



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_childrens_boston.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.mits.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_mits_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_mits_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.mits.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 | | | |
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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 |

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| 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_cloud.pdf | | |



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| 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 |