

CUSP Tool: CUSP Roles & Responsibilities

CORE CUSP TEAM MEMBER ROLES AND RESPONSIBILITIES

Role clarity is one of the first steps to role effectiveness. Often team members don't perform to their maximum potential because they don't know what's expected of them. This document provides a set of performance support tools for core CUSP team members including:

- The CUSP Coordinator
- The CUSP Facilitator
- The CUSP Champion
- The Unit Manager
- The Provider Champion
- The Senior Executive

HOW TO USE THIS TOOL

If you have a role listed here, periodically review expectations associated with that role to see if you are helping your CUSP team achieve its maximum potential. We've provided some reflection questions to help you self-assess.

If you are interested in taking on a role listed here, these tools may help you understand competencies you might want to develop further.

Have a different role? These tools may help you identify go-to-people on your team and learn how they help CUSP work move forward.

THE CUSP COORDINATOR

The CUSP Coordinator helps spread and sustain the organization's CUSP work by developing and supporting the growth and maintenance of strong CUSP teams. The CUSP Coordinator is an expert on CUSP, committed to continuously enriching his or her knowledge of CUSP and programs for patient safety and quality improvement.

WHAT'S EXPECTED OF A CUSP COORDINATOR?

- Provides consultation and support to individual CUSP members/teams as they investigate defects, helping teams develop strategies for successful patient safety improvement efforts
 - Connects teams to key stakeholders
 - Advocates for appropriate use of CUSP tools and standards
- Supports and mentors CUSP Facilitators (helping them to develop leadership skills)
- Attends CUSP kickoff meetings as time permits to align new CUSP teams to overarching CUSP mission and help teams get off to a strong start
- Connects learning from unit-to-unit and across the organization
- Collects CUSP team assessments (e.g., scorecards) and safety/quality improvement project lists every six months to share these with Senior Executives
- Periodically evaluates membership of CUSP teams to make sure teams have essential core CUSP team members
- Matches Senior Executives to CUSP teams according to their strengths, interest, availability, and unit needs

A SELF-ASSESSMENT FOR CUSP COORDINATORS

PERIODICALLY ASK YOURSELF THE FOLLOWING QUESTIONS:

- Do I touch base with CUSP Facilitators in my organization on a regular basis and provide support needed to ensure consistent use of CUSP tools and frameworks?
- Do I help develop CUSP Facilitators as leaders and problem solvers?
- Do I periodically attend CUSP kickoff meetings to ensure that new CUSP teams are off to a strong start?
- Do I share CUSP success stories with CUSP team members, including Senior Executives, to support continuous learning across the organization?
 - Do I maintain a database of CUSP team assessment results (e.g., scorecards) and CUSP patient safety and quality improvement initiatives?
- Do I evaluate strengths and weaknesses of CUSP team assessment results (e.g., scorecards) to identify support, interventions, and programs needed to facilitate improvement?
- Do I work to continuously develop my own knowledge of patient safety and quality improvement practices and initiatives?
- Have I reviewed my role as a CUSP Coordinator and have I identified an opportunity for self-improvement?
 - Have I sought advice from other CUSP Coordinators, in my organization and/or externally, to help me achieve my self-improvement goal?

THE CUSP FACILITATOR

The CUSP Facilitator* is “One who contributes structure and process to interactions so groups are able to function effectively and make high-quality decisions; A helper and enabler whose goal is to support others as they achieve exceptional performance” (Bens, 2000).

WHAT'S EXPECTED OF A CUSP FACILITATOR?

- Functions as a subject matter expert for CUSP, helping teams to apply CUSP standards and processes (including use of latest CUSP tools)
- Works with Patient Safety Officer or manager to understand unit safety challenges and opportunities, and to communicate these challenges/opportunities
- May work with outside team members (e.g., Lean Sigma coaches, Innovation coaches, etc.) to help the CUSP team obtain needed resources and/or skills
- Provides safety culture survey (SAQ, HSOPS) support for teams (e.g., share survey results, help teams debrief and use the data to drive action)
- Coaches CUSP Champion to help him or her guide team processes, explore unit issues, and strengthen teamwork skills
- Together with other CUSP team members, encourages frontline staff involvement
- Gathers trending information for the unit (e.g., patient safety trending data) and shares lessons learned
- Together with the CUSP Champion, works with the Senior Executive as needed, to develop a more effective partnership
- Updates his or her CUSP Coordinator on a regular basis (e.g., by updating the Coordinator on the status of CUSP roll out(s), CUSP meeting schedules, project work, CUSP team successes, and barriers)

**Previously, the CUSP Facilitator was called the “CUSP Coach”. What’s in a name? The term “CUSP Facilitator” was chosen because a person with this role is helping the CUSP Champion develop as a leader in his or her own right. As a CUSP expert, the CUSP Facilitator supports and helps the CUSP team as a whole take ownership of CUSP work, serving as a guide who gauges team dynamics to assess how much input is needed, rather than driving the CUSP team’s processes.*

Reference

Bens, I. *Facilitating With Ease! Core Skills for Facilitators, Team Leaders and Members, Managers, Consultants, and Trainers*. San Francisco, CA: Jossey-Bass, 2005.

A SELF-ASSESSMENT FOR CUSP FACILITATORS

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 to these team members if I feel support could be improved?
- What barriers exist that would be helpful to address with other Facilitators and/or the CUSP Coordinator?
- Do I complete CUSP team assessment results (e.g., scorecards) at regular intervals (every 6 months) 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 assessment results?
- Do I share successes with the CUSP Coordinator? (Remember, your stories help others! CUSP team meetings can provide examples for new Senior Executives, CUSP Facilitators, CUSP Champions and observers.)
- 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?

THE CUSP CHAMPION

The CUSP Champion* works to ensure that the vision of CUSP is translated into action and that all staff members are engaged in CUSP work.

WHAT'S EXPECTED OF A CUSP CHAMPION?

- Educates staff about CUSP and develops and implements a plan to educate staff on the science of safety
- Assists in setting up regular CUSP meetings, and encourages and empowers all staff to actively participate in CUSP meetings, regardless of position or title
- Sets the agenda for CUSP meetings and invites team members within the unit and outside of the unit to share relevant knowledge during the meeting
- Uses CUSP tools to investigate defects, strengthen teamwork, and improve patient safety culture
- Helps staff identify areas in need of performance improvement
- 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
- Serves as the contact person for questions from staff and gathers feedback from staff on an ongoing basis
- Manages documentation and progress toward goals
- Reviews key concepts and reinforces previous learning gathered during staff meetings, huddles, and/or on an individual basis, sharing learning with team member

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

A SELF-ASSESSMENT FOR CUSP CHAMPIONS

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 CUSP tools and resources easily accessible?
- 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 (e.g., scorecards) 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?

THE UNIT MANAGER

The **Unit Manager***, who is often a Nurse Manager, plays an essential role supporting a unit's CUSP work.

WHAT'S EXPECTED OF A UNIT MANAGER?

- Works with unit staff to initiate new policies and procedures in an effort to achieve quality improvement goals and sustain their CUSP efforts.
- Meets monthly with the CUSP team, helping to foster strong communication and partnership between the core CUSP team members and all frontline staff
- Listens to concerns of unit staff and helps to represent staff concerns in communications with hospital administration and senior management
- Helps unit staff identify areas in need of performance improvement, prioritize safety initiatives, and identify resources for improvement efforts, along with other core CUSP team members
- Collaborates with others to help facilitate relationship-building across the organization
- Together with the Senior Executive and CUSP Facilitator, helps to ensure that unit concerns and solutions are aligned with organizational goals
- Actively supports patient safety and quality improvement projects, mentoring and empowering the team to speak up and be present to identify defects and to take on leadership roles in improvement efforts
- Keeps the lines of communication open with unit staff and CUSP core team members, demonstrating empathy and creating safe places for team members to communicate

**Not all CUSP teams will work in a unit. In that case, the Unit Manager role will be filled by the Manager who oversees a CUSP team's particular work area.*

A SELF-ASSESSMENT FOR UNIT MANAGERS

PERIODICALLY ASK YOURSELF THE FOLLOWING QUESTIONS:

- Am I able to see the “big picture” and support my staff as a change agent on the unit?
- Do I have the necessary CUSP tools (and knowledge of those tools) to help empower my staff to help prevent harm in the unit?
- Did I review which CUSP challenges currently face the unit? What tools are we using to assist the staff and the unit?
- Does my staff have adequate time to complete CUSP work? If not, how can I reach out to others to ensure my staff does have adequate time?
- 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?

THE PROVIDER CHAMPION

The Provider Champion, who is often a physician, models leadership for the CUSP team, and demonstrates commitment to the program by actively participating in CUSP work.

WHAT'S EXPECTED OF A PROVIDER CHAMPION?

- Learns about CUSP and the science of safety, developing the lenses to lead physicians and 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 galvanizes other providers to actively participate in safety initiatives and respects contributions made by the frontline providers
- Facilitates relationship building between providers and other disciplines in the CUSP team's clinical area
- Participates in defect investigation by articulating the provider processes that are contributing to the systems involved and provides input regarding the patient-level factors (e.g., patient characteristics and condition-related factors) that were relevant to a defect
- May act as a project leader, 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
- With guidance from the CUSP Champion and CUSP Facilitator, as needed, uses CUSP tools to investigate defects, identify root causes of defects within systems of care and helps to lead change efforts, such as implementation of mistake proofing strategies
- Together with other core CUSP team members, proactively ensures that the right people are at the table, engaging specialists and other providers when appropriate

A SELF-ASSESSMENT FOR PROVIDER CHAMPIONS

PERIODICALLY ASK YOURSELF THE FOLLOWING QUESTIONS:

- Am I routinely communicating and collaborating with diverse team members including nurses, Senior Executives, and other providers who are involved in or impacted by my CUSP team's work?
- Are my CUSP team's initiatives moving forward and how can I ensure accountability to support the CUSP team so it excels in its improvement efforts?
- Am I using CUSP tools to help facilitate and sustain learning on the unit?
- Am I aware of how to access these tools?
- Is the provider group I work with appropriately engaged in CUSP work? In developing 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?

THE SENIOR EXECUTIVE

The Senior Executive is an active member of the CUSP team, partnering with team members so they achieve safety and quality improvement goals and develop problem-solving and leadership skills.

WHAT'S EXPECTED OF A SENIOR EXECUTIVE?

- Meets monthly with the CUSP team, engaging all frontline staff, and actively partnering with the team to foster team autonomy
- Helps frontline staff 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 guide team members to develop their own solutions by supporting their technical and adaptive work, e.g., helps team to develop and sustain engagement efforts and be accountable for achieving CUSP team goals
- 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 safe places for team members to communicate
- Recognizes and celebrates the CUSP team's work to share learning across the organization

A SELF-ASSESSMENT FOR SENIOR EXECUTIVES

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 policy 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?
- 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?

**Even if you are able to regularly attend monthly CUSP meetings, walking rounds are a great way to develop a stronger partnership with your CUSP team.*