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6TH RESILIENT HEALTH CARE MEETING
14-16 AUGUST 2017 UNIVERSITY OF BRITISH COLUMBIA, VANCOUVER, CANADA

PROGRAM



Welcome to Vancouver and the University of British Columbia for the 6th Resilient Health Care Network Meeting.

UBC is situated on Vancouver's west side, surrounded by temperate rainforest and sandy beaches. UBC offers some of the best attractions in Vancouver, and many forested trails in the 763 hectare Pacific Spirit Regional Park. Visit the Museum of Anthropology (MOA), UBC Botanical Garden, Nitobe Memorial Garden, and Beaty Biodiversity Museum on a UBC Museums and Gardens Pass (\$33), and receive 20% savings on UBC Bookstore books, clothing, and gifts. UBC also offers an Aquatic Centre, the University Golf Club, and other athletic facilities. Drop in rates at the UBC BirdCoop Fitness Centre are available as a day (\$7) or week (\$20) pass.

Getting Around UBC

UBC is a pedestrian friendly and walkable campus with most venues within a 10-15 minute walk.

Alternately, the C18 and C20 Community Shuttle buses run every 30 minutes with approximately 3 minutes between Ponderosa and Allard Hall. Regular one-zone fares apply. Use your Compass Ticket, or pay exact coin fare to board the Community Shuttle.



Security

Blue Phones can be found across the Vancouver campus, and available 24/7. Push the button once and you will be connected to the Campus Security dispatcher. All campus users are encouraged to activate a Blue Phone if you need help.

Wireless and Internet Access

The UBC Wireless Network is one of the largest complimentary campus Wi-Fi networks. The 'ubcvisitor' Wi-Fi network allows visitors to connect to the internet for light web browsing at no charge. There are also free public access terminals located in the libraries.

Social Activities

13 August 2017

Welcome Reception

Ideas Wine Bar, University Centre, 6331 Crescent Road
18:00-21:00



14 August 2017

Campus Walk

Meet at [Flag Pole Plaza](#)

6:30-8:00

Dinner

Sage Bistro, University Centre, 6331 Crescent Road

18:00-21:00

Music: Jeff Groh Trio

8 August 2017

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15 August 2017

Beach Walk

Meet at Flag Pole Plaza

6:30-8:00

Banquet

Museum of Anthropology

17:30-21:00



16 August 2017

Forest Walk

Meet at Clock plaza in front of Koerner Library

6:30-8:00

Dinner

Bridges Restaurant, Granville Island

17:30-21:00

Bus leaves at 5PM

No host. Cost: approximately \$115 including transportation, drinks extra.



Program



13 August 2017 - Pre-Conference Workshop Green College Coach House

08:00-08:30 BREAKFAST, Graham House Great Hall

8:30-10:00 Janet Anderson and Garth Hunte. *Methods and Methodologies: Assumptions and values in resilience research.*

10:00-10:30 BREAK, Graham House Fireside Room

10:30-12:00 Christian von Plessen and Erik Hollnagel. *Resilience in everyday healthcare. How to improve the potentials for resilient performance.*

12:00-13:15 LUNCH, Graham House Great Hall

13:15-14:45 Matthew Alders, Charlotte Engval, and Garth Hunte. *Application of the Resilience Assessment Grid in healthcare.*

14:45-15:15 BREAK, Graham House Fireside Room

15:15-16:45 Erik Hollnagel. *Functional Resonance Analysis Method: modelling couplings and interdependencies*



Make it so: enacting resilience in everyday work

14 August 2017 - RHCN6: Day 1
Allard Hall 104, Allard School of Law

8:00-8:30 BREAKFAST
Allard Hall

8:30-9:00 Hunte and Hollnagel. *Welcome and Introduction: Enacting resilience in everyday work*

9:00-9:30 Braithwaite. *RHCN at 6*

9:30-10:00 Axelsson and Axel. *Managing improvement of the potential for resilience - is it possible?*

10:00-10:30 BREAK

10:30-11:00 Braithwaite et al. *Cases of resilient healthcare: a look back with a view to moving forward.*

11:00-11:30 Oliver et al. *Measuring resilience in Scottish vascular access services*

11:30-12:00 Wears and Morrison. *Unmasking the sources and dynamics of adaptive capacities.*

12:00-13:15 LUNCH

Green College, Graham House Great Hall

13:15-14:45 A celebration of life: Robert L. Wears (1947-2017)

14:45-15:15 BREAK

15:15-16:45 Group. *Resilient Healthcare Manifesto*

15 August 2017 - RHCN 6: Day 2
Allard Hall 104, Allard School of Law

8:00-8:30 BREAKFAST

Allard Hall

8:30-9:00 Thude and Hollnagel. *How two Danish hospital departments managed to keep up the good work despite the absence of leaders.*

9:00-9:30 Nakajima et al. *Dynamic manpower and task management in the pharmacy department to respond to the varying environment.*

9:30-10:00 Deilkas et al. *Properties and conditions that contribute to resilience in our interdisciplinary team.*

10:00-10:30 BREAK

10:30-11:00 Canfield. *The patient innovator in resilience.*

11:00-11:30 Berg and Aase. *Enacting resilience work practices as mirrored by suicidal in-patients in psychiatric care.*

11:30-12:00 Bergeron and Wiig. *Resilience in a stakeholder perspective: the role of next-of-kin in everyday cancer care.*

12:00-13:15 LUNCH

Green College, Graham House Great Hall

13:15-13:45 McCallum and Meehan. *Comparing protocol to preferred practice: anesthesia for computed tomography chest scans.*

13:45-14:15 Wears. *Towards resilient policies and procedures: the formal-informal dynamic.*

14:15-14:45 Buikstra and Strivens. *Optimizing discharge planning process for the older person.*

14:45-15:15 BREAK

15:15-15:45 Clay-Williams and Blakely. *Establishing a useful evidence base: research methods to support everyday work.*

15:45-16:15 de Vos, Hamming and de Mheen. *Towards safety-II in hospital care: linkage of readily available data for a safety-II approach.*

16:15-16:45 Horsley and Williams. *Skeleton keys and unexpected allies.*

16 August 2017 - RHCN 6: Day 3
Allard Hall 104, Allard School of Law

8:00-8:30 BREAKFAST
Allard Hall

8:30-9:00 Johnson, Clay-Williams and Lane. *Using the right tool for the job in a resilience healthcare system - creating value through a framework for better care.*

9:00-9:30 Engvall, Ekstedt and Ros. *To improve the potential for resilience at a pediatric ward.*

9:30-10:00 Alders, Rafferty and Anderson. *The Resilience Analysis Grid: development and application for nursing teams.*

10:00-10:30 BREAK

10:30-12:00 2017 Resilient Healthcare Prize

Jackson et al. *Connecting resilience engineering to healthcare practice: Clinical engagement through a serious video game.*

Bryce, Hocking, and Horsley. *Reconciling work-as-imagined and work-as-done to improve hand hygiene.*

Saurin and Werel. *A framework for the analysis of slack in healthcare systems.*

12:00-13:15 LUNCH
Green College, Graham House Great Hall

13:15-13:45 Wailling. *How healthcare professional in acute care environments describe patient safety: a case study.*

13:45-14:15 Patterson and Deutsch. *Simulation to support margin of maneuver*

14:15-14:45 Braithwaite et al. *Cases of resilient healthcare: selected key lessons*

14:45-15:15 BREAK

15:15-15:45 Johnson, Willims and Daly. *A proposed new model for Australian Healthcare Accreditation - towards resilience*

15:45-16:15 RHCN6: Group Discussion

16:15-16:30 Hollnagel. *RHCN 7*

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17 August 2017 - Open Day
Creating foresight: emergent views on risk and resilience
Allard Hall



A one-day interactive symposium on how workplace systems cope with dynamic situations, complexity and unexpected occurrences.

9:00-9:15 ***Welcome and Introduction***

Garth Hunte, MD PhD
University of British Columbia

9:15-10:15 ***Where we have been: a brief history of safety***

Ron Gantt, MS
VP & Principal Consultant, SCM Safety

Safety management has grown from the haphazard efforts of individuals and groups to an immense, intentional effort by organizations and societies devoting vast resources towards creating this common good. Even still, these resources have been devoted to wildly different approaches across time and industries. Each approach was based on the dominant models of accident causation and prevention, such as accident proneness, technical causes, and 'safety culture.' Unlike Kuhnian paradigm shifts in other fields, opposing safety models still exert significant influence and can even coexist in the same organization, partly because these models share a similar goal – the eradication of negatives. Resilience engineering and Safety-II provide new approaches to safety management, focused on the

creation of positives, that create focus on becoming proactive and aligning organizational goals.

Ron is Vice President and Principal Consultant for SCM Safety, a safety management consulting and training firm located in San Ramon, CA. He has 16 years experience in safety management in industries such as construction, utilities, and petrochemical, as well as others. Ron has a master degree in advanced safety engineering and management, as well as undergraduate degrees in psychology and occupational safety and health. He is currently a PhD student at University of Alabama at Birmingham in Interdisciplinary Engineering. He is a Certified Safety Professional, a Certified Environmental, Safety and Health Trainer, and an Associate in Risk Management. Ron is also co-editor and contributor at SafetyDifferently.com.



10:15-10:30 Q&A Discussion

10:30-10:45 Break

10:45-11:15 ***Where we are: risk and resilience***

Erik Hollnagel, PhD

University of Southern Denmark

The history of safety management can be seen as a series of proposals for antidotes to the occurrences of accidents, incidents, and adverse outcomes in general. The antidotes have necessarily been relative to the commonly agreed causes of harm and injury. While resilience by many is seen as yet another antidote, the very idea of resilient performance inevitably challenges the established understanding of what safety means. The concomitant change from Safety-I to Safety-II both requires and introduces new approaches to safety management. The presentation will explore the practical consequences of this.



Erik Hollnagel, PhD is Professor at the Institute of Regional Health Research, University of Southern Denmark (DK) and Senior professor of Patient Safety at Jönköping University, Sweden. Erik has for many years worked at universities, research centres, and industries in several countries and with problems from many domains including nuclear power generation, aerospace and aviation, software engineering, land-based traffic, and healthcare. He has published widely and is the author/editor of 24 books, including five books on resilience

engineering, as well as a large number of papers and book chapters.

11:15-11:45 Q&A Discussion

11:45-13:15 Lunch

Graham House Great Hall, Green College

13:15-13:45 ***Where are we going: what's next?***

Jeffrey Braithwaite, PhD

Macquarie University

To understand where we are going, we need to understand where we've been and where we are now. The long arc of safety is a story about trying to stamp out error and harm wherever these are found. Now, we are exploring the natural expressions of resilience when every day work makes things go right, as it does so frequently. Can we find ways to go beyond description of natural resilient practices in complex adaptive systems? In the future, three categories of endeavours are emerging from our work; understanding everyday work more deeply; doing resilience engineering in situ; and conducting retrospective analyses of internal or external disturbances. These three activities are important in building an appreciation for what's next in resilience engineering.



Professor Jeffrey Braithwaite, BA, MIR (Hons), MBA, DipLR, PhD, FAIM, FCHSM, FFPHRCP (UK), FAcSS (UK), Hon FRACMA, is Foundation Director, Australian Institute of Health Innovation, Director, Centre for Healthcare Resilience and Implementation Science, and Professor of Health Systems Research, Faculty of Medicine and Health Sciences, Macquarie University, Sydney, Australia. He has appointments at six other Universities internationally and he is a board member of the International Society for Quality in Health Care (ISQua) and consultant to the World Health Organisation.

13:45-14:15 Q&A Discussion

14:15-14:45 Break

14:45-15:15 *Creating foresight: promise and pitfalls*

Garth Hunte, MD PhD

University of British Columbia

Foresight to anticipate and respond flexibly and effectively to changing and unknown conditions is a critical measure of resilience in complex, dynamic high-risk environments. Exploitation of resources to enhance 'slack' helps improve performance by mitigating disruption, shortening time to recovery, and increasing the threshold for decompensation. Therefore, the goal is to have meaningful operational signals linked to action plans — an adaptive response to degrade gracefully, or a transformative response to move to a new state space with different ways of doing things. Forecast modelling based on predictive analytics and real-time operational metrics has the potential to advance our ability to create and sustain resilience by anticipating resource needs to match capability and demand, but is challenged by the dynamic, state-dependent, and nonlinear nature of interactions and interdependencies in the ecology of a complex adaptive system.



Garth Hunte, MD PhD is an emergency physician at St. Paul's Hospital, scientist at the Centre for Health Evaluation and Outcome Sciences, Clinical Associate Professor and strategic lead for *Patient Safety and System Resilience in Emergency Care* in the Department of Emergency Medicine, University of British Columbia. His interest lies in how safety is created in complex socio-technical systems, and his research program is centred around the application of resilience engineering in healthcare.

15:15-15:45 Q&A Discussion

15:45-16:30 Panel Discussion

16:30-16:45 Closing Remarks

END