

JOB DESCRIPTION

<i>Completed by Dept</i> Dept Job Title: Ambulatory Risk and Patient Safety Manager Dept/Unit/Section: North Shore Physicians Group, Inc.	<i>Completed by HR</i> NSPG Job Code: Reports to: Director of Clinical Services and Innovation and Associate Medical Director of Risk Management
Dept Approver: Date Approved:	HR Reviewer: Date Reviewed:

SUMMARY

The Ambulatory Risk and Patient Safety Manager will develop and implement an Ambulatory Risk Management and Patient Safety Program that will sustain fundamental improvements in the safety of ambulatory care provided by North Shore Physicians Group (“NSPG”). The Ambulatory Risk Management and Patient Safety Program, which is supported by grant funding from CRICO/RMF, will be developed under the guidance and support of the Associate Medical Director of Risk Management, executive leadership and physician leadership of NSPG.

The Ambulatory Risk Management and Patient Safety program will include proactive and preventative strategies, as well as a reliable system for reacting to and evaluating adverse events and near-misses. The program will be directed to personnel at all levels of NSPG: executive level administrators, providers (physicians, nurse practitioners, and physician assistants), site level management, clinical staff and clerical staff. The Ambulatory Risk and Patient Safety Manager will be responsible for oversight of this program and related current and future initiatives, including but not limited to:

- Creation of a reliable system to track and follow-up high risk test results
- Implementation and oversight of Safety Event Reporting in all NSPG practices
- Improvement of Feedback Monitor (Patient Complaint) reporting in all NSPG practices
- Administration of a Safety Attitude Questionnaire to all NSPG providers and staff
- Development of an organization-wide education program on patient safety, risk management in the ambulatory setting and the concept of a “Just Culture”.
- Promotion and participation in all research activities and studies associated with the CRICO/RMF Ambulatory Risk Management and Patient Safety Grant.

The ideal candidate for the Ambulatory Risk and Patient Safety Manager position is a registered nurse with at least five years of experience in risk management, patient safety or performance improvement and a proven record of excellence in leadership and change management.

PRIMARY RESPONSIBILITIES

Job-specific Responsibilities (*e.g. clerical, patient care, quality assurance, project management, etc.*):

- I. The Ambulatory Risk and Patient Safety Manager will be responsible for three main initiatives as part of the CRICO Ambulatory Risk Management and Patient Safety Grant which will be deployed across all 15 NSPG ambulatory sites. These initiatives include:
 - A. Implementation of a reliable system to track and follow-up high risk tests and referrals. The performance of these systems will be compared between different models of care in NSPG.
 1. The Ambulatory Risk and Patient Safety Manager will use results from the CRICO Office Practice Evaluation (OPE) to identify areas of risk at NSPG community practices. These results and NSPG claims history will be used to

develop a protocol for tracking high-risk test results and high-risk referral follow-up only.

2. A comparison between providers practicing a new model of care (the Virginia Mason Production System: “VMPS”) and those functioning in a more traditional physician: staff model will be done to determine if the VMPS model of care results in improved tracking and follow-up of these high-risk results and referrals.

B. Implementation of Safety Event Reporting (rL Solutions) in all NSPG practices and improved Feedback Monitor (Patient Complaint) reporting in all NSPG community-based practices.

1. The implementation of rL Solutions for Safety Event Reporting will include: collation of baseline data available; creation of an ambulatory safety event reporting taxonomy; tracking the number and quality of these reports; identify practices where no reports are being submitted and assess the reasons for non-reporting; reporting to the NSPG Board, NSPG Physician Executive Leadership Council and NSPG Quality Council on the number and nature of actions taken in responses to reported events on a quarterly basis; and reporting back to individuals completing reports on the outcome of the report, including the analysis of any systems issues and the any action steps taken to eliminate said systems issues.
2. The improvement of Feedback Monitor for patient complaints will include: identifying site level staff who will be responsible for patient complaint monitoring, improving in the number and quality of the reports, evaluating the ambulatory patient complaint taxonomy and make any identified improvements, and reporting back to the practices, administration and Board of Trustees on the number and nature of actions taken in responses to patient complaints.
3. In collaboration with the Associate Medical Director of Risk Management, the Ambulatory Risk and Patient Safety Manager will convene a focus group of managers to determine how best to proceed with reporting.

C. Administration of a Safety Attitude Questionnaire to all NSPG providers and staff and development of an organization-wide staff education program on Patient Safety, Risk Management in the Ambulatory Setting and the concept of a “Just Culture”.

1. The Ambulatory Risk and Patient Safety Manager will oversee the administration of the survey and will collaborate with the Quality and Risk Management Analyst to collate the results.
2. In consultation with CRICO/RMF and the NSPG Associate Medical Director of Risk Management, the Ambulatory Risk and Patient Safety Manager will develop an educational program to promote the development of a just culture within NSPG that will support full utilization of the Patient Complaint (Feedback Monitor) and Safety Event Reporting System by all NSPG personnel.

D. The Ambulatory Risk and Patient Safety Manager will co-author (with the Associate Medical Director of Risk Management) a written report for submission to CRICO at the conclusion of the grant period. That report will be adapted into a presentation as requested by NSPG/NSMC Administration and CRICO/RMF. If appropriate for publication, it will be submitted to relevant peer reviewed journals.

- II. In collaboration with the Associate Medical Director of Risk Management, the Ambulatory Risk and Patient Safety Manager is charged with generating a culture of safety and risk management and developing site management to a level of primary responsibility for safety and risk management at their individual site. These aims will be achieved through the following:
- A. The Ambulatory Risk and Patient Safety Manager will be responsible for both organization and site level reporting for rL Solutions systems (Feedback Monitoring and Safety Event Monitoring). This will include identification of learning opportunities and identification of systems issues at all of the NSPG community practices that are identified through these reports. Through these safety data analyses, the Ambulatory Risk and Patient Safety Manager will identify trends, clusters, and risk factors, and utilize benchmarks for comparisons.
 - B. The Ambulatory Risk and Patient Safety Manager will analyze clinical processes, identify potential risks for patients and employees and develop strategies to maximize safety, effectiveness and efficiency while reducing medical error and risk.
 - C. The Ambulatory Risk and Patient Safety Manager will assist in the process of managing adverse events. This includes facilitating safety assessment meetings, interviewing staff, conducting literature searches, preparing materials for hand-offs or performing clinical case reviews, conducting root cause analyses and overseeing the completion of action items.
 - D. The Ambulatory Risk and Patient Safety Manager, in collaboration with the Associate Medical Director of Risk Management, will organize and provide educational sessions to include:
 - Provider education on the specifics of NSPG and NSMC claims history by CRICO staff.
 - Provider and staff education on best practices as demonstrated in both CRICO and non-CRICO groups, especially those known to NSPG through our membership in the Group Practice Improvement Network.
 - The role of apology and disclosure in the management of patient complaints and adverse events in the ambulatory setting.
 - Additional program needs as identified through the Safety Attitude Questionnaire.
 - E. The Ambulatory Risk and Patient Safety Manager, in collaboration with the Associate Medical Director of Risk Management, will facilitate patient and family involvement in patient safety efforts as agreed upon by organizational leadership. This may include facilitating or participating in the disclosure process.
 - F. In collaboration with the Associate Medical Director of Risk Management, the Ambulatory Risk and Patient Safety Manager will create screening criteria / triggers for ambulatory Morbidity & Mortality rounds.
 - G. The Ambulatory Risk and Patient Safety Manager, in collaboration with the Associate Medical Director of Risk Management and the Quality and Risk Analyst will work with NSPG administration, the NSMC Chief Medical Officer, the NSMC VP of Performance Improvement and Patient Safety, the NSMC Director of Risk Management and the NSMC/NSPG Department Chairs/Chiefs around the risk management issues associated with transitions of care.

- H. The Ambulatory Risk and Patient Safety Manager will be responsible for submission of CRICO Observation Reports.
 - I. The Ambulatory Risk and Patient Safety Manager will serve as an integral member of the following committees:
 - NSPG Risk Management Advisory
 - NSPG Quality Council
 - NSPG Patient and Family Advisory Council
 - NSMC PI/QS meeting
 - J. The Ambulatory Risk and Patient Safety Manager will be responsible for reporting to the following Committees and Boards:
 - NSMC Risk Management Steering Committee
 - NSPG Physician Executive Leadership Council
 - NSPG Board of Trustees
 - Additional NSMC, NSPG and Partners Health Care Committees as deemed appropriate.
 - K. The Ambulatory Risk and Patient Safety Manager will work closely with the Director of Clinical Services and Innovation on process improvement and quality initiatives that involve patient safety or risk factors. The Ambulatory Risk and Patient Safety Manager will also be responsible for facilitating development of performance improvement action plans around safety and risk and for sharing of best practices across NSPG practices.
- III. The Ambulatory Risk and Patient Safety Manager will enhance his/her professional growth and development through participation in continuing education and professional affiliations.
- IV. The Ambulatory Risk and Patient Safety Manager will demonstrate effective leadership.
- V. The Ambulatory Risk and Patient Safety Manager will assume responsibility for special projects as deemed appropriate by the administration of NSPG.

Customer Service Responsibilities:

- Supports and demonstrates the philosophy, goals, values and standards of North Shore Physicians Group.
- Maintains the dignity and confidentiality of all patients while promoting autonomy and individuality. Demonstrates knowledge and respect for diverse ethnic, spiritual, cultural and socioeconomic population (backgrounds).
- Engages in activities that promote mutual cooperation and supportive collegial relationships between all health care team members with concentration on development of a team approach to the care of all NSPG patients.
- Understands and integrates service excellence standards at all times. Serves as a role model for service excellence. Recognizes these attributes in others and celebrates their achievements.
- Consistently displays professional demeanor.
- Promptly and courteously responds to patients, as well as internal and external customers.
- Appropriately adheres to the NSMC Code of Conduct.

Supervisory/Managerial Responsibilities *(include number and type of FTEs):*

- Up to 1.0 FTE of Quality and Risk Analyst

Fiscal Responsibilities *(include size of annual budget):*

- The Ambulatory Risk and Patient Safety Manager, in collaboration with the Associate Medical Director of Risk Management, is responsible for the budget of the Ambulatory Risk Management and Patient Safety Program.

SKILLS/COMPETENCIES REQUIRED: *Must be based on the responsibilities described above.*

- The successful candidate must have the ability to effectively consult, advise, and instruct senior management regarding appropriate approaches for safety and risk management issues.
- The successful candidate will have a track record of success as an educator at all levels of healthcare.
- The successful candidate will have experience and demonstrated success in Process Improvement. Knowledge and/or certification of Lean methodology, Six Sigma, or Virginia Mason Production System are highly desirable but not essential. This training will be provided to the successful candidate who is not certified at hiring.
- The successful candidate must have a track record of being able to communicate effectively at all levels of an organization.
- The successful candidate will have experience with change management and be knowledgeable about the development of a group culture.
- The successful candidate will be comfortable making presentations to small and large groups.
- The successful candidate needs to be able to implement centralized processes in a large complex environment.
- The successful candidate will have demonstrated success in yielding unprecedented results within the area of health care operations management. In conjunction with other members of the senior management team, this individual will develop a work plan that establishes clearly defined performance standards, metrics and workflows that can be tracked against timelines to evaluate the group's performance at all times.
- The successful candidate should be a superior communicator and be seen as direct and truthful. He/she must possess exceptional confidence when articulating all relevant operational perspectives.
- The successful candidate will possess excellent physician relation skills and be able to effectively engage with physicians by providing valuable insights and logical explanations when faced with difficult questions.
- The successful candidate must be creative and an innovative thinker.
- The successful candidate must possess excellent writing skills, appropriate for submission of reports and peer reviewed publications
- The successful candidate must have the ability to work independently with minimal supervision.
- The successful candidate must be goal oriented, accountable and demonstrate superb organizational skills.
- The successful candidate must have excellent computer skills and the ability to quickly demonstrate competency in various software applications.

EDUCATION REQUIRED

- Completion of an accredited Baccalaureate Nursing degree program. Masters degree preferred.

List all LICENCES, CERTIFICATIONS and/or REGISTRATIONS REQUIRED.

- RN with current license to practice in Massachusetts.

EXPERIENCE REQUIRED: *Must be based on the responsibilities described above.*

- Minimum five years experience in risk management, patient safety or performance improvement.
- Knowledge of and experience with electronic medical records.
- Knowledge and experience with organizational change a must along with good negotiation and consensus building skills.

- Experience with rapid cycle change management is highly desirable.

WORKING CONDITIONS: *Include exposures to hazardous materials, high noise levels, etc.*

- **Mental Processes:** Requires intense attention and concentration. Good visual, verbal, hearing skills, analytical and problem solving skills. Ability to effectively interact with all levels of employees and a wide range of personality types, ages and diverse cultural backgrounds in a rapidly changing environment.
- **Physical Demands:** Medium physical demands including constant standing, walking, hearing and vision, speaking, intermittent bending, pushing, pulling, carrying, lifting and lowering 20-50 pounds of force. Applicant must complete the pre-employment physical examination satisfactorily. Manual dexterity is required for computer entry and handling equipment.
 - Work week is routinely is Monday through Friday with frequent occasions for early AM and PM meetings, very occasional weekend hours for exceptional circumstances
 - Out of state travel 1-2 times per year for educational conferences
 - Office environment necessitating sustained periods of computer work or meetings in a seated position approximately 50% of the time.
 - Approximately 50% out of office travel to assigned sites within 20 mile geographic radius, occasional need to travel to Charlestown and Boston for Partners related events (must possess own vehicle).
 - Occasional lifting and carrying of up to 30 lbs for meeting material/laptop transport
 - Often performs job requirements in patient care areas and may be exposed to blood or other bodily fluids, and/or air borne pathogens.
 - Must follow all NSPG and NSMC precaution standards as carelessness could result in physical harm to the employee and/or others.

ADA – Indicate Essential duties under Primary Responsibilities.

This job description is to be reviewed with the employee at least once a year to communicate the job responsibilities and standards for performance. It must be submitted with the employee’s annual performance appraisal. Other recommended times include:

- At the start of a new position (keep the original signed job description in the department file)
- If there is a material change in responsibilities or requirements (keep the original signed job description in the department file)

PRINT EMPLOYEE NAME: _____

EMPLOYEE SIGNATURE: _____ **DATE:** _____