

High Reliability in Highly Unlikely Places

Robert Bilicke, BS, Director, Facilities Management, Totally Kids Specialty Healthcare

Carol Baker Briggs, MBA, RD, Executive Director of Nutritional Services, Loma Linda University Children's Hospital and Medical Center

Racquel Calderon, BS, Director, Respiratory Services, Totally Kids Specialty Healthcare

- **Robert Bilicke** discusses facilities management and HRO implementation at Totally Kids. The keys to implementation, according to him, include making staff aware of their roles and the importance of these roles in the overall functioning of the organization.
- Mr. Bilicke's approach to maintenance includes making his maintenance staff aware that they are responsible for broader functioning of the organization and its technologies (for instance, they are instructed to focus not on particular tasks, but broadly on making the technologies such as ventilators continue to run).
- **Carol Baker Briggs** discusses her department and their implementation of HRO. The Nutritional Service Dept requires interdisciplinary and interdepartmental collaboration in their mission to provide nutritional care to patients throughout the hospital.
- The staff spans a diverse educational and skill range. There are numerous deadlines and pressures in delivering patient care. There are about 250 employees, with 45% turnover. There are a lot of new people in the environment.
- The department has several high risk operational aspects; for instance, they provide nutritional care to patients with life-threatening food allergies or compromised immune systems which leave them susceptible to infections.
- As an industry, food services has a very high accident ratio with respect to cuts, falls, and other incidents; so they also focus on achieving safety and reliability across their workers not just their patients.
- The department doesn't always have advanced notice regarding new patient nutritional requirements in the hospital, so they must remain flexible.
- They have and are developing standardized procedures and processes for routine to complex operational requirements.
- The department is implementing a variety of HRO practices, including establishing a non-punitive reporting environment. They are also looking at root-cause complaint analysis. The medical center as a whole is looking at changing the whole overarching organization toward a safety culture, while in the past it has been very productivity-oriented.

- Some challenges have been faced in HRO implementation; e.g., matching implementation demands to employee capabilities, allowing employees to be empowered and also ensuring they have training to do so as well as oversight and support to do so effectively.
- **Racquel Calderon** discusses HRO at Totally Kids. She began viewing her role as problem solving, and retains this focus as she has moved through the organization.
- At the beginning of her service over 11 years ago, she observed several problems such as the reuse of some sterile equipment when costs rose. She also mentioned that she observed additional problems with culture and teamwork.
- After one and a half years she began to establish norms of open communication in the department. She also observed that leaders who rose to the occasion in emergency situations were the ones who remained calm, stepped back, and assessed the whole situation. She advises that people should assume that when they enter into a new scene or situation, and ask others what is happening, that people tend to recall the most recent information and skillful probing is required to fully assess the situation.
- She emphasizes that some of the best teaching occurs through hands-on training, and also teaching through failure and learning lessons from failures. They have implemented monthly training and allows staff to take a very participatory role in the training classes, even to the extent of determining what equipment to use and practice with. For training, they have even toured safety services and first aid operations at Disneyland to generate lessons and share knowledge across emergency services.