



# Maryland Association for Healthcare Quality

July - August - September 2009, Issue 33

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## PRESIDENT'S MESSAGE

Dear MAHQ Members,

2009 has proven to be a very busy year for MAHQ so far.

### **Spring Educational Conference and General Membership Meeting**

Thirty-six people attended the Spring Educational conference held on May 22, 2009 at the Maritime Institute. The speakers,

Patrick Horine and Rebecca Wise, presented on DNV Healthcare, currently the CMS-deemed authority for hospital accreditation. After the conference, a brief General Membership meeting was held. Minutes of the May 2008 General Membership meeting were approved. As of March 31, 2009, MAHQ had a balance of \$12,890.85 in the checking account. As of March 19, 2009, MAHQ had 75 members. The revisions of the By-laws were approved with two minor corrections. Special thanks to Maureen McGinty, Education Co-chair, who organized the conference.

### **Maryland Patient Safety Conference**

MAHQ hosted an informational table in the exhibit hall at the Maryland Patient Safety Conference.

### **Healthcare Quality Foundation (HQF) State Educational Grant**

Peter Libby, a member of the Education Committee, completed and submitted an application for the Healthcare Quality State Educational Grant. If successful, the grant would offset \$1,500 in costs associated with MAHQ sponsoring a conference session at the 2010 Maryland Patient Safety Conference. MAHQ will be partnering with the Maryland Hospital Association (MHA) to bring Susan Sheridan, Co-founder and President of Consumers Advancing Patient Safety (CAPS).

### **CPHQ Review Course**

MAHQ plans to offer a course in either January or February 2010.

### **NAHQ Conference**

The NAHQ Conference will be held in Grapevine, TX from September 13-16, 2009. If you plan to attend, please contact Cheri Wilson at [cwilso42@jhmi.edu](mailto:cwilso42@jhmi.edu). The MAHQ Board members, who attend the meeting, will be going to dinner one of the evenings. Depending upon the number of Maryland attendees, the MAHQ Board will contribute an amount towards the cost of the dinners. Please contact



Cheri Wilson at [cwilso42@jhmi.edu](mailto:cwilso42@jhmi.edu) if you plan to attend.

### **Room Share Program: NAHQ Conference**

The MAHQ Board realizes that budgets are very tight. In an effort to keep down costs, MAHQ would like to facilitate room sharing. For example, last year, three of the Board members shared a room, which meant the cost was shared equally among the three. If you would like to find a roommate for the NAHQ conference, please contact Cheri Wilson at [cwilso42@jhmi.edu](mailto:cwilso42@jhmi.edu)

### **Save the Date: Fall Educational Conference**

The Fall Educational Conference will be held on Thursday, October 29, 2009 at the Anne Arundel Medical Center. Almost all the conference speakers have been confirmed. The topics will include: adverse event reporting update and Falls toolkit, "Never events" (MHA, Risk Management, and CMS perspectives), Core Measures, Maryland Hospital Acquired Conditions/Potentially Preventable Complications. New for this year will be the opportunity to present a poster (see the application below).

### **Call for Posters**

MAHQ is seeking posters to be displayed at the Fall Educational Conference. Please submit an abstract of what your poster entails (or will entail). The abstract should be no longer than 250 words and should be emailed to Cheri Wilson at [cwilso42@jhmi.edu](mailto:cwilso42@jhmi.edu) by September 15, 2009. Poster presenters will be notified of their acceptance by September 22, 2009.

Sincerely,

Cheri C. Wilson

## **List of Upcoming Events**

September 10, 2009 – MD-SHRM Educational Session on Disclosure, Sheraton in Columbia

September 13-September 16, 2009 – National Association for Healthcare Quality Conference in White Marsh, MD.

October 18-24, 2009 – [2009 National Healthcare Quality Week](#)

October 22-25, 2009 – ASHRM Annual Conference, Denver, CO

October 29, 2009 – MAHQ Fall Educational Conference, Anne Arundel Medical Center

## **One Day Local Workshop: Disney Keys to Excellence Program**

MAHQ Welcomes the *Disney Institute* to Baltimore on September 22, 2009. It doesn't take any training to recognize that the world's economy has taken a significant downturn. It does take effective and proven professional development training to guide impacted organizations back to the summit.

**A one-day local workshop, the Disney Keys to Excellence program** is a rare and affordable opportunity to learn best business practices from Disney insiders,

and discover ways to easily and immediately adapt and apply those best practices to pick up the pace in these slow economic times. Organizations from across the nation and around the world have learned proven philosophies, adapted critical lessons, and implemented effective processes to reap the rewards of improvements in **leadership, management, service, and brand loyalty.**

Professional development doesn't cost—it pays. It pays by creating a framework of focused energy in a vacuum of uncertainty. It pays by helping an organization gain share in a slow economy. It pays because it has been proven to strengthen employee morale and retention, which will be critical to emerge from tough times.

**IMPORTANT:** Please use the MAHQ promotional code **MAHQMNE** to receive **\$50 OFF PER GUEST** when registering. Additional group discounts are available.

**TO LEARN MORE AND REGISTER GO TO:** [www.KeysBaltimore.com](http://www.KeysBaltimore.com)

No prerequisite training required.

### **Join NAHQ's online social networks**

The NAHQ social networks gives you:

- connections 24/7
- career and educational support
- information on hot topics and issues facing other members of the profession
- notices about meetings, educational opportunities, products, and services

To sign up for **Facebook** to connect with NAHQ pages, go to <http://www.facebook.com/pages/National-Association-for-Healthcare-Quality-NAHQ/132595246943>.

Want to join **LinkedIn**? Go to [www.linkedin.com](http://www.linkedin.com) and follow the steps to join.

### **Alternate Ways to Offer CEs**

MAHQ would like to provide educational offerings that provide CEs. MAHQ is in the process of partnering with the QI Project (thanks to Gayle Hurt) to offer webinars for CE credit.

## **Run Charts**

### **Purpose of a Run Chart**

A run chart is used to show the output of a process over time.

### **What Questions a Run Chart Answers**

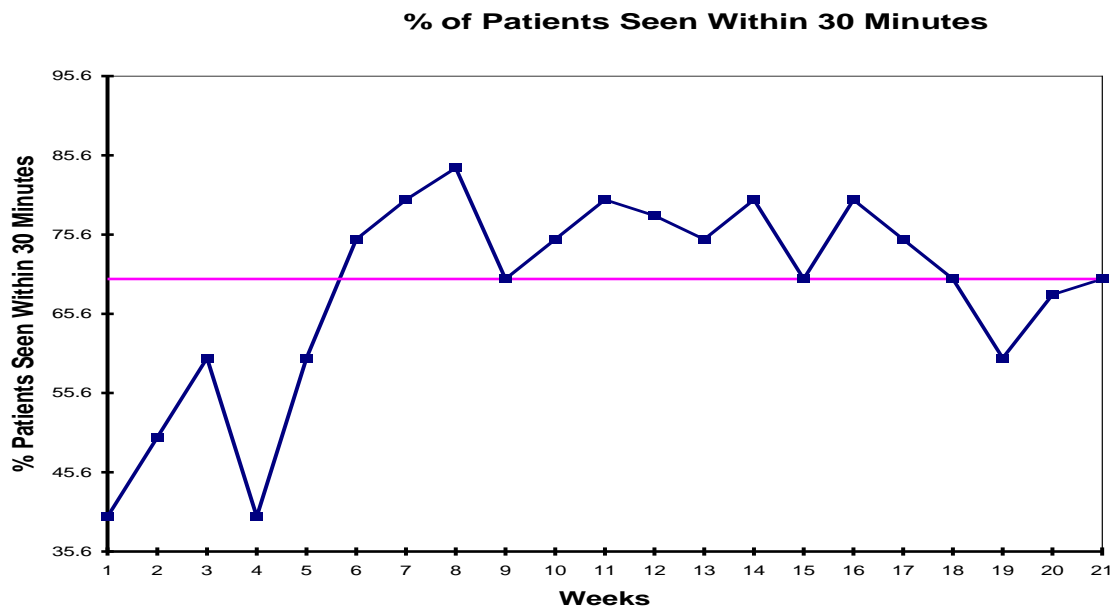
- How much variation is there in the process?
- Is the process changing significantly over time?
- Was the change really an improvement?
- Did we hold the improvement?
- What is the baseline performance?

### **How to Construct a Run Chart**

1. Construct a chart with the vertical line (or y axis) representing your variable and the horizontal line (or x axis) representing the time sequence.
2. Plot each data point in time sequence and draw a line connecting the points.
3. Find the Median of the data. To find the Median, rewrite the data points in value

order and count off the data points to find the middle number. If you have an odd number of data points you will find a single number. However, if you have an even number of data points you will have two numbers in the middle. Simply add them together and find the average.

### Example Run Chart



### Determining if Your Process is “Out of Control” and Needs Investigating

1. Generally, 20-25 data points are needed to detect meaningful patterns.
2. **Run or shift** is when there are 7 or more consecutive data points all above or all below the median line.
3. **Trend** is when 7 or more consecutive data points all in ascending or descending order.
4. **Cycling** is when 14 successive points alternating up and down (a zigzag pattern).
5. **Freaks or Astronomical Value** is a data point no other similar point in the set; could represent a sentinel event or best practice.

**Note:** See the Maryland Association for Healthcare Quality Newsletter on our website (June 2006, issue 22 and September 2006, issue 23) for more helpful Quality tool information.

### From NAHQ e-news

#### New Data Say Uninsured Account for Nearly 20% of Emergency Room Visits

Health and Human Services Secretary Kathleen Sebelius recently released new data from the Nationwide Emergency Department Sample—the largest all-payer emergency department (ED) database in the United States. It is managed by the Agency for Healthcare Research and Quality (AHRQ) and is designed to help public health experts, policymakers, healthcare administrators, researchers, journalists, and others find the data they need to answer questions about care that occurs in U.S. hospital EDs.

For example, the data indicate that uninsured people accounted for nearly one-fifth of the 120 million hospital-based ED visits in 2006. The [Nationwide Emergency Department Sample](#) contains 26 million records from ED visits from approximately 1,000 community hospitals nationwide. This represents 20% of all U.S. hospital EDs. The database also provides weighted calculations for national estimates of the 120 million ED

visits in 2006.

The database generates national estimates on the number of ED visits in all community hospitals, by region, urban or rural location, teaching status, ownership, and trauma designation. It also provides in-depth information on acute management of patients for all visits, including the reason that patients were seen in the ED, the treatments they received, what happened to them at the end of the visit (admitted to the hospital, discharged home, transferred to another hospital, died in the emergency room, or left against medical advice), the charge for their care, and who was billed.

The database is part of AHRQ's Healthcare Cost and Utilization Project (HCUP), a federal-state-industry partnership for building a standardized, multistate health data system. In addition to databases, HCUP includes software tools and statistical reports to inform policymakers, health system leaders, researchers, and the public.

HCUP databases can be accessed by using the AHRQ online query tool, [HCUPnet](#). Researchers and analysts who need the most in-depth data should contact the HCUP Central Distributor for information on purchasing the 2006 Nationwide Emergency Department Sample and for further information about its composition and technical requirements.

## NQF

### National Quality Forum

[Waste Not, Want Not: The Right Care for Every Patient](#)

*New NQF Issue Brief Addresses Overuse*

More does not mean better when it comes to the healthcare that Americans receive. The National Quality Forum (NQF) has published an issue brief that addresses how to eliminate waste, harm, and disparities to create and expand world-class patient-centered, affordable healthcare. The [issue brief](#) is based on NQF's [2009 spring implementation conference](#), "Waste Not, Want Not: The Right Care for Every Patient," which examined the pervasive influence of unnecessary and even dangerous care in the health system, and offered a look at some promising practices to reduce waste and provide safer care.

The new issue brief—"Waste Not, Want Not: The Right Care for Every Patient"—highlights that up to 30% of healthcare services delivered each year in the United States are estimated to be unnecessary. This overuse, the cost of which amounts to approximately \$700 billion a year, is both wasteful and often dangerous to patients, and it occurs in every sector of the healthcare industry.

The brief also identifies the nine areas where healthcare suffers from overuse, which were gathered from the 2008 National Priorities Partnership report, [National Priorities and Goals: Aligning Our Efforts to Transform America's Healthcare](#). The areas include inappropriate medication use; unnecessary laboratory testing; unnecessary maternity care interventions; unwarranted diagnostic imaging; inappropriate nonpalliative services at the end of life; unwarranted procedures; unnecessary consultations; preventable emergency department visits and hospitalizations; and potentially harmful preventive services with no benefit. Fortunately, steps can be taken to address this issue.

The issue brief maintains that, as with any culture-driven challenge, a solution exists, but it must be robust, and it will take time to be successful. Some of these solutions require larger system overhauls, such as payment reform or the implementation of information technology systems; other solutions demand a change in mindset, such as involving patients in their own care, along with creating guidelines and care paths. Learn more about NQF's work on [overuse](#).

## Joint Commission Q&A

**Question:** I understand that the Joint Commission has an internal improvement initiative in place. When will Joint Commission customers see the results?

**Answer:** The Joint Commission’s internal Robust Process Improvement (RPI) initiative, which began in mid-2008 to improve the efficiency and effectiveness of internal processes and to better meet customers’ needs and expectations of value, is making substantial progress.

“The Joint Commission enterprise is undergoing a significant transformation, and customers will soon reap the benefits,” says Anne Marie Benedicto, MPH MPA, executive vice president, support operations, and chief of staff. “We are committed to improving our business processes to better help accredited organizations deliver safe, high-quality care.”

RPI projects are in varying stages of completion and include the following:

- Pilot testing of a project to improve the consistency of standards interpretation and elements of performance. This fall, Joint Commission customers will receive a “power pack” of resources to help them comply with complex standards and National Patient Safety Goals.
- Conducting “Work Outs” that focus on making the Joint Commission’s internal systems and processes more efficient and effective. Examples of Works Outs include
  - increased flexibility and customization of survey agendas
  - improved scheduling practices
  - improve turnaround time for having survey results posted on the Joint Commission Connect extranet.

“RPI is enterprise-wide, encompassing the Joint Commission and its affiliate, Joint Commission Resources. About one-third of our staff is involved, and more are included every day,” says Benedicto. “Our RPI ‘tool kit’ includes a variety of process improvement methodologies, including Lean, Six Sigma, and change management. We have combined them into a program that is steadily changing the way we do business.”

Stay up-to-date about the Joint Commission’s RPI progress by [subscribing to \*Joint Commission Online\*](#), a free weekly newsletter.

## *NAHQ e-news and Q Solutions Win National Publishing Awards*

*Cathy Munn, NAHQ President*

I’m delighted to announce that NAHQ has won three publishing awards, including the ASAE & The Center for Association Leadership’s Gold Circle Award (GCA) and two APEX (Awards for Publication Excellence) awards.

*NAHQ e-news* is a Gold Circle Award winner in the category of Newsletter (Digital/Interactive)—quite an honor considering that the ASAE competition received more than 300 entries this year from associations nationwide, including a record-setting number of digital format entries. [Click here](#) to read the ASAE press release on the GCA winners. Thanks to the entire NAHQ staff and members for their regular contributions to this very popular monthly newsletter, and congratulations



to the team members and volunteers who made this happen!

In addition, *NAHQ e-news* and the second edition of *Q Solutions: Essential Resources for the Healthcare Quality Professional* won APEX awards. *Q Solutions* won in the category of One-of-a-Kind—

Health and Medical Publications. Many thanks to the *Q Solutions* editors, Luc Pelletier and Christy Beaudin, for their great effort. *Q Solutions* has proven to be a valuable resource providing quality professionals with the tools they need to improve healthcare quality outcomes while controlling costs.

The [January 2009](#) issue of *NAHQ e-news* won in the category of Newsletters—Web and Electronic. Again, thanks to the team members and volunteers who helped to earn this wonderful recognition for NAHQ.

## Let's Connect in Grapevine, TX!

You don't want to miss NAHQ's 34th Annual Educational Conference, "Deep in the Heart of Quality," September 13–16 at the Gaylord Texan Resort and Convention Center in Grapevine, TX. Attendees have the opportunity to earn more than 15 continuing education (CE) hours during the conference and seven additional CE hours during the preconference workshops. Visit [NAHQ's Conference Central](#) for additional information and to download the brochure.



Maulik Joshi, DrPH, new editor in chief of the *Journal for Healthcare Quality*, will be a featured speaker at the general session on Monday, September 14. Dr. Joshi, who is president of the Health Research & Educational Trust and senior vice-president for research at the American Hospital Association, will be speaking about national healthcare reform.

While you are at the conference, be sure to attend a free lunch symposium, "Multidrug-Resistant Hospital-Acquired Infections: Reducing Risk Through Quality Improvement," on Tuesday, September 15, 12:30–1:30 pm. Preregistration is required for this ticketed event. To register for this free lunch symposium, check Box F on the conference registration form. If you have already registered for the conference and want to attend the symposium, you can register either by printing out [the registration form](#) available at NAHQ's Conference Central and faxing or mailing it as directed on the form, or by calling NAHQ Customer Services at 800/966-9392.



After the conference, stay a few extra days in Grapevine to uncork the fun at GrapeFest, the largest wine festival in the Southwest. Sample award-winning Texas wines, join in grape-stomping contests, and enjoy live music at the 23rd Annual GrapeFest on September 17–20. [Click here](#) for more information.

## Celebrate National Healthcare Quality Week: October 18–24



Healthcare Quality Week (HQW) features the work of healthcare quality professionals and highlights 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 18–24. To promote HQW, a promotional

poster, [press release template](#), and [logo](#) are available. In addition, promotional items for HQW can be purchased [online](#) or by downloading the [order form](#). For additional promotional suggestions and an activity planning guide, visit [www.nahq.org](http://www.nahq.org).

### **“Talking to Your Doctor” Web site from NIH**

The National Institutes of Health (NIH) has produced a [new Web site](#) dedicated to resources for patient-physician communication. The site provides information developed across NIH at various institutes and centers. Please use and share this information with your family, friends, colleagues, and constituents. (NIH)

### **DID YOU KNOW.....**

.....We encourage you to submit an article, which may be about an interesting session or seminar that you have attended, your recent experience with JCAHO, project results, study or research results, or anything that would be of interest to quality professionals.

**Free MAHQ Membership!!** If your article is accepted for publication, your next annual dues are free! Please email your submission to the Newsletter Committee Chair Laura Schwartze at [laura.schwartze@hughes.net](mailto:laura.schwartze@hughes.net)

### **BOARD MEETINGS OPEN TO MEMBERS**

Board of Director's meetings is held monthly, ten months of the year. Meetings are usually held on the fourth Thursday evening of the month in rotating locations, for the convenience of the Board members. Some meetings are now conducted via teleconference. We welcome the attendance and input of the general membership, at all meetings. Contact any Board Member by email for information and directions. Verify the location and time on the morning of the meeting.

### **MARYLAND ASSOCIATION FOR HEALTHCARE QUALITY**

#### **BOARD OF DIRECTORS 2009**

##### **PRESIDENT**

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##### **PAST PRESIDENT & WEBMASTER**

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##### **SECRETARY**

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