

Outline Chapter Resilience book

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Title: Experiences with FRAM in Dutch hospitals: lessons from our resilient journey

Introduction

- Brief outline of the start of our Safety-II/FRAM experience
 - motivation for choosing FRAM
 - rationale behind using our study on preoperative anticoagulation management, conducted in both Australia and the Netherlands

Our FRAM study

- Illustration of the methods and results of the FRAM models and practical implications
- Brief discussion of practical aspects of this project, such as approach to interviews and modelling and time investment

Further experiences with FRAM

- We elaborate on our experiences with further FRAM analyses in health care, for example on diagnostic findings in Radiology, fluxus post-partum, profylactic thrombosis, triage process in the emergency department.

Strengths of FRAM

- Based on our experiences in healthcare so far, we elaborate on strengths of FRAM Insight in work-as-done is very helpful and stimulates an 'open' discussion on process design and improvement initiatives, based on work-as-done findings → a completely different debate compared to traditional approaches!
- Final model is easy to understand by healthcare professionals (staff validation meeting)
- Time investment of a FRAM analysis compared to traditional approaches like RCA

Challenges of FRAM

- We do want to underline that it is important to gain a good understanding of the underlying theory, especially because FRAM is a 'method without a model'
- There is a bit of a learning curve, but it is our impression that more experience decreases the time it takes to do a FRAM analysis
- Since the method does not provide a clear 'root cause' it may be difficult for some people to accept that the final product (the FRAM model) does not provide all the answers. However, this serves as a starting point for reflection and discussion, and this starting point is closer the reality of everyday practice than looking at a situation through the lens of 'work-as-imagined'.
- Lack of evidence in the literature, paucity of comparative research that illustrates the superiority of this method to more traditional methods

Additional suggestions for FRAM model interpretation

- Suggestion of an additional approach to interpreting a FRAM-model, and to structure the findings. After conducting several FRAM-analyses, we suggest a framework with 4 perspectives to structure the FRAM-findings:
 - Role ambiguity
 - Multidisciplinary collaboration
 - Efficiency
 - Quality and safety
- These four categories are recognizable for professionals, and they can guide their following steps accordingly.

Conclusion & future perspectives

- FRAM is a useful tool to visualize a process in everyday clinical practice that is well received and understood by healthcare professionals
- The method allows identification of functions that are important to ensure the process functions as intended, including their interdependence and variability
- We proposed a framework to structure and assess the findings of FRAM analyses