High Reliability Assessment: Guidance and Demonstration

Illinois Hospital Association Webinar
May 11, 2016
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Joint Commission Center for Transforming Healthcare
All people always experience the safest, highest quality, best-value health care across all settings
Today’s Webinar Agenda

Getting from low to high reliability

High Reliability Assessment Oro™ 2.0

- Access
- Process overview
- Administration
- Assessment Results
- Resource Library
FROM LOW TO HIGH RELIABILITY

Leadership

Commitment to zero patient harm

Safety Culture

Empowering staff to speak up

Robust Process Improvement®

Systematic, data-driven approach to complex problem solving

High Reliability Model

Leadership Commitment
• Board
• CEO/Management
• Physicians
• Quality Strategy
• Quality Measures
• Safe Adoption of IT

Adoption of Safety Culture
• Trust
• Accountability
• Identifying Unsafe Conditions
• Strengthening Systems
• Assessment

Robust Process Improvement®
• Methods
• Training
• Spread

Stages of Maturity: Beginning ➔ Developing ➔ Advancing ➔ Approaching
and Transformation

- Provides crucial, leading indicator information about strengths, opportunities, and potential investment strategies for achieving performance
- Incorporates and reflects performance across multiple domains
- A guiding force for enterprise transformation
- A look in the mirror
- Not a benchmarking tool
- Assess progress on the high reliability journey over time

Leading from Within
Organizational Assessment
- 49 questions with branching logic for senior leadership
- Evaluates level of maturity in 14 components

Resource Library

Alignment is critical for the high reliability journey
What does it take?

- Buy in from CEO
- Determine senior leader participants
- Self-Assessment
  1. **Pre-meeting**: participants take the assessment (20 minutes)
  2. **Consensus meeting**, ideally with a facilitator: senior leaders meet and take assessment as a group (2 hours)
  3. **Post-meeting**: time commitment varies. Review of results, strategic action planning

Complete by August 31, 2016
ORO™ 2.0: ACCESS
Quick Access via the Website

www.centerfortransforminghealthcare.org
Access through Joint Commission Connect

- **WHO**: All JC Connect users
- **WHAT**: automatic Resource Library Access
- **WHERE**: JC Connect > Resources and Tools
Access through Joint Commission Connect

WHO: Primary Accreditation Contact and CEO

WHAT:
- Oro™ 2.0 Administrator rights
- Grant access to others

WHERE: JC Connect site > Security Admin
## Access varies by Role

<table>
<thead>
<tr>
<th>ROLE</th>
<th>WHAT CAN BE ACCESSED</th>
<th>WHO</th>
<th>WAYS TO OBTAIN ACCESS</th>
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<td>• JC Connect Administrator</td>
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<td>Administrator</td>
<td>• Grants access to others</td>
<td>• Often VP/Director of Quality/Safety</td>
<td>• JC Connect Administrator</td>
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<td>• Assessment set up, coordination and results</td>
<td>• Sometimes an Administrative Assistant</td>
<td>• Send request through Oro™ 2.0 to JC Connect Security Administrator</td>
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<td>• Resource Library tied to their organization’s results</td>
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<td>Team Member</td>
<td>• Oro™ 2.0 results: organizational and their own</td>
<td>• Hospital Senior Management</td>
<td>• Invited by the Administrator once decision is made to do the assessment</td>
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<td>• Resource Library tied to their organization’s results</td>
<td>• Board members</td>
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ORO™2.0: PROCESS OVERVIEW
Oro™2.0 Assessment Process Overview

1. Decide on method: Individual + Consensus
2. Build the team
3. Send out Individual Assessments
4. Conduct Consensus Meeting
5. Prepare for Consensus Meeting
6. Act on Results
DEcide on an assessment method

Method 1 – Individual and Consensus - Recommended

– Senior leaders first complete the Assessment individually. This familiarizes them with the Assessment topics and questions. Next, the senior leaders meet as a team and complete one Assessment, by consensus, for the hospital.

Method 2 – Consensus Only

– Senior leaders meet and complete one Assessment, by consensus, for the hospital. This is the first time they will view the questions.
BUILD THE TEAM: Ideal group to take the Assessment

- CEO participation is essential
- Clinical leaders (e.g. CMO, CNO, VP Medical Affairs)
- Administrative leaders (COO, CFO)
- Board chair/Board Quality Committee Chair
- Quality and Patient Safety leaders (e.g. VP PI, Patient Safety Office, Risk Management)

Ideal participant group size is no more than 15 to allow in-depth conversation and high level perspective
Landing Page: Overview

What is ORO™ 2.0
- Resources for hospital leaders pursuing zero patient harm
  - High Reliability Organizational Assessment
  - Resource Library
- Independent from accreditation, with no additional fees

How to use ORO™ 2.0
- Choose an administration method for the Assessment
- Determine who will participate
- Use consensus to complete the Assessment
- Determine areas of focus and develop an action plan

Many patients still suffer preventable harm and experience ineffective health care. Hospital leaders struggle with sustained and meaningful improvement. The high reliability journey in healthcare creates conditions that can transform the industry. Using the High Reliability Organizational Assessment allows senior leaders in a hospital to evaluate their readiness for and advancement toward high reliability and the goal of zero preventable harm.

Learn More about ORO™ 2.0  Sample Assessment  Sample Reports

Get Started

Oro™ 2.0 is separate from accreditation; Joint Commission Field Representatives do not have access to data within this application.

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ORO™ 2.0: ADMINISTRATION
Assessment Status Page

Track progress with Assessment Completion
Set Up Assessment: 1. Before you start

Familiarize yourself with the Assessment process:
- Review About Oro™ 2.0
- Take a Sample Assessment
- View Sample Reports

Plan the Assessment process with your CEO.

Information to have available:
- Assessment method
- Participant information (name, title, and email)
- CEO communication to be included in the participant email
- Meeting date, time, and location
Set Up Assessment: 1. Before you start

- Plan the Assessment process with the CEO
- Determine and have available:
  - Method
  - Participants (name, title, email address)
  - CEO communication for email invite
  - Consensus meeting date, time, and location
Set Up Assessment: 2. Parameters

STEP 2: One hospital or many?

Recommended that individual hospitals be assessed separately.
Set Up Assessment: Choose a Method

1. Before you start
2. Assessment Parameters
3. Assessment Details
4. Send Email

Your organization has more than one hospital. Determine if more than one Assessment is recommended for your organization.

To proceed, select an option below:
- Set Up one Assessment to evaluate all of your hospital sites collectively
- Set Up separate Assessments for each of your hospital sites

Select the desired hospital site for this Assessment: TEST - Site name changed

The Assessment Set Up process must be repeated for each hospital site.

Choose a method.

Method 1: Individual plus Consensus: Senior leaders first complete the Assessment individually and then come together to complete the Assessment as a team.

Method 1 requires 2 steps
- Step 1: Set-up Individual Assessments
- Step 2: Set-up Consensus Assessment

Method 2: Consensus only: Senior leaders complete the Assessment together (they do not complete it individually ahead of time).

Method 2 involves just one step:
- Set-up Consensus Assessment

Follow Method 1 path for Individual + Consensus
Follow Method 2 path for Consensus only
Set up Assessment:
3. Assessment Details

- Name the Assessment (e.g. Organization name & year)
- Assign a due date
- Add the participants
Set up Assessment:
3. Assessment Details

Select Individual Participants will show a list of staff with Connect Access. Check the box to the left to add as many as desired.
Set up Assessment:
3. Assessment Details

Enter New Participants:
Use this choice for entering the names of people who do not appear on the list.
Set up Assessment: 4. Send Email

The following email will be sent to the individual participants selected in Step 3. You may edit this email. When finished click “Save and Send Email”.

Subject: High Reliability Organizational Individual Assessment - Mock Test-General Hospital - PLEASE READ

Body:
You've been invited to take part in the Mock Test-General Hospital's Oro™ 2.0 High Reliability Organizational Assessment.

The Assessment consists of a series of questions that will help your organization evaluate its level of maturity in areas of performance related to high reliability in health care.

Your Assessment results will be available to you and will inform your participation in a group session where your hospital senior leadership team will complete the Assessment as a team.

The Assessment takes approximately 30 minutes for an individual to complete.

The due date for completion of the Individual Assessment is 12/3/2015.

Please click on the link below to access the Oro™ 2.0 High Reliability Organizational Assessment.

Thank you for your participation in the Individual Assessment.
Confirmation and Next Steps

Set Up Assessment

You have successfully created and sent the email containing the link to the Organizational Assessment to all of the participant(s). Your next steps are to:

1. Create a Consensus Assessment as part of the Consensus preparation. This is done under the Set Up Assessment Step.
2. Review the "Prepare for Meeting" material under the Administration tab for information on the Consensus Session.
You've been invited by your Oro™ 2.0 administrator to take part in the ABC Street Medical Center Oro™ 2.0 High Reliability Organizational Assessment. In health care, high reliability is defined as achieving and maintaining consistently high levels of safety and quality over time and across all health care services and settings.

The purpose of the Assessment is to identify your organization’s level of maturity across 14 areas that are essential to achieving high reliability. The components are grouped within the domains of Leadership Commitment, Safety Culture, and Performance Improvement. Your responses to this Assessment will result in a determination of maturity level for each of the 14 components and will, in turn, inform your participation in a group session where the organization leadership will complete the Assessment as a team.

The High Reliability Organizational Assessment takes approximately 30 minutes to complete. On completion, you will have the ability to save and print your Assessment questions and answers. Please plan to bring this copy of your Assessment to the group session.

Due date for completion is 8/31/2015.

Please click on the link below to access the Oro™ 2.0 High Reliability Organizational Assessment.
https://uatapps.jointcommission.org/OROAassessment/StartAssessment.aspx?token=3c7f8b5c-743b-4789-a99e-f88eba7a26eb

Thank you for your participation.

This is an automatically generated message.
Prepare for Meeting

What is the Consensus session?

How to prepare for the Consensus session?

Build your team with participants from hospital senior leadership:

- Recommended participants are the senior leadership of each organization, including:
  - Chief Executive Officer
  - Clinical leaders (e.g., Chief Nursing Officer, Chief Medical Officer, Vice President Medical Affairs, Chief Clinical Officer)
  - Administrative leaders (e.g., Chief Operating Officer)
  - Chief Financial Officer
  - Board chair or chair of Board Quality Committee, if available
  - Quality and Patient Safety leaders (e.g., Vice President, Performance Improvement, Patient Safety Officer, Risk Management leader)

- The Assessment is intended to be completed at the individual hospital level, not the system level, even if the leadership is over more than one facility.
- CEO participation is essential to obtaining full benefit from the process.
- Ideal participant group size is no more than 15 to allow in-depth conversation and high level perspective.

Facilitator (recommended):

- Leads the discussion—scribe assists with time management.
- Uses consensus-building tools (Fist to Five)
- For more information on facilitation, contact the Center for Transforming Healthcare, at oro2.0@jointcommission.org.
The Consensus Assessment

Mock Test-General Hospital High Reliability Organizational Assessment

This Assessment is intended to be completed at the hospital level. When answering the following questions, think about the individual hospital and not the entire system (if applicable).

Completion of the Assessment is separate from accreditation.

Completing the Assessment

- The Assessment contains branching logic. How you answer a question will determine the subsequent questions you receive. Therefore, the number and type of questions answered will vary across participants.
- If you are unable to complete the Assessment in one session, you can resume by clicking the link in the email you received.
- Upon completion, save and print your responses. Bring a copy of your report to the group session.

Start Assessment
The Consensus Assessment

23. Under what circumstances does your organization conduct a root cause analysis? (choose one)
   - a) Only when sentinel events occur
   - b) In all instances of significant patient harm
   - c) In instances of significant patient harm and in some non-harm events

Progress Bar: 43% Completed
ORO™ 2.0: ASSESSMENT RESULTS
# Assessment Results

## Executive Summary

"Who said what?" – Select Assessment Reports to view different report options for your individual and/or Consensus Assessment results.

The Executive Summary outlines your organization’s Consensus Assessment results by maturity stage. Embedded links direct you to Resource Library materials for a specific component.

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Assessment Results - Reports

Several Report types are available

Surveyors do not have access to data within Oro™ 2.0
ORO™ 2.0 RESOURCE LIBRARY
Resource Library

The Oro™ 2.0 Resource Library provides references and tools that will help organizations learn more about each of the 14 components within the High Reliability Maturity Model. This additional information will assist organizations as they prioritize areas of focus for strategic planning.

**Recommended reading:** The following materials are recommended to provide you with an introduction to high reliability principles and high reliability in healthcare.

- *High Reliability Health Care: Getting There from Here* by Mark Chassin and Jerod Loeb.
- *High Reliability Component Descriptions.*

Download the Action Plan to document and track your planned activities to advance to a higher level of maturity.

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<tr>
<th>Domain</th>
<th>Component</th>
<th>Maturity Stages</th>
<th>Click to View Resources</th>
<th>Select Areas for Focus</th>
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Links to material in Resource Library

Recommended Reading

Maturity Levels from Consensus Report
Resource Library Materials

Selected Component: Leadership > Board

Resources

Filter Resources by Category:

- All (26)
- Book/Report/White Paper (6)
- Case Study (1)
- Education Module (2)
- Guide (2)
- Magazine Article (2)
- Peer Review Journal Article (10)
- Podcast/Video (1)
- Special Issue (1)
- Toolkit (1)

☐ Show Essential Resources Only

Resources per page: 10

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**Book/Report/White Paper**

**The Joint Commission Patient Safety Systems Chapter**

The intent of this "Patient Safety Systems" (PS) chapter is to provide health care organizations with a proactive approach to designing or redesigning a patient-centered system that aims to improve quality of care and patient safety.


Last Posted Date: 9/18/2015

**Enhancing the Board's Role in Quality**

This empirically-grounded report identifies three purposes for board involvement in quality: oversight, leadership, and service. Through in-depth case studies of five health systems—including interviews with 25 system-level board members and executives and 44 hospital-level board members and executives — this project aimed to develop practical knowledge about how to enhance the board's role in quality. These case studies can serve as examples of "best practices" for other health systems.


Last Posted Date: 9/18/2015

**Respectful Management of Serious Clinical Adverse Events**

This white paper introduces an overall approach and tools designed to support two processes: the proactive preparation of a plan for managing serious clinical adverse events, and the reactive emergency response of an organization that has no such plan. The paper includes three tools for leaders — a Checklist, a Work Plan, and a Disclosure Culture Assessment Tool — and numerous resources to guide practice.


Last Posted Date: 9/18/2015
### Action Plan: PI Spread Component

**Date of Oro™ 2.0 Assessment:**

<table>
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<th>Action Step Description</th>
<th>Responsible Party</th>
<th>Goal Date for Implementation</th>
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**Maturity Level Action Completed Date:** __________________________

**Project Facilitator Signature:** __________________________

### Progress Stages

**Beginning**
- No commitment to widespread adoption of improvement methods.

**Developing**
- Pilot projects using some new tools conducted in a few areas.

**Advancing**
- RPI used in many areas to improve business processes as well as clinical quality and safety; positive ROI achieved.

**Approaching**
- RPI tools used throughout organization for all improvement work; patients engaged in redesigning care processes; RPI proficiency required for career advancement.
Buy in from CEO

Determine senior leader participants

Self-Assessment

1. **Pre-meeting**: participants take the assessment (20 minutes)

2. **Consensus meeting**, ideally with a facilitator: senior leaders meet and take assessment as a group (2 hours)

3. **Post-meeting**: time commitment varies. Review of results, strategic action planning

**Complete by: August 31, 2016**
Excellence in patient care for every patient, every time
For more information:

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