Developing Highly Reliable Healthcare
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High Reliability Organisations

High Reliability Organising

"When people size up and act upon the unexpected before it escalates out of control" (Karl Weick)

'Total engagement in safe operations by all in the face of complexity and risk'

Gene Rochlin

Healthcare Challenges

- Complexity
- Tightly coupled processes
- Hierachy
- Multiple decision makers
- Compressed time constraints
- Patients rather than machines

"Danger, disquiet, anxiety attend the unknown – the first instinct is to eliminate those distressing states. First principle: any explanation is better than none…The first idea which explains that the unknown is in fact the known does so much good that one 'holds it for true'

(Friedrich Nietzsche)

1. **Detecting small errors:** regarding small, inconsequential errors as a symptom that something is wrong; finding the half event

2. **Sensitivity to operations:** Paying attention to what is happening on the front line

3. **Reluctance to simplify:** encouraging diversity to experience, perspective and opinion

4. **Commitment to resilience:** developing capabilities to detect, contain and bounce back from events that do occur

5. **Deference to expertise:** pushing decision making down and around to the person with the most related knowledge and expertise

Mindful infrastructure that supports sensemaking, continuous organising & adaptive management

Pre-occupation with failure

Reluctance to simplify

Sensitive to operations

Commitment to resilience

Deference to expertise

Mindfulness → **Capability to discover manage, predict & mitigate against unexpected events** → **Reliability**

Adapted from Weick et al, (1999 & 2015)