

**UMKC School of Medicine / Truman Medical Center
Department of Emergency Medicine
STRATEGIC PLAN
2017**

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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.

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.

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.

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)
 - Continue to work with the ED Steering Committee to better coordinate clinical, operational, financial and administrative activities between TMC and UPA
 - 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
 - Treatment Time Performance Improvement Project
 - Continue to update and improve collaborative protocols
 - “Rebrand” this Committee as the “ED Operations Committee” to better incorporate Quality and Safety Issues into ongoing discussions
- 2) **Optimize staffing**
 - Reevaluate provider numbers and work hour distribution
 - Ultimate goal is to attain 24/7 ED faculty double-coverage
- 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
 - Meet or improve upon all time-based core measures:
 - Door to Doc (D2D)
 - Left Without Being Seen (LWBS)
 - 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
- 6) **Incorporate publishable research projects into operational/improvement activities whenever possible**

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
- Increase opportunities for interprofessional and cross disciplinary education
 - Continue to incorporate Physician Assistant education into Department activities
- Increase opportunities for asynchronous learning
 - This is “maximized” but can optimize products
- Enhance curriculum with more opportunities for learning about and participating in quality, safety, wellness and professionalism activities
 - Continue to work with TMC and GME Office to address any deficiencies from CLER (Clinical Learning Environment Review) visit
 - 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
- Improve mass casualty and disaster education
 - 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
- Add resident elective(s): Resident as Teachers; Simulation; etc.

2) Utilize “extra” resident for enhanced clinical education of students, rotators and 1st year EM residents (along with service activities)

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)

5) Incorporate publishable research projects into educational activities whenever possible

Emergency Medicine Strategic Plan: Student Education 2017

1) Continue to qualitatively improve medical student education

- Clinical
 - Optimize student utilization of iPads
 - Improve faculty interactions with students
- Didactics
 - Continue to evaluate ongoing didactics in light of the NBME test results and modify as indicated
 - Continue to increase amount of simulation
- Use “extra” 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!)
- 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”

5) Incorporate publishable research projects into educational activities whenever possible

Emergency Medicine Strategic Plan: Faculty Education 2017

- 1. Continue to offer support for ongoing professional development activities**
 - Funding advanced training
 - 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**

Emergency Medicine Strategic Plan: Research / Scholarly Activity 2017

- 1) Continue to seek and support funded research**
 - Continue to support Emergency ID Net
 - 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: enrolling
 - Clinical evaluation of the Xpress Flu/RSV CW assay and Xpress flu A/B CW assay on the GeneXpert[®] Xpress system in a CLIA-Waived environment: enrollment ended
 - Seek out industry sponsored research
 - Initiate and work to complete the SBIRT (screen, brief intervention and refer to treatment) study
 - Encourage staff and residents to consider applying for a “Frontiers” (Heartland Institute for Clinical and Translational Research) grant (or other external funding)
- 2) Continue to enhance ED Research Activities**
 - Research Director
 - Reevaluate Resident Research Policy and Timeline on an ongoing basis
 - Publicize ongoing Resident Research Projects
 - “Post” if possible
 - Enhance Research Committee
 - Better incorporate “submission” of Research Projects to the Committee for evaluation and review
 - Encourage staff and residents to apply for ED Internal Grant(s)
 - Encourage staff/residents to submit abstracts to UMKC Quality and Patient Safety Day
 - Continue to work with and support ED Research Staff
 - Continue to incorporate Medical Students in research projects as “research assistants” as possible and appropriate
- 3) Develop Research Groups within the Department as possible**
 - EMS, Operations, Education, Toxicology, Others

Emergency Medicine Strategic Plan: Administration 2017

- 1) Continue to work with Security, Nursing and others to improve workplace safety**
 - Facilitate the implementation of the metal detector at the ED entrance
- 2) Develop and enhance Emergency Medicine Sections**
 - EMS Section
 - EMS Education Program
 - Work to develop EMS Fellowship Program for submission of application NLT summer of 2018
 - Toxicology Section
 - Ultrasound Section
 - Obtain at least 1 more US machine to facilitate US activities in the Department
 - Implement professional billing for the “limited ED US” that faculty already perform
- 3) Enhance UMKC/TMC Emergency Medicine “branding”**
 - Revise and Improve EM website
 - Improve ED Facebook account
- 4) Continue to update the Departmental strategic plan**