Physician Leader Monthly: Special Focus on ORO™ 2.0

Physician Leader Monthly spoke with Michelle Schreiber, MD, senior vice president and chief quality officer at Henry Ford Health System, about HFHS experience with Oro™ 2.0. This online organizational assessment tool includes resources designed to guide hospital leadership throughout the high reliability journey, specifically within the areas of leadership commitment, safety culture and performance improvement. HFHS was among a group of organizations that pilot tested the first version of the tool.

PLM: How did HFHS use Oro™ 2.0?
Dr. Schreiber: HFHS used Oro™ 2.0 to identify our readiness for a high reliability organization (HRO) journey. We have followed the course of other organizations that have been on the high reliability journey (such as Cincinnati Children’s, Spectrum and Memorial Hermann), and felt that HRO would be a great next step in building on our 2011 Malcolm Baldrige National Quality Award. We decided to learn more about HRO through the Joint Commission Center for Transforming Healthcare, which had reached out to engage us in the Oro™ 2.0 discussion. We conducted the Oro™ 2.0 survey at our four acute care hospitals with leadership, including the Board of Trustees.

The first part of Oro™ 2.0 is a self-administered questionnaire; the answers are then grouped into ranges, making them anonymous. The next part of Oro™ 2.0 involves a facilitated discussion to try to bring the group to a single answer for each question. The answers to the questions are combined via an underlying scoring logic that results in a maturity level determination in each of the 14 components assessed via the process.

PLM: Can you summarize the findings from Oro™ 2.0 for HFHS?
Dr. Schreiber: Our answers were a pretty broad mix. Many of the questions had a broad range of individual responses, and at the facilitated discussions, there was significant discussion to arrive at a consensus. I think this conversation was very important – both in seeing how individuals had answered (using the grouped, anonymous responses) and to discuss openly some of the issues and challenges. HFHS ranged from “advancing” in some areas, such as importance of quality, to “beginning” the journey in other areas. Mostly, I would say we were in the middle.

PLM: Were there any surprises that you discovered during the assessment?
Dr. Schreiber: I am not sure we were entirely surprised – and certainly not shocked – with any of the scores. I think we expected a broad range of answers. I do believe our Baldrige journey had prepared the organization to be highly functioning in general, but as we all know, most all organizations have opportunities for improvement. However, I do think the challenge is whether or not we would have had the same answers from frontline staff. Oro™ 2.0 is designed for leadership, but I think asking the same (or similar) questions to frontline staff would provide another level of valuable insight.

PLM: What did you find most valuable from your Oro™ 2.0 experience?
Dr. Schreiber: The most valuable part of the assessment was the conversation itself. It is not often that most leadership groups take the opportunity to step back and assess culture as it relates to quality and high reliability, and this was a wonderful chance to have a facilitated conversation with real-time answers to important questions, and come to a consensus. The conversation – both in the consensus conversation and later the results conversation – was very rich and rewarding.
**PLM: Do you recommend using Oro™ 2.0 to other hospitals and health systems?**
Dr. Schreiber: Absolutely, yes. This was a great opportunity to safely assess the culture of the organization as it pertains to quality and high reliability – including the key components of improving our performance and our value to the customer, our patients. I suspect most organizations will find they are at mixed levels of readiness from “beginning” to “advancing” – and no organization in health care has likely achieved full high reliability. So, there are opportunities for all to learn.

**PLM: What are the next steps for HFHS on its HRO journey?**
Dr. Schreiber: Henry Ford Health System is continuing to evaluate its reliability practices, and has implemented daily safety huddles at all hospitals. We will be engaging with further HRO work in the near future. In addition, we participate with the Michigan Hospital Association (MHA) in its work on HRO across the state. The hospitals of Michigan have worked together in quality collaboratives for many years through the MHA Keystone Center. This year, the MHA Keystone Center, in partnership with the Illinois Hospital Association, is participating in the CMS Hospital Engagement Network (HEN) 2.0. Through the HEN, we are promoting high reliability as a foundation for improving performance. Hospitals across the state are in the process of taking the ORO assessment and we will be identifying opportunities for further work. We are following in the footsteps of the State of South Carolina which implemented high reliability across the state and achieved significant safety improvements. Initial findings are similar to what we experienced at HFHS, namely that the assessment, and the conversations it provokes, are important to further understanding of systems and reliability, and that we all have opportunities in this journey.