

High Reliability Organization (HRO) Consulting

Launch, accelerate and sustain a high reliability journey.



Vizient Safe and Reliable Healthcare

HRO Consulting is a component of **Vizient Safe and Reliable Healthcare**, a comprehensive solution that partners with organizations on their high reliability organization (HRO) journeys. We ground our integrated suite of consulting, analytics, professional development, and technology offerings in high reliability principles, with a focus on strengthening culture, knowledge, learning, leadership, and management systems.



To learn more, please contact reliability@vizientinc.com.

Becoming a high reliability organization (HRO) requires transformational change. The right team supported by the right tools and technology can show you the way.

High reliability requires an organization-wide commitment to think, act, and work differently. To become an HRO, there must be cultural and behavioral change, as well as continuous learning, process improvement and standardized work. This new way of thinking does not come naturally to healthcare leaders and teams who have been trained to prioritize performance over culture, transparency, self-reflection, and learning. Even though an organization may commit to becoming an HRO, without the proper framework and guidance, the initiative may fall short or lose momentum over time.

Vizient Safe and Reliable Healthcare’s HRO Consulting group is a diverse collection of experienced leaders who stand ready to shepherd organizations on their high reliability journeys.

By partnering with our team, you can:

- **Assess** your organization’s high reliability readiness and develop a roadmap for clinical, operational, and cultural transformation that is grounded in an evidence-based framework.
- **Cultivate** high reliability leaders through professional development programs and strategic discussions aimed at implementing the framework at all organizational levels.
- **Build** an engaged and collaborative workforce by embedding high reliability skills, activities, and behaviors organization-wide.
- **Integrate** clinical, operational, and cultural analytics and **leverage** digital visual management technology to drive learning, strengthen community and accelerate improvement.
- **Create** a resilient, learning organization that can deliver high-quality, consistent care for patients and teams amid ever-increasing complexity and unknown challenges.

“We are pioneers in patient safety, culture change, performance improvement and management systems. With deep experience in high reliability, our leaders understand the critical phases of an HRO transformation and the tools needed to launch, advance and sustain a high reliability journey.”

Karen Frush, MD, BSN, Senior Principal, Vizient Safe and Reliable Healthcare

HRO Consulting Offerings

Our knowledgeable experts guide organizations through several essential transformational activities:

Assessment. We gauge the current state of your organization's high reliability readiness by blending quantitative data from our culture and engagement survey and our clinical and operational analytics with qualitative conversations with your leaders and observations across departments. This process builds an unbiased picture that serves as the basis for tactical innovation and improvement.

SCORE™ (Safety Culture, Operational reliability, Resilience/burnout and Engagement survey).

Conversations with leaders and teams about culture survey results enrich the survey findings and inform potential improvements. We train facilitators to conduct conversations about SCORE data at the work setting level. Discussions focus on the positive aspects of the culture, as well as improvement opportunities.

HRO Roadmap. Using the assessment findings, along with priorities identified in your annual operating plan, we partner with you to create a comprehensive plan for your organization's high reliability transformation. Areas of focus include disconnects between leadership and frontline teams plus stress points and process variations that could impact your organization's ability to achieve and sustain performance excellence for patients, families and teams.

What sets our HRO strategy apart?

All of our services and solutions are built on Vizient Safe and Reliable Healthcare's *Framework for High Reliability Healthcare*—a compendium of knowledge, insights, and research that represents the next step in guiding organizations on their high reliability journeys. The Framework is made up of five domains.



- **Culture:** How we as individuals, teams, and organizations model high reliability behaviors in our daily work and interactions.
- **Knowledge:** Transparent information sharing with a focus on using clinical, operational, and cultural data to identify and respond to bright spots and opportunities.
- **Learning:** The continuous focus on understanding why problems occur and designing and scaling systems, processes, and human interactions to minimize risk and avoid harm.
- **Leadership:** The skills, activities, and behaviors leaders need to guide and manage a high reliability journey.
- **Management Systems:** The necessary systems to execute a high reliability strategy, foster accountability, and maintain results.

Our research and experience show that healthcare organizations that excel in these five areas are better positioned to pursue failure-free operations over time and characterize themselves as highly reliable.

High Reliability Academy. Leadership development is critical to advance a high reliability journey. We engage leaders and teams with our Academy offerings to equip your entire organization with the necessary skills, activities, and behaviors to become highly reliable.

Management Systems. Building an organization-wide improvement infrastructure is required to achieve and sustain clinical, operational, and cultural excellence. A systems approach that includes local alignment on priorities with supporting visual management and standard work around huddles, coaching and leader rounding are required attributes of sustainable learning and improvement systems. With a model area and train-the-trainer approach, we build local capacity and competency to serve as show sites as we partner to scale across the organization.

LENS™. Learning and ENGagement System, our digital visual management platform, helps create local ownership for improvement work, fosters communication between leaders and teams, and builds community. Our HRO consultants provide in-depth coaching to help leaders and work settings weave high reliability principles into daily work using LENS.

1:1 Leadership Coaching. Experienced high reliability leaders serve as partners, coaches and advisors to your executive leaders, helping them refine their personal and organizational approach to high reliability and grow their skills in leading and sustaining an HRO transformation.