



TAHQ NEWS

Your Tennessee Quality News and
Networking Connection

1st Quarter 2009

**2008 NAHQ Gold Award
for
Association Excellence**

Do You Live with Intention?

By Lesley Hays

I was the fortunate one chosen to receive the TAHQ educational scholarship to attend the TAHQ meeting in conjunction with the annual THA meeting last October. A lot of time has slipped by since I attended the meeting, but one of the speakers left a great impression on me that I would like to share with the membership. Rick Foster, with Foster Hicks & Associates, conducted an excellent mini-workshop on building teams. If you were not able to attend, you may have heard from your colleagues of how he went into descriptions of the different "animal types" that exist within teams. These "animal types" were developed by Myers Briggs and we all had a hysterically great time determining which predominant "animal type" we represented. The choices were as follows:

Owls – The rationals who are wise, visionary, "prey from above", are stealthy, see the big picture, usually operate as a soloist, and are very strategic and powerful.

Beavers – The guardians who are hard workers, builders – bit by bit, persistent, like incremental change, pay very close attention to detail, work better from a blue print, are vigilant and like to live in communities where each person has their own "role".

Foxes – The artisans who are quick, generally operate as a soloist, are clever, flashy, tactical, opportunistic, and constantly on the move.

Dolphins – The idealists, who are collaborative, like interacting with people, are harmonious, communicative, social and warm, they like the big picture, and are saviors, but turn into vicious predators when attacked.

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Special points of interest:

- ♦ *TAHQ Website Member's ONLY section password will be e-mailed to you - if you do not have it contact us at www.tahq.org*

TAHQ Board Retreat

In January your Board held a retreat to evaluate our organization's current status and to develop a strategic plan for the next few years. Some of the results of that retreat are already evident - check out the new look of the newsletter and the web site.

The TAHQ web site now has a "Member's Only" area that we will be building over the next few months, the password will be published to members by e-mail. The past newsletters will be posted in this private section and there are already some Survey Readiness templates and forms posted that you might find helpful. We want to hear from you if you find these improvements helpful.

One of our first steps is an educational needs assessment of the membership which you should be receiving soon. Please complete and return as we need to know what you need to help meet those needs.

Look for more info in the President's Pen article on page 3.

Do You Live with Intention? By Lesley Hays (cont from page 1)

In reading these descriptions you are probably already assessing which “type” of animal you may be! Those of us in attendance were able to determine our predominant animal type fairly quickly, but Mr. Foster was quick to let us know that we have a little bit all of the types within us. The point of that whole exercise was to help us understand and appreciate the fact that it takes all types of team members for us to function as an effective, results-producing team.

However, the take home message for me surrounded his explanation of the purpose of living with “intention”. On teams, you are typically geared to work toward established goals, but according to Foster, “intentions” are the behavioral and attitudinal foundations of all the team’s activities. He went on to state that goals are often defined with input from all by using the defined mechanism required at your facility. However, “intention”, he stated, springs from mindfulness (being full of mind) and by sharing your intentions with your colleagues, you are revealing your motivations that creates a transparency and an unambiguous team environment. This should come not only from the team member’s perspective, but from the team leader’s perspective as well. It is important because shared team “intentions”, not goals, are the powerful drivers of all behaviors. With that said, to successfully attain your goals, the team behaviors must be efficient, productive, and collaborative. This creates a pro-active versus a reactive environment for easier team goal accomplishment. By living with intention, it enables you to create learning opportunities for yourself and the team, to take an active role in keeping the team moving forward, and pointed to recognizing and embracing the win-win situations that emerge along the way. As we all have probably experienced, being a team member can sometimes be difficult. Each team member must take an active responsibility in controlling their reactions to situations that arise. Each individual is the only one that can “control” their own reactions. Always knowing your intentions and stating them clearly will result in the team working and performing better. Moving forward, as the landscape changes, you must adjust and adapt your intentions as appropriate. In the end, what you are striving for is a leader and a team driven by conscious and visible intentions, alignment of team members in attaining commonly set goals, and finally a powerful team that is able to choose their reaction to difficult situations versus reacting to situations when it is too late.

Subsequent to having attended this workshop, one of my colleagues ran across a “Live with Intention” yearly calendar which dove tails nicely into what I learned from this workshop. I want to share with you the monthly “living with intention” quotes so that we can all keep this concept in the forefront of our minds as we go about the business of working and living! Can you say that you live with intention? The quotes are as follows:

January - “If you can’t be a highway, be a trail. If you can’t be the sun, be a star. It isn’t by size that you win or you fail. Be the best of whoever you are.” Rebecca McCann

February – “Be of love, a little more careful, than of everything.” E. E. Cummings

March – “Go everywhere with a thousand voices singing.”

April – “Promise yourself not to try to solve all of life’s problems at once.” Suzanne

May – “Dare see yourself as lovely and important! You are!”

June – “Find the good. It’s all around you. Find it. Showcase it and you’ll start believing it.” Jesse Owens

July – “Expect this to be a day of healing, awareness, harmony and gentle order.” Naomi C. Rose

August – “Take a moment to remember how special you are and how lucky the world is to have you in it.”

September – “I have decided to be happy because it’s good for one’s health.” Voltaire

October – “Light up tomorrow with today.” E. B. Browning

November – “Gratitude transforms all life into a paradise.”

December – “Pray for Peace, plant a tree, and sing more joyful songs.” Wm. Arthur Ward

To read more about these concepts, read these books by Rick Foster and Greg Hicks:

1. Choosing Brilliant Health (2008, Penguin Group USA)
2. How We Choose to Be Happy (1999 Penguin Putnam)

President's Pen

Greetings and Happy New Year!! Time is flying by again this year and TAHQ has been busy making plans! This year we want to echo some of President Obama's messages: "YES WE CAN" and "IT'S TIME FOR CHANGE". Your TAHQ Board met in mid-January to flesh out a 5- year Strategic Plan and begin to look at how we can better meet the needs of YOU – our members!! Below is a recap of the main points – you can find the entire plan on our website under the Members Only tab at www.tahq.com. As you review the highlights I would encourage you to do two things: 1. Take time to go to the web and review the entire plan. 2. Reach out to a board member and let us know what you need from TAHQ. Get involved!! This is YOUR organization and it is TIME FOR A CHANGE. Quality is bigger than ever and finally the rest of the world is learning what we've known for years – *Quality is everyone's responsibility* – W. Edwards Deming. So "YES WE CAN" make a difference – TAHQ needs YOU!

Strategic Plan Highlights:

- Achieve and maintain membership at 100
- Provide Scholarship opportunities for NAHQ and TAHQ annual meetings
- Solicit sponsorships for TAHQ annual meetings and other educational offerings
- Reach out to ALL CPHQs in Tennessee
- Better define benefits of membership in TAHQ
- Increase engagement of TAHQ members
- Continue to hold Annual Education Conference and explore alternate methods to provide education such as Podcasts, Webinars, etc.
- Develop TAHQ Speakers Bureau
- Develop Quality Tools and Best Practices area on the website for Members Only
- Conduct an educational needs assessment
- Provide a quarterly news letter electronically to all members
- Host a TAHQ booth at the 2009 NAHQ annual conference
- Invite a NAHQ board member to present at the 2009 TAHQ Annual Meeting
- Partner with Tennessee Hospital Association and Tennessee Organization of Nurse Executives to host a pre-conference workshop on Evidence Based Nursing Practices



Michelle

Quality 101 Webinars

The Tennessee Hospital Association and the Tennessee Association of Healthcare Quality are hosting a series of one hour Quality 101 Webinars from April to September. The purpose of these Webinars is to prepare Quality Directors and their staff to become certified healthcare quality professional (CPHQ). TAHQ board members and other members will host state-wide study groups in local geographic areas that will serve as an opportunity for current CPHQ's to develop mentorship relationships. Go to this link for more information: <https://www.SignUp4.net/Public/ap.aspx?EID=CMSC18E>

April 23 - "Facilitating the Assessment and Development of the Organization's Patient Safety Culture"

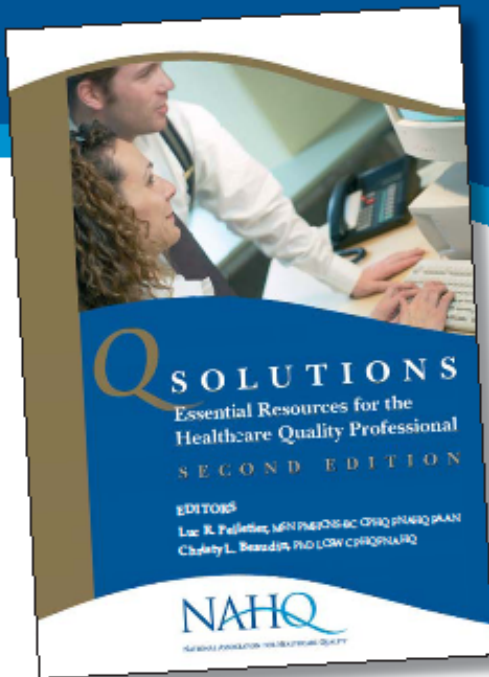
May 21 - "Coordinating and Disseminating Quality Concepts within Your Organization"

June 18 - "Integrating National Patient Safety Goals into Your Organizational Activities"

July 16 - "Measuring the Effectiveness of Educational Programs"

August 20 - "Introduction to Clinical Performance Measurement and Improvement"

September 24 - "Leading Change by Developing the Organization's Quality Culture"



Q Solutions: Essential Resources for the Healthcare Quality Professional

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Q Solutions: Essential Resources for the Healthcare Quality Professional, 2nd edition, establishes and extends foundational knowledge for healthcare quality professionals across the care continuum. It covers the breadth and depth of the areas critical to professional development and leadership: frameworks for quality management, the linking of science with practice, and the translation of data into information that can be used and understood by both practitioners and patients.

Developed by a team of experts and members of the National Association for Healthcare Quality (NAHQ), *Q Solutions* provides quality professionals with the tools they will need to measure, monitor, and determine actions and interventions that produce sustainable or improved healthcare quality while controlling costs. A fifth module on healthcare safety culture has been added to the second edition to correspond with the addition of patient safety to the Certified Professional in Healthcare Quality (CPHQ) examination. Modules 1–4 have also been updated to reflect recent changes in national healthcare safety initiatives.

Healthcare quality professionals, along with students, teachers, professional development directors, and administrators, will find *Q Solutions* to be an exceptional resource.

Contents

Module One: Foundation, Techniques, and Tools

Module Two: Strategy and Leadership

Module Three: Continuous Readiness

Module Four: Change Management and Innovation

Module Five: Healthcare Safety Culture

CPHQ Exam Preparation: *Q Solutions* is a valuable resource for any healthcare quality professional seeking certification as a CPHQ, particularly in conjunction with the Healthcare Quality Management: Review and Study Session offered by NAHQ. *Q Solutions* is the official text of this course.

***Q Solutions* is available for order at www.nahq.org.**

Contact NAHQ for additional information or order by phone at 800/966-9392.

Conflict Management: What You Need to Know

During the last few years, The Joint Commission (TJC) has increasingly focused on the need for organizations to improve leadership accountabilities and relationships. New conflict management requirements align with TJC's concern that leadership groups sometimes become embroiled in unhealthy conflict. Healthcare organizations that are intent on improving quality of care and patient safety must establish mechanisms for appropriately handling such situations.

TJC acknowledges that some conflict is healthy because leaders must not be so intent on harmony that they refrain from asking tough questions of one another. On the other hand, conflict is problematic when groups or individuals within groups contentiously refuse to come together around issues of patient safety and quality. The leadership (LD) chapter requires mechanisms to address conflict among leadership groups (LD.02.04.01), conflict in other layers of the organization (LD.01.03.01 EP 7), and disruptive behavior (LD.03.01.01 EP4-5). On a side note, an organization should not confuse "conflict of interest" with "conflict management." Separate mechanisms are needed to address these similar sounding but distinctly different issues.

Nearly every organization experiences dysfunctional conflict from time to time. Common examples that may occur among or between the board, medical staff, and hospital leadership include concerns about practitioner quality/safety or behavior, on call issues, bylaws changes or enforcement, resource allocation, and high profile policies. Conflict in other layers of the organization may involve ethical dilemmas, differences in opinion about interpretation of regulatory/ accreditation requirements or standards of practice, and disagreement about roles, responsibilities, accountabilities, and other staffing issues.

To fully meet the intent of the TJC standards, organizations need a conflict management policy or plan that is approved by the governing body and Medical Staff Executive Committee. Other requirements include basic conflict management training for leaders and staff. In addition the organization must assure access to specialized internal or external conflict management expertise. Finally, even though disruptive behavior is a common outcome of unresolved conflict, the organization must have a separate policy that defines and addresses disruptive behavior. Of note, this policy must be fairly and consistently enforced and should not be interpreted as targeting physicians only.

As a benefit to TAHQ members, conflict management resources have been posted to the members-only section of the TAHQ website.

While not required by TJC, it makes practical sense for organizations to establish a two-tiered approach to conflict management. Lower tier mechanisms promote harmonious working relationships and prevent conflict from escalating into major patient safety issues. The second tier addresses conflict of a more complex and serious nature. This higher level formalized approach includes the services of a skilled, competent, and neutral facilitator to guide the parties towards an acceptable end. For financial and logistics reasons, organizations will want to use an internal facilitator whenever possible. However, issues involving major discord at the leadership level may be better managed with an external resource so as to avoid perceptions of facilitator bias.

As a benefit to TAHQ members, conflict management resources have been posted to the members-only section of the TAHQ website. The resources include a policy template, sample guidelines, and a tool that some organizations may wish to use for documenting "second tier" conflict management interventions. It is strongly recommended that each organization seek input from hospital legal counsel and risk management before adopting a particular policy or approach.

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Tennessee Association
for Healthcare Quality



Check out the Members
ONLY section



2009 Spring TAHQ Education Program - West Tennessee

Friday, May 8, 2009

Jackson Madison County General Hospital

Jackson, TN

9am to 3pm

Objectives:

- *Describe Hospital Conditions of Participation Updates*
- *Discuss National patient Safety Goals*
- *Link patient safety goals*
- *Integrate patient safety goals into organizational activities*
- *Develop objective performance measures*
- *Integrate results of data analysis into the performance improvement process*
- *Integrate quality findings into governance and management*

Contact leeann.hannah@hcahealthcare.com for more information

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