

UAHQ Newsletter- Summer 2007

THE PRESIDENT'S CORNER



I don't know about you, but I'm a little overwhelmed by the fact that the year is half over. Over the last several months I have had the great opportunity to work with and observe an active and energetic board. They share an enthusiasm for knowledge and growth and a great desire to provide you with exciting and enriching educational and networking opportunities.

As quality professionals, we have long known that our challenges and responsibilities in the health care industry are unique. But unique does not have to mean alone. Through UAHQ we have the chance to form bonds of friendship with like-minded individuals. Our network of subject matter experts is expanded to include colleagues across the city or the state who can share their knowledge and experience. Sharing challenges and needs through UAHQ brings a new perspective to our industry partners. Our association contributes to the broad improvement of health care as well as our personal development.

My goals for this year are to provide the membership opportunities for networking, education, and advancement in the field of quality. My most satisfying years with UAHQ have been those in which I was actively engaged in the organization, and I would encourage each of you to become more involved. We have many opportunities for service on the board in the capacity of education committee and membership. Here is your chance to make a difference in the lives of other professionals and build greater satisfaction for your own accomplishment. Invite others from your place of employment to join us. Volunteer to work on a committee. Help us plan our conference in the fall. If you have ever felt that our organization was missing the mark on meeting your needs, this is your chance to rectify that.

Going forward, we all have heavy loads, much responsibility and accountability. Let us celebrate our gifts by lifting the spirits of others and sharing the many talents we have. Make today the day you choose to be an active member of UAHQ.

Lynette Hansen, President

Why should I join the National Association for Healthcare Quality (NAHQ)?

NAHQ's goal is to promote the continuous improvement of quality in healthcare by providing educational and development opportunities for professionals at all levels and within all healthcare settings. Included in NAHQ offerings are:

- **Members only list serve**
- **Continuing education**
- **Certified Professional in Healthcare Quality (CPHQ) credential**
- **CPHQ exam preparation course and exam preparation materials.**
- **Publications such as "The Journal for Healthcare Quality"**
- **Leadership development & Leadership opportunities**
- **Fellowship program**
- **Awards:** The Golden Pen Award, for excellence in writing and the Distinguished Member Award for outstanding contributions to the healthcare quality profession are two examples.

NAHQ also offers benefits to its state affiliates (like UAHQ) that include a speaker's bureau and state educational grants. NAHQ has something for everyone. Visit www.nahq.org to see everything NAHQ has to offer. Then consider joining and take advantage of the opportunities for personal and professional development you'll find there.

2007 UAHQ Board members and council chairs

- President** – Lynette Hansen, 801-933-3660, lynette.hansen@ahplans.com
- President Elect** – Fritz Kron, 801--357-3048, fritz.kron@intermountainmail.org
- Past-President** – Anne Smith, 801-892-6629, asmith@healthinsight.org
- Secretary** – Linda Egbert, MS, RN, 801-585-5595, linda.egbert@hsc.utah.edu
- Treasurer** – Russ Elbel, 801-587-6564, russ.elbel@hsc.utah.edu
- Member At Large** – Linda Johnson, 801-892-6671, ljohnson@healthinsight.org
- Communications Council** – Marlyn Conti, 801-442-3602, Marlyn.Conti@intermountainmail.org
- Legal/Legislative Council** – Lynn Elstein, 801-442-3674, Lynn.Elstein@intermountainmail.org
- Education Council** – Ellen VanTreuren Richards, 801-408-2626, ellen.richards@intermountainmail.org
- Finance Council** – Russ Elbel, 801-587-6564, russ.elbel@hsc.utah.edu
- Facility & Communications Coordinator** – Michele Leader, 801-892-6635, mleader@healthinsight.org
- Representative, Home Care Services Assoc.** – Michelle Dunn, 801-233-6238, mdunn@cnsvna.org

FINANCE COUNCIL



Financially UAHQ is doing very well. The board approved the annual budget earlier this year. The current account balance as of July 18, 2007 is \$1717.05 in checking, and \$8038.06 in savings. Our revenue to date for membership dues has exceeded the budget projection (\$1450 vs. \$1400).

Additional revenue has also come in from our Lucinda Pin fundraising efforts (a big thanks to Lynette!). Larger expenses that will be incurred this year include the NAHQ national conference, our local conference, and the CPHQ workshop, which we will have no problem covering.

If anyone has questions about UAHQ finances, please contact me.

Russ Elbel, Treasurer

LEGAL/LEGISLATIVE COUNCIL



The Board is currently working on updating the bylaws which will be submitted for approval at our annual meeting in November. Watch for them in your email.

Marc H. Bennett, President & CEO HealthInsight, reported recently on the activity of the Utah Patient Safety Steering Committee. The Committee is taking a summer hiatus right for the summer and will meet again in September.

We are waiting for information from AHRQ on the Patient Safety Organization (PSO) regulations, as well as the federal regulations/instructions on Value Exchanges and the VDHCI. Once we have this additional information, then we can better revisit our priorities, strategies and our next steps. In the meantime, the respective users groups, committees, and/or partnerships will continue to meet and move ahead with their projects.

Deb Wynkoop and Iona Thraen provided updates on the various users groups and current activities below.

1. **Safe Patient Lifting Work Group** has completed the protocol and sent to hospitals for endorsement
2. **Health Care Acquired Infection Work Group** is still working on the FEMA and waiting for the administrative rule to be filed. They will also be working on state wide tool for central line catheter care and maintenance to reduce infections.
3. **Adverse Drug Event work group** is working on a patient medication reconciliation form. They will launch the Insulin FMEA this summer.
4. **Sentinel Event Work Group** will meet July 5th to view the new electronic reporting form
5. **UHA Quality Committee and Board** has endorsed the IHI Five Million Lives Campaign membership and HealthInsight is planning a work group for decubitus ulcer prevention in the fall.

6. **UDOH Patient Safety program** is working with the **Perinatal Mortality Review Committee** and EMS to develop a statewide Catastrophic Response Training and Simulation (CRTS) for rare Obstetric events (shoulder dystocia, prolapsed cord, amniotic fluid embolism, code, etc).

7. **UDOH Patient Safety Program** is working with **Epidemiology program** to implement HB 137 Pain Management and Prescription Based Overdose reduction.

8. **Deseret News** published an article titled "[Utah's patient safety surveillance system called anemic](#)" in the Sunday edition, July 8th, 2007 edition. Comments from "Iona Thraen, patient safety pointwoman for the Utah Department of Health" and "Dr. Brent James, nationally recognized authority on patient safety", were included.

Lynn Elstein, Legal/Legislative Council

EDUCATION COUNCIL

Save the Date! August 22nd, 12 Noon
The Utah Association of Healthcare Quality presents:
Adverse Drug Event Prevention
A report for the Utah State Adverse Drug Event Team

November 9th for our Annual UAHQ Conference



Ellen Richards and Michele Fisher are working hard to meet your needs and serve your interests in their roles as co-chairs of the Education Council. All UAHQ members are invited to join us in planning the Brown Bag luncheon presentations as well as the annual meeting on Friday, November 9, 2007.

Brown Bag lectures this year have included:

- JCAHO Perspectives from former surveyor, Rob Koenen from Intermountain Healthcare,
- Requirements of Utah State Sentinel Event Reporting Rule R380-200 by Iona Thraen, Director, Department of Health Services Patient Safety and Marilyn Marianni, chair of the Sentinel Event Work Group.

Attendance has been strong, with quality professionals joining us from as far away as Uintah Basin. Participants report that timely subjects applicable to their job duties have been strong motivators to attend our Brown Bag lectures. Please continue sending your ideas, as well as feedback about what kind of speakers and subjects you'd like to hear about. UAHQ is here to support your efforts in maintaining quality healthcare across all disciplines.

The August Brown Bag lecture will feature Linda Tyler, Ph.D., Manager of the Drug Information Service at University of Utah Health Sciences Center. She chairs a state team who are addressing the issue of Adverse Drug Events (ADE), and will be sharing their activities, patient safety regulations, and recommendations on medication reconciliation and other methods to prevent ADE's.

Save the date!! Wednesday, August 22, at 12 noon, to hear Linda's presentation.

C.E. credit information will also be provided.

CPHQ certification: For those of you seeking to get you CPHQ certification, we are in the process of locking in a date in October or November for a CPHQ preparation course. Nancy Clafin will be the instructor for this class.

Annual UAHQ Conference: Our Annual UAHQ Conference is planned for November 9th. We have some very exciting speakers and topics being lined up for this year's event, including a visit by Thom Smith, NAHQ President Elect.

For ideas, suggestions, and volunteer support, please contact Ellen or Michele at: ellen.richards@intermountainmail.org or michelef@aruplab.com .

MAY 2007 BROWN BAG SUMMARY

Sentinel Event Reporting in Utah: Administrative Rule R380-200

Marilyn Mariani, chair of the Sentinel Event Work Group, and Iona Thraen, Patient Safety Director at the Department of Health, briefed a large group of UAHQ members on the genesis of the work group and its most recent work on revising Utah's sentinel event reporting rule. Being a member of the work group I can attest to the fact that significant research, careful deliberation, and hours and hours of work with the Assistant Attorney General went into the final product. The revised rule became effective June 1, 2007.

The purpose of the session was to help participants

- Recognize the impact of sentinel events in Utah,
- Understand the purpose and goals of Utah's Sentinel Event Reporting Program,
- Become familiar with the applicable Administrative rule (R380-200), and
- Learn to navigate the web-based reporting system (still under development).

Visit <http://health.utah.gov/psi> for everything you need to know about the rule.

- Click on "How to Report" for a paper reporting form.
- Click on "Administrative Rules" for the revised rule (R380-200). If you were unable to attend the brown bag, you can view the presentation here as well.

Get up to speed on the new rule today!

NEWS FROM THE INSTITUTE FOR HEALTHCARE IMPROVEMENT (IHI)

The 5 Million Lives Campaign is a voluntary initiative to protect patients from five million incidents of medical harm over the next two years (December 2006 – December 2008).



IHI Estimates that 15 Million Incidents of Patient Harm Occur in U.S. Hospitals Each Year

New interventions targeted at harm

- Prevent Methicillin-Resistant Staphylococcus aureus (MRSA) infection...by reliably implementing scientifically proven infection control practices throughout the hospital.
- Reduce harm from high-alert medications...starting with a focus on anticoagulants, sedatives, narcotics, and insulin.
- Reduce surgical complications...by reliably implementing the changes in care recommended by the Surgical Care Improvement Project (SCIP).
- Prevent pressure ulcers...by reliably using science-based guidelines for prevention of this serious and common complication.
- Deliver reliable, evidence-based care for congestive heart failure...to reduce readmissions.
- Get boards on board...by defining and spreading new and leveraged processes for hospital boards of directors, so they can become far more effective in accelerating the improvement of care.

The six interventions from the 100,000 Lives Campaign

- Deploy Rapid Response Teams... at the first sign of patient decline – and before a catastrophic cardiac or respiratory event.
- Deliver reliable, evidence-based care for acute myocardial infarction...to prevent deaths from heart attack.
- Prevent adverse drug events...by reconciling patient medications at every transition point in care. Prevent central line infections...by implementing a series of interdependent, scientifically grounded steps.
- Prevent surgical site infections...by following a series of steps, including reliable, timely administration of correct perioperative antibiotics.
- Prevent ventilator-associated pneumonia...by implementing a series of interdependent, scientifically grounded steps.

[19th National Forum on Quality Improvement in Health Care](#)

December 9-12, 2007: The National Forum on Quality Improvement in Health Care is the premier "meeting place" for people committed to the mission of improving health care. This annual event draws over 5,500 health care leaders from around the world in person and an additional 6,000 via satellite.

[International Forum on Quality and Safety in Health Care 2008](#)

April 23-25, 2008: The annual International Forum, co-sponsored by IHI and the BMJ Publishing Group, is the premier international "gathering" of people committed to improving the quality of health care.

► Available at <http://www.ihl.org/IHI/Programs/ConferencesAndSeminars/>

FOR MORE INFORMATION ON THESE PROGRAMS AND OTHER OFFERINGS FROM IHI, CALL (866) 787-0831 OR GO ONLINE AT www.ihl.org.

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MEMBER-AT-LARGE/MEMBERSHIP COUNCIL

Linda Johnson, MA, RN, CPHQ

Linda Johnson has been a healthcare quality professional for 19 years, and has been a member of UAHQ almost as long. Since joining UAHQ she has been actively involved in the organization in some capacity, as a member, council member or chair, or an officer.

Says Linda, "That involvement grew out of a hallway conversation one day, when a coworker overheard some of us complaining about UAHQ. Her comment to us was, 'If you don't like what the organization is doing, get involved and change it.' I am not suggesting that you don't like UAHQ, but I am suggesting that you get involved – get to know the organization, your fellow members, and what we have to offer as your state professional organization. If you think the organization is stagnant, it probably is because the same people are always doing the work, and we have only so many ideas and so much creativity to go around. Join us at board meetings, brown bag lunches, and if you really want to see what we're all about, come to the annual meeting November 9th.

"As Membership Chair my goals for 2007 are:

- Increase membership by 10%
- Formalize the nominations process
- Have a full slate of candidates for the 2007 ballot
- Use the results of the 2006 member focus group to build capacity within the membership
- Build leadership capacity among UAHQ members
- Develop opportunities for members to contribute to the organization and be recognized for that contribution, without incurring a significant time commitment
- Collaborate with the Education Council to design member-centered educational offerings, including CPHQ exam prep

"I need your help to accomplish this! If you have something to share, however small, want to become more involved, or know someone who would be interested in joining, contact me at ljohnson@healthinsight.org or 801-892-6677. We'd love to have you as more than a name on a list."

MEMBER SPOTLIGHT – Meet your board members!

Lynette Hansen, President

Lynette Hansen is currently the Manager of Quality Improvement for Altius Health Plans. Over the past 18 years, she has worked in various managerial roles in health care quality ranging from behavioral health care to medical/clinical care. Shortly after receiving her master's degree in Organizational Behavior and Business Education from BYU, Lynette spent 4 ½ years working in the production end of motion pictures and television. She took some time off to have a baby before re-entering the workforce, this time in commercial real estate. Lynette says, "It was then that an opportunity presented itself, and I tripped and fell into health care where I have been 'stuck' ever since."

Lynette earned her CPHQ in 1998 and joined UAHQ shortly thereafter. Since then, she has served on various committees and made many new friends through the organization. In fact, she explains that her last two jobs were acquired as a direct result of networking with associates in UAHQ, proving the old adage that "it's not what you, but who you know that counts!"

As president of UAHQ this year, Lynette hopes to bring a new spirit of fun and excitement to the organization. She hopes the members will take the opportunity to get to know their peers in the health care community, gain better footing as they meet the challenges posed by their positions, and recognize the valuable resources

available to them as a result of their participation in UAHQ activities. “I would challenge all members to find a way to promote their profession, increase their knowledge base, and expand their interpersonal resources through their participation in UAHQ. It is never too late to volunteer for a committee, provide us with feedback and ideas, or participate in Board activities and meetings. We want your ideas, enthusiasm, and perspective – this is what contributes to the rich fabric of UAHQ!”

Russ Elbel, MSPH, HAS, Treasurer

Russ is a Salt Lake City native and a graduate of the University of Utah. He has a Master of Science in Public Health & Health Services Administration and is currently the Quality Improvement Manager for the University of Utah Health Plans. He has been in this position for 4 years and enjoys the challenge and the autonomy it brings. Before coming to the University Health Plans, Russ worked as a contracting manager for independent physician associations and as a risk manager for United Healthcare. Previously, he spent over ten years managing worksite health promotion programs. Russ describes himself as self-directed, persistent, and achievement-oriented, all excellent traits for the quality professional!

Russ’s family includes his wife and four-year-old twin boys. No pets yet, but he is anticipating pressure from the kids in the near future. When he isn’t working, Russ enjoys hanging out with the family, skiing, biking, and hiking. He seems to be putting those ten years in health promotion to good use, and living the advice from his dad, who stressed the importance of physical activity.

Russ’s greatest accomplishment is publishing his graduate research; he still can’t believe he lived through it! His other greatest accomplishment – children. “They’re much harder than publishing my graduate research.” He recommends *The Improvement Guide: A Practical Approach to Enhancing Organizational Performance*, by Gerald J. Langley, et al., to enhance the quality professional’s knowledge, and offers this advice, which he received from a friend: “Whatever you go in to, make sure you are into it.” Good advice for all of us!

Linda Egbert, MS, RN, Secretary

Linda Egbert has been a nurse for 29 years (she claims to have started this noble profession as a toddler). Although she has only been in a position considered to be among the ranks of quality improvement for two years, she has been involved in QI activities for her entire career. Linda professes to be “a believer in quality improvement and see this as the key to the successful future of health care.”

According to Linda, some of the values of being associated with being a member of UAHQ include the educational opportunities offered, as well as meeting and networking with colleagues. “I am happy to serve on the Board and try to contribute a little to a quality organization.” (We actually think we contribute a lot to our quality organization.) She continues, “There are such wonderful people working in all corners of Utah in quality improvement activities, and UAHQ is a way we can support and learn from each other in whatever way is most effective for each of us.”

Outside of her career, Linda loves to garden, travel, read and play with her three cats and cocker spaniel. She has also been trying to improve her skills in photography, and incorporate more digital techniques into her hobby.

Lynn A. Elstein, MS, RN, BC, Legal/Legislative Council Chair

Lynn is the current Assistant Vice president, Quality and Patient Safety, for Intermountain Healthcare. She received her master’s degree in Nursing Administration from the University of Utah, and her bachelor’s degree in nursing from Temple University. She has lived and worked in six other states prior to coming to Utah where she has been here for the last 18 years. Lynn has a wide range of experience in the health care field including development of patient safety initiatives, collaborative work, quality team facilitator, program development and implementation, and education resource.

Lynn is a relatively new member to UAHQ and we were delighted when she accepted our invitation to be a member of the board. Much of her professional background is in staff development education, and she has served in local and national positions of leadership with staff development organizations. “I am looking forward,” says Lynn, “to learning and contributing in this capacity with UAHP and support the vision of leadership in advancing healthcare quality professionals.”

She is also currently a member of the American Organization of Nurse Executives, the Utah Organization of Nurse Leaders, National Nursing Staff Development Organization, and Sigma Theta Tau Nursing Honor Society.

Michele Fisher, MT (ASCP), Co-Chair, Education Council

Michele has worked and taught in healthcare as a registered Medical Technologist for 27 years in laboratory disciplines including transfusion Medicine, Immunology, and general laboratory departments. She currently works as the Quality Lead at ARUP Laboratories in the Quality and Compliance department where she serves on the ARUP Continuous Quality Improvement Board. Michele has the opportunity to interact with employees from every department and support quality initiatives with clients through her involvement in developing quality programs and mentoring quality improvement teams.

Michele is currently a member of NAHQ and has been studying for her CPHQ certification. Past society memberships include CAP and AABB. She says that her “current position as Co-chair of Education for UAHQ is an exciting opportunity to network with a variety of healthcare professionals while promoting quality activities that can truly benefit the patient. I look forward to sharing with you my enthusiasm for learning and the growth that comes from new experiences.”

When not at work, Michele stays busy with community and outdoor activities. She coordinated distribution of food for the Crossroads Urban Center Food Co-op, is involved in several local social justice causes, and volunteers for the BLM in a Raptor Inventory Nest Survey program. Michele also enjoys exploring new places, camping, jogging, hiking, cross country skiing, home gardening, and cooking.

Ellen Richards, MS, CPHQ, Co-chair, Education Council

Ellen is a recent transplant to Utah from the Sacramento, California. As an empty nester with two grown sons, Ellen found herself in the position of "the trailing spouse" when her husband accepted a transfer to Utah. She has worked as a Medical Lab Tech, Medical Librarian, Grant Writer and Patient Educator. When Sunquest Laboratory Systems first delivered their new system to St. Joseph hospital in Tucson, Arizona, Ellen was the Beta installation manager. She is currently a Clinical Systems Specialist at LDS hospital, providing support for clinical users of information systems and analyzing workflow & process issues.

What you may not guess is that Ellen is an avid SCUBA diver of 32 years.....recently reacquainting herself with the sport when she celebrated the big 5-oh.

Her goals for the year include providing timely awareness of educational opportunities in multiple formats such as the newsletter, website and email. Ellen states, “I serve on the board because there was a need, I have the background and interest to support education efforts, and enjoy staying active in stimulating, learning environments. I am glad to have joined UAHQ, particularly because I was due to recertify and the education events provided enough credit to complete my re-certification on time. I also found the meetings and events valuable networking opportunities while I looked for employment & became familiar with the area.

Anne Smith, RN, BSN, CPHQ, Past President

Anne Smith is past president of UAHQ and works at HealthInsight as a project coordinator. She is currently on the Health Information Technology team working with physician offices to use electronic health records (or even paper systems) to improve patient care, particularly for people with chronic diseases.

She has been an active member of UAHQ, serving in the past on the Education Council, as chair of the Legal/Legislative Council, and as secretary. She is also a member of the Utah Nurses Association.

She is a nurse with clinical experience mostly in a rural setting doing everything that a nurse does in a hospital, including patient care in all areas and the “paper jobs” like discharge planning, quality management, safety, employee health, and clinical coding.

Her personal life includes five grandchildren and one great-granddaughter – and of course their parents. Friends are vital and many are work-related – especially co-workers. From many years of working with Utah hospitals, physician offices, and UAHQ she values the friendships of competent health care professionals.

COMMUNICATIONS COUNCIL

Jackie Mead has had to resign her position as communications chair person this year. We as a board want to express our sincere thanks to her for three years of dedicated support as communications chair for UAHQ. Good luck Jackie!



Marlyn Conti has agreed to take up the pen for Jackie and provide regular newsletters for our organization.

Please visit our web site at <http://www.uahq.org/> for updated information such as board members Bylaws for 2006, educational opportunities, and more!

SHARED LEARNING CORNER

NAHQ PUBLISHING OPPORTUNITIES

JHQ's Editorial Board always encourages papers for publication on the following topics; Accreditation Issues and Successes, Administration/Management, Behavioral Healthcare Quality, Compliance, Conceptual Articles, Continuum Focus, Education's Move to Quality, Evidence-Based Practice, Global/International Issues, Government Affairs and Policy-Making, Information Systems and Management, Innovations in Healthcare, Knowledge Management, etc. Submissions can be in the form of featured articles, brief reports, quality stories, or letters to the editor.

Please see *JHQ Information for Authors* <http://www.nahq.org/journal/pubsauth.htm> for assistance in preparing your submission. For a more detailed description of each topic, please visit the NAHQ/JHQ Web site at <http://www.nahq.org/journal/pubstopc.htm>

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NAHQ QUICK CORNER

Upcoming NAHQ Continuing Education Courses

Tuesday, July 24, Audio Course, *Engaging Physicians in Public Quality Reporting and Process Improvement*

Tuesday, October 30, Audio Course, *Disclosing Medical Errors to Patients: A Skills Workshop, Part 1*

For more information and to register, visit <http://www.nahq.org/education/opportunities.html>

2007 Annual Conference

Registration for NAHQ's 2007 Annual Conference is available online at www.nahq.org. The full brochure is ready for downloading, and complete descriptions of concurrent sessions are also available.

The Joint Commission's newsletter is available online at

<http://www.jointcommission.org/Library/ThisMonth>

WANTED: UAHQ WANTS YOUR MANUSCRIPTS AND PRESENTATIONS

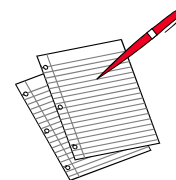
Have you recently completed a QI project that has positively impacted clinical care, customer satisfaction, access to health care, or the bottom line?

Maybe you have learned a new tool and others could benefit from your experience.

Have you given a presentation lately or had an article published?

UAHQ is formally requesting that you share what you are doing, what challenges you are addressing and how you are overcoming barriers to quality in your institution.

Send your ideas, experiences, etc. to Marlyn Conti at Marlyn.Conti@intermountainmail.org for inclusion in our next newsletter and/or posting on the UAHQ website



We all know how important teams are in making progress; let's model this team behavior and share what we are learning!!

Your Paper will appear here?

E-QUALTips from NAHQ News
By Marlyn Conti RN, BSN, MM – Intermountain Health Quality/Patient Safety

How can we give appropriate, timely feedback and make our interactions more productive? Here are five tips for productive interactions.

“Sharing feedback challenges managers partly because, if poorly received, their comments can spark a negative and unproductive exchange,” (AchieveGlobal 2007). Negative outcomes can be prevented with a little upfront planning and the right approach. Use of these five elements is applicable when giving feedback to employees, peers, teams, and leadership. These elements help keep the conversation objective, fact based and collaborative.

1. **Communicate your positive intent.** *Preface feedback with a positive goal and intent.*
2. **Describe what you've observed with as much specificity as possible.** *Describe what behavior, actions, occurrences in specific words with when, how, where, etc.*
3. **Discuss the impact of what you observed or the behavior.** *Describe what the impact of the observed event or behavior to peers, work groups, system, department, and/or affected entity.*
4. **Ask for a response from the employee, team, peer, etc.** *Ask for and allow for feedback, the other side of the story, perceptions, etc. Communication needs to be two way.*
5. **Seek solutions jointly.** *Work with staff member, team or committee for a joint solution, action plan, and/or resolution.*

http://www.achievetglobal.com/mailmanager/leadingedge/le_edge_mar07/productiveinteractions.html?cid=pinteractions

WHAT'S NEW AT HEALTHINSIGHT??

HealthInsight, the Medicare Quality Improvement Organization for Utah, provides free assistance to physician offices, hospitals, nursing homes, and home health care agencies in Utah. *HealthInsight* has been working with CMS in this capacity for over 30 years—providing information, quality improvement support, and quality review services to Medicare recipients in the region. For more information, visit www.healthinsight.org.

Please note that opinions and statements in this newsletter are NOT to be construed as standards or policy, they are only opinions of the members who submitted them.

Any comments, submissions, questions or additions should be forwarded to the Editor, Marlyn Conti Marlyn.Conti@intermountainmail.org or call (801) 442-3173.