



Quality Management Office

e - CIRCULAR



Issue 3

Dec 2011

KELLY'S CORNER



Happy Holidays!

A great deal has transpired since our last issue, most notably the annual Quality Working Group (QWG) Offsite, held at Fort Detrick in mid-October. The event was well attended, with great dialogue and exchange of ideas. We launched the offsite with an overview of the Quality Management Office, since we still receive queries on what we do for the command. Then our keynote speakers were spotlighted. Dr. Robert Miller, the Director of DRAC at USAMDA, spoke on his role as the Sponsor's Representative for FDA-Regulated Activities. His presentation really helped the group better understand FDA issues. Dr. Miller was followed by Mr. Jeremiah Kelly from the USAMRMC Staff Judge Advocate's office, where he serves as the command's legal advisor on FDA-Regulated issues. Jeremiah is a great resource for guidance on the legal requirements of the FDA. Next, the attending members discussed the role of the quality members of IPT's, the components of a revised QWG Charter, and the establishment of a Quality Person of the Year Award. We also developed a tentative process plan to transition to a new quality structure within USAMRMC. The announcement of the transition plan is included in the Updates section of the eCircular.

Please join us during our next QWG meeting on 18 January 2012. We will provide an update on the quality transition plan for IPTs, and hope to have a presentation from USAMRICD on their quality improvement program.

Warmest Regards,

Kelly

MRMC QMO HIGHLIGHT

HAPPY NEW YEAR

The QMO highlights two USAMMDA members of the QWG, Ms. Elizabeth Coffman and Mr. Bert Bauzon. Congratulations to both Beth and Bert on their recent promotions to new positions within USAMRMC!

Beth was selected as the Senior Strategic Planning Officer at USAMRAA, where she will help guide the acquisition planning strategy. Bert was selected to replace Beth as the Director of the USAMMDA Quality Office. Both will assume their new positions when we return from the New Year's holiday on 3 January 2012. Fortunately, Beth and Bert will remain active members of the QWG, and we're looking forward to their contributions to the group in their new roles.

Please take a moment to offer congratulations to Beth and Bert on their successes!



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WELCOME AND HAPPY NEW YEAR TO OUR NEW SURGEON GENERAL LTG Patricia D. Horoho

Lieutenant General Patricia D. Horoho

The Surgeon General and Commanding General of the United States Army Medical Command Lieutenant General Patricia D. Horoho is currently serving as the 43rd Surgeon General and Commanding General of the U.S. Army Medical Command. Her previous positions include Deputy Surgeon General, Office of The Surgeon General, Falls Church, VA, from 2010 to 2011; 23rd Chief of the US Army Nurse Corps, from 2008-2011; Commander, Western Regional Medical Command, Fort Lewis, Washington, from 2008 to 2010; Commander, Madigan Army Medical Center, Tacoma, Washington, from 2008 to 2009; Commander, Walter Reed Health Care System, Washington D.C., from 2007 to 2008; and Commander, DeWitt Health Care Network, Fort Belvoir, Virginia, from 2004 to 2006.

As a Registered Nurse, Lieutenant General Horoho earned her Bachelor of Science degree from the University of North Carolina at Chapel Hill in 1982. She received her Master of Science degree as a Clinical Trauma Nurse Specialist from the University of Pittsburgh. She is a resident graduate of the Army's Command and General Staff College and the Industrial College of the Armed Forces, where she earned a second Master of Science degree in National Resource Strategy. Other military assignments include Staff Nurse on a multi-service specialty ward, Staff and Head Nurse of a Level III emergency department, Evans Army Community Hospital, Fort Carson, Colorado; Nurse Counselor, 1st Recruiting Brigade (Northeast) with duty at Harrisburg and Pittsburgh Recruiting Battalions; Head Nurse of a 22-bed emergency department, Womack Army Medical Center, Fort Bragg, North Carolina; Chief Nurse and Hospital Commander of a 500-bed field hospital, 249th General Hospital, Fort Gordon, Georgia; Assistant Branch Chief, Army Nurse Corps Branch, United States Total Army Personnel Command, Alexandria, Virginia; Assistant Deputy for Healthcare Management Policy in the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Pentagon, Washington, D.C.; Deputy Commander for Nursing and Commander of the DeWitt Health Care Network, Fort Belvoir, Virginia; and Deputy Commander for Nursing, Walter Reed Army Medical Center and North Atlantic Regional Medical Command, Washington, D.C. In 2011, Lieutenant General Horoho deployed with I Corps, as the Special Assistant to the Commander, International Security Assistance Force Joint Command, Kabul Afghanistan.

Recognitions include being selected in 1993 by "The Great 100" as one of the top one hundred nurses in the State of North Carolina. In the same year, she was also selected as Fort Bragg's Supervisor of the Year. She deployed to Haiti with the Army's first Health Facility Assessment Team. In 1998, she co-authored a chapter on training field hospitals that was published by the U.S. Army Reserve Command Surgeon. Lieutenant General Horoho was honored on December 3, 2001, by Time Life Publications for her actions at the Pentagon on September 11, 2001. On September 14, 2002, she was among 15 nurses selected by the American Red Cross and Nursing Spectrum to receive national recognition as a "Nurse Hero." In 2007, she was honored as a University of Pittsburgh Legacy Laureate. In April 2009, she was selected as the USO's "Woman of the Year," and in May 2009, she became an affiliate faculty with Pacific Lutheran University School of Nursing, Tacoma, Washington. In May 2010, the Uniformed Services University of Health Sciences appointed her as Distinguished Professor in the Graduate School of Nursing. In 2011, University of North Carolina School of Nursing selected her as the Alumna of the Year. Lieutenant General Horoho's awards and decorations include the Distinguished Service Medal, Legion of Merit (2 OLC), the Bronze Star Medal, Meritorious Service Medal (6 OLC), Army Commendation Medal (3 OLC), Army Achievement Medal (1 OLC), Armed Forces Expeditionary Medal, Afghanistan Campaign Medal and various service and unit awards. She served as the Head Nurse of Womack's Emergency Department when the hospital was awarded the Superior Unit Citation during the Pope AFB Crash in 1994. She is also authorized to wear the DA Staff Badge and is the recipient of the Order of Military Medical Merit Medallion.

“Twas the Night Before Decision Gate”

‘Twas the night before Decision Gate,
And on every IPT,
There was concern about their briefings,
For they neglected quality.

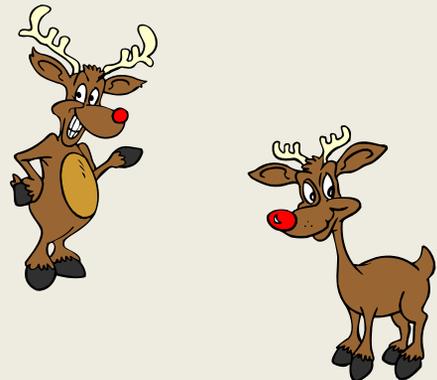


They completed all the templates,
And rehearsed what they would say,
In the hopes they'd get approval,
From the MDA.

So the Chairs started off their briefings,
Each in turn their words did flow,
When the MDA interrupted: Stop!
You're not telling me what I need to know.

Your data is inconclusive,
And your assumptions make it hard to see,
How to support your course of action,
Have you consulted quality?

The Chairs were taken aback,
They all appeared quite perplexed.
Their QASP was incomplete,
They weren't sure what to do next.

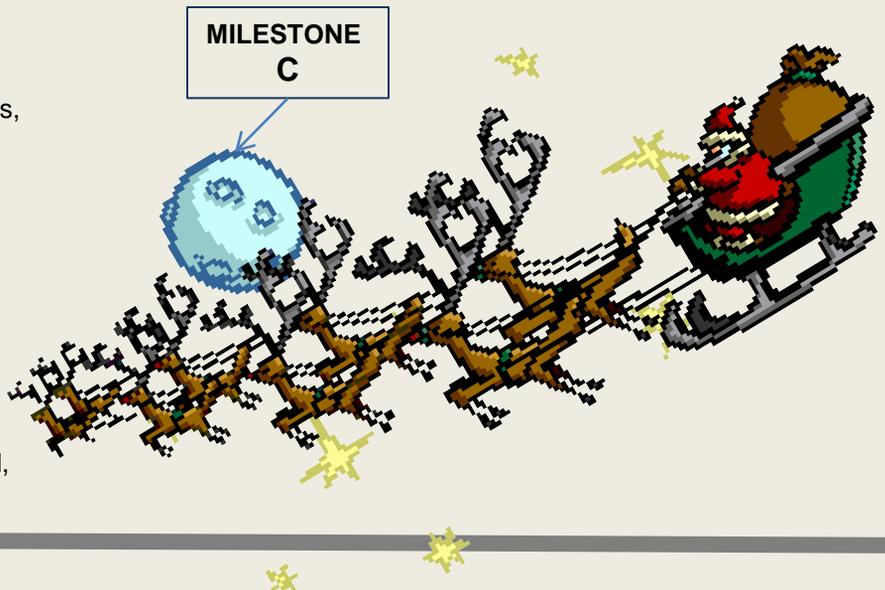


So the MDA took action,
Consulted with Directors sitting near by,
How do we get this IPT on track,
Any make their research fly?

He called to them in turn,
To get immediate feedback,
What say you Lynch –Castro- Harris,
Scherer – Leggieri- and Hack?

The team took quick action,
Corrected the data for the IPT,
Which pleased the MDA,
For they consulted Quality.

As Decision Gate concluded,
The MDA exclaimed with gusto,
For he was happy as could be,
Your recommendation is accepted,
Now on to Milestone C!



UPDATE and PLANS FOR THE NEW YEAR AT QMO

Licensing & Credentialing Program at USAMRMC

The New Year will bring enhanced capability and an improvement in the process of the Licensing and Credentialing Program.

Elaine English is the heart of the QMO. She supports our Director, Kelly Garrett, administratively and, although she's busy, her response to requests for help from the rest of the staff is "of course, how can I help?". She is part of the Lean Six Sigma (LSS) Yellow Belt Training team and she will be a Site Manager for the USAMRMC Interactive Customer Evaluation Program. Elaine also manages the Licensing and Credentialing process for USAMRMC and is working to obtain her LSS Green Belt certification.

Elaine's certification project is to improve the Licensing and Credentialing process to reduce the amount of time it takes and to improve the level of compliance throughout the Command. She is in the "Improve Phase" of her LSS project and is waiting for MEDCOM to change the level of permissions granted her in the Centralized Credential's Quality Assurance System (CCQAS) database. Once MEDCOM has made the requested changes she will initiate a test pilot on the new process. Customers are our focus and improving this process will improve their experience. Questions on Licensing and Credentialing can be directed to Elaine English, at (301) 619-6434.

The Transition of Quality Assurance Activities within USAMRMC

In order to become more efficient with Quality Assurance resources and build a more effective Quality System, the Quality Assurance (QA) Scientists assigned to the Quality Management Office (QMO) of USAMRMC Headquarters will transition from Integrated Product Team (IPT) membership and focus on three main functions of an effective Quality System framework: audit, assist, and hold accountable. They will also function as Quality Assurance Consultants to the IPT Chairs.

As the QMO QA Scientists transition from IPT membership, the Quality Units of the USAMRMC Subordinate Commands will provide Quality Assurance Representatives to the IPTs.

We are in the process of developing and coordinating the transition plan for our new Quality System, which we will implement in phases. In conjunction with our Quality Working Group partners, the expected completion date of the transition plan is 18 January 2012. Implementation of the plan is expected to follow shortly thereafter.

Please contact the USAMRMC Quality Management Office at 619-8088, 619-6978, 619-6977, or 619-1055 with any questions.

UPDATE and PLANS FOR THE NEW YEAR AT QMO (cont.)

Strategy Deployment and Automation

The QMO's Strategy Deployment and Automation staff (Rusty Kreitz and Jane Wingate) will continue their training and facilitation mission with the USAMRMC Subordinate Commands. MG Gilman approved the Strategic Objectives and Measures for the HQ USAMRMC Strategy Map, now QMO is working with the Objective and Measure Owners to refine the measures, initiatives, baselines and targets. Our quarterly reviews of the Strategy, Deployment and Automation (SDA) process begin with a February briefing to MG Gilman by the Objective and Measure Owners.

Once the USAMRMC HQ plan is in place, the Subordinate Commands begin the review process of their individual strategy maps and scorecards. With the appropriate access, this information is available on the Strategic Management System (SMS) website.

Our goal is to have all Subordinate Commands trained, with a completed strategy map and scorecard in SMS, by mid-summer 2012. Updates to MG Gilman continue through each quarter of the year.

Strategy Automation has come a long way since our initial training session with the Strategic Management System during our SDA meeting in August. Including OTSG/MEDCOM as well as USAMRMC, we've trained over 180 personnel SMS, either in person or via Defense Connect Online (DCO). This includes a multi-point and in-person DCO for the Army Medical Logistics Enterprise (AMLE), USAMMA, 6th MLMC, USAMMC-K. Most importantly, the USAMRMC approved strategy map and scorecard resides in SMS.

While the final tweaking of some metrics continues with the metric owners, we are moving forward with the finalized 10 strategic objectives and 18 strategic metrics. That's a far cry from the previous strategy map, with 18 strategic objectives and 54 metrics, many of which were labeled as "To Be Determined" (TBD). Additionally, a SMS Local Admin Guide is being designed to provide useful information to SMS Local Administrators and encourage the sharing of best practices.

Moving forward, we will schedule Strategy Deployment and Automation training on a regular basis to enable those new to the system to become familiar with our best business practices.

Thanks to everyone for their help and support. We look forward to continuing to provide the SDA support you need.

UPDATE and PLANS FOR THE NEW YEAR AT QMO (cont.)

Continuous Process Improvement/Lean Six Sigma

Continuous Process Improvement is a key measure on the MEDCOM and USAMRMC Strategy Maps. The Lean Six Sigma method follows five phases to achieve process improvement. The five phases are identified as Define, Measure, Analyze, Improve, and Control; also termed the DMAIC process. MG Gilman is particularly interested in the Command becoming more efficient and effective. Here are a few success stories to share:

Beverly Fogtman of USAMMDA is a Green Belt candidate who recently completed a project to “Improve the Information Technology Capability Request (CAPR) Approval Process.” Her team used LSS tools such as a Cause and Effect Diagram and Process Mapping to reduce the initial defect percentage for submitted CAPRs by 47%. Upon completing the Control Phase of the project, the team reached their improvement goal of 50%.

MAJ Cary Honnold of WRAIR lead a project team in determining how to “Improve Pathology Report Data Generation”. The project included an improved process using pre-formatted, standardized Excel spreadsheets and pre-formatted database aid in the analysis of pathology slides. This improvement led to a significant reduction in process lead time, but also reduced the error rate from more than 50 % to 0.

MAJ Kirsten Smith of USAMMDA is in the Improve phase of her project to “Improve the Regulatory Submissions Process.” Thus far, the team has shown dramatic improvement in process lead time (PLT - time it takes to complete the process), reducing the PLT from an average of 12.5 days to 1 day. The team also improved the error rate by 50%.

MG Gilman wishes to thank all those involved in process improvement. The QMO provides support to any USAMRMC organization interested in improving efficiency and effectiveness. We utilize process improvement tools, along with team facilitation, to help organizations make data-based decisions and solve problems.

If you believe your organization needs to become more efficient and effective, please call 301-619-1066 to schedule training or an initial process improvement planning consultation.

OUR CUSTOMERS

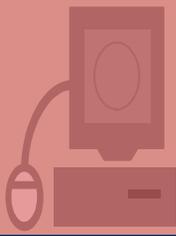


Please contact us if you have something you'd like to highlight in the QMO eCircular. QMO would like to share your good news with the rest of MRMC – please let us know of special events so that we can celebrate as a TEAM.

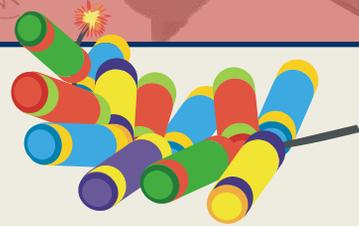
Please send information to:
USAMRMCQMO@AMEDD.ARMY.MIL

JUST A THOUGHT

"Cheers to a New Year and another chance for us to get it right." ~ Oprah Winfrey



Thoughts for the New Year



"One resolution I have made, and try always to keep, is this: To rise above the little things."

John Burroughs

"Nobody can go back and start a new beginning, but anyone can start today and make a new ending."

Maria Robinson

"It's not because things are difficult that we do not dare; it is because we do not dare that things are difficult."

Seneca



"Imagination is more important than knowledge. Knowledge is limited. Imagination encircles the world."

Albert Einstein

"Twenty years from now you will be more disappointed by the things that you didn't do than by the ones you did do. So throw off the bowlines. Sail away from the safe harbor. Catch the trade winds in your sails. Explore. Dream. Discover."

Mark Twain

Mark Twain



"Life is a tragedy for those who feel but a comedy for those who think."

Horace Walpole



USAMRMC Quality Management Office Organizational Structure

