِيعًا

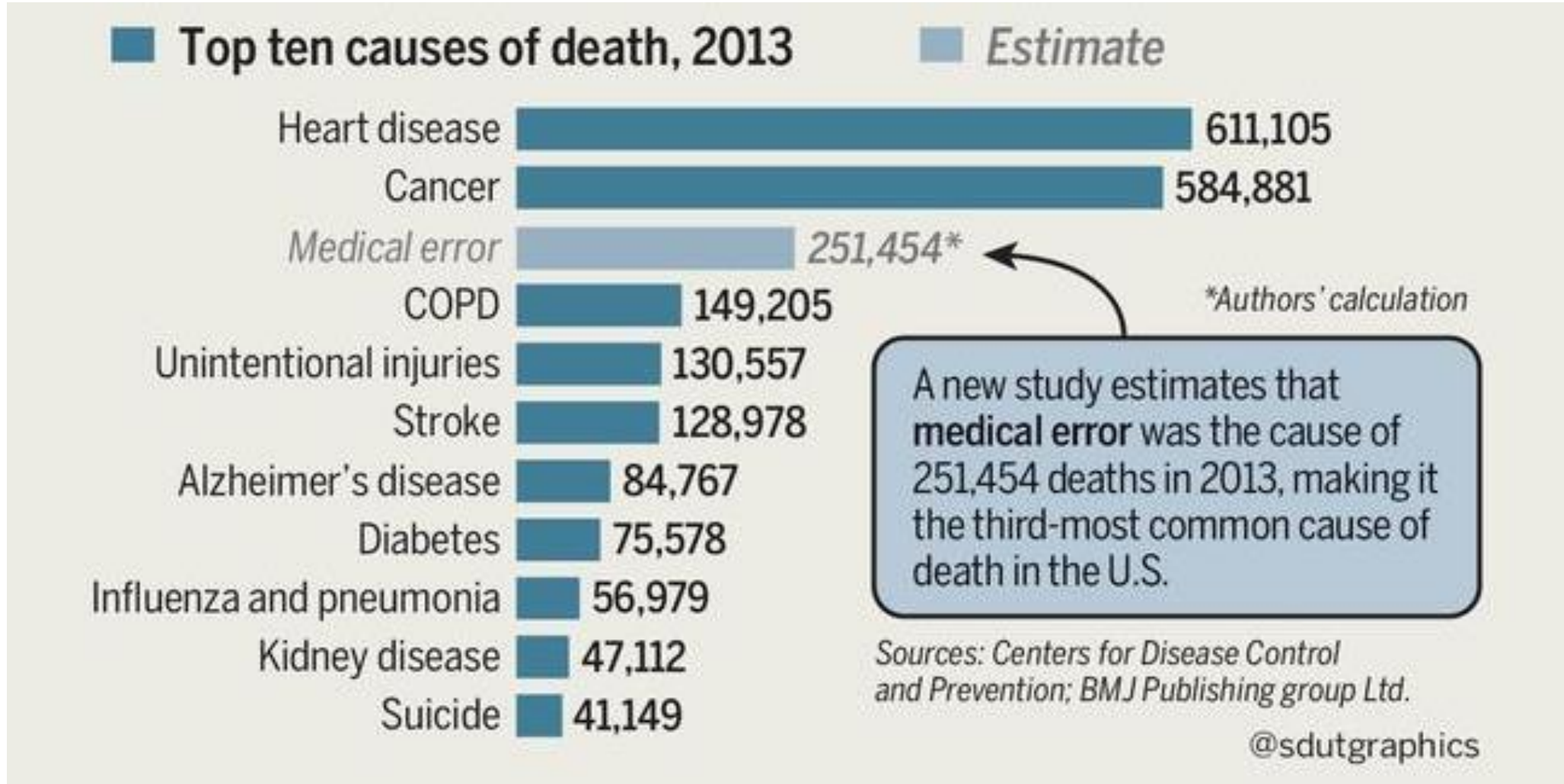
*And if anyone saved a life, it would
be as if he saved the life of the
whole people*

Sentinel Events

May Allah bless those who died or were disabled and injured at KFSH&RC



Medical Error is the 3rd Leading Cause of Death

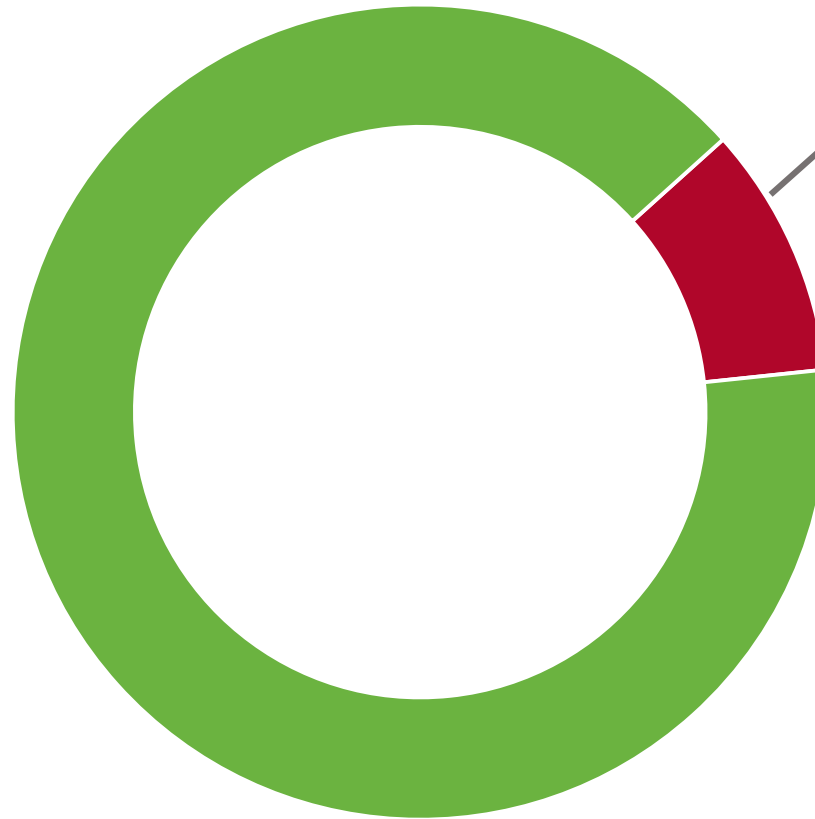


Medical Errors



Annual Number of In-Patients

A hospital with greater than 25,000 admissions per year could have between 100 – 300 deaths annually because of preventable harm



10%
Global 10% of all admitted patients are affected by medical errors

Patient Harm in Canadian Hospitals



How often does it happen?



In 2014 – 2015

1 in 18

Hospital Stays

In Canada involved at least 1 harmful event
(138,000 out of 2.5 million hospital stays)

What kinds of harmful events happen?



Impact of Harm



On Patients, Families, Communities and Care Providers

Direct:

- Mental harm
- Physical harm
- Emotional harm

Indirect:

- Burden on families and community
- Lost staff time

On Hospitals, Healthcare Systems and Economies

Direct:

- Additional costs to hospital and healthcare system
- Unnecessary care and medication
- Ongoing costs of care and medications resulting from harm

Indirect:

- Longer lengths of stay and reduced access to care
- Cost to economy with lost productivity
- Unable to invest resources in other areas of community

HRO and Zero Harm



Safety is our Value



HRO is our Path



Zero Harm is our Goal



Strategic Map



Mission:

King Faisal Specialist Hospital and Research Centre provides the highest level of specialized healthcare in an integrated educational and research setting

Vision:

To be a world leader in healthcare through excellence and innovation

Values:

Safety

Compassion

Patient-Centric

Excellence

Innovation

*Strategic
Priorities:*

**Medical, Research
and Academic
Excellence**

**KFSH&RC
Experience**

**Organizational
Sustainability**

**Community
Relations**

Strategic Objectives



Strategic Priorities:

**Medical, Research
and Academic
Excellence**

**KFSH&RC
Experience**

**Organizational
Sustainability**

**Community
Relations**

Strategic Objectives:

1. Drive culture and process redesign to pursue zero-harm and improve quality

2. Become a global role model in our core specialties

3. Leverage research and innovation to improve clinical outcomes and set standards for medical care

4. Optimize the education of the next generation of healthcare professionals and leaders

5. Provide excellent patient experience throughout the patient journey

6. Improve access to KFSH&RC healthcare services

7. Promote a conducive environment

8. Provide a rewarding career experience that attracts and retains the best talent

9. Promote transparent and objective performance management

10. Optimize efficiency, productivity and accountability to reduce cost and improve delivery

11. Deliver effective generation and management of revenue

12. Develop a high-performing and sustainable healthcare endowment fund

13. Leverage innovative technology and information to deliver high-quality healthcare

14. Establish workflows that include external entities

15. Strengthen external collaboration and partnerships

16. Promote social responsibility activities



High Reliability Organization

What is HRO?



Based on 5 Core Principles

- 1. Preoccupation with failures**
(What might go wrong?)
- 2. Sensitivity to Operations**
(Is our process/system working?)
- 3. Deference to Expertise**
(decisions/design is done by people doing the work)
- 4. Resilience**
(report, talk and learn from errors)
- 5. Reluctance to Simplify**
(ask why, why and why to reach the roots of the problem)

Encouraging



State of
Mindfulness

To Achieve



High
Reliability

Success



Exceptionally
Safe &
Consistently High
Quality Care

Commitment to zero tolerance to harm by all



What is HRO?

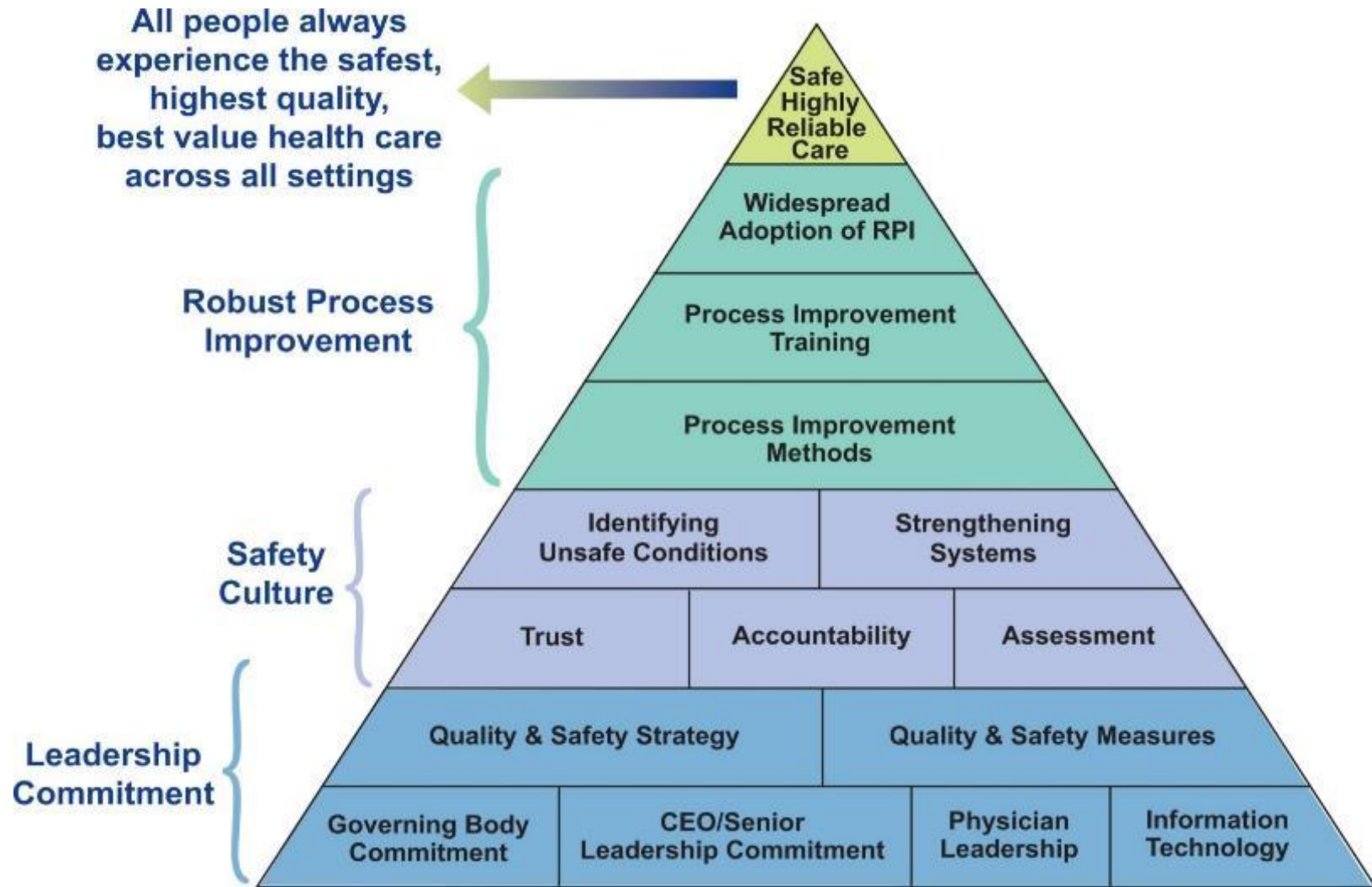
Organizations that operate in high-risk, dynamic, turbulent, and potentially hazardous environments, yet operate nearly error free.



Hospitals Which Have started HRO



Building Blocks for HRO*



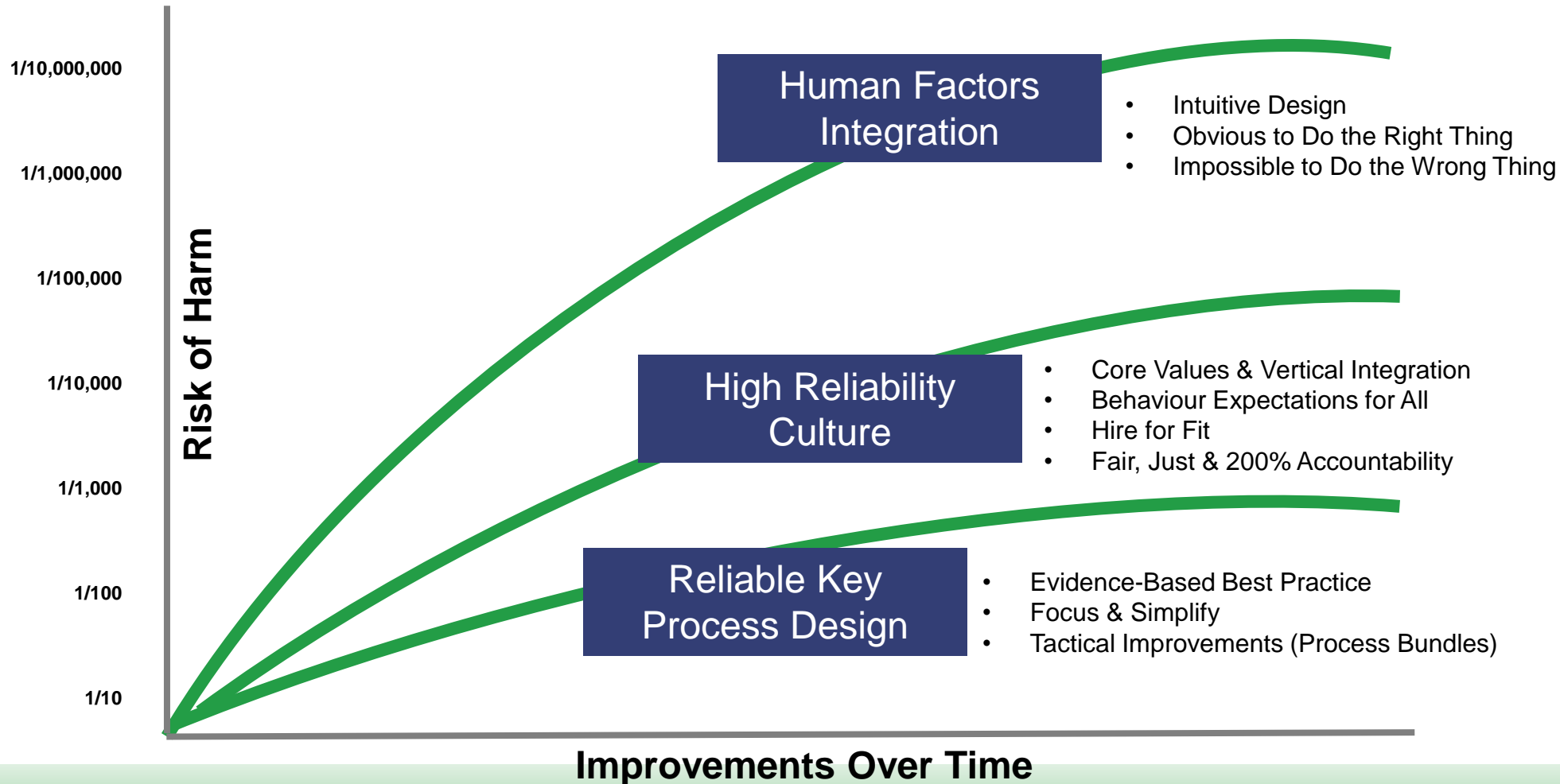
*The Centre for Transforming Healthcare | The Joint Commission

Zero Harm

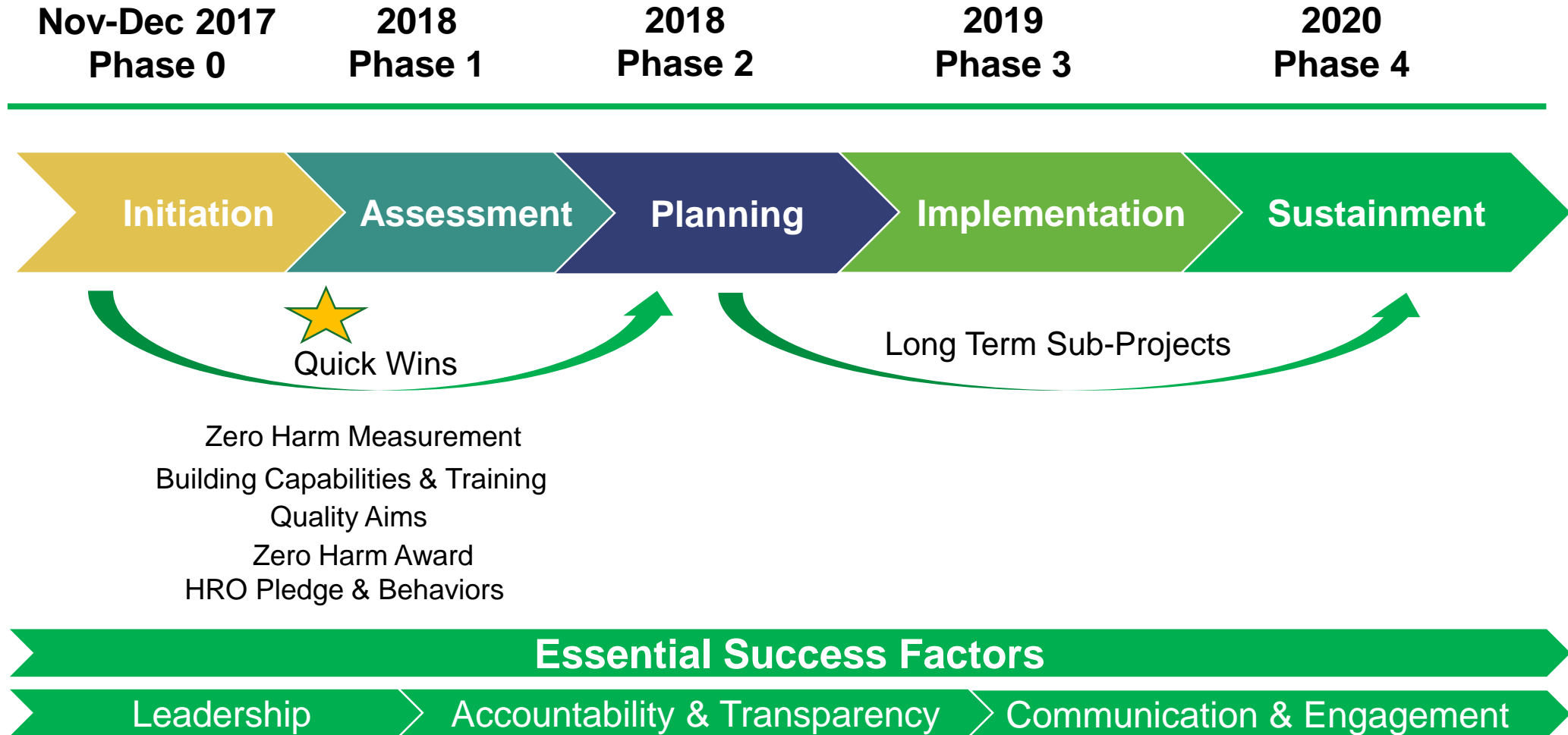
Common Pillars for Success



Eliminating Harm in Healthcare



KFSH&RC Journey to HRO



Guiding and Monitoring our Progress



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Safety

"Zero Preventable Harm"
Create safer care through achieving:

- **Zero** Hospital- Acquired Central Line Associated Blood Stream Infection (CLABSI)
- **Zero** Surgical Site Infections (SSI)
- **Zero** Hospital Acquired Pressure Injury Stage II or Above in All Inpatient Population
- **Zero** Falls with Injury or Death
- **Zero** Harm Related to Antithrombotic Medications



Effectiveness

"Seamless Care"
Deliver effective care through achieving:

- **Zero** Incidence of Preventable Venous Thromboembolism (VTE) in All Inpatient Population



Efficiency & Timeliness

"Right Care at the Right Time"
Deliver efficient care through achieving :

- **Zero** Delay in Discharge Medications



Person Centered Care

"All for One"

Transform KFSH&RC Patient's experience through achieving:

- Planetree Designation
- Engagement of Patients and Families in 80% of Quality Aims Initiatives



QUALITY
AIMS

Designed by Photo Graphics Department, Jan. 118-2

Moving Forward to Create Momentum



How we will support you in the months ahead

1. **Learning from Others:** We'll share learnings from experts and other organizations who went through the same journey .
2. **Quick Wins:** Launch and implement quick wins to demonstrate the path forward.

How you can help support zero harm and HRO

1. **Be A Champion:** Join us in raising awareness about HRO and Zero Harm with your colleagues and team.
2. **Make a Commitment:** Commit to continuous performance improvement and making safety your responsibility each and every day.



The Journey to Zero-Harm

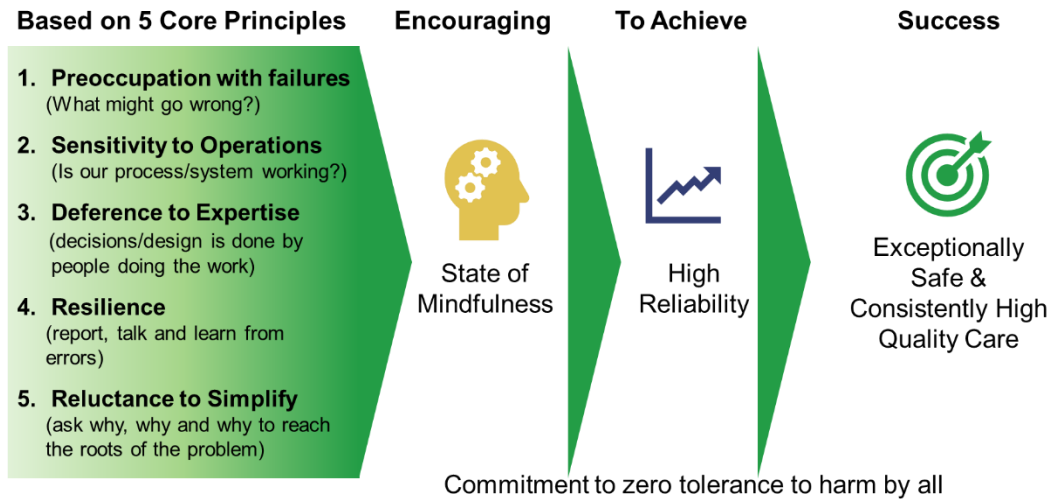
Key Themes and Messages

Theme	Message	Proof Points
Every life is precious	The life of every patient, family, staff and volunteer at King Faisal Specialist Hospital and Research Centre is precious and there is no greater responsibility than keeping them safe from harm. We are committed to doing everything in our power to prevent harm or injury.	<ul style="list-style-type: none"> • While KFSH&RC consistently performs above quality benchmarks, every year patients and staff experience sentinel events. • When it comes to a human life, KFSH&RC wants to do better than an acceptable standard of errors, for the patients and their families who experience a medical error, zero is the only standard.
Safety is our value, zero harm is our goal	Across King Faisal Specialist Hospital and Research Centre there is a relentless commitment to safety and ensuring we provide exceptional, quality care. Fueled by this passion we are raising the benchmark and have embarked on a journey to become a high reliability organization.	<ul style="list-style-type: none"> • The organizational strategic plan was recently refreshed to make safety a core value and created the strategic objective: to drive culture and process redesign to pursue zero-harm and improve quality. • In November 2017 the Corporate Performance Improvement Council adopted a call to action and began to chart a course towards zero harm by becoming a high reliability organization.
Safety is everybody's business every day	Zero harm is only achievable if everyone - from staff to patients and families – commit to being mindfully focused on preventing harm. Not one person shoulders more responsibility than the next and we must work together each and every day to make safety everybody's business	<ul style="list-style-type: none"> • Becoming a high reliability organization is one strategy to achieving zero harm. We have committed to applying the 5 core principles: <ol style="list-style-type: none"> 1. Preoccupation with failures 2. Sensitivity to operations 3. Deference to expertise 4. Resilience 5. Reluctance to simplify
Safety is a journey of continuous performance improvement	Becoming a zero-harm organization is a journey supported by an enduring commitment to continuous performance improvement. Success will take time to achieve and will be made possible by becoming a high reliability organization.	<ul style="list-style-type: none"> • Leading hospitals in the U.S. have demonstrated that zero harm is achievable and yielded sustainable results within a few years of embarking on a journey to be an HRO

FAQ Frequently Asked Questions

Achieving Zero Harm by becoming a High Reliability Organization

1. What is becoming a High Reliability Organization (HRO)?



2. Where did the concept of HRO come from?

HRO was developed at the University of California based on research of high-risk and complex organization who rarely have errors. Shining examples include the airline industry, oil refineries and aircraft carriers. Over the last decade HRO has moved into health care and been instrumental in helping leading hospitals around the world achieve zero preventable harm.

3. What are the benefits of HRO?

Not only does becoming a high reliability organization mean patients and families receive safe and exceptional care each and every time, it also:

- ↑ Increases employee satisfaction
- ↑ Increases professional growth and development
- ↑ Enhances the KFSH&RC brand and reputation
- ↓ Reduces waste
- ↓ Reduces costs
- ↓ Reduces complaints and liabilities

4. What is the different between zero harm and becoming a high reliability organization (HRO)?

Safety is Our Value



A core value at KFSH&RC is ensuring a safe environment for patient, families, staff and volunteers.

HRO is Our Journey



HRO is the act of shifting our thinking and behaviours and consistently focusing on HRO principles every day.

Zero Harm is Our Goal



If we embrace HRO, we will achieve zero harm. It is a journey that will take time, but leading hospitals have proven success is possible if we remain committed.

5. Who is accountable for zero harm and HRO?

Zero harm is everyone's responsibility – from patients and families to staff and volunteers. Not one person shoulders more responsibility than the next and we must work together to make safety everybody's business each and every day.



6. I thought KFSH&RC was one of the top hospitals in the world, is there are problem with our performance?

We use data and global benchmarks to track our performance, and our results are exceptional. When it comes to a human life, KFSH&RC wants to do better than an acceptable standard of error. For the patients and their families who experience a medical error, zero is the only standard. In November 2017 we formally committed to HRO and achieving zero harm to not only strengthen our leadership role and reputation, but set a new standard of excellence.

7. There is so much change happening at KFSH&RC, why have we chosen now to focus on zero-harm and HRO?

The life of every patient, family, staff and volunteer at KFSH&RC is precious and there is no greater responsibility than keeping them safe from harm. Each year, 1 in 10 patients in the U.S. are affected by preventable medical errors. Last year, there were 10 patients who were permanently injured or died at KFSH&RC. We cannot afford to wait.



8. What is my role as a leader/manager/supervisor?

Leaders are critical partners in our journey to zero harm. You are an important voice and your team looks to you for guidance and direction. As a leader, we need you to:

- **Become Informed:** Read the documents provided and attend information sessions to deepen your understanding of HRO and zero harm;
- **Cascade Information:** Share information with your team and answer questions;
- **Be a Champion:** Be a visible leader actively championing zero harm; and
- **Provide Feedback:** Share feedback and questions with Quality Management so we can best support you.

9. My team does not provide direct patient care; how do we support zero-harm and HRO?

Regardless of your profession, position or department, we all play a role. For example:

- Helping a lost patient find their clinic so they don't miss an appointment can prevent their condition from worsening because they are forced to reschedule.
- Notifying housekeeping of a spilled cup of coffee can prevent someone from falling and injuring themselves.
- Simplifying forms so that patients can better understand the content can prevent mental stress.

10. HRO and zero harm sound complicated. How will we do it?

Achieving zero harm is a journey supported by an enduring commitment to continuous improvement, but it does not have to be complicated. Quality Management, together with leaders across KFSH&RC, will work with you to help show you the way. To get started though, there are two simple steps:



Commit to joining the HRO and zero harm journey.



Every day ask yourself how you can prevent harm and pledge to make a difference.

KFSHRC Journey to HRO Timeline

