





Health Quality Innovation Network

HQIC Office Hours

May 9, 2024

Logistics – Zoom Meeting



To ask questions, click on the **Chat** icon. At the end of the presentation, you will also be able to unmute to ask a question verbally.

You may adjust your audio by clicking the caret next to the **Mute** icon.

Resources from today's session will be shared after the call.

Health Quality Innovation Network

Today's Presenter



Jen Murphy, MHA, CPPS
Senior Consultant



High Reliability Practices for Daily Huddles

Objectives

1

Review the goals of conducting a daily huddle

2

Describe best practices for facilitating a daily huddle

3

Discuss strategies for maintaining engagement in huddles

POLLING QUESTION

Does your hospital currently have a facility-wide daily huddle?

- A. Yes
- B. No

Principles of HROs

Principles of Anticipation

- Preoccupation with failure
- Reluctance to simplify
- Sensitivity to operations

Principles of Containment

- Commitment to resilience
- Deference to expertise

Daily Huddle for Safety



Adapted from nuclear power industry



Creates shared situational awareness



Brief; no problem solving



Look back, look ahead, follow up

POLLING QUESTION

How often does your daily huddle take place?

- A. Weekdays, excluding holidays
- B. Weekdays and weekends, excluding holidays
- C. 365 days a year, no exceptions

Goals of a Daily Huddle

Look Back

What prevented us from being safe yesterday?

Look Ahead

What could keep us from being safe today?

Structure and Format

- Led by a senior leader
- Daily – define what that means for your hospital
- Timing – beginning of the day, but not too early
- In-person, by video, or by phone
- Everyone reports
- Review key operational metrics
- No minutes or reports sent out
- Supported by unit/department huddles

Participants

Medical Staff

- CMO/VPMA
- Chief Hospitalist
- Attending On Call

Nursing

- CNO
- Unit/Division leaders
- Director On Call

Professional Services

- Infection Prevention
- Lab
- Pharmacy
- Radiology
- Therapy
- Care Coordination

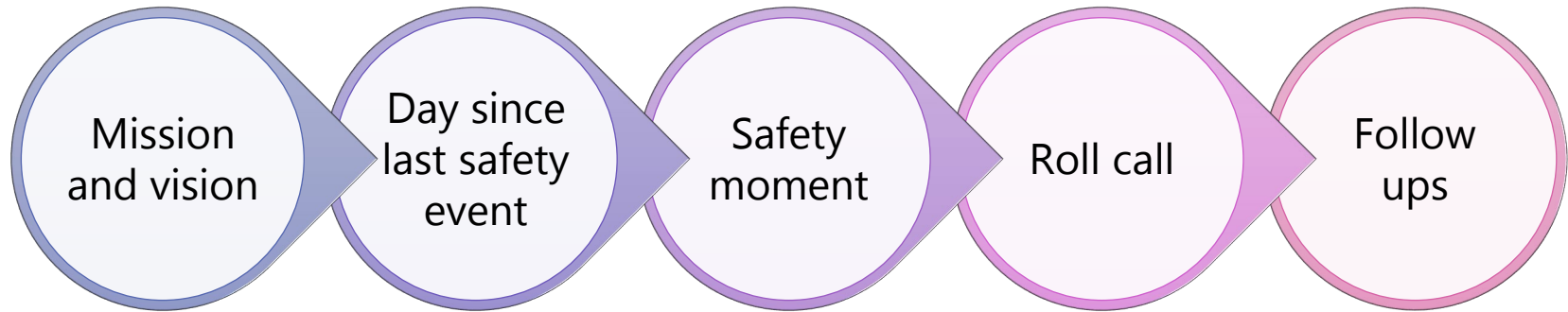
Support Services

- EVS
- Engineering
- Supply Chain
- Food/Nutrition
- Transportation
- Security

Corporate

- Risk Mgmt.
- Quality/Safety
- Patient Experience
- Employee Health
- IT/IS

Facilitation



Reports

- Previous day census (admissions and discharges, ED volume)
- Current census
- Emergency department volume
- # of ED holds over 4 hours
- # of OR cases/cases over 3 hours
- Employee injuries in last 24 hours
- # of COVID-19/flu/RSV/isolation patients
- # of days of supplies on hand (e.g. gloves, masks, gowns, etc.)
- Other key organizational metrics

Engagement and Sustainability

- Change the order of the roll call
- “Fish bowl” questions
- Safety “lectionary”/topic of the week
- Round and report
- Safety story at random
- Rapid cycle improvement
- Adapt, adopt, abandon

Resources

- [High Reliability Leadership Learning Module Series | HQIN](#)
- [Daily-Safety-Briefing-HPI-White-Paper.pdf \(essentialhospitals.org\)](#)
- “Managing the Unexpected” by Weick and Sutcliffe
- [Becoming a High Reliability Organization: Operational Advice for Hospital Leaders \(ahrq.gov\)](#)
- [Quick Safety 34: Daily safety briefings - a hallmark of high reliability | The Joint Commission](#)



HQIC Summer Spread & Sustainment Series

Hospital Acquired Infections

Thursday, June 13

Sepsis

Thursday, July 11

Readmissions

Thursday, August 8

(all sessions will be held from 12pm to 1pm ET)

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