

**Fellowship Title:** Perioperative Quality & Patient Safety

**Date Submitted:** January 10, 2012

**Submitted by:** Ian R. Slade, MD, Chief Resident, Anesthesiology & Pain Medicine, Harborview Medical Center

**Fellowship Dates:**

September 1, 2012 – December 31, 2013

**Summary of Fellowship:**

This fellowship is designed as a 16-month curriculum to develop future academic physician leaders in the field of perioperative quality and patient safety. The fellowship will emphasize the current and future directions of the science behind quality and patient safety initiatives, to promote a systematic, academically rigorous approach to the subject. The curriculum is centered on a selected, high-impact, patient safety and/or quality improvement project in which the fellow serves a leadership role, working closely with UW Medicine leaders to complete a project aligning with UW Medicine's mission, and ideally one sharing relevance for the Department of Anesthesiology & Pain Medicine. Recognizing that the success of any quality/patient safety initiative requires a thorough understanding of the overall health care delivery system, the fellowship integrates many pertinent principles of health economics, health care system management, outcomes measurement, compliance, and health informatics. To gain the needed knowledge and skills to complete the project at the core of the fellowship, the fellow will develop further expertise in quality and patient safety principles by attending essential lecture courses, seminars with faculty, informal faculty discussions, self-study, and participating in key committee meetings across UW Medicine.

**Fellowship Objective:**

This fellowship will equip the graduate with the fundamental knowledge and skills to apply for grant funding to begin an academic career focused on perioperative quality and patient safety, with the goal of becoming a national leader in the field. The fellowship graduate will also be prepared to lead quality and patient safety research and initiatives in an academic anesthesiology department and within an academic health system.

**Faculty:**

*Fellowship Director:*

- Gene Peterson, Associate Medical Director, Center for Clinical Excellence, UW Medical Center

*Additional Consulting Faculty:*

Anesthesiology:

- Mike Souter, Professor & Chief of Anesthesiology, Harborview Medical Center
- Gene Peterson, Associate Medical Director, Center for Clinical Excellence, UW Medical Center
- Karen Domino, Professor & Vice-Chair for Clinical Research, *AHRQ-funded investigator*
- (?) Karen Posner, Research Professor & Laura Cheney Professor in Anesthesia Patient Safety

UW Medicine, non-anesthesiology:

- Rick Goss, Medical Director, Harborview Medical Center
- Anneliese Schleyer, Associate Medical Director, Harborview Medical Center, Co-Chair, UW Patient Safety & Quality Coordination Committee
- Thomas Gallagher, Associate Professor of Medicine, *AHRQ-funded investigator*
- Ed Walker, Professor of Health Administration & Director of UW Healthcare Leadership Development Alliance

**Clinical commitment:**

- As per standard Department of Anesthesiology & Pain Medicine practice for faculty fellows
- 2 days/week as attending in OR at Harborview Medical Center with additional specified call commitment

**Quality Improvement/Patient Safety Project:**

To be determined by the fellow and fellowship director in consultation with UW Medicine Patient Safety & Quality leadership. The project should be identified prior to beginning the fellowship and is expected to be completed during

the fellowship period. The project should be of sufficient impact and carried out with appropriate scientific rigor to be suitable for publication in a national or international journal.

### **Curriculum outline:**

#### Health economics

- Relationship of OR to hospital and health care system expenditures and revenues
- Provider-purchaser relationships: economics of health care on national scale, including reimbursement for anesthesia and surgical services (CMS, "surgical home" initiative, private payers)

#### Management of hospital and health care institutions

- How hospital is organized
- How a health care organization works and how to get things done
- How medical staff relate to hospital
- Contribution of surgical/anesthesia services to hospital operations and patient outcomes
- Operating Room/Ambulatory Surgery management
  - Workflow modeling (simulating various staffing arrangements, scheduling models, etc.)
  - Organizational process improvement models (e.g. Toyota "Lean" model - Virginia Mason / Seattle Children's)
- Organization and financing
- Motivation and empowerment in health organizations to effect change

#### Quality/safety of care

- Outcomes metrics
- Tools for measuring outcomes
- External & internal assessments of quality of care
- Performance benchmarking
- CQI practices
- Risk management
- Root-cause analysis
- Patient satisfaction
- Relation between reimbursement & quality
- Major entities monitoring/promoting quality & safety: IOM, UHC, AHRQ, APSF
- Adverse events, medical errors, and disclosure
- Cost-benefit analysis & cost-effectiveness analysis

#### Health informatics

- Available institutional and national data sets: understanding what data is available and how access to data is controlled
- Decision support projects (e.g. the anesthesiology-specific "Smart Anesthesia Manager" intraoperative decision support software developed by UW Medicine)

### **Lecture Courses:**

The curriculum outline above integrates well with the University of Washington Medical Management Certificate program (4 quarters, September 2012-December 2013). The link below outlines the 2011-2012 Medical Management Certificate curriculum; the curriculum for 2012-2013 is still in development, but is expected to be very similar. The fellow must apply separately for, and be accepted into, this program. The anticipated tuition is approximately \$9,000. The coursework in this lecture series provides a necessary structure for the fellowship curriculum without requiring the Department of Anesthesiology & Pain Medicine to attempt to recreate this didactic experience for the fellow. The course series covers the most significant topic areas in a collaborative classroom setting and rapidly prepares the fellow to apply the principles in the conduct of the core quality/safety fellowship project.

<http://www.pce.uw.edu/certificates/medical-management/uw-seattle-autumn-2011/?tab=Courses>

**Faculty Seminars:**

To be determined; seminars with content experts from within UW Medicine and potentially other experts outside our system; topics may include, for example, health economics and reimbursement for services, outcomes measurement, CQI practices, risk management.

**Committee Involvement:**

The fellow will attend regular meetings of UW Medicine and hospital-specific committees overseeing patient safety & quality issues, including but not limited to:

- House staff Quality & Safety Council
- Operations Improvement
- Operations Committee

**Journal Club & Self-Study:**

Reading list to be determined in consultation with content experts in this field and based on the questions arising in the course of the core intellectual curiosity of the fellow.