

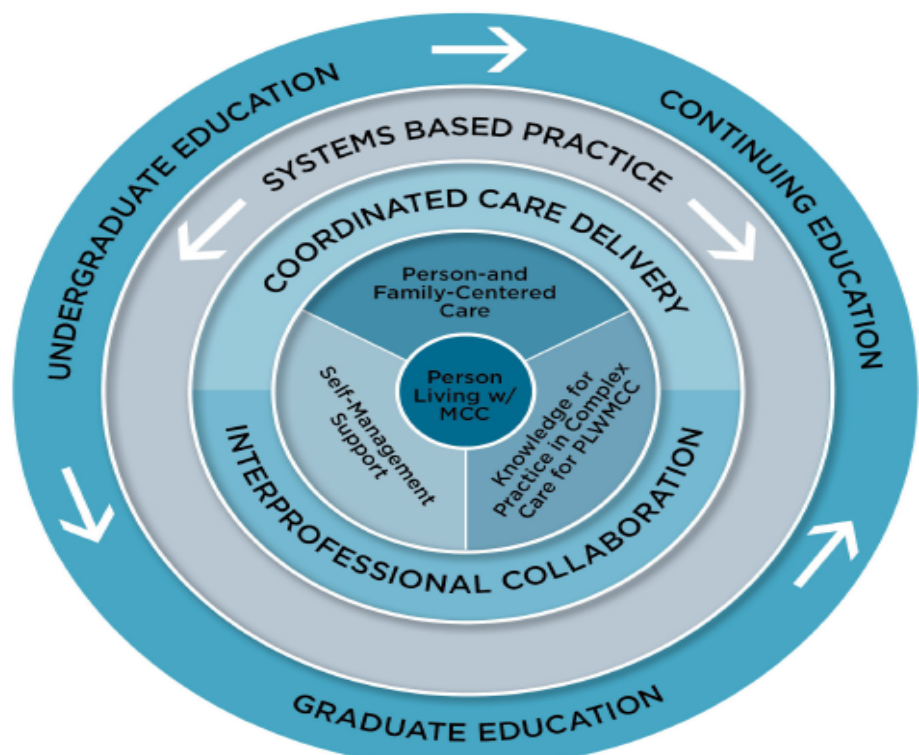
Developing the Agents for High Reliability Organizations

Carol A. Terregino, MD

Joyce Afran MD

Paul F. Weber MD, RPh, MBA

Rutgers Robert Wood Johnson Medical School



TeamSTEPPS

S=Strategies &
T=Tools to
E=Enhance
P=Performance &
P=Patient
S=Safety

H
R
O

Consortium projects

1. The Primary Ambulatory and Community Clerkship Experience as an authentic interprofessional learning environment:

Within a new regional campus, medical students will provide longitudinal care to their patients collaborating with pharmacy and nursing students.

2. Enhancing transitions of care to home with interprofessional teams:

Under the primary direction of our Family Medicine and Community Health clinical educators, medical students within interprofessional teams will provide home environment observations, health assessments, and associated plans during *home visits* on recently discharged patients

3. Learning Health System Champions as translators of high reliability organization (HRO) principles to the tools of TeamSTEPPS

Teamwork is teachable, learnable and measurable. An HRO only can emerge when the fundamental TeamSTEPPS principles of communication, teamwork, and leadership are embedded throughout an organization and result in a culture that fully embraces patient safety.

Reflections and New Directions

Learners as Change Agents and the genesis of the current projects: *In vivo* interprofessional education and collaborative team experiences are challenging to implement. Initial inadequacies in developing a shared mental model of what we wanted to accomplish, and forming a coalition of champions along the educational continuum, as well as with the health system, failed to overcome early barriers. In response, the following initiatives have been implemented:

- **Patient Safety Huddles:** Following formal TeamSTEPPS training earlier in the curriculum, M1 learners witness daily morning HRO Patient Safety (PS) Huddles led by the CEO at our primary teaching hospital to gain real world awareness of **actual** Patient Safety issues. The planning and execution of these Huddles has begun to remove some barriers particularly through the establishment of new relationships between the School and our Health System educational and clinical partner.
- **Patient Safety and Quality Improvement Grand Rounds Series:** In the second academic year of this series which has been aimed at UME, GME, & CME learners and interprofessional team members, content was revised to provide translation of TeamSTEPPS tools and HRO principles to facilitate the formation of teams and change agency.
- **Directors of UME-Program Directors-Faculty and Health System Practice Coalition:** With the formation of a new *integrated* clinical practice between the University and its Health System partner led by a new CEO, the opportunity has arisen to develop a Coalition that also includes UME Clerkship Directors and opens the door to cross walk HRO and TeamSTEPPS language and initiatives (see table). Through this successful translation, the UME learning environment further can be enhanced so that students are even better prepared for their GME years and beyond.

Need/Gap Addressed

- **Documentation:** Learner EMR accessible to interprofessional students *In vivo IPE for UME*
- **Coordinated Care Delivery:** Partnering in transitions of care to enhance patient self-management at home *Adoption by GME learners, attending physicians, and UME/IPE learners*
- **Sense-making and Overcoming Semantics:** Using teamwork training as an organizing framework in a complex adaptive system, leading to synchronization; *Cross walking TeamSTEPPS tools to High Reliability Team Characteristics Pan Educational and Organizational training*

High Reliability Element	High Reliability Team Characteristics	Supporting TeamSTEPPS Tools
Sensitivity to operations	Closed loop communication; Information exchange, shared situation awareness	Check-back, SBAR, STEP, IM SAFE checklist
Reluctance to simplify	Adaptability/flexibility, planning	Brief, Huddle
Preoccupation with failure	Error management, feedback and team self-correction	Debrief, Coaching
Deference to expertise	Assertiveness, collective team orientation and expertise	SBAR, CUS, DESC, Two-challenge rule
Resilience	Back-up behavior, performance monitoring, and shared mental model	Coaching, peer-to-peer support

Health.mil

Grant team members

Carol A. Terregino, MD Senior Associate Dean for Education and Academic Affairs (Principal Investigator)

Joyce Afran, MD, Assistant Dean for the Regional Medical Campus at Somerset; RWJMS representative to Rutgers Biomedical and Health Sciences Interprofessional Council; Director for Family Medicine Clerkship and Primary Ambulatory and Community Clerkship Experience

Paul F. Weber, MD, RPh, MBA Associate Dean-CME and Director, Health Systems Science Curriculum Thread

Institutional Contact

Carol.Terregino@Rutgers.edu



RUTGERS

Robert Wood Johnson
Medical School