

LA General Medical Center Health System Leader Fellowship Application

Developing the Next Generation of Clinical Quality Leaders



What is the LA General Medical Center Health System Leader Fellowship?

The LA General Medical Center, Health System Leader Fellowship is a 1-year, non-ACGME certified program sponsored by LA General Medical Center to develop the next generation of clinical quality leaders. The Health System Leader Fellowship is a unique academic experience for physicians interested in pursuing careers in quality improvement and health care leadership. Fellows will learn how to use a wide variety of tools and strategies to advance quality and patient safety from a faculty of quality improvement leaders.



What are the requirements for the Prospective Fellows?

Applicants Must:

- Demonstrate an interest in health care quality and patient safety.
- Commit to participating in all activities throughout the 12-month program, including leading and completing a Capstone Quality Improvement Initiative.
- Submit three letters of recommendation: one from a supervisor (Program Director), one from a faculty member or colleague with knowledge of the applicant's ability and motivation to pursue this program, and one from a non-physician individual who can speak to your ability to work in and across trans-disciplinary teams.
- Have completed or be on track to graduate an ACGME-accredited residency program prior to the start of fellowship ([July 2024](#))
- Have current California medical and DEA licenses, or have an active California medical license by the start of fellowship.
- Submit an up-to-date Curriculum Vitae (CV)

Who are the Health System Leader Fellowship Faculty?

Fellowship Director:

Allison Luu, MD, MS, CPPS, Patient Safety Officer, LA General Medical Center

Faculty:

Chase Coffey, MD, MS, Chief Quality Officer and Associate Chief Medical Officer, LA General Medical Center

Brad Spellberg, MD, Chief Medical Officer, LA General Medical Center

David Chung, MD, MBA, Associate Patient Safety Officer, LA General Medical Center

Chris Lynch, MD, Medical Director, Safer@Home program, LA General Medical Center

Hugh Gordon, MD, Chief Medical Information Officer, LA General Medical Center

What is the Capstone Quality Improvement Initiative?



Each fellow will design and lead a quality improvement project, called the Capstone Quality Improvement Initiative. Fellows will work with interdisciplinary teams of clinicians, nurses, and other staff to advance a patient safety or quality improvement goal aligned with the goals of LA General Medical Center. The aim is for the Capstone initiative to be sustainable after the fellowship ends.

The leadership at LA General must endorse the Capstone initiative and the Fellows are expected to present their projects and results to senior leadership. Fellows will report capstone progress in relevant hospital quality committees and provide a manuscript suitable for publication at the conclusion of the program.

Examples of Quality Improvement Initiatives Include:

- Improving cycle time in clinic, emergency room, or operating room
- Improving timeliness and appropriateness of care for oncology patients
- Improving discharge planning process for medically fragile patients
- Creating a discharge-readmit process for dialysis inpatients
- Reducing inappropriate utilization of telemetry or antibiotics
- Improving performance in recommended primary care screening tests

How is the Program Structured?

The fellowship uses a variety of methods to help fellows learn about tools and approaches to the effective implementation of quality and safety initiatives, including:

MENTORSHIP

Fellows will work with experienced clinical mentors as they progress through the program. Fellows will be given the opportunity to work with leaders at LA General and also leadership within the LA County Department of Health Services (DHS). Fellows will be introduced to policy-making and health system governance at the local and regional levels.



EDUCATIONAL WEBINARS

Regularly scheduled webinars include quality improvement and patient safety topics. Fellows will review webinars individually or in groups, followed by reflective learning and discussion.

LEADERSHIP MEETINGS

Fellows will be given the opportunity to participate in local and DHS level leadership meetings focusing on Quality and Patient Safety initiatives. Fellows will become familiar with the use of quality initiatives within a pay for performance environment as members of several Quality Incentive Pool committees both locally and regionally. Fellows will also participate in Risk Management reviews, root cause analysis, and medical/legal conferences. Fellows will be offered the opportunity to shape the Second Victim program. Fellows will learn the principles of a Just Culture and TeamSTEPPS.

DIDACTIC SESSIONS & QUALITY ACADEMY TRAINING

Fellows will have regular didactic sessions as opportunities for one-to-one mentoring with faculty, structured didactic experiences, and reflective learning. Fellows will be expected to attend local and regional quality, safety, and risk management meetings to gain a depth and breadth of knowledge about health systems operations related to quality, patient safety, and risk management. In addition, Fellows will participate in the Los Angeles General Quality Academy training program and the Healthcare Administration Scholars Program.

CLINICAL EXPERIENCE

Fellows will be expected to maintain clinical skills by committing to a 20% effort in their clinical specialty. Fellows will be expected to spend 80% of their time on fellowship activities. Specific hours and schedules will be individualized to ensure that Fellows are able to attend required meetings and didactic sessions.

What are topics covered in the Health System Leader Fellowship Curriculum?

HISTORY AND FUNDAMENTALS OF QUALITY IMPROVEMENT

Review the Science of Improvement with a focus on theories translated into healthcare, consideration of policy and regulatory developments that may impact quality and patient safety in the future. Deming's System of Profound Knowledge and health care quality as a national issue. Available measures in quality, SQUIRE guidelines and national benchmarking. Regulatory requirements as they relate to quality improvement will be covered along with many of the CMS and core measures.

OVERVIEW OF PATIENT SAFETY

Fellows will be able to review principles of patient safety and just culture, provide reviews of near misses and adverse events, and provide didactic and empirical experience in conducting root cause analyses.

METHODS AND TOOLS FOR QUALITY IMPROVEMENT

Fellows will learn the basics of statistical control charts, planned experimentation, PSDA cycles, value stream mapping, A3 decision making and other tools for measuring and improving. Use of health information technology in measuring and improving quality will be a key component of improvement.

TEAM FACILITATION AND CHANGE MANAGEMENT

Fellows will gain experience working with teams and facilitating teams, didactic and practical experience using change management techniques and engagement tools.

TEACHING

Fellows will be expected to lecture to residents and medical students on core topics in quality improvement, TeamSTEPPS, patient safety, and second victim.



How to apply

All materials must be received by: March 15, 2024. Interviews with qualified applicants will be on a rolling basis, including prior to the application deadline.

Part A: Applicant Information

Name:

E-mail:

Phone:

Specialty:

Part B: Personal Career Statement

Please answer the following questions:

- Why are you interested in the Health System Leader Fellowship
- What skills do you hope to attain from participating in the Health System Leader Fellowship.
- Describe a quality improvement initiative that you participated in and explain your role.
- Why do you believe your individual characteristics will enable you to become a health system leader in the future?

Please complete the skills assessment. *1=no knowledge or experience; 2=some knowledge and little experience; 3=working knowledge and experience; 4=proficient*

Topic	1	2	3	4
Using Quality Improvement Tools and Techniques				
Conducting Root Cause Analyses				
Understanding Regulatory Requirements for Quality Improvement				
Measuring Quality				
Organizing Teams				
Improving Communication				
Implementing Quality Improvement Initiatives				
Improving Patient Safety				
Creating a Just Culture				
Using Health Information Technology to Improve Patient Safety				

Part C: CV

Please attach a current CV

Part D: Recommendation Letters

Three Letters of Recommendations (LOR) are required:

- Your residency Program Director
- A faculty member who you have done a QI project or research with before, and
- A non-physician colleague who can speak to your abilities to work as a member of a healthcare team (can be someone you worked on a project with or a someone you worked with during your residency).

Those making recommendations should send them directly to Allison Luu at Aluu2@dhs.lacounty.gov

Thank you!

For general questions about the Fellowship:

Allison S. Luu, MD, MS, CPPS
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Los Angeles General
Medical Center

Quality Department

Quality Department Vision:

To support and lead collaborative and sustainable quality improvement initiatives throughout each department and service at Los Angeles General that supports the vision of being nationally recognized for superior patient care.