



University of North Carolina at Chapel Hill  
Department of Emergency Medicine

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Professor and Chair  
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IHQI Improvement Scholars Program

Dear Selection Committee:

I am delighted to provide this letter of strong support for Dr. Joseph Grover's application as an IHQI Improvement Scholar. As the Chair of the Department of Emergency Medicine, I am happy to serve as both the project sponsor and his supervisor. I recognize that it will be my responsibility to provide any resources necessary for completion of the project and remove any barriers that hinder progress. I welcome regular updates on the success of the project – our department hold twice monthly department meetings which provide a perfect avenue for monthly updates on the status of the project and current interventions being pursued to drive improvement.

I chose Dr. Grover to serve as the first Director of Quality and Safety because I believe his strong prior knowledge in quality improvement science through his role as Medical Director of Orange County Emergency Services will be instrumental in performing improvement work in our department. His change idea of utilizing audit and feedback to drive improvement is innovative and I believe in line with the mission of our department which is to provide outstanding emergency care through excellence in clinical care. Albert Einstein once stated that “insanity is doing the same thing over and over again and expecting different results.” As a department, we cannot continue our same path in sepsis care and expect improvement- I believe Dr. Grover brings with him an innovative new method and change package for driving improvement in sepsis care and I strongly support his intended aim and measures for the project.

In addition to serving as the sponsor for the project, I also serve as Dr. Grover's direct supervisor. As part of his role as the Director of Quality and Safety, we provide direct financial compensation in the form of reduced shift requirements to support his quality endeavors. This “buydown” of shifts affords him sufficient time to perform his quality duties. It will be utilization of this time that he can attend IHQI meetings and just in time training and also lead the improvement project. Ironically, Joseph Grover has already spent hundreds of hours working to get this project where it is today. Dr. Grover has been meeting with April Glick, the UNC Sepsis Manager for more than a year to build the Tableau Dashboard that includes provider level metrics. He has shown his dedication in this project through hundreds of hours of work and dedication leading to the product we have today. Similarly, he has already engaged in a PDSA cycles to gauge feasibility of this project. With the support of a medical student in the CLQS program, they have already released their first sepsis report card to residents to gauge whether the report card is helpful and presented in a matter that is actionable with regards to the data. He has built a department report card with the goal of sharing this monthly with faculty/nursing/ residents and showcasing it within the department as a way of publicizing the project in real time. All of this is meant to demonstrate Dr. Grover's passion for the project and its ability to begin immediately upon acceptance by the IHQI team.

I wholeheartedly support Dr. Grover's application to serve as an IHQI Improvement Scholar and welcome any questions or concerns you may have regarding his application.

Sincerely,

A handwritten signature in black ink, appearing to read "Jane H. Brice".

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