



# Journey to Double 00

**Pat Nemeth, VP Facilities  
Sharp HealthCare**

**Ideas are the fuel of our industry.**

**We connect the dots & spark the flame.**



# What is a HRO? What is Double 00?





## Healthcare

- 250,000 deaths per year due to medical errors.
- 10% of all deaths are due to medical errors. (John Hopkins Study, 2016)

## Construction

- One in 10 construction workers are injured every year. (OSHA, 2016)
- Construction industry is number #2 for fatal injuries to workers younger than 18. (US Library of Medicine)

**Not OK!**

# What is an HRO?

- An HRO is an organization that:
  - By the very nature of their operations
  - They are expected to have a high rate of mishaps,
  - But they don't.





# 5 HRO Principles

1. Preoccupied with Failure
2. Sensitive to the Front Line Operations
3. Reluctant to Simplify Interpretations
4. Resilient
5. Defer to Expertise



# Sharp's HRO Initiative

*Our goal is to be the safest, most reliable, health care system in the universe!*





Reliable =  
To perform as intended,  
consistently over time.



Integration + Collaboration = Success

# What is Double 00?





*Is it James Bond? No ...*



*Double 00 =  
Zero Harm & Zero Defects*

# What does Double 00 mean to Sharp?

- Year 1: Launched HRO initiative
- Year 2: All leaders trained & daily Huddles initiated
- Year 3: All employees complete HRO training



## Basic HRO Tools:

- **Reliability Huddles**
  - Communication
  - Sensitive to Front Line Operations



- **Checklist Focused**

- Preoccupied with Failure
- Do not simplify process

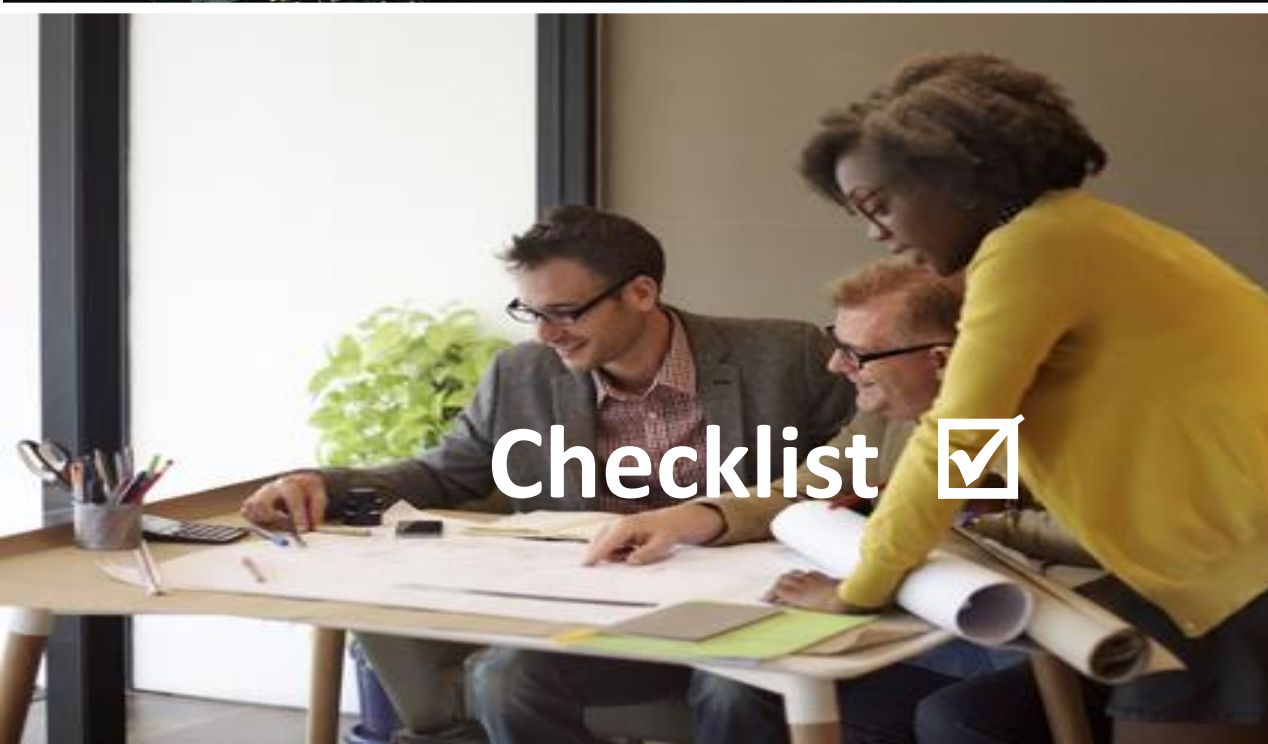


# Some of Sharp's Heroes

- Dr. Norm Chen – Sharp CV  
*Prevented wrong X-Ray being used for the wrong patient*
- Molly Stark, Sharp Memorial  
*Detected IT error that could have caused wrong dose of insulin*
- Bella Aminov, RN  
*Prevented wrong site surgery*











On any given day, 1 in 25  
hospital patients has at least 1  
hospital acquired infection.



# Buildings Affect Hospital Acquired Infections

## Contact



**80 – 90%**

## Air



**5 – 10%**

## Water



**5 – 10%**

Reference: HERD Journal 2013

# What does Double 00 mean to us?





- HRO is the next logical step in advancing Design Build.
- It is about WHAT & HOW





## What

- Safer buildings

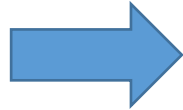


## How

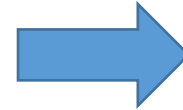
- Efficient
- Integrated
- Reliable

# HRO & Sharp Chula Vista Ocean View Tower

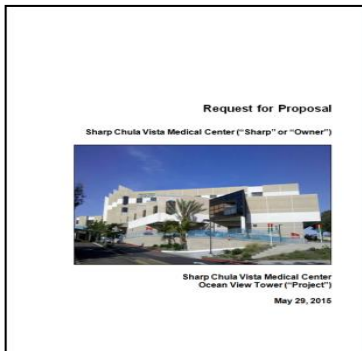
RFP calls  
for HRO



Bid HRO  
features =  
33



By CDs the # of HRO  
features = 55



# 55 HRO Design Features



**Code  
8**

**Improvement  
28**

**Major  
Advancement  
20**

**Standard  
14**

**Anti-microbial  
finish**

**Air handlers with  
UV Disinfectant**





# Through a different lens



But what does the Double 00 mean to HOW  
we work?

- Zero Harm
- Zero Defects

## Zero Harm = NO

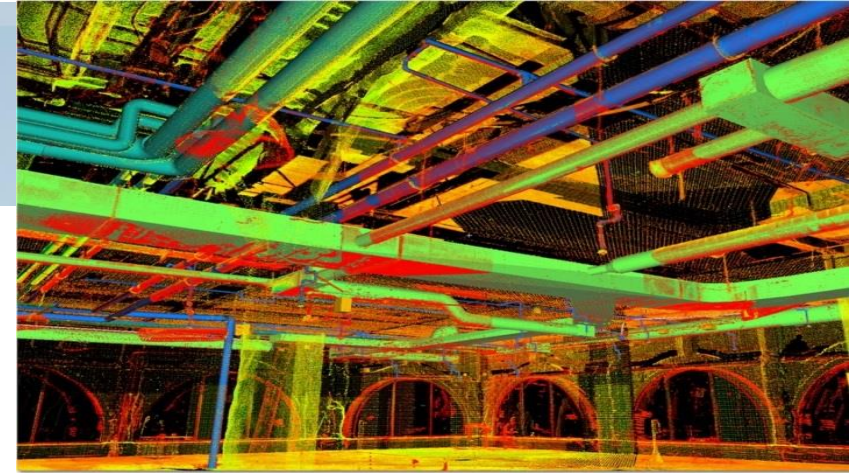
- Worker safety events
- Infection control events
- Construction mistakes
- Equipment failures



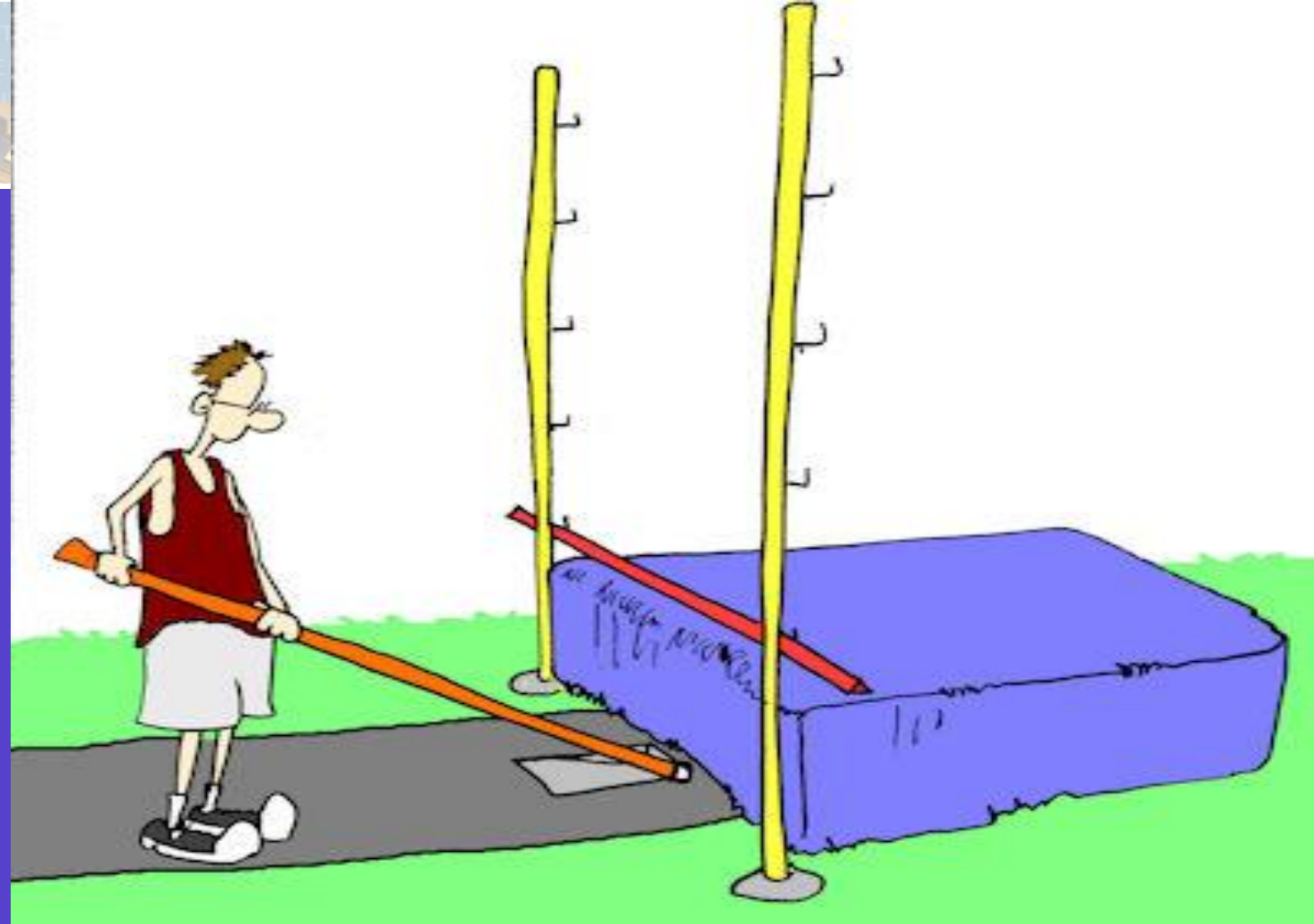


# Zero Defects = NO

- Re-work
- Excessive RFIs
- Last minute Owner Changes
- Wasted time & materials
- Schedule delays
- Inter-personal conflicts



# What do we accept as OK?



“See our product  
through the eyes of  
the customer.”





We can be HROs.

Using Design Build we can deliver:

- Quality projects that advance our client's market objectives
- Reliably on Schedule & within Budget
- With integrated high performance teams









What will the journey to  
Double 00 mean to you?