



OHSU

# Quality at OHSU

Prioritizing Initiatives

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## Objectives

- Recap 2020
- Current state
- Risk assessment
- Effort vs. Impact

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## 2020...



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## Current State

- What does our new normal look like?
- How will we keep our patients and staff safe and engaged?
- How will we prioritize our opportunities?
- What do our regulatory agencies expect from us?

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## Current State

- We'd all like to go from this....



- To this...



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## Risk Assessment

- Required by CMS
- Not just emergency preparedness or patient care plan
- Must be documented with a path of escalation

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# OHSU'S Risk Assessment Tool

- Standard across the organization
- Required all key healthcare metrics reported through the OHSU Management System
- Reviewed by metric owners and leadership
- Allows for clear next steps



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**Risk Assessment Guide**

**Step 1:** Confirm what risk you are assessing (risk of being Off-Track for the particular metric or standard on the dashboard). Document this in the Analysis tab.

Impact	
<p><b>Safety (Patients, Families, Staff, or Public):</b></p> <p>5: Death and/or multiple serious injuries                      4: Serious injury                      3: Harm requiring ongoing medical treatment                      2: Harm requiring medical treatment                      1: Minor harm</p> <p><b>Operations/Employees:</b></p> <p>5: a) Multiple areas cease operations or long-term cessation of operations in any area; OR                      b) Widespread employee burnout / turnover                      4: a) Multiple areas' operations are disrupted or short-term cessation of single area's operations; OR                      b) Some employee burnout / turnover                      3: a) Single area's operations are disrupted for days; OR                      b) Overall decreased employee engagement                      2: a) Single area's operations are disrupted for hours; OR                      b) Some decreased employee engagement                      1: a) Minimal disruption of single area's operations; OR                      b) Minimal evidence of decreased employee engagement</p> <p><b>Financial:</b></p> <p>5: Impact &gt;\$5 million                      4: Impact \$2.5-5 million                      3: Impact \$500,000-\$2 million                      2: Impact \$50,000-\$500,000                      1: Impact &lt;\$50,000</p>	<p><b>Reputation:</b></p> <p>5: Significant damage to reputation with widespread ongoing negative media coverage                      4: Damage to hospital reputation with widespread negative media coverage                      3: Likely impact on public image                      2: May have impact on public image                      1: Unlikely to have impact on public image</p> <p><b>Regulatory:</b></p> <p>5: External agency could instigate immediate cessation of operations or closure                      4: Internal audit/External agency finding(s) demonstrate:                      a) Widespread impact; OR                      b) Critical or severe findings                      3: Internal audit/External agency finding(s) impact multiple areas                      2: Internal audit/External agency finding(s) have local impact                      1: Minimal evidence of a standard not met</p>

**Step 2:** Estimate the possible impact of being Off-Track. Document each impact category score in the Analysis tab.

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Likelihood	Preparedness
<p><b>Step 3:</b> Assess how likely it is that the Impact with the highest score above would occur. Document in the Analysis tab.</p> <p>5: Very High – Likely to occur within a short period of time                      4: High – Probably will occur                      3: Medium – Possible to occur                      2: Low – Unlikely to occur                      1: None – Never occurs</p>	<p><b>Step 4:</b> Assess how Prepared your area is either to:                      - prevent that worst-case scenario from happening, or                      - remedy the situation if it occurs.                      Document in Analysis tab.</p> <p>5: None - No system or process in place and/or resources are unavailable                      4: Low - No system or process and resources are significantly delayed                      3: Medium - System or process in place which needs to be tested and/or resources available but with short delay                      2: High - Tested system or process in place and/or resources are available but may have some delay                      1: Very High - Proven system or process in place (with reliable testing) and/or resources are available to effectively resolve issue immediately</p>

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**Total Risk Score**

**Step 5:** Calculate overall Risk. For Impact, use the highest score out of the 5 Impact categories in Step 2. Document total score in the Analysis tab.

Impact Score Likelihood Score Preparedness Score Total Risk Score

**Level of Risk & Action Planning**

**Step 6:** Decide what level of risk is present based on score, and whether to take action/escalate. Document in Analysis tab (and then Action Plan tab if needed).

Range Level	Score	Requirement
High Risk	A 5 in the Impact or Likelihood category OR total score of 100 to 125	Escalate via usual process in real-time and submit Action Plan to Oversight Committee ASAP
Moderate Risk	33 to 99	Develop an Action Plan
Low Risk	1 to 32	Action Plan optional

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**Let's try it out...**

- What is an opportunity your organization is currently facing?

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**Effort vs. Impact Matrix**

Impact ↑	1. High Impact/Low Effort <b>Quick Wins</b>	2. High Impact/High Effort <b>Major projects</b>
	3. Low Impact/Low Effort <b>Low hanging fruit</b>	4. Low Impact/High Effort <b>Thankless</b>
	Effort →	

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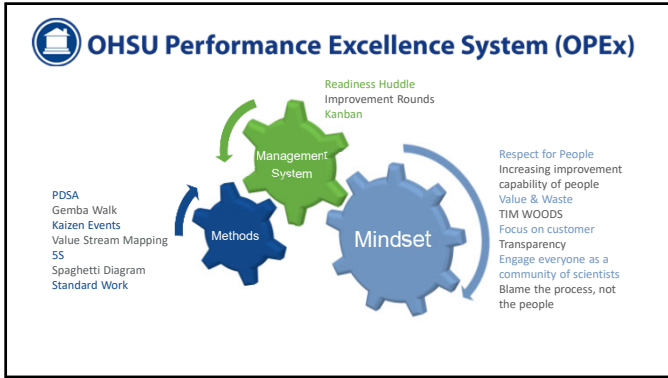
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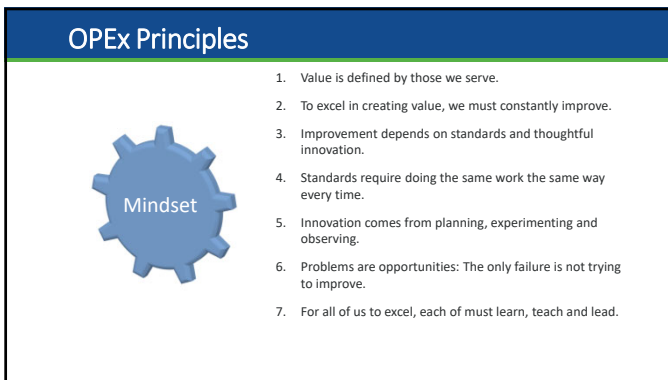
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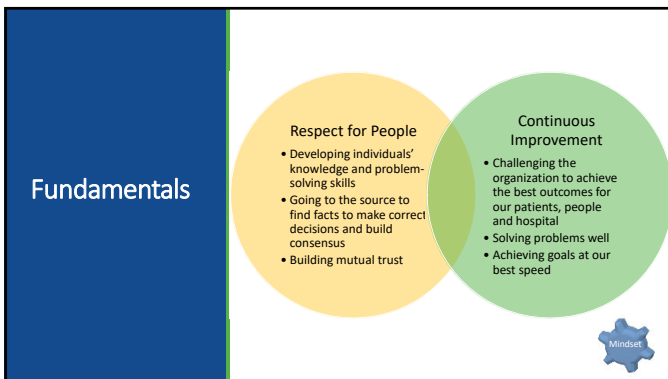
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Thank You

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