NAVY MEDICINE
HIGH RELIABILITY HUDDLE
Presented by the Office of the Chief Medical Officer (OCMO)

High Reliability Organization (HRO) Updates

HEALTHCARE QUALITY IMPROVEMENT & HRO

In high reliability organizations (HRO), leadership champions continuous improvement while holding themselves and their staff accountable and responsible for their actions. The Get Real, Get Better (GRGB) initiative addresses staff behaviors needed to improve outcomes. To improve trust, leaders need to be aware of their roles, how their duties impact others, and how to build a culture of both safety and transparency.

The Acting Surgeon General recently issued a memorandum on Healthcare Quality Assurance in the Navy and Marine Corps. The memo highlights several key oversight areas involving quality. A recent death in a high-risk training environment demonstrated the opportunity to implement HRO principles to reduce and mitigate risk. The following three critical areas addressed in the memo include: 1) improving oversight of operational healthcare quality, 2) updating clinical quality management directives, and 3) improving selection and training of healthcare leaders.

1. Operational Healthcare Quality Oversight	Operational healthcare assist visits and inspections will include not only the traditional checklists but also other methodologies such as tracers. Oversight will include assessment that best practices like safety huddles and standardized patient handoff tools are being used.
2. Clinical Quality Management Directives	BUMED will update existing clinical quality instructions in coordination with the Navy Medicine regions, Fleet, and Fleet Marine Force to include clear definitions and standardization of the latest quality techniques wherever possible.
3. Healthcare Leader Selection and Training	Milestone screening of Chief Medical Officers and Operational Surgeons now includes mandatory Navy Medicine Quality and Safety Leadership Academy (NMQSLA) training. In the future all milestone billets will have this requirement. The QSLA course is being updated to include the latest in clinical quality management and HRO, inclusive of both the active and reserve component.

For the Acting Surgeon General Memo on Healthcare Quality Assurance, please review the folder linked here.

For more information on GRGB, please refer to the GRGB website linked here.

For more information on the Basic Underwater Demolition/Sea Air and Land case, please review the document linked here.

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: *CDR Schulz* Community Chairs: *CDR McGill & LCDR Eubanks*	The Mental Health SC Board (MHSCB) developed an Intimate Partner Violence (IPV) Leadership Guide. This resource seeks to define IPV and its impact on readiness. Leaders are provided relevant statistics that identify the increasing trends of IPV and resources for addressing incidents service members may experience.
Neuromusculoskeletal BUMED Manager: *CDR Wallinger* Community Chair: *CDR Hammond*	The Equipment Safety and Standardization SC (ESSSC) is finalizing a aircraft carrier (CVN) Authorized Medical Allowance List (AMAL) regarding physical therapy equipment. This will be discussed at the upcoming AMAL conference happening towards the end of this month.
Operational Medicine BUMED Manager: *CAPT Moore* Community Chair: *CAPT Moore*	The Fleet Surgical SC is in the process of consolidating data from two surveys. One survey requested feedback from all aircraft carrier surgeons to obtain feedback and consensus on recommended changes to the CVN AMAL. 15 responses were received, and the recommendations will be consolidated and sent to Naval Air Forces. The second survey will be distributed to all current and former general surgeons in the Navy to obtain consensus on guidelines for surgery and procedures while at sea.
Oral Health BUMED Managers: *CDR Cheng & LCDR Norris* Community Chairs: *CAPT Paddock & CDR Beck*	The Oral Health Operational Clinical Community (OHOCC) hosted a strategy session with Fleet and Fleet Marine Forces (FMF) Leadership focusing on operational initiatives and work products. Additionally, the Sterile Processing Department (SPD) Personnel Qualification Standard (PQS) Training Module WG received feedback on the training module from Fleet Dental Leadership and are continuing collaboration to develop a comprehensive product.
Psychological Health BUMED Manager: *CAPT Lauby* Community Chairs: *CDR Duff & CDR Segovia*	The Mind Body Medicine SC briefed the Mindfulness Best Practices and Guidelines work product at the Navy Medicine Wellness, Readiness, and Quality (NMWRQ) Cell. The product introduces evidence-based mindfulness techniques and dispels common myths stigmatizing mindfulness and meditation. The work product includes a one-page resource guide for any service member to incorporate online wellness resources and mobile apps into their daily routine.
Trauma BUMED Manager: *CAPT Shattuck* Community Chairs: *CDR Fitch & CDR Yelon*	As the Austere Resuscitative and Surgical Care (ARSC) SC continues to refine its Expeditionary Resuscitative Surgical System (ERSS) leadership white paper, SC leadership met with members of the air Type Commands (TYCOMs) to discuss TYCOM logistics, how the TYCOM utilizes ERSS teams, and to gain a better understanding of how their teams manage casualty care. SC leadership will also be meeting with the Numbered Fleet Surgeons, specifically C3F and C7F, to gain insights on casualty evacuation, if an ERSS Officer in Charge would be useful at headquarters, and to better understand how the Fleet manages casualty care.

Want to get involved in the NMOCCs? Reach out to the OCMO Support Team!

NAVY MEDICINE QUALITY AND SAFETY LEADERSHIP ACADEMY (NMQSLA) COHORT 9 KICK-OFF RECAP

NMQSLA, now well into its 9th Cohort, continues to serve as the preeminent course for Navy Medicine Leaders to better understand and implement HRO principles. Acting Surgeon General, RDML Darin Via, noting the importance and relevance of the course, **mandated NMQSLA as a requirement for all Chief Medical Officers and Operational Surgeons.**

Cohort 9 of NMQSLA successfully launched 7-9 JUN 2023! **28 Scholars and 19 speakers and panelists** from diverse backgrounds, Corps, and commands in both MTF and operational roles participated in the Kick-Off to **learn about High Reliability Organization (HRO) principles and initiatives** and discuss how they are applied across Navy Medicine. The Kick-Off featured presentations, panels, and simulations to enhance the understanding of how HRO implementation has been successful and what areas could be improved. Each presentation was unique in material, but all related to key themes of HRO, Ready Reliable Care (RRC), and Get Real, Get Better (GRGB).

7 JUN: Culture of Safety	8 JUN: Continuous Process Improvement	9 JUN: Leadership Engagement
Keynote Address & Program Overview *RDML Darin Via, CAPT Heather Shattuck*	**Welcome & Overview, Opening Sea Story** *CAPT Heather Shattuck*	**Welcome & Overview, Opening Sea Story** *CAPT Heather Shattuck*
HRO Overview, Ready Reliable Care (RRC), and Get Real, Get Better (GRGB) *CAPT Christopher Lucas*	**Risk Management & Corrective Actions** *Ms. Carmen Birk & CDR Andrew Camarata*	**SURGE via CAIRS & Root Cause Analysis (RCA)** *CAPT Heather Shattuck & Ms. Frances Simmons*
Just and Safety Culture *CDR James Ripple*	**PI Methods & Lessons Learned** *Mr. Brian Stewart & LCDR Brandon McLamb*	**Behavioral Economics** *CAPT Tai Do*
Operational Medicine 101 *CAPT Lynelle Boamah & CDR Debra Buckland-Coffey*	**Data-Driven Decisions & Understanding Data** *CAPT Charlene Ohliger & CAPT Matthew Tadlock*	**Change Management & Teambuilding** *CAPT Heather Shattuck*
Operational Perspectives Panel *CAPT Lynelle Boamah, CAPT John Devlin, & CAPT Charlene Ohliger*	**Knowledge, Skills, and Abilities (KSA) Panel** *CAPT Melissa Austin, CAPT Heather Shattuck, CAPT Matthew Tadlock, & CDR Jennifer Wallinger*	**Navy Medicine Leadership Panel** *CAPT Robert Anderson , CAPT Christopher Lucas, CAPT Paul Loesche, CAPT Shauna O'Sullivan, & CAPT Joel Schofer*

Cohort 9 started off with a keynote address from Acting Surgeon General RDML Darin Via. After, CAPT Heather Shattuck opened the Kick-Off by addressing the goals of the Kick-Off, which are to share knowledge, educate leaders on HRO principles & encourage collaboration.

"We need to be preoccupied with failure and embrace the red." – RDML Darin Via

The concepts of the 5 Why's from GRGB were emphasized amongst scholars. Panelists discussed their leadership strengths and challenges from their command. Cohort 9 included officers and enlisted assigned to the Navy and Marine Corps with a diverse range of healthcare specialties.

Virtual Scholar Photo from the end of Day 3

*"Change is ubiquitous, and it is a critical leadership skill to manage." – **CAPT Heather Shattuck***

For more information on NMQSLA, please reach out to the NMQSLA Support Team

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

BUD/S High Risk Training Program (Page 1)

Get Real, Get Better Website
https://www.navy.mil/Resources/Blogs/Detail/Article/2894808/get-real-get-better/

Command Investigation Release (redacted)
https://esportal.med.navy.mil/bumed/rh/m5/NavyMedicineHighReliabilityNetwork/CMO CDO CQA Materials/High Reliability Huddle/18. June 2023 Resources/Command Investigation - Safety and Medical Oversight of BUDS Class 352 (Redacted for Release).pdf?d=we02bb32c41404d808e7204adfab8a48a

Acting Surgeon General Memo on Healthcare Quality Assurance
https://esportal.med.navy.mil/bumed/rh/m5/NavyMedicineHighReliabilityNetwork/CMO%20CDO%20CQA%20Materials/Forms/AllItems.aspx?RootFolder=%2Fbumed%2Frh%2Fm5%2FNavyMedicineHighReliabilityNetwork%2FCMO%20CDO%20CQA%20Materials%2FHigh%20Reliability%20Huddle%2F19%2E%20July%202023%20Resources&FolderCTID=0x01200089FF896AD66A9A478ED21ED6DD16D2A4&View=%7B94354CAB%2D14C5%2D4A0A%2D80C3%2D7E9099126CA8%7D&InitialTabId=Ribbon%2EDocument&VisibilityContext=WSSTabPersistence

NMOCC Updates (Page 2)

Intimate Partner Violence (IPV) Leadership Guide
https://www.med.navy.mil/Portals/62/Documents/NMFA/NMCPHC/root/Health Promotion and Wellness/Women's Health/Documents/Resources_for_Leadership/Intimate_Partner_Violence_Leadership_Resource_05JUN23.pdf

NMQSLA Cohort 9 Kick-Off (Page 3)

N/A