

Marjorie M. Godfrey, MS, RN

Professional Experience

- 3/01-Present *Instructor, Community and Family Medicine*, Dartmouth Medical School, Hanover, New Hampshire
- 1/01 – Present *Senior Analyst*, Robert Wood Johnson Foundation Grant, “Mapping and Disseminating Microsystems in Health Care.”
Healthcare Improvement Leadership Development, Dartmouth Medical School.
Provide expertise and consultation for mapping and disseminating microsystems in healthcare
- 2/99 – Present *Technical Advisor to Idealized Design of Clinical Office Practices*, Institute for Healthcare Improvement (IHI), Boston, MA.
Provide expertise, facilitation and organization to the IHI initiative to improve office based practices in health care with improved performance levels, better clinical outcomes, lower costs, higher satisfaction, and improved efficiency in a more rewarding work environment.
Develop, design, and implement improvement tools, redesign documents, and educational materials for practices.
Editor, “Idealized Design of Clinical Office Practices” brochure, July 2000.
Editor, “Idealized Design of Clinical Office Practices Guidebook”, in process.
Initiative includes 42 office practices around the United States and 1 site in Sweden involved in designing and implementing ideal care delivery systems for patients in office practices. A key component is design and implementation of methods and tools to support care providers’ ability and skills to improve patient care.
- 1/96 - Present *Director*, Clinical Practice Improvement, Department of Quality Education, Measurement and Research, Dartmouth-Hitchcock Medical Center, Lebanon, NH.
Facilitate, lead and teach clinical improvement throughout the complex health system. Principle in collaborative redesign of clinical office practices using “microsystem” thinking with the goal of improving patient care. Activities include developing unique models of care for sub-populations of patients through maximizing professional roles and designing instrument panels to display performance measurement for clinical teams.
Core actions include collaboration with senior leaders and front-line staff to implement successful change.
Developed and initiated Diabetes study based upon Factorial Design methodology to identify and disseminate best practice, which results in improved patient outcomes.
Developed and lead initiative to improve preventive activities in Primary Care Practice, including curriculum development, strategic plan, training of facilitators, coordination of eight sites in New Hampshire, Massachusetts and Vermont.
Key developer, facilitator, and collaborator with practices in New Hampshire, Massachusetts and Vermont to improve condition specific processes of care and outcomes for 12 different diagnosis. Diagnoses included inpatient and outpatient care process improvements.
- 5/00 – 6/02 *Technical Advisor* to the National Primary Care Development Team for the National Health Service, England.
Team leader of the IHI England Team supporting the National Health Service’s Primary Care Improvement initiative.

7/94 - 1/96

Nursing Director, Department of Radiology, Dartmouth-Hitchcock Medical Center, Lebanon, NH.

Assessed and identified need for RNs in Interventional Radiology.

Facilitated interdisciplinary team to review radiology services and design program for implementation of nursing support in radiology.

Developed, implemented and managed all aspects of the program.

Applied policies and standards of practice to the evolving practice.

2/90 - 1/96

Director, Post Anesthesia Care Unit, Dartmouth-Hitchcock Medical Center, Lebanon, NH
Managed budget, personnel, and daily operations for 24 bed, 24 hour per day, 7 day per week unit for patients of all ages. Population included multiple surgical specialties, critical care overflow, renal transplants, cardioversions, electroconvulsive therapy, and thrombolytic therapy.

Developed and implemented concept for interdisciplinary improvement team to redesign the patient care delivery system which resulted in shorter lengths of stay, and lower charges and costs by utilizing multifunctional staff to support patient care and streamlining the care process.

Developed concept for and created an instrument panel to measure the PACU process and clinical outcomes which enhanced the ability to guide decision making at the bedside and early identification of system problems for evaluation and intervention.

Downsized the total number of RNs required for patient care by supplementing RNs with multifunctional staff and redesign of the work process, which improved clinical outcomes and decreased charges to patients.

Redesigned patient care delivery model with subsequent cost savings to patients, and the organization through reduction of RN staff, while increasing patient satisfaction and value as measured through direct patient and family feedback.

Achieved savings of \$35,000 as a result of eliminating clinical manager position and creating a staff council structure to support patient care and general operations which resulted in enhanced staff accountability, responsibility, and commitment to all aspects of the PACU.

Eliminated overtime and increased flexibility of staff by motivating staff towards a salaried compensatory model to meet varying needs and volumes of patient populations.

Achieved zero turnover of staff and increased effective communications by increased professional accountability and improved morale levels through implementation of a Peer Review process, staff council structure, and opportunities to support professional growth.

Created innovative alliances to share professional resources to meet varying patient needs within the organization which were budget neutral and enhanced staff professionalism as measured through enhanced interdepartmental communication and collaboration.

Designed, developed, and conducted biannual regional educational PACU conferences which have participant waiting lists and an average profit of \$4,000 which is used to support PACU staff continuing education.

Designed and developed implementation plan to move the PACU into the new medical center from Hanover, New Hampshire.

Eliminated errors in PACU billing through design of an internal audit process with the ability to make timely corrections before submission to third party payers.

3/89 - 2/90

Acting Head Nurse, Post Anesthesia Care Unit, Dartmouth-Hitchcock Medical Center, Lebanon, NH

- 11/86 - 3/89 *Staff R.N./Relief Charge Nurse Day/Evenings*, Post Anesthesia Care Unit
 Dartmouth-Hitchcock Medical Center, Lebanon, NH
 Chairperson of Clinical Advancement Ladder for the Department of Nursing which, in collaboration with the Senior Vice President of Nursing, resulted in creation of a Clinical Ladder for Nurses at Mary Hitchcock Memorial Hospital, higher morale and higher levels of professionalism.
 Appointed member to the PEW/Robert Wood Johnson grant initiative to strengthen hospital nursing by the Senior Vice President of Nursing, which was instrumental, through brainstorming with staff nurses, in creating new nursing structures and processes.
 Standardized documentation, which significantly improved the accuracy and complete recording process for electroconvulsive procedures.
 Eliminated surgical anxiety of children by designing and implementing "Operation Sneak-A-Peek", an interactive program for pre-operative children and parents.
 Established board of directors to steer future activities and direction of the program.
- 6/81 - 11/86 *Staff RN/Relief Charge/Preceptor Day/Evenings*, Cardiac Rehabilitation Unit/Telemetry
 Dartmouth-Hitchcock Medical Center, Lebanon, NH.
 Increased patient and family satisfaction with care delivered by advocating for continuity in patient care, which resulted in the implementation of Primary Nursing.
 Increased new staff education interest through innovative orientation program to cardiac surgery, which increased their ability to provide knowledgeable care.
- 6/77 - 3/82 *Operating Scrub Nurse/Office Nurse*, Robert T. Steinsieck, MD, General Surgeon, Lebanon, NH.
 Provided holistic care for surgical patients through pre-operative, perioperative, and postoperative phases.
 Improved patient compliance levels with pre and postoperative plans through the creation and implementation of educational programs and literature.

Education

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| Master of Science | Dartmouth College, 1995
Center for the Evaluative Clinical Sciences |
| Bachelor of Science in Nursing | Vermont College of Norwich University, 1989
Cum Laude
Barbara J. Agnew Award for Excellence in Nursing |
| Diploma in Nursing | Concord Hospital School of Nursing, 1977 |

Professional Lectures and Activities

- July 2003 "Growing the Workforce and Creating a Great Workplace" Cambridge Health Alliance, Cambridge, Massachusetts.
- May 2003 "Improving Office Practice and Health Care by Improving Microsystems" IHI/BMJ Euro Forum, Bergen, Norway.
- May 2003 "The Role of Nursing in Health Care Improvement" Sweden.
- May 2003 "The Design and Improvement of Clinical Microsystems" Jonkoping, Sweden.
- May 2003 "Collaboration and Flow Creating Better Relationships Across Organizational Boundaries" Jonkoping, Sweden.
- April 2003 "Optimizing the Workforce in Clinical Office Practices" Institute for Healthcare Improvement's 4th Annual International Summit on Redesigning the Clinical Office Practice St. Louis, Missouri.
- February 2003 "Improving Health Care by Improving Clinical Microsystems" GPIN Conference Hollywood, Florida.
- January 2003 "Learning from High-Performing Front-Line Clinical Units" NH/VT HFMA & NHMGMA Concord, New Hampshire.
- April 2002 "Nursing Roles and Examples in Research and Improvement" Colby Sawyer College New London, New Hampshire.
- February 2003 "Practice Diagnosis and Treatment Using Clinical Microsystem Thinking" AMGA Conference Hollywood, Florida.
- December 2002 "Optimizing the Workforce to Optimize the Microsystem" The 14th National Forum on Quality Improvement in Health Care sponsored by the Institute of Healthcare Improvement, Orlando, Florida.
- November 2002 "Optimizing the Care Team Through Improving Clinical Microsystems" Rigerike Sykehus, Norway.
- October 2002 "Improving Healthcare by Improving Your Clinical Microsystem" Vrigstad, Sweden.
- October 2002 "Improving Healthcare Through Improving Clinical Microsystems" Community Health Network Department of Public Health San Francisco, California.
- July 2002 "Building a Premier Healthcare System for Patients with Traumatic Brain Injury" Brain Trauma Foundation, New York City, New York.
- May 2002 "Get in the Race! A Vision for Ambulatory Care Nursing" Dartmouth-Hitchcock Medical Center, Ambulatory Care Conference, Lebanon, New Hampshire.
- May 2002 "Optimizing the Care Team and Repetitive Master Scheduling" International Summit on Office Redesign sponsored by the Institute for Healthcare Improvement, Chicago, Illinois.
- May 2002 ""Seeing with New Eyes" Flowcharting" NYAAC Conference New York City, New York..

- March 2002 "Idealized Design of Clinical Office Practices: "Where Have We Been and What Have We Learned" NHS Modernisation Agency, National Primary Care Development Team, Smart Care Programme Manchester, England.
- January 2002 "Improving Patient Access to Care" Bergen, Norway.
- December 2001 Idealized Design of Clinical Office Practices: Winning the "Models in Excellence for Care of High-Risk Patients" Award. The 13th National Forum on Quality Improvement in Health Care sponsored by the Institute of Healthcare Improvement, Orlando, Florida.
- April 2001 "A National and International Perspective on Ambulatory Nursing - The Profession" Nursing Grand Rounds, Dartmouth-Hitchcock Medical Center, Lebanon, New Hampshire.
- April 2001 "Matching Supply and Demand "Assessing Your Practice"" VA Advanced Clinic Initiative Dallas, Texas.
- April 2001 "Nursing Research in Clinical Practice" Colby Sawyer College New London, New Hampshire.
- January 2001 Idealized Design of Clinical Office practices: "Primary Care Optimization and Customer Satisfaction: Latest Research". Offut AFB Site Visit, Omaha, Nebraska.
- December 2000 "From Theory to Practice: Microsystems in Health Care." The 12th National Forum on Quality Improvement in Health Care sponsored by the Institute of Healthcare Improvement, San Francisco, California.
- November 2000 "Why Idealized Design of Clinical Office Practices?" Presentation to the Department of the Navy, Arlington, Virginia and Bethesda, Maryland.
- October 2000 "The Continual Improvement of Health Care," Session #6 – Building Knowledge of Patients and Customers, Center for the Evaluative Clinical Sciences, Dartmouth Medical School, Hanover, New Hampshire.
- October 2000 "Master Scheduling: Meeting Patient Needs through Optimizing Resources and Team Scheduling in Your Practice," Idealized Design of Clinical Office Practices Regional Meeting, Institute for Healthcare Improvement, Minneapolis, Minnesota. Repeated November 2000 Boston, Massachusetts.
- September 2000 "Total Scheduling: Meeting Patient Needs through Optimizing Resources and Team Scheduling in Your Practice," National Health Service Learning Workshop #2, Torquay, England.
- June 2000 "Optimizing Team Scheduling in Office Practices: Matching Patient Needs, Roles and Scheduling," National Health Service, Learning Workshop #1, Blackpool, England.
- July 2000 "Non-Chronic Pain in Primary Care," VA Pain Management Collaborative, Learning Lesson #2, Danvers, Massachusetts
- July 2000 "Non-Chronic Pain in Primary Care," VA Pain Management Collaborative – Learning Lesson 2, Danvers, Massachusetts.
- May 2000 "Improving Practices of Four Medical Home Improvement Teams," Rural Home Health Medical Home Improvement Project Retreat. Sanbornton, New Hampshire.

- February 2000 "Nursing Research in Clinical Practice," Colby Sawyer College, New London, New Hampshire.
- January 2000 "Master Scheduling and Production Planning," Idealized Design of Clinical Office Practices – Prototype Session #5, Institute for Healthcare Improvement, Tampa, Florida.
- 1997-1999 Multiple presentations specific to improvement knowledge, application, and experience at the Institute for Healthcare Improvement National Forum.
- 1996 - Present Guest Faculty at Dartmouth Medical School, Center for the Evaluative Clinical Sciences throughout the academic year.
- May 1999 "Redesign in Clinical Practice and Operations," Institute for Clinical Systems Integration - Institute for Health Care Improvement, Minneapolis, Minnesota.
- Spring 1998 "Putting Prevention into Clinical Practice," Center for Disease Control, Atlanta, Georgia.
- Fall 1997 - Spring 1998 "Nurses and Continuous Improvement: Managing Practice Outcomes from the Inside Out," University of Vermont. Key faculty member in designing curriculum for two 4-part national teleconference series. This model utilized video conferencing and the Internet to assist nurses in learning and implementing change in their work place. Applied expertise and perspective to facilitating the development of continuous improvement change projects in 62 sites across the United States.
- August 1995 "Reinventing the PACU." Center for Evaluative Clinical Sciences Clinical Improvement Workshop, Dartmouth Medical School. Lyme, New Hampshire.
- September 1995 Series of talks: "Quality Thinking in Healthcare: The Magical Mystery Tour", "Evaluating What We Do from the Customer Perspective" and "Challenging Staffing Guidelines Through the QI Process." Contemporary Forums Ambulatory Surgery Conference, Boston, Massachusetts.
- September 1995 "Post Anesthesia Care Unit Reinvention - Leading Organization-wide Change." Visitor Day at Dartmouth-Hitchcock Medical Center, Lebanon, New Hampshire.
- 1992 - 1994 Facilitated interdisciplinary teams to review Radiology services and design program for implementation of nursing support in Radiology.
- February 1991 Reviewed and edited Post Anesthesia Care Unit Textbook for Mosby Publishers.
- May 1991 "Managing Staffing Patterns in a Precarious Economic Climate," Post-Anesthesia Care Unit, Dartmouth-Hitchcock Medical Center, Lebanon, New Hampshire.
- December 1989 "Electroconvulsive Therapy," Nursing Grand Rounds, Dartmouth-Hitchcock Medical Center, Lebanon, New Hampshire.
- October 1989 "Post Operative Nursing Considerations for Patients Receiving Anesthesia," ADVANCES conference.
- 1988-1989 Designed and developed "When to Call the Doctor" handbook for new parents to address treatment of children with common illnesses and ailments.
- 1986-1989 In-service Presentations: "Spinal and Epidural Anesthesia" and "Electroconvulsive Therapy (ECT)" Designed, developed, and implemented flow sheet document to enhance documentation for ECT. Dartmouth-Hitchcock Medical Center, Lebanon, New Hampshire.

- 1982-1986 "Cardiac Surgical Patients" Instructor, Cardiac Rehabilitation Orientation Program. Dartmouth-Hitchcock Medical Center, Lebanon, New Hampshire.
- 1977-1982 Designed, developed and implemented patient education programs and literature in surgical practice.

Appointments/Committees

- 3/01-Present Instructor, Community and Family Medicine, Dartmouth Medical School, Hanover, New Hampshire
- 2000-Current Medical Advisory Board, Good Neighbor Health Clinic, Wilder, Vermont.
- 1991-1994 Clinical Ladder Implementation Steering Committee
- 1991-1995 Spearheaded committee to design, develop, and implement Post Anesthesia Care Unit Regional Conference 1991, 1993, 1995.
- 1990-1993 Nursing Performance Appraisal Committee
- 1990-1991 Clinical Ladder Committee, Chair
- 1990-1991 National Nurse Week Activities, Chair
- 1989-1993 Nursing Professional Practice Council. Nursing Director representative
- 1989-1993 Representative for Career Ladder Task Force.
- 1989-1991 Department of Nursing Quality Improvement Committee, Nursing Director Representative
- 1989 Committee to Establish Pediatric Preoperative Tours and Program, Founder. Outcome was the implementation of "Operation Sneak a Peek" in March, 1990.
- 1988-1991 PEW/RJW Grant Committee for "Strengthening Hospital Nursing"
- 1988-1989 Post Anesthesia Care Unit Primary Nurse Committee
- 1986 Primary Nurse Committee Cardiac Rehabilitation, Chair

Publications

Batalden PB, Nelson EC, Gardent, PB, Godfrey MM: Leading the Macrosystem and Mesosystem for Microsystem Peak Performance. In-press, 2005.

Batalden PB, Nelson EC, Edwards WH, Godfrey MM, Mohr JJ: Microsystems in Health Care: Part 9. Developing Small Clinical Units to Attain Peak Performance. *Joint Commission Journal on Quality and Safety*, November 2003.

Huber TP, Godfrey MM, Nelson EC, Mohr JJ, Campbell C, Batalden PB: Microsystems in Health Care: Part 8. Developing People and Improving Work life: What Frontline Staff Told Us. *Joint Commission Journal on Quality and Safety*, October 2003.

Mohr JJ, Barach P, Cravero JP, Blike GT, Godfrey MM, Batalden PB, Nelson EC: Microsystems in Health Care: Part 6. Designing Patient Safety into the Microsystem *Joint Commission Journal on Quality and Safety*, August 2003.

Batalden PB, Nelson EC, Mohr JJ, Godfrey MM, Huber TP, Kosnik L, Ashling K: Microsystems in Health Care: Part 5. How Leaders are Leading *Joint Commission Journal on Quality and Safety*, June 2003.

Wasson JH, Godfrey MM, Nelson EC, Mohr JJ, Batalden PB: Microsystems in Health Care: Part 4. Planning Patient-Centered Care *Joint Commission Journal on Quality and Safety*, May 2003.

Godfrey MM, Nelson EC, Wasson JH, Mohr JJ, Batalden PB: Microsystems in Health Care: Part 3. Planning Patient-Centered Services. *Joint Commission Journal on Quality and Safety*, April 2003.

Nelson EC, Batalden PB, Homa K, Godfrey MM, Campbell C, Headrick LA, Huber TP, Mohr, JJ, Wasson JH: Data and Measurement in Clinical Microsystems: Part 2. Creating a Rich Information Environment. *Joint Commission Journal on Quality and Safety*, January 2003.

Godfrey MM, Nelson EC, Batalden PB: *Assessing Your Practice Workbook*, Trustees of Dartmouth College, December, 2002 (revised).

Nelson EC, Batalden PB, Huber TP, Mohr JJ, Godfrey MM, Headrick LA, Wasson JH. Microsystems in Health Care: Part 1. Learning from High-Performing Front-Line Clinical Units. *Joint Commission Journal on Quality Improvement*. September 2002.

Godfrey MM, Wasson JH, Nelson EC, Batalden PB, Mohr JJ, Huber TP, Headrick LA: *Clinical Microsystem Action Guide*, Dartmouth Medical School, Hanover NH, January 2002.

Nelson EC, Splaine ME, Godfrey MM, Kahn V, Hess AM, Batalden PB, Plume SK, "Using Data to Improve Medical Practice by Measuring Processes and Outcomes of Care" *The Joint Commission Journal on Quality Improvement*, 26(12): 667-685, December 2000.

Kilo C, Horrigan D, Godfrey M, Wasson J: Making Quality and Service Pay: Part 2, The External Environment. *Family Practice Management*. 7 (10), 25-28 November/December 2000.

Kilo C, Horrigan D, Godfrey M, Wasson J: Making Quality and Service Pay: Part 1, The Internal Environment. *Family Practice Management*, 7 (9), 48-52, October 2000.

Summer 1994 "Graduate Options for Nurse Executives" Aspen Publications

"Measuring Access Improvement," In preparation.

"The Redesign of Primary Care: The Facilitators View," In preparation.

Murray M, Tantau C, Godfrey M, Nelson G: "Improving Patient Access to Care: Creating Patient Focused Access at Dartmouth-Hitchcock." Workbook created for the Dartmouth-Hitchcock System, 1999

Professional Organizations

Sigma Theta Tau

American Organization Nurse Executives

American Nurses Association

New Hampshire Nurses Association

Group Practice Improvement Network

Licensure

RN, New Hampshire