

## **Reliability from the Ground Up: Working With Users to Implement Reliability Standards**

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Don Hiatt

- 1) HRO at its lowest common denominator, for the person (the individual) in emergency services. 911 is the first response in this country for people who have accidents. Emergency services respond for the individual for this situation.
- 2) When people can't call 911 for themselves when they have had an accident, someone else calls for them.
- 3) Think about the community level. Is there a mechanism in place for local governments to call for help when they are overwhelmed. New Orleans was overwhelmed and didn't know it early enough and didn't know how to call for help. Louisiana was overwhelmed and couldn't call for help.
- 4) There needs to be a 911 system for communities. If a community needs help and can't ask for it (or doesn't know it needs help) others should call for help for them.
- 5) Many times the military base next door to a community has the resources that a community needs in an emergency. Guam is a good example of civil/military integration.
- 6) Why not do that in a 911 system when a community needs help?
- 7) What is the major cause of accidents in hospitals? People slip, trip, or fall (most of the time it is housekeeping). If you have a major problem in your hospital, start at the level of housekeeping—keeping things clean and clear.
- 8) 1996 Olympic games in Atlanta. Atlanta fire is the only fire department in an Olympic city not to be hit by lawsuits. There was a bomb at the Olympic park. 132 people were injured in the blast. Don left home and called the joint operation headquarters, called the urban search and rescue teams, called the Marines chemical, biological, and radiological taskforce. They all arrived at the park at the same time; there was no commander in the command post, even though there were two commanders on the scene. Commander needs to be in the command post to coordinate the responses of the people on the scene. The bomb unit found a secondary device, so everyone got pulled back. Marines cleared the civilians out of the area. Police set up a perimeter to keep people out. The bomb unit planned to detonate the secondary device. The fire chief didn't tell people about that and a fire fighter was hit by shrapnel from the bomb.
- 9) People have a tendency to hold onto information rather than sharing it because they feel that owning that information gives them power.

## Gary Provensal

- 1) What do we do when the emergency response doesn't fit the situation? Often times the command team runs around on the ground trying to get individual information and form individual situation awareness without the communication that they need to have.
- 2) They put pieces of the command infrastructure in the vehicles used by the incident commander, the operations chief, and the plans chief. This forces them to come together because the equipment won't work separately. This creates shared understandings among the members of the command team.
- 3) They also have a training program. Training officers are turned into safety officers and sent out to the big incidents to observe and see how things work. They also evaluate whether people are using policies or if the policies need to be changed. The training officers also evaluate training needs by observing the incident responses in person.
- 4) Policies and procedures are often developed, but not used because they don't fit the needs of the people on the ground. Without input from the bottom (as well as the top) policies will not be effective.
- 5) We tend to compartmentalize things and work effectively within compartments, but not between compartments. CRM works this way. Cockpit teams now work well together, but they don't know how to work well with other cockpit crews or with maintenance crews.
- 6) Organizational failure and system failure occurs because of interactions of interrelated pieces of the system. You can't prevent these system failures without connecting the different compartments.
- 7) Everyone doesn't need to know everything that everyone else knows, but they need to know certain small things about each other. If plans are developed in isolation, the plans won't be integrated and groups won't be able to work together effectively.