Core CUSP Team Member

Roles & Responsibilities

# How To Use This Tool

This tool identifies core **Comprehensive Unit-based Safety Program (CUSP)** 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 and support might help with development and success in each role.
* Discuss self-assessment results with other core team members and plan strategies to overcome potential barriers to success.

# Who Is on Your Core CUSP Team?

|  |  |  |
| --- | --- | --- |
| **Role** | **Name** | **Best Contact Method**  **(e.g., email, phone, text)** |
| CUSP Coordinator | *Enter name* | *Enter contact method* |
| CUSP Facilitator | *Enter name* | *Enter contact method* |
| CUSP Champion | *Enter name* | *Enter contact method* |
| CUSP Champion | *Enter name* | *Enter contact method* |
| Manager/Leader | *Enter name* | *Enter contact method* |
| Manager/Leader | *Enter name* | *Enter contact method* |
| Provider Champion | *Enter name* | *Enter contact method* |
| Provider Champion | *Enter name* | *Enter contact method* |
| Senior Executive | *Enter name* | *Enter contact method* |
| Additional Core Team Members | *Enter name* | *Enter contact method* |
| Additional Core Team Members | *Enter name* | *Enter contact method* |
| Additional Core Team Members | *Enter name* | *Enter contact method* |

Additional Core Team Members may include team members from other areas who may impact or be able to support the CUSP team’s work (i.e., Infection Prevention, Pharmacy, Administration, Environmental Services, Respiratory, 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?

* Provides support and mentorship to CUSP Facilitators.
* Helps CUSP Facilitator and their teams develop strategies for successful patient safety improvement efforts.
* Connects teams to key stakeholders, as needed.
* Advocates for appropriate use of CUSP tools and standards.
* Attends CUSP kickoff meetings, as time permits.
* Connects learning from unit to unit and across the organization.
* Assists 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 I am 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?

* Function as a subject matter expert for CUSP.
* Help teams develop strategies for successful patient safety improvement efforts.
* Connect teams to key stakeholders.
* Help teams to apply CUSP standards and processes, including use of CUSP tools.
* Work with the manager and CUSP Champion to understand safety challenges and opportunities in the work area.
* Work with outside team members to connect the CUSP team to appropriate resources and skills to improve patient safety.
* Provide safety culture survey support for teams (e.g., result interpretation, debriefing, and action planning).
* Coach the CUSP Champion to help guide team processes, explore unit issues, and strengthen teamwork skills.
* Gather information for the unit, related to patient safety trends, and share lessons learned.
* Together with the CUSP Champion, work to engage members of the CUSP team as needed by understanding barriers and creating strategies to address them.
* Update the 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 it 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 thatworks to ensure that the vision of CUSP is translated into action for their specific work area.

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

### What Is Expected of a CUSP Champion?

* Educate staff about CUSP and develop and implement a plan to educate staff on the Science of Safety.
* Schedule regular CUSP meetings and encourage all staff to actively participate in CUSP meetings, regardless of position or title.
* Write the agenda for CUSP meetings and invite team members within the unit and outside of the unit to participate in a collaborative discussion during the meeting.
* Ensure meeting minutes are captured and disseminated to the team.
* Use CUSP tools to investigate defects, strengthen teamwork, and improve patient safety.
* Help staff identify areas in need of performance improvement by administering the staff safety assessment before kick-off and when appropriate thereafter.
* Work 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 bought to the team’s attention.
  + Acting as project leader, when appropriate.
  + Creating subgroups, when appropriate.
* Gather feedback from staff on an ongoing basis to ensure CUSP meetings and project work remain relevant.

### 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 followup for 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**, often a nurse manager, is the accountable supervisor of the employees and works in a designated area.

### What Is Expected of a Unit Manager?

* Help identify areas in need of improvement, prioritize safety initiatives, and connect the team with available resources as needed.
* Work with unit staff to identify and initiate patient safety and quality improvement projects to achieve quality improvement goals and sustain CUSP efforts.
* Support project work by mentoring and empowering team members to speak up when identifying defects and to take on leadership roles in improvement efforts.
* Meet regularly with the CUSP champion, helping to foster strong communication and partnership between the core CUSP team members and all staff.
* Listen to concerns both during and outside of CUSP meetings and helps to represent staff concerns in communications with hospital administration and senior leadership.
* Collaborate with other leaders in the organization to facilitate networking and relationship building.
* Together with the Senior Executive and CUSP Facilitator, help to ensure that unit concerns and solutions are aligned with organizational goals.
* Maintain 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 the team is 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 identified a chance 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?

* Learn about CUSP and the Science of Safety, developing the lenses necessary to lead colleagues including other CUSP team members in change efforts.
* Attend and actively participate in monthly CUSP meetings, helping to foster strong communication and partnership with CUSP team members of diverse roles.
* Encourage and influence other providers to actively participate in safety initiatives and to listen and respond to concerns raised by frontline providers and provides feedback as necessary.
* Participate 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, work to identify root causes of defects within systems and leads change efforts such as safety and quality improvement projects as appropriate.
* Act as a project leader when appropriate, in collaboration with other CUSP team members, and with support from the CUSP Facilitator.
* Help CUSP team identify areas in need of performance improvement and work to engage other providers to participate in change efforts.
* Together with other core CUSP team members, proactively ensure that the right people are at the table to recommend 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 who 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?

* Meet monthly with the CUSP team, engage all frontline staff, and actively work to foster team autonomy.
* Help the team identify areas in need of performance improvement, prioritize safety initiatives, identify resources for improvement efforts, and work with team members to reduce barriers that might hinder CUSP work.
* Help the team understand the organization’s strategic goals and to align their efforts with those goals.
* Serve as a critical link to other hospital executives, creating a connection between executives and frontline staff that helps bridge communication gaps.
* Help CUSP team members build needed relationships with team members across the organization.
* Keep the lines of communication open so that the CUSP team’s work engages and involves as many frontline staff team members as possible, demonstrate empathy, and create psychologically safe places for team members to communicate.
* Recognize and celebrate 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 is 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 interdepartmental 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, such as 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.

**Adapted from** “Core CUSP Team Roles & Responsibilities”: [*https://www.hopkinsmedicine.org/-/media/armstrong-institute/documents/cusp\_toolkit\_new/cusp-roles-and-responsibilities.pdf*](https://www.hopkinsmedicine.org/-/media/armstrong-institute/documents/cusp_toolkit_new/cusp-roles-and-responsibilities.pdf)