

Practically Highly Reliable: Are we there yet?



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No Disclosures*

*Caregiver = healthcare team members

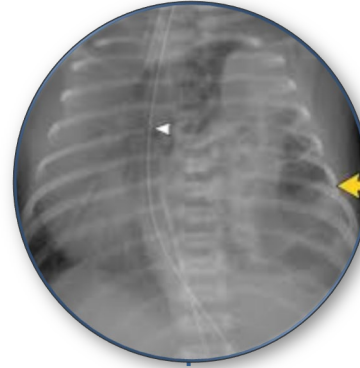
Our Promise

Highly reliable, extraordinary person-centered
CARE and CARING

CARE AND CARING

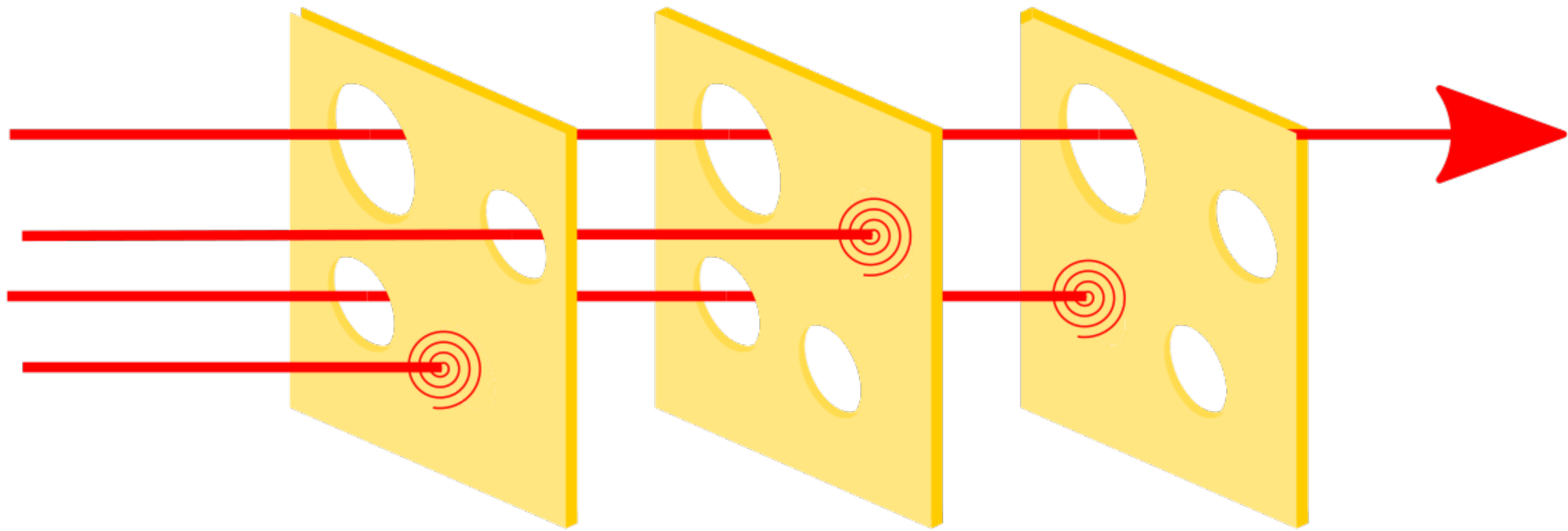
Expectations

Reality

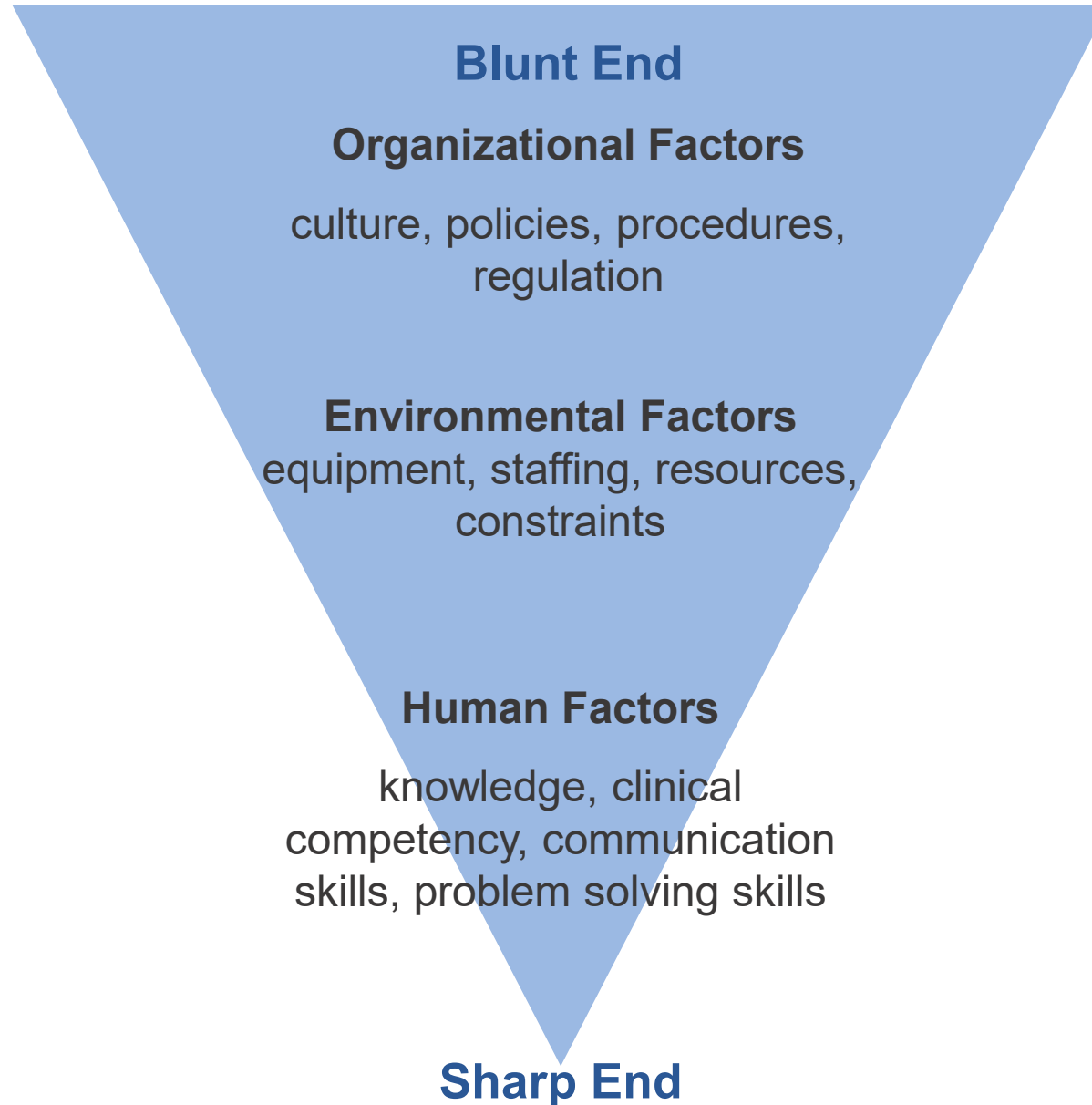


Reliability

The probability that a product, system or service will *perform* its intended function *without failure*.



The Anatomy of Error



Why should we care?

- Underreported events
- Lack of improvement
- A higher rate of harm
- Workforce burnout and turnover
- Rising costs



High Reliability Principles

*With Caring

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

**FAILING
IS NOT
ALWAYS
FAILURE**

Preoccupation
With
Failure





Pediatrics. 2012;129(6):e1587-e1593. doi:10.1542/peds.2011-1911

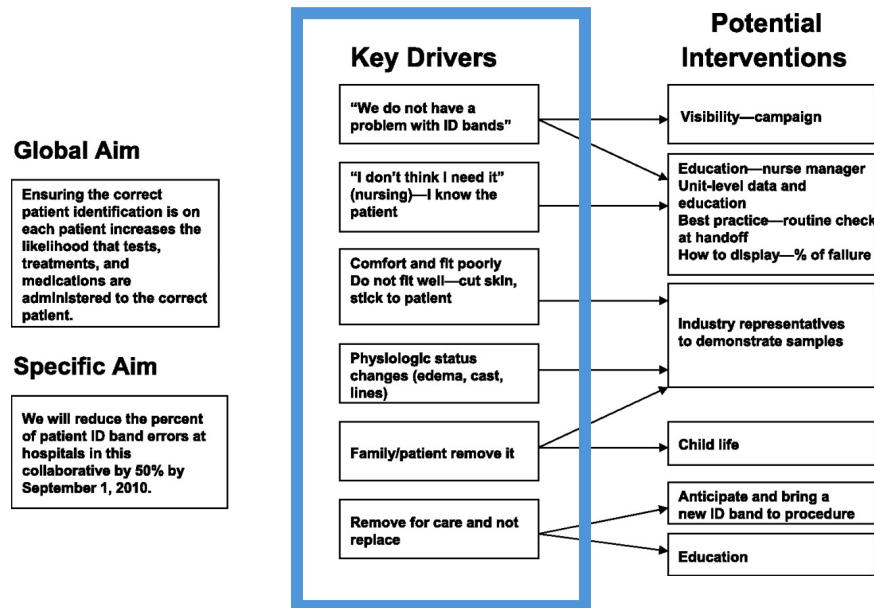


Figure Legend:

Collaborative key driver diagram.

TABLE 3 Reasons for ID Band Failure Overall

Reason for Failure	Contribution to Failures, %	Total (n = 957)
ID band off patient		
Fell off (too loosely applied)	18.4	176
Unspecified or unknown	17.2	165
Band is on another object	16.7	160
Other	16.1	154
Removed or refused by parent/patient	12.7	122
Removed by staff	3.2	31
Never placed ID band	3.2	31
Gets in the way of care	2.7	26
Total ID band off patient	90.4	865
Inaccurate ID information	4.7	45
Illegible	3.6	34
Other	1.0	10
Wrong Patient	0.3	3



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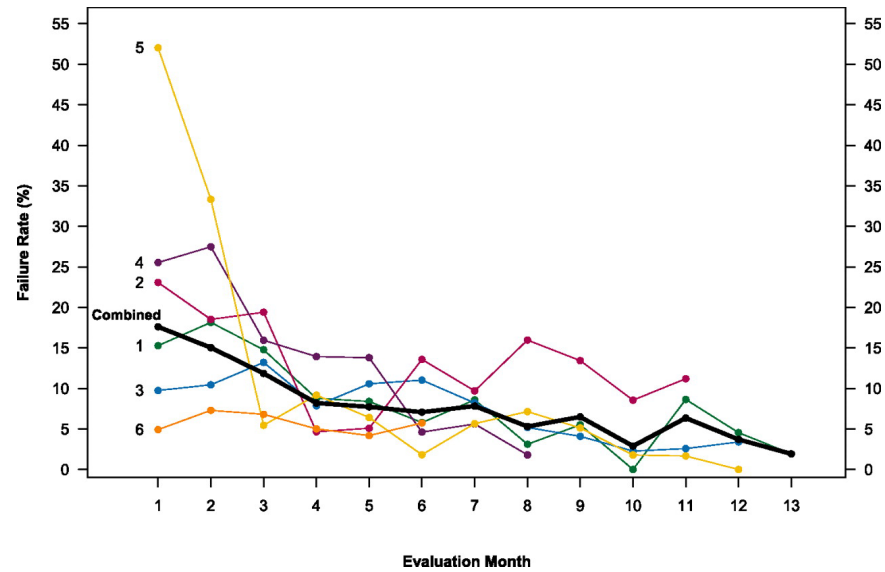
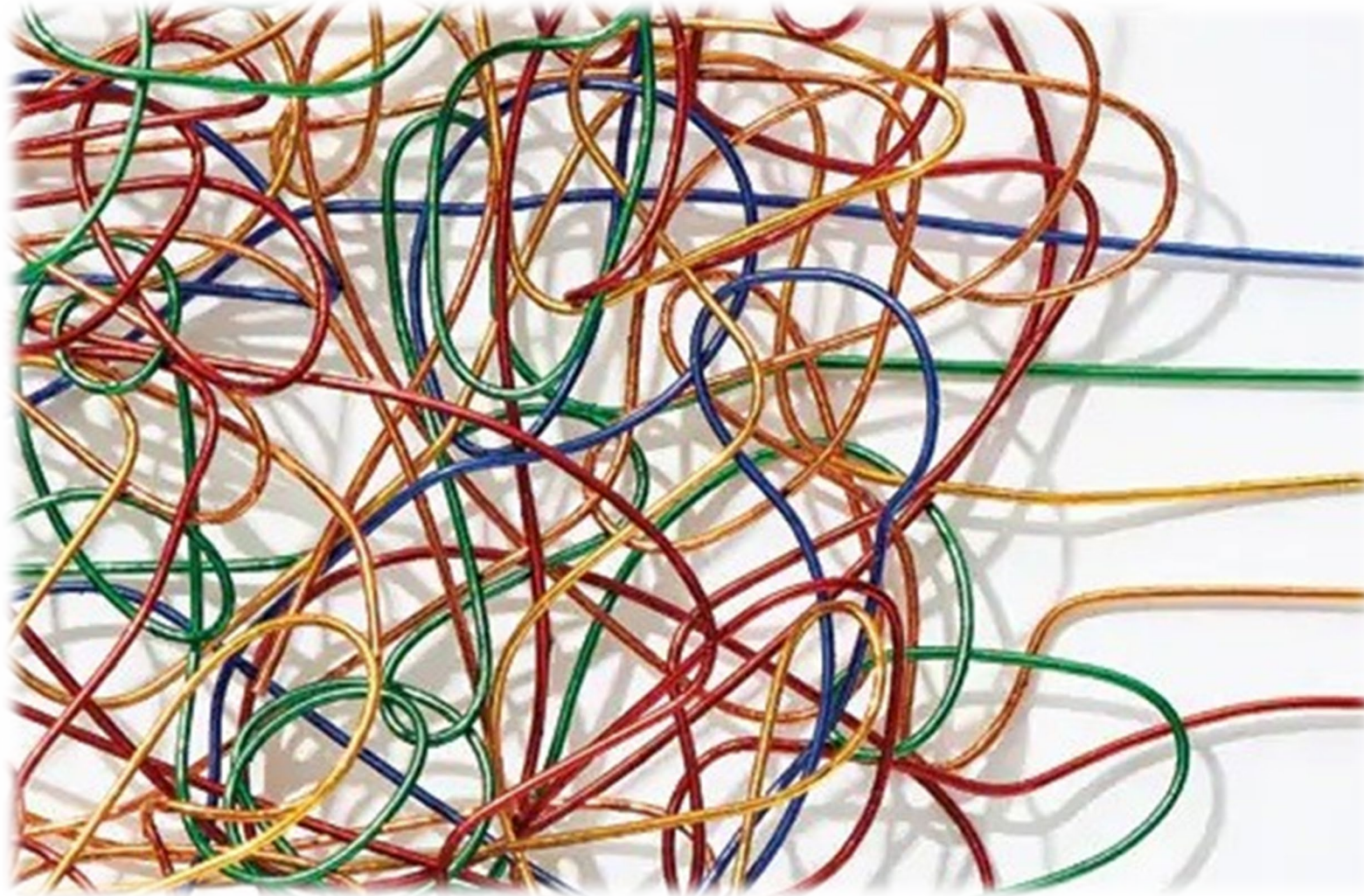


Figure Legend:

ID Band Failure Rate by Month by Hospital and Combined.

Reluctance To Simplify

(answers)

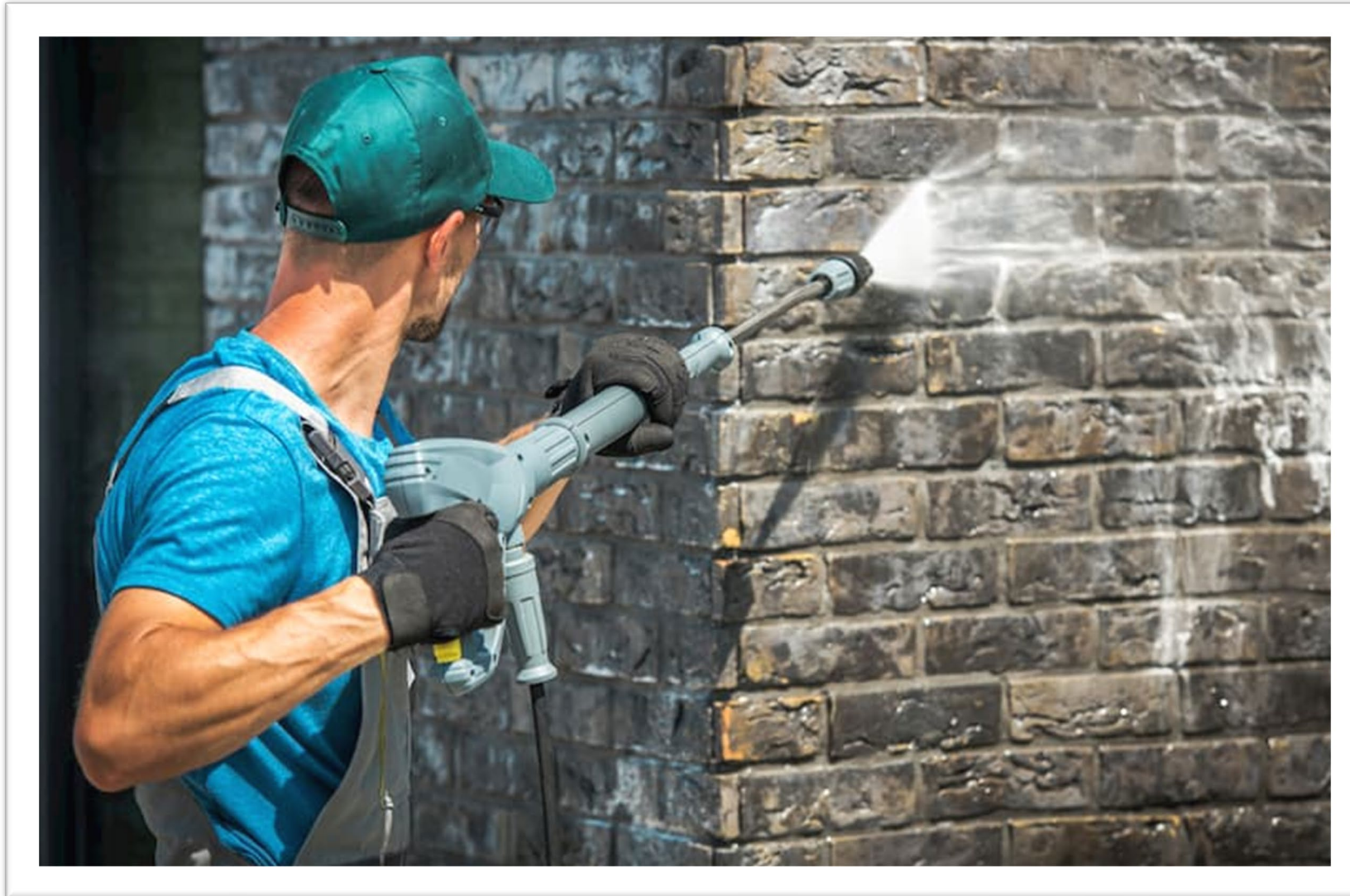


PROBLEM: Jefferson Memorial is deteriorating faster than expected



PROBLEM: Jefferson Memorial is deteriorating faster than expected

WHY? Because it gets washed frequently



PROBLEM:
WHY?

**The Jefferson Memorial gets washed frequently
Because there are a lot of bird droppings**



PROBLEM:
WHY?

There are a lot of bird droppings on the Jefferson Memorial
Because birds come to eat spiders



PROBLEM:

Birds come to the Jefferson Memorial to eat spiders

WHY?

Because spiders are there to eat the midges



PROBLEM:

Spiders are at the Jefferson Memorial to eat midges

WHY?

Because midges are attracted to the lights on the Jefferson Memorial

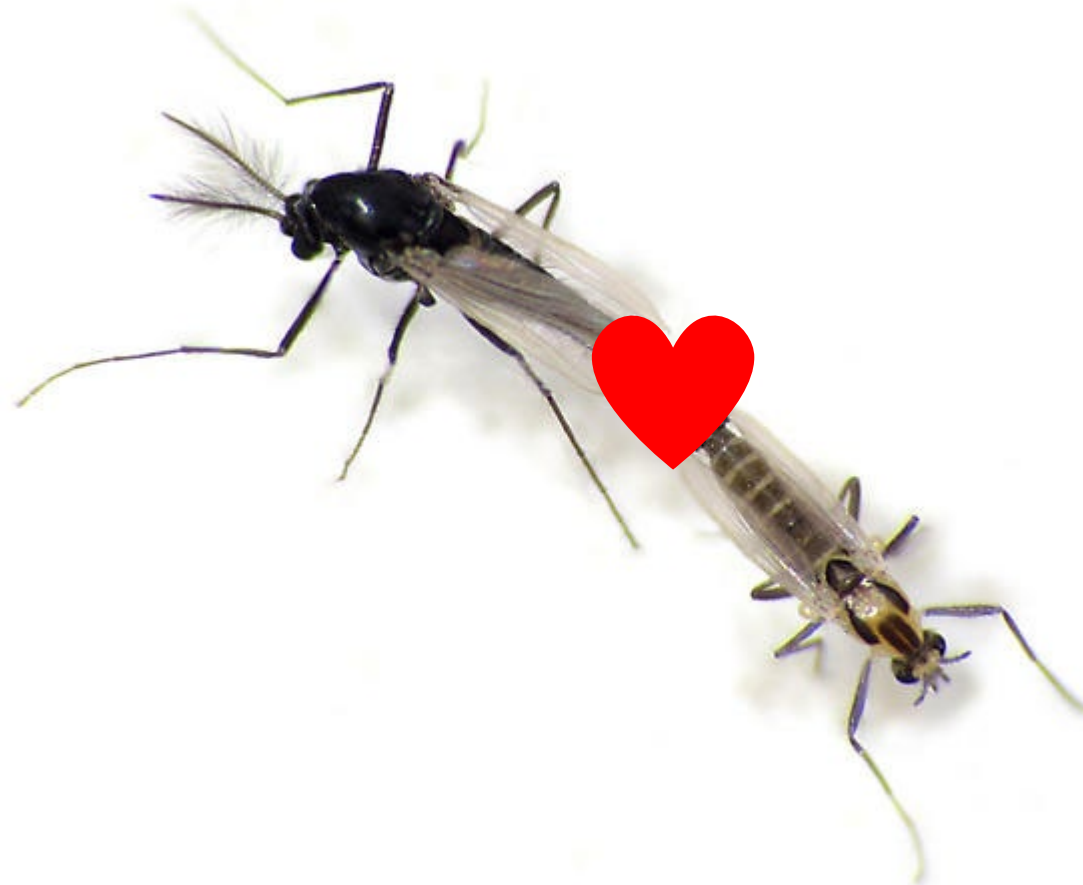


PROBLEM:

Midges are attracted to the lights on the Jefferson Memorial

WHY?

Because the lights go on at sunset when midges normally mate



PROBLEM:

The Jefferson Memorial lights go on at sunset when midges mate

WHY?

Because the lights are on at night for people to enjoy the monument





PROBLEM

Jefferson Memorial is deteriorating faster than expected

WHY?

Because it gets washed frequently

WHY?

Because there are a lot of bird droppings

WHY?

Because birds come to eat spiders

WHY?

Because spiders are there to eat the midges

WHY?

Because midges are attracted to the lights

WHY?

Because lights go on at sunset when midges mate

WHY?

Because the lights are on at night for people to enjoy the monument

SOLUTION

Turn on the lights one hour later

Yes, to simple processes
No, to simple answers

Sensitivity To Operations



People work in systems...

Heparin

2006 – 3 infants die in Indianapolis from Heparin overdose

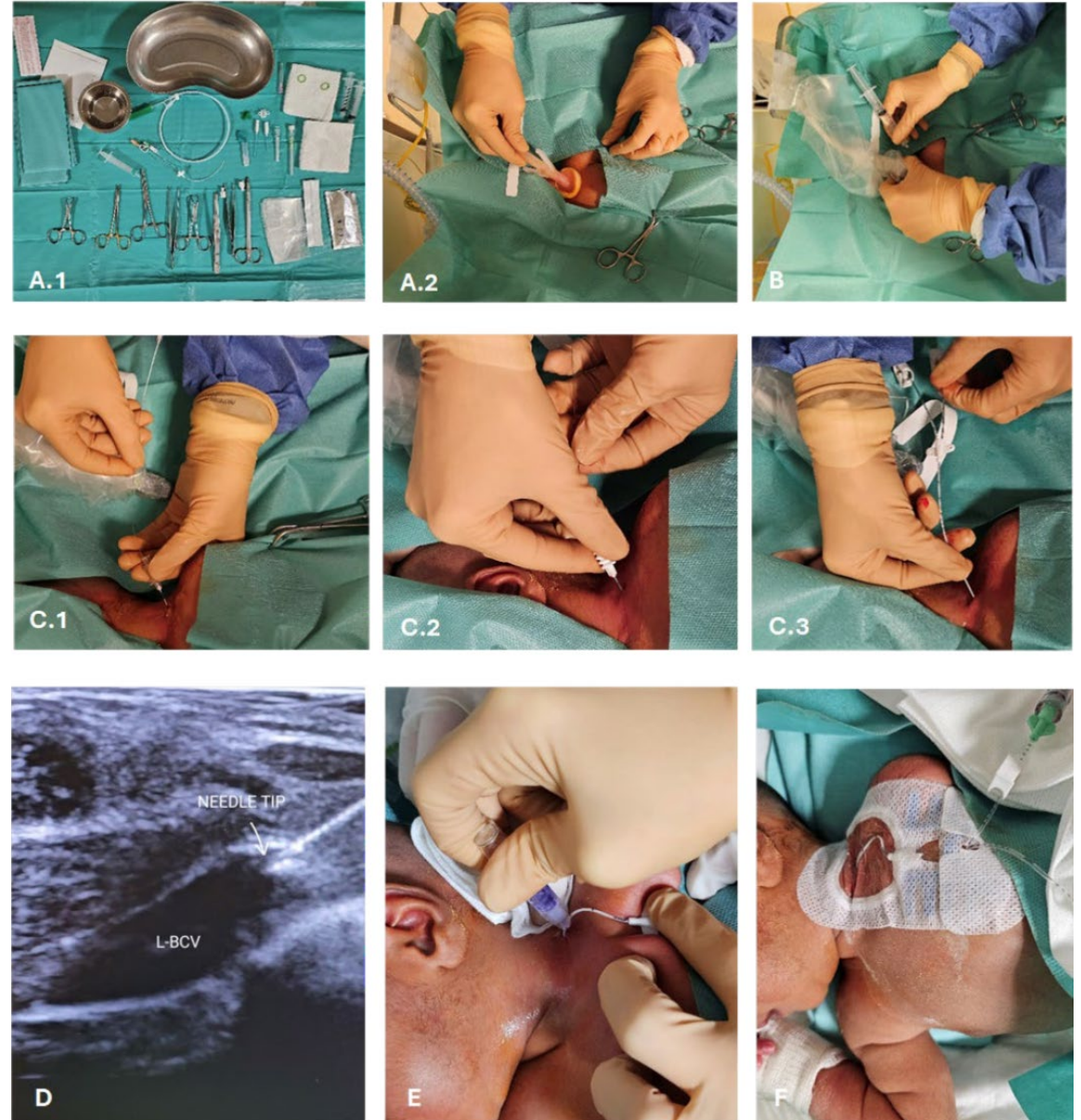
2007 – Dennis Quaid's twins given overdose of Heparin

2008 – 17 babies given wrong dose of Heparin; 1 baby died





Procurement
Supply Chain
Evidence
Training/Education
Communication
Teamwork
Technology (USG)
Policies (insertion, dressing, daily care)
Checklist
Culture...



Deference
To
Expertise



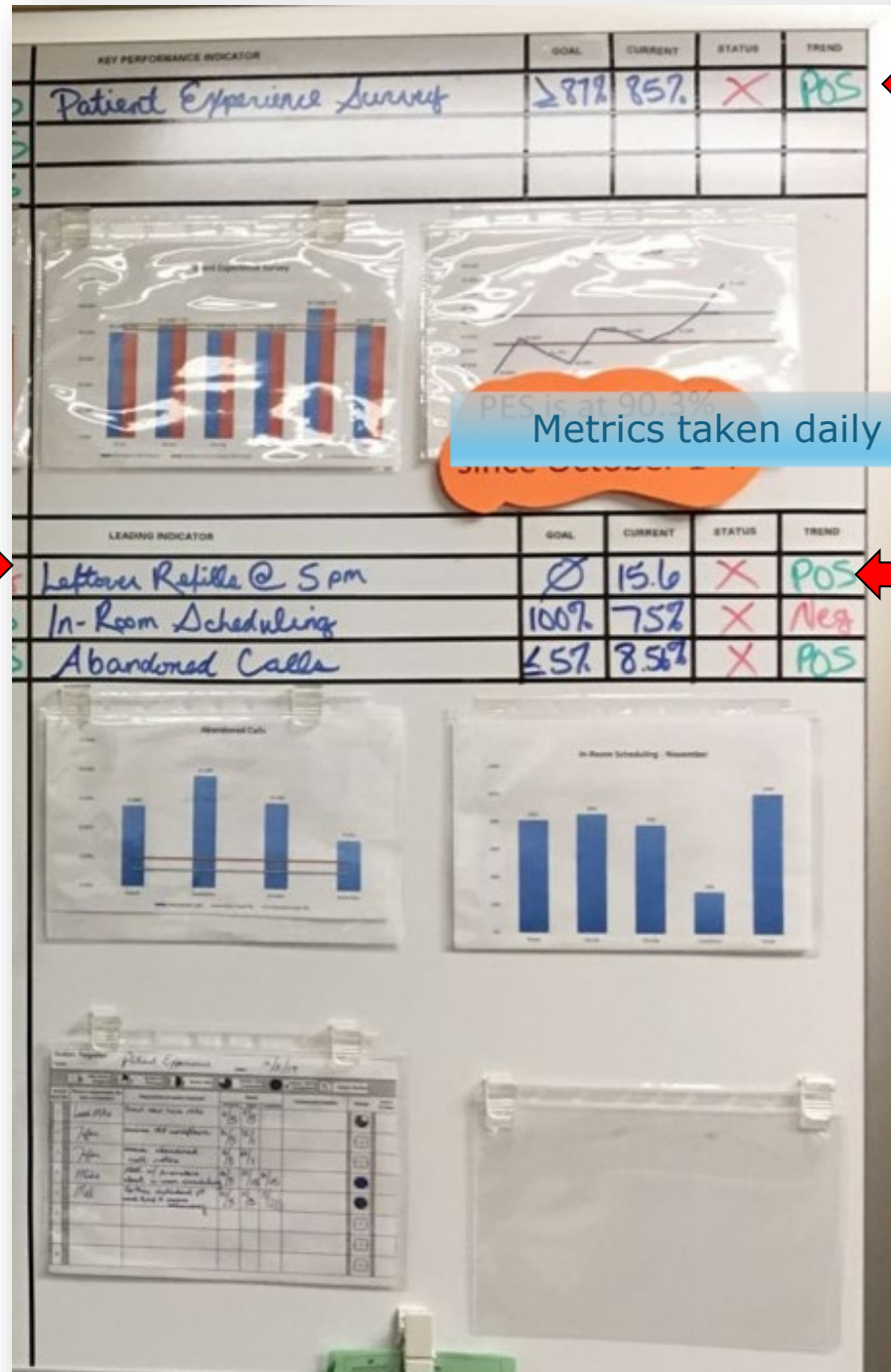
“...in the OR this week: I caught a small break in sterility, spoke up, and apologized. The surgeon immediately said, “Don’t be sorry, you’re being safe.”

LinkedIn September 2025





Huddle Board: Leading Indicators



Lagging (outcomes)



Leading (process)

Leading (process)
Lagging (outcomes)
Balancing (unintended impact)

Social Capital in Healthcare

- Foster a culture of RESPECT
- Promote PRIDE
- Create TRUST
- Develop a HIGH RELIABILITY (Learning) CULTURE
- Ensure PSYCHOLOGICAL SAFETY
- Use 'crises' to build CONNECTIONS



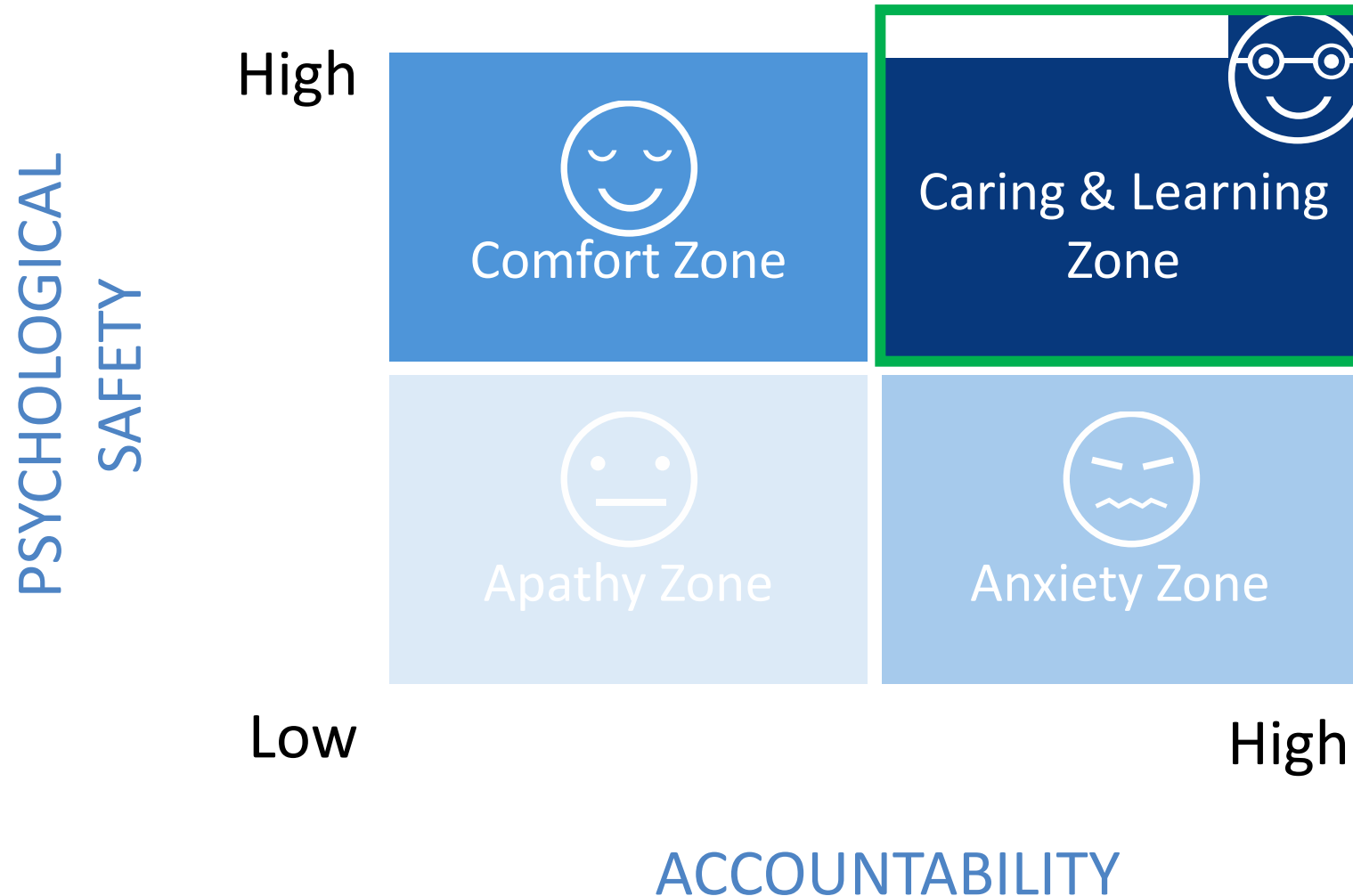


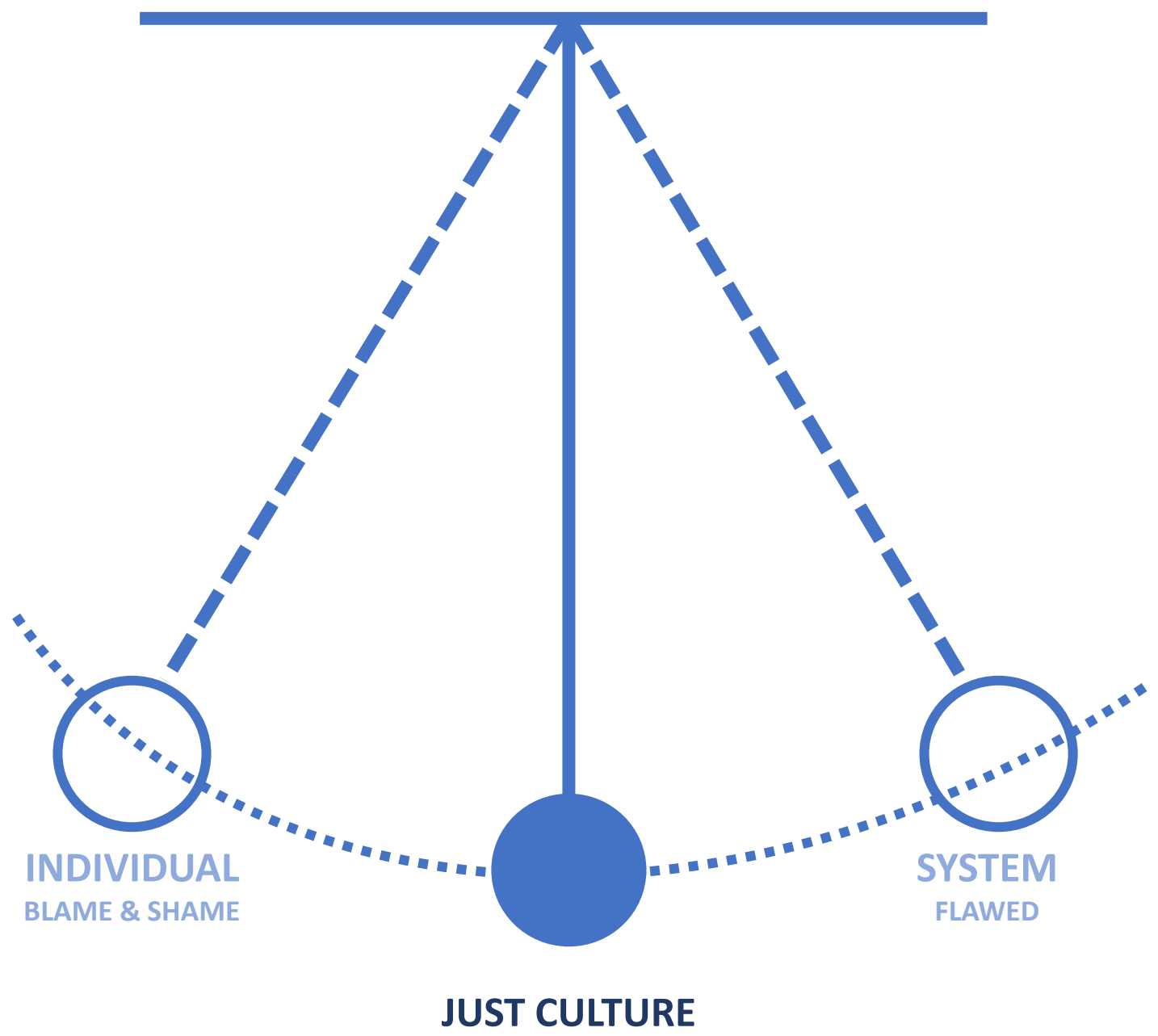
Commitment
To
Resilience

To Err is Human...

To hinder a safe culture and learning ...is not

Humanizing Care, Caring and Learning



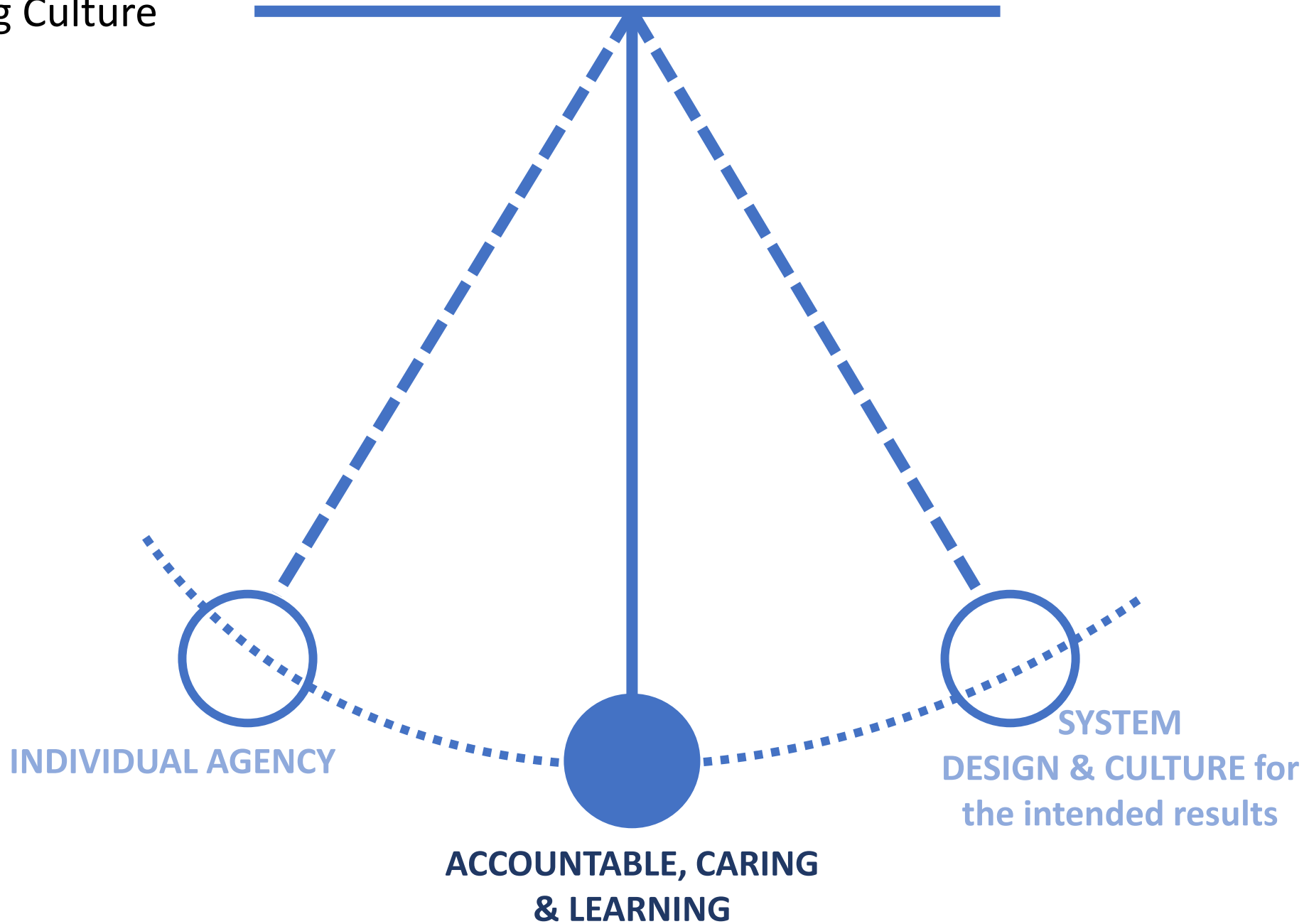


INDIVIDUAL
BLAME & SHAME

SYSTEM
FLAWED

JUST CULTURE

A Learning Culture



Humanizing High Reliability & Learning



Caring

What do our patients, their loved ones, our caregivers need?



Learning

Did our process break down?

Are any changes needed to promote safety and improve experience?

Attributes of a strong 'Learning Culture'

- Caring and Learning Culture and Leadership
- Defined learning and improvement model
- Person-centeredness
- Consistent individual accountability across all roles
- Consistent system accountability
- Transparency
- Communication excellence

CARE **TO** PEOPLE

They – I

What's the matter with you?

Tell

Opaque

Transactional

I know

Highly variable

Provider centered

Distracted

Fragmented

CARE **WITH** PEOPLE

We – We

What matters most to you?

Empower

Transparent

Personalized

I'm curious

Highly reliable

Relationship centered

Present

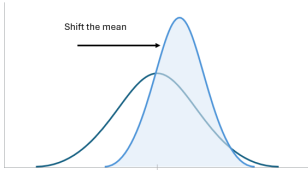
Teaming / Seamless



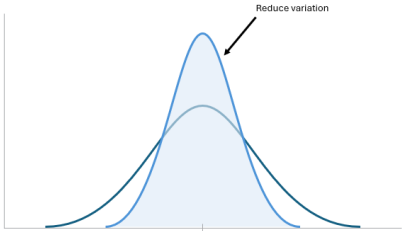
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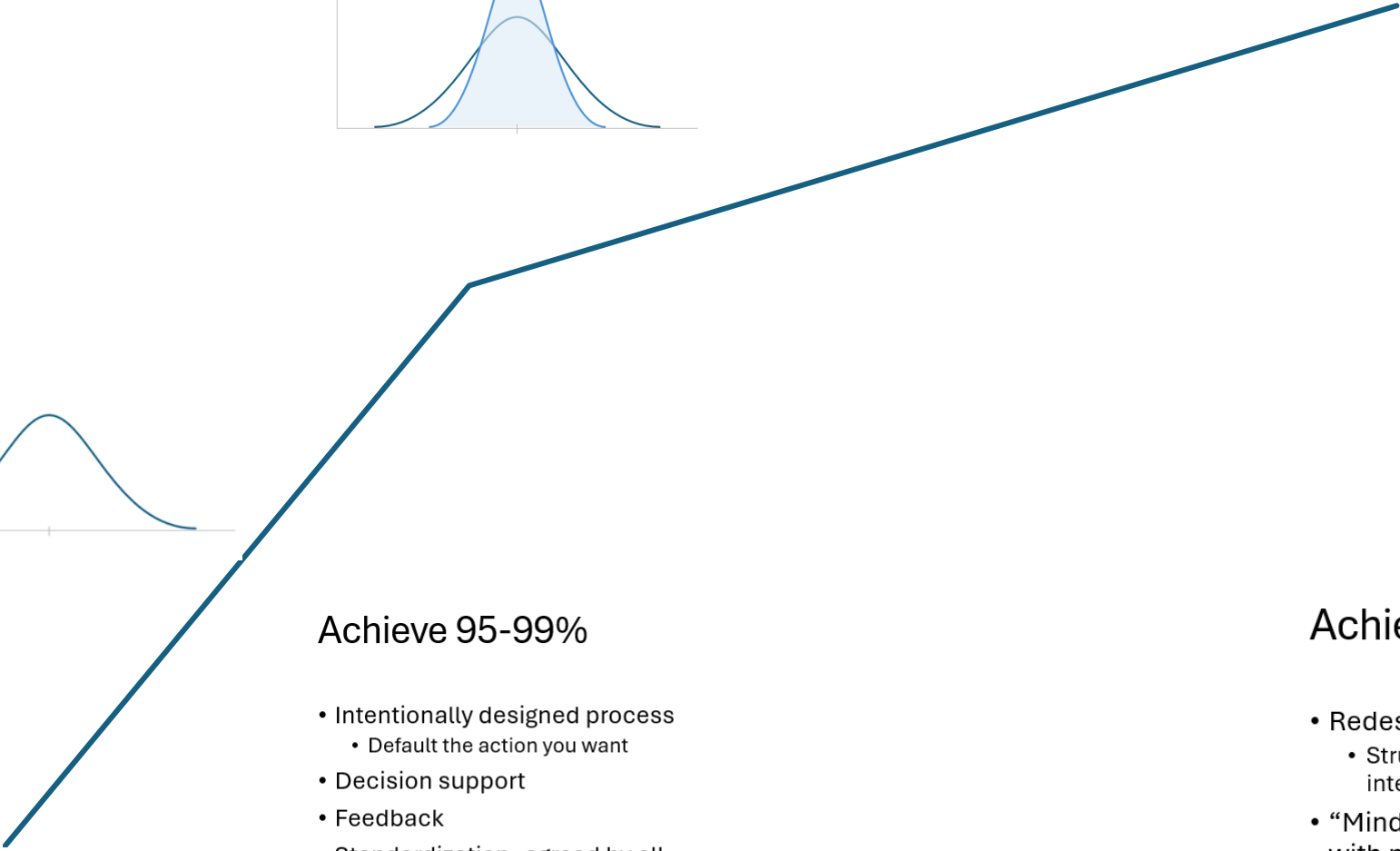
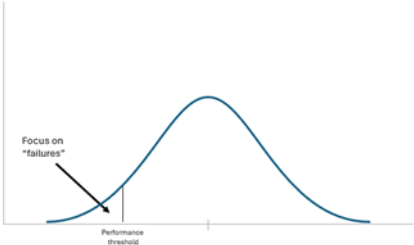
Improvement: Achieving Excellence



Improvement



Quality Assurance



Achieve 90%

- Standardize
- Work harder
- Education
- Awareness
- Feedback on compliance

Achieve 95-99%

- Intentionally designed process
 - Default the action you want
- Decision support
- Feedback
- Standardization- agreed by all
- Redundancy
- Take advantage of existing habits/patterns

Achieve >99%

- Redesign
 - Structure and process designed to deliver intended outcome
- “Mindfulness” to failure (preoccupation with perfection)
- Visible
- Clear and unambiguous

HRO: What does this look like?

- Purpose
- Set clear and visible priorities
- Set “audacious” goals
- Communicate the expectations
- Remove barriers
- Share the business AND experience case for high reliability
- Accountability
- Storytelling - connection
- Walk caring and learning
- Celebrate

Highly Reliable Extraordinary Care and Caring

- Always Learning
 - Curious
 - Meet, exceed and set new standards of excellence
- Always Safe
- Always Together
 - With not To
- Always Present
 - Words
 - Tone
 - Compassion
 - Connection



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Highly reliable, extraordinary person-centered CARE and CARING



Thank You!

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