



# Healthcare Division

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## DEAR ASQ HEALTHCARE DIVISION (HCD) MEMBER

After a long hiatus due primarily for largely technical reasons, I am now able to resume sending you a quarterly direct email to keep you up to date with your Division, its activities, its plans, and its needs in a way that can help bring real value to you, the member and the focus of why we exist!!

**I apologize in advance for the length and complexity of this communication and warn you that to get the most out of it, it might best be read in stages and/or in a relaxed, comfortable setting. We are a very member-centric Division and want you to know as much about us and what we are doing as possible in the hope that you might find member satisfaction by engaging in one or more of the Divisions ongoing activities and with the members who already are making good things happen at a very rapid pace.**

As always, I invite your comments, suggestions, beefs, and, as importantly as anything else, you expressions of interest in becoming involved. In that regard, please feel free to email me or call me at my home office [504-894-8510] or on my cell [248-709-6669] if you'd like to communicate!

In this email I will cover the following areas:

- I. PAST AND ONGOING HCD EVENTS & PROJECTS**
- II. UPCOMING HCD and HCD-RELATED EVENTS**
- III. HCD MEMBER OPPORTUNITIES**
- IV. INVITATION FOR COMMENTS/SUGGESTIONS/BEEFS/INPUT**

## I. PAST AND ONGOING HCD EVENTS & PROJECTS



### a. NEW OPPORTUNITY AT ASQ FOR OUR LONG TERM FRIEND AND MENTOR, RAY ZIELKE

It is with mixed emotions that I report that our long term ASQ collaborator and mentor, Ray Zielke, has found a new home at ASQ. He will now be leading ASQ's Baldrige effort. Congrats, Ray! The HCD truly appreciates all you have done with and for us, wishes you well, and hopes that we will get a chance to work with you again.

### b. HCD LEADERS RETREAT

As previously reported in the ASQ E-Health Newsletter, the HCD Leadership met in New Orleans in December, 2012 to plan our strategy for at least the next two years. We were ably facilitated in this effort by Deb Hopen. From this event came new thinking to assist us in restructuring for efficiency, effectiveness, and delivering better value to our HCD members.

### c. HCD COLLABORATION ON LSS CONFERENCE

Through the gargantuan efforts of Patricia Morrill, the Lean Enterprise Division (LED) Liaison to the HCD and Dan Rand our Education Chair, HCD assisted in the recruitment of healthcare faculty for the prestigious ASQ LSS conference held in Phoenix on March 3-5. From all accounts the event was extremely well attended and the healthcare workshops arranged with the help of the HCD were very well received. We are now on the way to working with Patricia on next year's program.

### d. SECTIONAL HEALTHCARE SPECIAL INTEREST GROUPS GAINING MOMENTUM

e. For the past two years the Chair of the HCD Sectional Special Interest Group (SIG) Task Group, Hamilton Plaza, has been working very hard to establish Healthcare SIGs in as many ASQ Sections as possible. We are happy to report that his efforts are now bearing real fruit. There are now formally approved (by the HCD) Healthcare SIGs in New York City, Boston, Atlanta (Hamilton's Home Section), and serious interest being expressed in several other

major Sections. The net effect of the Healthcare SIGs is to bring the HCD closer to the grass roots of ASQ and its members and to effect lasting, productive relationships that benefit all. One great benefit is that the leaders of the Healthcare SIGs will become part of the

## Leadership Council of the HCD. **QUALITY MANAGEMENT DIVISION-HCD JOINT TECHNICAL COMMITTEE**

The HCD and the QMD have formed a Joint Technical Committee on Healthcare which is Co-Chaired by Grace Duffy (QMD) and Pierce Story (HCD). The Committee has established five short-term objectives which are outlined below along with the current status of each:

- Objective:** Engage in research and application related to both the ASQ Quality Management Book of Knowledge (QMBoK ) and Healthcare Book of Knowledge (HBoK) as it applies to health and healthcare content.

**Status:** Cross walk between HC and QM BoK complete. Committee is now identifying the top three priorities for tactical process improvement activity.
- Objective:** Using a holistic approach to system level value realization, explore the boundaries of performance and process methodologies such as Lean, Six Sigma, TQM and others to support the growing demands of health and healthcare at the global level.

**Status:** One executive level paper submitted to ASQ for placement in a healthcare market journal on a systems model for affordability in healthcare. Committee has volunteered to edit the special edition of the QMD Forum for Winter 2014 with the submission of at least 3 papers related to the HC/QM BoK overlap.
- Objective:** Reinforce the existing relationship between QMD and HCD for joint member interest and industry segment content.

**Status:** Established and sustaining: Grace Duffy has been named the QMD Liaison to HCD. Pierce Story and Grace Duffy are co-chairs of the QM/HC Healthcare Technical Committee
- Objective:** Join the existing inter-Divisional partnership of HCD, Stats, Lean, and Six Sigma divisions/forum to mine opportunities for performance and organizational excellence in health communities.

**Status:** Grace Duffy presented a two session workshop at the ASQ Phoenix Lean Six Sigma conference on Modular kaizen in Healthcare. Pierce Story and Grace Duffy are supporting the current effort to assist the HCD/Stats/LSS CDC Hospital Acquired Infection data validation and statistical sampling project.
- Objective:** Provide two papers and one health application quality tool for the September 2012 QMD e-blast

**Status:** QMD rescheduled the e-blast for October 2012. The two papers and application were released on 10.16.13 to all QMD members and made available to HCD for distribution as desired.

## **f. HAI SAMPLING VALIDATION TASK GROUP**

For around a year we have been working with former HCD member, David Birnbaum, Program Manager, Healthcare Associated Infections Program, Division of Disease Control

and Health Statistics, Washington State Department of Health; William Brenneman from the ASQ Statistics Division; Sandi Storli from the ASQ Audit Division; and Kay Brown, Vice-Chair of the Kansas City Section to assess the state of sampling validation pertaining to the Hospital Acquired Infection Data System. The health of many as well as healthcare reimbursement revolves around the ability to collect valid, accurate data. Those mentioned have authored a paper on the subject which will be published later this year in a prestigious medical journal.

**g. MARSHALL PLAN ACTIVITY**

The HCD Marshall Plan which provides ASQ PI and QI professionals in physicians' offices, hospitals, and in renal dialysis centers to assist (as in giving them a "fishing pole not a fish") in re-engineering their clinical, administrative, financial and cultural operations to improve quality, reduce costs, and improve their outcomes. We have had modest success in a few medical practices, thanks to the efforts of volunteer ASQ coaches from the Southern California ASQ Sections (Carole Elm, H. Powell Baker, William "Bud" Sherman, Sue Willis, and Audrey and Bruce Scott [to name a few]) as well as to Elias Monreal, the ASQ Regional Director for that area. We are now also working with a major hospital to help them find the root causes of expensive Medicare claims denials and hope to collaborate with a major regional medical association in the near future to reach a much broader section of the physician population. Our aim is to help not only providers but also our ASQ members to obtain the "street creds" in healthcare that prevent otherwise qualified, but non-clinical PI and QI professionals from being accepted as suitable to work in the healthcare environment. Finally, we will begin work with renal dialysis centers in the Kansas City region on re-engineering their operations to provide better care and reduce costs in what is an ever shrinking reimbursement climate. The aforementioned Kay Brown is spearheading that effort.

## II. UPCOMING HCD and HCD-RELATED EVENTS



### a. HCD WEBINAR SERIES...Y'ALL COME! THEY ARE FREE TO HCD MEMBERS!

The education committee (under the leadership of Dan Rand) would like to announce the availability of **FOUR** upcoming webinars in the field of healthcare quality. These topics are aligned with priorities for healthcare quality education as identified by those working on the Division's new healthcare quality book of knowledge. Our presenters are experts in the field who have received the highest possible ratings for recent presentations on behalf of the Healthcare Division. All ASQ members are invited to attend. Watch the Healthcare Division web site [WWW.ASQHCD.ORG] for details.

The first webinar in this series will be held on Monday, March 18 from 11:00 AM to 12:00 PM Mountain Time. It is entitled **"Finding a Path to Creating An Organization of Problem Solvers"**

How can we get the right people in our organizations to solve the critical problems facing us that affect our customer and our staff? Is it possible to migrate from the Kaizen strategy to a place where good thinking is not "event based" but instead integrated into the way we think and work?

Beau Keyte, co-author of the new book *Perfecting Patient Journeys: Improving patient safety, quality, and satisfaction while building problem-solving skills*, will share the methods paradigm shift he went through as new paths were created to improve performance and patient care. He helped unlock the minds and engage the front line care givers across the state of Michigan in problem solving. He will focus on three key concepts which served as the foundation for the book:

- Developing large scale learning collaboratives to leverage formal training and teaching
- Designing and running small reversible experiments which avoids the pitfalls of many traditional Kaizen activities, and
- Socializing problem solving to more broadly engage the organization in thinking through problems and how to deal with them

**Register Now:** <https://www1.gotomeeting.com/register/579524537>

The full schedule for this series appears in the chart below. All of the lectures are free to HCD members. Please plan to attend and let us know how you liked them and if they were helpful to you!

Webinar Title	Presenter	Approximate availability
<b>Finding a Path to Creating “An Organization of Problem Solvers” (jointly sponsored with Lean Enterprise Division)</b>	<b>Beau Keyte</b>	<b>March 18 live</b>
<b>Change Management in Healthcare</b>	<b>Grace Duffy</b>	<b>April 3</b>
<b>Organizational Culture in Healthcare</b>	<b>Grace Duffy</b>	<b>April 29</b>
<b>But Are You Certain? Applying Measurement Uncertainty in Medical Labs</b>	<b>Lisa Walters</b>	<b>June 3</b>

**b. HCD OFFICER NOMINATIONS...SUSTAINABILITY OF MOMENTUM!**

This year the HCD will conduct elections for officers. Our Chair-Elect, Bill Dunwoody will become Chair on January 1, 2014. We will be electing a Chair-Elect, a Secretary, and a Treasurer. James Levett, our former HCD Chair will chair the Nominating Committee that will kick off its activity this summer. Members of that important committee in addition to Dr. Levett will include Bill Dunwoody, Susan Peiffer, Rod Munro, Paul Grizzell, and myself as Ex-Officio. We plan again this year to run the process as it is prescribed in our DMA and offer each member the opportunity to bring forth names that meet the selection criteria. Again, our Secretary, Pierce Story will oversee the election process. We will keep you apprised of events offering you the member the opportunity to play a role in this process.

**c. VOICE OF THE CUSTOMER (VOC) SURVEY**

Soon the HCD Membership/VOC Committee (under the joint leadership of Paul Grizzell and Graciela Perez) will be testing a new Voice of the Customer Survey among the HCD Leaders. The Committee wants to ask the HCD leaders three questions:

- i. How frequently do members want the survey to be administered?
- ii. What months are the most convenient to do so?
- iii. What kind of report do members prefer-numbers, percentages or graphs?

We anticipate a lot of very valuable information for improving the value of the HCD to its members from this survey once it is sent to all HCD members!!

**d. SECOND ANNUAL HEALTHCARE LECTURE AND RECEPTION AT WCQI 2013**

This year at WCQI 2013 on Monday night, May 6 at 6pm we will hold the Second Annual Healthcare and Reception with co-sponsorship from other ASQ Divisions. Already the Statistics Division has signed on as a co-sponsor and there will be others. The 45 minute lecture will be given by Kenneth J. Musselman, Ph.D., Strategic Collaboration Director Regenstrief Center for Healthcare Engineering, Purdue University. The title for the talk is “Engineering Healthcare Delivery.” We have worked with Shirley Krentz at ASQ to secure space (yet to be named) for this event for 100 people. There should be no cost to co-

sponsoring Divisions and their members for this lecture. Following the Lecture there will be a low-key dessert and coffee reception to meet the speaker and to network with fellow HCD members and those in the other co-sponsoring Divisions. Graciela de Perez, our Event Chair, is making the arrangements for these events. If you are coming to WCQI (and we hope all of you will) please plan to come and join us!

**e. HCD MEETING AT WCQI**

Again this year we will be holding the Annual HCD Membership Meeting at WCQI 2013. It will be held on Sunday afternoon, May 5, at 1PM in a room yet to be identified. Officers, Committee Chairs and Task Group Chairs will be reporting out on what their Teams have been doing. We will be soliciting your feedback and input. If you are at WCQI or even if you live in the Indianapolis area, please plan to join us.

**f. HCD BOOTH AT WCQI**

Once again, the HCD will be exhibiting at WCQI. We will again be featuring our new projector-based exhibit system which received rave reviews last year. Graciela de Perez will be overseeing and directing this effort that brings us in touch with many potential new members and collaborators every year. As always, great tchotchkes [from the original Slavic word] will be given out and great networking will take place. We hope to see you there!

**g. NIGHTINGALE AWARD**

Since 2009, ASQ's Healthcare Division has awarded one annual \$2,000 scholarship in honor of Florence Nightingale, the widely recognized initiator of nursing as a profession. This scholarship is awarded to a student enrolled in an accredited post-secondary institution pursuing studies related to healthcare quality; either a current HCD member or sponsored by a HCD member; and submit an essay on "*Quality in Healthcare: Strategies for Reducing Adverse Outcomes and Costs While Improving Quality of Care*". The applicant is scored based on established scholarship criteria. There is a winner for 2013! The Scholarship Committee reviewed the application and provided an aggregate scoring of 100 points. Clearly, the application was excellent! Colleen M. O'Brien, MSN, MSMI, CPHQ, ASQ CMQ/OE is a team leader for quality and patient safety, System Nursing with Bellin Health, Green Bay Wisconsin. She received her Master's degree in nursing from Marquette University in Milwaukee and a Master's degree in Medical Informatics from the Milwaukee School of Engineering. She is currently enrolled in the Doctor of Nursing Practice (DNP) in Healthcare Quality Using Education in Safety and Technology, Outcomes Performance Management at the Marcella Niehoff School of Nursing, Loyola University Chicago.

**h. REVISED DIRECT EMAIL COMMUNICATIONS TO HCD MEMBERS**

We are in the process of revising and rejuvenating our direct email communications with members and registrants on our website [[www.asqhcd.org](http://www.asqhcd.org)]. This means that all new HCD members and those who newly register with our new website will get a welcome email from the Chair. . In addition our Chair-Elect, Bill Dunwoody, is working with Paul Grizzell from the Membership Committee to initiate a formal systematic approach to reaching out to every HCD member who does not renew to determine why and to find ways to prevent non-renewals. Finally, as indicated above, I am reinstating the quarterly direct email from the

Chair to all HCD members. Would like very much to have your feedback on these communications avenues to you, the member!

**i. TASK GROUP ON CREATING OPPORTUNITIES FOR NON-CLINICAL QI AND PI PROFESSIONALS IN HEALTHCARE**

One very important project for the HCD that came out of the December retreat is the Task Group on Creating Opportunities in Healthcare For Non-Clinical QI and PI Professionals. It is being ably led by a true ASQ veteran PI and QI professional with extensive “street creds” in healthcare, our own Rod Munro. We are looking for great things from this group to assist in bringing the sorely needed QI and PI skillsets and experience into healthcare and – in doing so – overcoming the bias in healthcare against non-clinical quality professionals.

**j. NATIONAL SPECIAL INTEREST GROUPS (SIGS)**

Also coming out of the retreat was the concept of establishing in the HCD some pilot National Special Interest Groups to bring those members of the HCD in each of these industry areas closer together to plan, strategize, and implement activity that could enhance the utilization of quality and process improvement principles, methodologies, and tools in these environments. The industries within healthcare that we will be focusing on, and those leading the charge in each, are as follows:

- i. PUBLIC HEALTH: Grace Duffy**
- ii. LONG TERM CARE: TBD**
- iii. BEHAVIORAL AND MENTAL HEALTH: Tom Grinley**

Later on in this communication we will be asking you to join in and provide leadership for the groups most relevant to you! It is really a unique opportunity to provide and receive real value!!

### III. HCD MEMBER OPPORTUNITIES...YOUR CHANCE(S) TO GET INVOLVED AND TO LEAD!!

Regardless of how long you have been a member of the HCD there are lots of opportunities to become meaningfully involved and to contribute value and impact. We believe that the more you are able to do that, the more value you, will derive from your membership in the HCD!! Several such opportunities (some quite urgently needed) are listed below. Please make this the time and occasion for you to come aboard and join us!!!



#### a. HCD E-NEWSLETTER NEEDS EDITORIAL BOARD AND CONTRIBUTING AUTHORS, EDITORS, AND REVIEWERS

Because of changes at ASQ Headquarters, the HCD will be taking a much more active role in working with Megan Schmidt, Newsletter Editor to re-invent the monthly ASQ Healthcare E-Newsletter. Specifically the Newsletter is seeking the following types of involvement from HCD members:

- i. Editorial Review Board Members  
ASQ's Healthcare Update, a monthly newsletter that publishes original features, stories about the application of quality in healthcare and ASQ Healthcare Division news, seeks new members for its Editorial Review Board (ERB). ERB members play an essential role in this offering by ensuring the integrity of the newsletter, supporting the dissemination of knowledge on healthcare quality and contributing to the healthcare body of knowledge. ERB members participate in monthly

conference calls, help plan the editorial calendar, provide guidance on the direction of the newsletter, conduct peer reviews as needed and refer potential authors to the newsletter editor. This role requires a 3 to 5 hour time commitment per month. ERB candidates do not need previous experience in publishing. Interest in authoring occasional articles and editorials is strongly desired. If interested, please contact editor Megan Schmidt at [mschmidt@asq.org](mailto:mschmidt@asq.org) at or at 800-248-1946 x 7450

ii. Newsletter Content Contributors and Reviewers

Is your secret dream to be an author or editor? Got something you want to say? Here is your chance! If interested, please contact Megan as soon as possible (see above). . The future of this Newsletter will depend more now than ever on the volunteer participation by HCD members.

**b. HBOK COMMITTEE NEEDS CONTENT REVIEWERS**

**THE HBOK COMMITTEE DESPERATELY NEEDS AT LEAST 10 MORE CONTENT REVIEWERS!!!**

The Healthcare Body of Knowledge Content Development workgroup needs at least ten volunteers to help insure we meet our goal to have the most comprehensive healthcare Book (Body?) of Knowledge available! We are building a library of relevant and reliable content to assist in achieving healthcare excellence—the Healthcare Body of Knowledge (HBoK). The goal is to complete the review of ASQ internal content in 31 topical areas by Dec. 31, 2013. The first 10 content topics were reviewed by 20 teams of HCD members during review cycle one. The HCD is now seeking more volunteers to assist in reviewing content during the second review cycle, which will take place in March-June. Workload is approximately 5-6 articles per week. Articles are generally under 20 pages and most often about 2-10 pages in length.

Returning reviewers found the experience valuable in that they were able to network with peers within healthcare, increase their knowledge through content reviewing, and were able to successfully meet reviewing cycle goals toward the final objective of creating the HBoK. To be part of this project, please take a few minutes right now and complete the application at this link: [http://asq.qualtrics.com/SE/?SID=SV\\_bKMo3yGzZkCVcZT](http://asq.qualtrics.com/SE/?SID=SV_bKMo3yGzZkCVcZT). If you have questions, please contact the HBOK Chair, Susan Peiffer, directly at 715-717-6032 or at [SPeiffer@shc.hshs.org](mailto:SPeiffer@shc.hshs.org)

**c. EDUCATIONAL COMMITTEE NEEDS PROGRAM/PROJECT MANAGERS**

The Education Committee of HCD continues to seek willing, motivated ASQ members to join our committee. Current tasks are all about managing our newly established webinar program and development of HCD participation in future conferences. Please contact the committee chair, Dan Rand, at [drand@winona.edu](mailto:drand@winona.edu).

**d. SECTIONAL HEALTHCARE SPECIAL INTEREST GROUPS (SIGS)**

The Chair of this effort, Hamilton Plaza, is always looking for assistance with managing this effort. Any HCD member in an ASQ Section with 8 or more HCD members should consider

this exciting new way to bring ASQ Sections into functional, value-added relationships with the HCD. If interested, please contact Hamilton at [Hamilton.X.Plaza@questdiagnostics.com](mailto:Hamilton.X.Plaza@questdiagnostics.com).

## **e. NATIONAL HEALTHCARE SPECIAL INTEREST GROUPS (SIGS) NEED YOUR PARTICIPATION**

The HCD is also exploring the development of three Special Interest Groups within the HCD in three healthcare industry areas: Behavioral Health, Public Health, and Long Term Care. Please see the needs descriptions below and sign up so you can get in on the ground floor!

### **i. BEHAVIOURAL HEALTH SIG**

The Behavioral Health Task Group is in the process of creating a Behavioral Health Special Interest Group. If you are interested in participating, feel free to join the group discussions on LinkedIn or the ASQ Communities links below:

[http://community.asq.org/networks/Behavioral\\_Health\\_SIG](http://community.asq.org/networks/Behavioral_Health_SIG)

[http://www.linkedin.com/groups?gid=4764183&trk=myg\\_ugrp\\_ovr](http://www.linkedin.com/groups?gid=4764183&trk=myg_ugrp_ovr)

If you are interested in learning more about this important SIG, please contact the Chair of the Behavioral Task Group, Tom Grinley at (603) 621-7072 (office), (603) 486-9056 (cell) or at [tgrinley@crj.org](mailto:tgrinley@crj.org) [www.crj.org](http://www.crj.org)

### **ii. PUBLIC HEALTH SIG**

If you are interested in helping to bring public health departments at all levels into the world of continuous performance and in networking with those that are already going down this path, please contact Grace Duffy at [grace683@embarqmail.com](mailto:grace683@embarqmail.com). She is just getting started and would love to have you join her as quickly as possible!!

### **iii. LONG TERM CARE SIG HEALTHCARE SIG**

This effort is still in the planning stages and very much needs a “take charge” individual to step up and bring this sorely needed effort to life to improve the care in and cost-efficiency of long term care facilities. If you think you’d like to be this person, please contact me right away at [josephf41@aol.com](mailto:josephf41@aol.com) or 248-709-6669. I would like to hear from you as soon as possible!! The status of this industry needs your help!

## **f. THE HCD WEBSITE NEEDS YOUR EXPERTISE AND EFFORTS**

We are creating a new space on the web for the HCD! If you have any interest in helping with communications to the HCD members, consider volunteering on the web committee. You may contact either of the Co-Chairs of the Committee: Linh Dye ([ldye@bjc.org](mailto:ldye@bjc.org)) or Cheri Graham-Clark ([cheri.grahamclark@cox.net](mailto:cheri.grahamclark@cox.net)) (or Linh Dye web co-chairs).

## **g. THE COMMUNICATIONS COMMITTEE NEEDS YOUR HELP ESPECIALLY IF YOU ARE SOCIAL MEDIA SAVVY. CAN YOU BLOG, TWEET, OR INTEGRATE SOCIAL MEDIA WITH OTHER MORE TRADITIONAL MEANS OF ASSOCIATION COMMUNICATION?**

We need to develop of cadre of bloggers and tweeters. We need:

- Experienced, engaged, and passionate healthcare quality experts to write at least two blogs per month (weekly if possible). A “training class” will be offered to train on proper blogging techniques and approaches.
- Volunteers familiar with the power of Twitter to help us get a following in that world, especially among the “younger set”. We want savvy twitters (tweeters?) who can relate some of the more exciting things ASQ is doing in healthcare, as well as communicate key topics in the newsletter, blogs, and your letters.
- Volunteers who have an interest and skills that can help us develop and provide an integrated, message and look – consistent communications package to our members. If interested, please contact the Communications Committee Chair, Pierce Story, MHPM at 678.662.4383 or [www.capacitystrategies.com](http://www.capacitystrategies.com)

#### **h. MEMBERSHIP COMMITTEE**

The Membership Committee is in need of a website manager who is able to manage the membership-related portions of the new Health Care Division website. Initial work will focus on developing the membership portion of the newly redesigned website, and then keeping the website current. This volunteer position will be a member of the Membership Committee whose purpose is to helping drive increased membership and member retention based on meeting the expressed Voice of the Customer requirements. Contact Paul Grizzell, Health Care Division Membership Chair, at [paul.grizzell@corevaluespartners.com](mailto:paul.grizzell@corevaluespartners.com) or 651.792.5149.

#### **i. PROVIDING MANPOWER AT HCD WCQI BOOTH**

Graciela de Perez, our Events and Exhibits Chair very definitely needs help in setting up and manning the HCD Exhibit Booth. It is a great service to the Division and a great way to do some serious fruitful networking! If you are going to be at WCQI 2013 and would consider spending a couple of hours or so in helping to set up and/or man the booth, please contact Graciela directly at [glphci@gmail.com](mailto:glphci@gmail.com).

#### **IV. MEMBER FEED BACK: IT'S YOUR TURN AND WE ARE LISTENING!!**



Please let us hear from you right away on how you feel we are doing, on how you would like to become involved, and what products, services, opportunities, etc. you believe the HCD can and should provide to enhance the value of your membership in the HCD to you!! Feel free to contact me at any time at [josephf41@aol.com](mailto:josephf41@aol.com) or 248-709-6669.

# In conclusion

In closing, I'd like to thank each of you for taking the time to read this report (Yes it is quite long!). I sincerely hope that it has been worth the time it has taken you and that we have convinced you of the value of and broad range of opportunities to be meaningfully involved and engaged in a way that brings significant benefit to you, the HCD Member.

Warm regards,

Joe Fortuna, Chair, HCD



**THANKS  
FOR  
LISTENING**