Building a High-Reliability Organization

Every day, we are trusted with people's lives and it's an incredible responsibility. Because we are human, we make mistakes. Unfortunately, in our world that means people may be harmed when we do.

That's why Mount Carmel has embarked on a journey to become a high-reliability organization—to eliminate preventable harm for our patients and our colleagues.

From Mount Carmel's Perspective

The journey to high-reliability requires transparency and trust. It requires us to talk about safety events throughout the system even when it is difficult. It starts with all of us asking questions and digging deeper to find answers. It starts with each of us speaking up, taking ownership for safety and, most importantly, supporting those who do.

High-reliability is about putting systems into place that make us exceptionally consistent. It's about building a culture that recognizes people are fallible and creating intuitive tools and processes that help them do the right thing. It's about not only fixing problems, but preventing them from happening in the first place.

When it comes to preventing harm, there is only one acceptable goal: Zero.

U.S. Healthcare & Medical Errors

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<th>251,000 preventable deaths occur per year—third leading cause of death in the US.</th>
<th>Health care workers recognize and report only one out of seven errors, accidents and other events of harm.</th>
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About High-Reliability

The high-reliability concept is successfully used by other complex, high-risk and high-error organizations from industries such as commercial airline and nuclear power.

High-Reliability Organizations (HROs) “operate under very trying conditions all the time and yet manage to have fewer than their fair share of accidents.”
—— Managing the Unexpected (Weick & Sutcliffe)

HROs focus on preventing human errors, and detecting and correcting safety errors before they occur.

A science-based approach that hardwires reliable behaviors and principles into our culture.

Five Principles of an HRO

1. Preoccupation with Failure
   - 1. Don't ignore any failure, no matter how small—they think about how things can fail.

2. Sensitivity to Operations
   - 2. Focus on the actual situation and rely on their frontline for the best picture of the situation.

3. Reluctance to Simplify
   - 3. Don't explain away problems—they ask questions and dig deep to find answers.

4. Commitment to Resilience
   - 4. Never give up even when it's hard—they adapt and bounce back.

5. Deference to Expertise
   - 5. Recognize that expertise is not based on authority.

A Fair & Just Culture

An open, fair, and just culture is vital to a culture of safety. At Mount Carmel, a just culture is based on mutual trust and accountability. This means that unintentional human error is not punished, but an opportunity to learn and become better. Employees, in turn, are accountable for reckless choices and behaviors that put patients at risk.

A just culture supports open communication in an environment where employees not only have a right to speak-up and report safety events or concerns, but are expected to speak-up.

Mount Carmel will support people who have the courage to speak-up and do the right thing.