



60th Annual Meeting

Sparkle Shine Celebrate!

Pharmacy Administration and Innovation: High Reliability Organization/ Just Culture and Empowering the Pharmacy Team

Heather Petrie, PharmD, MBA, BCPS, CPh

Pharmacy Clinical Coordinator, Parrish Medical Center

Natalie Manley, PharmD

Pharmacy Director, AdventHealth Apopka

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Disclosure

We do not have vested interest in or affiliation with any corporate organization offering financial support or grant monies for this continuing education activity, or any affiliation with an organization whose philosophy could potentially bias my presentation (within the last 12 months).

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Presentation Objectives

1. Zero-Harm Goal of eliminating preventable harm to patients, care partners, or the public
2. Establish a Culture of Safety with Just Culture where care partners feel empowered to report errors and near-misses without fear of punishment
3. Build High-Reliability Principles including five key principles into daily operations
4. Continuous Improvement using data and methodologies to quickly identify and mitigate risks
5. Enhanced situational awareness with real-time information sharing for quick risk identification

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What is High Reliability?

Best Possible Care

Quality

Consistency

Comfort



<https://interestingengineering.com/space/nasa-artemis-ii-launch>

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What is a High Reliability Organization?

- Strive for failure-free operations amid extraordinary levels of complexity and constant threat of catastrophic error
- Culture, systems, and processes designed effectively
- Acknowledgement that humans are vulnerable to mistakes
 - Take advantage of human strengths
 - Foster a culture where preventable defects are addressed systematically

Chassin, M. R., & Loeb, J. M. (2013). High-reliability health care: Getting there from here. The Milbank Quarterly, 91(3), 459–490. <https://doi.org/10.1111/1468-0009.12023>

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Just Culture Integration

- How has your organization incorporated Just Culture?
 - Make team members feel safe
 - Empower them

“Culture is foundational because individuals working in an organization function best when certain internal and environmental characteristics are robust.”

Kaufman Hall. (2025). The framework for high reliability healthcare: Pursuing clinical, cultural and operational excellence. Kaufman Hall.

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Framework for High Reliability Healthcare

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How the Framework Translates the HRO Principles into an Overview of Practices

1. Creating Healthy Cultures
2. Cultivating Knowledge
3. Continuously Learning
4. Transforming Leadership
5. Managing the Work

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Creating Healthy Cultures

Personal Accountability

- Interaction in team activities, self reflection
- Identify process defects, make suggestions, and dive deeper when needed

Teamwork and Collaboration

- High-functioning teams have codified behaviors
 - Plan ahead in huddles, debrief after events to reflect on how to improve
- Ensure bidirectional communication with direct reports becomes routine
 - Progress toward priorities, potential risks, and need for support, provide coaching
- Ask open-ended questions to understand another person's perspective
- When there are signs of burnout, offer compassion, support, and encouragement

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Creating Healthy Cultures (continued)

Healthy Environment

- Create an expectation of trust, respect, and professionalism
- Set the standard of psychological safety
 - Grow together as a team that is fair, equitable, and just

Alignment

- Keeps the other domain aspects functioning toward a common goal
- Rapidly acknowledge and respond to issues that arise, with an effective chain of command
- Ensure decisions are rooted in the organization's mission, vision, and values

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Cultivating Knowledge

Transparency

- Visual systems help communicate data, support, enhance the teams voice, and drive improvement
- Patients and families deserve the same level of transparency
 - Clear and open conversation from the start of interactions will engage patients and their families, giving a greater sense of control in their care

Data

- Systems in place to measure clinical and operational data
- Culture data is not well understood
 - Quantitative: How many people feel a certain way
 - Qualitative: Greater detail as to why they feel that way

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Continuously Learning

Insights

- Continual pursuit of opportunities to improve!
- Over time, complex systems develop workarounds that can lead to error
- Start to ask "Why?" more
- Constantly seek strengths, challenges, and emerging defects

Application

- Conduct small tests of change: Plan-Do-Study-Act cycles
- Get your team involved- Get curious!

Sustainment

- Quality control
- Share the wins!

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Transforming Leadership

High Reliability Skills

- Shape and model the culture
- Balancing respect with approachability

Activities and Accountabilities

- Destigmatize burnout, normalize vulnerability
- Visual management systems at every organizational level is key

Behaviors

- Commitment to the framework
- Inclusive of everyone



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Kaufman Hall. (2025). *The framework for high reliability healthcare: Pursuing clinical, cultural and operational excellence*. Kaufman Hall.

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Returning to our Purpose: People



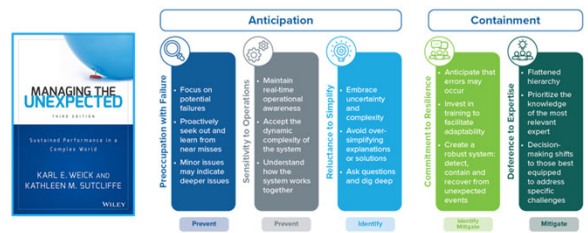
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Kaufman Hall. (2025). *The framework for high reliability healthcare: Pursuing clinical, cultural and operational excellence*. Kaufman Hall.

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Principles of High Reliability



MANAGING THE UNEXPECTED
THIRD EDITION
KARL E. WEICK AND KATHLEEN M. SUTCLIFFE
WILEY

Anticipation

- Focus on potential failures
- Proactively seek out and learn from near misses
- Minor issues may indicate deeper issues

Containment

- Anticipate that errors may occur
- Invest in training to facilitate adaptability
- Create a robust system defect, contain and recover from unexpected events

Preoccupation with Failure

Sensitivity to Operations

Resilience to Simplicity

Commitment to Resilience

Defence to Expertise

Prevent

Identify

Mitigate

WEICK, K. E. & SUTCLIFFE, K. M. (2025). *Managing the unexpected: Sustained performance in a complex world* (3rd ed.). Wiley.

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HRO Continuous Improvement & Situational Awareness

Natalie Manley, PharmD
Director of Pharmacy | AdventHealth Apopka

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Tools for High Reliability Care

- Structured Safety Huddles
- Learning ENGagement System (LENS board)
 - Benefits
 - Map out priorities
 - Close loops of communication
 - Provide psychological safety
 - Encourage non-negotiable mutual respect
 - Focus on processes not people!
 - Suggest a solution for any issue raised
 - Highlight strengths and support weaknesses

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HRO Facilitator Academy (2 days)



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AdventHealth High Reliability Organization

HRO Extension - Participant Workbook

AdventHealth

HRO Participant Academy 3-days

HRO Immersion 1-day X 6

Virtual HRO Program 10 virtual modules per 8 weeks

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High Reliability

Foundation

Behaviors

Organization

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Structured Safety Huddles

Who? - Leader (manager or designated leader)

What? - A structured, brief 8- to 18-minute stand-up meeting

Where? - At the LENS board

When? - Beginning of each shift

Why?

- Build community and teamwork
- Create situational awareness
- Review performance and anticipate concerns
- Promote focus on current improvement priorities
- Share need-to-know news

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Safety Huddle Sample Script

Any safety events or near misses from yesterday?

What went well that we should continue?

What risks do we see for today (patients, staff, equipment, environment)?

Do we have any staffing or workload concerns?

Any updates on improvement priorities?

What urgent updates does the team need to know?

What issues need escalation today?

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Technology: What is LENS?

- **LENS (Learning ENGagement System)**
 - Digital learning board
 - Web-based platform designed for healthcare setting
- **What can LENS do?**
 - Empower frontline team members to voice concerns
 - Track leadership progress as issues are resolved
 - Share information, recognition and pictures
 - Collaborate with multidisciplinary teams
 - Capture Safety Huddle and participation

LENS Brings High Reliability, Culture into Focus for Healthcare Systems
www.vialearning.com

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The Unit Culture Program

Reporting is anonymous. Learn from others, and collaborate to solve problems.

Recognize each other in a positive way. Enhance team building. Share moments of caring.

Contribute to the solution. Make your opinion count. Closes communication gaps.

Creates a one-stop location for department communications. Email is reduced. Texting is simple.

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LENS Board

Gives everyone voice, visibility and ownership in their work setting's culture and operations

Deepens team engagement by offering a safe place to share ideas, surface risks, give feedback, and brainstorm solutions before issues escalate

Helps leaders visibly and respectfully close the loop on concerns, suggestions, and ideas, reinforcing the importance of transparency and collaboration

Replaces fragmented emails and calls with rapid, two-way communication that ensures information is visible to all in a **single source of truth**

Aligns and coordinates work within and across multidisciplinary teams, whether team members work in-person or remotely

Helps teams remain mindful of the current state, the complexity and risk present in evolving situations, and the value of continuous learning

LENS Brings High Reliability Culture Into Focus for Healthcare Systems
www.vizientinc.com

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Getting started with HRO Unit Culture Program and LENS Technology

Speak with your HRO Facilitator and/or Executive Sponsor

- Program overview
- Program training (6-week in person HRO Leadership Training)
- Program launch schedules
- 3 cohorts per year
- Dates set up by Division

Technology Costs

Cost may vary but generally are:

- Physical Hardware - \$3,300
- Touchscreen Monitor
- PC and mounting hardware
- Camera
- Keyboard
- Hardware installation costs vary installation method - \$800
- LENS License is a flat annual cost with no cap on users - \$1030

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Today's Page

The Weekly Dose 05-20-2026
Admin Update at 11:00am

The Weekly Dose

Check out this week's newsletter by clicking the link to open in SharePoint! The Weekly Dose 05-20-2026

Huddle Notes 5.18.26-5.22.26
Updated Last Monday at 12:00 PM

Upcoming Huddle
Epic One View 5/25
Epic One View 5/25

Residency End of Year Survey
Admin May 17

Pharmacists, Please take a moment to fill out this form for things that went well this year and things that can improve as well as project ideas. This is for our HRO Unit and is confidential and anonymous. Thank you!

Great Job Apogka Team!!!
Resident May 17

Learning Spring 2026 Safety Goals

HRO & LENS RESOURCE CARD
Updated Last Thursday at 12:01 PM

Click the links below to access important program resources

Apogka Pharmacy Huddle Day
Today at 9:00am

Apogka Pharmacy Huddle Evening
Today at 5:00pm

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Voice Columns

Identified Issues (Pharmacy)

In Progress

Completed

APN Infusion Center

Onboarding

SAFETY (Pharmacy)

Work Orders (Pharmacy)

Improvements Page

A3 Axis MISA Therapy 2025

Criteria for Pharmaceutical Filtration 2025

Do Not Tube Medications 2025

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Unit Huddles

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Examples of significant issues resolved and CQI

PCA pumps programmed with incorrect concentration

Providers ordering home medications prior to medication history being completed

Medication history process and documentation

Improper waste disposal

Epic tickets placed

IV room pressures

Controlled substance transactions

Medication specific issues

Unit inspection findings

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Strategies for Transition to Sustainability

- Monthly review of LENS Dashboard
 - Huddle participation
 - Huddle time
 - Issues cards created and completed
- Identify strengths/opportunities; prioritize unit rounding to assess engagement with the team and leaders
- Perform executive leader rounds

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Reviewing Metrics

HRO Unit Culture Dashboard | LENS Overview

Advent Health Clinical Analytics

Advent Health

Filters

Date: 2024 (Year) + Last 30 Days

Division/Region: All

Facility: Aurora

% Hudette Completion

100%

Target: 100%

% Completion Trend

100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100%

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

Median Hudette Time

14.40

Target: 14.00 min

14.00 14.00 14.00 14.00 14.00 14.00 14.00 14.00 14.00 14.00 14.00 14.00

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

Huddles

	100%	% Hudette Completion	Median Time
Aurora Pharmacy	100%	14.40	
Total	100%	14.40	

Voice Cards

	100%	Cards Completed	Cards Expected
Aurora Pharmacy		18	28
Total		20	28

Download?

Print?

Download?

Print?

View via PowerBI Web Service



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Pharmacy Administration and Innovation: High Reliability Organization/ Just Culture and Empowering the Pharmacy Team

Heather Petrie, PharmD, MBA, BCPS, CPH
Pharmacy Clinical Coordinator, Parrish Medical Center

Natalie Manley, PharmD
Pharmacy Director, AdventHealth Apopka

Heather.Petrie@parrishmed.com
Natalie.Manley@Adventhealth.com

Thank you!