



CLINICIAN SUPPORT TOOL KIT FOR HEALTHCARE

MITSS has been diligently raising awareness about the emotional impact of adverse clinical events on patients, families, and clinicians since 2002. In recent years, we have witnessed more and more organizations taking on the challenge of building support programs for their staff. What we continue to hear from organizations during times of crisis is, "What can we do to support our clinicians?" and "How can we set up a support program at our institution?" Therefore, MITSS decided to gather the collective wisdom of experts who are already doing this work, and we brought together a group of prominent national leaders, researchers, and clinicians to form our Advisory Committee (to access a full list of its members, please [CLICK HERE.](#)) The charge of this group was to create a Tool Kit for Clinician Support which would be made available to every organization.

	Core Elements	Things to Consider	Tools, References, and Examples
1	Internal Culture of Safety		AHRQ's Patient Safety Culture Survey for Hospitals http://www.ahrq.gov/qual/patientsafetyculture/hospscanform.pdf ***You can add questions about support
2			Examples of Questions added to this survey http://www.mitsstools.org/uploads/3/7/7/6/3776466/umhs_questions_added_safety_survey.pdf
3			Josie King Video: A Patient Perspective – Sorrel King describes the events that lead to the death of Josie King her 19 month old daughter. http://www.josieking.org/page.cfm?pageID=23
4			Institute for Healthcare Improvement. How-to-Guide: Get Boards on Board and other resources http://www.ihl.org/IHI/Programs?CampaignBoardsonBoard.htm
5			"First, Do No Harm" Parts 1, 2, and 3 http://p4ps.org/FDNH_Films.html
6			"From Tears to Transparency: The Lewis Blackman Story" http://transparentlearning.mybigcommerce.com/products/%E2%80%9CFrom-Tears-to-Transparency%E2%80%9D-Series%3A-%E2%80%9CThe-Story-of-Lewis-Blackman%E2%80%9D-DVD-Learning-Program.html



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7	Organizational Awareness	General Resources	IHI White Paper: Respectful Management of Serious Clinical Adverse Events http://www.ihl.org/IHI/Results/WhitePapers/RespectfulManagementSeriousClinicalAEsWhitePaper.htm
8			Annotated Bibliography, Impact of Adverse Events on Caregivers http://www.mitsstools.org/uploads/3/7/7/6/3776466/bibliography_mitss_11-2010.pdf
9			The MITSS Story DVD - This chronicles a patient and physicians journey following an adverse event that nearly took the patient’s life. For purchase: http://www.mitss.org/mitss_dvd.html YouTube version: http://www.youtube.com/user/MITSSUtube#p/a/u/0/_vfmakmmE4
10			MITSS “Disclosure and Apology: What’s Missing?” Advancing Programs that Support Clinicians http://www.mitss.org/MITSS_WhatsMissing.pdf
11		<i>Great film to show at grand rounds for all disciplines to start a discussion.</i>	“Healing the Healers” A CRICO/RMF Film. This dramatic new documentary film exposes the painful impact on clinicians when patient care goes awry. http://www.rmfm.harvard.edu/education-interventions/films/healingthehealer/index.aspx ***Receive \$100 off your purchase of the film – use discount code: MTK1210
12		Just in time support	http://www.mitsstools.org/how-to-support-a-colleague.html
13			Article: Johns Hopkins http://www.mitsstools.org/uploads/3/7/7/6/3776466/hopkinsdome_nov2010_secondvictim.pdf



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14	Formation of a Multi-Disciplinary Advisory Committee	Environmental Scan of Internal Supports already in place (both formal and informal)	Items included in the scan: chaplaincy, social work, psychiatry, EAP (Employee Assistance Program), The scan may be helpful in identifying departments that may have implemented local programs that can be spread throughout the organization.
15		Tool to survey staff A one page quick assessment for an org. to get a bird's eye view of where they are	MITSS Survey Tool for Clinicians and Staff http://www.mitsstools.org/uploads/3/7/7/6/3776466/mitss_staff_support_survey.pdf MITSS Organizational Assessment Tool for Clinician Support http://www.mitsstools.org/uploads/3/7/7/6/3776466/mitss_organizational_assessment_tool_for_clinician_support_12-30-2010.pdf
16			Additional Question to consider or that can be added to survey's currently being done, i.e. safety culture survey. http://www.mitsstools.org/uploads/3/7/7/6/3776466/umhs_questions_added_safety_survey.pdf
17		What kind of support will work within this organization	"Healing the Healers" A CRICO/RMF Film. This film highlights several organizations with different supports. http://www.rmfi.harvard.edu/education-interventions/films/healingthehealer/index.aspx ***Receive \$100 off your purchase of the film – use discount code: MTK1210
18		Examples from several organizations	Brigham and Women's Hospital: http://www.mitsstools.org/uploads/3/7/7/6/3776466/peer_support_published.pdf
19			Children's Hospital Boston : http://www.mitsstools.org/uploads/3/7/7/6/3776466/office_clinician_support_childrensboston.pdf
20			Johns Hopkins: http://www.mitsstools.org/uploads/3/7/7/6/3776466/change_moving_hopkins_forward.pdf
21			University of Illinois: http://www.mitsstools.org/uploads/3/7/7/6/3776466/universityillinois_sevenpillars_.pdf
22			University of Missouri Health System: http://www.mitsstools.org/uploads/3/7/7/6/3776466/grand_rounds_9-1-10_second_victim.pdf
23		Think about connecting to the disclosure and apology process (<i>support during this process</i>)	Talking with Patients and Families about Medical Error: A Guide for Education and Practice - Hardcover (Jan. 11, 2011) by Robert D. Truog MD, David M. Browning MSW BCD FT, Judith A. Johnson JD, Thomas H. Gallagher MD, et al. http://www.amazon.com/Talking-Patients-Families-about-Medical/dp/0801898048/ref=sr_1_1?ie=UTF8&s=books&qid=1290087553&sr=8-1



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24			<p>When Things Go Wrong -This consensus paper of the Harvard-affiliated hospitals proposes a full disclosure when adverse events or medical errors occur, including an apology to the patient. The paper represents the collaborative effort of a group of clinicians, risk managers, and patients participating from several Harvard teaching hospitals and the Risk Management Foundation.</p> <p>http://www.mitss.org/respondingToAdverseEvents.pdf</p>
25			<p>Tom Delbanco, M.D., and Sigall K. Bell, M.D. Guilty, Afraid, and Alone — Struggling with Medical Error, N Engl J Med 2007; 357:1682-1683 October 25, 2007</p>
	Core Elements	Things to Consider	Tools, References, and Examples
26	Leadership Buy-In	Building Will: Identifying an Executive Leader Champion	<p>Annotated Bibliography, Impact of Adverse Events on Caregivers</p> <p>http://www.mitsstools.org/uploads/3/7/7/6/3776466/bibliography_mitss_11-2010.pdf</p> <p>Article: Schwappach DLB et al. The Emotional Impact of Medical Error Involvement on Physicians; a call for Leadership and Organisational Accountability.</p> <p>http://www.mitsstools.org/uploads/3/7/7/6/3776466/smw-aop12417.pdf</p>
27		Costs for <u>NOT</u> providing support	<p>Editorial: Conway J., Weingart S. Leadership: Assuring respect and compassion to clinicians involved in medical errors. http://www.mitsstools.org/uploads/3/7/7/6/3776466/smw-12574.pdf</p> <p>NQF Safe Practice #8 – Care for the Caregiver (page 17 & 18)</p> <p>http://www.mitsstools.org/uploads/3/7/7/6/3776466/csac_report_safe_practices_102009.pdf</p>
28		Time for others to be involved	<p>Institute for Healthcare Improvement. How-to-Guide: Get Boards on Board and other resources</p> <p>http://www.ihl.org/IHI/Programs?Campaign=BoardsonBoard.htm</p>
29		Tools for others to influence Leadership and others within the institution	<p>Slide Deck from Jim Conway: Leadership In Tragedy</p> <p>http://www.mitsstools.org/uploads/3/7/7/6/3776466/leadership_in_tragedy_mitss_jimconway3.pdf</p>
30			<p>When Things Go Wrong -This consensus paper of the Harvard-affiliated hospitals proposes a full disclosure when adverse events or medical errors occur, including an apology to the patient. The paper represents the collaborative effort of a group of clinicians, risk managers, and patients participating from several Harvard teaching hospitals and the Risk Management Foundation.</p> <p>http://www.mitss.org/respondingToAdverseEvents.pdf</p>
31			<p>“Healing the Healer” Trailer on YouTube can be utilized in presentations.</p> <p>http://www.youtube.com/watch?v=JmB8PCEXVgk</p>
32			<p>Brigham and Women’s Leadership Created a Department: Office of Professionalism and Peer Support</p> <p>http://www.brighamandwomens.org/medical_professionals/career/cpps/About%20PeerSupport.aspx?sub=0</p>
33			
34			



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35			Powerful Visual Tool from second victim's descriptive words for what they feel and need. http://www.mitsstools.org/uploads/3/7/7/6/3776466/visual_impact_on_second_victims_word_cloud.pdf
36			Integrated model for handling incidents and adverse events – Albert Wu http://www.mitsstools.org/uploads/3/7/7/6/3776466/jhu_integrated_incident_model_19nov2010.pdf
37			Video: Dr. Anthony Whittemore, SVP and CMO of Brigham & Women's Hospital , his talk about clinician support from the MITSS9th Annual Dinner and Fundraiser. Part 1: http://www.youtube.com/watch?v=aXnho1uYLjk Part 2: http://www.youtube.com/watch?v=RRGoPSRQxEk
	Core Elements	Things to Consider	Tools, References, and Examples
38	Risk Management Considerations	A commitment to rapid disclosure and support	Adverse Events Require Communication and Disclosure by Sally T, Trombly, RN, MPH, JD http://www.apsf.org/newsletters/pdf/spring2006.pdf
39			When Things Go Wrong: Responding to Adverse Events: A Consensus Statement of the Harvard Hospitals http://www.mitss.org/respondingToAdverseEvents.pdf
40		Sample Disclosure Policies	The Johns Hopkins Hospital http://www.mitsstools.org/uploads/3/7/7/6/3776466/jhu_error_disclosure_policy_69.pdf
41			Washington University School of Medicine Policy: http://www.mitsstools.org/uploads/3/7/7/6/3776466/wusm_disclosing_serious_unanticipated_adverse_events_guidelines_07_06_21_revised_08_03_18.pdf
42		Pocket Tools	Pocket Tools: http://www.mitsstools.org/uploads/3/7/7/6/3776466/pockettool_wusm_guidelinesdisclosureadverseevents6x5_0409_version_5.pdf
43			Pocket Card created by Physicians Insurance for their AVERT (Adverse Event Response Team) Program. Key points about disclosure on one side and the other has tips about self-care. http://www.mitsstools.org/uploads/3/7/7/6/3776466/avert_laminated_card.pdf
44		There is a written understanding of how cases will be managed and handoffs will occur with staff, patients/families, organization, and carrier	Massachusetts General Hospital's Checklist – Disclosure policies, procedures, and support Checklist along with all accompanying references. This document is accessible to all staff as well as Disclosure Coaches. http://www.mitsstools.org/uploads/3/7/7/6/3776466/mgh_checklist_adverse-event-disclosure-guidelines.pdf
45			Article: University of Illinois – Responding to Patient Safety Events – Seven Pillars. http://www.mitsstools.org/uploads/3/7/7/6/3776466/universityillinois_sevenpillars_.pdf
46	Bylaws	University of Illinois has included language into their bylaws for protection http://www.mitsstools.org/uploads/3/7/7/6/3776466/univillinois_medical_staff_review_board_charge.pdf	



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47	Policies, Procedures and Practices	There is a policy on disclosure and documentation	The Johns Hopkins Hospital http://www.mitsstools.org/uploads/3/7/7/6/3776466/jhu_error_disclosure_policy_69.pdf
48			Talking with Patients and Families about Medical Error: A Guide for Education and Practice Robert D. Truog MD (Author), David M. Browning MSW BCD FT (Author), Judith A. Johnson JD (Author), Thomas H. Gallagher MD (Author), Lucian L. Leape MD (Foreword) http://www.amazon.com/Talking-Patients-Families-about-Medical/dp/0801898048/ref=sr_1_1?ie=UTF8&s=books&qid=1290087553&sr=8-1
49		Create policies on disclosure, support, and documentation	Pocket Card created by Physicians Insurance for their AVERT (Adverse Event Response Team) Program . Key points about disclosure on one side and the other has tips about self-care. http://www.mitsstools.org/uploads/3/7/7/6/3776466/avert_laminated_card.pdf
50		There is a written crisis communication plan that ALL staff have been educated about and accessed at anytime	Massachusetts General Hospital's Checklist – Disclosure policies, procedures, and support Checklist along with all accompanying references. This document is accessible to all staff as well as Disclosure Coaches. http://www.mitsstools.org/uploads/3/7/7/6/3776466/mgh_checklist_adverse-event-disclosure-guidelines.pdf
51			Respectful Management of Serious Clinical Adverse Events - This white paper introduces an overall approach and tools designed to support two processes: the proactive preparation of a plan for managing serious clinical adverse events, and the reactive emergency response of an organization that has no such plan. Conway J, Federico F, Stewart K, Campbell MJ, Cambridge, Massachusetts: Institute for Healthcare Improvement; 2010 http://www.mitsstools.org/uploads/3/7/7/6/3776466/ihirespectfulmanagementofseriousclinicaladverseeventssep10.pdf
52		Document Procedures and Practices especially for dissemination	University of Missouri Health System forYou Policy document http://www.mitsstools.org/uploads/3/7/7/6/3776466/foryou_policy.pdf
53		Results of RCA are share with staff and patients/families	A presentation by IHI Senior Vice President Jim Conway that distills learning about crisis management from other organizations' experiences, the literature, and experts in this field. (Slide 26 – 36) http://www.ihl.org/NR/rdonlyres/A8933CC0-01F6-426B-9DDD-185C2AE4229D/0/ConwayEffectiveCrisisMgmtPresentationIAHealthcareSymposiumOct09.pdf
54		By-laws	University of Illinois – Medical Staff Review Board Charge http://www.mitsstools.org/uploads/3/7/7/6/3776466/univillinois_medical_staff_review_board_charge.pdf



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55	Operational	Where will the support program be anchored –	Brigham and Women’s Hospital: http://www.mitsstools.org/uploads/3/7/7/6/3776466/peer_support_published.pdf	
56		Examples from several organizations:	Children’s Hospital Boston: http://www.mitsstools.org/uploads/3/7/7/6/3776466/office_clinician_support_childrensboston.pdf	
57			Kaiser Permanente: http://www.mitsstools.org/uploads/3/7/7/6/3776466/kaiser_adverse_outcomes_support_for_staff.pdf	
58			Johns Hopkins: http://www.mitsstools.org/uploads/3/7/7/6/3776466/change_moving_hopkins_forward.pdf	
59			University of Illinois: http://www.mitsstools.org/uploads/3/7/7/6/3776466/universityillinois_sevenpillars_.pdf	
60			University of Missouri Health System: http://www.mitsstools.org/uploads/3/7/7/6/3776466/grand_rounds_9-1-10_second_victim.pdf	
61			forYouTeam Article from the Joint Commission: http://www.mitsstools.org/uploads/3/7/7/6/3776466/grand_rounds_9-1-10_second_victim.pdf	
64			----- Access: How? When? Where?	forYou Team Activation Protocol http://www.mitsstools.org/uploads/3/7/7/6/3776466/foryouteam_activation.pdf
65			****Support available during disclosure	Talking with Patients and Families about Medical Error: A Guide for Education and Practice Robert D. Truog MD (Author), David M. Browning MSW BCD FT (Author), Judith A. Johnson JD (Author), Thomas H. Gallagher MD (Author), Lucian L. Leape MD (Foreword) http://www.amazon.com/Talking-Patients-Families-about-Medical/dp/0801898048/ref=sr_1_1?ie=UTF8&s=books&qid=1290087553&sr=8-1
66			****Support during the investigation phase	
67			Immediate Next Day Ongoing	
68			Who organizes?	
69			-facilitates group events	Johns Hopkins University - How they are leveraging already existing support - Faculty and Staff Assistance Program - Article http://www.mitsstools.org/uploads/3/7/7/6/3776466/change_moving_hopkins_forward.pdf
70			-individual support	forYOU Team Guidelines http://www.mitsstools.org/uploads/3/7/7/6/3776466/foryou_team_guidelines.pdf
71	Identifying roles	High Risk Clinical Scenarios http://www.mitsstools.org/uploads/3/7/7/6/3776466/foryouteam_high_risk_clinical_scenarios.pdf		



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72	Operational	What will trigger activation	forYOUTeam Activation Protocol http://www.mitsstools.org/uploads/3/7/7/6/3776466/foryouteam_activation.pdf
73		Identifying cases	High Risk Clinical Scenarios http://www.mitsstools.org/uploads/3/7/7/6/3776466/foryouteam_high_risk_clinical_scenarios.pdf
74		Protocols for supporters	Qualifications for Peer Supporters http://www.mitsstools.org/uploads/3/7/7/6/3776466/qualifications_for_team_membership_um.pdf
75		Who can be a peer supporter?	forYOU Team Member Application http://www.mitsstools.org/uploads/3/7/7/6/3776466/foryouteammemberapplication.pdf
76		Who will do the training?	
77		Rules of Confidentiality	forYOU Team Membership Agreement of Understanding http://www.mitsstools.org/uploads/3/7/7/6/3776466/foryouteam_agreement_of_understanding.pdf
78		Development of a Tool Box for supporters, items to include:	
79		-Clear concise description of a peer supporter	forYOU Team Policy http://www.mitsstools.org/uploads/3/7/7/6/3776466/foryou_policy.pdf
80		-List of recommended supports for referral (<i>If necessary</i>)	Create a list of internal support mechanisms as well as an external list. i.e., EAP (Employee Assistance Program), Chaplaincy, Social work, psychiatry, physician's health services (usually affiliated with a state medical society), find out whom your malpractice insurer uses, etc...
81		-List of active listening techniques	MITSS Listening Skills http://www.mitsstools.org/uploads/3/7/7/6/3776466/mitss_listening_skills_.pdf MITSS BASER Tool http://www.mitsstools.org/uploads/3/7/7/6/3776466/mitss_baser_tool.pdf
82		-The Do's & Don'ts of Listening	MITSS Do's and Don'ts of Listening http://www.mitsstools.org/uploads/3/7/7/6/3776466/mitss_dos_donts_listening.pdf
83		-Contact List for Immediate bump up	forYOU Team Organizational Chart – Example http://www.mitsstools.org/uploads/3/7/7/6/3776466/umhs_organizationalchart.pdf
84		-Pre-education about 2 nd victims and the support services that are available	UMHS- Trajectory of Stages for Second Victim http://www.mitsstools.org/uploads/3/7/7/6/3776466/trajectory_stage_descriptions_muhc_second_victims.pdf
85		Tracking encounters for utilization	UMHS – forYOU Team Tracking Document http://www.mitsstools.org/uploads/3/7/7/6/3776466/encounterspeer_supporter2010.pdf



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	<p>EXTREMELY IMPORTANT! Internal Micro-Site/Tool Kit (that can be accessed by ALL staff members anytime!) <i>Examples:</i></p>	Brigham and Women's Hospital http://www.brighamandwomens.org/medical_professionals/career/cpps/About%20PeerSupport.aspx?sub=0
		UMHS-forYOU Team website http://www.muhealth.org/body.cfm?id=1876&fr=true

Core Elements		Things to Consider	Tools, References, and Examples	
86	Training of Staff Supporters	Training of Staff Supporters	Training Overview – forYOU Team http://www.mitsstools.org/uploads/3/7/7/6/3776466/foryouteam_training.pdf	
87			Training Day Agenda – Generic – forYOU Team http://www.mitsstools.org/uploads/3/7/7/6/3776466/foryou_training_class_agenda_objetives_narrative_generic_overview.pdf	
89	Dissemination/Communication Plan <i>Pre-Education is the KEY to the success of any support program!!</i>	Review of literature be widely disseminated to staff	Annotated Bibliography: Impact of Adverse Events on Caregivers http://www.mitsstools.org/uploads/3/7/7/6/3776466/bibliography_mits 11-2010.pdf	
90		Normalizing the emotional impact to clinicians/staff	“Normal people, having normal responses, to abnormal events” Kaiser	
91		Description of Clinician/staff Support Program for staff circulation	Presentations at Grand rounds, leadership meetings, staff meetings, RN meetings, physician meetings, newsletters, internal intranet, posters, etc....	
92		Development of an internal marketing campaign, here are some examples:		forYOU Team Screensavers http://www.mitsstools.org/uploads/3/7/7/6/3776466/foryouteam_screensavers.pdf
93				forYOU Team magnets http://www.mitsstools.org/uploads/3/7/7/6/3776466/foryouheart1_2_magnet.pdf
94				forYOU Team posters http://www.mitsstools.org/uploads/3/7/7/6/3776466/foryouposter1.pdf http://www.mitsstools.org/uploads/3/7/7/6/3776466/foryouposter2.pdf
95			MGH Checklist that includes information: http://www.mitsstools.org/uploads/3/7/7/6/3776466/mgh_checklist_adverse-event-disclosure-guidelines.pdf	
96		Visual Tool on what second victims describe in their own words: http://www.mitsstools.org/uploads/3/7/7/6/3776466/visual_impact_on_second_victims_word_clo ud.pdf		



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	Core Elements	Things to Consider	Tools, References, and Examples
97		Examples:	Brigham and Women's Hospital http://www.brighamandwomens.org/medical_professionals/career/cpps/About%20PeerSupport.aspx?sub=0
98		UMHS-forYOU Team website http://www.muhealth.org/body.cfm?id=1876&fr=true	
99	Learning and Improvement Opportunities	Ongoing meetings with supporters to discuss cases in terms of the support delivery, addressing: -what's working -what's NOT -where can we improve	UMHS – forYOU Team Meetings http://www.mitsstools.org/uploads/3/7/7/6/3776466/foryouteam_meetings.pdf
100		Feedback from users of the support services	
		Additional Tools and Examples	forYOU Team Staff Brochure http://www.mitsstools.org/uploads/3/7/7/6/3776466/foryoustaffbrochure.pdf forYOU Team Staff Family Brochure http://www.mitsstools.org/uploads/3/7/7/6/3776466/foryoufamilybro.pdf forYOU Team One Pager for Leadership http://www.mitsstools.org/uploads/3/7/7/6/3776466/foryou_for_hospital_leaders_one_pager.pdf