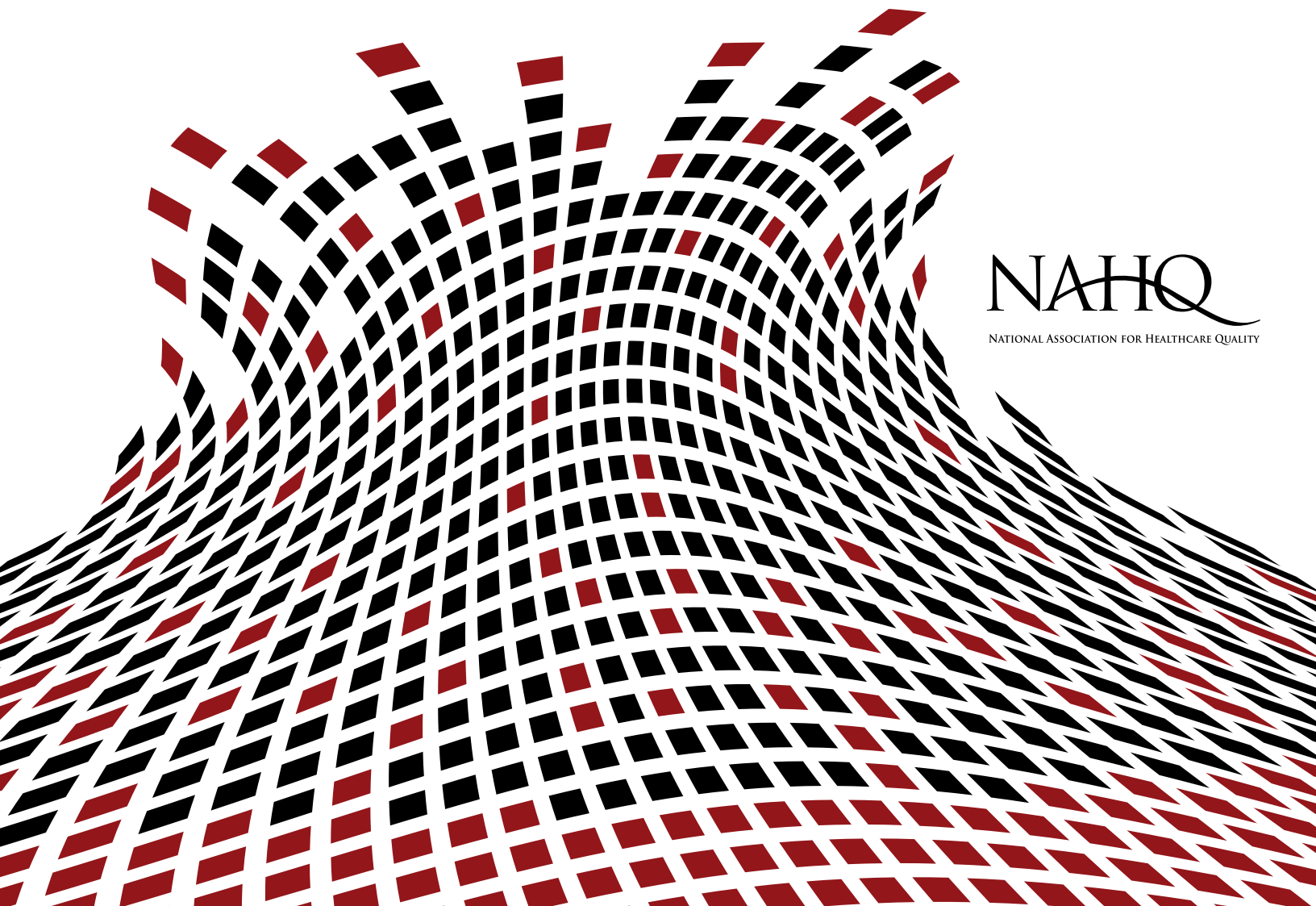

2012 ANNUAL REPORT
**A BLUEPRINT FOR
CHANGE**



NAHQ
NATIONAL ASSOCIATION FOR HEALTHCARE QUALITY

NAHQ's Blueprint for Change

A beautiful structure is the work of many hands. We join in celebrating the work of our leaders, volunteers, members, certificants, and staff as we summarize the results in the National Association for Healthcare Quality (NAHQ) 2012 Annual Report.

Our foundation, rooted in membership, education, and certification, provided a strong footing for another year of growth and new developments. Increased educational programming, new product development, enhanced learning platforms, additional membership features, improved online access and functionality, and expanded external relations efforts including promotion and advocacy have delivered new value to NAHQ's constituents and the profession as a whole.

Never has a blueprint been more important as the healthcare industry, our professionals, and our organization seek to construct the future of the profession of healthcare quality and patient safety. Harnessing our constituents' innovative ideas and their passion to drive positive transformation, NAHQ has drafted a blueprint for change and constructed an association on which professionals of today and tomorrow can rely.

We thank you for your continued support and look ahead with excitement to opportunities for collaboration to positively impact the healthcare profession and realize the promise of healthcare improvement through innovative practices in quality and patient safety.

Sincerely,



Betty

Betty Brown, MBA MSN
RN CPHQ FNAHQ
2012 NAHQ President



Stacy

Stacy Sochacki, MS
NAHQ Executive Director



A Blueprint for the Professional

Proper structure is essential for a strong and long-lasting future. As the field of healthcare quality and patient safety continues to change and expand in scope, it is vital for professionals in this dynamic field to utilize resources designed to help them stay ahead. NAHQ strives to provide a comprehensive career blueprint coupled with targeted tools and resources to guide the professional of today and tomorrow and help them grow and succeed.

The Change

With healthcare reform on everyone's agenda and ACOs, HENs, and ICD-10 in various phases of implementation, navigating these changes takes a skilled and flexible healthcare quality professional. NAHQ creates new products and promotes platforms for developing professional competencies to expand educational opportunities that aid professionals in achieving success.

To expand the knowledge of those new to quality and to educate others in healthcare positions about quality and safety, NAHQ volunteers and staff developed the new **Introduction to Healthcare Quality** course, set to launch in spring 2013. This new course will strengthen the foundational knowledge of professionals entering a quality role, as well as educate those looking to learn more about enhancing quality in their positions.

Once foundational knowledge is established, many quality and patient safety professionals seek to achieve the Certified Professional in Healthcare Quality (CPHQ) credential. The CPHQ signifies individual professional and academic achievement in the field of healthcare quality management. To assist individuals in preparation for the exam, NAHQ released the third edition of

Q Solutions: Essential Resources for the Healthcare Quality Professional.

The updated edition covers the breadth and depth of critical areas for professional development and leadership, including frameworks for quality management, the linking of science with practice, and the translation of data into practical information. Bundling preparation products and CPHQ review courses offered additional convenience and savings for professionals, increasing interest in the CPHQ exam. Coupled with the move to provide CPHQ certification services online, customers now enjoy a one-stop shopping experience that creates a simple path to professional advancement.

NAHQ's expanded efforts to connect and communicate with external partners continue to provide guidance and structure for all quality and patient safety professionals. In 2012, NAHQ leaders embarked on a partnership with Washington, DC-based **government relations firm Waterman & Associates**. A previous NAHQ partner, the firm brings its expertise to establish and advance NAHQ's federal public policy goals of driving improvements in quality outcomes



and patient safety. This exciting initiative will give constituents' a strong collective voice to shape healthcare policy related to quality and patient safety.

The October release of NAHQ's **Call to Action "Safeguarding the Integrity of Healthcare Quality and Safety Systems"** is another strong voice on behalf of quality professionals. This Call to Action serves to protect the quality and safety of patient care, as well as the integrity of the process for reporting and evaluating concerns. The Call to Action is the product of work by NAHQ members, volunteers, and partner organizations and fulfills NAHQ's leadership role by calling attention to the issue and providing professional guidance.

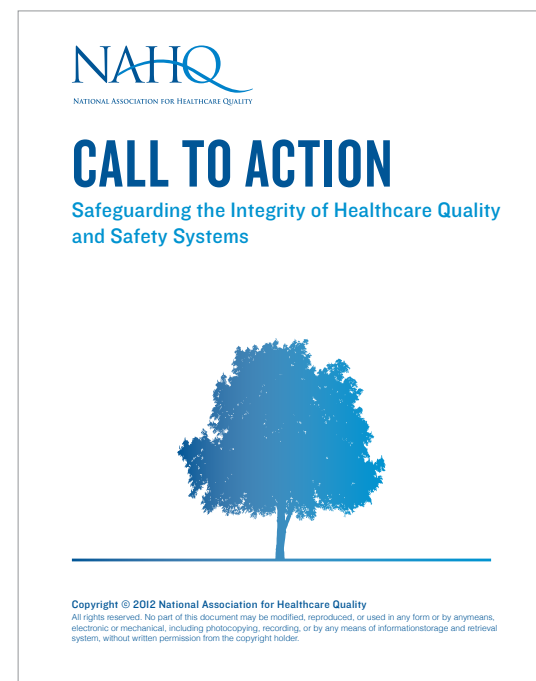
While quality and safety are being recognized as key functions in all healthcare organizations, clinical and nonclinical healthcare quality leaders frequently ask for guidance on the structure, size, and scope of work for quality departments. To address this issue, NAHQ partnered with the Institute for Healthcare Improvement (IHI) on a **90-day rapid cycle R&D project** to identify best approaches for running an efficient, effective quality department in hospitals and integrated delivery systems. Initial findings will be featured in a panel discussion at NAHQ's 2013 Annual Educational Conference with potential future research and tools to come.

What's Ahead

As the association looks to the future, work continues on a comprehensive blueprint to guide professionals. Educational content and platform delivery, as well as product development, remain a priority for the organization.

NAHQ will work toward significant development in 2013 to the new Introduction to Healthcare Quality course, with a goal to offer the course focused on each area of the continuum of care. In addition, NAHQ plans to develop webinars on hot topics such as ICD-10 and healthcare reform, and to provide live streaming video access of our popular CPHQ review courses. More content for intermediate and advanced professionals is planned in 2014.

In 2013, NAHQ will create a Government Relations Team to identify the industry's critical issues and guide the association in our advocacy efforts. In addition, NAHQ will continue the work of the Call to Action, with plans to provide tools and resources for individual use.



The Impact

Valuable resources and impactful tools, such as the **NAHQ Call to Action and Q Solutions, 3rd edition**, have the potential to impact a large group of professionals.



"The NAHQ-led Call to Action illuminated a profound challenge to the quality and safety of healthcare and defined practical solutions. NAHQ members led professional colleagues across the spectrum to tackle the problem of fear and intimidation among those whose responsibility it is to deliver and improve care.

The Call to Action outlines effective, meaningful change, which quality professionals can lead to make it possible for all of us to fulfill the powerful potential of quality and safety improvement for our patients. The 11 collaborating organizations ask for steps to establish accountability, protect those who report quality problems, ensure accurate data, and respond vigorously to quality and safety concerns. NAHQ members are proud of their association's leadership to address this vital problem."

—Cindy Barnard, MBA MSJS CPHQ

"I found [*Q Solutions, 3rd edition*,] to be invaluable in my preparation for the CPHQ Exam. A great study guide as well as a practical reference tool in my everyday work, this resource helped me to focus on additional areas to consider in my daily work that I had not yet touched on."



—Terry Olson, RN CPHQ

A Blueprint for Connections

A blueprint exists to connect each structured element at every level to ensure strong, successful construction. Professionals seek simple, useful resources and clear communication to help them make connections and simplify the myriad of changes they face daily. NAHQ is committed to providing innovative tools and communication vehicles to aid professionals in navigating their changing work environment.

The Change

Every healthcare quality professional, from novice to expert, relies on the association as a resource for guidance, networking, and industry news. Quality touches all points across the continuum of care and professionals need to be prepared in each area. To meet these needs, two **new members-only special interest group (SIG) forums**—Accreditation/Regulatory and Ambulatory Care/Care Integration—provided new opportunities for interactive discussion among participants in these rapidly expanding healthcare areas.

As quality and patient safety continue to gain attention in the healthcare industry, 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**. Student membership introduces healthcare quality professionals still in the educational stage of their career to a world of resources available at their fingertips. Joining the association at this stage will create a firm foundation and provide access to tools and a unique network to help these students grow.

Technology plays a large role in the healthcare quality and patient safety industry, and effective communication is key to the



dissemination of information. This means combining technology and communication has become crucial to enhancing our constituents' experience. NAHQ answered that call with a **new mobile application**, which debuted at the NAHQ 37th Annual Educational Conference. On a phone or tablet, even the busiest professional can access information on the go, such as event details, association news, membership information, and more.

Offering advancements in technology that are simple and convenient create added value. In an ongoing effort to move toward a paperless environment, NAHQ.org

offers two new online modules. Users can now **make a donation online** to the Healthcare Quality Foundation (HQF) to support the development of fellow quality professionals with just a few simple clicks. In addition, a continuing education (CE) approval module now **accepts applications for CE credit virtually**. By committing to virtual enhancements, NAHQ is transforming these and other processes from tedious and sometimes lengthy tasks to convenient and customer-friendly options.

What's Ahead

Enhancing member communications is a top priority for the association and is critical to engaging and enhancing our constituents' experience. The implementation of new technology in 2013 will expand SIG functionality, offering members a more robust community experience and an improved Resource Center to provide answers to common professional questions quickly and efficiently. In addition, the organization will explore expanded functionality through the NAHQ mobile app.



NAHQ will launch new online communities in 2013.

The Impact

It is exciting to see how improvements made within an association directly affect professionals. New offerings such as student membership, the ability to donate to the Healthcare Quality Foundation (HQF) online, and the NAHQ mobile app were highly anticipated projects in 2012.



“As a professor who has introduced the topic of quality improvement to hundreds of online graduate nursing students, I am excited to spread the word about the student membership category through NAHQ. I have had many students who changed their career trajectory after taking the course and

have taken steps to move into the quality field. Marketing this opportunity to students in undergraduate and graduate health administration and quality programs will give these students an opportunity to expose themselves to the bigger picture of quality through NAHQ’s many resources and offerings.”

—Kathleen Tornow Chai, PhD MSN CNE CPHQ FNAHQ

“HQF was proud to announce an option for online donations on the NAHQ website in 2012! The ability to donate online will make it easier for NAHQ members to support the educational opportunities offered through the foundation. Donating is now much easier than it was in the past. HQF hopes this new functionality will increase financial support so we can award more grants to benefit NAHQ members.”



—Linda Weirauch, BSN RN CPHQ, HQF Team Leader



“The NAHQ mobile app was a great addition to my conference experience, because it provided all the information I needed right at my fingertips! The ability to import my entire conference schedule to my phone calendar made it easy to manage my busy days.”



—Cheryl Crozier, RN CPHQ CQA



A Blueprint for the Association

As professionals face change and growth within the industry, the professional organization must continue to seek ways to remain relevant and responsive to professional needs. In order to develop a blueprint for individual advancement, the association must also develop a blueprint to guide future leaders of the organization with a focus on innovation, leadership development, and operational success to create a strong legacy upon which to build.

The Change

NAHQ embraces today's environment of continuous change and delivers innovative products and services to aid our constituents through these challenging times. Innovation—in practice, leadership, and culture—is vital for today's quality professionals. By implementing NAHQ's **Principles of Innovation** in their own organizations, teams will find new energy in using foundational principles and criteria for innovation. Accompanied by this tool, a job aid provides guidelines for using these criteria and evaluating services.

Energy and leadership are essential for a growing and vital association, and NAHQ is committed to ensuring the organization has the right leaders in place. An assessment of the Principles of Leadership, along with a review of nomination practices, helped the association define the current and future criteria used to assess such leaders. To foster **leadership development** among these passionate volunteers, a new leadership workshop at the Annual Educational Conference strengthened the quality of service volunteers provide to the association.



As quality and patient safety gain value in the healthcare industry, professionals seek recognition of their unique knowledge and skills. The association understands the value of acknowledgment and offers recognition of its members' achievements through the NAHQ **Professional Recognition program**. These coveted awards are sought by hard-working and deserving individuals seeking honor for adding to the body of knowledge, positively impacting the healthcare experience, and acting upon their desire to learn and grow. The awards encompass a wide range of effort, including commitments

to the organization and quality field, the development of successful performance improvement programs, and dynamic contributions to the association. Only the best are chosen as recipients of these awards, and NAHQ is proud to recognize these members each year.

Additionally, the awarding of NAHQ's first-ever honorary fellowship in 2012 gives all quality professionals a career blueprint they can use as a model for success. NAHQ leadership honored respected patient safety advocate Jim Conway, MS LFACHE, with the honorary fellowship for demonstrating the characteristics of a NAHQ Fellow, his service as an important friend and resource for NAHQ, and his efforts to advance the profession of quality and safety in healthcare.

What's Ahead

NAHQ leaders understand that the future lies in molding tomorrow's leaders today and have committed to this task. The Leadership Development Team produced a blueprint to construct a pipeline of diverse, talented, and qualified individuals to be developed for leadership roles. This program will prepare strong leaders to helm NAHQ and solidify the organization's succession plan. As this and other programs advance, the arc of leadership will launch these individuals on a trajectory from initial identification to board service. An investment in our leaders creates assets that keep the association going strong.



NAHQ President Betty Brown presents NAHQ friend and respected quality and safety advocate Jim Conway with the first-ever honorary NAHQ Fellowship in September 2012.

The Impact

The association truly strives to develop healthcare quality and patient safety professionals through new opportunities for growth. Nurturing these professionals to become the next leaders in healthcare quality is a top goal for NAHQ, and the creation of resources to assist in this development is key.



“Being awarded the Rising Quality Star Award has been a rewarding experience. My company shared this information with our board of trustees, physician leaders, and other stakeholders and wow, what a response! They wanted to learn more about me, but more importantly, my healthcare

quality profession. This experience allowed me the opportunity to educate our leaders on NAHQ’s purpose to foster collaboration with like-purposed professionals to advance mutual goals of patient safety and quality. I have also had an opportunity to speak to others interested in learning more about a career in healthcare quality and the CPHQ. I am honored to be a NAHQ Rising Star and will continue to uplift the profession!”

—Leigh Humphrey, MBA CPHQ LMSW

“It’s been exciting to participate in the Leadership Development Team and the execution of the new leadership development program. The new program enables NAHQ to shift from a basic nominations process toward a model of governance and leadership by using its Principles of Leadership in the candidate identification, leader cultivation, selection, and nominations processes. By creating this trajectory of development, NAHQ ensures we always have the right people in place to move the strategic initiatives and goals forward. This program also helps the Leadership Development Team tap into members who show true strategic potential but are unsure of how to proceed. This team strives to inspire and nurture diverse, talented, and qualified candidates for future elective office.”



—Linda Scribner, BA CPHQ



2012 Organizational Metrics

Data are key to quality and patient safety professionals, but **NAHQ** leaders who drive decisions that help the organization flourish also see the value in data. The association tracks important metrics to monitor growth and analyze the impact of our achievements. These data will create a blueprint for the future and help determine **NAHQ's** next steps.

Finance

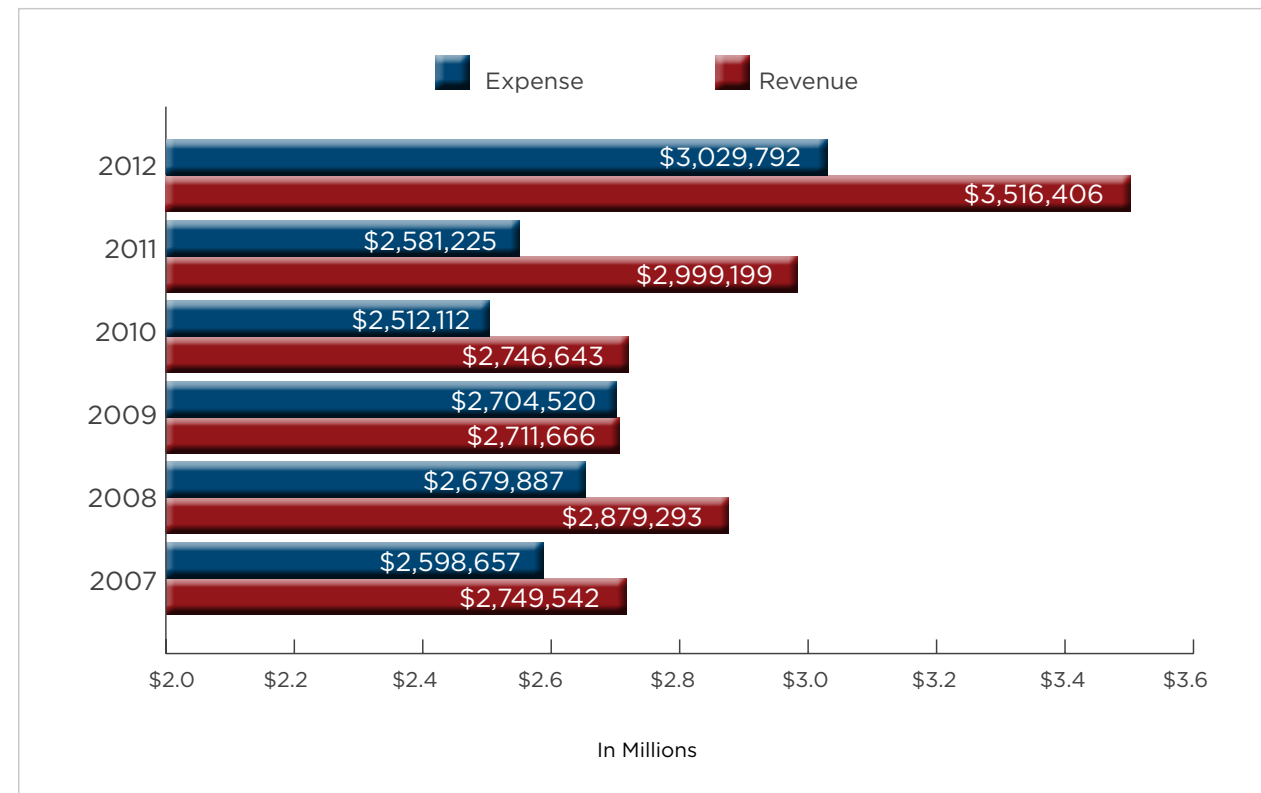
Another successful year has come and gone with revenue exceeding expenses. This strong year can be attributed to several exciting factors including 7% membership growth, 1,578 candidates seeking CPHQ certification, new product offerings, and sales increases in both products and programs.

Expenses for the year did increase; however, these expenses occurred to service the growing number of members and certificants, as well as new developments in programs and products, such as *Q Solutions*, 3rd edition, and the NAHQ mobile app.

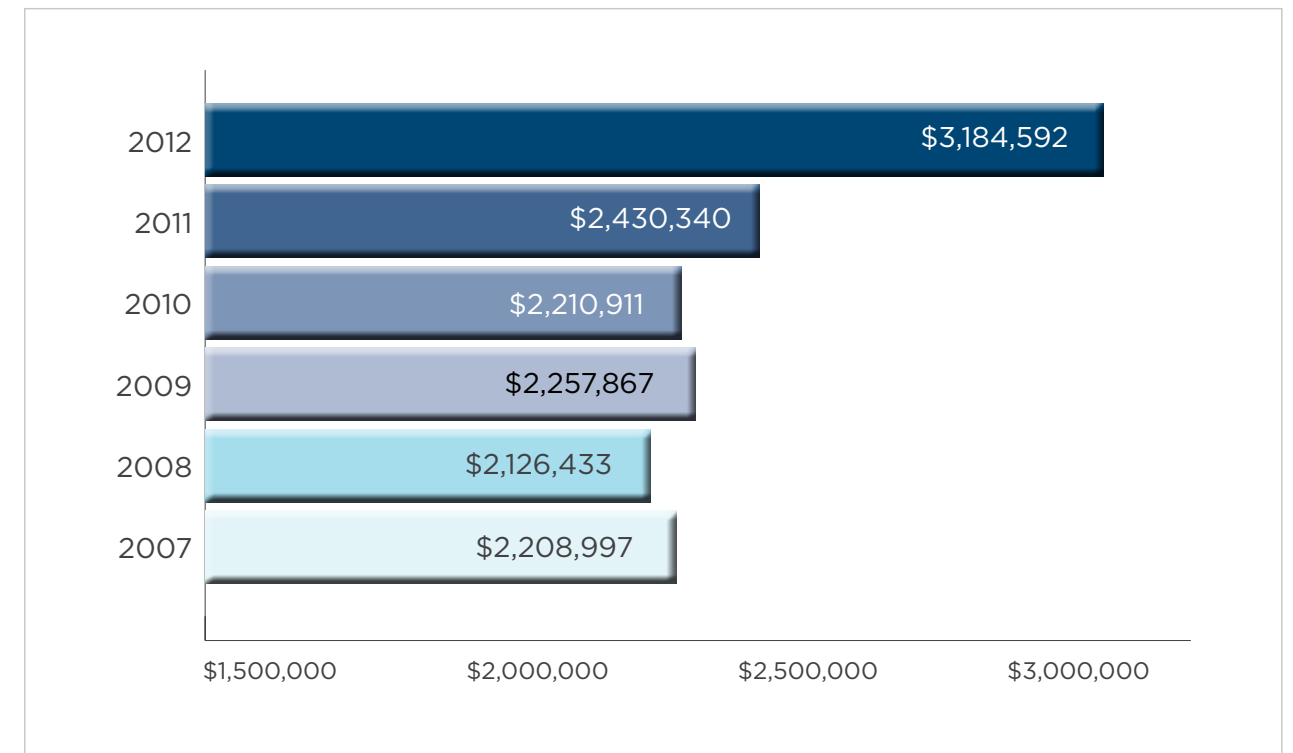
The growing number of professionals seeking the CPHQ credential continues to be the largest revenue generator following membership dues through examination fees. NAHQ actively seeks ways to reinvest these funds back into the association's offerings for members and constituents.



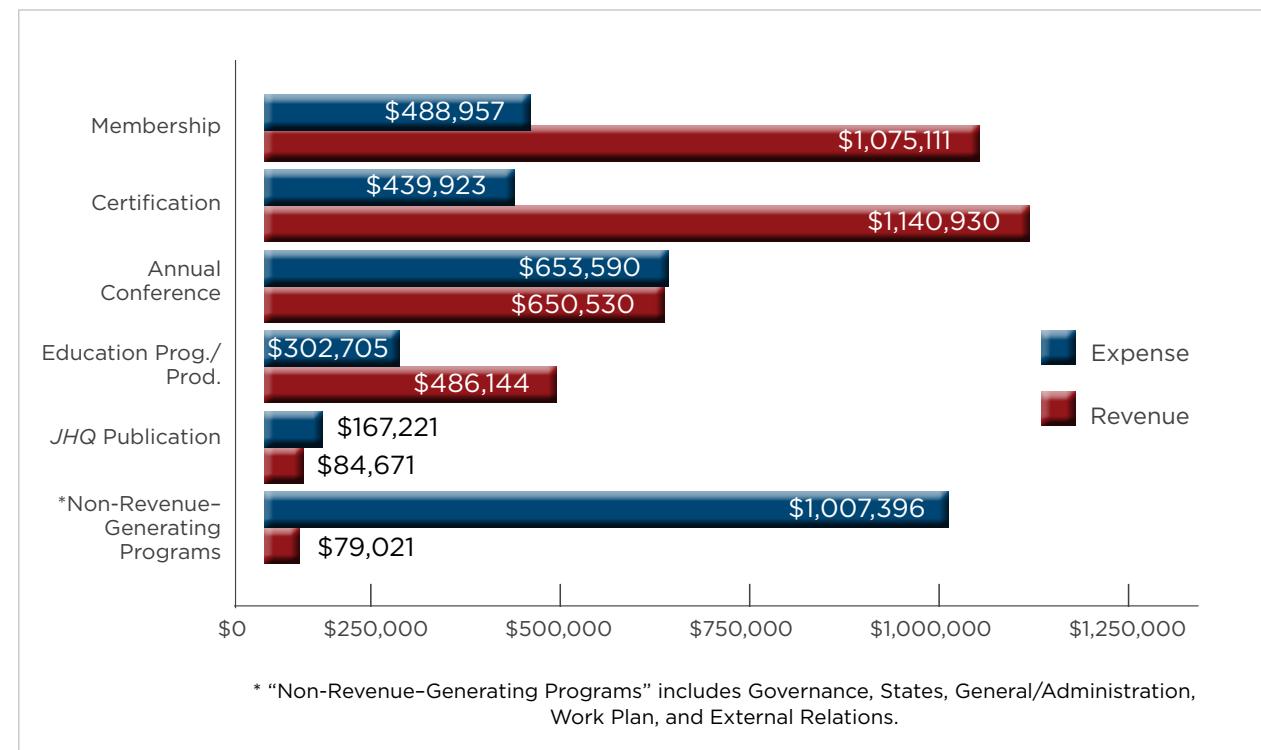
Operating Expense and Revenue by Year



NAHQ Net Assets (Operating and Investment)



2012 Operating Expense and Revenue by Program



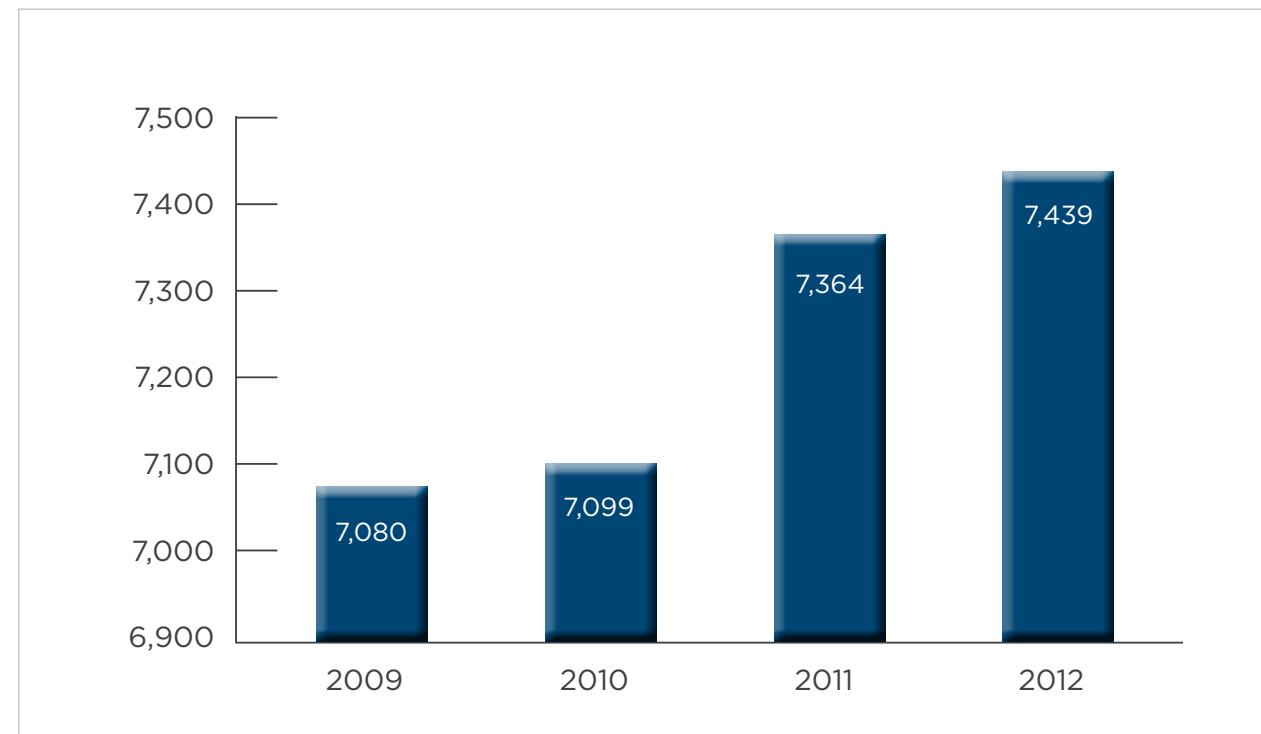
Certification

The CPHQ program enjoyed another year of upward trends in 2012, gaining approximately 100 new CPHQs while maintaining a robust renewal rate of 72%. Although this rate is slightly lower than 2011, it continues to be higher than the national average. Several programming improvements, including an online recertification application, increased website usability and functionality, and increased communication with certificants, have helped these numbers grow. Persistent focus on a user-friendly process will continue to bode well for the program and increase the credential's value in the years to come.

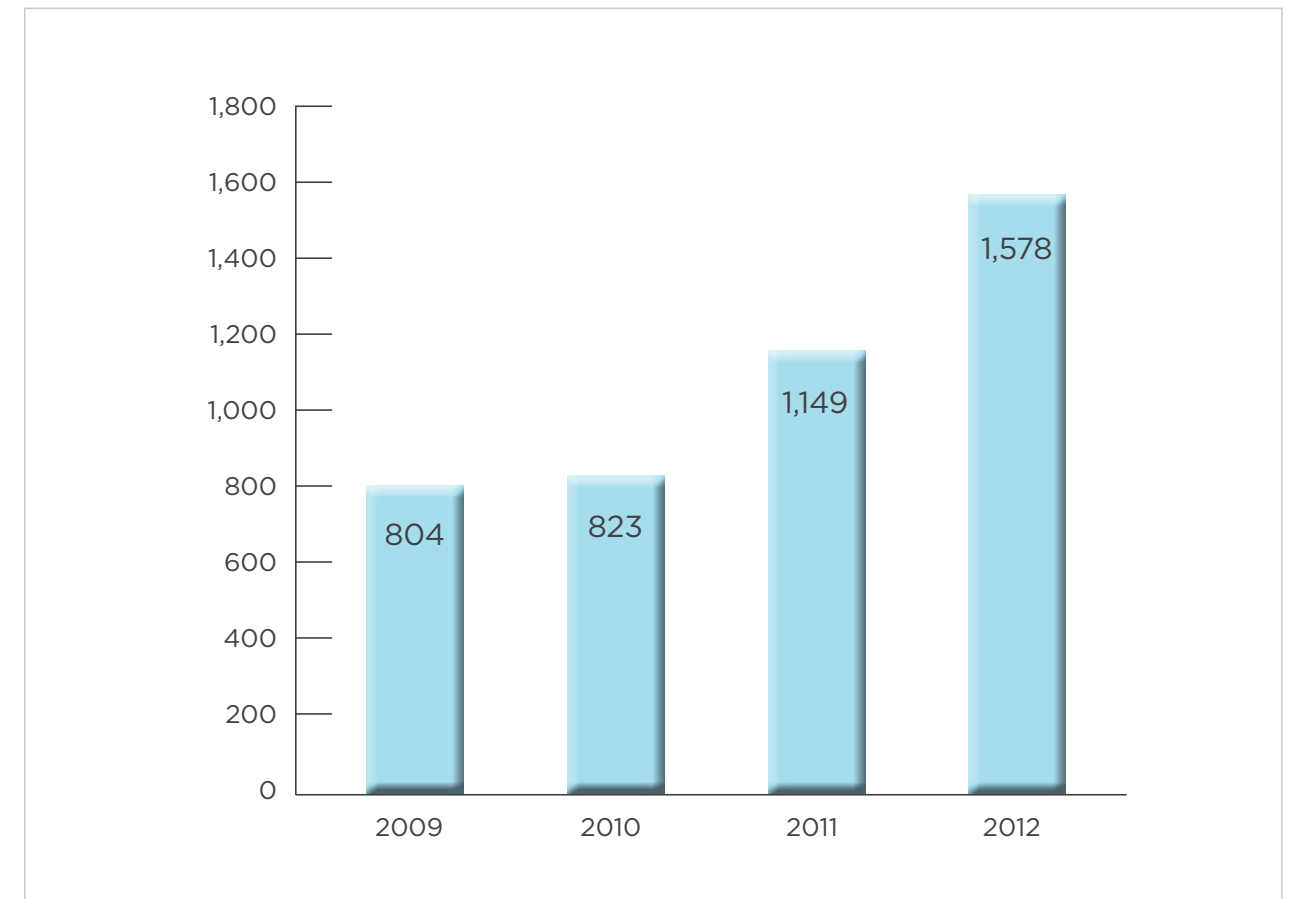


CPHQs celebrate at the annual CPHQ Reception.

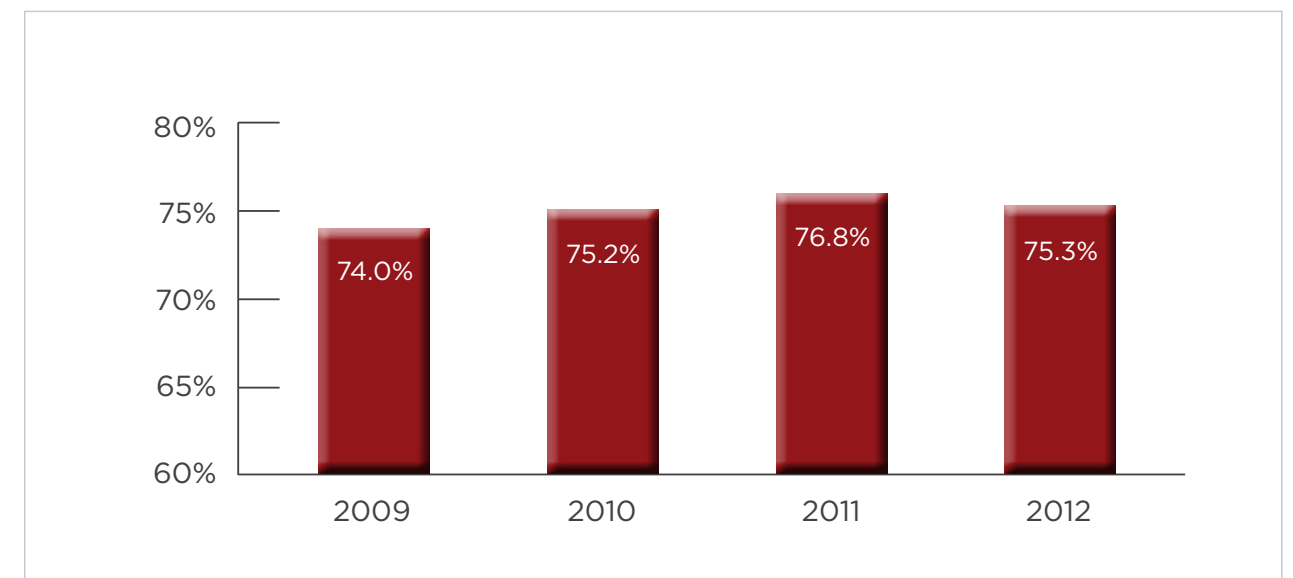
Total CPHQs



CPHQ Candidates



CPHQ Exam Pass Rate (U.S.)



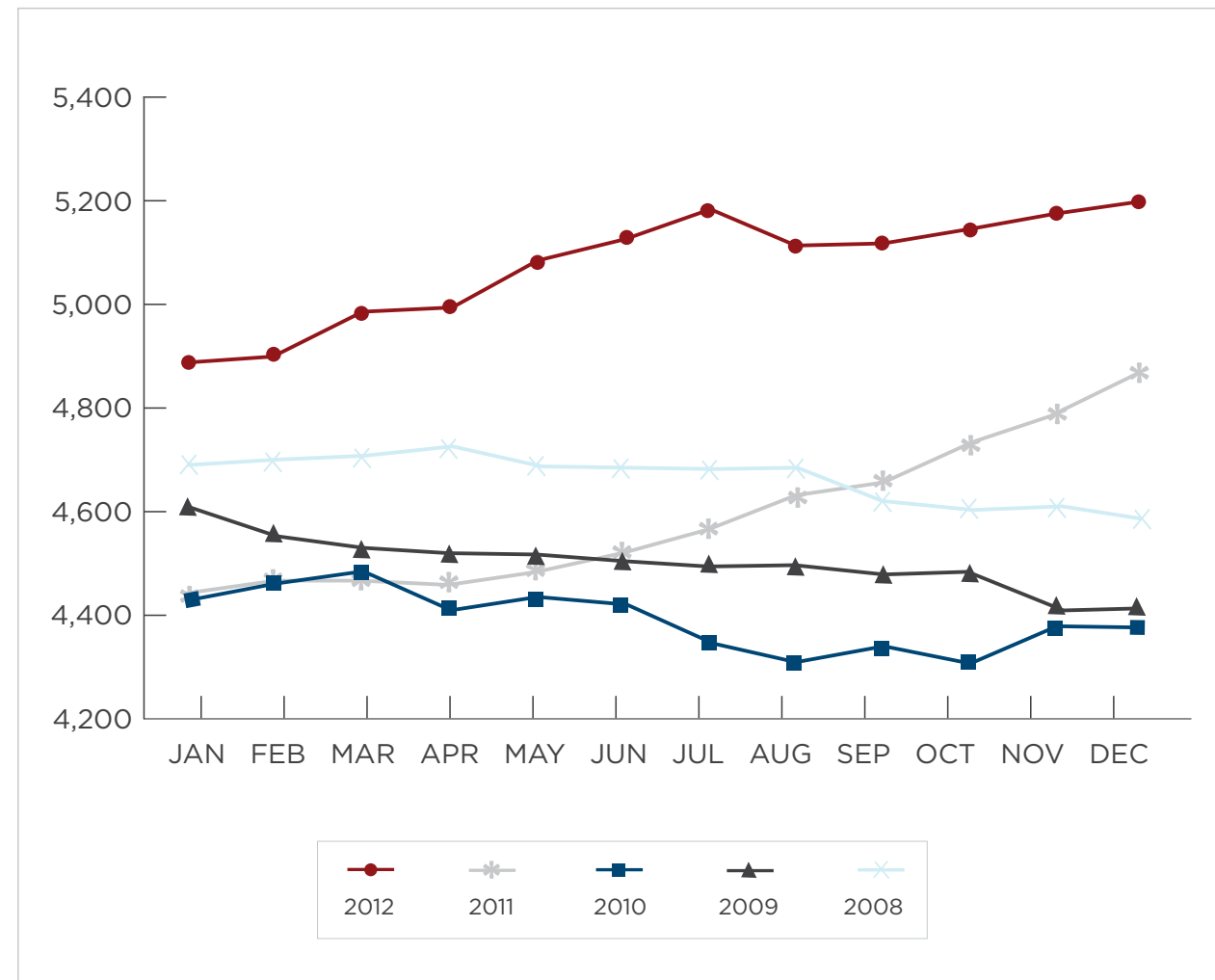
Membership

For the third consecutive year, NAHQ has enjoyed growth in overall membership. In 2012, approximately 1,612 first-time members were added to NAHQ's membership, while more than 2,976 members in healthcare quality and patient safety returned to NAHQ's ranks to create a 7% growth rate for the year.

This steady climb can be attributed to many of the exciting advancements within the association throughout 2012. The launch of the student membership category, the addition of the Dr. Heller Memorial

Scholarship, the continued offering of the IHI Open School through the Dr. Heller Memorial, membership discounts on new products and programs, and the development of a new Leadership Model have increased the value of NAHQ membership. NAHQ seeks to tap new markets to reach more potential members while enhancing benefits to retain existing members. NAHQ's goal is to become the primary resource for healthcare quality and patient safety professionals everywhere.

Total NAHQ Membership by Month

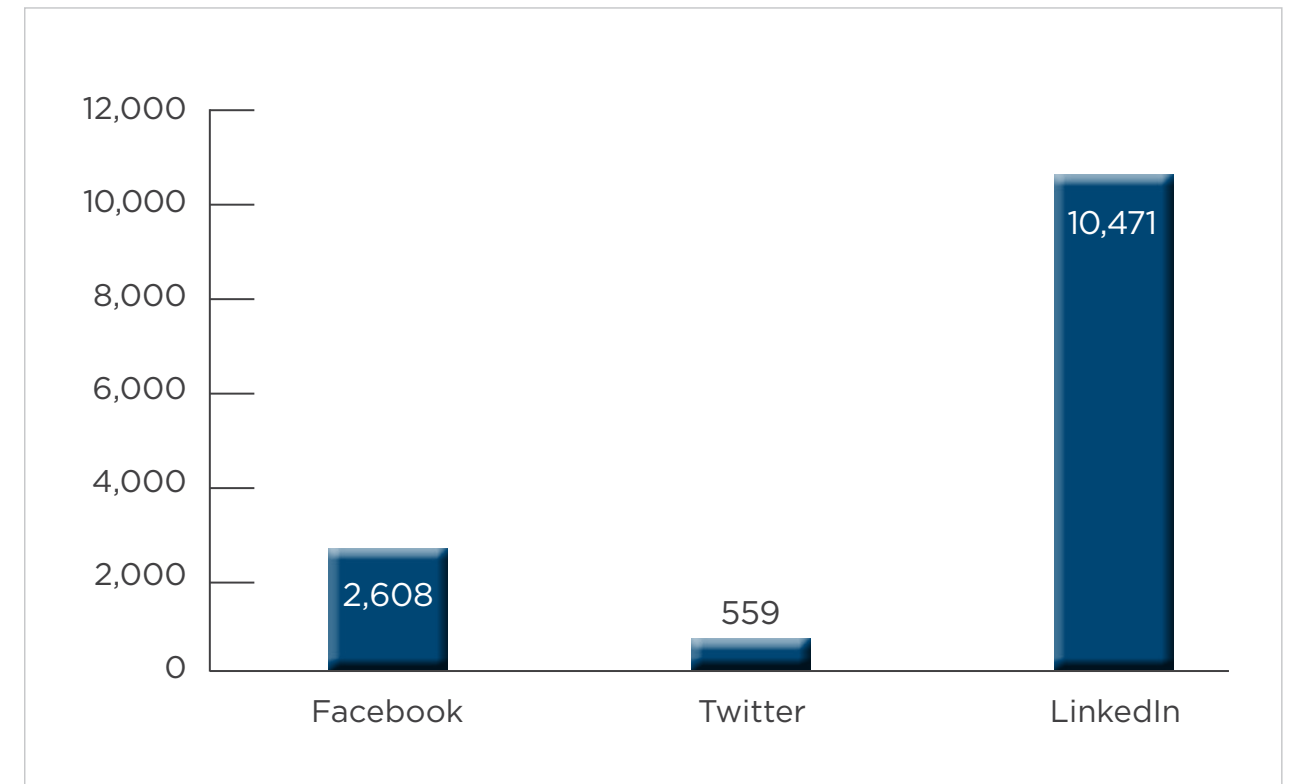


Social Media

The association continued to experience dramatic growth on Facebook, Twitter, and LinkedIn in 2012, increasing NAHQ's total fan following by more than 6,700 new participants. Facebook and Twitter followers grew steadily throughout the year, while the LinkedIn professional networking forum enjoyed an incredible 225% growth rate, nearly tripling the number of participants from 2011. NAHQ's presence on these forums adds another way for professionals to access valuable news from the association, the quality and patient safety profession, and regulations in healthcare reform on the horizon.



2012 Social Media Participation





HQF Donor Report

The Healthcare Quality Foundation (HQF), the philanthropic arm of NAHQ, continues to support the association's purpose of improving healthcare quality across all points of care through education, certification, and advocacy.

The foundation sponsors individuals and NAHQ-affiliated state organizations in their quests to advance professional growth, promote understanding of quality concepts, and enhance existing resources aimed at improving the quality of healthcare in all settings through donor-supported grants. Every dollar graciously donated directly funds grants for professional development opportunities. In 2012, the foundation enjoyed another successful year and was excited to see the long-awaited release of online donation capabilities.



2012 HQF Donors

Individual Donations

Platinum (\$500 and more)

Betty Brown, MBA MSN RN CPHQ FNAHQ

Gold (\$200-\$499)

Christy L. Beaudin, PhD LCSW CPHQ

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Silver (\$100-\$199)

Anne Marie Butrie, MSN MPH CPHQ FNAHQ

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Michael L. Greer, MHA RN CPHQ

Mary E. Huddleston, MHSE RN CPHQ

Bronze (up to \$99)

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Graciela Lange, CPHQ

Jennifer Miller, MSQ CPHQ

Denise Myrick, MS CPHQ LSSGB

Susan Nance, CPHQ LCSW

Affiliated State Association Donations

Platinum (\$500 and more)

Florida Association for Healthcare Quality

Mississippi Association for Healthcare Quality

Gold (\$200-\$499)

Iowa Association for Healthcare Quality

Louisiana Association for Healthcare Quality

Texas Association for Healthcare Quality

Silver (\$100-\$199)

Arkansas Association for Healthcare Quality

Conference Raffle Prize Donors

Arkansas Association for Healthcare Quality

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California Association for Healthcare Quality

Connecticut Association for Healthcare Quality

Florida Association for Healthcare Quality

Georgia Association for Healthcare Quality

Illinois Association for Healthcare Quality

Indiana Association for Healthcare Quality

Iowa Association for Healthcare Quality

Joint Commission Resource

Kentucky Association for Healthcare Quality

Massachusetts Association for Healthcare Quality

Michigan Association for Healthcare Quality

Minnesota Association for Healthcare Quality

North Carolina Association for Healthcare Quality

New Jersey Association for Healthcare Quality

Ohio Association for Healthcare Quality

Oregon Association for Healthcare Quality

QI Macros SPC Software

Rhode Island Association for Healthcare Quality

Virginia Association for Healthcare Quality

2012 Grant Recipients

Certification Grants

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Claudia Brown

Alyson Flood, BSN

Rebecca Foster, BSN RN

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Judith Ann Smith, PharmD BCOP FCCP FISOPP

Jemmy Thomas, MHA

Sharon Watklevicz, BSN RN

AlMunzer Zakaria

Career Development Grant

Pam Carroll-Soloman, MJ CPHQ LSSBB RHIA

Janet A. Brown New Quality Professional Grant

Joanna Hilburn, BSN FN



An attendee participates in the HQF Raffle at the 2012 HQF Fundraiser.



Attendees enjoy the Make Your Own Mojito/Margarita Bar at the 2012 HQF Fundraiser.



Attendees meet and greet one another at the 2012 HQF Fundraiser.



NAHQ Teams and Volunteers

The organization's vision to realize the promise of healthcare improvement through innovative practices in quality and patient safety could not be achieved without the dedicated efforts of NAHQ's many volunteers. Whether serving on a standing team, a task force, or other volunteer need, NAHQ is thankful for their service.

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2012 NAHQ President Betty Brown (left) and Fellowship Review Board Leader Mary Huddleston (right) welcome new 2012 Fellow Sarah Pavelka.



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Ann Hunter, Behavioral Health
Mary Keenan, Home Care
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Sarah Pavelka
Lori Barker, Staff Liaison
Cara Pawlowski, Staff Liaison



Past Presidents

- | | |
|-------------------------------------|----------------------------|
| Rebecca Dimitroff Jones (1976) | Jean Macrander (1995) |
| Becky Jones (1977) | Janet Brown (1996) |
| Becky Eiss (1978) | Sarah Tackett (1997) |
| Sandra Ambrosi (1979) | Diane Rogier (1998) |
| Robert Warner (1980) | Diane Mikell (1999) |
| Barbara Hubbard Conway (1981, 1984) | Jennifer Brown (2000) |
| Patsy Flensburg (1982) | Kathryn Clinefelter (2001) |
| Mary Howland (1983) | Faye Wilson (2002) |
| Anna Prescott (1985) | Ij Guthmann (2003) |
| Kay Speece (1986) | Nancy Clafin (2004) |
| Ann Schmitt (1987) | John Hartley (2005) |
| Kay Cerjak (1988) | Anna Marie Butrie (2006) |
| Pat Lefkowitz-Ziegler (1989) | Heidi Benson (2007) |
| Sherry Peterson (1990) | Thomas Smith (2008) |
| Judy Homa-Lowry (1991) | Cathy Munn (2009) |
| Sandra Bassett Robinson (1992) | Linda Scribner (2010) |
| Claire Davis (1993) | Susan Goodwin (2011) |
| Frank Appel (1994) | |



NAHQ Past Presidents, photographed September 2012

