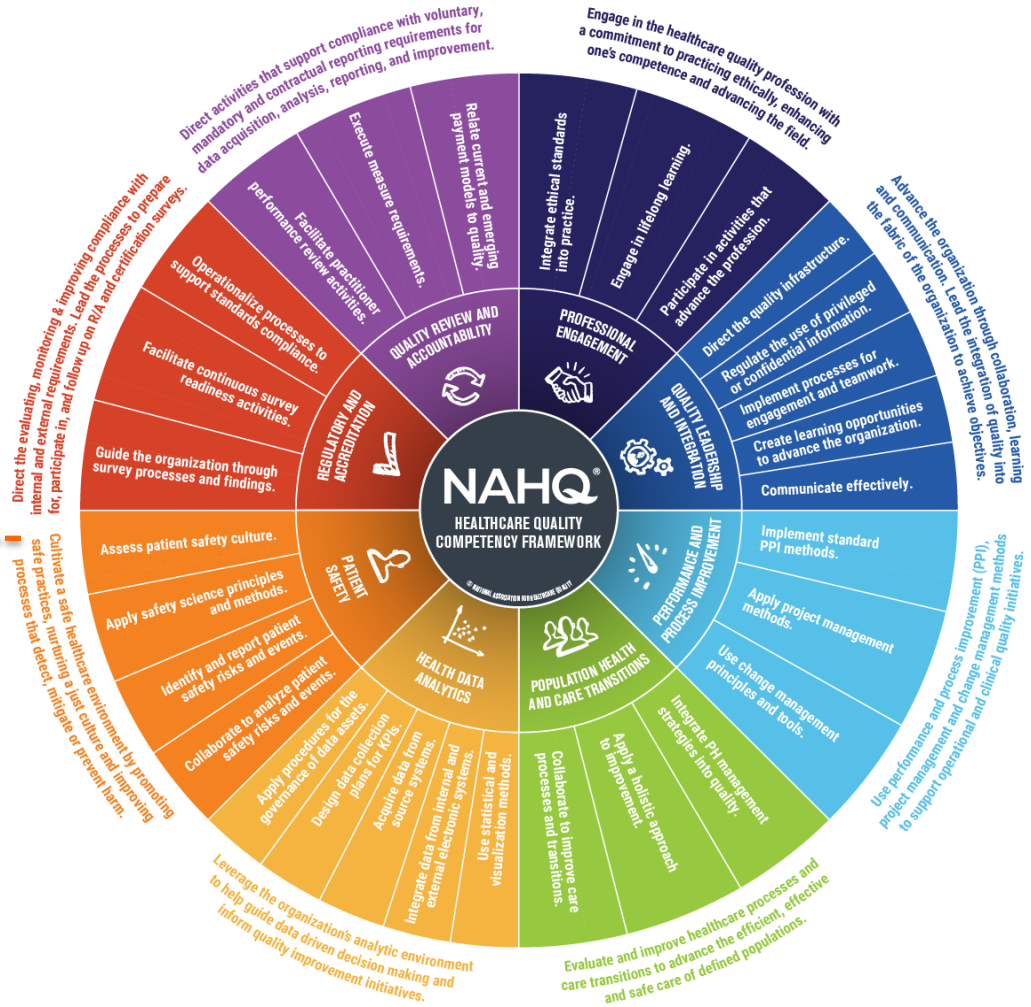
Patient Safety Stories as a Tool for HRO Staff Engagement

Susan V. White, RN, PhD, CPHQ, FNAHQ, NEA-BC

I have no Conflict of Interest to disclose.

NAHQ Healthcare Quality Competency Framework

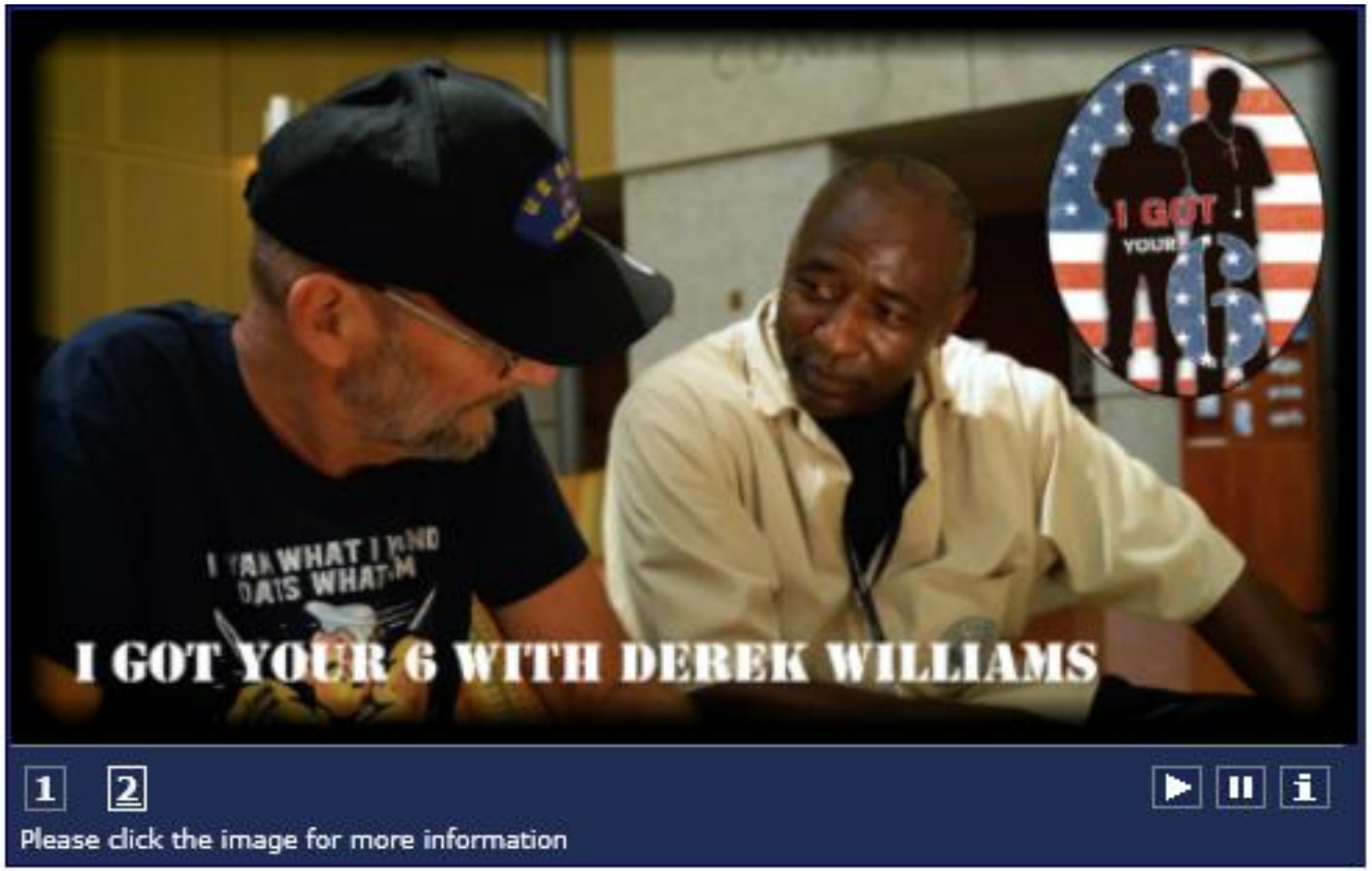


Patient Safety

- Assess patient safety culture
- Apply safety science principles and methods
- Identify and report patient safety risks and events
- Collaborate to analyze patient safety risks and events


CHASING
ZERO HARM
High Reliability Organization

Story 1



[Patient Safety Story (1:50)](https://www.youtube.com/watch?v=M53gOVrTUUw&feature=youtu.be)
https://www.youtube.com/watch?v=M53gOVrTUUw&feature=youtu.be

Engagement with the Employee (12:58)
https://www.youtube.com/watch?v=FHwki_6WmH4&feature=youtu.be

Example

Patient Safety Story (1:50)
https://www.youtube.com/watch?v=M53gOVrTUUw&feature=youtu.be

Engagement with the Employee (12:58)
https://www.youtube.com/watch?v=FHwki_6WmH4&feature=youtu.be

Objectives: The participant will be able to:

- Describe (at least 3) benefits of Patient Safety Stories
- Apply the concepts of Patient Safety Stories into current practice (clinical or non-clinical) to engage front line staff
- Apply a standard story telling template for use in practice as a tool for High Reliability Organizations (HRO)

High Reliability Organization (HRO)

- Definition
- Development from Other Industries
- Three (3) Pillars
  - Leadership Commitment
  - Safety Culture
  - Continuous Process Improvement
- Five (5) Principles
  - Sensitivity to Operations
  - Preoccupation with Failure
  - Deference to Expertise
  - Reluctance to Simplify
  - Commitment to Resilience

- Goal-Zero Harm
- Why Patient Safety Stories
- Engagement of Staff
- How do we Measure Engagement-Data

Definition-An organization that experiences fewer than anticipated accidents or events of harm, despite operating in complex, high-risk environments.

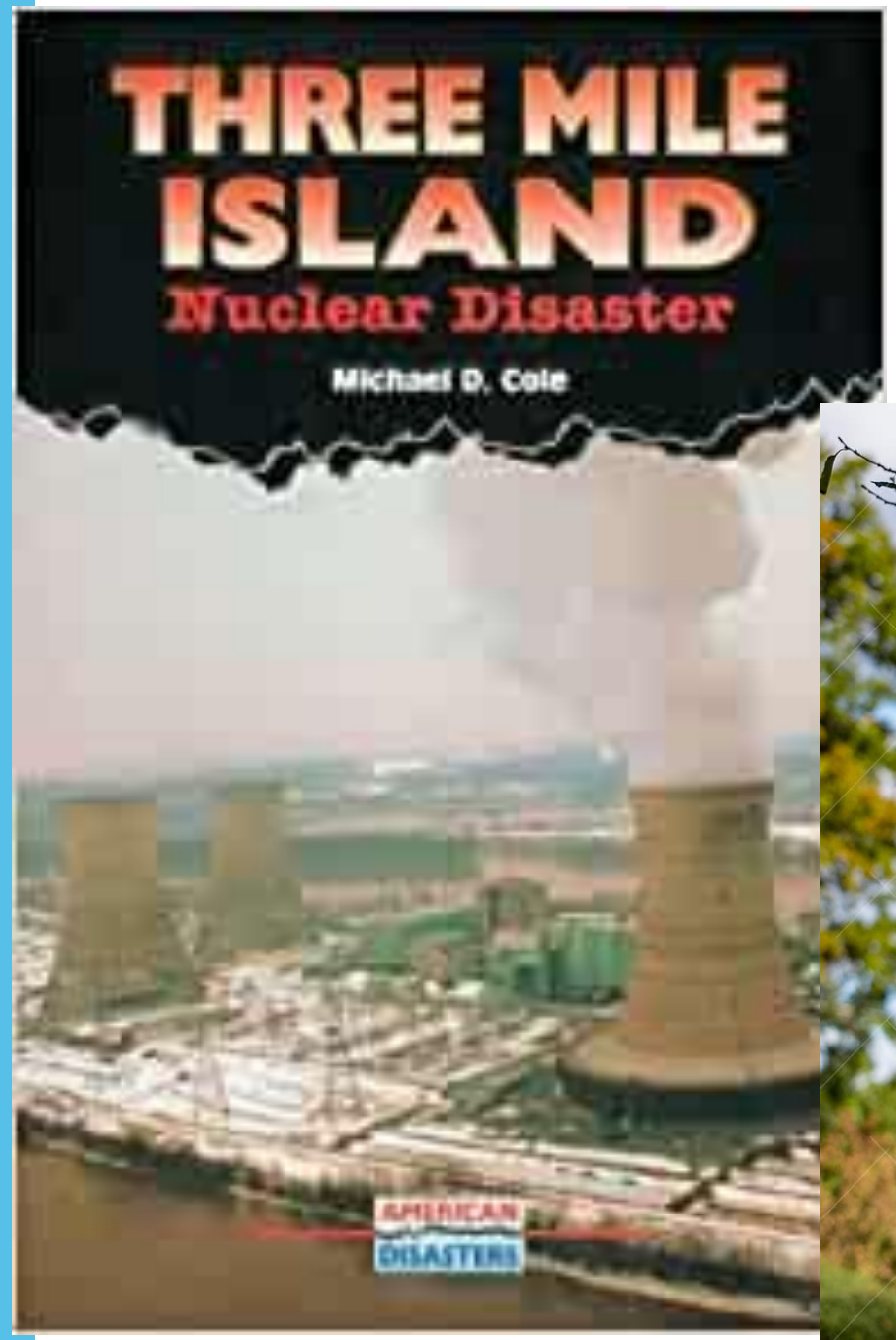
Adapted from Weick, Karl E., and Kathleen M. Sutcliffe. *Managing the Unexpected.* Jossey-Bass 2nd ed. 2017

What is a High Reliability Organization?

583

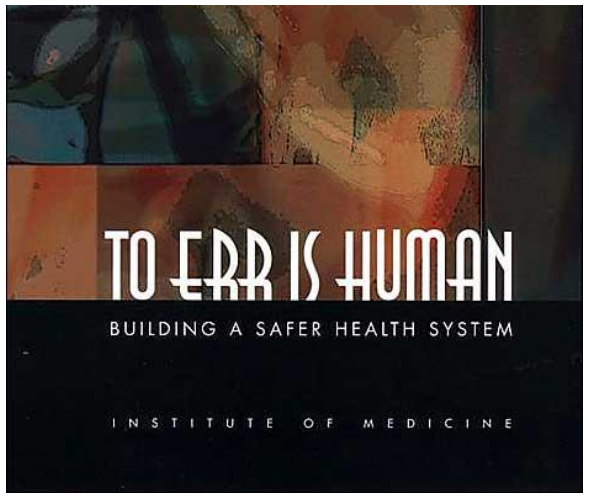
Tenerife Crash Worst Disaster in Aviation

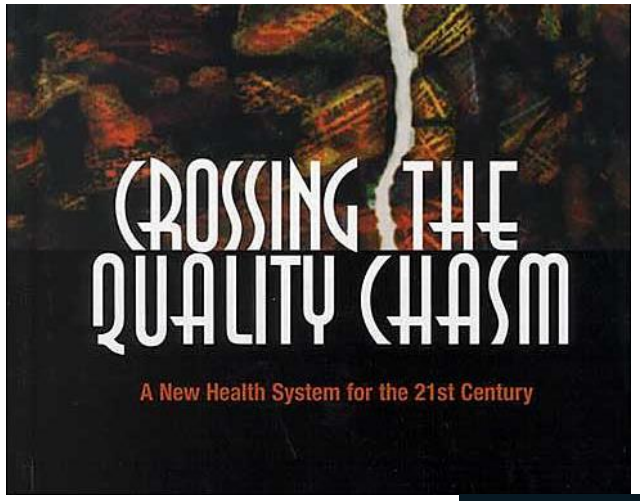
It’s personal- Focus on Preventable Harm

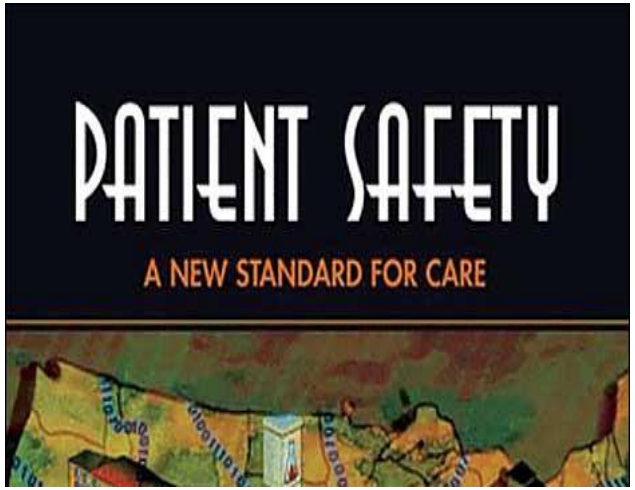


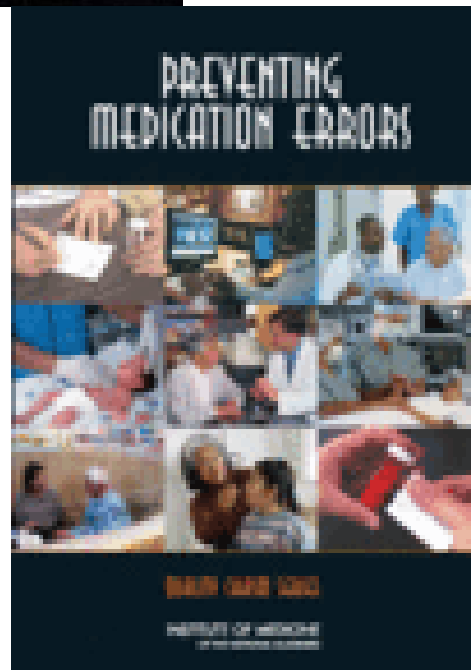
Nation's Worst Commercial Nuclear Accident

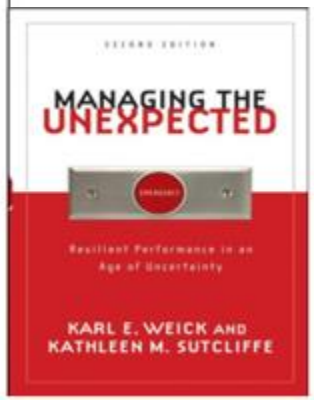
How did we respond











Benefits of Patient Safety Stories

Benefits/Value of Stories

- Activates the Brain
- Creates Emotional Impact
- Transmit the History & Legends
- Embodies the Culture

Benefits/Value of Patient Safety Stories

- Creates Focus on Organizational Values
- Engages All Levels of Staff
- Increases Communication Flow
- Cements the Culture

THE SCIENCE OF STORYTELLING

As more brands make the move towards content marketing, cutting through the noise is more vital than ever before. But our brains are built to connect with compelling stories.

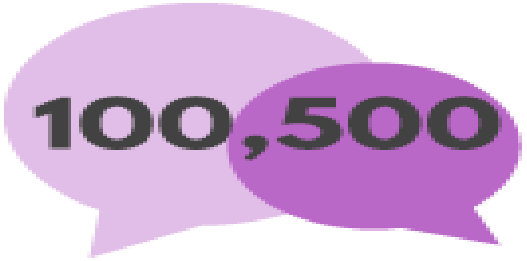
Neural Coupling
Part of the brain is activated to allow listeners to turn the story into their own ideas and experience.

Mirroring
Listeners not only experience the similar brain activity to each other, but also to the speaker.

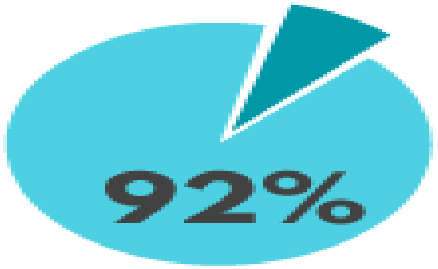
Dopamine
The brain releases dopamine, making it easier to remember with greater accuracy.

Cortex Activity
A well-told story can engage many additional areas, including the motor cortex, sensory cortex and frontal cortex.

IF



digital words are consumed by the average US citizen everyday



of consumers want brands to make ads that feel like a story

rate at which the brain processes images in comparison to words

N

Deliver content

Keep it short (and

Show, don't tell.

HOW STORYTELLING AFFECTS THE BRAIN

NEURAL COUPLING
A story synchronizes the listener's brain with the teller's brain.

MIRRORING
Mirror neurons enable listeners to mirror experience

CORTICAL ACTIVITY
Two areas of the brain are activated when processing facts. Stories activate many additional areas such as the motor cortex, sensory cortex and frontal cortex.

DOPAMINE
The brain releases dopamine in response to an emotionally-charged event, resolution of conflict, or even recognition of a pattern, creating a pleasurable response and ease of memory and recall

CORTISOL
The brain releases cortisol when it experiences conflict which increases attention and memory

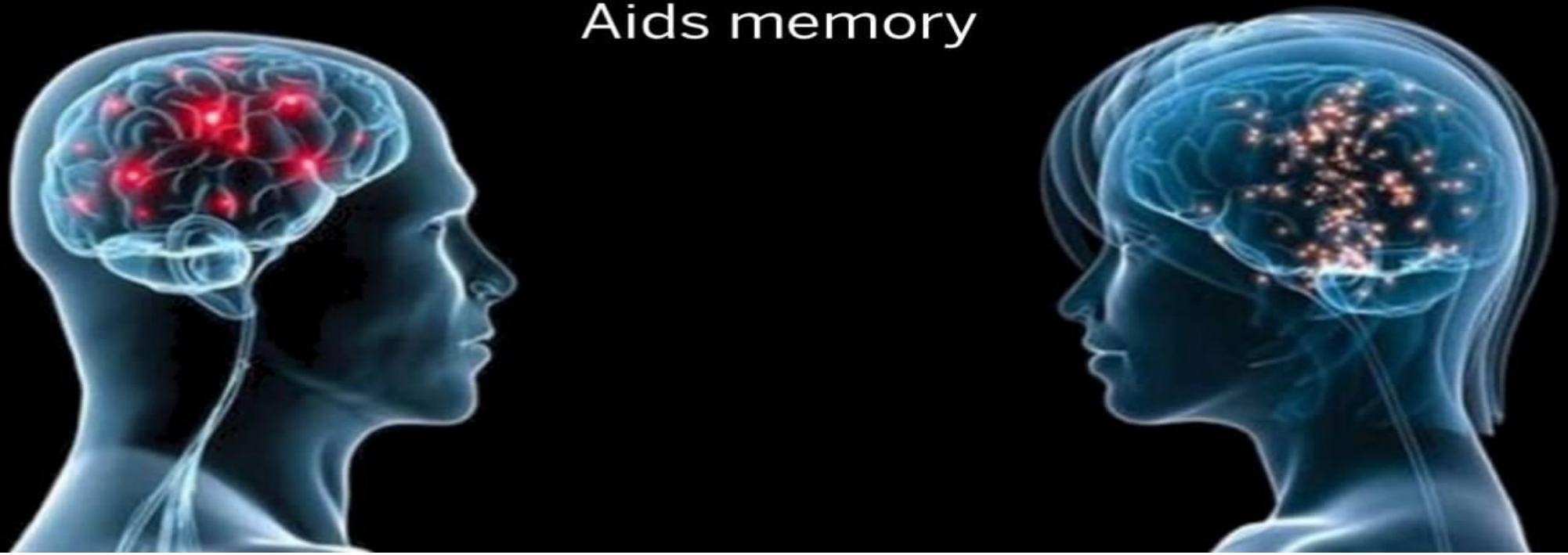
OXYTOCIN
The brain releases oxytocin in response to characters that increases empathy and connection as well as compassion and trust

Why Tell a Story?

Distinctly human— hard-wired into DNA

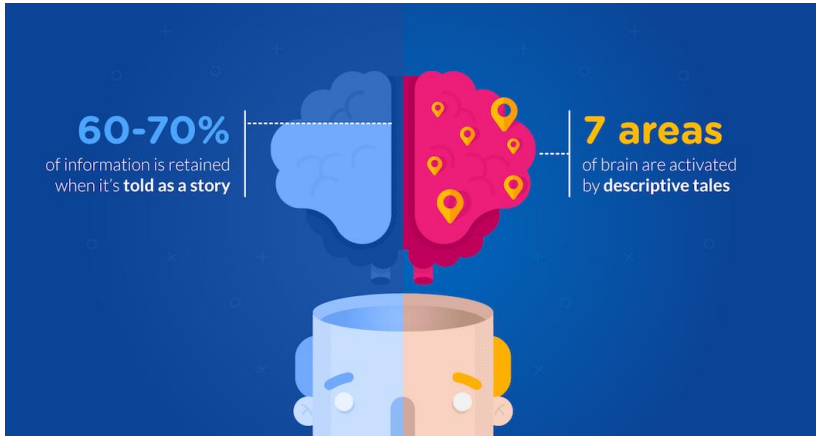
Activates the emotional part of brain

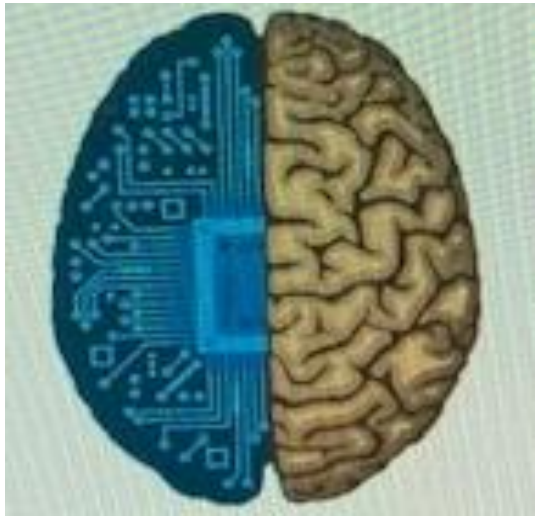
Aids memory



Emotion

Q. Why use emotion in a story?



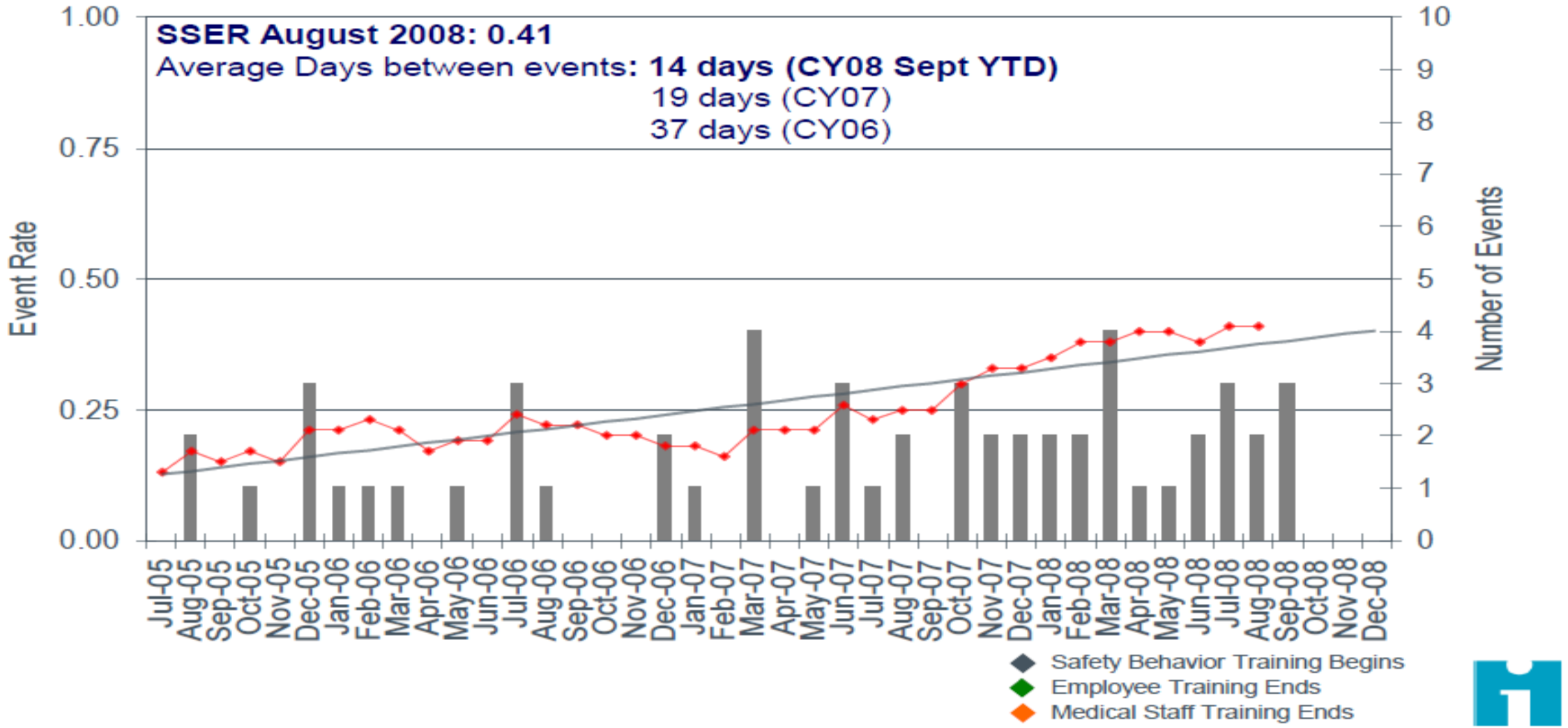


Humans make **emotional** decisions

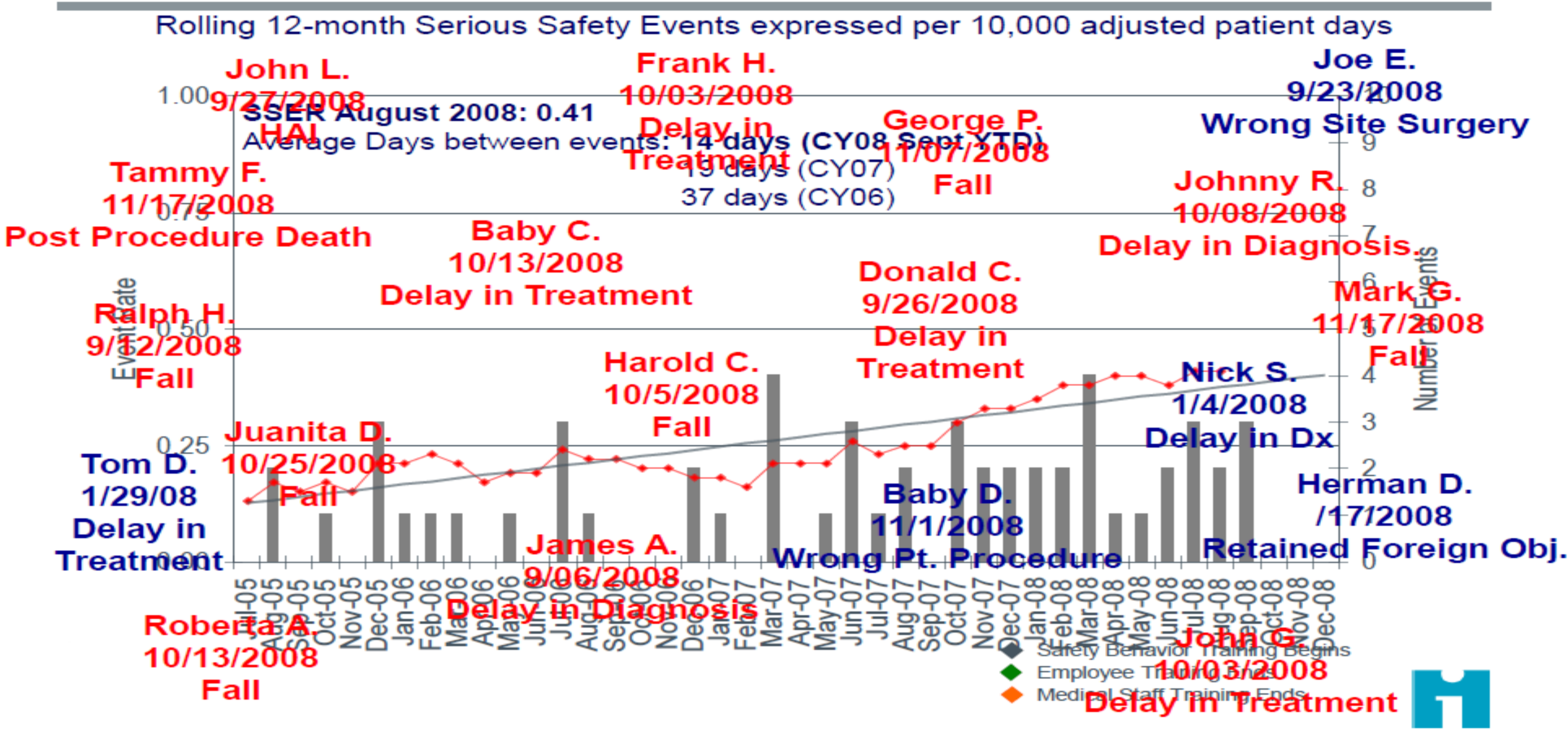
Messages in stories can be **22X** more memorable than facts

Personal stories make up **65%** of our conversation

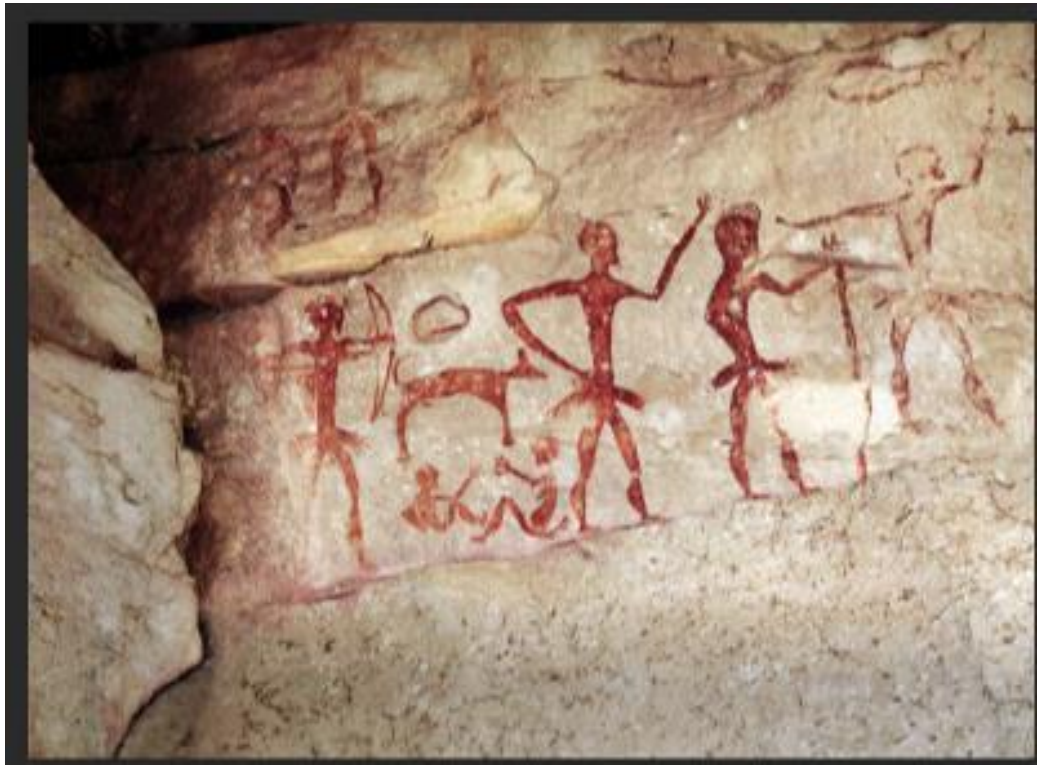
Rolling 12-month Serious Safety Events expressed per 10,000 adjusted patient days



A Different View of the Data



Top 10 Reasons To Tell Stores



1. Simple
2. Timeless
3. Demographic-proof
4. Contagious
5. Easy to remember
6. Inspire
7. Appeal to all learners
8. Work here learning happens
9. Put the listener in “learning mode”
10. Shows respect for the audience

What makes a great story a great story?

- A hero we care about
- A villain we're afraid of
- Epic struggle between them

- A relatable hero
- A relevant obstacle
- An honest struggle
- A worthy lesson

THE POWER OF STORYTELLING

01 MRI scans reveal that when we read words like "perfume" and "coffee", our primary olfactory cortex activates.

04 Our brain will ignore clichéd words and phrases – a phenomenon that scientists theorize is caused by loss of storytelling power.

DESIGNING YOUR STORY

Think about an innovation you are proud of or a challenge that your team has overcome. It could be something that would be of interest to other teams at your organization and beyond. Is there something that you or your team have done around Quality & Outcomes? Team Performance? Well-Being? Education and Facilitation?

Use this template to explore the key plot points, narrative flow, compelling imagery, and data that will contribute to a great story. Start by really understanding your audience - this will help you build something that is custom designed for them and increase your story's chance of resonating. Then move through the 'chapters' to architect a journey that will appeal to the 'head, heart, and eyes'.

TITLE:

WHO IS YOUR AUDIENCE?

WHAT IS THE THEME OF YOUR STORY?

- ☐ Team Performance
- ☐ Quality and Outcomes
- ☐ Other: _____
- ☐ Well-Being
- ☐ Education and Facilitation

	THE PROBLEM	THE BIG IDEA	IMPACT	KEY TAKEAWAYS & ADVICE

PAINS

GAINS

ADVANCING CARE CONFERENCE

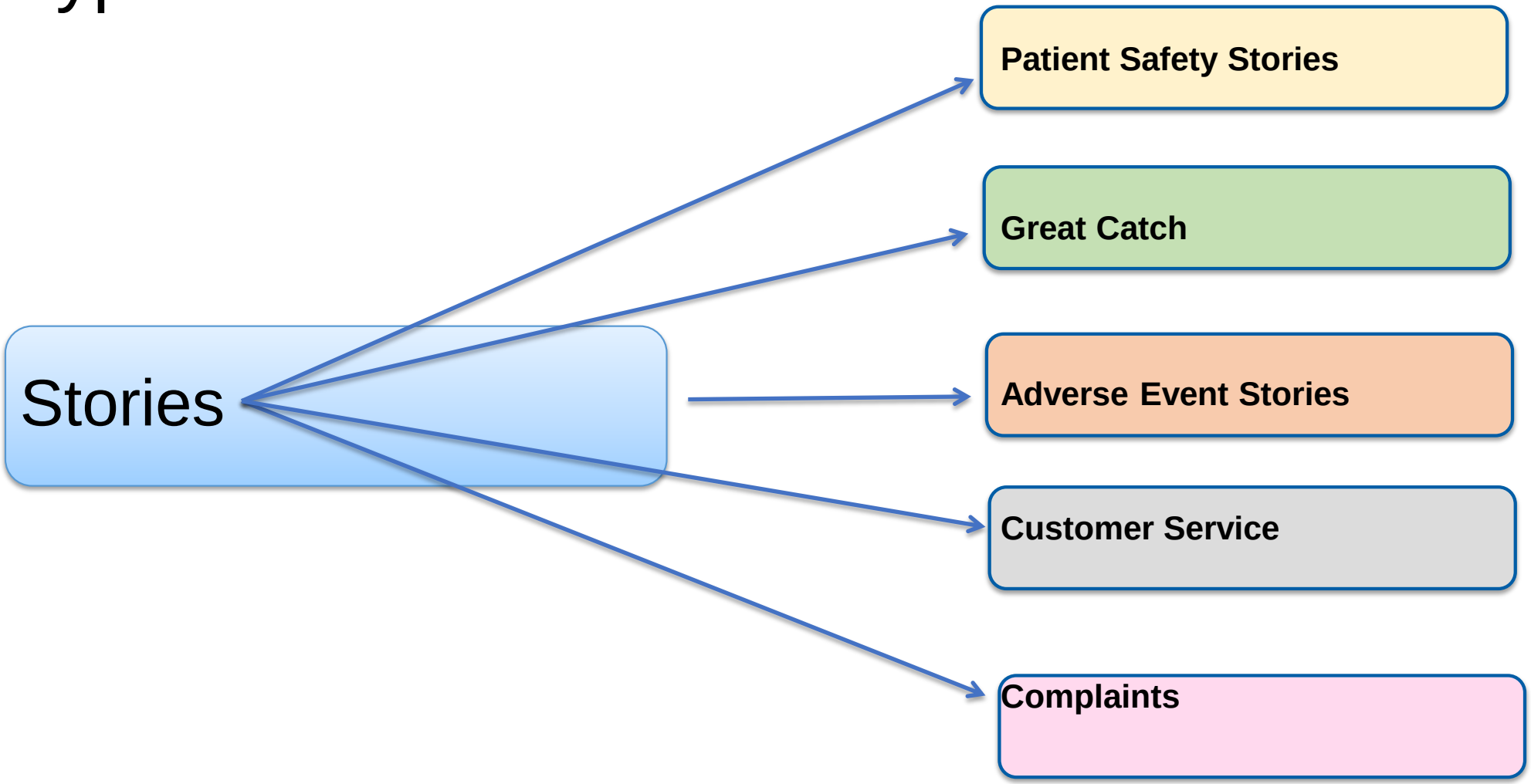
Designed by: do tank

Story


storytelling
concept
blog
author
literature
connectivity
memory
history
identity
myth
text
writer
telling
answer
communication
school
classical
honest
movie
paper
educational
tale
digital
fiction
truth
legend
novel
thoughts
share
page
typewriter
wisdom
nostalgia
poetry
question
experience
connect
true
read
idea
title
prose
connection
antique
personality
typography
dictionary
university
personal
information
time
document
message
type
web
suggestion
narration
exchange
news
past
story
education
word
gossip
feedback
writing
magic

October 4, 2018 N Engl J Med 2018; 379:1299-1301 DOI: 10.1056/NEJMp1806388

Types of Stories



Patient Safety Stories

Great Catch

Adverse Event Stories

Story- Support a cause for reporting tests Advancing safety with closed-loop communication of test results

When a critical result of breast cancer is missed and discovered a year later… it is too late Joint Commission

Story

Was care delivered reliably?

Betsy Lehman
Boston Globe Health Reporter
Died December, 1994 after receiving an accidental four-fold overdose of chemotherapy at Dana Farber.

Josie King

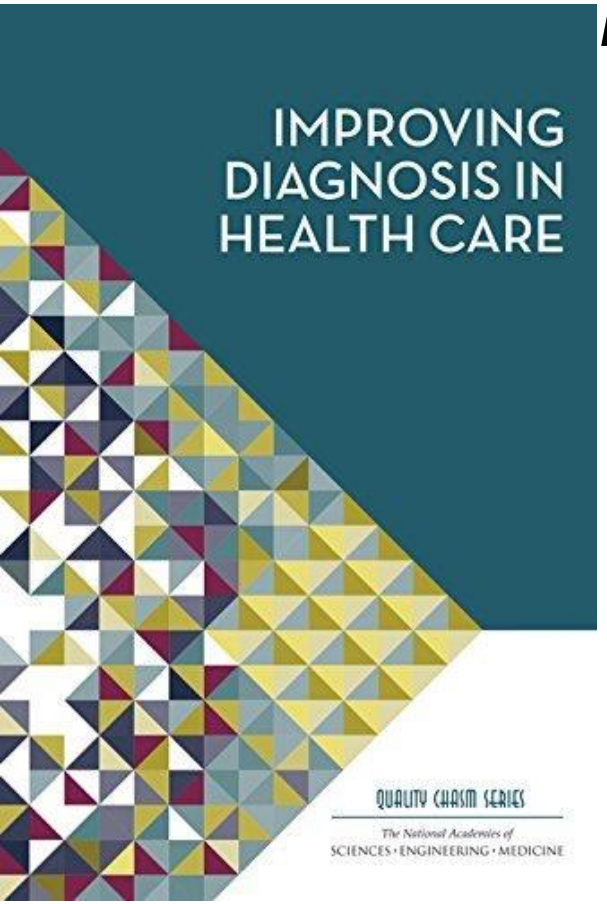
18 month old who died as a result of medical error at John Hopkins. She had suffered burns from a hot bath and died of severe dehydration and misused narcotics

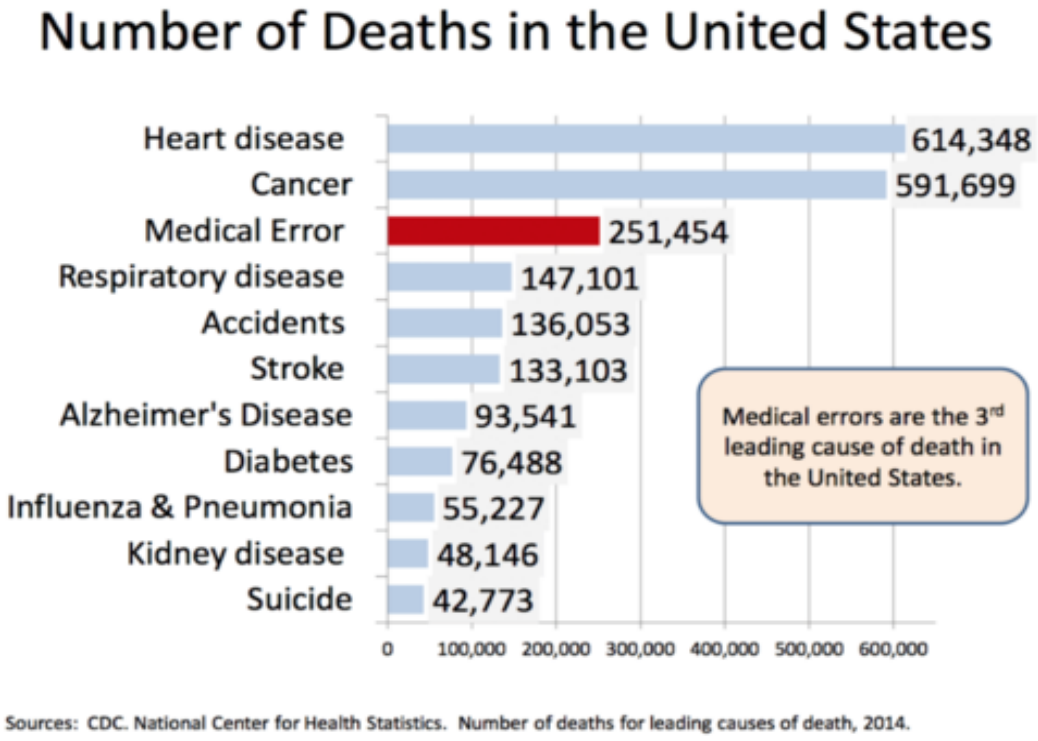
Jesica Santillan

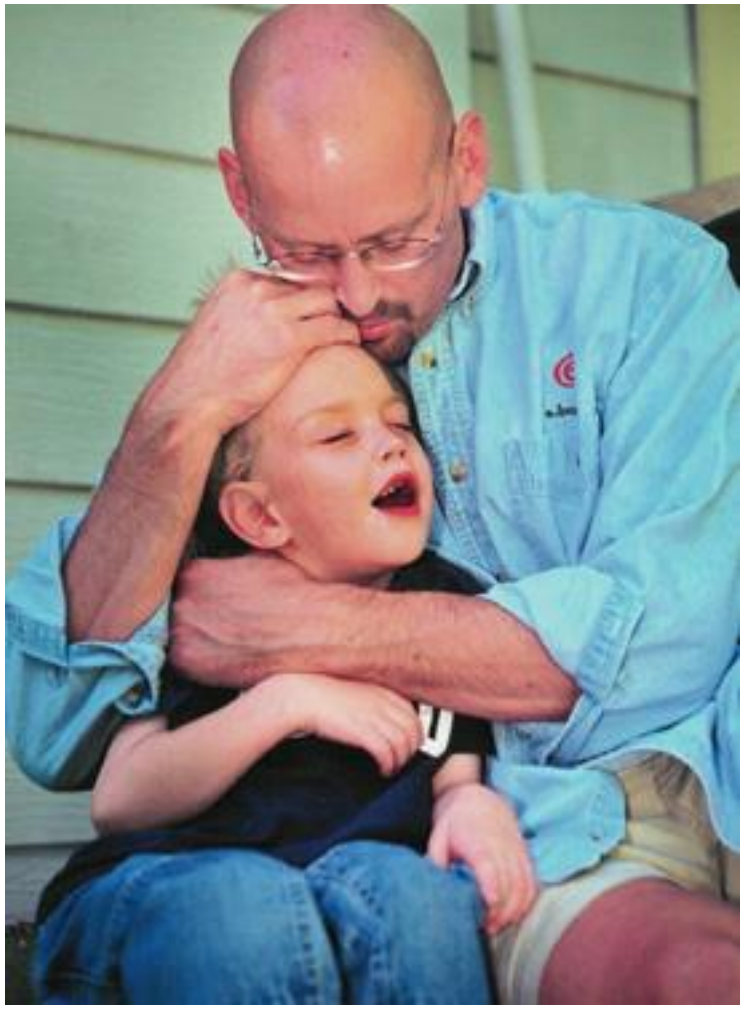
17 year old who received organ transplant with incompatible blood type at Duke.

Dennis Quaid twins receive heparin overdose

The Joint Commission Sentinel Event Alert on Kernicterus





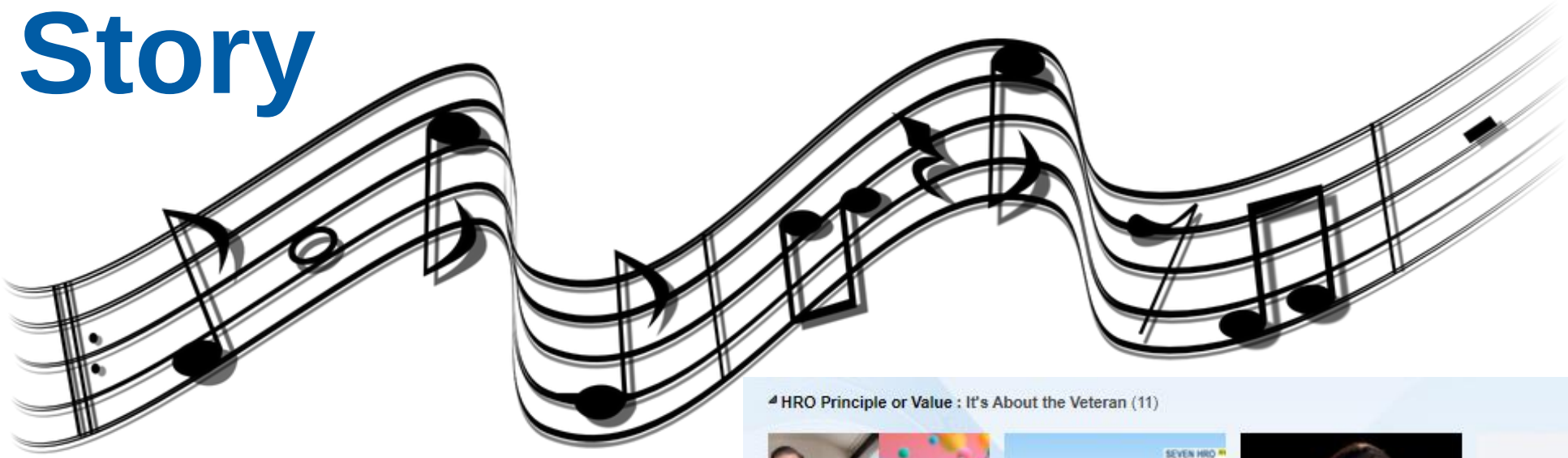


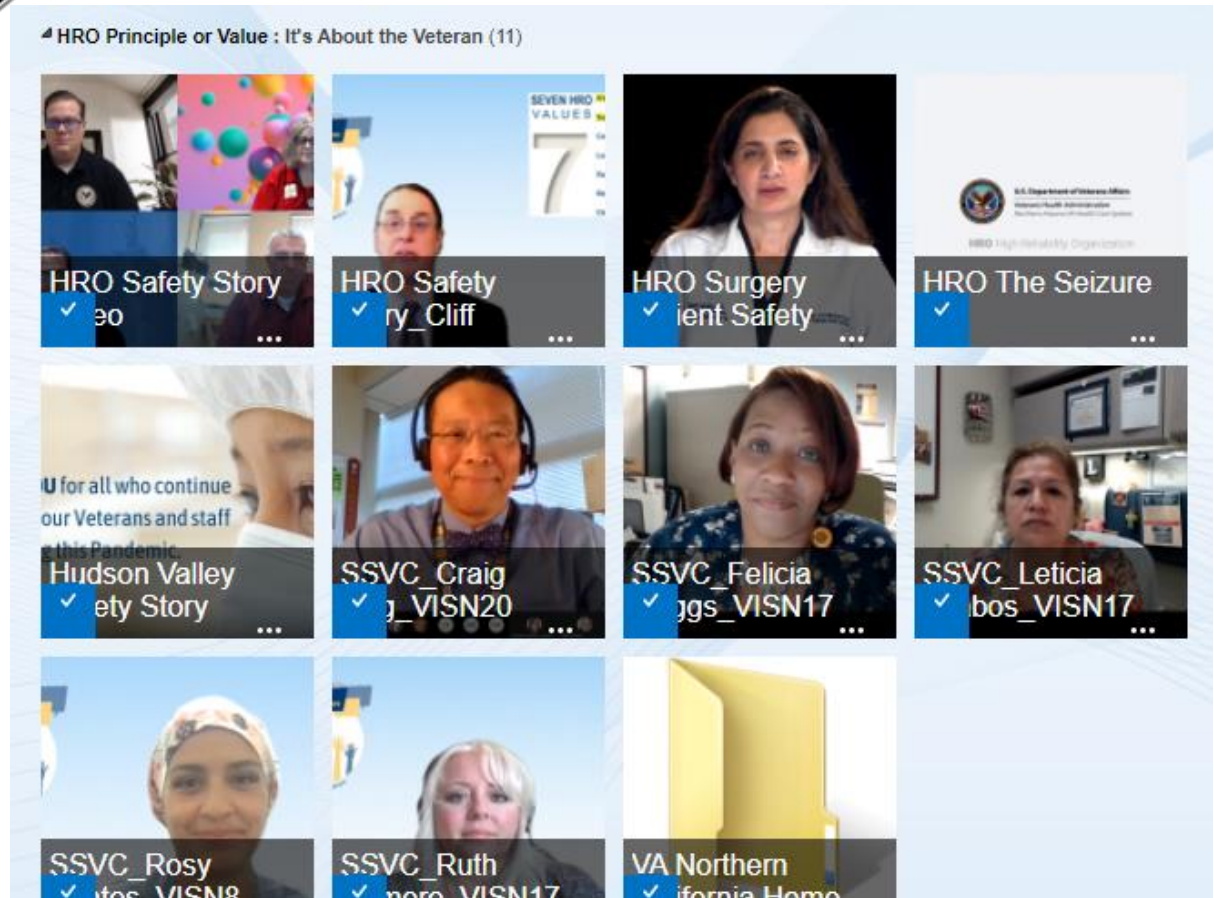
Patrick Sheridan and son Cal

Customer Service

Complaints

Story





Video Link [Videos and Podcasts (sharepoint.com)]

Journey to High Reliability

2021 Safety Story Video Challenge Submissions

Name

- **HRO Principle or Value :** Clear Communications (4)
- **HRO Principle or Value :** Commit to Zero Harm (3)
- **HRO Principle or Value :** Commitment to Resilience (7)
- **HRO Principle or Value :** Deference to Expertise (8)
- **HRO Principle or Value :** Duty to Speak Up (9)
- **HRO Principle or Value :** It's About the Veteran (11)
- **HRO Principle or Value :** Learn, Inspire, and Improve (3)
- **HRO Principle or Value :** Preoccupation with Failure (11)
- **HRO Principle or Value :** Reluctance to Simplify (4)
- **HRO Principle or Value :** Respect for People (1)
- **HRO Principle or Value :** Sensitivity to Operations (14)
- **HRO Principle or Value :** Support a Safety Culture (10)

Slide Title

Enter Text
Enter text

Engaging Staff with Patient Safety Stories

- Implementation of Patient Safety Stories into Practice Using a Formalized Method and Template

- Sharing Patient Safety Stories

VA Roadmap to HRO

VHA'S JOURNEY TO HIGH RELIABILITY ORGANIZATION

COMMITTING TO ZERO HARM

An organization that has succeeded in avoiding catastrophes in an environment where normal accidents can be expected due to risk factors and complexity.

THREE PILLARS OF HRO

LEADERSHIP COMMITMENT

A commitment that safety and reliability is reflected in leadership's vision, decisions and actions.

SAFETY CULTURE

Throughout our organization, safety values and practices are used to prevent harm and learn from mistakes.

CONTINUOUS PROCESS IMPROVEMENT

Across the VA, teams use effective tools for continuous learning and improvement.

FIVE PRINCIPLES

These tools will lead us on a journey to high reliability

- **SENSITIVITY TO OPERATIONS**
  Focus on Front Line Staff and Care Processes.
- **PREOCCUPATION WITH FAILURE**
  Anticipate Risk - Every Staff Member is a Problem Solver.
- **RELUCTANT TO SIMPLIFY**
  Get to the Root Causes.
- **COMMITMENT TO RESILIENCE**
  Bounce Back from Mistakes.
- **DEFERENCE TO EXPERTISE**
  Empower and Value Expertise and Diversity.

SEVEN VALUES

These values unite us. They should guide our decisions every day.

- **It's about the Veteran**
- **Support a Safety Culture**
- **Commit to Zero Harm**
- **Learn, Inquire & Improve**
- **Embrace a Duty to Speak Up**
- **Have Respect for People**
- **Ensure Clear Communications**

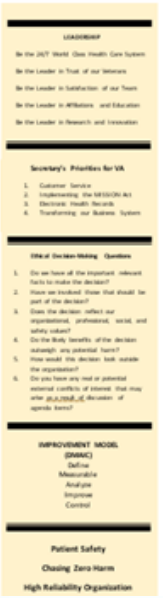
VA | U.S. Department of Veterans Affairs
Veterans Health Administration
Orlando VA Medical Center

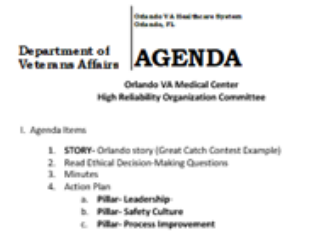
Your Care is Our Mission.

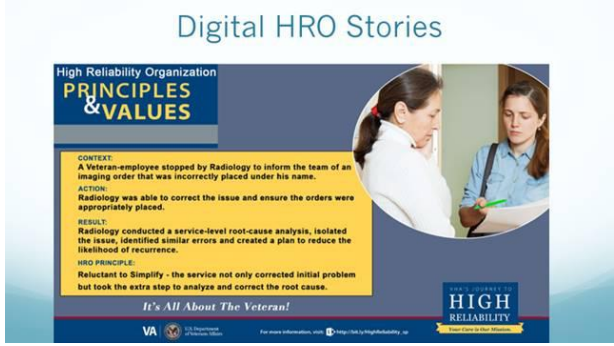
For more information, visit our SharePoint site:
http://bit.ly/HighReliability_sp

Patient Safety Stories

- Daily Morning Huddle-
- Committee Agenda
- Digital Signage
- Newsletter
- Great Catch Poster







675 Newsletter (Online)

Apply a Standard Story Telling Template

- National Template
  - Context
  - Action
  - Results
  - Principle (HRO)
- Getting Staff to Use the Template
  - Initial Approach
  - Barriers/Fears
  - Time
  - Repository
  - Integration into Great Catch Award

High Reliability
Safety Story Telling

How to Craft Your Message

These three steps can help you craft your message, to ensure your objectives are met while telling a story that last from 2-5 minutes:

1. Picture the world ***after*** your story.

   - ✓ What do you want people to remember?
   - ✓ What do you want people to do (or not do)?
   - ✓ What do you want people to learn?

2. Write your message in a ***conversational tone*** using plain language.
3. Make the ***connection*** for your audience between the story and the HRO concept(s) you are highlighting.

Story Framework Template

A Three-Part Structure for Effective Leadership Storytelling	
Context	❑ Where and when? ❑ Who is the main character? ❑ What does the main character want? ❑ Who or what is getting in the way?
Action	❑ What happened?
Result	❑ What's the message? ❑ What did you learn from this story? ❑ What connection does your story have to HRO concepts? ❑ What commitment do you want from your audience?
Alignment to HRO	❑ Which HRO pillar, principle or value does your story align to?

Adapted from "Lead with a Story: A Guide to Crafting Business Narratives That Captivate, Convince, and Inspire by Paul Smith (AMACOM, 2012)

Write Your Safety Story Here:

Context:_____

_____

_____

Action:_____

_____

_____

Result:_____

_____

_____

Alignment to HRO:_____

_____

3 Pillars
5 Principles
7 Values

Use of your name or anonymous? Can we use your name and/or facility name in print, speeches or video when we share your story?_____

Lab Patient Safety Story

Chemistry Lab- Story

Context

- A lactic acid ordered STAT was erroneously collected in a white top tube (6.0 mL) instead of the correct gray to tube. Technologist realized that a particular location was sending the larger 6.0 ml gray top tubes instead of the smaller 4.0 ml tubes and that staff was confusing the color tops since they were so similar in color and size (light gray vs. white).

Action

- Technologist suggested we reach out to Logistics to see if they could resume ordering the smaller 4.0 ml gray top tubes to help avoid this confusion and prevent recollects.
- Communication with service and Logistics staff resulted in removal of larger tubes to smaller tubes.

Results

- It takes a team to achieve our mission: *Honor America's Veterans by providing excellent health care that improves their health and well-being*

HRO Principle

- *Sensitivity to Operations* and *It's about the Veteran!*

Definition: Safety Story vs. Good Catch Story

Safety Story: Safety Stories are brief, plain language stories used to explain HRO principles and values. They are most effective when they do the following:

- Appeal to emotions and bring humanity into work
- Represent different staff roles
- Motivate and spark action
- Compel people to change
- Educate

GREAT

~~Good~~ **Catch Story:** A sub-set of Safety Stories, a Good Catch story recognizes VA staff members who, by following safe practices in their everyday work, noticed an event that could have, but did not, cause harm due to corrective action or timely intervention.

- Good Catch stories should describe why this was a "good catch," and how the individual or team's action avoided potential harm to a patient, including organizational or process improvements made to prevent patient safety events.

Repository

- Local Data Base of Stories (National has one too)
- Tracker by Service, by Date
- Useful for Quarterly/Annual Great Catch Recognition-$
- Useful for Quarterly “On The Spot” Award- $
- May Identify Trends/Patterns in Patient Safety
- Opportunities for Improvement

Great Catch Award Program

HRO PRINCIPLES & VALUES

2021 I Patient Safety Awareness Week

HRO Principles and Values

- Sensitivity to Operations
  Focus on Front Line Staff and Care Processes
- Preoccupation with Failure
  Anticipate Risk - Every Staff Member is a Problem Solver
- Reluctance to Simplify
  Get to the Root Causes
- Commitment to Resilience
  Bounce Back from Mistakes
- Deference to Expertise
  Empower and Value Expertise and Diversity

- It's About the Veteran
- Support a Safety Culture
- Commit to Zero Harm
- Learn, Inquire and Improve
- Duty to Speak Up
- Respect for People
- Clear Communications

PILLARS

PRINCIPLES

VALUES

2021 Annual Patient Safety Great Catch Poster Contest

Congratulations to all of those who participated

Special Congratulations to our top 3!

1st: Promoting Continuity of Care-

2nd: Team up for Safety-

3rd: Procrit or Retacrit- A Real Crit Storm-

VHA'S JOURNEY TO HIGH RELIABILITY

Your Care is Our Mission.

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For more information, visit: http://bit.ly/HighReliability_sp

High Reliability Organization (HRO)

Great Catch of the Week

- HRO Principle:
- Facility
- Context/Scenario:
- Action:
- Result:

HeRO
High Reliability Hero

Veterans Health Administration (VHA) presents the

National HeRO Award

Recognizing employees who advance VHA's Journey to High Reliability through demonstration of VHA's High Reliability Organization (HRO) Principles in action

Award Criteria

Nominations must demonstrate one or more of the five VHA HRO Principles in action.

Award Frequency: Quarterly

Quarter	Submissions Open	Submissions Close
CY21 Q1	January 4, 2021	March 12, 2021
CY21 Q2	April 1, 2021	June 11, 2021
CY21 Q3	July 1, 2021	September 10, 2021
CY21 Q4	October 1, 2021	December 3, 2021

Award Recognition

Awardees will be highlighted in HRO communications and recognized by VHA Leadership for their commitment to the goal of Zero Harm.

Award Categories

(1) Clinical Individual from a VISN or Facility

(1) Clinical Team from a VISN or Facility

(1) Individual or Team from VHACO

(1) Non-Clinical Individual from a VISN or Facility

(1) Non-Clinical Team from a VISN or Facility

Nomination Instructions

1. Visit the HRO SharePoint (http://bit.ly/HighReliability_sp) to access the Nomination Form.
2. Submit completed Nomination Forms to [Insert Facility HRO Champion/Lead or VHACO Supervisor Contact Info prior to distribution].

VA | U.S. Department of Veterans Affairs

Your Care is Our Mission.

For more information visit: http://bit.ly/HighReliability_sp

High Reliability Hero

This certificate confirms that

[Insert Name]

demonstrates exemplary behaviors in High Reliability Organization (HRO) Principles and has been nominated for a

National HeRO Award

[Insert Date]

[INSERT MCD NAME]
Medical Center Director, Veterans Health Administration

Date

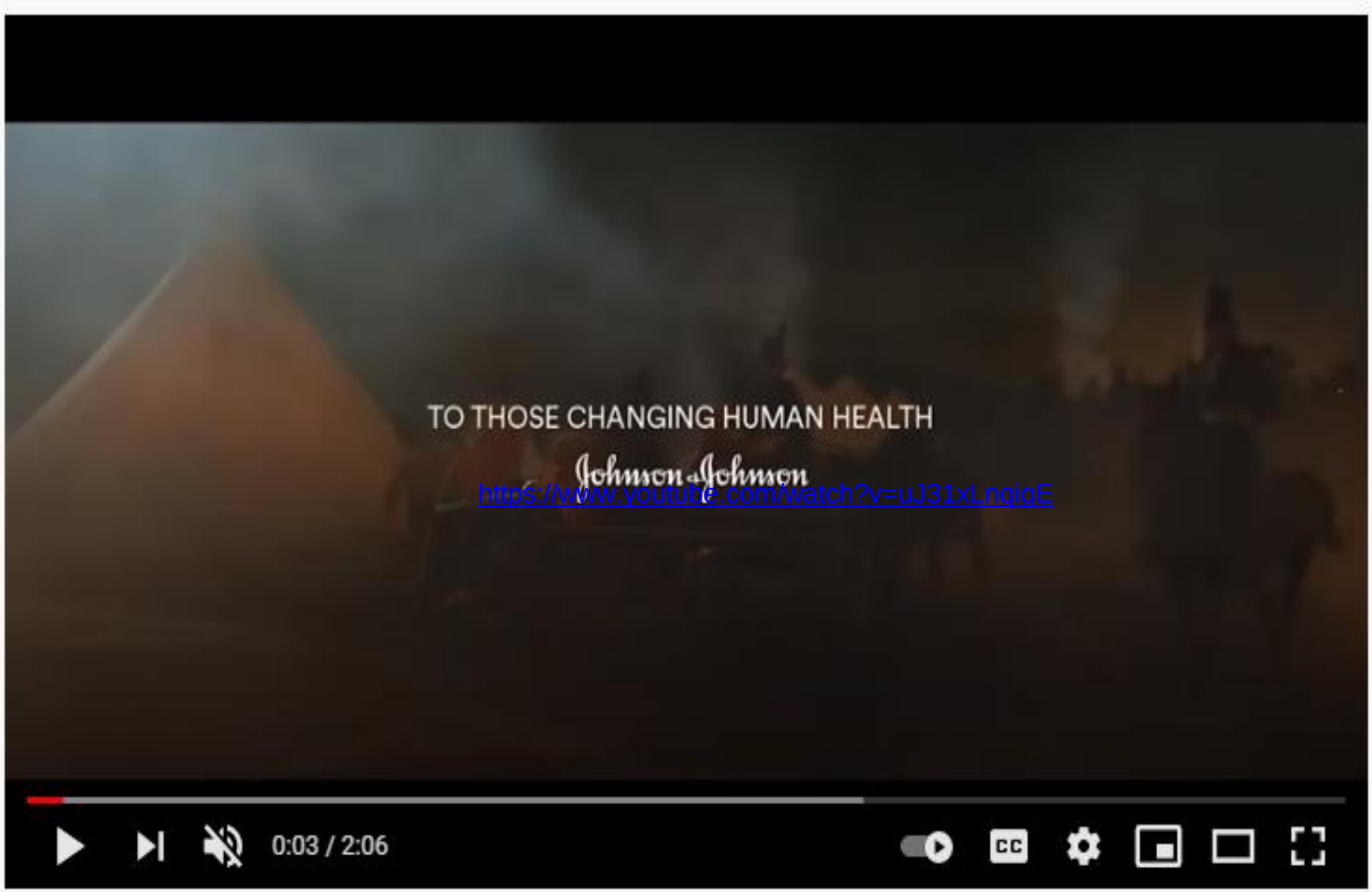
Your Care is Our Mission.

VA | U.S. Department of Veterans Affairs

Other Actions

*Safety Forums- share adverse event and RCA actions for open discussion & learning
*Committees- share stories
*HRO Theme of the Month- based on pillars, principles & values-poster & video
*Safety Story Video Challenge (National)
*HRO Training
*Clinical Team Training
*Veteran to Share Story

Story- Spread the Love



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Key Takeaways

- HRO Map Showing Where Patient Safety Stories Align
- Sample Tool to Collect Patient Safety Stories
- Patient Story Telling Template
- Sample Digital Signage Format for Patient Safety Stories

Questions?

How are you using stories?
What have you learned?
What changes or improvements have you made?
What else to support HRO?

Contact Information

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