



High Reliability Organization (HRO) Immersion

HRO Overview

The confluence at KP of: (1) near complete reliance on technology, (2) legislation, (3) competition, (4) our culture and (5) our unique business model has lead to unknowable complexity, tightly coupled systems and the potential for catastrophic events.

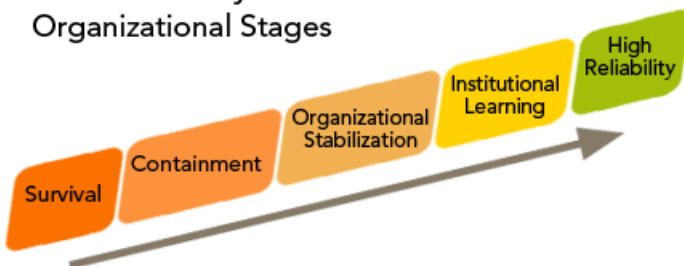
In such a setting where the potential for error and disaster is overwhelming, how do you organize for high performance? Answer. You look to *high reliability organizations* (HROs) - aircraft carriers, nuclear power plants, firefighting crews, financial services, airlines and others that have developed ways of acting that provide a model. And, you learn from catastrophic events or near catastrophic events such as 9/11, Three Mile Island and Katrina.

Quite simply, highly reliable IT systems are essential to patient safety and a superior member experience. IT is committed to reliable systems at the point of patient care and reliable systems at the point of member service.

Five Hallmarks of an HRO

- Preoccupation with failure
- Reluctance to simplify interpretations
- Sensitivity to operations
- Commitment to resilience
- Deference to expertise

HRO Maturity Model: Organizational Stages



HRO and the Garfield Center

The Kaiser Permanente Sidney R. Garfield Health Care Innovation Center is an environment for testing emerging technologies and exploring new design concepts for our clinical environments. KP-IT has an integral role in managing the technology of the center, as well as bringing new technologies to the center for evaluation. We will also use the center to ensure that the KP- IT culture and the KP-IT processes are aligned with these new technologies and designs. This alignment is essential to high reliability.

HRO Immersion Room

In 2006, over 2,500 KP-IT employees will spend a day immersed in experiential activities designed to drive home their critical role in the delivery of care and the need to apply HRO principles. In 2007, an additional 2,500 KP-IT employees will go through the immersion.

Participants will simulate the complexity and tight coupling of the Kaiser Permanente health care delivery system. Using dominoes - as many as 10,000 in one session - they'll create complicated patterns in four regions that ultimately link to KP HealthConnect, depicted as giant dominoes in the middle of the room-sized grid. Their goal - build out the system to serve as many patients as possible as reliably as possible . . . translated into "keep all the dominos standing." This includes the 70 pound large red domino that represents 1,000 patients. To learn more about KP-IT's HRO Initiative, please go to -

<http://kpnnet.kp.org:81/kpit/working/strategy/hro/index.htm>

