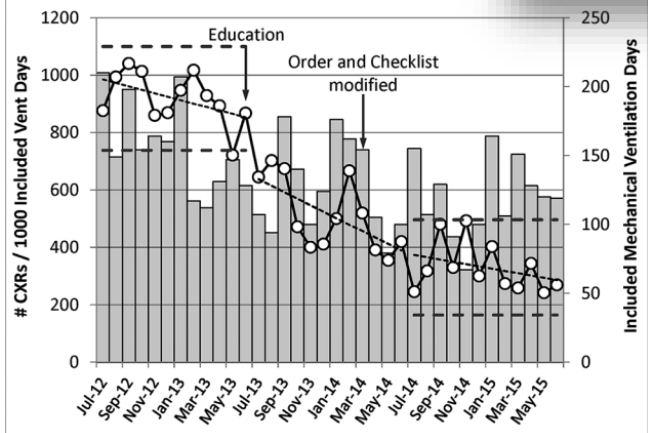QUALITY IMPROVEMENT REPORT

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

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Department of Medicine Orientation

Quality Program

April 2, 2019

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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

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Introductions

- Name
- Division
- Clinical Interests
- Academic Interests
- Experience with QI

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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

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Why Quality?

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Why Quality?

- Improve care and outcomes
- Financial imperatives
- Academic opportunities

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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

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Who is the representative for quality in my division?

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DOM QA&I Committee Members

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

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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

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What's all this about UVM Medical Group Quality Initiatives?

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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

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FY2019 Divisional Quality Initiatives

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

What safety events do I need to report?

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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

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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

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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

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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

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How can I get more training in QI/PS?

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Educational Opportunities

- http://www.med.uvm.edu/medicine/quality/plan/faculty

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How can I get more involved in QI/PS?

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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

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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?

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Got Data?

- **Jeffords Institute for Quality**
  - Research Resource Request: https://www.uvmhealth.org/medcenter/Pages/Clinical-Trials-and-Research/Research-at-The-University-of-Vermont/Research-Resource-Request.aspx
  - 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

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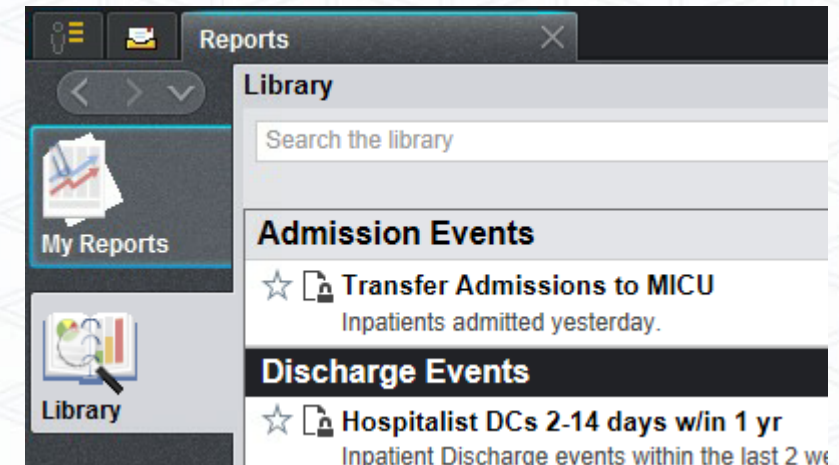
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Sources of Data

- **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**

Data Considerations: IRB

- Complete CITI training (every 3 years):
    - Human Subjects Training
    - Good Clnical Practice Training
    - 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)

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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

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Data Security: Storage

Data Storage	
Okay	Not Okay
• Network drives (i.e. "Shared drive") • Approved encrypted portable storage (flash/thumb drive) • Locked desk drawer or file cabinet	• No PHI may be stored in unapproved cloud services (Google Drive, SkyDrive/OneDrive, iCloud, Dropbox, Box, etc.) • "Cloud services for the storage of University of Vermont Medical Center data must be reviewed and approved by the Architecture Steering Committee (ASC)" • Local hard drives (i.e. "C" drive) may not be used to store PHI • Transferring confidential or sensitive information to unencrypted or personally owned portable devices (including email)

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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.

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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

- **Statistical Consulting Clinic at UVM**
  - http://library.uvm.edu/services/statistics/newclinic.php
  - Alan Howard, MS – Drop in "Statistical Therapy" sessions Tuesdays + Thursdays 2-4 PM Dana Library

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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

University	UVMMC/UVMHN	LCOM	DOM
REACH	GME Teacher of the Year & CME Teacher of the Year awards (2 individual awards)	Internal Grant Program (IGP)	Bridge Funding
SPARK-VT	Junior Investigator & Senior Investigator of the Year Awards (2 individual awards)	Bridge Support Program (BSP)	Catalyzation for Grant Competitiveness Funding
Faculty Activity Network (FAN)	2 Research Grants at $50,000/year	Health Services Research Pilot Grant Awards	Eureka
OVPR Express	2 Education Grants at $25,000/year	Frymoyer Scholars Program	Grant Review Program
UVM-Industry Fellowship Program (UVM-IFP)	UVMHN Safety & Value Grant	LCOM/CEMS Biomedical Engineering Pilot Research Program	Translational Medicine Pilot Project
	UVMMC Medical Center Fund	New Methodologies in Basic Research	

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Can I get promoted based on QI/PS work?

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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**."

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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

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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

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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

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Questions

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