vizient®

Management Systems for High Reliability in Healthcare

Achieve and sustain performance excellence by building an infrastructure for high reliability.

Transform your healthcare organization through management systems

With expertise grounded in teaching and coaching high reliability skills, the Vizient Safe and Reliable Healthcare team can help your organization build improvement infrastructures to achieve performance excellence. Subject matter expertise is elevated by leveraging Vizient's robust clinical, operational and practice data to identify priorities and drive improvement across the continuum.

Building the infrastructure for high reliability

High reliability organizations (HROs) continuously strive for failure-free operations amidst extraordinary levels of complexity and the constant threat of catastrophic error. The cultures, systems, and processes in these organizations are designed to effectively manage the unexpected and mitigate the risk for human error, allowing for long periods without significant issues. Building the infrastructure to support high reliability enables the organization to consistently achieve intended results.

Management Systems: the HRO infrastructure

Management Systems – a set of policies, procedures and processes to fulfill the tasks required to achieve organizational objectives – create the infrastructure to achieve and sustain goals and reach a perpetual state of high reliability. This infrastructure is established through intentional design and coordinated between individuals, teams and across the organization.

Effective management systems incorporate three key practices, all of which must be present for the system to work optimally:

- **Create transparency.** Visual management allows the current condition of processes and performance to be readily visible and understandable. Transparency helps clarify expectations and create accountability, and everyone can track performance to goals.

- **Drive accountability.** All leaders perform standard work to create accountability and actively support performance improvement. A degree of redundancy layered into the standard work provides interlocking accountability between all leader levels and the frontline; reinforcing a team approach to disciplined adherence to process.

- **Learn and improve continuously.** Solving problems and improving processes rapidly and effectively is a necessity. Correcting problems at the source, in real time, and involving those who do the work, reinforces a culture of safety and creates an environment for continuous learning and improving.

  Adoption of a structured problem-solving methodology provides the framework for everyone in the organization to continually improve their work. By creating problem-solving capability and capacity, improvement becomes everyone's job.

Management Systems Implementation

Carefully designed management systems fuel the journey to performance excellence and are essential for achieving and sustaining high reliability. Implementation includes:

- Organizational priorities are cascaded to where problem solving and improvement must occur.

- Standard work for all is hardwired to create accountability, reduce variation, and sustain.

- Leaders actively participate to build relationships, eliminate barriers, and celebrate successes.

- Visual management – such as the LENS™ digital visual management system – creates transparent performance tracking; enabling accountability, collaboration and real-time problem solving.

- Improvement science and tools support root cause identification to understand performance drivers and drive measurable improvement.

- Development of people to build high reliability competencies and cultures.

Vizient Safe and Reliable Healthcare

Management Systems evaluation and implementation 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 with cultural measurement, leadership development, building sustainable improvement infrastructures, electronic visual management, and clinical and operational analytics - strengthening culture, knowledge, learning systems, leadership and management systems.

The Vizient Safe and Reliable Framework for High Reliability Healthcare

Becoming a high reliability organization is a transformational journey. The Vizient Safe and Reliable Healthcare *Framework for High Reliability Healthcare* represents the next step in guiding organizations on their high reliability journeys. Our research and experience show that healthcare organizations that excel in these five areas are better positioned to achieve failure-free operations and become highly reliable.

- Healthy cultures are created that engage the entire organization in trusting and respectful collaborations.

- Knowledge is used transparently to understand where the organization is and where it needs to go.

- Learning systems mature, creating a continuous cycle of discovery, problem solving, and sustained improvement.

- Leaders lead with visibility, respect and appreciative inquiry.

- **Management systems** embed the framework's other four domains into everyday practice, creating the infrastructure to achieve and sustain goals.

As the nation's largest member-driven healthcare performance improvement company, Vizient provides solutions and services that empower healthcare providers to deliver high-value care by aligning cost, quality and market performance. With analytics, advisory services and a robust sourcing portfolio, we help members improve patient outcomes and lower costs.

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