

## President's Corner

### WAHQ President



**Judy Frisch, CPHQ**

### How Will You Make a Difference in 2011?

By Tom Reid, [treid@encouragement-wired.com](mailto:treid@encouragement-wired.com) ( Guest writer, *taken from the NAHQ 2011 Conference address*)

#### *What will you do to make a difference in your job this year?*

This is a variation on a question that Michigan Radio is asking citizens about how to make things better in 2011. Since Michigan is at the epicenter of the Great Recession, there is no shortage of suggestions about what to do differently. The challenge is in what individuals will do to make a positive difference.

To me this question has relevance for leaders at every level, especially as we head into a new decade. And so I think it is worth asking, as you look at your job and the people for whom you are responsible, what will do you to make things better for them and for your organization?

What you suggest will depend upon your level of responsibility. A CEO may consider initiatives that transform the way the company does business.

A middle manager may come up with process improvements to optimize departmental efficiency. Or, a front line will depend upon role and

## WAHQ 2011 Conference

### Friday - March 4, 2011

### Dare to Prepare:

## *Tactics for Today's Quality Leaders*

**Crowne Plaza  
Madison, Wisconsin**

responsibility, there are some things you can do to increase the likelihood that your suggestions are implemented

**Be imaginative.** Leaders are responsible for encouraging their followers to think big. Fostering aspiration is a leader's role and so as you consider what you want people to do differently, think in broad terms. The challenge is to encourage employees to think creatively and allow them to implement ideas that merit attention.

**Be relevant.** Consider your company's mission. Specifically, think about how it delivers value to customers and stakeholders. Ask yourself what you can do to deliver on that mission more effectively. Managers can deliver on relevancy in three ways. First, ensure that everyone knows how their jobs complement the organizational mission. Second, encourage them to find ways to do their jobs more efficiently. And third, recognize them for making positive contributions.

**Be specific.** While it is necessary to think big, it is also necessary to break the big idea into manageable parts. For example, an HR director challenged to make good on the company's desire to be an employer of choice might consider how the company recruits, how it fills new positions, and how it develops employees once they are hired.

Making the aspiration specific is critical.

**Be actionable.** Specificity opens the door for turning aspirations into actions. This is your opportunity to implement the ideas as objectives. Assign people to carry out the ideas. Provide them with resources as well as timelines. Make certain you do not hand off all responsibility. You need to keep engaged in the change process.

There is one further consideration. As the leader, you need to hold yourself accountable. It is not enough to suggest how others change; you must be ready for change yourself.

Your personal sense of accountability will add credibility to your suggestions for improvements this year. People take their cues from those in charge and when followers sense their leaders are willing to make changes, then such changes have a better chance of success. When a leader invests his credibility in his actions, the payoff can be significant.

### Winter 2010/2011

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## 2010 Conference Participants Network

### Visit our WAHQ Website

Looking for the latest WAHQ news? You can visit our Web site at [www.wahq.org](http://www.wahq.org) for the latest information on healthcare activities at home and around the country.

We are fortunate to have the expertise of MetaStar to guide us in the development of our Web page. This avenue of networking would not be possible without Metastar's technical and financial support. Special thanks to Rich Chapman, webmaster, Metastar Inc.

### Other Quality Websites

|   |  |
|---|--|
| National Association Healthcare Quality | <a href="http://www.nahq.org/">http://www.nahq.org/</a>  |
| WI Bureau of Quality Assurance          | <a href="http://dhfs.wisconsin.gov">http://dhfs.wisconsin.gov</a>                                |
| New CMS Internet site                   | <a href="http://www.cms.hhs.gov">www.cms.hhs.gov</a>   |
| Wisconsin Collaborative                 | <a href="http://www.wiqualitycollaborative.org">www.wiqualitycollaborative.org</a>               |
| Wisconsin Price Point                   | <a href="http://www.wipricepoint.org">www.wipricepoint.org</a>                                   |
| Wisconsin CheckPoint                    | <a href="http://www.wicheckpoint.org/">www.wicheckpoint.org/</a>                                 |
| Health Grades                           | <a href="http://www.healthgrades.com">www.healthgrades.com</a>                                   |
| Center for Disease Control              | <a href="http://www.cdc.gov">www.cdc.gov</a>   |
| Healthy People 2010                     | <a href="http://www.healthypeople.gov">www.healthypeople.gov</a>                                 |
| Minnesota Adverse Health Reports        | <a href="http://www.health.state.mn.us/patientsafety/">www.health.state.mn.us/patientsafety/</a> |
| Caring right at home                    | <a href="http://www.caringnews.com">http://www.caringnews.com.</a>                               |

The video "The NQF Efficiency Measurement Framework: Can it Help Heal the Schism Between Public Health and Medicine?" is now live. You can view it at <http://videos.med.wisc.edu/videoInfo.php?videoid=1677>

## 2010-2011 WAHQ Goals

Submitted by Judy Frisch, President

### Goal 1 – Annual Conference –

Will be strategizing with WSHRM for a joint conference in spring 2011.

### Goal 2 – Membership

Networking/Communication – Improved communications with our members through an enhanced website, and continued liaison with other state organizations.

### Goal 3 – CPHQ Study Session – CPHQ

recognition and acknowledgement of member awards through the newsletter. Just a reminder, if you pass your CPHQ exam, please send evidence of your success and membership to our treasurer for \$75.00 reimbursement.

### Goal 4 – Utilize Newsletter for Education

Provide educational article in each published Newsletter and solicit educational articles through regions-region rep connections with constituency. Regional Representatives to circulate educational articles or linkage to newsletter; web-sites, etc.

### Goal 5 – Liaison Relationships with Other Organizations –

The board is continually looking for ways to increase member benefits and maintain budget conscious activities.

### Goal 6 – Website

Establish a quick Link to NAHQ member access. Update the web site. Set up Board page-password protected for region reps to link to region members. Begin to develop special membership page

## *Treasurer's Report*

*Submitted by Matt Wahoske, Treasurer  
Oct 31, 2010*

### ACCOUNT BALANCES

|            |              |
|------------|--------------|
| • Checking | \$ 14,609.36 |
| • Savings  | \$ 30,277.67 |
| • Annuity  | \$ 5,676.09  |
| • Interest | \$ 15.13     |
| Total      | \$ 50,578.25 |

# 2011 WAHQ Conference Annual

## Dare to Prepare: *Tactics for Tomorrow's Quality Leaders*

### Agenda

#### Thursday, March 3

4:00 – 5:00 p.m. Board Meeting – open to all members

#### Friday, March 4

7:00 – 8:15 a.m. Registration, Vendors and Storyboards and Breakfast Buffet

8:15 – 8:30 a.m. Welcome

8:30 – 9:30 a.m. Mary Patton Wheatley, MS, Senior Specialist in Health Care Affairs at the AAMC. *Partners in Safety: Quality Connection to regulatory forces.*

9:30 – 10:15 a.m. Judy Murphy, Vice President of Information Technology at Aurora Health Care  
*Electronic Health Record & Quality Achieving and Measuring Meaningful Use: A View from the Field*

10:15 – 10:30 a.m. Stacey Rondorf currently works for MetaStar, Inc. as the Field Operations Manager for the Wisconsin Health Information Technology Extension Center, (WHITEC) Update

10:30 – 11:00 a.m. Break —Exhibits and Story Boards

11:00 – 11:45 a.m. Ivy Baer, JD,MPH, Director and Regulatory Counsel with the Association. of American Medical Schools' Health Care Affairs  
*Accountable Care Organizations*

11:45– 12:00 p.m. *Annual Meeting*

12:00 – 12:45 p.m. Lunch

12:45 – 2:15 p.m. Roger Gerard, Chief Learning Officer at ThedaCare  
*On the Mend: Managing the Change Process*

2:15 – 2:30 p.m. Break — Exhibits and Story Boards

2:30 – 3:15 p.m. Dave Snow, Hall, Render, Killian, Heath, & Lyman  
*Federal Legislative Update*

3:15 – 3:45 p.m. Kelly Court, MBA, Wisconsin Hospital Association & Wisconsin Collaborative for Healthcare Quality  
*Wisconsin Legislative Update*

3:45 – 4:00 p.m. Evaluation and Adjournment



**Judy Murphy** is Vice President of IT Applications at Aurora Health where she oversees the application software supporting clinical and business operations. She has published and lectured nationally and internationally on automated clinical documentation, and the use of technology to support evidence-based practice



**Dr. Roger Gerard** is the Chief Learning Officer for ThedaCare, a Wisconsin-based integrated healthcare delivery system. Roger has over 35 years of experience leading executive and management development initiatives, in both large and small organization environments, focusing specifically on organizational performance improvement processes.

Save the Date: National Association for Healthcare Quality Annual Conference **(NAHQ)**  
**Sept 15 - 18, 2011- Sacramento, CA**

## Healthcare Social Networking

by **SW Region Representative - Sally Rosemeyer**

I recently attended a conference and a session entitled “Social Networking” which has prompted considerable conversations at our facility. We all know that social networking is a common means of communication in our country and throughout the world. It is a means for all of us to communicate with our families, find “old” friends and stay in the know.

Social networking has influenced the healthcare industry as well as personal lives. Healthcare social networking is here to stay and as healthcare compliance officers, quality managers, risk managers, safety officers we need to know the implications, risks and benefits of social networking.

Social networking has obvious benefits

for healthcare such as marketing and administrative blogs for increased transparency, human resources hiring tools as well as communication between providers and patients. However, there are risks to consider in social networking in the healthcare setting. Those considerations might be:

- Is the information being used/accessed for employment or credentialing purposes accurate?
- Is the information obtained as a result of “confidential or protected” information?
- How does professionalism enter into social networking discussions?
- Is there potential for security breaches from employees?
- Could patient safety be impacted by social networking?

At your facility, have policies been put in place with input from risk management, compliance officer, legal counsel, HIPAA officer and technology staff? Do all staff know what is acceptable both at work and off work? Do you do monitoring to assure that policies and procedures are working? Has your facility identified acceptable uses of social networking?

Social networking is here and is a “necessity” in our communication methods today. Healthcare facilities need to examine their practices and develop policies.

## “Gemba” Management

**By Joel Roberts (Guest writer)**  
Process Specialist, Quality Resources,  
Luther Midelfort Mayo Health System

I would like to draw our attention to an approach or methodology to quality or process improvement. The approach is called “Going to Gemba” or “Gemba Walks”. So what is gemba you ask? Gemba is a Japanese term meaning “**the actual place**” where the work is being done. In healthcare it is where value is being delivered to the patient.

The practice of going to gemba was born out of the Toyota Production System, more commonly known today as Lean Management.

In an age where endless information is literally at our fingertips it may seem strange to actually go to where the work is done and observe what is really happening.

We have been educated and trained to look at reports generated from databases

and IT systems to see how our processes are performing and then make decisions based on that data. That is not to say that the information captured and provided by our IT systems is not useful.

IT systems can serve a very useful function of taking data and converting them into very useful charts, graphs, etc. that can help us see trends, out of ordinary conditions, etc. There are some definite drawbacks though. The first of course, is the old saying, “Garbage in, garbage out”.

Computer systems (for the most part) are not capable of deciphering between good or bad data. If the data being entered is erroneous, everything generated from that data will be erroneous (and ultimately misleading if we are making decisions based on it).

The other drawback though, is that we lose much of the context of the information. Raw data, even after conversion to beautiful reports and graphs, is like a collection of words without a plot. The reports are also delayed in time (after the events occurred – sometimes long after the events occurred) so the job of recreating those events and fully understanding what the data is telling us can be difficult. It might be elementary for Sherlock Holmes to recreate the scene of the crime and reach an accurate conclusion, but I’m afraid for most of us it is not so elementary.

The benefits of going to gemba (**gemba walks**) on a regular basis cannot be overstated. In fact, the closer we can get to managing at gemba the closer we will be to **making decisions based on the truth** of what is actually happening rather  
*(continued on pg 6)*

Upcoming 2011 WAHQ Conference

**March 4, 2011**

**Crowne Plaza  
Madison Wisconsin**



**Call for Storyboards**

Submitted By Sheri Krueger-Dix

- Another WAHQ opportunity to network and share your successes and lessons learned with your professional peers.
- If you are interested in presenting a **Storyboard that demonstrates a progressive topic that would highlight Healthcare Quality**

Please submit a brief description (80 words or less)  
to **Sheri Krueger Dix.**  
**Deadline: due by**  
**Monday - February 28, 2011**

The **WAHQ BOD** will review all submissions and confirm presenters with **guidelines by**  
**March 1, 2011**

email: [sdix@froedterthealth.org](mailto:sdix@froedterthealth.org) or  
Phone: 414-805-2801

**Wisconsin Association for Healthcare Quality (WAHQ) [www.WAHQ.org](http://www.WAHQ.org)**  
**2011 Annual Membership Application**

Name \_\_\_\_\_ Credentials \_\_\_\_\_ (CPHQ, RN, LPN, RRA, ART, Other)

Title \_\_\_\_\_ Business Phone ( ) \_\_\_\_\_ - \_\_\_\_\_ Home Phone ( ) \_\_\_\_\_ - \_\_\_\_\_

Organization \_\_\_\_\_ FAX ( ) \_\_\_\_\_ - \_\_\_\_\_ Email \_\_\_\_\_

Business Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Are you a member of NAHQ? \_\_\_ Yes \_\_\_ No (Please check) Send more information regarding \_\_\_ NAHQ

- Member Conference Fee**  **\$125**                      **Non Member Conference Fee**  **\$195**
- Member Conference Fee with Renewal**  **\$170**
- Annual Member Renewal Fee Only**  **\$45**

Make check payable to **WAHQ**

**Mail completed Registration to:**

**Gloria Field: St Michael's Hospital**  
**900 Illinois Avenue**  
**Stevens, Point, WI 54481**

Email [Gloria.field@ministryhealth.org](mailto:Gloria.field@ministryhealth.org)

Phone: (715) 346-5257

Affiliation with the National Association for Healthcare Quality (NAHQ) to join logon to:  
**NAHQ Membership** <http://www.nahq.org/member/NAHQapplication.pdf> **annual membership \$150**

## “Gemba” Management (*continued from pg 4*)

than an approximation of the truth, or worse yet, a gross distortion of the truth which takes some time to develop. It is not always comfortable going to gemba, especially for leadership. Moving toward Gemba Management is nothing short of a cultural transformation.

Leaders often feel as though they are supposed to know everything and the thought of going to the frontline where they may be less than knowledgeable can be a very humbling experience. It is also far less glamorous than the corporate world of managing by committees, reports, and PowerPoint presentations.

The objective of going to gemba is for leadership to review, listen, and support the improvement activities on a daily basis. Reviewing and observing the process could be the most important part of a manager’s job. It can give leaders real strength and the ability to bring the best out in others. It allows staff members to develop and cultivate their talents and allows them to raise issues, solve problems, and really begin owning the process.

So how do we begin and what does a gemba walk look like? First, let’s start with what a gemba walk is not. It is not “Management by Walking Around” (MBWA) or “Undercover Boss”. It is not merely a meet-and-greet session with staff. Walking the gemba is part of “Study” in the Plan-Do-Study-Act cycle of improvement.

Sometimes there is less walking around and more just standing, watching, listening, and talking to staff.

Gemba walks should be done on a regular basis, ideally every day. Carve out a specific time and stick to it. Have a theme or purpose, not a random walk.

### Here are some practical tips for gemba walks:

- It takes experience. The first couple of trips to gemba will be awkward for both the leaders and staff. It will get easier over time though.
- Always inform the staff when you’re coming and the purpose. Listen and take good notes.
- Go to gemba with a specific purpose. Understanding the process? Checking standard work? Checking quality, cost, or metrics?
- Try to envision what is supposed to be happening. Try hard to visualize in your mind a smooth, totally value-added workflow.
- As you watch, become conscious of what is really happening. Why is the process different than what you had envisioned? What disrupts the flow? Where could mistakes be made? What keeps those mistakes from being made?
- Is there any backtracking or rework? Are people looking for things?
- How does anyone know what they are supposed to do? What is their source of information? Do they have to search for answers? Do they have to guess? Or is the right way crystal clear?
- Is there any established (and understood) pace of work? How does staff know whether things are on time or not? When do they learn they are behind? Is it too late to do anything about it?
- If a person has a problem is there some sort of support system to get them back on track or are they left to figure it out on their own. Are there contingencies or backup plans?
- Are there obvious and unambiguous standards for staff to follow?
- Leaders should never own the problems of the team. The purpose of the walk is to check the work and coach the adjustment. Engage all staff in the process.
- Start where you left off on the last gemba walk. Taking good notes and having a knowledge management system will help in this respect.
- Finally, ask the staff for feedback and suggestions. Ask a peer or Lean consultant to come along and provide coaching.

Most of all don’t be afraid to begin your trips to gemba. Make it a habit, and you will be surprised by what you learn and how your staff becomes more engaged in the process as you yourself become more engaged. You are ultimately checking the health of your leadership systems by looking at how they engage their people and processes.

**Walking the gemba is a process of developing your people. Have fun!**



# WAHQ Board of Directors

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## Call For WAHQ 2011 Board Nominations:

- \* Northwest Representative
- \* Northeast Representative
- \* Southcentral Representative
- \* Treasurer

*Ballots will be emailed to WAHQ members by Lisa Rowe-Peplinski, Secretary WAHQ.*

## Annual Conference Attendees enjoy networking with Vendors.



**Treasurer Matt Wahoske**



**Southeast Representative Gail Wietor**