Resilience Analysis Grid – Understanding and Improving Organisational Resilience in Healthcare

Matt Alders
Centre for Applied Resilience in Healthcare
http://resiliencecentre.org.uk
Aims of the presentation

- Introduce the Resilience Analysis Grid
- Explain why it is useful for understanding and improving organisational resilience
- Explore how it could be applied in healthcare
What we’ve seen so far ...

• Introduction to the concepts of Resilience Engineering
• Moved from theory to practice
• Tools for application - FRAM
Resilience Analysis Grid (RAG)

- Developed by Hollnagel 2009
- A tool for understanding and improving Organisational Resilience – develops a profile of how well a system can respond, monitor, learn and anticipate
- Use questions to examine the extent to which a system is able to do these four abilities
Organisational Resilience

• Need to understand Hollnagel’s perspective on Organisational Resilience

• Four abilities are equally necessary and jointly sufficient for a resilient performance (Hollnagel, 2010)

• Organisational Resilience is a property of performance – it is something a system does, not something it has
Limitations of RAG

• No method about how the questions should be adapted/generated for each new application
• Little evidence of repeated applications of the RAG in the same system
• My work – address these limitations
  o First step – Think about 4 abilities in the context of the CARE model
  o Next step – Develop a method for frontline staff to reflect on these 4 abilities
CARE Model

Responding  Monitoring  Learning  Anticipating

Demand  Capacity  Adaptations  Adjustments

Work as Imagined  Work as Done  Outcomes

Successful/acceptable  Unsuccessful/unacceptable

Alignment

Centre for Applied Resilience in Healthcare
Development of questions

• Develop a process for healthcare staff to reflect and discuss the four abilities
• Use focus groups to generate questions about the four abilities which are specific and valuable to the specific clinical context
• Apply the questionnaire across the clinical setting to examine how well the staff think the system can respond, monitor, learn and anticipate
Vignette

• Staff Nurse on a Medical Admissions Ward
• During handover you learn that you will be short staffed today
• At the beginning of the day you are able to respond to this well
• As the day progresses things start to deteriorate ...
Over to you ...

• Where is the Responding, Monitoring, Learning and Anticipating?
Resilience Profile

• The questions are rated on a Likert-scale from one to five
• The answers can be used to develop a profile of how well a system does in each of the abilities
• The ratings can be collated and represented in a radar chart to communicate findings
Radar Chart

Example of results of questions about ability to respond (Hollnagel, 2010)
Further reading


Matt Alders
Matthew.alders@kcl.ac.uk
Centre for Applied Resilience in Healthcare (CARe)
http://resiliencecentre.org.uk/
Twitter: @CARe_KCL