SEHA GOOD CATCH PROGRAM

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Learning objectives

- *Recognize and highlight the significance of a proactive reporting culture.*

- *Identify the definition of a good catch for their respective organizations .*

- *Measure current /baseline good catch reporting.*

- *Recommend a framework for establishing a similar program.*

- *Define criteria for prioritization and recognition of the reports.*

- *Monitor progress of the program over time.*

From "Safety-I" to "Safety-II"

In Safety-I:

- *Safety = Conditions where the number of **adverse events is as low as possible**.*
- *Risk Management = Making sure that **things do not go wrong**, by eliminating the causes of malfunctions and hazards or by containing their effects.*

In Safety-II:

- *Safety = Number of **acceptable outcomes is as high as possible**. The ability to succeed under varying conditions.*
- *Risk Management = Making sure that things go right, rather than preventing them from going wrong.*

Hollnagel, E., Wears, R. L. and Braithwaite., J. (2015)

SEHA Proactive Focus

In Safety-II:

- *Investigation is done to **understand how things usually go right** in order to **explain how things occasionally go wrong**.*
- *Risk assessment tries to **understand the conditions** where performance variability can become difficult or impossible to monitor and control.*

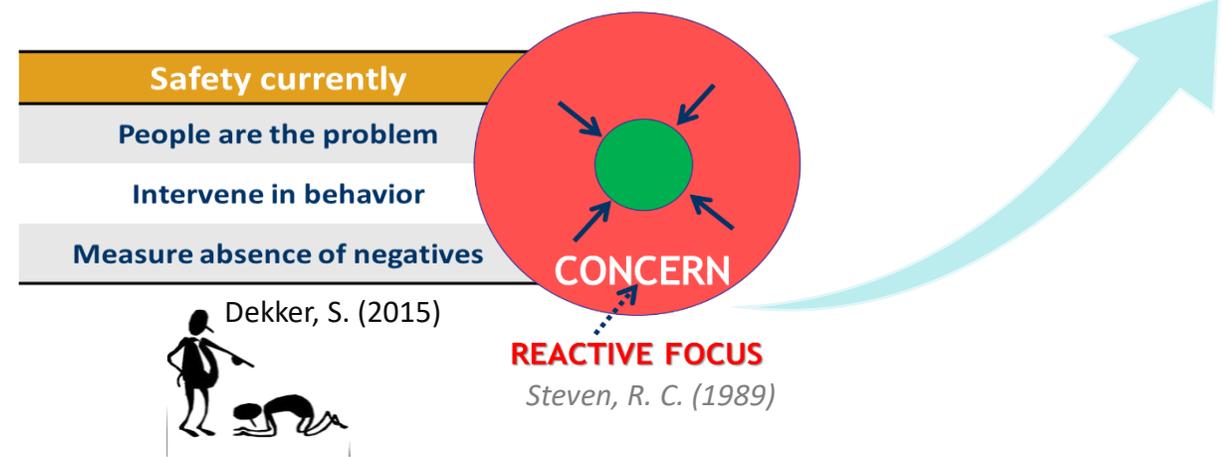*The Safety-II management principles:*
- *facilitate everyday work,*
- *anticipate developments and events,*
- *maintain the **adaptive capacity to respond effectively to the inevitable surprises**.*

Hollnagel, E., Wears, R. L. and Braithwaite., J. (2015)

Principle behind the Framework

Safety differently
People are the solution
Intervene in conditions
Measure presence of positives

Dekker, S. (2015)

INFLUENCE

PROACTIVE FOCUS
Steven, R. C. (1989)

Safety currently
People are the problem
Intervene in behavior
Measure absence of negatives

Dekker, S. (2015)

CONCERN

REACTIVE FOCUS
Steven, R. C. (1989)

What is a Good catch ?

An Event that did not reach a patient / affect an outcome but only because of chance or timely intervention. Also known as near miss , near hit or a close call.

- *Near Misses are predictors of errors, yet underreported*
- *Near Misses often precede risk or harm producing events*
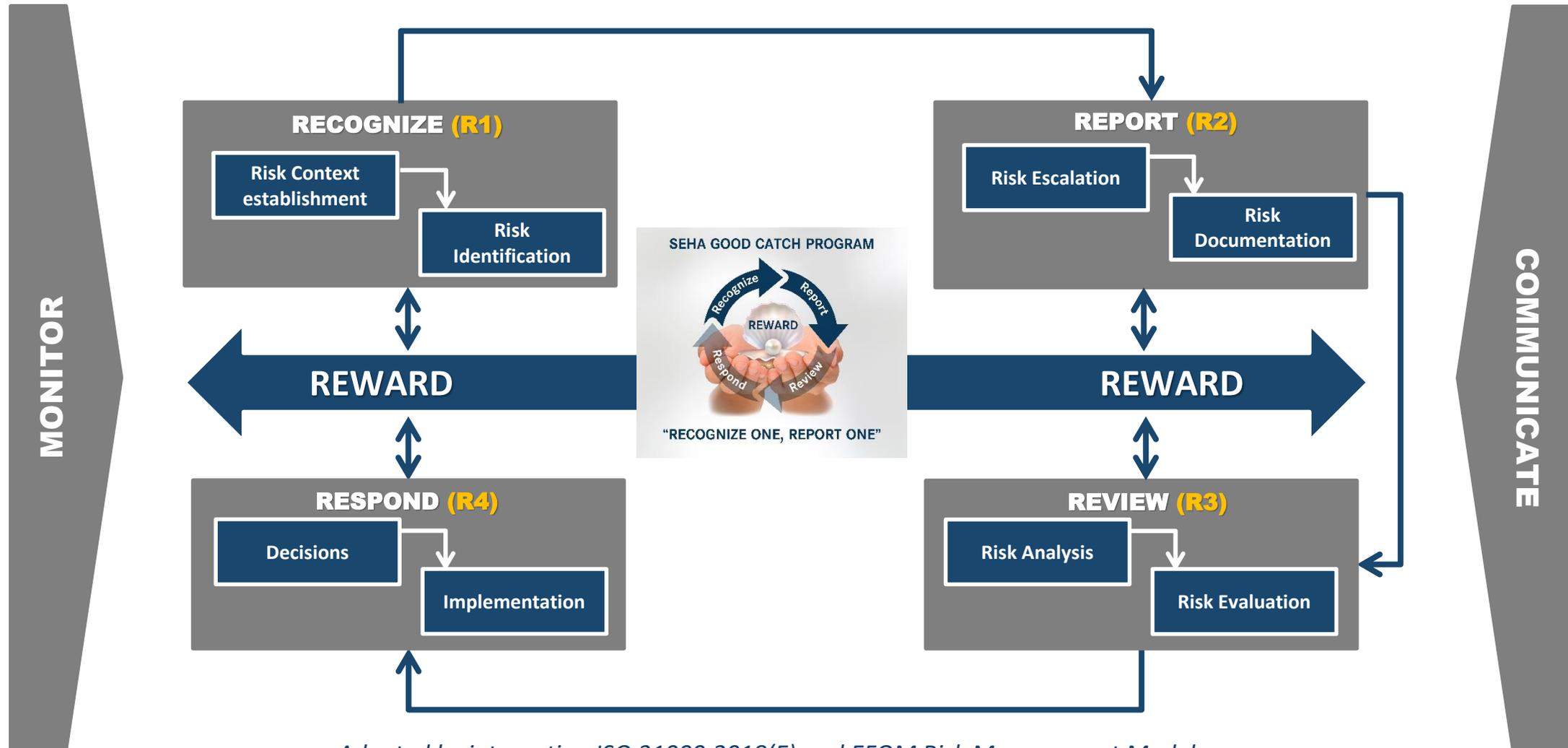- *Near Misses are free lessons*

The SEHA 5 "Rs" Risk Management Framework

- *The Good Catch Program starts under the theme "**Recognize, Report** and **Reward**"*

- *Extends beyond frontline staff to engage managers to "**Review** events and **Respond** to identified risks and opportunities".*

- *The program is expected to help move the SEHA Incident Management from a reactive to a proactive focus.*

Recognize.
Report.
Review.
Respond.
Reward.

American Data Network PSO (2019)

The SEHA 5 "Rs" Risk Management Framework

MONITOR

COMMUNICATE

RECOGNIZE (R1)
- Risk Context establishment
- Risk Identification

REPORT (R2)
- Risk Escalation
- Risk Documentation

REWARD

REWARD

SEHA GOOD CATCH PROGRAM

Recognize — Report

REWARD

Respond — Review

"RECOGNIZE ONE, REPORT ONE"

RESPOND (R4)
- Decisions
- Implementation

REVIEW (R3)
- Risk Analysis
- Risk Evaluation

Adapted by integrating ISO 31000:2018(E) and EFQM Risk Management Models

SEHA Good Catch Program – Goals
"RECOGNIZE ONE, REPORT ONE"

- *Increase* the number of **reported near misses**

- *Reward* and recognize SEHA employees who identify and report best near misses

- *Analyze* near miss data to reveal **system and process vulnerabilities**

- Develop and implement proactive, data-driven **improvement activities**

American Data Network PSO (2019)

SEHA Good Catch Program – Benefits

- *Establish a platform to reflect on near miss events*

- *Create a proactive approach to safety-* **Celebrating safety**

- *Empower frontline staff to be advocates for safety*

- *Reveal fractured systems and processes*

- *Significantly amplify risk management and safety*

- *Strengthen the organization's safety culture*

- *Promote learning and sharing of lessons*

- *Build mutual trust among staff and create shared perceptions with the senior leadership.*

"You can't fix a problem if you don't know about it"- Halloran

Stringing the Pearls

Finding system defects

Monitoring new processes

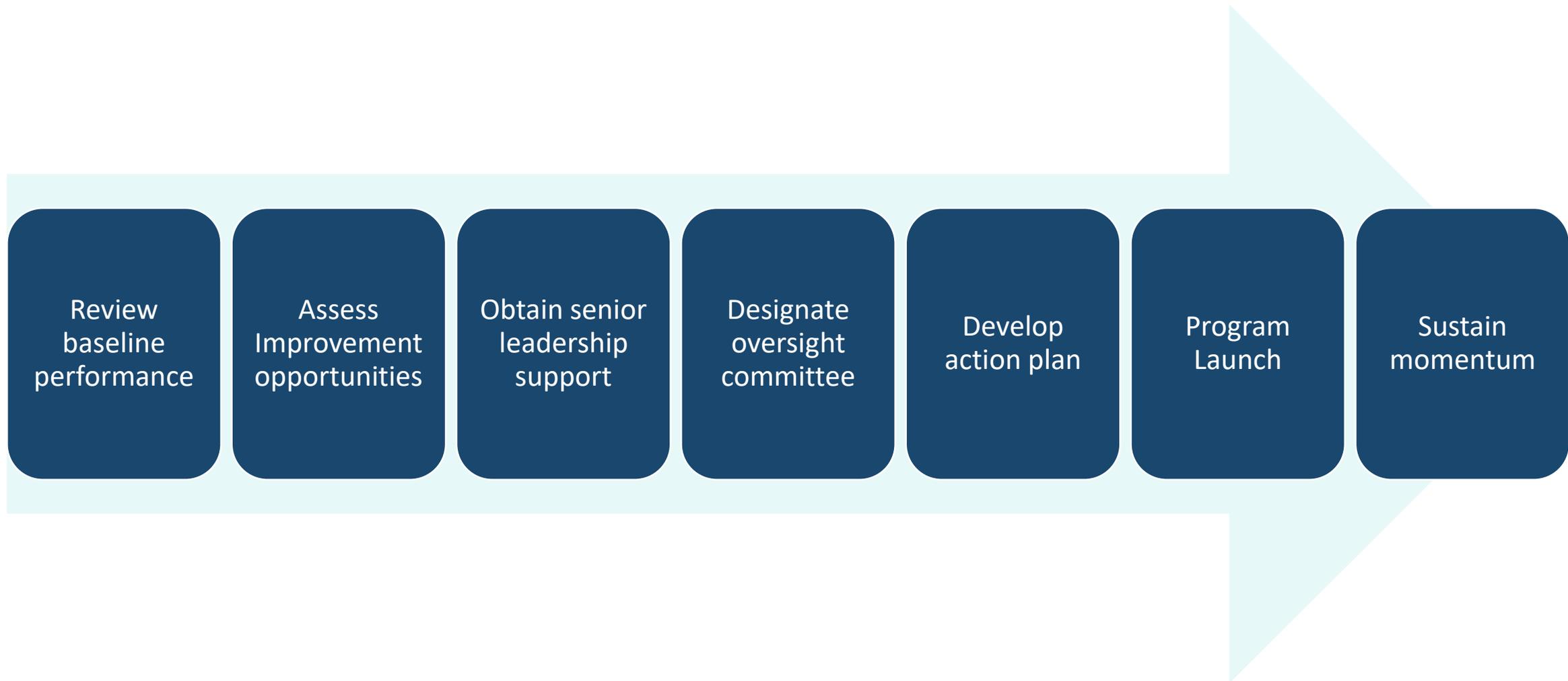Monitoring policy compliance

Monitoring policy effectiveness

Conducting deep dives

Trends after change

7 Steps of Implementation

Review baseline performance

Assess Improvement opportunities

Obtain senior leadership support

Designate oversight committee

Develop action plan

Program Launch

Sustain momentum

1.Review baseline performance

- *Review organizational baseline Incident data*

- *Analyze baseline Near Misses data to gain qualitative (content) and quantitative (trending) insights*

- *Establish definition of a near miss.*

- *Establish goal/target for Near Miss reporting*

SEHA Good Catch Program – Goals:

% OF NEAR MISS EVENTS / TOTAL NUMBER OF EMPLOYEES / MONTH (Jul 2018 - May 2019)

Targets by Quarter:

Q3-2019 = 10% / Q4-2019 = 15% / Q1-2020 = 20% / Q2-2020 = 25%

Targets during & after program rollout

% of Near Miss Events currently reported on SI™

SEHA HCF	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19
AAH	7%	4%	4%	6%	6%	3%	4%	3%	5%	4%	3%
ADH	7%	4%	5%	8%	8%	4%	5%	9%	8%	7%	8%
AHS	1%	0%	0%	1%	1%	1%	1%	1%	1%	2%	1%
ARH	6%	3%	6%	7%	2%	2%	3%	3%	3%	3%	4%
COH	13%	6%	7%	5%	9%	6%	6%	8%	7%	7%	8%
MQH	2%	2%	2%	2%	3%	1%	4%	3%	2%	1%	1%
SDS	2%	0%	2%	1%	1%	3%	2%	2%	3%	3%	2%
SKH	2%	2%	2%	2%	2%	2%	2%	1%	2%	2%	2%
TWH	5%	6%	4%	5%	3%	2%	3%	3%	3%	3%	4%
Grand Total	3.9%	2.9%	2.9%	3.5%	3.5%	2.2%	3.1%	3.2%	3.2%	3.0%	3.0%

Calculation Methodology:

Numerator = Total number of events including all events (Patient, Staff, Visitor etc.) reported under harm score 2.

Denominator = Total number of employees in each Healthcare Facility

2.Assess Improvement opportunities

- *Review existing reporting form to consider ease of Near Miss reporting*

- *Establish feedback processes for Near Misses*

- *Review of Culture of Safety Survey results to identify factors/perceptions influencing Near Miss reporting*

3.Obtain Senior Leadership Support

When approaching leadership, be prepared to discuss:

- *Scope of Good Catch Campaign*
- *Benefits of Participation*
- *Alignment with Strategic Priorities and Regulatory Measures*
- *Baseline Data and Stretch Goal*
- *Reward and Recognition Plans (Internal and/or External Programs)*
- *Oversight and Operational Needs*
- *Proposed Resources*

4.Designate Oversight Team/Committee

- *Examine the facility's committee structure to designate an existing team or form a new oversight team.*

- *Adapt the provided charter template to address purpose, scope, members, and responsibilities for facilitating the Good Catch Program.*

- *Appoint a team facilitator.*

- *Identify multidisciplinary change agents*

- *Assure the members are diverse in clinical backgrounds and disciplines (e.g., nurses, physicians, pharmacists or ancillary staff*

5. Develop an action plan

- *Develop educational material to educate frontline staff/physicians*
- *Tailor actions to address barriers and leverage strengths of Near Miss reporting*
- *Develop a schedule for reviewing Near Misses*
- *Develop dashboard to visualize goal progression*
- *Develop criteria for review and selection of the 'best' good catches in order to support a reward and recognition program*

SEHA Good Catch Results
Leadership Dashboard Report

Calculation Methodology:
- Numerator = Total number of events including all events (Patient, Staff, Visitor and Unsafe Conditions etc.) reported under harm score 2 but excluding "Other Miscellaneous" event types.
- Denominator = Total number of employees in each SEHA Healthcare facility per month.

Adapted from American Data Network PSO (2019)

The 5th "R" in the Risk Management Framework

(Recognize, Report, Review, Respond and Reward)

MONITOR

COMMUNICATE

REWARD BEST RESULTS

5th
R

*Rewards presented for recognizing, managing and reporting Good Catches based on the following **criteria:***

- *Quality of the report*

- *Risk Assessment of the reported "Good Catch"*

- *Review by assigned Manager*

- *Action taken to close the loop*

BC Scoring Form

4 Quarters Awarding Schedule

Quarter / Submission Dates	Best Catches (3 per facility)	SEHA Best Catch Reports
Q4-2019 (Feb 2020)	27 Best Catches	3 Best Catches
Q1-2020 (Apr 2020)	27 Best Catches	3 Best Catches
Q2-2020 (Aug 2020)	27 Best Catches	3 Best Catches
Q3-2020 (Nov 2020)	27 Best Catches	3 Best Catches
Grand Total	**108 Good Catches**	**12 Best Catches**

6. Program Launch

- *Ensure responsible team member(s) are trained*

- *Utilize the educational and promotional materials to bolster staff engagement.*

- *Promote through Screensavers, Posters, Infographics, Intranet Banners and Email Signatures , Healthcare quality week etc*

- *Educate frontline staff and physicians.*

SEHA Good Catch Reward Certificate & Pins:

GOOD CATCH PROGRAM
RISK INTELLIGENCE TASKFORCE
ABU DHABI HEALTH SERVICES CO. (SEHA)

SEHA — شركة أبوظبي للخدمات الصحية ذ.م.م — Abu Dhabi Health Services Co. P.J.S.C

Abstract

Good catch programs represent a proactive approach to safety as they reveal fractured systems and processes prior to reaching individuals or assets. Near-miss reporting significantly amplifies SEHA's risk management and safety, while simultaneously strengthening the organization's safety culture. In this poster we present SEHA Good Catch Program which is built on the Safety Intelligence™ and uses a 5 "Rs" framework to lead the management of a 'good catch' from recognition, reporting, review, response and reward.

Introduction

SEHA's Definition of a Near Miss

- Process variations that did not affect an outcome but for which a recurrence carries a significant chance of a serious adverse outcome.
- Only a fortunate break in the chain of events prevented an injury, fatality or damage.
- Other familiar terms: close calls, potential adverse events, near hits, near accidents, etc.
- A faulty process or system is invariably the root cause for the increased risk leading to the near miss and should be the focus of improvement.

Goals of the SEHA Good Catch Program

- Increase the number of reported near misses
- Reward and recognize SEHA employees who identify and report best near misses
- Analyze near miss data to reveal system and process vulnerabilities
- Develop and implement proactive, data-driven improvement activities

Methods

Timeframe:

- Initiative officially launched 1ST Aug 2019 (Memo from SEHA Group CEO announcement)

Scope:

- Events / Reporting Period — All events reported starting 1st Oct 2019.
- Population - Patient safety, staff safety and visitor safety and organization assets in all areas and services provided by our SEHA Healthcare Providers (e.g., Inpatient, Emergency, Observation, Homecare etc.)
- Staff Education and Training - All members of workforce with ability to report Near Miss events including nurses, physicians, other staff members.

Best "Good Catch" Reward Criteria:

Rewards will be presented for recognizing, managing and reporting good catches based on the following criteria:

- Quality of the SI™ report
- Risk assessment of the reported "Good Catch"
- Review by assigned SI™ Manager
- Completeness of the SI™ Risk Review form
- Action taken to close the loop

Methods (cont'd)

The SEHA 5 "Rs" Risk Management Framework

RECOGNIZE (R1): Risk context establishment, Risk identification
REPORT (R2): Risk escalation, Risk documentation
RESPOND (R4): Decisions, Implementation
REVIEW (R3): Risk analysis, Risk evaluation
REWARD — SEHA GOOD CATCH PROGRAM — "RECOGNIZE ONE, REPORT ONE"
MONITOR / COMMUNICATE

Adapted by integrating ISO 31000:2018(E) and EFQM Risk Management Models

The 5 "Rs" Risk Management Framework

- The Good Catch Program starts under the theme "Recognize, Report and Reward".
- It extends beyond frontline staff to engage managers to "Review events and Respond to identified risks and opportunities".
- The program is expected to help move the SEHA Safety Intelligence™ incident management from a reactive to a proactive focus.

Results & Rewards

Selection of Best 'Good Catches':

Quarter & Submission Date	HCF Best 'Good Catch' (3 per facility)	SEHA Best 'Good Catch'
Q4 2019 (Feb 2020)	27 Best 'Good Catches'	3 Best 'Good Catches'
Q1 2020 (Apr 2020)	27 Best 'Good Catches'	3 Best 'Good Catches'
Q2 2020 (Aug 2020)	27 Best 'Good Catches'	3 Best 'Good Catches'
Q3 2020 (Nov 2020)	27 Best 'Good Catches'	3 Best 'Good Catches'
Grand Total	108 Best 'Good Catches'	12 Best 'Good Catches'

- 3 best 'good catches' per quarter at each HCF will be selected. The reporter will receive a pin and a certificate.
- These same best catches will be nominated for the annual SEHA Best Catch Award.

Report on built on "Qlik Sense®" landing page to monitor near miss reporting rates:

Qlik Sense

Calculation Methodology:

- Numerator = total number of events including all events (Patient, Staff, Visitor and Unsafe Conditions etc.) reported under harm score 2 but excluding "Other Miscellaneous" event types.
- Denominator = total number of employees in each SEHA healthcare facility per month.

Results & Rewards (cont'd)

- A charter was developed for the Good Catch team to support the facilitators with the coordination of the program at each HCF
- Posters are created to promote the SEHA 5 "Rs" framework
- Certificates and pins are designed to reward Best 'Good Catch' reports

Conclusions

RECOGNIZE ONE, REPORT ONE

Thanks to the exceptional web-based real-time event reporting system, Safety Intelligence™ (SI™) powered by Datix®, we have a real opportunity to encourage reporting and significantly improve safety.

GOOD CATCH "RECOGNIZE ONE, REPORT ONE"

References

1. American Data Network PSO, https://info.americandatanetwork.com/good-catch-campaign-toolkit
2. EFQM (2005), The EFQM Framework for Risk Management – Driving Excellence in Risk Management
3. ISO (2018), ISO 31000:2018(E) Standards
4. The Joint Commission (2016), The 4 Es of a Reporting Culture. https://www.jointcommission.org/assets/1/6/The_4_ES_of_a_Reporting_Culture_SEA_50_Infographic_FINAL.pdf
5. The Joint Commission (2019), Joint Commission Webinar Replay - "Developing a Reporting Culture" https://vimeo.com/340254277
6. SEHA Incident Management and Reporting Policy /SEHA/TGM-007.
7. SEHA Safety Alert # 21 released August 2019: Near Miss Reporting - "RECOGNIZE ONE, REPORT ONE".

Acknowledgments

7.Sustain Momentum

- *Recognize reporters via the Good Catch award.*
- *Extract and monitor volumes of Near Miss reports.*
- *Utilize the reports to monitor performance and modify action plans as needed*
- *Provide timely feedback and share learning at all organizational levels .*

Role of Leadership

- *Promote a fair and just reporting culture, reinforcing the importance to report every opportunity to control risks and prevent harmful incidents, in line with SEHA policies*

- *Ensure ALL employees are trained on the SEHA Good Catch Program*

- *Monitor the rate of near miss reporting and communicate the results and the importance of near miss reporting on a regular basis to encourage participation of all employees (RECOGNIZE ONE, REPORT ONE)*

- *Celebrate the success and value of the near miss reporting process with all employees*

Celebrating Safety!

- Viewing workers as heroes
- Focusing on improving and enhancing system failures rather than on individual faults
- Turning ordinary people in to champions

References

1. *American Data Network PSO,* **https://info.americandatanetwork.com/good-catch-campaign-toolkit**
2. *Dekker, S. W. A. (2013). Resilience: Full Lecture.*
   http://www.bing.com/videos/search?q=sidney+dekker&&view=detail&mid=7735E4508971D8A56C9A7735E4508971D8A56C9A&&FORM=VRDGAR
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    http://www1.imperial.ac.uk/cpssq/cpssq_publications/resources_tools/the_london_protocol/
11. *The Joint Commission (2018). The 4 Es of a Reporting Culture.*
    https://www.jointcommission.org/assets/1/6/The_4_ES_of_a_Reporting_Culture_SEA_60_Infographic_FINAL.pdf
12. *The Joint Commission (2019). Joint Commission Webinar Replay – "Developing a Reporting Culture"* **https://vimeo.com/340254277**

Important links:

1. Joint Commission Webinar Replay – "Developing a Reporting Culture"
2. Joint Commission "4 Es" of a Reporting Culture
3. Joint Commission "Leading the Way to Zero"
4. Risk Facilitation Training - Certificates
5. Risk Facilitation Training - Resources
6. SEHA Good Catch Program Shared Folder
7. Formation of a Natural Pearl
8. Pearl Diving

Thank you!

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