

UAHQ: Your Healthcare Quality Resource

UAHQ News

Winter/Spring 2019



**UAHQ: The Heart of Healthcare
Quality in Utah**

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2019 Board

A Message from Our President

Dear UAHQ Members,

I am excited to begin the year as the president of the Utah Association of Healthcare Quality (UAHQ). I am committed to making a difference in our quality community and I will work hard to further advance the mission of our wonderful association; "To inspire, educate, and empower healthcare quality professionals."

As we move forward in healthcare in 2019, we will see a greater push toward value-based care; the prediction is that 15% of global healthcare spending will be connected with some form of value/outcome-based care concepts. Moving forward, the primary goals for healthcare payers and providers will be population health management (identifying at-risk individuals), identifying best treatment pathways (lower cost, best outcomes) and operational automation by patients, payers, physicians, and procedures. Artificial Intelligence platforms are moving into our healthcare workflow creating a stronger, more effective work environment, particularly in imaging diagnostics, drug discovery, and risk analysis applications. This is an exciting time to be in healthcare quality.

Your UAHQ board will continue to provide you, the members, and the community at large, professional networking and educational opportunities that support quality and patient safety. Stay in touch on our website, in your email, and in our newsletters for those opportunities. We are already working hard to plan another robust annual conference for our members and the healthcare quality community at large. Our keynote speaker this year is Marc Bennett, CEO of *HealthInsight*. Marc always has great insight into the future of healthcare that he will share with us.

Thank you, UAHQ! We will have a wonderful, inspiring year together. As we move into this new year, "Let us be excellent. We are what we repeatedly do. Excellence, then is not an act but a habit." *Will Durant*

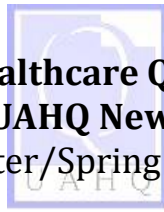
Best Regards,

Heather Bloomfield, UAHQ President

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Education Opportunities from UAHQ

CPHQ Prep Course

UAHQ will be offering a *Quality Journey*, our very popular course to help prepare you to take the CPHQ exam. The course will be offered in April or May and will be taught again by Nancy Claflin. Pricing will be similar to that of 2018, which is half the cost of most courses offered across the country. We need a minimum of ten (10) participants in order to hold the course so, if you are interested, send an e-mail with your contact information to uahqboard@gmail.com.

UAHQ Annual Conference

Remember to mark your calendars for October 4, 2019. Our education team is working on venues and rounding out a list of speakers. More information to come SOON!

More from NAHQ Next

Following up on our previous article on [having a seat at the table](#), check out [How to Speak So Leaders Will Listen](#) from IHI. Health care leaders all over the world are always juggling multiple priorities. How can you get them to pay attention to quality improvement - when you may only have two minutes to make your case? IHI CEO Derek Feeley has four tips for engaging leaders so they'll listen.

Shallow Cause Analysis

How are your root cause analyses going? Same thing, different day? Maybe it's time to shake it up a bit. Root causes are physical with observable consequences. Shallow causes are latent, the result of cultural norms and system failures – and they're just as important. We'll explore that in more depth next time, but you can take a look now at how two University of Utah value engineers illustrated root cause analysis using their experience of being swept up in an avalanche. Read the story [here](#).

Great Meetings



It's a bird! It's a plane! It's another meeting! Before your next meeting, be it a team meeting or a committee meeting, consider: Do we have a charter? Do we have a plan, a goal, and a metric to gauge our success? How much does this meeting cost (is it worth it)? It's also good to evaluate whether a meeting is what's really needed. No good reason to meet? Cancel it; don't meet just to meet. Is there only a question to be answered? Maybe a phone call would suffice. Sensitive issue? Maybe this requires a one-on-one discussion. Make sure you have an agenda – and know whether an item is informational only, requires discussion and action, or whether a decision needs to be made. Be mindful of time. Follow up on action items.

Use these resources to get you started: For a quick start, try the [Anatomy of a Great Meeting](#). For in depth information on teams, team dynamics, and team meeting facilitation [The Team Handbook](#) is a classic, and you can use the [QI Project Team Charter](#) for any project that is best informed by having a clear direction.

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Offerings from IHI, Harvard Business Review, KaiNexus, Advisory Board, Penn State University



New IHI White Paper: Psychology of Change

Health care leaders often have the tools and skills to implement improvement strategies but struggle to sustain changes in their organizations. A new white paper describes IHI’s [framework for understanding the psychology of change](#)— that is, what motivates people to embrace change — and how to leverage its power to accelerate improvement with [key takeaways and tools for leaders](#) »

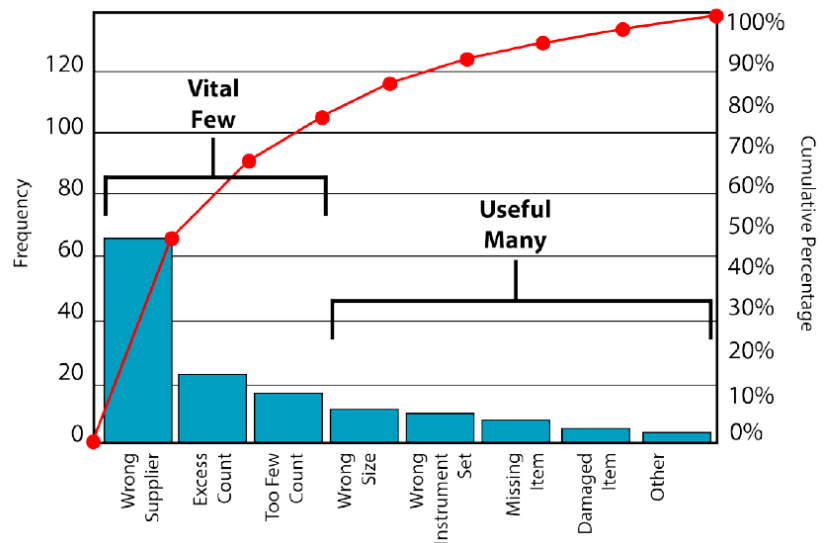
Redefining ‘Best Practice’: How Conventional Thinking Holds Us Back

According to IHI CEO Derek Feeley the current approach to defining “best practice” in medicine holds us back in a few ways. For one thing, scientific evidence isn’t helpful if it doesn’t account for the realities in which patients and providers live and work. In a new *Line of Sight*, Feeley explores [how defining best practice could be a more open, cooperative endeavor](#).

Tool Tip from IHI

You see improvement opportunities all around. But can you prioritize your time and efforts to make the most of them? Imagine using a tool to uncover issues of greatest importance and to address pain points. Picture the “aha!” moment your team may have when you name the vital few areas that, if addressed first, will matter most to, and make the biggest impact on, a wider swath of your community. A good old fashioned Pareto chart can provide focus, motivation, and direction. [Get the tool](#) and refresh your memory with this interesting [video demonstration](#).

Pareto Chart: Types of Errors Discovered During Surgical Set-up



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Lessons from Mayo Clinic's Redesign of Stroke Care

Health care patients and providers continue to search for opportunities to reduce overall costs while maintaining and improving healthcare outcomes. The Mayo Clinic Comprehensive Stroke Center conducted a project to design and deliver care more customized to the needs of individual patients while reducing cost and resource constraints. It is a risk-stratified approach that could be applied to treating many medical conditions. Read the full story and see the algorithm [here](#).

KaiNexus

I RESOLVE... to Continuously Improve in 2019

1. **I resolve...to accept responsibility for my own continuous improvement (CI) development and to help others around me do the same.**

Take time to examine your attitude about making improvements. Do you recognize that you must take responsibility for your own journey, or are you one of those who thinks that "stuff just happens to me?" *You have a lot of control over what happens to you.* Additionally, your learning often will help others learn. *It is your obligation to help the organization learn faster than the competition.*

2. **I resolve...to take time for CI every day.**

Have you ever thought about how much time it takes to improve? It often can take quite a bit of time to maintain a current process AND review the work to understand the common recurring problems that must be addressed. Once you recognize that these tasks are part of the overall job and not just add-ons, you will make the time to improve. Try to shift your focus from firefighting, workarounds, and heroic efforts to improve the standard process and make it more efficient every time.

3. **I resolve...to make CI a team sport.**

Even if you work alone, CI requires engagement and buy-in from a team to make lasting improvements. Think about the people who originally designed your work or consider your customers. Do they understand your pain and problems? What can you do to help them gain greater understanding? Consider sharing ways you've found to improve your work and encourage others to do the same. Applying discipline to the process of improving and sharing will improve the work of the entire team. When you collaborate around your improvement work, you'll find that often $1 + 1 > 2$.

4. **I resolve...to identify and prioritize problems, waste, and obstacles that I encounter.**

Work on training your mind to recognize barriers that you've developed workarounds for. Challenge yourself to improve your work. Take the time to really identify problems - AND to work to improve them.

5. **I resolve...to adapt to changes in technology, training, and techniques to stay relevant.**

You may have done your job for many years without any major problems. But remember - your past success isn't necessarily an indicator of future success; situations change, times change, and YOU

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Change. Be willing to consider new ideas and test appropriate changes. You may be able to virtually eliminate errors and defects in your own work. You may even delight a customer!

6. I resolve...to get involved in making systemic cross-functional improvements.

One of the hallmarks of a culture of continuous improvement is employee involvement. You know your job better than anyone else, and so do your colleagues. A fundamental part of a Lean culture is that the people who DO the work are the best suited to IMPROVE the work. Where have we heard that before?

7. I resolve...to be a CI coach and champion.

Think about anyone you know who is a true champion for improvements. What are the qualities this person exhibits? A champion is one who follows the standard and improves the standard to ensure the successful outcome of the goal. If you focus on the goal and take incremental experimental steps toward that goal, you are a champion. You can make a real difference no matter what your role is in the organization.

What do you resolve to do in 2019 to be better and to ensure that we have **everybody, every day, making improvements**? Read more from the KaiNexus Blog [here](#).



Healthcare BS

In the past several months, we have observed several notable signs of deceptive, misleading, unsubstantiated, and foolish statements — what we will call “BS” — in the health care industry. These new signs include fraudulently marketed products, and a recent statement by a CEO that his firm aims to take out 10 percent of U.S. health care spending — something no one has ever done (not even the Federal Government). These follow closely on the heels of other likely BS, including claims that the proposed CVS-Aetna merger will turn your local pharmacy into a neighborhood “health care hub.” To be sure, BS is not just a recent phenomenon and it can be found anywhere. Read the full report [here](#).



Why it's so hard to teach an old doc new tricks

It's hard to teach an old dog new tricks, but for doctors, research suggests the real challenge may be unlearning old treatment habits. These habits result in overuse that can be harmful to patients and costly for the health care system, Aaron Carroll writes for the New York Times' "The Upshot." [Read the story](#) and while you're there, check out the [Infographic: 5 myths physicians believe about patient experience](#).

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Survival Tips for the QI Professional from Harvard Business Review, Advisory Board, University of Utah, Values Coach

The Not to Do List: Make the time and space you need for what you really want to accomplish.

A to-do list can help you stay organized and focused, but it can also become overwhelming. Used indiscriminately, you become its servant. Try keeping three lists. Think about all of the tasks assigned to you. Which of them truly have to get done. And which are truly urgent? On the **first** to-do list, write down your projects that are **important but aren't time-sensitive**. If I can't complete the task immediately I will record it knowing that I am committing to completing everything on that list before leaving the office. On the **second**, write the things that are **important and need to get done today**. The **third** list is a **not-to-do list**, to remind you which things aren't worth your time and which **can be done by someone else**. Use your calendar to block out time for each important task according to its deadline and **consider that block of time an unbreakable appointment**.

Start by looking at what's already on your to-do list. Does it *really* need to be done? Does it have to be done by *you*? If the answer to either of those is no, these items can be ditched or delegated and come off your list. Next, create your not-to-do list. Once you accept that you have more to do than time to do it all, it is very liberating.

As new tasks arise, determine if they meet your criteria for inclusion — contributing to your mission and fulfilling your vision of success. If the answer is no (and you won't get fired or otherwise hurt for not doing them), it should go on your not-to-do list. Items that are neither important nor urgent also belong on your not-to-do list. Once your list is pruned and prioritized, estimate how long you expect each task will take to complete. You will want to address all important items, urgent or not. Consider putting important items that are not time-sensitive on your calendar if they will take significant time to complete.

Read the full article and more on time management [here](#).

Stop Procrastinating!

If you've recently been avoiding completing a task, chances are it's not the task itself that's presenting the challenge. Rather, "it's *getting started*," Peter Bregman, CEO of the leadership coaching firm **Bregman Partners** writes for the *Harvard Business Review*.

According to Bregman, the toughest part about moving forward with a task is transitioning into that new task. A new task, particularly one you are avoiding, "almost always represents a shift from doing something comfortable ... to doing something uncomfortable," he writes.

Bregman notes that most people believe "getting traction on our most important work requires that we be skilled and proficient at that work." But, he writes, "the real thing we need to be skilled and proficient in is moving through the moment *before* the work." The good news is the difficult part is short-lived. Read the full story at [Harvard Business Review](#), 5/30.

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The most productive employees work in 52-minute bursts: Productive workers don't relax with Facebook or cat videos

The top 10% most productive workers focus on their work for 52 straight minutes and then take 17-minute breaks away from their computers, according to the developers of a software program that monitors how employees use their computers. To arrive at their conclusions, DeskTime developers analyzed data on 36,000 workers who use the software at various businesses and published their [findings](#) in *The Muse*. According to Julia Gifford the software allows employers to sort applications into categories, such as classifying Excel as "productive" and Facebook as "unproductive." The software then generates a report on how much time employees spend on each category of applications.

Researchers determine the most productive 10% of workers based on those with the highest ratio of time spent on tools considered productive. They found a common factor among those workers: "[T]hey took few and long breaks." On average, they focused on work for 52 minutes and then took a break for about 17 minutes. Unlike less productive workers, these workers did not use their breaks to check Facebook or other websites. Instead, **they stepped away from the computer entirely**—perhaps to talk to a colleague, go for a walk, or get a cup of coffee.

"We thought maybe they arrived later at work, maybe they worked during the night, maybe they took frequent breaks," Gifford says. But when the data were analyzed, Gifford says she was surprised to find that, although productive workers take fewer breaks, they "spend a lot of time away from the computer during the day, which is counterintuitive" (McGregor, [Washington Post](#), 8/5).



From Joe Tye, the Values Coach: Think Big, Start Small, Start Now, Don't Quit

Over the past several days I received two email newsletters telling me how to set my goals and resolutions for the New Year. One said that I should set REALLY BIG goals that will inspire us. The other said that the reason so many New Year's Resolutions show up dead on arrival on January 2 is that they are too big and overwhelming, and our good intentions dissipate when the enormity of the task finally sinks in. There is truth in both approaches so what is the right approach?

Try using the TBSSSNQ Formula: Think Big, Start Small, Start Now, Don't Quit

Think Big. What goal would, if achieved, have a truly transformative impact on your career, your family, or your life?

Start Small: Use the power of the prototype to start building your momentum. If your big goal is to write a book, a prototype might be a journal article or a weekly blog posting.

Start Now: With your prototype in mind, take the first step before you go to bed tonight. Write the opening sentence of your Great American Novel or sketch out the book cover and post it where you will see it every day.

Don't Quit: Refuse to give in to Resistance, that inner barrier to achievement. Be alert to the many guises Resistance will take in trying to divert you from doing the work that really matters (writing your book) into time sinks that do not really matter (checking Facebook - again and again).

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What is S.T.O.P.?

Mindfulness is not stopping our thoughts, making our minds blank, or forcing relaxation. It is a practice of attending to our experiences as they unfold with friendliness and curiosity. S.T.O.P. is an informal mindfulness practice that allows us to take a breath and check in to see how we're doing. It can assist us in shifting from states of distraction and automatic

pilot to being present and intentional. S.T.O.P. and spend a minute or two and let Trinh or Rob guide you through it. You deserve it. Trinh Mai and Rob Davies "S.T.O.P." IS available at:

<https://uofuhealth.utah.edu/accelerate/explore/playlists/wellness/stop.php>.

Mindfulness apps can be helpful for developing a daily mindfulness practice. Here is a list of applications you might want to try.

APP*	What it's called	What you'll find
	Insight Meditation Timer	<ul style="list-style-type: none">- The #1 free meditation app- 10+ new guided meditations added daily- Great for beginners and experienced practitioners
	Headspace	<ul style="list-style-type: none">- A no frills, beautifully designed mindfulness app- Bite-sized guided meditations for busy schedules- You can use it on Apple Watch
	Mindfulness	<ul style="list-style-type: none">- 16 guided meditations- Inspiration in the form of quotes and community support- Links to mindfulness talks (videos)
	Stop, Breathe, and Think	<ul style="list-style-type: none">- Can't beat the tagline: "5 minutes to peace"- A series of short "check-in" activities- Portion of proceeds go to at-risk youth
	10% Happier	<ul style="list-style-type: none">- From Dan Harris (yes, the journalist)- Designed for skeptics- New sleep tab to help you get your z's

FAST COMPANY

Protect Yourself from Burnout

You're a newly minted manager. After a well-deserved celebration and many congratulatory messages, you come face-to-face with one harsh truth that comes with your new role—the lack of empty time slots in your calendar.

Many new managers tend to make one crucial mistake—trying to do it all. They attempt to keep up with their own workload while making themselves constantly available to their team. As noble as those intentions may be, working 15-hour days won't make you a better leader. After all, no one does their best work when they're overly stressed (or tired).

Read Christian Kinneer's five strategies for staying productive and sane at [Fast Company](#).

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Graduate Programs in Quality and Patient Safety

More and more colleges are now offering graduate programs in quality improvement and patient safety. Many are online. Here are some of the programs around the country.

[Johns Hopkins](#)

[George Washington University](#)

[Georgetown University](#)

[Thomas Jefferson University](#)

[Drexel University](#)

[University of Alabama Birmingham](#)

[University of Illinois Chicago](#)

[Northwestern University Feinberg School of Medicine](#)

[Harvard University](#)

[Sam Houston State University](#)

[Southern New Hampshire University \(MSN\)](#)

Buzzword: Catchball

[Catchball](#) (check it out) is a performance improvement technique that involves moving ideas from one person to another for input, feedback, and action. Someone, usually a manager, starts the “ball” rolling by defining the purpose, goals, background, and challenges. Catchball is effective at eliminating the friction that causes decreased engagement in a strictly top-down management style.

Quote of the Quarter

The storms on the inside are more dangerous to your dreams than the storms on the outside *Joe Tye*

Embrace one big goal that is important to you but that you’ve been putting off acting on. Fix that goal firmly in your mind. Download the [Memories of the Future Guidebook](#) and apply the 10-A Formula to that goal.

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2019 UAHQ Board

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President-elect	Trent Casper, PT, CPHQ
Past President	Deb Widmer, BSRC, RRT, HACP
Secretary	Jane Simmons
Treasurer	Karl Ludwig, BS, RRT
Member at Large	Adrienne Brown, CPHQ
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