

## CORE CUSP TEAM MEMBER ROLES AND RESPONSIBILITIES

### HOW TO USE THIS TOOL

This tool identifies core team members and describes individual roles and responsibilities.

For best results each team member should:

- Review expectations associated with each role to create a shared understanding of responsibilities and how the team will collaborate to improve safety work on the unit.
- Reflect on the self-assessment questions and what education may help in each specific role development
  - Discussing self-assessment results with other core team members is encouraged as a way to overcome any barriers to success

### Who is On Your Core CUSP Team?

Role	Name	Best Contact (e-mail, phone, text, Teams)
CUSP Coordinator		
CUSP Facilitator		
CUSP Champion		
CUSP Champion		
Manager/Leader		
Manager/Leader		
Provider Champion		
Provider Champion		
Senior Executive		
<b>*Additional Core Team Members:</b>		

*\*Additional Core Team Members may include members of the team from other areas who may impact or be in a position to support the CUSP team’s work (i.e., Respiratory, HEIC, Pharmacy, Administration, Environmental Services, etc.)*

## CUSP COORDINATOR

The **CUSP Coordinator** is a CUSP and science of safety subject matter expert appointed by the entity Patient Safety director.

### WHAT IS EXPECTED OF A CUSP COORDINATOR?

---

- Provide support and mentorship to CUSP Facilitators
- Help CUSP Facilitator and their teams develop strategies for successful patient safety improvement efforts
- Connect teams to key stakeholders, as needed
- Advocate for appropriate use of CUSP tools and standards
- Attend CUSP kickoff meetings, as time permits
- Connect learning from unit-to-unit and across the organization
- Assist CUSP Facilitator and their teams in connecting Senior Executives according to their strengths, interest, availability, and unit needs

## CUSP COORDINATOR SELF-ASSESSMENT

### PERIODICALLY ASK YOURSELF THE FOLLOWING QUESTIONS:

---

- Do I touch base with CUSP Facilitators in my organization on a regular basis to:
  - Provide support needed to ensure consistent use of CUSP tools and frameworks;
  - Evaluate strengths and weaknesses of CUSP teams;
  - Identify support, interventions, and programs needed to facilitate improvement;
  - Develop CUSP Facilitators as leaders and problem solvers?
- Am I able to easily access CUSP tools and resources?
- Do I attend CUSP kickoff meetings as able?
- Do I share CUSP success stories with other CUSP teams around the entity to support continuous learning across the organization?
- Do I continuously work to develop my own knowledge of patient safety and quality improvement practices and initiatives?
- Have I reviewed my role as a CUSP Coordinator and identified an opportunity for self-improvement?
- Do I collaborate with other CUSP coordinators both in my organization and externally to achieve my self-improvement goals and assist them in achieving theirs?

## CUSP FACILITATOR

The **CUSP Facilitator** is highly knowledgeable in CUSP and the Science of Safety and is appointed by the entity Patient Safety director, or departmental leadership.

### WHAT IS EXPECTED OF A CUSP FACILITATOR?

---

- Functions as a subject matter expert for CUSP
- Help teams develop strategies for successful patient safety improvement efforts
- Connects teams to key stakeholders
- Helps teams to apply CUSP standards and processes (including use of CUSP tools)
- Works with the manager and CUSP Champion to understand safety challenges and opportunities in the work area
- Works with outside team members as needed to connect the CUSP team to appropriate resources and skills that they may need to improve patient safety
- Provides safety culture survey support for teams (e.g., result interpretation, debriefing, and action planning)
- Coaches the CUSP Champion to help guide team processes, explore unit issues, and strengthen teamwork skills
- Gathers information for the unit, related to patient safety trends, and shares lessons learned
- Together with the CUSP Champion, works to engage members of the CUSP team as needed by understanding barriers and creating strategies to address them.
- Updates CUSP Coordinator on a regular basis regarding team successes and obstacles

## CUSP FACILITATOR SELF-ASSESSMENT

### PERIODICALLY ASK YOURSELF THE FOLLOWING QUESTIONS:

---

- Do I have regular support at CUSP meetings from the Senior Executive, Provider Champion, Unit Manager, and CUSP Champion on my team?
- Have I reached out (or encouraged the CUSP champion to reach out) to these team members if I feel support could be improved?
- Have I considered what barriers would be helpful to address with support from the CUSP Coordinator?
- Do I complete CUSP team assessment results at regular intervals and share results with the CUSP team and CUSP Coordinator?
- Do I assist the CUSP Champion in developing an improvement plan based on the CUSP team's safety assessment results?
- Do I share successes with the CUSP Coordinator and encourage CUSP teams to share these successes through hospital-wide forums?
- Do I adequately support the use of important CUSP tools in the work done at the frontline staff level?
- Am I able to easily access CUSP tools and resources?
- Have I reviewed my role as a CUSP Facilitator and have I identified an opportunity for self-improvement?
- Have I sought advice from my CUSP Coordinator and/or other Facilitators to help me achieve my improvement goal?

## CUSP CHAMPION

The **CUSP Champion\*** is a local leader with a vested interest in safety that works to ensure that the vision of CUSP is translated into action for their specific work area.

### WHAT IS EXPECTED OF A CUSP CHAMPION?

---

- Educates staff about CUSP and develops and implements a plan to educate staff on the science of safety
- Schedules regular CUSP meetings, and encourages all staff to actively participate in CUSP meetings, regardless of position or title
- Writes the agenda for CUSP meetings and invites team members within the unit and outside of the unit to participate in a collaborative discussion during the meeting
- Ensures meeting minutes are captured and disseminated to the team
- Uses CUSP tools to investigate defects, strengthen teamwork, and improve patient safety
- Helps staff identify areas in need of performance improvement by administering the staff safety assessment before kick-off and when appropriate thereafter
- Works to ensure projects move forward by:
  - Maintaining a list of active safety and quality improvement projects
  - Regularly reviewing project status, including resources needed and barriers encountered
  - Engaging the team in creative problem-solving discussions, ensuring that relevant data is brought to the team's attention
  - Acting as project leader, when appropriate
  - Creating sub-groups, when appropriate
- Gathers feedback from staff on an ongoing basis to ensure CUSP meetings and project work remain relevant.

*\*The CUSP Champion may also be referred to as a Unit Champion in work settings with a unit structure.*

## CUSP CHAMPION SELF-ASSESSMENT

### PERIODICALLY ASK YOURSELF THE FOLLOWING QUESTIONS:

- Do I have regular support at CUSP meetings from the Senior Executive, Provider Champion, Unit Manager, and CUSP Facilitator?
- Have I reached out to these team members if I feel support could be improved?
- Am I using CUSP tools to help facilitate and sustain learning on the unit?
- Are these tools able to be easily accessed by me and other members of my CUSP team?
- What barriers exist that would be helpful to address with the CUSP Facilitator?
- Are there opportunities to communicate with other CUSP Champions and discuss similar barriers?
- Am I providing adequate follow-up to staff regarding achievements, active projects?
- Do I review the CUSP team's assessment results and develop and implement an improvement plan based on the results?
- Am I connected to the training resources that I need? Am I connected to my CUSP community to share stories, achievements and ideas with staff?
- Do I have all the information that I need to present to the team at the CUSP meeting?
- Did I follow-up from the last meeting with active project updates (current state, completed and getting started)?
- Do I give team members adequate time to prepare for the CUSP meeting? Do I share information in a timely fashion?
- Have I reviewed my role as a CUSP Champion and have I identified an opportunity for self-improvement?
- Have I sought advice from my CUSP Facilitator to help me achieve my improvement goal?

## UNIT MANAGER

**The Unit Manager** is the accountable supervisor of the employees and works in a designated area (often a nurse manager).

### WHAT IS EXPECTED OF A UNIT MANAGER?

---

- Helps to identify areas in need of improvement, prioritize safety initiatives, and connects the team with available resources as needed
- Works with unit staff to identify and initiate patient safety and quality improvement projects to achieve quality improvement goals and sustain CUSP efforts
- Supports project work by mentoring and empowering team members to speak up when identifying defects and to take on leadership roles in improvement efforts
- Meets regularly with the CUSP champion, helping to foster strong communication and partnership between the core CUSP team members and all staff
- Listens to concerns both during and outside of CUSP meetings and helps to represent staff concerns in communications with hospital administration and senior leadership
- Collaborates with other leaders in the organization to facilitate networking and relationship-building
- Together with the Senior Executive and CUSP Facilitator, helps to ensure that unit concerns and solutions are aligned with organizational goals
- Maintains an open line of communication open with unit staff and CUSP core team members, demonstrating empathy and creating psychologically safe places for team members to communicate



## UNIT MANAGER SELF-ASSESSMENT

### PERIODICALLY ASK YOURSELF THE FOLLOWING QUESTIONS:

- Am I empowering the CUSP Champion to be a thoughtful discussion leader in CUSP meetings?
- Do I have the necessary CUSP tools (and knowledge of those tools) to help empower my staff to help prevent harm in the unit?
- Are these tools able to be easily accessed by me and other members of my CUSP team?
- Do I feel that my CUSP Champion has the necessary support from my CUSP Facilitator to support safety work on the unit?
- Am I able to see the “big picture” and act as a change agent while also supporting my staff to be change agents?
- What tools are we using to support the staff identifying challenges that the team is currently facing?
- Does my staff have adequate time to complete CUSP work? If not, what creative solutions can I come up with to advocate for the resources that we need?
- Do I routinely share local wisdom from my CUSP team with hospital administration and senior management?
- Have I reviewed my role as a CUSP Unit Manager, and have I identified an opportunity for self-improvement?
- Have I sought advice from other CUSP team members to help me achieve my improvement goal?

## PROVIDER CHAMPION

**The Provider Champion**, often a physician or Advanced Practice Provider, is someone who delivers care or is very familiar with the CUSP team's area of practice.

### WHAT IS EXPECTED OF A PROVIDER CHAMPION?

---

- Learns about CUSP and the science of safety, developing the lenses necessary to lead colleagues including other CUSP team members in change efforts
- Attends and actively participates in monthly CUSP meetings, helping to foster strong communication and partnership with CUSP team members of diverse roles
- Encourages and influences other providers to actively participate in safety initiatives and listen and respond to concerns raised by frontline providers and provides feedback as necessary
- Participates in defect investigation by articulating the provider processes and perspectives that are contributing to the systems involved relevant to a defect
- In partnership with other CUSP team members works to identify root causes of defects within systems and leads change efforts (safety and quality improvement projects) as appropriate
- Acts as a project leader when appropriate, in collaboration with other CUSP team members, and with support from the CUSP Facilitator
- Helps CUSP team identify areas in need of performance improvement and works to engage other providers to participate in change efforts
- Together with other core CUSP team members, proactively ensures that the right people are at the table recommending other participants when appropriate

## PROVIDER CHAMPION SELF-ASSESSMENT

### PERIODICALLY ASK YOURSELF THE FOLLOWING QUESTIONS:

---

- Am I routinely communicating and collaborating with team members from various disciplines who are involved in or impacted by my CUSP team's work?
- Are my CUSP team's initiatives moving forward as expected?
- How can I ensure accountability to support the CUSP team to excel in improvement efforts?
- Am I using CUSP tools to help facilitate and sustain learning on the unit?
- Are these tools able to be easily accessed by me and other members of my CUSP team?
- Are other providers appropriately engaged in CUSP work to develop strong team dynamics with other frontline staff?
- What tools or skills can I offer to help build relationships between providers and other disciplines in the CUSP team's clinical area?
- Have I reviewed my role as a CUSP Provider Champion and have I identified one opportunity for self-improvement?
- Have I sought advice from other CUSP team members to help me achieve my improvement goal?

## SENIOR EXECUTIVE

The **CUSP Executive** is a senior-level leader in the institution that has been formally oriented to their role by a member of the Safety Office to partner with the team and provide support on an ongoing basis.

### WHAT IS EXPECTED OF A SENIOR EXECUTIVE?

---

- Meets monthly with the CUSP team, engaging all frontline staff, and actively working to foster team autonomy
- Helps the team identify areas in need of performance improvement, prioritize safety initiatives, and identify resources for improvement efforts, working with team members to reduce barriers that might hinder CUSP work
- Helps the team to understand the organization's strategic goals and to align their efforts with those goals
- Serves as a critical link to other hospital executives, creating a connection between executives and frontline staff that helps bridge communication gaps
- Helps CUSP team members build needed relationships with team members across the organization
- Keeps the lines of communication open so that the CUSP work engages and involves as many frontline staff team members as possible, demonstrating empathy and creating psychologically safe places for team members to communicate
- Recognizes and celebrates the CUSP team's work to share learning across the organization

## SENIOR EXECUTIVE SELF-ASSESSMENT

### PERIODICALLY ASK YOURSELF THE FOLLOWING QUESTIONS:

- Am I an active participant in CUSP team meetings, asking questions, and helping CUSP team members to develop problem-solving and leadership skills?
- Does my CUSP team perceive there's the psychological safety to speak openly in front of me?
- At the hospital-level, am I able to lobby for change, promote access to resources, or resolve inter-departmental issues?
- Do I routinely share local wisdom from the CUSP teams with hospital administration and management?
- Do I suggest creative ideas for myself to better understand the work conducted in the CUSP team's area? (i.e., shadowing, share time, walking rounds).
- If I am unable to attend a monthly meeting in person, do I make proactive attempts to connect with my CUSP team, for example, by:
  - Calling in to the meeting?
  - Suggesting another meeting time?
  - Reaching out to the CUSP Champion or CUSP Facilitator for a debriefing of the meeting?
  - Participating in a walking round of the unit or work area relevant to my CUSP team, talking to staff and patients to surface what's working well and what might be improved?
- If unable to routinely participate in CUSP meetings, is there a scheduling barrier that can be overcome? If not, collaborate with CUSP champion and facilitator to develop a plan.