



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



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High Reliability Organization (HRO) Updates

DEFINE, MEASURE, ANALYZE, IMPROVE, CONTROL (DMAIC)

DMAIC, the Get Real, Get Better (GRGB) training focus for September, is a logical, closed-loop problem solving sequence designed to compartmentalize problems into more easily understood segments. These segments (Define, Measure, Analyze, Improve, and Control) each represent a key component of the problem-solving process which manifest themselves through various problem-solving tools currently used within the Navy, including "The 5 Whys", "Plan of Action & Milestones, (POA&M)", and "Pareto Diagrams". As shown in the chart to the right, DMAIC also aligns to the Plan, Do, Study, Act (PDSA) model of problem solving; this highlights the inherently transferrable nature of the problem-solving tools which you have at your disposal. DMAIC is the problem-solving approach that drives Lean Six Sigma.

As a function of HROs and GRGB, DMAIC is just one of many problem-solving tools within Performance to Plan (P2P) and can be used to clarify the best approach for addressing a given problem within your command. HRO is founded on a culture of continuous process improvement, so finding opportunities to leverage tools like DMAIC and PDSA will help you and your colleagues foster Navy Medicine's journey towards High Reliability.

PDSA	DMAIC
Plan	Define
	Measure
	Analyze
Do	Improve
Study	Control
Act	

DMAIC and PDSA's slight differences show how different problem-solving approaches can still achieve the same goal

DMAIC Example Use Case

Define	<ul style="list-style-type: none">Healthcare-associated infections (HAI) in patients was high in the last 3 months.High HAI rates can risk patient safety and quality of life.
Measure	<ul style="list-style-type: none">Data collection is utilized through identifying the causes of HAI.Examples of HAI factors include insufficient hand washing practices and protocol.
Analyze	<ul style="list-style-type: none">A root cause analysis (RCA) is performed.Cause and effect is noticed as soap shortages and limited sink accessibility could cause poor hand washing habits.
Improve	<ul style="list-style-type: none">From the RCA, practices and policies are implemented.Staff are provided a checklist to support hand hygiene protocol.Administration creates pamphlets for hospital staff and patients on handwashing best practices.
Control	<ul style="list-style-type: none">The checklist for staff is reviewed to determine compliance. If compliance is not met, other possible barriers are discussed.Handwashing protocol is assessed through randomized interviews of healthcare personnel.

For more information on DMAIC and other P2P tools, please view the site 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>CDR Schulz</i> Community Chairs: <i>CDR McGill & LCDR Eubanks</i>	The Neuromusculoskeletal SC Board (NMSK SCB) developed two Disordered Eating Guides for providers and service members. The provider guide includes an overview of common eating disorder characteristics, DSM-5-TR Diagnoses, and various tests and studies for evaluation. Immediate steps for care are also provided. The guide for service members also overviews common eating disorders and potential warning signs. This guide contains resources service members can utilize and information on when to see a provider if concerns arise.
Neuromusculoskeletal BUMED Manager: <i>CDR Wallinger</i> Community Chair: <i>CDR Hammond</i>	The Joint NMSK/Psych Health WG is working on a pamphlet aimed at treating the physical and mental aspects of sports related injuries. Currently, members have been broken up into sub-groups and are researching and writing drafts on various topics and are working with their assigned editors to ensure all aspects of sports related injuries are addressed properly.
Operational Medicine BUMED Manager: <i>CAPT Moore</i> Community Chair: <i>CDR Keleher</i>	The Fleet Surgical SC (FSSC) released the Expert Consensus on Operative Procedures Performed at Sea survey to all current and former general surgeons in the Navy to obtain consensus on what surgeries and procedures should be performed while at sea. Currently, the FSSC is compiling the survey results. The Anti-Obesity Medications WG will be conducting their initial meetings to provide guidance on how providers use weight loss medications. This WG will be chaired by CDR Buckland-Coffey and will have input from both operational and pharmaceutical SMEs on medications in the operational setting. CDR Keleher has joined as the new Operational Medicine chair and will oversee all further operations of the NMOCC.
Oral Health BUMED Managers: <i>CDR Cheng and LCDR Norris</i> Community Chairs: <i>CAPT Paddock & CDR Beck</i>	The Oral Health NMOCC has selected CDR Doris Lam as new Vice Chair. She brings vast experience in operational settings and will be a great addition to the Leadership Team. Also, three new SCs are in the process of being stood up, which will focus on operational initiatives and work products. Further, the Sterile Processing Department (SPD) Personnel Qualification Standard (PQS) Training Module WG is continuing to make edits to the product and will look to engage with members of the Fleet and Fleet Marine Force. The Fleet members will be engaged to obtain their feedback on the PQS Training Module WG as it will be used to train SPD technicians
Psychological Health BUMED Manager: <i>CDR Magel</i> Community Chairs: <i>CDR Duff & CDR Segovia</i>	The Embedded Mental Health (EMH) Guidebook documents current practice and shares lessons learned among the EMH community to optimize the impact of EMH in promoting operational mission readiness. The EMH Guidebook is informed by EMH providers, line leadership and other stakeholders to obtain their unique perspectives about EMH. The EMH SC has created supplements to the EMH Guidebook to capture updated, specific practices and policies under review by the Psychological Health NMOCC.
Trauma BUMED Manager: <i>CAPT Shattuck</i> Community Chairs: <i>CDR Fitch & CDR Yelon</i>	The Austere Resuscitative Surgical Care (ARSC) SC merged three of their existing white papers to follow the Navy Medicine Campaign order. It will broaden the definition of austere environments to the Navy and Marine Corps surgical teams beyond the Expeditionary Resuscitative Surgical System (ERSS) and provide recommendations on sterilization alternatives. The ARSC SC will present the merged white paper at the Trauma Advisory Board (TAB) in AUG and intends to present to the NMWRQ Cell in SEP for awareness.

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



NAVY MEDICINE TECHNICIAN PARTICIPATES IN GUAM WELLNESS

Navy Medicine celebrates US Navy Seaman Kelsey Redmond and her role at US Naval Hospital Guam! SN Redmond serves as a nuclear medicine technician where she primarily works with cancer patients through screenings. SN Redmond explained her role in the screening process, "some cancers metastasize into bone cancer, so we do their yearly screenings to make sure it didn't metastasize, and our patients with breast cancer that are either getting their lymph nodes removed or their entire breast tissue removed." SN Redmond participated in the Guam Wellness Innovative Readiness Training (IRT) from 2 AUG to 10 AUG.

The Guam Wellness IRT was a collaboration between military and community services to enhance medical, dental, and optometry capabilities and access to services across Guam. Medical readiness is crucial when it comes to life-threatening illnesses across the island. Tuberculosis (TB) is rampant across Guam with screenings as the top preventive measure.

Purified protein derivative (PPD) skin tests and chest x-rays are utilized to identify TB infection, and both screening measures are available at the Naval Hospital. Through the collaboration of specialty services, the Guam Wellness IRT is implementing HRO principle, *Deference to Expertise*, to provide better outcomes for their patients. Members of the local community received a range of healthcare services, including updated immunizations, at no cost.



Corpsman Redmond assisting the radiology team at the University of Guam during Wellness IRT

For more information on Guam Wellness IRT, please view the link [here](#).

NMCS D MEDICAL STAFF TAKE ON CITADEL RUMBLE 2023

Medical staff at Naval Medicine Center San Diego (NMCS D) took initiative during the annual Commander, Navy Installations Command (CNIC) all hazard exercise, "Citadel Rumble 2023." The CNIC training allowed for medical staff to practice skills during disasters, such as earthquakes and tsunamis, and mitigate setbacks from infrastructure damage. The Citadel Rumble focuses on addressing operational capabilities through drills for ambulatory and sedentary patients. Christopher Springer, NMCS D head of emergency management, led one of the drills that focused on tsunami response.

For the tsunami drill, medical staff were expected to transport six mannequins from multiple hospital departments to triage. The mannequins emulated the complex needs of mechanical ventilators and oxygen tanks where a diverse medical team were utilized during the training. For each team, there were four to six participants including nurses,

respiratory therapists, physicians, and corpsmen. *Preoccupation with failure* is highlighted through this training as disaster response and preparedness enhances medical readiness. Through the simulations of providing complex medical treatment to mannequins and being exposed to infrastructure hazards, medical staff can anticipate what risks could occur and how they would respond during a crisis. Furthermore, staff leave the exercise understanding how the resources would be impacted, such as destroyed equipment or missing personnel. Citadel Rumble demonstrates high reliability through disaster anticipation and preparation of medical staff.



Christopher Springer leads a briefing during a tsunami drill

For more information on Citadel Rumble, please view the link [here](#).



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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

Define, Measure, Analyze, Improve, Control (DMAIC) (Page 1)

DMAIC Context and Overview

<https://p2p.navy.mil/About-NPIER/NPIER-DMAIC-Process/DMAIC-Introduction/>

OCMO & NMWRQ Cell Updates (Page 2)

Female Force Readiness (FFR) Eating Disorder Provider Guide

[https://www.med.navy.mil/Portals/62/Documents/NMFA/NMCPHC/root/Health Promotion and Wellness/Women's Health/Documents/Musculoskeletal/08 JUN 2023 Disorder Eating Resource for Providers vF.pdf](https://www.med.navy.mil/Portals/62/Documents/NMFA/NMCPHC/root/Health%20Promotion%20and%20Wellness/Women's%20Health/Documents/Musculoskeletal/08%20JUN%202023%20Disorder%20Eating%20Resource%20for%20Providers%20vF.pdf)

Female Force Readiness (FFR) Eating Disorder Servicemember Guide

[https://www.med.navy.mil/Portals/62/Documents/NMFA/NMCPHC/root/Health Promotion and Wellness/Women's Health/Documents/Musculoskeletal/12 JUN 2023 Disordered Eating Resource for Patients vF.pdf?ver=ldFxnM2UJ4sWWbLmY6VJDA%3d%3d](https://www.med.navy.mil/Portals/62/Documents/NMFA/NMCPHC/root/Health%20Promotion%20and%20Wellness/Women's%20Health/Documents/Musculoskeletal/12%20JUN%202023%20Disordered%20Eating%20Resource%20for%20Patients%20vF.pdf?ver=ldFxnM2UJ4sWWbLmY6VJDA%3d%3d)

HRO Spotlight and Updates (Page 3)

Navy Medicine Technician Participates in Guam Wellness IRT

<https://www.med.navy.mil/Media/News/Article/3484722/navy-nuclear-medicine-technician-serves-during-guam-wellness-irt/>

NMSD Medical Staff Take on Citadel Rumble 2023

<https://www.med.navy.mil/Media/News/Article/3484701/nmcsd-participates-in-citadel-rumble-2023/>