



Turning Numbers into Narratives:

The Story of Healthcare Quality

UTAH ASSOCIATION FOR HEALTHCARE QUALITY
Annual Conference 2025

REGISTER NOW!



FRIDAY OCTOBER 10, 2025
8:30 AM-4:00 PM



University of Utah
Department of Family and
Preventive Medicine

310 Wakara Way, Suite 1100,
Salt Lake City, UT 84108.

Approved by NAHQ® for 5 CPHQ CE credits

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AGENDA



FRIDAY, OCTOBER 10, 2025 AM

8:30–9:00 AM

BREAKFAST & NETWORKING

9:00–9:30 AM

PRESIDENT'S MESSAGE

Jessica Hackwell

This opening session will focus on using data from analytic reports to support performance and process improvement efforts. Participants will explore techniques for visualizing and presenting data in ways that support decision-making and facilitate change. Emphasis will be placed on practical approaches to data display and strategies for leading improvement initiatives using data as a foundation.

9:30–10:30 AM

Building the Will to Act: Utah's Collaborative Path to Healthcare Change

JOHN POELMAN

Healthcare change often stalls—not for lack of ideas, but because aligning action is hard. In this keynote, John Poelman will share lessons from Utah's efforts to build trust across payers, providers, and other stakeholders through the One Utah Health Collaborative. He'll explore how data and stories are helping drive small but meaningful steps toward shared goals, and what it takes to move from agreement to action in a healthcare environment shaped by growing complexity and state and federal pressures.

10:30–10:45 AM

BREAK

10:45–11:00 AM

Narratives in a Nutshell: If it was easy, We would have done it already

REBECCA WILSON

Get an inside look at a recent learning collaborative—what worked, what surprised us, and the powerful “aha” moments that sparked real change. Walk away inspired by lessons learned and ready to apply fresh insights to your own work.

11:00–11:45 AM

The Use of Data and Benchmarking to Drive Improvement

DARRYL BARFUS and TIM NELSON

Join us to explore real examples of how benchmarking data has driven successful PI initiatives in our organization. We'll review valuable data sources, share two impactful case studies, and highlight how benchmarking can empower your improvement teams. Don't miss this opportunity to gain insights and inspiration for your own PI efforts!

11:45–12:15 PM

INTERACTIVE NETWORKING SESSION

Lead by EMILY CARLSON

Connect with peers, share best practices, and explore common challenges. Leave with fresh insights, new contacts, and practical ideas to support your professional growth.

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AGENDA



FRIDAY, OCTOBER 10, 2025 PM

12:15-1:30 PM

POSTER FAIR / LUNCH / BUSINESS MEETING

1:30-2:30 PM

Using AI in Healthcare

SOFIA LUCAO and LAURA MARQUEZ

Join Laura Marquez, Senior Director, Digital Transformation, and Sofia Loucao, Associate Director, Strategic Projects & Virtual Care, for an engaging presentation on how artificial intelligence is transforming care delivery, provider and patient experience, and operations at University of Utah Health. Learn about real-world applications in primary care and across the organization, and discover how AI is shaping the future of healthcare through innovation, efficiency, and improved outcomes.

2:30-2:45 PM

Narratives in a Nutshell: "The Kate Effect: - How simple games change quality outcomes

KATE MARKOS

When it comes to engaging medical assistants in quality improvement, Kate knows what it takes. In this session learn about a few games that Kate has implemented in a primary care setting to engage medical assistants in improving quality and outcomes for patients.

2:45-3:15 PM

INTERACTIVE NETWORKING SESSION

Lead by EMILY CARLSON

Connect with peers, share best practices, and explore common challenges. Leave with fresh insights, new contacts, and practical ideas to support your professional growth.

3:15-3:30 PM

BREAK

3:30-3:45 PM

Narratives in a Nutshell: Who's my Doctor? A teaching clinic's journey to continuity

BOBBI JOHNSON and DR. SYDNEY LEGUYADER

The Edwards Outpatient Clinic at Intermountain Medical Center has redefined patient-provider continuity in its Internal Medicine residency program. Faced with fragmented care and low patient satisfaction, the clinic launched a multi-pronged strategy to streamline scheduling and EMR workflows—ensuring patients consistently see their resident physician. This innovative approach led to a 27% improvement in follow-up visit continuity and a 5-point boost in patient experience scores. By bridging technical gaps and educating patients on the resident role, the clinic has set a new standard for continuity in teaching environments—enhancing care, trust, and learning.

3:45-4:00 PM

CLOSING REMARKS

EMILY CARLSON

Don't forget to complete your evaluation
See you next year!

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SPEAKERS

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John Poelman, MPH

John Poelman is the Interim Executive Director and Director of Innovation at the One Utah Health Collaborative. In this role, he leads a statewide, cross-sector initiative to make healthcare more affordable in Utah. The Collaborative serves as a neutral platform that uses data to identify opportunities for change and equips healthcare leaders to take coordinated action and scale cost-lowering innovations. Prior to joining the Collaborative, John was a Managing Principal at Leavitt Partners, where he advised clients on alternative payment and care delivery models. He also served as Executive Director of the Accountable Care Learning Collaborative, advancing the adoption of accountable care nationwide. Previously, he worked as a health policy analyst and special assistant at the U.S. Department of Health and Human Services on the Value-Driven Health Care Initiative. John earned his bachelor's degree from the University of Utah and a master's degree in public health with a concentration in health policy from George Washington University.



Rebecca Wilson, CPHQ

Ms. Wilson is an experienced Senior Improvement Advisor responsible for leading health care quality improvement and patient safety initiatives funded by state and federal contracts. She is a lead subject matter expert on knowledge management teams for topics such as opioid misuse, chronic disease and practice transformation. Ms. Wilson has over 15 years of experience providing technical assistance to health care professionals implementing quality improvement principles and strategies resulting in improved processes. She is also a Certified Professional of Healthcare Quality (CPHQ).



Darryl Barfus, MBA, LSSGB

Darryl Barfuss is the Director of External Benchmarking at University of Utah Health, where he leads the system's strategy for national quality programs including Vizient, US News and World Report, and CMS. With over 21 years of experience in data analytics, he focuses on transitioning healthcare from volume to value. His leadership in predictive modeling and process improvement has been instrumental in University of Utah Health achieving national recognition as a Top Performer in Ambulatory Quality for 8 years and a Top Performer in Inpatient Quality for 15 years. Darryl holds an MBA, is a certified Lean Six Sigma Greenbelt, and is a frequent presenter on healthcare quality and analytics.



Tim Nelson, MBA

Tim Nelson is a Project Manager with External Benchmarking at University of Utah Health and has been with the organization for a total of 17 years. He currently manages efforts with a variety of hospital quality improvement and regulatory initiatives. Tim's current work assignments include projects with CMS Quality Reporting, Patient Reported Outcomes, Vizient Benchmarking, and Regulatory Compliance. Tim holds an MBA and collaborates with a host of internal providers and administrators on healthcare quality improvement topics. Tim has also presented at Epic's Annual XGM Conference on the topic of MIPS Value Pathways and the CMS Quality Payment Program.

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SPEAKERS

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Sofia Loucao, MHA

Sofia is the Associate Director of Strategic Projects and Virtual Care for the Division of Family and Community Medicine in the Department of Family and Preventive Medicine at the University of Utah Health. Before working in community medicine, she completed her Master's in Healthcare Administration at the University of Utah. After receiving her degree, Sofia developed extensive system knowledge and experience as the 2021-2022 University of Utah Medical Group Administrative Fellow. As Associate Director of Strategic Projects and Virtual Care, Sofia leads project management and virtual care for the division. Sofia is passionate about provider well-being, patient experience, and innovative care models.



Laura Marquez, MHA, CHCIO, CDH-E

Laura Marquez is the Senior Director of Digital Transformation at the University of Utah Health. She is responsible for implementing the enterprise-wide digital strategy and refining the digital roadmap, ultimately to bring forth innovative, agile, and consumer-focused products. Previously, she was the Chief Application Officer at UConn Health in Farmington, CT. Marquez brings more than 24 years of healthcare experience leading dynamic teams, driving innovation, and bringing out the best in people by tapping into their strengths. She has shared ideas to improve the workplace with empathy as a TEDx speaker, and is regarded as a servant leader with a strong focus on the patient experience. Marquez holds a Masters of Healthcare Administration from the University of Washington and a Bachelors in Biochemistry from Western Washington University. She is a Certified Healthcare CIO from the College of Healthcare Information Management Executives (CHIME), sits as an Advisory Board Member for the Association for Executives in Healthcare Applications Data and Analytics (AEHADA), is president-elect for the Utah Chapter of Healthcare Information and Management Systems Society (HIMSS), and has completed an executive leadership development program with the American College of Healthcare Executives (ACHE). Outside of work she is a busy mother of three, soccer coach, outdoor enthusiast, and even snowboarded for her wedding (wedding dress and all)!



Bobbi Johnson, MHA

Bobbi Johnson is a dedicated healthcare leader with a Master's in Healthcare Administration from Weber State University. With a strong foundation in both human and veterinary medicine, Bobbi brings a unique, compassionate perspective to improving patient and caregiver experiences. Her leadership is driven by a deep commitment to building systems that foster trust, empathy, and continuity of care. Outside of work, Bobbi finds joy in spending time outdoors with her husband and three sons, and caring for their lively household of three dogs and a cat. Her blend of professional expertise and personal warmth makes her a powerful advocate for meaningful, patient-centered healthcare.



Sydney LeGuyader, MD, FACP, Dipl. ABOM

Dr. Sydney LeGuyader is a general internist, currently practicing at the Edwards Internal Medicine Teaching Clinic on the IMED campus. She is originally from Long Island, NY and completed her undergraduate studies in Human Biology at Georgetown University. She then went on to medical school at LSU School of Medicine in New Orleans, LA before moving to Salt Lake in 2016. Dr. LeGuyader did her residency training in Internal Medicine at the University of Utah and has practiced at Intermountain since that time. She is a dedicated medical educator, teaching IM residents, transitional year residents and medical students primary care internal medicine, for which she has been recognized with teaching awards.

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Jessica Hackwell, CPHQ

In 2005, Jessica became a Certified Professional in Healthcare Quality. Her background includes developing processes, policies, and continuous regulatory readiness. She has extensive experience in population health, hospital quality, managed care, home care, and regulatory compliance. Her dream is to make healthcare available, safe, and accessible for everyone. She believes that health care quality leads the charge in making this dream a reality. When not at work, she enjoys spending time with her husband, children, and extended family.



Kate Markos, CMA

With 28 years of experience as a Medical Assistant Kate is the go-to resource – competent, kind and always ready to help. She leads workflow workgroups and partners with our Epic IT team on out-of-the-box solutions that benefit everyone. Passionate about quality measures, Kate launched fun games and friendly competitions—affectionately dubbed “The Kate Effect”—to boost engagement and performance. As a natural leader and education advocate, she ensures every team member understands what’s changing and why. Her blend of expertise, creativity and approachability makes her an invaluable asset.



Emily Carlson, MPH, LSSGB

Emily Carlson is currently the Senior Quality Manager for the University of Utah, Division of Family and Community Medicine supporting clinical quality improvement across primary care. Emily has worked in Quality Improvement in various roles with the Utah State Health Department, Association for Utah Community Health and the University of Utah for over 20 years. Emily has a Bachelor’s degree in Public Health/ Health Education from Brigham Young University and she applies this unique perspective to her work in quality improvement. Emily also has a Master’s in Healthcare Administration from the University of Phoenix and her Lean Six Sigma Green Belt. In her free time Emily enjoys spending time with her husband and their three human children and two dog children. They spend most of their spring/summer/fall in the mountains hiking, fishing, taking 4-wheel drive roads to nowhere, and glamping. Winter is spent travelling to warm locations or cuddling in blankets reading a good book.

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