

# HIGH RELIABILITY HUDDLE



Presented by the Office of the Chief Medical Officer (OCMO)

## COVID - 19 VACCINE LESSONS LEARNED

Many Military Treatment Facilities (MTFs) across the enterprise have received their initial shipments of the COVID-19 vaccine. In the spirit of High Reliability, this month's newsletter features several vaccine-related lessons learned. ***After all, talking about it turns lessons learned into action!***



### Situation

An MTF recently completed a round of Moderna COVID-19 vaccinations. They noticed the needles in the ancillary supply kits were flimsy, and the safety device was one they had moved away from in previous years due to issues with the mechanism to activate it.

One MTF reported losing three doses of the vaccine. Two losses were from improperly equalizing the pressure in the vial before removing the needle, and a third was the result of dropping a syringe, causing the needle to separate and contaminating the dose. All lost doses were in Sub Tier 1 units external to the hospital staff by personnel with prior vaccination experience who had been re-trained by MTF staff.

One MTF reported two COVID-19 vaccine errors, one from a dose that was erroneously thrown into the sharps bin along with four other doses from the vial and another from the needle coming partially loose from the syringe, such that the patient only received a partial dose.



### Solution

★ The MTF immediately started using the **EZ glide safety device** once they recognized these issues. The needle accompanying the EZ glide device is also more stable.

A **safety stand-down** is being held to review training with the staff and demonstrate how to properly dilute the vaccine to avoid any further losses. In addition, the MTF intends to **have the units come to the hospital** for vaccines to control the setting and decrease potential surrounding distractions, at least temporarily while other factors and options can be re-assessed. The MTF's other immediate action is to **pair more experienced vaccinators** with those who are more junior.

Both **issues were reported** to Pfizer, as well as via Patient Safety Reports (PSRs) and Commander's Critical Information Requirements (CCIRs). As for the loose needle, it will be noted in a Product Quality Deficiency Report (PQDR), and the patient will be given the next vaccine dose in 21 days as usual. There are also ongoing discussions about possibly **conducting an Ab test** to determine efficacy of the partial dose.

Please report vaccine-related lessons learned to Navy Medicine [here](#). The below links also provide additional COVID-19 resources and guidance.

## KEY LINKS

### High Reliability:

- [M5 OCMO Navy Medicine High Reliability Network SharePoint](#)
- [Navy Medicine HRO Competency Model](#)
- [DHA High Reliability Network](#)

### COVID-19:

- [OCMO HRO COVID-19 Reference Library](#)
- [Navy Medicine Scientific Panel](#)
- [BUMED COVID-19 Information](#)
- [DHA COVID-19 Information](#)
- [DoD Coronavirus Strategy](#)
- [Navy and Marine Corps Public Health Center](#)
- [CDC Guidance and Resources](#)



### NAVMED CLINICAL COMMUNITIES HIGHLIGHTS

Each Navy Medicine (NAVMED) Clinical Community (CC) consists of an Advisory Board (AB), Sub-Communities (SCs), and/or Working Groups (WGs). This section highlights recent updates from each CC:



#### Female Force Readiness

The Female Force Readiness CC is beginning to develop a Playbook on the Embedded Women's Health Provider Pilot that launched in October at Naval Stations Mayport and Norfolk. This Playbook was requested by RADM Gillingham and will convey lessons learned and instructions to scale the model.



#### Psychological Health

The new Mental Health Secondary Gain WG held their first meeting in December, bringing together a robust and diverse set of members from various mental health occupational backgrounds. The group plans to begin developing their forthcoming work product in the new year.



#### Dental

The Dental Safety & Quality (DSQ) SC will be standing up the Integrated Resourcing and Incentive System (IRIS) Funding Model WG to develop standardized dental workload benchmarks, dental weighted values procedure coding, and Defense Medical Human Resources System (DMHRSi) time accounting best practices for adoption and use across all Navy Medicine Commands and organizations.



#### Neuromusculoskeletal

Members of the Neuromusculoskeletal (NMSK) AB are preparing to conduct a strategy session in place of the January NMSK AB meeting. The strategy session will involve identifying key focus areas and outlining initiatives for the NMSK CC moving forward into the new year.



#### Operational Medicine

The Fleet Surgeons endorsed the Blood WG's Future State Recommendations Report and opted to transition the WG to a long-standing SC. The Maritime Blood Strategy SC will be responsible for managing the recommendations contained in the Report. The Operational Fleet Medical Liaison (OFML) SC is gathering questionnaire data from OFML Services personnel across the enterprise to identify and prioritize initiatives for the coming year that will assist in the standardization of OFML processes.



#### Trauma

The Expeditionary Medical Facility, Expeditionary Medical Unit, and Hospital Ships SC is facilitating a discussion with personnel assigned to the United States Naval Ship (USNS) Comfort to better understand the state of support services provided to the Navy's hospital ships. The En Route Combat Casualty Care SC is conducting an analysis of the current state of training, manning, and equipping for en route care providers.

### Recently Approved NAVMED CC Products

In December 2020, the **NMSK CC presented its Athletic Trainer Information Package** to the Collaborative Care Board (CCB) for awareness. Please follow [this link](#) to learn more about this product.



### HIGH RELIABILITY SPOTLIGHTS

#### High Reliability and the Middle Manager Live Webinar

Dr. Eric S. Marks, Professor Emeritus of Internal Medicine at Uniformed Services University, will be presenting a "Live Webinar" event on 15 January 2021 titled "**High Reliability and the Middle Manager.**" The event is an interactive live High Reliability Organization (HRO) Webinar hosted by the Medical Service Corps (MSC) Corps Chief's Office HRO Strategic Goal Group and is **open to all**. Opening remarks will be provided by RDML Tim Weber.

The focus of "High Reliability and the Middle Manager" will be using high reliability practices to enhance Navy Medicine performance. High Reliability plays an integral part in Navy Medicine, and this event will help enhance how participants can directly support HRO and its initiatives. Additional details about the event are provided below.

#### When:

15 January 2021  
1130-1300 EST

#### Where:

MS Teams (link [here](#))

#### Sponsored by:

MSC Corps Chief's Office  
HRO Strategic Goal Group

**High Reliability and the Middle Manager**  
**"Live Webinar"**

Presented by:  
Eric S. Marks, MD  
Professor Emeritus Internal Medicine  
Uniformed Services University

Sponsored by:  
the Medical Service Corps Chief's Office HRO  
Strategic Goal Group  
Opening Remarks by RDML Tim Weber

**SAVE THE DATE**  
**JANUARY 15, 2021 1130-1300 EST**

Bring your questions about high reliability  
and ask the Professor!

PEOPLE – PLATFORMS – PERFORMANCE – POWER

Organizational Mindfulness  
Systems  
Deference to Expertise  
Preoccupation with Failure  
Critical Thinking  
Resilience  
HVL  
Respectful Interaction  
Appreciative Inquiry  
Huddles  
TEAM STEPS  
NAVY MEDICINE  
MEDICAL POWER FOR NAVAL SUPERIORITY  
USING HIGH RELIABILITY PRACTICES TO  
ENHANCE NAVY MEDICINE PERFORMANCE

#### Awards & Recognition

**2020 Military Health System (MHS) Military & Civilian Nursing Leadership Excellence Award** | The MHS Award honors military and federal civilian registered nurses, who have demonstrated exemplary leadership and skills, thereby contributing to the improved image and practice of professional nursing. This award covers a lifetime of achievement.

A total of 28 Navy nominations were received: 12 for the Senior Military category, 12 for the Junior Military category, and 4 for the Senior Civilian category. From these nominations, the following winners were selected:

- *Senior Military category:* CAPT Dixie Aune, NMC Portsmouth
- *Junior Military category:* LCDR Jonathon Hamrick, NMC Portsmouth
- *Senior Civilian category:* Ms. Christine Yuhas, RN, NMRTC Corpus Christi



Congratulations to these winners! Please visit [milSuite](#) (make sure you are logged into milSuite prior to clicking the link) for the official Strategic Communication, which includes all nominees as well as a detailed overview of the board selection process.

**MHS High Reliability Awards** | The [MHS High Reliability Awards](#) were announced in December. Please stay tuned to find out who received these prestigious awards in the next edition of the High Reliability Huddle!