

2018 Update on
UMKC School of Medicine / Truman Medical Center
Department of Emergency Medicine
STRATEGIC PLAN
2017

Background	Page	2
Process/Assumptions	Page	2
Vision, Mission and Values Statement	Page	4
Objectives/Priorities		
Clinical Care / ED Operations	Page	5
Education	Page	6-8
Scholarly Activity / Research	Page	9
Administration	Page	10

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Background:

The strategic plan for the Emergency Department was extensively updated in 2008, modified in 2009, 2011, 2013, and 2015 and progress reports have been produced. There are multiple ongoing challenges and the purpose of revising the plan was to bring the ED staff physicians (and others) together to reconfirm the Vision, Mission and Values of the Emergency Department and to develop and prioritize multiple objectives that must be addressed in order to carry out the Mission.

Process:

Beginning in April 2017 the Chair asked for volunteers to form planning groups. Four groups: Clinical Care / ED Operations; Education; Scholarly Activity / Research; and Administration met to reconsider progress and objectives. All staff and residents were invited to participate in as many groups as they wished. In addition, nursing, support and administrative staff were invited. Each group met in May and developed objectives. In the past, a “priority and difficulty grid” was developed, but it was rarely used and so it was dropped from this revision of the plan. This material was distributed to the staff as well as other stakeholders. After feedback was received, the plan was finalized.

In the spring of 2018 there were meetings of all four of the groups. Minutes of meetings were distributed and reviewed and then compiled into a “2018 Update” on the 2017 plan. All faculty, residents and staff had an opportunity for input.

Assumptions:

The assumptions for the revision of this plan are essentially the same as 2008, 2011, 2013 and 2015:

- 1) This is a strategic plan addressing objectives necessary to accomplish the mission of the ED and this is not a business plan. It was assumed that fiscal issues would remain “as is” for the near term and with rare exception are not addressed in the plan. It is also noted that the economy, the implementation and/or repeal and/or replacement of the Affordable Care Act, the lack of expansion of MO Medicaid and the like will impact on our ability to accomplish objectives (positively or negatively.)
- 2) The overall priorities of the department are: 1) Clinical Care, 2) Education, 3) Scholarly Activity and 4) Administration. It is understood, though, that all are important and all must be addressed to a greater or lesser extent.
- 3) It is understood that the ED is closely tied to UMKC School of Medicine, Truman Medical Center and University Physicians Associates but there was no attempt to directly tie the ED plan into any of the other entities’ plans. None of our objectives conflict with the goals of any of these organizations and in fact, most are in general, if not specific, alignment.

- 4) The ED has a dual leadership structure with physician and resident leadership separate from nursing and support personnel leadership. The objectives can only be accomplished with close cooperation among all staff. In places this is explicitly stated in objectives, but in many it should be implicit.

2018 Update on
UMKC School of Medicine / Truman Medical Center
Department of Emergency Medicine
Vision, Mission and Values Statement
2017

Vision Statement:

The Department of Emergency Medicine will be a premier academic emergency department.

Mission Statement:

The Department of Emergency Medicine will provide state-of-the-art, compassionate emergency care in an environment of academic excellence.

Values Statements:

1. Patient care comes first.
2. Treat everyone as they want to be treated.
3. Teach and learn something new every day.
4. Look for a better way to do everything.
5. Have fun, enjoy the work.

2018 Update To Emergency Medicine Strategic Plan: Clinical Care / ED Operations 2017

- 1) **Improve ED throughput** (ED throughput is multi-factorial and includes multiple issues both inside and outside the direct control of the ED)
 - **Steering Committee has not met since joint planning for budgeting has been ongoing as has been continued funding for “ED Throughput Project”**
 - Continue to work with the Hospital Throughput Committee
 - Increase hospital capacity as possible to decrease ED boarding
 - Continue to work with the ED Throughput Committee
 - Door to Doc Performance Improvement Project – **Process improvement modifications has brought D2D down to < 30 minutes!**
 - Treatment Time Performance Improvement Project – **Work ongoing**
 - Continue to update and improve collaborative protocols
- 2) **Optimize staffing**
 - Reevaluate provider numbers and work hour distribution
 - Ultimate goal is to attain 24/7 ED faculty double-coverage
 - **Optimize staffing of “events” including trauma activations and medical resuscitations**
- 3) **Continue to collaborate with other specialties as appropriate**
 - **Trauma, Critical Care, STEMI, Stroke, etc**
- 4) **Improve departmental quality and safety**
 - Meet or improve upon all Core Measures and CMS and TJC standards
 - Develop, as possible, a quality/safety dashboard for residents and faculty
 - **May include: CT ordering, opiate prescribing as well as numbers of patients seen and time intervals**
 - Meet or improve upon all time-based core measures:
 - Door to Doc (D2D) – **Consistently met the last 6 months**
 - Left Without Being Seen (LWBS) – **Consistently met the last 6 months**
 - Length of Stay (LOS) for discharged patients
 - LOS for admitted patients
- 5) **Optimize utilization of electronic health records**
 - Will re-emphasize education on tips and short-cuts for the electronic medical record (EMR) and better educate on voice recognition software issues – **Dragon Voice Recognition Software is available on all ED computers and tips and short-cuts are available on the umkc-em website**
- 6) **Incorporate publishable research projects into operational/improvement activities whenever possible**

2018 Update to Emergency Medicine Strategic Plan: Resident Education 2017

- 1) Continue to qualitatively improve resident education**
 - Increase opportunities for simulation (both high fidelity and task training,) small group learning, and flipped classroom sessions – **Ongoing**
 - Increase opportunities for interprofessional and cross disciplinary education – **Ongoing**
 - **Consider simulation training with OBGYN and Trauma Services**
 - Increase opportunities for asynchronous learning – **Ongoing**
 - Enhance curriculum with more opportunities for learning about and participating in quality, safety, wellness and professionalism activities – **Ongoing**
 - Continue to work with TMC and GME Office to address any deficiencies from CLER (Clinical Learning Environment Review) visit
 - **Consider expanding resident feedback via a quality “dashboard”**
 - Continue to modify the Departmental M+M to better address quality/safety issues
 - See Operations Section on newly named ED Operations Committee
 - Continue to optimize Ultrasound curriculum – **Ongoing**
 - Improve mass casualty and disaster education – **Ongoing**
 - Expand “EMS Day”
 - Engage faculty in planning educational activities prior to and during drills
 - Expand community engagement opportunities via EMS
 - Continue to improve resident scholarly activities through the mechanism of the Resident Research Policy, ED Research Director and Journal Club – **Ongoing**
 - Add resident elective(s): Resident as Teachers; Simulation; etc.
- 2) Utilize **swing** resident for enhanced clinical education of students, rotators and 1st year EM residents (along with service activities) – **Ongoing****
- 3) Recruit highest caliber and more diverse applicants**
 - Continue to upgrade Residency website
 - Coordinate with Facebook page, Google + page and other appropriate activities
- 4) Increase faculty participation** (Core faculty must participate in 20% of didactic educational activities per updated RRC rules) – **Ongoing**
- 5) Incorporate publishable research projects into educational activities whenever possible**

2018 Update to Emergency Medicine Strategic Plan: Student Education 2017

1) Continue to qualitatively improve medical student education

- Clinical
 - Optimize student utilization of iPads – Ongoing (TMC IT to be more involved)
 - Improve faculty interactions with students – Ongoing (professionalism education enhanced)
- Didactics
 - Continue to evaluate ongoing didactics in light of the NBME test results and modify as indicated – Ongoing
 - Continue to increase amount of simulation
- Use swing resident to enhance medical student education

2) Continue to engage with Emergency Medicine Interest Group

- Field “Sim Wars” team for 2017 SAEM Regional Meeting (Our Sim Wars team won the 2016 Great Plains Regional SAEM competition!) – Ongoing for 2018
- Continue to work with medical student leaders to develop a curriculum (recurrent) and schedule activities more optimally

3) Improve extern recruitment

- Review and optimize extern application process (i.e. set higher VSAS requirements)
- Consider more “invited lectures” at other medical schools to enhance program visibility

4) Continue the Medical Student “Skills Day” – Completed for this year, will plan for 2019

5) Incorporate publishable research projects into educational activities whenever possible

2018 Update To
Emergency Medicine Strategic Plan:
Faculty Education
2017

- 1) Continue to offer support for ongoing professional development activities**
 - Funding advanced training - **Ongoing**
 1. **Masters in Health Education**
 2. **ED Director Course**
 3. **ED Leadership Course**
 - Consider more faculty development activities in the monthly Departmental Faculty Meeting
- 2) Continue skills development and retention program for faculty physicians**
 - This could become a “product” to offer to as a CME course
- 3) Incorporate publishable projects into educational activities whenever possible**

2018 Update To Emergency Medicine Strategic Plan: Research / Scholarly Activity 2017

1) Continue to seek and support funded research

- Continue to support Emergency ID Net
 - Have proposed a “septic arthritis” study
- Complete ongoing studies:
 - Allergan: Pragmatic trial designed to evaluate a new critical pathway for treatment of patients with acute bacterial skin and skin structure infections – Ongoing
 - BioFire Diagnostics: Specimen collection and transport workflow evaluations for CLIA-waived molecular testing – Ongoing
 - EMERGENCY ID NET: Prevalence of extended spectrum B-lactamase and carbapenem-resistant gram-negative bacteria in patients with UTI and urosepsis admitted through emergency departments in the United States – Ongoing
- Seek out industry sponsored research – Ongoing Initiate and work to complete the SBIRT (screen, brief intervention and refer to treatment) study – Ongoing and will work to improve provider engagement
- ◆ Encourage staff and residents to apply for appropriate grants

2) Continue to enhance ED Research Activities

- Research Director
 - Reevaluate Resident Research Policy and Timeline on an ongoing basis – Ongoing and will work to improve resident and staff engagement
 - Publicize ongoing Resident Research Projects
 - “Post” if possible – Ongoing. Plan on developing a “research drive” where these projects can be placed
- Enhance Research Committee
 - Better incorporate “submission” of Research Projects to the Committee for evaluation and review - Ongoing
- Encourage staff and residents to apply for ED Internal Grant(s) – Ongoing
- Encourage staff/residents to submit abstracts to UMKC Quality and Patient Safety Day – Five submitted and accepted to the 2018 event
- Continue to work with and support ED Research Staff
 - Continue to incorporate Medical Students in research projects as “research assistants” as possible and appropriate – Ongoing
- ◆ Develop online repository of ongoing studies and study ideas – Ongoing

3) Develop Research Groups within the Department as possible

- EMS, Operations, Education, Toxicology, Others
 - EMS Group – Ongoing

2018 Update To Emergency Medicine Strategic Plan: Administration 2017

- 1) Continue to work with Security, Nursing and others to improve workplace safety**
 - Facilitate the implementation of a metal detector at the ED entrance – **Implemented**
 - **Continue to explore remodel of ED entrance (to enhance security and expand treatment areas)**
 - **Review The Joint Commission Alert on Workplace Violence and ensure appropriate compliance**
 - **Re-evaluate staff training including de-escalation techniques and active shooter response**
- 2) Develop and enhance Emergency Medicine Sections**
 - EMS Section
 - EMS Education Program – **Explore closer relationship with KCFD**
 - Work to develop EMS Fellowship Program for submission of application NLT summer of **2020**
 - **Investigate pre-hospital EKG transmission for possible STEMI patients**
 - Toxicology Section
 - Ultrasound Section
 - Obtain at least 1 more US machine to facilitate US activities in the Department – **Two were requested in the FY 2019 budget**
 - **If unable to obtain more than one, then explore other alternatives, including the TMC Charitable Foundation**
 - Implement professional billing for the “limited ED US” that faculty already perform – **Partially implemented now and in process of being fully rolled out**
- 3) Enhance UMKC/TMC Emergency Medicine “branding”**
 - Revise and Improve EM website – **Ongoing**
 - Improve ED Facebook account – **Ongoing**
 - **Departmental Instagram and Twitter accounts up and running successfully and will continue to expand reach**
- 4) Continue to update the Departmental strategic plan**