**High Reliability – Safety First**

**Guidance During COVID-19**

CommonSpirit Health is committed to improving patient experience, safety and quality. During this unprecedented time, information can become overwhelming and it is natural to create shortcuts or ignore internal alarms. In order to help reduce the likelihood of injuries and patient harm, we are highlighting resources for managing the unexpected (offered by Press Ganey) and supporting organizational operations during a disaster.

**ON DEMAND WEBINARS**

The webinars (each 15 to 20 minutes long) are led by a Press Ganey expert and include a quick reference guide summarizing the content for those with limited time.  The first three topics are as follows:

1. [Applying High Reliability Operating Principles in Crisis:](https://pressganey.wistia.com/medias/03g3vybde0?elqcst=272&elqcsid=2244) Optimizing daily check-ins, huddle management, leader rounding, and protocol checklists
2. [Staffing Strategies in High-Demand and Emergent Situations:](https://pressganey.wistia.com/medias/djkby1dwlq?elqcst=272&elqcsid=2245) Educating people working outside of their comfort zone, a take-home staffing and rotation tool, and integrating emergent management situations
3. Creating [Acute Care](https://pressganey.wistia.com/medias/6ru8gelyu9?elqcst=272&elqcsid=2244) and [Ambulatory](https://pressganey.wistia.com/medias/4h0knaa7c0?elqcst=272&elqcsid=2245) capacity in emergent situations for bed placement and discharge, protocols for clearing and placement of patients on precautions

**HIGH RELIABILITY TOOLS FOR STAFF**

The following key principles can be incorporated into your daily huddle whether you have been through High Reliability/SafetyFirst training or not. The tools help teams add focus in a time of need and promote having a questioning attitude when encountering scenarios that don’t make sense. They are:

1. **Being attentive to detail:** In times of crisis we can easily overlook key performance activities that increase the risk of near-misses or adverse events. Remind staff that while performing an activity they have not performed in a while, or an activity that requires focus, to use **STAR - Stop, Think, Act & Review**. The initial pause (Stop) decreases the chances of making an error significantly. This can take place at any time, for anyone in the organization; whether it’s during an admission, calling a time-out or disinfecting a room after a patient has moved.
2. **Having a questioning attitude:** Encourage the staff to call upon theirinternal sensors when, “something doesn’t feel right,” and in fact, pause to reflect on the information at hand; noting if the information is logical or is there a lurking problem. During these times, encourage double checks to ensure accuracy or call upon a colleague who is a subject expert to seek clarification. Remind staff, if these options don’t resolve the feeling of unease or confusion, they should escalate the concern up the chain of command for resolution.

**HIGH RELIABILITY TOOLS FOR LEADERS**

During the leadership huddle or debrief, it is important to make everyone aware of what has happened or what is foreseen to happen and develop an action plan to prevent those circumstance from reaching staff or patients. One way to do this is to look back and look ahead.

First, address what happened yesterday (the last 24 hours) and then, what could happen in the future (next 24 hours). This activity helps to promote situational awareness during and emergency or events that can impact safe operations. The following list can be discussed when looking back and ahead.

* Situational update: current information and recommendations from local and national authorities, restrictions, etc.
* Employee health and wellbeing: known exposures, precautions, etc.
* Equipment and supplies: availability, shortages, usage rates of available supplies, etc.
* Patient and community management: triage and treatment protocols, visitor management and restrictions, elective procedure cancellations, etc.
* Communication: answer the question, “*What key messages need to be communicated to staff, patients, and families and how will those messages be delivered?”*

**Check-ins:** Check-ins are not limited to once a day, even occurring during the night, because the COVID-19 pandemic is a fluid situation and rapidly changing. Utilizing closed loop communication is essential to ensure that the problems are handed off to the appropriate person or group to manage the problem. Using a dynamic, Top Ten List to track the movement of current problems - to solved issues, is a great way to keep track.

**Shift huddles:** Shift change offers an opportunity for oncoming staff to discuss safety issues (looking back and ahead). Departments should also maintain an updated communication board with the newest relevant information. A shift huddle is a time to:

* Communicate updates from leaders
* Review any safety, staffing, equipment or resource concerns
* Review any policy, procedures or protocols that might have changed in the previous shift or needs refreshing

**ADDITIONAL RESOURCE**

Additional information and resources for managing COVID-19 with High Reliability can be found [HERE](http://secure.p01.eloqua.com/e/f2.aspx?elqFormName=2020-COVID-19Blind&elqSiteID=1771&emailAddress=donna.diamzon%40dignityhealth.org&elqTrack=true).

For additional information on High Reliability - SafetyFirst or questions regarding this communication, please contact Austin Peterson or Winnie Stump. Thank you for providing safe care to our patients.

Austin Patterson RN, BSN, MBA-HCM Winifred Stump, BSN, RN, MS, CPPS, CHSP

System Director, Patient Harm Prevention System Director, High Reliability Organization

Patient Safety, National Office Patient Safety, National Office

[austin.peterson@dignityhealth.org](mailto:austin.peterson@dignityhealth.org) [winniestump@catholichealth.net](mailto:winniestump@catholichealth.net)