Quality & Safety, Administration & Leadership, International Emergency Medicine Fellowship
Quality & Safety, Administration & Leadership,

GOALS

The fellowship aims to train physicians and professionals involved in healthcare quality and emergency medicine health delivery in the administrative and academic aspects of quality of care, patient safety, practice innovations and safety, in order to prepare them for leadership roles in education, health care delivery, and quality assurance in emergency care settings. We endeavor to promote the next generation of emergency medicine leaders in safe and effective care delivery in their home countries. The fellowship will prepare trainees for a future role as a healthcare executive by providing foundation in the administrative, business, operational, quality and risk management aspects of emergency medicine.
International Emergency Medicine Fellowship

Curriculum Goals and Objectives

The objectives of the Quality & Safety, Administration & Leadership, International Emergency Medicine Fellowship (QuaLIEF) are to enable fellows to master in Administration, Leadership, Quality and Safety, and Business Management focused on Emergency Medicine Care. The Fellow is encouraged to learn the basic knowledge through recommended websites:

Institute for Health Care Improvement
http://www.ihi.org/Pages/default.aspx

American Society for Health Care Risk Management
http://www.ashrm.org

International Society for Quality in Health Care
http://isqua.org

National Patient Safety Foundation
http://www.npsf.org

During the Fellowship, the fellows will get the Certification Board for Professionals in Patient Safety (CBPPS) delivered by the National Patient Safety Foundation. Fellows are encouraged to read books and articles published in journals with Quality, Safety, Administration, and Leadership contents. A list is available in the website.

The program will cover the following curriculum where the Fellow will get knowledge and develop skills:

Administration and Business Management

- Fellow will understand and utilize methods of Business assessment.
- Fellow will understand and utilize the financial and operational models of both academic and community based Emergency Medicine organizations.
- Fellow will demonstrate ability to set financial analysis, planning and forecasting.
- Fellow will demonstrate ability to adequately communicate financial and operational information to others.
- Fellow will demonstrate ability to monitor key performance indicators.
- Fellow will demonstrate ability to set operations and administratively based research in Emergency Medicine.
Leadership
• Fellow will demonstrate an in depth understanding of the concept of Transformational Leadership and the Leadership Journey.
• Fellow will engage in a chosen project and demonstrate the potential to become an executive leader.
• Fellow will show the ability to apply key leadership skills including creating a vision and developing a strategy.
• Fellow will demonstrate specialist ability to translate hospital and department business strategies into clear objectives and tactics for multidisciplinary workgroups.
• Fellow will demonstrate advanced skills in self-management and maintaining a leadership mindset.
• Fellow will demonstrate ability to build a team, network and influence.
• Fellow will be familiar with concepts of creativity, innovation, and entrepreneurship.
• Fellow will demonstrate ability to hone project management and data analysis skills.

Quality
• Fellow will demonstrate ability to design an emergency department.
• Fellow will demonstrate ability to understand the science of Quality in Emergency Medicine.
• Fellow will know how to utilize the basis on statistics in Quality.
• Fellow will know how to utilize new technologies for monitoring Quality in Emergency Medicine.
• Fellow will be able to use quality improvement metrics.
• Fellow will demonstrate ability to implement quality and knowledge management program.
• Fellow will know the financial implications of implementation of quality program following, guidelines, clinical pathways, and continuous quality improvement.
• Fellow will know how to utilize observational emergency medicine in quality improvement.
• Fellow will understand challenges of care of special populations (Geriatrics and Pediatrics).
• Fellow will understand concepts of overcrowding and boarding patients and propose solutions.
• Fellow will be able to set-up a Quality Improvement Program in Emergency Medicine.
• Fellow will demonstrate ability to set-up a research project on Quality in Emergency Medicine.

**Safety**

• Fellow will understand and utilize Safety and Risk Management concepts.
• Fellow will be familiar with safety financial implications.
• Fellow will demonstrate ability to manage crisis (prehospital and in-hospital settings).
• Fellow will be familiar with cognitive error and human factors and demonstrate ability to implement quality and safety improvement program.
• Fellow will be familiar with root cause analysis process.
• Fellow will demonstrate ability to monitor patient satisfaction and complaints.
• Fellow will be familiar with concept of malpractice.
• Fellow will know how to utilize new technologies for monitoring Safety.
• Fellow will demonstrate ability to utilize Safety improvement metrics.
• Fellow will be familiar with Quality and Safety in specific clinical pathways in trauma, neurology (stroke), cardiology (STEMI), resuscitation (cardiac arrest), sepsis.
• Fellow will be able to set-up a Safety Program in Emergency Medicine.
• Fellow will demonstrate ability to implement Mortality & Morbidity meetings.

• Fellow will demonstrate ability to set-up a research project on Safety in Emergency Medicine.

**Quality and Safety Education**

• Fellow will know how to set-up a medical curriculum on quality improvement and patient safety.

• Fellow will know how to evaluate a curriculum on Quality and Safety education: measurement and analysis, patient safety and satisfaction, patient-centered care delivery in the ED.

• Fellow will learn how to use new methods of education in Quality and Safety in the ED.

• Fellow will know how to implement culture safety in the ED.

**International Emergency Medicine**

• Fellow will be familiar with international Public Health Care systems.

• Fellow will know the challenges of the implementation of emergency medicine models (ED, EMS, Urgent Care) at the international level.

• Fellow will know how to implement a residency program in Emergency Medicine.
**Rotation Schedule/Primary Units on which the Trainee Will Function**

- Participation in institutional and ED quality, safety, and practice improvement committees.
- Conduct of root cause and adverse event analyses.
- Periodic reviews of institutional and ED patient safety event repository.
- Attendance and participation in the weekly faculty meetings, M & M conference, quality, management, complaints committee meetings in the department of emergency medicine and didactics (as determined on an individual basis).
- Attendance to the monthly BIDMC Healthcare Quality/Performance Meetings: Volume Operations, Board of QA Directors, Patient Care Assessment Plan.
- Observation (for non-US boarded physicians) in the department of emergency medicine and mentoring by department leadership. Fellow will have rotation at the EMS Boston, other EDs in the area of Boston, quality-safety-risk management departments at the BIDMC.
- Conception, design, and execution of at least one safety and quality program or initiative.

**Lectures, Didactics, and Conferences**

The expectations of the Fellows will be taken into account through a learning contract between the fellows and the director. The basic teaching program will be achieved during the year and additional relevant topics proposed by the fellow will be added to the program. The fellow will be involved in the following: didactic lectures and readings, participation in hospital-based, local, and regional leadership committees, research, field observation, and thesis development. The didactic component of the training occurs consists of textbook readings, small group workshops, courses and lecture series. He or she will be asked to be actively involved by giving lectures on specific topic following the curriculum. The fellow must attend academic activities (lectures, workshops) once a week. Fellow will present one paper on quality and safety during the Journal Club. He or she will be asked to work on a quality and safety case.

Research /Scholarly Activity
It is expected that fellows conduct scholarly project and research in the area of emergency medicine administration, business and management, safety and quality, and International Emergency Medicine. The project will be discussed with the fellowship director. By the end of the year, the project should be submitted for an international publication. At the start of the Fellowship, the fellow will present his concept for a thesis and it must be accepted by the Fellowship Director who will supervise the work. During the year, the Fellow will attend a research meeting where he/she will share his/her research project advancement.

Supervision Policy
Clinical experience is not needed in this fellowship. The fellow will report to the Fellowship director, who will provide the overall supervision, along with other key faculty members, of each fellow. The Fellowship director will supervise research, all academic activities and rotations.

Evaluation Processes for Fellow Performance
The fellow will have ongoing contact with the fellowship director and faculty. He or she will be evaluated formally quarterly. Evaluations will consist of assessment of thesis and research progress and ongoing assessment of knowledge base. Multiple evaluators will be used if needed (e.g., faculty, peers, self, and other professional staff). Successful completion of the fellowship will be decided by the fellowship director using advice from members of the faculty and passing grade on the thesis. The Fellow will write a scientific paper during the course of the 12 months Fellowship. The paper will be based on an accepted subject and data will be collected during the fellowship year. It will be evaluated based on originality of subject, data collection and analysis, writing, and impact on current Quality and Safety, Administration and Leadership in EM state of the art. It is expected and required that the research project will lead to a peer-reviewed journal publication and could be presented in international congresses.

Programs Offered
The fellowship offers in depth training in health care administration, business management, safety, and quality. There are 2 options. The first is a 2-year curriculum and a 1-year option.

Two Year-Fellowship Program (preferred)
Step 1: Candidates will spend the first year in the department of Emergency Medicine at Beth Israel Deaconess Medical Center (BIDMC) affiliated to Harvard Medical School (HMS).
They will learn the basis on Quality and Safety. Fellows will be expected to participate in didactic meetings as determined by the individual and fellowship director. As appropriate, Fellows will spend varying time in the emergency department observing ED operations. During this first year the Fellow will work on a research project with the goal to publish at least one paper in a peer review journal.

**Step 2:** Most of the second year is devoted to the course on clinical effectiveness and healthcare management science, which is given at the Harvard School of Public Health (HSPH). Candidates will be graduated after accomplished the step 1 and the step 2 by obtaining a Masters in Public Health (MPH) delivered at the HSPH. Official scores of the Graduate Record Examination (GRE), General Test and official scores of the Test of English as a Foreign Language (TOEFL) are required for candidates who come from a non-English speaking country. The International English Language Testing System (IELTS) exam will be accepted if the applicant’s score is 7.0 or above. All MPH applicants must submit GRE scores. U.S. MD’s may submit MCAT scores in lieu of the GRE but all applicants are required to have either of these standardized test scores. The Harvard Chan School does not accept USMLE or ECFMG scores in lieu of GREs and there are no waivers for this requirement. For more information, please visit: hsph.harvard.edu/admissions/admissions/how-to-apply/test-scores/.

**One Year-Fellowship Program**

Candidates who will not apply for a MPH will spend one-year fellowship in the emergency department. Fellows will master on Quality & Safety and Administration & Leadership. Fellows will be graduated after accomplished the one-year fellowship program.
One Year-Research Program
Candidates can choose to spend one-year focus on Research on Quality, Safety, Leadership, and International Emergency Medicine. Fellows will learn how to set-up a Quality and Safety Research program. Fellows will be graduated after accomplished the one-year fellowship research program.

There will be four positions and the program will start on September 1. The application process starts on December 15.

Appointment Status
Clinical or Research
The Fellowship program is open to doctors, nurses, and any professionals who are focused on Quality and Safety. The appointment status will be research fellow at HMS. A selection committee composed of members of the faculty will discuss candidates with the goal of selecting those individuals who have the highest potential for success based on their prior academic and clinical records. This will be partly based on recommendations as well.

Funding Source
Salary, Fringe, Benefits, Malpractice and Visa costs
Currently, the fellowship is only available for self-funded or by the candidate’s sponsoring institutions (government, hospitals, university).

The Beth Israel Deaconess Medical Center (BIDMC) Emergency Department, the hub of our operations, is a level 1 trauma center serving the Boston metropolitan area. BIDMC is a 595-bed acute care hospital and the emergency department (ED) treats approximately 60,000 patients a year. The state-of-the-art facility is designed to meet the needs of a high-volume, acutely injured or ill patient population.

The ED is staffed by over 50 specialty-trained, board-certified physicians with expertise in diagnosing and treating a wide spectrum of acute injuries and illnesses. An on-site, integrated radiology suite and around-the-clock laboratory services are available to assist with every emergency need. Staff members are also involved in research, public policy, disaster planning, residency training, prehospital care and international emergency medicine. Medical coverage in the ED is provided by ‘layered attending physician staffing’ with as many as 4 attending physicians on at one time.

A teaching hospital of Harvard Medical School, BIDMC is home to the Harvard-Affiliated Emergency Medicine Residency, a highly rated and competitive three-year residency program with a total of 39 residents, 13 per year, selected from over 1,000 annual applications.
PROGRAM DIRECTOR
Abdelouahab Bellou, MD, MSc, PhD
Professor of Therapeutics and Emergency Medicine (France), Associate Professor of Emergency Medicine, Harvard Medical School, Past-President of the European Society for Emergency Medicine. Department of Emergency Medicine, BIDMC

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INTERNATIONAL COLLABORATION
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PROGRAM COORDINATOR Viola Moses Department of Emergency Medicine
Thank you for your interest in the BIDMC’s Quality & Safety, Administration & Leadership, and International Emergency Medicine Fellowship.

More details are available in the following website: bidmc.org/QuALIEF

Please submit the following documents by email to abellou@bidmc.harvard.edu.

1. Application form
2. Curriculum vitae
3. Letter of interest
4. Personal statement (see last page for additional information)
5. Three letters of recommendation
6. Official transcript of USMLE results if applicable

For the application and registration to the Harvard TH Chan School of Public Health Master, candidates must follow instructions available at http://www.hsph.harvard.edu/admissions/admissions/how-to-apply/test-scores/.