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### High Reliability Principles in Safety

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## The Why

“The only real mistake is the one from which we learn nothing” - Henry Ford

## Frontline Expertise

- Subject Matter Experts compare actual performance to expected performance.
- A standard set of questions for specific subtypes of events help establish trends.
- HRO’s equip leaders and frontline staff to spot systemic causes of human error.

## Team Members

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## Deference to Expertise

High Reliability Organizations (HRO’s) regularly operate under difficult conditions yet manage to have fewer errors than their peers. The goal is to decrease the chance of an error by striving to make systems ultra-safe.

Despite our best efforts, however, things still can go wrong. Using HRO principles and other Evidence Based Practice, our organization is moving to the “deference to expertise” principle in the review of Standards of Care (SOC).

The Minnesota Hospital Association provided common review questions that allow Subject Matter Experts (SME) to compare actual performance to expected performance.

The addition of these templates helps guide a consistent approach to the review of serious safety events. With the data in our event reporting system (RLDatix), analysis of information can be reviewed for common themes among internal events which will move the organization along to the next principle of HRO, Commitment to Resilience.

### Prior Standard of Care Reviews

- Hospital Acquired Pressure Injury
  - Falls with Serious Injury
  - Surgical/ Procedural Serious Harm Events
- ### 2021 Additions
- Neonatal/ Maternal Serious Harm
  - Suicide
  - Physical Assault



### References:

1. Agency for Healthcare Research and Quality. (2019). High reliability. <https://psnet.ahrq.gov/primer/high-reliability>
2. Clapper, C., Merlino, J, & Stockmeier, C. (2019). *Zero harm: How to achieve patient and workforce safety in healthcare*. McGraw-Hill
3. Minnesota Hospital Association. (2021). *Event specific resources*. <https://patientsafetyregistry.mnhospitals.org/Web/Resources>

## HRO Principles

High Reliability Organizations have 5 principles to achieve collective mindfulness:

1. **Preoccupation with failure.**
  - HROs are focused on predicting and eliminating catastrophes rather than reacting to them.
  - “Near misses” are viewed as opportunities to improve current systems.
2. **Reluctance to simplify interpretations**
  - HROs avoid overly simple explanations of failure.
  - This does not mean that HROs do not work to simplify processes as much as possible; rather, they do not attribute failure to a singular cause.
3. **Sensitivity to operations**
  - HROs work quickly to identify anomalies, problems in their system, and potential errors to reduce the number of actual errors.
4. **Deference to expertise**
  - HROs cultivate a culture in which team members and organizational leaders defer to the most knowledgeable—not the most senior or experienced—person relevant to the issue at hand.
5. **Commitment to resilience.**
  - HROs pay close attention to their ability to quickly contain errors and improvise when difficulties occur so that systems are resilient and can function despite setbacks.