



# Learning and innovation

*- quality for many*



Through the eyes of some of the world's experts  
in quality and safety, learning and innovation

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## Introduction

### Learning and innovation – quality for many

Qulturum has during the last eight years been in a very privileged position. We have worked with experts from all over the world sharing their thinking in quality and safety. Their questions and reflections are so inspiring and they have given us good results in many patient perspectives. The work has challenged our county, region and nation to bring projects and good examples in learning and innovation into daylight and to develop the value of technical and service quality in Health Care.

During the spring of 2008 they are here again and we would like to celebrate this with the following publication/website. This publication is a living document so during the coming fall more articles will be added.

We are honoured to have all these distinguished guests visiting us and so much knowledge brought to us. By giving us the opportunity to read these articles, some of the knowledge will be kept here and spread, for all of us to learn from.

Göran Henriks  
Director of Improvement and innovation  
Jönköping County Council

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## **Introduction of our quality improvement friends**

### **René Amalberti**

René Amalberti is doctor in Medicine, Professor of Medicine, physiology and ergonomics, and has a PhD in Cognitive Psychology. He is presently head of the cognitive science department at IMASSA (Airforce Aerospace Medical Research Institute). From 1980 to 1992, he was involved in several major European research programs in aviation and complex work situations. In 2001, he was one of the faculty members of the Salzburg seminar on Patient Safety and Medical Error. From that date, he develops joint research with IHI (Don Berwick, Lucian Leape) and Charles Vincent in UK. René Amalberti has published and co-edited over 100 papers, chapters, and books, most of them on the safety and the emerging theory of Ecological safety.

### **Paul Batalden**

Paul Batalden is M.D. and the director of health care improvement leadership development in the Center for the Evaluative Clinical Sciences at Dartmouth Medical School. He leads the creation and delivery of educational opportunities for physicians and other health professionals from professional school through mid-career. Paul Batalden is a leader of the effort to accelerate the improvement of care for patients at Dartmouth Hitchcock Medical Center. In addition, he serves as the Ernest Breech Chair of the Department of Health Care Quality Improvement Education and Research at the Henry Ford Health Sciences Center in Detroit. His insightful and thoughtful approach to quality improvements in health care, his innovation in its application, and his commitment to the education of health care professionals have made him an inspirational leader in improving health care quality. Paul Batalden is also Senior Advisor at Qulturum and Futurum.

### **Helen Bevan**

Helen Bevan holds a first degree in social science, an MBA and a doctorate from Henley Management College. In 2001, she was made an OBE (officer of the Order of the British Empire) by Queen Elizabeth for service to healthcare.

Helen Bevan is Director of Service Transformation at the NHS Institute for Innovation and Improvement. This is a government body that supports the 1.3 million staff to the NHS to accelerate the delivery of world-class health and healthcare by encouraging innovation and developing capability at the frontline of patient care.

Over the past 15 years Helen has led change initiatives at local and national level which have created improvements for millions of patients. Her current role is to keep NHS improvement knowledge fresh, relevant, impactful at the leading edge.

### **Maureen Bisognano**

Maureen Bisognano is Executive Vice President and Chief Operating Officer, Institute for Healthcare Improvement (IHI). She is responsible for day-to-day management of the Institute's programs designed to improve the delivery of health care. Ms Bisognano oversees all operations, program development, and strategic planning for the Institute. She also advises senior leaders around the world on improving health care systems. Ms Bisognano is on the faculty of the Harvard School of Public Health and a member of the Commonwealth Fund's Commission on a High Performance Health system. Prior to joining IHI, she served as Chief Executive Officer of the Massachusetts Respiratory Hospital and Senior Vice President of the Juran Institute.

### **Nigel Crisp**

Nigel Crisp is a British former senior civil servant at the Department of Health and he is also Senior Manager at NHS. The combined post means that Mr. Crisp was involved in making decisions on social care and major public health issues as well as running the NHS.

Crisp is a Cambridge graduate in Philosophy. He first joined the NHS in 1986 from a background in community work, where he worked in Liverpool and Cambridgeshire, and industry. Today he is a senior fellow at the Institute for Healthcare Improvement (IHI) and project manager of health care improvement in Africa.

### **Marjorie Godfrey**

Marjorie Godfrey facilitates, teaches and leads improvement in health care settings and systems adapting the concepts, methods and tools of clinical microsystems around the world. Her primary interest is engaging health care professionals in learning about and improving local health care delivery systems with a focus on patients, professionals and outcomes. Ms. Godfrey is adjunct instructor at the Center for the Evaluative Clinical Sciences at Dartmouth and Director for the Clinical Microsystem Resource Group. In her 25-year tenure at Dartmouth-Hitchcock Medical Center, she focused on clinical practice improvement, held staff positions and was the Director of the Post Anesthesia Care Unit/Radiology where her leadership led to the redesign of the PACU. She joined the Institute for Health Care Improvement in 2000 as Technical Advisor to the Idealized Design of Clinical Office Practices Initiative and continues as a faculty member for various IHI initiatives.

Ms. Godfrey has worked with health systems and organizations in the United States, Sweden, Norway, France, Kosovo, Tunisia and the United Kingdom. Marjorie Godfrey is also PhD at the School of Health Sciences in Jönköping.

### **Linda Headrick**

M.D., M.S. is Senior. Associate Dean for Education and Faculty Development and Professor of Medicine at the University of Missouri-Columbia. She joined the University of Missouri in May 2002 after many years at Case Western Reserve University and MetroHealth Medical Center in Cleveland. Dr. Headrick received her M.D. from Stanford University and served as Chief Resident in Medicine at the University of Maryland. She was a visiting professor to the Institute of Health and Community Studies, Bournemouth University, United Kingdom from 1997 to 2003. Dr. Headrick's primary research interest is in the application of continuous quality improvement to health professions education. She is Associate Editor for Quality and Safety in Health Care and cofounded the Academy for Healthcare Improvement. Dr. Headrick will serve as the Academy's President beginning in July 2007.

### **Julie K. Johnson**

Julie K. Johnson, MSPH, PhD is an Assistant Professor of Medicine at the University of Chicago and is Visiting Faculty in the Department of Social Medicine at the University of Amsterdam Academic Medical Center. Dr. Johnson's career interests involve building a series of collaborative relationships to improve the quality and safety of health care through teaching, research, and clinical improvement. Her ultimate goal is to translate theory into practice while generating new knowledge about the best models for improving care.

### **Eugene Nelson**

Eugene Nelson teaches in the graduate program at Dartmouth's Center for the Clinical Evaluative Sciences and leads performance improvement work in the Dartmouth-Hitchcock delivery system. His main interests are durable principles and methods to promote quality improvement and effective uses of performance measurement. He serves as a consultant to major organizations such as the Institute of Medicine, the University of California at Davis Health system, Cincinnati Childrens Hospital, the National Cystic Fibrosis Foundation, and the international Vermont Oxford Neonatal Care Network. Dr. Nelson, who has authored over 100 books and articles, received his AB from Dartmouth College, his MPH from Yale Medical School, and his DSc from Harvard School of Public Health. Dr. Nelson received the JCAHO's Ernest A. Codman lifetime achievement award for the use of outcomes measurement to improve health care. Eugene Nelson is also a member of the International Advisory board at Kollegium Qulturum.

### **Tom Nolan**

Thomas Nolan, PhD, Statistician, Associates in Process Improvement, is also an author and Senior Fellow at the Institute for Healthcare Improvement (IHI). He leads IHI's research and development work. Tom Nolan is Deming price winner 2004 and project leader of Pursuing Perfection 2001–2006. Dr. Nolan is a statistician, author, and consultant. He is co-founder of Associates in Process Improvement, a consulting firm that specializes in the improvement of quality and productivity. He is also a Senior Fellow and member of the executive team of the Institute for Healthcare Improvement. Over the past twenty years, he has assisted organizations in many different industries in the United States, Canada, and Europe including health care, professional services such as law, architecture, and environmental consulting, manufacturing, trucking, and construction. Among his clients is a winner of the Malcolm Baldrige National Quality Award.

### **Marc Pierson**

Marc Pierson, MD is the Regional Vice President, Clinical Information & Special Projects and Regional Vice President of Medical Affairs for the Whatcom Region of PeaceHealth. He completed medical school at Indiana University School of Medicine and his residency in Internal Medical at Parkland Memorial Hospital in Dallas. He practiced Emergency Medicine in Bellingham and joined the executive team at St. Joseph Hospital in 1995. As a member of the executive team Marc is responsible for supporting education, training, information systems, Community Health Record and lab services. He led the creation of a self-sustaining community-wide health information network (HInet). He was the Project Executive for the Robert Wood Johnson Foundation supported Pursuing Perfection Project from 2000-2006. Additionally, Marc became an Adjunct Professor of Sociology at Western Washington University in 2007. Marc's real passion in work is clinical quality improvement across the continuum of care including the patients' home. Community informatics, knowledge management and social marketing are continuing areas of study.

### **Christian von Plessen**

Christian von Plessen is a practicing clinician, administrator and Head of the section for lung cancer, infections and interstitial lung diseases at the Department of Thoracic Medicine at Haukeland University Hospital in Bergen, Norway. His research interests are palliative care in advanced lung cancer and the improvement of clinical micro- and mesosystem. He is part of several clinical microsystems himself and highly appreciates the potential this concept has for the improvement of health care. Christian von Plessen is also a member of the International Advisory board at Kollegium Qulturum.

## **Lloyd Provost**

With an education in statistics, Lloyd works as an advisor to organizations, helping them make improvements in their products and services and increase their capacity to continually learn and improve. His experience includes consulting in planning, management systems, measurement, planned experimentation, and other methods for improvement of quality and productivity. Lloyd has advised clients worldwide in a variety of industries including computers, health care, chemical, manufacturing, engineering, construction, automotive, electronics, food, transportation, professional services, retail, education, and government. In his work with leaders of organizations, Lloyd uses the Associates in Process Improvement (API) Quality as a Business Strategy template for alignment and focusing of improvement. Lloyd is a senior fellow of the Institute of Healthcare Improvement (IHI) where he serves as an improvement advisor supporting collaborative and other improvement programs. Lloyd provost is also a member of the International Advisory board at Kollegium Qulturum.

## **John Whittington**

MD, IHI Faculty, Institute for Healthcare Improvement (IHI). John Whittington is Director of Knowledge Management/Patient Safety Officer at OSF Healthcare System. Prior to holding his present position he worked for many years as a family physician. He has been involved with patient safety work since 2001 and has worked on a patient safety collaborative with the Institute for Health Care Improvement (IHI). Dr. Whittington has been a patient safety scholar and faculty with the IHI. He received his undergraduate degree and medical degree from the University of Illinois, and did his residency in Family Practice at SFMC in Peoria Illinois.