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SEPT. 18–21, 2023  
WYNN, LAS VEGAS

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**THE QUEEN'S  
HEALTH SYSTEM**



# Establishing a High-Reliability Frame of Mind: The Continuous Journey (Part 1 of 2)

*Todd L. Allen, MD, Senior Vice President and Chief Quality Officer, The Queen's Health System, Honolulu, Hawaii*

*Peggy M. Duggan, MD, Executive Vice President and Chief Medical Officer, Tampa General Hospital, Fla.*

*Allan Frankel, MD, Executive Principal, Vizient, Inc. (Moderator)*

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# Learning Objectives

- Describe successful strategies including an engagement and culture of safety survey to implement high reliability.
- Outline the application of high reliability skills to frontline care.

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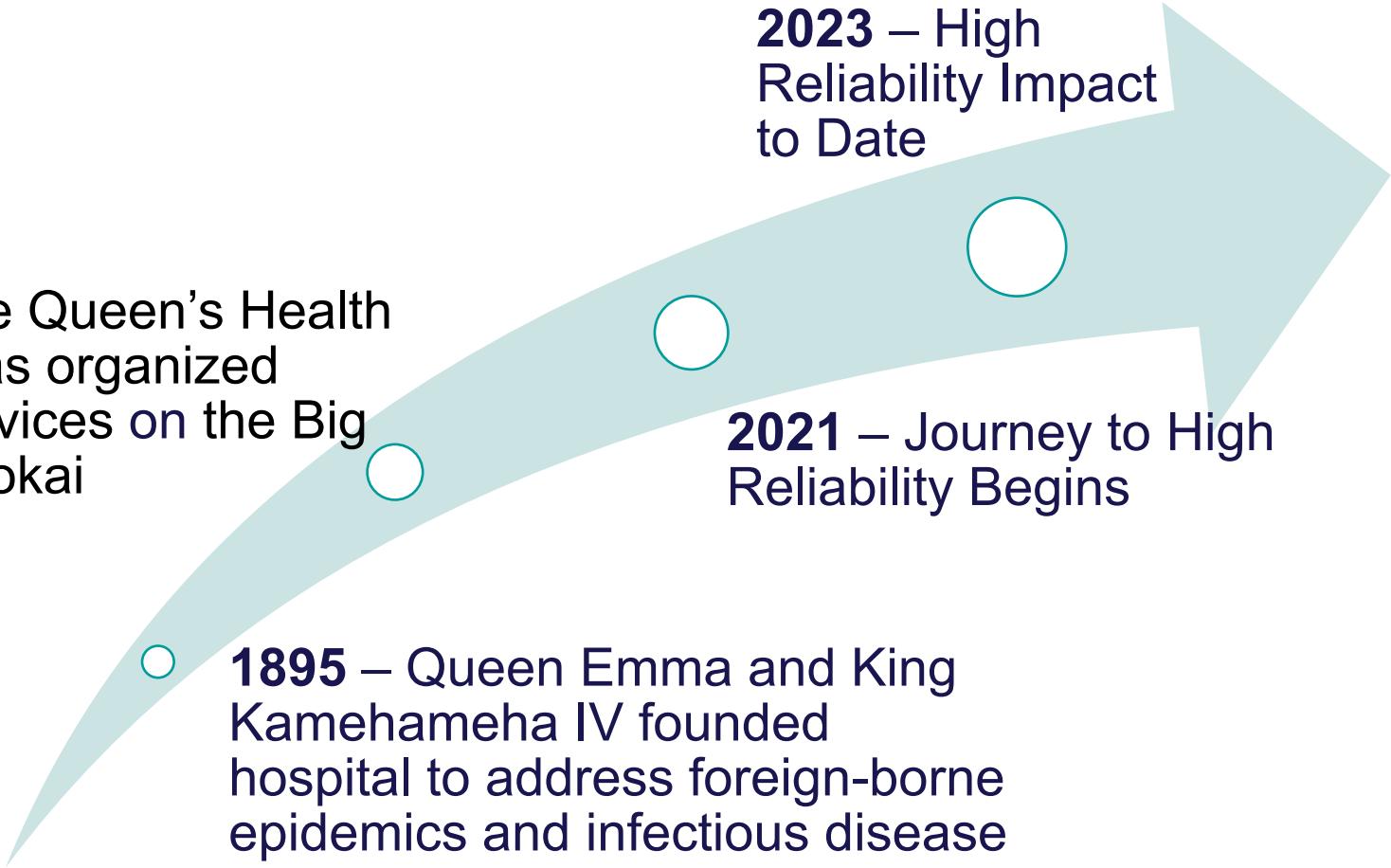
# The Queen's Medical Center | Journey to High Reliability

**1985** – The Queen's Health System was organized adding services on the Big Island Molokai

**1895** – Queen Emma and King Kamehameha IV founded hospital to address foreign-borne epidemics and infectious disease

**2023** – High Reliability Impact to Date

**2021** – Journey to High Reliability Begins



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# Tampa General Hospital's | Journey to High Reliability



RELIABILITY  
MANAGEMENT TEAM  
ASSEMBLED



WIDE-SPREAD  
LEADERSHIP  
ENGAGEMENT AND  
EDUCATION



DEEP-DIVE REVIEW OF  
POLICIES, PROCESSES,  
AND SYSTEMS



ENGRAIN THE LANGUAGE



ALIGNMENT AND  
INTEGRATION OF HIGH  
RELIABILITY  
METHODOLOGIES



SUSTAIN  
RELIABILITY  
MANAGEMENT TEAM  
AND LEADERSHIP  
COMMITMENT  
CONTINUED ADVOCACY  
FOR UTILIZATION OF THE  
TOOLS AND LANGUAGE

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# Panel Discussion



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## The Queen's Health System



## Tampa General Hospital



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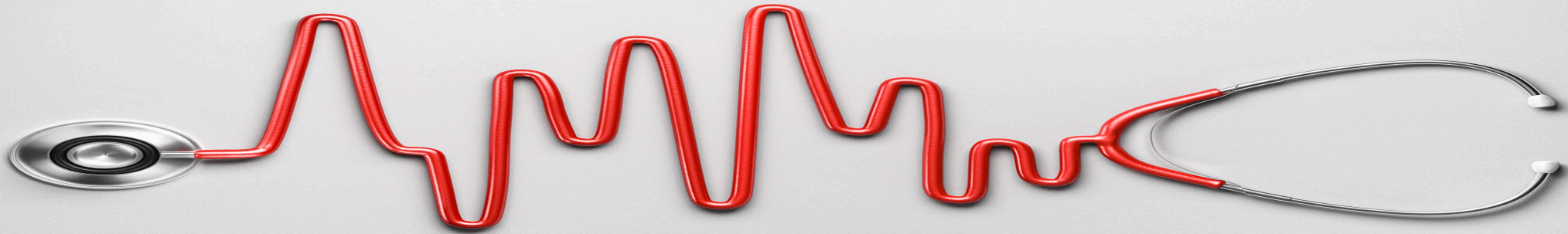
# Questions



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## Top Ten HRO Journey Considerations

- Safety culture is paramount
- Prevention is achieved through redundancy and resilience
- Emphasize mindfulness and attention to detail
- Strive for continuous learning and improvement
- Allow for decentralized decision making
- Implement standardization and protocols
- Focus on respect for expertise
- Be adaptable and flexible
- Seek external collaboration
- Take ethical considerations seriously

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# Final Reflections – Key Take Aways

- Embrace the journey to high reliability, commit to it for the long term, consistently discuss and utilize the framework
- To achieve high reliability, it is crucial to integrate the framework into daily work. The ideal starting point is to create a space that enables leaders and managers to communicate effectively and visibly “close the loop” on ideas and concerns shared by frontline teams, enabling real-time coordination and improvement.
- Recruit local champions who will passionately embrace, take ownership of, and drive the work forward.
- Leadership engagement is a critical foundation.
- Education: concentrate on shifting mindsets to focus on risk rather than outcomes.
- Provide an environment of psychological safety.
- Support the process through an organizational structure: Office of Collaborative Reliability

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# Questions?



**THE QUEEN'S  
HEALTH SYSTEM**



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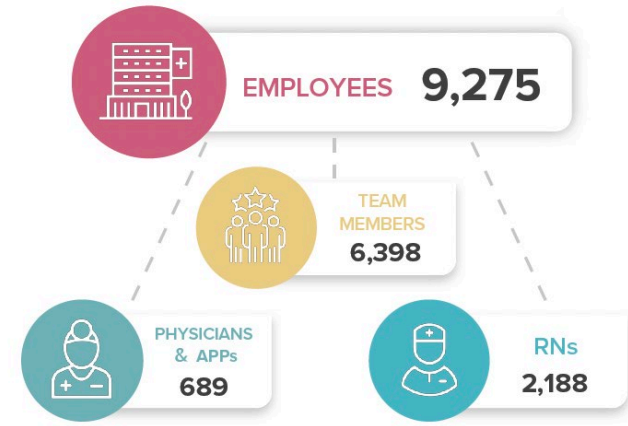


# THE QUEEN'S HEALTH SYSTEM - OVERVIEW

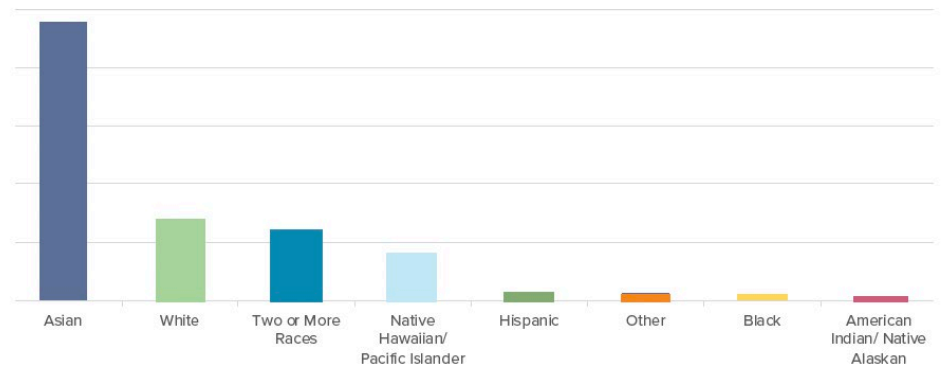


## OUR MISSION

To fulfill the intent of Queen Emma and King Kamehameha IV to provide in perpetuity quality health care services to improve the well-being of Native Hawaiians and all of the people of Hawai'i.



## OVERALL ETHNIC DIVERSITY



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# Organizational Overview – Tampa General Hospital

- Tampa General Hospital, a 1,040-bed, not-for-profit, academic health system
- One of the largest hospitals in America and delivers world-class care as the region's only center for Level I trauma and comprehensive burn care
- Highest-ranked hospital in the market in U.S. News & World Report's 2022-23 Best Hospitals
- Tied as the third highest-ranked hospital in Florida, with seven specialties ranking among the best programs in the United States
- Designated as a model of excellence by the 2022 Fortune/Merative 100 Top Hospitals list
- Recognized by two prestigious Forbes magazine rankings – in the top 100 nationally in the 2023 America's Best Employers for Women and sixth out of 100 Florida companies in the 2022 America's Best Employers by State.
- Safety net hospital in the region, caring for everyone regardless of their ability to pay, and in fiscal year 2021, provided a net community benefit worth more than \$224.5 million in the form of health care for underinsured patients, community education, and financial support to community health organizations in Tampa Bay
- It is one of the nation's busiest adult solid organ transplant centers and is the primary teaching hospital for the USF Health Morsani College of Medicine
- With six medical helicopters, Tampa General Hospital transports critically injured or ill patients from 23 surrounding counties to receive the advanced care they need
- Nationally accredited comprehensive stroke center, and its 32-bed Neuroscience, Intensive Care Unit is the largest on the West Coast of Florida
- Home to the Jennifer Leigh Muma 82-bed neonatal intensive care unit, and a nationally accredited rehabilitation center
- Footprint includes 17 Tampa General Medical Group Primary Care offices, TGH Family Care Center Kennedy, TGH Brandon Healthplex, TGH Virtual Health, and 21 TGH Imaging powered by Tower outpatient radiology centers throughout Hillsborough, Pasco, Pinellas, and Palm Beach counties
- Tampa Bay area residents also receive world-class care from the TGH Urgent Care powered by Fast Track network of clinics.
- To see a medical care professional live anytime, anywhere on a smartphone, tablet or computer, visit Virtual Health | Tampa General Hospital ([tgh.org](https://tgh.org))
- As one of the largest hospitals in the country, Tampa General Hospital is the first in Florida to partner with GE Healthcare and open a clinical command center that provides real-time situational awareness to improve and better coordinate patient care at a lower cost.
- For more information, go to [www.tgh.org](https://www.tgh.org)

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