

Stanford Medicine Center for Improvement CONNECTOR

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Stanford Medicine Leadership

Congratulations to Dr. Grace Lee, new Chief Quality Officer at Stanford Medicine Children's Health and Lucile Packard Children's Hospital, Stanford

By Elizabeth Joyce Freeman, Senior Advisor, Stanford Medicine Center for Improvement



Grace Lee, MD, has been named the Chief Quality Officer (CQO) at Stanford Medicine Children's Health (SCH) and Lucile Packard Children's Hospital Stanford. In her new role, Dr. Lee will lead faculty and multidisciplinary teams in achieving higher levels of quality, safety, service, and value, while spearheading innovative and best-practice programs geared toward exceeding clinical outcomes nationally. Her focus will also include embedding health equity into the foundation of SCH's clinical

care and quality initiatives. Dr. Lee will assume her CQO duties in mid-December.

As part of her role, she will serve as the Christopher G. Dawes Endowed Director of Quality at Lucile Packard Children's Hospital Stanford and Stanford Medicine Children's Health. In partnership with Vice President Jessey Bargmann-Losche, she will be responsible for setting the vision and direction of the Center for Pediatric and Maternal Value and its three main divisions of Performance Improvement, Quality and Safety, and the Office of Patient Experience. In addition, she will co-lead the Executive Value Committee, comprised of hospital and physician leaders, which meets monthly to review progress and address any challenges to providing high-quality patient care.

Dr. Lee joined Stanford Medicine Children's Health in 2017 as the Associate Chief Medical Officer of Practice Innovation. She has worked closely with SCH's quality improvement, nursing, and infection control teams to address central line-associated bloodstream infections (CLABSIs) in neonates and children. She also established and co-led the Value Improvement Program and Clinical Registry Program at Stanford Medicine Children's Health. In 2020, as the COVID-19 pandemic emerged, Dr. Lee led and supported work to ensure the protection and the safety and health of the workforce as well as patients. She worked alongside physician colleagues and operational leaders on a wide range of COVID-

Event Announcements Save the Date!

Please save the date for our future SMCI Lecture Series.

Jan 10 12pm PDT
Title: Diversity, Equity and Inclusion in our Improvement Work



Speaker: Baraka Floyd, MD

[Click here](#) to access recordings of past SMCI Lectures

Improvement Training Programs

19-related issues, including the occupational health and infection control response, as well as implementation of testing, treatment, and prevention measures.

Dr. Lee is a Professor of Pediatrics (Infectious Disease) at Stanford Medicine, Chair of the U.S. Advisory Committee on Immunization Practices, and was recently elected to the National Academy of Medicine.

I recently spoke to Dr. Lee and asked her what she is most looking forward to tackling in her new role:

I'm really excited about the breadth of improvement activities that are happening in the Center for Pediatric and Maternal Value (cpmV), including quality, safety, patient experience, and health equity. I look forward to supporting our teams on improvement efforts that have a meaningful impact on the journey of patients and families in our health system.

How did you get interested in Quality Improvement?

As a pediatric infectious diseases physician, I had the opportunity to see this firsthand when I was asked to take on a role in Infection Prevention and Control in Boston. Leading the Command Center through H1N1 and Ebola opened my eyes to how the hospital worked, and how interprofessional collaboration and teamwork and rapid cycle improvements were critical in responding to a crisis.

Plus, I have always appreciated the Donabedian model for change, whether it applies to research infrastructure or national committees and organizations, and how structure and processes can lead to better outcomes.

What do you do to take care of yourself outside of work?

As a daughter and a mom working in academia, I've not always been good about taking care of myself. But the sustained intensity of work during the COVID-19 pandemic made me realize that I need to take time for myself, so that I can continue to help others. Staying connected with my supportive network of family and friends is how I'm able to recharge.

We congratulate Dr. Lee and look forward to working with her at SMCI!

[RITE](#) Realizing Improvement through Team Empowerment

[CELT](#) Clinical Effectiveness Leadership Training

[PE](#) Process Excellence

[ACIS](#) Advanced Course in Improvement Science

[SMCI Video Series](#)
Stanford Medicine Center for Improvement Video Series

SMCI is now on LinkedIn!



We are happy to announce that we are on [LinkedIn](#) where we will share many announcements, updates about SMCI, newsletters and more. To stay connected with the most updated information, please to sign up as an Affiliate or a Fellow [here](#) to receive the latest information. Please share our page with others!



SMCI Membership

[Sign up](#) to be a member of SMCI for information on upcoming events



Giving Thanks



Gratitude for the SMCI Community in 2022

As we reflect on another eventful year, we want to take time to show appreciation to everyone in the SMCI community. SMCI relies on the generosity of its Affiliates and Fellows to operate. We are thankful for our Work Group and Committee Chairs, the affectionately known “Brain Trust” who coordinate our Lecture Series, those who volunteer to publish our newsletter and update our website, those who contribute to our blog, those who volunteer their time to teach in our Advanced Course in Improvement Science, our Advisory Committee members, our Lecture Series speakers and the creators and producers of our Improvement Video series.

SMCI now has over 1600 Affiliates and Fellows, approximately a 70% increase from 2021. In May, we co-hosted with the Clinical Excellence Research Center a symposium on Improving Safety, Quality and Value: Technologies to Improve Care at Home. We submitted a joint Stanford Medicine application to PCORI for its Health Systems Implementation Initiative in July. We launched Cohort 3 of our Advanced Course in Improvement Science in September. We were part of the hugely successful Lean Healthcare Academic Conference at Stanford in October. We are still tabulating the number of publications from SMCI Affiliates and Fellows but we know it will be substantially higher than the 1050 in 2021. We will soon be announcing the winners of our third annual publications award competition. In the Spring of 2023, we will be announcing the awardees of the Lillie/Donnelly Seed Grant gift. We hosted 23 lectures with speakers from across the country. We added 5 videos to our Improvement Video series. Perhaps most importantly, we created the Stanford Community of Improvement Professionals, thanks to the tireless energy and commitment of Jakaria Stewart and Ryan Darke. This affinity group unites improvers from across Stanford Medicine to share their expertise, their struggles and their passion for improvement.

In 2023, we will be re-examining our focus areas to best align with Stanford Medicine priorities and the interests of our community of improvers. Everyone is welcome to join us on this continuous improvement journey.



Gratitude from the Stanford Medicine Community

Thank you for the opportunity to share gratitude... I am certainly very thankful for the thoughtful design and execution, as well as the robust continuous quality improvement spirit of the ACIS Program leadership team! I am also grateful for our team E (and our sibling team A when we had to combine) for the candid and insightful discussions. In our most recent book discussion, our team started helping one another problem solve project-related challenges, applying what we learned in the course. This is such a valuable resource we are fortunate to have – again, by intentional design of the program!



Maggie Wang



I am thankful to be part of an organization that is so focused on improvement. The support that we receive from all levels of our leadership to provide opportunities to be involved in improvement is incredible, and something I'll never take for granted.

Allison Faust

I'm grateful for my teams and their ability to work together to problem solve and support one another.

Marquita Harrison



Grateful for family, friends, and colleagues - bright spots in my day! I am also grateful for the time and ability to paint, write and create!

Alpa Vyas

I am grateful for the wonderful colleagues in Palliative care who dedicate their time to improving the quality of life for patients with chronic diseases.



Colleen Vega



I am so grateful that I work in a place that I love in so many ways. I know my team is there for me when I need them. Every person on every team that I work with genuinely wants their environment and their patients' experiences to be better. Our executives work together to balance so many variables to make Stanford Medicine a better place for patients, staff, and physicians. And, I'm thankful for my role. I was talking with my great-aunt the other day, and she assessed my job as "making people happy". Improving is hard work, and it's hard to make time in the middle of everything else. But, I really appreciate everyone at Stanford Medicine who strives to make things just a little bit better, and make everyone just a little bit happier.

Joy Goor

I am truly thankful for my team and the work we do. We have trust, empathy, compassion, and heart for everyone we work with and there's a lot to be thankful for on our team.



Anonymous



Performance Improvement Education Opportunity **2023 Stanford Medicine Improvement Science Professional (Lean Six Sigma Black Belt) Certification**

We are currently accepting applications for the **2023 Stanford Medicine Improvement Science Professional (Lean Six Sigma Black Belt) Certification** cohort. Please see the summary below:

The Stanford Medicine Improvement Science Certification is a fully virtual, healthcare-focused, professional certification to bring improvement practitioners to the industry standard in improvement science. The certification requires the following:

- 1) 4 months of training (mix of flipped classroom and virtual learning)
- 2) Passing a LSSBB certification exam
- 3) Completion of a healthcare improvement project
- 4) Successful delivery of a project and skills defense

This course includes the following topics, taught using a healthcare lens:

- 1) Intro to Improvement Science in Healthcare
- 2) DMAIC, DMADV, Lean, Model for Improvement
- 3) Project Management Essentials

- 4) Basic and Advanced Statistics (Hypothesis Testing, Control Charts)
- 5) Root Cause Analysis
- 6) Operational Excellence in the Healthcare Setting
- 7) Data Visualization
- 8) Presenting and Publishing QI work
- 9) Coaching QI Projects
- 10) Sustainment and Reliability

The tuition cost is \$4,000 (internal to Stanford is \$2,000) and must be paid by 1/20/2023. Those interested in participating can apply here (dates and course prerequisites are included in application form):

[Application Form](#)

Please contact Ryan Darke, Course Director, at rdarke@stanfordhealthcare.org with questions.



STANFORD
EVALUATION
SCIENCES UNIT

Team Science – Brainstorming at the Department of Medicine Retreat

by Cati Brown-Johnson, PhD, Evaluation Sciences Unit

“In today’s biomedical world, collaboration across disparate scientific fields among multi-investigator teams is required in order to solve the most complex medical problems.” – Stanford Office of Faculty Development and Diversity

The Dissemination and Implementation Science, Health Equity, and Community Health Breakout Group

This Fall, Stanford Department of Medicine hosted a Team Science Retreat. Drs. Donna Zulman and Cati Brown-Johnson led the implementation science breakout group with 15-20 faculty, staff, and trainees. Our goals were to:

1. Explore the “big questions” that require a team science approach to solutions, and the significance and potential impact of the project
2. Identify the disciplines and researchers that are needed for team science
3. Identify the resources needed to move towards team science at Stanford

Big Questions that Need Team Science

What “big questions” require a team science approach? What is the significance and potential impact of tackling these questions? Our group brainstormed the following big questions and approaches: considering simple but BIG problems, using data to identify high-need populations, and big current issues.

- Consider simple but BIG problems, particularly when evidence-based approaches are not being adopted (e.g., vaccine adoption across communities, getting people to exercise, reducing structural racism to improve health)
- Data mining to identify individuals who could benefit from interventions (e.g., individuals who are not getting preventive care, individuals with incidental but consequential findings in imaging, individuals affected by disparities)
- Tackle big current issues: How to mitigate climate change? How to prepare for the next pandemic? [READ MORE](#)



Interested in Joining Us?

Together, we are creating a community of improvers that is inclusive of everyone in the Stanford Medicine community.

[Join SMCI today](#)

Special Thanks to the SMCI Communications Workgroup!

Amy Alcantara, Teri Ard, Nathalie Cheng, David Crichton, Lisa Freeman, Cessa Heinzmann, Kathleen Lacar, Celina Meza, Sharon Platt and Hayley Tse.

If you would like to join our team, please contact us at SMCI@stanfordhealthcare.org



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