



# Quality Line

Minnesota Healthcare Quality Professionals

Winter 2010

Change.....

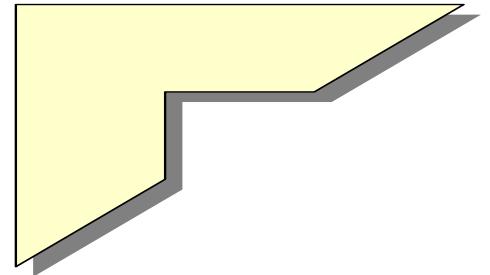
## Atul Who?

Stories. Always people are asking for stories – on paper, on poster boards, during lectures. You’ll likely agree stories are much more impacting than any outline. Any type of person, anywhere, will pause what they’re doing and listen to the person telling the story. Stories are never boring, and as we listen, perhaps we come up with a similar story and time passes quickly. This article is about a top-notch storyteller: Atul Gawande. His stories are told so that Wall Street gurus, engineers, facilities personnel, machine operators of every kind and the members of the World Health Organization can understand his stories! Here’s an excerpt of a story of his from a most recent article, “Letting Go” in the August 2, 2010 issue of [The New Yorker](#):

Sara Thomas Monopoli was pregnant with her first child when her doctors learned that she was going to die. It started with a cough and a pain in her back. Then a chest X-ray showed that her left lung had collapsed, and her chest was filled with fluid. A sample of the fluid was drawn off with a long needle and sent for testing. Instead of an infection, as everyone had expected, it was lung cancer, and it had already spread to the lining of her chest. Her pregnancy was thirty-nine weeks along, and the obstetrician who had ordered the test broke the news to her as she sat with her husband and her parents. The obstetrician didn’t get into the prognosis—she would bring in an oncologist for that—but Sara was stunned. Her mother, who had lost her best friend to lung cancer, began crying.

The doctors wanted to start treatment right away, and that meant inducing labor to get the baby out. For the moment, though, Sara and her husband, Rich, sat by themselves on a quiet terrace off the labor floor. It was a warm Monday in June, 2007. She took Rich’s hands, and they tried to absorb what they had heard. Monopoli was thirty-four. She had never smoked, or lived with anyone who had. She exercised. She ate well. The diagnosis was bewildering. “This is going to be O.K. through this. It’s going to be hard, yes. But we’ll figure it out. We can find the right treatment. We can find a baby to think about.

(Continued on Page 2)



## PRESIDENTS MESSAGE

This is my last communication as MHQP President. I’d like to thank all the MHQP members for their support and involvement these past two years. I’d like to offer a big thank you to the MHQP Board, they have provided energy, support, and a lot of work. Much has been accomplished over the last two years. Specifically, the number and variety of educational programs has grown due to Skip Valusek’s tireless work with prep courses for the CPHQ exams, monthly brown bag sessions, and the recent seminar co-sponsored by Minnesota Council for Quality.

Communication with members via e-mail has allowed us to keep members updated about coming events, new job opportunities, a recent survey of membership goals, and conducting business [voting for officers].

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*Season's Greetings!*

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“So Sara and I looked at each other,” Rich recalled, “and we said, ‘We don’t have cancer on Tuesday. It’s a cancer-free day. We’re having a baby. It’s exciting. And we’re going to enjoy our baby.’” On Tuesday, at 8:55 P.M., Vivian Monopoli, seven pounds nine ounces, was born. She had wavy brown hair, like her mom, and she was perfectly healthy.

The next day, Sara underwent blood tests and body scans.

The article goes on to describe efforts such as CT scans and chemotherapy using the newest and best drugs. Then Gawande writes:

This is the moment in Sara’s story that poses a fundamental question for everyone living in the era of modern medicine: What do we want Sara and her doctors to do now? Or, to put it another way, if you were the one who had metastatic cancer – or, for that matter, a similarly advanced case of emphysema or congestive heart failure – what would you want your doctors to do? ..... Twenty-five percent of all Medicare spending is for the five percent of patients who are in their final year of life, and most of that money goes for care in their last couple of months which is of little apparent benefit.

Atul Gawande is a surgeon, a journalist, an author. His writings challenge me and other healthcare workers to think in a new way and might help improvement teams “unfreeze” when they run out of ideas. One tool he uses effectively is the checklist. As is stated in the front flap of the jacket of his most recent book, “The Checklist Manifesto: How to Get Things Right” (2009): “the volume and complexity of knowledge today has exceeded our ability as individuals to properly deliver it to people – consistently, correctly, safely. We train longer, specialize more, use ever advancing technologies, and still we fail . . . .” acclaimed writer and surgeon Atul Gawande makes a compelling argument that we can do better and finds a solution in the most humble of places: the lowly checklist.” The use of checklists in process improvement is an often used but undervalued tool.

Who is Atul? You’ll be able to learn lots in a very short time by googling his name; you will be astonished at his life story and accomplishments and then you will be amazed at his ability to write so that 5<sup>th</sup> graders can understand his very complex subjects. His website is another good place to visit [www.ghawande.com](http://www.ghawande.com) . Perhaps this Christmas season, “Better” or “Complications” or “The Checklist” would be a good book for you to purchase for your improvement library. Better yet, gift yourself! You will be drawn in from page one and find it hard to put the reading down until you’ve read the last page.

We say Merry Christmas at our house. From me to you, Happy Holidays!

Jennie Rodlund, Immediate Past President, MHQP





## BOOKS \*

The Checklist Manifesto: How to Get Things Right. Atul Gawande (Author)

Better: A Surgeon’s Notes on an Imperfect Science. Atul Gawande (Author)

How Doctors Think. Jerome Groopman (Author)

Safe Patients, Smart Hopistals: How One Doctor’s Checklist Can Help Us Change Healthcare From The Inside Out. Peter Pronocost & Eric Vohr (Authors)

Why Hospitals Should Fly: The Ultimate Flight Plan to Patient Safety and Quality Care. John Nance (Author)

\*Placement of a book on this page is not to be interpreted as an endorsement by MHQP. It is your discretion whether the links have value for you or not.



### ON CHANGE.....

He who rejects **change** is the architect of decay. The only human institution which rejects progress is the cemetery. ~Harold Wilson ...

Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek. ~ Barack Obama

Change means movement. Movement means friction. Only in the frictionless vacuum of a nonexistent abstract world can movement or change occur without that abrasive friction of conflict. ~ Saul Alinsky

I cannot say whether things will get better if we change; what I can say is they must change if they are to get better. ~ Georg C. Lichtenberg

**(Continued from page 1 –Presidents Message)**

Nancy Wolf is our membership chair and sends out our communications. Membership has grown, even during the recession. Heather Clark, our retiring Secretary/Treasurer, has done a great job of recording our meeting minutes and managing our budget. Trish Beilke, our Board Member at Large, is the editor of the newsletter. Trish works in Sleepy Eye but has been an active MHQP contributor through the use of teleconferences and email. She provides a great example of how someone not in the metro area can assist. The newsletter serves as both an educational tool and a communication tool with members.

I urge each of you to think about what time and talent you might offer to MHQP. Skip would value speakers for the Brown Bag sessions. We are looking for an individual or two to assist us in improving our website. The Board has budgeted for someone to manage it but first we have to identify what features/capabilities we want before we do a search for a vendor. We have conference calling abilities for our meetings so those of you out state can participate. Take a look at our 2011 Strategic Plan – is there something there which you'd like to volunteer for?

This is a time of opportunity for quality professionals. The new requirements around external quality reporting and reimbursement based on quality will continue to grow. Healthcare is really focusing on patient safety and high-quality care. Now is the time to promote our roles. Networking within MHQP and NAHQ is one way to help you grow and learn how to gain support for your work and budget. NAHQ has special interest groups [SIGs] that can also offer support through communication, data, and tools.

Even in this time of recession, consider a membership in NAHQ. The organization offers a great deal to quality health professionals, much more than just certification. As an NAHQ member you have access to e-mail discussion groups and an online resource center, the Journal for Healthcare Quality, member rates on continuing education offerings and the CPHQ exam.

Please join me in welcoming Elaine Johnson as our President, Denise White as our President-Elect, and Bridget Griffin as Secretary/Treasurer come January 2011. I will stay involved with MHQP as it provides me with professional and personal value. I hope to continue interacting with many of you over the next few years.

Sally Irrgang



### **New CPHQ's!**

**MHQP extends congratulations to those Minnesotan's who recently passed the CPHQ certification exam, please reach out and congratulate these individuals:**

Susan M. Carlson

Sheri Dodd

Hossam Eldin M. Elsaqa

Bonnie Louise Freudenberg

Karen J. Hoybook

Elizabeth A. Jeppesen

Sandr J. Makela

Sherrie Lynn Murphy

Kimberly O'Brien

Rebecca Ann Sanchez

Tamara Sippl

Robin Jane Swerdlick

Catherine Vanous

## MHQP Annual Business Meeting

### October 13, 2010

The annual MHQP Annual Business Meeting was held on October 13, 2010 after an excellent Fall Conference on customer engagement that was jointly sponsored by MHQP and Minnesota Council for Quality. Although attendance was down, a good discussion of issues took place. New this year was the ability to teleconference into the meeting and three members took advantage of this.

The results of the 2010 Member Survey were reviewed. Survey response was at 24% and the feedback assisted the Board in determining the strategic goals for 2011. It was agreed this was a valuable tool and should be done annually to align MHQP goals and membership priorities.

The Board was very pleased to announce and welcome the new Board members. Denise White, President Elect and Bridget Griffin, Secretary/Treasurer. They start their positions in January 2011.

Heather Clark gave the finance report and distributed a draft budget for 2011. Income in 2010 came exclusively from membership dues and fees associated with the CPHQ prep course. Expenses were primarily from Board attendance at the NAHQ conference and leadership summit. The draft 2011 budget will be finalized in early 2011. The CPHQ certification prep class will have expenses, with the financial goal of the class to break even. Additional funds will be directed to website design and updates since member survey results revealed this to be an important resource for our membership. The draft budget currently has a projected deficit of \$4,145. As of July 2010 our net assets total \$34,820. The budget will be finalized in early 2011.

Sally Irrgang reviewed the Board goals/objectives for 2010 and the progress made in achieving those goals. Highlights of the year included a focus on education with the CPHQ prep course, the fall seminar on customer engagement, and monthly brown bags. Educational suggestions from the survey will be used to plan future educational opportunities. A mentoring program was established that will be continued and a scholarship program was offered for attendance to the NAHQ national conference. We administered a membership survey for guidance in future planning and will continue that on a yearly basis.

This has been a productive year for MHQP and we are looking forward to another exciting and productive year in 2011 as we welcome our new Board members and encourage more involvement from our membership.



### Places to go—Things to see.....

[http://en.wikipedia.org/wiki/Atul\\_Gawande](http://en.wikipedia.org/wiki/Atul_Gawande)

<http://www.ahrq.gov/qual/errorsix.htm>

[http://www.isixsigma.com/index.php?option=com\\_content&view=article&id=205&Itemid=48](http://www.isixsigma.com/index.php?option=com_content&view=article&id=205&Itemid=48)

<http://class.et.byu.edu/mfg340/lessons/seventools/index.html>

\* Placement of a web link on this page is not to be interpreted as an endorsement by MHQP. It is your discretion whether the links have value for you or not.



## MEMBERSHIP UPDATE

Holiday greetings to all! I'd like to extend a personal invitation to each of you to renew your Minnesota Healthcare Quality Professional (MHQP) membership for 2011. Participation in the MHQP organization offers many professional benefits:

- Educational conferences at reduced rates, featuring local and nationally recognized experts;
- Monthly educational Webinar series focusing on CPHQ certification prep topics;
- Continuing education credit hours designated to meet CPHQ requirements;
- Mentorship program for new or transitioning quality leaders;
- MHQP awards one annual scholarship to the National Association of Healthcare Quality (NAHQ) conference;
- Access to Minnesota Council for Quality (MCQ) discounts, services, and monthly electronic newsletter ([www.councilforquality.org](http://www.councilforquality.org));
- Opportunities to network with colleagues from an array of healthcare related organizations;
- MHQP's "Quality Line" newsletter-published three times per year; and
- Notices regarding healthcare quality related job opportunities.

Please take a few moments to complete the renewal application (found on page 11) and return it to me (address on form) along with a check for **\$60** by **January 31, 2011**.

Note that a new question has been added to the application: ***Do you want your contact information included in a membership directory which will be shared with other MHQP members?*** In an effort to provide members the opportunity to network with colleagues, MHQP will share a membership directory in 2011. Your acknowledgement via the application form will serve as consent to share your ***employer*** contact information (unless you designate otherwise).

Feel free to share the membership application with colleagues and staff who may be interested in becoming a member. Please contact me with questions at (952) 428-2261 or [nancy.wolf@allina.com](mailto:nancy.wolf@allina.com).

Thank you for your continued support of MHQP!

Go to <http://www.mhqp.com/>





## MHQP Education Update

### **CONFERENCE**

The Bi-Annual fall joint conference Co-Sponsored with the Minnesota Council for Quality focused on Baldrige category 3: Patient and Family Engagement. With Keynote speakers from Ritz Carlton, Mayo Clinic and US Bank, attendees heard the common themes of communication, communication, communication! Other significant trends that quality professionals are going to have to deal with are the impact of social media on communication and the impact of point of care surveys on patient satisfaction processes while adhering to HCAHPS and CAHPS guidelines.

### **BROWNBAGS**

Monthly brownbags continue to be a free form of education for anyone interested in quality as a core competency. Below is the forecast of topics. Your survey results of topics of interest are being incorporated into the agenda in 2011. Contact Skip at [skipvalusek@comcast.net](mailto:skipvalusek@comcast.net) if you have additional topics or if you would like to either be a panel member or co-host an upcoming session.

Nov 18 (3 <sup>rd</sup> Thurs)	Health Literacy and Patient Education Lane Stiles, MN Health Literacy Partnership
Dec 23	MAPS Update Tania Daniels MDH
<b>2011</b>	
Jan 27	Health Care Homes Marie Maes-Voreis MDH
Feb 24	Analyzing Study Results
Mar 5	<b>CPHQ Exam Prep Course</b> <b>Nancy Claflin @ VA Med Center</b>
Mar 24	HealthCare Reform

### **CPHQ PREP COURSE**

The Third Annual CPHQ Exam Prep Course will be held again this year. Contact Skip at [skipvalusek@comcast.net](mailto:skipvalusek@comcast.net) to register or if you have questions

**INSTRUCTOR:** Nancy Claflin, RN, PhD, CCRN, CPHQ, FNAHQ  
Associate Chief, Nursing Service Operations  
Phoenix VA Healthcare System

**CPHQ CEU's:** 8 CPHQ contact hours applied for

**PLACE:** VA Hospital Auditorium, Minneapolis, MN

**COST:** \$150 MHQP members; \$225 non-members  
Current non members are invited to join MHQP; annual dues are \$60

**AGENDA:** Saturday, March 5  
0715-0800 Registration & networking  
0800-1700 Class  
1730 + Optional pay your own networking dinner

## 2011 Minnesota Healthcare Quality Professionals Goals

1. Provide opportunities for members to advance the theory and practice of quality improvement through education, networking, mentoring, and job postings
2. Fiscal responsibility of MHQP's resources while supporting educational opportunities
3. Engage the membership by expanding involvement in MHQP
4. Expand connectivity and improve communication
5. Collaborate with other organizations to improve quality across the continuum of care

<b>Goal #1: Provide opportunities for members to advance the theory and practice of quality improvement through education, networking, mentoring, and job postings.</b>			
<b>Activities</b>	<b>Objectives</b>	<b>Frequency/Timing</b>	<b>How/Who</b>
Brown Bag Sessions	<ul style="list-style-type: none"> <li>- Expand knowledge of healthcare professionals through the development of quality skills</li> <li>- Enhance content on healthcare reform</li> </ul>	Monthly, the third Thursday of the month at 12:00 noon	Purchase CPHQ tools Expand resources involved in education <i>Education Chair</i>
CPHQ Prep Course	<ul style="list-style-type: none"> <li>- Prepare healthcare personnel for the certification exam</li> <li>- Offer CEU opportunities to certified individuals</li> </ul>	Annual: March	Contract with instructor, secure location, prepare materials.  <i>Education Chair or delegate</i>
Fall Seminar	<ul style="list-style-type: none"> <li>- Bring current healthcare issues to membership</li> </ul>	Annual: Fall	<i>Education committee</i>
Mentor Program	<ul style="list-style-type: none"> <li>- Promote mentorship</li> <li>- Review process and requirements</li> </ul>	As requested	<i>Membership Chair</i>
Scholarships	<ul style="list-style-type: none"> <li>- Award 2 scholarships to MHQP educational sessions to MHQP members</li> <li>- Award 1 registration fee to NAQH's national conference in 2011 to MHQP members</li> </ul>	Annual: <ul style="list-style-type: none"> <li>- Select MHQP members for fall conference in Spring</li> <li>- Select NAQH at the annual fall meeting</li> </ul>	<i>Board</i>
<b>Goal #2: Fiscal responsibility of MHQPs resources while supporting educational opportunities</b>			
<b>Activities</b>	<b>Objectives</b>	<b>Frequency/Timing</b>	<b>How/Who</b>
Manage MHQP Funds	<ul style="list-style-type: none"> <li>- Monitor US Bank investments</li> <li>- Implement on-line renewal for membership</li> <li>- Explore charging employers for post job opportunities</li> </ul>	Ongoing	<i>Secretary/Treasurer</i>

Maintain and improve MHQP's compliance with NAHQ's requirements	MHQP Structure	<ul style="list-style-type: none"> <li>- Review and revise MHPQ By-laws and Policies and Procedures in 2011</li> <li>- Review and embed NAHQ requirements to ensure continued status as an affiliate</li> <li>- Review and updated record retention guidelines</li> </ul>	By-Laws 2 <sup>nd</sup> Quarter Policies and Procedures 3 <sup>rd</sup> Quarter <i>President &amp; Past-President</i>
<b>Goal #3: Engage the membership by expanding involvement in MHQP</b>			
<b>Activities</b>	<b>Objectives</b>	<b>Frequency/Timing</b>	<b>How/Who</b>
Provide low cost educational opportunities	Set fees for educational offerings low enough to promote joining MHQP	<ul style="list-style-type: none"> <li>- With each educational offering</li> </ul>	<i>Education Committee</i>
Membership outreach	Each committee chair to reach out to at least one other individual to serve	<ul style="list-style-type: none"> <li>- Ongoing</li> </ul>	<i>Committee Chairs</i>
<b>Goal #4: Expand connectivity and improve communication</b>			
<b>Activities</b>	<b>Objectives</b>	<b>Frequency/Timing</b>	<b>How/Who</b>
Web Improvement	<ul style="list-style-type: none"> <li>- RFP for web redesign and maintenance</li> <li>- Create a board position to oversee Web</li> <li>- Monthly updates to the web</li> </ul>	First quarter  2 <sup>nd</sup> Quarter	<i>President &amp; Past-President</i>
Newsletter	<ul style="list-style-type: none"> <li>- Educate and inform members</li> </ul>	3 Publications annually: Spring, Summer and Winter	<i>Newsletter Editor</i>
Annual Fall Meeting	<ul style="list-style-type: none"> <li>- Increase attendance at fall meeting by 10%</li> <li>- Evaluate use of conference call attendance</li> <li>- Have NAHQ</li> <li>- Plan and promote even at least 3 months prior to date</li> </ul>	October	<i>President &amp; Board</i>
Membership	<ul style="list-style-type: none"> <li>- Maintain current enrollment at 115</li> <li>- Achieve &gt; than 25% membership with NAHQ membership</li> </ul>	Ongoing	<i>Membership Chair</i>
<b>Goal #5: Collaborate with other organizations to improve quality across the continuum of care</b>			
<b>Activities</b>	<b>Objectives</b>	<b>Frequency/Timing</b>	<b>How/Who</b>
Maintain and Extend Relationships	<ul style="list-style-type: none"> <li>- Continue to support MCQ financially</li> <li>- Reach out to MHA</li> <li>- Explore other organizations across continuum</li> </ul>	MCQ- summer  MHA – 2 <sup>nd</sup> quarter	<i>Board</i>



In some South Pacific cultures, a speaker holds a conch shell as a symbol of temporary position of authority. Leaders must understand who holds the conch; that is, who should be listened to and when.

**Max DePree**

### ***MHQP Reflections***

#### ***Our Mission:***

Minnesota Healthcare Quality Professionals (MHQP) advances the theory and practice of quality improvement by providing educational and networking opportunities for professionals within a variety of healthcare settings.

MHQP is affiliated with the National Association of Healthcare Quality (NAHQ).

#### ***Our Vision:***

MHQP is a recognized state leader providing access to cutting edge theory and practices related to quality improvement with a focus on the professional needs of our members

#### ***Code of Ethics for Healthcare Quality Professionals***

Healthcare Quality Professionals recognize personal accountability and moral obligations to all customers served: clients, employees, employers, physicians, organizations and the public.

Healthcare Quality Professionals are committed to maintaining the integrity of the practice of quality and performance improvement. The key elements defining the standards of conduct for Healthcare Quality Professionals are: commitment, confidentiality, and relationships.

The Healthcare Quality Professional agrees to uphold and promote the dignity of the profession and is committed to:

- Practicing the profession with honesty, integrity, and accountability.
- Maintaining the level of competence as outlined in the Standards of Practice for Healthcare Quality Professionals.
- Seeking the trust and confidence of all customers.
- Supporting the Standards of Practice for Healthcare Quality Professionals.

## Minnesota Healthcare Quality Professionals 2011 Membership Application

Renewal Membership       New Membership

<b>Name/Credentials</b>	
<b>Position/Title</b>	
<b>Today's Date</b>	

<b>Office Use Only:</b>
REC: _____
DB: _____
CS: _____
Email: _____

Home	Employer
Address	Employer
City	Work Address
State/Zip Code	Work City
County	Work State                      Zip Code                      County
Phone	Work Phone
Fax	Work Fax
E-Mail	Work E-Mail
<input type="checkbox"/> NAHQ Member <input type="checkbox"/> CPHQ Certification <input type="checkbox"/> Other Quality Organization _____	Work Department

*I prefer e-mail correspondence at (check one):*     Work     Home

*Do you want your contact information included in a membership directory which will be shared with other MHQP members?*     Yes     No

Organization/Facility Type		Area(s) of Interest
<input type="checkbox"/> Hospital	<input type="checkbox"/> Regulatory Agency	<input type="checkbox"/> Case/Utilization Management
<input type="checkbox"/> Clinic	<input type="checkbox"/> Health Plan	<input type="checkbox"/> Data Management
<input type="checkbox"/> Home Health	<input type="checkbox"/> Rehabilitation	<input type="checkbox"/> Risk Management
<input type="checkbox"/> Long Term Care	<input type="checkbox"/> Behavioral Health	<input type="checkbox"/> Quality/Patient Safety
<input type="checkbox"/> Multicare Health System	<input type="checkbox"/> Other:	<input type="checkbox"/> Infection Control
		<input type="checkbox"/> Other:

Annual Membership Fee: \$60.00  
 Questions? Contact Nancy Wolf at (952) 428-2261 or [nancy.wolf@allina.com](mailto:nancy.wolf@allina.com)

Make check payable to: Minnesota Healthcare Quality Professionals (MHQP)

Attn. Nancy Wolf  
 Mail to: 390 Rolling Meadows Lane  
 New Prague, MN 56071