

DIANE L. KELLY
4535 Zarahemla Dr.
Salt Lake City, Utah 84124
801-273-0749
dlkelly@att.net

EDUCATION

University of North Carolina at Chapel Hill

Dr.P.H. in Public Health Leadership and Health Policy and Administration, May 2002
Dissertation: Using the Baldrige Criteria for Improving Performance in Public Health
Advisor: Bruce J. Fried

University of Utah

Masters of Business Administration, June 1986

West Virginia University

Bachelors of Science in Nursing, May, 1977

AREAS OF EXPERTISE

- Designing and delivering action-learning programs to enhance the professional effectiveness of current and future healthcare leaders, managers, and clinicians.
- Applying evidence-based practices to achieve measurable improvements in quality of care and organizational performance in a wide variety of health services organizations.
- Bridging the clinical, administrative, and academic interfaces.

PROFESSIONAL SUMMARY: ACADEMIC

Assistant Professor, Clinical , Duke University School of Nursing Faculty Leader, Population Care Coordinator Program	12/11 - present
Adjunct Assistant Professor , Public Health Leadership Program, School of Public Health, University of North Carolina at Chapel Hill	1/03 – 5/12
Consulting Associate , Duke University School of Nursing, Duke University	8/04 – 12/11
Adjunct Faculty , Health Administration Services Program, Weber State University	1/04 – 3/23
Adjunct Professor , Idaho State University	1/11- 12/11
Associate Professor (Clinical) University of Utah College of Nursing Director, Clinical Nurse Leader Program (2008-2010)	7/07 – 7/11
Assistant Professor (Clinical) , University of Utah College of Nursing	1/06 - 6/07
Adjunct Assistant Professor , College of Nursing, University of Utah	8/04 – 1/05

PROFESSIONAL SUMMARY: PRACTICE

Principal, Kurron & Co.

1/07 – present

Provide expert consulting services to assist hospitals to improve quality of care, performance results, and operations. Services include conducting organizational assessments with a focus on clinical services, leadership and accreditation; providing detailed recommendations, action plans, and evaluation tools; facilitating onsite improvement teams and interventions; enhancing organizational capacity through teaching and coaching staff from front line to executive level; assisting with design and implementation of performance measurement and management systems. Approaches and recommendations are evidence-based, integrate a systems perspective, and are customized to clients' unique operating environments, business challenges, and cultural characteristics of the organization. Clients include Bermuda Hospitals Board, Hamilton, Bermuda.

Faculty Consultant, Project HOPE

1/02 – 6/06

Taught management, quality, and operations management concepts and tools to over 280 administrative and clinical professionals in Estonia, Latvia, Lithuania, Czech Republic and Hungary as faculty for the Health Care Management Training Program in Central and Eastern Europe (HCM CEE), *Managing Change to Improve Quality*. Provided consultation and technical support to teams in applying learned concepts and tools to identify performance gaps; establish improvement goals; define project parameters and design; and develop measurement and evaluation plans.

Assistant Administrator for Quality, St. Mark's Hospital, Salt Lake City, Utah, 10/04- 9/05

Responsible for overseeing, supporting and measuring strategic and operational quality, safety, accreditation, risk management, infection control and medical peer review processes and systems for 294 bed tertiary / 23 bed skilled nursing facility hospital and 600 member medical staff (active and courtesy). Facilitated transition of Cardiovascular Services from functional to service line approach in alignment with HCA corporate initiatives. Served as non-voting member of the hospital's Board of Trustees and ex-officio member of the Medical Executive Committee. Initiated transitioning the organizational approach to quality performance management from retrospective review to concurrent surveillance and real-time intervention. Designed and implemented strategies to increase physician and hospital awareness of and compliance with federal and regulatory data transparency requirements.

Director of Organizational Change, HealthInsight , Utah / Nevada QIO

7/01 – 5/03

Served as technical expert and clinical liaison to the Quality Improvement Organization staff in the areas of human factors, high performance organizations, and patient safety. Served as executive coach for the VP of Medical Affairs. Developed and delivered 1 ½ day, action-learning workshops targeted toward improving safety and quality of care in rural hospitals and for American Indian / Alaskan Native populations throughout Utah and Nevada.

Project Coordinator, Patient Safety Improvement Corps Feasibility Study, 8/01 – 1/02 Research Triangle Institute / UNC Public Health Institute,

As project coordinator for Agency for Healthcare Quality and Research funded grant (duration 6 months), assisted with developing and writing project work plan, assisted with developing qualitative data collection instrument, conducted key informant interviews with national experts in patient safety and medical errors, assisted with qualitative data analysis. As a result of this study and its recommendations, AHRQ and the Department of Veteran's Affairs subsequently designed and implemented the national training program, the Patient Safety Improvement Corps.

Re-engineering Specialist, University of North Carolina Hospitals

5/98 – 8 /00

Facilitated team and coached managers in housewide redesign and implementation of voice activated request and dispatch patient transportation system, including developing performance data. Improved turnaround time by approximately 43% and transporter productivity by 14%. Performed an assessment of maternal and infant services as the foundation for developing a new high risk maternal service in the UNC

Center for Maternal and Infant Health. Designed the foundational operating framework, patient flow process, and communication elements for this new clinical service. Facilitated and provided operational consultation for other teams including mammography, patient relations, and ambulatory care clinics in this 700 bed academic medical center.

Internal Consultant for Redesign and Quality, Intermountain Health Care 3/92 – 5/98

Provided consultation, support, facilitation and education for managers and administrators to transform departments experiencing defined performance gaps. In the Surgical Services Service Line (consisting of three hospitals, two free standing surgical centers, 500 FTE's, combined outpatient surgeries of 2500 per month, inpatient surgeries of 1100 per month), results included: reducing same day surgery patient length of stay by 12.6%; reducing cost per outpatient surgery case by 14%; reducing average first case minutes delayed by 26%; increasing peak capacity in outpatient surgery 50% by with same staff and facilities; reducing overtime hours in the OR by 30%; improving patient satisfaction; and, reducing unnecessary pre-operative lab tests up to 50%. Operational improvements achieved while maintaining desired clinical outcomes, including one of the lowest post-operative wound infection rates in the nation. Similar consultation provided to inpatient nursing units, laboratory services, radiology services, and facilities management / engineering.

Staff Nurse and Charge Nurse, Newborn Intensive Care, LDS Hospital 1/82 – 3/92

Provided comprehensive nursing care for infants and their families in the Newborn Intensive Care Unit. Assisted with high-risk deliveries. Held leadership positions in hospital-wide and unit-based shared governance committees.

Staff Nurse, Newborn Intensive Care, Primary Children's Medical Center 9/78–1/82

Provided comprehensive nursing care for infants and their families in the Newborn Intensive Care Unit.

Staff Nurse, Post Partum and Well Baby Nursery, Magee Women's Hospital 9/77-6/78

Provided comprehensive nursing care for infants and their families.

TEACHING HISTORY

Academic courses developed and taught

- NURS 571 Healthcare Coordination of Complex Patients: Case Studies, Spring 2012 (with S. Rushton)
- NURS 570 Healthcare Coordination of Complex Patients, Spring 2012 (with S. Rushton)
- NURS 4050 Nursing History and Policy, Spring 2011, Redesigned the course to integrated, online delivery; course lead for teaching team of 4, University of Utah
- NURS 6779 CNL Clinical Immersion, Spring 2010, University of Utah
- PUBH 730 Quality Improvement / Leadership, Spring 2010, UNC-CH (Online Section 960)
- PUBH 730 Quality Improvement / Leadership, Spring 2010, UNC-CH (Online Section 960)
- NURS 6774 CNL Role Development and Implementation, University of Utah, Fall 2009
- PUBH 730 Quality Improvement / Leadership, Fall 2009, UNC-CH (Online Section 960)
- PUBH 730 Quality Improvement / Leadership, Spring 2009, UNC-CH (Online Section 960)
- NURS 6779 CNL Clinical Immersion, Spring 2009, University of Utah
- NURS 4050 Nursing History and Policy, Spring 2009, Redesigned course to integrated, online delivery; course lead for teaching team of 4
- PUBH 730 Quality Improvement / Leadership, Fall 2008, UNC-CH (Online Section 960)
- NURS 6774 CNL Role Development and Implementation, University of Utah, Fall 2008
- PUBH 730 Quality Improvement / Leadership, Spring 2008, UNC-CH (Online Section 960)
- HAS 6300 Quality Improvement and Risk Management in Health Services Organizations, Spring 2008, Weber State University
- PUBH 730 Quality Improvement / Leadership, Fall 2007, UNC-CH (Online Section 960)
- UGS 6510 CyberPedagogy, Summer 2007, University of Utah, Center for Teaching and Learning Excellence
- PUBH 730 Quality Improvement / Leadership, Spring 2007, UNC-CH (Online Section 960)
- HAS 6300 Quality Improvement and Risk Management in Health Services Organizations, Spring 2007, Weber State University – first MHA cohort

PUBH 730 Quality Improvement / Leadership, Spring 2006, UNC-CH (Online Section 960)
 HAS 6300 Quality Improvement and Risk Management in Health Services Organizations, Spring 2006, Weber State University
 PUBH 730 Quality Improvement / Leadership, Spring 2005, UNC-CH (Online Section 960)
 HAS 6300 Quality Improvement and Risk Management in Health Services Organizations, Spring 2005, Weber State University
 HAS 6300 Quality Improvement and Risk Management in Health Services Organizations, Spring 2004, Weber State University
 PUBH 140 Quality Management, On-line Distance Learning, Spring, 2003, UNC-CH
 HPAA 263 Quality Management, Fall 2001, UNC-CH
 HPAA 263 Quality Management, Executive Masters Distance Learning, Spring 2001, UNC-CH
 HPAA 263 Quality Management, Fall 2000, UNC-CH
 HPAA 263 Quality Management, Executive Masters Distance Learning, Spring 2000, UNC-CH
 HPAA 263 Quality Management, Fall 1999, UNC-CH
 HPAA 263 Quality Management, Executive Masters Distance Learning, Spring 1999, UNC-CH

Academic courses adapted and taught

NURS 308 Applied Statistics, Duke University, Spring 2012 (online)
 NURS 301 Populations-Based Approaches to Health Care, Fall 2011(online)
 NURS 308 Applied Statistics, Duke University, Fall 2011 (online)
 NURS 301 Populations-Based Approaches to Health Care, Summer 2011 (online, Section 2)
 NURS 308 Applied Statistics, Duke University, Summer 2011 (online, Sections 4 & 5)
 NURS 3008 Applied Statistics, Duke University, Spring 2011 (online, Section 4)
 NURS 6654 Financial Management, Idaho State University, Spring 2011
 NURS 6660 Care Environment Management, Idaho State University, Spring 2011
 NURS 6660L Care Environment Management Lab, Idaho State University. Spring 2011
 NURS 6772 Quality Improvement in Health Care, University of Utah, Fall 2010
 NURS 301 Population-Based Approaches to Health Care, Fall, 2010, Duke University,(Online)
 NURS 6772 Quality Improvement in Health Care, University of Utah, Summer 2010
 NURS 301 Population-Based Approaches to Health Care, Spring, 2010, Duke University,(Online)
 NURS 6772 Quality Improvement in Health Care, University of Utah, Fall 2009
 NURS 6002 Health Care Delivery, Fall, 2009, University of Utah (online)
 NURS 6002 Health Care Delivery, Summer, 2009, University of Utah (online)
 NURS 6002 Health Care Delivery, Spring, 2009, University of Utah (online)
 NURS 6002 Health Care Delivery, Fall, 2008, University of Utah (online)
 NURS 6002 Health Care Delivery, Summer, 2008, University of Utah (online)
 NURS 6002 Health Care Delivery, Spring, 2008, University of Utah (online)
 NURS 301 Population-Based Approaches to Health Care, Spring, 2008, Duke University,(Online)
 NURS 6772 Quality Improvement in Health Care, University of Utah, Spring 2007
 NURS 6002 Health Care Delivery, Fall, 2007, University of Utah (online)
 NURS 7773 Health Policy and Leadership (first DNP cohort), University of Utah, Fall 2007
 NURS 301 Population-Based Approaches to Health Care, Fall 2007, Duke University, (Online, Section 3)
 NURS 6002 Health Care Delivery, Summer 2007, University of Utah
 NURS 3001 Epidemiology / Community Assessment, Summer 2007, University of Utah, (online) RN – BSN Cohort
 NURS 301 Population-Based Approaches to Health Care, Spring 2007, Duke University, (Online, Section 2)
 NURS 6772 Quality Improvement in Health Care, University of Utah, Spring 2007
 NURS 6002 Health Care Delivery, Fall 2006, University of Utah
 NURS 6002 Health Care Delivery, Summer, 2006, University of Utah
 NURS 3001 Epidemiology / Community Assessment, Summer 2006, University of Utah, (online) RN – BSN Cohort
 NURS 6002 Health Care Delivery, Spring 2006, University of Utah, (online)
 NURS 301 Population-Based Approaches to Health Care, Spring 2006, Duke University, (Online, Section 3)
 NURS 301 Population-Based Approaches to Health Care, Fall 2005, Duke University, (Online, Section 3)
 NURS 301 Population-Based Approaches to Health Care, Fall 2005, Duke University, (Online, Section 2)

- NURS 7773 Health Policy and Leadership (doctoral seminar), University of Utah, Fall 2005
 NURS 301 Population-Based Approaches to Health Care, Summer 2005, Duke University, (Online)
 NURS 301 Population-Based Approaches to Health Care, Spring 2005, Duke University, (Online, Section 2)
 NURS 301 Population-Based Approaches to Health Care, Spring 2005, Duke University, (Online, Section 3)
 NURS 7773 Health Policy and Leadership (doctoral seminar), Fall 2004, University of Utah
 N301 Population-Based Approaches to Health Care, Fall 2004, Duke University (online)
 HAS 4320 Health Care Economics and Policy, Fall 2004, Weber State University

Academic courses co-taught / assisted

- UGS 6510 CyberPedagogy, Spring 2008, University of Utah, Center for Teaching and Learning Excellence
 NURS 4050 Nursing and Health Policy Past and Present, Spring 2007, University of Utah, Accelerated BSN cohort
 NURS 4050 Nursing and Health Policy Past and Present, Spring 2007, University of Utah (online, course lead and responsible for three sections.)
 NURS 4050 Nursing and Health Policy Past and Present, Fall 2006, University of Utah
 NURS 4050 Nursing and Health Policy Past and Present, Spring 2006, University of Utah (online, Section 6)
 MKTG 6560 Marketing Perspectives on Quality Leadership, Summer 2004, University of Utah
 HPAA 130 Organizational Design and Behavior of Health Institutions, Spring 2002, UNC-CH
 HPAA 130 Organizational Design and Behavior of Health Institutions, Spring 2001, UNC-CH

Continuing professional educational programs

- HCM CEE Managing Change to Improve Quality: The Role of Middle Management in Health Care 9/19-23/05 (Lithuania)
 HCM CEE Managing Change to Improve Quality: Improving Quality through Improved Decision-Making, 10/27-29/04 (Lithuania)
 HCM CEE Managing Change to Improve Quality: Improving Quality through Improved Decision-Making, 5/24-26/04 (Czech Republic)
 HCM CEE Managing Change to Improve Quality: Improving Quality through Improved Decision-Making, 5/19-21/04 (Hungary)
 HCM CEE Managing Change to Improve Quality: Improving Quality through Improved Decision-Making, 5/10-12/04 (Latvia)
 HCM CEE Managing Change to Improve Quality: Improving Quality through Improved Decision-Making, 5/5-7/04 (Estonia)
 HCM CEE Managing Change to Improve Quality: The Role of Middle Management in Health Care, 2/17-20/04 (Estonia)
 HCM CEE Managing Change to Improve Quality: The Role of Middle Management in Health Care, 2/24-27/04 (Latvia)
 HCM CEE Managing Change to Improve Quality: Improving Quality through Improved Decision-Making, 10/13-17/03 (Lithuania)
 HCM CEE Managing Change to Improve Quality: Improving Quality through Improved Decision-Making, 4/15-18/03 (Latvia)
 HCM CEE Managing Change to Improve Quality: Improving Quality through Improved Decision-Making, 4/8-11/03 (Estonia)
 HCM CEE Managing Change to Improve Quality: The Role of Middle Management in Health Care, 3/25-28/03 (Latvia)
 HCM CEE Managing Change to Improve Quality: The Role of Middle Management in Health Care, 3/18-21/03 (Estonia)

*The Health Care Management Central and Eastern Europe Training Program is sponsored and administered by Project HOPE with support from Johnson & Johnson. The modules are co-developed and co-taught collaboratively by US faculty from UNC, UCLA, University of Toronto, University of Michigan and local faculty from the host country.

MAPH Business Plan Advisor, 8/01 – 5/02
MAPH Data Management for Quality, 11/16/01
MAPH Data Management for Quality, 11/9/01
MAPH Data Management for Quality, 11/10/00
MAPH Data Management for Quality, 11/5/00

**The Management Academy for Public Health is sponsored by the Department of Health and Human Services, Robert Wood Johnson Foundation, W.K.Kellogg Foundation, and Centers for Disease Control and Prevention and jointly administered and taught by UNC School of Business and School of Public Health; the Quality Module was co-developed and co-taught with James W. Dean, Jr., PhD, Associate Dean, Executive Education; Professor of Management-Organizational Behavior, Kenan-Flager Business School.

Continuing professional education workshops developed and taught

Creating and Leading Error-Free Management Systems for the American College of Healthcare Executives Cluster program. August 1-2, 2011. Seattle, WA.

Creating and Leading Error-Free Management Systems. Invited speaker for the 31st National Symposium for Healthcare Executives, sponsored by the American College of Healthcare Executives and Center for Health Services Continuing Education, University of Alabama at Birmingham. July 27, 2011, Sandestine, Florida.

Creating and Leading Error-Free Management Systems for the American College of Healthcare Executives Cluster program. May 3-4, 2010, San Antonio, TX.

Creating and Leading Error-Free Management Systems. Invited speaker for the 9th Annual William L. Yates Memorial Chapter for American College of Healthcare Executives Leadership Conference. November 17, 2009, Columbia, SC.

Creating and Leading Error-Free Management Systems for the American College of Healthcare Executives Cluster program. September 16-17, 2009, Atlanta, GA.

Creating and Leading Error-Free Management Systems for the American College of Healthcare Executives Cluster program. November 17-18, 2008, Scottsdale, Arizona

Leading Error-Free Management Systems: Tools for Board Members and Physician Executives
Invited speaker for the Alaska Healthcare Executives Network, September 23, 2008, Talkeetna, Alaska

Creating and Leading Error-Free Management Systems for the American College of Healthcare Executives Cluster program. June 4-5, 2008, Cape Cod, Mass.

Creating and Leading Error-Free Management Systems for the American College of Healthcare Executives Cluster program. April 9-10, 2008, Kiawah Island, South Carolina.

Creating and Leading Error-Free Management Systems for the American College of Healthcare Executives Cluster program. January 28-29, 2008, Keystone, Colorado.

Creating and Leading Error-Free Management Systems for the American College of Healthcare Executives Cluster program, November 29-30, 2008, Dallas, Texas

Quality and Performance Improvement. Online tutorial for the American College of Healthcare Executives Board of Governors Exam. 2005.

Improving Customer Service: Owyhee Health Care System (2 day workshop focusing on a systems approach to customer service)
March 10-11, 2004, Owyhee Health Care Center, Duck Valley Indian Reservation, Nevada
MA Zito, co-faculty

Improving the Quality of Care in Utah Rural Hospitals (1 ½ day workshop)
April 24-25, 2003, Richfield, Utah

Improving the Quality of Care in Utah Rural Hospitals (1 ½ day workshop)
April 3-4, 2003, Salt Lake City, Utah

Improving the Quality of Health Care at the Indian Walk-In Center (1 ½ day workshop)
March 13-14, 2003, Salt Lake City, Utah, MA Zito, co-faculty

Improving the Quality of Health Care in the Owyhee Health Care System (1 ½ day workshop).
February 25-26, 2003, Owyhee Health Care Center, Duck Valley Indian Reservation, Nevada
MA Zito, co-faculty

Improving the Quality of Care in Nevada's Rural and Frontier Hospitals (1 ½ day workshop).
Sponsored by Nevada Rural Hospital Flexibility Program and the High Sierra Area Health Education Center, December 5-6, 2002, Fallon, Nevada

Quality Leadership (3 day workshop)
August, 7,14,& 28, 2002, Salt Lake City, Utah

PUBLIC AND PROFESSIONAL SERVICE

Service

Member, Expert Panel, American Association of Ambulatory Care Nurses, Phase II: Care Coordinator Competencies Task Force, January – April, 2012
Member, Accreditation Standards Team I, University of Utah College of Nursing, 2009-2010
Co-Chair, University of Utah College of Nursing Baccalaureate Essentials Steering Committee, 2009-2010
Member, University of Utah College of Nursing MS-DNP Curriculum Committee, 2008-2010
Chair, University of Utah College of Nursing Rewards and Recognition Committee, 2008-2009
Member, University of Utah College of Nursing, Rewards and Recognition Committee, 2007-2008
Member Board of Directors, Utah Healthcare Executives (UHE), March 2004 to March 2006
Chair, Membership Committee, Utah Healthcare Executives (UHE), March 2004 to March 2006
Member ACHE Regent's Advisory Council (Utah), 2003
Member Board of Examiners, Malcolm Baldrige National Quality Award (MBNQA), 2001
Member Board of Examiners, Malcolm Baldrige National Quality Award (MBNQA), 2000
Member Board of Examiners, Malcolm Baldrige National Quality Award (MBNQA), 1999

Editorial Boards

Journal of Health Policy and Management, (Sveikatos politika ir valdymas), Mykolas Romeris University, Vilnius, Lithuania, 2011 - present
The Joint Commission Journal on Quality and Patient Safety, January 2004 to December 2007
Public Health Nursing (reviewer), May 2004 to present
Implementation Science (reviewer) June 2006 to present

Professional Organizations / Honors / Certifications

Fox Quality Award, May 2011

Commission on Nurse Certification, Clinical Nurse Leader (2007 – present)

American College of Healthcare Executives, Faculty Associate (2002 to present)

Utah Healthcare Executives, Faculty Associate (2002 to present)

Sigma Theta Tau International Nursing Honorary (1977 to present)

Utah Association of Healthcare Quality (2002 to 2004)

Utah Organization of Nurse Administrators: Education and Research Committee (past)

Association of Women's Health, Obstetric, and Neonatal Nurses (past)

Utah Registered Nurses License #78-202906-3102 (current)

North Carolina Nurses License #160682 (1998 – 2003)

National Certification Corp., High-risk Neonatal Nursing (1990 -98)

PUBLICATIONS

Dissertation

Using the Baldrige Criteria for Improving Performance in Public Health, 2002, UMI Dissertation Services: Ann Arbor, MI. 2002.

Books

Kelly, DL. (2011). *Applying Quality Management in Healthcare: A Systems Perspective, 3rd edition*, Chicago: Health Administration Press. (with instructors' manual)

Kelly, DL. (2007). *Applying Quality Management in Healthcare: A Systems Perspective, 2nd edition*, Chicago: Health Administration Press. (with instructors' manual)

Kelly, DL. (2004). *Quality Management to Quality Leadership: A Systems Approach* (an ACHE Self-Study course); Chicago: Health Administration Press.

Kelly, DL. (2003) *Quality Management to Quality Leadership: Leading Change and Promoting Learning* (an ACHE Self-Study course); Chicago: Health Administration Press.

Kelly, DL. (2003). *Applying Quality Management in Healthcare: A Process for Improvement*, Chicago: Health Administration Press. (with instructors' manual)

Book Chapters

Kelly DL, Johnson SP and Sollecito WA. (2011). "Measurement, Variation, and CQI Tools" in *McLaughlin and Kaluzny's Continuous Quality Improvement in Healthcare, 4th ed.* WA Sollecito and JK Johnson, editors. Burlington, MA: Jones and Bartlett Learning.

Kelly DL, Johnson SP. (2006). "Measurement and Statistical Analysis in CQI," in *Continuous Quality Improvement in Health Care: Theory, Implementation and Applications, 3rd ed.* C. McLaughlin and A. Kaluzny, editors. Sudbury, Ma.: Jones and Bartlett Publishers.

Kelly DL. (1999). "Systems Thinking: A Tool for Organizational Diagnosis in Health Care" *Making it Happen: Stories from Inside the New Workplace*, Cambridge, Ma.: Pegasus Communications.

Peer-Reviewed Articles

Kelly DL, Short NM. (2006). "Exploring Assumptions About Teams," *Joint Commission Journal on Quality and Safety*. 32(2): 109 -111.

Kelly DL, Zito MA, Weber D. (2003). "Using a Stage Model of Behavior Change to Prompt Action in an Immunization Project," *Joint Commission Journal on Quality and Safety*, 29(6): 321-323.

Savitz LA, Kaluzny AD, **Kelly DL**. (2000). "A Life Cycle Model of Continuous Clinical Process Innovation," *Journal of Healthcare Management*, 45(5): 307-316.

Kelly, DL. (1998). "Reframing Beliefs About Work and Change Processes in Redesigning Laboratory Services," *The Joint Commission Journal on Quality Improvement*, 24(3):154-167.

Kelly, DL, Pestotnik, SL, Lelis, J, and Coons, C., "Re-Engineering a Surgical Service Line: Focusing on Core Process Improvement," *American Journal of Medical Quality*, 12(2): 120-129'

Articles

Kelly DL. (2007). "Consider This...Are Nurses Really Different? My Mom Would Say 'Yes' if She Could" *Archives of Psychiatric Nursing*, 21, 349

Kelly DL. (2003). Jackson T. "Systems Thinking Workout: Readers Response to 'Boomers Face Nursing Bust,'" *The Systems Thinker*, 12(10): 10-11.

Kelly, DL. (1997). "Systems Thinking: A Tool for Organizational Diagnosis in Health Care" *The Systems Thinker*, 8(9): 9-11.

Kelly, D. and Weber, D. (1995). "Creating an Environment for Participation in Healthcare," *The Journal for Quality and Participation*. 18(7): 38-43.

Kelly, D. (1995). "Three Tips for Closer Caring," *Nursing* 95, 25(5): 72.

Monographs

Bates, E., Caprini J., Fanikos, J., **Kelly DL**., Peacock WF. (2007). The Issues Facing Clinical and Financial Decision-Makers About Thrombosis Management. [monograph]

Letters

Kelly D. (2009, May 28). [online response] *Health Affairs* 28(4).

Professional Presentations

Kelly DL. Quality Assurance and Performance Improvement. Foundation of the American College of Healthcare Executives CHE Exam Prep Course. Chicago, IL, April 16, 2011.

Kelly DL. Quality Assurance and Performance Improvement. Foundation of the American College of Healthcare Executives CHE Exam Prep Course. Chicago, IL, October 24, 2011.

Kelly DL. A Healthy Start to Improvement Efforts. CPI Symposium. Ogden, UT. May 2, 2011.

Kelly DL. Quality Assurance and Performance Improvement. Foundation of the American College of Healthcare Executives CHE Exam Prep Course. Chicago, IL, April 27, 2011.

Kelly DL. Quality Assurance and Performance Improvement. Foundation of the American College of Healthcare Executives CHE Exam Prep Course. Chicago, IL, October 13, 2010.

Kelly DL, Baraki K. and Hanberg H. The Power of Synergy: Transforming Clinical Instruction for Nurses. CPI Symposium. Ogden, UT. May 6, 2010.

Kelly DL. Quality Assurance and Performance Improvement. Foundation of the American College of Healthcare Executives CHE Exam Prep Course. Chicago, IL, April 19, 2010.

Kelly DL. Quality Assurance and Performance Improvement. Foundation of the American College of Healthcare Executives CHE Exam Prep Course. Atlanta, GA. October 26, 2009.

Kelly DL. Harnessing the Power of the Wind of Change. 2009 Public Health Conference for Utah (invited keynote), Midway, Utah, May 20, 2009.

Kelly DL. Quality Assurance and Performance Improvement. Foundation of the American College of Healthcare Executives CHE Exam Prep Course. Chicago, IL, May 13, 2009.

Richardson S, **Kelly DL,** and Ziegenfuss, D. Nursing Leadership in Online Education. 2009 Hot Topics AACN National Conference. Salt Lake City, UT, April 23, 2009.

Kelly DL. Quality Assurance and Performance Improvement. Foundation of the American College of Healthcare Executives CHE Exam Prep Course. San Diego, CA, October 13, 2008.

Kelly DL. Quality Assurance and Performance Improvement. Foundation of the American College of Healthcare Executives CHE Exam Prep Course. Chicago, IL. April 28, 2008.

Kelly DL. Quality Assurance and Performance Improvement. Foundation of the American College of Healthcare Executives CHE Exam Prep Course. Chicago, IL. September, 2007.

Kelly DL . Quality Assurance and Performance Improvement. Foundation of the American College of Healthcare Executives CHE Exam Prep Course. Chicago, IL. October 27, 2006.

Kelly DL. Quality Assurance and Performance Improvement. Foundation of the American College of Healthcare Executives CHE Exam Prep Course. Chicago, IL. October 27, 2006.

Kelly DL. Transformational Leadership. 14th Annual United Network of Organ Sharing Transplant Management Forum (invited keynote), San Francisco, Ca., April 26, 2006.

Kelly DL. Panel Moderator for Walking the Public Reporting Minefield. Utah Healthcare Executives. Shriner's Hospital, Salt Lake City, Utah., July 20, 2005.

Kelly DL. Panel Moderator for Concurrent Session, Quality. 1st Annual Utah Health Services Research Conference: Translating Research into Policy, National Association of Health Data Organizations, Marriott Hotel, Salt Lake City, Utah, February 18, 2005.

Kelly DL. Integrating Information Systems with Workflow in Health Care. BetterManagement.com Webinar, June 9, 2004

North C, **Kelly DL**. Quality Improvement through Quality Leadership, Administration for Physician Executives, University of Utah, School of Business, April 17, 2004.

Kelly DL, Empkie TM. Crossing the International Quality Chasm: Lessons from International Healthcare. American College of Healthcare Executives 2004 Congress, Chicago, March 3, 2004.

Kelly DL. Improvement Essentials: Avoiding Chuck-holes and Increasing RPM's. Utah Medical Group Management Association Annual Conference, Midway, Home-stead Resort, Midway, Utah. May 16, 2003.

Kelly DL and Jackson TR. Managing and Leading Change: Lessons from Complexity Theory. National Initiative for Children's Healthcare Quality 2002 Annual Forum for Improving Children's Health, Tempe, Arizona, March 13, 2002.

Kelly DL, Evidenced Based Re-engineering of Clinical Processes. ACOG Leadership Program in Women's Health Policy at UNC-CH. Chapel Hill, NC. June 15, 1999.

Kelly DL, Integrated Systems and Patient Care. Care Management for the 21st Century: Collaboration to Integration, Bon Secours Richmond Health System. Richmond, Virginia, May 13, 1999.

Kelly DL. Re-engineering a Surgical Service Line: Focusing on Core Process Improvement. Controlling Costs in Surgery: Strategies for Cost Reduction and Outcomes Improvement, McLean, Virginia. 15 September 1998.

Kelly DL. Reengineering a Surgical Service Line: Focusing on Core Process Improvement. Controlling Costs in Surgery: Strategies for Cost Reduction and Outcomes Improvement, Austin, Texas. February 24, 1998.

Pestotnik, SL and **Kelly DL**. Managing Medical Complications: The Case of Adverse Drug Events. Advanced Training Program in Health Care Delivery Improvement, Intermountain Health Care, Salt Lake City, Utah. January 23, 1998.

Kelly, DL. Fitness in a Rugged Landscape/Tools for Staying Fit in a Rugged Landscape. Utah Organization of Nurse Administrators Fall Education Conference. St. George, Utah. November 6, 1997

Kelly, DL and Lelis, J. Reengineering a Surgical Service Line. Advanced Training Program in Health Care Delivery Improvement. Intermountain Health Care, Salt Lake City, Utah. February 25, 1997

Weber, D. and **Kelly, DL**. Thinking About Systems: Techniques for Achieving Whole System Change. Quality Improvement in Critical Care Medicine: Strategic Relationships. Park City, Utah. October 22, 1996.

Kelly, DL. You Can't Get There From Here: The Paradox of Change. Utah Association of Health Care Provider's Annual Spring Conference: Utah's Health Information Leaders. Snowbird Resort. Salt Lake City, Utah. May 24, 1996.