

TO: Michelle Hicks, Mayor's Administration
FROM: Lorraine Cameron & Kelli Heaps, Behavioral Health Services
DATE: May 3, 2022
RE: BHSAC – Council Member Reappointment Request

The Behavioral Health Services Advisory Council (BHSAC) is seeking reappointment for current council member, Dr. James Ashworth. Dr. Ashworth's second appointed term expired on March 31, 2022, and he is currently eligible for one additional 2-year term. A motion was made during the last BHSAC meeting held April 6, 2022, to submit this request to the Mayor and County Council for review and consideration for reappointment. The BHSAC members voted in unanimous support of the motion to request reappointment of Dr. James Ashworth with a final 2-year term.

Dr. Ashworth is the Executive Vice Chair of the Department of Psychiatry at the University of Utah and the Medical Director of Psychiatric Services at the Huntsman Mental Health Institute (HMHI). Dr. Ashworth is a practicing psychiatrist and child psychiatrist who has worked in this community since 1999. He spent 10 years as a gubernatorial appointee to the Utah State Board of Substance Abuse and Mental Health and gained understanding about State systems treating those with behavioral health conditions during this time. Dr. Ashworth's experience and expertise in behavioral health conditions, social determinants of wellness, diagnostic and best-practice treatment interventions is crucial to this council. He is able to discuss emerging trends, scientific research, empirically validated treatment interventions, and, together with the other council members, make recommendations that help ensure the overall success of the BHSAC initiatives. When asked what interests him in continuing to serve on the BHSAC, Dr. Ashworth reported, *"I have always felt that helping improve the mental health of our community is part of our mission, and participation in the board helps me understand the broader issues and how we might collaborate with other entities to make improvements."* Dr. Ashworth has been involved from the beginning with the Crisis Care Center development and continues to be a source of invaluable information and communication for the BHSAC.

Below is the required approval, diversity, and appointment information specific to this reappointment request.

- 1. Has this board request been approved through leadership such as Department/Division Director and/or the Board you manage?**
 - a. Yes. The BHSAC members voted in unanimous support of the motion to submit this request to reappoint Dr. James Ashworth. In addition, Tim Whalen, Behavioral Health Services Division Director, has approved this reappointment request.
- 2. Board members and diversity data**
 - a. The current BHSAC Membership & Term Dates document is attached to highlight board member's term dates and diversity data.
- 3. Reappointment request**
 - a. What appointment are they on? (2nd, 3rd)
 - i. Dr. Ashworth is currently serving his second appointed term with the BHSAC. His first term was a 2-year appointment, his second term was a 2-year appointment. This is a request to reappoint Dr. Ashworth for a third (and final) 2-year term.
 - b. Term limits
 - i. James Ashworth's second appointed term (2-year term) expired on March 31, 2022. He is eligible to renew one additional 2-year term. Maximum of three appointed terms, or a total of six years per the BHSAC Bylaws.
 - c. Term dates
 - i. Seeking reappointment with a 1-year term.
 1. Term Dates: 4/1/2022 – 3/31/2024.
 - d. Attach resume/application
 - i. James Ashworth's reappointment application and resume are attached. The Board Coordinator section of the reappointment application has been completed to reflect the new term dates, etc.

SLCo Behavioral Health Services Advisory Council (BHSAC) Roster

Membership & Term Dates

(Last Updated: 5/2/2022)

Council Chair		Patrick Fleming				
Council Vice-Chair		Dan Braun				
	Name	BHSAC Title	Location / District	Term Start Date	Term End Date	Options / Comments
1	Patrick Fleming	Chair	SLCo Council District 4	1/1/2017 1/14/2020	12/31/2019 12/31/2022	3-year Term - served first three-year term and is now serving final term for <u>three</u> years. Maximum of <u>two</u> terms totaling <u>six</u> years.
2	Dan Braun	Vice Chair	SLCo Council District 6	1/1/2017 1/14/2020	12/31/2019 12/31/2022	3-year Term - served first three-year term and is now serving final term for <u>three</u> years. Maximum of <u>two</u> terms totaling <u>six</u> years.
3	Matthew Dumont	Member	SLCo Council District 5	2/1/2018 2/1/2019 4/1/2022	1/31/2019 1/31/2022 3/31/2024	2-year Term - served <u>first</u> 1-year term and <u>second</u> 3-year term. Eligible for <u>third/final</u> 2-year term. Maximum of <u>three</u> terms totaling <u>six</u> years.
4	Mary Bennett	Member	SLCo Council District 4	2/1/2018 2/1/2019 4/1/2022	1/31/2019 1/31/2022 3/31/2024	2-year Term - served <u>first</u> 1-year term and <u>second</u> 3-year term. Eligible for <u>third/final</u> 2-year term. Maximum of <u>three</u> terms totaling <u>six</u> years.
5	Sheila Young	Member	SLCo Council District 6	5/1/2018 5/1/2019 5/1/2022	4/30/2019 4/30/2022 4/30/2024	2-year Term - served <u>first</u> 1-year term and <u>second</u> 3-year term. Eligible for <u>third/final</u> 2-year term. Maximum of <u>three</u> terms totaling <u>six</u> years.
6	James Ashworth	Member	SLCo Council District 4	3/13/2018 4/1/2020 4/1/2022	3/12/2020 3/31/2022 3/31/2024	2-year Term - served <u>first</u> 2-year term and <u>second</u> 2-year term. Eligible for <u>third/final</u> 2-year term. Maximum of <u>three</u> terms totaling <u>six</u> years.
7	Scott Whittle	Member	SLCo Council District 3	10/1/2016 10/1/2017 10/1/2020	9/30/2017 9/30/2020 9/30/2022	2-year Term - served first 1-year term and second 3-year term. Is currently serving his third (and last) term for <u>two</u> years. Maximum of <u>three</u> terms totaling <u>six</u> years.
8	Susan Pizitz	Member	SLCo Council District 3	1/1/2017 1/23/2018 1/1/2021	12/31/2017 12/31/2020 12/31/2022	2-year Term - served first one-year term and second 3-year term. Is currently serving her third (and last) term for <u>two</u> years. Maximum of <u>three</u> terms totaling <u>six</u> years.
9	Rob Wesemann	Member	SLCo Council District 6	2/1/2018 3/1/2021	1/31/2021 2/29/2024	3-year Term - served first one-year term and is currently serving a second (and final) term for <u>three</u> year. Maximum of <u>two</u> terms totaling <u>six</u> years.
10	Kele Griffone	Member	SLCo Council District 3	4/1/2016 4/1/2018 6/1/2021	3/31/2018 3/31/2021 5/31/2022	3-year Term - served first 2-year term and second 3-year term. Is currently serving her third (and last) term for <u>one</u> year. Maximum of <u>three</u> terms totaling <u>six</u> years.
11	Martell Teasley	Member	SLCo Council District 4	12/1/2018 12/1/2021	11/30/2021 11/30/2024	3-year Term - currently serving first three-year term. Will have the option to renew <u>one</u> final term for <u>three</u> years. Maximum of <u>two</u> terms totaling <u>six</u> years.
12	Evan Done	Member	SLCo Council District 1	12/1/2018 12/1/2020	11/30/2020 11/30/2022	2-year Term - served first two-year term and is currently serving a second term for two years. Will have the option to renew <u>one</u> additional term for <u>two</u> years. Maximum of <u>three</u> terms totaling <u>six</u> years.
13	Julie Ewing	Member	SLCo Council District 4	8/1/2019	7/31/2022	3-year Term - currently serving first three-year term. Will have the option to renew <u>one</u> final term for <u>three</u> years. Maximum of <u>two</u> terms totaling <u>six</u> years.
14	Amy de la Garza	Member	SLCo Council District 4	10/1/2019	9/30/2022	3-year Term - currently serving first three-year term. Will have the option to renew <u>one</u> final term for <u>three</u> years. Maximum of <u>two</u> terms totaling <u>six</u> years.
15	Vacant Position	Member				Replace Natalie Pinkney
	County Council Designee (non voting) Ann Granato	County Council Member - District 4				
	County Council Designee (non voting) Aimee Winder Newton	County Council Member - District 3				

BHSAC Terms - A BHSAC member may not serve more than three (3) full consecutive terms, or a total of six (6) years. A 2-year initial term is standard; however, initial terms may vary to provide staggered expiration dates. Terms that expire during re-bids or other critical events shall have their terms automatically extended to the conclusion of that special event. Council members may resign at any time and vacancies may be filled for the remainder of the unexpired term by appointment of the Division/Mayor's Office through a specified selection process.

- **1-Year Term** - 1-year terms are not typical but done on occasion to stagger term dates. After first year, council members will have the option of renewing two additional terms totaling five years (one two-year term and one three-year term). Maximum of three terms totaling six years.
- **2-Year Term** - After initial 2-year term, council members will have the option of renewing two additional two year terms. Maximum of three terms totaling six years.
- **3-Year Term** - After initial 3-year term, council members will have the option of renewing one additional three year term. Maximum of two terms totaling six years.



Board Member Reappointment Form

All candidates for reappointment must complete this top section. By signing this form (electronically or by hand), you are confirming your willingness to continue serving on the identified board if reappointed.

Name (printed or typed): James C. Ashworth, MD Date: 4.5.2022

Signature: *James C. Ashworth MD*

Board: Behavioral Health Services Advisory Council

If your contact information has changed since you submitted your original application, please include the updated information here. If nothing has changed, please leave this section blank.

Preferred Pronouns: _____
example: "He/Him/His"

Email Address: _____

Mailing Address: _____

City, State, Zip: _____

Phone Number: _____

Alternate Phone Number: _____

Salt Lake County Council District #: _____

Please provide the County District related to your residential address. To determine which district you live in, go to <http://slco.org/council/district-map>, click "Interactive Map", and enter your address in the Search bar.

This section should be filled out by the Board Coordinator

This is a 2 year term. The new term would begin 4/1/2022 and end 3/31/2024

Comments: Served first 2-yr term, second 2-yr term, and is now eligible for third/final 2-yr term (terms not to exceed 6 consecutive years per BHSAC Bylaws).

Curriculum Vitae

Last Updated: 11/29/2021

PERSONAL DATA

Name: James C. Ashworth, M.D.



EDUCATION

<u>Years</u>	<u>Degree</u>	<u>Institution (Area of Study)</u>
1993 - 1995	Fellow	University of Utah (Child and Adolescent Psychiatry) Salt Lake City, UT
1990 - 1993	Resident	Wilford Hall Medical Center (Psychiatry) San Antonio, TX
1989 - 1990	Intern	Wilford Hall Medical Center (Psychiatry) San Antonio, TX
1985 - 1989	M.D.	University of Utah (Medicine) Salt Lake City, UT
1978 - 1984	B.A.	University of Utah (Psychology) Salt Lake City, UT

BOARD CERTIFICATIONS

11/11/2000 - 12/31/2022	American Board of Psychiatry & Neurology (Child & Adolescent Psychiatry), Certified
04/30/1995 - 02/28/2025	American Board of Psychiatry & Neurology (Psychiatry), Certified

UNIVERSITY OF UTAH ACADEMIC HISTORY

Psychiatry (Child Psychiatry), 02/01/2000 - Present

07/01/2014	Associate Professor (Clinical)
02/01/2000 - 06/30/2014	Assistant Professor (Clinical)

PROFESSIONAL EXPERIENCE

Full-Time Positions

2021 - Present	Executive Vice Chair of the Department of Psychiatry, University of Utah, Salt Lake City, UT
2021 - Present	Medical Director of Psychiatric Services, Huntsman Mental Health Institute, University of Utah, Salt Lake City, UT
2019 - 2020	Interim Chair, Department of Psychiatry, University of Utah, Salt Lake City, UT
2019	Acting Chair, Department of Psychiatry, University of Utah, Salt Lake City, UT
2014 - Present	Associate Professor (Clinical), University of Utah Department of Psychiatry, Salt Lake City, UT
2013 - Present	Medical Director, University of Utah Neuropsychiatric Institute, University of Utah, Salt Lake City, UT

2013 - Present	Associate Chair, Clinical Services, University of Utah Department of Psychiatry, Salt Lake City, UT
2006 - 2013	HOME program psychiatrist, University of Utah, Salt Lake City, UT
2003 - 2004	Youth Services Director, University of Utah Neuropsychiatric Institute, Salt Lake City, UT
2003 - 2013	Division Chief, University of Utah, Division of Child and Adolescent Psychiatry, Salt Lake City, UT
2000 - 2014	Assistant Professor (Clinical), University of Utah Department of Psychiatry, Salt Lake City, UT
1999 - 2003	Medical Director, Youth Services, University of Utah Neuropsychiatric Institute, University of Utah, Salt Lake City, UT
1997 - 1999	Chief, Child and Adolescent Psychiatry Service, Wilford Hall Medical Center (WHMC), San Antonio, TX
1997 - 1999	Medical Director, Partial Hospitalization Program WHMC, San Antonio, TX
1995 - 1997	Chief, Mental Health Services, Kirtland Air Force Base, Kirtland, New Mexico

SCHOLASTIC HONORS

2014	Department of Psychiatry 2014 Leadership Award
2010	University of Utah. Awarded Department of Psychiatry Leadership Award
2009	University of Utah. Awarded the Child Psychiatry Residents' Teaching Award 2009
2002	Nominated for the Clinical Faculty Teaching Award, by the Medical Student class of 2002
2000	Air Force Commendation Medal, 1st Oak Leaf Cluster
1997	Air Force Commendation Medal
1992	Air Force Outstanding Unit Award

ADMINISTRATIVE EXPERIENCE

Administrative Duties

2019 - Present	Member of the Utah Hospital Association Behavioral Health Committee. This committee develops recommendations for Utah state and local governments with regard to services for those suffering from mental illness and substance use disorders
2015 - Present	Selected as Department of Psychiatry Chief Value Officer. Participate in meetings focusing on quality and value for both inpatient and outpatient services across the institution
2013 - 2015	Appointed member of the Chief Medical Officer Committee, a weekly meeting run by the University of Utah CMO whose membership includes full time medical directors at the institution.
2013 - Present	Appointed member of the Telemedicine Steering Committee for the newly formed Department of Telemedicine at the University of Utah.
2004 - 2006	Chair, Utah State Board of Substance Abuse and Mental Health, Gubernatorial appointee to new board created from old Boards of Mental Health and Substance Abuse.

- 2003 - 2013 Division Chief, Child and Adolescent Psychiatry: Over the course of my tenure as Division Chief, the Child Division has more than tripled in size with increased academic recognition through several of its members at the regional and national levels. At the same time clinical services have been significantly expanded while maintaining a high level of quality and patient satisfaction.
- 2002 - 2004 Vice Chairman, Utah State Board of Substance Abuse and Mental Health. Gubernatorial Appointee to this advisory board, the duties include the following: Advise the Governor on policies and procedures in the State Mental Health System. Determine and Divide the state monies amongst the different Utah Community Mental Health Centers.
- 2002 - 2008 Gubernatorial appointee to the State Board of Substance Abuse and Mental Health which served as an advisory board to the governor with regard to substance abuse and mental health issues in the state.
- 2001 - 2004 President of the Intermountain Academy of Child & Adolescent Psychiatry (Local organization of the American Academy of Child & Adolescent Psychiatry)
- 2000 - 2002 Gubernatorial appointee to the State Board of Mental Health which served as an advisory board to the governor with regard to mental health issues in the state.

PROFESSIONAL COMMUNITY ACTIVITIES

- 2016 Presenter, Optum, Inc., Overview of Diagnostic Issues in Children and Adolescents
- 2000 - 2003 Medical Director, Critical Issues Facing Children & Adolescents Conference
- 1995 - 1999 Member, United States Air Force, Active Duty
- 1993 - 1995 Member, United States Air Force, Inactive Reserve Status
- 1989 - 1993 Member, United States Air Force, Active Duty during internship and residency
- 1984 - 1989 Member, United States Air Force, Health Professions Scholarship Program

CURRENT MEMBERSHIPS IN PROFESSIONAL SOCIETIES

- American Academy of Child and Adolescent Psychiatry
- American Psychiatric Association

TEACHING RESPONSIBILITIES/ASSIGNMENTS

Course and Curriculum Development

- 1999 Child & Adolescent Psycho-Pharmacology course for Child Psychiatry and Triple Board Residents

Course Lectures

- 2012 Instructor, Sexuality, : MS2015 B+B - Sexuality
- 2012 Instructor, Sexuality, : MS2015 B+B - Sexuality
- 2012 Instructor, Gender Identity, : MS2015 B+B - Gender Identity
- 2012 Instructor, Gender Identity, : MS2015 B+B - Gender Identity
- 2011 Instructor, Gender and Sexual Identity, : MS2014 B+B - Gender and Sexual Identity
- 2011 Instructor, Human Sexuality, : MS2014 B+B - Human Sexuality

2011 - Present	Instructor, Brain and Behavior Course, University of Utah, MSII Education, W8D5 presentation 13 on Human Sexuality and Gender Identity Disorder. Overall quality of instruction rated at 4.36.
2008	Instructor, PSYCT 6000: Mood Disorders & Suicide, Psychiatry, PSYCT 6000: Psychiatry 6000 - Mood Disorders & Suicide
2007	Instructor, PSYCT 6000: Mood Disorders & Suicide, Psychiatry, PSYCT 6000: Psychiatry 6000 - Mood Disorders & Suicide
2007	Instructor, PSYCT 6000: Adult Development, Psychiatry, PSYCT 6000: Psychiatry 6000 - Adult Development
2006	Instructor, PSYCT 6000: Mood Disorders and Suicide, Psychiatry, PSYCT 6000: Psychiatry - 1 - Mood Disorders and Suicide
2006	Instructor, PSYCT 6000: Adult development, Psychiatry, PSYCT 6000: Psychiatry - 1 - Adult development
2005	Instructor, PSYCT 6000-1: Social Behavior: Culture and Illness / Human Sexuality, Psychiatry, PSYCT 6000: Psychiatry 6000 - Social Behavior: Culture and Illness / Human Sexuality
2005	Instructor, PSYCT 6000-1: Mood Dysregulation and suicide, Psychiatry, PSYCT 6000: Psychiatry 6000 - Mood Dysregulation and suicide
1999 - 2003	Instructor, Child & Adolescent Psycho-Pharmacology, Monthly course for Child Psychiatry and Triple Board Residents. Approximately ten students per session.

Clinical Teaching

1999 - 2003	First Department of Psychiatry faculty member to begin to train medical students on the Child and Adolescent inpatient unit. This consisted of 2 third year medical students for each six-week block through out the year.
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Trainee Supervision

Resident

2016 - Present	Supervisor, University of Utah, Supervise (5) 3rd year psychiatry residents who are placed in outpatient primary care clinics
2015 - Present	Supervisor, University of Utah, Supervise (3) 3rd year residents in f Telepsychiatry Clinic. Residents work with patients in Moab Utah and Utah State Prison.

MD, PhD

2010 - Present	Supervisor, Senior Child Psychiatry and Triple Board residents, University of Utah, Telepsychiatry for patients in rural areas.
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Medical Student

1999 - Present	Supervisor, Have provided several fourth year medical students the opportunity to perform sub-internships, often these students are from out of state.
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Didactic Lectures

1999 - 2003	SOM: Responsible for lecture to third year medical students every six months on ADHD, PTSD, and substance abuse. Each class has about 12 students.
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PEER-REVIEWED JOURNAL ARTICLES

1. Bilder D, Burton, BK, Coon H, Leviton L, **Ashworth J**, Lundy BD, Vespa H, Bakian A, Longo N (2013). Psychiatric Symptoms in Adults with Phenylketonuria. *Molecular Genetics and Metabolism. Mol Genet Metab*, 108(3), 155-60.
2. Bohnsack JF, Mollison KW, Buko AM, **Ashworth JC**, Hill HR (1991). Group B streptococci inactivate complement component C5a by enzymic cleavage at the C-terminus. *Biochem J*, 273 (Pt 3), 635-40.

BOOK CHAPTERS

1. McMahon WM, Filloux FM, **Ashworth JC**, Jensen J (2002). Movement Disorders in Children and Adolescents. In *Neurologic Clinics of North America*.

POSTER PRESENTATIONS

- 2012 Kleinschmit KK, **Ashworth JC**, Kendrick J, Weir RA. *GATE Utah: Giving Access to Everyone - A Web-Based Consultation System*. Poster session presented at American Academy of Child and Adolescent Psychiatry Annual meeting October 2012, San Francisco, CA.

ORAL PRESENTATIONS

Meeting Presentations

International

- 2021 Presented at the Missionary Health Services Education Meeting on Depression and Anxiety disorders. This was a CME meeting for providers involved with care of over 80,000 religious missionaries for The Church of Jesus Christ of Latter-day Saints. Thanks to digital communications this was a "Zoom" meeting attended by over 170 providers both nationally and internationally.

Local/Regional

- 2019 Presented to Department Chairs an update on the Policy Summit with emphasis on understanding the 2018 Gardner Report on Mental Health Services in Utah. Emphasized the issue was access to care on quality of care
- 2019 Presented Utah Hospital Association Recommendations for Mental Health Services to Governor, Lt. Governor and approximately 50 other senior state leaders at the Mental Health Policy Summit in anticipation of the 2020 legislative session underscoring key issues and legislative "asks"
- 2012 Presented on two innovated programs developed by Division members to address problems in current health care delivery system at the Health Care Reform Symposium sponsored by Dr. Vivian Lee, MD. Title of presentation was **CAT and GATE, Responding and Adapting to Health Care Reform**
- 2008 Presented on **The Challenges of Treating Mental Illness in the Developmentally Disabled Population** at the 22nd Annual Biological Basis of Pediatric Practice Symposium hosted by the University of Utah Department of Pediatrics
- 2003 Lectured at the 7th Annual Western Regional Student Assistance Conference. Lecture topic "Up-date on Child Pharmacology".

OTHER SCHOLARLY ACTIVITIES

Additional Research/Scholarship Contributions

- 2010 - Present Co-created GATE (Giving Access to Everyone) a web-based consultation system to provide rapid consultation to primary care providers for their patients with serious mental health issues. Unique features of this program include access to a web-based questionnaire filled out by the patient and/or parents in a de-identified manner. This allows a telephone consultation between the psychiatrist and primary care provider that includes input from the patient. This program was beta tested for over a year with several freestanding clinics with resultant surveys that show high patient and provider satisfaction with the program. Our webpage can be viewed at www.gateUtah.org . I believe we have developed a unique way of providing clinical service as well as a way to leverage our expertise into the primary care setting.
- 2008 **Leadership Development for Physician Executives:** This was an intensive course spread out over several weeks focusing on providing information and skills to Physician Leaders. This course was developed and taught by faculty from the University of Utah's own David Eccles School of Business Executive Education Program.
- 2005 - Present Involved in the development of a white paper on *Current and Emerging Issues in Public Substance Abuse and Mental Health* which can be viewed at http://www.dsamh.utah.gov/docs/current_emerging_issues.pdf
- 2004 Attended the **Advanced Training Program in Health Care Delivery Improvement-Accelerated Version**, conducted by Brent James, MD through Intermountain Health Care
- 2002 - 2003 As Medical Director of youth services I led the development and implementation of a hospitalist type model for child psychiatrists providing care on the child and adolescent inpatient unit. This allowed physicians to work intensely for periods of time with breaks to allow scheduled time off and academic endeavors. This changed workflow allowed increased capacity, improved patient satisfaction and improved physician satisfaction. Still used today, this system additionally has been an aid in recruiting and retaining Child and Adolescent psychiatrists to work on the inpatient units.

Quality & Value Improvement Projects

- Early spring of 2019 Created and led a team to reevaluate the decision to close the 5West inpatient psychiatric unit which would have resulted in the loss of 22 inpatient psychiatric beds at the main University of Utah Hospital. Found solution of shrinking the unit to 12 beds with minimal remodeling allowing the preservation of inpatient psychiatric beds in this location to continue to serve the medically complicated psychiatric patients.
- 2018 Led team that redesigned the inpatient process for creating and documenting in the Master Treatment Plan for every admitted inpatient at the University of Utah Neuropsychiatric Institute. This is a CMS requirement that we were not performing correctly per an early 2018 CMS audit. This process was redesigned in a way that was approved by CMS and DNV and with enough clarity that our IT department was able to force the EPIC system to deliver the required documentation in an electronic format. This was so successful that this design was passed on to the EPIC national organization

- Spring 2016 Co-Developed the Mental Health Integration program that placed 3rd yr general psychaitry residents in the University of Utah Community Clinics as part of the primary care team. This program also placed MSW's on the primary care teams to allow primary care porviders to immediately hand off patients with mental health concerns.
- spring and summer 2015 Developed Tele-Psychiatry rotation for 3rd year general psychiatry residents to provide services to Moab Utah and the Utah State Prison
- Spring 2013 First physician to participate in the Performance Excellence Facilitators training at the University of Utah. This training involved the learning of principles of quality improvement as drawn from Lean, 6 Sigma and other quality initiatives. Developed our own quality improvement project. I led the development of a project looking at the length of time it took physicians to return phone calls from our central admission center in an attempt to increase teh speed with which patients could successfully be admitted to our inpatient services.