

IEHSS MIDYEAR FY23 REPORT

July - December 2022

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IEHSS PROGRAMS

- Cystic Fibrosis Lung Transplant Transition Regional Dissemination Network (CF LTT RDN)
- Virtual Improvement Program - Fundamentals (VIP-F)
- Relational Dimensions of Improvement and Change (RC)
- Team Coaching Program (TCP)
- Team Communication and Relationships Program (TCRP)

MESSAGE FROM DR. MARJORIE GODFREY



We are in our third year at the College of Health and Human Services, University of New Hampshire. We continue to strive to achieve our vision of partnering with complex health and social systems to help populations live a good life in a good place through enhancing and developing individual, student and team capabilities for research, practice, improvement and innovation locally, regionally, nationally and internationally. We are proud of our partnerships with international organizations including a first time international Cystic Fibrosis improvement collaborative that included Turkey, Argentina and Chile. These countries report increased healthcare team dynamics, more organized and disciplined improvement efforts and results all while learning the programs in English.

The eight-month hybrid Team Coaching Program in Saudi Arabia concluded in December 2022 and provided experiences that reinforced clinical microsystem principles and improvement, significance of culture and the importance of clearly defined operational structures and leadership.

The clinical microsystem theory, which IEHSS is grounded in has been emphasized through revisiting the complex multilevel health care systems framework. To help busy frontline interprofessional health care teams, the Team Coaching Model has been updated to include a phase called the “work before the work-WBW” which ensures clarity in engagement with health systems and leaders. These activities are inconsistently addressed, and by adding the WBW phase to the team coaching model, we can regularly emphasize the importance of seeking clarity in engagements with organizations and leaders.

We continue to teach and provide real-life experiences and case studies to graduate and DNP nursing students in the Department of Nursing. We’ve partnered with UNH professors beyond CHHS to support language translation and cultural understanding in the practice settings we work in. Dr. Robert McGrath and his honor student have joined us to explore resilience and wellbeing in the workforce, which will lead to a national presentation in February 2023. The Survey Center at the UNH, UNH Innovation, UNH Continuing Education, the UNH Destiny One team, and the Browne Center have supported multiple IEHSS programs.

Our operating budget is solid with over 20 years of sponsorship from the Cystic Fibrosis Foundation, service contracts and our core programs promoting improving clinical microsystems, team dynamics, communication, relationships and outcomes.

Our team is undergoing some position changes due to career changes which is challenging to our team as we strive to exceed expectations in all of our commitments.

The second half of FY23 will close with scholarly presentations, publications, new programs, a new and improved website and the release of Quality by Design, 2nd Edition.

Marjorie M. Godfrey, PhD, MS, BSN, FAAN
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MISSION, VISION AND VALUES

Vision

Partnering with complex health and social systems to help populations live a good life in a good place

Mission

Enhancing and developing individual, student and team capabilities for research, practice, improvement and innovation

Approach

At IEHSS we...

- Offer core programs (Team Coaching Program, Team Communication and Relationships Program, Relational Dimensions of Improvement and Change and Resilience and Wellbeing Program) and customized programs
- Prepare interprofessional learners to be the future workforce through educational, leadership and team coaching programs that leverage applied and deliberate learning between practice and research
- Develop meaningful relationships with health care providers, patients, their families, and communities
- Meet systems, teams, patients, their families, learners and communities where they are with customized programs that acknowledge their experiences and unique contexts
- Use action research to explore models of leadership development and team coaching that enable problem-solving, sustainable improvement based in science, and experiential learning
- Develop national and international Learning Health System networks to connect leading thinkers and doers

Values

Improving and disseminating new knowledge widely so others may easily benefit

Evaluating our work and rapidly incorporating new learning

Excellent customer service provided to exceed expectations

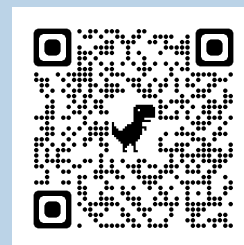
Honoring the unique contexts and needs of those we work with

Seeking equity and collaboration in health and social systems to co-design and improve population health

Seeking to advance knowledge of continuous sustainable improvement with interprofessional populations across all levels of health and social systems



clinicalmicrosystem.org
New website coming
April 2023!



MIDYEAR HIGHLIGHTS

Updated Team Coaching Model

The three-phase Team Coaching Model has been updated to include the Work before the Work “WBW” phase. The WBW is when we begin to learn about the organization, leaders and teams and start building our relationships by clarifying goals and expectations.

Micro-Credential Badging

The Team Coaching Program now offers micro-credentials in the form of digital badges through UNH. A digital badge is an electronic representation of a skill, achievement or experience and highly recommended by professional organizations to award to individuals. Badges can be shared through social media, ZipRecruiter, email, websites and more. In the coming year, IEHSS will submit applications for badges for the rest of the IEHSS programs.

Team Coaching Model		
Work before the Work “WBW”		
Creating the Conditions for Success		
The phase before the Pre-Phase to clarify the request for help and engagement of the team coach, identify sponsor leadership and improvement team, ensure “time” for improvement work, resources, and discussions about organization strategic goals and experience.		
Pre-Phase Getting Ready “Meeting them where they are” <ul style="list-style-type: none"> • Establish leader relationship • Expectations <ul style="list-style-type: none"> ◦ Clarity of aim ◦ Leadership and team discussions about roles and logistics • Context <ul style="list-style-type: none"> ◦ Review of past improvement efforts and lessons learned - tools used ◦ Preliminary system review - Micro/Meso/Macro • Site visit • Resources (data) • Logistics (Time) 	Action Phase Art and Science of Coaching <ul style="list-style-type: none"> • Relationships <ul style="list-style-type: none"> ◦ Helping ◦ Keep on Track • Communication <ul style="list-style-type: none"> ◦ Virtual ◦ Face-to-face ◦ Available and accessible ◦ Timely • Encouragement • Clarifying <ul style="list-style-type: none"> ◦ Improvement knowledge ◦ Expectations • Feedback • Reframing <ul style="list-style-type: none"> ◦ Different perspectives ◦ Possibility ◦ Group dynamics - new skills • Improvement technical skills <ul style="list-style-type: none"> ◦ Teaching 	Transition Phase Reflect, Celebrate, and Renew <ul style="list-style-type: none"> • Reflect on improvement journey <ul style="list-style-type: none"> ◦ What to keep doing or not do again ◦ Review measured results and gains ◦ Plan how to sustain improvement ◦ Assess team capability and coaching needs, and create coaching transition plan • Celebrate! • Renew and re-energize for next improvement focus • Evaluate coaching
<small>Bolded items based in research</small>		
<small>Godfrey, MM (2013 - rev. 2019, 2022)</small>		

Jönköping Academy at Jönköping University MOU

A Memorandum of Understanding (MOU) has been agreed to with long time partners in Sweden. The agreement will establish a long term strategic and collaborative relationship with a focus on scholarly activities, interactive research and promotion of excellence in health and social systems for graduate and doctoral degrees in nursing and other health professional programs. <https://ju.se/en>

Completion of Virtual Improvement Program - Fundamentals 7 (VIP-F7) Program (USA, South America, Turkey) November 2021-November 2022

The Cystic Fibrosis Virtual Improvement Program (VIP-F7) culminated at the North American Cystic Fibrosis Conference in November. 65 participants and guests attended the informative poster session to share and disseminate their achievements. The VIP-F7 had the first-ever group of CF care health interprofessionals from Turkey and South America joining the VIP-F program. Dr. Clara Castro-Ponce, UNH Lecturer in Spanish, supported the program by translating key documents for participants.

MIDYEAR HIGHLIGHTS CONTINUED

Team Coaching Program in Saudi Arabia

January - December 2022

16 participants completed this customized program in Saudi Arabia. Dr. Islam, UNH Lecturer in Arabic Languages, Literatures and Cultures, supported the program by translating key documents for participants into Arabic and advising the IEHSS team on culture and problem-solving during the engagement.

Cystic Fibrosis Lung Transplant Transition Regional Dissemination Network (CF LTT RDN) Focus Groups

The CF LTT RDN is a national program operating in its fifth year. Critical knowledge about the program is being gathered and evaluated using mixed methods.

Six focus groups were conducted at the June 2022 Cystic Fibrosis Lung Transplant Transition Regional Dissemination Network (CF LTT RDN) National Summit. The data were analyzed using MAXQDA during the first part of FY23. The focus groups included team coaches, leaders and team members, with 53 participants. The aim was to understand: relationships, partnerships and networks within the CF LTT RDN, achievements, successes and challenges and sustaining improvement in the CF LTT RDN.

The results showed that the most important topics were 1) benefits for patients and families and benefits for staff and 2) relationships, partners and networks. The most challenging topics were time to continue and maintain relationships and improvements, initiative activities or interventions and adaptations in response to contextual factors (e.g. COVID-19, staffing.) The focus group findings suggest that sustainability is related to motivation, the role of leadership, the importance of trust and respect, the impact of COVID-19 and time.

Further analysis of the data, a new virtual focus group with patients and families, and semi-structured interviews with CF LTT sites who chose not to participate in or drop out of the RDN in the past five years will provide additional perspectives to inform the continuation and dissemination of this important, novel, longitudinal improvement collaborative. Publications of generalizable findings will be beneficial to healthcare.

MILESTONES

July
1

RCC Transition

Administration of the Relational Coordination Collaborative (RCC) transitioned from UNH to Brandeis University under the leadership of Professor Jody Hoffer Gittel. IEHSS continues to partner with RCC in its new home to support our partners and program participants with resources and updates on relational coordination in research and practice.

relationalcoordination.org

Aug.
20

New Publication

Bartels, S. J., Aschbrenner, K. A., Pratt, S. I., Zubkoff, L., Jue, K., Williams, G., **Godfrey, M. M.**, Cohen, M. J., Banerjee, S., Xie, H., Wolfe, R., Naslund, J. A., & Bond, G. R. (2022). Virtual Learning Collaborative Compared to Technical Assistance as a Strategy for Implementing Health Promotion in Routine Mental Health Settings: A Hybrid Type 3 Cluster Randomized Trial. *Administration and policy in mental health*, 49(6), 1031–1046.

<https://doi.org/10.1007/s10488-022-01215-0>

Aug.
29

Nursing 953

Fall 2022 Nursing 953: Promoting Quality Management Course with lead faculty Dr. Marjorie Godfrey and supporting faculty Coua Early, Randy Messier and Tanya Allain. 28 graduate students completed the program with an in-person poster session sharing and comparing improvement efforts in their assigned clinical settings.

Sept.
6

QI Place Launch

"The QI Place" is offered to teams participating in the Cystic Fibrosis Lung Transplant Transition Regional Dissemination Network (CF LTT RDN). The aim is to provide a series of Quality Improvement (QI) topics from technical, socio-cultural, communication and other topics to support continuous improvement in the workplace in a "just in time" format for busy interprofessional care professionals.

Sept.
7

Team Coaching Program Launch

Launch of the Fall 2022 Team Coaching Program (TCP) with nine participants from 7 organizations, 6 states (Alabama, Illinois, New Mexico, North Carolina, Vermont, Virginia) and 2 countries (Argentina and USA.) The Program is intensive, dynamic, and highly interactive.

Sept.
8

Relational Dimensions of Improvement and Change Program Launch

Launch of the Fall 2022 the Program with eleven participants from 6 organizations, 3 states (Kansas, Nebraska, Virginia) and 3 countries (Sweden, UK, USA.)

Oct.
3

TCP In-Person at UNH

IEHSS hosted its first in-person session at UNH for the Team Coaching Program, after several years of a 100% virtual program due to COVID-19. Participants from 7 organizations, 6 states (Alabama, Illinois, New Mexico, North Carolina, Vermont, Virginia) and 2 countries (Argentina and USA) for four days were able to learn and practice the Team Coaching Model in their own healthcare setting.

MILESTONES CONTINUED

Oct.
17

Nursing 973

Fall 2022 Nursing 973: Quality and Safety with faculty Dr. Marjorie Godfrey. The course started with 7 DNP students and 2 drops resulted in 5 completing the intensive course.

Oct.
31

NCQA Sponsorship

IEHSS had a presence at the National Committee for Quality Assurance (NCQA) Health Innovation Summit in Washington, D.C., sharing programs with participants in their conference materials. Randy Messier, IEHSS Director of Team Coaching and NCQA Patient-Centered Medical Home Content Expert, represented IEHSS and shared program information.

Nov.

1

CF Coach Retreat

Cystic Fibrosis Quality Improvement Team Coaches (n=15) who coach interprofessional teams within the Cystic Fibrosis Lung Transplant Transition Regional Dissemination Network (CF LTT RDN) and Cystic Fibrosis Virtual Improvement Program - Fundamentals (VIP-F) were able to network and add to their team coaching knowledge and skills at the NACFC in November 2022. In partnership with the UNH Browne Center, the retreat offered sessions on "Building on Strengths," Essentialism and Team Coaching updates.

Nov.

2

NACFC Poster Reception

Participants from CF LTT RDN and VIP-F7 gathered to share their quality improvement work in advance of the North American Cystic Fibrosis Conference in Philadelphia. The session provided important opportunities for 1) networking and 2) dissemination. Over 100 program participants attended. For VIP-F7 participants, the session represented the culmination of the year-long program and celebration with Cystic Fibrosis Foundation leaders Bruce Marshall, MD, Al Farro, MD and Kathy Sabadosa, MPH.

Nov.

24

Saudi Arabia Team Coaching Program Ends

16 participants completed this customized program in Saudi Arabia. The program included five learning sessions, including one multi-day session in Saudi Arabia (May 16-19, 2022). 15 of the participants qualified for the Novice Level One Team Coach Credential signaling 6 months of coaching one interprofessional healthcare team. 16 badges were awarded.

Dec.

30

New Book Chapter

Messier, R., Mehta, F., Holthoff, M. (2022). Improvement Measurement Using Run Charts. In Oliver, B.J., Ogrinc, G.S. *Practical Measurement for Health Care Improvement* (63-76). Oakbrook Terrace, Illinois: Joint Commission Resources.

IEHSS TEAM

The IEHSS team is highly skilled, talented and driven to achieve the mission and vision we co-created. We supplement our IEHSS team with independent contractors to support our research efforts, teach core courses and provide team coaching resources across all our programs. We are actively reviewing and modifying open positions to best support our team and program.

Marjorie M. Godfrey, PHD, MS, BSN, FAAN, Executive Director and Founder



Margie is Research Professor in the Department of Nursing and Executive Director and Founder of IEHSS, in the College of Health and Human Services at the University of New Hampshire. She is a national and international leader of designing and implementing improvement strategies targeting the place where patients, families and care teams meet-the clinical microsystem. Dr. Godfrey began her work in clinical microsystems over 25 years ago and, in 2009, founded The Dartmouth Institute Microsystem Academy (TDIMA) at The Dartmouth Institute for Health Policy and Clinical Practice, Geisel School of Medicine with Dartmouth colleagues, to develop new knowledge and disseminate findings.

Margie's primary interest is engaging interprofessional, students and health care professionals in learning about and improving local health care delivery systems with a focus on patients, professionals, processes and outcomes. Margie is co-author of the best selling textbooks, *Quality by Design* (2007), *Quality by Design, 2nd Edition* (in press) and *Value By Design* (2011), and the lead author and architect of the "Clinical Microsystems: A Path to Healthcare Excellence" series.

Tanya Allain, MBA, Director of Communications and Marketing

Tanya creates and oversees strategies to promote IEHSS programs, develop new partnership opportunities and support current programming. Tanya is also a level 1 credentialed Team Coach and a Yellow Belt.

Tanya has experience solving meaningful problems with innovative solutions in multiple industries and has successfully collaborated with a range of stakeholders to grow participation in events, programs and services. Most recently, she was Director of Partner Relations and Communications at the Relational Coordination Research Collaborative (RCRC) at Brandeis University. She holds an MBA with a concentration in Marketing from Bentley University.



Coua Early, MS, NR, AEMT, Director of Operations



Coua is the Director of Operations and level 1 credentialed Team Coach at IEHSS. She oversees the operations for IEHSS including core process management, internal and external strategic partner programs execution, financial management, communications and evaluation.

Coua is a healthcare professional with over 30 years of health care experience focused on safe, quality-driven patient-centered care. She is customer service focused and a learning leader who creates strategic alliances within the organization to effectively align and support key organizational initiatives. Coua is experienced in developing and leading cross-functional teams including performance evaluation, coaching, team and leadership development. Coua has Green Belt and Project Management Certifications from The University of New Hampshire, an MS in Leadership from Granite State College and has been an Advanced EMT in her local community for over 15 years.

IEHSS TEAM

Randy Messier, MT, MSA, PCMH CCE, Director of Team Coaching

Randy is Director of Team Coaching at IEHSS and Faculty in the University of New Hampshire Department of Nursing Graduate Quality and Safety Course. Through his work at the Cystic Fibrosis Foundation, Randy supports Improvement Team Coaches and actively coaches multidisciplinary teams as a Level 3 credentialed team coach across the USA and internationally. With 30 years' experience in many aspects of healthcare from Laboratory Medicine to outpatient Primary Care Clinics he maintains certification as an NCQA Primary Care Medical Home Content Expert and teaches system improvement and measurement. Randy has partnered with the Vermont Medical Societies Physician Foundation working to create physician leadership and education communities in Vermont and participates in research integrating behavioral health in primary care and using team coaching to improve care for people with multiple sclerosis. His most recent publications include a chapter on "Improvement Measurement Using Run Charts" in Practical Measurement for Health Care Improvement published by the Joint Commission Resources 2022, and "Transforming A Primary Care Clinic To and NCQA -Certified Patient Centered Medical Home" in Quality by Design 2nd edition 2023.



Kate Boyle, BS, Business and Finance Manager



Kate has a decade of prior complex management experience in hospitality and higher ed organizations. She is focused on increasing efficiency, accuracy, and profitability in business practices while maintaining an optimized customer experience. Kate is an enthusiastic lifelong learner, and her main professional interests include organizational behavior and leadership development. Resigned, last day February 17, 2023.

Navy Heng, MBA, Coordinator, Cystic Fibrosis Regional Dissemination Network

Navy is the National Program Coordinator for Cystic Fibrosis Regional Dissemination Network (CF LTT RDN) and the Cystic Fibrosis Virtual Improvement Program Fundamentals (VIP-F) . Navy coordinates and provide support to all interprofessional participants regionally, nationally and internationally.

Navy has more than twenty years of experience working in management teams focused on quality improvement in the work flow process, international business, marketing sales, organizing projects and conferences in various countries around the world. Navy's project experience encompasses managing complex projects from telecommunication business to pharmaceutical distribution. Navy enjoys teaching and coaching and has taught strategic management, organizational behavior, entrepreneurship and marketing research techniques in Thailand and Cambodia. Navy holds a BBA in Management Information Systems from the Universiti of Tun Abdul Razak (UNITAR), Malaysia and an MBA from the University of the Thai Chamber of Commerce (UTCC) majoring in International Business.



IEHSS TEAM

Kathy Masso, MPA, Executive Administrative Coordinator until September 2022



Kathy was the Executive Administrative Coordinator at IEHSS until September 2022. She has many years of experience in customer support, office management and financial procedures in higher education. Before working in higher education, she focused on communications at the local government level with over a decade of experience in community television. Kathy understands the importance of effective communication and creating clear processes to establish strong relationships, build focused teams, and to keep an emphasis on the goal. Kathy has a B.A. in Communications, and a M.A. in Public Administration from the University of New Hampshire. Resigned, last day September 2, 2022.

David Peckinpugh, MS, Associate Director, International Programs

David has over 20 years of experience in different aspects of health education and healthcare including several years as a faculty member at the University of Massachusetts Amherst where he previously completed his Master's degree. David spent nearly a decade with Iora Health including work as a Health Coach and nearly six years as a practice manager in a primary care setting. Iora Health was a company focused on developing an innovative primary care model utilizing multidisciplinary teams to deliver relationship-based care to patients. David worked internationally as an advisor to a group from Oliver Wyman consulting on a project in South Somerset, UK which was focused on bringing new models of primary care to rural communities. He has also spent several years leading employee wellness programs to promote health and wellbeing in the workplace. Resigned, last day December 23, 2022.



IEHSS EVALUATION AND RESEARCH TEAM

Cassandra Iroz, MS, Research Project Manager, Northwestern University, Surgical Outcomes and Quality Improvement Center



Cassandra is a PhD student at Northwestern University focused on healthcare quality and patient safety. She is currently working on several projects aimed at improving the quality of postsurgical care and improving the safe use of prescription opioids. She is passionate about improving the quality of healthcare through improved teamwork and communication, with a consistent focus on the needs of patients. Cassandra has a Master of Science in Health Communication from Northwestern University and a Bachelor of Arts in Biology from Carleton College. Cassandra is a Team Coach and provides evaluation and writing support to the CF LTT RDN.

IEHSS EVALUATION AND RESEARCH TEAM

Julie Johnson, MSPH, PhD, Quality Researcher, Professor in the Department of Surgery and the Center for Healthcare Studies, Northwestern University

Julie's career interests involve building a series of collaborative relationships to improve the quality and safety of health care through teaching, research, and clinical quality improvement. She has a master's degree in public health from the University of North Carolina and a PhD in evaluative clinical sciences from Dartmouth College in Hanover, New Hampshire. Julie's PhD dissertation, "Forming, Operating, and Improving Microsystems of Health Care," was an exploratory, descriptive study of clinical microsystems and helped shape early thinking of success characteristics of high performing microsystems. Since completing her PhD in 2000, Julie has focused her research on activities related to quality and safety of patient care. She has extensive experience conducting qualitative research as part of implementation research studies. Julie is a Team Coach and also provides evaluation support to the CF LTT RDN.



Julie Reed, PhD, Improvement Scientist, Julie Reed Consultancy and Visiting Professor, Halmstad University



Julie is a self-confessed 'critical optimist'. She believes that things really can be better than they currently are, but that we are not going to make progress by glossing over the challenges we face. She believes to move forward we must critically examine these problems and uncomfortable truths. Julie's willingness to tackle such challenges has been the foundation of the major successes of her career, for example: shining light on the reality of using quality improvement methods in healthcare. Julie transitioned into healthcare in 2006, following completion of her PhD in chemistry, and brought with her a fresh perspective and a whole host of "stupid questions". In 2008 Julie co-founded an innovative hybrid organization (NIHR CLAHRC NWL) which has brought together academics, healthcare practitioners, and patients to work collaboratively with a shared purpose: improving health and care. In 2020 Julie founded her own consultancy company and has been appointed as Visiting Professor at Halmstad University in Sweden. Julie provides evaluation support to the CF LTT RDN as well as program management support for the IEHSS Electronic Quality Improvement Modules.

IEHSS PROGRAM FACULTY



TCRP

Cindy George, RN, FNP, MSN
Sr. Director of Partnerships for
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TCRP

Tina Foster, MD, MPH, MS
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RDN VIP TCP TCRP RC KSA

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TCP

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RDN VIP KSA TCP

**Randy Messier, MT, MSA,
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KSA

David Peckinpugh, MS
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VIP

Cystic Fibrosis Virtual
Improvement Program
Fundamentals (VIP-F)

RDN

Cystic Fibrosis Lung
Transplant Transition
Regional Dissemination
Network (CF LTT RDN)

TCP

Team Coaching Program

TCRP

Team Communication and
Relationships Program

RC

Relational Dimensions of
Improvement and Change

KSA

Enhancing the Model of
Care Pathway
Implementation with Team
Coaching



RC

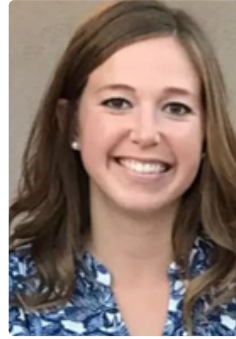
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VIP-
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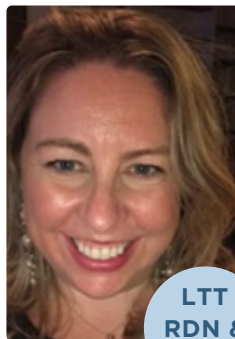


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LTT
RDN



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LTT
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VIP-F8



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VIP-F8



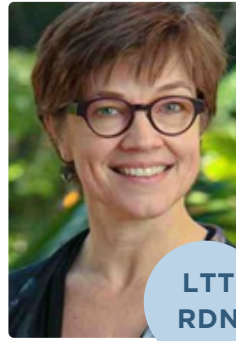
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LTT
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VIP-F8



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LTT
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LTT
RDN



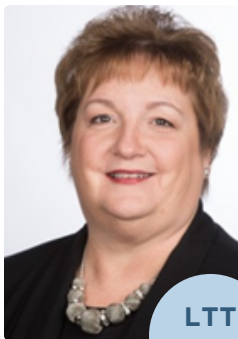
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VIP-F8
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VIP-
F7&8



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LTT
RDN

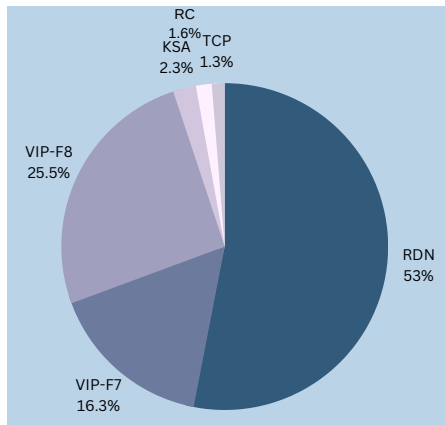


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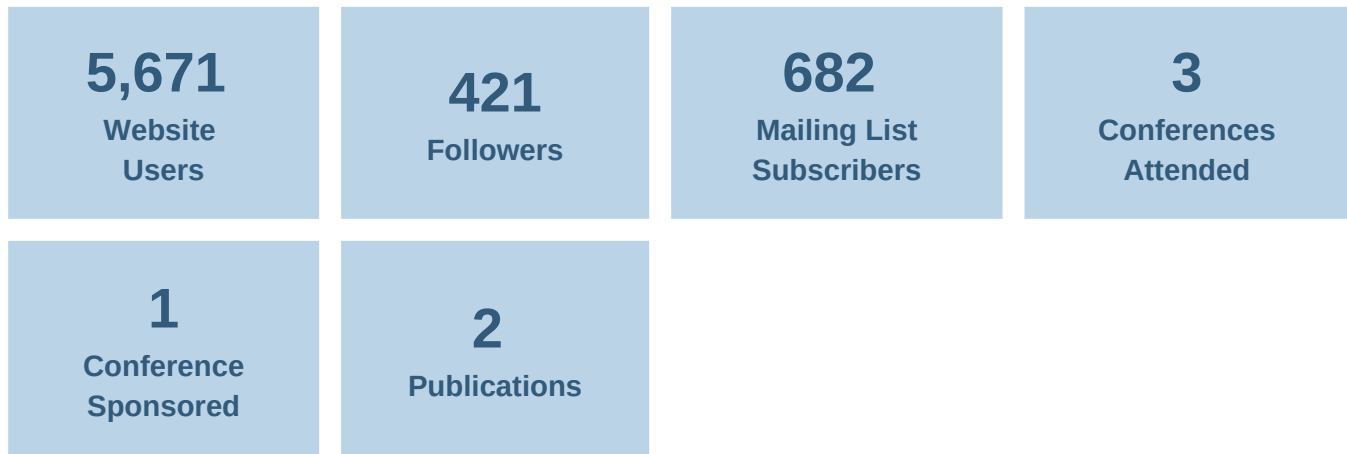
LTT RDN,
VIP-F8 &
KSA

DASHBOARD

PROGRAMS



OUTREACH



UNH

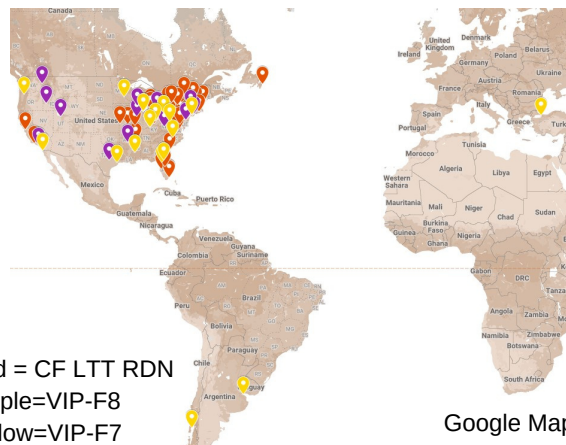
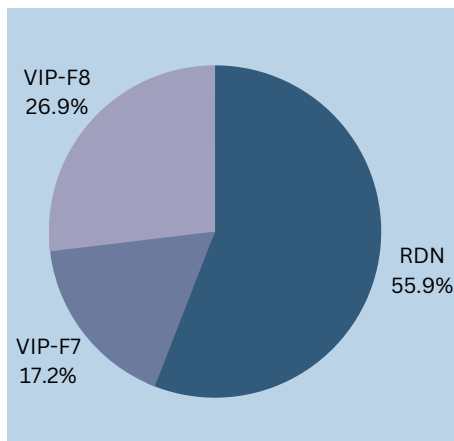


DASHBOARD

STAFF AND TEAM COACH DEVELOPMENT



CYSTIC FIBROSIS DASHBOARD



IEHSS PARTNERS

- V. Lynn Foster Johnson, Survey Evaluation
- Julie Reed, Specialty Knowledge Faculty, Julie Reed Consultancy, LTD
- James Goode Associates, LLC
- Healthcare Quality and Communication Improvement, LLC
- Hive by Flannel, LLC
- Relational Core, LLC (Saleema Geller Moore)
- Relationship Centered Healthcare (Tony Suchman)
- UNH Print Center
- UNH Browne Center
- UNH Innovation
- UNH Survey Center



CYSTIC FIBROSIS VIRTUAL IMPROVEMENT PROGRAM FUNDAMENTALS 7

OVERVIEW

Program Description:

- VIP-F provides multi-disciplinary improvement teams introduction to quality improvement (QI) fundamentals to improve care for people with CF.
- Develops effective meeting skills & habits to optimize and be respectful of precious time, enhance team dynamics and shared knowledge, and engage in organized improvement.
- Uses current performance, CF registry data and 5P assessment to inform improvement theme.
- Describe and utilize the Microsystem Improvement Process (MIP) Spiral.
- Increases improvement capabilities to result in more independent improvement activities, leadership, and innovation and get everyone in the game of improvement.

Program Dates: 10/21-11/22

Program Director: Marjorie Godfrey, PhD, MS, BSN, FAAN

Program Faculty: Marjorie Godfrey and Randy Messier, MT, MSA, PCMH CCE

Program Coordinator: Alyssa Stevens, BS, Navy Heng, MBA

Technology Support: Alyssa Stevens, Navy Heng

Technology Platforms: Zoom, Canvas, ImproveAppTM

Program Assessments: QIA (pre and post), Session Evaluations, End of Program

See page 14 for Team Coaches

PARTICIPANTS

Session D 1/12/22 (Virtual)	146
Progress Report 1 (Virtual)	107
Progress Report 2 (Virtual)	89
NACFC Poster Session 11/1/23 (Philadelphia, PA)	65
Option 1 (Sessions A-D) Total	43
Option 2 (Sessions A-D, 1-2) Total	49
Option 3 (Sessions A-D, 1-2 with CF Quality Team Coach and Site Visit) Total	24
Total Participants as of 11/30/22	115

14
Credentials

59
Roles



CYSTIC FIBROSIS VIRTUAL IMPROVEMENT PROGRAM FUNDAMENTALS 7 CONTINUED

ORGANIZATIONS

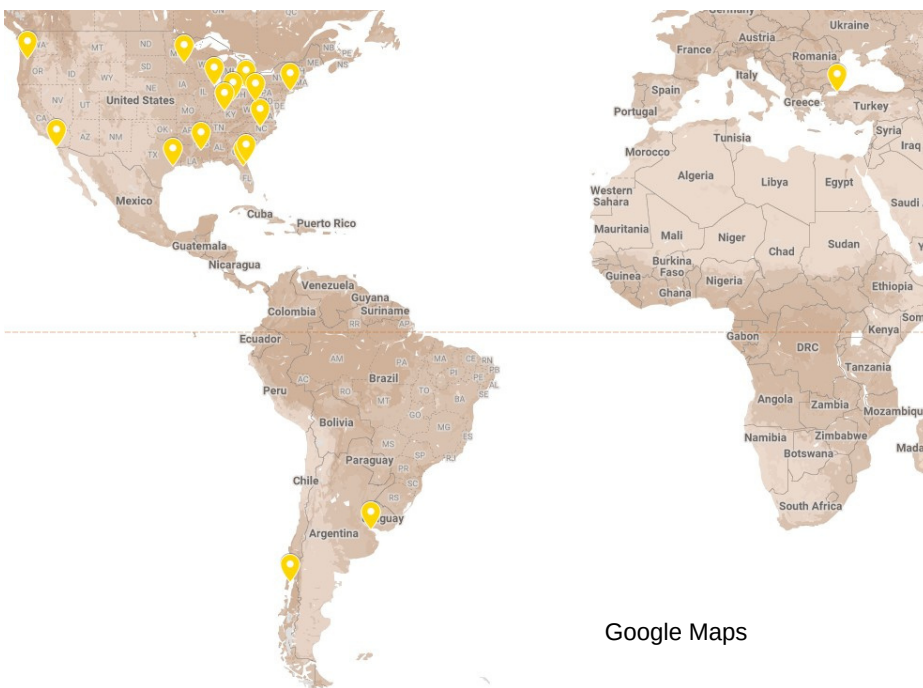
- Baylor College of Medicine
- Dayton Children's Hospital
- Ann & Robert H. Lurie Children's Hospital of Chicago
- Hospital de Pediatria "Juan P. Garrahan"- Argentina
- Hospital San Juan de Dios- Chile
- Marmara University Faculty of Medicine- Turkey
- Masonic Children's Hospital, University of Minnesota
- Morgan Stanley Tully Cystic Fibrosis Center
- Mountain State Cystic Fibrosis Center
- Mayo Clinic
- Oregon Health & Science University
- UC San Diego Health
- UH Rainbow Babies & Children's Hospital
- University of Florida
- University of Louisville
- University of Mississippi Medical Center
- University of North Carolina

FEEDBACK EXAMPLES



Being connected with others around the world. Virtual meetings are hard, but I was energized when I learned we had participants from all over the world!

Working with teams to create aim statements/flow maps/potential change ideas directly related to their work and being able to connect everything. A review of the microsystems was very helpful.





CYSTIC FIBROSIS VIRTUAL IMPROVEMENT PROGRAM FUNDAMENTALS 8

OVERVIEW

Program Description:

- VIP-F provides multi-disciplinary improvement teams introduction to quality improvement (QI) fundamentals to improve care for people with CF.
- Develops effective meeting skills & habits to optimize and be respectful of precious time, enhance team dynamics and shared knowledge, and engage in organized improvement.
- Uses current performance, CF registry data and 5P assessment to inform improvement theme.
- Describe and utilize the Microsystem Improvement Process (MIP) Spiral.
- Increases improvement capabilities to result in more independent improvement activities, leadership, and innovation and get everyone in the game of improvement.

Program Dates: 11/22-11/23

Program Director: Marjorie Godfrey, PhD, MS, BSN, FAAN

Program Faculty: Marjorie Godfrey and Randy Messier, MT, MSA, PCMH CCE

Program Coordinator: Navy Heng, MBA

Technology Support: Navy Heng, Kate Boyle, BA David Peckinbaugh, BA

Technology Platforms: Zoom, Canvas, ImproveApp™

Program Assessments: QIA (pre and post), Session Evaluations, End of Program

See page 14 for Team Coaches

29
Credentials

83
Roles

PARTICIPANTS

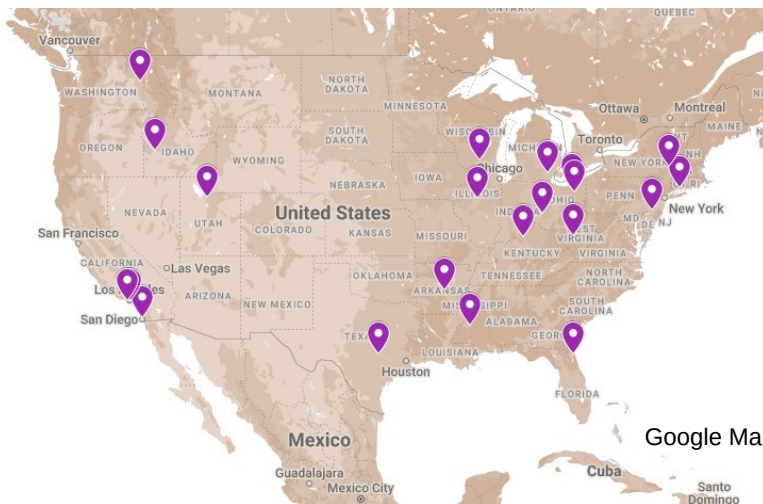
Session A 11/16/22 (Virtual)	179
Session B 12/14/22 (Virtual)	147
Session C 1/25/23 (Virtual)	147
Session D 2/22/23 (Virtual)	TBD
Progress Report 1 4/5/23 (Virtual)	TBD
Progress Report 2 5/31/23 (Virtual)	TBD
NACFC Poster Session 11/1/23 (Phoenix, AZ)	TBD
Option 1 (Sessions A-D) Total	58
Option 2 (Sessions A-D, 1-2) Total	8
Option 3 (Sessions A-D, 1-2 with CF Quality Team Coach and Site Visit) Total	114
Total Participants as of 11/30/22	180



CYSTIC FIBROSIS VIRTUAL IMPROVEMENT PROGRAM FUNDAMENTALS 8 CONTINUED

ORGANIZATIONS

- Adult CF Center of Central Texas
- Akron Children's Hospital CF Center - Pediatric
- Albany Medical College
- Arkansas Children's Hospital
- CAMC Pediatrics Cystic Fibrosis Center-Adult & Pedi
- Children's Hospital Los Angeles
- Dayton Children's Hospital
- Jefferson Adult CF
- Mayo Clinic
- Michigan Medicine
- OSF Saint Francis Medical Center
- Primary Children's Cystic Fibrosis Center
- Providence Medical Group Cystic Fibrosis Center, Pediatrics and Adult
- Rainbow Babies & Children's Hospital
- St. Luke's Cystic Fibrosis Clinic of Idaho
- UC San Diego Health Adult Cystic Fibrosis Program
- UC San Diego Health Adult Cystic Fibrosis Program
- UCLA Cystic Fibrosis Center
- University of Louisville Health Cystic Fibrosis Clinic
- University of Mississippi Medical Center
- University of Wisconsin
- Yale University-Adult Program



Google Maps



CYSTIC FIBROSIS LUNG TRANSPLANT TRANSITION REGIONAL DISSEMINATION NETWORK (CF LTT RDN)

OVERVIEW

Program Description: CF LTT RDN promotes dissemination of best practices and lessons of the CF LTT learning community to new CF referring programs to create high value, high performing CF LTT processes and systems, improved relationships between CF Referring and Lung Transplant programs, joy in the processes and exceptional experiences of care for people with CF.

Program Director: Marjorie Godfrey, PhD, MS, BSN, FAAN

Program Faculty: Marjorie Godfrey and Randy Messier, MT, MSA, PCMH CCE

Program Coordinators: Coua Early, MS, NR AEMT, Navy Heng, MBA

Technology Support: IEHSS Team

Technology Platforms: Canvas, Zoom, ImproveApp™

Evaluation Support: UNH Survey Center, Julie Reed, PhD, Julie Johnson, PhD
Cassandra Iroz, MS

Program Assessments: QIA (pre and post), Session Evaluations, Relational Coordination Survey, Core Measures

PRESENTERS

- Jenelle Clarke, PhD
- Lisa DiChiara, RN,
- Albert Faro, MD
- Tina Foster, MD, MPH, MS
- Suzanne Joyce, BSRC, RRT
- Christian Merlo, MD
- Randy Messier
- Jim Papp, MSW
- Joe Pilewski, MD
- Julie Reed
- Edgar Schein, PhD
- Peter Schein, MBA
- Erin Tallarico, RN

See page 14 for Team Coaches

PARTICIPANTS

Wave 4 Launch 11/9-10/21/21 (Virtual) UCSF Region	34
Wave 5 Launch 10/28-10/29/21 (Virtual) Columbia Region	21
Wave 6 Launch 2/28 & 3/1/22 (Virtual) Boston Region	40
Wave 7 Launch 2/23 & 2/25/22 (Virtual) Michigan Region	24
Wave 8 Launch 3/30 - 3/31/22 (Virtual) Tampa Region	8
CF LTT RDN National Summit 6/6 - 6/8/22 (Pittsburgh, PA)	141
NACFC Poster Session 11/2/22 (Philadelphia, PA)	49
Total participants as of 11/30/22 (Waves 1-8)	374

QI PLACE

Offered to teams participating in the CF LTT RDN, the aim is to provide a series of Quality Improvement (QI) topics from technical, socio-cultural, communication and other topics to support continuous improvement in the workplace.

PARTICIPANTS

Session 1 9/6/22	25
Session 2 12/6/22	13
Session 3 3/7/23	TBD
Session 4 6/27-29/23	TBD



CF LTT RDN CONTINUED

ORGANIZATIONS

Wave 1

- Duke University Transplant
- Virginia Commonwealth University CF
- Central Florida Pulmonary Group CF
- Medical University of South Carolina CF
- University of Miami CF
- University of Pennsylvania Transplant
- Children’s Hospital of Philadelphia CF
- University of Pennsylvania CF
- Office of Pulmonary – Jefferson CF
- Rutgers Robert Wood Johnson Med School CF
- Gunnar H. Esiason CF Center – Morristown Medical Center CF
- Toronto General Hospital Transplant
- St. Michael’s Hospital CF
- St. John’s Newfoundland CF
- Ottawa Hospital CF
- St. Mary’s General Hospital – Kitchener

Wave 2

- Loyola University Chicago Transplant
- Rush University CF
- OSF – Children’s Hospital of Illinois CF
- Northwestern University
- Washington University School of Medicine Division of Transplant
- St. Louis University School of Medicine Division of Pulmonary Medicine CF 3
- University of Kansas Medical Center CF
- University of Missouri Health Sciences Ctr CF
- University of Tennessee CF
- Cleveland Clinic CF Lung Transplant Center
- University of Cincinnati CF
- Rainbow Babies and Children’s Hospital/University Hospitals Cleveland Medical Center CF
- Cleveland Clinic CF
- Akron Children’s Hospital

DEG

The aim of the Data Evaluation Group (DEG) is to convene key contacts from each of the Cystic Fibrosis Lung Transplant Transition Regional Dissemination Network (CF LTT RDN) programs to:

- collaborate across the region among referral and transplant centers
- collect and submit CF LTT core measures to produce a cascading measurement dashboard
- strategize about accurate and timely data collection processes
- increase knowledge of the RDN core measures patterns and trends related to improvement efforts
- identify collection/submission best practices and benchmarking opportunities

PARTICIPANTS

Session 1 3/8/22 (Virtual)	27
Session 2 4/13/22 (Virtual)	29
Session 3 5/11/22 (Virtual)	36
Session 4 6/7/22 (Pittsburgh, PA)	35
Session 5 8/10/22	31
Session 6 10/12/22 (Virtual)	32
Session 7 12/13/22 (Virtual)	19
Total DEG Participants	46

ORGANIZATIONS CONTINUED

Wave 3

- University of Pittsburgh Transplant
- University of Rochester CF
- University of Pittsburgh Medical Center CF
- Geisinger Medical Center CF
- Johns Hopkins University Lung Transplant
- Johns Hopkins University CF
- Children's National Medical Center

Wave 4

- Santa Barbara Cottage Health CF Program
- UCSF Adult CF Program
- UCSF Lung Transplant Program

Wave 5

- Columbia University Lung Transplant Program
- Long Island Jewish Medical Center - Northwell
- University of Rochester Medical Center

Wave 6

- BCH and BWH Adult CF Program
- Brigham & Women's Lung Transplant Program
- Maine Medical Center Adult Cystic Fibrosis Program
- MGH Lung Transplant Program
- NH CF at Dartmouth Hitchcock Center
- Rhode Island Hospital (RIH) Adult CF Program
- UVM Adult CF Program, Burlington

Wave 7

- Spectrum Health Adult CF
- Spectrum Health Lung Transplant
- University of Michigan Transplant Program
- Wayne State University/Harper University Hospital CF Center
- Western Michigan University

Wave 8

- Adult CF Program at Tampa General Hospital
- Joe DiMaggio CF Center
- TGH Transplant Institute, Tampa

94
Credentials

71
Roles





TEAM COACHING PROGRAM

OVERVIEW

Program Description: The curriculum blends the art and science of team coaching and improvement science, including measurement and effective communication and team-building knowledge and skills.

Program Dates: 9/7/22 - 1/25/23

Program Director: Marjorie Godfrey, PhD, MS, BSN, FAAN

Program Faculty: Randy Messier, MT, MSA, PCMH CCE and Ian McIntosh

Program Coordinator: Kate Boyle, BA

Technology Support: Kate Boyle

Technology Platforms: Zoom, ImproveApp™, Canvas

Program Assessments: QIA (pre and post), Session Evaluations, End of Program

FEEDBACK EXAMPLES

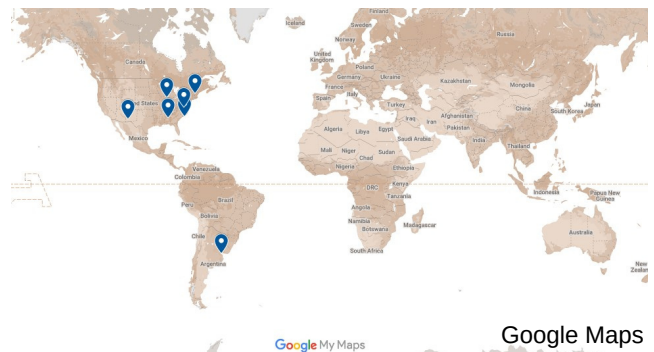
“ *It was great to go through the simulation of the improvement spiral and have what felt like real improvement meetings.* ”

Would like to have some key knowledge before first team meeting (maybe in person meeting first?) ”

Participants	
Session #1 9/7/22 (Virtual)	9
Session #2 10/3-10/6/22 (UNH)	9
Session #3 11/9/22 (Virtual)	9
Session #4 12/7/22 (Virtual)	9
Special Session 12/14/22 (Virtual)	9
Session #5 1/11/23 (Virtual)	9
Total participants as of 11/30/22	9

9 Roles	7 Credentials
<ul style="list-style-type: none"> Associate Director of International Programs CEO CF International Program Coordinator Coordinator Nurse Coordinator Physician Assistant Quality Improvement Director Research Project Manager Vice Chair of Clinical Affairs 	<ul style="list-style-type: none"> BSN DBA MD, IBCLC MPH MS PA-C RT

7 Organizations
<ul style="list-style-type: none"> Hidalgo Medical Services Hospital Juan P Garrahan IEHSS Northwestern University UAB Children's of Alabama CF Center UNC Pediatric CF Center University of Virginia





RELATIONAL DIMENSIONS OF IMPROVEMENT AND CHANGE

OVERVIEW

Program Description: This interactive workshop touches on the origins of relational coordination (a theory developed by Dr. Jody Hoffer Gittel) and teaches multiple change models and interventions that can be applied in practice. Participants will work with a real team and “learn by doing.”

Program Dates: 9/8-2/2/23

Program Director: Marjorie Godfrey, PhD, MS, BSN, FAAN

Program Faculty: Marjorie Godfrey, Anthony Suchman, MD, MA

Presenter: Jody Hoffer Gittel, PhD

Program Coordinator: David Peckinpaugh, MS

Technology Support: David Peckinpaugh

Technology Platforms: Zoom, Canvas

Program Assessments: Session Evaluations, End of Program

PARTICIPANTS

Session 1 9/8/22 (Virtual)	9
Session 2 10/12-10/14/22 (Virtual)	11
Session 3 12/15/22 (Virtual)	10
Session 4 2/2/23 (Virtual)	9
Total participants as of 11/30/22	11

11

Roles

- Assistant Dean
- CEO
- Continuous Improvement Advisor
- Continuous Improvement Lead
- Deputy Director of Improvement
- Head of Flow Coaching Academy
- Programme Manager
- Quality Improvement Coach
- Quality Improvement Operations Coordinator
- Director of Improvement
- Senior Improvement Manager

6

Organizations

- Flow Coaching Academy, Sheffield UK
- Kentell Consulting
- Leeds and York Partnership NHS Foundation Trust
- University of Kansas Medical Center
- University of Nebraska Medical Center
- University of Virginia Cystic Fibrosis Center

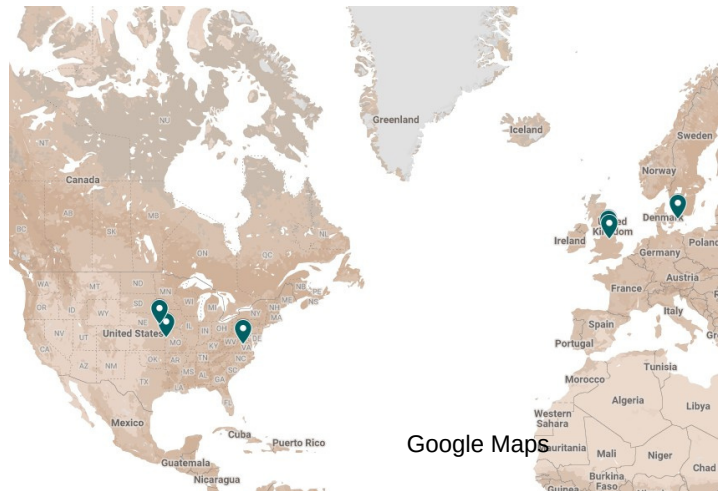
FEEDBACK EXAMPLES

“ *Chance to apply learning in a mock case with good guidance and learning and working in groups to understand multiple applications across contexts.* ”

5

Credentials

- BSC
- DPT, MA, FNAP
- LMSW
- MPhil
- Team Coach



COMING IN FY23

January 2023

- Completion of Fall 22 Team Coaching Program
- VIP-F8 Session Learning Session C

February 2023

- Pilot of new Resilience and Wellbeing App and workshop at American Academy of Nursing CNL Summit in Orlando, FL
- Pilot of new Resilience and Wellbeing App and presentation at Microsystem Festival in Jönköping, Sweden
- Completion of Fall 22 Relational Dimensions of Improvement and Change Program
- VIP-F8 Learning Session D
- Cindy Lorenz, new IEHSS Program Coordinator and Executive Administrative Assistant begins at IEHSS

March 2023

- CF LTT RDN QI Place
- Nursing 973 course begins
- Additional virtual focus groups and semi-structured interviews and analysis of data for CF LTT RDN
- VIP-F9 Launch A

April 2023

- Cait McAllister presents an honors project on IEHSS Resilience and Wellbeing Work
- VIP-F8 Progress Report Session 1
- VIP-F9 Launch B

May 2023

- VIP-F8 Progress Report #2
- VIP-F9 Launch C

June 2023

- CF LTT RDN Team Coach Session in Baltimore, MD
- CF LTT RDN National Summit in Baltimore, MD
- CF LTT RDN QI Place
- Sheffield Microsystem Coaching Academy Expo in Sheffield, UK
- Launch of Resilience and Wellbeing program
- VIP-F9 Launch D

Additional Activities

- Publication of Quality by Design Second Edition
- Publication of Cystic Fibrosis Supplement
- Marketing outside of the usual IEHSS pipeline
- Badging for all IEHSS programs
- Hiring Finance Operations Manager
- Launch of Primary Healthcare Management and Leadership with Gates Group
- Launch of refreshed IEHSS website CF Quality Improvement Fundamentals and CF LTT RDN Website



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