

Volunteer Services High Reliability Team Toolkit

Leading for High Reliability at Mary Washington Healthcare

Our Mission: To improve the health of the people in the communities we serve.

Our Vision: We are a thriving, independent health system creating outstanding health experiences.

Tones for Respect of Others at All Times

**Smile and Greet
Others**

**Introduce and
Explain Roles**

**Listen with
Empathy**

**Communicate
Positive Intent**

**Provide
Opportunities
for Questions**

We commit to our safety and reliability behaviors:

1. Pay attention to detail

2. Communicate clearly

3. Have a questioning attitude

4. Work together as a team

5. Speak-up for safety and reliability

By using our safety/reliability tools:

- Self-check using STAR (STOP, Think, Act, Review)
- 3-Way repeat back/read back
- Phonetic and numeric clarification
- Clarifying questions
- SBAR (Situation, Background, Assessment, Recommendation)
- Validate and verify
- Know why and comply
- Peer checking
- Peer coaching
- Speak-up with CUSS (Concern, Uncomfortable, Scared, Stop)
- Event reporting system



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Harm in Healthcare

Every year, between 44,000 and 98,000 patients die due to medical errors. On average, every 46 days, a serious safety event occurs somewhere at Mary Washington Healthcare. What if we could reduce our number of serious safety events by 80% in 2 years?

Safety: protects me from harm
Quality: makes me better
Satisfaction: treats me right
Reliability: gets it right every time

Safety Science & Human Error

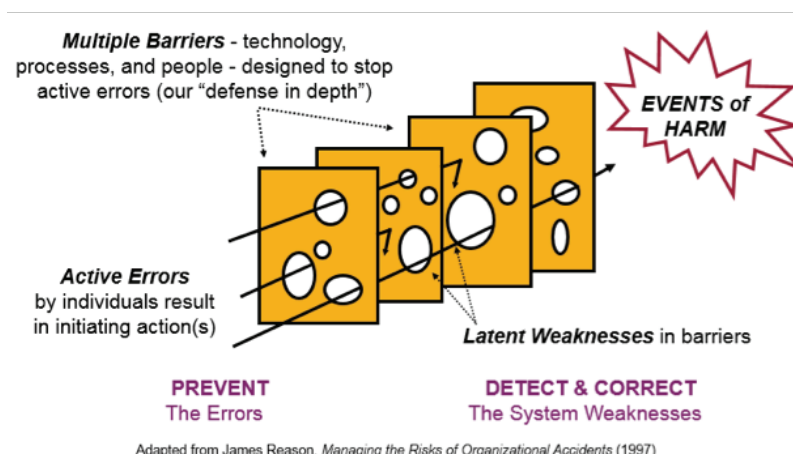
People are our best line of defense. Common causes of past events include:

- Lack of questioning attitude or critical thinking skills
- Lack of attention to detail
- Poor communication
- Non-compliance with policy, procedure, and protocols

Humans work in three modes:

1. Knowledge-Based Performance = "Figuring It Out Mode"
2. Rule-Based Performance = "If-Then Response Mode"
3. Skill-Based Performance = "Auto-Pilot Mode"

We experience errors in all three modes.



The Swiss Cheese Effect

Team Skills – Respecting Each Other All the Time

1. Smile and greet others.
2. Introduce using preferred names and explain roles.
3. Listen with empathy and an intent to understand.
4. Communicate the positive intent of your actions.
5. Provide opportunities for others to ask questions.

Welcome

- **Welcome** me in a way that I feel I belong here and glad I chose you.
- **Welcome** me in a consistent way so I know what to expect.

Care

- Provide **care** in a way that I trust you and know you are here for me.
- Provide **care** in a consistent way so that I trust and know you are here for me.

Goodbye

- Say **goodbye** in a way that I feel safe to leave and comfortable to return if I need to.
- Say **goodbye** in a way that makes me feel safe. I know when you will return and know how to reach you.

Smile and greet others

Explain roles & introduce

Communicate positive intent

Listen with empathy and connect

Provide opportunities for questions



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About Safety

MWHC

Error Prevention Tools

1. Pay Attention to Detail

■ STAR (Stop, Think, Act, Review):

Stop

Pause for 1 to 2 seconds to focus your attention on the task at hand.

Think

Consider the action you are about to take.

Act

Concentrate and carry out the task

Review

Check to make sure that the task was done correctly and that you got the correct result.

2. Communicate Clearly

■ 3-way Repeat-Back:

1

Sender initiates communication using receiver's name. Sender provides a request or information to receiver in a clear and concise format.

2

Receiver acknowledges receipt by a repeat-back of the request or information.

3

Sender acknowledges the accuracy of the repeat-back by saying, "That's correct!" If not correct, sender repeats the communication.

■ Phonetic Clarification: (NATO phonetic alphabet)

For sound alike words and letters, say the letter followed by a word that begins with the letter.

A Alpha	E Echo	I India	M Mike	Q Quebec	U Uniform	Y Yankee
B Bravo	F Foxtrot	J Juliet	N November	R Romeo	V Victor	Z Zulu
C Charlie	G Golf	K Kilo	O Oscar	S Sierra	W Whiskey	
D Delta	H Hotel	L Lima	P Papa	T Tango	X X-ray	

■ Numeric Clarification:

For room 111 say "room one, one, one."

For **sound alike** numbers, say the number and then the digits: 15 – **that's** one-five or 50 – that's five-zero

Always use leading zeros as in 0.9 – **that's** zero point nine.

■ Clarifying Questions:

Use the safety phrase, "Let me ask a clarifying question." Ask one to two clarifying questions:

- In all high-risk situations
- When information is not clear
- When information is incomplete
- When you are unsure

■ SBAR (Situation, Background, Assessment, Recommendation):

Use this as an outline for planning and communicating information about a patient condition or any other issue or problem.

First, introduce yourself and who is involved – the patient, employee, or family member. Then provide the following,

Situation: The bottom line (diagnosis, current condition, problem)

Background: What do you know (medical history, past tests or treatments)

Assessment: What is happening now (current findings, needs, concerns)

Recommendation: What is next (recommendation or request for plan of care)



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3. Have a Questioning Attitude

■ Validate and Verify:

Validate	Verify
STOP for a moment – it only takes seconds <ul style="list-style-type: none">• Does it make sense to me? Is it right?• Does it fit with what I know?• Is it what I expected to see?	When your “validate” alarm goes off <ul style="list-style-type: none">• Check it with an independent, expert source.• It’s okay not to know; it’s not okay to not find out.

■ Know Why and Comply:

Use protocols and checklists to perform tasks reliably, safely, efficiently, correctly, and to avoid reliance on memory.

- **Reference use** – Protocols for tasks or processes performed by memory and typically by an individual. The protocol or policy could be referred to as needed.
- **Continuous use** – Lists, checklists, or flow sheets that list tasks or action steps for infrequently performed or high-risk or complex procedures.

4. Work Together as a Team

■ Peer Checking / Peer Coaching:

Peers check each other’s work and are willing to be checked!

Look out for your team members:

- Offer to check the work of others
- Point out work conditions (hazards) your team members might not have noticed
- Point out unintended slips and lapses

Use the safety phrase “Thanks for saying something.”

Peers coach each other by encouraging safe/reliable behaviors five times as often as correcting an unsafe behavior.

- Be willing to give feedback to others. And be willing to have others give feedback to you.
- Provide feedback based on observations.
- Use the “lightest touch” possible.
- Thank each other for doing things right.

5. Speak Up for Safety:

■ CUSS (Concerned, Uncomfortable, Scared, STOP):

Escalate using CUSS and chain of command (use the lightest touch possible)

If you don’t know your chain of command, ask your manager.

I have a **C**oncern ...
I am **U**ncomfortable with ...
I am **S**cared about ...
Stop – this is a safety issue
If no success, use chain of command.



■ **Report Problems, Errors and Events:**

When We Should Report	How We Should Report
When a process problem is identified or if you see the potential for an accident waiting to happen	Share with department manager and/or call x1SAFE or email safety@mwhc.com
When an error or mistake has happened	1. Share with department manager and/or call x1SAFE or email safety@mwhc.com
After the occurrence of an event	

Your Role

1. Commit to memorizing the five (5) MWHC safety behaviors and tools.

They are simple ideas, but we need to create a common language around safety and reliability to reduce human errors and the possibility of harm.

2. Turn them into practice habits.

Collect and share safety success stories – sometimes referred to as a “great catch” – when you see them, catch errors or prevent harm.

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