Lunch, Exhibitors, and Storyboard Location Changes **New This Year!**

This year, Keynotes and Special Interest Keynotes will be held in the Palms Ballroom—and the Exhibit Hall can be found in the Cypress Ballroom. This will allow enough space for storyboards, exhibitors, networking, and lunch buffets and seating in the same space, while moving Keynotes and Special Interest Keynotes to the middle of the Forum action.

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**Download the IHI Onsite App**

Don’t forget to download the IHI Onsite mobile app for additional information about the conference, including presenter biographies, session descriptions and objectives, storyboard listings, and more. IHI Onsite is available for free in the App Store and Google Play. Search either store for “IHI Onsite” to download. Once you have downloaded the IHI Onsite app:

- Ensure you are connected to the Internet
- Launch the app
- Enter your last name as your username
- Enter your National Forum Order ID as your password (available under the barcode on your name badge—the numbers after “OID”)
- Click “Verify”

For help with the IHI Onsite app, please speak with any IHI Blue Shirt.

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**Video Cameras and Photographers**

Please note, IHI will have video cameras and photographers at the National Forum. We may capture your image for use on IHI TV at the National Forum, on the IHI website, or in other IHI materials.

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**Free WiFi**

To access the Forum WiFi, use password: IHI28FORUM

1. Select “View available wireless networks” and connect to the “IHIFORUM”
2. Open a new web browser and type “ihi.org” into the address bar. You will be redirected to the Marriott webpage.
3. Enter code “IHI28FORUM” as the Meeting Passcode and click “Submit”. Please note that the passcode is case sensitive.
Dear Colleagues,

“Strategize” is the theme of this year’s National Forum. It’s an especially timely theme, I think, since making the right decisions is more important than ever. That’s what an effective strategy does—it helps you make the right decisions. Millions of books have been sold on the subject of strategy, but they all share a common definition: strategy is a set of actions designed to achieve an overall goal.

We at IHI share a goal with all of you. I’m especially fond of how the IHI Leadership Alliance has articulated this goal: Care better than we’ve ever seen… Health better than we’ve ever known… Cost we can all afford… For every patient, every time.

But a goal, no matter how compelling, isn’t a strategy. So, what is the set of actions we need to take? What are the right decisions that will accelerate us toward our goal? I wish I could say I knew the answers. What I can say is that the path to arriving at those answers starts with, and runs through, this National Forum. Arriving at the right decisions starts with curiosity, and it continues with learning. You’re here at the Forum because you’re curious. You’re here because you want to learn. And we are all here because we want to learn from each other.

Strategy isn’t just for leaders. We all need to feel connected to our organizations’ strategies, and we also have our own personal strategies. Your organization may need a strategy for redesigning care in today’s era of ACOs and capitated budgets. You may need a strategy for treating your own patient panel, or to optimize the work of your team. You may even need a strategy to simply get through your day.

What’s so wonderful about the National Forum is that everywhere you look, you’ll find colleagues who share the same needs. And you’ll have access to experts and leaders who have the knowledge and tools to help you meet those needs.

Each year at the National Forum, the collective wisdom and experience of this growing community of improvers pushes our strategy a bit. Seeing and hearing about all of the inspiring work you’re doing every day pushes us to be more ambitious in our aims, more rigorous in our methods, and more dedicated to achieving the goals we share with all of you.

I don’t expect everyone to leave the Forum with a new strategy. Indeed, part of the value of strategy lies in sticking to it. But for those of you who want to form your own strategy, and for those of you who want to refine an existing strategy, you’ve come to the right place.

Welcome to the National Forum.

Sincerely,

Derek Feeley
President and CEO
Institute for Healthcare Improvement

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**Forum Agenda-at-a-Glance**

### Sunday
**December 4**
- **Pre-Conference**
- 7:00 AM – 5:00 PM Welcome Center Open

### Monday
**December 5**
- **Pre-Conference**
- 6:30 AM – 5:30 PM Welcome Center Open
- 7:00 AM – 8:00 AM National Forum Orientation Crystal Ballroom, Salon G
- 8:30 AM – 4:00 PM Minicourses *
- 8:00 AM – 5:00 PM Forum Excursions**
- 9:00 AM – 10:45 AM Workshop A
- 11:15 AM – 12:30 PM Workshop B (repeat of Workshop A)
- 9:00 AM – 4:45 PM 22nd Annual Scientific Symposium † Gaylord Palms
- 8:00 AM – 5:00 PM Forum Excursions**
- 6:30 AM – 1:30 PM Welcome Center Open
- 9:30 AM – 10:45 AM Workshop D

* Breakfast and lunch provided for Minicourse, Forum Excursion, and Scientific Symposium attendees.

** With the exception of the Marriott and Orlando Health Excursions, all Excursions start at the Gaylord Palms Resort and Convention Center.

† Registration and continental breakfast for the Scientific Symposium begin at 8:30 AM

### Tuesday
**December 6**
- **Conference Day 1**
- 6:30 AM – 5:30 PM Welcome Center Open
- 7:00 AM – 7:30 AM National Forum Orientation Crystal Ballroom, Salon G
- 7:45 AM – 9:00 AM Keynote One: Captain Scott Kelly Palms Ballroom
- 9:30 AM – 10:45 AM Workshop A
- 10:30 AM – 1:30 PM Exhibit Hall Open Cypress Ballroom
- 11:15 AM – 12:30 PM Workshop B (repeat of Workshop A)

### Wednesday
**December 7**
- **Conference Day 2**
- 6:30 AM – 1:30 PM Welcome Center Open
- 7:00 AM – 7:45 AM Special Interest Breakfasts
- 8:00 AM – 9:00 AM Keynote Three: When Tragedy Strikes, Will You Be Prepared? Insights and Stories from Orlando Health Palms Ballroom
- 9:30 AM – 10:45 AM Workshop D
- 10:30 AM – 1:30 PM Exhibit Hall Open Cypress Ballroom
- 11:15 AM – 12:30 PM Workshop E (repeat of Workshop D)
YOUR GOAL IS OUR GOAL: ZERO PATIENT HARM

For more than 60 years, The Joint Commission has inspired organizations to excel in providing safe and effective care of the highest quality by earning and maintaining the Joint Commission’s Gold Seal of Approval®, a symbol of excellence that is recognized globally, and reflects an enterprise-wide commitment to meeting demanding performance standards.

Leverage the Joint Commission’s unmatched knowledge and expertise as you move your organization toward accreditation and certification and beyond. Because, as your partner in patient safety, we believe in helping health care professionals provide consistent excellence for every patient, every time.

Connect with the Joint Commission Enterprise at IHI 2016:

Monday, December 5

- WINE TASTING, 4:30–6:30 p.m.: Enjoy a Joint Commission-sponsored wine tasting. (Location: Across from booth #511)

Tuesday, December 6

- Enjoy a special presentation on High Reliability and Robust Process Improvement® featuring Drs. Mark Chassin and M. Michael Shabot:
  - WORKSHOP, 9:30 – 10:45 a.m. (Location: Crystal Ballroom Salon H)
  - SPECIAL INTEREST KEYNOTE, 11:15 a.m. – 12:30 p.m. (Location: Palms Ballroom – Keynote Room)
- SPECIAL PRESENTATION, 10:45–11:15 a.m.: Taking it from the Top: Citrus Valley Health Partners Embraces Robust Process Improvement® to Impact Organizational Culture and Improve Patient Safety. (Location: Vendor Presentation Theater, located inside the Exhibit Hall/Cypress Ballroom)
- SPECIAL PRESENTATION, 12:45–1:15 p.m.: How Do We Get from Low to High Reliability in Health Care? It Starts with Leaders Facilitating Change… (Location: Vendor Presentation Theater, located inside the Exhibit Hall/Cypress Ballroom)
- NETWORKING RECEPTION, 5:30–7:30 p.m.: You’re invited to an evening reception hosted by Dr. Mark Chassin and the Joint Commission Enterprise team. Please join us for lively conversation, cocktails and hors d’oeuvres. (Location: Crystal Ballroom: Salon K-M)

Visit booths 506, 507 and 511 to learn more.

For more information about the Joint Commission enterprise, visit www.jointcommission.org
Networking Opportunities

International Attendee Meeting

Sunday, December 4
5:00 PM – 7:00 PM
Grand Ballroom, Salon 7

Join this informal networking meeting to interact with colleagues from around the globe.

Welcome Reception

Monday, December 5
4:30 PM – 6:30 PM
Cypress Ballroom

Join attendees and over 120 exhibitors in the Exhibit Hall for snacks, drinks, and to learn about all the latest health care technologies, innovations, and services.

Storyboard Reception

Tuesday, December 6
4:15 PM – 6:30 PM
Cypress Ballroom

See the nearly 500 improvement storyboards displayed by fellow attendees at this networking event. Storyboard presenters will be standing by in the Exhibit Hall to answer your questions about their quality improvement journeys.

National Forum Celebration

Tuesday, December 6
6:30 PM – 10:00 PM
Falls Pool Pavilion

Join us by the Marriott pool to meet and engage with other attendees. Live music and snacks provided, cash bar available.

Networking Lunches

Tuesday, December 6
12:40 PM – 1:20 PM
Solaris Private Dining Room

Grab your lunch and sit with one or more of the National Forum’s expert faculty to discuss various improvement topics.

Special Interest Breakfasts

Wednesday, December 7
7:00 AM – 7:45 AM
Various Locations

Network with colleagues and discuss a variety of improvement topics over breakfast. See page 28 for topics and details.

National Forum Orientation

Sunday, December 4
11:00 AM – 12:00 PM
Cypress Ballroom, Salon G

Monday, December 5
7:00 AM – 8:00 AM
Cypress Ballroom, Salon G

Tuesday, December 6
7:00 AM – 7:30 AM
Cypress Ballroom, Salon G

If you are a first-time attendee, we suggest that you attend one of the National Forum Orientation sessions to help you navigate through the program and devise a personal learning plan.

IHI Onsite App: IHI Onsite

Available on All Smartphones

IHI Onsite, the official app of the National Forum, serves as your all-in-one event guide by putting everything you need to know right into your mobile device. IHI Onsite lets you:

• Browse all National Forum session descriptions (including Learning Labs, Minicourses, and General Conference Workshops)
• Access session slides to follow along with presenters
• Take notes that will be saved to your IHI profile
• Browse faculty biographies
• Follow Twitter updates using the conference hashtag #IHIForum
• Locate events and rooms using an interactive map of the Marriott
• View exhibitor descriptions and locations

IHI Onsite is available for free in the App Store and Google Play. Search either store for “IHI Onsite” to download the app.

Once you have downloaded the IHI Onsite app:

• Ensure you are connected to the Internet
• Launch the app
• Enter your last name as your username
• Enter your National Forum Order ID as your password (available under the barcode on your name badge—the numbers after “OID”)
• Click “Verify”

For help with the IHI app, ask any IHI Blue Shirt.

Sponsored by:

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For presenter bios and session descriptions, download the IHI Onsite App
Keynote One: Captain Scott Kelly
Tuesday, December 6  7:45 AM – 9:00 AM
Palms Ballroom and Overflow Viewing Rooms

Captain Scott Kelly is America’s first year-round astronaut, a coveted position earned from his achievements over an illustrious 20-year career with NASA. On his historic mission that spanned from March 2015 to March 2016, Kelly and Russian cosmonaut Mikhail Kornienko conducted experiments, reconfigured station modules, and captivated the world with live interviews and never-before-seen photos from the International Space Station.

The historic mission also included NASA’s groundbreaking Twins Study, in which Kelly’s identical twin brother, retired NASA astronaut Captain Mark Kelly, served on the ground as a control model in an unprecedented experiment to understand how space affects the human body.

Prior to his career with NASA, Kelly served 25 years in the U.S. Navy, retiring as an experienced aviator and decorated Captain.

Keynote Two: Abraham Verghese and Derek Feeley
Tuesday, December 6  3:15 PM – 4:15 PM
Palms Ballroom and Overflow Viewing Rooms

Abraham Verghese, MD, is a national bestselling author and a prominent voice in medicine with a uniquely humanistic view of the future of health care. His memoirs and novels on medical themes have sold millions of copies, topped bestseller lists, and earned major movie deals, while his New York Times articles arguing for greater focus on the physical patient have made waves in the medical community. His most recent novel, Cutting for Stone, topped the New York Times bestseller list for over two years, and his first book, My Own Country, a memoir about treating AIDS in rural Tennessee, was a finalist for the National Book Critics Circle Award for 1994.

Dr. Verghese has served on the faculty of many universities, including the University of Texas Health Sciences Center, San Antonio, where he was the founding director of the Center for Medical Humanities and Ethics. He has served on the Board of Directors of the American Board of Internal Medicine. He is a Master of the American College of Physicians, and was elected to the Association of American Physicians, as well as the Institute of Medicine of the National Academy of Sciences.

Derek Feeley, President and CEO, Institute for Healthcare Improvement (IHI), previously served as IHI’s Executive Vice President from 2013 to 2015, during which time he had executive-level responsibility for driving IHI’s strategy in five focus areas: Improvement Capability; Person- and Family-Centered Care; Patient Safety; Quality, Cost, and Value; and the Triple Aim. Prior to joining IHI in 2013, Mr. Feeley served as Director General for Health and Social Care in the Scottish Government and Chief Executive of the National Health Service (NHS) in Scotland. In that role, he was the principal advisor to the Scottish Government on health and health care policy and on public service improvement. He also provided leadership to NHS Scotland’s 140,000 staff in their delivery of high-quality health and health care. In 2013, Mr. Feeley was made a Companion of the Order of the Bath by Her Majesty, Queen Elizabeth II, in recognition of his services to health and health care.
Keynote Three: When Tragedy Strikes, Will You Be Prepared? Insights and Stories from Orlando Health

Wednesday, December 7 8:00 AM – 9:00 AM
Palms Ballroom and Overflow Viewing Rooms

On June 12, 2016, the deadliest mass shooting in American history took place at the Pulse nightclub in Orlando, Florida. This tragic event unfolded only a few blocks from Central Florida’s only Level One Trauma Center, at Orlando Regional Medical Center, part of the Orlando Health system. Early that morning, 44 victims with gun-shot wounds were rushed to Orlando Regional Medical Center; 35 survived their injuries.

Orlando Health’s response provides important lessons on responding to mass trauma events. Several members of Orlando Health’s care team, including members of the leadership and trauma departments, will share their personal experiences during and after the tragic event. They’ll discuss how they were prepared, and in what ways they could never have been prepared. And they’ll describe an improvement journey from which everyone in health care can learn.

Speakers from Orlando Health include:

- Mark Jones
  President
- Holly Stuart
  Director, Patient Experience
- Jamal Hakim, MD
  Chief Operating Officer
- Michael Cheatham, MD
  Lead Physician, Trauma Surgeons; Chief Quality Officer, Surgery
- Chadwick Smith, MD
  Trauma Surgeon
- Elisabeth Brown, RN
  Emergency Department Nurse

Keynote Four: Donald Berwick

Wednesday, December 7 1:30 PM – 2:30 PM
Palms Ballroom and Overflow Viewing Rooms

Donald M. Berwick, MD, MPP,
President Emeritus and Senior Fellow, Institute for Healthcare Improvement, is also former Administrator of the Centers for Medicare & Medicaid Services. A pediatrician by background, Dr. Berwick has served on the faculty of the Harvard Medical School and Harvard School of Public Health and on the staffs of Boston’s Children’s Hospital Medical Center, Massachusetts General Hospital, and the Brigham and Women’s Hospital. He has also served as Vice Chair of the US Preventive Services Task Force, the first “Independent Member” of the American Hospital Association Board of Trustees, and Chair of the National Advisory Council of the Agency for Healthcare Research and Quality. He served two terms on the Institute of Medicine’s (IOM’s) Governing Council, was a member of the IOM’s Global Health Board, and served on President Clinton’s Advisory Commission on Consumer Protection and Quality in the Healthcare Industry. Recognized as a leading authority on health care quality and improvement, Dr. Berwick has received numerous awards for his contributions. In 2005, he was appointed “Honorary Knight Commander of the British Empire” by the Queen of England in recognition of his work with the British National Health Service. Dr. Berwick is the author or co-author of over 160 scientific articles and five books.
We don’t just teach healthcare quality. We certify it.

The National Association for Healthcare Quality defines the standard of excellence for healthcare quality, and equips professionals and organizations to meet these standards. NAHQ improves healthcare quality by engaging, educating, and certifying professionals with the Certified Professional in Healthcare Quality® (CPHQ) — the only accredited certification in the profession of healthcare quality. To learn more, visit www.nahq.org/cphq.
Special Interest Keynotes

The Forum sessions with the highest enrollment numbers will also serve as this year’s Special Interest Keynotes. All keynotes will take place in the Palms Ballroom.

A12: Emerging Best Practices to Sustain Improvement

Tuesday, December 6 • 9:30 AM – 10:45 AM

Presenters: Richard Scoville, PhD, Improvement Advisor and Consultant, IHI; Kevin Little, PhD, Principal, Informing Ecological Design, LLC; Jeffrey Rakover, Research Associate, IHI; Lisa Griffee, Director of Lean Operations, GBMC HealthCare System; Barbara Holder, RN, QI/Infection Control/Safety Officer, Andrews Institute Ambulatory Surgery Center, LLC

B15: High Reliability and Robust Process Improvement

Tuesday, December 6 • 11:15 AM – 12:30 PM

Presenters: M. Michael Shabot, Executive Vice President/Chief Clinical Officer, Memorial Hermann; Mark Chassin, President and Chief Executive Officer, The Joint Commission

C12: Beyond Projects: How to Create a System of Safety

Tuesday, December 6 • 1:30 PM – 2:45 PM

Presenter: Carol Haraden, Vice President, IHI

D13: High-Impact Leadership

Wednesday, December 7 • 9:30 AM – 10:45 AM

Presenters: Michael Pugh, President, MdP Associates, LLC; Stephen Swensen, MD, Medical Director, Leadership & Organization Development, Mayo Clinic

E6: Practical Strategies for Managing Successful Improvement Projects

Wednesday, December 7 • 11:15 AM – 12:30 PM

Presenters: Christina Gunther-Murphy, Executive Director, IHI; Karen Baldoza, MSW, Executive Director, IHI; Julianna Spranger, Quality Improvement Specialist, University Hospital; Gregg Heatley, MD, Vice Chair, Ophthalmology, UW Health

Learning Formats

We offer a variety of different learning formats to improve your educational experience. Choose the learning session that best meets your learning needs. Look for the icon under each session.

Buzz Session
Highly interactive sessions designed to stimulate thinking in small group discussions.

Rapid Fire
Fast-paced presentations designed to keep the information flowing and the audience fully engaged.

Flipped Classroom
Attendees become the teachers by completing pre-work before the conference, then applying new knowledge through exercises and discussion. (Note: No on-site enrollment for these sessions.)

Case Study
Presenters provide realistic, complex, and contextually rich situations and offer intensive analysis of individual processes or scenarios.

Controversy Panel
Panelists engage in friendly debate about a controversial issue, process, or behavior.

Simulation Encounter
Attendees learn from imitating or estimating how an event, process, skill, or behavior might occur in a real-life situation.

Lecture
Highly didactic, content-rich sessions.

Storyboard Walkaround
Attendees will learn on their feet, as presenters guide them through a gallery of improvement projects represented on 3’x5’ storyboards.

For presenter bios and session descriptions, download the IHI Onsite App
Workshop Tracks

More than 90 workshops will be offered during the two General Conference days. To help guide you through the selection process, we have organized the sessions into specific content areas, or “tracks.” Follow a single track throughout the conference, or select a variety of content by choosing from each of the tracks.

Additional Tracks

In addition to the eight Workshop Tracks, the following sessions are available for those who have these specific areas of interest.

Student

Students attending the National Forum are encouraged to take advantage of the following programming:

**Monday, December 5**
- 9th Annual IHI Open School Chapter Congress

**Tuesday, December 6**
- A11/B11: Keeping Your People Sane: Team-Building Activities
- A19/B19: Are We Improving the Patient Experience?
- A24/B24: Quality Improvement for Social Needs Interventions in Health Care
- A26/B26: A Systems Approach to the Opioid Crisis
- A5/B5: Catalyzing Students and Residents as Agents of Change
- C12: Beyond Projects: How to Create a System of Safety
- C15: Risky Talk: Conversations Advancing Safety Culture

**Wednesday, December 7**
- D19/E19: Catalyzing Interprofessional Collaboration
- D5/E5: Designing and Managing Improvement for Results
- D6/E6: Practical Strategies for Managing Successful Improvement Projects
- D7/E7: Question Time
- SW5: Storyboard Walkaround: High-Impact Student Projects
Maternal & Infant Health
These sessions are recommended for anyone interested in addressing disparities in health outcomes for women and infants.

**Sunday, December 4**
L13: Designing for Improved Maternal and Neonatal Health

**Monday, December 5**
FE4: Orlando Health Site Visit: Delivering Great Care with High Reliability

**Tuesday, December 6**
A7/B7: Delivering Excellence to Moms and Babies
A18/B18: Surgical Interventions in Birth: Global Perspectives
A29/B29: How to Successfully Implement the Triple Aim in a Community
C26: A Population Approach to Maternal Health

**Wednesday, December 7**
D21/E21: Innovating Upstream: Population Health and Maternity Medical Homes
SIB7: Maternal and Infant Health Disparities in the US: What We Know, What Can We Do?

Health Plans & Insurers Advancing Improvement
These sessions are tailored to the strategic needs of attendees from health plans and insuring organizations.

**Sunday, December 4**
L7: Rapid-Cycle Evaluation for Improvement Leaders
L24: A Values-Based Approach to Accountable Care
L25: Behavioral Health and Primary Care Integration: Payer-Led Practice Transformation
L26: Improving Outcomes for High-Needs, High-Costs Individuals: What Help Is Available?
L29: Primary Care Transformation in the Era of Value
L30: Real Population Health: Building Sustainable Communities

**Tuesday, December 6**
A8/B8: Learning Systems for Improvement
A10/B10: Running Successful Collaboratives Around the Globe
C22: Accelerating Financial Returns with Three Behavior-Changing Toolkits

**Wednesday, December 7**
D20/E20: Improving End-of-Life Care: A Community Approach
D27/E27: What Have We Learned from the Medicare Pioneer ACO Model?
D31/E31: Who’s Seen My Patient? Care Coordination Barriers

Session Levels
The General Conference offers workshops for various levels of learning. Sessions without a label are appropriate for all levels.

**M Masters Program**
For the advanced learner, this series of sessions provides cutting-edge improvement thinking from health care and other industries.

**S Student Program**
Selected across a wide spectrum of topics and disciplines, these sessions will accelerate learning for students who are new to quality improvement or new to the National Forum.

**P Patient Presenters**
These sessions have been developed and will be taught in partnership with a patient or family member.

For presenter bios and session descriptions, download the IHI Onsite App.
National Forum Orientation

11:00 AM – 12:00 PM
Crystal Ballroom, Salon G

If you are a first-time attendee, we suggest that you attend one of the National Forum Orientation sessions to help you navigate through the program and devise a personal learning plan. Participation in the orientation is free.

Learning Labs

1:00 PM – 4:30 PM

Learning Labs offer specific "how-to" improvement information. These half-day sessions allow full engagement, discussion, and ample time for Q&A.

Equity

L1: Achieving Equity: Readmissions and Real-World Lessons

Grand Ballroom, Salon 4-6

Joseph Betancourt, MD, Director, The Disparities Solutions Center, Massachusetts General Hospital; Aswita Tan-Mcgrory, Deputy Director, Massachusetts General Hospital; Vince Ford, Chief Community Health Services Officer, Palmetto Community Health; Rick Foster, MD, Executive Director, Catalyst for Health, South Carolina Hospital Association; Larry Weems, MD, Hospitalist, Novant Health

L2: Internationally Heralded Approaches to Population Health Driven by Alaska Native/American Indian/Native American Communities

North Tower, Aruba/Bahamas

Doug Eby, MD, Vice President of Medical Services, SouthCentral Foundation; Amy Armistad, Program Manager, University of New Mexico Health Sciences Center; Leandra Ross, Senior Director for Organizational Development and Innovation, SouthCentral Foundation

L3: Back to the Basics: Building Essential Quality Improvement Skills

Crystal Ballroom, Salon N

Robert Lloyd, PhD, Vice President, IHI; Jane Taylor, Improvement Advisor, IHI

L4: Creating Adoptable and Sustainable Improvement

Grand Ballroom, Salon 7

Chris Hayes, MD, Medical Director, Quality & Performance, St. Michael’s Hospital; Frank Federico, RPH, Vice President, Senior Expert Patient Safety, IHI

L5: High-Five People at the Center of Quality Improvement

Hall of Cities, Miami

Patricia O’Connor, PhD, Director of Care Quality and Strategic Development; Scottish Ambulance Service; Peter Lachman, MD, CEO, International Society for Quality in Healthcare

L6: It Takes a Village to Combat the Opioid Epidemic

Grand Ballroom, Salon 11

Robert Moore, MD, Chief Medical Officer, Partnership HealthPlan of California; Joel Hyatt, MD, Emeritus Assistant Medical Director, Community Health Initiatives, Kaiser Permanente; Jan Losby, Team Lead, Centers for Disease Control and Prevention (CDC); Kelly Pfeifer, Director, High Value Care, California Health Care Foundation

L7: Rapid-Cycle Evaluation for Improvement Leaders

Grand Ballroom, Salon 12-14

Gareth Parry, PhD, Senior Scientist, IHI; Amy Reid, Director, IHI; Amrita Dasgupta, Research Associate, IHI; Don Goldmann, MD, Chief Medical and Scientific Officer, IHI

L8: Start with the Experience: Not Your Average Innovation Workshop

North Tower, Harbor Beach

Gwen Conner, Director, Business Accelerator, Providence Health and Services; Paul Backett, Partner, Evolve Collaborative; Chris Butler, Partner, Evolve Collaborative

L9: Team Coaching for Improvement Capability and Results

Grand Ballroom, Salon 3

Marjorie Godfrey, PhD, Co-Director, The Microsystem Academy Instructor, The Dartmouth Institute; Una Geary, Consultant in Emergency Medicine, St. James’s Hospital; Sofi Fristed, Assistant Professor, The Jönköping Academy for Improvement of Health & Welfare; Anette Nilsson, Development Strategist, Region of Jönköping County

Joy in Work

L10: IHI’s Joy in Work Framework: The Antidote to Burnout

Crystal Ballroom, Salon D

Stephen Swensen, MD, Medical Director, Leadership & Organization Development, Mayo Clinic; Jessica Perlo, Network Director, IHI Open School, IHI; Andrea Kabcenell, RN, Vice President, IHI; Shaun Maher, Improvement Advisor, Scottish Government

L11: Professionalism and Peer Support: Drivers of Wellness

North Tower, Grand Cayman/Puerto Rico

Jo Shapiro, MD, Director, Center for Professionalism & Peer Support, Brigham and Women’s Hospital

L12: Unleashing Everyone as Change Agents for Joy, Health, and Wellbeing

Hall of Cities, New York/New Orleans

Kate Hilton, Senior Faculty, ReThink Health; Hans Hartung, MD, Consultant Respiratory Physician, National Health Service Ayrshire and Arran; Marianne McPherson, PhD, Director, 100 Million Healthier Lives Implementation, IHI

Patient Safety

L13: Designing for Improved Maternal and Neonatal Health

Crystal Ballroom, Salon E-F

Sue Leavitt Guilo, RN, Director, IHI; Elizabeth Deckers, MD, Medical Director, Labor and Delivery and Postpartum Services, Hartford HealthCare; Kate Sims, Regional Director for Women & Infants, Hartford HealthCare; Deborah Bamel, Project Manager, IHI; Amy Bell, Outcomes Specialist, Carolinas HealthCare System; Deborah Feldman, MD, Physician, Hartford HealthCare; David Feldman, MD, Senior Vice President and Chief Medical Officer, Hospitals Insurance Company

L14: Discover the #1 Hidden Harm in Your Hospital

North Tower, Key Largo

Dian Baker, PhD, Professor, California State University, Sacramento; Barbara Quinn, RN, Sutter Medical Center

WiFi password: IHI28FORUM
L15: Sustainability: Who Has the Answer?
Crystal Ballroom, Salon G
Adalene Chase, Consultant; Uma Katagali, Senior Executive Leader, Population and Community Health, Cincinnati Children’s Hospital Medical Center; Beth Liija, MD, Chief Medical Officer, Zeeland University Hospital

L16: Turning Big Ideas into Reality: Large-Scale PDAS Accelerate National Safety Improvements
North Tower, Sawgrass
Stephen Muehling, MD, Vice President for Safety, Cincinnati Children's Hospital Medical Center; Anne Lyren, MD, Strategic Advisor, Quality & Patient Safety, Rainbow Babies and Children’s Hospital

L17: You Can Kick-Start Your Hand Hygiene Program
North Tower, Key Biscayne
Bridget Pfaff, Administrative Director, Gundersen Health System; Chris Masterson, Infection Preventionist, Gundersen Health System; Cheryl Dettmering, RN, Quality Improvement Specialist, Gundersen Health System; Jennifer Fleis, RN, Quality Improvement, Gundersen Health System

Person- and Family-Centered Care
L18: Caregivers 2.0: You Heard the Stories, Now What?
North Tower, Key West
Rosie Bartel, Patient Advocate; Cody Mullen, PhD, Doctoral-Candidate/Associate Instructor, Indiana University-Purdue University Indianapolis; Stephen Hoy, Director, Strategy and Development, Patient & Family Centered Care Partners; David Bartel, Patient Caregiver

L19: Patient and Family Engagement in Office Practice
Crystal Ballroom, Salon K-M
Tara Bristol, Director of Patient and Family Engagement, University of North Carolina at Chapel Hill; Helen Haskell, President, Mothers Against Medical Error; Martin Hatile, CEO, Project Patient Care; Kelly Smith, PhD, Director, MedStar Health

Quality, Cost, and Value
L20: Continuous Value Improvement: Beyond Episodic Gains
North Tower, Marco Island
Kevin Little, PhD, Principal, Informing Ecological Design, LLC; Kedar Mate, MD, Chief Innovation and Education Officer, IHI; Brian Maskell, Business Consultant, BMA Inc.; Jeffrey Rakover, Research Associate, IHI

L21: Designing High-Impact Value Improvement Projects
Grand Ballroom, Salon B
Neel Shah, MD, Executive Director, Costs of Care; Christopher Moriates, MD, Assistant Dean of Healthcare Value and Associate Professor, Dell Medical School at the University of Texas at Austin; Vneet Arora, MD, Director GME Clinical Learning Environment Innovation, University of Chicago Medical Center; September Wallington, RN, Director of Operations, Costs of Care; Jordan Harmon, Director, Hospital for Special Surgery

L22: How to Build an Accountable Post-Acute Network
Hall of Cities, Los Angeles
Maura McQueeney, President Baystate VNA and Post Acute Executive, Baystate Health; Lissy Ho, MD, Co-founder & CEO, CarePort Health

L23: Overwhelmed by the Baldrige Criteria’s 256 “How” Questions? 30 Key Systems for High Performance
Crystal Ballroom, Salon P-Q
Glenn Crotty, MD, COO and Executive Vice President, Charleston Area Medical Center; Brenda Grant, Chief Strategy Officer, Charleston Area Medical Center

L24: A Values-Based Approach to Accountable Care
Grand Ballroom, Salon 9-10
Saranya Loehrer, MD, Head of North America Region, IHI; George Kerwin, President and Chief Executive Officer, Bellin Health; Evan Benjamin, MD, Senior Vice President for Quality and Population Health, Baystate Health

L25: Behavioral Health and Primary Care Integration: Patient-Led Practice Transformation
North Tower, St. Thomas
Mara Laderman, Senior Research Associate, IHI; Lynnea Lindsey-Pengelly, PhD, Executive Director, HealthThink; Mindy Stadttender, Executive Director of Network and Clinical Services, CareOregon; Marcia Anderson, Chief of Medical Services, Inland Empire Health Plan; Andrew Huff, Behavioral Health Innovation Specialist, CareOregon; Jennifer Clancy, MSW, CEO, Jen Clancy Consulting

L26: Improving Outcomes for High-Needs, High-Costs Individuals: What Help Is Available?
North Tower, Vinoy
Cory Sevin, RN, Director, IHI; Douglas McCarthy, Senior Research Director, Commonwealth Fund; Rebecca Ramsay, Director, Population Health, CareOregon; Alan Glaseroff, MD, Co-Founder, Stanford Coordinated Care, Stanford Hospital and Clinics; Eleni Carr, LCSW, Senior Director, Care Integration, Cambridge Health Alliance

L27: More Than Medical: The Impact of Social Determinants of Health on Utilization Risk
Hall of Cities, Chicago/Denver
Carlos Jackson, Director of Program Evaluation, Community Care of North Carolina; Jane Duck, RN, High-Risk Populations Programs Manager, CareOregon; Erin Shaw, RN, Transitional Care RN, CareOregon; Kristi Youngs, RN, Palliative Care Supervisor, CareOregon

L28: Patients Agree: Let Paramedics Treat Me at Home
North Tower, West Indies
Karen Abrashkin, MD, Medical Director-Clinical Call Center; Physician-House Calls, Northwell Health; Jonathan Washko, Assistant Vice President, Northwell Health; Maureen Hinkelmann, CEO, Hospice Care Network; Lori Ann Attivissimo, MD, Senior Medical Director Hospice Care Network, Northwell Health; Kristofer Smith, MD, SVF, Office of Population Health Management, Northwell Health

L29: Primary Care Transformation in the Era of Value
Grand Ballroom, Salon 1-2
Janel Jin, Social Science Research Analyst, Centers for Medicare and Medicaid Services; Bruce Finke, MD, Physician, Indian Health Service; Gabrielle Schechter, Social Science Research Analyst, CMS Innovation Center

L30: Real Population Health: Building Sustainable Communities
Crystal Ballroom, Salon A-C
Jason Leitch, National Clinical Director, Scottish Government Health Department; Gérard Henrik, Chief Executive of Learning and Innovation, Qulturum; Peter Knox, Executive Vice President, Chief Learning and Innovation Officer, Bellin Health

Sponsored by:

Sunday Special Event
International Attendee Meeting
5:00 PM – 7:00 PM
Grand Ballroom, Salon 7
All National Forum attendees are invited to this informal networking meeting to interact with colleagues from around the globe who are working on health systems improvements. Attendees can hear about the strategic vision and current execution of IHI's global work.
Monday  
December 5  
PRE-CONFERENCE

National Forum Orientation  
7:00 AM – 8:00 AM  
Crystal Ballroom, Salon G

If you are a first-time attendee, we suggest that you attend one of the National Forum Orientation sessions to help you navigate through the program and devise a personal learning plan. Participation in the orientation is free.

Minicourses  
8:30 AM – 4:00 PM

Minicourses offer in-depth, hands-on learning opportunities and many take-home tools for implementing and sustaining change.

Equity

M1: Achieving Health Equity: What Will It Take?  
Crystal Ballroom, Salon G

Laura Botwinick, Director, Graduate Program in Health Admin & Policy, University of Chicago; Judy Fleishman, PhD, Director, Behavioral Science, Leadership Development, and GI, Tufts Family Medicine Residency, Cambridge Health Alliance; Donald Berwick, MD, President Emeritus and Senior Fellow, IHI; Amy Reid, Director, IHI; Ronald Wyatt, MD, Chief Quality Officer, Hamad Medical Corporation; Cheri Wilson, Health Equity Subject Matter Expert

Improvement Capability

M2: Building an Improvement Capability Training Program  
Crystal Ballroom, Salon A-C

Brent James, MD, Chief Quality Officer, Intermountain Healthcare; James Reinersen, MD, President, The Reinersen Group; Jean-Ann Wurtz, Clinical QI Education Coordinator, Intermountain Healthcare; Todd L. Allen, MD, Assistant Quality Officer, Medical Director EDDT, Intermountain Healthcare; Andrew Majka, MD, Vice Chair, Quality Dept of Medicine, Mayo Clinic; Fran Mills, Patient Partner; Ian Kerr, Patient Partner

M3: The Global Movement Toward Improvement: Key Lessons from Around the World  
North Tower, Key Biscayne

Pedro Delgado, Executive Director, IHI; Azhar Ali, MD, Executive Director, Middle East/Asia-Pacific, IHI; Sodzi Sodzi-Tettey, MD, Executive Director, Africa Operations, IHI; Ernest Kanyoke, Project Lead, Department of Health, National Catholic Secretariat; Hema Magge, Country Director, Ethiopia, IHI; Rita Sanchez, MD, Hospital Israelita Albert Einstein; John Kristiansen, Project Manager, Health Quality & Safety Commission New Zealand; Prem Kumar, Improvement Advisor, Health Quality & Safety Commission New Zealand

M4: Learning to Coach and Coaching to Improve  
Grand Ballroom, Salon 3

Robert Lloyd, PhD, Vice President, IHI; Phyllis Virgil, Improvement Advisor, PMV Consulting; Karen Baudoza, MSW, Executive Director, IHI

M5: Specialty Practice: Ready for New Payment Models?  
North Tower, Key Largo

Xiaoyau Huang, MD, President-elect Medical Staff, Providence Milwaukee Hospital, Providence Health and Services; Lesley Jones Larson, Director, Clinical Operations, Providence Health and Services; Laura George, Project Manager, Portland IPA; Joel Sauer, Vice President, Consulting, Medaxiom; Damon Warhus, MD, President, Women’s Healthcare Associates; Samantha Beatty, Director of Operations, Women’s Healthcare Associates; Lucy Langer, MD, Practice President, Compass Oncology; Brad Perrigo, Executive Director, Compass Oncology

North Tower, Aruba/Bahamas

Sue Butts-Dion, Improvement Advisor, Butts-Dion Consulting, Inc.; Jane Taylor, Improvement Advisor, IHI; Gina Crowe, RN, Principal, Hamilton Consulting, LLC

M7: Personal Mastery for Relational Barriers to Change  
North Tower, Grand Cayman/Puerto Rico

Neil Baker, MD, Principal, Neil Baker Consulting and Coaching

Joy in Work

M8: Rock the Boat and Stay In: Being a Great Change Agent  
Grand Ballroom, Salon 7

Helen Bevan, PhD, Chief Transformation Officer, Horizons Team, NHS England; Kathryn Perera, Head of Transformation, NHS England Sustainable Improvement Team

Leadership

M9: Joy in Work: Four Actions Taken by Effective Leaders  
Grand Ballroom, Salon 4-6

Barbara Balik, RN, Co-Founder, Aefina Partners; Kristine White, RN, Co-Founder, Aefina Partners

M10: Engaging Physicians to Transform Care  
Grand Ballroom, Salon 12-14

Jack Silversin, President, Amicus, Inc.; Gary Kaplan, MD, Chairman & CEO, Virginia Mason Medical Center

M11: High-Impact Leadership in the Real World  
Crystal Ballroom, Salon K-M

Stephen Swensen, MD, Medical Director, Leadership & Organization Development, Mayo Clinic; Derek Feeley, President and Chief Executive Officer, IHI; Jason Leitch, National Clinical Director, Scottish Government Health Department

M12: High-Impact Leadership: Developing Core Leaders  
North Tower, Marco Island

Cynthia Reed, Chief Operating Officer, Orlando Health; Amy DeYoung, Administrator, Orlando Health; Anne Peach, RN, Partner, Future Vision Group; Michael Pugh, President, MDP Associates, LLC; David Munch, MD, SVP Chief Clinical Officer, Healthcare Performance Partners

M13: Leading in a Crisis: The Power of Transparency  
North Tower, West Indies

Kevin Stewart, Clinical Director, Clinical Effectiveness Unit, Royal College of Physicians; Blair Sadler, Senior Fellow, IHI; Maggie Oldham, Healthcare Management Consultant; Nancy Snyderman, MD, Faculty, Department of Otolaryngology, University of Pennsylvania
IHI’s 22nd Annual International Scientific Symposium on Improving the Quality and Value of Health Care

Monday, December 5  9:00 AM – 4:45 PM
Gaylord Palms, Sun Ballroom A/B (shuttles available)

Every year, the Scientific Symposium attracts the best work in the science of health and health care improvement. We aim to foster dialog and shared learning among participants. The day features keynote speakers, rapid-fire presentations of peer-reviewed papers, interactive methods sessions, and networking. This program will include a keynote presentation by Rishi Manchanda, MD, Chief Medical Officer of The Wonderful Company, and President & Founder of HealthBegins.

In collaboration with:

BMJ

What are you learning in your Minicourse? Tweet using #IHIForum
Monday December 5
PRE-CONFERENCE

Forum Excursions
8:00 AM – 5:00 PM
(Breakfast and Registration: 7:30 AM)
With the exception of the Marriott and Orlando Health Excursions, all Excursions start at the Gaylord Palms Resort and Convention Center. Participants will then be transported to their selected destination for a three-hour tour and presentation led by destination staff and IHI faculty. Afterward, participants will explore the lessons learned and their applicability to health care during an afternoon “deep dive” led by IHI faculty.

FE1: Central Florida Zoo: Patient Care and Operations
Gaylord Palms, Sanibel
Kate DeBartolo, Director, IHI
Kathy Duncan, RN, Faculty, IHI

FE2: Gaylord Palms Resort: Joy in Work and Customer Satisfaction
Gaylord Palms, Sun Ballroom 1-3
Christina Gunther-Murphy, Executive Director, IHI
Eric Dickson, MD, President and CEO, UMass Memorial Health Care, University of Massachusetts Memorial Medical Center

FE3: Universal Orlando®: Safety and Reliability
Gaylord Palms, Miami
Fran Griffin, Owner, Fran Griffin & Associates, LLC
Peter Lachman, MD, CEO, International Society for Quality in HealthCare

FE4: Orlando Health System: Delivering Great Care with High Reliability
Marriott, Cypress Foyer, Prefunction 1
Joelle Baehrend, Fellowship Director, IHI

FE5: Marriott World Center: Managing Large-Scale Operations
Marriott, Hall of Cities, Chicago/Denver
Gail Nielsen, Fellow and Faculty, IHI
Gilbert Salinas, Chief Clinical Officer, Rancho Los Amigos National Rehabilitation Center
Monday Special Events

IHI Information Sessions
_Cypress Ballroom, IHI Booth #413_

4:15 PM – 5:00 PM
**The Opioid Crisis: How Health Care Can Take Action**

5:00 PM – 5:45 PM
**Primary Care: Patient Safety and Population Health Perspectives**

5:45 PM – 6:30 PM
**100 Million Healthier Lives**

Presenter and Student Reception
7:00 PM – 9:00 PM
_Grand Ballroom, Salon 7_
This reception is offered exclusively for National Forum presenters, students, and IHI faculty.

Candlelight Vigil: Honoring Our Patients, Friends, and Family Members
6:30 PM – 7:00 PM
_Courtyard Terrace (across from the Forum Bookstore)_
Every year, we gather as a health care community to remember and honor our patients, friends, family members, and colleagues who have been lost to adverse events. Candles will be provided.

Welcome Reception
4:30 PM – 6:30 PM
_Cypress Ballroom_
Join fellow attendees and over 120 exhibitors in the Exhibit Hall for snacks, drinks, and to learn about all the latest health care technologies, innovations, and services.

9th Annual IHI Open School Chapter Congress
4:00 PM – 7:00 PM
_Crystal Ballroom, Salon H_
Sponsored by:

**Kaiser Permanente. thrive**

Post a picture from your Excursion using #IHIForum
**Storyboard Walkarounds**

**Rapid-Fire Quality Improvement Projects**

**SW1: Storyboard Walkaround: Addressing the Opioid Epidemic**

9:30 AM – 10:45 AM

- **Cypress Foyer Prefunction 1**
  - Brian Konowalchuk, MD, Essentia Health; Joseph Blanco, MD, Essentia Health; Melissa Brewer, PharmD, Ambulatory Care Coordinator, CareOregon; Marianne McPherson, PhD, Director, 100 Million Healthier Lives Implementation, IHI

**SW2: Storyboard Walkaround: Global Efforts in Achieving Health Equity**

9:30 AM – 10:45 AM

- **Cypress Foyer Prefunction 3**
  - Mataroria Lyndon, Clinical Fellow, Ko Awatea; Jodie Dovorin, Health Consultant/Project Manager, Institute for Clinical Systems Improvement; Celia Figueroa, Project Manager, Oregon Community Health Workers Association; Lisa Altman, Integrated Care Manager, Sydney Children's Hospital; Alex Anderson, Research Associate, Innovation; Co-Chair, Diversity/Inclusion Council, IHI

**SW3: Storyboard Walkaround: Transforming the Patient Experience Through Technology**

11:15 AM – 12:30 PM

- **Cypress Foyer Prefunction 1**
  - Lisa Curatolo, Consultant Paramedic, Scottish Ambulance Service; Patricia Embree, MBA, Senior Director, PFCC Innovation Center of University of Pittsburgh Medical Center; Dawn Knight, Executive Administrator Performance Improvement & Ancillary Services, Loma Linda University Medical Center; Jime Tambala, Project Officer, Markunda; Kirsten Meisinger, MD, Medical Director, Cambridge Health Alliance

**SW4: Storyboard Walkaround: Patient, Team, System, Payer: The Quality Pillars**

11:15 AM – 12:30 PM

- **Cypress Foyer Prefunction 3**
  - Julia Andreoni, MD, Vice President, Population Health & Primary Care, Houston Methodist; Marie Brown, MD, Rush University Medical Center; Selam Wubu, Senior Associate, Quality Improvement, American College of Physicians; Steven Peskin, MD, Executive Medical Director, Horizon Blue Cross Blue Shield of New Jersey; Laura Lee Hall, PhD, Director, Center for Quality, American College of Physicians

**Workshops**

**A: 9:30 AM – 10:45 AM**

**B: 11:15 AM – 12:30 PM**

**Equity**

- **North Tower, Aruba/Bahamas**
  - Christina Milano, MD, Medical Director, CareOregon

**A2/B2: Social Needs Interventions from Pilot to Scale**

- **Hall of Cities, New York/New Orleans**
  - Anna Roth, RN, Chief Executive Officer, Contra Costa Health Services; Ross Wilson, MD, Senior Vice President & Chief Medical Officer, New York City Health and Hospitals Corporation; Katharine Traunweiser, Chief Administrative Officer, Kaiser Permanente; Christina Lundquist, Vice President, University Hospitals

**Improvement Capability**

- **Crystal Ballroom, Salon G**
  - Robert Lloyd, PhD, Vice President, IHI; Amar Shah, Associate Medical Director (QI) & Consultant Forensic Psychiatrist, East London NHS Foundation Trust; Rebecca Steinfeld, Improvement Advisor, IHI

**A4/B4: Can Improvement Cause Harm?**

**Ethical Issues in Quality Improvement**

- **Grand Ballroom, Salon 1-2**
  - William Nelson, Director, Health and Values Program, The Geisel School of Medicine at Dartmouth; Daisy Goodman, Instructor in Ob/Gyn, Geisel School of Medicine at Dartmouth, Dartmouth Medical School; Greg Ogrinc, MD, Physician, White River Junction VA Medical Center

**A5/B5: Catalyzing Students and Residents as Agents of Change**

- **North Tower, Key West**
  - Kate Hilton, Senior Faculty, ReThink Health; Jessica Perlo, Network Director, IHI Open School, IHI

**A6/B6: Compare to Learn: Culture in Google and Health Care**

- **Grand Ballroom, Salon 3**
  - Allan Frankel, Partner, Safe & Reliable Healthcare; William Hippenmeyer, Director of Sales Engineering, Google
A7/B7: Delivering Excellence to Moms and Babies
North Tower, Grand Cayman/Puerto Rico
Marianna Volodarskii, RN, Regional Director, Kaiser Permanente; Ryan Matsunaga, Sr. Data Consultant, Kaiser Permanente; Lyn Yasumura, MD, Kaiser Permanente Hospital

A8/B8: Learning Systems for Improvement
Crystal Ballroom, Salon A-C
David Williams, PhD, Executive Director, IHI; Kedar Mehndiratta, MD, Surgical Services Consultant, USAF Medical Analysis, Kaiser Permanente; Robert Rush, MD, Surgeon, Madigan Army Medical Center; Paul Cords, MD, Deputy Director for Healthcare Operations, Department of Defense

A9/B9: Let Your Data Sing
Crystal Ballroom, Salon N
Lloyd Provost, Statistician, Associates in Process Improvement; Maxine Power, PhD, CEO, Haelo

A10/B10: Running Successful Collaboratives Around the Globe
North Tower, St. Thomas
Kelly McCutcheon Adams, MSW, LICSW, Director, IHI; Maureen Fatsani Tshabalala, RN, Regional Director, Kaiser; Sue Butts-Dion, Improvement Advisor, Butts-Dion Consulting, Inc.

Joy in Work
A11/B11: Keeping Your People Sane: Team-Building Activities
Grand Ballroom, Salon 12-14
Tochi Iroku-Malize, MD, Chair, Department of Family Medicine, Northwell Health; Maureen Grissom, PhD, Director of Behavioral Science, Hofstra Northwell School of Medicine

Leadership
B12: Emerging Best Practices to Sustain Improvement
Crystal Ballroom, Salon H
A12: Special Interest Keynote, Palms Ballroom
Richard Scoville, PhD, Improvement Advisor and Consultant, IHI; Kevin Little, PhD, Principal, Informing Ecological Design, LLC; Jeffrey Rakover, Research Associate, IHI; Lisa Griffo, Director of Lean Operations, GBMC HealthCare System; Barbara Holder, RN, QI/Infection Control/Safety Officer, Andrews Institute Ambulatory Surgery Center, LLC

A13/B13: Personal Mastery for Transformational Leadership
Crystal Ballroom, Salon D
Neil Baker, MD, Principal, Neil Baker Consulting and Coaching

Patient Safety
A14/B14: Exploring the Challenge of Low-Volume Surgery and Quality
Hall of Cities, Miami
Eric Elster, Professor and Chair, LSUHU; Michael Kanter, MD, Medical Director, Quality & Clinical Analysis, Kaiser Permanente; Alide Chase, Consultant; Gregory York, Surgical Services Consultant, USAF Surgeon General, Air Force Medical Operations Agency; Robert Rush, MD, Surgeon, Madigan Army Medical Center; Paul Cords, MD, Deputy Director for Healthcare Operations, Department of Defense

A15: High Reliability and Robust Process Improvement
Crystal Ballroom, Salon H
B15: Special Interest Keynote, Palms Ballroom
M. Michael Shabot, MD, Executive Vice President & Chief Medical Officer, Memorial Hermann; Mark Chassin, MD, President and Chief Executive Officer, The Joint Commission

A16/B16: Long-Term Care Facilities as Arenas for Compassionate Quality Improvement Work
North Tower, Key Largo
Stephan Ore, Nursing Home Physician, The Norwegian Medical Association

Quality, Cost, and Value
A22/B2: Feeling the Pain of Value
North Tower, Vinoy
Lloyd Provost, Statistician, Associates in Process Improvement; Maxine Power, PhD, CEO, Haelo

A23/B23: ACO, P4P, MACRA: From Acronyms to the Triple Aim
Grand Ballroom, Salon 4-6
Richard Gitomer, MD, President & CEO, Emory Healthcare Network; Kristie Koch, Director of Value Management, Emory Healthcare; Traci Galatas, Corporate Director, Emory Healthcare Network, Emory Healthcare; Misty Landor, RN, Manager of EHN Care Coordination, Emory Healthcare

A24/B24: Quality Improvement for Social Needs Interventions in Health Care
Grand Ballroom, Salon 9-10
Robert Kahn, MD, Professor, Associate Chair for Community Health, Cincinnati Children’s Hospital Medical Center; Zach Goldstein, Principal, Innovation, Health Leads; Andrew Beck, MD, Pediatrician, Cincinnati Children’s Hospital Medical Center; Rishi Manchanda, MD, Founder, Health Begins; Ned Mossman, Program Manager, Payment Reform/ Social Determinants of Health, OCHIN

Crystal Ballroom, Salon P-Q
Christina Gunther-Murphy, Executive Director, IHI; Catherine Mather, Senior Project Manager, IHI; Paula Suter, Clinical Director, Sutter Health; Beth Hennessey, RN, Executive Director Sutter Center for Integrated Care, Sutter VNA and Hospice

A21/B21: Patients as Partners: New Ways to Design Care
Crystal Ballroom, Salon K-M
Estee Neuwirth, PhD, Senior Director, Innovation Design, Kaiser Permanente’s Care Management Institute; Chris McCarthy, Director, Innovation Learning Network, Kaiser Permanente; Ricardo Martinez, Patient Advisor, Kaiser Permanente South Sacramento; Pati Harvey, RN, Senior Vice President, Kaiser Permanente

A22/B22: Beyond Feelings: Linking Stories to QI
North Tower, Vinoy
Lisa Morris, Consultant, LAM Professional Services, LLC; Laura Townsend, President and Co-Founder, Louise H. Batz Patient Safety Foundation; Helen Haskell, President, Mothers Against Medical Error; Kirsten Morrise, Student, Utah State University; Julie Johnson, Professor, Northwestern University

A23/B23: ACO, P4P, MACRA: From Acronyms to the Triple Aim
Grand Ballroom, Salon 4-6
Richard Gitomer, MD, President & CEO, Emory Healthcare Network; Kristie Koch, Director of Value Management, Emory Healthcare; Traci Galatas, Corporate Director, Emory Healthcare Network, Emory Healthcare; Misty Landor, RN, Manager of EHN Care Coordination, Emory Healthcare

A24/B24: Quality Improvement for Social Needs Interventions in Health Care
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For session descriptions and presenter bios, download the IHI Onsite App

A Workshops
9:30 AM – 10:45 AM
B Workshops
11:15 AM – 12:30 PM
All A workshops repeat during B workshops except for Storyboard Walkarounds.
North Tower, Sawgrass  
Tammy Alvarez, RN, Executive Director, Performance Improvement, Providence St. Joseph Health; Andre Vovan, MD, Executive Medical Director, Clinical Effectiveness, St. Joseph Hoag Health; Robin Myran, RN, Sepsis Coordinator, Hoag Memorial Hospital Presbyterian; Erin Jasper, Director, Performance Improvement, St. Joseph Health System

A26/B26: A Systems Approach to the Opioid Crisis  
North Tower, Harbor Beach  
Mara Laderman, Senior Research Associate, IHI; Lindsay Martin, Executive Director, IHI; Safina Koreishi, Medical Director, Columbia Pacific CCO, CareOregon

A27/B27: From Clinical to Social: Redefining What Counts as Health Care  
North Tower, Marco Island  
Rose Englert, Senior Business Leader, Community Health Innovation Programs, CareOregon; Rocco Perla, President, Health Leads; L. Gordon Moore, MD, Senior Medical Director, 3M Health Information Systems, Inc.; Niñon Lewis, Executive Director, IHI

A28/B28: Enhanced Recovery after Colorectal Surgery  
Hall of Cities, Los Angeles  
Stephen Shapiro, MD, Surgeon, Gundersen Health System; Mallory Bray, MD, Resident Surgeon, Gundersen Health System

A29/B29: How to Successfully Implement the Triple Aim in a Community  
Crystal Ballroom, Salon E-F  
John Whittington, MD, Senior Fellow and Lead Faculty for the Triple Aim, IHI; Matthew Guy, Executive Director, Pueblo Triple Aim Corporation

A30/B30: Population Health in the Military Health System  
North Tower, Key Biscayne  
David Carnahan, MD, Enterprise Intelligence Branch Chief, Defense Health Agency

The National Forum Celebration  
Tuesday, December 6  
6:30 PM – 10:00 PM  
Join us by the Marriott pool to meet and engage with other attendees. Reception food provided 6:30 PM – 8:30 PM. Live music and cash bar until 10:00 PM!

Sponsored by:

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WiFi password: IHI28FORUM
Equity

C1: Disruptive Innovations: Self-Care and Health Equity

Crystal Ballroom, Salon 1

North Tower, Grand Cayman/Puerto Rico

Kavita Bhavan, Assistant Professor, Parkland Health and Hospital System; Deepak Agrawal, MD, Associate Professor, University of Texas Southwestern

Improvement Capability

C2: Building QI Capacity: Delivering Results at Scale

Grand Ballroom, Salon 7

Susan Hannah, Head of Children & Young People Improvement Collaborative, Scottish Government; Uma Kotagal, Senior Executive Leader, Population and Community Health, Cincinnati Children’s Hospital Medical Center; Lisa Schilling, RN, National Vice President, Healthcare Performance Improvement, Kaiser Permanente; Jason Leitch, National Clinical Director, Scottish Government Health Department

C3: National Quality Forum Framework for Home- and Community-Based Services

Hall of Cities, Los Angeles

Andrey Ostrovsky, MD, Chief Medical Officer, Center for Medicaid and CHIP Services; Andrew Anderson, Project Manager, National Quality Forum

C4: Formal Debate: Patients Are Best Cared for with Virtual, On-Demand Medicine

Hall of Cities, Chicago/Denver

Kirsten Meisinger, MD, Medical Director, Cambridge Health Alliance; Lakshman Swamy, MD, Resident, Boston Medical Center; Christopher Worsham, MD, Chief Medical Resident & VA Chief Resident in Primary Care; Reena Gupta, MD, Assistant Professor of Medicine, University of California, San Francisco; Spencer Rittner, MD, Cambridge Health Alliance; Gregory Sawin, MD, Program Director, Cambridge Health Alliance; Spencer Rittner, MD, Cambridge Health Alliance

C5: Tearing Down the Barriers to Continuous Improvement

Crystal Ballroom, Salon D

Lynn Weddle, Senior Director, Operations Development, Providence Health and Services; Carol Bensen, RN, Chief Nursing Officer, Saint Patrick Hospital

C6: The Science of Flow and Design: The Emergency Department Super Track

Grand Ballroom, Salon 4-6

Robert Masters, Principal, CannonDesign; John D’Angelo, MD, Executive Director Senior Vice President, Emergency Medicine, Northwell Health

C7: High Engagement and Low Burnout: Solutions for Your Workplace

Crystal Ballroom, Salon H

Stephen Swensen, MD, Medical Director, Leadership & Organization Development, Mayo Clinic; Pierre Barker, MD, Chief Global Partnerships and Programs Officer, IHI; Paul DeChant, MD, Senior Advisor, Simpler Consulting; Diane Shannon, MD, Health Care Writer, Shannon Healthcare Communications

Joy in Work

C8: If You Build It, They Will Come: How to Make a Better Resident Experience

Hall of Cities, Miami

Lindsay Hunt, Director, Health Systems Transformation, Harvard Medical School Center for Primary Care; Reena Gupta, MD, Assistant Professor of Medicine, University of California, San Francisco; Gregory Sawin, MD, Program Director, Cambridge Health Alliance; Spencer Rittner, MD, Cambridge Health Alliance

Leadership

C9: Managing for Sustainable Innovation

Grand Ballroom, Salon 3

Kedar Mate, MD, Chief Innovation & Education Officer, IHI; Lindsay Martin, Executive Director, IHI

C10: Strategies to Reduce Readmissions, Sepsis, and Health-Care-Associated Infections

Crystal Ballroom, Salon N

David Renfro, RN, Chief Nurse Specialty & Hospital Based Services, Veterans Health Care Administration

Patient Safety

C11: An Implementation Framework for Patient Safety in Ambulatory Care

Grand Ballroom, Salon 12-14

Jennifer Lenoci-Edwards, RN, Director, Patient Safety, IHI; Amelia Brooks, Client Portfolio Director, Patient Safety, IHI; Richard Braunstein, Executive Director, Manhattan Eye, Ear, and Throat Hospital

C13: Improving Safety in Brazil: The Salus Vitae Story

North Tower, West Indies

Camila Sardenberg, MD, Corporate Director, Quality and Patient Safety, Associação Congregação de Santa Catarina; Camila Lajolo, MD, Corporate Medical Manager for Quality and Patient Safety, Associação Congregação de Santa Catarina; Kevin Rooney, Professor of Care Improvement, NHS Scotland; Katharine Luther, RN, Vice President, IHI; Paulo Borem, Director of Latin America Projects, IHI
Tuesday
December 6
GENERAL CONFERENCE
DAY 1
C Workshops
1:30 PM – 2:45 PM
C workshops do not repeat.

C14: Reducing Delirium: Improving Care along a Continuum
Hall of Cities, New York/New Orleans
Brian Mulreman, Hospitalist, Gundersen Health System; Holly Boisen, RN, Project Manager, Gundersen Health System; Dawn Heimer, RN, Nurse Educator, Gundersen Health System

C15: Risky Talk: Conversations Advancing Safety Culture
Grand Ballroom, Salon 9-10
Brenda Kenefick, Director, Lean Process Improvement, University Health Network; Joanne Zee, Clinical Director, TRI Brain and Spinal

C16: Safety in Numbers: Overcoming Barriers to Event Reporting
Crystal Ballroom, Salon A-C
DiAnthia Patrick, PharmD, Medication Safety Coordinator, Children’s National Medical Center; Laura Sigman, MD, Physician, Risk Manager, Children’s National Medical Center; Sonal Kalburgi, MD, Pediatric Hospitalist, Children’s National Medical Center; Deborah Freiburg, MS, Director of Medical Nursing, Children’s National Medical Center; Rahul Shah, MD, Chief Quality and Safety Officer, Children’s National Medical Center

C17: Understanding Top Health IT Safety Hazards
North Tower, Key Largo
Ronni Solomon, EVP and General Counsel, ECRI Institute; Patricia Sengstock, Chief Nursing Informatics Officer, Bon Secours Health System; William Marella, Executive Director, PSO Operations and Analytics, ECRI Institute

Person- and Family-Centered Care

C18: Around the World in Mental Health Improvement
Crystal Ballroom, Salon P-Q
Amar Shah, Associate Medical Director (QI) & Consultant Forensic Psychiatrist, East London NHS Foundation Trust; Vibeke Rischel, RN, Programme Director, Danish Society for Patient Safety; David Hall, National Clinical Lead SPSP for Mental Health, NHS Quality Improvement Scotland

C19: Mayo Clinic’s Empathic Communication Training
Crystal Ballroom, Salon G
David Ence, Administrative Fellow, Mayo Clinic; Sheila Stevens, Patient Experience Advisor, Mayo Clinic

C20: Rethinking Quiet at Night
North Tower, Key West
Christina Gunther-Murphy, Executive Director, IHI; Catherine Mather, Senior Project Manager, IHI; Laura Murphy, Planetree Services Supervisor, Griffin Hospital

C21: Valuing “What Matters” Through Advanced Illness Conversations
North Tower, Key Biscayne
Kelly McCutcheon Adams, MSW, LICSW, Director, IHI; M. Isabel Friedman, RN, Director of Clinical Initiatives, Northwell Health; Lori Ann Attivissimo, MD, Senior Medical Director Hospice Care Network, Northwell Health; Steven Waterstein, MD, Associate Chief Medical Officer, Northwell Health

Quality, Cost, and Value

C22: Accelerating Financial Returns with Three Behavior-Changing Toolkits
North Tower, Sawgrass
Cassandra Earley Toscano, Executive Director, ACO Clinical Transformation, Northeast, Aetna Accountable Care Solutions

C23: Choosing Wisely: Inspiring Action to Reduce Overuse
Crystal Ballroom, Salon K-M
Jessica Martinson, Director, Clinical Education, Washington State Medical Association; Justin Stinnett, MD, Hospitalist, Central Vermont Medical Center; Peter Yarbrough, MD, Physician, University of Utah; Kelly Slate Visscavage, Project Manager, Maine Quality Counts; Kelly Rand, Program Manager, ABIM Foundation

C24: New Math: Taking on Overdiagnosis Waste and Harm
North Tower, Vinoy
Helen MacFie, PharmD, Chief Transformation Officer, MemorialCare Medical Centers; James Leo, MD, Medical Director of Best Practice and Clinical Outcomes, Memorial Health Systems

C25: Supporting Policy to Improve Health Care Quality
North Tower, Harbor Beach
Sheila Leatherman, Professor, University of North Carolina (UNC) Health System; Sara Martin, Student, Harvard Medical School; Aolee Molloy, MB, National Medical Director’s Clinical Fellow, National Institute for Health and Clinical Excellence

Triple Aim for Populations

C26: A Population Approach to Maternal Health
North Tower, Aruba/Bahamas
Marian Bihlre Johnson, Director, Innovation, IHI; Lucy Pickard, Fellow, IHI; Daisy Goodman, Instructor in Obstetrics, Geisel School of Medicine at Dartmouth, Dartmouth Medical School; Helen Bellenca, MD, Associate Medical Director, Health Share of Oregon

C27: An Oral Health Integration Framework and Toolkit
North Tower, St. Thomas
Jeff Hummel, MD, Medical Director for Clinical Informatics, Qualis Health

WiFi password: IHI28FORUM
Keynote Two
Abraham Verghese, MD
Bestselling Author
Derek Feeley
President and CEO, IHI
3:15 PM – 4:15 PM
Palms Ballroom and
Overflow Rooms

C28: Food, Heat, Housing: A Path to Addressing Social Needs
Grand Ballroom, Salon 1-2
Jeff Thompson, MD, Executive Advisor, Chief Executive Officer Emeritus, Gundersen Health System; Loel Solomon, PhD, Vice President, Community Health, Kaiser Permanente

C29: Population Management in the Safety Net
North Tower, Marco Island
Tam Duong, Project Manager, IHI; Niilon Lewis, Executive Director, IHI; Kim Schwartz, CEO, Roanoke Chowan Community Health Center; Molly Hart, Meaningful Use Project Manager, Community Health Center Network; Paula Cousins, Director of Population Health, Samuel U. Rodgers Health Center

C30: Psychiatric Emergencies: A Continuum of Solutions
Crystal Ballroom, Salon E-F
Margaret Balfour, VP for Clinical Innovation & Quality, ConnectionsAZ; William Tucker, MD, Clinical Professor of Psychiatry, Columbia Presbyterian Medical Center; Mara Laderman, Senior Research Associate, IHI; John Santopietro, MD, Chief Clinical Officer, Behavioral Health, Carolinas Healthcare System

Effects of Lifestyle Medicine on Managing Chronic Conditions and Reducing Healthcare Spending

Wednesday, December 7
12:45 – 1:15 p.m.
Vendor Presentation Theater - Cypress Ballroom

Learn how your organization can be an innovative leader in the transition to value-based care through well-being solutions designed to address the underlying cause of chronic disease while adding additional revenue sources to your service lines.

We are your partner for today’s fee-for-service world and tomorrow’s value-based care model.

Visit us at booth #222 to learn more.

ornish lifestyle medicine™
The leader in Intensive Cardiac Rehab.
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Healthways Diabetes Support Solution™
Creating healthier communities.

Healthways Well-Being Index™
The definitive measure of well-being.
Tuesday Special Events

Recharge Room
7:45 AM – 4:15 PM
Crystal Ballroom, Salon J
Use the exercise equipment and burn some calories while watching Keynotes and Special Interest Keynotes.

Vendor Presentation
10:45 AM – 11:15 AM
Vendor Theater, Cypress Ballroom
Taking It from the Top: CVHP Embraces Robust Process Improvement® to Impact Organizational Culture and Improve Patient Safety
In collaboration with The Joint Commission Center for Transforming Healthcare, Citrus Valley Health Partners (CVHP) implemented a data-driven process improvement program—Robust Process Improvement® (RPI®)—that helped CVHP on its journey to high reliability, resulting in improved patient safety and quality of care. Learn how CVHP achieved sustainable success in what’s sure to be an informative and energizing presentation.

IHI Information Sessions
Cypress Ballroom, IHI Booth #413
Short presentations from IHI faculty will teach you about IHI’s work in several areas.
12:30 PM – 1:00 PM
Building Improvement Capability
5:15 PM – 6:00 PM
Perioperative Surgical Safety Onsite Diagnostic
6:00 – 6:30 PM
Population Health and Population Management

Lunch and Learns
12:40 PM – 1:20 PM
Learn from experts about a variety of topics during your lunch break.
Free from Harm: Creating Total Systems Safety
Crystal Ballroom, Salon H
Tejal Gandhi, President, National Patient Safety Foundation
Promoting Equity, Quality, and Access within the Specialty Care Setting
Grand Ballroom, Salon 7
Lauren Smith, Managing Director, FSG; Patricia Doykos, Director, Bristol-Myers Squibb Foundation

Networking Lunches
12:40 PM – 1:20 PM
Solaris Private Dining Room
Sit with National Forum presenters at lunch to learn about various topics.
Networking Lunch on Safety
Frank Federico, RPh, Vice President, IHI; Carol Haraden, PhD, Vice President, IHI
Networking Lunch on High-Impact Leadership
David Munch, MD, Senior Vice President for Healthcare Performance Partners; Michael Pugh, President, MdP Associates
Networking Lunch on Improvement Science
Robert Lloyd, PhD, Vice President, IHI
Networking Lunch on Self-Care
Alex Anderson, Research Associate, IHI
Networking Lunch with Experts in Surgical Safety
Charlotte Guglielmi, RN, Partner, OR Dx+Rx: Solutions for Surgical Safety; William Greene, MD, Partner, OR Dx+Rx: Solutions for Surgical Safety; Sharon McNamara, RN, Partner, OR Dx+RX: Solutions for Surgical Safety

Vendor Presentation
12:45 PM – 1:15 PM
Vendor Theater, Cypress Ballroom
How Do We Get from Low to High Reliability in Health Care?
It Starts with Leaders Facilitating Change...
Learn why the three domains of high reliability in health care—Leadership Commitment, Safety Culture, and Robust Process Improvement®—are critical in moving an organization from low to high reliability, with an added focus on Change Management tools for health care leaders to utilize as they embark on the journey to high reliability.

Storyboard Reception
4:15 PM – 6:30 PM
Cypress Ballroom
See nearly 500 improvement storyboards displayed by your colleagues who will be standing by to answer questions about their improvement journeys. A listing of all titles and authors will be provided.

Book Signings
Bookstore
10:45 AM – 11:15 AM
Peter Anderson
Lost & Found: A Consumer’s Guide to Health Care
12:30 PM - 1:00 PM
Don Berwick
Escape Fire: Designs for the Future of Health Care, Promising Care: How We Can Rescue Health Care by Improving It
4:30 PM - 5:15 PM
Abraham Verghese
The Tennis Partner, Cutting for Stone, My Own Country
Datix®

2:45 PM – 3:15 PM
Vendor Theater, Cypress Ballroom

Learning from the Past, Moving into the Future
Datix takes a look at what has been learned over the last 30 years in patient safety, and how exciting developments in software are leading the way in reducing harm to patients, saving money, and giving opportunities to learn from things that go wrong.

vizient
4:30 PM – 5:00 PM
Vendor Theater, Cypress Ballroom

Mini-simulation: Best Practices for a Sustainable Infection Control Program
An interactive mini-simulation will highlight how leveraging the right data, clinical processes, and Lean methodologies—combined with analytics and visual management systems—lowers the risk for hospital-acquired infections and delivers better outcomes. Through engaging real-life scenarios, we will show you how to improve performance by applying best practices and tools.

The National Forum Celebration
6:30 PM – 10:00 PM
Falls Pool Pavilion

Join us by the Marriott pool to meet and engage with other attendees. Reception food provided 6:30 PM – 8:30 PM. Live music and cash bar until 10:00 PM!

Sponsored by:

Universal CityWalk Shuttles
Shuttle Pick-up Area
Complimentary Shuttles to Universal CityWalk will be provided. See page 32 for more information.

International Forum on
QUALITY & SAFETY in HEALTHCARE
26-28 April 2017 | London

Join over 3,000 colleagues and experts at one of the largest events focused on healthcare quality improvement and patient safety in the world.

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evening networking

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Register now:
internationalforum.bmj.com
Shuttle Service to:

- Gaylord Palms Resort & Convention Center
- Courtyard Orlando Lake Buena Vista in the Marriott Village
- Springhill Suites Orlando by Marriott
- Caribe Royale
- Buena Vista Suites
- Universal Citywalk (Monday and Tuesday evenings)

More details in Shuttle Map on page 32

To Access Complimentary Wireless Internet

1. Select “view available wireless networks” and connect to the “IHIFORUM” wireless network.
2. Open a new web browser and type “ihi.org” into the address bar. You will be redirected to a Marriott webpage.
3. Enter “IHI28FORUM” as the Meeting Passcode and click “Submit” (passcode is case sensitive).

Exhibit Hall, Storyboards, & Lunch

Special Dietary Meals

Exhibitor Registration

Luggage Storage

Conference Pass Print Desk

Presenter Lounge

National Forum Welcome Center

Shuttles

11
Special Interest Breakfasts

7:00 AM – 7:45 AM

Network with colleagues and discuss a variety of improvement topics over breakfast! Special Interest Breakfasts (SIBs) are informal group conversations led by an expert facilitator.

**SIB1: IHI Open School Faculty Network Breakfast: Best Practices for Curriculum Integration**

*Grand Ballroom, Salon 4-6*

Facilitators: Wendy Madigosky, MD, Director, Foundations of Doctoring Curriculum and Associate Professor in Family Medicine at the University of Colorado Anschutz Medical Campus; Gina Deitz, Community Manager, IHI Open School

**SIB2: IHI Leadership Alliance: Bold Leaders Create Change from the Inside Out**

*Crystal Ballroom, Salon K-M*

Facilitators: Jill Duncan, RN, Executive Director, IHI; Mark Jarrett, MD, Senior Vice President, Chief Quality Officer, Associate Chief Medical Officer, Northwell Health

**SIB3: Learning from Health Care Systems Outside the US**

*Crystal Ballroom, Salon A-C*

Facilitators: Andrea Kabcenell, RN, Vice President, IHI; Mark Jarrett, MD, Senior Vice President, Chief Quality Officer, Associate Chief Medical Officer, Northwell Health; Beth Averbeck, MD, Associate Medical Director, HealthPartners

**SIB4: The Conversation Project: Preparing Personally and Professionally for End-of-Life Care Conversations**

*Grand Ballroom, Salon 1-2*

Facilitator: Kate DeBartolo, Director, IHI

**SIB5: The Quality Improvement Movement in Latin America: Growing and Learning**

*Grand Ballroom, Salon 12-14*

Facilitators: Pedro Delgado, Executive Director, IHI; Paolo Borem, Director, Latin America Region, IHI

**SIB6: 100 Million Healthier Lives: Supporting Health Systems on the Journey to Population Health**

*Crystal Ballroom, Salon E-F*

Facilitators: Soma Stout, MD, Executive Lead for Health Improvement, IHI; Rick Foster, MD, Executive Director, Catalyst for Health, South Carolina Hospital Association; Leslie Porth, PhD, RN, Senior Vice President of Strategic Quality Initiatives, Missouri Hospital Association

**SIB7: Maternal and Infant Health Disparities in the US: What We Know, What Can We Do?**

*Crystal Ballroom, Salon P-Q*

Facilitator: Sue Leavitt Gullo, RN, Director, IHI

**SIB8: Saving Mothers and Newborns: How the WHO Is Taking Action**

*Grand Ballroom, Salon 9-10*

Facilitators: Pierre Barker, MD, MBChB, Chief Global Partnerships and Programs Officer, IHI; Hema Magge, MD, Country Director, Ethiopia, IHI

**SIB9: How Safe Is Surgery in Your Facility? Do You Really Know?**

*Hall of Cities: Miami*

Facilitators: Charlotte Guglielmi, RN, Partner, OR Dx+Rx: Solutions for Surgical Safety; William Greene, MD, Partner, OR Dx+Rx: Solutions for Surgical Safety; Sharon McNamara, RN, Partner, OR Dx+RX: Solutions for Surgical Safety
Workshops

**D:** 9:30 AM – 10:45 AM

**E:** 11:15 AM – 12:30 PM

**Equity**

D1/E1: Population Management and Team-Based Care Through the Lens of Health Equity

**Grand Ballroom, Salon 9-10**

Rowena Bartolome, RN, National Quality Leader, Kaiser Permanente; Annet Arakelian, PharmD, Director, Pharmacy Quality & Medication Safety, Kaiser Permanente; Anita Joshua, Clinical Consultant, Kaiser Permanente; Bernice Gould, RN, Senior Director, Quality, Hospital Oversight, Equitable Care, Kaiser Permanente; Madalynne Wilkes-Grundy, Physician, Kaiser Permanente – West Los Angeles Medical Center

D2/E2: Tools to Reduce Unconscious Bias in Decision Making

**North Tower, Marco Island**

Anurag Gupta, Co-Founder & CEO, Be More America; Anne DePree, Director of Operations, Be More America

**Improvement Capability**

D3/E3: Accelerating High Reliability by Aligning Quality

**Grand Ballroom, Salon 7**

Juan Inurria, Vice President, Quality and Safety, Memorial Hermann; Angela A. Shippy, MD, System Chief Quality Officer, Memorial Hermann

D4/E4: Centralizing Multi-Hospital Mortality Reviews

**North Tower, Key Biscayne**

Mark Jarrett, MD, Senior Vice President, Associate Chief Medical Officer and Chief Quality Officer, Northwell Health; Karen Nelson, RN, Vice President, Institute for Clinical Excellence and Quality, Northwell Health; Susanne Schultz, RN, Northwell Health; Carole Moothe, MD, Chairman of Medical Board, Northwell Health

D5/E5: Designing and Managing Improvement for Results

**Grand Ballroom, Salon 11**

David Williams, PhD, Executive Director, IHI; Gareth Parry, PhD, Senior Scientist, IHI

D6: Practical Strategies for Managing Successful Improvement Projects

**Crystal Ballroom, Salon H**

E6: Special Interest Keynote, Palms Ballroom

Christina Gunther-Murphy, Executive Director, IHI; Karen Baldoza, MSW, Executive Director, IHI; Julianna Spranger, Quality Improvement Specialist, University Hospital; Gregg Heatley, MD, Vice Chair, Ophthalmology, UW Health

**D7/E7: Question Time**

Sir John Oldham, Adjunct Professor Institute of Global Health Innovation, Imperial College London; Donald Berwick, MD, President Emeritus and Senior Fellow, IHI; Maureen Bisognano, President Emerita and Senior Fellow, IHI; Paul Miles, MD, Senior Vice President, Director of Quality & MOC, American Board of Pediatrics

D8/E8: Six Strategies for Accelerating Learning and Spread

**Grand Ballroom, Salon 8**

Lisa Schilling, RN, National Vice President, Healthcare Performance Improvement, Kaiser Permanente; Jason Jones, PhD, Vice President, Information Strategy for Care Transformation, Kaiser Permanente

D9/E9: Understanding Variation in Data

**Crystal Ballroom, Salon K-M**

Lloyd Provost, Statistician, Associates in Process Improvement; Rocco Perla, President, Health Leads

Joy in Work

D10/E10: Breaking the Rules for Better Care

**Grand Ballroom, Salon 3**

Saraha Loebner, MD, Head of North America Region, IHI; Carolyn Candiello, Vice President, Quality and Patient Safety, GBMC HealthCare System; Cheryl Woodman, Chief, Strategy & Quality, Women’s College Hospital

**Leadership**

D11/E11: Building Joy in Work

**Crystal Ballroom, Salon D**

Beth Averbeck, MD, Senior Medical Director, Primary Care, HealthPartners; James Jerzak, MD, Physician, Bellin Health; Kathy Kerscher, Team Leader, Operations, Bellin Health

D12/E12: 10 Lessons from the Field for Leaders

**Grand Ballroom, Salon 12-14**

Pedro Delgado, Executive Director, IHI; Göran Henrik, Chief Executive of Learning and Innovation, Qulturum; Hugh McCaughy, Chief Executive, South Eastern Health and Social Care Trust

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For session descriptions and presenter bios, download the **IHI Onsite App**
Patient Safety

D17/E17: Engaging Harmed Patients for Healing and Safety
- **North Tower, Vinoy**
  - Eric Thomas, MD, Professor of Medicine, University of Texas, School of Medicine; Madeline Ottosen, PhD, RN, Assistant Professor, The University of Texas Health Science Center at Houston; Sigall Bell, MD, Beth Israel Deaconess Medical Center; Jason Etchegary, Senior Behavioral and Social Scientist, RAND; Jeff Driver, CEO, The Risk Authority Stanford

D18/E18: Improving Safety for the Sickest of the Sick
- **North Tower, Grand Cayman/Puerto Rico**
  - Bernard Lawless, MD, Critical Care Services Ontario; Linda Kostrzewa, RN, Director, Critical Care Services Ontario

Person- and Family-Centered Care

D19/E19: Catalyzing Interprofessional Collaboration
- **Grand Ballroom, Salon 1-2**
  - Jennifer Tomasik, Vice President, CFAR, Inc.; Susan Hassmiller, PhD, RN, Senior Advisor for Nursing, Robert Wood Johnson Foundation; Regina Cunningham, PhD, RN, System Chief Nurse Executive, University of Pennsylvania Health System; Patrick Brennan, MD, Chief Medical Officer & Senior Vice President, University of Pennsylvania Hospital

Quality, Cost, and Value

D23/E23: Building Systems for Value, Not Leverage
- **Hall of Cities, Miami**
  - Jeff Thompson, MD, Executive Advisor, Chief Executive Officer Emeritus, Gunderson Health System; George Kerwin, President and Chief Executive Officer, Bellin Health

D24/E24: Identifying True Cost and Creating Value for Patients
- **Crystal Ballroom, Salon A-C**
  - Anthony Digiorgio, MD, Medical Director, University of Pittsburgh Medical Center; Michelle Giarrusso, RN, Director of Patient and Family Centered Care, University of Pittsburgh

Person- and Family-Centered Care

D20/E20: Improving End-of-Life Care: A Community Approach
- **North Tower, Sawgrass**
  - Patricia Bomba, MD, Vice President & Medical Director, Geriatrics, Excellus BlueCross BlueShield

D21/E21: Innovating Upstream: Population Health and Maternity Medical Homes
- **North Tower, West Indies**
  - Kate Berrien, Director of Maternal Health Programs, Community Care of North Carolina; Jennifer Johnsum, Director of Health Strategy, Primary Health of Josephine County, LLC; Lisa Redfern, Executive Director, Women’s Health Center of Southern Oregon; Jeffrey Rakover, Research Associate, IHI

- **Crystal Ballroom, Salon P-Q**
  - Barbara Lewis, Managing Editor, DocCom; Richard Frankel, Professor of Medicine, IU School of Medicine; Margaret Chisolm, MD, Associate Professor of Psychiatry and Behavioral Sciences, Johns Hopkins University School of Medicine

E13: High-Impact Leadership
- **Crystal Ballroom, Salon H**
  - Michael Pugh, President, M&A Associates, LLC; Stephen Swensen, MD, Medical Director, Leadership & Organization Development, Mayo Clinic

D14/E14: Improving Culture: Two Decades at the Forefront
- **Crystal Ballroom, Salon G**
  - Allan Frankel, Partner, Safe & Reliable Healthcare; Michael Leonard, Partner, Safe & Reliable Healthcare; Bryan Sexton, Director of Patient Safety Center, Safe & Reliable Healthcare; Maleek Jamal, Senior Change Agent, UCSD

D15/E15: Quality Improvement as the Route to Enhancing Joy in Work
- **Crystal Ballroom, Salon N**
  - Amar Shah, Associate Medical Director (QI) & Consultant Forensic Psychiatrist, East London NHS Foundation Trust; Navina Evans, CEO, East London NHS Foundation Trust; Kevin Cleary, Chief Medical Officer, East London NHS Foundation Trust; Mason Fitzgerald, Director of Governance and Corporate Planning, East London NHS Foundation Trust

D16/E16: Beyond HROs: Managing Patient Safety and Risk Through a Health Care Collaborative Reliability Organization Model
- **Hall of Cities, Chicago/Denver**
  - Lisa Ramthun, RN, Vice President Risk Management, St. Joseph Health System; Scott Griffith, Co-Founder and Principal Collaborator, Hospital Quality Institute
Wednesday Special Events

Vendor Presentation
10:45 PM – 11:15 PM
Vendor Theater, Cypress Ballroom
3 Things You Can Do TODAY To Earn Your Quality Performance Dividend TOMORROW
Pay-for-performance programs, as well as public quality star ratings are putting dollars and reputations at risk. Organizations need a systematic approach to delivering high-quality care, while striving for financial bonuses. Join us to learn three things to start doing this week, to earn your quality performance dividend tomorrow.

Vendor Presentation
12:45 PM – 1:15 PM
Vendor Theater, Cypress Ballroom
Effects of Lifestyle Medicine on Managing Chronic Conditions and Reducing Health Care Spending
Health care costs resulting from lifestyle choices account for the largest category of healthcare spending in the U.S. at more than $490 billion. With a diverse product portfolio that spans patients, providers, payers and communities, Healthways, a Sharecare company, provides clinically-proven solutions rooted in sustainable lifestyle change to transform the delivery of health care and reduce health care costs. Learn how your organization can be an innovative leader in the transition to value-based care through programs designed to address the underlying cause of chronic disease while adding additional revenue sources to your service lines.

Meet the Author Lunches
12:40 PM – 1:20 PM
Solaris Private Dining Room
Grab your lunch and talk with one of the National Forum bookstore authors.

Len Berry, Management Lessons from Mayo Clinic
Joan Wellman, Leading the Lean Healthcare Journey: Driving Culture Change to Increase Value, Second Edition
Paul DeChant, Preventing Physician Burnout

IHI Information Session
Palms Ballroom, IHI Booth #413
12:30 PM – 1:00 PM
Creating System-wide Hospital Flow

Book Signing
National Forum Bookstore
12:45 PM - 1:15 PM
Richard Frankel
Smith’s Patient-Centered Interviewing

For session descriptions and presenter bios, download the IHI Onsite App
Conference Information

Shuttle Service to Other Hotels
During the conference, IHI will provide National Forum participants with complimentary shuttle transportation to the Marriott World Center from area hotels. Shuttles will run every 5 to 15 minutes. See the adjacent page for routes and hours.

Universal CityWalk Shuttle Service
IHI will provide complimentary shuttle service from the Marriott World Center to Universal CityWalk on Monday, December 5 and Tuesday, December 6.

Monday, December 5th
Depart Marriott: 6:00 PM / 7:00 PM / 8:00 PM
Depart Universal CityWalk: 6:30 PM / 7:30 PM / 9:00 PM / 10:00 PM

Tuesday, December 6th
Depart Marriott: 6:00 PM / 7:00 PM / 8:00 PM
Depart Universal CityWalk: 6:30 PM / 7:30 PM / 9:00 PM / 10:00 PM

Airport Shuttle Service
IHI will also provide complimentary shuttle service from the Marriott World Center to Orlando International Airport on the last day of the General Conference, Wednesday, December 7, from 12:00 PM to 4:00 PM.

Exhibit Hall Hours
The 2016 Exhibit Hall, with snack stations, an IHI café for meeting and relaxing, and more than 120 exhibitors, will be open in the Cypress Ballroom during the following times:

Monday, December 5
3:30 PM – 6:30 PM
Welcome Reception
4:30 PM - 6:30 PM

Tuesday, December 6
9:30 AM – 10:30 AM
(by appointment only)
10:30 AM – 1:30 PM
4:15 PM – 6:30 PM
(Storyboard Reception)

Wednesday, December 7
10:30 AM – 1:30 PM
Forum Fortune Drawing
1:00 PM

National Forum Bookstore
Located in the Crystal Foyer, the National Forum Bookstore features books written, edited, or recommended by our world-renowned faculty. It will be open during the following times:
Monday, December 5, 7:30 AM – 6:00 PM
Tuesday, December 6, 7:30 AM – 6:30 PM
Wednesday, December 7, 7:30 AM – 1:30 PM
Many of the National Forum Bookstore authors will have scheduled a time for book signings, and these events will be advertised around the conference center and on Twitter using #IHIForum. See page 24 for more information.

Business Center
Located next to the Palms Pass Pickup in the Crystal Foyer, the full-service business center offers professional printing services as well as shipping, receiving, copying, and faxing. Business Center hours are:
Monday – Friday, 7:00 AM – 6:30 PM
Saturday – Sunday, 8:00 AM – 4:00 PM

Health Center
The health center is a separate building on the Marriott World Center property, located beyond the pool. It is a fully equipped athletic facility with indoor and outdoor pools, a full workout space, whirlpools, and saunas. The health center is open 24 hours, with an attendant from 6:00 AM until 10:00 PM. Use of the health center is complimentary for overnight guests. Exercise equipment will also be available during Keynotes in our overflow rooms.

Checkout
Checkout from the Marriott World Center is at 11:00 AM.

Luggage Storage
If you are staying at the Marriott, please see the hotel bell staff about storing any luggage after checkout. If you are staying at one of our additional hotel properties, you will be able to store your luggage in Cypress Prefunction 1 on Wednesday, December 7.

Emergencies
If for any reason there is an emergency during the National Forum, you may dial “0” on any hotel phone to request assistance from the operator or “55555” to connect directly to the Loss Prevention Department. IHI Blue Shirt and Marriott World Center staff are also available to assist.

Wireless Code:
The entire meeting space will have high-speed wireless Internet access. We encourage participants to bring their laptops to sessions to take notes and view presentations. Meeting rooms will be set up with work tables whenever possible.

To access complimentary wireless Internet:
1. Select “view available wireless networks” and connect to the “IHIFORUM” wireless network.
2. Open a new web browser and type “ihi.org” into the address bar. You will be redirected to a Marriott webpage.
3. Enter “IHII2BFORUM” as the Meeting Passcode and click “Submit” (passcode is case sensitive).

Unattended Belongings
In the event of lost personal items, attendees can visit Lost and Found at the Conference Information desk during conference hours, and the Marriott’s Loss Prevention Department after General Conference hours.

Guests
We are excited that family and friends are accompanying many of you. We regret that we can accommodate only registered participants at the keynote presentations, general sessions, and meal functions. Your guests are welcome to join you at the National Forum receptions. Please see IHI staff at the Pass Pickup desk for a guest ribbon and name badge.

Message Board/Job Postings
You may place job postings as well as messages for other attendees on a corkboard located next to the Welcome Center.

Messages
If you are staying at the Marriott World Center, your telephone messages will go directly to your room. If a caller identifies you as being with the National Forum, urgent messages will be posted on the message board located next to the National Forum Pass Pickup desk near the Convention Center entrance.

Marriott World Center contact numbers are:
Phone: (407) 239-6411
Guest Fax: 407-239-6164

Name Badges
Please wear your name badge throughout the National Forum and carry your list of registered sessions with you. This is your ticket into the conference and all sessions.

For complete conference information, download the IHI Onsite App
There’s a reason you and your colleagues chose the health care profession. Rediscover it at the 2017 IHI Summit.

Designed for a wide range of health care professionals working in primary care and community settings — from physicians and nurses to health care administrators and quality improvement staff to home health providers — the IHI Summit allows you to unite and explore ways to improve care, promote health, lower costs, and bring a love of work back to your organization.

Gain practical tools for transformative change across health and health care:

- Apply quality improvement methods in your practice or community
- Reach outside practice walls to improve health equity
- Create a strategy to address the opioid epidemic
- Inspire your team with joy in work lessons from the field

National Forum attendees save $150. Use promo code Forum at checkout.

ihi.org/IHISummit2017
Forum Wellness Checklist

IHI’s Work-Life Wellness Team and the IHI Blue Shirts have some tips for how you can make the 28th Annual National Forum a great learning experience AND a renewing time for you.

- Visit the Recharge Room and use the exercise equipment while watching Keynotes or Special Interest Keynotes in Palms Ballroom.
- Visit the fitness center at your hotel.
- Take a break from work emails to be present during a session.
- Choose to stand up rather than sit during a session.
- Wear comfortable shoes.
- Get at least 8 hours of sleep.
- Walk to the North Tower.
- Take a deep breath and find some time to meditate in the Meditation and Prayer room, located in San Antonio.
- Recharge with a nap before evening networking activities.

Questions?
Ask a Blue Shirt!
Passport to IHI Training

The IHI Membership Guiding Your Quality Improvement Journey

Passport to IHI Training offers every member of your health care facility FREE or discounted enrollment in IHI trainings, special access to publications and events, and added support on your improvement journey. Additional Benefits include: Advanced access to Professional Development Programs (limited spots), added support from the Passport team, as well as members-only calls, events, and resources.

Get full access to these benefits for an annual fee of $5,000/facility

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Regular Price</th>
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<tr>
<td>FREE Virtual Trainings</td>
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<td>IHI Open School Group</td>
<td>$3,600–$13,800</td>
<td>15% OFF (up to $3,400)</td>
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<tr>
<td>Change Conference</td>
<td>$1,975</td>
<td>15% OFF</td>
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<td>$200 OFF</td>
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Learn more at: [ihi.org/Passport](http://ihi.org/Passport)
Contact us at: [Passport@ihi.org](mailto:Passport@ihi.org) or (617) 301–4800
Continuing Education

Attendees of the 28th Annual National Forum on Quality Improvement in Health Care will learn how to:

• Recognize habits that support quality health care and apply the basic principles for improving them
• Define ways to reduce suffering and improve health
• Develop an understanding of how to transform an organization
• Identify elements for creating a culture of change that will lead to continuous improvement

In support of improving patient care, the Institute for Healthcare Improvement is accredited by the American Nurses Credentialing Center (ANCC), the Accreditation Council for Pharmacy Education (ACPE), and the Accreditation Council for Continuing Medical Education (ACCME), and the National Association for Healthcare Quality (NAHQ) to provide continuing education for the health care team.

The National Forum carries a maximum of 19.25 credits for physicians, nurses, and pharmacists. The Institute for Healthcare Improvement designates this live activity for a maximum of 19.25 AMA PRA Category 1 Credits™. Physicians should claim only the credit commensurate with the extent of their participation in the activity. All National Forum Learning Labs, Minicourses, and General Conference sessions offer ANCC, ACPE, ACCME, and NAHQ credits except for the following sessions:

**Sessions that do not offer pharmacy contact hours:**


**Sessions that do not offer nursing contact hours:**

K1

This program is approved by the National Association of Social Workers for 17 social worker continuing education contact hours. The approval number is 886367066-3035. In order to receive Social Worker credits for the approved sessions you have attended, you will need to sign in at the Conference Information Desk. Please visit ihi.org/Forum to learn which sessions do not offer Social Worker credits.

**How to receive a certificate of credit:**

To be eligible for a continuing education certificate, attendees must complete the online evaluation within 30 days of the continuing education activity. If circumstances prevent you from completing the survey by the specified deadline, please email info@ihi.org before this time period expires. After this time period, you will be unable to receive a continuing education certificate.

1. Go to www.IHI.org/certificatecenter. (If you are not logged into the website, you will be redirected to the log-in screen. Once you are logged in, you will be redirected back to the Certificate Center.)
2. Click on the “28th Annual National Forum” link that appears under the “Create Certificate” header.
3. Select the type of credits you wish to receive from the drop-down list and then click “Submit.”
4. Review your enrollment and click “Continue.”
5. Take the surveys associated with each of the sessions you attended and for which you wish to receive credits by selecting “Take Survey Now” next to the session.
6. Once you have completed all of the associated surveys, “Generate Certificate” will be activated. Click on this button to generate a PDF file of your certificate that you can print or save to your computer.

Green Initiatives

The Institute for Healthcare Improvement continues to make a concerted effort to reduce the environmental impact of the National Forum and all IHI events. In year ten of this effort, you may notice the following changes:

- The National Forum has become a registration-free event! This not only allows participants an easy and efficient entrance into the Forum, but also cuts down on waste in the printing of additional badges and materials.
- Paper handouts, including presentation slides, will not be provided. Instead, whenever possible, session slides will be available in advance on IHI.org. You are welcome to print materials before your arrival or visit a printing kiosk in the Crystal Foyer. To locate session materials: Log in to IHI.org. Click “My IHI” at the top of the screen. Navigate to “My Enrollments and Certificates.” Under “28th Annual National Forum on Quality Improvement in Health Care” click the link for “Materials/handouts.”
- The entire meeting space will have high-speed wireless Internet access. We encourage participants to bring their laptops to their sessions to take notes and view presentations. Meeting rooms will be set up with work tables whenever possible.
- IHI works with the conference center to eliminate waste from paper and plastic food packaging and to use local and organic food products whenever possible.
- Exhibit Hall giveaways and other meeting supplies that are not distributed will be donated to local elementary and middle schools.
- Recycling containers will be made available for recyclable meeting materials and catering items.
- Transportation to the airport at the close of the conference will be available to attendees in an effort to offset our carbon footprint by ride-sharing.

We encourage you to stop by the Conference Information area to give us your feedback on how we can continue to reduce the impact of the IHI National Forum on the environment.
Perera, Kathryn .................................................................M8
Peach, Anne .................................................................M12
Oldham, Maggie .............................................................M13
Nielsen, Gail .................................................................FE5
Ng, Terry ...........................................................................D27, E27
Nelson, William ...............................................................A4, B4
Nelson, Karen .................................................................M20
Myran, Robin .................................................................A25, B25
R
Rakover, Jeffrey ...............................................................L20, A12, 
Ramsey, Rebecca ..............................................................L6
Ramthun, Lisa .................................................................D16, E16
Rand, Kelly ........................................................................C23
Redfern, Lisa .................................................................D21, E21
Reed, Cynthia .................................................................M12
Reid, Amy ...........................................................................L7, M1
Reinersen, James .............................................................M2
Renfro, David .................................................................C10
Rischel, Vibeke ...............................................................C18
Rittner, Spencer ..............................................................C8
Rooney, Kevin .................................................................C13
Rosenberg, Mark .............................................................D28, E28
Roth, Austin ........................................................................A2, L6
Rush, Robert .................................................................A14, B14
Rutherford, Patricia ..........................................................M20
Ryckman, Frederick ..........................................................M20
S
Sadler, Blair .......................................................................M13
Salvador, Douglas ............................................................M15
Sanchez, Rita .......................................................................M3
Sands, Kenneth ...............................................................D32, E32
Santopietro, John .............................................................C30
Sardenberg, Camila ..........................................................C13
Sauer, Joel .......................................................................M5
Sawin, Gregory ...............................................................C8
Schechter, Gabrielle ..........................................................L29
Schilling, Lisa .................................................................C2, D8, E8
Schottlinger, Joanne ..........................................................M18
Schultz, Susanne .............................................................D4, E4
Schwartz, Kim .................................................................C29
Scoville, Richard .............................................................A12, B12
Sengstak, Patricia ...........................................................C17
Sevin, Cory ........................................................................L6
Sexton, Bryan .................................................................D14, E14
Shabot, Miriam ...............................................................A15, B15
Shah, Aman .......................................................................M24, A3, E3
Shah, Neel .......................................................................L21
Shah, Rahul .......................................................................C16
Shannon, Diane ...............................................................C7
Shapiro, R. Joseph ............................................................M11
Shapiro, Stephen ............................................................A28, B28
Smith, Chadwick .............................................................K3
Smith, Kelly .....................................................................L19
Smith, Kristofer .............................................................L28
Smith, Lauren .................................................................LNLE
Snyderman, Nancy ...........................................................M13
Sotz-Telley, Felix K, Sotz ..................................................M3
Solomon, Joel .................................................................C28
Solomon, Ronni .............................................................C17
Spear, Dr Steven ............................................................M21
Spranger, Juliana ..............................................................D6, E6
Spurlock, Bruce ...............................................................A8, B8
Srisanaheda, Erica ..........................................................A19, B19
Stadlander, Mindy ............................................................L25
Staines, Anthony ...............................................................M16
Steinfield, Rebecca ..........................................................A3, B3
Stewart, Kevin .................................................................M13
Stiefel, Matthew .............................................................D29, E29
Stinnett, Justin .................................................................C23
Stout, Soma .................................................................M25
Stuart, Holly .................................................................C2, D8, E8
Suhochki, Andrew ..........................................................D25, E25
Suter, Paula .................................................................A20, B20
Swamy, Lakshman ............................................................C4
Swensen, Stephen ..........................................................L10, M11, 
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Tambala, Jirme ...............................................................SW3
Tan-Mcgrory, Aswita ........................................................L1
Taylor, Jane ..................................................................L3, M6
Thomas, Eric .................................................................D17, E17
Thompson, Jeff ..............................................................C28, D23, E23
Tomask, Jennifer ............................................................D19, D19
Townsend, Laura .............................................................A22, B22
Traunweiser, Katheinen ..................................................A2, B2
Trowbridge, Robert ..........................................................M15
Tshabala, Maureen Fatsani .............................................A10, B10
Tucker, William ..............................................................C30
Turton, Tina Hansen ..........................................................L26, E26
Uiterwyk, Sean ............................................................D27, E27
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Vartan, Alen ..................................................................M18
Verghese, Abraham .........................................................K2
Vigil, Phyllis .................................................................M4, N4
Vodolazski, Marianna .....................................................M13
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Wallerstein, Steven ..........................................................C21
Wallingford, September ..................................................L21
Warhus, Damon .............................................................M5
Washko, Jonathan ............................................................L28
Weddle, Lynn .................................................................C5
Weems, Larry .................................................................L1
White, Kristine ...............................................................M9
White, Nevin .................................................................M23
Whittington, John ..........................................................A29, B29
Wilkes-Grundy, Madalynne ...........................................D1, E1
Williams, David .............................................................A8, B8, D8, E8
Wilson, Cheri .................................................................M1
Wilson, Ross .................................................................A2, B2
Woodman, Cheryl ..........................................................D10, E10
Worsham, Christopher ...................................................C4
Wozney, Bradley .............................................................M22
Wubu, Salam .................................................................SW4
Wurtz, Jean-Ann .............................................................M2
Wyatt, Ronald .................................................................M1
Yarbrough, Peter .............................................................C23
Yasumura, Lyn ...............................................................A7, B7
York, Gregory .................................................................A14, B14
Youngs, Kristi .................................................................L27
Zamberra, Angela ..........................................................M17
Zee, Joanna .................................................................C15

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www.agingwithdignity.org

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alliedpowersllc@gmail.com

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Monday, December 5
3:30 PM – 6:30 PM
Welcome Reception
4:30 PM – 6:30 PM

Tuesday, December 6
9:30 AM – 10:30 AM
(by appointment only)
10:30 AM – 1:30 PM
4:15 PM – 6:30 PM

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10:30 AM – 1:30 PM
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Exhibitors

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Exhibitors

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