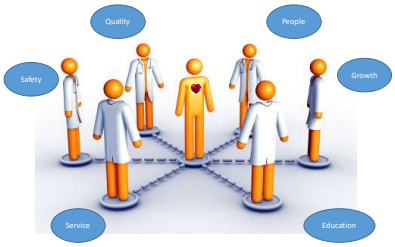
Right Things / Right Reasons

Where Safety and Service Intersect



Chuy Ramirez
May 6, 2022

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Experience Rooted in
Total Quality Management

US Navy

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The premise:

When things go right, good things happen.

So, when should things go right?

In Healthcare it's:

- Every Person
- Every Interaction
- Every Time

Always!

3

Objectives:

Improve patient safety, reduce medical errors, and maximize the quality of health care by cultivating a

Culture of Engaged Employees

who:

- Assist in developing strategies that prevent or minimize errors.
- Focus on Risk Management and Patient Safety.
- Exemplify behaviors that maximize safety and service.

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WHY

The need to infuse quality and safety into great customer service by itself proclaims their importance. Patients *trust* that all of our processes are generated through excellent quality and safety practices.

We should never allow poor quality or unsafe standards to jeopardize the patient experience, not solely because of the negative outcomes and reactions, but more importantly because our patients deserve the best care we can provide and that level of care should first and foremost *always* heed to quality and safety.

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Today

Health care workers throughout the country are doing their best; to the best of their knowledge . . .

. . . are they doing it right and for the right reasons?

6

Inspired	Motivated
Heart *OR* Mind	Heart *AND* Mind

7

en•gage•ment

An individual's cognitive, emotional, and behavioral connection with an organization's mission, vision, and values.

A personal investment that manifests in positive effort, ownership of, and enthusiasm for attaining organizational goals.

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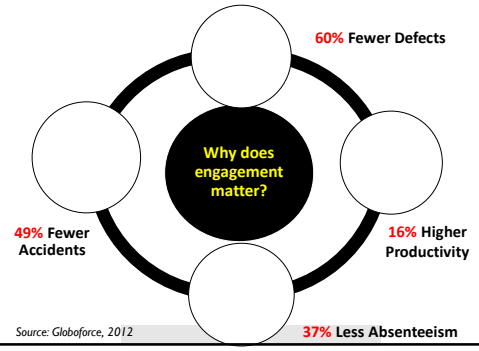

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DISENGAGED EMPLOYEES Cost Companies

$500 BILLION

In Lost Productivity!

Source: Gallup, 2013

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"Make a mistake once, and it's a mistake.

Make the same mistake again and it's a fault in your procedures.

Make the same mistake a third time and it's a habit!"

Author Unknown

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Our Error Prevention Toolkit

I commit to the following . . . **Safety Behavior Expectations**	*By practicing the following . . .* **Error Prevention Tools**
Pay Attention to Detail	• Self-Checking Using STAR: **S**top **T**hink **A**ct **R**eview
Communicate Clearly	• 3-Way Repeat Back and Read Back • Phonetic and Numeric Clarifications • Ask Clarifying Questions
Handoff Effectively	• Use **SBAR** to handoff: **S**ituation **B**ackground **A**ssessment **R**ecommendation
Speak up for Safety	• Question and confirm • Escalate Safety Concerns when necessary by saying "Before we go any further, I need some clarity…"
I Got Your Back	• Cross Check • Coach Each Other

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Pay Attention to Detail

What should we do?

Focus our attention before we act

Why should we do this?

- To avoid unintended slips or lapses
- To reduce the chance that we'll make an error when we're under time pressure or stress

Error Prevention Tools:

Self Checking *using* STAR (Stop Think Act Review)

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Self Checking Using STAR

Stop

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

Think

Visualize the act and think about what is to be done

Act

Concentrate and perform the task

Review

Check for the desired result

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Count the F's

Read this sentence:

FINISHED FILES ARE THE RESULT OF YEARS OF SCIENTIFIC STUDY COMBINED WITH THE EXPERIENCE OF YEARS.

Count the F's one time and one time only – DO NOT go back and count them again.

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Add the numbers…

Add the numbers. Say your answer as a group:

+ 1000
+ 40
+ 1000
+ 30
+ 1000
+ 20
+ 1000
+ 10

17

And the answer is . . .

5000 ?

or is it…

4100 ?

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Let's Check It Out…

+ 1000
+ 40 = 1040
+ 1000 = 2040
+ 30 = 2070
+ 1000 = 3070
+ 20 = 3090
+ 1000 = 4090
+ 10 =

4100

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The Power of the Pause

Say the color…

YELLOW	GREEN	RED	ORANGE
BLACK	RED	YELLOW	PURPLE
RED	RED	GREEN	ORANGE
GREEN	BLUE	BLACK	YELLOW

Source: Stroop, J. R. Studies of interference in serial verbal reactions. *J. Exp. Psychol.*, 18:643-662, 1935.

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Communicate Clearly	• 3-Way Repeat Back and Read Back • Phonetic and Numeric Clarifications • Ask Clarifying Questions

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Communicate Clearly

What should we do?

Ensure that we hear things correctly and understand things accurately

Why should we do this?

To prevent wrong assumptions and misunderstandings that could cause us to make wrong decisions

Error Prevention Tools:

3-Way Repeat Backs & Read Backs
Clarifying Questions
Phonetic & Numeric Clarifications

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German Coast Guard

Communicate Clearly

Video

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3 – Way Repeat Back

When information is transferred... **Use 3-Way Communication!**

1. **Sender initiates** communication using Receivers Name. Sender provides an order, request, or information to Receiver in a clear and concise format.
2. **Receiver acknowledges** receipt by a repeat-back of the order, request, or information.
3. **Sender acknowledges the accuracy** of the repeat-back by saying, **That's correct!** If not correct, Sender repeats the communication.

Train our ears to listen for "**That's Correct!**" – it's a codeword for "we understand each other"

A Safety Phrase:
"Let me **repeat that back**..."

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3 – Way Repeat Back

3 – Way Repeat Back
In Action

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3 – Way *Read* Back

The same thing as a 3-Way Repeat Back, BUT…

. . . receiver ***writes*** the information,
request or order and ***reads*** it back.

Don't rely on your memory…

. . . write it whenever you receive critical information
that might be difficult to remember.

This is *so critical* that The Joint Commission requires this for communication of critical test results, verbal orders and telephone orders.

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Ask Clarifying Questions

Ask one to two clarifying questions:

- In all high risk situations
- When information is incomplete
- When Information is not clear

Asking clarifying questions can reduce the risk of making an error by 2½ times!

We can foster a culture of critical thinking by encouraging questions.

An IH Safety Phrase:
"I have a clarifying question…"

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Phonetic Clarifications

For *sound alike words or letters*, say the letter followed by a word that begins with the letter. *For example:*

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

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Numeric Clarifications

For *sound alike numbers*, say the number and then speak each digit of the number. *For example:*

15…that's one-five
50…that's five-zero

425…that's four-two-five
4 to 5…that's the range four dash five

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Handoff Effectively	• Use **SBAR** to handoff: **S**ituation **B**ackground **A**ssessment **R**ecommendation

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SBAR

When should we practice this behavior?

- When we are communicating important information
- When turning responsibility for a patient, project, or task to another individual

Error Prevention Tool: SBAR

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SBAR Briefing Format

Situation: The headline (*Who/What you're calling about, the immediate problem, your concerns*)

Background: What do you know? *(Review of pertinent information: environment, procedures, patient condition, employee status, etc)*

Assessment: What is happening now? (*Your view of the situation: "I think the problem is…" or "I'm not sure what the problem is"; Urgency of action: "the situation is deteriorating rapidly - we need to do something"*)

Recommendation: What is next? (*Your suggestion to or request of the other person*)

Always check to see if either party has any questions?

Don't Forget – "Say the Word"!

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Our Error Prevention Toolkit

I commit to the following . . . **Safety Behavior Expectations**	*By practicing the following . . .* **Error Prevention Tools**
Speak up for Safety	• Question to confirm • Escalate Safety Concerns

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Speak Up for Safety

What should we do,
if something doesn't look right,
sound right, or feel right……

Why?

- Reduces the chance that we'll make a mistake in a high-risk situation
- Helps ensure that work activities are stopped when uncertain and unsafe conditions are identified

Error Prevention Tools:

Question and Confirm
Escalate Safety Concerns

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Question and Confirm

Question: Does it make sense to me?
Does it Fit with what I know?
Is it what I expected to see?

Confirm: Check it with an
independent, expert source

Its not just about asking questions –
Its about ***questioning*** the ***answers!***

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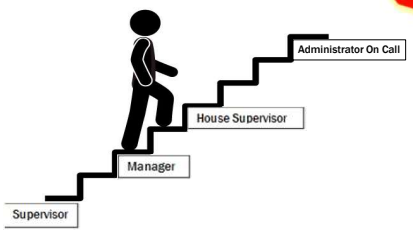
Escalate Safety Concerns

- Anyone in the organization should have the authority to STOP THE LINE any time that an immediate threat (real or perceived) to patient or staff safety is identified.



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I commit to the following . . . **Safety Behavior Expectations**	*By practicing the following . . .* **Error Prevention Tools**
I Got Your Back	• Cross Check • Coach Each Other

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I Got Your Back

What should we do?

Watch out for each other to prevent someone from making a mistake.

Why should we do this?

- Help maintain situation awareness
- It's a way of watching out for each other
- To keep a colleague from being unsafe

Error Prevention Tools:

Cross Check & Coach Each Other

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Cross Check

Individual reliability is limited:
1 defect per 1,000 opportunities

Cross Checking multiplies the error probability:
0.001 x 0.001 =
1 defect per million opportunities

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What Does Good and Bad Cross Checking look like?

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Coach Each Other

Encourage and praise others when they use safe and productive behaviors

Discourage unsafe behaviors by educating

Good Peer Coaching:

- 5:1
- Use the "lightest touch"
- Talk with supervisor for difficult cases

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Communicate Well with Each Other

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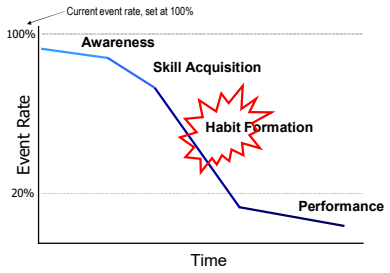
Goal: Zero Event of Harm



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Make Safety a Habit

It takes **21** days for a behavior to become a habit.

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Engaged Healthcare Workers

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Purpose
Trust
Communication
Attitude

The Behaviors

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Purpose

When is it important?

- It's the reason we've chosen to do this . . . why we exist
- Inspiration and motivation

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Trust

When is it important

- Self – Establishes Credibility
- Relationship Trust – Thrives on Consistent Behavior
- Organization – Alignment
- Social - Contribution

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Communication

When is it important?

- With my organization
- With my team

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"The single biggest problem in communication is the illusion that it has taken place."

George Bernard Shaw

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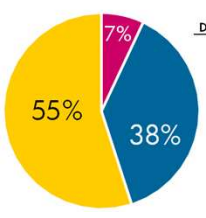

Dr. Albert Mehrabian's 7-38-55% Rule

Elements of Personal Communication

- 7% spoken words
- 38% voice, tone
- 55% body language

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Accountability

When is it important

- How do I hold my teammates accountable?
- How do I hold myself accountable?

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"I am a big believer in the mirror test. All that matters is if you can look in the mirror and honestly tell the person you see there, that you've done your best."

John McKay

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Attitude

When is it important?

- Who chooses my attitude?
- When is the choice made?

"Excellence is not a skill, it's an attitude."

Ralph Marston

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3 Drivers

- Character

➢ How we operate natural

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3 Drivers

- Integrity

➢ What you do when no one is looking

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3 Drivers

- Humility

➢ It's not thinking less of yourself; it's thinking of yourself less!

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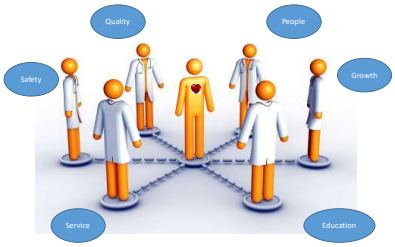

Chuy Ramirez
May 6, 2022

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