

National Association for Healthcare Quality®

2022 Annual Report

Living into
our potential.
Leaning into
our future.

Living into our potential

Emmett T. Ervin, DHA, MPA, CPHQ
2022 President
NAHQ Board of Directors

In 2022, those of us working in healthcare quality demonstrated a renewed sense of purpose and significance as we emerged from the pandemic. Although healthcare organizations continue to grapple with economic and workforce issues, there is an increasing appreciation of the leadership that people working in healthcare quality provide in advancing patient care and organizational goals. We have reached a tipping point. People working in healthcare quality and the competencies we bring to our work are increasingly recognized by the healthcare community as essential to the future of healthcare.

Increased engagement with NAHQ is perhaps the most significant indicator that we are on the right path to achieving our vision. For example, the number of professionals who hold the CPHQ nearly reached 15,000 by year-end. NAHQ Next registration doubled with over 5,000 individuals participating. In addition, the Healthcare Quality Week microsite saw almost 24,000 visits. And while individual professional participation is significantly higher than it has been in NAHQ's history, we can also credit organizational engagement through Workforce Accelerator, the release of NAHQ's second Healthcare Quality and Safety Workforce Report, and increased media presence as contributing to the rise of NAHQ in 2022.

But for me, the most significant indicator in 2022 that we are living into our potential was my interactions with our members. Interviewing members from across the continuum of care for my monthly column, I appreciated the diverse backgrounds and experiences our members brought to their healthcare quality work. As I interact with members through social media, I am impressed by their passion for quality and their commitment to encouraging others to join NAHQ, earn their CPHQ, and become champions for healthcare quality. Visiting colleagues, I am always impressed when I see the Healthcare Quality Competency Framework wheel in the middle of their desks. It tells me they are partnering with NAHQ every day to advance themselves and their organizations.

When I earned my CPHQ years ago, my professional horizons broadened. I am passionate about wanting the same for everyone who works in healthcare quality. With the opportunities for growth and development and a role to play in healthcare leadership at the highest levels, healthcare quality is an exciting and rewarding profession. And today, NAHQ is telling the world.



Emmett T. Ervin, DHA, MPA, CPHQ



“...there is an increasing appreciation of the leadership that people working in healthcare quality provide...”

Leaning into our future

Stephanie Mercado, CAE, CPHQ
Chief Executive Officer/Executive Director

For nearly a decade, NAHQ has been on a quest to ensure that healthcare quality competencies are recognized and valued as essential to quality, safety, equity, and value. Through research, education, and assessment we are achieving this vision. We are now not only the trusted resource for the professional development of those working in healthcare quality, but also for healthcare organizations working to advance workforce readiness for quality and safety. Today, when the healthcare market thinks of a coordinated, competent healthcare quality workforce, they think NAHQ.

In 2022, we released our second Healthcare Quality and Safety Workforce Report. This report reflects our research providing an evidence-based understanding of the relative strengths and weaknesses of the quality and safety work being performed by people working in healthcare. We concluded that setting quality goals is not enough. Organizations must also commit to preparing individuals and teams to achieve these goals. In the report, we call on healthcare leaders to:

- Expand and act upon quality in the broadest context, incorporating all eight domains of quality and safety included in NAHQ's Healthcare Quality Competency Framework.
- Develop a proactive, clear staffing plan that articulates who is responsible for which quality and safety work at what level.
- Create a workforce development program that supports competency and skill development of your quality staff.

In addition, we recommended that:

- Regulatory, accreditation, and rating organizations should add new structural standards for supporting the quality and safety workforce to guarantee support systems are in place to achieve and sustain quality goals.
- People working in quality should take responsibility for advancing the domain of professional engagement and build competencies in areas most relevant to achieving career and employer goals.

As we lean into the future and continue to do what we do, we are investing in the development of use cases to demonstrate quality in action. We are working to prove the impact that a coordinated, competent healthcare quality workforce can make even in the face of the environmental pressures healthcare systems are facing. Quality, as both a process and an outcome, has the potential to transform healthcare across the continuum into a system that is accessible, equitable, and sustainable.

NAHQ is here to lead the way.



Stephanie Mercado, CAE, CPHQ
Chief Executive Officer/Executive Director



“...when the healthcare market thinks of a coordinated, competent healthcare quality workforce, they think NAHQ.”

2022 Board of Directors



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Transforming into a force for quality

In 2021, CEO Stephanie Mercado and the NAHQ board of directors created a strategic framework and supporting governance structure designed to improve NAHQ's focus in the areas in which it can make the greatest impact and increase capacity to expand and create programs and services. Organizational, Individual, Intelligence, International, Academic and Advocacy are the pillars of this framework each supported by a strategic advisory council.

In 2022, the strategic advisory councils began to meet as plans were put into action to empower healthcare organizations, elevate those individuals who work in healthcare quality, contribute new knowledge to the discipline of healthcare quality, extend global impact, and partner with academic organizations. In collaboration with the strategic advisory councils, NAHQ staff worked to execute 2022 plans expanding its impact through affiliation, research, products and services while continuing to build awareness.

Core Strategies – Building a qualified & competent workforce

Organizational

Point of Arrival: NAHQ is the trusted resource for healthcare quality competencies, training, and certifications for organizations.

With the goal of supporting healthcare organizations to achieve success by building a coordinated and competent healthcare quality workforce, NAHQ increased its capacity to meet demand for its Organizational Workforce Solutions. The Organizational Workforce Solutions team increased from three staff in 2021 to nine in 2022. Continued development of Workforce Accelerator remains a priority as NAHQ gains insights and experience working with health systems such as Bon Secours Mercy Health, Veterans Health Administration, Kaiser Permanente, and Valley Medical Center, among others.

In addition, NAHQ's Organization Training Solutions continued to provide healthcare quality training and education through easy-to-access team training. Training programs provide foundation learning through HQ Concepts as well as developing proficiency through CPHQ preparation and certification.

Individual

Point of Arrival: NAHQ is the professional home and the trusted resource for healthcare quality competencies, training, and certifications for individuals.

While NAHQ works to build capacity to support organizations, we remain committed to advancing the total value proposition for individuals working in healthcare quality. In 2022, the Individual Workforce Solutions team, supported by NAHQ's individual strategic advisory council and a team of subject matter experts focused attention on updating the CPHQ content outline which was released in September 2022. The item writing work group and test development team worked throughout the year to develop exam forms aligning with the new content outline. At the same time, the CPHQ Prep portfolio was updated for launch in January 2023 to support the new exam scheduled for release in March 2023.

Intelligence

Point of Arrival: NAHQ's research and insights are recognized by a variety of stakeholders as the trusted resources on workforce competencies for quality.

NAHQ Intelligence published its Healthcare Quality and Safety Workforce Development Report: New Imperatives for Quality and Safety Mean New Imperatives for Workforce Development in September. The research supporting the report found that quality has been too narrowly focused on regulatory and compliance and improvement. Therefore, the workforce needs to expand the level and type of work being done in quality and safety to ensure readiness for the healthcare challenges in today's environment. With the NAHQ Healthcare Quality Competency Framework's eight domains representing all the competencies that must be present in a high-functioning quality organization, missing any one component will leave bases uncovered. The data shows that the workforce is focused on three competencies, but a stronger focus on all eight is needed now. The report was well-received by the healthcare media resulting in 41 articles and 4,000 downloads by year-end.

International

Point of Arrival: Healthcare leaders and professionals around the globe look to NAHQ as the professional standard setter and source of healthcare quality competencies.

While NAHQ continues to organically grow the number of CPHQ's located outside of the United States, in 2022 plans were put in place to develop an Authorized Training Organization (ATO) to create targeted growth in specific regions of the globe. The ATO will increase NAHQ's reach and capacity initially in the Middle East. The new ATO program will be launched as a proof of concept in 2023.

Academic

Point of Arrival: Standard curriculum based on NAHQ's competencies is recognized and valued in the higher education marketplace.

NAHQ is proud to work with universities and programs that have integrated the Healthcare Quality Competency Framework and other NAHQ educational tools into their curricula.

These organizations include:

- The George Washington University, Master of Science in Nursing Leadership & Management
- Georgetown University, Executive Master's in Clinical Quality, Safety & Leadership
- Herzing University, Master of Science in Healthcare Administration
- Hesston College, Bachelor of Science in Nursing
- The University of North Texas Health Science Center at Fort Worth, Master of Healthcare Administration
- Texas Tech University, Health Organization Management Program, Doctor of Medicine/ Master of Business Administration (MD/MBA) in Health Organization Management and Doctor of Pharmacy/Master of Business Administration (PharmD/MBA) in Health Organization Management
- Western Governors University, Master of Science in Nursing Leadership & Management

NAHQ is collaborating with a growing number of higher education organizations that recognize the CPHQ designation for credit or incorporate NAHQ's quality content in their master's programs. In addition, many of these programs provide tuition discounts for NAHQ members.

- The George Washington University School of Medicine & Health Sciences, Master of Science in Health Sciences in Healthcare Quality and Graduate Certificate in Healthcare Quality
- Georgetown University, Executive Master's in Clinical Quality, Safety & Leadership

- Jacksonville University, Master of Science in Healthcare Quality and Safety
- Jefferson College of Population Health, Master of Science in Healthcare Quality and Safety
- Northwestern University, Master of Science in Healthcare Quality and Patient Safety
- The University of Alabama at Birmingham, Master of Science in Healthcare Quality and Safety
- Western Governors University, Master of Health Leadership

Advocacy

Point of Arrival: State and federal agencies see NAHQ as a partner understanding the connection between developing the healthcare quality workforce and achieving healthcare quality goals.

In its 2022 Workforce Report, NAHQ makes the recommendation that—in order to advance quality and safety effectively and efficiently—healthcare regulatory, accreditation and rating agencies should embrace the Healthcare Quality Competency Framework.

Our recommendation for mandatory and voluntary regulatory, accrediting organizations and rating organizations is to:

- Consider the impact on the workforce and leaders when adding more requirements. Presently, the healthcare system is unprepared to meet new quality and safety goals and is still struggling to achieve legacy quality aims.
- Prioritize structural measures of quality, including emphasizing foundational elements required for success in advancing quality and safety goals. An unsupported workforce is a rate-limiting factor to achieving rightfully ambitious goals set by these organizations.
- Update standards to reflect support for a coordinated and competent, healthcare quality workforce, such as: requirements to demonstrate intentional staffing structures; employer support of quality and safety competency development; ethics training; and reward organizations that require certifications for certain quality and safety positions.
- Budget and make resources available within relevant agencies to fund healthcare organizations' workforce development activities to advance quality and safety goals. The bar for quality and safety must be raised, but support for workforce development with competency-based training and skilling must go hand-in-hand with new mandates.

Governance

In 2021, the NAHQ board of directors approved a new governance structure designed to improve NAHQ's focus in the areas in which it can make the greatest impact and increase capacity to expand and create programs and services. This structure was activated in 2022 when the board of directors and the strategic advisory councils met in person in August for the first time. The group explored the challenges faced by individuals working in healthcare quality and healthcare organizations and how NAHQ can support their success. The councils also received an orientation to the new strategic framework and the role they will play in bringing it to fruition. Individual councils then met with their staff liaisons to provide input into planning.

Growth and Advancement

The first full year implementing the new strategic framework yielded a 15% growth in total revenues for NAHQ. In a difficult economy, those working in healthcare quality and healthcare organizations continued to invest in their success with NAHQ. The following are some of the ways individuals and organizations are engaging with NAHQ.

Membership

Over the past several years, NAHQ has been innovating to meet the needs of healthcare organizations that are seeking to exceed quality standards. Our brand awareness and membership continue to grow as reflected by the growth in overall membership year over year.

As a result of this innovation and growth we are living into our mission and bringing more people who work in healthcare quality into the NAHQ fold.

CPHQ

As the only quality certification accredited by the National Commission for Certifying Agencies, CPHQ continues to be recognized as the gold standard in healthcare quality credentials across the globe. While NAHQ upholds this standard with the release of the new CPHQ exam content outline in 2023, the number of individuals who achieved their CPHQ in 2022 grew by 12% in the United States and 6% internationally.

NAHQ Education

2022 was a period of investment and development in NAHQ education. NAHQ designed new educational products and, to support the release of the new CPHQ exam content outline in 2023, related CPHQ Prep materials were updated in 2022. Among the updates was the expanded fifth edition of the essential education resource HQ Solutions™, which was planned to be published in 2023.

Professional Assessment

The NAHQ Professional Assessment offers healthcare quality professionals a way to develop their careers by utilizing NAHQ's Healthcare Quality Competency Framework. The Professional Assessment not only empowers individuals to better articulate their focus areas and goals, it is also a key component of CPHQ certification maintenance. In addition, through Workforce Accelerator, the Professional Assessment supports healthcare organizations in assessing and upskilling their workforce. In 2022, 1,145 individuals engaged in the Professional Assessment. This represents a 254% increase over 2021.

Workforce Accelerator

Since its inception in 2020, Workforce Accelerator has focused on improving healthcare competencies among quality stakeholders of healthcare organizations through a multi-phased approach to assess, plan, and upscale their quality workforces. In 2022, NAHQ moved beyond its beta implementations and expanded the number of healthcare organizations engaged in Workforce Accelerator as early adopters. The number of facilities participating in Workforce Accelerator in 2022 increased by 350% over 2021, reaching more than 615 people who work in healthcare quality.

Benchmarking

Launched in 2021, NAHQ's Quality and Safety Benchmarking program provides meaningful data to support improved decision-making by U.S. hospitals and health systems in healthcare quality resourcing. This proven approach was designed in collaboration with national quality leaders. In its second year, the benchmarking program expanded to include: Banner, CHRISTUS, MaineHealth, Trinity, and University of California Irvine.

NAHQ Next

NAHQ Next continues to grow as the premier education conference for healthcare quality. Held exclusively online since the pandemic, the number of conference participants grew in 2022 by more than 120%. Held on September 12-14, NAHQ Next 2022 provided participants with a variety of sessions that featured a wide range of topics covering the domains of the Healthcare Quality Competency Framework.

Healthcare Quality Week

National Healthcare Quality Week is observed on the third week of October each year. From October 16-22, 2022, NAHQ celebrated the profession and worked to raise awareness of the positive impact those who work in healthcare quality make in their organizations and communities. Providing healthcare organizations with a planning guide in advance of Healthcare Quality Week, NAHQ was able to coordinate participation, drawing almost 24,000 visits to NAHQ's Healthcare Quality Week microsite.

NAHQ[®] 2022

by the numbers

membership



Total number of members
at the end of 2022

8,715

certification

Total number of CPHQs at
the end of 2022

14,268

Percentage increase
over 2021

6%

Total # of exams
administered

IN THE USA
3,373

Total # of exams
administered

OUTSIDE THE USA
1,865

education

Total number of attendees
at NAHQ Next 2022

4,871

Percentage increase
over 2021

145%

financials

NAHQ made a substantial investment in its Workforce Accelerator in 2022, which is expected to have a significant ROI over time. This important advancement to realizing our mission to prepare a coordinated, competent workforce to lead & advance healthcare quality across the continuum of care resulted in the planned deficit outlined here:

Total Revenue: \$9,628,165

Total Expense: \$11,088,287

Decrease in Net Assets: (\$1,460,122)

Looking forward in 2023

Advancing the Discipline

Moving into 2023, NAHQ is advancing people working in healthcare quality by spreading the word about the importance of a coordinated, competent workforce and the need to invest in skilling and reskilling to leaders across the industry via national committees, publications, and conferences.

Some of the ways NAHQ is sharing its expertise on quality and safety in 2023 include:

- Interviews with Modern Healthcare, USA Today, Chief Executive, HealthLeaders, McKnight's Long-Term Care News, and Omnia Health Magazine, among others
- Speaking engagements scheduled with the American College of Healthcare Executives' 2023 Congress on Healthcare Leadership, the 2023 CMS Quality Conference, the 10th Annual World Patient Safety, Science & Technology Summit, a keynote address at the thINc 360 Healthcare Innovation Congress, and the opening plenary/Ralph G. Brindis keynote for the 2023 Quality Summit of the American College of Cardiology
- Participation in the technical expert panel for the Patient Safety Structural Measure that Yale New Haven Health Services Corporation/Center for Outcomes Research and Evaluation (CORE) is currently developing with the U.S. Centers for Medicare & Medicaid Services

Organizational Membership Subscriptions

As a growing number of healthcare leaders understand the importance of aligning their workforce's knowledge and skills to a framework, they recognize the value in NAHQ's industry-standard Healthcare Quality Competency Framework.

In early 2023, NAHQ's Organizational Membership Subscriptions was launched to provide healthcare quality teams with access to content aligned to the NAHQ framework. With a common toolset and vocabulary, the healthcare workforce will help organizations shift the paradigm from quality compliance to excellence.

Benefits of the new subscriptions include:

- Access to NAHQ domain collections, curated educational content specific to the framework domains
- Access to learning lab webinars
- Access to the HQ Principles on-demand course
- Registration to NAHQ Next
- Exclusive discounts on CPHQ Prep, the CPHQ exam and recertification

CPHQ

NAHQ will update its exam content outline and its prep products in 2023, including the launch of the fifth edition of HQ Solutions, an important educational resource offering the theoretical and practical basis for safe, reliable, cost-effective care, including the use of state-of-the-art tools for measuring, monitoring, selecting, and managing data.

NAHQ Education

NAHQ is working to expand its product portfolio and build and launch new competency-based micro-credentials in 2023.

NAHQ Next 2023

Each year NAHQ Next features a premier roster of high-caliber, credentialed and visionary speakers who bring hard-hitting, assumptions-challenging messages on the state of healthcare and its future.

NAHQ Next 2023 will be a virtual-only event held September 11-13.