Developing a high value care programme from the bottom up: a programme of faculty-resident improvement projects targeting harmful or unnecessary care

Justin M Stinnett-Donnelly,1 Pamela G Stevens,2 Virginia L Hood1

Quality Program

April 2, 2019
Agenda

1. Lunch!
2. Introductions
3. Divisional Representatives
4. UVM Medical Group Faculty Practice Quality Initiatives
5. Event Reporting
6. Resources & Contacts for Faculty
7. Scholarly QI in Reappointment and Promotion
Introductions

• Name
• Division
• Clinical Interests
• Academic Interests
• Experience with QI
Preface – For more information

• Check out the Quality Program website: http://www.med.uvm.edu/medicine/quality
• Ask your division chief
• Ask me: allen.repp@uvmhealth.org
• Ask Amanda: amanda.kennedy@uvmhealth.org
Why Quality?
Why Quality?

• Improve care and outcomes
• Financial imperatives
• Academic opportunities
Quality Program in Dept of Medicine

- We serve as a resource center and laboratory to support improvement in care delivery, education and training, and scholarship in quality, safety, and value in the Department of Medicine.

- Goals
  - Coordinate and support efforts to improve delivery of quality, safety, and value of care and assess the impact of those efforts
  - Enhance the knowledge, skills, and application of improvement science for faculty, trainees, and students
  - Promote scholarship in improvement science, quality improvement, patient safety, and high value care
Who is the representative for quality in my division?
# DOM QA&I Committee Members

<table>
<thead>
<tr>
<th>Member</th>
<th>Group</th>
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<tbody>
<tr>
<td>Allen Repp, MD</td>
<td>Committee Chair</td>
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<tr>
<td>Allen Mead</td>
<td>Administration</td>
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<tr>
<td>Amanda Kennedy, PharmD</td>
<td>Dept. of Medicine Quality Scholar</td>
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<tr>
<td>JP Perdomo, MD</td>
<td>Endocrinology</td>
</tr>
<tr>
<td>Scott Legunn, MD</td>
<td>Rheumatology &amp; Clinical Immunology</td>
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<tr>
<td>Farrah Khan, MD</td>
<td>Hematology/Oncology</td>
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<td>Jeffrey Rimmer, MD</td>
<td>Nephrology</td>
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<tr>
<td>Julie Lin, MD</td>
<td>Dermatology</td>
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<tr>
<td>Marie Sandoval, MD</td>
<td>General Internal Medicine + Geriatrics</td>
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<tr>
<td>Peter Van Buren, MD</td>
<td>Cardiovascular Medicine</td>
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<tr>
<td>Tim Whitman, DO</td>
<td>Infectious Disease</td>
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<tr>
<td>Preetika Muthukrishnan, MD &amp; Maria Burnett, MD</td>
<td>Hospital Medicine</td>
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<tr>
<td>Heather Wright, DO</td>
<td>Chief Medical Resident</td>
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<tr>
<td>Gil Allen, MD</td>
<td>Pulmonary Disease &amp; Critical Care</td>
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<td>Richard Zubarik, MD</td>
<td>Gastroenterology</td>
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<tr>
<td>Maria Airoldi, RPh</td>
<td>Pharmacy</td>
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<tr>
<td>Pam Stevens, RN</td>
<td>Jeffords Institute for Quality</td>
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<tr>
<td>Tammy Berrings, RN (B4), Susan Bellemare, RN (M5), Peg Gagne, RN</td>
<td>Nursing</td>
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DOM QA&I Committee

• Evaluates performance of department on internal, institutional, and regulatory standards
• Assists in developing and coordinating new quality initiatives and metrics for the department
• Conducts adverse event, mortality and case reviews
• Provides forum for sharing information about QI and patient safety activities across divisions
• Reviews High Value Care Project proposals
What’s all this about UVM Medical Group Quality Initiatives?
UVMMG Faculty Practice Quality Initiatives

• **Physician comp plan** – variable comp for work on quality initiatives
  • Divisions choose 12 or 24 month initiatives
  • Submit description of initiatives to Medical Group – July 1
  • Start projects Oct 1
  • Variable compensation allocated at q6 mo based on demonstration of good QI methodology
  • Requires physician participation
  • Option for training in QI/PS
## FY2019 Divisional Quality Initiatives

<table>
<thead>
<tr>
<th>Division</th>
<th>Global Aim</th>
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<tr>
<td>Cardiology</td>
<td>To improve patient satisfaction centered around 2 questions: “Do you understand the care that you received?” and “Did your doctor communicate well?”</td>
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<tr>
<td>Dermatology</td>
<td>Improve the quality of life for patients with hidradenitis suppurativa by offering them access to dermatological care</td>
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<tr>
<td>Endocrinology</td>
<td>Reduce readmissions for patients with diabetic ketoacidosis</td>
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<tr>
<td>Gastroenterology</td>
<td>Evaluate and optimize adenoma detection rates</td>
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<td>GIM &amp; Geriatrics</td>
<td>Reduce 30 day readmissions for UVMMC General Internal Medicine patients</td>
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<tr>
<td>Hematology/Oncology</td>
<td>Reduce preventable admissions and ED department visits for patients receiving outpatient chemotherapy</td>
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<td>Hospitalist Service</td>
<td>Complete applied Improvement Science Training Program</td>
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<tr>
<td>Infectious Disease</td>
<td>Provide screening for chronic hepatitis C infection for hospitalized adults born between 1945 and 1965</td>
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<td>Nephrology</td>
<td>Stabilize the number of ED visits, urgent dialysis treatments and admissions for volume overload in the UVMMC chronic dialysis population</td>
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<tr>
<td>Pulmonary &amp; Critical Care</td>
<td>Reduce mortality and readmission rate in patients admitted for acute hypercapnic respiratory failure</td>
</tr>
<tr>
<td>Rheumatology</td>
<td>Complete a fracture risk assessment and management plan in adult rheumatology patients receiving long term glucocorticoids</td>
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What safety events do I need to report?
Event Reporting

- Report near misses and adverse events as a SAFE Report
- Guide for entering a SAFE Report can be found at: http://intranet.fletcherallen.org/Depts/Patient_Safety/Pages/SAFE-Reporting.aspx
Event Reporting

- **Sentinel Events** and **Serious Reportable Events** must be reported immediately per state and federal laws:

1. **Sentinel Event:**
   a) Patient Safety Event that reaches a patient and results in death, permanent harm or severe temporary harm and intervention required to sustain life
   b) Examples: suicide of a patient receiving care; abduction of patient; hemolytic transfusion reaction involving wrong blood types; wrong site or wrong patient procedure

2. **Serious Reportable Event:**
   a) Unambiguous, largely, if not entirely preventable, serious events.
   b) Examples: wrong site or wrong patient procedure; unintended retained foreign body after procedure; stage 3, 4 or unstageable pressure ulcers acquired after admission; death or serious injury related to drugs, devices, falls, failure to communicate results, or use of restraints

- **Report the event to your division chief and file an online SAFE Report**
Disclosure Conversations

• **When?**
  • If a patient has suffered health care related harm, or if there is an unplanned or unexpected outcome

• **Who?**
  • Patients or their surrogates should receive a truthful and compassionate explanation from the Attending

• **How?**
  • Contact Office of Patient & Family Advocacy (847-3500) prior to disclosure conversation
  • Conversation should be timely and occur in a private location
  • Patients (or family) should be asked and assisted if they want to have other family members or support services (clergy, patient-family advocate, etc.) present
  • Cover facts of the event which are known, and an apology, if appropriate
  • Provide name & contact information of an individual who will manage ongoing communication
  • Explain that adverse events undergo a thorough review process to identify opportunities for safety and systems improvement
Other Resources

• Risk Management – on-call 24x7 through PAS
  • Jan Ferguson, JD

• Patient Safety Program
  • Lori Notowitz, Director

• Employee & Family Assistance Program (EFAP, 847-2827) offers free and confidential
  • Critical incident response debriefing
  • Counseling and referral
How can I get more training in QI/PS?
Educational Opportunities

• http://www.med.uvm.edu/medicine/quality/plan/faculty
How can I get more involved in QI/PS?
Opportunities

• Scholarly Quality Improvement Interest Group
  • http://www.med.uvm.edu/medicine/quality/do

• DOM High Value Care Program
  • Project management and data analytic support
  • Info and application at: https://www.med.uvm.edu/medicine/department_of_medicine_high-value_care_program

• Participate in divisional QI, including presentation and publication
Teaching Opportunities

- Medical Students –
  - Medical Student QI Interest Group
  - Bridge Curriculum
  - High Value Care Curriculum
- Residents
  - 3 year longitudinal curriculum
- Mentor student, resident or fellow scholarly projects

- PGY-1: Fundamentals in Improvement Science
- PGY-2: QI Project
- PGY-3: High Value Care Case, Root Cause Analysis
Exploring Opportunities?

QI Scholar - Amanda Kennedy, PharmD

• Promote and support scholarship
• Mentor, navigator, educator
• Amanda.Kennedy@uvmhealth.org
How can I get data for my QI/PS work?
Got Data?

• Jeffords Institute for Quality
  • Pam Stevens, RN, Quality Consultant for Dept of Medicine
  • Allison Kaigle Holm, PhD, Sr. Research Specialist
  • Tim Pay – SAFE Report Data
  • Statit dashboard application

• Data Management Office
  • E-mail Chris Dussault, Director: Chris.Dussault@uvmhealth.org

• Pharmacy
  • PYXIS, prescription data
  • Wes McMillian – director of pharmacy

• OneCare Vermont*
  • Jennifer Gordon, ACO Clinical Consultant: Jenn.Gordon@OneCareVT.org
  • NB: *Federal regs restrict research use of Medicare Shared Savings Program
Sources of Data

- Chart review – REDCap (Research Electronic Data Capture)
  - REDCap: electronic collection and management of research and clinical trial data
  - For REDCap access, e-mail Diantha Howard, M.S., Informatics Core Manager

- Epic Reporting Tools
  - [http://intranet.uvmhealth.org/Computer_Systems/PRISM/Pages/Training.aspx](http://intranet.uvmhealth.org/Computer_Systems/PRISM/Pages/Training.aspx)
Data Considerations: IRB

- Complete CITI training (every 3 years):
  - Human Subjects Training
  - Good Clinical Practice Training
  - [https://www.uvm.edu/rpo/human-subjects-research](https://www.uvm.edu/rpo/human-subjects-research)

- Speak with IRB representative for your division if any questions about preferred IRB application

- Many true QI projects will qualify for “Not Research” determination (now a self determination)
More Data Security Considerations

- Be aware of surroundings when discussing patient care
- Lock or log-off your computer when not using it
- Use secure alpha-pager, secure texting (Cortext), encrypted e-mail (@uvmhealth.org within organization; “encrypt” messages sent to non uvmhealth addresses), or messaging / routing functions in Epic to communicate with care team / others about patient care
- Do NOT use standard SMS texting or non-secure texting applications, or e-mail other than @uvmhealth for communications about patient care
- Use Haiku application for clinical photos
## Data Security: Storage

<table>
<thead>
<tr>
<th>Okay</th>
<th>Not Okay</th>
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<tbody>
<tr>
<td>• Network drives (i.e. “Shared drive”)</td>
<td>• No PHI may be stored in unapproved cloud services (Google Drive, SkyDrive/OneDrive, iCloud, Dropbox, Box, etc.)</td>
</tr>
<tr>
<td>• Approved encrypted portable storage (flash/thumb drive)</td>
<td>• “Cloud services for the storage of University of Vermont Medical Center data must be reviewed and approved by the Architecture Steering Committee (ASC)”</td>
</tr>
<tr>
<td>• Locked desk drawer or file cabinet</td>
<td>• Local hard drives (i.e. “C” drive) may not be used to store PHI</td>
</tr>
<tr>
<td></td>
<td>• Transferring confidential or sensitive information to unencrypted or personally owned portable devices (including email)</td>
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HIPAA Privacy Rule (45 C.F.R. § 164.514(b))

Any of the following may constitute patient identifiers -

- (A) Names; (B) All geographic subdivisions smaller than a State; (C) All elements of dates (except year) for dates directly related to the individual, including birth date, admission date, discharge date, date of death; and all ages over 89 and all elements of dates (including year) indicative of such age, except that such ages and elements may be aggregated into a single category of age 90 or older; (D) Telephone numbers; (E) Fax numbers; (F) Electronic mail addresses; (G) Social security numbers; (H) Medical record numbers; (I) Health plan beneficiary numbers; (J) Account numbers; (K) Certificate/license numbers; (L) Vehicle identifiers and serial numbers, including license plate numbers; (M) Device identifiers and serial numbers; (N) Web Universal Resource Locators (URLs); (O) Internet Protocol (IP) address numbers; (P) Biometric identifiers, including finger and voice prints; (Q) Full face photographic images and any comparable images; and any other unique identifying number, characteristic, or code, except as permitted for re-identification purposes provided certain conditions are met.
How do I publish scholarly QI/PS work?
Stats on Stats

- **DOM Analytic Support Program (Bradley Tompkins, MS, MPH)**
  - Support junior faculty-led QI projects and resident/fellow QI projects that are mentored by faculty, with the goal of moving them to a scholarly product
  - Funded projects will be expected to result in submission of a manuscript to a peer reviewed journal
  - Information and application can be found here: [http://www.med.uvm.edu/medicine/analytic-support-program](http://www.med.uvm.edu/medicine/analytic-support-program)

- **Statistical Consulting Clinic at UVM**
  - Alan Howard, MS – Drop in “Statistical Therapy” sessions Tuesdays + Thursdays 2-4 PM Dana Library
Publishing resources

• **SQUIRE (Standards for Quality Improvement Reporting Excellence) Guidelines** - a framework for reporting new knowledge about how to improve healthcare

• **Tiered list of journals**, maintained by the Institute for Healthcare Improvement
How can I find funding for my scholarly QI/PS work?
# Funding Sources

- [http://www.med.uvm.edu/medicine/analytic-support-program](http://www.med.uvm.edu/medicine/analytic-support-program)

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<thead>
<tr>
<th>University</th>
<th>UVMMC/UVMHN</th>
<th>LCOM</th>
<th>DOM</th>
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<tbody>
<tr>
<td><strong>REACH</strong></td>
<td>GME Teacher of the Year &amp; CME Teacher of the Year awards (2 individual awards)</td>
<td>Internal Grant Program (IGP)</td>
<td>Bridge Funding</td>
</tr>
<tr>
<td><strong>SPARK-VT</strong></td>
<td>Junior Investigator &amp; Senior Investigator of the Year Awards (2 individual awards)</td>
<td>Bridge Support Program (BSP)</td>
<td>Catalyzation for Grant Competitiveness Funding</td>
</tr>
<tr>
<td><strong>Faculty Activity Network (FAN)</strong></td>
<td>2 Research Grants at $50,000/year</td>
<td>Health Services Research Pilot Grant Awards</td>
<td>Eureka</td>
</tr>
<tr>
<td><strong>OVPR Express</strong></td>
<td>2 Education Grants at $25,000/year</td>
<td>Frymoyer Scholars Program</td>
<td>Grant Review Program</td>
</tr>
<tr>
<td><strong>UVM-Industry Fellowship Program (UVM-IFP)</strong></td>
<td>UVMMHN Safety &amp; Value Grant</td>
<td>LCOM/CEMS Biomedical Engineering Pilot Research Program</td>
<td>Translational Medicine Pilot Project</td>
</tr>
<tr>
<td><strong>UVMMC Medical Center Fund</strong></td>
<td></td>
<td>New Methodologies in Basic Research</td>
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Can I get promoted based on QI/PS work?
UVM COM Standards and Guidelines

• “Documentation of scholarly work in the area of clinical expertise, research, and/or creative teaching, is required for advancement beyond the rank of Assistant Professor. Examples of scholarly contributions in the clinical arena that provide clear evidence of creative scholarship but do not usually entail publication include but are not limited to: presenting clinical lectures; developing case conferences; developing a new clinical pathway; participation in clinical trials; teaching procedures in the simulation center; initiating and executing a quality assurance project that measurably improves patient outcomes; authorship on case reports; mentoring a student or resident research project; creation of educational materials that are locally / regionally disseminated; development and maintenance of clinical skills and / or programs that are locally and / or regionally distinctive and of recognized excellence; invited presentations within the University and elsewhere.”
Keep track

- UVM College of Medicine CV Format
  - https://www.med.uvm.edu/facultyaffairs/facultydevelopment/your-cv-for-rpt
- Quality Portfolio for Reappointment and Promotion (appendix)
  - Quality Portfolio Instructions and Sample
Last Notes
Upcoming Events

**The Quality Scholarship Award**: To recognize Department faculty members and/or faculty-led teams in who have demonstrated excellence in scholarly quality improvement, patient safety, or high value care.

- Nominations must be submitted to Sue Lee (Suzanne.Lee@uvmhealth.org) by April 30th.

**Department of Medicine QI Showcase** - Department of Medicine Grand Rounds Improvement Science Series, Friday, April 19, 8-9 AM, Davis Auditorium

- Several Department of Medicine faculty will present their scholarly QI initiatives

**Department of Medicine Scholarly QI Poster Presentations** - Friday, April 19, 9-10 AM, Davis Concourse

- New work, works in progress and posters presented at other conferences

**UVM Health Network 16th Annual Quality Forum** – Wednesday, May 15, 8-10:30AM, DoubleTree Burlington (poster reservation due date was March 15)

- [https://www.uvmhealth.org/Pages/Doctors/Quality-Forum.aspx](https://www.uvmhealth.org/Pages/Doctors/Quality-Forum.aspx)
Take Homes

• When in doubt:
  • Ask your division chief, Allen Repp, or Amanda Kennedy

• Report:
  • Report near misses and adverse events as a SAFE Report

• Get involved:
  • Numerous opportunities in DOM and UVMMC

• Count It Twice:
  • When involved in a QI/PS project – always consider how it could result in a scholarly product – e.g., abstract, presentation, manuscript

• Keep Track
  • Use CV / Quality Portfolio to keep track of quality projects and impact

• Visit our website:
  • http://www.med.uvm.edu/medicine/quality
Questions