

## VITAE

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2015

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### EDUCATION

American Public University	M.A. in Management, 2011
Maryland Patient Safety Center:	Lean Project leader certificate, 2008
Marylhurst University, Marylhurst, OR:	B.A. in Management and Health Information, June 1982
Portland Community College, Portland, OR:	Certification in Health Records, June 1973
Portland State University:	1967 & 1968
Portland Community College:	Numerous non-credit computer and management related classes 1985 to present

### ACHIEVEMENTS/AWARDS

1973: Successful completion of Accredited Record Technician certification examination

1986: Named as one of twenty-five outstanding graduates from Portland Community College as part of their 25th anniversary celebration

1990: Literary Award Winner, American Medical Record Association

1993: Pioneer Award for initiating QA Section in 1983, presented by the American Health Information Management Association

1994: Recipient of the outstanding member award from the Oregon Health Information Management Association

1996: Recipient of the outstanding member award from the Quality Management Section of the American Health Information Management Association

1998: Winner of the Legacy Award Winner from the American Health Information Management Association for significant contributions to the knowledge base on the health information management field through articles, chapters, books, and presentations to AHIMA members.

2001: Winner of the Stumph Award for Excellence in Publication, National Association for Healthcare Quality.

2006: Winner of the James A. Hamilton Book of the Year Award for her book, *Leading Your Health Care Organization to Excellence* (Health Administration Press, 2005). The Hamilton Award is given annually to the author of a management or healthcare book judged outstanding by the American College of Healthcare Executive's Book of the Year Committee.

2011: Successfully passed the Implementation Manager Health Information Technology Professional (HIT Pro) Exam

### PROFESSIONAL AFFILIATIONS

1973 to present: Member, American Health Information Management Association (formerly the American Medical Record Association)

1974: Vice President, PCC Alumni Association

1975-80: Member, Oregon Tumor Registrars' Association

1976: Secretary, Oregon Tumor Registrars' Association

1976: Member, Program Committee, Oregon Medical Record Association

1978: President-elect and Chairman Education Committee, Oregon Tumor Registrars' Association

1978: Member, Education Committee, Oregon Medical Record Association

1978-80: Member, National Tumor Registrars' Association

1979-81: Newsletter editor, Oregon Tumor Registrars' Association

1979: President, Oregon Tumor Registrars' Association

1979-81: Member, Oregon Comprehensive Cancer Program's Professional Education Advisory Committee

1979: Member, Patient Care Evaluators' Committee, Oregon Medical Record Association

1979-80: Oregon Liaison to the National Tumor Registrars' Association

- 1980-81: Chairman, Patient Care Evaluators' Committee, Oregon Medical Record Association  
1980-86: Member, Executive Board, Oregon Medical Record Association  
1980 to present: Member, National Association for Healthcare Quality  
1980: Member-at-large from Oregon to annual convention of the National Association of QA Professionals  
1980: Member, Education Committee, Oregon Tumor Registrars' Association  
1980-85: Member, American Business Women's Association  
1981-82: Member, Program Committee, Oregon Medical Record Association  
1981-87: Regional field staff consultant for the American College of Surgeons' Commission on Cancer  
1981-83: Member, Journal Committee, National Association of Quality Assurance Professionals  
1982-84: Member, Certification Board, National Association of Quality Assurance Professionals  
1982-83: Member, Risk Management Committee, Oregon Association of Hospitals  
1982: President-elect, Oregon Medical Record Association  
1983: Member, Bylaws Committee, National Association of Quality Assurance Professionals  
1983: Co-chairman, American Medical Record Association Quality Assurance Section Steering Committee  
1983: President, Oregon Medical Record Association  
1983: Newsletter Editor, Oregon Medical Record Association  
1984 & 1985: Chairman, American Medical Record Association Quality Assurance Section  
1984: Past President and Chairman of Budget Committee, Oregon Medical Record Association  
1984-86: Member, American Association for Female Executives  
1984-86: Chairman, Certification Board, National Association of Quality Assurance Professionals  
1984-88: Facilitator, Data Quality Discussion Group, Oregon Medical Record Association  
1985: Chairman, Nominating Committee, Oregon Medical Record Association  
1985-86: Past-Chairman Director, American Medical Record Association Quality Assurance Section  
1985-2001: Newsletter Editor, Quality Management Section of the American Health Information Management Association  
1985-86: Member, Nominating Committee, American Medical Record Association  
1985-87: Member, Study Guide Task Group, National Association of Quality Assurance Professionals  
1986: Member, PRO Task Group, Oregon Association of Hospitals  
1986: Member, Item-Writing Subcommittee of the Certification Council of the American Medical Record Association  
1986 to 2003: Member Editorial Board, *Topics in Health Information Management*  
1986 & 1987: Oregon Delegate to the American Medical Record Association House of Delegates  
1986-87: Member, Nominating Committee of the National Association of Quality Assurance Professionals  
1987-88: Member, Program Committee, Oregon Medical Record Association  
1987-88: Treasurer and Executive Board member, National Association of Quality Assurance Professionals  
1988-89: Chairman, Program Committee, Oregon Medical Record Association  
1988-92: Member, Fundamentals of Tumor Registry Operation Revision Task Group, American College of Surgeons' Commission on Cancer  
1988-89: Chairman, Program Committee, American Medical Record Association Quality Assurance Section  
1989-90: Chairman, Legal-Legislative Task Group and member of QA Skills Material Task Group, American Medical Record Association Quality Assurance Section  
1989-90: Member, Program Committee, American Medical Record Association  
1990: Member, Quality Team, Legacy Hospital Systems, Portland, Oregon  
1990-91: Program Chairman, Quality Assurance Section, American Medical Record Association  
1990-91: Member, Curriculum Development Task Group, National Association of Quality Assurance Professionals  
1991-92: Chairman-elect, Quality Assurance Section of the American Health Information Management Association  
1991-93: Manager, Quality Improvement Strategy of the American Health Information Management Association  
1992-93: Member, workgroup to develop methods for deriving medical review criteria, standards of quality and performance measures sponsored by the Forum for Health Care Quality and Effectiveness of the federal Agency for Health Care Policy and Research  
1992-93: Chairman, Quality Assurance Section of the American Health Information Management Association

- 1993-95: Regional councilor, western region, Health Care Division of the American Society for Quality Control
- 1993-94: American Health Information Management Association liaison to the Agency for Health Care Policy and Research
- 1993-94: Past-chairman director of the QA Section of the American Health Information Management Assn.
- 1994-1999: Member, Bylaws Committee of the Oregon Health Information Management Association
- 1995: Chairman, Nominating Committee, QA Section of the American Health Information Management Association
- 1995: Member, Clinical Guidelines Panel sponsored by the Health Care Quality Management Institute of the Veterans Administration
- 1996-98: Member, Council on Certification of the American Health Information Management Association
- 1997: Member, Critical Path workgroup of the Association of Operating Room Nurses, Inc.
- 1998: Member, CPHQ Review Course Task Team, National Association for Healthcare Quality
- 1999-2001: Member, Council on Accreditation of the American Health Information Management Association
- 2000-2001: Co-Chair, Program Committee, Oregon Health Information Management Association
- 2000: Member, Section/Society Transition Team, American Health Information Management Association
- 2001-present: Member, American Society for Healthcare Risk Management
- 2002-2015: Advisory board member for WebM&M (<http://webmm.ahrq.gov>)
- 2002: Member, Audio Education Task Force, American Society for Healthcare Risk Management
- 2002: Member, Expert Panel to review the revised Standards for Quality Improvement for the AORN Nursing Practices Committee
- 2003: Chairman, Joint Commission Conference Task Force, American Society for Healthcare Risk Management
- 2003-04: Oregon Health Information Management Association delegate to the House of Delegates of the American Health Information Management Association
- 2004-05: Director, Board of the Oregon Health Information Management Association and delegate to the House of Delegates of the American Health Information Management Association
- 2004: Member, Patient Safety Training Module development task group of the American Society for Healthcare Risk Management
- 2005-08: Chairman, Bylaws Project Team, Oregon Health Information Management Association
- 2009-10: President-elect, Oregon Health Information Management Association and delegate to the House of Delegates of the American Health Information Management Association
- 2010-11: President, Oregon Health Information Management Association and delegate to the House of Delegates of the American Health Information Management Association
- 2011: Member, AHIMA task force on HIM functions in healthcare quality and patient safety
- 2011-12: Past-president, Oregon Health Information Management Association and delegate to the House of Delegates of the American Health Information Management Association
- 2011-12: Co-chair, AHIMA House of Delegates Team on House Operations
- 2011-present: Co-chair, OrHIMA ICD-10 Committee
- 2012-13: Member, Quality Initiatives and Secondary Data Practice Council, American Health Information Management Association
- 2012-13: Co-chair, Data Governance & Analytics Practice Council, American Health Information Management Association
- 2014 - present: Member, Nominating Committee, American Health Information Management Association (elected position)
- 2015-present: Member, Education Committee, Oregon Health Information Management Association

### **PROFESSIONAL EXPERIENCE**

2015 to Present: Guest lecturer, Patient Safety Course in Masters of Science in Medical and Healthcare Simulation. Drexel University College of Medicine, Philadelphia, PA.

2015 to Present: Course content advisor and exam development for healthcare quality and risk management courses, Western Governors University, Salt Lake City, UT.

2012 to Present: Part time faculty in Masters of Healthcare Administration Program and Bachelor of Health Science Program at Pacific University, Forest Grove, OR.

2004 to Present: Adjunct assistant professor in the Department of Health Services Administration at the University of Alabama in Birmingham.

1996 to Present: Consulting editor, *Hospital Peer Review*, monthly publication of AHC Media, Atlanta, Georgia.

1982 to Present: Partner, Brown-Spath and Associates, Publishing and Consulting Firm offering technical assistance to health care facilities and physicians' groups in areas of quality and resource management. Ms. Spath authors technical publications, edits books published by other organizations, facilitates workshops and seminars sponsored by professional associations and provides consultative workshops for individual health care facilities.

2011 to 2012: Part time faculty in Graduate Certificate Program in HIM, Oregon Health and Sciences University, Portland, OR

2011 to 2012: Part time faculty in HIT post-baccalaureate certificate program, Tougaloo College, Tougaloo, MS

2006 to 2012: Part time faculty in the Health Information Technology associate degree program at Missouri Western State University, Springfield, MO.

2006 to 2008: Part time faculty, instructor for Health Quality Techniques class in the Masters of Health Administration Program, Montana State University – Billings.

1995 to 2008: Staff columnist, *Hospital Case Management*, monthly publication of the American Health Consultants, Atlanta, Georgia.

1985 to 2008: Staff columnist, *Hospital Peer Review*, monthly publication of the American Health Consultants, Atlanta, Georgia.

1980-90: Patient Review Coordinator, Meridian Park Hospital, Tualatin, Oregon. Duties: Act as hospital-wide quality assurance and utilization review coordinator: maintain medical staff committee minutes, collect and analyze data for quality and utilization review functions, assist the medical staff and hospital departments in the design of quality measurement systems and reporting mechanisms, act as liaison with the Oregon PRO and third party payers, design efficient systems for interface with external reviewers, and design automated information management systems.

1973-80: Assistant Director, Medical Record Department and Tumor Registrar, Meridian Park Hospital, Tualatin, Oregon. Duties: Supervise and/or perform all function of the medical record department including data abstraction, coding of discharge data, development of policies and procedures, insurance reporting, transcription, release of information, utilization review, chart completion analysis and data collection/analysis duties of tumor registry.

#### **PUBLICATIONS (book/journal articles)**

- Spath, PL. *We are Interested in You*, 1976; patient care pamphlet explaining the hospital tumor registry
- Spath, PL. Why & how - Quality of care evaluations, *Oregon Comprehensive Cancer Program Newsletter*, Fall 1979 and published in *The Abstract*, April 1980 (newsletter of the National Tumor Registrars' Association)
- Spath, PL. *Quality Evaluation in Ancillary Services*. Oregon Medical Record Association, 1980
- Spath, PL. Dead-end evaluations lead to non-stop frustrations, *Oregon Medical Record*, Sept 1981
- Spath, PL. Drug utilization focused on cost, *Journal of Quality Assurance*, Vol. 4, No. 3, 1982
- Spath, PL. Emergency room: Inappropriate admissions? *Journal of Quality Assurance*, Vol. 4 No. 4, 1982
- Spath, PL. *Contemporary Issues in Quality Assurance*. Brown-Spath & Associates, Portland, OR: 1982
- Spath, PL. *Cancer Patient Care Evaluation*. American College of Surgeons' Commission on Cancer, Chicago: 1983
- Spath, PL. Procedures for physician peer review, *Journal of Quality Assurance*, Vol. 5 No. 1, 1983
- Spath, PL. *Unraveling DRGs for Hospital Managers*. Brown-Spath & Associates, Portland, OR: 1983
- Spath, PL. *Living with Prospective Payment*. Brown-Spath & Associates, Portland, OR: 1983
- Spath, PL. *Cost-Effective Quality Assurance*. Brown-Spath & Associates, Portland, OR: 1984
- Spath, PL. Are we overwhelming physicians with medical record review?, *Journal of the American Medical Record*

- Association*, Feb 1985
- Spath, PL. *Medical Staff Monitoring*. Brown-Spath & Associates, Portland, OR: 1985
- Spath, PL. *Utilization Management for Hospital Managers*. Brown-Spath & Associates, Portland, OR: 1985
- Spath, PL. *Quality Assurance and Management*. Brown-Spath & Associates, Portland, OR: 1986
- Quality Assurance, Utilization Review and Risk Management: A Study Guide*. National Association of Quality Assurance Professionals, Glenview, IL: 19896 and 1987 (contributing author for three of six chapters)
- Spath, PL. Termination of life-support: A legal dilemma, *QRC Advisor*, Vol. 2 No. 10, August 1986
- Spath, PL. Malpractice prevention checklist, *QRC Advisor*, Vol. 2 No. 10, August 1986
- Spath, PL. *Cancer Patient Care Evaluation II: A Fascicle*. American College of Surgeons' Commission on Cancer, Chicago: 1987
- Spath, PL. *Comprehensive Quality Assurance: Home Health Care Services*. Brown-Spath & Associates, Portland, OR: 1987
- Scherwin-Weissenberg D, Spath PL. *Comprehensive Quality Assurance: Health Maintenance Organizations*. Brown-Spath & Associates, Portland, OR: 1987
- Kingsley JR, Leary JK, Bradley DK, Spath PL. *Comprehensive Quality Assurance: Ambulatory Care Services*. Brown-Spath & Associates, Portland, OR: 1987
- Spath, PL. Competitive medical plans: The hospital's side, *DRG Monitor* 1987 (Feb), 4(4): 3-4.
- Kibbee P, Spath PL. *Comprehensive Utilization Management*. Brown-Spath & Associates, Portland, OR: 1987
- Spath, PL. *Health Care Quality Improvement*. Brown-Spath & Associates, Portland, OR: 1987
- Spath, PL. *Health Care Quality Improvement: Instructor's Guide*. Brown-Spath & Associates, Portland, OR: 1987
- Kibbee P, Spath PL. *Quality Assurance, Utilization Management and Risk Management: A Study Guide*. National Association of Quality Assurance Professionals (3rd revision), 1988
- Spath, PL.(ed) *Innovations in Healthcare Quality Measurement*, American Hospital Publishing, Chicago: 1989
- Spath, PL. *Hospital Quality Indicator Workbook*. Brown-Spath & Associates, Portland, OR: 1989
- Spath, PL. Data acquisition: The enigma of quality measurement, *Topics in Health Record Management*, 10:2 (December 1989)
- Spath PL, Burtless B. Hospital diversification presents challenges in quality assessment, *Topics in Health Record Management*, 10:2 (December 1989)
- Spath, PL. Hospital quality measurement: A story of failure and success, *Topics in Health Record Management*, 10:3 (March 1990)
- Spath PL, Miller S, Crawford B. Comprehensive quality measurement in the hospital emergency department, *Topics in Health Record Management*, 10:3 (March 1990)
- Spath, PL. Which comes first --- quality improvement or quality data?, *Quality Times* (publication of the New York Hospital Association, 4(2), March 1991
- Kibbee, P. & Spath, PL. *Quality Management in Psychiatric, Alcohol and Substance Abuse Treatment Facilities*, Portland, OR: Brown-Spath & Associates, 1991
- Spath, PL. *Health Care Quality: A Practical Guide to Continuous Improvement*, Portland, OR: Brown-Spath & Associates, 1991
- Spath, PL. What is a 'Commitment to Quality'?, *JAHIMA*, 62(12):26-30 (December 1991)
- Spath, PL. Healthcare's quality orientation: Implementation of Total Quality Management at Sutter Health, *JAHIMA*, 62(12):13-20 (December 1991)
- Spath, PL. (ed) *Quality Management in Ambulatory Care*, Chicago: American Hospital Publishing, 1992
- Spath, PL. *Teaming for Healthcare Quality* (notebook to accompany training video), Chicago: QA Section of the American Health Information Management Association, 1992
- Spath, PL. Quality improvement: Evolution not revolution", *The Abstract*, Sept 1992
- Spath, PL. Update/revision of Module 13 (Quality Assurance) of the Independent Study program of the American Medical Record Association (Jan 1993)
- Spath, PL. The interface of quality management and the hospital information department, *Topics in Health Information Management*, 1993, 13(3), 1-11
- Spath, PL. Critical paths: A tool for clinical process management. *JAHIMA*, 64(3): 48-58 (1993)
- Spath, PL. Quality management forces computerization decisions. *JAHIMA*, 64(5): 82-88 (1993)
- Spath, PL. *Succeeding with Critical Paths*, Forest Grove, OR: Brown-Spath & Associates, 1993
- Spath, PL. Agency for Health Care Policy and Research: an important player in healthcare reform. *JAHIMA*, 65(5): 26-7 (1994)
- Spath, PL (ed) *Clinical Paths: Tools for Outcomes Management*. Chicago: American Hospital Publishing, 1994
- Spath, PL. *AIMing for Quality Results: An Improvement Primer for Healthcare Organizations*, Forest Grove, OR: Brown-Spath & Associates, 1994

- Spath, PL. The information imperative of outcomes management. *Topics in Health Information Management* 1995; 15(3):17-28
- Spath, PL. Critical paths: Maximizing patient care coordination. *Today's O.R. Nurse* 1995;17(2):13-20 (Mar/Apr)
- Palmer RH, Banks NJ, Spath P. Checklist for Developing Guideline-Derived Evaluation Instruments. Chapter in: *Using Clinical Practice Guidelines to Evaluate Quality of Care - Volume 2: Methods*. Rockville, MD: U.S. Department of Public Health and Human Services, Public Health Service, Agency for Health Care Policy and Research, March 1995.
- Kibbee PE, & Spath PL. Qualitätsmanagement in Psychiatrischen und Suchtbehandlungseinrichtungen (translated by Edith Englemajer and Hans Zimmerl). *Weiner Zeitschrift für Suchtforschung* Jg. 18, 1995 Nr. (Austria)
- Spath, PL. *Mastering Path-Based Patient Care*, Forest Grove, OR: Brown-Spath & Associates, 1995.
- Spath, PL; Smith ME; Pelling MH. *Outcomes Management: Using Data for Decision Making*, Forest Grove, OR: Brown-Spath & Associates, 1995.
- Contributor to: *Clinical Decision Making Aids: Clinical Practice Guidelines/Clinical Pathways/Clinical Algorithms*, Version I (August 1995). Written by the Quality Management Institute and Education Center's (QMI) Clinical Practice Guideline panel, Durham, NC: Department of Veterans Affairs (DVA) Health Administration (VHA).
- Spath PL. Path-based patient care should build quality into the process. *Journal for Healthcare Quality* 1995 (Nov/Dec), 17(6):26-29.
- Spath, PL. The Evolution of Medical Effectiveness and Outcomes Management Initiatives. Chapter one in: *Medical Effectiveness and Outcomes Management: Issues, Methods and Case Studies* (P. Spath, editor), Chicago: American Hospital Publishing, 1996.
- Spath, PL (editor) *Medical Effectiveness and Outcomes Management: Issues, Methods and Case Studies*, Chicago: American Hospital Publishing, 1996.
- Spath, PL. Guideline-based performance measurement creates education and training imperatives. *Quality Management in Health Care* 1996 4(4):55-62.
- Spath, PL. Improvement in hospital mortality associated with CABG. *OR Reports* 1996 (May/June) 5(3):1-3.
- Spath, PL. VHA looks at clinical practice guidelines, pathways, and algorithms. *JAHIMA* 1996 67(6):44-46.
- Spath, PL. *Performance Improvement in Psychiatric and Substance Abuse Treatment Services*. Forest Grove, OR: Brown-Spath & Associates, 1997.
- Spath, PL. Stay in touch with a listserv. *Pursuit* (newsletter of the Oregon Health Information Management Association). 1997 (Jun/Jul);1(5):7-8
- Spath, PL (editor) *Beyond Clinical Paths: Advanced Tools for Outcomes Management*. Chicago, IL: American Hospital Publishing, 1997.
- Spath, PL. Taking Clinical Quality Improvement Beyond Paths. Chapter 1 in: *Beyond Clinical Paths: Advanced Tools for Outcomes Management* (P. Spath, ed.) Chicago, IL: American Hospital Publishing, 1997.
- Spath, PL. Taking the Message Public: Presenting Health Quality Information to Consumers. Chapter 8 in: *1998 Medical Quality Management Sourcebook* (J. Mangano, ed.), New York: Faulkner & Gray, 1997.
- Spath, PL. *Investigating Sentinel Events: How to Find and Resolve Root Causes*. Forest Grove, OR: Brown-Spath & Associates, 1997.
- Spath, PL. Do homework before starting on pathways. *OR Manager* 1996 (Jan); 14(1): 19-20.
- Spath, PL. Nursing performance measures go public. *Outcomes Management for Nursing Practice* 1998; 2(3): 10-14.
- Spath, PL. The Future of Collaborative Path-Based Practice. Chapter 3 *Health Care Outcomes: Collaborative Path-Based Approaches* (S. Blanchett & D. Flarey, editors). Gaithersburg, MD: Aspen Publishers, Inc. 1998; 18-33.
- Spath, PL. Medical errors: Root cause analysis. *OR Manager* 1998 (Sep); 14(9): 38-41.
- Spath, PL. *Clinical Pathways for Perioperative Practice*. Santa Fe, NM: OR Manager, Inc., 1998.
- Spath, PL (editor). *Provider Report Cards: A Guide for Promoting Health Care Quality to the Public*. Chicago: AHA Press, 1999.
- Spath, PL. "Make No Mistake: 12 Ways to Reduce Errors," *Materials Management in Health Care* 1999 (Aug); 8(8): 34, 35.
- Spath, PL. "Keeping Score: Does Your HIT or HIA Educational Program Measure Up?", *Advance for HIM Professionals* 1999 (Oct 11); 9(21): 10-11.
- Spath, PL. *How to Measure and Improve Case Management Performance*. Forest Grove, OR: Brown-Spath & Associates, 2000.
- Spath, PL (editor). *Error Reduction in Health Care: A Systems Approach to Improving Patient Safety*. San Francisco: Jossey-Bass Publishers/AHA Press, 2000.
- Spath, PL. *Patient Safety Improvement Guidebook*. Forest Grove, OR: Brown-Spath & Associates, 2000.
- Spath, PL. "Case management: Making the case for information systems," *MD Computing* (May/June) 2000; 17(3): 40-44.

- Spath, PL. *Fundamentals of Health Care Quality Management*. Forest Grove, OR: Brown-Spath & Associates, 2000.
- Spath, PL. *Health Care Quality Management Instructor's Guide*. Forest Grove, OR: Brown-Spath & Associates, 2000.
- Spath, PL. *Health Care Quality Management Student Workbook*. Forest Grove, OR: Brown-Spath & Associates, 2000.
- Spath, PL. Are Report Cards Measuring Up? *Journal of the American Health Information Management Association*. 71(10): 27-35 (Nov/Dec 2000)
- Spath, PL. Trends in Clinical Practice Guidelines, *For the Record*. 12(44): 14-17 (Nov. 27, 2000)
- Feldman, SE; Spath, PL; Roblin, DW. The Role for Public Health in Reducing Iatrogenic Patient Injuries, *The Joint Commission Journal on Quality Improvement*, 27(1): 54-58 (Jan. 2001)
- Spath, PL. Are Clinical Paths Nearing Extinction? *For the Record*, 13(6): 35-37 (Mar. 19, 2001)
- Spath, PL. "Quality Review". Chapter 6 in *Ethical Challenges in the Management of Health Information*, Gaithersburg, MD: Aspen Publishers, Inc., 2001
- Spath, PL. An End to Procrastination (book review), *Health Forum Journal*, 44(2): 9 (Apr. 2001)
- Spath, P.L. Why Improvement Programs Fail and What to Do About It. *For the Record*, 13(9): 24-27 (April 30, 2001)
- Spath, P.L. How to Do a Failure Mode Analysis. *OR Manager*, 17(5): 8,10 (May 2001)
- Spath, P.L. Case Managers Turn to Automated Information Solutions. *For the Record*, 13(12): 32-35 (Jun. 11, 2001)
- Spath, P.L. Taking Account of Quality. *Health Forum Journal*, 44(4): 10-15 (Jul/Aug 2001)
- Spath, PL. Start New Employees Out Right. *For the Record*, 13(15): 26-29 (Jul. 23, 2001)
- Spath, PL. Assessing Physician Competencies. *For the Record*, 13(18): 32-35 (Sep. 3, 2001)
- Spath, PL. The Quest for Restraint-Free Patient Care. *For the Record*, 13(21): 33-37 (Oct. 15, 2001)
- Spath, PL and Stewart, A. *Measuring and Improving Continuity of Patient Care*. Forest Grove, OR: Brown-Spath & Associates, 2001.
- Spath, PL. Encourage Complaints, Delight Your Customers. *For the Record*, 13(24): 24-27 (Nov. 26, 2001)
- Spath, PL. *The Basics of Patient Safety*. Forest Grove, OR: Brown-Spath & Associates, 2001
- Spath, PL. Book review: The Elusive Quest: Accountability in Hospitals. *International Journal for Quality in Health Care*, 13(6): 497-498 (Nov/Dec 2001)
- Spath, PL (ed.) *Effective Staff Development in Health Care Organizations: A Systems Approach to Successful Training*. San Francisco, CA: Jossey-Bass/AHA Press, 2002
- Spath, PL. Don't Let the Human Factors Derail 'Best Practices,' *Outcomes Management*, 6(1): 4-9 (Jan-Mar 2002)
- Spath, PL. Practice Guidelines: What JCAHO Expects. *OR Manager*, 18(2): 28-29 (Feb. 2002)
- Spath, P.L. Upgrade Skills with Competency-Based Training. *For the Record*, 14(2): 21-24 (Jan. 28, 2002)
- Spath, P.L. Preplanning improves the quality of survey data. *For the Record*, 14(7): 14-17 (Apr. 8, 2002)
- Spath, P.L. Productivity and Quality in the HIM Department. *For the Record*, 14(11): 29-31 (Jun 3, 2002)
- Spath, P.L. Are You Using Performance Data Effectively? *For the Record*, 14(14): 30-33 (Jul. 15, 2002)
- Spath, P.L. Protecting Post-hospital Care Residents from Harm. *For the Record*, 14(17): 27-31 (Aug. 26, 2002)
- Spath, P.L. and Stewart, A. *From Quality to Excellence: Using Comparative Data to Improve Health Care Performance*. Forest Grove, OR: Brown-Spath & Associates, 2002
- Spath, P.L. Don't Overlook the 'Human Side' of Process Improvement. *For the Record*, 14(20): 21-24 (Oct. 7, 2002)
- Spath, P.L. Health Information and the Outcomes Management Movement. *For the Record*, 14(22): 30-33 (Nov. 4, 2002)
- Spath, P.L. "Outcomes Management: The Cost-Quality Imperative". Chapter 7 in: *Point-of-Care Testing: Performance Improvement and Evidence-Based Outcomes*, J. Nichols (ed). New York: Marcel Dekker, Inc. 2003
- Spath, P.L. Pain Management in Home Care *For the Record*, 15(4): 22-25 (Feb. 24, 2003)
- Spath, P.L. Sharing the Knowledge, *Health Forum Journal* (Spring 2003), 46:2; 16-19, 47.
- Spath, P.L. Are You Managing the 'Near Misses'? *For the Record*, 15(7): 20-23 (Apr. 7, 2003)
- Spath, P.L. The Baldrige Award: How its Criteria Can Reshape Healthcare Organizations. *For the Record*, 15(10): 12-15 (May 19, 2003)
- Spath, P.L. Using Failure Mode and Effects Analysis to Improve Patient Safety. *AORN Journal*, 2003 (July); 78(1): 16-37
- Spath, P.L. Automation: Friend or Foe? *For the Record*, 15(13): 34-37 (Jun. 30, 2003)
- Spath, P.L. Bringing the Patient into Patient Safety. *For the Record*, 15(16): 24-28 (Aug. 11, 2003)
- Spath, P.L. Risky Business. *For the Record*, 15(19): 38-40 (Sep. 22, 2003)
- Spath, P.L. 360 Degrees of Employee Performance. *For the Record*, 15(22): 34-37 (Nov. 3, 2003)
- Spath, P.L. Can You Hear Me Now? *Hospital and Health Networks*, 77(12): 36-40, 49 (Dec. 2003)
- Spath, P.L. (ed). *Partnering with Patients to Reduce Medical Errors*. Chicago, IL: AHA Press, 2004
- Spath, P.L. Patient Safety Measures Up. *For the Record*, 16(4): 20-24 (Feb. 23, 2004)
- Spath, P.L. Practical Guide for Improving Performance (Part 1). *OR Manager*, 20(3): 23-26 (March 2004)
- Spath, P.L. Practical Guide for Improving Performance (Part 2). *OR Manager*, 20(4): 21-25 (April 2004)

- Spath, P.L. Keeping Score. *For the Record*, 16(16): 20-24 (Aug. 9, 2004)
- Spath, P.L. Performance Excellence: If Not Now, When? *For the Record*, 16(19): 30-34 (Sep. 20, 2004)
- Spath, P.L. A Discouraging Word Should Always Be Heard. *For the Record*, 16(22): 16-20 (Nov. 1, 2004)
- Spath, P.L. *Leading Your Healthcare Organization to Excellence: A Guide to Using the Baldrige Criteria*. Chicago, IL: American College of Health Care Executives/Health Administration Press, 2005
- Spath, P.L. Break the Cycle of Improvement Failures. *For the Record*, 17(4): 14-17 (Feb. 14, 2005)
- Spath, P.L. Help! I Have a Problem Employee (3 part article). *OR Manager*, 21 (March, April, May 2005)
- Spath, P.L. The Joy of Six Sigma. *For the Record*, 17(12): 34-38 (June 6, 2005)
- Spath, P.L. The Big Fix: Repairing a Broken-Down HIM Department. *For the Record*, 17(20): 20-24 (Sep 26, 2005)
- Spath, P.L. Performance Improvement: Do You Have What it Takes? *For the Record*, 17(24): 25-29 (Nov 21, 2005)
- Spath, P.L. Keep Wrong Site Surgery Out of Your OR. *Outpatient Surgery Magazine*, 6(12): 28-33 (Dec. 2005)
- Spath, P.L. Involving Patients in Safety. *H&HN OnLine Magazine* (Jan. 17, 2006)
- Spath, P.L. Pass the Patient. *For the Record*, 18(2): 35-39 (Jan. 23, 2006)
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