

**Ronald Reagan UCLA Medical Center/Olive View-UCLA Medical Center
Emergency Medicine Residency Rotation Curriculum**

Rotation: Administration (PGY4)

Sites: Ronald Reagan UCLA Medical Center (RRMC)
757 Westwood Plaza
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Olive View-UCLA Medical Center (OVMC)
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Description of Rotation:

The Administration rotation is a two-week rotation designed to help fourth year residents gain some understanding of the administrative tasks, quality improvement, and teaching skills applicable to their upcoming jobs in both academics and the community. The first component of this rotation involves working with administrative faculty including the UCLA Emergency Medicine Medical Director and Olive View Medical Director. The second component involves an introduction to quality improvement (QI) at UCLA. The third component of this rotation focuses on developing teaching and leadership skills by allowing residents to work shifts as junior “pre-attendings” at UCLA. There are several required elements as described below, and there is time for those interested to be involved in additional *optional* activities such as QI/patient complaints at OV, and medico-legal introduction at OV with Dr. Moran and Dr. Waxman. **You must also submit a checklist (at the end of this document) to the coordinator Gabrielle Stolwyk. You will not be signed off as completing the rotation if all required elements are not satisfied.**

Responsibilities:

Administration at UCLA, Residents **must complete 1-2:**

1. Gain an understanding of Administration and QI principles by completing 10 modules from the Institute for Healthcare Improvement (<http://app.ihi.org/lms/onlinelearning.aspx>)
 - o Each module takes about 10-15 minutes (even if they suggest it takes longer), and thus 10 modules are doable in your 2-week rotation. There are about 40-50 modules. The curriculum is

free, but you just need to register. The key step is when creating your profile, to list yourself as a "resident-intern." This flags the system to give you free access (Please see the additional screen shot and instructions)

- The IHI will provide you a certificate if you complete 35 modules which some residents have found useful for their CV. Completing additional modules, beyond the 10 required is OPTIONAL. If you want to do a different set of 10 then those suggested below, that is ok.
- Residents must print their self-assessment/completion form and submit a copy with the checklist.
- IHI Modules suggested 10 modules:
 - [Lesson 1: An Overview of the Model for Improvement](#)
 - [Lesson 1: The Challenges of Quality Improvement](#)
 - [Lesson 1: Understanding Medical Error and Patient Safety](#)
 - [Lesson 2: Responding to Errors and Harm](#)
 - [Lesson 1: The Swiss Cheese Model](#)
 - [Lesson 3: Using Technology to Mitigate the Impact of Error](#)
 - [Lesson 3: Communication During Times of Transition](#)
 - [Lesson 2: How a Root Cause Analysis Works](#)
 - [Lesson 2: Responding to an Adverse Event: A Step-by-Step Approach](#)
 - [QCV 100: An Introduction to Quality, Cost, and Value in Health Care](#)

2. Attend a UCLA EM department faculty meeting. Faculty meeting at UCLA is the second Wednesday of the month, at 1pm typically. There are some parts of the faculty meeting that may not be resident appropriate, thus the resident on administration must check with Dr. Hendey and Dr McCullough about attendance before coming and confirm. We can typically arrange the schedule to save those items for before or after we have a resident present. Residents can alternatively participate at the OV faculty meeting, and do not need to attend both the Reagan and OV meeting, but can choose one.
3. Optional: *Participate in UCLA administrative meetings- operational committee, risk management, or other meeting. You can set up to spend a day with Dr. McCullough to review various departmental operational metrics, Press Ganey, Professional Billing report, coding profiles etc. Contact Dr. McCullough and/or Dr. Hendey who both welcome resident involvement. Contact them at least 2 weeks prior to your rotation (and even better if you plan a month ahead) and let them know you will be on your administration rotation and arrange various administrative exposures during your 2-week block. When at an administrative meeting within the hospital, please dress business casual. Some meetings occur only once a month and residents will need to coordinate their schedule to make the key meetings, which may mean you go to a meeting outside the 2 weeks allotted. The administration rotation is flexible in terms of what days are on campus for meetings and teaching.*
4. Optional: *Work on a departmental administrative project with Dr. McCullough or the administrative fellow. This can be initiated before your rotation and completed during your block, or handed off to another interested resident.*

QI at UCLA, Residents **must complete items 1-4:**

1. Watch a short video by Dr. David Schriger (available on the internal residency website under the R4 tab) that discusses the origins of QI systems.
2. Attend the most proximate Quality Improvement meeting at UCLA (1st Monday of every month at 3PM).

3. Present clinical cases at the QI meeting. Prepare by reviewing the medical chart, discussing the case with the physicians involved, and suggest improvements which may have prevented the incident. Each resident will review 3-5 cases.
4. Assist in production of the QI newsletter, creating the formal write up of their cases for inclusion in the newsletter.
5. Optional: *Participate in an existing QI project, or design a new QI project that will improve care in our emergency department.*
6. Optional: *Participate in the chief's quality improvement didactic conferences that are scheduled during the academic year.*

Administration at OVMC, **must complete items 1:**

1. Contact Dr. Scott Lundberg to perform charting peer-review. Residents are expected to review 10-20 charts, reviewing for both quality of care issues and any documentation issues. Review issues with Dr. Lundberg, and provide standardized feedback to the providers or provide pearls for the quality newsletter if warranted (email QI chiefs).
2. Optional: *Attend an OV EM department faculty meeting. The OVMC EM faculty meeting is at 10am on the 4th Wednesday of the month (with occasional exceptions) Residents are encouraged to attend faculty meeting at UCLA or at OV, or may attend both. The OV faculty meeting is the fourth Wednesday of the month. The resident must first email Dr. Moran and Dr. Lundberg prior to the faculty meeting and ensure attendance is acceptable. There are at times some topics not appropriate for residents to be privy to, but the schedule can be arranged to allow residents to be present for the majority of the meeting.*
3. Optional: *Contact Dr. Jorge Diaz to evaluate and answer patient complaints regarding patient care quality in the emergency department. These should be returned to Susi Morissett by their due date listed on the complaint.*
4. Optional: *Contact Dr. Moran or Dr. Waxman to discuss a case for which they served as an expert witness. Discuss the EM physician's medical decision making, proximate cause for the claim, and ways the claim may have been avoided.*

Clinical Teaching and Leadership, residents **must complete all items 1-3.**

1. Plan and create a 10-15 minute teaching module on any specific topic prior to clinical teaching shifts to present to students/junior residents. This should be used during your pre-attending shifts, thus you have 6 fifteen-minute chalk-talk modules.
2. Arrange 6 clinical teaching ("pre-attending") shifts
 - Shifts should be at least 4hrs in length. Shifts will all be at UCLA **only** (as all r4s take on pre-attending role at OV and gain experience at that site). You must sign up on the R4 SSS/pre-Attending google doc to ensure that there are not two R4s present at the same time for a teaching shift. (<https://docs.google.com/spreadsheets/d/1DoM277ZDvrPbq-VgZ2hm2panAMf7tS0nsNaEC-7Oga4/edit?usp=sharing>). The topics lectured on for each shift must be recorded on the form.
 - Shifts should coincide with medical student shifts or ED interns to allow for optimal teaching; contact Mickey Murano for student schedules.
 - Shift responsibilities include taking presentations from interns and medical students and helping them formulate a differential diagnosis and plan. Cases should then be presented to an attending for approval. The resident is specifically responsible for bedside teaching with these junior learners, including any pertinent bedside ultrasound, procedures, or specialized physical exams. If working with a medical student, please complete the chart (you can borrow the senior resident scribe, or have the student write the note under the medical student chart section and then go over the documentation with them, paste and

- then modify the content for your note), and if the patient is still active when your shift is over sign out to the senior resident.
- Post-shift responsibilities include giving specific verbal feedback to junior learners as well as filling out formal evaluations for all residents and students from the shift. The resident should also seek feedback from the attending on shift for ways they can improve.
3. Prepare and teach one medical student lecture for rotating students on the subI. Lectures are at 8am and 9am on Thursday mornings. Contact Mickey Murano (cc: Tomer Begaz, Mark Morocco and Carter Wystrach) as early as possible for arrangements.
 4. Optional: *Residents may teach a subI simulation session.*

Goals and Objectives:

Administration/Quality Improvement:

- Explore the origins of peer review and quality improvement (QI)
- Understand how a quality improvement system should be designed and how it functions to improve patient safety, patient care, and ED management
- Gain familiarity with operations issues including:
 - Staffing
 - Documentation
 - Patient throughput and crowding-demand capacity management, queueing theory
 - Facility Design
 - Human Resource Management
 - Information Management & departmental communication
 - Policies and Procedures
 - Safety and Security
- Gain familiarity with performance improvement issues including:
 - Lean Management
 - Customer satisfaction and service
 - Patient safety and error reduction-reducing variability & developing high reliability
 - Practice guidelines
 - Choosing Wisely, Core Measures, Hospital Compare
- Gain familiarity with risk management, regulatory issues, and medical-legal aspects of emergency medicine including:
 - Accreditation and compliance
 - HIPAA
 - Consent and refusal of care
 - Emergency Medical Treatment and Active Labor Act (EMTALA)
 - Liability and Malpractice
 - Risk management
 - Reporting (Assault, Communicable Diseases, National Practitioner Data Bank, etc.)
- Gain familiarity with financial principles including:
 - Reimbursement issues, hospital & professional coding and billing
 - Revenue cycle management
 - Payor mix, insurance contracts
 - Coding profiles and reimbursement principles
 - Budgets, planning, and cost containment
- Clinical Teaching and Leadership
 - Demonstrate the ability to create educational material for teaching junior residents and students

- Learn how to effectively supervise junior resident and students in an academic emergency department
- Demonstrate effective communication and leadership skills while in the department

Assessment:

Assessment of the accomplishment of the stated objectives will be performed using the following methods:
Global Rating: end of rotation evaluation of resident performance with respect to the stated objectives by faculty.

EM Milestones addressed during the rotation:

Professionalism – Accountability

Practice-Based Learning – Practice-based performance improvement

Practice-Based Learning- Facilitate the learning of students, colleagues and other health care professionals

System Based Practice – Patient Safety

System Based Practice – System-based management

Resident Administration Rotation Activity Log

Resident Name _____

Start Date of Rotation _____ End Date of Rotation _____

Task		Date Completed	Resident Initials	PD Initials
Administration/QA	Dr. Schriger's QI Videos			
	ED QI Meeting Attendance			
	Clinical Case Presentation at QI Meeting (Include case topic)			
	QI Newsletter Contribution written cases			
	Optional at UCLA- mtg with Dr. McCullough, or Dr. Hendey			
	IHI modules- completed 10 (submit separate confirmation forms with this checklist)			
	Faculty meeting (date and location attended)			
	Optional: QI Project Participation (Specify project)			
	Optional: participate in the hospital Quality Case Review Committee.			
	OVMC CHART review (# charts, any QI newsletter items?)			
	Optional: Expert Witness Case Review			
	Optional: QI/patient complaint responses at OV with Dr Diaz			
Clinical Teaching	Six 10-15 Minute Teaching Modules for pre-attending shifts			
	Pre-Attending Shifts at UCLA – 6 shifts (List date, attending, and student/intern, and teaching topics)			
Medical Student Lecture (List date and topic)				

**Please submit to Gabrielle Stolwyk upon completion with your IHI certificates