

## Appendix G

### About the High Reliability Organization Learning Network: An Explanation

In March, 2005, AHRQ authorized the formation and support for a learning network that would focus on applications of high reliability organizing in healthcare. Participants in the network would be organizational leaders from health care systems who were attempting to make these applications and who wanted to learn from each other and from the emerging research in this area sponsored by AHRQ and others. From that point until the spring of 2007, AHRQ has sponsored a range of activities designed to support this initiative. These activities included:

- A kickoff meeting in Chicago that discussed the goals and potential activities of the Network
- A site visit to Sentara Healthcare
- A site visit to Exempla
- A site visit to Cincinnati Children's Hospital
- A site visit to Allina/Fairview
- A web event focused on setting priorities for improvement initiatives
- A web event focused on engaging physicians in improvement initiatives

AHRQ and its contractors would organize and facilitate the events; network members would cover allocate the time and cover the costs required to attend. These activities were somewhat different from other projects sponsored by AHRQ. Members helped to choose what events would be done and facilitated each of the events. And the events tried to avoid extended presentations in favor of a much more interactive format where participants could ask questions about the things that mattered most to them.

Twenty systems ultimately participated in the Network. Most systems had multiple participants—all of whom shared an interest in the applications of high reliability theory to their organization. One goal of the Network from its outset was to share both what has been learned and what has been achieved by the systems working to apply these concepts. This document brings together many of those insights, but cannot hope to capture the remarkable passion and perspectives of the Network members.

Allina Hospitals & Clinics  
Ascension Health  
Baylor Health Care System  
Brigham and Women's/Faulkner Hospital  
Christiana Care Health System  
Cincinnati Children's Hospital  
Exempla Healthcare  
Fairview Health Services  
Johns Hopkins Medicine

Kaiser Permanente – California  
Lahey Clinic  
New York-Presbyterian Healthcare Network & System  
OSF Healthcare System  
Sentara Healthcare  
SSM Health Care  
Trinity Health  
University of California, San Francisco Medical Center  
University of Mississippi Medical Center  
University of Rochester Medical Center - Strong Health  
Wishard Health Services