

# Elevating Quality and Safety

MEDSTAR HEALTH INSTITUTE FOR  
QUALITY AND SAFETY



MedStar Health  
*Institute for Quality and Safety*



*“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.”*

**Margaret Mead, author**



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# Dear Friends:

On behalf of our team, our caregivers, our associates, and the patient advocates with whom we work, thank you for your interest in the MedStar Health Institute for Quality and Safety. MedStar Health, the largest health care provider in the Maryland and Washington, D.C., region, is dedicated to eliminating preventable harm in health care and being the trusted leader in caring for people and advancing health. The Institute is vital in ensuring we achieve these goals by providing MedStar caregivers and associates with the knowledge, skills, and support needed to deliver the safest and highest level of care for our patients, their loved ones, and our care teams. The Institute collaborates with innovators beyond the MedStar system as well, to share our learning and successes and to expand our knowledge in tandem with global experts.

Although still young, the Institute is already achieving international recognition for its shared leadership model that reflects a genuine partnership between leaders, front line caregivers, patients, and family members. Through this shared leadership model and the synergistic Centers of Excellence within the Institute we are improving outcomes and the delivery of care, both within MedStar and via strategic partnerships that impact health care across the world. Our Elevating Quality and Safety report shares key areas of work going on within the Institute.

We invite you to partner with us through transformational philanthropy to advance the crucial work being explored and performed within the MedStar Health Institute for Quality and Safety. Together, we can drive change and achieve new levels of performance that exemplify the safest, highest quality, and most compassionate care for the communities we serve.

With Gratitude,



A handwritten signature in black ink that reads "David Mayer, MD".

**David Mayer, MD**  
Executive Director,  
MedStar Health Institute for  
Quality and Safety



A handwritten signature in black ink that reads "Stephen R. T. Evans, MD".

**Stephen R. T. Evans, MD**  
Executive Vice President,  
Medical Affairs and  
Chief Medical Officer,  
MedStar Health

# Our Vision and Mission

## MedStar Health Vision

To serve our patients, those who care for them, and our communities.

## MedStar Health Mission

To be the trusted leader in caring for people and advancing health.

MedStar Health has embraced organization-wide adoption and application of a culture of safety, and invested heavily in developing expertise in quality and safety research, education, human factors, innovation, patient advocacy, and evidence-based delivery of care that is truly patient centered. The MedStar Health Institute for Quality and Safety is a learning incubator and center of action with the heart of a startup organization that endeavors to accelerate the implementation of comprehensive safety and quality of care programs within MedStar, as well as in health systems around the world.

## MedStar Health Institute for Quality and Safety Mission

MedStar Health Institute for Quality and Safety will create a best-in-class institute informed by the voices of leadership, caregivers, patients, and families. Our mission is to be a global leader in discovering, developing, teaching, implementing, assessing, validating, and advocating for patient safety and clinical quality initiatives that continually improve patient care outcomes and reduce the global burden of preventable harm.

## Our MedStar Health Partners

MedStar Health Clinical Care  
MedStar Health Research Institute  
MedStar Institute for Innovation  
MedStar Risk Management  
MedStar Simulation Training & Education Lab  
National Center for Human Factors in Healthcare

## MedStar Health Institute for Quality and Safety Leadership

**David Mayer, MD**, executive director, MedStar Health Institute for Quality and Safety  
**Martin J. Hatlie, JD**, co-director, MedStar Health Institute for Quality and Safety  
**Timothy B. McDonald, MD, JD**, president, Center for Open and Honest Communication, MedStar Health Institute for Quality and Safety  
**Anne J. Gunderson Ed.D, GNP**, assistant vice president, Education for Safety & Quality, MedStar Health and director, Center for Integrated Healthcare Learning  
**Armando Nahum**, director, Center for Engaging Patients as Partners, MedStar Health Institute for Quality and Safety  
**Christine Goeschel, ScD, RN**, assistant vice president, Quality, MedStar Health and director, Center for Improving Diagnosis in Healthcare, MedStar Health Institute for Quality and Safety  
**Michael Hofmann**, director, International Training Center for Bloodless Medicine & Surgery  
**Kelly Smith, PhD**, senior director for Quality and Safety Research, MedStar Health Institute for Quality and Safety  
**Tracy Granzky**, director, Center for Healthcare Narratives, MedStar Health Institute for Quality and Safety  
**Devin Brinkley**, manager, Finance and Operations, MedStar Health Institute for Quality and Safety  
**Katie Carlin**, senior director, Business Development and Planning, MedStar Health Institute for Quality and Safety

## Advisory Board

**Beth Daley Ullem**, governance expert, advisor, and public speaker  
**Rollin J. (Terry) Fairbanks, MD, FACEP, CPPS**, assistant vice president, Ambulatory Quality and Safety and founding director, National Center for Human Factors in Healthcare.  
**Thomas H. Gallagher, MD**, professor, Departments of Medicine, Bioethics and Humanities, associate chair for Patient Care Quality, Safety, and Value, University of Washington  
**Rosemary Gibson**, award-winning author, inspirational speaker and advisor  
**Christine Goeschel, ScD, RN**, assistant vice president, Quality, MedStar Health and director, Center for Improving Diagnosis in Healthcare, MedStar Health Institute for Quality and Safety  
**Carole Hemmelgarn, MS**, patient advocate and educator  
**Cliff Hughes**, senior vice president, International Society for Quality in Health Care (ISQua)  
**Joe Kiani**, founder and chief executive officer, Masimo Corporation, founder and chairman Patient Safety Movement  
**Julie Morath, RN, CPPS**, president and chief executive officer, Hospital Quality Institute  
**Raj Ratwani, PhD**, director, National Center for Human Factors in Healthcare, and Scientific director, MedStar Institute for Innovation and MedStar Health Research Institute  
**Jonathan Schochor, JD**, senior managing partner, Schochor, Federico and Staton, P.A.  
**Susan E. Sheridan, MIM, DHL**, director of patient engagement, Society to Improve Diagnosis in Medicine  
**Larry L. Smith, JD**, vice president of risk management, MedStar Health

# Center for Open and Honest Communication and CANDOR

The Center for Open and Honest Communication at the MedStar Health Institute for Quality and Safety is dedicated to the mission of normalizing honesty in communication between patients, their caregivers, and the healthcare system when unexpected patient harm occurs. The center is a leader in supporting clinicians and healthcare staff in the hospital and ambulatory settings to develop deep, meaningful relationships with their patients and families through **open, early, honest, and clear communication**.

The predominant activities of the Center for Open and Honest Communication include the implementation of CANDOR [**C**ommunication **AND** **O**ptimal **R**esolution], a comprehensive, principled, and systematic approach to the response and prevention of patient harm. Success depends upon a paradigm shift in the response to harm—from event reporting through immediate and ongoing communication with patients and family members, to event review and human-factors based process redesign, to caring for caregivers and achieving resolution.

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*“Patient and family engagement is a core strategy and the heart of the CANDOR approach.”*

**Timothy B. McDonald, MD, JD, president, Center for Open and Honest Communication**



## CANDOR implementation involves several steps, including:

- Board and leadership engagement
- Needs assessment and gap analysis
- Establishment of early response and support “go teams” that are activated when unexpected patient harm occurs
- Training in event reporting and event review and human factors-based process redesign
- Communication training with a goal toward normalizing honesty with patients and families and throughout the organization
- Care for the caregiver training as part of an overall wellness and resilience program
- Resolution workshop with both financial and non-financial options



*"There are no words to express how utterly important open and honest communication is. As a patient who has been on the receiving end of a catastrophic medical error, my life and my family's lives were turned upside down. We appreciated that the surgeon apologized to my wife and myself, explained what happened, and outlined a plan of action that allowed us to move forward. While the error has changed our lives forever, I truly cannot thank the team enough for being open, honest, and caring during a difficult time."*

**Jack Gentry, grateful patient**

*"Being open and honest with patients and their loved ones, especially when care does not go as planned, is my passion. Patients deserve open, honest, and effective communication. Simply stated, being open and honest is the right thing to do."*

**Timothy B. McDonald, MD, JD,  
President, Center for Open and Honest  
Communication**



Teresa and Jack Gentry

## Academy for Emerging Leaders in Patient Safety:

# The Telluride Experience

In 2004, David Mayer, MD and Timothy McDonald, MD, JD invited a number of patient safety and medical and nursing education thought leaders to Telluride, Colorado, for the first annual Telluride Patient Safety Educational Roundtable.

The mission was to discuss a long overdue redesign of medical education that included a greater appreciation for patient safety across the curriculum. They welcomed a number of patient and healthcare consumer advocates to join the conversation, setting themselves apart by including the patient voice in this work. In 2010, the roundtable format evolved into the first Telluride Patient Safety Summer Camp for health science students and graduate resident physicians—our future healthcare leaders.

The Telluride Patient Safety Summer Camps now reside within the Academy for Emerging Leaders in Patient Safety (AELPS), and have grown in response to the need that remains for patient safety education. The AELPS Telluride Experience curriculum is now offered internationally and offers a faculty development program for program directors and risk managers.



Telluride Experience: Doha, Qatar Faculty 2016. Pictured (left to right): Seth A. Krevat, MD, FACP; Anne Gunderson, Ed.D, GNP; Timothy McDonald, MD, JD; Tracy Granzky; David Mayer, MD; Carole Hemmelgarn

Over the past seven years, more than 1,000 medical and nursing students and resident physicians have been trained in patient safety competencies through the Telluride Experience. Sessions are currently held in Breckenridge, Colorado, Napa, California, Washington, D.C., Doha, Qatar, and Sydney, Australia. The journey continues!



# Center for Integrated Healthcare Learning

## MedStar Health Institute for Quality and Safety Educational Programs

MedStar Health Institute for Quality and Safety is committed to providing the highest level of patient safety and quality improvement education. Competencies for optimal patient care outcomes in the clinical environment include knowledge, skills, and attitudes in critical disciplines, and unfortunately these important competencies are not traditionally taught in most medical and other health science schools. The Institute's educational programming successfully addresses the deep need for transformational safety science and quality improvement education resulting in effective and sustainable improvements in the delivery of health care.

## Executive Masters in Clinical Quality, Safety, and Leadership

MedStar Health is at the forefront of efforts to improve patient safety through education, and has collaborated with Georgetown University in Washington, D.C., to offer an Executive Master's in Clinical Quality, Safety, and Leadership, awarded by Georgetown University. The 16 month, full-time program is primarily online and is designed for both clinical and non-clinical healthcare professionals interested in taking healthcare quality and patient care services to a higher level of excellence. This innovative program will immerse learners in advanced theory and concepts of healthcare quality, patient safety science, and organizational leadership.

## Fellowship Program in Quality and Safety

The primary goal of the Institute's fellowship program in quality and safety is to train quality and safety leaders of the future. Selected fellows will work closely with MedStar and Institute leaders to gain experience in project management, safety culture, and educational initiatives. At the conclusion of the 12-month experience, fellows will have completed at least one publishable quality improvement and/or patient safety initiative with the goal of sustainability and system improvement. Additionally, fellows will gain competencies in quality and safety that will allow them to transition into leadership roles at the completion of the program.



*"Our educational vision is unique, and utilizes several curriculum delivery methods allowing learners to access education and training created by our expert faculty on important industry topics. We seek to educate not just healthcare professionals, but patients, family members, and other caregivers."*

**Anne Gunderson, Ed.D, GNP**  
**Assistant Vice President, Education, Safety, and Quality**  
**Director, Center for Integrated Healthcare Learning**

# Center for Healthcare Narratives

The foundation for the Academy for Emerging Leaders in Patient Safety curriculum was built primarily upon healthcare stories that connect the hearts and minds of both healthcare learners and professionals. For over 10 years, leaders at the MedStar Health Institute for Quality and Safety have been elevating the voices of patients, families, and providers, giving them a place, a purpose, and a platform to tell their stories while at the same time, educating future healthcare leaders. The ripple effect these stories have had is being felt worldwide.

These stories also hold the power to inspire a culture of safety. For example, "Please See Me," a short video intended to foster patient-centered care, teaches patient and provider to "please see me" first as a person, then as a patient and provider. The team has received frequent accolades and requests to use this award-winning content, and while delighted to share these stories, we know that real and lasting change occurs when healthcare leaders elevate their own stories.



*"The stories we tell shape our culture, and the MedStar Health Institute for Quality and Safety has been using stories to drive our culture of safety and high reliability for years. Let us show you how!"*

**Tracy Granzky**  
**Director, Center for Healthcare Narratives**  
**MedStar Health Institute for Quality and Safety**





The MedStar Health Institute for Quality and Safety's Center for Healthcare Narratives, led by Director Tracy Granzky, MS, serves as a creative outlet and training center for storytellers at every level of experience. The only prerequisites are a desire to learn and to share a health care related story.

**The Center offers:**

- Educational and narrative driven documentary films on healthcare topics in need of urgent attention
- Strategic partnerships across industries to shape healthcare messaging that adds value
- Assistance writing manuscripts to tell healthcare stories
- Production consulting and resources for video and digitally driven healthcare storytelling
- Storytelling workshops

# International Training Center for Bloodless Medicine and Surgery



*"In recent years, one of the greatest advances in healthcare quality and safety has been the increased prominence of bloodless medicine and surgery. MedStar Health remains at the forefront of this critical area of care with the International Training Center for Bloodless Medicine and Surgery. This center, made possible through philanthropy, has positively impacted patients and their loved ones around the world."*

**Michael Hofmann, Director, MedStar International Training Center for Bloodless Medicine and Surgery**

The MedStar International Training Center for Bloodless Medicine and Surgery, made possible through philanthropic investments, is one of the new patient safety initiatives at the MedStar Health Institute for Quality and Safety. Bloodless medicine is quality health care without the use of blood transfusion. It is an evidence-based, collaborative, multi-disciplinary approach originally developed to treat Jehovah's Witnesses, whose rights, as well as their needs, values, preferences, and goals for treatment, have historically been denied because they refuse blood transfusion.

The Center is housed within the Institute which places the highest priority on engaging patients in shared decisions in their care, as well as maintaining an ongoing, open, and honest, two-way conversation throughout the care being delivered. The innovative spirit of the Institute, and its deeply held commitment to patient safety and open and honest communication make it a perfect partner in the development and advancement of bloodless medicine and surgery.

The techniques of bloodless medicine and surgery have been shown to improve outcomes, shorten length of stay, and reduce hospital costs. Since no formal training in this innovative subspecialty of medicine is currently available, the Institute and the Center will provide free online training. This fills a vital need, not only for Jehovah's Witness patients, but for all patients exposed to the risks of accepted blood protocols.

## Why are we focused on an initiative to benefit a small patient population?

Stephen R. T. Evans, MD, chief medical officer, MedStar Health, explains: "First, I believe strongly that a healthcare system should be, and ultimately will be, measured on how it serves not just some communities, but all communities that we are privileged to care for. Second, we now have a clear understanding of the evidence that supports outcomes that are significantly better when you do not use blood transfusions in managing patients. In serving the Jehovah's Witness community, we gain expertise in strategies that improve the standard of care and enhance shared decision-making processes for all patients."

## What will be available through the MedStar International Training Center for Bloodless Medicine and Surgery?

- Free online case-based learning modules (continuing medical education credit available)
- Free consulting services for administrators and physician leaders wishing to establish a bloodless medicine and surgery program
- Workshops for champions—free training sessions at MedStar SiTEL
- A platform for sharing case reports from medical professionals around the world

*"I cannot tell you how grateful I am that the MedStar system provided me such excellent medical care. Because of their cooperation in offering the bloodless surgery, it gave me tremendous peace and confidence to be able to go through the unexpected, difficult surgery. Not only was the neurosurgeon who did my surgery one of the best, but all of the follow-up doctors have been amazing, and have helped me to get back to a very busy, productive life. Thank you all so much."*

**- Christine Stoddard, grateful patient**



# Center for Engaging Patients as Partners

When hospitals, clinics, or other healthcare delivery facilities reach out and tap the experience and wisdom of those receiving care, we always find people eager to help their trusted providers deliver the best possible care. Patients and families see gaps in processes and opportunities for improvement that others miss, making them a high value, low cost, and still under-utilized “natural resource.” In response to this, we created the Center for Engaging Patients as Partners, which is committed to establishing a system-wide infrastructure of Patient and Family Advisory Councils for Quality and Safety® (PFACQS®).

Those who have experienced medical error or other system failures are often the most willing to learn and help, especially in addressing issues of safety and quality. When

patients and families are engaged, they contribute to a high level of empathy and compassion in their interactions with providers, and are quickly able to identify with the feelings and stressors that healthcare workers experience.

PFACQS® are a mechanism for embedding regular input and feedback into improvement work from the communities we serve. They advance community trust building and our goal to ensure that care is truly patient-centered nationwide. The Centers for Medicare and Medicaid Services and other payers are now driving patient and family engagement through advisory councils as a strategy to improve outcomes, reduce cost, promote transparency, and reinforce the joy and meaningfulness of healthcare work.

*“There are always questions that we, as clinicians, can’t answer—things that affect our patients’ experience. We are not the experts, but they are. We need to have the patient/family viewpoint at the center of our decisions. Most organizations do this ad hoc or informally, but if you have a Patient and Family Advisory Councils for Quality and Safety® it helps make it part of your fabric.”*

**Frederick Finelli, MD, Vice President of Medical Affairs, MedStar Montgomery Medical Center**



## Features of the Patient and Family Advisory Council for Quality and Safety® model include:

- Focus on safety and quality
- Partnership modeling through Patient and Family Advisory Councils for Quality and Safety® membership that includes patients, family members, and healthcare staff
- Co-leadership and co-production of solutions
- Reporting relationship directly to senior management and governance
- Shared mental model of approaches to continuous improvement work



Patient and Family Advisory Councils for Quality and Safety, Pictured (left to right): David Mayer; Michael Milenson; Patricia Skolnik (past member); Armando Nahum; Carole Hemmelgarn; Sherri Loeb; Marty Hatlie; David Skolnik (past member); Helen Haskell; Rosemary Gibson; Victoria Nahum; Knitasha Washington; and Sorrel King.

*"I think what David (Mayer) is trying to implement, is not only having patients and families involved in these councils, to make these changes and build a true culture of safety, but the hospitals are being transparent with families and that is creating an openness, a dialogue that never existed before. Five, six years ago when I lost my son, they wouldn't sit at a table with me. Today they are. And maybe three to five years from now, one of us will be on their board. How great is that? That's true transparency!"*

**Armando Nahum, Director, Center for Engaging Patients as Partners**

*"I got involved in this after the death of my son. Families get involved because they do assume the medical system is benign and has good intentions and wants to improve. It's really critical to work with families and show results because that's been the big problem with the patient safety movement is that we have not shown results over the years. The medical community owes this to families—to show improvement, to show results."*

**Helen Haskell, President, Mothers Against Medical Error, MedStar Patient and Family Advisory Council for Quality and Safety**

# Center for Improving Diagnosis in Healthcare

The Center for Improving Diagnosis in Healthcare at the MedStar Health Institute for Quality and Safety uses a multipronged approach to achieve the goals set forth in the Improving Diagnosis in Health Care report published by the National Academies of Medicine (NAM) in September 2015.

The Institute is uniquely positioned to become a national leader in achieving goals set forth in the NAM report, because of our diverse faculty, strong patient, family and community engagement structures, while being coupled with world class training, education, and health services research programs centered around quality and patient safety.



*"When I was diagnosed with breast cancer, the first thought that came to my mind was, 'what about my family?' When I found out that I had been misdiagnosed for over a year, there were no words that can explain my frustration. My husband and I would have never known about this medical error had the doctor not communicated to us in detail what had happened. As a family, we appreciated that he came to our house to apologize and to devise a plan of action for future treatment. His honesty and courage enabled me to put my trust in the treatment process and believe that the lines of communication would always be open. I believe open communication is what leads to a more positive healing process for the doctor and most importantly—the patient."*

**Sandra Kaus, grateful patient**



A number of related incubator processes are currently underway across MedStar, including surveys to understand gaps in awareness and knowledge about diagnostic error, development of transdisciplinary research and quality improvement programs to address critical diagnostic safety and quality issues, and training programs to enhance clinical reasoning. The MedStar Health Institute for Quality and Safety faculty and staff are gathering information from important MedStar initiatives, such as *We Want to Know*, and *Learning from Every Death* to quantify how often problems or concerns related to diagnosis are identified. MedStar also has one of six teams from across the nation selected to participate in a prototyping diagnosis improvement collaborative funded by the Gordon and Betty Moore Foundation and organized and led by the Society for Improving Diagnosis in Medicine and The Institute for Healthcare Improvement.

### The Center will address diagnostic challenges by:

- **Convening** interested clinician, patient and family, and community stakeholders
- **Collaborating** to identify and prioritize diagnostic challenges
- **Creating and implementing** goal directed strategies and tactics, training, tools and improvement interventions
- **Communicating** what we learn with the larger healthcare community through workshops, publications, enhanced training, and expanded research



*“Achieving a healthcare diagnosis that is accurate, timely and communicated clearly happens best when providers and patients understand that patients are at the very center of the diagnostic team”*

**Christine Goeschel, ScD, RN, Assistant Vice President, Quality, MedStar Health and Director, Center for Improving Diagnosis in Healthcare, MedStar Health Institute for Quality and Safety**

# 10%

Diagnostic errors occur in all settings of care and contribute to about **10 percent** of patient deaths, and are the primary reason for medical liability claims.

**One in 10** diagnoses are incorrect.



**40,000 to 80,000**

Diagnostic error accounts for **40,000 to 80,000** United States deaths annually—somewhere between breast cancer and diabetes. Chances are, we will all experience diagnostic error in our lifetime.

**U.S. Institute of Medicine, 2015, BMJ Quality and Safety 25-Year Summary of U.S. Malpractice Claims, 2013**

# Research and Innovation



Researchers at the Center for Patient Safety and Quality Research tackle real-world problems across the continuum of healthcare through patient partnerships and co-designing of practical solutions to improve care quality and safety. Grounded in the science of implementation and dissemination, the Center spreads innovations pioneered at MedStar Health to healthcare systems across the U.S. and beyond. Our work is sponsored by the Agency for Healthcare Research and Quality, the Patient Centered Outcomes Research Institute, and the National Institutes of Health.

Together with our Patient and Family Advisors, MedStar Health Institute for Quality and Safety faculty, and our partners at the National Center for Human Factors in Healthcare and MedStar Simulation and Training Education Lab (SiTEL), the Center for Patient Safety and Quality Research is building the future of healthcare for the care teams of tomorrow.

## National Center for Human Factors in Healthcare

Fully embedded in the diverse MedStar Health system, our researchers and clinicians at the National Center for Human Factors in Healthcare work collaboratively to understand the needs of our caregivers and patients, and develop more effective and safe technology and processes to meet these needs. Our goal is to conduct applied research, grounded in theory, to advance safety, efficiency, and quality for our clinicians and patients.

We aim to improve performance of our workforce by deploying a blended model of interactive online and face-to-face training, 3-D virtual simulation and hands-on, high-fidelity simulations, as well as performance support tools that can be used during the delivery of patient care.





## MedStar Simulation Training and Education Lab (SiTEL)

MedStar SiTEL designs and delivers online education, experiential learning, and performance support tools for all roles across the MedStar Health system. At MedStar SiTEL, a fusion of clinical educators, creative and technical experts, and other professionals collaborate to build unique learning solutions with one goal: *to empower the highest-quality patient care.*



*"MedStar Institute for Quality and Safety Research and Innovation Team are leaders in designing, implementing, and testing advancements to transform healthcare globally. Central to the MedStar Health Institute for Quality and Safety research program is the commitment to patient, family, and caregiver engagement in co-producing innovations leading to safer healthcare. We collaborate with partners across the nation and within MedStar Health, from national experts to front line care teams, to conduct pragmatic research that leads to immediate improvements in patient safety, clinical quality, and experiences of care across the healthcare continuum."*

**Kelly Smith, PhD, Senior Director for Quality and Safety Research,  
MedStar Health Institute for Quality and Safety**

# Transformational Gratitude

Phi·lan·thro·py /fə'lanTHrəpē/

*Defined as the **Love of Humankind***

At MedStar Health, the Office of Philanthropy has been the catalyst for making many impactful, medical initiatives become a reality. Individuals who receive expert care at our network of hospitals and ambulatory sites choose to further their gratitude from their patient experience by becoming a philanthropic partner and providing support as best they can. This support can arrive to us in a number of different ways: an individual or group can express gratitude through their time, treasure, testimony, and talent.

When people receive an excellent experience from their care team, their gratitude can become the transformative assistance needed for research, education, and care services for future patients. Taking the time to properly acknowledge gratitude and communicating a sincere reception to this expression of thanks, leads to a higher patient satisfaction and improvements to the medical care we are able to provide to our community.

MedStar Health Institute for Quality and Safety relies upon the philanthropic partnerships forged with grateful patients and families to assure future success in elevating quality and safety to a new level of patient care. It is through the generous investments of our partners that the Institute remains at the forefront of future best practices and continues to improve health care for our local and global communities.

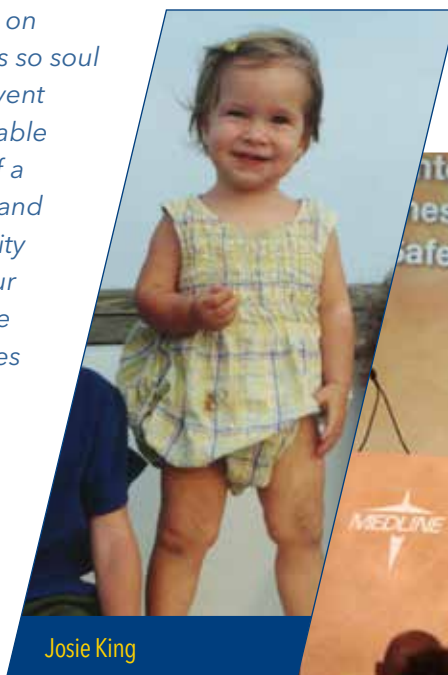


# Partnership with Philanthropy

*"Expressions of gratitude through philanthropy have a powerful, positive impact. Often people think immediately that gratefulness stems from positive outcomes and experiences. While this is true, the opposite, such as lessons learned from tragedy, can also be an opportunity for powerful change and gratefulness.*

*My daughter Josie King, died of medical errors on February 22, 2001. The loss of my daughter was so soul shaking, that it became my life's mission to prevent others from dying or being harmed by preventable mistakes in health care. This is how I find myself a part of the MedStar Health Institute for Quality and Safety. I'm am so very grateful for the opportunity to support this Institute and continue to help our industry leaders educate clinicians and advance quality and safety in medicine. This work enables us to further create a culture of patient safety that is making a tremendous change within the industry, one that is redefining best practices and saving lives."*

**Sorrel King, President and Co-founder, Josie King Foundation**



Josie King



Sorrel King

# Contact Us

For more information on strategic partnerships with the MedStar Health Institute for Quality and Safety please contact:

## David Mayer, MD

Executive Director, MedStar Health Institute for Quality and Safety

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410-772-6547 **PHONE**

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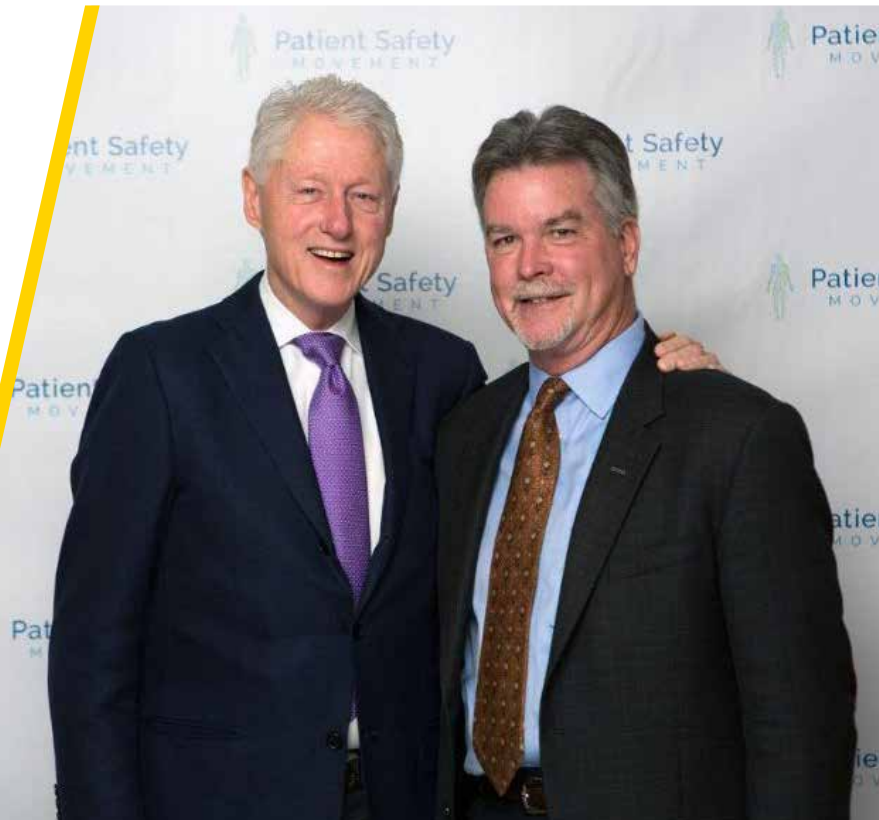
For more information on the power of gratitude and the critical changes made possible through philanthropy please contact:

## Dennis Narango

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Former President Bill Clinton and David Mayer, MD, recipient of the 2016 Humanitarian Award from the Patient Safety Movement Foundation

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Visit us online:

**[MedStarIQS.org/Philanthropy](https://www.MedStarIQS.org/Philanthropy)**



*"Philanthropy provides the opportunity for grateful individuals to express their gratitude and become involved. This gratitude can be shared in many different ways, such as through philanthropic investment, devotion of their time, their talents, and sharing their story with us. Powerful care experiences leave many people with the desire to express their gratitude, and this is the catalyst to the transformational philanthropy we need."*

**David Mayer, MD**



**MedStar Health**  
*Institute for Quality and Safety*

**MedStarIQS.org**

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