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At the Leading Edge of Change: Creation of the Housestaff Quality and Safety Leadership Council

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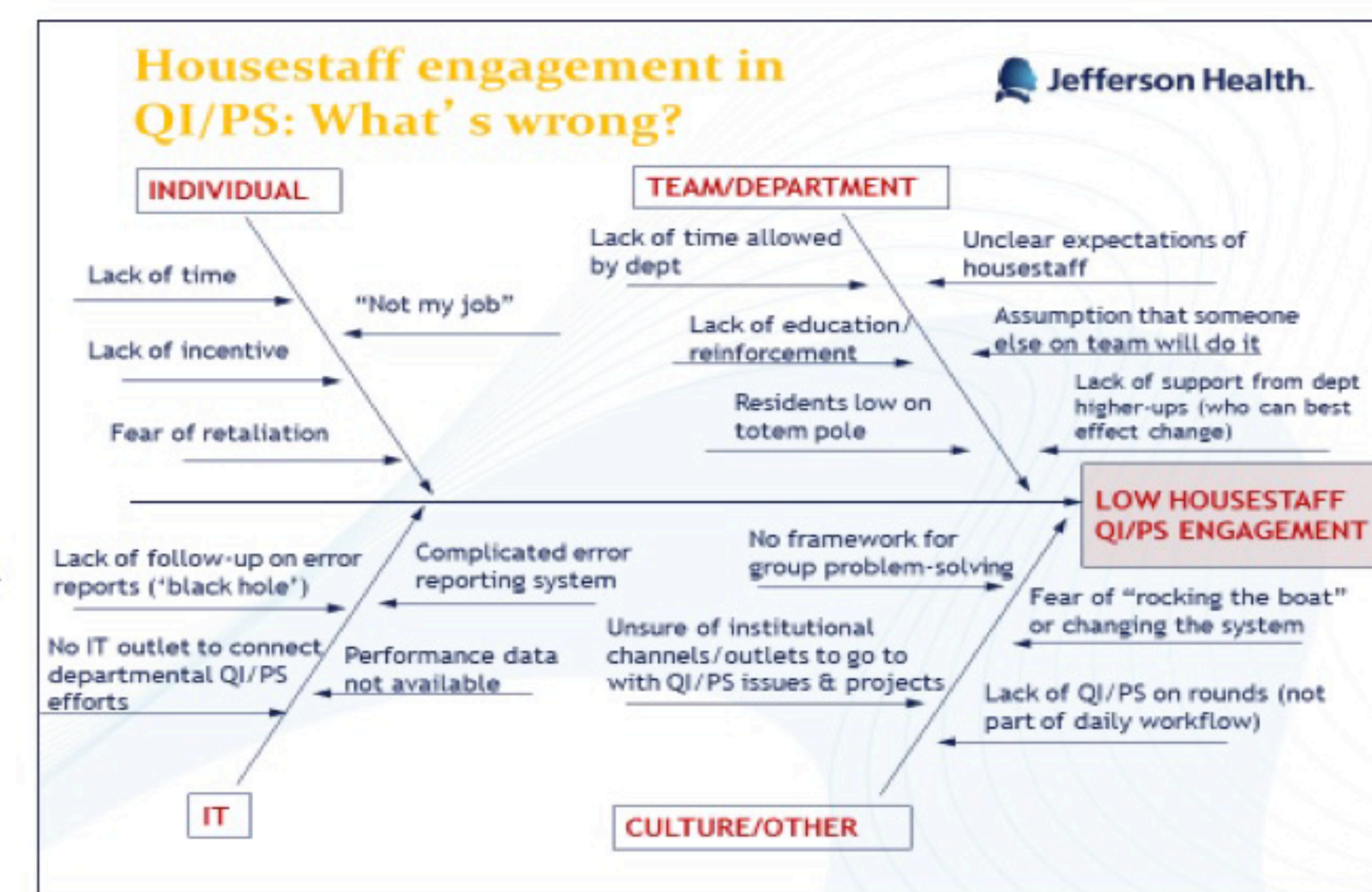
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Background

- The ACGME Clinical Learning Environment Review (CLER) is driving a national re-evaluation of the engagement and alignment of housestaff in institutional Quality and Safety
- In 2008, the concept of a housestaff quality and safety committee was born, as a means of driving practice change
- Our CLER data suggested that we needed a similar council
- 0.8%** of patient safety events were submitted by **housestaff**
- 15%** of housestaff felt engaged with the hospital's leadership in advancing TJUH's quality strategy



Intervention

Create Housestaff Quality and Safety Leadership Council (HQSLC):

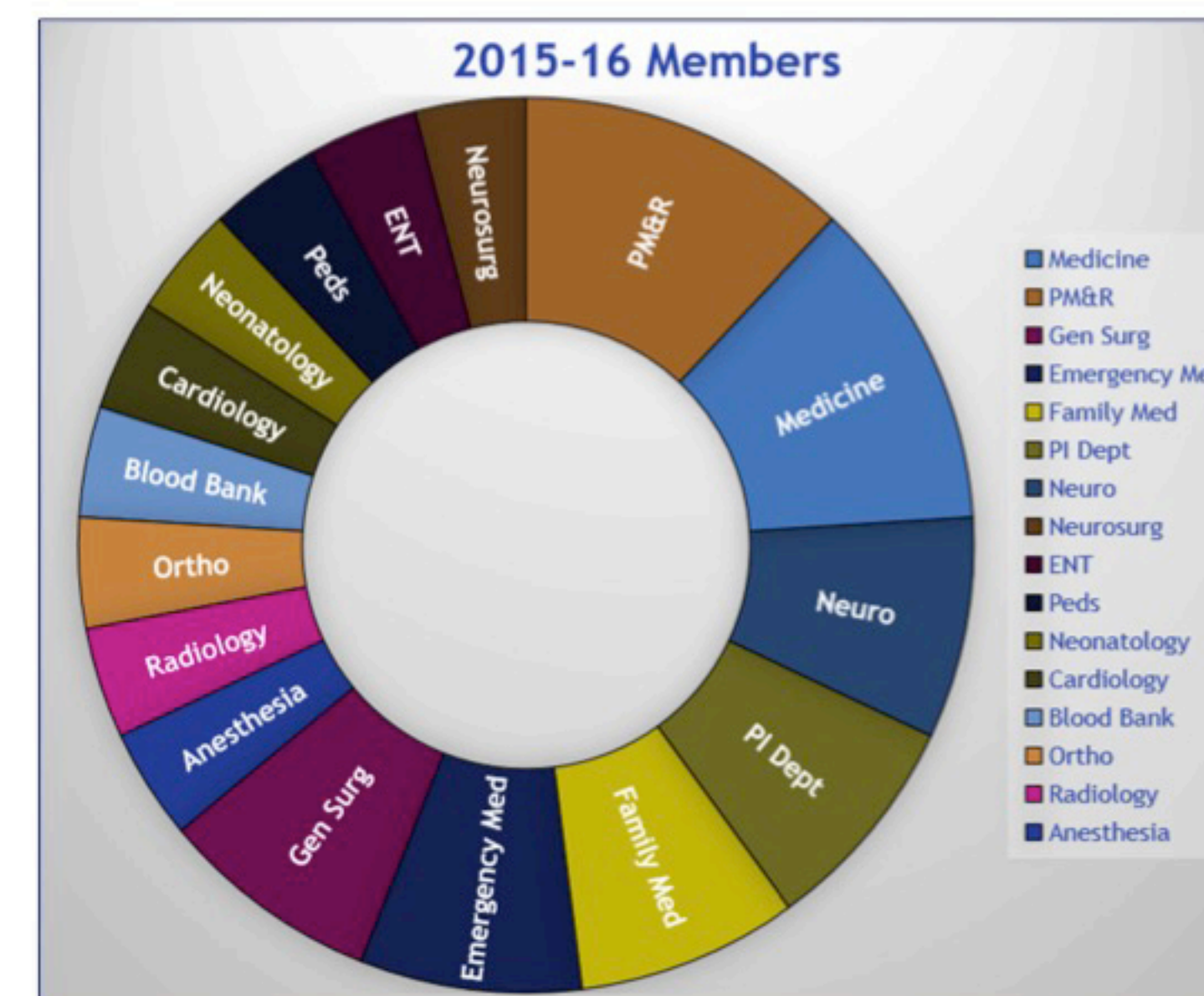
- Recruit residents and fellows from a majority of GME programs
- Robust executive sponsorship: President of TJUH, Chief Patient Safety Officer, Associate Dean for GME
- Monthly meetings; attended quarterly by executive sponsors for round table discussion
- Communication via *Confluence*, an online collaborative workspace, to encourage between-meeting work

Goals of HQSLC:

- Strategically impact key quality/safety issues
- Create a forum for bidirectional communication between trainees and leadership
- Foster a culture where safety and continuous quality improvement are highly valued in medical training and clinical care
- Support provision of high quality GME education in quality/safety

First Year Experience

Membership goals were achieved, with representation from the majority of core GME programs. Attendance goals were met with $\geq 75\%$ of members at each meeting:



HQSLC elected "Increasing Resident Use of the Reporting System" as their Clinical Quality Project – an initiative of high institutional priority. Residents exceeded Balanced Score Card metrics for success in 2016:

Program 3.0 Safety Culture Transformation									
Target Summary									
Objective: Enhance safety culture by: initiating ambulatory safety survey, increasing resident participation in quality and safety initiatives, expanding team training and increasing event reporting in CS STARS.									
Program Leads: Carol A. Kelly, Marge Slattery					Initiative/Metric/Big Y Linkage: PSI and Mortality				
Program Team: Maria Wilson, Danielle Buckius, Caitlyn Sidrane, Rebecca Jaffe, Renee Posner, Rose Farmer, Joan O'Brien									
FY16 Quarterly Targets - Actual versus Goal									
Program-Specific Metrics	15 Act Apr-Mar	1Q Act	1Q Goal	2Q Act	2Q Goal	3Q Act	3Q Goal	16 Goal	
y - Increase # of resident reports in CS STARS	0.9% Q1 +15 (24)	17	27	65	57	129	92	110	
y - Increase total reports	2,496 Q1 +15	2,041	2550	4239	5,200	6622	7,900	10,650 tot	

Council co-chairs represented the HQSLC and GME on key leadership committees

Clinical Performance Improvement Committee (CPIIC)	Graduate Medical Education Committee (GMEC)	Network Performance Committee
Clinical Quality Metrics (CQM)	PSI Missed Opportunities	Patient Safety Committee

The HCQSLC consulted on seven institutional quality projects.

Consult	Presenter
Epic @Jeff	CMIO
DNR/DNI in the OR	Anesthesia Resident
APP230: Pressure Ulcer Prevention	Faculty/MD
Handoffs in Epic	Assoc CMIO
Community of Health and Innovative Professionals (CHIP)	Medical Student
Improving Sepsis Care	Infection Control
Lactate Ordering Workflow	Faculty/MD

Lessons Learned

"How to"

- Recruiting from wide range of programs takes intensive effort and early preparation
- Council visibility must be part of the mission to create a platform for change
- Momentum must be carefully cultivated!



"Do differently?"

- Our collaboration and communication strategy should better align with resident life/workflow to encourage work outside of meetings.
- The consult process will need to be optimized
 - Most institutional consults seek communication back to housestaff, or recruitment of members to another committee. There should be other means for accomplishing these items.

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Council members: Jad Al Danaf, Ayah Arafa, Pheobe Askie, Abigail Case, Angela Crudele, Megan Ford, Michelle Grant, Allison Greco, Nina Gutowski, Christine Hammer, Brock Hewitt, Christina Jacovides, Mitul Kanzaria, Paul Kitei, Kelly Lopez, Amanda Lukof, Caleb McCall, Aleksandr Rozenberg, Caitlyn Sidrane, Matthew Sonagere, David Surrey, Anuja Trivedi, Natalie Vercillo

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