

UAHQ: Your Healthcare Quality Resource

UAHQ News Summer 2019



Slip into Summer with UAHQ

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A Message from Our President

Dear UAHQ Members,

As I reflect on our roles in healthcare quality and how our contribution affects patients and community, I am reminded of how vital productive partnerships are as the healthcare landscape evolves. These meaningful relationships require active participation in finding common ground. Listening, and valuing the contributions and diverse approaches of others, are critical to high-value, patient-centered healthcare. UAHQ would like to be one of your partners in this essential work.

UAHQ offers opportunities such as networking with colleagues, newsletters to keep you informed, and local and national educational offerings. We recently hosted a quality review course to help support those who are interested in furthering their professional development and seeking certification. This course was specifically held as a result of requests from our healthcare colleagues, and at a very affordable price.

Many of you regularly attend our annual UAHQ conference. This year it will be held on Friday October 4, 2019 at St. Mark's Hospital. We have planned the conference based on your feedback from the UAHQ membership survey. We are very excited about the speakers and the opportunity to see and connect with colleagues. I hope you will attend and be inspired for your own practice.

UAHQ Next will be held in Phoenix, Arizona September 16th – 18th. I have been inspired each time I attend, and I have implemented many new initiatives and processes in my practice.

As the healthcare landscape continues to evolve and new treatments, technologies, and processes come into your facility, know that you are an important contributor to those changes. As I contemplate the work we do, the quote attributed to Mother Theresa comes to mind: "We the willing, led by the unknowing, are doing the impossible. For the ungrateful, we have done so much for so long with so little. We are now qualified to do anything with nothing."

Best Regards,

Heather Bloomfield, UAHQ President

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Education Opportunities

UAHQ Annual Conference

Our Annual Education Conference is coming up on Friday, October 4th at St. Mark's Hospital. This year's keynote speakers are Marc Bennett, MBA, CEO of Comagine (formerly *HealthInsight*), Ralph Costanzo, MD, MPH, St. Mark's Hospital Chief Medical Officer, and Chad Oishi, Boeing. Watch your inbox for registration information coming soon!

NAHQ Next

NAHQ NEXT is the only conference exclusively for healthcare quality professionals. Attend for the latest education and networking opportunities. NAHQ Next 2019 will be held September 16 – 18, 2019 at the Phoenix Convention Center in Phoenix, AZ. Register [here](#).

Certification

The industry standard certification for healthcare quality, the Certified Professional in Healthcare Quality (CPHQ), sets you apart as a healthcare quality professional. The CPHQ is fully accredited by the [National Commission for Certifying Agencies](#), the accrediting arm of the Institute for Credentialing Excellence in Washington, D.C.

The goal of the CPHQ is to promote excellence and professionalism by documenting individual performance as measured against a predetermined level of knowledge about quality. UAHQ encourages quality professionals to seek certification as part of their professional development and ongoing continuing education.

UAHQ held another successful certification prep course in May of this year, and we strive to offer a course when requested by our members and colleagues. If you are interested in a certification prep course, contact us at uahqboard@gmail.com.

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Offerings to Enhance Your Professional Development



"If there is one point... it's that our industry continues to evolve every day. This means it is even more crucial that you take charge of your career by making a commitment to lifelong learning and professional development."

*Stephanie Mercado, CAE
NAHQ CEO & Executive Director*

Take a moment to review the NAHQ Workforce Report attached along with this newsletter. Where do you need to improve your competencies in order to "take charge of your career"? Let us know what UAHQ can do to help you in your professional development. You can reach us at uahqboard@gmail.com.

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Behind the Headlines about Maternal Mortality

The decision to start or grow a family in the United States has become riskier and more costly than it was a generation ago. Neel Shah is working with IHI on the Better Maternal Outcomes Rapid Improvement Network, a new initiative to improve outcomes for women and babies and reduce disparities and inequities in maternal health. In a recent interview, Shah challenged several assumptions about [the crisis of maternal morbidity and mortality in the US](#).

Reducing Maternal Mortality in Rural Settings

The [project](#) took place in Brazil. The lessons learned from the project can be applied in rural settings everywhere.

Shifting the Pain Management Paradigm

It is possible to dramatically improve the assessment and management of patients with acute pain. But it will take a shift in how providers and organizations approach the subject, beginning with debunking the idea that total prevention of pain is a realistic goal. In a new article, Patricia McGaffigan describes [four steps to change the paradigm in acute pain management](#).

New IHI Open School Patient Safety Curriculum

No one embarks on a healthcare career intending to do harm, but good intentions alone can't prevent errors. The IHI open School now has a completely updated Patient Safety Curriculum that includes new online courses, practical tools, and the latest thinking from the experts. Try the first updated course, PS 101, for free [here](#).

New! IHI Resource Navigator

IHI has a new [Resource Navigator](#), intended to help you find their educational content most applicable to your position and your goals.

The Seven Spreadly Sins

Improvement teams sometimes have difficulty when it comes to successfully sharing and spreading improvement ideas in their organizations. IHI faculty Carol Haraden and Roger Resar developed the ["Seven Spreadly Sins"](#) to give you practical tips for overcoming challenges that impede successful spread. Click on the link to get related content and check out the infographic on page 10.

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Celebrating Five Years of QIO Program Success

As the Quality Improvement Organization (QIO) Program 11th Scope of Work (SoW) comes to an end, we at Comagine Health (formerly HealthInsight) are celebrating five years of QIO program success. Read about the successes achieved [here](#).

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The Surprising Benefits of Reducing Workplace Distraction

Utah's retail pharmacy team shares insights from the "Distraction Study"—a multi-year journey to reduce [workplace distractions](#). Substitute your team's roles for those of the pharmacy staff and see what might work for you.



Where the Superbugs Hide – You might be Surprised

New research is helping hospitals find superbugs in places providers hadn't previously thought to clean. A recent study surprised doctors, residents, and medical students by revealing bacteria on a piece of equipment they carry with them all day: their stethoscopes. When the study participants saw large pictures of the bacteria found on their stethoscopes, "there was an audible reaction" that included "yucks," according to Daniel Federman, a physician who works at the hospital where the study took place. When he saw the images, Federman said, "The basic fact is that I don't recall cleaning my stethoscope."

Stethoscopes can carry as many germs as "parts of the physician's dominant hand" following "a single physical examination," according to a 2014 study in the *Mayo Clinic Proceedings*. Another clinical study, conducted by NYU Langone Hospital—Brooklyn, found *Methicillin-resistant Staphylococcus aureus* on the diaphragms of stethoscopes examined for contamination.

Some researchers said there is no definitive proof that unwashed stethoscopes directly contribute to the spread of infection, but others said that doctors should be more diligent about cleaning stethoscopes by using sanitizing foam to clean the diaphragm after each use.

Along with stethoscopes, here are a few other common hiding places:

1. **Blood pressure cuffs:** The Velcro on the sleeves collects bacteria and makes the cuffs difficult to sanitize;
2. **IV poles and pumps:** Throughout the day, doctors, patients, and nurses touch the poles;

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3. **Wheelchairs:** Patients in open-backed hospital gowns might touch the seats and backs of the chairs with their skin, which can cause contamination; and
4. **Bed railings:** Hospital staff, patients, and visitors touch bed railings during check-ins and visits.

Read the full article [here](#).

IHI's Items Worth A Click

Improvement story: Testing changes over time to improve care for newborns

Dr. Zewdie Mulissa used [multiple tests of change to improve care](#) in a labor ward.

Project JOINTS

The results are in. Read the full [BMJ article](#) to find out how a larger reduction of SSI rates following hip and knee arthroplasty was shown in intervention states than in matched control states

Article: Health care journalist struggles to navigate her own health crisis

After covering the health care industry as a reporter for decades, [Trudy Lieberman describes](#) her two-month coma, misdiagnosis, and \$3 million medical bill.

Psychology eats improvement for breakfast

How to get your team to do what you want them to do. A new twist on [who eats who](#).

Business case for age-friendly health care

Is yours an [age friendly health system](#)? Believe it or not, there is a business case for that.

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We Can Never Say Too Much About Meetings

We Can't Say Enough About Meetings

Don't let your meetings get stuck in a whirlpool of indecision. Meetings just need to start with everyone crystal clear on how they will end. Say Frisch and Greer of Harvard Business Review, "Meetings just need to start with everyone crystal clear on how they will end." Read the full article at <https://hbr.org/2019/03/a-good-meeting-needs-a-clear-decision-making-process>

The Right Way to Start a Meeting

All participants benefit most from a meeting that starts off strong. Think about what you want to accomplish and [take control](#).

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Or Presentations!

Part of your job is persuading people to participate in QI activities, to make them see it's not an add on, but a core element of their jobs. People relate to stories. Your presentations can, and should, tell a story. Read on to find out how.

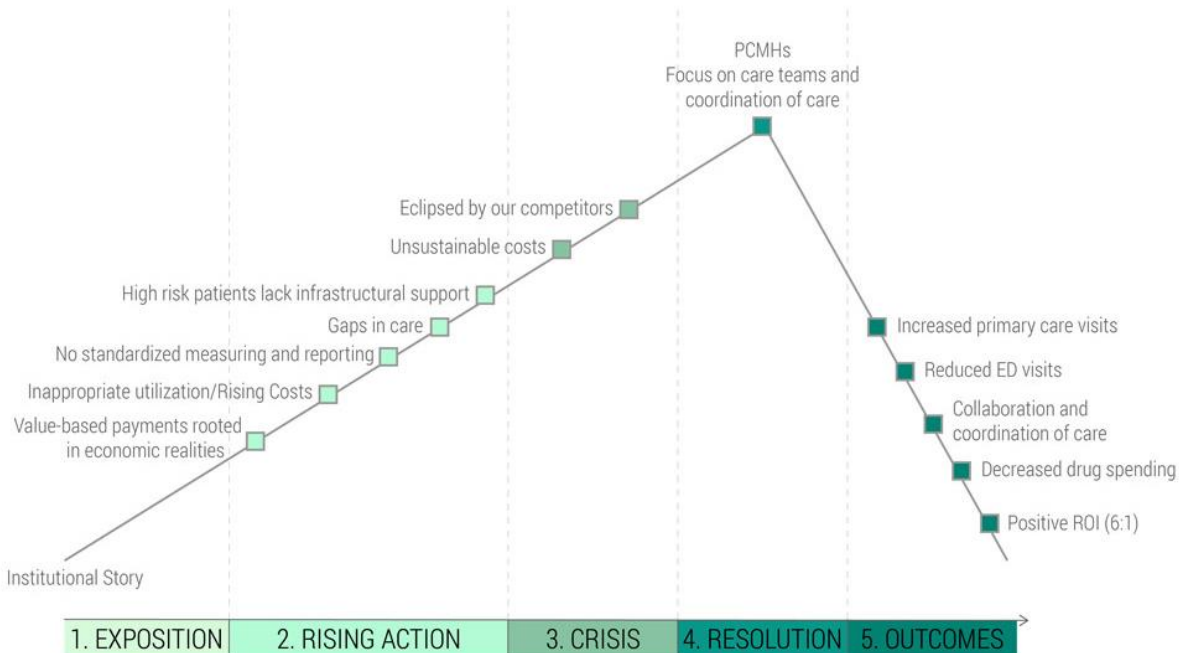
Turn Your Presentation Into a Narrative

The difficulty with telling stories is that we overthink it. Try thinking of your whole presentation as a story. Before writing came along, narratives were the way we stored and shared information. According to the communication theorist Walter Fisher, narratives provide order to our lives by helping us connect different experiences into a coherent whole. Narratives tie up loose ends.

This is where the overthinking part comes in: since story-telling is in our evolutionary make-up, it comes naturally. The key is to adjust your perspective to take advantage of this natural ability. Think of it this way: *Your presentation is the story.*

Narratives have a structure that you can map—and since you can map it, you can use that same structure to create it. The *Oregonian's* former writing coach, Jack Hart, provides a useful model for structuring a narrative.

NARRATIVE ARC EXAMPLE: PATIENT-CENTERED MEDICAL HOME



THE NARRATIVE MODEL INCLUDES 5 PHASES. HERE IS AN EXAMPLE OF A PRESENTATION'S TOPICS LABELED IN THE APPROPRIATE PHASE. ADAPTED FROM JACK HART'S STORYCRAFT.

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The 5 Essential Components of Narrative Arc

Narratives have five essential components: **exposition**, **rising action**, **crisis**, **resolution**, and **outcome**. You have the first three in your question:

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YOUR QUESTION (an incomplete arc)

I've been told over-and-over to tell a story when I'm presenting, but I don't get it.

During a recent presentation, I started off with a story about a time when my team worked together to decrease wait times...

By the time I finished my story about huddles, I didn't have any time left for my presentation.

Your narrative is incomplete. But not by much! (And it's a good example of how narratives are not always discrete. A narrative crosses time and space. For example, your question is part of the narrative of this blog post.) You started it, but you needed the Effective Communicator to finish it.

NARRATIVE COMPONENT

Exposition (think of this as setting the scene, providing the context)

Rising Action (you're setting up the plot, preparing your listener for what comes next)

Crisis (there's a clear problem that needs a solution)

YOUR QUESTION (a complete arc!)

So I reached out to the Effective Communicator to figure out what I was doing wrong. The Effective Communicator told me to think more broadly about stories by thinking of them as narratives.

Since narratives draw on the way humans give and receive information, they can be an effective tool when presenting.

NARRATIVE COMPONENT

Resolution (the solution to the problem)

Outcome (the conclusion)

**Adapted from Jack Hart's Storycraft: The Complete Guide to Writing Narrative Nonfiction*

The effective communicator is Isaac Holyoak. He leads communication for University of Utah Health Medical Group. Have a question? Text the Effective Communicator at 724.677.6830.

The Harvard Business Review has several good articles on presentations, including how to use the all-important visuals:

[Create a Conversation, Not a Presentation](#)

[Create a Checklist for More Persuasive Presentations](#)

[Visualizations that Really Work](#)

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Survival Tips for the QI Professional: Workplace Relationships



Making Sure Your Stress Isn't Contagious

Like a contagion, stress spreads. We literally catch the stress of others. To stop your stress from impacting others, Kristi Hedges shares [five steps](#) to better manage it.

Is it a Nudge or a Noodge?

Read HBR's [How to Overcome Clinicians' Resistance to Nudges](#) to find out.

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How to Disagree with Someone More Powerful than You

It's a natural human reaction to shy away from disagreeing with a superior but sometimes it may be necessary. If you follow certain steps and speak up in the right way, you can be successful. Learn how [here](#).

I could be wrong, but...

How open are you to new ideas? Are you smart and strong-willed yet flexible enough to think differently, admit when you're wrong, and adapt to dynamic conditions? It's hard to change our methods and minds, but it's important now more than ever. Read how you can hone your open-mindedness at <https://hbr.org/2018/11/a-new-way-to-become-more-open-minded>

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KaiNexus Do You Know the Difference Between Lean and Six Sigma?

The ability to reliably produce quality outcomes is elusive but achievable. [This post](#) will give you an introduction to both methods. Keep in mind that there is a lot of crossover, with many companies incorporating tools from each of the methods.

Perseverance: Why It matters & How to Develop It

There's a tendency in our society to think about [perseverance](#), or grit, as a trait we either have or lack. Anyone can persevere under the right circumstances.

In 2011, the [Carnegie Foundation for the Advancement of Teaching](#) launched an initiative to take what was known about continuous improvement in manufacturing and healthcare, and apply it to a major educational problem. They discovered two things:

1. You can have a great idea or a killer reform, but people won't always know how to use it.
2. There is significantly variable quality in the way changes are implemented.

As a professional, it can be threatening to accept that what we've been doing for years isn't working. In turn, it can be challenging to confront the problems we've created while also making positive changes. And yet, it's by learning from our mistakes that we grow more resilient.

Read the [full article](#) to learn more about the importance of perseverance.

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Unleash Intrinsic Motivation

The ability to unleash intrinsic motivation in others is an immensely satisfying but challenging skill. You don't tell people to change; instead, you help them recognize that they want to change. This is the underlying idea behind motivational interviewing, an evidence-based clinical psychology practice. Learn the principles of [motivational interviewing](#).

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IHI Psychology of Change Framework



You can also check out a related article from the University of Utah on inspiring people to take action by understanding their intrinsic motivators and view the associated TED Talk [here](#).

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Tool Tip

Driver Diagram

A driver diagram is a visual display of what “drives,” or contributes to, the achievement of a project aim. It is a useful tool for communicating with your team and to a range of stakeholders where the team is testing and working.

A driver diagram shows the relationship between the overall **aim** of the project, the **primary drivers** that contribute directly to achieving the aim, the **secondary drivers** that are components of the primary drivers, and **specific change ideas to test** for each secondary driver.

Remember: It’s unlikely that a single individual has a clear view of an entire complex system. When developing a driver diagram, enlist the help of team members who are familiar with different aspects of the system under review.

Driver diagrams are useful and underused quality improvement tools. They’re not a snap to do, but the picture they paint is very clear. Visit these IHI pages to learn about them and how to do them.

[Goldmann: How Do You use a Driver Diagram?](#)

[Lloyd: Driver Diagrams \(video\)](#)

[QI Essentials Toolkit](#)

Buzzword: Transformation

What is transformation? According to Webster

IHI considers it a somewhat overused buzzword but, like improvement, not all change is transformation. Read more about [The 5 Ps of Triple Aim Transformation](#). According to Joe Tye “A transforming leader is someone who helps you achieve goals that you did not believe you could achieve by helping you become the person you did not know you could be.” He goes on to say that “the most powerful transformational leaders in history were not hired, elected, or appointed. Transforming leaders are those who change the way we look at the world. They elevate us to a higher level of moral values and personal expectations.”

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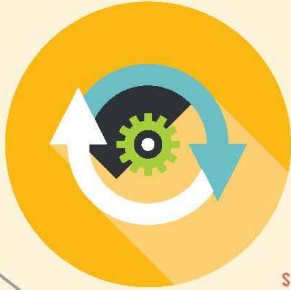
Quote of the Quarter

You have to learn to dream big.

Justice Sonia Sotomayor



PRACTICAL TIPS FOR SUCCESSFUL SHARING



SIN: Expect huge improvements quickly then start spreading right away.

DO THIS INSTEAD: Create a reliable process before you start to spread.



SIN: Don't bother testing—just do a large pilot.

DO THIS INSTEAD: Start with small, local tests and several PDSA cycles.



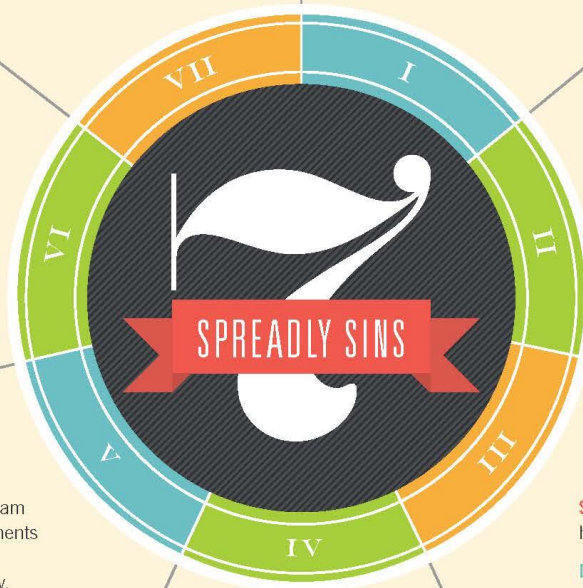
SIN: Check huge mountains of data just once every quarter.

DO THIS INSTEAD: Check small samples daily or frequently so you can decide how to adapt spread practices.



SIN: Give one person the responsibility to do it all. Depend on "local heroes."

DO THIS INSTEAD: Make spread a team effort.



SIN: Require the person and team who drove the initial improvements to be responsible for spread throughout a hospital or facility.

DO THIS INSTEAD: Choose a spread team strategically and include the scope of the spread as part of your decision.

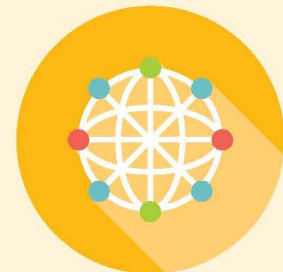
SIN: Rely solely on vigilance and hard work.

DO THIS INSTEAD: Sustain gains with an infrastructure to support them.



SIN: Spread the success unchanged. Don't waste time "adapting" because, after all, it worked so well the first time.

DO THIS INSTEAD: Allow some customization, as long as it is controlled and elements that are core to the improvements are clear.



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2019 UAHQ Board
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