

UNIVERSITY OF KENTUCKY BOARD OF TRUSTEES

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THE WAY WE CARE: A HIGH RELIABILITY ORGANIZATION (HRO)

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Agenda

- Why
- Safety Moment
- Timeline
- Leader Training Progress
- HRO Skills Preview
- Next Steps

THE WAY WE CARE: A HIGH RELIABILITY ORGANIZATION



What is high reliability?

- Performance as intended *consistently* over time.
- Delivering safe, consistent and reliable care for every patient, every time.

Why?

- **Life-or-Death Stakes:** Unlike other industries, even minor errors (e.g., dosage miscalculations or mislabeled labs) can cause immediate, irreversible patient harm or death, making error prevention a moral imperative.
- **Overwhelming Complexity:** With dozens of daily handoffs between doctors, nurses and specialists, high reliability standardizes protocols to ensure complexity does not become dangerous chaos.
- **Shifts from "Blame" to "System-Fixing":** It creates a speak-up culture where staff are thanked for reporting near-misses.
 - The focus moves from *"Who made the mistake?"* to *"What in our system allowed this to reach the patient?"*
- **Preoccupation with failure:** It transitions the organization from merely *reacting* to errors after they happen to *predicting* and *preventing* them beforehand.

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Five Principles

Preoccupation with Failure

Constantly anticipating and analyzing what could go wrong to prevent surprises and stay ahead of risks.

Sensitivity to Operations

Staying closely connected to frontline work, with open communication about how human and organizational factors affect overall safety.

Reluctance to Simplify Interpretations

Challenging assumptions and accepted wisdom to develop a fuller, more accurate understanding of complex situation.

Commitment to Resilience

Building the ability to detect, contain and recover from errors quickly before they escalate into major harm.

Deference to Expertise

In fast-paced situations, letting the most knowledgeable person — not the highest ranked — make critical decisions.

Weick, K. E., & Sutcliffe, K. M. (2015). *Managing the unexpected: Sustained performance in a complex world* (3rd ed.). Wiley.

PressGaney

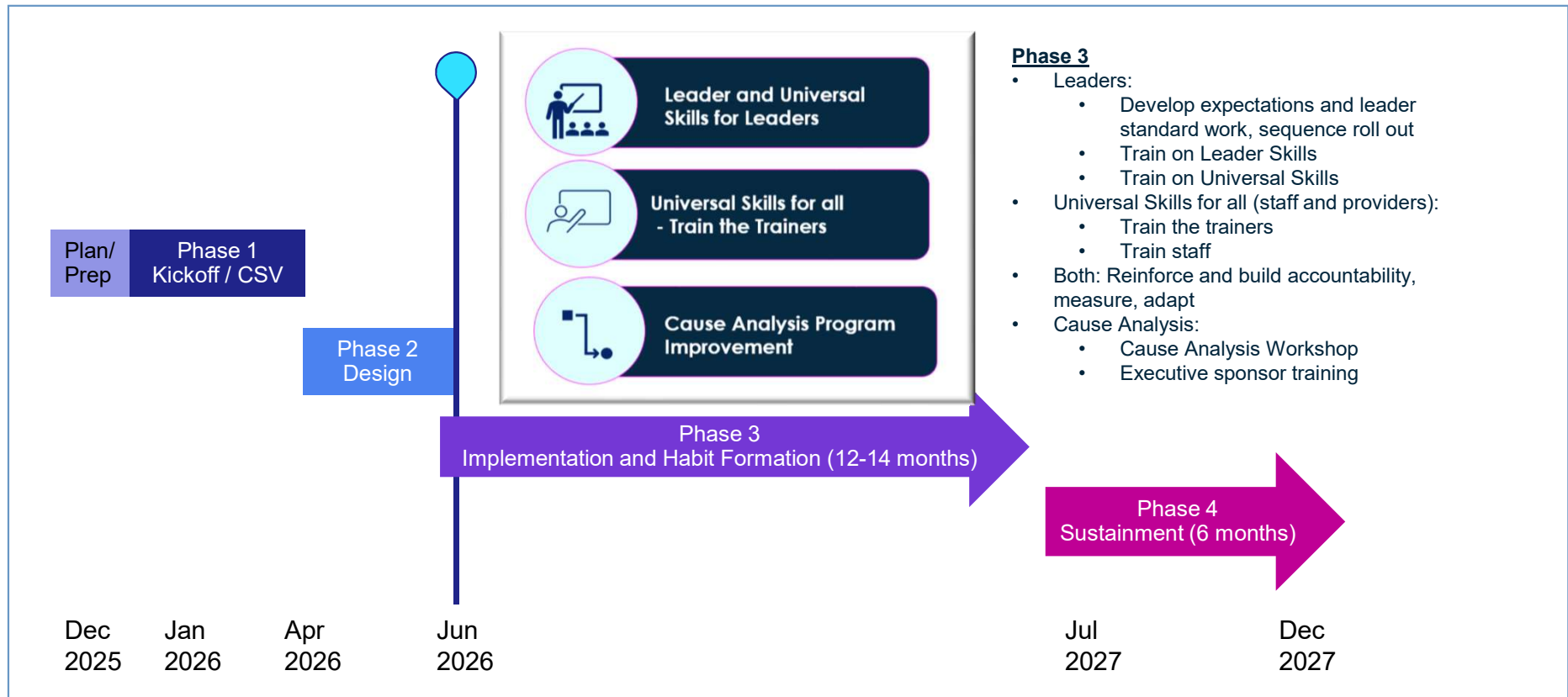
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Safety Message

- There is no better way to inspire and sustain cultural change than through the simple craft of telling factual stories that move listeners into action.
- Three-part structure — beginning, middle and end.
- A safety message is a short (two minutes) statement or story about the importance of safety or safety's impact on quality, experience, engagement, efficiency and improvement.

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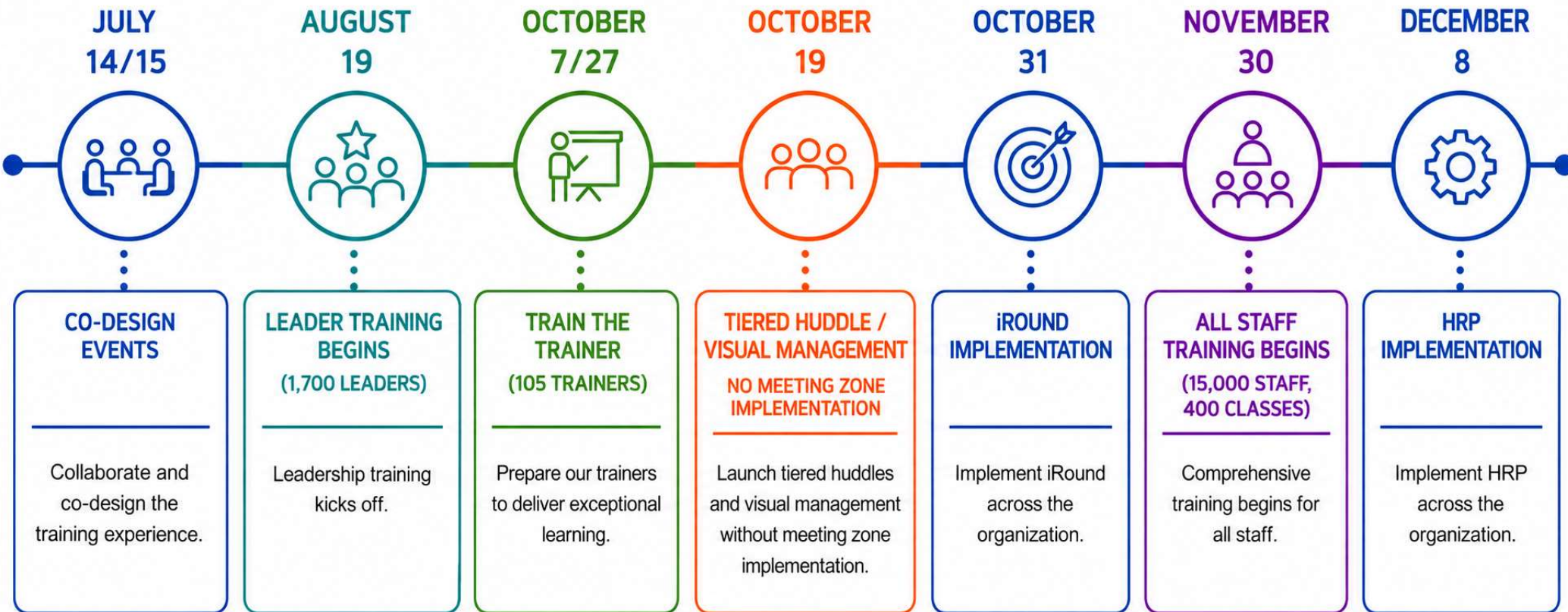
Roadmap Timeline



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Key Milestones



Leader Training Progress

- Module 1
 - First two sessions completed Aug. 19
 - Operating Group sessions Aug. 20 and Sept. 2
 - Assigned learners ~1,700
 - Enrolled learners: 91%
 - Percent who have completed at least module 1: 63%
- Virtual Option
 - Fully remote AND live >50 miles from Lexington
 - Evaluated on a case-by-case basis
 - Send names to HRO Triad

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UK HealthCare HRO Leader Skills

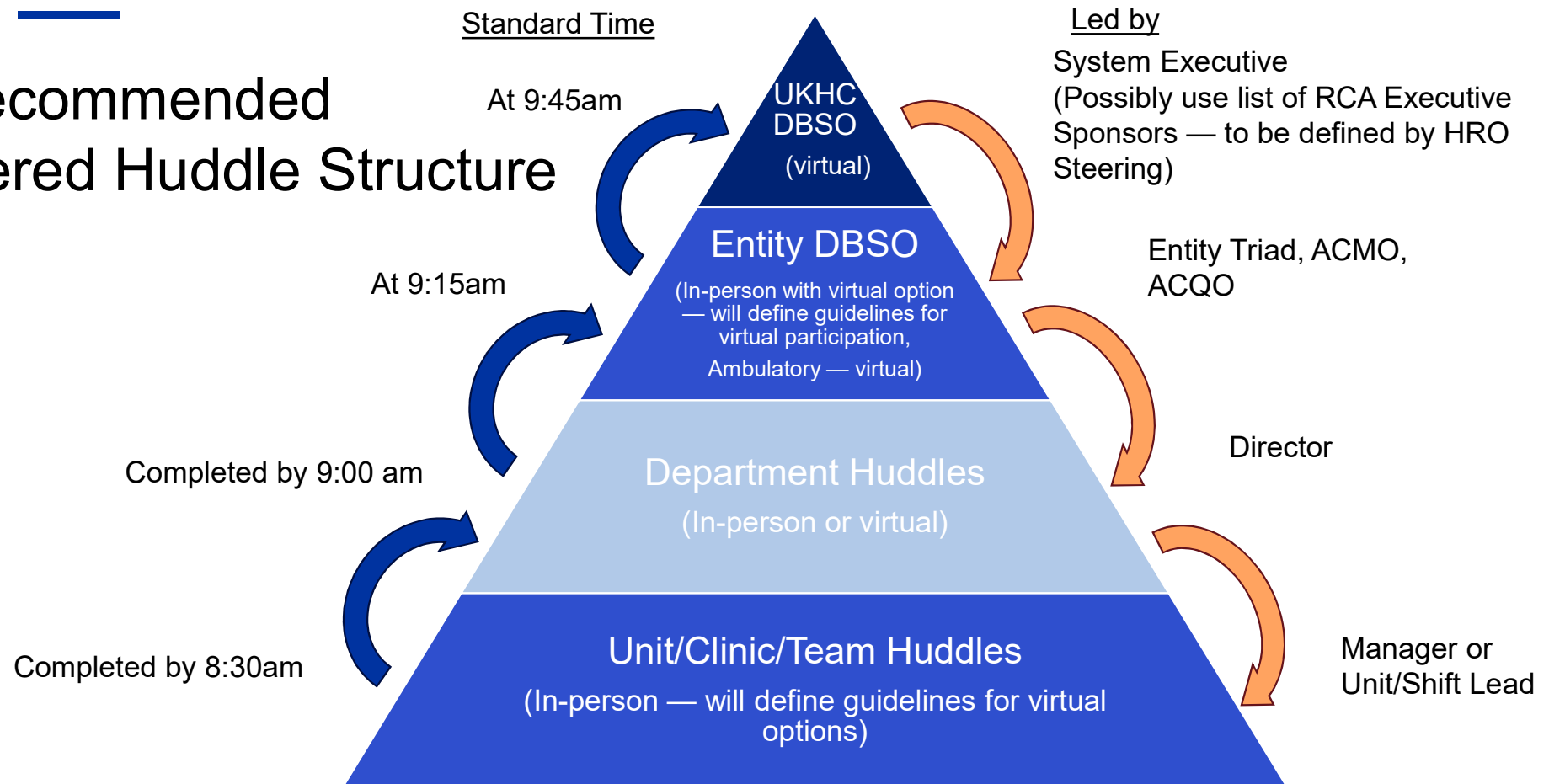
Message on Mission	• Start every meeting with a safety message • Support those who speak up • Put safety first in decision making
Anticipate Events and Lead Improvement	• Tiered Safety Huddles with Visual Management • Simulation and Testing • Top 10 List
Reinforce and Build Accountability	• 5:1 Feedback • Rounding to Influence • Fair and Just Accountability

Tiered Huddles

1. Days since last safety event
2. Look Back: Significant reliability issues (safety, quality and experience) from the last 24 hours/last shift.
3. Look Ahead: Anticipated reliability issues (safety, quality, and experience) issues in next 24 hours/next shift.
4. Follow-Ups: Start-the-clock safety critical issues.

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Recommended Tiered Huddle Structure



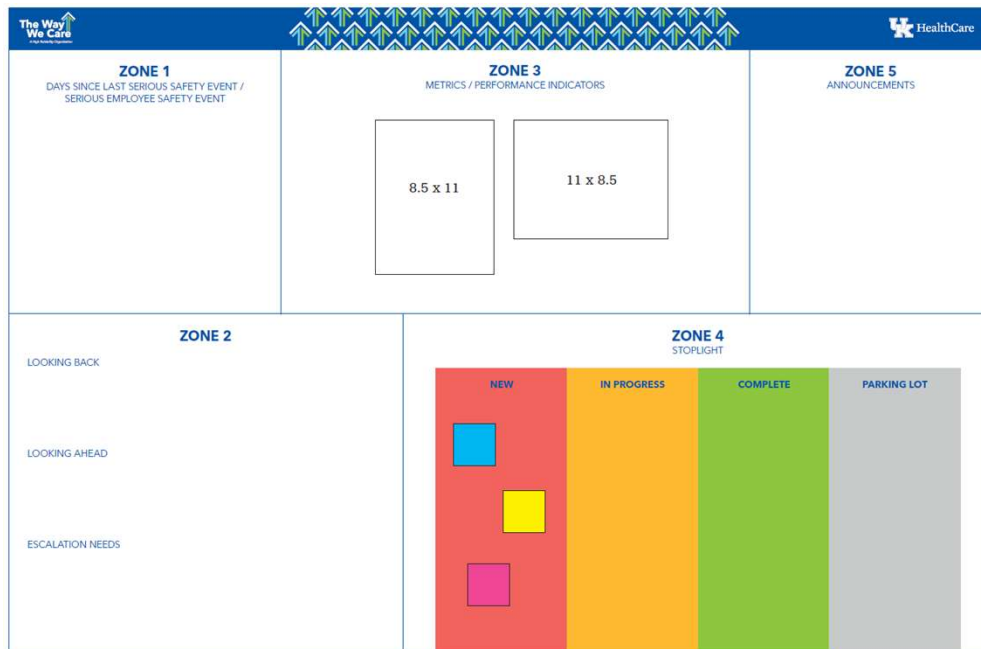
**Frequency driven by operations of the unit. 24/7 units and related support functions: at least daily (better: every shift). Select administrative areas: minimum weekly (e.g., Finance).*

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Visual Management

Boards visually communicate expectations, performance, standards or warnings in a way that requires little or no prior training to interpret.



Five Benefits of Visual Management Boards

- Makes it easy to quickly understand info.
- Keeps things running as designed.
- Prevents mistakes or improves safety.
- Reduces miscommunication.
- Improves employee involvement and morale.

An effective visual management system seeks to display operational status and performance information, communicate standards and work instructions, make problems and abnormalities as apparent as possible and show identity and directions.

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Next Steps

- Complete leader training
- Launch huddles/visual management
- Launch all staff training
- Exploring training for Board during October retreat
 - One-hour HRO training targeted at Board level

QUESTIONS



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