

**UMKC School of Medicine / Truman Medical Center
Department of Emergency Medicine
STRATEGIC PLAN
2019**

Background	Page 2
Process/Assumptions	Page 2
Vision, Mission and Values Statement	Page 3
Objectives/Priorities	
Clinical Care / ED Operations	Page 4
Education	Page 5
Scholarly Activity / Research	Page 8
Administration	Page 9

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Background:

The strategic plan for the Emergency Department was extensively updated in 2008, modified in 2009, 2011, 2013, 2015 and 2017 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 2019 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. 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 in the past:

- 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 Health Physicians 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
2019**

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 2019

- 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 Hospital Throughput Committee
 - Increase hospital capacity as possible to decrease ED boarding
 - Recent process change whereby the ED places bedding and interim orders on stable internal medicine patients – monitoring
 - Continue to work with the ED Operations Committee
 - Door to Doc Performance Improvement Project – Time interval is stable and this “project” is completed
 - Treatment Time Performance Improvement Project
 - “Stat Lab” to be obtained by the Laboratory and this should improve this time interval – implementing and monitoring
 - 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 – working and may be complete in July of 2019
- 3) **Continue to collaborate with other specialties as appropriate**
 - **Trauma, Critical Care, STEMI, Stroke** – ongoing
- 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
 - Opiate ordering by residents reviewed and appropriate – monitoring
 - Meet or improve upon all time-based core measures:
 - Door to Doc (D2D) – meeting for > 1 year
 - Left Without Being Seen (LWBS) – meeting for > 1 year
 - Length of Stay (LOS) for discharged patients – working via Hospital Throughput Committee
 - LOS for admitted patients – working via Hospital Throughput Committee
- 5) **Optimize utilization of electronic health records**
 - Ongoing work
- 6) **Incorporate publishable research projects into operational/improvement activities whenever possible**

Emergency Medicine Strategic Plan: Resident Education 2019

1) Continue to qualitatively improve resident education

- Continue to 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, both didactic and simulation based
 - Continue work with Trauma Services and enhance collaboration with Internal Medicine, OBGYN and Cardiology
 - Continue presentations by Pediatrics and other specialties
- Maintain opportunities for asynchronous learning
- Enhance curriculum with more opportunities for learning about and participating in quality, safety, wellness and professionalism activities
 - Develop quality dashboard (could include: numbers of patients seen, CTs ordered, opiates prescribed, tracking of computer activities)
 - Enhance ED Wellness Curriculum with focus on resident service, cultural awareness, and career development
 - Continue to modify the Departmental M+M to better address quality/safety issues
 - Partner with Patient Safety to incorporate “practice” RCA’s into M+M
- Continue to optimize Ultrasound curriculum
- Optimize EMS Education
 - Include mass gathering event coverage as possible
- Improve mass casualty and disaster education
 - Engage faculty in drills along with residents
- Continue to improve resident scholarly activities through the mechanism of the Resident Research Policy, ED Research Director and Journal Club

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

- Develop a set of educational activities for swing residents to use with students

3) Recruit highest caliber and more diverse applicants

- Coordinate with UMKC Diversity Officer to plan appropriate approach for upcoming interview season
- Enhance on-line presence: “Official” website, UMKC-EM site, and other appropriate venues
 - “Electronic Media” Committee will meet in the summer

4) Increase faculty participation (Core faculty must participate in 20% of didactic educational activities per updated RRC rules)

- Internally publicize faculty activities and consider incorporating into Departmental Incentive Plan

5) Incorporate publishable research projects into educational activities whenever possible

Emergency Medicine Strategic Plan: Student Education 2019

1) Continue to qualitatively improve medical student education

- Clinical
 - Transition from iPads to laptop computers and the “Canvas” product
- Didactics
 - Continue to evaluate ongoing didactics in light of the NBME test results and modify as indicated
 - Continue to use simulation as possible
- Use swing resident to enhance medical student education
 - Set of educational activities being developed
- Implement student documentation and computer order entry as possible
 - This will be a positive experience for students, and likely residents and staff
 - Still some regulatory issues to explore, but should be feasible

2) Continue to engage with Emergency Medicine Interest Group

- Field “Sim Wars” team for 2019 SAEM Regional Meeting
- Continue to refine/maintain curriculum with help of student leaders

3) Improve extern recruitment

- Review and optimize extern application process
 - Coordinate with UMKC Diversity Officer to plan appropriate approach for attracting a more diverse group of externs
- 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 2019

- 1) Continue to offer support for ongoing professional development activities**
 - Funding advanced training
 - Masters in Health Education
 - ED Director Course
 - 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**

Emergency Medicine Strategic Plan: Research / Scholarly Activity 2019

1) Continue to seek and support funded research

- Continue to support Emergency ID Net
- Complete ongoing studies:
 - Allergan SSI Study: Completed February 2019
 - BioFire Diagnostics, LLC: Specimen collection and transport workflow evaluations for CLIA-waived molecular testing - Ongoing
 - BioFire Diagnostics LLC, Clinical Evaluation of the FilmArray GI Panel for use with Rectal Swabs - 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 – Completed March 2019
 - EMERGENCY ID NET: Management of Diverticulitis in the Emergency Department – Starting
 - NIH grant (\$469,000, Minghu Fu, PhD as PI): The role of myeloid MCP1P1 in the regulation of sepsis-induced system inflammation – Starting
- Continue to seek out industry sponsored research

2) Continue to enhance ED Research Activities

- Research Director
 - Reevaluate Resident Research Policy and Timeline on an ongoing basis
- Enhance Research Committee
- 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
- Develop online repository of ongoing studies and study ideas
- Post Abstracts of completed Resident Case Reports and Research Studies to EM Website

3) Develop Research Groups within the Department as possible

- EMS, Operations, Education, Toxicology, Sepsis, Pharmacology, and Others

Emergency Medicine Strategic Plan: Administration 2019

- 1) Continue to work with Security, Nursing and others to improve workplace safety**
 - Explore remodel of ED entrance and waiting room to expand urgent care and establish internal waiting room
- 2) Develop and enhance Emergency Medicine Sections**
 - EMS Section
 - EMS Education Program – Continue to explore potential collaboration with KCFD
 - Obtain approval of EMS Fellowship Program by 2020 to recruit for summer of 2021
 - Toxicology Section
 - No specific actions at this time
 - Ultrasound Section
 - Enhance US availability in ED
 - Exploring next steps: one more full size machine versus several smaller/less expensive machines
 - Education/Simulations Section
 - Plan on initiating Education/Simulation Fellowship to start summer of 2020
- 3) Enhance UMKC/TMC Emergency Medicine “branding”**
 - Revise and Improve EM website – will convene “Electronic Media” Committee over the summer
 - Will convene “Branding” Committee, also over the summer
- 4) Continue to update the Departmental strategic plan**