



# ASSOCIATION FOR HEALTHCARE QUALITY OF ARIZONA, INC.

AzAHQ is an affiliate of:



National Association for Healthcare Quality

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

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## FALL CONFERENCE

Leading Quality Change Across the Continuum of Care  
**Friday November 7**  
 7:00am Registration  
 8:00am - 4:30pm Program  
 Grand Canyon University, Peoria Campus  
 2411 W. Peoria Ave, Phoenix, AZ 85029  
 NOTE: Register now because seating is limited.  
 7.0 CPHQ credits pending.  
 Includes breakfast and lunch.  
 Please use our online registration:  
<http://azahq.org/education>

## ARIZONA RECEIVES NEWBORN SCREENING QUALITY AWARD

The March of Dimes announced a new award, the Newborn Screening Quality Award, and gave it to the Arizona Department of

Health Services for outstanding changes in the newborn screening process. The March of Dimes cited the Department’s ability to turn around such a critical program in months and creating a transparent system that other states can copy as the reasons for the new award.

Blood spots are taken from babies within the first few hours of birth and sent to the Arizona Public Health Laboratory for evaluation. At the lab, 28 tests check for diseases that can alert physicians to digestive or developmental issues; quick intervention for babies with those diseases will make a significant difference in their lives. In December 2013, 67% of the samples were making it to the state laboratory within three days; others were taking more than five. By July 2014, 98% were checked into the lab within three days and none took five days. The department’s transit time task force worked with hospitals to identify issues including the courier service, when the state lab was open and clear processes in hospitals to make sure everyone from the delivery room to the mailroom knew the importance of the tests. You can read more about this initiative [here](#).



## NAHQ NEWS

**Webinars.** Whether you are new to the world of healthcare quality or if you have been here for over a decade, NAHQ has an event that is perfect for you. Learn healthcare quality basics in our Introduction to Healthcare Quality courses, take the next step and prepare for your CPHQ credential with a CPHQ Review Course, or simply gain overall quality knowledge within the industry by attending the Annual Educational Conference. [Click here](#) to view a list of educational webinars.



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**NAHQ's Conference A Harmonious Success.** For almost a week in September, Nashville was not only the "Music City" but the "Quality City" as well, when nearly 1,000 healthcare quality professionals attended the NAHQ Annual Educational Conference. Attendees shared a fantastic experience, learning from three prestigious, industry-leading keynote speakers and dozens of concurrent breakout sessions. They also enjoyed unique ways to network and meet fellow quality peers.

## UPCOMING AZAHQ EDUCATIONAL EVENTS

Check our [website](#) for ongoing information about our educational events.

### WEBCAST: MEDICATION THERAPY MANAGEMENT

Wednesday, November 19, 2014

11:00 AM-12:00 PM

NAHQ is partnering with the Georgia Association for Healthcare Quality to offer a one hour long webinar focused on medication therapy management.

**Speaker:** Cheri Lattimer, Executive Director, NTOCC

Attendance is FREE. Access to an evaluation and 1 CPHQ CE hour will be available for \$25 following the webinar.

[Register now!](#)

*Excellence is never an accident; it is the result of high intention, sincere efforts, intelligent direction, skillful execution and the vision to see obstacles as opportunities.*  
~ Anonymous

## NATIONAL PARTNERSHIP TO IMPROVE DEMENTIA CARE EXCEEDS GOAL

The National Partnership to Improve Dementia Care, a public-private coalition, today established a new national goal of reducing the use of antipsychotic medications in long-stay nursing home residents by 25 percent by the end of 2015, and 30 percent by the end of 2016. The coalition includes the Centers for Medicare & Medicaid Services (CMS), consumers, advocacy organizations, providers and professional associations.

Between the end of 2011 and the end of 2013, the national prevalence of antipsychotic use in long-stay nursing home residents was reduced by 15.1 percent, decreasing from 23.8 percent to 20.2 percent nationwide. The National Partnership is now working with nursing homes to reduce that rate even further.

"We know that many of the diagnoses in nursing home residents do not merit antipsychotics but they were being used anyway," said Patrick Conway, M.D., deputy administrator for innovation and quality and the CMS chief medical officer. "In partnership with key stakeholders, we have set ambitious goals to reduce use of antipsychotics because there are – for many people with dementia – behavioral and other approaches to provide this care more effectively and safely." You can read more about this initiative [here](#).

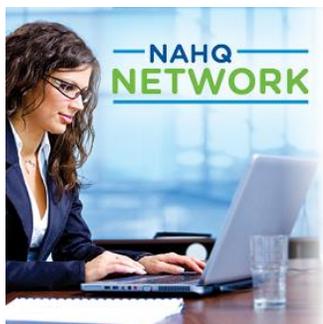
**Free Webinars on Behavioral Health Integration**  
[Click here](#) for more information.

**Medicare Learning Network National Provider Call: Transitioning to ICD-10.** [Click here](#) for more information.

**WIHI—free audio programs from the Institute for Healthcare Improvement.** Listen live or on-demand. [Click here](#) for the schedule.

## AZAHQ TAX EXEMPT STATUS UPDATE

Our application for tax exempt status was submitted and a response is expected by April 2015.



## HAVE YOU JOINED A SIG YET?

If not, you're missing out on great opportunities to network and share ideas! NAHQ Members are invited to join any of NAHQ's special interest group (SIG) discussion communities on the NAHQ Network. Visit [www.NAHQ.org/sigs](http://www.NAHQ.org/sigs) for instructions on how to sign up for a SIG. You can choose to receive no emails (and read all posts online), daily e-mails or a digest of messages. Take advantage of this popular member benefit and sign up today!

## LEADING QUALITY CHANGE – WHAT HAVE WE LEARNED IN 2014?

By Mark Patton, CPHQ, CSSGB (Education Team Lead – AzAHQ)

In 2014 AzAHQ has focused educational conferences on the theme of leading quality change. This topic has provided several roads to travel with respect healthcare priorities. Sandra Murray joined us in March to review leadership tactics in accelerating change. In July we had two presenters (Barbara Avery from HSAG and Ricardo Castillo from Northern Arizona Healthcare) to help us understand some practical application of tools and models for improvement. Our November conference will move into examining the challenges and yet opportunities to lead quality change across the continuum of care.

So what have we learned so far in 2014? What tools have risen to the top of mind to help guide our pathway in improvement? What best practices can be adopted to shape the future of our respective organizations in quality improvement leading to better outcomes? Based on the feedback received from you, members of AzAHQ, here are some comments but also questions to help us remember the biggest takeaways from our educational conferences.

### Leadership Tactics for Using Data

- Formats
  - Graphic display– best way to communicate message?
  - Chart type – bars, lines, control, Shewhart?
  - Time and order – enough to show sustainability or variation trends?
- Analysis
  - Improvement – Does it include both process and outcomes?
  - Accountability – Does it lead to stakeholders take action to improve?
  - Research – Does it provide a new generalizable knowledge?
- Transparency
  - Leadership – Are progress reports provided to engage leaders?
  - Staff – Sharing formats (A3? Storyboards? Dashboards?), recognition venues?
  - Patients/Caregivers – Is data readily available to those who receive care leading to better “patient experiences”?

### Models and Tools for Leading Change

#### Changing the Mindset: Moving from Readmission Reduction to Safe Care Transitions

- Establish a new normal
- Not just a case management's issue
- Not just a hospital issue
- Engaging patients and family members in ways we had not previously considered
- Some questions to think about in terms of current state and future state:
  - How are we using community resources?
  - Where does technology fit?



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- Are patient advisory forums/panels being utilized?
- How is senior leadership engaged at the patient level?
- What population segments will shape our future quality improvement focus?

## The Lean Journey

- Kaizen – do we have a continuous improvement strategy in place?
  - “Everyday – Everybody – Everyday – Improvement”
- “Andon” – what visibility formats do we use to showcase improvement initiatives?
  - Problem – clearly defined
  - Measures Taken – small initiatives with specific actions
  - Results – improved, increased, decreased, reduced?
  - Before and After Picture – visual image can be a powerful message
- “Push and Pull” – which techniques are we using to ensure optimal use of resources?
- Culture – is the culture set up for regular input from employees and stakeholders to share ideas for improvement?
- Mission, Vision, and Values – are these showcased, understood, and a regular part of what we do in our organization of improvement?
- Who defines value?
- Is waste (or “muda”) being identified and appropriately reduced/eliminated in every project?

While we highlighted only some of the key takeaways from the earlier conferences it provided us some important reminders about leading change. One of those reminders is that quality change is continuous. To be successful on that journey of continuous quality improvement we must embrace and engage our individual as well as collective talents to reach the best outcomes. We look forward to having you on board with future conferences to share in that continuous quality journey.



## CONNECT WITH US

<http://www.linkedin.com/groups/Arizona-Association-Healthcare-Quality-3895572/about>

## NEWS FROM THE FIELD

### National Healthcare Quality Week (HQW) is October 19-25, 2014.

HQW highlights the work of healthcare quality and patient safety professionals and their influence on improved patient care outcomes and healthcare delivery systems. NAHQ members are encouraged to alert administrators, allied health professionals and the public about the impact of healthcare quality through special events during the week of October 19-25, 2014. [Click here to get free materials.](#)

### The Governor of Arizona issued a proclamation to recognize Healthcare Quality Week this year!

What did you plan for HQW? Post your activities on [our LinkedIn page!](#)

### AHRQ report provides important reassurances about the safety of commonly used vaccines.

The [AHRQ evidence review](#) was conducted by the Southern California Evidence-Based Practice Center based at the RAND Corporation. The conclusion—the risk of rare adverse events must be weighed against the protective benefits that vaccines provide—is consistent with a 2011 report published by the Institute of Medicine (IOM) titled, "[Adverse Effects of Vaccines: Evidence and Causality.](#)"

### New Patient-Centered Medical Home and Quality Measurement in Small Practices.



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A weekly compilation of articles appearing in recently released journals and newsletters related to AHRQ activities or staff, is available [here](#).

### **Joint Commission Alerts Organizations to Tubing Misconnection Risks.**

The Joint Commission issued a new Sentinel Event Alert that addresses the risks of accidental medical tubing misconnections that can cause severe patient injury or death. Examples of potentially fatal misconnections include a feeding administration tube mistakenly connected to a tracheostomy tube, or an intravenous tube connected to an epidural site. According to the alert titled “Managing Risk During Transition to New ISO Tubing Connector Standards,” the risk for tubing misconnection is high, considering that almost all patients admitted to the hospital are likely to receive an IV. This risk isn’t confined to hospitals—it also is seen in other types of health care settings, including long term care and in patients’ own homes. More information is available [here](#).

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## **HOSPITAL LEADERS SUPPORT PUBLICLY REPORTED MEASURES, CHIEF QUALITY OFFICERS LESS LIKELY TO AGREE PUBLIC REPORTING FUELS IMPROVEMENT**

*Journal of the American Medical Association* reported results of a survey conducted with 380 hospitals, analyzing the association between leaders’ attitudes about publicly reported performance measures.

Most agreed that public reporting of mortality, readmission, process, and patient experience measures stimulates quality improvement activity at their facilities, they are able to influence their performance, public reporting influences their reputation, they include measures in their annual goals, and regularly review results with trustees and senior staff.

The article states, “When compared with chief executive officers and chief medical officers, respondents who identified themselves as chief quality officers or vice presidents of quality were less likely to agree that public reporting stimulates quality improvement and that measured differences are large enough to differentiate among hospitals...Hospital leaders...expressed concerns about the clinical meaningfulness, unintended consequences, and methods of public reporting.” You can read more [here](#).

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## **CONTRIBUTE AN ARTICLE OR IDEA FOR THIS NEWSLETTER**

We are seeking articles and ideas for our next newsletter! Please [email them to Audrey Benenati, Communications Team Lead Elect](#).

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## AZAHQ 2014 BOARD MEMBERS

POSITION	NAME	Credentials	Employer	Work Title
President Elect 2014-2015	Michelle Bagford	RN, MA, CPHQ	Phoenix VA Healthcare System	Chief of Quality Safety & Improvement
President	(vacant even years)			
Past President 2012-2013	Susie Duffy	R.N., MBA/HCM, CPHQ	Scottsdale Health Care	Consultant/Supervisor, Quality Outcomes
Secretary 2013-2014	Alexis Megeath	BSIE, CPHQ, PMP, CSM	Aetna Medicaid	Sr. Director of National Quality Management & Improvement
Secretary Elect	Regan City	MSHS, PA-C	Scottsdale Medical Imaging Ltd	Quality Manager
Treasurer 2012-2014	Ellen Kane	RN, MSN, CDE, CPHQ	St Joseph's Hospital and Medical Center	Quality Specialist
Treasurer Elect	Andrew Kopolow	MPA, MSW, CPHQ, PMP	UnitedHealth Care	Senior Project Manager
Communications Team Lead	Holly Grems	RN, BS, BSN, MHA, CPHQ	John C Lincoln Health Network	QM Analyst, QA Coordinator
Communications Team Lead Elect	Audrey Benenati	MHA, CPHQ, CHTS	Aetna	Performance Improvement Manager
Education Team Lead	Mark Patton	CPHQ, BS	Sanofi	Quality Initiatives Manager
Education Team Lead Elect	Benjamin Keeler	RN, BSN, PCCN	Flagstaff Medical Center	Quality Manager
Membership Team Lead	Jeanne Stueland	R.N., BSN, MPA, CPHQ	Scottsdale Health Care	Consultant, Quality Outcomes
Member at Large	Lorraine Harrington	MS, CPHQ	Cenpatico	QM Administrator
AzAHQ Association Manager	Holly Grems	RN, BS, BSN, MHA, CPHQ	John C Lincoln Health Network	QM Analyst, QA Coordinator