

Everyone on Board: The High Reliability Journey at Boston Children's Hospital

Presented by:

Jonathan Finkelstein, MD, MPH, SVP, Chief Safety and Quality Officer

Marcie Brostoff, MS, RN, NE-BC, Associate Chief Nurse, VP Patient Care Services

Sue McCarthy, Family Advisory Council Member, Patient Parent



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TEACHING HOSPITAL

Our Care, Our Team

#1 ranked children's hospital by
U.S. News & World Report

404 licensed beds

258 specialized clinical programs

710,000 outpatient and ER visits

25,000 inpatient, observation visits

15,000 total staff

1,200 physicians and dental staff

2,000 nurses

Pediatric Patient Safety Challenges

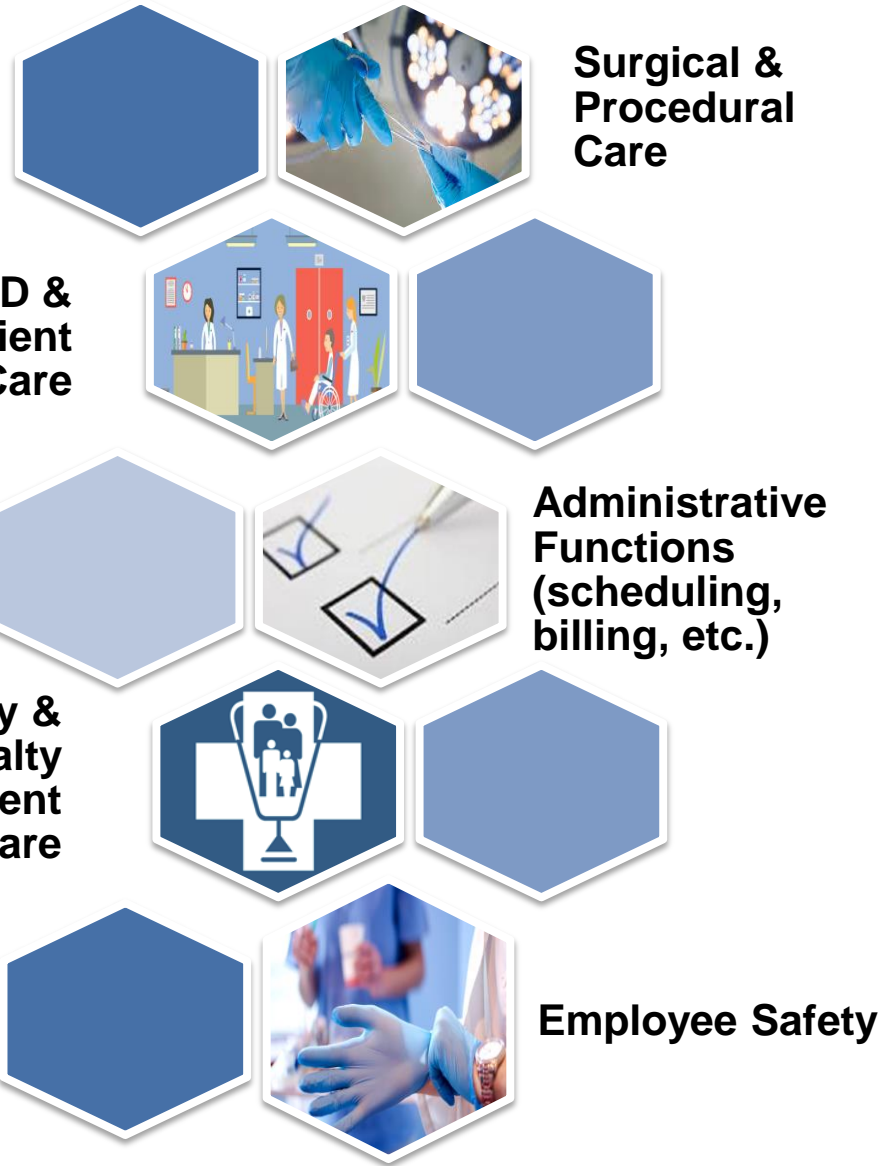
- Care from infant to young adult
- Highest complexity patients often have rare conditions requiring highly specialized care
- Almost all medications require individualized dosing and preparation—many “off-label” for children
- Specialized equipment varies with age
- Electronic health records and decision support not as well developed for pediatric care



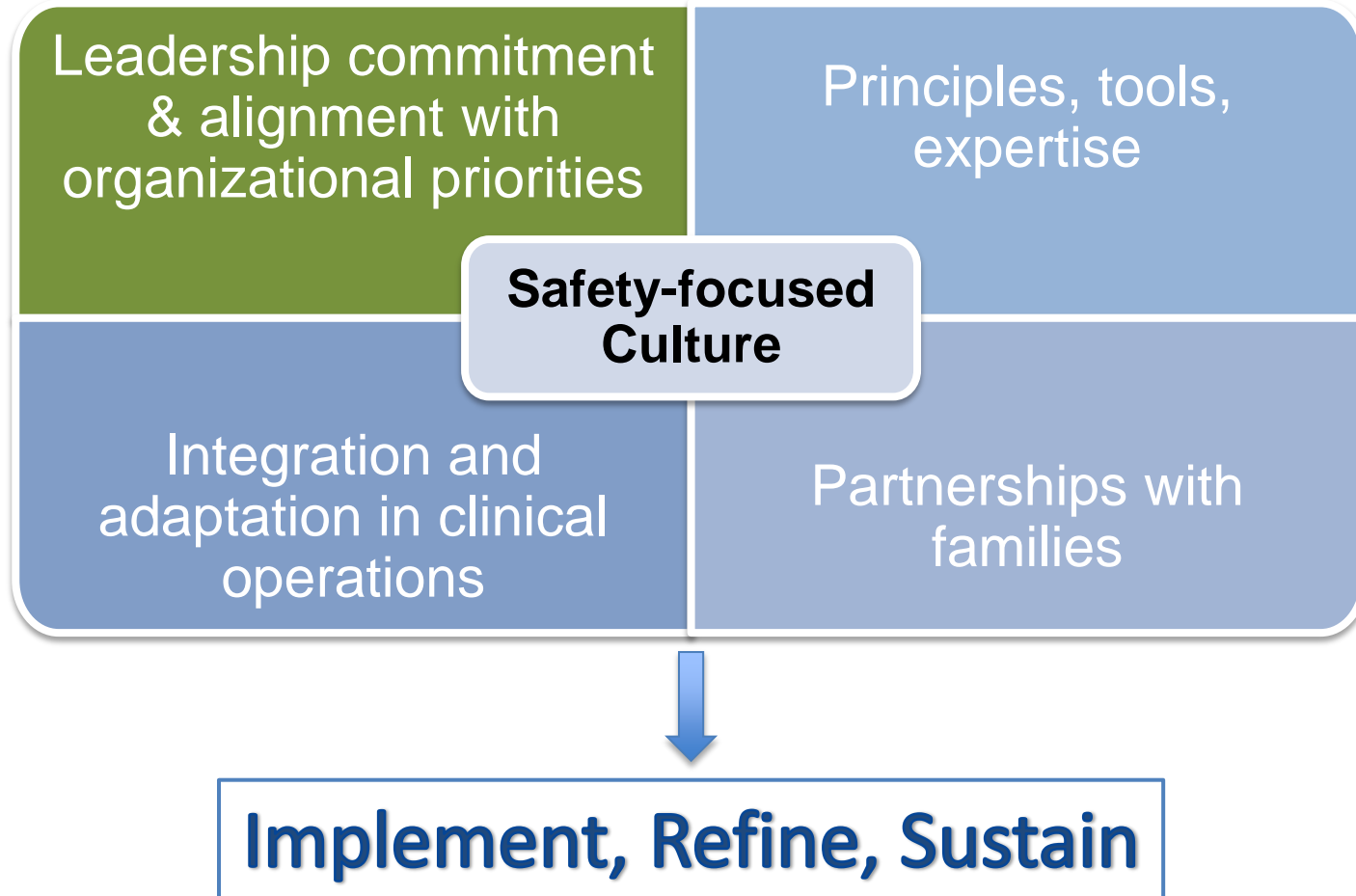
Our Goal

High Reliability practices permeate the entire system to create a cohesive and consistent *Environment of Care*

AT BOSTON CHILDREN'S HOSPITAL
EVERY MOMENT MATTERS



Culture as an Emergent Property

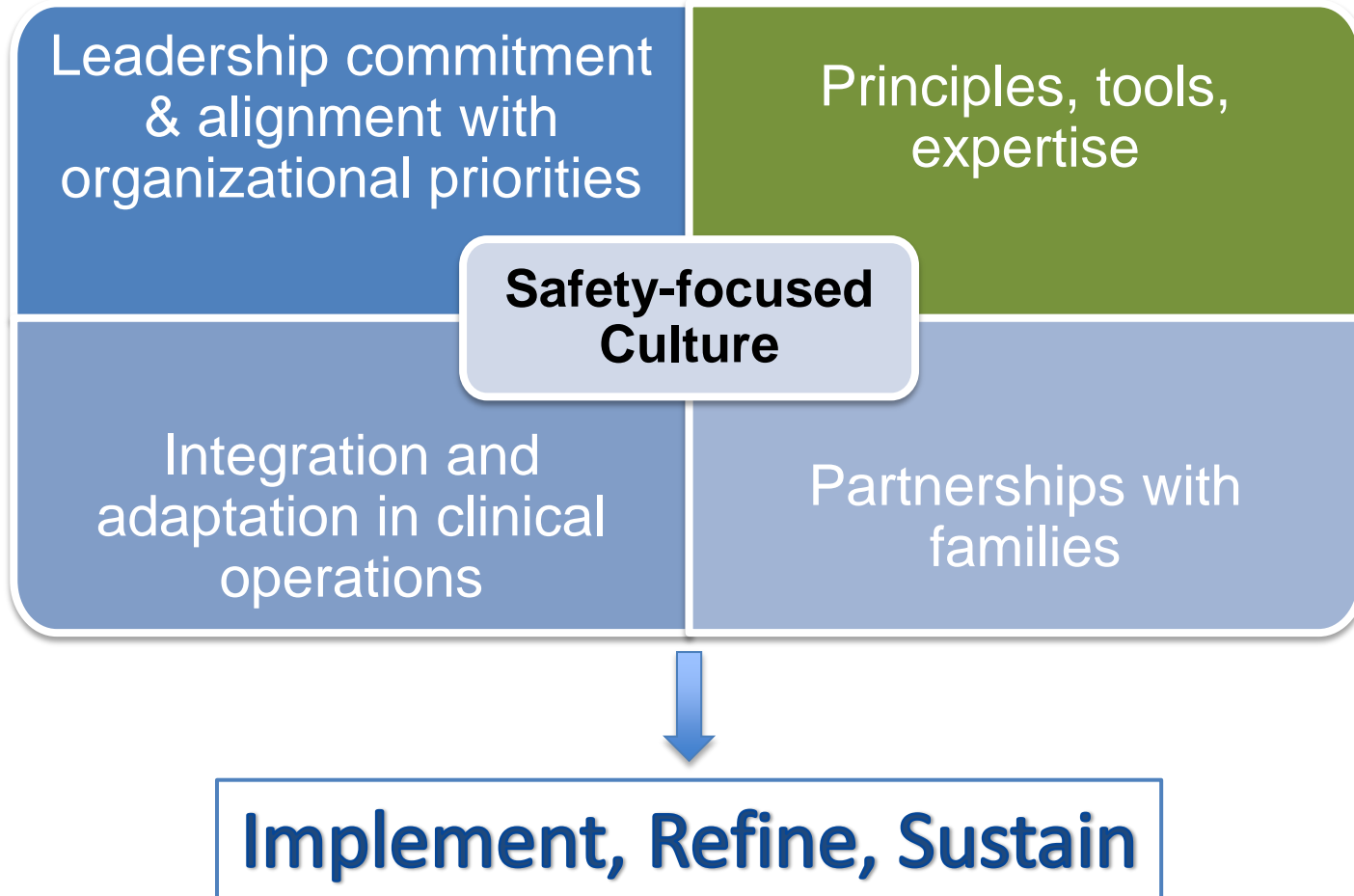


Leadership Commitment & Alignment with Organizational Priorities

- **Leadership oversight and coordination**
 - Weekly Senior Clinical Leadership meeting focused on quality and safety issues and initiatives
 - Regular, structured bi-directional engagement on patient and staff safety with:
 - Medical Staff Executive Committee, Patient Care Assessment Committee (Board Quality Committee) and Board of Trustees
- **Functions coordinated centrally (Program for Patient Safety and Quality)**
 - Event reporting, review, and institutional response
 - Clinical regulatory compliance
 - Coordination of regional and national collaborations
 - For example: Solutions for Patient Safety– 130 children’s hospitals
 - Enterprise-wide QAPI priorities and projects



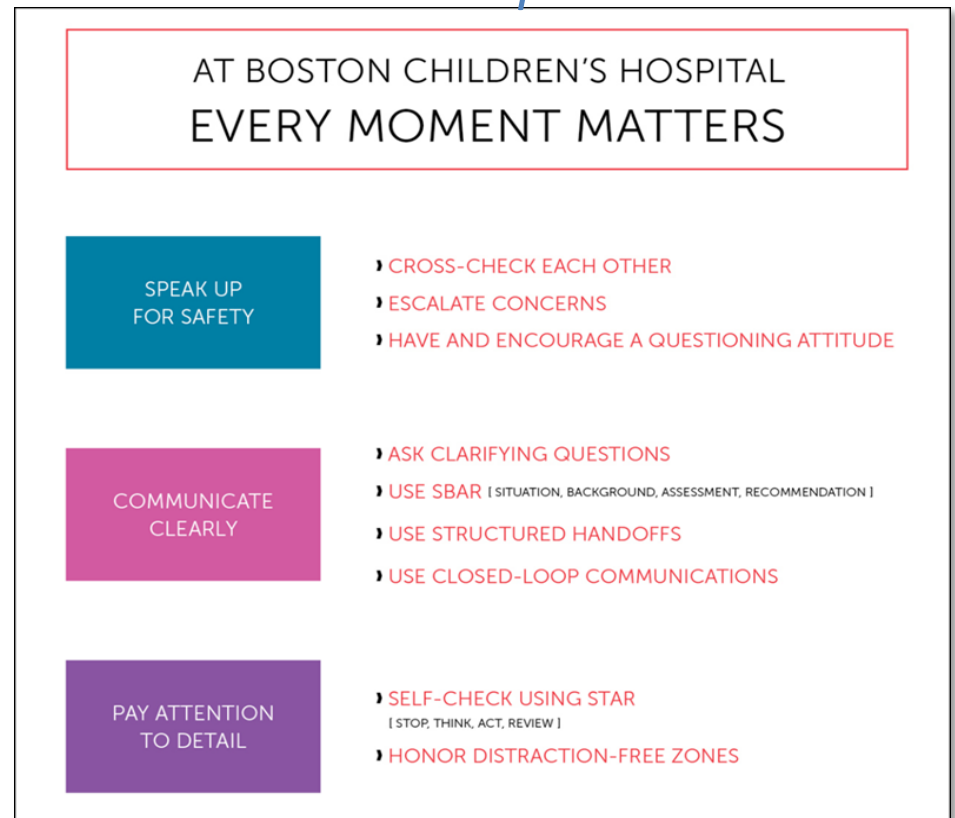
Culture as an Emergent Property



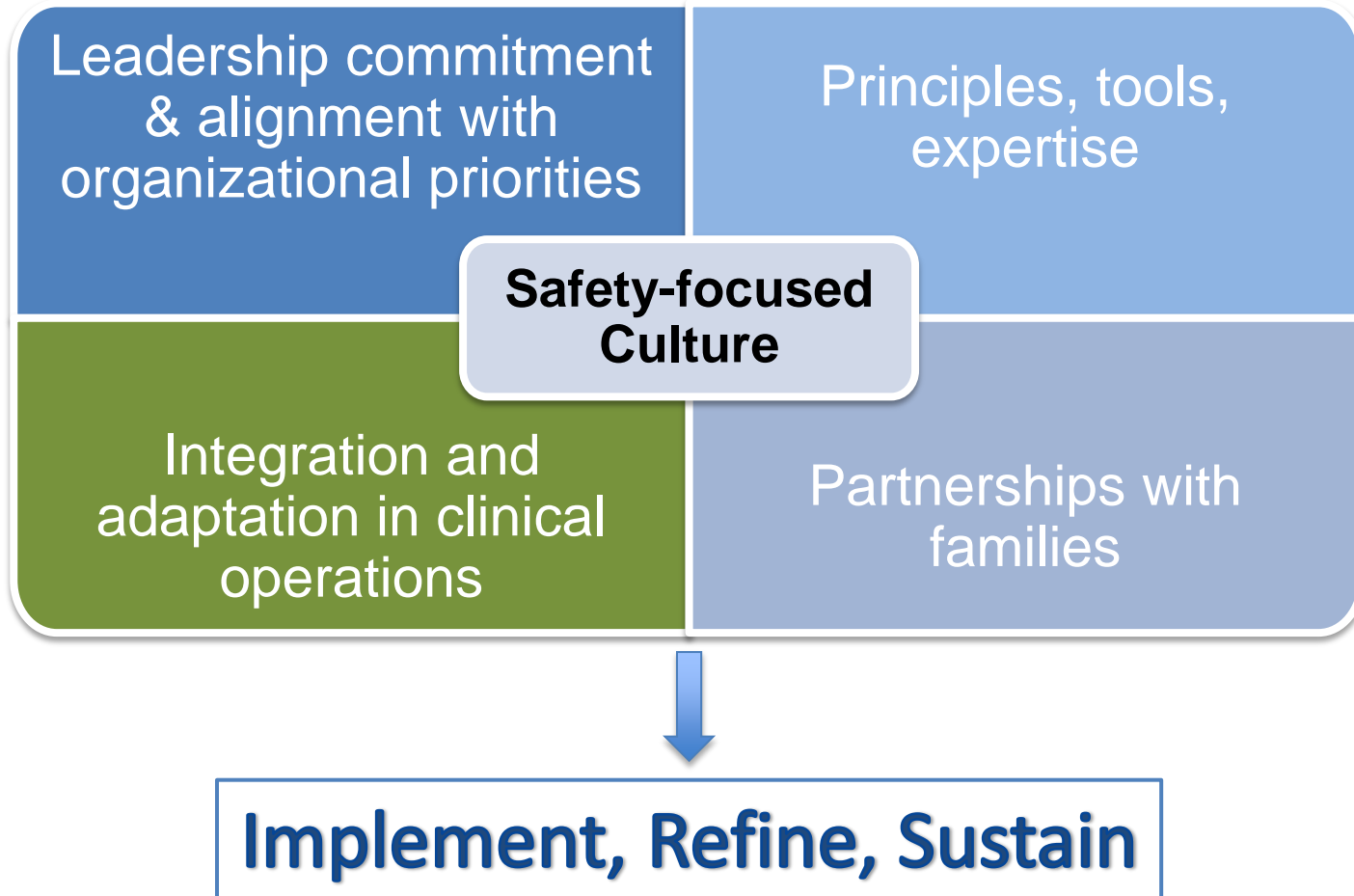
Principles, Tools, Expertise

- HPI (now Press-Ganey) engaged in 2015 for hospital-wide training in High Reliability Organization (HRO) principles, adapted for BCH
- Cascaded by volunteer trainers to all 15,000 employees

The pillars of HRO at Boston Children's Hospital



Culture as an Emergent Property



Integration of HRO Principles in Clinical Operations



Expanded Daily Operation Briefing



Introduction of safety stories to keep safety “top of mind” celebrate good catches, and learn from system failures



Enhanced structured process for event review and root cause analysis



Senior leadership bi-weekly “rounding to influence” across the organization



Integration of performance improvement methods to prevent safety events

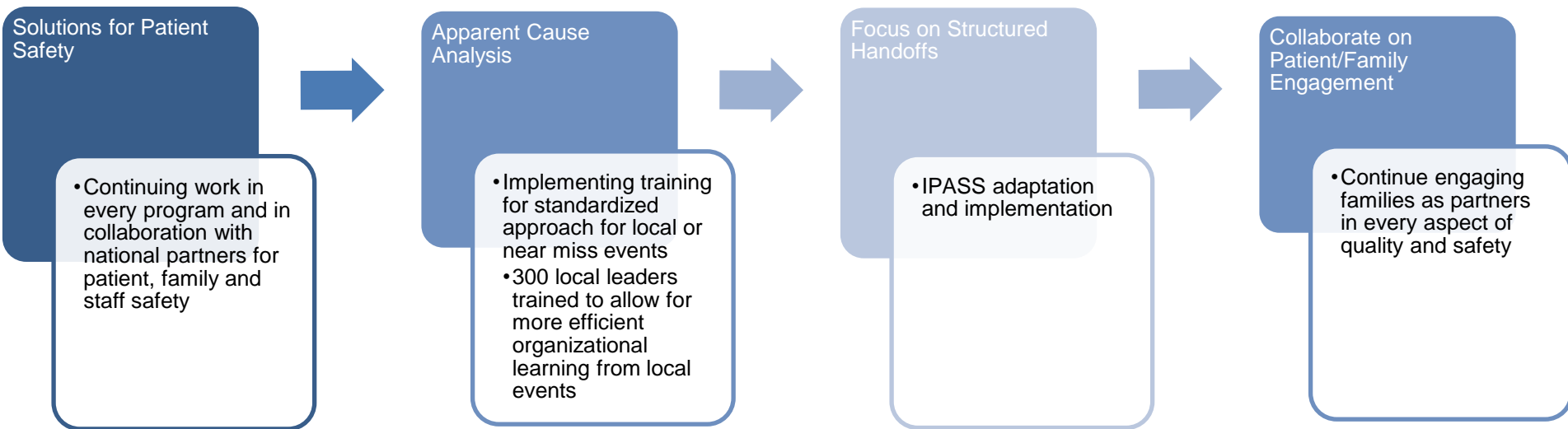


Distributed Capacity in all Units and Departments

- Nursing Quality Program focuses on nursing core metrics, National Solutions for Patient Safety, unit based measures, and high-risk interventions (as needed)
- Clinical program expertise
 - Quality “triads” (MD, RN, QI Coordinator)
 - Annual Quality Management Plans shared with hospital leadership include:
 - Quality (outcome and process) measures
 - High priority program-specific performance improvement initiatives



A Journey, Not a Destination: Current Work



Success Stories



As we developed Patient and Family Centered I-PASS, it became abundantly clear that there would be no Patient and Family Centered I-PASS without families. Families were so enthusiastic about participating... Ultimately, they were integrated into every one of our working groups for the project. They transformed our work. Without their input, I have no doubt that we **would not have seen the 38% reduction** in harmful medical errors that the 7 participating hospitals experienced with our intervention. Working with them brought home for me in an unforgettable way the **critical importance of truly engaging families** in our efforts to improve patient safety.

Christopher P. Landrigan, MD, MPH, SFHM
Chief of General Pediatrics, Boston Children's
Hospital

Founder and Board Member of the I-PASS Institute
Principal Investigator: I-PASS Study Group



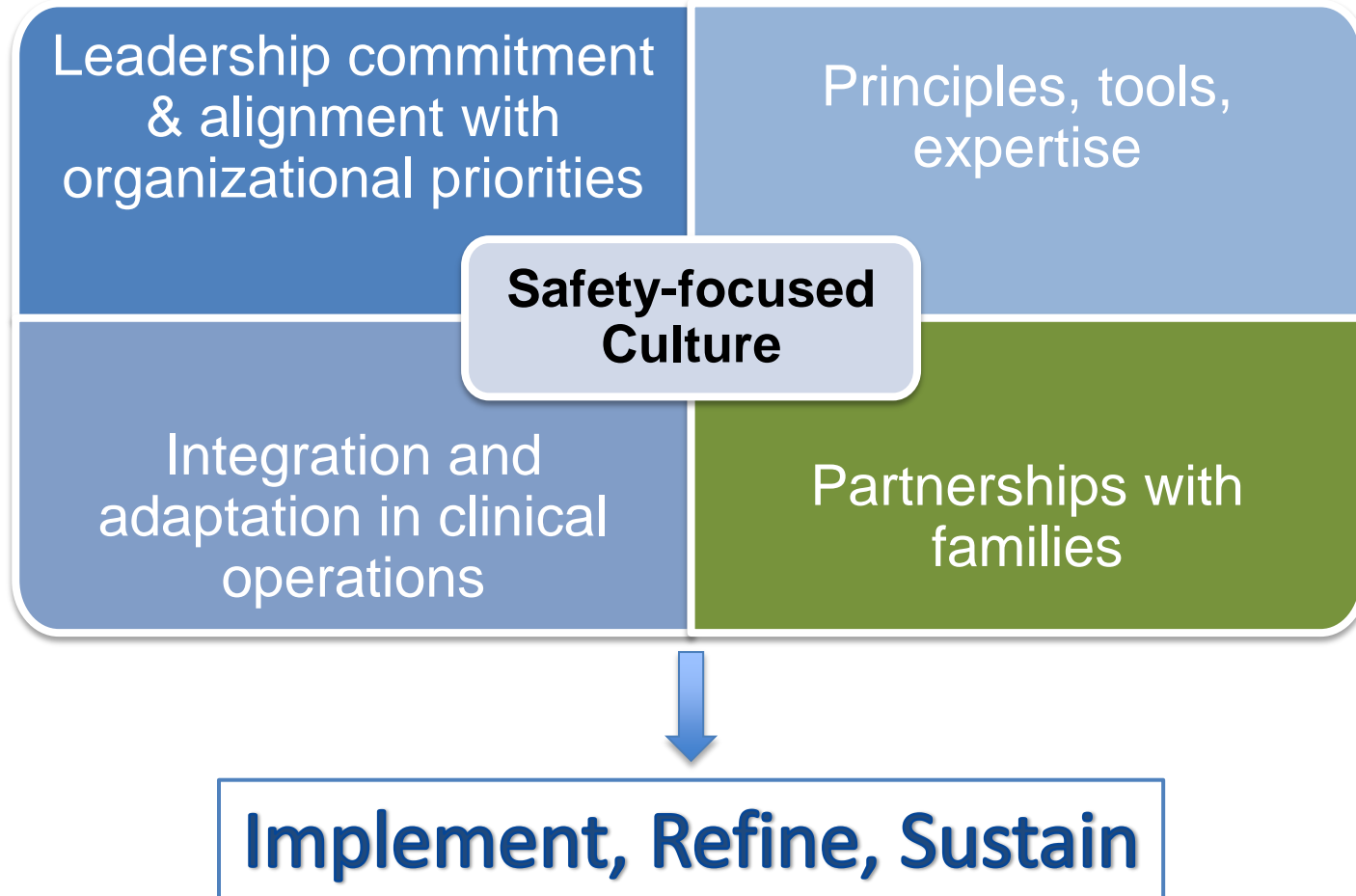
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Culture as an Emergent Property



History of Supporting Families



1982

- Family Advisory Council

2002

- Teen Advisory Council

2015

- Family Advisory Council Members join HRO core team
- Hale Family Center for Families opened

2017

- FAC Co-Chair presents to the Board
- FAC Seal of approval launched

2019

- Specialty FAC alignment

1988

- Family Resource Center

2007

- Exceptional Care Exceptional Service

2016

- Family Partnership Coordinators
- Family joins PCAC, Safety Governance Committee

2018

- Patient and Family Safety Resource workgroup formed



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2018 Family Partnerships by the Numbers

council membership



employee outreach

3,400
EMPLOYEES
have been reached by us through
speaking engagements

*8,359 employees reached since February 2016



family involvement

98
FAMILY
ENGAGEMENTS/
OPPORTUNITIES/
COMMITTEES



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Family Involvement in Safety Today



Family Involvement in Safety Today

Family member appointment on **Patient Care Assessment Committee**

(sub-committee of the Board)



Multiple families involved in **HRO** efforts



Families invited to participate in **Apparent Cause Analysis**

Families participating in 16 **HACs/SPS** initiative committees



Family appointments to **Nursing Shared Governance** Committees



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Success Stories



“Integrating a family member into our shared governance structure has been a turning point in our efforts to provide family-centered care. It’s no longer us/them, staff/family members, instead it’s a true partnership committed to improving patient care.”

Julie Cronin, MBA, RN, CCRN, CPHQ
Professional Development Specialist |
Quality and Professional Practice
Clinical Education and Informatics
Boston Children’s Hospital



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A Parent's Journey as a Partner in Safety

Sue McCarthy
Family Advisory Council Member



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One Family's Impact on Safety

HRO Efforts

**HACs / SPS
Initiatives**

**Nursing
Shared
Governance**

Other

**HRO
training
curriculum
for staff**

**HRO
hand
washing
video**

**Central
Line
Associate
d Blood
Stream
Infections
(CLABSI)**

**Catheter
Associate
d Urinary
Tract
Infections
(CAUTI)**

**Quality,
Practice &
Outcomes
Council**

**Panelist:
Safety
Forum**



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Videos for Staff

Scenario-based training videos

- Infection control
- Patient Identification
- Medication Reconciliation
- Drug Reaction

Patient and Family High Reliability Partnership: Infection Control
3:54

Demonstration and reflection of partnering with patients and families in safety and high reliability tools and principles.



NOW PLAYING

A High Reliability Organization (HRO) is an enterprise-wide commitment to focus on:
Error prevention
Transparency
Situational Awareness

PATIENT AND FAMILY HIGH RELIABILITY PARTNERSHIP: INFECTION PREVENTION AND CONTROL

PATIENT AND FAMILY HIGH RELIABILITY PARTNERSHIP: MEDICATION RECONCILIATION

Boston Children's Hospital Patient and Family High Reliability Partnership Overview

Patient and Family High Reliability Partnership: Infection Control

Patient and Family High Reliability Partnership: Medication Reconciliation



Teamwork Benefits Everyone

Being “The New Kid”

Staff and leadership, at first, seemed unsure about having family at the table

Staff quickly saw that I was not a threat, but instead a partner who respected the work being done, and embraced family perspective

I am a True Partner

Included in discussions

My insights, feedback and perspective are valued

I appreciate, respect, and listen to the other voices in the room

Everyone Wins

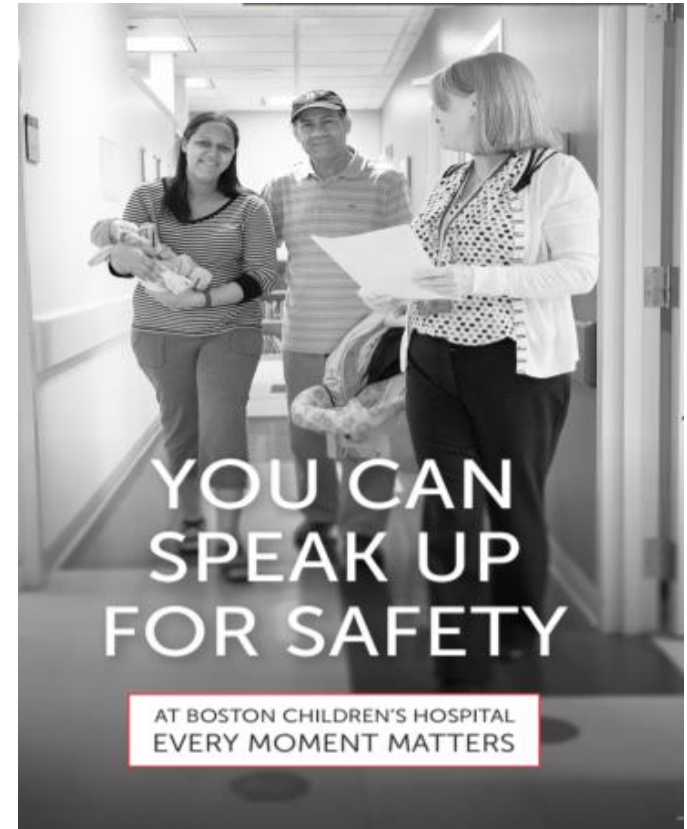
As a patient parent and team member, having a voice, sharing, and being listened to means so much!

The committee and team can enhance their work by incorporating patient/family perspective



What is the Patient Family Safety Resource?

- A way to **encourage families** to speak-up with questions or concerns
- Emphasizes the **importance of speaking-up** for safety
- Co-designed with families to distill **HRO concepts** into a framework for patients and families
- Staff to create a **safe environment** for parents and patients to speak up



Why are we doing this?

- To continue and reinforce the enterprise-wide commitment to becoming a High Reliability Organization (HRO)



Reinforce
HRO
principles

- To enhance communication with parents, patients, and team
 - Use collaborative communication techniques to elicit and respond to patient and family participation in care



Communicate
clearly

- To inform families of the family resources available at BCH



Inform
of resources

- So patients and families understand they are an essential part of the care team and can help to avoid preventable errors



Partner
with families



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Patient Family Safety Resource

BOSTON CHILDREN'S HOSPITAL is committed to being a **High Reliability Organization** that provides the safest care possible to you and your child. Our goal is to eliminate preventable harm from our patients, families, staff and visitors.

You know your child best. That's why we are inviting you to partner with us in practicing our three key safety behaviors. Help us:

- SPEAK UP FOR SAFETY**
- COMMUNICATE CLEARLY**
- PAY ATTENTION TO DETAIL**

1

SPEAK UP FOR SAFETY

If you see or hear something that doesn't make sense to you, or if something worries you, please speak with any member of your child's care team (care team means your child's doctors, nurses and other care givers).

Never be afraid to **raise a concern** or **ask your questions**.

Share your concerns with us right away, so we can do our best to address them quickly.

2

COMMUNICATE CLEARLY

Information about your child's care should be **clear** and **complete** for all involved.

Any question you have about your child is important, and you can help us to communicate clearly. **Keep asking questions until you understand the answers.**

Use the phrase **"Can you help me understand?"** so we know that you need more clarification.

3

PAY ATTENTION TO DETAIL

To prevent errors from happening, your child's care team needs to be able to completely focus without any distractions when working on certain tasks for your child or another child.

You may see a member of the care team working in a **Distraction Free Zone**, to limit distractions. We ask that you not interrupt while these important tasks, like preparing medications, are being completed in the distraction free zones.



TOGETHER, WE CAN PROVIDE THE SAFEST CARE TO YOU AND YOUR CHILD.

You are an important member of your child's care team. Help us:

- SPEAK UP FOR SAFETY**
- COMMUNICATE CLEARLY**
- PAY ATTENTION TO DETAIL**

We prioritize safety by making **Every Moment Matter.**

Developed and created in collaboration with the Boston Children's Hospital Family Advisory Council.

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For more information visit or email The Hale Family Center for Families at center.families@childrens.harvard.edu



HELP US SPEAK UP FOR SAFETY

AT BOSTON CHILDREN'S HOSPITAL EVERY MOMENT MATTERS



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What is the role of a Family Champion?

1. Provide a brief **warm welcome** to patients and families after admission
2. Explain to **families** that they **know their child best** and we encourage them to speak up if something doesn't seem right and to ask questions until they understand
3. **Share** helpful patient and family **resources**
4. **Inform** patients and families where they can direct clinical and resource related **questions or concerns**



Where are we now?

- Over **4,300 staff** have completed online curriculum
- **Approximately 80 people** serving as *Family Champions!*
- Family Champion teams are customized to the needs of a population
- **71% or 325** patients received a “warm welcome” within **48 hours of admission**
- Phased roll out:
 - ✓ Phase 1: All inpatient areas; English-speaking families (with the exception of: Behavioral Health Unit)
 - ❑ Phase 2: To all populations including other languages and international patients
 - ❑ Phase 3: ED & PACU



Targeted Outcomes & Success Measures

Safety Event Report System

Did the patient or patient's family member notify you about this event? *

Severity Levels: [Click here](#) for severity level definitions or hover over the value in the drop-down list.


Reported Severity Level *

Potential Severity Level *

Brief Factual Description: Accurately document the facts: what happened, how the event was discovered, changes to the patient's condition (if any), and patient care interventions (if any). Please strive for factual, clear descriptions, and avoid assumptions, blame, and the use of names in the description. You may use titles instead (i.e. Charge Nurse, Attending, RN, MD, etc.).

Descriptions are best when submitted in SBAR format if and when possible. Don't let these guidelines prevent you from submitting the event. *When in doubt, just submit.* [Click here](#) for examples.

Brief Factual Description *



- Staff will be more receptive and attentive to patients/families as experts in their own care
- Child HCAHPS measures and other patient experience scores will increase
- Safety events where patients/families are part of the identification will increase



Key Lessons for Supporting a Safety-Focused Culture

- *Identify your Goals: short, mid, long-term*
 - Capitalize on short-term goals: creates enthusiasm and momentum
 - Identify resources / time required to complete each goal
 - Prioritize attainable goals / strategize solutions for bigger goals (may need partners/buy-in)
 - Align with hospital goals and attain support of leadership
- *Identify and Recruit your Team*
 - Patients and families with relevant experience who can represent a larger population in a constructive manner (i.e., can see the bigger picture / no personal agendas)
 - Staff who value family partnerships and are willing to champion your cause
 - Create structure and expectations for team members



Key Lessons for Supporting a Safety-Focused Culture

- *Seek out and engage in partnership opportunities with patients and families*
 - Families can provide value across the organization
 - Integrating patient and family voices into the work at the beginning yields the most impactful and sustainable results
- *Focus on placing the right people “at the table” and be respectful of their time*
 - Make sure that the meeting content is relevant to, and will be enhanced by, a patient or family member participant
 - Always respect that a patient/family member volunteers their time and adjusts their family’s life to participate
- *Track your progress*
 - Data guides future efforts, creates validation of the work and leads to even more support from leadership and frontline staff



Contact Information

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Appendix



Staff Language

- Cross check
- Escalate concerns
- Have and encourage a questioning attitude

**SPEAK UP FOR
SAFETY**

Family Language

- Ask questions of care team
- Raise concerns if something doesn't seem right
- Your care team will encourage a questioning attitude

- Use SBAR
- Use structured handoffs
- Closed loop communication
- Ask clarifying questions

**COMMUNICATE
CLEARLY**

- Information needs to be clear, complete, and correct
- Keep asking questions until you understand the answers

- Use STAR
- Honor distraction free zones

**PAY ATTENTION
TO DETAIL**

- For your child's safety, honor distraction free zones but please feel free to ask questions when we are not in these zones



Family Champion Shift Details

- Shift Structure: ~**60 minutes total** 1X Week
 - **5 minutes** to gather materials/Ipad
 - **40 minutes** of conversation on the floor
 - **5 minutes** to drop any extra materials/Ipad
 - **10 minutes** to enter information in phone, Ipad, or computer



Family Champion Sample Script

INTRODUCTION

- Good morning. My name is ____ and I am an employee at Boston Children's. On behalf of BCH, I wanted to stop by for a few minutes to hello and let you know some information that might be helpful during your stay. It should only take 3-4 minutes.
- Is now a good time for a brief chat?

PATIENT/FAMILY SAFETY RESOURCE

- At Boston Children's we understand that you know your child best, so if something doesn't seem right to you, speak up, and let a member of your care team know. This Patient Family Resource (brochure) goes into more detail about why this is important to us here.
- We encourage you to ask questions until you understand. For instance, sometimes medical terms can be confusing, but your care team is here to ensure that great care is provided and that you understand the care plan.
- Most importantly, we want you to know that you are a partner with us in your child's care. If you see anything that might be a safety concern please tell your nurse.

FAMILY RESOURCES

- We also have numerous resources throughout the hospital that might be helpful for you to know about.
- Here is a brochure explaining a lot of what the Hale Family Center for Families offers.
- If you are unable to leave your child's bedside, Food Services will deliver a meal directly to your child's room and payment will be collected at the bedside. Simply dial 5-FOOD to place your order between 7am - 7pm.



Family Partnerships at Boston Children's

Coordinators



- Part-time position
- Coordinators all have children who are patients at Boston Children's
- Role is to represent the voice of families across the enterprise

Partners



- Parent: On-boarded family volunteers who attend monthly Family Advisory Council meetings and serve as members on other hospital committees/initiatives. Detailed bios of our advisors: <http://www.childrenshospital.org/patient-resources/family-resources/family-partnerships/family-advisory-council/fac-members>



- Teen: On-boarded patient and former patient volunteers, ages 14-22, who attend monthly Teen Advisory Council meetings and both lend their perspective to hospital wide initiatives as well as drive their own projects and initiatives across the enterprise

Advisors



- Family volunteers (who do not participate in full volunteer orientation process) who serve as online advisors through Yammer (www.yammer.com requires login with username and password), and may participate in one-off focus groups/initiatives



Our Family Partners in Action

- Examples of places where our families are currently partnering with employees:



Safety

- High Reliability
- Hospital Acquired Conditions (HACs) Committees
- Patient Care Assessment Committee
- Performance Improvement Committee



Education

- New Employee Orientation
- Service Excellence Training
- Resident Orientation
- Department Heads / Department Specific Meetings



Experience

- Access
- Building Projects (BCCB, Waltham, NICU, Greenspace art, etc.)
- Emergency Department Family Advisory Council
- Patient Experience Groups (inpatient, outpatient, ancillary)
- Patient Portal / Telehealth
- Senior Experience Leadership Committee

