

AzAHQ Network

Fall 2007

A Publication of the Arizona Association for Healthcare Quality

Available Online at: <http://www.azahq.org>

AzAHQ is an affiliate of:



National Association
for Healthcare Quality

Advancing Healthcare Quality in Arizona through leadership, education and communication.

FEATURES IN THIS ISSUE:

- 1 **AzAHQ President's Message**
- 2 **AzAHQ President Receives NAHQ Award**
- 3 **Arizona Attends NAHQ Conference**
- 4 **CPHQ Self Assessment Examination**
- 5 **CPHQ Course in 2008**
- 6 **Treasurer's Update**
- 7 **AzAHQ Board Members**

AzAHQ PRESIDENT'S MESSAGE

"We must be shapers of events, not observers, for if we do not act, the moment will pass and we will lose the best possibilities of our future."

Bill Clinton

The National Association for Healthcare Quality (NAHQ) is taking that message to heart and shaping the future of the organization. I was privileged to attend a Governance Task Force meeting in May with 20 other NAHQ members, NAHQ board members, and staff members to evaluate NAHQ's current structure and determine the type of structure that would best support the realization of its mission, vision, and goals. We reviewed a summary of information about the association and profession, including member feedback from market research, Leadership Council and State Leader surveys, phone surveys, and important historical documents. We also reviewed current governance trends among the highest performing associations. We then developed a list of key attributes and values we felt were important to NAHQ's success. Those key attributes were used to craft a model for governance that we believe is necessary to not only sustain, but also advance the association.

The change was initiated from expressed member frustration with the current governance structure. Members have requested expanded opportunities for board

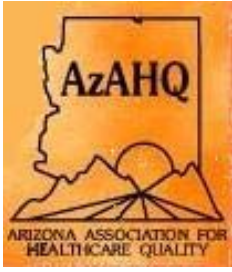
service and other leadership opportunities within the association. The group determined that NAHQ's current geography-based representative model is not optimally responsive to the unique perspectives of quality professionals who practice in diverse settings. While boards of successful associations tend to be small, they are typically larger than NAHQ's board. Currently, there are only five board members who actually vote on motions. Highly successful associations adapt to the changing needs of the professions they serve. We aspire to create a nimble framework on which we can move from "Good to Great."

At the recent NAHQ Conference in Boston September 9-12, I attended what is probably the last Leadership Council meeting. At that meeting, attendees expressed support for the changes which will be voted on later this year. There were five basic recommendations that the Governance Task Force made to enhance the structure of NAHQ.

The first recommendation was to change the board structure. The current board is comprised of five voting members and the President. The HQCB chair and NAHQ's Executive Director serve as ex-officio (non-voting) members. Based on analysis of the work that is currently done by the Board and additional work to be done as well as member feedback and governance trends among successful associations, the recommendation is to maintain all current board positions, change the Certification Board liaison role into a full-voting position, and add one additional board director position for the role of liaison to Special Interest Groups (SIGs).

The second recommendation involves the creation of an external advisory council. By formally seeking guidance from respected healthcare quality leaders, NAHQ will be better positioned to become the primary resource for innovative as well as practical tools and services to benefit the healthcare quality profession. This recommendation involves establishing an External Advisory Council of healthcare quality experts and leaders who will review NAHQ's major strategic goals/plans and provide input, recommend potential alliances, recommend authors, presenters, and topics, provide insights about upcoming trends/cutting edge issues/competencies, mentor/coach NAHQ leaders, and assist with the identification of products and services to meet the demands of our profession.

Of great interest to state associations, the third recommendation involves states. NAHQ reaffirmed that it highly values its relationship with states and state leaders. During its history, NAHQ has observed the ebb and flow of effectiveness within state associations. This recommendation from the governance assessment team will improve NAHQ's support of state leaders by providing enhanced opportunities for



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interaction, learning, and leadership development. The proposal enhances the current State Leadership relationship approach by encouraging participation among leaders in all states, regardless of affiliation status. However, full-affiliation would remain a requirement for state quality awards. There will also be expanded opportunities for learning, information exchange, and leadership development to the entire board of state quality associations. It was identified that cost factors may create the need for some limits on the total number of individuals who can participate in conference calls, but the goal is optimal inclusion. Finally, State Leaders Network participants will be invited to manage the agenda for their meetings, discussions, and education.

Surveys and other feedback from NAHQ members have reflected frustration with the Leadership Council. Similarly, members who have not had the opportunity to serve on the Leadership Council feel they have insufficient input about issues affecting the profession. In addition, the quality field includes professionals in a variety of practice settings who have unique professional development and networking needs. NAHQ's current structure does not lend itself to meeting those diverse needs.

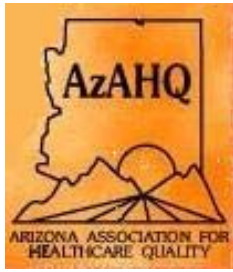
Another part of this recommendation is that the annual Leadership Council Meeting will be reformulated into a town hall session open to any interested member. Prior to the annual meeting, an annual report and information about the state of the organization will be posted to NAHQ's website. The annual meeting will include an opportunity for dialogue with the board about issues affecting the profession as well as opportunities for NAHQ to improve how it meets the needs of healthcare quality professionals who practice in diverse settings.

The fourth recommendation involves Special Interest Groups (SIGs), which will be established to provide ongoing and relevant communities for members. SIG categories will be determined based on feedback from members. There will be no set number of SIGs. They may grow and shrink depending on demand. Some SIGs may choose to sub-specialize into even more narrow areas of focus. Each SIG will have a team leader who will communicate with the board through the SIG board liaison position. SIG team leaders will network with one another to optimize lateral communication and cross-fertilization of ideas. Individuals within SIGs will communicate with one another through listserv activities and conference calls. The NAHQ Board will seek input from SIGs with regard to products and services that would benefit SIG areas of practice.

The final recommendation involves the nominating team. The governance assessment team concluded that the current structure and process for the nominating team does not align with the practices used by highly performing associations. Current trends among the most successful associations include an appointed team with an expanded role for long-term leadership development. The provisions of this proposal include restructuring the team to include eight appointed members who will develop and regularly update the service path for members seeking a leadership role in the association, establish a formal mentoring program for leadership development, and work with the State Leadership Network, team leaders, and SIGs to identify and develop potential candidates.

We expect that there will be significant benefits from these changes. Opportunities for members to regularly connect with others in their practice area and to participate in an annual town hall meeting will promote member engagement and retention. The changes will also improve the marketability of the association to potential members that practice in both traditional and diverse settings. Former participants in the Leadership Council will have new or enhanced avenues for involvement in NAHQ through SIGs, the State Leader's Network, and attendance at the annual town hall meeting. Involvement opportunities will likewise continue through participation on teams and other volunteer projects. Expanding Nominating Team functions to include coordination of leadership development and mentoring activities will better equip NAHQ leaders for service. The implemented recommendations will enhance communication laterally and vertically, including with the board. The additional board position will increase opportunities to serve on the Board and increase the pool of potential candidates for President-Elect. Increasing the number of board members who can vote, adding a new position, conducting annual town hall meetings open to all members, and utilizing the expert opinion of an advisory council will increase the diversity, timeliness, and effectiveness of the board's decisions. Information-based decision-making will be enhanced through feedback and input from an External Advisory Council, Special Interest Groups (SIGs), the State Leaders Network, individual members, and teams. The new structure meets all the attributes we identified as important and will help the association remain viable and relevant.

These changes for NAHQ will strengthen state associations and help AzAHQ better shape its own future. You can all be part of this great change and attend NAHQ's first annual town hall meeting in Phoenix at the J.W. Marriott from September 14-17, 2008. Jeanne Stueland will be our liaison



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with NAHQ's Conference Planning Team and will be organizing volunteers to help. Be sure to watch the AzAHQ website, <http://www.azahq.org> for more information.

Nancy Claflin RN PhD CCRN CPHQ FNAHQ

Nancy Claflin RN, PhD, CCRN, CPHQ, FNAHQ



AzAHQ President Receives the NAHQ Distinguished Member Award

Nancy Claflin, RN, PhD, CCRN, CPHQ, FNAHQ, has been selected as the recipient of the Distinguished Member Award for the year 2007 from the National Association for Healthcare Quality. Nancy received the award from NAHQ President Heidi Benson at the NAHQ Conference in Boston on September 11, 2007. This prestigious award was established to recognize a dynamic NAHQ member who has made notable contributions to the healthcare quality profession through service to the association, contribution to the body of knowledge of the profession, publication activities, and education leadership. The award recognized her many years of service to NAHQ and the healthcare quality profession. Nancy joined NAHQ in 1985. She was named a Fellow of NAHQ in 1999 and has participated on national teams, committees, and the board of directors, serving as President of the organization in 2004. NAHQ President Heidi Benson, who presented the award, stated: "Her enthusiasm for quality is evident in everything she does. She has been a great personal mentor to

me, as well as a tireless volunteer for whom no task is too large or too small."

Arizona Attends NAHQ Conference

Jeanne Stueland, President-Elect

The 32nd annual NAHQ Educational Conference, "Quality - The Best Game in Town", was held in Boston, Mass. on September 9 - 12, 2007. The NAHQ annual conference draws healthcare quality professionals together from across the nation and around the world. This year, there were over 1000 in attendance including AzAHQ Board members Nancy Claflin, Myrna Feldman, Kathy Ostapuk and Jeanne Stueland.

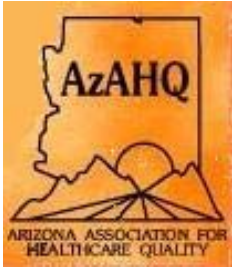
To kick-off the conference, Dr. Bertice Berry, a prominent sociologist gave a dynamic and uplifting presentation, "Staying Focused on Purpose in Times of Change". In this presentation, she discussed the importance of having a purpose in times of change. She discussed how healthcare workers can be all that they were meant to be, even when odds are against them. It was really inspiring in terms of the many pressures we currently face in healthcare, what's ahead in the future, and the coping mechanisms we utilize to stay focused.

Several concurrent sessions were offered throughout the conference. Topics ranged from patient safety, system balanced scorecards, dashboards, physician performance scorecards, lean thinking, Joint Commission, and Baldrige framework to engaging employees, blending and balancing your professional and personal lives, and behavioral health issues. It was a great time for networking as well as confirming you or your organization's performance and focus.

Boston was a wonderful and refreshing change from the Valley's heat! It truly is "America's Walking City". Next year, from September 14 - 17, 2008, the 33rd annual NAHQ Educational Conference will be held in Phoenix at the J.W. Marriott Desert Ridge Resort and Spa. We are looking forward to hosting the event so mark your calendars now!

CPHQ Self Assessment Examination

Have you been thinking about taking the CPHQ exam? There is now a practice test available on the CPHQ website. For more information about the CPHQ self



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assessment examination use the following website:
<http://www.cphq.org/2selfAssessment.html>

The HQCB Self Assessment Examination is a 65-question online practice exam that was developed to be parallel in content and difficulty to the actual Certified Professional in Healthcare Quality (CPHQ) examination. The questions on this practice exam are presented in the same computer format as the certification examination. This is very valuable in alleviating fears created by not knowing what to expect.

The practice examination should be regarded as a diagnostic tool to assess strengths and weaknesses rather than a study guide for the examination. A passing score on the practice examination does not, in any way, guarantee a passing score on the CPHQ certification examination. The practice exam is not intended to be a substitute for studying for the certification examination.

The examination is updated to ensure accuracy in content and correspondence with the CPHQ examination forms that were implemented on October 1, 2007.

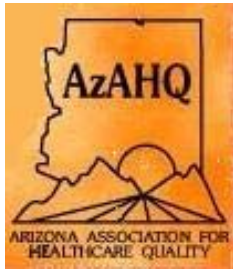
After you have successfully placed your web test order, you will be sent a confirming e-mail with specific instructions on where and how to take the exam.

The cost of the exam is \$65.00 for NAHQ members and \$95.00 for non-members.



2007 Summer Conference
It's All About the Patient
August 17, 2007





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healthcare organizations and described the Scottsdale Healthcare experience.

Maripat Burrell, RM, BSN, CPHRM, discussed communication at the change of shift and handoff of critical information. Her project determined that by using taped reports at shift change was a missed “window of opportunity” with a strong potential for breakdown in communication of information. Interactive communication at shift hand-off is too critical to just assume that the person receiving the report understands and fully comprehends the patient status without the opportunity for discussion.



**2007 Fall Conference
Friday, November 30, 2007
8:30 am to 4:30 pm**

Mark your calendars NOW!!

Final preparations are being made for the fall conference. Half the conference day will be spent with Craig Clapper or his associate in discussing critical thinking. Other topics include: What can Pez Teach Us about Patient Safety?; and setting up a Patient Council. The location has not been determined at the time of this newsletter. The program fee will be \$125.00 for AzAHQ members, and \$160.00 for Non-AzAHQ members.

Watch for more details to be coming in the near future.



CPHQ Review Courses 2008

AzAHQ will again be sponsoring the CPHQ review course in 2008. This all day course will be held on Saturday, February 14th. For more information, contact Nancy Claflin at nancy.claflin@va.gov or check the AzAHQ website.



CPHQ's Recertify Early!

The recertification applications for those CPHQ's who expire on December 31, 2007 will be mailed out in June, 2007. You can also visit the HQCB website at <http://www.cphq.org> for an application.

For 2008, HQCB has established a program that will allow CPHQ's to recertify their CPHQ credentials online. All

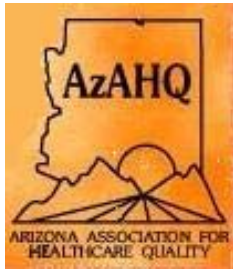
What a great line up of speakers for the all-day 2007 Summer Conference held at the San Marcos Golf Resort! Barb Averyt from Arizona Hospital and Healthcare Association provided 12 lessons learned from the Statewide Patient Safety Initiative. She included some great websites to use when developing creative presentations (see Quality Resources for the specific websites).

Laura Giordano, RN, MBA, CPHQ, provided an overview of the CAHPS Hospital Survey. Did you know that the first public reporting of the HCAHPS results will occur in March 2008?

Jessica Hackwell provided tips on how to educate communities about patient safety. She provided the *Your Health Journal: Keeping Track of Your Health* that is used at the Yuma Regional Medical Center.

Judith Richards, RN, MS, CPHQ, discussed crucial conversations and how to use dialogue skills to improve care. She provided the seven crucial conversations for the healthcare professional.

Debbie Weller, RN, MPH, CPHQ presented the measurement tools used for ensuring a patient safety climate in



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CPHQ's with a recertification date of December 31, 2007 MUST have their forms and payment postmarked by January 31, 2008. Failure to do so will result in having to retake the CPHQ exam.

AzAHQ Membership

Maripat Burrell, Membership Team Leader

Changes in Membership Renewal Coming Oct. 1st
Currently all membership renewals expire annually on December 31st. This has been somewhat confusing for members that join mid year. The Board has now decided that membership renewal will occur annually on the date that you actually join or renew your membership.

An e-mail renewal notice will go out to members 60 and 30 days prior to remind you that your membership is about to expire. It's easy to go on to the web site to join or renew your membership: just go to www.azahq.org, select "membership" from the left side of the screen and then click on "Join AzAHQ". You can then join by selecting the secure online process or the manual mail or fax process. Either way, please be sure to include your email address so that we may contact you more efficiently.

Any members joining on or after October 1, 2007, will have a one year membership from the date you join or renew. Please take note, that currently ALL memberships for this year expire on December 31, 2007, so be sure to visit the site and renew before the end of the year. We hope you find this to be a helpful change, and will continue to look forward to the great benefits of being an AzAHQ member.

The success of AzAHQ depends on active participation and volunteerism through membership. Encourage your colleagues to **Join Now!** You can join on the AzAHQ website, <http://azahq.org>

Treasurer's Update

Myrna Feldman, Treasurer

Report through September 24, 2007

Income:

Income from conferences	\$5,525.00
Income from CPHQ Course	\$2,545.00
Income from job postings	\$1,650.00
Membership dues	\$2,700.00

Expenses:

Expenses for management	\$3,370.00
Expenses for website	\$ 922.00
Paypal and banking expenses	\$ 253.00
Conference expenses	\$5,739.00
NAHQ expenses	\$1,769.00
Gifts/contributions	\$ 557.00

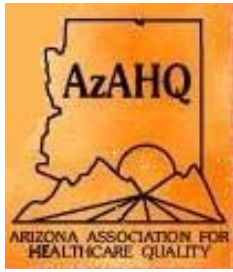
To this point in time, we have \$1,172 more in outlay than in income. We anticipate that this will not continue as we have made a change in our association administrator that we anticipate will reduce costs and we will have a day-long conference in November that should add funds to the treasury. Lastly we had a one-time purchase of approximately \$1,000 for a projector and laser pointer for our association so that we will not have to pay for rental of the projector for each conference. This will increase our bottom line with time.



You asked for it...and we made it happen! PayPal is now one of the options available for you to pay for AzAHQ educational events and membership. Of course, we will continue to accept personal and corporate checks. We've made it more convenient for you to register and to renew your membership for next year! Just go to <http://www.azahq.org> and follow the links.

Quality Resources

1. Arizona Association for Healthcare Quality
<http://www.azahq.org/>
2. www.clipwords.com
3. www.ideachampions.com
4. www.innovations.ahrq.gov
5. HCAHPS Information and Technical Support
www.hcahps@azonline.org
6. Background and Reports on HCAHPS
www.cms.hhs.gov/HospitalQualityInits
7. Registration, application, FAQs, updates for HCAHPS
www.hacahpsonline.org
8. Submitting HCAHPS data
www.qnetexchange.org
9. Publicly reported HCAHPS results



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www.hospitalcompare.hhs.gov

10. Perinatal SBAR tools and improving communications among caregivers.

www.IHI.org



AzAHQ Website Contact Information

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By telephone: 602.277.5551 ext. 7333
By fax: 602.212.2017

AzAHQ Calendar

November 30, 2007	AzAHQ Fall Conference
February 14, 2008	CPHQ Review Course
September 14-17, 2008	NAHQ Conference Phoenix, Arizona

2007 AzAHQ Board of Directors

President	Nancy Claflin
President - Elect	Jeanne Stueland
Past - President 2006	Kalyanraman Bharathan
Treasurer	Myrna Feldman
Treasurer - Elect	Kathy Ostapuk
Education Team Leader	Lisa Mead
Education Team Leader - Elect	Jessica Hackwell
Communications Team Leader	Cheryl Neel
Communications Team Leader-Elect	Kim Duncan
Membership Team Leader	Maripat Burrell
Membership Team Leader- Elect	Kristin Frounfelker
Member-at-Large	Holly Grems
Member-at-Large	Diane Blumenthal