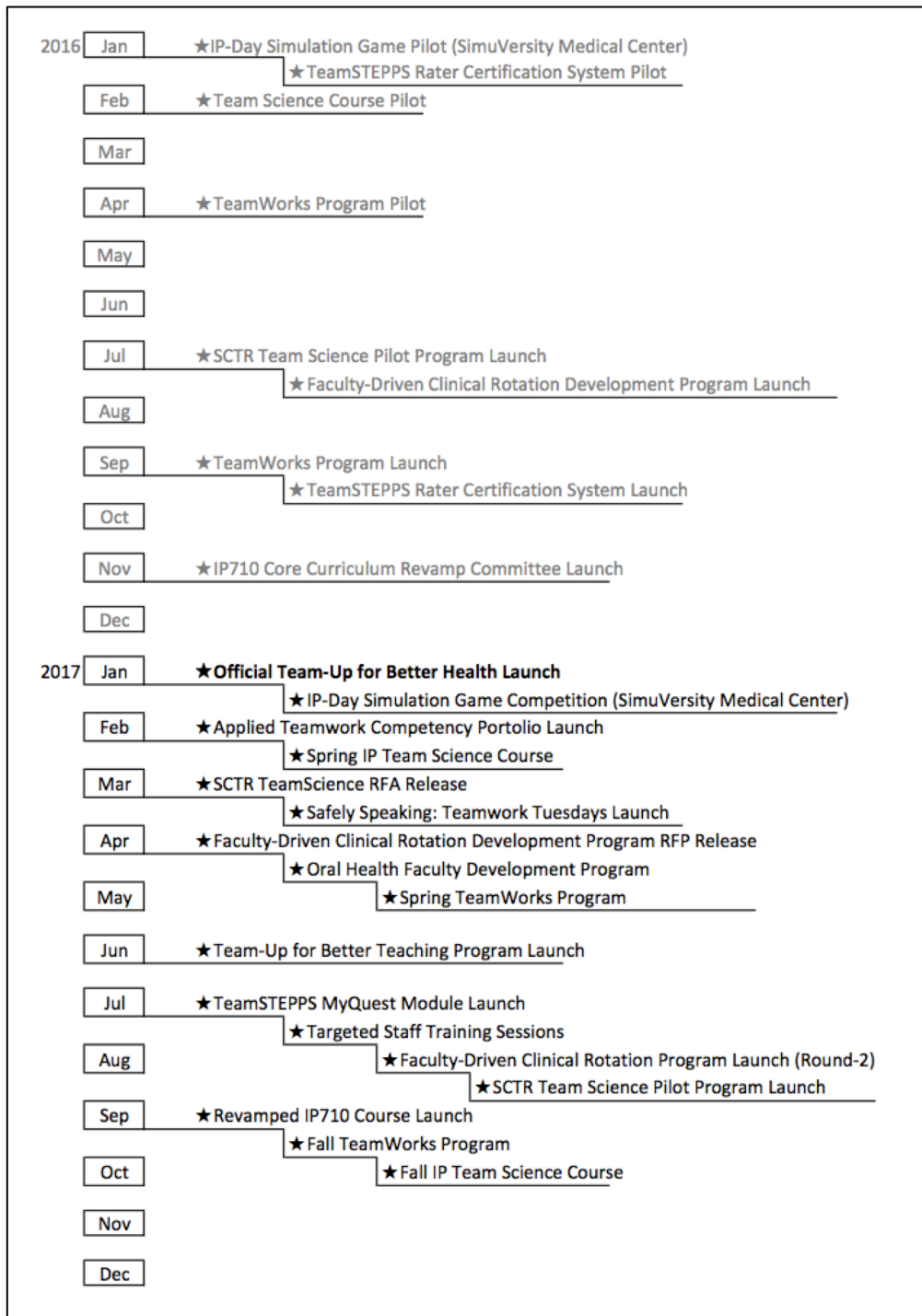


Team-Up for Better Health Timeline

The majority of our Team-Up for Better Health programs, strategies, and innovations (described above) have already been developed and have undergone pilot testing for functionality and feasibility. The detailed timeline for our formal QEP roll-out shows when each of these programs will begin in earnest during year 1 of Team-Up for Better Health. Because of our early planning, program development, and

pilot work, (the expense of which was incurred by the institution through OII under the umbrella of QEP development and MUSC's Strategic Plan "Imagine MUSC 2020"), we are in excellent shape for a timely roll-out with minimal unforeseen expenses and minimal unforeseen technical or logistical problems.

Our 5-year higher-level overview timeline shows each of the major activities developed for Team-Up for Better Health along with their launch semester, and schedule of annual recurrence. Additionally, the activities are organized with respect to whether they directly target student learning outcomes, the learning environment, or both.



Team-Up for Better Health Launch												Student Learning Learning Environment Student Learning and Learning Environment									
		Team Science Course		IP-710 Revamped Course		SCTR Science of Team Science RFA		Faculty-Driven Rotations Development RFP		Safely Speaking: Teamwork Tuesdays		Applied Teamwork Competency Portfolio		MyQuest TeamSTEPPS Training		Oral Health Faculty Development Program		TeamWorks Program		Team-Up for Better Teaching	
2017	Spring	★	★		★	★	★	★	★		★	★		★	★		★	★		★	★
	Summer		★	★			★	★	★	★	★	★	★	★	★	★	★	★	★	★	★
2018	Spring		★		★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★
	Summer		★	★			★	★	★	★	★	★	★	★	★	★	★	★	★	★	★
2019	Spring		★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★
	Summer		★	★	★		★	★	★	★	★	★	★	★	★	★	★	★	★	★	★
2020	Spring		★	★	★		★	★	★	★	★	★	★	★	★	★	★	★	★	★	★
	Summer		★	★			★	★	★	★	★	★	★	★	★	★	★	★	★	★	★
2021	Spring		★	★	★			★	★	★	★	★	★	★	★	★	★	★	★	★	★
	Summer		★	★				★	★	★	★	★	★	★	★	★	★	★	★	★	★
	Fall		★	★				★	★	★	★	★	★	★	★	★	★	★	★	★	★

Involvement of relevant institutional constituencies and stakeholders in QEP Implementation

Comprehensive Standard 3.3.2 (2)

Great care was taken to involve a comprehensive representation of all MUSC’s constituencies and stakeholders in the development of Team-Up for Better Health, so we are now well-positioned to maintain that involvement throughout the QEP implementation process. The Office of Interprofessional Initiatives (OII), by design, works directly with the leadership, students, faculty, and staff of each of MUSC’s six Colleges and with the MUSC Medical Center. The OII Directors as well as the IPID Advisory Council and the Interprofessional Student Advisory Board are comprised of students and institutional leaders representing all institutional constituencies and stakeholders thereby making OII the most strategic institutional Office for implementing the QEP. OII will continue to work closely with its Directors, the IPID Advisory Council, the Interprofessional Student Advisory Board, College Deans, Chief Officers of the MUSC Medical Center, the Provost, Faculty Senate, Student Government Association, and MUSC’s President throughout Team-Up for Better Health’s implementation. OII will provide semi-annual updates to the Provost’s Council on all QEP-relevant metrics and will compile detailed annual reports of Team-Up for Better Health’s progress and challenges. The QEP committee will remain active throughout the QEP implementation and will support efforts related to QEP reporting, outreach and promotion institution-wide.

Capacity and Institutional Capability

Comprehensive Standard 3.3.2 – (1)

MUSC has a host of resources to support the implementation of our QEP including alignment with our institutional strategic plan (Imagine MUSC 2020), our South Carolina Translational Research (SCTR) institute, the National Center for Interprofessional Practice and Education, dedicated personnel and financial resources, and several relevant pre-existing programs, working groups and committees.

We are well-positioned to implement and sustain Team-Up for Better Health. The Office of Interprofessional Initiatives (OII) is fully engaged in the process, staffed, and ready for implementation and sustainment of the plan. OII will provide collaborative and coordinating oversight of the QEP across all six colleges and with the Medical Center. OII has already developed and implemented strategies for making available numerous new interprofessional clinical rotations at MUSC, and the quality of applied teamwork skill education will be enhanced and evaluated continuously throughout the QEP.

MUSC's 2015 Strategic Plan (Imagine MUSC 2020)



MUSC's 2015 Strategic Plan has been finalized and implemented. Through a rigorous and comprehensive institutional process MUSC has arrived at our vision, mission, core values, and goals that will lead our way through to the year 2020. The strategic plan sets the stage for our next QEP by demonstrating the necessary institutional investment of time, priority and resources necessary to make our QEP successful.

VISION: Leading Health Innovation for the Lives We Touch

MISSION: MUSC's purpose is to preserve and optimize human life in South Carolina and beyond

VALUES:

- Compassion
- Collaboration
- Respect
- Integrity
- Innovation

GOALS:

1. Advance New Knowledge and Scientific Discoveries
2. Embrace Diversity and Inclusion
3. Foster Innovative Education and Learning
4. Commit to Patients and Families First
5. Build Healthy Communities

Of unique relevance to the QEP is goal-3 which expands to the following: "We will evolve our learning methods and translate educational principles to foster a lifelong learning environment for students, staff, and faculty. Interprofessionalism, team building, and technology will serve as our foundation as we seek to enhance the value of our educational initiatives." This goal represents the intersection of the overall institutional Strategic Plan and our QEP providing a solid institutional framework and commitment to the student learning outcomes outlined in our QEP.

Specifically, Strategic Objective 3 of this goal is to: “Integrate interprofessional teamwork into education, practice, and research.” Several supporting initiatives were designed to realize this objective:

1. Create IP standards, definitions, expectations, and goals for all IP experiences as well as for students, faculty, and staff
2. Provide IP team-training to students, faculty, and staff in all educational, hospital and research units, enterprise-wide
3. Identify existing, enhance, and develop new IP applied experiences/rotations with real patients, and through the Simulation Center for students from all six MUSC Colleges
4. Get all Colleges' academic calendars aligned to facilitate cross-college interaction and collaboration (Transition by 2019)
5. Evaluate and enhance physical space as well as utilize telehealth technologies to improve IP collaboration
6. Evaluate the impact of IP teamwork on scientific productivity, clinical effectiveness, quality, outcomes, patient satisfaction, and safety

These initiatives, especially #3, “Identify existing, enhance, and develop new IP applied experiences/rotations with real patients, and through the Simulation Center for students from all six MUSC Colleges” is at the core of Team-Up for Better Health and synergizes institution-level strategy with our QEP efforts. Team-Up for Better Health also aligns with other goals of Imagine2020 including the advancement of new knowledge and scientific discoveries (SCTR Team Science, see below), building health communities (oral health faculty development program), and committing to patients and families first (Safely Speaking initiative). Altogether, Team-Up for Better Health integrates seamlessly into the institution’s large-scale strategic plan thereby creating an outstanding level of institutional support for its implementation.

South Carolina Translational Research Institute (MUSC’s NIH Clinical and Translational Science Award Program)

The South Carolina Clinical and Translational Research (SCTR) Institute is the catalyst for changing the culture of biomedical research, facilitating sharing of resources and expertise, and streamlining research-related processes to bring about large-scale, change in the clinical and translational research efforts in South Carolina. SCTR’s vision is to improve health outcomes and quality of life for the population through discoveries translated into evidence-based practice. SCTR facilitates cross-disciplinary research by coordinating expertise and resources throughout the state. SCTR also catalyzes the development of teams of researchers with unique and complimentary perspectives who create and implement effective, culturally sensitive primary and secondary prevention and treatment interventions based on fundamental discoveries. Our most recent funded SCTR program (2015-2020) features a new program: Collaboration and Multidisciplinary Team Science.



COLLABORATION & MULTIDISCIPLINARY TEAM SCIENCE (PI: Borckardt)

Aims and Innovation. Solving complex clinical and translational science problems demands collaborations between investigators from multiple disciplines.²⁻⁵ SCTR recognizes the importance of fostering team science through new educational programs designed to teach best practices in team science.^{3,6-9} At a national level, SCTR is an active member of the CTSA Team Science Affinity group that is providing leadership in translational team building across the CTSA Network. MUSC is a national leader in interprofessional education and practice with the development and implementation of numerous campus-wide, cross-college educational and clinical initiatives and active membership in the National Center for Interprofessional Practice and Education. MUSC's Office of Interprofessional Initiatives is a campus-wide program that drives and promotes numerous university and statewide initiatives related to scientific, clinical and educational interprofessional teamwork. Partnering the SCTR Team Science initiatives with the Office of Interprofessional Initiatives affords opportunities for highly innovative synergies During the CTSA award period (2015-2020), we will build on our team science

successes by further developing and integrating best practices and principles of team science across all SCTR-related research programs, projects, and educational opportunities. The specific aims of this program are to:

AIM 1: Develop and support new programs and initiatives that promote team science research.

AIM 2: Provide novel educational programs that teach best practices in team science to our research workforce.

AIM 3: Collaborate with other CTSA hubs to co-develop, disseminate and adopt best team science practices.

Program Leadership: Jeff Borckardt, PhD, Program Director, is a clinical translational scientist with more than 10 years of continuous NIH funding in comprehensive chronic pain management and team-based scientific approaches to healthcare quality improvement processes. As Program Director, he oversees development and rollout of the new team-science small grants program, coordination of the team-science lecture series and pilot project funding, and represents SCTR on the CTSA Team Science Affinity group.

Small Grants Program. We have recently created a recurring small grants program to fund investigator-initiated "Science of Team Science (SciTS)" projects (described above) to examine the methodology and outcomes associated with interprofessional translational team science approaches.

SCTR Retreat Activities to Promote Team Science. We will continue to hold statewide scientific SCTR retreats focusing on topics that lend themselves to team science approaches (e.g., tobacco, obesity and pain research) involving investigators across the translational research spectrum (i.e., from molecular biology to clinical trials). Dr. Kenneth Catchpole (associate Director for Collaborative Practice, OII) gave the inaugural presentation entitled: "Teamwork, Performance and Improving Patient Care: Science and Practice". A new component of the retreats will be Team Science "Speed Dating" sessions to promote formation of new interprofessional translational research teams.

New Team Science Courses and Lecture Series. SCTR will establish a monthly Team Science Special Topics Lecture Series open to all students, faculty, and staff including lectures by national leaders in team science research. We will use this program as an opportunity to seek onsite consultation from leaders around team science initiatives, ongoing SCTR projects and programs.

Promoting Team Science Through New Educational Initiatives. CAPSULE. SCTR and the Office of Interprofessional Initiatives will collaborate in developing a new program called CAPSULE—Collaborative and Practical Skills in Multidisciplinary Learning Experiences, modeled after the CLARION case competition. CLARION is a student-driven, staff/faculty-advised interprofessional experience including lessons in leadership, teamwork, and communication with a primary goal of having participants appreciate the skills that each profession brings to improving healthcare and patient safety through interprofessional collaboration. MUSC has participated in the national CLARION competition for the past several years, placing 2nd in 2011 and 2014. In CAPSULE, teams of trainees (e.g., MSCR, MD PhD, PhD scholars) from at least two professions/disciplines at any SCTR site will be charged with designing a research project or program using optimal team science practices. The trainees will work with advisory teams of faculty and staff that bring together diverse medical and related disciplines (e.g., medical subspecialties, engineers, chemists, allied health professionals). Teams of trainees are charged with developing a plan to take a specified therapeutic discovery to market through the development of a biotech company. This requires establishing officers for the company, a development plan, patent search, licensing agreement, business plan, and Phase I-III clinical trials.

Collaborate with other CTSA hubs to co-develop, disseminate, and adopt best practices. As part of the CTSA Team Science Affinity Group, SCTR investigators are participating in a peer network of 25 team science educators, evaluators, and facilitators at 10 CTSA sites in testing and disseminating best practices in translational team science. Building on Northwestern University's Team Science.org resources and new modules in collaboration readiness and team leadership, the group developed a

web- and seminar-based Team-building Program for translational team science including competency-based educational modules to be piloted at 7 participating CTSA sites. SCTR is one of the 7 participating institutions. Program impact will be evaluated by pre- and post-course measurements of team readiness and assessment of team processes and implementation plans. After refinement, the modules will be provided to the CTSA consortium for implementation and local adaptation. This tool will enable the consortium to employ evidence-based approaches in supporting team-based collaborations.

National Center for Interprofessional Practice and Education

The National Center for Interprofessional Practice and Education was formed in October 2012 through a cooperative agreement with the United States Department of Health and Human Services, Health Resources and Services Administration. The National Center is also funded in part by the Josiah Macy Jr. Foundation, the Robert Wood Johnson Foundation, the Gordon and Betty Moore Foundation, and the University of Minnesota. MUSC is a Center member-institution and incubator site for IPE research.



The National Center for Interprofessional Practice and Education is a unique public-private partnership charged by its funders to provide the leadership, evidence and resources needed to guide the nation on the use of interprofessional education and collaborative practice as a way to enhance the experience of health care, improve population health and reduce the overall cost of care. We do this by aligning interprofessional education and collaborative practice (the “new IPE”) with transforming health care delivery. The National Center challenges people to think in new and different ways about health care and how health professionals learn.

As a partner institution and incubator-site for the National Center, MUSC gathers, synthesizes, aggregates and disseminates information, knowledge and evidence about the effectiveness of interprofessional practice and education on health outcomes and its potential to transform health care and health professions education in the U.S. and beyond. The Center maintains a role as unbiased, neutral conveners working across many professional boundaries, cultures and experiences. In doing so, we are breaking new ground, inspiring people to join the journey and elevating the contributions of others along the way – providing the leadership, evidence, solutions and support necessary to advance the field.

The Mission of the Center is to offer and support evaluation, research, data and evidence that ignites the field of interprofessional practice and education and leads to better care, added value and healthier communities. The Vision is that high-functioning teams can improve the experience, outcomes, and costs of health care.

Financial and Human Resources

Because of the extensive personnel resources dedicated to the QEP outlined below, additional hiring will be unnecessary for successful QEP implementation and completion. Salary/effort coverage will be provided for key personnel through OII thereby ensuring adequate personnel support throughout the QEP process at MUSC. Non-key personnel effort will be funded in-kind through each faculty members' host College including participation in QEP-related working-groups, advisory council participation, and/or special project time-allocation. This personnel plan represents a clear institutional commitment to a successful QEP through investment of financial resources to sufficiently staff our QEP. The anticipated return on investment by MUSC in Team-Up for Better Health is difficult to quantify, however there is evidence emerging to support the notion that improved teamwork in health care can reduce costly medical errors, improve patient safety, reduce excess medical utilization, reduce hospital length of stay, improve patient satisfaction, and improve clinical outcomes. MUSC is dedicated to each of these goals and thus Team-Up for Better Health is viewed as a welcome up-front investment in institutional strategies that serve our mission and ultimately the health of the State of South Carolina. Below are key personnel and committee members that will be dedicated and instrumental in Team-Up for Better Health.

Jeff Borckardt, Ph.D. (Colleges of Medicine, Dental Medicine, and Graduate Studies)
Assistant Provost, Interprofessional Initiatives
50% Effort on QEP

Jennifer Bailey, M.Ed. (Library Sciences)
Director of Operations, Office of Interprofessional Initiatives (OII)
50% Effort on QEP

Mary Mauldin, Ed.D. (Library Sciences)
Associate Director for Education, OII
10% Effort on QEP

Ron Acierno, Ph.D. (College of Nursing)
Associate Director for Mentoring and Professional Development, OII
3% Effort on QEP

Angela Egner, M. (MUSC Medical Center; Chief Learning Officer)
Associate Director for Hospital Integration, OII
3% Effort on QEP

Holly Wise, Ph.D. (College of Health Professions)
Associate Director for Collaborative Practice, OII
5% Effort on QEP

David Garr, M.D. (College of Medicine and SC AHEC)
Deborah Carson, Pharm.D. (College of Pharmacy and SC AHEC)
Associate Directors for Clinical and Community Affairs, OII
4% Combined Effort on QEP

Suzanne Thomas, Ph.D. (College of Medicine)
 Director of Institutional Effectiveness
 5% In-kind Effort on QEP

Elizabeth Pilcher, D.M.D. (College of Dental Medicine)
 Chair, IPID Advisory Council
 2% Effort on QEP

Sarah Velasco
 Administrative Coordinator, OII
 75% Effort on QEP

IP/ID Advisory Council Membership:

Elizabeth Pilcher – Chair (Professor, College of Dental Medicine)
 Jeff Borckardt - Asst. Provost & Director, OII (Professor, Colleges of Medicine, Dental Medicine, and Graduate Studies)
 Daniel Scheurer - Chief Quality Officer, MUSC Medical Center
 Jennifer Bailey – Director of Operations, OII
 Donna Kern – Senior Associate Dean for Medical Education, College of Medicine
 Debora Brown, *Associate Professor and Academic Coordinator of Clinical Education, College of Health Professions*
 Nancy Carson, *Associate Professor and Associate Dean for Academic and Faculty Affairs, College of Health Professions*
 Terri Fowler, Assistant Professor, College of Nursing
 Mulugeta Gebregziabher, Assistant Professor, Public Health Sciences
 Stephen Andrew Hargett, Chief Financial Officer, MUSC Medical Center
 Ginny Hunt, MUSC-TH Affiliation Executive
 Renata S. Leite, Assistant Professor, College of Dental Medicine
 Mark A. Lyles, Chief Strategic Officer, MUSC Clinical Enterprise
 William P. Moran, Professor & Director, Division of General Internal Medicine & Geriatrics
 Kelly R. Ragucci, Professor & Chair, Department of Clinical Pharmacy and Outcomes Sciences
 Royce R Sampson, Research Assistant Professor, Clinical Neuroscience Division
 Chief Operations Officer, South Carolina Clinical & Translational Research Institute (SCTR)
 Phil Smeltzer, Assistant Professor & Program Administrator, Population Health Program
 Matt Wain, Chief Operating Officer, MUSC Medical Center

QEP Committee

Jeff Borckardt, Chair
 Willette Burnham, Assistant Professor, University Chief Diversity Officer
 Nancy Carson, *Associate Professor and Associate Dean for Academic and Faculty Affairs, College of Health Professions*
 Thomas Crawford, Administrator, MSK & ACT, MUSC Medical Center
 Angela Egner, Chief Learning Officer, MUSC Medical Center
 David Garr, Professor & Executive Director, South Carolina Area Health Education Consortium
 Philip Hall, Dean, College of Pharmacy
 Donna Kern, Senior Associate Dean for Medical Education, College of Medicine
 Daniel Lackland, Professor, College of Graduate Studies
 Ragan Leblanc, MHA Student & Interprofessional Student Advisory Board Member
 Mary Mauldin, Professor & Executive Director, Office of Instructional Technology & Faculty Resources
 William Moran, Professor & Director, Division of General Internal Medicine & Geriatrics
 Michele Ravenel, Associate Professor, College of Dental Medicine
 Danielle Scheurer, Chief Quality Officer, MUSC Medical Center
 Gail Stuart, Dean, College of Nursing
 Suzanne Thomas, Professor & Director, Office of Institutional Effectiveness
 Andrea Anderson, Graduate Student & Interprofessional Student Advisory Board Member
 Jillian Harvey, Assistant Professor, College of Health Professions
 Heather Holmes, Associate Professor, Associate Director of Libraries
 Angela Dempsey, Associate Professor, College of Medicine
 Lisa Langdale, Director, Clinical Excellence Education
 Susan Newman, Associate Professor College of Nursing
 Anita Ramsetty, Clinical Assistant Professor, Department of Family Medicine
 Dayan Ranwala, Research Assistant Professor, SCTR Institute
 Holly Wise, Professor, College of Health Professions

Interprofessional Student Advisory Council

Alexander Novgorodov - President

Interprofessional Core Curriculum Committee

Lindsey Hamil (Assistant Professor; Dental Medicine)
 Debra Hazen Martin (Associate Dean for Curriculum; Medicine)
 Jeff Korte (Associate Professor; Medicine & Public Health Sciences)
 Teri Fowler (Instructor; Nursing)
 Gil Boissinneault (Professor; PA; Health Professions)
 Candace Jaruzel (Nurse Anesthetist; Health Professions)
 Brandi White (Instructor; Healthcare Studies)
 Abby Kazley (Professor & Intern Director, Department of Health Informatics; Health Professions)
 Heather Bonilha (HRS PhD Program Director; Health Sciences & Research ; Health Professions)
 Melissa Hortman (Senior Information Resources Consultant; Education and Student Life)
 Jennifer Bailey (Instructor; Director of Operations, OII)
 Mary Mauldin (Professor: Associate Director for Education, OII)
 Jeff Borckardt (Professor: Director of OII)

Team-Up for Better Health Administrative Structure:

The Team-Up for Better Health governance plan fits seamlessly into the OII office structure, taking advantage of organizational efficiencies and resources that are institutionally-backed and hard-wired. This structure affords us the necessary institutional framework to successfully carry-out our QEP with minimal

additional financial investment above and beyond the explicit allocations for MUSC's Strategic Plan and QEP-specific expenses allocated to date. We gain the distinct advantage of creating a QEP that is truly integrated with the values, mission and strategic goals of the institution.

