About CRICO Strategies

Risk Appraisal & Plan (RAP)
Many organizations, despite significant focus and effort, are not achieving maximum impact from their risk management and patient safety programs.

Is your service, department, hospital, or health system struggling to adopt even the most well-planned patient safety initiatives? Are you continuing to see patient harm events despite your best efforts to implement targeted interventions?

PATIENT SAFETY GAP ANALYSIS
An organization best poised to identify and respond to patient safety vulnerabilities has a model patient safety profile.

Every patient safety profile comprises elements that are critical for maximizing an organization’s ability to capture, openly discuss, and act upon patient safety vulnerabilities.

The Risk Appraisal & Plan (RAP) is designed to identify gaps in your organization’s profile that prevent you from achieving your goals and maximizing your patient safety efforts. The RAP identifies and measures the gap between:

- **Expectation and Reality**
  where the organization is, and where it expects to be

- **Intention and Perception**
  the message sent by leadership, and the message being heard by staff and providers

- **Indicators and Action**
  the risks identified in the organization’s patient safety data, and the focus of safety initiatives

You may be interested in a detailed assessment of a specific service (ED, OB, Surgery, etc.), an overall assessment of an individual hospital, or a macro-level assessment of an entire hospital system.

The RAP can be tailored to your strategic and patient safety needs.

A model patient safety profile comprises these elements:

- **A STRUCTURE** that has clearly defined mechanisms for capture, cascade, and communication of risk and patient safety information

- **A fear-free CULTURE** that is Just, learning, transparent, and psychologically safe to raise concerns that affect patient care

- **LEADERSHIP** that is visible and accessible, models and promotes a safe, trusting environment, and provides resources to drive action

- **A DATA HUB** that collects and synthesizes information for analysis and informs prioritization of actions

**STRUCTURE** ensures communication

**CULTURE** intelligence

**LEADERSHIP** empowers action

**IDENTIFY & PRIORITIZE RISK**
OUR APPROACH
The RAP process, from initial document review to final presentation, is an engagement of approximately three months.

Through in-person interviews with a broad cross-section of the organization—from senior leaders to frontline staff—we identify current clinical vulnerabilities and organizational gaps, and the structure, culture, and leadership factors that may perpetuate them. This, combined with document and data reviews, provides the foundation for understanding the gaps in a patient safety profile.

The RAP culminates in an interactive workshop with key participants to discuss findings and develop a follow-up action plan.

Why a CRICO Strategies RAP?
The RAP is unlike other risk assessments. Our method not only uncovers the deeper root causes of the gaps in your patient safety profile, but also grants us the unique ability to facilitate the difficult conversations required to present, discuss, and address these findings. These difficult conversations often include:

CULTURE
- issues of fear and trust that inhibit event reporting, limiting the accuracy of an organization’s understanding of its own vulnerabilities and risk profile
- physician centric vs. patient centric culture

LEADERSHIP
- siloed departmental leadership where “circling the wagons” limits transparency and the opportunity for shared support and learning across the organization
- provider behavior that is incongruent with leadership’s vision for its safety culture

ACCOUNTABILITY
- inconsistent practice patterns and lack of accountability to organizational initiatives, guidelines, and standards

OUR METHOD
- Interviews
  with senior leadership, middle management, and frontline providers to:
  - validate/correlate/gain insight into practice and perspectives
  - systematically investigate key themes
- Data Analysis
  (culture of safety surveys, aggregate adverse event, patient complaint, or other data) for correlation to:
  - key themes identified in interviews
  - existing initiatives in quality, risk, and patient safety
- Synthesis of Findings
  with relevant clinical experts
- Interactive Workshop
  to present findings and recommendations

In addition, CRICO can provide an analysis of a limited number of malpractice claims to further understand the full scope of vulnerabilities that have led to your most significant events. Upon request, we can clinically code a sample of malpractice cases (using our proprietary taxonomy). The coding process highlights the full spectrum of clinical and organizational circumstances surrounding these events and can be evaluated to identify correlations between these circumstances and themes identified during the interview process.
Providing Solutions. Promoting Safety.

Strategies is a division of the Risk Management Foundation of the Harvard Medical Institutions, a CRICO company. A recognized leader in evidence-based risk management, CRICO is a group of companies serving the Harvard medical community. Its mission of improving patient safety is extended nationally, as Strategies offers risk solutions that deliver the highest degree of insight and data integrity. Strategies community of peers, representing more than 400 hospitals and 125,000 physicians, share dialogue and comparative analyses of claims data and effective patient safety practices.

What people are saying about the RAP...

As a result of our enterprise-wide RAP, we recognized opportunities to work collaboratively with patient safety leaders across our enterprise to develop clinical best practices, conduct and share culture surveys, and standardize our approach toward event reporting. We now meet monthly with Chief Quality Officers, and Directors of Quality, Risk and Patient Safety across the all organizations within our “family.” As a result, we have learned a lot from each other and are developing stronger working relationships among the hospitals as we focus on strategic efforts to improve patient safety across the enterprise.

—Patricia Folcarelli
Director of Patient Safety & Health Care Quality
Beth Israel Deaconess Medical Center

Thank you for the RAP and the frank discussion with our leadership team. We sincerely appreciate the delicate manner with which you approached the specific concerns around our (patient safety) culture. Your insights and guidance allowed us to open discussion on weighty issues that are sensitive, and until now, without a framework for resolution. While we know we have some work ahead of us, we feel the RAP was integral in providing a road map to begin moving forward, and more so, the motivation to do the work we need to do to improve our patient safety culture.

—Senior Associate Dean
Anonymous Medical University

CONTACT US TODAY TO GET STARTED
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