Together we define excellence in healthcare quality.

history of our association

1975—2015

Prepared by
Sarah Tackett, BS CPHQ FNAHQ, NAHQ Historian
Initial Timeline Developed by
Jacki Van Oort, NAHQ Education Manager

National Association of Utilization Review Coordinators (NAURC)

1975

Vision for Our Association

(Now known as the National Association for Healthcare Quality [NAHQ])

In 1972 Senator Wallace Bennett believed that healthcare fields should be held accountable for money paid to them by the government for healthcare delivery . He then introduced legislation to that effect, known as the Bennett Amendment to the Social Security Act . Although a mechanism was in place for review of Medicare cases, it was ineffectual . Bennett believed that review should be conducted on a concurrent basis at intervals dependent upon the reason for admission into the healthcare system .

The new law went into effect in 1975 . Toward the end of 1974, hospitals rushed to fill positions in utilization review in their hospitals in order to comply with the law . It was about this time that Frank Demuth, an entrepreneur from southern California who was owner and executive director of the Health Care Management Institute (HCMI), seized the opportunity to form a new association serving practitioners of the newly formed discipline known as utilization review .

A man with foresight, Demuth had the idea of creating a professional organization for people engaged in utilization review and quality assurance (QA) functions within the healthcare industry . It was through his efforts that the National Association of Utilization Review Coordinators (NAURC) came into existence . In 1975 and 1976, Demuth surveyed utilization review (UR) coordinators around the country, gathering information on desired meeting sites and soliciting nominations for officers to direct the new association .

1976–1977

Board of Directors

President	Rebecca Jones
Vice President	Zlata Sewell
Secretary	Oteria Marsden
Treasurer	David L . Stumph
Eastern Region	Cleta Wheeler
Central Region	Jean Casey
Western Region	Jeanne West

Identified as a nonprofit organization, NAURC was incorporated in the state of California in October 1976. October 7–8, 1976, marked the beginning of the association.

National Association of Utilization Review Coordinators (NAURC)

At the opening meeting of the First Annual NAURC Convention, the leadership of the organization, along with a check in the amount of $18,000, was formally turned over by Frank Demuth to the four newly elected officers shown above . Herbert Rhodes, attorney at law, presented a list of priorities for the organization to consider and act upon . Among those priorities was the need to establish tax-exempt status, accounting policies and procedures, and a permanent office location . Mrs . Dimitroff Jones suggested that Article VII of the bylaws be considered for approval . This would give the officers the authority to make decisions and act on behalf of the membership of NAURC . A special meeting was called for the newly elected officers and 32 appointed regional representatives . These 36 people voted on three regional representatives and approved the part of the proposed bylaws that enables the officers to act on behalf of the organization . HCMI was rehired to manage the day-to-day affairs and got to work building services needed by the new profession . In addition to voting on the bylaws, the new board established regions of representation, renamed the vice president position as president-elect, helped state organizations, and conducted regional seminars .

First Annual Conference

October 7–8, 1976
Peachtree Plaza Hotel, Atlanta, GA

Attendance	500, representing 42 states
Membership	681

Second Annual Conference

October 7–8, 1977
Hyatt Regency, New Orleans, LA

Attendance	500
Membership	1,467
Budget	$23,450

Committees

Public Information—
Job Placement Service
Bylaws
Finance
Membership
Program
Publication—*View and Review*

View & Review

FIRST ANNUAL MEETING OF N.A.U.R.C. RECEIVES OVERWHELMING APPLAUSE!

Activities

- Development and sponsorship of regional conferences
- Assistance in the development of state associations
- Agreements with various UR publications enabling members to obtain discounted subscriptions
- Acquisition of tax-exempt status
- Pursuit of the association's status as an independent entity
- Establishment of the House of Delegates
- Development of affiliation with the American College of Utilization Review Physicians and co-sponsorship of a regional conference by the two organizations
- Process of terminating contract with HCMI begun
- Relocation of NAURC headquarters from Rancho Palos Verdes, CA, to Grove City, PA, to Chicago, IL
- Preparation for the Third Annual Conference

1977–1978

Board of Directors

President	Rebecca Jones
President-Elect	Sandra Ambrosi
Secretary	Pat Wilson
Treasurer	David L . Stumph
Region 1	Alice Vandale
Region 2	Patsy Flensborg
Region 3	Hortense Farris
Region 4	Karen Fitts
Region 5	Dorothy Honovich
Region 6	Jan Rolls
Region 7	Jeanne West
Executive Director	David L . Stumph

Annual Conference

September 17–20, 1978
Conrad Hilton Hotel, Chicago, IL

Attendance	480
Membership	1,514
Budget	$65,000

Committee Chair

Bylaws	Jan Ralls

Awards

Lifetime Memberships
Jean Casey
Cleta Wheeler
Zlata Sewell

Honorary Memberships

Frank J . Demuth, executive director, HCMI, NAURC founder

Gaylen Newmark, staff specialist, American Hospital Association (AHA)

Leslie Norens, MD PhD, *Hospital Peer Review* publisher

Donald Underdown, provider of invaluable assistance to association during the transfer of its management headquarters from California to Pennsylvania

Activities

- Bylaws reviewed, revised, and approved by the House of Delegates
- Regional representation increased from 3 to 7
- Management contract with HCMI terminated
- Becky Eiss hired as executive director December 31, 1977
- Special category of lifetime membership created to be awarded to all members who have served as officers or regional representatives
- Honorary membership established for individuals who were outstanding in their dedication and support of NAURC
- David L . Stumph hired as interim executive director on August 1, 1978, upon resignation of Becky Eiss as executive director
- Stable financial status achieved
- All-out effort made to stimulate new members and solicit interest and enrollment in various NAURC education programs and the annual conference
- Association headquarters established in Chicago
- Barbara Hubbard named volunteer editor of *View and Review*

1978–1979

Board of Directors

President	Sandra Ambrosi
President-Elect	Robert Warner
Immediate Past President	Rebecca Jones
Secretary	Mary Samios
Treasurer	Shirley Friend
Region 1	Alice Vandale
Region 2	Patsy Flensborg
Region 3	Hortense Farris
Region 4	Kay Speece
Region 5	Dorothy Honovich
Region 6	Jan Rolls
Region 7	Donetta Drake
Executive Director	David L . Stumph

National Association of Quality Assurance Professionals (NAQAP) Annual Conference

October 7–10, 1979
Marriott Pavilion Hotel, St . Louis, MO
(Attendees had to stand outside during a hotel fire.)

Attendance	420
Membership	151
Budget	$87,000

Committee Chairs

Professional Standards and Credentials	M . Rebecca Clark
Program/Education	Patricia Brletic
Newsletter	Barbara Hubbard
Credentials	Cleta Wheeler
Affiliation	Karen Hensley
Historian	Jeanne West
Healthcare Issues and Legislation	Robert Warner
Nominating	Carol Lyons

Awards

Lifetime Memberships	Becky Eiss
	Karen Fitts
	David L . Stumph
	Jeanne West
	Pat Wilson
Honorary Memberships	Geraldine Ellis
	William Jessee
	Barbara Mohr
	Helen Smits
	Richard Thompson

Activities

- Name of association changed from National Association of Utilization Review Coordinators to National Association of Quality Assurance Professionals (because of the new chapter on QA in the Comprehensive Accreditation Manual for Hospitals of the Joint Commission on Accreditation of Hospitals)
- *View and Review* renamed *Journal of Quality Assurance (JQA)* and first published in June 1979; David L . Stumph named editor
- David L . Stumph hired as the executive director of the association
- First professional audit of accounts and records performed
- 5-year convention plan established
- Professional Standards and Credentials Committee established
- Continuing education units (CEUs) obtained for educational programs
- Membership informed about legislative events in Washington, DC
- Fiscal year changed from October–September to July–June

1979–1980

Board of Directors

President	Robert Warner
President-Elect	Barbara Hubbard
Immediate Past President	Sandra Ambrosi
Secretary	Elizabeth Stewart
Treasurer	Patricia Wiegang
Region 1	Mary Howland
Region 2	Patsy Flensborg
Region 3	Joann Hager
Region 4	Kay Speece
Region 5	Marlene Costilla
Region 6	Patricia Morris
Region 7	Donetta Drake
Executive Director	David L . Stumph

Annual Conference

Quality Assurance for the '80s
December 7–10, 1980
Fairmont Hotel, San Francisco, CA

Attendance	400
Membership	1,282
Budget	$126,960

Committee Chairs

Program	John Hartley
Membership, Professional Standards and Credentials	Mary K . Samios
Nominating	Connie Jones
Healthcare Issues and Legislation	Judith Crawford
Bylaws	Ray Meek

Awards

Lifetime Membership	Sandra Ambrosi

Activities

- Purpose and objectives of the association approved by the House of Delegates
- NAQAP Speakers Bureau established
- NAQAP exhibited at the AHA/Canadian Hospital Association joint convention in Montreal, Canada
- NAQAP recognized in *Nursing '80* August 1980 issue
- Quality assurance plan library created at the executive office
- Seminar series "Quality Assurance in the '80's: Leadership's Role in Quality Assurance"
- Breeden Company hired to manage and stabilize the organization financially

1980–1981

Board of Directors

President	Barbara Hubbard Conway
President-Elect	Patsy Flensborg
Immediate Past President	Robert Warner
Secretary	Mary LeBlanc
Treasurer	Elizabeth Stewart
Region 1	Mary Howland
Region 2	Robert Warner
Region 3	Joann Hager
Region 4	Rita Moynihan Sue Britton
Region 5	Marlene Costilla
Region 6	Patricia Morris
Region 7	Dorothy Pagliughi
Executive Director	David L . Stumph

Annual Conference

Quality Assurance Is Everyone's Business
September 16–19, 1981
Shoreham Hotel, Washington, DC
(Hotel strike in Washington, DC, and farm and antiwar demonstrations were memorable.)

Attendance	425
Membership	1,300
Budget	$190,700

Committee Chairs

Finance	Douglas Gull
Journal	Linda Cingilli
Membership, Professional Standards and Credentials	Kay Speece
Certification Board	Barbara Hubbard Conway
Nominating	Zlata Sewell
Healthcare Issues and Legislation	Elizabeth Finnigan

Awards

Lifetime Membership — Robert Warner

Activities

- Opened dialogue with leaders of other national healthcare organizations
- Maintained financial viability by implementing an austerity program (the organization's financial condition worsened before it improved)
- No face-to-face board or committee meetings held, except for onsite meetings at the conference
- Pioneering use of conference calls made
- Increase in dues proposed
- Number of annual journal issues decreased from four to three
- Initiated the development of a credentialing program
- Initiated the development of organizational sections to enhance educational opportunities for membership
- Initiated the development of an educational program with a university
- Linda Cingilli named editor of *JQA*

1981–1982

Board of Directors

President	Patsy Flensborg
President-Elect	Mary Howland
Immediate Past President	Barbara Hubbard Conway
Secretary	Mary LeBlanc
Treasurer	Elizabeth Stewart
Region 1	Elizabeth Johnson
Region 2	Robert Warner
Region 3	Anna Prescott
Region 4	Sue Britton
Region 5	Faye Flanagan
Region 6	Nancy Briggs
Region 7	Dorothy Pagliughi
Executive Director	David L . Stumph

Annual Conference

The Colorado Gold Rush of '82
November 7–10, 1982
Fairmont Hotel, Denver, CO

Attendance	442
Membership	1,853
Budget	$245,000

Committee Chairs

Finance	Doug Gull
Bylaws, Policies, and Procedures and Affiliations	Nancy Polsin
Journal	Linda Cingilli
Program	Revathi A . Davidson
Membership, Professional Standards and Credentialing	Kaye Speece
Certification Board	Sue McFarland
Nominating	Barbara Hubbard Conway
Long-Range Planning	Sharon McCall
Healthcare Issues and Legislation	Mary Howland
	Robert Warner

Awards

Lifetime Membership — Barbara Hubbard Conway

Activities

- The challenging of the results of the presidential election resulted in the formation of a task force to review the results .
- Following years of committee work, a certification program was initiated by the president under direction of the Quality Assurance Certification Board (QACB), the certification board founded in 1976 . The annual conference was the site of a great debate over whether to grandfather in the certification of all current NAQAP members . (The wise decision not to grandfather made it possible 7 years later for the organization's exam to meet all accreditation requirements .)
- The financial recovery program was continued in order to sustain the organization in the face of the auditor's recommendation that the organization be dissolved .
- Membership growth was stimulated .
- A state affiliation procedure was approved by the House of Delegates, and Ohio became the first affiliated state .
- Educational opportunities for the QA professional were researched .
- An award for recruiting the greatest number of new NAQAP members was won by the Florida Association of Quality Assurance Professionals .
- A long-range planning committee was established .

1982–1983

Board of Directors

President	Mary Howland
President-Elect	Barbara Hubbard Conway
Immediate Past President	Patsy Flensborg
Secretary	Linda Cingilli
Treasurer	Delores Crist
Region 1	Elizabeth Johnson
Region 2	Kay Cerjak
Region 3	Anna Prescott
Region 4	Sue Britton
Region 5	Faye Flanagan
Region 6	Nancy Briggs
Region 7	Sharon McCall
Executive Director	David L . Stumph

Annual Conference

Cost/Quality—The Bottom Line
September 25–28, 1983
Drake Hotel, Chicago, Il

Attendance	485
Membership	2,003
Budget	$287,570

Committee Chairs

Finance	Delores Crist
Bylaws, Policies, and Procedures and Affiliations	Connie Jones
Journal	Gwen Morrison
Program	Johnathan Fuchs
Membership, Professional Standards and Credentialing	Annette Goodman
Certification Board	Sue McFarland
Educational Sections	Ellie Stangl
Nominating	Alice Vandale
Long-Range Planning	Barbara Hubbard Conway
Healthcare Issues and Legislation	Carole Lyon

Awards

Lifetime Membership — Patsy Flensborg

Activities

- Continued strict financial management, with result of a surplus of over $39,000 and retirement of NAQAP's deficit
- Implemented new certification program
- Decentralization of operations carried out, making the board, committees, and staff accountable for their own decisions
- Regional seminars reestablished
- First Comprehensive Compensation Report published
- Committee structure established for continuity
- Education in institutions of higher learning promoted
- Goals and time frame for board of directors established
- Membership recruitment award given to the Pennsylvania Association of Quality Assurance Professionals
- Gwen Morrison named editor of *JQA*

1983–1984

Board of Directors

President	Barbara Hubbard Conway
President-Elect	Anna Prescott
Immediate Past President	Mary Howland
Secretary	Linda Cingilli
Treasurer	Delores Crist
Region 1	Joyce Schemack
Region 2	Kay Cerjak
Region 3	Linda Wolverton
Region 4	Sue Britton
Region 5	Ann Schmitt
Region 6	Sharon McCall
Executive Director	David L . Stumph

Annual Conference

Here's to the Winners!
October 14–17, 1984
William Penn Hotel, Pittsburgh, PA

Attendance	486
Membership	2,195
Budget	$310,000

Committee Chairs

Finance	Claire Glover
Bylaws, Policies, and Procedures and Affiliations	Patsy Flensborg
Editorial Review Board	Gwen Morrison
Program	Linda Pile Thomas Powell
Membership, Professional Standards and Credentialing	Annette Goodman
Certification Board	Sue McFarland
Educational Sections	Carol Ann Martin
Nominating	Bernice Kucsan
Long-Range Planning	Anna Prescott
State Presidents	Barbara Hubbard Conway

Awards

Lifetime Membership — Mary Howland

Activities

- Realistic budgeting, accurate projections, and long-range planning completed, resulting in a positive equity position
- Membership representation expanded to include Bermuda, Puerto Rico, Saudi Arabia, and several provinces in Canada
- 2-year agreement signed with the Breeden Management Company
- Standardization implemented at the regional representative level
- Possibility of membership in the National Commission of Health Credentialing Agencies explored
- Affiliated State Presidents' Council established
- First Certified Professional in Quality Assurance (CPQA) exam administered in 18 locations to 226 testers with an 81% pass rate
- Affiliated state organizations formed in California, Massachusetts, and Minnesota

1984–1985

Board of Directors

President	Anna Prescott
President-Elect	Kay Speece
Immediate Past President	Barbara Hubbard Conway
Secretary	Kay Cerjak
Treasurer	Elizabeth Stewart
Region 1	Joyce Schemack
Region 2	Marion Wolfert
Region 3	Sue Hanson
Region 4	Jim French
Region 5	Ann Schmitt
Region 6	Pat Lefkowitz
Executive Director	David L . Stumph

Annual Conference

Quality; Not Just a Matter of Luck

October 5–9, 1985

Riviera Hotel, Las Vegas, NV

Attendance	550
Membership	2,562
Budget	360,000

Committee Chairs

Finance	John O'Burke
Bylaws, Policies, and Procedures and Affiliations	Connie Jones
Editorial Review Board	Gwen Morrison
Program	Linda Pile
Membership and Professional Standards	Bernice Kucsan
Certification Board	Patrice Spath
Educational Sections	Carol Ann Martin
Nominating	Joann Hager
Long-Range Planning	Kaye Speece
Affiliated State Presidents' Council	Hazel Poole
	John Hartley

Activities

- Initiated development of a primer on QA in order to provide members with everyday tools
- Established a National Recognition Program for QA Professionals—Quality Assurance Week
- Established the Past Presidents' Council and the Affiliated State Presidents' Council
- Expanded published information available to members by adding a part-time professional editor to the NAQAP staff
- Made available library subscriptions for *JQA*
- Appointed a parliamentarian to ensure consistency with parliamentarian rules in the House of Delegates
- Developed a self-supporting foundation for the administration of QACB's certification program
- NAQAP president presented "Quality Assurance Professionals in the United States of America" and a poster at the 26th International Hospital Federation Congress in Puerto Rico
- Requested advisory capacity on the JCAH Quality Assurance Standards Committee and opened dialog with AHA in an advisory capacity
- Established relationships with other associations, including allied societies, medical records groups, and AHA
- Conducted a strategic planning session and developed a 5-year plan
- Conducted Allied Health Symposium with 10 representatives
- Received letter from President Ronald Reagan supporting National Healthcare Quality Week
- Board approved Distinguished Member Award (later named the Claire Glover Distinguished Member Award)

The Distinguished Member Award recognizes a dynamic and passionate member who made significant contributions to the profession, whether to national and state associations or through publication activities and education leadership . The award recipient receives complimentary registration and hotel accommodations for the annual conference and a personalized plaque .

1985–1986

Board of Directors

President	Kaye Speece
President-Elect	Ann Schmitt
Immediate Past President	Anna Prescott
Secretary	Bernice Kucsan
Treasurer	Elizabeth Stewart
Region 1	Cleta Wheeler
Region 2	Bernice Kucsan
Region 3	Marion Wolfert
Region 4	James French
Region 5	Sherry Peterson
Region 6	Pat Lefkowitz
Executive Director	David L . Stumph

Annual Conference

Quality Is Big in Texas
September 27–October 1, 1986
Worthington Hotel, Fort Worth, TX

Attendance	715
Membership	3,000
Budget	$430,000

Committee Chairs

Finance	Claire Glover
Bylaws, Policies, and Procedures and Affiliations	Virginia Hersch
Editorial Review Board	Gwen Morrison
Program	Kay Cerjak
Membership	Joyce Schemack
Certification Board	Patrice Spath
Educational Sections	Priscilla Kibbee
Nominating	Joann Hager
Long-Range Planning	Ann Schmitt
Past Presidents' Council	Barbara Hubbard Conway
Affiliated State Presidents' Council	Linda Cingilli

Awards

Lifetime Membership	Anna Prescott
Honorary Membership	Dennis O'Leary

Activities

- First certification course taught by Janet Brown
- Published the first *CPQA Study Guide* and established special study group sessions (first study course at conference)
- Achieved a 23% growth in membership
- Expanded membership marketing base to include HMOs, PPOs, private review organizations, nursing services, and QA; increased emphasis on utilization managers
- Instituted the "Peer Consulting" section of the annual directory
- Held regional seminar series: "Quality Assurance in Automating and Monitoring"
- Once again entered an austerity program; association received financial contributions from the Breeden Company; dues also increased
- Established national Quality Assurance/Utilization Management (QA/UM) Week as the last full week in October every year
- Number of affiliated states increased to 21, with Maryland, Missouri, and Michigan added
- Developed a mission statement
- Revised policies and procedures to conform to current practices
- Adopted the NAQAP acronym

1986–1987

Board of Directors

President	Ann Schmitt
President-Elect	Kay Cerjak
Immediate Past President	Kay Speece
Secretary	Pat Lefkowitz-Ziegler
Treasurer	Priscilla Kibbee
Region 1	Cleta Wheeler
Region 2	Rose Murphy
Region 3	Mary Lou Hilbert
Region 4	Judy Homa Lowry
Region 5	Sherry Peterson
Region 6	Janet Brown
Executive Director	David L . Stumph

Annual Conference

The World of Quality
September 26–30, 1987
Hyatt Orlando, Orlando FL

Attendance	910
Membership	3,700
Budget	$560,000

Committee Chairs

Finance	John Hartley
Bylaws, Policies, and Procedures and Affiliations	Roma Gibbs
Editorial Review Board	Gwen Morrison
Program	Joann Hager
	Lynn Smith
Membership and Professional Standards	Marion Wolfert
Certification Board	Risa Korn
Educational Sections	Paula Swain
Nominating	Jean Macrander
Long-Range Planning	Kay Cerjak
Past Presidents' Council	Anna Prescott
Affiliated State Presidents' Council	Kenlyn Boyd Linda Cingilli

Awards

Lifetime Membership	Kaye Speece
Distinguished Member (posthumously)	Claire Glover

Activities

- Presented the first Distinguished Member Award, which later became the Claire Glover Distinguished Member Award . *See **Appendix A** for Claire Glover Distinguished Member Award.*
- Celebrated National QA/UM Week: October 26–30, 1987
- Joined the National Health Council
- Established representation and advocacy for all NAQAP members through appointment to the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) Hospital Professional and Technical Advisory Committee (PTAC)
- Seminar series: "Interface 87"
- Published a compensation survey report and sample job descriptions
- Affiliated states now number 24, including Kentucky, Oregon, and Wisconsin
- Bylaws committee developed position descriptions and committee policies
- Certification board (QACB) became autonomous
- Prevented development of utilization management society by American Nurses Association
- Published the best of *JQA*

1987–1988

Board of Directors

President	Kay Cerjak
President-Elect	Pat Lefkowitz-Zeigler
Immediate Past President	Ann Schmitt
Secretary	Gwen Morrison
Treasurer	Patrice Spath
Region 1	Linda Blanchard Cleta Wheeler
Region 2	Rose Murphy
Region 3	Sandra Bassett
Region 4	Judy Homa Lowry
Region 5	Jean Macrander
Region 6	Janet Brown
Executive Director	David L . Stumph

Annual Conference

The Flagship of Quality: Voyage of Excellence
September 24–28, 1988
Stouffer HarborPlace Hotel, Baltimore, MD,

Attendance	1,200
Membership	4,200
Budget	$750,000

Committee Chairs

Finance	John Hartley
Bylaws, Policies, and Procedures and Affiliations	Marion Wolfert
Editorial Review Board	Priscilla Kibbee
Program	Frank Appel
Membership and Professional Standards	Cleta Wheeler
Certification Board	Jan Maronde
Educational Sections	Bernice Kucsan
Nominating	Kathleen Lomondo
Long-Range Planning	Pat Lefkowitz-Ziegler
Nursing Quality Assurance Task Force	Nancy Claflin
Past Presidents' Council	Anna Prescott
Affiliated State Presidents' Council	Jill Jackson Carolyn Hann

Awards

Lifetime Membership	Ann Schmitt
Claire Glover Distinguished Member	Becky Eiss

Activities

- Invested $25,000 as initial reserve fund of $100,000
- Revised speaker reimbursement policy to allow nationally recognized speakers to present on timely issues
- Began publishing *JQA* six times a year; Priscilla Kibbee named editor
- Obtained listing for *JQA* in the index of the AHA and *Index Medicus*
- Affiliated states total 31; added Alabama, Arizona, Arkansas, Delaware, Hawaii, Indiana, and Nevada
- QACB became autonomous and applied for certification from the National Commission for Certifying Agencies (NCCA)
- Established education committee
- Established a task force to explore higher education for QA professionals at the associate degree, baccalaureate, certificate, and fellowship levels
- NAQAP members served on JCAHO task force to advise the commission on issues encountered by healthcare organizations in complying with QA standards and accreditation
- NAQAP members served on an Institute of Medicine task force, funded by the Health Care Financing Administration, to investigate quality of care for Medicare patients
- Frank Appel presented oral testimony dealing with utilization review by third parties from NAQAP to the Institute of Medicine committee
- Five NAQAP members served on an AHA committee dealing with quality care and utilization management problems
- Seminar series: "Leadership in QA: How to Do More with Less"
- First National QA/UM week officially celebrated October 24–28, 1988
- Registration categories for the annual conference established; the

California Raisins

1988–1989

Board of Directors

President	Pat Zeigler
President-Elect	Sherry Peterson
Immediate Past President	Kay Cerjak
Secretary	Gwen Morrison
Treasurer	John Hartley
Region 1	Cleta Wheeler
Region 2	Carol Martin
Region 3	Sandra Bassett
Region 4	Carol Pelton Peggy Reen
Region 5	Jean Macrander
Region 6	Kenlyn Boyd
Executive Director	David L . Stumph

Annual Conference

A Celebration of Quality
September 16–20, 1989
Marriott River Center Hotel, San Antonio, TX

Attendance	950
Membership	5,100
Budget	$900,000

Committee Chairs

Finance	Linda Schladermundt
Bylaws, Policies, and Procedures and Affiliations	Edye Strevey
Editorial Review Board	
Program	Priscilla Kibbee
Membership and Professional Standards	Judy Homa-Lowry
Certification Board	Elizabeth Stewart
Educational Sections	Jan Maronde
Nominating	Julie Marker
Long-Range Planning	Beverly
Past Presidents' Council	Domengeaux
Affiliated State Presidents' Council	Sherry Peterson Ann Schmitt Pat Fowler James French

Awards

Lifetime Membership	Kay Cerjak
Claire Glover Distinguished Member Award	Priscilla Kibbee

Activities

- Membership increased by 27 .3%
- Equity exceeding $100,000 recorded
- NCCA, the accrediting arm of the National Organization for Competency Assurance (NOCA), accredited the CPQA and designated QACB as the international agency for granting the certification
- Affiliated states total 35; added New Hampshire, North Carolina, Rhode Island, and Wyoming
- Needs assessment survey conducted
- Bimonthly publication of *JQA* begun; Sarah Tackett named editor
- Agreement reached with Pluribus Press to publish two books, *The Practical Guide to Quality Assurance and Quality From the Top: Working with the Governing Board to Assure Quality*
- Liaisons established with association for practitioners in infection control: the American Medical Peer Review Association, the QA section of the American Medical Record Association, and the International Society for Quality Assurance (ISQua)
- Seminar series launched: "Utilization Management and Beyond, Practical Approach to Developing Nursing AQ" and "AQ in the Psychiatric Setting"
- Established the Healthcare Quality Education Foundation (HQEF, Janet Brown, chair) to advance professional growth, promote understanding of quality concepts, and enhance existing resources aimed at improving the quality of healthcare in every setting

Installation of new President Sherry Peterson

1989–1990

Board of Directors

President	Sherry Peterson
President-Elect	Judy Homa Lowry
Immediate Past President	Pat Lefkowitz-Zeigler
Secretary	Cleta Wheeler
Treasurer	Linda Schladermundt
Region 1	Claire Dunn
Region 2	Carol Martin
Region 3	Karen Farley Corkern
Region 4	Peggy Reen Ann Brazil
Region 5	Richard Allen Kenlyn Boyd
Region 6	David L . Stumph
Executive Director	

Annual Conference

In Tune with Quality
September 15–20, 1990
Fairmont Hotel, New Orleans, LA

Attendance	1800
Membership	6,004
Budget	$1,400,000

Committee Chairs

Bylaws, Policies, and Procedures and Affiliations	Edye Strevey
Conference Planning	Janet Maronde
Editorial Review Board	Sarah Tackett
Education	Frank Appel
Executive Finance	Donna Glasgow
Certification Board	Carol Tardiff
Healthcare Quality Education Foundation	Janet Brown
Legislative	Denise Donnelly
Marketing Task Force	Priscilla Kibbee
Membership and Professional Standards	Elizabeth Stewart
Nominating	Ernestine Ziacik
Past Presidents' Council	Pat Lefkowitz-Ziegler
Affiliated State Presidents' Council	Jennifer Brown
Affiliated State Presidents' Orientation	Ann Brazil
Ethics and Professional Standards Task Force	Claire Dunn
Fourth Party Review Task Force	Judy Homa-Lowry
HQA Fundraising Committee	Priscilla Kibbee
HQA Curriculum Task Force	Mary Howland Study
Guide Task Force	Ann Brazil

Awards

Lifetime Membership	Pat Lefkowitz-Zeigler Patsy Flensborg
Claire Glover Distinguished Member Award	

Activities

- 18 .5 % increase in membership
- Developed and introduced new logo and motto
- Established issues forum to discus and act on issues affecting quality of healthcare
- Special issue of *JQA* on quality improvement
- Regional seminars: "Are You Ready for Quality Improvement? Meeting the Mandate for the 1990s"
- Special seminars held for ambulatory, nursing, and psychiatry QA professionals
- Strategic planning conducted to focus on the future of the organization
- NAQAP and the American Medical Association (AMA) shared articles for publication
- Agreed to cosponsor the international symposium of ISQua scheduled in Washington, DC, in May 1991
- Published *Sample Clinical Indicators, Sample Job Descriptions, The Practical Guide for Quality Assurance, Quality From the Top*, and *Sample QA Plans*
- Prepared position paper on the role of quality improvement in healthcare quality assurance
- Newsletter display by affiliated states
- Developed marketing brochure
- Jan Maronde became executive director of QACB
- Past Presidents' Council developed historical display

Past Presidents Kay Cerjak, Anna Prescott, Mary Howland, Patsy Flensborg, Sandra Ambrosi, Becky Eiss

1990–1991

Board of Directors

President	Judy Homa Lowry
President-Elect	Sandra Bassett
Immediate Past President	Sherry Peterson
Secretary	Wanda Bartek
Treasurer	Linda Schladermundt
Region 1	Claire Dunn
Region 2	Frank Appel
Region 3	Karen Farley Corkern
Region 4	Casey Puetz
Region 5	Richard Allen
Region 6	Jill Jackson
Executive Director	David L . Stumph

Annual Conference

Quality Wave, Catch It
September 28–October 2, 1991
San Diego Convention Center, San Diego, CA

Attendance	1,400
Membership	6,020
Budget	$1,810,729
Assets	$943,000

Committee Chairs

Bylaws, Policies, and Procedures and Affiliations	Renee Robins
Conference Planning	Joseph Cappiello
Editorial Review Board	Sarah Tackett
Education	Nancy Claflin
Executive Finance	Donna Schneider
Healthcare Quality Certification Board	Bernice Kuscan
Healthcare Quality Education Foundation	Janet Brown
Legislative	Denise Donnelly
Marketing Task Force	M . Joan Hutton
Membership and Professional Standards	Diane Mikell
Nominating	Ernestine Ziacik
Past Presidents' Council	Sherry Peterson
Publications Task Force	Jane Chandler
Affiliated State Presidents' Council	Donna Boland
Fourth Party Review Task Force	Joyce Munsell
Finance Task Force	Carol Ann Martin
Leadership Pathway Task Force	Patsy Flensborg
Physician Advisory Board Task Force	Karen Farley Corkern
Study Guide Task Force	Carol Ann Martin

Awards

Lifetime Membership	
Claire Glover Distinguished Member	Sherry Peterson Janet Brown

Activities

- Completed an extensive strategic planning process for the association building strong liaisons with outside organizations
- Established the Quality Coalition
- Strengthened relationship with JCAHO in participation on PTAC
- Liaison with American Board of Quality Assurance and Utilization Review Physicians
- Developed standards of practice for quality management professionals and standards for institutional quality management services
- House of Delegates voted to change the association's name to National Association for Healthcare Quality (NAHQ)
- *Journal of Quality Assurance (JQA)* became the *Journal for Healthcare Quality (JHQ);* Sarah Tackett named editor
- Cosponsored ISQua symposium in Washington, DC
- *NAHQ News* developed and published

First CPQA T-Shirts

1991–1992

Board of Directors

President	Sandra Bassett
President-Elect	Claire Davis
Immediate Past President	Judy Homa Lowry
Secretary	Peggy Reen
Treasurer	Linda Schladermundt
Region 1	Anita Hume
Region 2	Frank Appel
Region 3	Beverly Domengeaux Casey
Region 4	Puetz
Region 5	Carol Tardiff
Region 6	Jill Jackson
Executive Director	David L . Stumph

Annual Conference

Make the Quality Connection
October 10–14, 1992
Cincinnati Convention Center, Cincinnati, OH,

Attendance	1500
Membership	7,069
Assets and Equity	$1,101,165

Committee Chairs

Bylaws, Policies, and Procedures and Affiliations	Wanda Bartek
Conference Planning	Nancy Ptasznik
Editorial Review Board	Sarah Tackett
Education	Ernestine Ziacik
Executive Finance	Jan Hoffman
Healthcare Quality Certification Board	Parry Gensler
Healthcare Quality Education Foundation	Carol Martin
Legislative	Katie Berry
Marketing	Muriel Leighter
Membership and Professional Standards	Diane Mikell
Nominating	Pat Fowler
Past Presidents' Council	Sherry Peterson
Publications	Diane Rogier
Affiliated State Presidents Council	Belinda Cox
Leadership Pathway Task Force	Lynn Smith
Managed Care Task Force	Alan Dick
Physician Advisory Board Task Force	Jean Estes

Awards

Lifetime Membership	Judy Homa Lowry California
NAHQ Award for Association Excellence	

Activities

- The Healthcare Quality Education Foundation sponsored the first Educational Institute for Healthcare Quality Management, a 6-day advanced course in quality management
- Board formulated mission and vision statements
- The Quality Assurance Certification Board (QACB) became the Healthcare Quality Certification Board (HQCB), and the Certified Professional in Quality Assurance (CPQA) became the Certified Professional in Healthcare Quality (CPHQ) .
- Board approved switch in management companies from the Breeden Association to Association Management Center (AMC) . The new executive director was Anne Cordes .
- A for-profit division was set up to conduct business activities related to the products sold .
- The David L . Stumph Award for Excellence in Publication and NAHQ Award for Association Excellence were established .

The NAHQ Award for Association Excellence recognizes a state healthcare quality association that provides exceptional membership services and benefits .

- Marylane Wade Koch was named *JHQ* editor .

Bagpiper/drummer at 1992 conference in Cincinnati, OH

1992–1993

Board of Directors

President	Claire Dunn
President-Elect	Frank Appel
Immediate Past President	Sandra Bassett
Secretary	Jean Macrander
Treasurer	Mary Kallenbeck
Region 1	Anita Hume
Region 2	Gwen Morrison
Region 3	Beverly Domengeaux
Region 4	Sarah Tackett
Region 5	Carol Tardiff
Region 6	Lynn Smith
HQCB (ex officio)	lj Guthmann
Executive Director	Anne Cordes

Annual Conference

Set the Stage for Quality
September 19–22, 1993
Marriott Marquis, New York, NY

Attendance	1600
Membership	6,680
Total Assets	$934,999

Committee Chairs

Affiliated State Presidents' Council	Mary Ann Piker
Bylaws, Policies, and Procedures and Affiliations	Lynn Nemeth
Conference Planning	Jennifer Brown
Editorial Review Board	Marylane Wade Koch
Education	Timothy P . Williams
Executive Finance	Mary Kallenbach
Healthcare Quality Certification Board	lj Guthmann
Healthcare Quality Education Foundation	Sandra Bassett
Legislative	Katie Berry
Managed Care	Wendy Bottomley
Marketing	Casey Puetz
Membership and Professional Development	Pat Fowler Belinda Cox
Nominating	Patsy Haralson
Nursing Quality Task Force	Geri Day
Past Presidents' Council	Judy Homa-Lowry
Physician Advisory	Jean Estes
Products and Services Task Force	Patty Kirchner-Scott
Organization Assessment	Casey Puetz
Publications	Diane Rogier
Total Quality Management (TQM) Task Force	Ernestine Ziacik

Awards

Lifetime Membership	Sandra Bassett
Honorary Membership	Donald M . Berwick
Claire Glover Distinguished Member	Linda Schladermundt
NAHQ Award for Association Excellence	Florida
David L. Stumph Award for Excellence in Publication	Mary Zimmerman Sandra Stephens

Activities

- Instituted an integrated education program
- "College of Healthcare Quality" courses
- Conference track sessions
- *JHQ* articles offer continuing education credit
- Conducted a member needs assessment and affiliated state presidents surveys
- Published 1993 edition of *NAHQ Guide to Quality Management*
- Frank Appel met with the National Institute of Standards and Technology (NIST) to discuss expanding the Malcolm Baldrige National Quality Award to not-for-profit healthcare organizations
- Launched a member-get-a-member campaign
- Established Code of Ethics for Professionals in Healthcare Quality
- Increased membership dues to $100
- Brought HQCB back under the umbrella of NAHQ, bringing financial reserves back to NAHQ
- New operational guidelines developed to protect the autonomy of the certification process
- Strategic and financial oversight given to NAHQ
- Established corporate sponsorship of $2,500
- Transitioned NAHQ management to continuous quality improvement (CQI) model and adopted TQM principles in operations and relationships

*See **Appendix B** for* Standards of Practice for Professionals in Healthcare Quality *and* Standards of Practice for Health Care Institution Quality Management Services .

1993–1994

Board of Directors

President	Frank Appel
President-Elect	Jean Macrander
Immediate Past President	Claire Dunn
Secretary	Diane Mikell
Treasurer	Mary Kallenbeck
Region 1	Diane Rogier
Region 2	Gwen Morrison
Region 3	Ernestine Ziack
Region 4	Sarah Tackett
Region 5	Patsy Smith
Region 6	Lynn Smith
HQCB (ex officio)	Janice Walker
Executive Director	Anne Cordes

Annual Conference

19th Educational Conference
October 2–5, 1994
Reno Hilton, Reno, NV

Attendance	1,400
Membership	6,650
Combined Assets	$1,456,000

Committee Chairs

Bylaws, Policies, and Procedures and Affiliations	Patsy Smith
Conference Planning	Ruth Ann Frey
Critical Pathways Task Force	Nancy Claflin
Customer Satisfaction	Jennifer Brown
Editorial Review Board	Marylane Wade Koch
Education	Martha Stephan
Executive Finance	Mary Kallenbach
NAHQ Guide to Quality Management, 4th ed. (study guide)	Sarah Tackett
Healthcare Quality Certification Board	Janice Woo
Healthcare Quality Education Foundation	Sandra Bassett
Healthcare Reform	Barbara Craig
Legislative	Katie Berry
Malcolm Baldrige Award	Ernestine Ziacik
Marketing and Membership Development	Tammy Gavin
Membership Recognition	Ruth Sens
Network Implementation	Jill Jackson
Nominating	Anna Marie Butrie
Organization Assessment	Casey Puetz
Publications	Barbara Garbin
State Affiliation	Beverly Domengeaux

Awards

Lifetime Membership Claire Glover	Claire Dunn
Distinguished Member	Pat Lefkowitz-Ziegler
NAHQ Award for Association Excellence	New Jersey
David L. Stumph Award for Excellence in Publication	Daniel H . Van Leeuwen

Activities

- Reincorporated NAHQ in Illinois as a not-for-profit corporation
- Made revisions to the CPHQ review course and to *NAHQ Guide to Quality Management*
- Celebrated 10th anniversary of CPHQ designation
- Mary Marta named editor of *JHQ*
- Approved expanded line of quality products for National Healthcare Quality Week
- HQCB conducted needs assessment survey

Sherry Peterson and Frank Appel at the President's Reception

1994–1995

Board of Directors

President	Jean Macrander
President-Elect	Janet Brown
Immediate Past President	Frank Appel
Secretary	Jennifer Brown
Treasurer	Janette Hoffman
Region 1	Diane Rogier
Region 2	Bonnie Gibbons
	Anna Marie Butrie
Region 3	Ernestine Ziacik
Region 4	Nancy Lima
Region 5	Patsy Smith
Region 6	Joe Cappiello
	Mary Kalish
HQCB (ex officio)	Janice Walker
HQEF (ex officio)	Claire Dunn
Executive Director	Diane Burgher

Annual Conference

Glimpse of the Past, Vision of the Future
October 8–11, 1995
Minneapolis Hilton, Minneapolis, MN

Attendance	1,823
Membership	6,860
Combined Assets	$1,748,127

Team Leaders

Award Selections	Janyce Gourlay
Bylaws, Policies, and Procedures and Affiliations	Patsy Smith
Conference Planning	Susan Mellott
Editorial Review Board	Mary Marta
Education	Martha Stephan
Executive Finance	Janette Hoffman
Fellowship Review Board	Anita Hume
Healthcare Quality Certification Board	Janice Woo
Healthcare Quality Education Foundation	Claire Dunn
Legislative	Mona Humphrey
Marketing/Membership Development	Ruth Sens
Nominating	Faye Wilson
Organizational Assessment	Linda Schladermundt
Study Guide Task Force	Sherry Peterson
20th Anniversary Task Force	Kay Cerjak

Awards

Lifetime Membership	Frank Appel
Claire Glover	Judy Homa-Lowry
Distinguished Member	Ohio
NAHQ Award for Association Excellence	Martha Stephan
David L. Stumph Award for Excellence in Publication	

Activities

- NAHQ headquarters moved from Skokie, IL, to Glenview, IL
- Diane Burgher became the new executive director
- Dues invoicing began for affiliated states
- Member services group developed
- NAHQ toll-free number instituted
- Increased visibility by exhibiting at
  - American Society for Quality Control (ASQC)
  - American Health Information Management Association (AHIMA)
  - Group Health Association of America (GHAA)
  - Institute for Healthcare Improvement (IHI)
  - American Society for Healthcare Risk Management (ASHRM)
- The NAHQ Fellowship Program developed out of a vision to create an advanced level of growth and accomplishment for quality improvement professionals . The consensus was that we should stop seeing ourselves as only a minimal standard association for entry-level professionals who needed to be mentored and educated to achieve CPHQ certification . The vision was to continue this role while also providing all members with the criteria with which to study and use as a clinical pathway to self-development as an advanced status professional .

• Celebrated 20 years; members presented with 20-year commemorative anniversary pin designed by Joe Macrander, who also created storyboards depicting NAHQ's 20-year history

NAHQ celebrates 20 years.

1995–1996

Board of Directors

President	Janet Brown
President-Elect	Sarah Tackett
Immediate Past President	Jean Macrander
Secretary	Kathy Clinefelter
Treasurer	Janette Hoffman
Region 1	Lori Blades
Region 2	Anna Marie Butrie
Region 3	Jennifer Brown
Region 4	Nancy Lima
Region 5	lj Guthmann
Region 6	Nancy Claflin
HQCB (ex officio)	Diane Mikell
HQEF (ex officio)	Claire Dunn
Executive Director	Diane Burgher

Annual Conference

Creating the New Rhythm
October 27–30, 1996
Opryland Hotel, Nashville, TN

Attendance	1,300
Membership	6,700
Combined Assets	$1,773,000

Team Leaders

Award Selections	Kathy Ostapuk
Bylaws, Policies, and Procedures and Affiliations	Kathryn Clinefelter
Conference Planning	Kathy Mcwhorter
Editorial Review Board	Mary Marta
Education	Janice Walker
Executive Finance	Janette Hoffman
Fellowship Review Board	Anita Hume
Healthcare Policy	Marilyn Ellicott
Healthcare Quality Certification Board	Diane Mikell
Healthcare Quality Education Foundation	Claire Dunn
Legislative	Sandra Silva
Marketing	Linda Cassady
Membership	Andrea Barlow
Nominating	Muriel Leighter
Organizational Assessment Study Guide Task Force	Linda Schladermundt
	Susan Mellott

Awards

Lifetime Membership	Jean Macrander
Claire Glover Distinguished Member	Sandra Bassett
NAHQ Award for Association Excellence	North Carolina
David L. Stumph Award for Excellence in Publication	Julia Rieve

First NAHQ Fellows Julia Rieve; Nancy Dixon; Bernice Kucsan; Barbara Garbon; Pat Lefkowitz-Ziegler; Ruth Ann Frey; Edward Syron; Sandra Bassett; Frank Appel; Linda Schladermundt; Rebecca Eiss; Paula Swain; Wayne Wasden; Martha Stephan

Activities

- "Roadmap for the Future" strategic plan
- Outside assessment performed by American Society of Association Excellence
- NAHQ Fellowship Program unveiled and 14 new NAHQ Fellows installed
- Contracted Waterman and Associates in Washington, DC, to increase visibility and participation in the public policy process
- NAHQ website at www .nahq .org launched
- Susan Mellott named *JHQ* editor
- Began using e-mail for NAHQ board communication · Established a closer working relationship with ISQua · Evaluation by Organizational Assessment Team
- NAHQ and HQCB represented at ISQua (Jerusalem and Israel) and at Healthcare Summit (Mexico City)
- People-to-People Ambassador Program to the People's Republic of China (leader Claire Dunn; co-leader Linda Schladermundt)

The People-to-People Ambassador Program traveled to China.

1996–1997

Board of Directors

President	Sarah Tackett
President-Elect	Diane Rogier
Immediate Past President	Janet Brown
Secretary	Faye Wilson
Treasurer	Kathy Clinefelter
Region 1	Lori Blades
Region 2	Anna Marie Butrie
Region 3	Jennifer Brown
Region 4	Marti Stephan
Region 5	Ij Guthmann
Region 6	Nancy Claflin
HQCB (ex officio)	Diane Mikell
Executive Director	Diane Burgher

Annual Conference

Quality—The Universal Language in Healthcare
September 21–24, 1997
Buena Vista Palace, Lake Buena Vista, Orlando, FL

Membership	6,900
Attendance	1,300
Combined Assets	$1,752,000

Team Leaders

Award Selections	Shirley Toepfert
Bylaws, Policies, and Procedures and Affiliations	Faye Wilson
Community Health Task	Joan Mueller
Conference Planning	Lynn Smith
Corporate Member Task Force	Nancy Claflin
Editorial Review Board	Susan Mellott
Education	Mary Bennett
Executive Finance	Kathryn Clinefelter
Fellowship Review Board	Anita Hume
Government Relations	Carol Lee Hamilton
Healthcare Quality Certification Board	Marilyn Ellicott
Healthcare Quality Education Foundation	Diane Mikell
Legislative	Judy Homa-Lowry
Marketing/Membership	Carol Lee Hamilton
Nominating	Linda Cassady
Organizational Assessment	Lynda Nemeth
Resource Center Task Team	Linda Schladermundt
Study Guide Task Force	Lori Blades
	Linda Damert

Awards

Lifetime Membership	
Claire Glover	Janet Brown
Distinguished Member	Mary Howland
NAHQ Award for Association Excellence	
Gold	Indiana
Silver	Alabama
Bronze	Nebraska
David L. Stumph Award for Excellence in Publication	Nancy Fritch Mariann Dolson
Honorary Memberships	Dennis O'Leary Margaret O'Kane
Fellowships	Virginia D'Addario Claire Dunn Joann Edmonds Valerie Hopkins Nancy Lima Norma Luna

Activities

• Organizational Assessment Team recommendeds that
• NAHQ become more member driven
• House of Delegates be replaced with the Leadership Council
• Regional representatives be replaced with a Member Services Director and a Professional Development Director
• Wrote a segment on healthcare quality for "Lifeline," a national public and cable TV program
• Board reviewed management agreement and signed a new contract with AMC
• Increased marketing in professional journals and increased exhibiting
• Added emeritus and international affiliate membership categories
• Initiated three tiers—Gold, Silver, and Bronze—for the Association Excellence Awards
• Became institutional member of ISQua and increased emphasis on international activities with intent to expand the CPHQ credential globally
• Implemented corporate membership categories
• Endorsed first legislation, *The Right to Know* bill (H .R . 586)
• Jan Maronde, executive director of HQCB, became president of NOCA
• First Leadership Council held

The Organizational Assessment Team toasts the first Leadership Council.

Mickey and Friends visit the conference in Orlando, FL.

1997–1998

Board of Directors

President	Diane Rogier
President-Elect	Diane Mikell
Immediate Past President	Sarah Tackett
Secretary/Treasurer	Kathy Clinefelter
Professional Development Director	Ij Guthmann
Member Services Director	Faye Wilson
Director	Anna Marie Butrie
Director	Marti Stephan
Director	Nancy Claflin
HQCB (ex officio)	Kathy Tracey
Executive Director	Diane Burgher

Annual Conference

Achieving Global Quality
September 27–30, 1998
Sheraton San Diego Hotel and Marina, San Diego, CA

Attendance	1500
Membership	6,750
Combined Assets	$1,583,000

Team Leaders

Award Selections	Sharon Pettigrew
Conference Planning	Kathy Ostapuk
Community Health Task	Joan Mueller
Editorial Review Board	Susan Mellott
Fellowship Review Board	Sandra Bassett
Government Relations	Carol Lee Hamilton Marilyn Ellicott
Healthcare Quality Foundation	Judy Homa-Lowry
Healthcare Quality Certification Board	Kathryn Tracy
Managed Care Course Task Team	Jennifer Brown
Mentoring Task Team	Martha Stephan
Nominating	Catherine Martin
Review Course Task Team	Claire E . M . Travis, Nancy Claflin
Resource Center Task Team	Lori Blades

Awards

Lifetime Membership	
Claire Glover	Sarah Tackett
Distinguished Member	Shelley Voelz
NAHQ Award for Association Excellence	
Gold	Alabama
Silver	Virginia
Bronze	Nebraska
David L. Stumph Award for Excellence in Publication	Sandra Bassett
Fellowships	Dale Benson
	Janet Brown
	John Hartley
	Patti Higginbotham
	Jane Miller
	Denise Place

Activities

- Adopted quality as a business strategy; focus on customer needs and continuous improvement
- Adopted a formal model for knowledge-based decisions
- Speaker Bureau debuted
- Published eighth edition of *NAHQ Guide to Quality Management*
- Published *Standards of Practice for Healthcare Quality Professionals and Code of Ethics for Healthcare Quality Professionals*
- *JHQ* . Luc R . Pelletier named editor, a paid position
- Annual conference was held in conjunction with the American College of Medical Quality (ACMQ)
- International research for job analysis was conducted, and HQCB mailed more than 1,300 copies of the study to international colleagues
- NAHQ members opposed the JCAHO Sentinel Event Policy as originally designed
- NAHQ and HQCB were represented at ISQua in Budapest, Hungary

Diane Rogier, Jan Maronde,and Sarah Tackett at the ISQua Conference in Budapest, Hungary, with representatives from the Philippines, Belgium, and Hong Kong

1998–1999

Board of Directors

President	Diane Mikell
President-Elect	Jennifer Brown
Immediate Past President	Diane Rogier
Secretary/Treasurer	lj Guthmann
Member Services Director	Faye Wilson
Professional Development Director	Lori Blades
HQCB (ex officio)	Dorothy Duncan
Executive Director	Diane Simmons

Annual Conference

Challenges and Accountability in the New Millennium
September 26–29, 1999
Atlanta Marriott Marquis, Atlanta, GA

Attendance	1,300
Membership	6,300
Combined Assets	$1,459,000

Team Leaders

Award Selections	Judy Kenniker
Conference Planning	Sandra Gee
Editorial Review Board	Luc R . Pelletier
Fellowship Review Board	Linda Schladermundt
Government Relations	Marilyn Ellicott
Healthcare Quality Certification Board	Shelley Voelz
Healthcare Quality Foundation	Dorothy Duncan
Nominating	Kathryn Clinefelter
Research	Linda Scribner
Resource Center	Nancy Dixon
Review Course Task Team	Barbara Mclauglin
International Ambassador	Jean Pilla
	Claire E . M . Travis
	Sarah Tackett

Awards

Lifetime Membership	Diane Rogier
Claire Glover Distinguished Member	Andrea Barlow
NAHQ Award for Association Excellence	New York Unknown
Gold	
Silver, Bronze	
David L. Stumph Award for Excellence in Publication	Anna Everhart
Fellowships	Nancy Claflin Kathryn Clinefelter Susan Mellott Sarah Tackett

Activities

- New logo adopted in anticipation of the association's 25th anniversary
- New video, *A Dash Through the Data* by Sandra Murray, received rave reviews
- *NAHQ News* was redesigned
- Initiated Members Only section of the website
- NAHQ and HQCB represented at ISQua in Melbourne, Australia
- HQCB completed comprehensive 3-year research program to define the role of the international quality management professional
- NAHQ sponsored keynote speaker at ISQua conference in Australia
- International Ambassador position established
- Sarah Tackett appointed representative, elected as ISQua governor for international associations and re-elected to second term
- In conjunction with HQCB executive director, international examination explored
- People-to-People Ambassador Mission to South Africa, led by Sarah Tackett

The People-to-People Ambassador Team traveled to South Africa and Zimbabwe.

Past presidents at the conference

1999–2000

Board of Directors

President	Jennifer Brown
President-Elect	Kathy Clinefelter
Immediate Past President	Diane Mikell
Secretary/Treasurer	lj Guthmann
Member Services Director	Janice Walker
Professional Development Director	Lori Blades
HQCB Representative	Mary Larson
Executive Director	Diane Simmons

Annual Conference

Celebrating 25 Years
September 16–19, 2000
Adam's Mark Hotel, Dallas, TX

Attendance	1,100
Membership	6,000
Combined Assets	$1,461,373

Team Leaders

Award Selections	Toni Layer
Conference Planning	Patti Higginbothan
Editorial Review Board	Luc R . Pelletier
Fellowship Review Board	Valerie Hopkins Smith
Government Relations	Shelley Voelz, Judy Kubel
Healthcare Quality	Mary Larson
Certification Board	
Healthcare Quality	Anna Marie Butrie
Foundation Trustees	
Nominating	Cheree Clark
Research	Christy Beaudin
International Ambassador	Sarah Tackett
25th Anniversary	Jean Macrander

Awards

Lifetime Membership	Diane Mikell
Claire Glover	Linda Scribner
Distinguished Member	
David L. Stumph Award for Excellence in Publication	Cynthia Barnard Jodi Eisenberg
State Association Excellence Award	
Gold	Florida
Silver	California
Bronze	Indiana
Fellowships	Susan Goodwin Faye Wilson

Activities

- First International CPHQ exam given; review courses held in Egypt and Hong Kong
- Job Mart inaugurated on website
- Free electronic mailing list introduced
- NAHQ and HQCB represented at ISQua conference in Dublin, Ireland
- Members received surveys regarding NAHQ services and products
- Dues increased to $115

NAHQ celebrates 25 years.

2000–2001

Board of Directors

President	Kathy Clinefelter
President-Elect	Faye Wilson
Immediate Past President	Jennifer Brown
Secretary/Treasurer	Marilyn Ellicott
Member Services Director	Shelley Voelz
Professional Development Director	Marjorie Alderson Mary Larson
HQCB Representative	Diane Simmons
Executive Director	

Annual Conference

Hit the Quality Jackpot
September 8–11, 2001 The Hilton, Reno, NV

Attendance	924
Membership	5,319
Combined Assets	$1,600,000

Team Leaders

Award Selections	Shirley Simons
Conference Planning	Barbara Corn
Editorial Review Board	Luc R . Pelletier
Fellowship Review Board	Virginia D'Addario
Government Relations	Heidi Benson
Healthcare Quality Certification Board	Mary Larson
Healthcare Quality Foundation	Anna Marie Butrie
Nominating	Kathleen Adamo
Research	Christy Beaudin
Resource Center	Margie Wheeler
International Ambassador	Sarah Tackett

Awards

Lifetime Membership	Jennifer Brown Sarah Tackett
Claire Glover Distinguished Member	
David L. Stumph Award for Excellence in Publication	Patrice Spath
State Association Excellence Award	
Gold	Alabama
Silver	Indiana
Bronze	Arkansas
Fellowships	Anna Marie Butrie Alice Epstein Anita Gottlieb lj Guthmann

Activities

- HQF inaugurates the Quality Professional Grant and HQF Career Development Grant
- *JHQ* awarded the ASAE Gold Circle Certificate of Achievement for a peer reviewed journal
- Updated *Standards of Practice for Healthcare Quality Professionals and Code of Ethics for Healthcare Quality Professionals*. See **Appendix B** .
- HQCB represented at ISQua conference in Buenos Aires, Argentina
- Additions to website included show-of-interest form, member directory, online CE credit, and Job Mart

The tragic events of 9/11 unfolded as those attending the NAHQ conference were awakening. All members' flights were delayed in departing; many rented cars and took their friends home as well. A command center was set up for members from New York to be able to communicate with family members.

Past presidents on the eve of 9/11

2001–2002

Board of Directors

President	Faye Wilson
President-Elect	lj Guthmann
Immediate Past President	Kathy Clinefelter
Secretary/Treasurer	Marilyn Ellicott
Member Services Director	Marjorie Alderson
Professional Development Director	Shelley Voelz
HQCB Representative	Linda Bedrin
Executive Director	Diane Simmons

Annual Conference

Creating a Vision for Healthcare Quality
September 22–25, 2002
Opryland Hotel, Nashville, TN

Attendance	1995
Membership	5,300
Combined Assets	$1,660,000

Team Leaders

Award Selections	Jeanett Spradlin
Conference Planning	Patricia Ford
Editorial Review Board	Luc R . Pelletier
Fellowship Review Board	Nancy Claflin
Healthcare Quality Certification Board	Linda Bedrin
Healthcare Quality Foundation	Anna Marie Butrie
Nominating	Kathleen Chai
Research	Christy Beaudin
International Ambassador	Sarah Tackett

Awards

Lifetime Member	Kathy Clinefelter
David L. Stumph Award for Excellence in Publication	Susan Penn
Claire Glover Distinguished Member	Jan Maronde
State Association Excellence Award	
Gold	Indiana
Silver	Arkansas
Bronze	Connecticut
Fellowships	Diane Storer Brown Carol Lee Hamilton Kathleen Tornow Chai Janice Walker Suzanne Williams

Activities

- HQCB hosted the first open forum during the NAHQ conference
- E-mail discussion group began enhancing communication among members
- *JHQ* received an Apex Award for Excellence
- NAHQ and HQCB represented at ISQua conference in Paris, France
- NAHQ Plus launched with searchable membership directory, message forums, expanded resource center, *NAHQ News,* Career Development, Networking Center, and Team Central

2002–2003

Board of Directors

President	lj Guthmann
President-Elect	Nancy Claflin
Immediate Past President	Faye Wilson
Secretary/Treasurer	Anna Marie Butrie
Member Services Director	Shelley Voelz
Professional Development Director	Heidi Benson
HQCB Representative	Edgardo Perez
Executive Director	Diane Simmons

Annual Conference

On Par with Quality
September 6–9, 2003
J . W . Marriott Desert Ridge Hotel, Phoenix, AZ

Attendance	972
Membership	4,723
Combined Assets	$1,869,303

Team Leaders

Award Selections	Barbara Corn
Conference Planning	Patricia Form
Editorial Review Board	Luc R . Pelletier
Fellowship Review Board	Susan Mellott
Healthcare Quality	Edgardo Perez
	Patricia Carter-LeCompte
Certification Board Healthcare Quality Foundation	Kathy Clinefelter
Nominating	Dorothy Cook-Walter
International Ambassador	Sarah Tackett

Awards

Lifetime Member	Faye Wilson
Claire Glover Distinguished Member	Claire Dunn
Golden Pen for New Authors Award	Claire Dunn Tara Cockerham Williams Waugh
State Association Excellence Award	
Gold	Arkansas
Silver	Connecticut
Bronze	Arizona
Fellowship	Susan White

Activities

- Online services became available to renew membership, order products, and register for meetings
- *JHQ* marks 25th anniversary
- HQCB names new management firm, Applied Management Professionals
- New executive director, Cathy Berra, effective January 1, 2004
- HQCB voted to eliminate minimal education standards

2003–2004

Board of Directors

President	Nancy Claflin
President-Elect	John Hartley
Immediate Past President	lj Guthmann
Secretary/Treasurer	Anna Marie Butrie
Member Services Director	Kathy Chai
Professional Development Director	Heidi Benson
HQCB Representative	Susan McKevitt
Executive Director	Diane Simmons

Annual Conference

Discover the Universal Magic of Quality
September 18–21, 2004
Royal Pacific Hotel, Orlando, FL

Attendance	930
Membership	4616
Combined Assets	$1,287,909

Team Leaders

Award Selections	Donita Semple
Conference Planning	Thomas Smith
Editorial Review Board	Luc R . Pelletier
Fellowship Review Board	Alice Epstein
Healthcare Quality Certification Board	Susan McKevitt
Healthcare Quality Foundation	Linda Scribner
Nominating	Jacqueline Cole
National Quality Forum (NQF) Rapid Response	Shelley Voelz
JCAHO PTAC Rapid Response	Susan Goodwin

Awards

Lifetime Member	lj Guthmann
Claire Glover	Susan White
Distinguished Member	
State Association Excellence	
Gold	Tennessee
Silver	California
Bronze	Texas
Golden Pen	Carolyn Gallagher
Golden Pen for New Authors	Jan Orton
	Julie Jacobson
Fellowships	Peter Haug
	Christy Beaudin
	Lilian Loi
	Lin Lau
	Lenard Parisi
	Luc R . Pelletier
	Shelley Voelz

Activities

- NAHQ received new look with a new website and *JHQ* design
- *JHQ* began publishing Web-exclusive articles and received the Apex Gold Award for Publication Excellence
- Published *Healthcare Quality Professional Salary Survey*
- Initiated monthly updates for Leadership Council
- Revised *Standards of Practice for Healthcare Quality* and *Professionals Code of Ethics for Healthcare Quality Professionals*
- Conference held between Hurricanes Frances, Jeanne, and Ivan
- Implemented the Quality Volunteer Program, the Rapid Response Team for NQF, and the Rapid Response Team for the JCAHO Hospital PTAC
- HQCB celebrated 20 years

NAHQ past presidents

2004–2005

Board of Directors

President	John Hartley
President-Elect	Anna Marie Butrie
Immediate Past President	Nancy Claflin
Secretary/Treasurer	
Member Services Director	Cathy Munn
Professional Development Director	Kathy Chai
HQCB Representative	Thom Smith
Executive Director	Dan Degnan
	Diane Simmons

Annual Conference

Quality and All That Jazz
September 17–20, 2005
New Orleans, LA
(For the first time in NAHQ history, the conference had to be canceled because of Hurricane Katrina.)

Attendance	—
Membership	4,707
Combined Assets	$1,654,944

Team Leaders

Award Selections	Isabelle Olson
Conference Planning	Anita Garrison
Editorial Review Board	Luc R . Pelletier
Fellowship Review Board	Bernice Kucsan
Healthcare Quality Certification Board	Dan Degnan
Healthcare Quality Foundation	Linda Scribner
Nominating	Susan Mellott
30th Anniversary	lj Guthmann
NQF Rapid Response	Heidi Benson
JCAHO PTAC Rapid Response	Susan Goodwin
NAHQ News Task Force	Heidi Thompson
NAHQ Plus Task Force	Pat Ford
Internet Task Team	Sandra Ward

Awards

Lifetime Member	Nancy Claflin
Claire Glover	Kathy Clinefelter
Distinguished Member	Frank Appel
Distinguished Service	Anna Prescott
State Association Excellence	
Gold	Indiana
Silver	Florida
Bronze	Connecticut
Golden Pen	Jon Beaty Christy Beaudin
Golden Pen for New Authors	Nancie Gallagher Mary Korytkowski Janis McWilliams Harsha Rao Jacqueline Wesche-Thobaben
Fellowship	Janice Zgibor Heidi Benson

Activities

- NAHQ's 30th anniversary celebration, scheduled to be held in New Orleans, LA, was canceled because of Hurricane Katrina
- Insurance covered the costs associated with cancellation of the conference
- Received congratulatory letter from President and Mrs . Bush on 30 years
- Charge for CE waived during October with unlimited credits
- Launched new products
  - *Using Data for Improvement: The Toolkit* by Sandra Murray
  - *Q Solutions,* edited by Luc R . Pelletier and Christy L . Beaudin
- New HQCB executive director—Jerrie Lynn Kind
- NAHQ joined national campaign with IHI to save 100,000 lives through healthcare improvement
- Association awards
  - *JHQ* received Apex Award for Publication Excellence and Association Trends All Media Contest Bronze Award
  - *NAHQ News* received a new look and won an Association Trends All Media Contest Bronze Award
  - Q Products catalog received an Association Trends All Media Contest Silver Award
- Voted to grant 100% of conference registration fee to past presidents

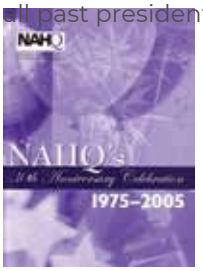
Activities (continued)

• Claire Glover Distinguished Member Award split into two categories:

Claire Glover Award—Eligible candidates will be members of the organization for at least 10 years and have demonstrated the characteristics of commitment, dedication, passion, and enthusiasm that described the late Claire Glover . Members of the board, Award Selections Team, and NAHQ staff are ineligible for the award during their term of service . Honorary members are also ineligible for the award .

Distinguished Member Award—Eligible candidates will be NAHQ members who have made an outstanding contribution to the profession in one or more of the following areas: service to the association, contribution to the body of knowledge, publication activities, and education leadership . An eligible candidate will have been a current NAHQ member for at least 3 of the past 5 years . Members of the board, Award Selections Team, and NAHQ staff are ineligible for the award during their term of service . Honorary members are also ineligible for the award .

• The 30th anniversary "memory book," *NAHQ's 30th Anniversary Celebration: 1975–2005,* was developed in 2005; however, because of the cancellation of the annual conference, it was not distributed to NAHQ members until 2006 . The development of the anniversary booklet was chaired by Nancy Claflin, past president, in conjunction with NAHQ staff and all past presidents .



2005–2006

Board of Directors

President	Anna Marie Butrie
President-Elect	Heidi Benson
Immediate Past President	John Hartley
Secretary/Treasurer	Cathy Munn
Member Services Director	Lee Hamilton
Professional Development Director	Thom Smith
HQCB Representative	Suzanne Williams
Executive Director	Diane Simmons, Stacy Sochacki

Annual Conference

Chart Your Course for Healthcare Quality
September 14–17, 2006
Manchester Grand Hyatt, San Diego, CA

Attendance	1,068
Membership	4,179
Fund Balance	$1,420,422

Team Leaders

Award Selections	Samantha Baily
Conference Planning	Lois Benis
Editorial Review Board	Luc R . Pelletier
Fellowship Review Board	Shelley Voelz
Healthcare Quality Certification Board	Dan Degnan Suzanne Williams
Healthcare Quality Foundation	Kathleen Chai
Nominating	Karen Hanson
NQF Rapid Response	Barbara Corn
JCAHO PTAC Rapid Response	Susan Goodwin
Leadership Academy	Alice Epstein
Communities of Practice	Pat Ford
E-Qual Tips	Patricia Bamerick
Career Path	Lenard Parisi
Past Presidents	Nancy Claflin

Awards

Lifetime Membership	John Hartley
Claire Glover	Jennifer Brown
State Association Excellence	
Gold	Florida
Silver	Connecticut
Bronze	Ohio
Golden Pen	Joann Genovich-Richards
Golden Pen for New Authors	Stormy Sweitzer Michael Silver
Fellowship	Elizabeth Brown

Activities

- New executive director Stacy Sochacki, and senior manager AnnieKay Erby join staff
- *JHQ* earns 2006 Apex Award for Publication Excellence
- New-member calling project initiated
- Volunteer Activities Board implemented on website • Members-only electronic discussion group introduced by Communities of Practice Team
- *E-Qual Tips* monthly e-mail bulletin launched
- New CPHQ Study and Review Module available
- Educational audio conferences held
- Leadership Academy Team developed education institute to help members enhance their skills
- Developed "Career Path for Volunteerism at NAHQ"
- Board revised "Principles of NAHQ Leadership"
- Initiated a market research project
- Unveiled subcategories of state awards
- Supported National Healthcare Quality Week
- HQF provided state education grants
- Bylaws change passed to allow electronic voting and communication
- CPHQ Online Practice Exam unveiled and exam offered at conference for first time
- 30th anniversary celebration held (postponed because of 2005 conference cancellation due to Hurricane Katrina); the booklet *NAHQ's 30th Anniversary Celebration: 1975–2005,* developed by the Past Presidents, was distributed .

NAHQ past presidents

2006–2007

NAHQ
National Association for Healthcare Quality
Together We Define Excellence in Healthcare Quality

Board of Directors

President	Heidi Benson
President-Elect	Thom Smith
Immediate Past President	Anna Marie Butrie
Secretary/Treasurer	Sandy Grinder
Member Services Director	Lee Hamilton
Professional Development Director	Linda Scribner
HQCB Representative	Joan Boldrey
Executive Director	Stacy Sochacki

Annual Conference

Quality: The Best Game in Town
September 9–12, 2007
Sheraton, Boston, MA

Attendance	934
Membership	4,186
Combined Assets	$3,017,074

Team Leaders

Award Selections	Cathy Munn
Conference Planning	Michael Greer
Editorial Review Board	Luc R . Pelletier
Fellowship Review Board	Lenard Parisi
Healthcare Quality Certification Board	Joan Boldrey
Healthcare Quality Foundation	Kathleen Chai
Nominating	Kathy McWhorter
Joint Commission PTAC	Susan Goodwin
Rapid Response	
Communities of Practice	Pat Ford
E-Qual Tips	Pat Bambrick
Past Presidents	John Hartley

Awards

Lifetime Member
Anna Prescott

Distinguished Member
State Association Excellence
Gold
Tennessee
Silver
Indiana
Bronze
Texas

Golden Pen Award
Barbara Duffy
Golden Pen Award for New Authors
Denise Henry
Fatima Muriel
Priya Hirway
Fellowship
Anita Garrison
Mary Huddleston
Renae Sphon

Activities

- Governance Assessment Task Team formed
- Revised mission and vision statements
- Recommended adding one board member, having HQCB representative become a voting member, and having board members serve a full calendar year
- *JHQ* won Apex Award of Excellence for September/October 2006 issue on rural healthcare quality
- Susan Goodwin became chairperson of the Joint Commission Hospital PTAC
- Barbara Corn elected vice chair of the NQF Quality, Measurement, Research, and Improvement Council
- CD of session handouts provided at conference
- Past Presidents Team developed NAHQ/HQCB Calendar, which won a 2007 Association Trends award
- Education offerings increased with new series
- Communities of Practice expanded
- Comprehensive brand identity launched—new logo, website, and products

NAHQ calendar

2008

Board of Directors

President	Thom Smith
President-Elect	Cathy Munn
Immediate Past President	Heidi Benson
Secretary/Treasurer	Sandy Grinder
Member Services Director	Lenard Parisi
Professional Development Director	Linda Scribner
Special Interest Groups Director	Denise Donnelly
HQCB Representative	David Loose
Executive Director	Stacy Sochacki

Annual Conference

Collaboration: The Spark Behind Quality
September 14–17, 2008
J . W . Marriott Desert Ridge Hotel, Phoenix, AZ

Attendance	974
Membership	4,773
Combined Assets	$2,199,960

Team Leaders

Award Selections	Desila Rosetti
Conference Planning	Nancy Terwoord
Editorial Review Board	Joann Genovich-Richards
Fellowship Review Board	Sandra Robinson
Healthcare Quality Certification Board	David Loose
Healthcare Quality Foundation	Lee Hamilton
Nominating	
NQF Rapid Response	Heidi Benson
Joint Commission PTAC Rapid Response	Barbara Corn
Leadership Development	Susan Goodwin
Communities of Practice	Alice Epstein
Past Presidents	Pat Form
	Heidi Benson

Awards

Lifetime Member	Heidi Benson
Distinguished Member	Susan Goodwin
Association Excellence Award	
Gold	Tennessee
Silver	Indiana
Bronze	Texas
Golden Pen Award	Barbara Duffy
Golden Pen for New Authors	Denise Henry
Luc R. Pelletier Healthcare Quality Award	Chris Thompson
Fellowship	Lecia Albright

Activities

• Established External Advisory Council (EAC) . The board approved the appointment of the following members:
- James Conway, MS, senior vice president, IHI
- Gerald Glandon, PhD, chair, Health Service Administration, University of Alabama
- Charles Mowll, FACHE, executive vice president for business development, government and external relations, The Joint Commission
- Jonathan Perlin, MD PhD MSHA FACP, chief medical officer and senior vice president of quality, HCA
- Alan Spielman, president and CEO, URAC
- Nancy Wilson, MD, senior advisor, Agency for Healthcare Research and Quality and the Office of the U .S . Secretary for Health and Human Services

• Established Luc R . Pelletier Healthcare Quality Award . See **Appendix C** .
• Published second edition of *Q Solutions: Essential Resources for the Healthcare Quality Professional*
• David Loose, HQCB chair, represented NAHQ and HQCB at Third Annual Healthcare Expansion Congress (Dubai, United Arab Emirates) and "Safe Surgery Saves Lives," International Consultation of the World Health Organization (Geneva, Switzerland)
• Redesigned website

Activities (continued)

- Developed fact sheet to outline quality professionals' strengths and expectations, both personal and professional
- Devised materials for members to share with leaders of their organizations
- Approved use of the American Society of Association Executives' *7 Measures of Success,* following recommendations of the Pursuit of Excellence Task Team .
- Developed and distributed "NAHQ Association Leadership Career Path" at the annual conference . See **Appendix E** .
- First Membership Meeting held at the annual conference
- Raised dues to $150
- Established position of historian to be filled by a member of the Past Presidents' Council
- New HQF grant, the Past Presidents' Leadership Development Grant, established by the Past Presidents' Council

NAHQ staff. Back row (left to right): Barbara Hofmaier, Senior Managing Editor; Jennifer Boka, Administrator; Amy Hastings, Editorial Assistant; Jane Martinsons, Writer, NAHQ e-news*; Sherry Wallingford, Senior Education Manager; Stacy Sochacki, Executive Director; Marlyne Campbell, Public Relations. Front row (left to right): Cassidy Follins, Administrator; Jackie Van Oort, Education Manager; Laura Baerenklau, Senior Operations Manager; Vanessa Mobley, Senior Meetings Manager*

2009

Board of Directors

President	Cathy Munn
President-Elect	Linda Scribner
Immediate Past President	Thom Smith
Secretary/Treasurer	Lee Hamilton
Member Services Director	Lenard Parisi
Professional Development Director	Nancy Terwoord
Special Interest Groups Director	Desila Rosetti
HQCB Representative	David Loose
Executive Director	Stacy Sochacki

Annual Conference

Deep in the Heart of Quality
September 13–16, 2009
Gaylord Texan Resort Hotel, Grapevine, TX

Attendance 746
Membership 4,488
Net Assets $2,311,081

Team Leaders

Award Selections	Marie Ruckstuhl
Conference Planning	Dale Harvey
Editorial Review Board	Joann Genovich-Richards
	Maulik Joshi
Fellowship Review Board	Claire Redmond
Healthcare Quality Certification Board	David Loose
Healthcare Quality Foundation	Lecia Albright
Nominating	Thom Smith
NQF Rapid Response	Barbara Corn
Joint Commission PTAC Rapid Response	Susan Goodwin
Leadership Development	Anita Gottlieb
Special Interest Groups	Sherry Mazer
Past Presidents	Thom Smith

Awards

Lifetime Member	Thom Smith
Claire Glover Distinguished Member	Linda Liewer
Rising Quality Star	Stephanie Iorio
State Association Excellence Award	
Gold	Texas
Silver	Florida
Bronze	Indiana
Newsletter/Website	Arizona
Educational Program	Delaware
Golden Pen	Diane Storer Brown
Golden Pen for New Authors	Susan
Luc R. Pelletier Healthcare Quality Award	Hendrickson Claire
Fellowship	Davis
	Lee Ann Hanna

Activities

- Board structure created to reflect alignment of the board, team leaders, and staff . See Appendix D .
- Six Special Interest Groups formed in the areas of acute care, behavioral health, critical access/ rural health, home healthcare, long-term care, and managed care
- First State Leadership Summit held in Wheeling, IL, with 44 representatives from 26 states in addition to the NAHQ board
- Partnered with National Quality Forum to launch the Stand for Quality initiative
- Partnered with Care Communications to advance the Leadership Development Program
- Partnered with American Health Information Management Association toward implementation of *International Classification of Diseases,* 10th Revision (ICD-10); NAHQ president presented at the ICD-10 Annual Summit in Washington, DC
- First year of a partnership with IHI to celebrate National Healthcare Quality Week
- CPHQ site developed in Ireland
- Inaugural meeting of EAC held at annual educational conference
- National Healthcare Quality Week celebrated with NAHQ's presentation of the webcast "Leaning Toward Performance Improvement"
- Conference Central, a new online resource for up-to-the-minute information about the annual educational conference, launched
- New Award for the Rising Quality Star awarded for the first time

Activities (continued)

- Maulik Joshi, PhD, president of the Health Research & Educational Trust and senior vice president for research at the AHA, welcomed as new *JHQ* editor
- Agreement with Wiley-Blackwell increased access to *JHQ* to expand publication's online content and use an early-view tool; use of electronic manuscript submission program launched
- *NAHQ e-news* received Gold Circle Award from ASAE and the Center for Association Leadership in the category of newsletter
- 2009 Apex award given to *NAHQ e-news* for the January 2009 issue in the category of newsletters—Web and electronic
- 2009 Apex award given to the second edition of *Q Solutions: Essential Resources for the Healthcare Quality Professional* in the category of one-of-a-kind—health and medical publications
- More than $9,600 in state and individual grants awarded by HQF in support of education and professional development resources
- Two webcasts offered: "Overcome Medication Management Challenges" and "Prevent Healthcare-Associated Infections Through Evidence"
- Entered social networking sphere by launching NAHQ fan page on Facebook (nearly 500 fans by year-end) and group on LinkedIn (more than 750 members active in discussions by December)

*Please see **Appendix E** for* Leadership Development.

2009 NAHQ President Cathy Munn welcomes conference attendees

NAHQ past presidents

HQF line dancing event

2010

Board of Directors

President	Linda Scribner
President-Elect	Susan Goodwin
Immediate Past President	Cathy Munn
Secretary/Treasurer	Lee Hamilton
Directors at Large	Jacqueline Cole Nancy Terwoord Desila Rosetti
HQCB Representative	Diana Martin
Executive Director	Stacy Sochacki

Annual Conference

Striking a Chord for Quality
September 30–October 3, 2010
Kansas City Marriott, Kansas City, MO
Attendance 710
Membership 4,392
Combined Assets $2,582,245
Spring flood waters forced a quick relocation of the conference from the Nashville Opryland to Kansas City.

Team Leaders

Award Selections	Glynn Fraker
Conference Planning	Sandra Jones
JHQ Editorial Board	Maulik Joshi
Fellowship Review Board	Sarah Tackett
Healthcare Quality Certification Board	Diana Martin
Healthcare Quality Foundation	Stephanie Iorio
Nominating	Cathy Munn
Finance	Lee Hamilton
NQF Rapid Response	Barbara Corn
Joint Commission PTAC Rapid Response	Diane Storer Brown
Special Interest Groups	Sherry Mazer
Ethical Challenges in Quality Task Team	Cindy Barnard
External Relations Task Team	Matt Sevier
Subject Matter Experts Task Team	Heidi Benson
State Leaders Summit Task Team	Suzanne Ciricillo
Past Presidents	Cathy Munn

Professional Recognition

Lifetime Member	Cathy Munn
Claire Glover Distinguished Member	Jeanette Spradlin
Rising Quality Star	Natalie Webb
State Association Excellence Award	
Gold	Indiana
Silver	Mississippi
Bronze	Virginia
Newsletter/Website	California Association for Healthcare Quality
Educational Program	Delaware Association for Healthcare Quality
JHQ Impact Article of the Year Award	Robert Rosati, PhD

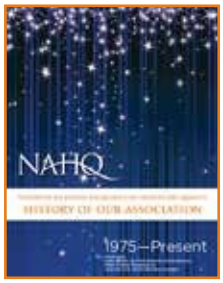
Activities

- *JHQ* received an "A" ranking in the 2010 list of journals from the Excellence in Research for Australia (ERA) . The ERA initiative assesses quality in journals within Australia's higher education institutions using a combination of indicators, such as citations and expert review by committees . *JHQ*'s highest ranking indicates a high-quality research source .
- *JHQ* recognized an author with the inaugural *JHQ* Impact Article of the Year Award . Golden Pen awards retired .
- Efforts to develop content with like-minded associations resulted in NAHQ's first joint webinar held in conjunction with Patient Safety Awareness Week . Developed with the American Society for Healthcare Risk Management (ASHRM) and the National Patient Safety Foundation (NPSF), the hour-long webinar "The Missing Voice in Patient Safety: Our Patients" helped participants identify strategies to better engage patients in discussions that affect their safety .
- The 2nd Annual State Leaders Summit held April 30–May 1 in Rosemont, IL, helped participants to develop effective leadership skills and address challenges that state associations face . 30 affiliated states were represented among 53 attendees .

Activities (continued)

Fourteen Past Presidents attended the 35th Annual Educational Conference.

• President-Elect Susan Goodwin and NAHQ Executive Director Stacy Sochacki attended the American Hospital Association Leadership Summit in San Diego . Their objectives included meeting with other organizations to discuss potential collaborations .
• The Institute for Healthcare Improvement (IHI) again partnered with NAHQ for National Healthcare Quality Week, October 17–23 . NAHQ members were offered free *JHQ* CE and a Certified Professional in Healthcare Quality (CPHQ) review course in Chicago . Members also had free access to the recorded opening session featuring IHI Fellow Jim Conway .
• The new Finance Team was invaluable in preparing the 2011 budget and protecting NAHQ's investments .
• The new Ethical Challenges in Quality and Patient Safety Task Team examined the "Texas Nurses" case and acquittal regarding the two whistle-blower healthcare quality professionals involved in the reporting of alleged physician misconduct . The task team explored the roles healthcare quality professionals play in promoting safe care and supports having protection in all states to prevent unwarranted retaliatory actions . Cindy Barnard, HQP Task Team Leader, is in the process of developing a white paper based on survey responses .
• The Subject Matter Expert Task Team began identifying member experts to speak, write, or assist with external inquiries into healthcare quality and patient safety–related topics .
• The External Relations Task Team began developing approaches to new partnerships, including reaching out to consumer groups and strengthening relationships with existing organizations .
• The Leadership in Action Workshop, cohosted by NAHQ and Leader Point, provided information on how to achieve positive results in the workplace through leadership, management, and influence .
• The number of followers of NAHQ's pages on LinkedIn and Facebook more than doubled since 2009 .
• HQF raised $19,560—a record amount—at the annual conference with various fundraising projects . In addition, 14 grants valued at more than $12,000 were awarded in support of continuing education and professional development .
• Several surveys were conducted throughout the year:
- The annual membership survey addressed general questions about value and member desires .
- The Ethical Challenges in Quality survey helped the new task team to gather data about ethical issues facing quality and patient safety professionals in their workplace .
- The special interest group (SIG) team survey produced feedback for the improvement of the popular program .
- A general survey in the fall helped identify suggestions for improving the NAHQ website, which was scheduled for redesign in June 2011 .
- For the first time, a survey conducted during Healthcare Quality Week asked NAHQ's Facebook fans to select their choice for the 2011 Healthcare Quality Week theme by voting with "likes ."
• NAHQ became an affiliate member of the American Hospital Association .
• NAHQ celebrated 35 years as an association in 2010, acknowledging the organization's dedication and contributions to the profession . A completely updated electronic version of the NAHQ History was posted online .
• *JHQ* instituted the "Early View" option, allowing members to read accepted articles months before they go to print .
• Members received free *JHQ* CEs throughout the entire year as an expanded membership benefit, including up to six new article credits .



NAHQ History Book

• Bylaws changes sent to members and approved included
- eliminating the titles member services director, professional development director, and SIG director
- creating the new title director at large

- setting the term of each director at large to 3 years
- limiting service to a maximum of two consecutive terms
- extending the term of secretary/treasurer from 2 years to 3 years .

• Volunteers helped the NAHQ Board of Directors complete strategic planning in early December . Along with planning, NAHQ finalized a new vision to be rolled out in 2011: “Realizing the promise of healthcare improvement through innovative practices in quality and patient safety .”

• Existing partnerships offered ongoing educational opportunities and resources . NAHQ members received reduced registration fees at AHIMA’s 2010 ICD-10 meeting . Members had access to free patient resources during Healthcare Quality Week thanks to a partnership with the Agency for Health Research and Quality (AHRQ) .

• The new CPHQ Review Course Download was unveiled in spring 2010 . Purchased as an electronic file, the product provided expanded access to NAHQ’s popular review course product . The on-demand study materials give those studying for the CPHQ examination more control over their study pace as they prepare for the exam .

• Management of the Healthcare Quality Certification Board (now Healthcare Quality Certification Commission) moved to Association Management Center (AMC) . An assessment of both the governance and management of certification determined that consolidation of these functions would provide a seamless product to our customers while increasing efficiency and reducing duplication of efforts . Applied Measurement Professionals (AMP) continued to handle testing for NAHQ certification program .

State Association Excellence Award (Gold) recipient Indiana Association

HQF line dancing fundraiser

2011

Board of Directors

President	Susan Goodwin
President-Elect	Betty Brown
Immediate Past President	Linda Scribner
Secretary/Treasurer	Lee Hamilton
Directors at Large	Nancy Terwood Jacqueline Cole Stephanie Iorio
HQCB Representative	Michael Greer
Executive Director	Stacy Sochacki

Annual Conference

Cultivating Quality
September 15–18, 2011
Sacramento Convention Center, Hyatt Regency and Sheraton Grand, Sacramento, CA

Attendance	695
Membership	4,857
Combined Assets	$2,673,034

Team and Task Force Leaders

Conference Planning	Michelle Franklin
Ethical Challenges in Quality and Patient Safety Task Team	Cindy Barnard
Fellowship Review Board	Mary Huddleston
Finance	Lee Hamilton
Healthcare Quality Certification Board	Michael Greer
Healthcare Quality Foundation	Yvonne Acker
Joint Commission PTAC	Diane Brown
Rapid Response	Maulik Joshi
JHQ Editorial Board	Linda Scribner
Nominating	Jan Orton
NQF Rapid Response	Linda Scribner
Past Presidents	Leanora DiUglio
Professional Recognition	Nancy Curdy
Special Interest Groups	Suzanne Circillo
State Leaders Task Team	Heidi Benson
Subject Matter Experts Task Team	Heidi Benson
CPHQ Exam Committee	Matt Sevier
External Relations Task Team	

Professional Recognition

Lifetime Member	Linda Scribner
Claire Glover Distinguished Member	Not awarded
Inaugural President's Award	Cynthia Barnard
Rising Quality Star	Not awarded
State Association Excellence Award	
Gold	Florida
Silver	Mississippi
Bronze	Virginia
Newsletter/Website	Connecticut
Educational Program	Texas
Luc R. Pelletier Healthcare Quality Award	Kathleen Masiulis
JHQ Impact Article of the Year	David Russell
Fellowship	Norma Torres Delgado, Marsha Moxley

President Susan Goodwin speaks at the annual conference.

Representatives from the Arkansas Association for Healthcare Quality welcome attendees.

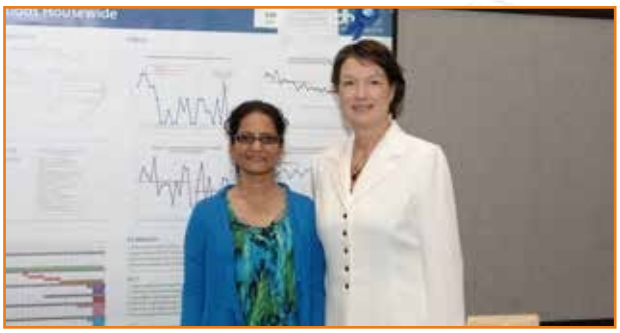
Activities

• NAHQ website updated to include improved search functionality, online store capabilities, and access to member programs
• Electronic invoicing initiated in addition to traditional paper invoices
• Members began receiving free access to a select number of quality, patient safety, and leadership programs through the IHI Open School course catalog, thanks to a generous donation by Midas+ in the name of Midas+ cofounder Dr . Christopher Jonas Heller
• Presented inaugural President's Award to a member the board of directors identified for contributions to NAHQ above and beyond his or her assigned tasks as a volunteer . Recipient was Cynthia Barnard .
• HQF Wine Tasting event saw more than 100 attendees and raised a total of $8,000
• NAHQ member Barbara Corn was elected as the chair of the National Quality Forum (NQF) Quality Measurement Research & Improvement (QMRI) Council
• Developed operational and strategic dashboards, which will be used to propel our success

About NAHQ: The National Association for Healthcare Quality (NAHQ) is a professional association dedicated to the advancement of the profession of healthcare quality and patient safety and the individual professionals working in the field .

NAHQ Vision: Realize the promise of healthcare improvement through innovative practice in quality and patient safety . We believe that
- the highest levels of healthcare quality and patient safety are achievable
- healthcare quality professionals bring the necessary expertise and knowledge to each healthcare setting to make this possible
- it is our responsibility as professionals to assure accuracy and transparency in identifying and reporting progress with healthcare quality and patient safety goals .

NAHQ Purpose: Improve healthcare quality across all points of care through education, certification, and advocacy . We accomplish this through our efforts to
- identify and create a core body of knowledge to advance healthcare quality and patient safety
- identify and promote professional competencies and practices necessary to effectively apply the knowledge
- raise public awareness and foster communications about healthcare quality and patient safety
- foster collaboration with like-purposed professionals to advance mutual goals and improve NAHQ's ability to meet its goals .



President Susan Goodwin (right) with the first place poster winner

2011 President Susan Goodwin (left) and Inaugural President's Award recipient Cynthia Barnard

NAHQ Strategic Pillars

1 . *Professional Development*: To create and promote platforms for developing professional competencies and expand education opportunities

• In June 2011, a generous donation was made and a foundation established in memory of Christopher Heller, MD, a healthcare quality leader, that benefited hundreds of NAHQ members . More than 300 NAHQ members registered for the Institute for Healthcare Improvement (IHI) Open School the first 6 months through the memorial .

2 . *Commitment to Innovation*: To focus on delivering innovative products and services with proven value and effectiveness .

• Board leaders and volunteers received a presentation from the Doblin Group, a consulting firm focused on innovation and ways to capture new thoughts and apply ideas .

3 . *Leverage External Relationships*: To enhance strategic relationships that support overall membership and programmatic development .

• NAHQ continues to seek advice and expertise of NAHQ members through the QMRI .

• Cathy Munn represented quality professionals in the planning of the AHIMA 2011 ICD-10 conference, for which NAHQ was a partner . A paper by Linda Scribner, "Leading for Quality in Healthcare Development and Validation of a Competency Model," was published in the November/December 2011 issue of the *Journal of Healthcare Management* .

4 . *Enhance Communications:* To develop and expand communication platforms for our customers to increase value .

• Members continue to find increased ways to connect with the association and with one another . An explosion in social media activity occurred in 2011, when more than 3,000 new participants joined one of NAHQ's groups on Facebook, LinkedIn, or Twitter .

5 . *Association Excellence:* To demonstrate performance that exemplifies association best practices .

• Board members assess their performance annually in 12 key areas outlined in the respected association publication Board Source and use the scores to prioritize ongoing development . Through 2011, board members volunteered to host regular educational opportunities to generate enhanced performance, which resulted in increased self-assessment scores .

Past President Janet Brown (center) enjoys time with conference attendees at the HQF fundraiser.

• The NAHQ Board approved a name change recommended by the certification team to the Healthcare Quality Certification Commission (HQCC), which more accurately reflects the team's role in ensuring the autonomy and integrity of the development and administration of the certification exam and recertification program .

• In addition to management changes in 2011, a strategic planning discussion with a broad group of association leaders identified the need for CPHQ to remain the essential credential for a healthcare quality professional . In follow-up to the strategy sessions, the NAHQ Board reviewed the statistics regarding certification and the business environment within which the certification program operates, including increasing competition, healthcare employer expectations and demand for specific U .S .-based competencies, and statistics indicating that less than 5% of certificants are coming from outside the United States .

• With these facts in mind, the Board determined the need to reintegrate questions relating to U .S . accreditation standards, regulatory requirements, healthcare reform, and other U .S .-specific competencies . This is more important than ever as healthcare quality becomes an increasingly important factor related to healthcare reform .

• The CPHQ program has enjoyed consistent and significant growth and recognition since its inception . It has grown from a modest group of 226 professionals who sat for the first exam in 1984 to more than 1,000 candidates each year . Since the first exam, more than 19,340 individuals have taken the exam . With an average overall pass rate of approximately 70%, more than 7,300 active CPHQs practice in the United States and abroad .

Board of Directors

President	Betty Brown
President-Elect	Lee Hamilton
Immediate Past President	Susan Goodwin
Secretary/Treasurer	Sherry Mazer
Directors at Large	Jacqueline Cole Stephanie Iorio Nancy Curdy
HQCC Representative	Michael Greer
Executive Director	Stacy Sochacki

Annual Conference

A Blueprint for Change
September 20–23, 2012
Tampa Convention Center and Marriott Tampa Waterside Hotel & Marina, Tampa, FL

Attendance	736
Membership	4,588
Combined Assets	$3,184,592

Team and Task Force Leaders

Annual Conference Planning	Sarah Pavelka
Ethical Challenges in Quality and Patient Safety Task Team	Cindy Barnard
Fellowship Review Board	Mary Huddleston
Finance	Sherry Mazer
Healthcare Quality Certification Commission	Michael Greer
Healthcare Reform Task Team	Cathy Munn
HQCC Test Development	Heidi Benson
Innovations in Education Task Team	Dale Harvey Linda Scribner
Leadership Development Task Team	Yvonne Acker
Healthcare Quality Foundation	Diane Brown
Joint Commission PTAC Rapid Response	Maulik Joshi
JHQ Editorial Board	Susan Goodwin
Nominating	Jan Orton
NQF Rapid Response	Susan Goodwin
Past Presidents	Bob Stakem
Professional Recognition	Gayle Hurt
Special Interest Groups	State Leaders: Karen Varda

Professional Recognition

Lifetime Member	Susan Goodwin
Claire Glover Distinguished Member	Susan Mellott
Rising Quality Star	Leigh Humphrey
State Association Excellence Award	
Gold	Not awarded
Silver	Not awarded
Bronze	Virginia
Newsletter/Website	Not awarded
Educational Program	Not awarded
Luc R. Pelletier Healthcare Quality Award	Cheryl Crozier
JHQ Impact Article of the Year	David Russell Chad Smith Sarah Pavelka
Fellowship	
Honorary Fellowship	Jim Conway

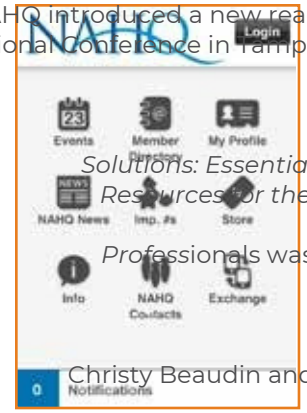
Activities

Individual dues were raised by $15 to $165 . Emeritus dues were raised by $10 to $85 . New individuals are becoming interested in quality as a career . To ensure NAHQ is prepared to welcome new professionals, the organization launched a student membership category to support those quality professionals still in the educational stage of their career .

The NAHQ Fellowship team welcomed James Conway as the first honorary NAHQ fellow in recognition of his outstanding contributions to the field of quality, safety, and patient advocacy, and for demonstrating the char-

President Betty Brown (left) presents Jim Conway with NAHQ's first-ever honorary fellowship.

acteristics of a NAHQ fellow . A resolution was approved, NAHQ introduced a new read, and presented on September 21 at the NAHQ Annual mobile app for Apple, Android, Educational Conference in Tampa, FL .and Blackberry devices . The new



The newest mobile app allows NAHQ edition of *Q* members and customers to

Solutions: Essential update their NAHQ profile, make *Resources for the* purchases from the NAHQ online *Healthcare Quality* store, and stay up-to-date on *Professionals* was NAHQ news anytime, all through released . This third smart phones or tablets . edition was edited The *Journal for Healthcare* by Luc Pelletier and *Quality* released its first special Christy Beaudin and issue—featuring safety net hospi- reinforces and tals—which was developed in expands the collaboration with the National Association of Public Hos- foundational pitals (NAPH), and was the focus of a press event hosted knowledge for by NAHQ at the NAHQ in Washington, DC . The March/April healthcare quality 2012 issue published nine articles featuring case studies professionals containing data that demonstrates improvement, such as across the care continuum . The new format delivers content pre- and post-intervention data or comparison . This special in five volumes, including *Leadership and Management,* issue was a forum for healthcare professionals to dialogue *Quality and Performance Improvement, Healthcare Safety,* about the quality of care provided in safety net hospitals *Information Management,* and *Regulation, Accreditation and* and systems and to learn about efforts to reform the deliv- *Continuous Readiness (*which became available in ery of care in order to continually increase the quality and December) .capacity for providing care to an increasing population

To expand the knowledge of those new to healthcare post-reform . quality and to educate others in healthcare positions about Midas+ renewed its commitment to the Dr . Heller quality and safety, NAHQ volunteers and staff developed Memorial to continue providing funding that gives NAHQ the new Introduction to Healthcare Quality course . The members free access to the Institute of Health Improve- new course strengthens the foundational knowledge of ment (IHI) Open School . In collaboration with IHI and professionals entering a quality role, as well as educate Midas+, NAHQ awarded the first Dr . Heller Memorial Schol- those looking to learn more about enhancing their posi- arship to Carolyn Stramecki, MHSA CPHQ . tions .NAHQ leaders have once again partnered with the Immediate Past President Susan Goodwin and volun- Washington, DC–based government relations firm Water- teer Cindy Barnard hosted a live webcast in October 2012 man & Associates . The firm brings its expertise to establish to officially release NAHQ's call to action, "Safeguarding and advance NAHQ's federal public policy goals of driving the Integrity of Healthcare Quality and Safety Systems ." improvements in quality outcomes and patient safety .

Journalists from various healthcare media outlets joined NAHQ leaders and external contacts to learn about the call to action and its recommendations .

First-time attendees at the annual conference

The call to action is another strong voice on behalf of quality professionals and serves to protect the quality and safety of patient care, as well as the integrity of the process for reporting and evaluating concerns . As a result of this strong initiative, NAHQ leaders have been drawn to speak on behalf of the call within their respective organi- zations and at education sessions . This call to action was spotlighted by the American Medical News, American So- ciety for Quality, Center for Patient Safety, CNBC, Hospital Report Blog, IHI, and Nurse .com .

Susan Mellott (right) receives the Claire Glover Distinguished Member Award from President Betty Brown.

NAHQ Past Presidents

Two new members-only special interest groups (SIGs) were introduced: Accreditation/Regulation and Ambulatory Care/Care Integration . The SIGs have experienced greater interest as more members find their way to the NAHQ website .

NAHQ partnered with the IHI on a 90-day rapid cycle project to explore innovative practices and seek out novel approaches on how to structure an effective and efficient quality department . In December 2012, NAHQ members were asked to contribute to the survey to complete this project .

Janet Brown

Finally, in 2012, NAHQ said goodbye to one of our most prominent members . Janet Brown, a NAHQ past president and leader in healthcare quality, lost her battle with breast cancer and passed away May 20, 2012 .

Many benefited from her first certification class in Fort Worth, TX, in 1986, and each year after that . She was a powerful presence and positive influence in the industry as well as within NAHQ . In her honor, the NAHQ Board voted to rename a Healthcare Quality Foundation grant the Janet A . Brown New Quality Professional Grant .

Our association greatly benefited from her leadership, mentorship, and friendship . She was an inspiration and will be greatly missed .

NAHQ 2013 Annual Educational Conference attendees at the HQF Fundraiser

2013

Board of Directors 2013

President	Lee Hamilton
President-Elect	Len Parisi
Immediate Past President	Betty Brown
Secretary/Treasurer	Sherry Mazer
Directors at Large	Stephanie Iorio Nancy Curdy Rose Langdon
HQCC Representative	Carrie Donovan
Executive Director	Stacy Sochacki

Annual Conference

Triple Crown of Quality
October 6–9, 2013
Kentucky International Convention Center, Hyatt Regency, Louisville, KY

Attendance	Live 775, Virtual 200
Membership	5,885
Combined Assets	$6,126,543

Team and Task Force Leaders

Annual Conference Planning	Carole Pulaski
Annual Conference Planning (Papers & Posters)	Anthony Heath Renae Spohn
Fellowship Review Board	
Fellowship Redesign Task Team	Kathleen Chai Sherry Mazer
Finance	Catherine Munn
Government Relations Team	
Healthcare Quality Certification Commission	Carrie Donovan Linda Weirauch
Healthcare Quality Foundation	
HQCC Test Development Committee	Heidi Benson
Joint Commission PTAC Rapid Response	Diane Brown Maulik Joshi
JHQ Editorial Board	
Leadership Development Task Team	Susan Goodwin Jan Orton
National Quality Forum	Nancy Terwoord
Product & Program Interim Team	Carole Pulaski Natalie Webb
Professional Practice Advisory	
Professional Recognition	
Special Interest Groups	Theresa
State Leaders	Knotts Sarah Pavelka

Professional Recognition

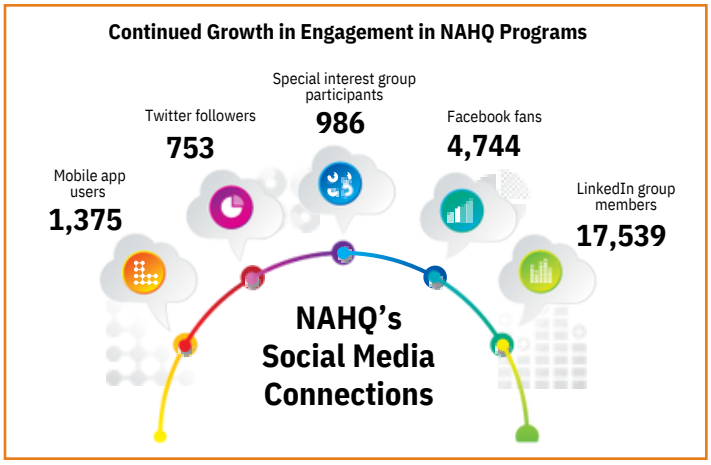
State Association Excellence Award	
Gold	Not awarded
Silver	Not awarded
Bronze	Not awarded
Newsletter/Website	Not awarded
Educational Program	Not awarded
Claire Glover Distinguished Member	Sandra Grinder
Fellowship	Cathy Duquette
JHQ Impact Article of the Year	Stephen Silich
Lifetime Member	Betty Brown
Luc R. Pelletier Healthcare Quality Award	Evelinda Camacho
Rising Quality Star	Ellen Hargett

Activities

The NAHQ Network was launched and made available for all members to join and participate in . It is an online, members-only discussion community that would be the standard platform for SIG participation . The network provides rapid response to professional challenges, enables users to create a profile and connect with other members, houses all team discussions in one location, and automatically files all shared documents to the Resource Library .

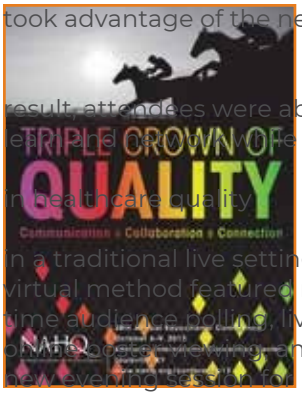
A new Student Membership category was made available in an effort to attract new, incoming healthcare quality professionals . This category is open to individuals currently enrolled in undergraduate or graduate programs . Student members receive all the same benefits of individual membership at a lower cost; however, members in this category are not allowed to vote, hold a NAHQ office position, or chair a team .

The State Leaders Summit, "Collaboration & Networking," was held March 8–9 in Chicago, IL . Fifty-five leaders attended, representing 29 of the 40 affiliated states . State associations were provided tools to effectively run and improve their membership organization . A speed networking activity was introduced, in which the attendees focused on membership campaigns, strategic partnerships, and educational collaboration . Other topics included membership engagement, recruitment, retention, and important aspects of knowing how to direct energy by understanding the needs of member pools and what potential members might be seeking . Information on the potential benefits and costs of partnering with others to operate the state association was also presented .



The improved NAHQ Career Center launched and was one of the most popular job sites for professionals seeking positions in the healthcare quality field . The improved center made it easier to view and apply for any of the more than 200 active jobs listed . Recent improvements to the Career Center included a cleaner and easy-to-use page, a simpler search function, new featured jobs, job-related articles and tools, and more comprehensive job postings . More than 150 employers offered more than 200 jobs in 2013 .

A total of 200 individuals took advantage of the new virtual conference in conjunction with the annual conference . As a result, attendees were able to interacting with leading experts in healthcare quality management and patient safety in a traditional live setting . This virtual method featured real-time audience polling, live and on-demand sessions, and a new evening session for additional continuing education .



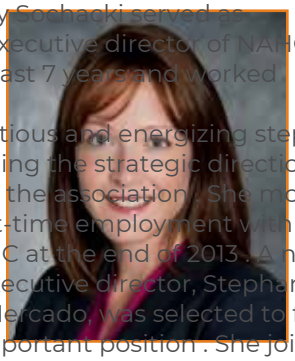
A few NAHQ past presidents (In total, 14 past presidents attended the 2013 Annual Educational Conference.)

Several new programs were offered to bring education on healthcare quality practices to the forefront of the industry . The new Introduction to Healthcare Quality course, with 130 attendees, was designed to provide fundamental knowledge for all professionals seeking to enhance quality within their areas of responsibility . NAHQ partnered with the New York Home Care Association to pilot the first two intro courses . This course provides healthcare quality professionals who are new to the profession with an understanding of quality and patient safety principles, methodologies, and toolsets to enable them to advance their knowledge and skills in their healthcare practice setting .

Another innovative partnership brought education, membership, and certification opportunities to more than 100 professionals in Illinois using the Hospital Engagement Network (HEN) .

Conference attendees enjoyed the "Off to the Races" Healthcare Quality Foundation fundraiser.

The *Journal for Healthcare Quality* experienced profound growth and had an impressive impact on the industry . Publisher Wiley Blackwell noted that of their top five most downloaded articles in Complete Health and Social Care, three came from *JHQ* .



NAHQ leaders took the ambitious and energizing step of making their first attempt to define the future of the healthcare quality profession . Following an environment scan that revealed megatrends in the industry, leaders presented a model encompassing four scenarios of current healthcare environments based on key metrics such as the impact of health delivery and payment reform and quality as a core value and strategy . Through several focus groups, NAHQ continues to test and validate this model with the goal of providing education that helps constituents build skills to move their organizations to the next step in their evolution .

The NAHQ Board of Directors approved its first advocacy tool in November 2013 . *Quality Measurement and Reporting Across the Healthcare Continuum* is an advocacy brief that succinctly describes the issue of quality management and reporting, details NAHQ's policy, and provides background on why this issue matters . The brief states that the "establishment of a standardized, integrated, and aligned set of consensus quality measures is integral to improving the quality of the nation's healthcare system ." It highlights the need for supportive funding for programs designed to ensure that such measures are "meaningful, accurate, up to date, and harmonized" so that quality professionals across the continuum of care may speak the same "language" as one another when evaluating all aspects of care, when a patient is transitioned into a new setting .

NAHQ Headquarters moved in early August 2013 from their office in Glenview, IL, to a new building in Chicago . Staff moved into the new office at 8735 W . Higgins Road, Suite 300, Chicago, IL 60631 .

Stacy Sochacki served as executive director of NAHQ for 7 years and worked closely with the board of directors, volunteers, and staff in shaping the strategic direction for the association . She moved part-time employment with AMC at the end of 2013 . A new executive director, Stephanie Mercado, was selected to fill this important position . She joins NAHQ with more than 10 years of experience working with not-for-profit membership organizations dedicated to healthcare with a specific interest in quality management and new program and product development .

Sadly, this year, we lost another NAHQ past president . Kay Cerjak passed away peacefully on April 18 . She was the association's 12th president . Prior to that, she had served on many committees and was also a regional representative . Ms . Cerjak remained passionately active at each annual membership meeting, where she offered advice and wise counsel . She served this organization with such class and passion that she was always the shining example and model to all NAHQ presidents, as well as the individual members . We will always remember Ms . Cerjak by her great sense of humor, leadership, service, and commitment to NAHQ . She will be greatly missed .

Board of Directors 2014

President	Lenard L . Parisi
President-Elect	Mary Huddleston
Immediate Past President	Lee Hamilton
Secretary/Treasurer	Sherry Mazer
Directors at Large	Nancy Curdy Rose Langdon Sarah Pavelka
Executive Director	Stephanie Mercado

Annual Conference

Quality in Harmony Across the Continuum
September 7–10, 2014
Nashville Music City Center, Nashville, TN

Attendance	Live 877, Virtual 315
Membership	6,100
Combined Assets	$1,365,092

Team and Task Force Leaders

Annual Conference Planning	Anthony Heath
Annual Conference Planning (Papers & Posters)	Ellen Hargett
Fellowship Review Board	Kathleen Chai
Finance	Sherry Mazer
Government Relations Team	Catherine Munn
Healthcare Quality Certification Commission	Linda Scribner
Healthcare Quality Foundation	Leanora DiUglio
HQCC Test Development Committee	Heidi Benson Maulik Joshi
JHQ Editorial Board	Betty Brown
Leadership Development	
Leadership Development Task Team	Susan Goodwin Carole Pulaski
Professional Practice Advisory	Deborah Flores
Professional Recognition	Gayle Hurt
Special Interest Groups (SIGs)	Marian Savage
State Leaders	

Professional Recognition

State Association Excellence Award	
Gold	Not awarded
Silver	Not awarded
Bronze	Not awarded
Newsletter	Iowa
Website	Not awarded
Claire Glover Distinguished Member	Not awarded
Fellowship	Wayne Soo Hoo Jacque Cole Kate Hatfield Sarah Cottington
JHQ Impact Article of the Year	Rocco Perla
Lifetime Member	Lee Hamilton
Luc R. Pelletier Healthcare Quality Award	Shelby Darland
Rising Quality Star	Jason Gillikin

Activities

Standing (from left): Jessica Weglarz—NAHQ, Jacque Mitchell—ASHRM, Lynn Thomas Gordon—AHIMA, Stephanie Mercado—NAHQ, Len Parisi—NAHQ, Mary Huddleston—NAHQ, Ellen Grady Venditti—ASHRM, Matt Hornberger—ASHRM

Seated (from left): Cassi Birnbaun—AHIMA, Deb Green—AHIMA, Patricia McGaffigan—NPSF, Kim Hoarle—ASHRM

In January, board leadership and staff from the American Health Information Management Association (AHIMA), the American Society for Healthcare Risk Management (ASHRM), NAHQ, and the National Patient Safety Foundation (NPSF) gathered together in Chicago, IL, at NAHQ's Headquarters for a first-of-its-kind Consortium Meeting .
The purpose of the consortium was for the organizations to learn more about one another's strategic objectives and identify potential synergistic opportunities for the future . The group spent a full day having invigorating conversations to identify common goals to explore .

NAHQ released a new demographics module that all NAHQ members will interact with online to collect important data about them . Volunteer leaders and staff use that data to better understand the healthcare quality professionals and make important data-driven decisions to improve the organization in an evolving healthcare environment .

JHQ continues to be valued for creative and scientific solutions in the pursuit of healthcare quality . In 2014, *JHQ* was honored with an APEX Award of Publication Excellence . APEX recognizes publications that exemplify exceptional writing, content, publishing, and more .

The NAHQ Board of Directors held an energizing strategic planning retreat . Two leaders from the Healthcare Quality Certification Commission (HQCC) also participated to ensure that the Certified Professional in Healthcare Quality (CPHQ) credential stays relevant in the future of the association and the relationship between NAHQ and HQCC continues to grow . During this retreat, the NAHQ mission and vision statements were reviewed and updated to reflect where the association is going in the next 3–5 years . The new vision is to advance the healthcare quality profession so that it is recognized and valued as essential . Additionally, four strategic goal areas were identified to support the refined mission and vision: certification/recertification, education, essential competencies, and recognition of the profession .

HQCC, the certifying arm of NAHQ, introduced a new look and slogan for the CPHQ . The new tagline, “Commit to Quality . Commit to the CPHQ,” was developed from feedback from CPHQs and HQCC members .

NAHQ’s 39th Annual Conference was held in Nashville, TN . More than 1,000 healthcare quality professionals attended . Attendees shared a fantastic experience, learning from prestigious, industry-leading keynote speakers and dozens of concurrent breakout sessions . They also enjoyed networking and meeting with peers .

2015

Board of Directors 2015

President	Mary Huddleston
President-Elect	Michael Greer
Immediate Past President	Lenard L . Parisi
Secretary/Treasurer	Carrie Donovan
Directors at Large	Carole Pulaski Rose Langdon Sarah Pavelka
Executive Director	Stephanie Mercado

National Quality Summit

Leading Care Transitions: Improving Quality & Safety Across the Healthcare Continuum
April 23–24, 2015
Hilton Philadelphia at Penn's Landing, Philiadelphia, PA

Membership	6,161
Combined Assets	$4,197,437

Team Leaders

Education Team	Stephanie Iorio
Fellowship Review Team	Kathy Chai
Finance	Carrie Donovan
Healthcare Quality Certification Commission	Linda Scribner
Healthcare Quality Foundation	Brenda Stehn
Journal of Healthcare Quality Editorial Board	Maulik Joshi
Joint Commission PTAC Rapid Response Advisor	Diane Brown
Leadership Development Team	Lee Hamilton
National Quality Forum Advisor	Jan Orton
Professional Recognition	Linda Weirauch
Special Interest Groups (SIGs)	Audrey Benenati
State Leaders Team	Andrew Kopolow
Test Development Team	Kristen Geissler

Professional Recognition

Claire Glover Distinguished Member	Cathy Munn
JHQ Impact Article of the Year	Melanie Wasserman
Lifetime Member	Lenard L . Parisi
Luc R. Pelletier Healthcare Quality Award	Terri Savino
Rising Quality Star	Burt A . Thurlo-Walsh

Activities

In 2015, NAHQ launched a landmark initiative to define the standard of excellence in healthcare quality through the *Q Essentials: Essential Competencies* . The six *Essential Competencies* define the skills advanced and master practitioners need to meet the challenges of the evolving quality profession . This framework will support healthcare quality professionals in assessing and expanding their professional knowledge and abilities . In 2015, NAHQ launched the first two competencies, covering *Health Data Analytics* and *Population Health & Care Transitions* . The remaining four will be released in 2016 .

Back in 2013, the NAHQ Board of Directors made the decision to redesign the annual conference . This decision was based on NAHQ conference evaluations and attendance trends, which showed declining numbers at the time . The conference redesign provided an opportunity for NAHQ to try a new professional development activity, which has been shaped into the National Quality Summit . Staff and the board worked together to determine a single topic for the Summit, which resulted in "Leading Care Transitions: Improving Quality and Safety Across the Healthcare Continuum ." Selecting this topic also was an ideal way to leverage the *Journal of Healthcare Quality* January/February Special Issue on the same topic . The date and location were identified and the Summit began to take shape . The inaugural National Quality Summit was held April 24–25, 2015, at the Hilton Philadelphia at Penn's Landing . With more than 600 participants, both live and virtual, the meeting was a rousing success . The Summit included engaging sessions with 10 national experts led by

Eric Coleman, MD MPH . Participants were able to take away key tools and resources and ask experts focused questions about the topics at hand . Evaluation feedback solidified the Summit as a success, and NAHQ volunteers and staff began planning for 2016 .

The Summit provided a unique learning and engagement opportunity for attendees . It offered an intimate environment that encouraged strategic dialog and immersion on a single critical issue in healthcare, while promoting interaction between attendees, speakers, and supporters . The Summit exemplified NAHQ as an organization that fuels important conversation on crucial healthcare quality topics . It also provided NAHQ with an opportunity to tap into new attendees who don't self-identify as healthcare quality professionals but are at a higher level in their careers . Summit content focused on a broader healthcare context, and thus empowered NAHQ to reach a new market .

Without an annual conference in 2015, NAHQ deployed new ways to engage the membership and corporate funders . During Healthcare Quality Week, a virtual membership meeting was held and awards were presented . Corporate sponsors engaged with NAHQ in new ways, leading to NAHQ receiving more funding in 2015 than in previous years when a conference was held .

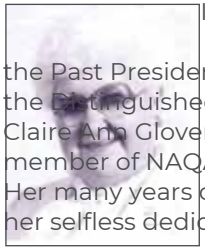
The NAHQ Board approved changes to the bylaws in the summer of 2015 to ensure compliance with Illinois state law, reflect industry best practices, and facilitate NAHQ's efficient operations . The changes were approved by the majority of members and enabled the board to deploy a new governance structure in 2016 by adding three commissions: Recognition of the Profession, Education, and Competencies .

The year 2015 also marked the 40th anniversary of NAHQ . Since 1976, the association has been a leader in healthcare quality, with thousands of members and certificants working in all healthcare settings . To celebrate this special year, NAHQ's website and social media platforms showcased milestones in the association's history, fun trivia, and the many successes of our members over the years . NAHQ also sold a limited-edition 40th anniversary tumbler, and all proceeds benefitted the Healthcare Quality Foundation .

NAHQ has spent several years evaluating its affiliate model through the use of focus groups, surveys, and deliberations with stakeholders and subject matter experts in affiliate relationships and compliance . As a result of this lengthy study, on October 13, 2015, all state affiliate leaders were notified that NAHQ was ending the contractual relationship that existed between the association and the state organizations . We do not see this decision as an ending to our relationship with state organizations but simply a removal of the "legal tether ." NAHQ continues to recognize state healthcare quality associations as drivers in advancing the healthcare quality profession and looks forward to working with state associations and other healthcare quality organizations in these efforts .

Appendix A

Claire Glover Distinguished Member Award



In one of the most moving ceremonies of the 12th Annual Educational Conference, the Past Presidents' Council awarded the Distinguished Member Award to Claire Ann Glover . Ms . Glover, a charter member of NAQAP, died in May 1987 . Her many years of service to NAQAP, her selfless dedication, and unfailingly positive attitude won her a place of deep respect and affection with NAQAP members . To recognize her exceptional contribution, the Past Presidents' Council announced that in the future, the Distinguished Member Award would be called the Claire Glover Distinguished Member Award .

Ms . Glover was a long-term member of the Iowa Association of Quality Assurance Professionals (IAQAP) . She served on the board of directors as finance committee chair for two terms . She was president-elect of IAQAP in 1984 and president in 1985 . She was an active, knowledgeable, and experienced QA professional . She guided the organization through several changes and was a strong supporter of good communication . Being ever-responsive to requests for information from members, she willingly shared knowledge gained at the national conventions and significant workshops . An IAQAP colleague wrote, "From her early experience she knew most of the members' names and their hospitals . Most of us knew Ms . Glover; many of us were honored to call her a friend . Ms . Glover was an upbeat, optimistic woman who knew that change was inevitable and that with thought and foresight, we could adapt and be stronger ."

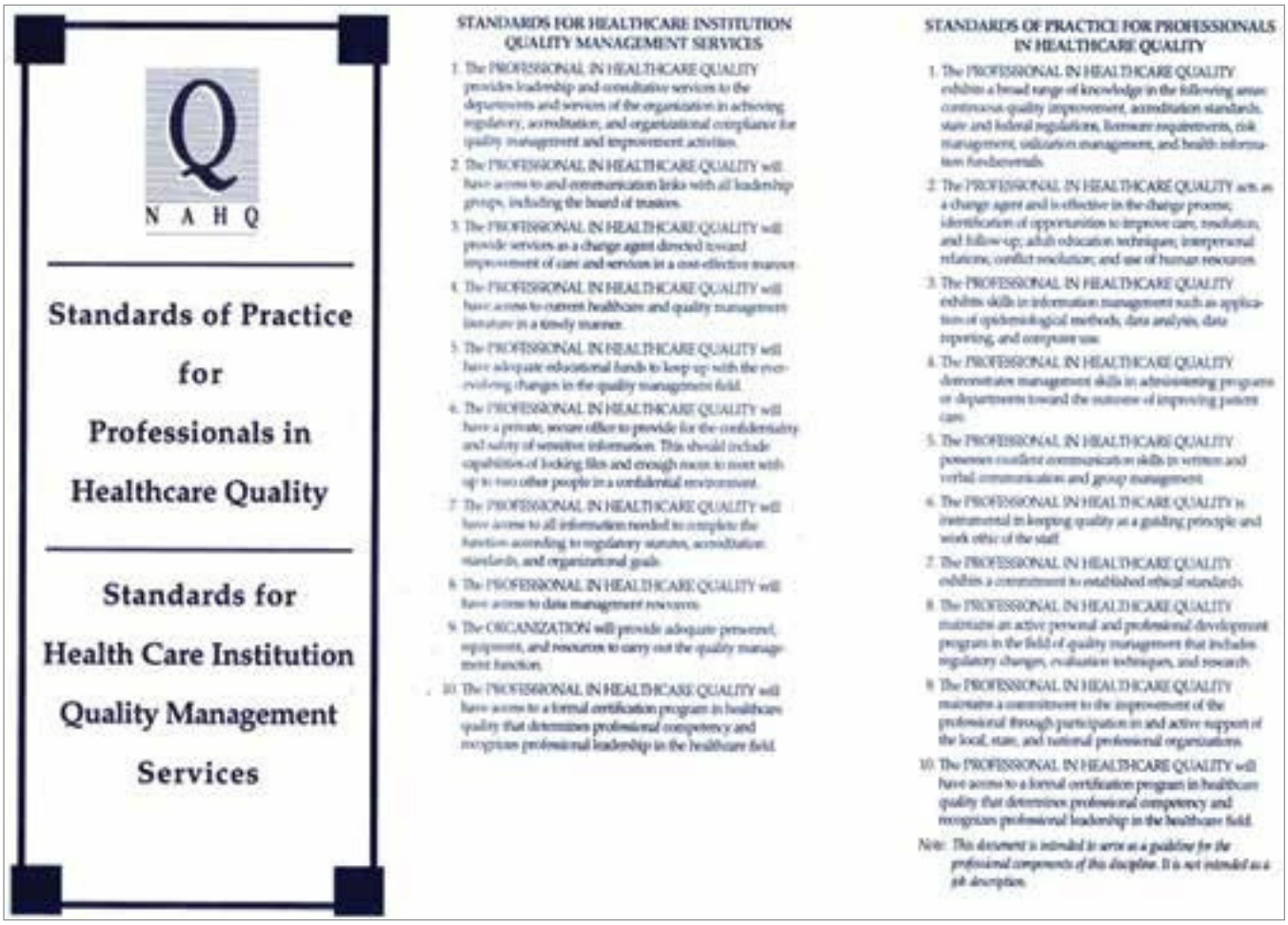
Ms . Glover served for many years on NAQAP committees as member or chair and attended all of NAQAP's annual conferences . When NAQAP had financial problems in its early years, Ms . Glover personally set a sound account- ing procedure for the organization . She served as finance committee chair for several years and was the first NAQAP historian .

Past President Anna Prescott, speaking for the Past Presidents' Council, referred to Ms . Glover as representing the highest standards not only for QA professionals but also for the patients and members of the healthcare field that she came in contact with every day .

Ms . Glover was QA coordinator for St . Luke's Hospital in Cedar Rapids, IA, for 15 years . To commemorate the many contributions of Claire Glover, NAQAP endowed a nursing scholarship in her memory at St . Luke's Health Care Foundation in Cedar Rapids .

Accepting the endowment for St . Luke's Hospital was Myrt Bowers, vice-president of patient care . Accepting the award for Ms . Glover were her husband, Chuck Glover, and son, Dennis .

Appendix B



Q

N A H Q

Standards of Practice for Professionals in Healthcare Quality

Standards for Health Care Institution Quality Management Services

STANDARDS FOR HEALTHCARE INSTITUTION QUALITY MANAGEMENT SERVICES

1. The PROFESSIONAL IN HEALTHCARE QUALITY provides leadership and consultative services to the departments and services of the organization in achieving regulatory, accreditation, and organizational compliance for quality management and improvement activities.
2. The PROFESSIONAL IN HEALTHCARE QUALITY will have access to and communication links with all leadership groups, including the board of trustees.
3. The PROFESSIONAL IN HEALTHCARE QUALITY will provide services as a change agent directed toward improvement of care and services in a cost-effective manner.
4. The PROFESSIONAL IN HEALTHCARE QUALITY will have access to current healthcare and quality management literature in a timely manner.
5. The PROFESSIONAL IN HEALTHCARE QUALITY will have adequate educational funds to keep up with the ever-evolving changes in the quality management field.
6. The PROFESSIONAL IN HEALTHCARE QUALITY will have a private, secure office to provide for the confidentiality and safety of sensitive information. This should include capabilities of locking files and enough room to meet with up to two other people in a confidential environment.
7. The PROFESSIONAL IN HEALTHCARE QUALITY will have access to all information needed to complete the function according to regulatory statutes, accreditation standards, and organizational goals.
8. The PROFESSIONAL IN HEALTHCARE QUALITY will have access to data management resources.
9. The ORGANIZATION will provide adequate personnel, equipment, and resources to carry out the quality management function.
10. The PROFESSIONAL IN HEALTHCARE QUALITY will have access to a formal certification program in healthcare quality that determines professional competency and recognizes professional leadership in the healthcare field.

STANDARDS OF PRACTICE FOR PROFESSIONALS IN HEALTHCARE QUALITY

1. The PROFESSIONAL IN HEALTHCARE QUALITY exhibits a broad range of knowledge in the following areas: continuous quality improvement, accreditation standards, state and federal regulations, licensure requirements, risk management, utilization management, and health information fundamentals.
2. The PROFESSIONAL IN HEALTHCARE QUALITY acts as a change agent and is effective in the change process; identification of opportunities to improve care; resolution; and follow-up; adult education techniques; interpersonal relations; conflict resolution; and use of human resources.
3. The PROFESSIONAL IN HEALTHCARE QUALITY exhibits skills in information management such as application of epidemiological methods, data analysis, data reporting, and computer use.
4. The PROFESSIONAL IN HEALTHCARE QUALITY demonstrates management skills in administering programs or departments toward the outcome of improving patient care.
5. The PROFESSIONAL IN HEALTHCARE QUALITY possesses excellent communication skills in written and verbal communication and group management.
6. The PROFESSIONAL IN HEALTHCARE QUALITY is instrumental in keeping quality as a guiding principle and work ethic of the staff.
7. The PROFESSIONAL IN HEALTHCARE QUALITY exhibits a commitment to established ethical standards.
8. The PROFESSIONAL IN HEALTHCARE QUALITY maintains an active personal and professional development program in the field of quality management that includes regulatory changes, evaluation techniques, and research.
9. The PROFESSIONAL IN HEALTHCARE QUALITY maintains a commitment to the improvement of the professional through participation in and active support of the local, state, and national professional organizations.
10. The PROFESSIONAL IN HEALTHCARE QUALITY will have access to a formal certification program in healthcare quality that determines professional competency and recognizes professional leadership in the healthcare field.

Note: *This document is intended to serve as a guideline for the professional components of this discipline. It is not intended as a job description.*

Appendix C

Luc R. Pelletier Healthcare Quality Award

Luc R . Pelletier, MSN PMHCNS-BC CPHQ FNAHQ FAAN, served as the *Journal for Healthcare Quality's* editor-in-chief from 1998 to 2007 . During that time, the journal experienced unprecedented growth and became the number one benefit of membership in NAHQ. The journal won many awards and offered new columns and special issues of relevance to healthcare quality professionals .

Mr . Pelletier has had a distinguished career as an advanced psychiatric–mental health nurse, having held positions in academic medical centers, managed behavioral healthcare, consulting, and academia . He consistently advocated for excellence in behavioral health practice and has shared his expertise with others through professional organization involvement, teaching, writing, and publishing .

Mr . Pelletier has published widely and has edited three books; two were books for national associations, the American Psychiatric Nurses Association (APNA) and NAHQ . The most recent book, *Q Solutions: Essential Resources for the Healthcare Quality Professional* has been lauded as the go-to resource in healthcare quality . The book, coedited with Christy Beaudin, serves as the core curriculum for healthcare quality professionals . Mr . Pelletier worked diligently with a team of editors to produce the first edition, which included a book, CD-ROM, and website, in 2005 . The second edition, published in 2008, won a 2009 Apex Award of Excellence in the category of one-of-a-kind health and medical publications . In addition to these books, he has published online courses, chapters in books, and articles in peer-reviewed journals .

Mr . Pelletier is a fellow in NAHQ, the American Academy of Nursing, and the American College of Mental Health Administration . A Certified Professional in Healthcare Qual- ity, he is a graduate of Yale University (MSN) and Fairfield University (BSN) . He is board certified in adult psychiat- ric–mental health nursing . He is an administrative liaison at Sharp Mesa Vista Hospital and an adjunct faculty member at National University and has a healthcare consulting practice in San Diego, CA .

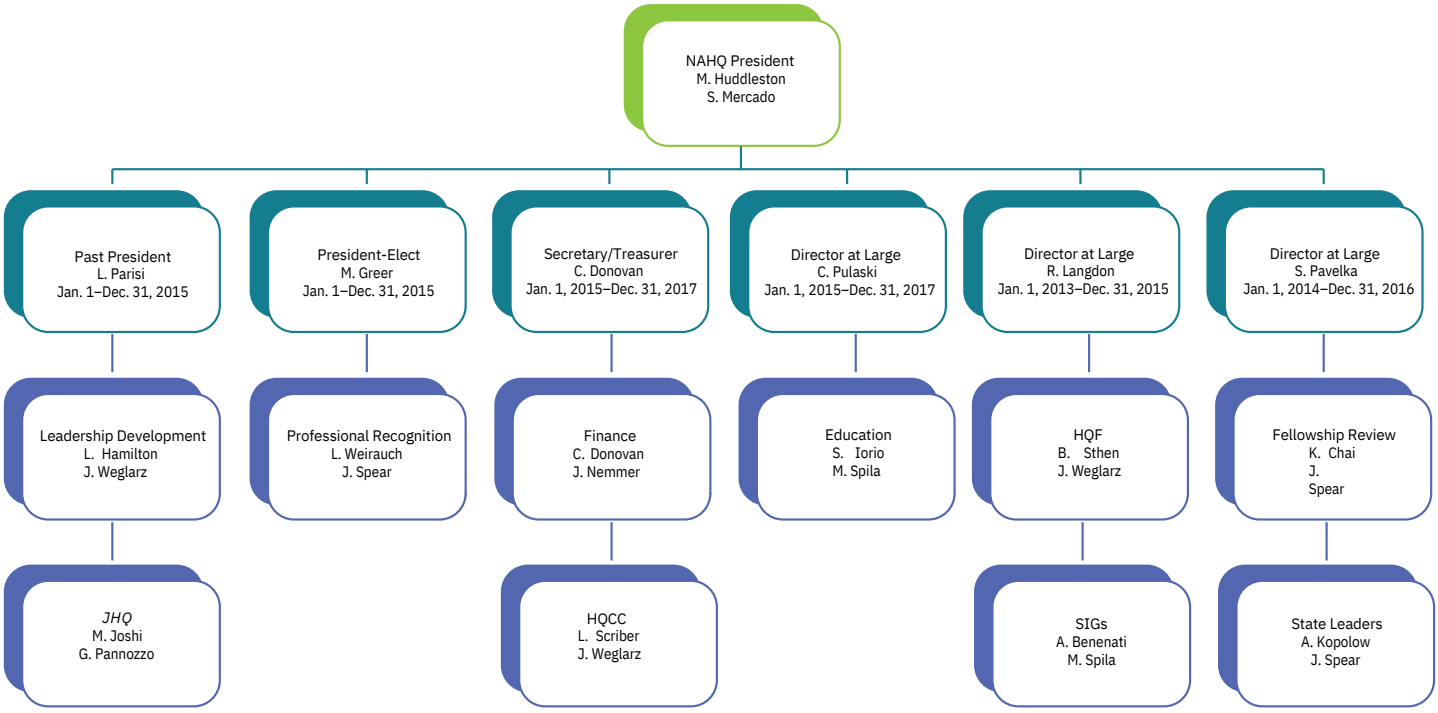
The recipient of the Luc R. Pelletier Healthcare Quality Award will have developed a project, program, or initiative that has improved organization performance and directly affected the quality of healthcare for a defined group of patients or population. The recipient of this prestigious award will recieve a $1,000 grant for NAHQ's annual conference and a personalized plaque.

Appendix D

NAHQ Board Structure

The purpose of this chart is to reflect alignment of the board, team leaders, and staff with strategic goals .

2015 NAHQ Board Organization Chart



Appendix E

Leadership Development

I . Professionalism and Professional Values

A . Consumer Advocacy—Views self as an agent acting on behalf of the best interests of the healthcare consumer; works to address special needs (e .g ., disparities in care, health literacy, patient safety); values and works to understand patient experiences and perspectives; values and supports transparency .

B . Future Focus—Scans the outside environment (local, national, and international) for future trends and innovations; assesses the potential impact of these trends on the organization; thinks generatively; plans for position successors well in advance of need, including attending to other's development needs .

C . Professional Ethics—Values and supports integrity in his or her professional conduct; considers the ethical implications of decisions; acts openly and transparently; develops reputation as trustworthy .

II . Performance Improvement

A . Data Management—Understands how data are generated and how they can be used; ensures that data necessary for internal and external customers (e .g ., data related to accreditation and regulation) are valid, reliable, and available and in a format that the customer understands; demonstrates ability to use and interpret data using appropriate statistical analysis .

B . Analytic Thinking and Knowledge-Based Decision Making—Effectively breaks problems down into parts or steps; recognizes multiple layers of causes and effect; collects appropriate information to make decisions informed by available evidence .

C . Development of a Knowledge-Rich Environment—Supports continuous improvement in the quality of data available to support decision making (e .g ., collection, record keeping, access) using emerging technology and methods .

III . Communication

A . Verbal Communication Skills—Presents effectively to diverse audiences and audience sizes; delivers complex or difficult messages with an understanding of audience knowledge and priorities; can alter approach as necessary to better serve audience needs .

B . Written Communication Skills—Writes clearly and precisely; pays attention to detail, tailors messages to intended audience(s); uses effective techniques of persuasion (recognizes and speaks to audience's goals and needs, backs up arguments with facts or data) .

C . Ability to Listen to and Receive Feedback—Effectively balances speaking and listening; actively listens to others' opinions; shows openness and the ability to "hear" negative feedback; accurately discerns when to listen and when to speak; recognizes nonverbal cues .

D . Emphasis on Educating—Communicates effectively with diverse audiences (e .g ., community, regulators, insurance companies, consumers, professionals and staff, board members) to help them understand quality concepts, including the use of quality data .

IV . Self-Development and Self-Management

A . Management of Personal Limits—Recognizes personal limits in knowledge and abilities and seeks input from other when needed; shows awareness of limits in personal resources (e .g ., time, focus, energy); coordinates work and personal life to prevent one from undermining the other; effectively delegates or redirects work when appropriate .

B . Resilience and Self-Restraint—Addresses conflicts and concerns positively and constructively; demonstrates respect for ideas and opinions with which he or she may personally disagree; manages personal frustrations productively .

C . Lifelong Learning—Continuously assesses skills needed for improved performance and career development; takes personal responsibility for continuously developing his or her skills; actively seeks performance feedback .

V . Organizational Awareness

A . Strategic Planning—Sees and articulates "the big picture" (both present and future); develops realistic and achievable short-term and long-term plans to support organizational goals .

B . Strategic Thinking and Alignment—Regularly views his or her work in the broader context; aligns goals and priorities with current and future organization needs; effectively "manages upward" to advocate for quality; is aware of the importance of systems thinking .

C . Financial Acumen—Understands how the business side of the organization works; makes and supports the "business case" for quality; makes sound short-term and long-term decisions about resource allocation to support organizational goals and profitability .

D . Systems Thinking—Anticipates the ways that changes in one area may affect other areas; integrates key stakeholders into planning; fosters relationships across departments and disciplines that support consumer-centeredness and overcomes "silo" tendencies .

VI . Fostering of Positive Change

A . Ability to Advocate for and Adapt to Change—Challenges and inspires self and others to seek quality goals above and beyond regulatory and accreditation mandates; effectively adapts as needed to meet changing demands and needs .

B . Engagement in Partnerships for Change—Works collaboratively across the healthcare environment; builds alliances with key stakeholders; moves agendas forward using both formal and informal channels .

C . Cultivation of a Quality-Supportive Climate—Supports a climate conducive to the safe and open questioning of process; values and embraces diversity of backgrounds and perspectives .

D . Drive for Results—Enthusiastically pursues improvements; is driven to achieve or exceed goals; adheres to decisions and timelines in the face of resistance and setbacks; sustains improvements over time .

Appendix E continued

Healthcare Quality Professional Leadership Development Model

Copyright © 2009 National Association for Healthcare Quality

Appendix F

Certified Professional in Healthcare Quality

The Quality Assurance Certification Board (QACB) was formed in 1979 to advance the profession of healthcare quality management . The certifying arm of NAHQ, QACB recognized the professional and academic achievements of individuals who participated in this international voluntary certification program with the designation Certified Professional in Quality Assurance (CPQA) .

In 1988, QACB first underwent the rigorous review process to apply for accreditation by the National Commis- sion for Certifying Agencies (NCCA), the accrediting arm of the National Organization for Competency Assurance, in Washington, DC .

In 1992, QACB became the Healthcare Quality Certification Board (HQCB), in accordance with terminology changes in the field . HQCB establishes policies, procedures, and standards for certification and recertification in the field of healthcare quality management . The designation of the credential was also changed . All current certified pro- fessionals and new successful candidates are identified by the designation *Certified Professional in Healthcare Quality* (CPHQ) . Both the original CPQA logo and the current CPHQ logo have been registered with the U .S . Patent and Trademark Office .

HQCB has received a full 5-year accreditation from NCCA on each occasion since 1993 . HQCB believes that accreditation is an important evaluation tool that can assure both the public and employers of the quality, validity, and legal defensibility of the CPHQ credential and attests to the professional commitment of those who achieve this recognition .

Following the 1995 ISQua conference in Israel, the possibility of an international CPHQ exam was explored . In 1998, HQCB completed a comprehensive 3-year research program to define the role of the international quality management professional . In 2000, the first international CPHQ exam was given .

Following an assessment of both the governance and management of the CPHQ program, the HQCB Board voted in late 2010 to consolidate management to provide a seamless product to the NAHQ customer while increasing efficiency and reducing costs .

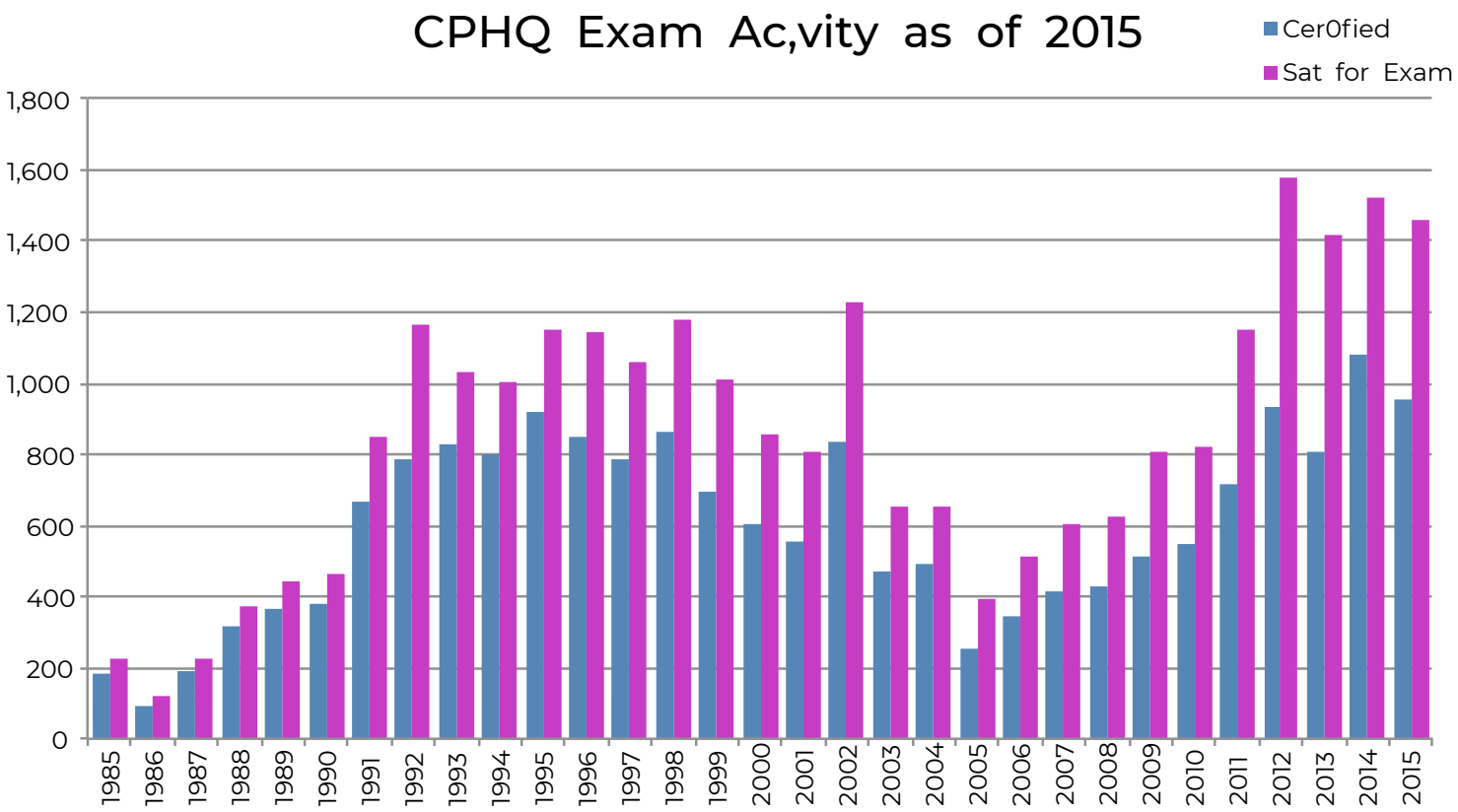
The NAHQ Board also approved a name change recommended by the certification team, now known as the Healthcare Quality Certification Commission (HQCC), which more accurately reflects the team's role in ensuring the autonomy and integrity of the development and administration of the certification exam and recertification program .

In addition to management changes in 2011, strategic planning discussions with a broad group of association leaders identified the need for the CPHQ to remain the essential credential for a healthcare quality professional . The NAHQ Board then reviewed statistics regarding certification and the business environment in which the program operates, which revealed increasing competition, healthcare employer expectations, and demand for specific U .S .–based competencies . Statistics also showed that less than 5% of certificants were from outside the United States .

With these facts in mind, the NAHQ Board determined the need to reintegrate questions relating to U .S . accreditation standards, regulatory requirements, healthcare reform, and other U .S .–specific competencies . This is more cruicial than ever as healthcare quality becomes an important factor related to reform .

The CPHQ program has enjoyed consistent and significant growth and recognition since its inception—from a modest group of 226 adventurous and confident professionals who sat for the first exam in 1984 to more than 1,000 candidates registering for the exam each year . Since its inception, more than 26,494 individuals have taken the exam, with an average overall passing rate of 68% . There are more than 9,080 active CPHQs practicing in the United States and abroad .

Appendix F continued



Appendix G

HEALTHCARE QUALITY FOUNDATION
OF THE NATIONAL ASSOCIATION FOR HEALTHCARE QUALITY

Leadership Development Grant

The NAHQ Past Presidents' Council sponsors this grant, intended to further professional leadership development opportunities . One NAHQ member is selected annually to receive a $1,000 stipend in support of education that enhances professional skills and nurtures leadership potential . The recipient receives mentoring from a past president of NAHQ and must complete a strategic project under the direction of the NAHQ Board of Directors . First available in 2009, the Past Presidents' Leadership Development Grant enhances the diversity of grants offered through HQF and continues the foundation's essential work by providing advancement resources to

*Healthcare Quality Foundation*empower healthcare quality professionals nationw

The Healthcare Quality Education Foundation (HQEF) was established in 1989 by NAHQ to advance professional growth, promote understanding of quality concepts, and enhance existing resources aimed at improving the quality of healthcare in every setting . Janet Brown was the first chair of the foundation . In 1992, the first Educational Institute for Healthcare Quality Management was held in Chapel Hill, NC; Seattle, WA; and Evanston, IL; with Frank Appel as faculty co-ordinator . In 1998, the name of the foundation was changed to Healthcare Quality Foundation (HQF) .

Since its inception, the foundation has offered indispensable professional development resources to all NAHQ members—established quality professionals, hopeful CPHQ certificants, and the healthcare quality leaders of tomorrow . HQF is committed to providing vital education resources for healthcare quality professionals from every specialty by offering grants that facilitate professional development opportunities for individuals and state-produced programs .

depending on changes in scope .

State Educational Grant

The HQF State Educational Grant awards financial assistance to NAHQ-affiliated state organizations to assist them in securing a speaker for a meeting . The grant is a one-time stipend of $1,500 to cover speaker honorarium and travel expenses . Submissions are received in two yearly cycles .

Janet A. Brown New Quality Professional Grant

The HQF New Quality Professional Grant, renamed in 2012, is awarded to a NAHQ member who has been in the healthcare quality field less than 2 years and is not yet a CPHQ . The grant of $1,000 can be used for travel and registration expenses for attendance at either a NAHQ CPHQ Review Course or the annual conference . One grant recipient is chosen annually .

Career Development Grant

In 2001, HQF launched the Quality Professional Grant and Career Development Grant . In 2008, HQF joined with the Past Presidents' Council of NAHQ to further the association's leadership development opportunities .

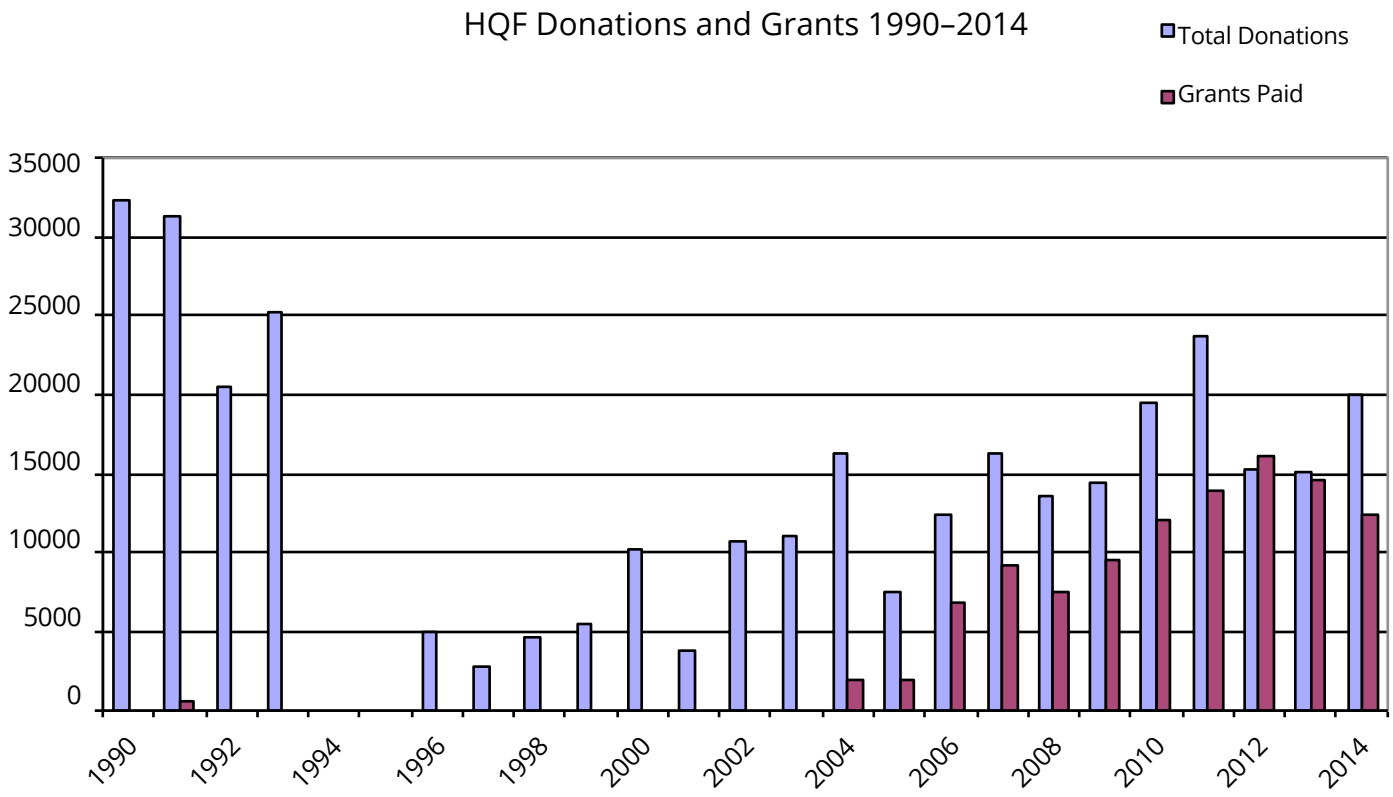
In 2015, HQF awarded more than $13,000 in grants, assisting in NAHQ's efforts to increase access to education and certification . Fifteen individuals received grants to attend educational programs or take the CPHQ certification exam, while five NAHQ affiliates earned state grants to use to host a state education program .

The total number of awards and amount of each award is determined annually by the HQF Team .

Certification Grant

The HQF Certification Grant awards financial assistance to healthcare quality professionals who have not yet attained the CPHQ credential by paying their exam fee .

Appendix G continued



Note: HQF donations in the 1990s included money from corporate sponsors that is now included in NAHQ conference revenue .