



NAVY MEDICINE HIGH RELIABILITY HUDDLE

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



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KAIZEN EVENTS & NAVY MEDICINE



Sample Kaizen Continuous
Process Improvement Diagram

"Kaizen, or continuous process improvement, is used to improve productivity, reduce waste, eliminate unnecessary steps, and humanize the workplace through disciplined conversations. These workshops are adopted within organizations to create a culture where all employees are actively engaged in improving the company. The concept is focused around **small continuous changes to better company operations**. Kaizen is both action and philosophy. As an action, Kaizen focuses around organizing events to improve specific areas within an organization. As a philosophy, Kaizen is about **building a culture where employees are willing and want to suggest potential improvements** for the organization."

From NPIER [Navy Performance Improvement Educational Resource](#).

Within Navy Medicine, **Kaizen events** can be used to encourage Continuous Process Improvement through frank discussions on resource availability, potential project setbacks, and current communication best practices.

NAVY AWARDS & ACCOMPLISHMENTS

SURGEON GENERAL'S POWER AWARD WINNER DEC 22

The **Surgeon General's (SG) Power Award** highlights exemplary Subject Matter Expertise (SME) and innovation. The Bureau of Medicine and Surgery **Improvement Science Directorate (N57)** recently received this award for prioritizing and implementing knowledge management and performance improvement efforts. N57 has met several SG priorities from closing the directive type memoranda and creating a standardized operations brief. Congratulations to N57 on their award!

2022 READY RELIABLE CARE (RRC) AWARD WINNERS

The **Ready Reliable Care (RRC) High Reliability Organization (HRO) 2022 Awards Program** recognizes initiatives that have improved the Military Health Systems (MHS). Submissions have focused on the improvements within the clinical and non-clinical areas to create reliable processes and higher quality of care. Awards have been submitted under a RRC Domains of Change and have been evaluated under the RRC Principles and an internal board of experts ranging in patient safety, education, data analysis and administrative improvement.

Culture of Safety was addressed by Naval Medical Center Portsmouth through the Enhanced Recovery After Surgery (ERAS) Protocol Implementation for Breast Surgery Patients to Reduce Post-Operative Opiate Use. Patients were provided with pain management and control education, such as proper disposal of medicine tablets.

Continuous Process Improvement was met by US Naval Hospital Okinawa through the Depression Screening Initiative in Military NICU Parents. Parents who are overseas with infants in the Neonatal Intensive Care Unit (NICU) were seen with higher risk of postpartum depression. Through the depression screening tool, a *constancy of purpose* was seen from one out of five parents screening positive for depression and can allow for risk and protective factors to be discussed. **Patient Centeredness** was highlighted by Walter Reed National Military Medical Center when their Tele-Pain program was created to address geographic barriers, which results in the scarcity of chronic pain specialists on base.

For the full abstracts of all RRC award winners, please view the link included [here](#)



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Operational Clinical Community Highlights



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Each **Navy Medicine Operational Clinical Community (NMOCC)** consists of Sub-Communities (SCs) and Working Groups (WGs). This section highlights recent updates from each NMOCC.

NMOCC	Highlights
Female Force Readiness BUMED Managers: <i>CAPT Luna & CAPT Schulz</i> Community Chairs: <i>CDR McGill & LCDR Eubanks</i>	The FFR NMOCC's Mental Health SC Board (MHSCB) recently finalized the <i>Channeling the Warrior Within: Leadership Pocket Talks</i> resource which provides leaders with podcasts, Ted Talks, and other resources to strengthen service women's resiliency and toughness. Some of the resources specifically highlight challenges faced by women of color and address methods for overcoming hardships that military women face . The resource is available on the Women's Health Webpage .
Neuromusculoskeletal BUMED Manager: <i>CDR Wallinger</i> Community Chair: <i>CDR Hammond</i>	The limited duty (LIMDU) Reduction WG within the NMSK NMOCC is finalizing their paper outlining their LIMDU reduction recommendations , which are based on using Navy Operational Fitness and Fueling System to prevent injuries. The SMART Integrated Practice Units (IPU) Referral Guidelines are being socialized throughout the operational communities. Additionally, the Sports Medicine SC is nearing the final stages of development on their Acute Concussion Clinic White Paper to address effective ways to manage acute traumatic brain injuries (TBI), reduce patient load, and improve time to recovery and return to duty.
Operational Medicine BUMED Manager: <i>CAPT Moore</i> Community Chair: <i>CAPT Moore</i>	The Operational Medicine NMOCC's Independent Duty Corpsmen (IDC) SC is compiling inputs for their quarterly IDC Newsletter that highlights the Surface Force IDC community. This newsletter is distributed to all IDCs across the force and contains helpful recruiting information and points of contact, professional development opportunities, and events hosted by the IDC Association (IDCA) . The Undersea Medicine SC has consolidated feedback from the Regions on the Navy Medicine Radiation Health Program Oversight Instruction and submitted the instruction for formal routing at BUMED. This instruction will provide guidance of the roles and responsibilities regarding Navy Medicine assisted audits of Naval Nuclear Propulsion Program (NNPP) activities and detail oversight function of Navy Medicine in support of the NNPP.
Oral Health BUMED Managers: <i>CAPT Haveman & LCDR Norris</i> Community Chairs: <i>CAPT Paddock & CDR Beck</i>	The Oral Health Operational Clinical Community (OHOC) stood down the Integrated Resourcing and Incentives System (IRIS) Funding Model WG, the Electronic Health Record (EHR) SC, Focused and Ongoing Professional Practice Evaluation (FPPE/OPPE) WG, and High-Level Disinfection/Sterilization (HLDS) SC. The OHOC finalized the FPPE/OPPE forms and presented for vote at the March Navy Medicine Wellness, Readiness, and Quality (NMWRQ) Cell meeting.
Psychological Health BUMED Manager: <i>CAPT Lauby</i> Community Chairs: <i>CDR Duff & CDR Segovia</i>	The Psychological Health Operational Clinical Community (PHOC) voted to collaborate with the Neuromusculoskeletal (NMSK) NMOCC to convene a WG dedicated to addressing the intersection of the physical and psychological aspects of NMSK injuries . Additionally, the PHOC socialized the 2022 Report from the Suicide Prevention and Response Independent Review Committee and the Office of Naval Operations (OPNAV) 17 Mental Health Playbook.
Trauma BUMED Manager: <i>CAPT Shattuck</i> Community Chairs: <i>CDR Fitch & CDR Yelon</i>	The Trauma Clinical Community hosted a Trauma Onboarding Conference to discuss the next steps for each Trauma SC in light of key leadership changes. Each SC Chair, including Fleet Marine Forces, Austere Resuscitative and Surgical Care, En Route Care, Expeditionary Medical Facility/ Expeditionary Medical Unit/ Hospital Ships, and the Trauma Advisory Partnership Council provided input on their current work products, SC goals for 2023, and gaps or challenges that the SC is facing. Following this discussion, the Trauma Advisory Board (TAB) gained a better understanding of where each SC currently stands and, decided on a strategic direction for the Trauma Operational Clinical Community.

Want to get involved in the NMOCCs? Reach out to the [OCMO Support Team!](#)



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Office of the Chief Medical Officer Updates



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NAVY MEDICINE QUALITY AND SAFETY LEADERSHIP ACADEMY (NMQSLA) COHORT 8 KICK-OFF RECAP

NMQSLA Cohort 8 successfully kicked off from 15-17 MAR 2023! **36 Scholars** from diverse backgrounds, Corps, and commands in both garrison and operational roles participated in the Kick-Off to **learn about High Reliability Organization (HRO) principles and initiatives** and how they are applied across Navy Medicine.

The NMQSLA Kick-Off featured presentations, panels, and interactive group discussions **to foster knowledge sharing, draw upon the unique experiences of participants, and establish an HRO culture of leadership among participants.** A full overview of the curriculum for each day can be found below.

15 MAR: Culture of Safety	16 MAR: Process Improvement	17 MAR: Leadership Engagement
Keynote Address <i>RDML Darin Via</i>	Topic Overview & Opening Sea Story <i>CDR Peter Seguin (Scholar)</i>	Topic Overview & Opening Sea Story <i>CAPT Heather Shattuck</i>
Welcome & Program Overview <i>CAPT Heather Shattuck</i>	Clinical & Operational Risk Management <i>Ms. Carmen Birk & CDR Andrew Camarata</i>	SURGE via CAIRS & Root Cause Analysis (RCA) <i>CAPT Heather Shattuck & Ms. Frances Simmons</i>
HRO Overview, Ready Reliable Care (RRC), and Get Real, Get Better (GRGB) <i>CAPT Christopher Lucas</i>	Process Improvement Methods <i>Mr. Brian Stewart</i>	Just and Safety Culture <i>CDR James Ripple</i>
Operational Medicine 101 <i>CAPT Lynelle Boamah & CDR Debra Buckland-Coffey</i>	JPSRs, Analysis, & Understanding Data <i>Dr. Kevin Lett</i>	Behavioral Economics <i>CDR James Ripple</i>
Change Management & Teambuilding <i>CDR Joselyn Mercado-Abadie</i>	Knowledge, Skills, & Abilities (KSA) Panel <i>CAPT Melissa Austin, CAPT Matthew Tadlock, CDR Jennifer Wallinger</i>	Navy Medicine Leadership Panel <i>CAPT Teresa Allen, CAPT Roderick Boyce, CAPT Mark Lund, CAPT Joel Schofer, CAPT Kim Shaughnessy-Granger</i>
Operational Perspectives Panel <i>CAPT Michael Barry, CAPT Lynelle Boamah</i>		Closing Address <i>RADM Bruce Gillingham (Pre-Recorded)</i>

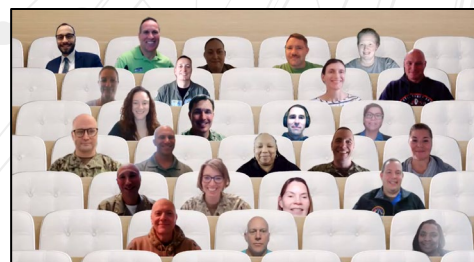
On Day 1 and Day 3, NMQSLA attendees heard from RDML Darin Via and RADM Bruce Gillingham respectively. For his Keynote Address on Day 1, Deputy Surgeon General and Chief Quality Officer RDML Darin Via highlighted the importance of NMQSLA as a program and how attending the program highlights each Scholar's commitment to both Getting Real and Getting Better. He tasked all Scholars to take their lessons learned from their various professional experiences and apply them to their day-to-day responsibilities.

"Part of your job is to accept barriers to solve for the organization. Embrace the red, constantly assess, constantly correct, and elevate the barrier when you can't solve it alone." – RDML Darin Via

Navy Surgeon General RADM Bruce Gillingham provided a closing address on Day 3. He spoke to the history of NMQSLA and how it has integrated into the Get Real, Get Better initiative.

"As a Cohort 8 Scholar, you are now a change agent for driving our High Reliability Journey forward." – RADM Bruce Gillingham

Thank you to all of our Scholars for a wonderful Kick-Off. We look forward to the remainder of NMQSLA Cohort 8!



Cohort 8 Virtual Group Photo

For more information on NMQSLA, please reach out to the [NMQSLA Support Team](#)



HIGH RELIABILITY HUDDLE

Newsletter Links and HRO Resources



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HRO Resources

Navy Medicine High Reliability Network SharePoint

<https://esportal.med.navy.mil/bumed/rh/m5/NavyMedicineHighReliabilityNetwork/Pages/default.aspx>

OCMO HRO COVID-19 Reference Library

<https://esportal.med.navy.mil/bumed/rh/m5/NavyMedicineHighReliabilityNetwork/Pages/HRO-COVID-19-Reference-Library.aspx>

Navy Medicine HRO Competency Model

<https://esportal.med.navy.mil/bumed/rh/m5/NavyMedicineHighReliabilityNetwork/Pages/Competency-Model.aspx>

Navy Medicine Patient Safety Alerts

<https://esportal.med.navy.mil/bumed/rh/m5/NavyMedicineHighReliabilityNetwork/Guidance%20Documents/Patient%20Safety%20Alerts>

Navy Medicine Scientific Panel

<https://esportal.med.navy.mil/bumed/rh/m2/NavyMedicineScientificPanel/SiteAssets/Scientific%20Panel%20Home%20Page.aspx>

Navy Medicine Lessons Learned Portal

<https://esportal.med.navy.mil/sites/navmedkm/LL/SitePages/Lessons%20Learned.aspx>

MHS High Reliability Network

<https://info.health.mil/sites/hro/Pages/Home.aspx>

Ready Reliable Care (RRC) Communications Toolkit

<https://info.health.mil/sites/hro/PublicationsLibrary/Ready%20Reliable%20Care%20Communications%20Toolkit.pdf>

Ready Reliable Care (RRC) Q&A Mailbox

dha.ncr.hit-staff.mbx.ready-reliable-care@mail.mil

HRO Spotlight and Updates (Page 1)

Navy Kaizen Event Definition

<https://www.milsuite.mil/book/docs/DOC-1195665>

RRC Award Winners

<https://health.mil/Reference-Center/Publications/2023/02/09/2022-RRC-HRO-Awards-Abstract-Booklet-Winners>

NMOCC Updates & Work Products (Page 2)

Women's Health Webpage

https://www.med.navy.mil/Portals/62/Documents/NMFA/NMCPHC/root/Health_Promotion_and_Wellness/Women's_Health/Documents/Mental_Health/Channeling_the_Warrior_Within_vF.pdf

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N/A