



**SAN ANTONIO  
REGIONAL HOSPITAL**

## HCRO - Early Experience HASC Annual Meeting

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Gudrun Moll, VP Clinical Services/CNO  
Mario Lopez-Luna, Director Quality Management and Infection Prevention

*As healthcare workers and leaders, we all are  
committed to improve quality and provide a safe  
place for our patients.*



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## San Antonio Regional Hospital

At the beginning of a journey that we hope will take us to the next level

- We have a vision
- Secured a commitment to commence the journey
- Secured resources through HQI to help us on this journey
- In the build and training phases



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## Safety Focus Evolution

- “To Err is Human” - Institute of Medicine, 1999
- Fatal Care – Kumar & Berntsen, 2008
- Pronovost / Johns Hopkins , 2006
- Virginia Mason – Gary Kaplan, MD
- High Reliability
  - Culture
  - Proactive not reactive
  - New tools / approaches



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## Motivators

- Commitment to do the right thing
- Rewards and penalties
- Personalization - data / experience
- Front Page Dana Farber (Virginia Mason)



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## San Antonio Journey

- Initial goal strategic plan 5 years ago – top 10% of hospitals
- Current strategic plan goal - Zero harm
- Challenge new Clinical Leader / Nursing Exec
- Joint Commission Survey -
  - Chassin Article - High Reliability Health Care , Getting There From Here, 2013 (stages table 2)



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## San Antonio Journey - continued

- Joint Governance support – Thornton Kirby – South Carolina Hospital Association
- HQI - Resource Availability
- New Structure - Joint Safety Committee
- Initiated efforts to disseminate knowledge, gain support, secure engagement
  - Current efforts focused on Medical Staff Leadership



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## Guide Team

- Selection Criteria
- Multidisciplinary
- Commitment
- Content experts
- Facilitators



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## LMS (Learning Management System)

- Foundation Modules
- Department and role specific roll-out
- Voluntary
- Tools for leaders
- Integration into orientation



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## Systems and Behaviors

- System and Behavior Guide
- Guide team, quality, risk, HR trained
- Triad review process
- Alignment with HR policies and just culture



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## Physicians

- CEO and VPMA
- Organizational priority alignment
- Champions
- “What’s in it for me”
- Engage
- Be conscious of time



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## HCRO and other Strategies

- Organizational Reliability
- Team STEPPS
- “Stand up for Safety” Huddles
- Patient Family Centered Care
- LEAN



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## Early Experiences

- Benefits of interdisciplinary guide team
- Pacing/frequency of learning sessions
- Guide team speed of learning
- Modes of thinking
- Value of System & Behavior Guide team discussions



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## Early Experiences - continued

- Beware of old habits!
- “Systems curse”
- “Cannot go back to old way”
- Director employee discussions
- Effectiveness of actions
- Patient stories



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## Goals

- Develop culture of respectful communication
- Raise Medical Staff awareness
- Engage Physician champions
- Training staff to recognize risk
- Create culture where staff brings risk forward
- Implement structures/tools for sustainability
- Select first PI project



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## Set a Goal, Set a Vision



*We choose to go to the moon!  
...not because it is easy, but  
because it is hard.*

President John F. Kennedy  
Rice University, September 12, 1962



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### Creating Systems and Processes

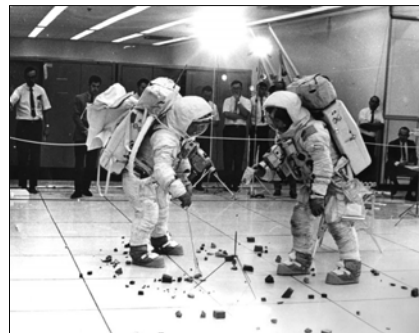


### Building Structures



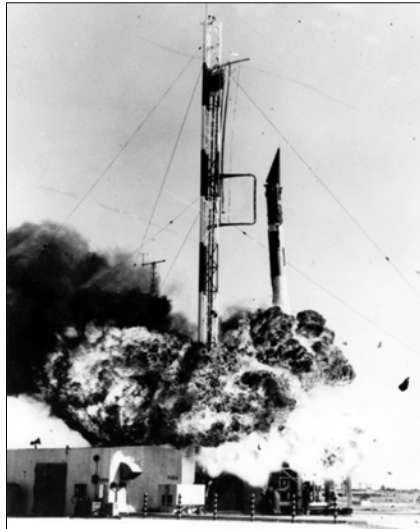
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### Orient and Train



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Things will  
go wrong,  
but...



the goal is  
ZERO harm!



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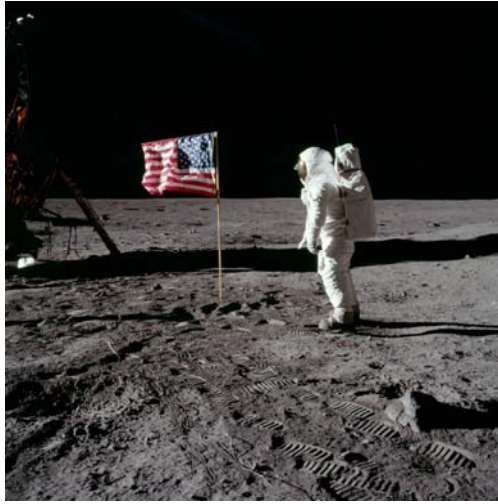
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After a long journey, we hope to reach our goal...



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Questions?