

UAHQ: Your Healthcare Quality Resource

UAHQ News

Fall 2019



In This Issue:

President's Message

UAHQ Annual Conference

CPHQ Review Course

Become a Member

Professional Development Offerings

Survival Tips for the QIP

BUZZWORD

Quote of the Quarter

2019 Board

Let UAHQ Be Your Path to Success

A Message from Our President

Dear UAHQ Members,

As we enter the change of seasons, I want to reflect on all that UAHQ has accomplished this year. Our annual membership survey inspired some of the key speakers for our annual conference on October 4th. The conference gives us an opportunity of being face-to-face with our partners in the healthcare community. We gain so much by finding time away from the office and coming together to communicate with each other and acquire important information to bring back to our work. Our CPHQ review course in May had positive feedback and we already have ten people interested in the review course for next year. We have also had the opportunity to listen to informative webinars and read the latest articles on healthcare quality to help us in our roles as we work to improve the quality of care for our patients.

I am honored to have served as your 2019 President and it has been my pleasure to witness a substantial growth in our membership this year. A key message I would like to leave with you is this: It makes a difference whether you belong to a professional association. The networking, professional development and freedom to connect with fellow members is critical to learning, improving, staying on top of things, and letting current and future employers know that you take your role in healthcare quality seriously. Association membership means something when I see it on a resume, when I interview people for a new job, when I talk to someone at lunch and a professional membership comes up in conversation. If we want to be treated as professionals, we need

UAHQ: Your Healthcare Quality Resource

UAHQ News

Fall 2019



to think, talk and act like committed professionals. I congratulate all of you for choosing to be a member of UAHQ! As your president I have been presented with many opportunities, but I could not have achieved any of it without the support of our members and the UAHQ board. Please continue to reach out to the board for any questions or ideas for improvement that come your way!

Finally, I want to introduce our incoming 2020 President Trent Casper PT, CPHQ. Trent attended Emory University. He has worked at Intermountain Healthcare for 30 years, including 10 years in corporate compliance. Trent is currently the manager of inpatient OT, PT, SLP at Alta View, American Fork, and Riverton Hospitals. Past positions include Huntsman Cancer Hospital and University of Utah Health Plans as a Quality Improvement Specialist. Welcome Trent!

“There is something incredibly nostalgic and significant about the annual cascade of autumn leaves” – Joe L. Wheeler

Best Regards,

Heather Bloomfield, UAHQ President

Education Updates from UAHQ

UAHQ Annual Conference

Our 2019 Annual Conference was held at St. Mark's Hospital with 67 quality professionals attending. We sometimes forget the importance of being face-to-face with our partners in the healthcare quality community. We gain so much when we come together to communicate with each other and acquire important information to bring back to our work settings.

The conference speakers kept our audience interested and informed about topics ranging from rising healthcare costs, quality processes and infection prevention readiness, engaging physicians in quality, and clinic-based mental health programs. We also heard about psychological safety in our dialogue and how to organize our home, office, agendas and email inbox. Our keynote speakers included Marc Bennett, President & CEO of Comagine Health who encouraged us in this time of constant change to be that change; Ralph Costanza, MD, St. Mark's Hospital Chief Medical Officer who told us that physicians will engage if they understand the benefit to the patient and how their role impacts that outcome; and Chad Oishi of Boeing who urged us to solve the problem, rather than just “getting to the green”.

Your input on our annual member survey, along with the conference evaluations, drive our conference planning. If you want to be part of that planning, let us know at uahqboard@gmail.com.

CPHQ Prep Course

Several people are interested in having UAHQ sponsor another Certified Professional in Healthcare Quality (CPHQ) exam prep course in 2020. It is the industry standard certification for healthcare quality professionals that demonstrates our competence in healthcare quality and our dedication to the profession. Set yourself up for success in advancing the profession by earning the CPHQ. If you are interested in the 2020 prep course, contact us at uahqboard@gmail.com.

[Back to Top](#)

UAHQ: Your Healthcare Quality Resource

UAHQ News

Fall 2019



Become a UAHQ Member!

Did you attend our Annual Conference as a non-member? Do you have colleagues who could benefit from UAHQ membership? Becoming a member is easy and economical. Visit <https://uahq.org/membership/> to join. Annual dues are \$45.

Offerings to Enhance Your Professional Development



Are we making QI too complicated?

We often overcomplicate improvement. Sometimes people think these skills are all about a mysterious language and set of tools. Are we making QI too hard? [Read on](#) to find out.

[Back to Top](#)



The national Association for Healthcare Quality (NAHQ) provides a strategic advantage to healthcare organizations through its recently launched [industry-standard competency framework](#) that serves as the foundation for success, enabling teams to affect better patient and financial outcomes in the current value-driven environment. NAHQ also offers education and training solutions for all levels and types of healthcare professionals, live and online, that are aligned with the framework. The interactive [HQ Principles Certificate Program](#) is perfect for professionals new to healthcare quality, introducing them to quality and patient safety fundamentals. Program pricing is as follows:

NAHQ Member Price	\$199.00	Format	On Demand
Nonmember Price	\$299.00	Subscription Term	12 months

KaiNexus

5 Pillars of an Effective Employee Engagement Strategy

One of the themes that come up again and again, is employee engagement, or lack thereof. Often leaders and managers implement all sorts of employee engagement activities, but don't have a cohesive plan for maximizing the human potential of their workforce. Learn more about the [5 Pillars here](#).

[Back to Top](#)



3 Traits of a Strong Professional Relationship

If you haven't yet built powerful relationships at work—the type that can be trusted both to endure and to deliver results when needed—it's time to start. Read the article [here](#).

UAHQ: Your Healthcare Quality Resource

UAHQ News

Fall 2019



ACCELERATE

Standard Work: Get It Right Every Time

Standard work is a visual guide to accomplish a job quickly and accurately. Learn how the VA used this lean tool to make pain management safer for veterans [here](#).



Where does Utah Rank?

Speaking of healthcare and healthcare quality, WalletHub has released its 2019 [list](#) of the Best & Worst States for Health Care. Check it out.

[Back to Top](#)



How well do you understand your patients' preferences?

See what different age groups prefer [on page 10](#).

How Beverly Hospital Eliminated Pressure Ulcers in Six Months

Beverly Hospital leadership team had a plan. They quickly built and implemented a strategy involving staff education, organization-wide collaboration, clear accountability, and a culture of prevention. Specific tactics included:

- **Clear care parameters** — staff members now have crystal clear direction on turn frequency, and when to order specialized beds, a nutrition bundle, or incontinence care.
- **Unambiguous accountabilities** — every group touching patients has clear responsibilities. For example, ICU nurses must perform a head-to-toe skin check at every shift change.
- **A daily discussion of high risk patients** — every morning, a multidisciplinary team that includes nursing, wound care, nutrition, physical therapy and respiratory therapy discusses high-risk wound patients, reviews care parameters, and confirms accountability for each required care element.
- **Wound Tuesdays** — a nursing director conducts rounds on all wound patients every Tuesday and teaches nurses in the moment. The wound care nurse takes pictures of all wounds and uploads them into the EMR.
- **A human connection to the problem** — nursing leaders remind all staff members to imagine how they would feel if their family members developed a preventable wound in a hospital. Repeated, empathic communication keeps staff from treating pressure ulcers like "just another work problem."

Get the details and see the full study [here](#).

[Back to Top](#)

UAHQ: Your Healthcare Quality Resource

UAHQ News

Fall 2019



"Most of the health care measurement that we do should not be for reward or punishment. It should be to learn."
Ari Robicsek, Chief Medical Analytics Officer for Providence St. Joseph Health

Chief medical analytics officer for Providence St. Joseph, Ari Robicsek, gives us [Six Modest Proposals for Health Care Measurement](#).

Rating the Raters

This *Catalyst* article was authored by eight health care experts, including six individuals whom authors describe as "physician scientists with methodological expertise in health care quality measurement." These six served as the group's hospital rating system "evaluators."

The authors note that in recent years, hospital rating systems have grown in both number and influence, but it remains "unclear whether current rating systems are meeting stakeholders' need." Read the article [here](#).

[Back to Top](#)

Survival Tips for the QI Professional: Leadership



Five principles of transforming leadership that will help you be a better leader

A transforming leader is someone who helps you achieve goals you did not know you could achieve by becoming the person you did not realize you could be."
Joe Tye

Culture does not change unless and until people change. Hence, the most important work of leadership is not to change organizations - it is to transform people.

Pulitzer Prize winning author James MacGregor Burns made a pioneering distinction between transactional leadership and transforming leadership. Transactional leadership is about managing the organization. It's about outcomes, productivity, accountability, and rules. Transforming leadership is about people. It's about achievement, growth, ownership, and values. Transforming leadership, according to Burns, is a mutual and bilateral relationship in which both leader and followers are raised to a higher plane of values and expectations. Here are five fundamental qualities of transforming leadership.

1. Transforming leaders practice personal humility

In his description of the five levels of leadership, Jim Collins said that level five leadership is a paradoxical blend of intense determination to achieve big goals coupled with a genuine sense of personal humility. History's greatest leaders have embraced this paradox.

Bill Hewlett and Dave Packard built one of the most successful companies in the world, but they also practiced MBWA - management by walking around. I worked in HP's Personal Computer Group during the summer of 1984, at a time when HP's revolutionary touchscreen personal computer was being clobbered in the marketplace by Apple and IBM. Rather than resort to layoffs as other companies were doing, HP asked each of us to tighten our belts by working five (or six) days a week but only being paid for four.

[Back to Top](#)

UAHQ: Your Healthcare Quality Resource

UAHQ News

Fall 2019



One Saturday morning HP founder Dave Packard, who had long since retired and could have been out playing golf or buying a yacht, came walking through our department. I watched him stop at a dozen or so cubicles, put a hand on a shoulder, and ask about the work that person was doing. These were not boss-to-subordinate pep talks, they were human-to-human connections. Fifteen minutes of Dave Packard putting himself at our level transformed the culture of our department for the rest of that summer.

2. Transforming leaders practice loyalty

Transforming leaders value and nurture relationships. They understand that building relationships takes time, and that during that time there will inevitably be hard times. Transforming leaders stand by their allies and they do not throw their subordinates under the bus.

One of the most formidable partnerships in military history was that between Ulysses S. Grant and William Tecumseh Sherman during the final years of the Civil War. After the war, Sherman remarked that "Grant stood by me when they said I was crazy and I stood by Grant when they said he was a drunk."

Transforming leaders do not betray allies and they do not desert followers when the pressure is on.

3. Transforming leaders practice personal accountability

Transforming leaders give credit when things go right, and they take the blame when things go wrong. They have the courage to accept personal ownership for failures, even if it was not directly their fault. They do not seek to avoid personal responsibility by scapegoating subordinates.

The day before D-Day, General Dwight D. Eisenhower wrote a letter accepting complete and total responsibility for the failure of the operation, which was to be released in the event it failed, which of course it did not. It was Eisenhower's commitment to the principles of transforming leadership that made him Supreme Commander of allied forces during World War II, and subsequently one of our most effective U.S. Presidents.

4. Transforming leaders practice selflessness

In *Nightingales: The Extraordinary Upbringing and Curious Life of Miss Florence Nightingale*, Gillian Gil described how "the long love affair" between the average British soldier and their Lady with the Lamp began at the Scutari Barrack Hospital during the Crimean War when they saw her triaging and treating casualties based on the soldier's medical condition and not his social standing or rank in the military.

5. Transforming leaders build bridges not walls

Transforming leaders seek to grow community by including opponents rather than to shrink community by demonizing enemies. In *Team of Rivals: The Political Genius of Abraham Lincoln*, Doris Kearns Goodwin tells the story of how, by embracing people who had been his political opponents rather than turning them into enemies, Abraham Lincoln built the team that defeated the bigger enemy during the Civil War.

If anyone has ever had a good reason to demonize his opponents it would have been Nelson Mandela, who had been imprisoned for more than a quarter-century by the apartheid government of South Africa. The man who could have single-handedly sparked a Civil War of violent vengeance instead chose to build a bridge to those who had tortured him. With that choice he changed the world.

[Back to Top](#)

UAHQ: Your Healthcare Quality Resource

UAHQ News

Fall 2019

This principle of building bridges rather than walls builds upon the first four. It takes humility, loyalty, responsibility, and selflessness to be a bridge builder.

Peter Senge said, "It is not enough to change strategies, structures, and systems, unless the thinking that produced those strategies, structures and systems also changes."

Transformational leadership changes thinking by changing people.



ACCELERATE

How to Make the Shift from *Doing* to *Leading*

Here's the thing: *Doing* is about you, *leading* is about your team. It's about helping them recognize their contribution and value in the organization. Our work has high stakes, and it's natural we feel a deep sense of responsibility. Ally Tanner teaches us that trust helps lighten the load. Read all about it [here](#).



Leadership and Vision for a Culture of Safety

Health care leaders consistently talk about the importance of culture and safety. Asked to name the top leadership skills needed for success in the evolving health care environment, members of the NEJM Catalyst Insights Council — made up of health care executives, clinical leaders, and clinicians — put "building culture" in the top spot, with [47% citing it](#) as a necessary skill in a 2016 report. Read the article by Tejal K. Gandhi, MD, MPH, CPPS [here](#).

[Back to Top](#)



Invite the next Generation to Lead

[This article](#) shares five practical ideas for how industry leaders can engage this powerful group of change agents, based on a decade of lessons from the Open School.

Tool Tip

Brainstorming

When you're faced with a difficult problem, it's common to try and brainstorm potential answers, but writing for *Harvard Business Review*, Hal Gregersen, executive director of the **MIT Leadership Center**, argues you should brainstorm questions instead. He writes that brainstorming questions rather than answers "makes it easier to push past cognitive biases and venture into uncharted territory." Gregersen calls this his "question burst" brainstorming process and has broken it down into three main steps:

[Back to Top](#)



1. Select a challenge

Identify a problem you deeply care about and prepare a high-level overview that conveys the positive outcomes from solving the problem and briefly explains why you're stuck in a dilemma. This overview, should take no more than two minutes to deliver, Gregersen writes

Then invite people "who have no direct experience with the problem and whose cognitive style or worldview is starkly different from yours" to help you consider the challenge from different perspectives.

Gregersen provides "two critical rules": 1) Only questions can be contributed, and 2) questions cannot be framed with a justification or a preamble. This may cause people to see the problem in a certain way.

2. Start brainstorming

3. Pick a solution and run with it

The importance of facilitating questions

Question brainstorming is not something that comes naturally to most people. Employees should feel "encouraged to value creative friction in everyday work." He adds, "People also become better questioners in organizational cultures where they feel safe pursuing the truth, no matter where it takes them." Gregersen cites MIT's Ed Schein, who said the key to creating such cultures is "humility, vulnerability, and trust" from leadership.

Read the full story at [here](#).

[Back to Top](#)



Be a Less Stressed Leader

Check out the Advisory Board's [infographic on page 11](#) for tips on how to be less stressed and more productive.

Buzzword: Learning

Many of us are so focused on solving problems as they arise that we don't take the time to reflect on them after we've dealt with them, and this omission dramatically limits our ability to learn from the experiences. We want to reflect, but we're busy and we have more problems to solve.

[Double loop learning](#) could be the key to turning experience into improvements and information into action.

Quote of the Quarter

The hard thing to do is probably the right thing.

Scott Kelly, Astronaut

[Back to Top](#)

UAHQ: Your Healthcare Quality Resource
UAHQ News
Fall 2019

2019 UAHQ Board
uahqboard@gmail.com

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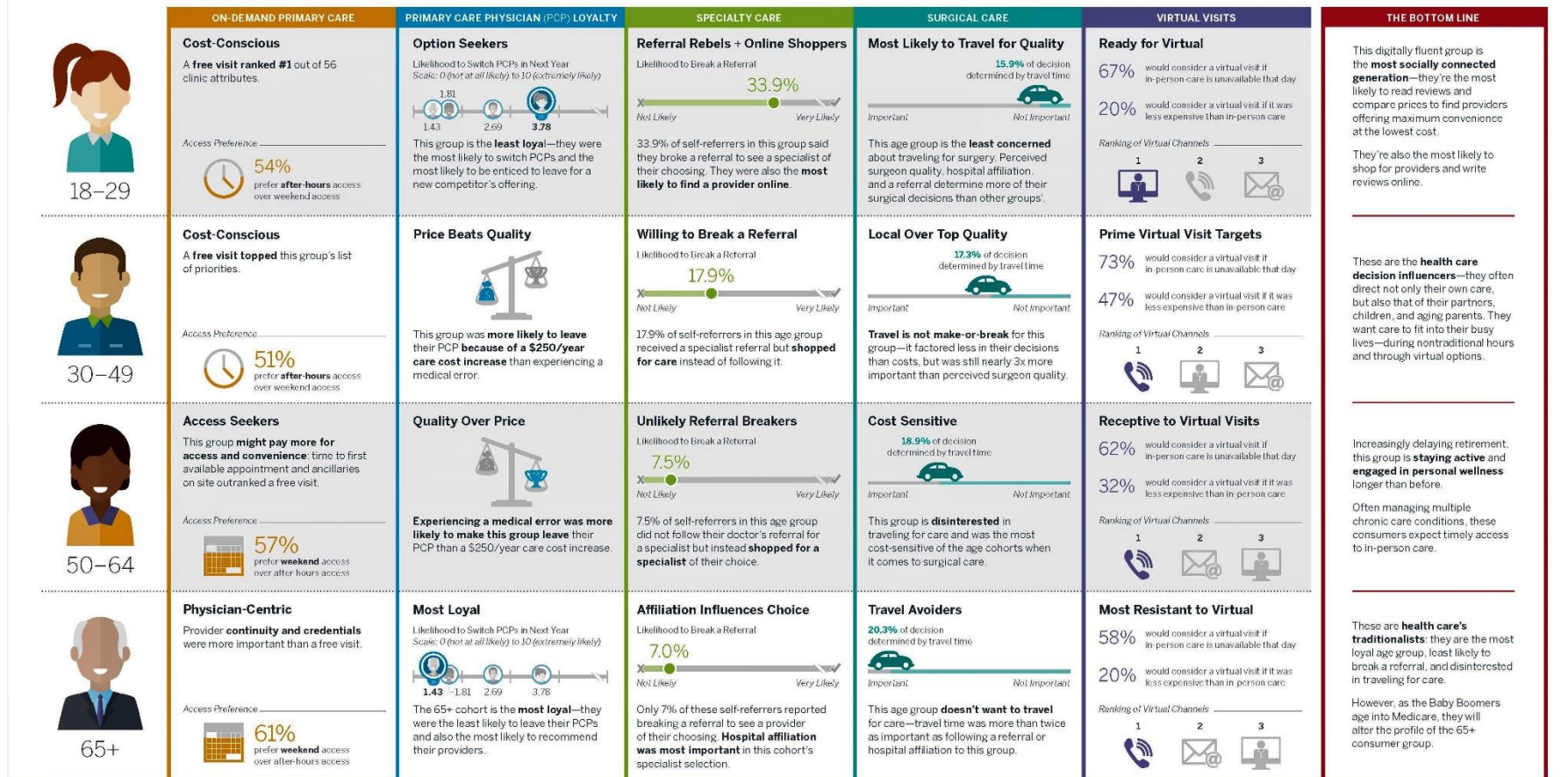


[**Back to Top**](#)

How Consumers' Health Care Preferences Vary by Age

Millennials, Gen X, Baby Boomers, the Silent Generation—you know they all consume care differently, but what exactly do each of these groups want? And how can you become their provider of choice?

We surveyed thousands of consumers across the United States to better understand their care expectations and found that **some of the most significant variations fell across age groups**. Here, we've segmented each of our five consumer choice surveys by age to help you tailor your messages and target your investments to different generations across the care continuum.



UAHQ: Your Healthcare Quality Resource

UAHQ News

Fall 2019



How to be a less-stressed LEADER

In today's complex and rapidly changing health care environment, stress management has become a must-have leadership skill. As a leader, you have more control over your stress levels at work than you might think. There are four personal strategies you can use to be a less-stressed leader and model healthy behaviors for your team:

- » Respond productively to stress in the moment
- » Clarify your priorities
- » Advocate for yourself
- » Build supportive relationships

RESPOND PRODUCTIVELY TO STRESS IN THE MOMENT

Stress is contagious...

30%

People who experience "secondhand stress" from others' stress

...but so is wellness

20%

Increase in well-being when people's colleagues have healthy stress habits



IDENTIFY how you respond to stress

What's your stress tendency?

Avoidance

Tendency to distract yourself from your stressors and procrastinate

Complaint

Tendency to externalize your stress and negative emotions onto others

Obsession

Tendency to focus all of your time and energy on your stressors

Self-doubt

Tendency to internalize your stress and blame yourself

and practice a **HEALTHIER STRESS** response



Avoidance → **Engage more** with your stressors



Complaint → Get an **objective** view of your stressors



Obsession → **Take breaks** from your stressors



Self-doubt → Give yourself the **benefit of the doubt** when stressed

CLARIFY YOUR PRIORITIES

Identify your **TOP THREE** priorities at work

Creating a new training plan
Evaluating a new service protocol
Finalizing a budget
Launching a new initiative or service
Making your pressing business case
Pursuing leadership updates
Leading or serving on a committee



What counts as a priority?

- **Directly supports** a strategic initiative or business need
- Is **top-of-license** for your level and skill set
- Can be significantly **advanced** in the next month

CONFIRM with a leader

- **Pressure test** what your priorities are
- **Agree** on what you can de-prioritize



Narrow your **TO-DO LIST**



Defer: Reschedule tasks to a later date on your calendar



Delegate: Hand off tasks to a colleague or a different team



Eliminate: Cross off tasks from your to-do list entirely



Define your **PERSONAL** priorities

Block **DEDICATED TIME** for each of your priorities

Dedicated work blocks for business priorities			
Time	Business priority	Personal priority	Notes
9:00	Strategic planning		
10:00	Marketing plan		
11:00	Project launch		
12:00	Team meeting		
1:00	Strategic planning		
2:00	Marketing plan		
3:00	Project launch		
4:00	Team meeting		
5:00	Strategic planning		
6:00	Marketing plan		
7:00	Project launch		
8:00	Team meeting		

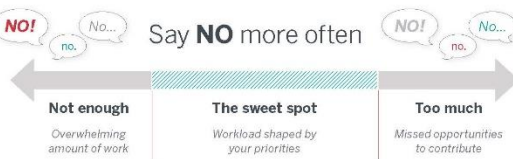
ADVOCATE FOR YOURSELF

Ask for **HELP**



What type of support do you need?

- Material** → Staff, money, technology, templates, collaboration
- Informational** → Expertise, facts/information, feedback, training, buy-in
- Emotional** → Listening, productive venting, humor, perspective, advice



BUILD SUPPORTIVE RELATIONSHIPS

Create a personal **BOARD OF DIRECTORS**

- Peer leaders in **other departments**
- People with **different expertise** than you
- Senior leaders and **mentors**
- People with **similar goals** as you



Practice **POSITIVE** venting

- Create an **appropriate forum**
Agree on a specific time and place—with the appropriate people—to get stress off your chest
- Set a **time limit**
Restrict the amount of time you and your colleagues vent—and try not to go over time
- Focus on **solutions**
Reserve time at the end to brainstorm some potential solutions—end on a positive note



Talent Development

Help spread wellness by sharing this infographic with other leaders in your network.

advisory.com/hrac/Less-StressedLeader

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