

**Volunteers & Continuing Support Needed!**

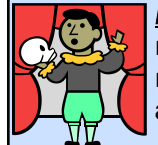
KIPCOR works in part because of generous assistance from volunteers, many of whom have now retired from their volunteering days (thanks to every one of you!). **So we are calling all volunteers! The gift of your time or a referral to others who might help is most welcome!**



**FOOD:** KIPCOR is known for the quality of food provided during our trainings & events. **Do you enjoy cooking and baking?** Volunteer to help and we'll contact you to see if it would be convenient for you to provide baked goods, or perhaps a full meal (cooking duties can be shared with another volunteer).



**MAILINGS:** We have a large mailing list and our mass mailings (newsletters, for instance) need **many hands to help** with folding, sealing, and labeling. Volunteer and we will add your name to the contact list so you will know when we need help.



**ROLE-PLAYERS:** KIPCOR trains student mediators throughout the year, and part of that training can include rigorous role-play practice...which requires help from **volunteer thespians**. Do you long for the stage every now and then? Volunteer and play the part of a parent fighting for more parenting time, a landlord or tenant, a consumer or business owner, or an unhappy neighbor.



**FINANCIAL SUPPORT:** We are associated with Bethel College, but **almost entirely self-funded**. Since money does NOT grow on trees, we need to find it somewhere else. Without the generous support of friends and corporate/foundation sponsors, our work simply cannot continue.

**If you can help us in our mission of peacemaking, please contact our Office Manager, Doug Lengel, at: 316-284-5217 or [dlengel@bethelks.edu](mailto:dlengel@bethelks.edu).** He will be happy to explain the volunteer process to you.

We're on the Web [www.kipcor.org](http://www.kipcor.org) and on  [www.facebook.com/kipcorks](https://www.facebook.com/kipcorks)



Kaufman House  
2515 College Avenue  
PO Box 276  
North Newton, KS 67117-0276  
[www.kipcor.org/](http://www.kipcor.org/)

Spring 2015

**The Vital Link: Conflict, Communication, and Patient Safety in Health Care**

By Dan Wassink

The set-up procedures for cardiac surgery may have been routine, but they certainly didn't feel that way to Sally. As the newest member of the operating room (OR) team, she took her time and double-checked her every move. The last thing Sally wanted was to screw up on one of her first days on the job. Plus, these infusion devices used to

models than those she had used before.

Just prior to the scheduled start of surgery, the harried anesthesiologist entered the OR. Max was running late, with no time for his usual check of the infusion devices. A quick glance at the set-up was all he had time for. Just before the first device was activated, Sally was about to speak up. "Wait a minute," she wanted to say, "I'm still new at this. Someone should make sure I got it right." But she swallowed her words, acutely aware of the surgeon's impatience to get started. Sally's colleagues had also warned her about this particular physician's surly demeanor and zero tolerance policy for interference and mistakes.



No more than twenty minutes had passed when the patient's blood pressure began to spike. Sally panicked as she watched Max frantically check the infusion devices and IV tubing. Within seconds, which felt like hours to Sally, he had found the problem: an improper-

*"... improved communication and teamwork would likely have prevented the mistake..."*

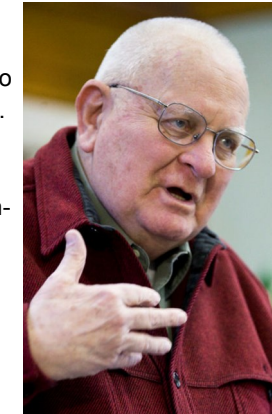
administer prescribed amounts of intravenous drug solutions were different

*(continued on page 3)*

**Rev. James Atwood Speaks on Violence**

It's not often we have the opportunity to hear a member of the National Rifle Association (NRA) speak about guns and violence. But that opportunity was made available on the Bethel campus on March 19th when the Rev. James E. Atwood spoke on the topic **America's Fascination With Violence**.

service men and women who were killed in the war in Iraq. Additionally, he pointed out that the annual cost of fire-arm violence to the US economy is approximately 100 billion dollars.



anti-gun violence group called Heeding God's Call. In 2014, Atwood was unanimously awarded the Presbyterian Peace Fellowship's "Peaceseeker Award".

Rev. Atwood provided a list of study materials for congregations to those who attended the lecture. If you would like a copy of the resource list, please contact KIPCOR at [kipcor@bethelks.edu](mailto:kipcor@bethelks.edu).

Rev. Atwood, a retired Presbyterian minister, has been a gun owner and deer hunter for 55 years. But he became interested in gun violence thirty years ago when a parishioner was killed by a robber with a "Saturday night special" – a cheap handgun.

According to Atwood, guns are not just about the 2nd Amendment. As he so succinctly stated: "For too many, guns have become idols. They claim divine status; make promises of safety and security they cannot keep; transform people and neighborhoods; create enemies; and require human sacrifice."

In a speech that was packed with statistics on gun violence, Rev. Atwood pointed out that over 220,000 persons on our streets, homes, businesses, and schools are killed each year with guns – and compared that number with the 4,400 American

For decades, Atwood has been a board member of the Coalition to Stop Gun Violence. He has been interfaith coordinator of the Million Mom March, and chair of the Greater Washington, DC chapter of the

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ADDRESS SERVICE REQUESTED

www.kipcor.org/  
kipcor@bethelks.edu  
316-284-5379 (fax)  
316-284-5217

North Newton, KS 67117-0276  
PO Box 276  
2515 College Avenue  
Kaufman House



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**KIPCOR Welcomes Father Roy**



On February 23, 2015 KIPCOR hosted an informal gathering with Father Roy Bourgeois. Father Roy discussed his strongly-held conviction that women should be allowed to serve as priests, a belief that in 2012 led the Vatican to expel him from the priesthood and the Maryknoll community he had served for 40 years. He also focused his comments on his longtime efforts to close the School of the Americas (also known as the Western Hemisphere Institute for Security Cooperation), a U.S. Department of Defense organization in Georgia providing military training to government personnel in Latin America. School of the Americas has been heavily-criticized over the years for providing training to individuals later accused of human rights abuses. Father Roy has participated in an annual protest at the Georgia facility (attended by many Bethel College students as well) which coincides with the anniversary of the 1989 assassination of six Jesuit priests in El Salvador by School of the Americas graduates.

Father Roy was also very forthcoming about his current internal struggle as to where to apply his talents and energy in the future. He indicated a strong desire to turn his attention to the issue of equality for lesbian and gay people. Although there are clear signs the tide is turning on this issue in our society at large, especially as it relates to same-sex marriage, Father Roy expressed a need to remain vigilant in protecting the gains that have been made and continuing to fight for progress on behalf of the LGBT community.

**“When there is an injustice, silence is the voice of complicity.”**

We thank Father Roy for generously taking time out of his busy schedule to visit with some of his many supporters here at KIPCOR. We are also confident that in whatever capacity he is called to serve in the future, he will make a positive difference in peoples’ lives. As Father Roy himself has said, “When there is an injustice, silence is the voice of complicity.”

**New Faces at KIPCOR**

**Kerry Wedel** Senior Associate for Public and Environmental Policy  
 B.S. Kansas State University, 1980  
 Master of Landscape Architecture, Kansas State University, 1982



We welcome Kerry as a new Senior Associate! Kerry will work with KIPCOR's Great Plains Consensus Council in designing and facilitating public and organizational conversations, specializing in water disputes and other environmental issues. A resident of eastern Kansas, Kerry will be especially helpful with issues in that part of the state -- though he will be able to work in disputes anywhere in the midwest region.

Kerry has been professionally engaged in developing and implementing environmental policies and programs for over 30 years, focused primarily in water-related natural resource management. Much of his work has involved the application of stakeholder-driven consensus-based planning processes that engage diverse interest groups in the development of policies and programs to address natural resource issues.

Following graduation from Kansas State University in 1982, Kerry began his career working for a nonprofit environmental organization in Kansas before going to work for the Kansas Water Office as a water resource planner and manager. In 1998, he left Kansas to serve as the inaugural director of the Center for Watershed Stewardship at The Pennsylvania State University. He later returned to Kansas state government to manage natural resource programs for multiple state agencies. After leaving state government in 2011, he worked for a tribal government in Northeast Kansas as a watershed program coordinator. Kerry can be reached at (785) 845-5776 or kwedel55@gmail.com.

**Without YOUR Help, KIPCOR May Lose a Fine Tradition**

We like to think KIPCOR is well known for having high quality trainings – and that is true! But KIPCOR is also known for having wonderful food at training events. This is not accidental. Humans are the only mammal that eats together as a social function. Food matters in our lives and in our relationships, as those of you who have attended church pot lucks know.

For many years we have had a loyal group of volunteers who cooked noon meals at KIPCOR for training groups, or who brought home-baked pastries from home for breaks. Because age takes a toll on all of us, we no longer have a sufficient

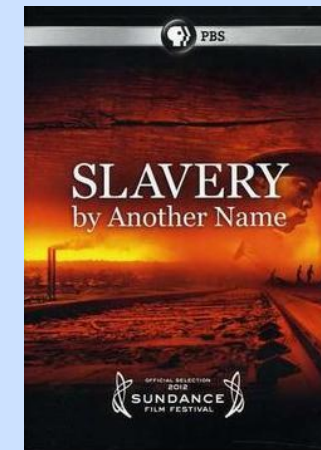
pool of volunteers – especially for the lunches. And we are desperate. Without additional volunteer cooks, we will be forced to begin phasing out this fine tradition

So this is a plea to any volunteers (or Sunday School classes?) who are willing to help cook meals or bake goodies for KIPCOR events. We are not expecting volunteers to always be available on a regular basis – only to help out on occasion. Please call Doug at (316) 284-5217 to find out more what this would entail.

**Thank you!! Let’s keep this wonderful tradition going!**

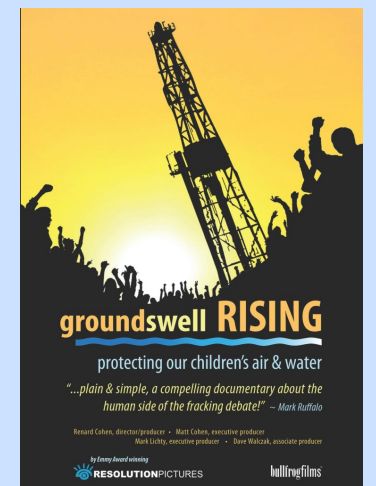
**2015-2016 Film Series**

**“Slavery by Another Name”** September 15, 2015 In the years following the Civil War, insidious new forms of forced labor emerged in the American South, trapping thousands of African Americans in a brutal system that persisted until the onset of World War II. This documentary is a part of the *Created Equal: America’s Civil Rights Struggle* series.



**“Chasing Ice”** November 8, 2015, “Chasing Ice humanizes an enormous and incomprehensible geological phenomenon with time-lapse images, putting unusually rapid geological change on breathtaking display.” - New York Observer

**“Groundswell Rising”** February 21, 2016 “Groundswell Rising” gives voice to ordinary folks engaged in a David and Goliath struggle against Big Oil and Gas. We meet parents, scientists, doctors, farmers and individuals across the political spectrum decrying the energy extraction process known as fracking that puts profits over people.



**“The Waiting Room”**, April 17, 2016 A character-driven documentary film that uses extraordinary access to go behind the doors of an American public hospital struggling to care for a community of largely uninsured patients. The film offers a raw, intimate, and even uplifting look at how patients, staff and caregivers each cope with disease, bureaucracy and hard choices.

*All films shown at 3:00 PM in Krehbiel Auditorium in the Luyken Fine Arts Center. Each film is followed by a 20-30 minute Q&A/Discussion period.*



### Your Contributions are ESSENTIAL for KIPCOR's Mission

As a non-profit affiliated with Bethel College, KIPCOR has always relied on contributions for a significant part of its operating budget. Much of our work is provided without any compensation, or in many cases with compensation that only partially pays for our time. This is OK! It fits KIPCOR's mission – and we take that seriously.

But our challenge remains: How do we meet our mission, and at the same time keep our doors open? Data suggests 70% of the American public makes charitable donations. Where does KIPCOR fit into that mix? Where do you fit into that mix?

We know that charitable giving is moving more and more to online

donations. And many of you have asked for KIPCOR to have an online donation option. So here it is. It is a secure site, managed by Bethel's Development Office.

Give the online option a try. It's a great way to renew support if you haven't given for a while. And it's a great way to become a new donor. We are grateful for your support!

### Donating to KIPCOR online is REALLY easy! And it is SECURE.

**STEP 1:** Go to the KIPCOR website at [www.kipcor.org](http://www.kipcor.org).

**STEP 2:** Click on the word "Donate" at the [top right](#).

**STEP 3:** Read the information on the Donate page; pay particular attention to "Donation Instructions"

**STEP 4:** Click on the "Donate Online Today!" button.

**STEP 5:** Fill out all of the information required. At the bottom, just before entering your credit card data, is the "Gift Destination" selection. The box says "Select One" and has a downward facing arrow at the right. Click anywhere in this box, and you will see several choices. Click on "Other". When you do that, a second box will appear just to the right of this box. In this second box, type the word: KIPCOR. Fill out your credit card information, and click on "Submit Form." That's all there is to it!

**STEP 6:** (Optional) If it's not too much trouble, let Doug ([dlengel@bethelks.edu](mailto:dlengel@bethelks.edu) or 316-284-5217) or Gary ([gflory@bethelks.edu](mailto:gflory@bethelks.edu)) in the KIPCOR office know that you've made an online donation so we can watch for the receipt from the development office, and give you a proper THANK YOU!!!

\* \* \* \* \*

P.S.: If you want to volunteer to help KIPCOR, you can do that online too! You'll still start at the KIPCOR website at [www.kipcor.org](http://www.kipcor.org), click on "Donate" at the top right, click on the words "KIPCOR Volunteer Opportunities", and fill out the form. It's just that easy! Doug will contact you about how you can help.

**Thanks for your continued support!**

(Continued from Pg. 1)

ly-opened clamp that had allowed a free flow of medication, resulting in an overdose. The problem was quickly corrected and the patient recovered.

At a subsequent meeting of an internal safety committee, hospital staff dissected the OR incident. But it was impossible to uncover the exact source of



the error. Blaming and finger-pointing ensued. The only thing everyone could agree on was that improved communication and teamwork would likely have prevented the mistake (Kohn, Corrigan, & Donaldson, 2000).

\*\*\*\*\*

This case study is one of many similar scenarios that play out in health care facilities every day. Teamwork is an absolute necessity in the medical field. There are many actors, each with specialized

knowledge and a specific role, who must work together and share crucial information with the right people at the right time. But too often poor conflict management and communication breakdowns threaten that collaborative environment. The reasons for this are many:

- A rigid hierarchy that can intimidate those with little or no power and cause them to remain silent, even when they suspect a medical error
- For example, research results published in 2005 showed that "fewer

than ten percent of physicians, nurses and other clinical staff directly confront their colleagues about their concerns..." (Maxfield, Grenny, McMillan, Patterson, & Switzler, 2005)

- The high-stakes, high-stress nature of the job, where decisions can literally be a matter of life or death, takes its toll and taxes the skills of even the best communicators
- High rates of fatigue and burnout can magnify the natural differences in interpersonal communication styles that often lead to misunderstandings and conflict
- The fast pace of work leaves little time for thoughtful, structured assessments of communication patterns and the roots of workplace conflicts
- Administrative demands to increase productivity and contain costs create a recipe for unprofessional conduct and poor communication, and leave little time or money for training to

**Of course, conflict and communication breakdowns are an inevitable part of all human interaction. The difference is that, in the health care field, lives are at stake.**

address those behaviors. Of course, conflict and communication breakdowns are an inevitable part of all human interaction. The difference is that, in the health care field, lives are at stake. As the case study at the beginning of this article

illustrates, when health care workers cannot, or will not, speak up to authority or do not communicate a message accurately, patient safety is jeopardized. In fact, in the 2005 research results referenced above, one in five physicians state "they have seen harm come to patients" when colleagues fail to voice concerns to one another. Even more alarming, the report reveals "three of four medical errors are caused by mistakes in interpersonal communication." It's no surprise then that the report

goes on to say that having important conversations – "emotionally and politically risky discussions" – is crucial to creating a safe health care environment; and "creating a culture where healthcare

**"... three of four medical errors are caused by mistakes in interpersonal communication."**

workers speak up before problems occur is a vital part of the solution" (Maxfield, Grenny, McMillan, Patterson, & Switzler, 2005).

The Joint Commission on Accreditation of Healthcare Organizations has also acknowledged the link between poor communication, unmanaged conflict and patient safety. In 2009, the Joint Commission adopted a new leadership standard (LD.03.01.01) addressing "behaviors that undermine a culture of safety." The standard requires industry leaders to implement a process to manage these behaviors. According to the Joint Commission, one of the ways health care organizations can comply with this directive is to "provide skills-based training and coaching for all leaders and managers in relationship-building and collaborative practice, including skills for giving feedback on unprofessional behavior, and conflict resolution" (Joint Commission on Accreditation of Healthcare Organizations, 2008).



This is where KIPCOR can help. Our organization is ideally-positioned to help health care providers meet the Joint Commission standard, having provided training to thousands of people on practi-

(Continued on Pg. 5)

## What We've Been Up To...

Attended

- The **Kansas Supreme Court's Advisory Council on Alternative Dispute Resolution**, Topeka, KS
- **And co-sponsored the Biennial Four State Regional Conference of Mediators** in Overland Park, KS

Consulted

- With the **Newton Ministerial Alliance** to present KIPCOR's work with congregational health.
- With **9<sup>th</sup> Judicial District Judges, and the Harvey and McPherson County Bar Associations** regarding development of a pilot triage system for ADR in divorce/custody disputes.
- With **Bar Associations in McPherson and Harvey Counties** about practical ways to make a triage system for ADR interventions in divorce/custody disputes work more smoothly.

Facilitated

- Two sessions of **Healthy Opportunities for Parenting Effectively**, a four-part class for divorced or separated parents experiencing high conflict
- **Negotiations for several different extended family groups** concerning land use disputes
- **Negotiations among governmental, educational, and tribal entities** concerning land use in northeastern Kansas

Hosted

- **2014 CME-CEU Shorts**, Luyken Fine Arts Center, Bethel College [annual program of continuing mediation and social work education presentations]
- Screenings of the films **How to Start a Revolution** and **Released** followed by talk-back sessions, Bethel College, North Newton, KS

Mediated

- In the past 6 months, KIPCOR's Community Mediation Center has **provided mediation to over 100 individuals** in Harvey and McPherson counties

Mentored

- **Five student mediators** working toward obtaining Kansas Supreme Court approval as Domestic Mediators

Presented

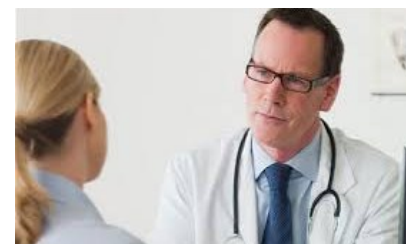
- **Advanced Training: Principles & Practice of Restorative Discipline in Schools**, a two-day intensive training sponsored by the Kansas State Department of Education, North Newton, KS
- One-day workshop entitled **Classroom Discipline and School Climate**, sponsored by the KS State Department of Education, Lawrence, KS
- **The 2<sup>nd</sup> Amendment: The Rest of the Story** for Life Enrichment at Bethel College, North Newton, KS
- A workshop for USD 259 social workers entitled **Building An Empowering School Culture & Community**, Wichita, KS
- Training for the Johnson County, KS Executive Leadership Team entitled **Facilitative Leadership: Getting the Best from a Work Group**
- A four-part workshop at Hope Mennonite Church in Wichita, KS entitled **Becoming an Instrument of Peace: A Skill-Building Workshop**
- A **"Getting to know you"** presentation and Q&A session with the congregation of Bethel College Mennonite Church, North Newton, KS
- A Bethel College **Convocation** titled **"Difficult Conversations"** (with student life staff) that used role plays to demonstrate effective ways to give feedback and communicate in the face of conflict

Taught

- **Negotiation Theory and Practice**, part of the KIPCOR/Bethel College Certificate in Conflict Resolution
- **Practical Skills for Managing Interpersonal Conflict (Core Mediation)**, part of the KIPCOR/Bethel College Certificate in Conflict Resolution

(continued from page 3)

cal ways to improve their communication skills and manage interpersonal conflict.



KIPCOR's trainees include more than 200 nursing students, and we are

now revising our curriculum to make it even more relevant to professionals currently working in the health care field.

Our trainings will assist health care professionals to, among other things, manage difficult and emotional conversations, address spontaneous conflict in the workplace and appreciate the power of collaborative behavior.

If you are interested in learning more, contact Dan Wassink, KIPCOR Senior Mediator and Facilitator.

Contact Dan at [dwassink@bethelks.edu](mailto:dwassink@bethelks.edu) or (316) 284-5880.

References:

Joint Commission on Accreditation of Healthcare Organizations. (2008). *Sentinel Event Alert, Issue 40*. Oakbrook Terrace: Joint Commission on Accreditation of Healthcare Organizations.

Kohn, L. T., Corrigan, J. M., & Donaldson, M. S. (2000). *To Err Is Human*. Institute of Medicine. Washington, D.C.: National Academy Press.

Maxfield, D., Grenny, J., McMillan, R., Patterson, K., & Switzler, A. (2005). *Silence Kills: The Seven Crucial Conversations for Healthcare*. VitalSmarts.

## KIPCOR Calendar

More information & registration is available at [www.kipcor.org/Calendar/](http://www.kipcor.org/Calendar/)

April 23-24, 2015

[Managing Differences Within Faith Communities](#)

8:30am - 5:00 pm

Kaufman House 2515 College Ave.  
North Newton, Kansas 67117

May 19-22, 2015

[Managing Interpersonal Conflict \(Health Care Settings\)](#)

8:30 am—5:00 pm

Kaufman House  
2515 College Ave.  
North Newton, Kansas 67117

**Class Full**

May 28—29, 2015

[Restorative Discipline in Schools: Principles and Practice](#)

8:45 am—4:30 pm

Kaufman House 2515 College Ave.  
North Newton, Kansas 67117

June 9-12, 2015

[Managing Interpersonal Conflict \(Summer Institute\)](#)

8:30 am—5:00 pm

Kaufman House 2515 College Ave.  
North Newton, Kansas 67117

June 15, 2015

[Healthy Opportunities for Parenting Effectively \(HOPE\)](#)

5:30 pm- 8:30 pm

Kaufman House 2515 College Ave.  
North Newton KS 67117

August 3-6, 2015

[Managing Interpersonal Conflict \(Health Care Settings\)](#)

8:30 am—5:00 pm

Kaufman House 2515 College Ave.  
North Newton, Kansas 67117

September 15, 2015

[KIPCOR Film Series: "Slavery by Another Name"](#)

3:00pm

Krehbiel Auditorium, Bethel College  
North Newton KS 67117

September 21, 2015

[Healthy Opportunities for Parenting Effectively \(HOPE\)](#)

5:30 - 8:30pm

Kaufman House 2515 College Ave.  
North Newton KS 67117

November 8, 2015

[KIPCOR Film Series: "Chasing Ice"](#)

3:00pm

Krehbiel Auditorium, Bethel College  
North Newton KS 67117

December 4, 2015

[CME -CEU Shorts](#)

8:30am - 4:30pm

Krehbiel Auditorium, Bethel College  
North Newton KS 67117

*"One little person, giving all of her time to peace, makes news. Many people, giving some of their time, can make history"*

~ The Peace Pilgrim  
[who first spoke to Bethel Peace Club in 1968]

