22nd Annual National Forum on Quality Improvement in Health Care

December 5-8, 2010, Orlando, Florida
Quality- and safety-related healthcare reform provisions have arrived, and payment penalties are accelerating financial pressures.

The Premier healthcare alliance has the proven road map for achieving high quality, cost-effective healthcare in your community.

Do you know where your organization stands?

VISIT BOOTH #401 to learn more about the impact of healthcare reform and register for a custom impact analysis.

Note: Please bring your Medicare Provider Number. Don’t have your Medicare number? Receive a sample analysis.

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Come learn from our experts on December 8.

High-Performing Healthcare in America:
A 10-Year Plan to Save Lives and Money
Susan DeVore, CEO, Premier healthcare alliance

Lives Saved, Costs Safely Reduced: QUEST Year 2
Dr. Richard Bankowitz and Carolyn Scott,
Premier healthcare alliance, presenting with Carle Foundation Hospital and CaroMont Health

Special Interest Breakfast:
“ACOs and winning under healthcare reform”
DEAR COLLEAGUES,

Last year, Don Berwick talked about how head-spinning a year 2009 was. Well, I think you would all agree with me that 2010 has been just as head-spinning, and maybe a bit head-scratching at times. In the U.S., Congress has passed, and the President has signed, a bill enacting the most sweeping changes to American health care since the establishment of Medicare over 40 years ago. Throughout the world, insurers, health systems, hospitals, clinics, private practices, and front-line staff are all cautiously eyeing and anticipating the changes that will come. Regardless of the forms these changes take, our commitment to improving the quality, safety, and value of care provided to patients is stronger than ever.

As always, far from the controversy and debate, the tireless work of clinicians and other health care providers continues. This work, and the devotion to patients and their families, fill us with a profound optimism. We at the Institute for Healthcare Improvement (IHI) get to see and hear about countless moments of superb care — individual encounters in which medical evidence combines with a healing touch to give patients exactly the care they want and need, exactly when they want and need it. We see physicians and nurses working together with careful communication and smooth coordination. We hear about hospitals that have gone years without a ventilator-associated pneumonia, and about hospitals that haven’t harmed a patient with a central line infection in over 36 months. We hear about primary care practices with open access that ensure their patients’ needs are met efficiently and effectively. The stories of excellent care come in too fast for us to collect them all, and our optimism is refreshed every day. Improvement is happening — care is getting safer, more timely, more efficient, and more patient- and family-centered. And now is the time for us to “take care” of the system together.

The theme of the 22nd Annual National Forum on Quality Improvement in Health Care is “Taking Care.” We have all been taking care of patients, taking care of their families, taking care of their lives, throughout our careers — and now we need to take care of the system. The health care system in this country and those in countries across the globe are still far too costly, harm too many, and too often ignore the needs, values, and preferences of the patients they serve. At IHI, we firmly believe these three rules: 1) health care systems can be sustained with modest annual cost increases; 2) there is enough capacity in the systems to provide equitable, high-quality care to all; and 3) solutions to national problems can be found and designed at a regional level.

At this year’s National Forum, you’ll hear the evidence that supports these rules, and you’ll learn how you can use that evidence in your daily work. We are so glad you are here. Let us “take care” of you this week so that, together, we can work to improve the health care system. On behalf of everyone at IHI, welcome and enjoy the National Forum.

Take care,

Maureen Bisognano
President and CEO, Institute for Healthcare Improvement
SUNDAY
PRE-CONFERENCE
7:00 AM – 6:00 PM
Registration open
8:30 AM – 12:00 PM
Leadership Summit for Patient Activists and Partners in Quality and Safety (private event) Gaylord Palms Resort and Convention Center, Osceola D
11:00 AM – 12:00 PM
National Forum Orientation Crystal Ballroom Salon G
1:00 PM – 4:30 PM
Learning Labs
5:30 PM – 7:30 PM
International Attendee Meeting Gaylord Palms Resort and Convention Center, Osceola A

MONDAY
PRE-CONFERENCE
7:00 AM – 6:30 PM
Registration open
7:00 AM – 8:00 AM
National Forum Orientation Crystal Ballroom Salon G
8:30 AM – 4:00 PM
Minicourses (lunch provided)
8:30 AM – 4:00 PM
Scientific Symposium Day One Gaylord Palms Resort and Convention Center, Osceola C
8:30 AM – 5:00 PM
Forum Excursions Departing from the Gaylord Palms Resort and Convention Center
3:00 PM – 6:30 PM
Exhibit Hall open Palms Ballroom
3:30 PM – 6:30 PM
Welcome Reception Palms Ballroom
7:00 PM – 9:00 PM
Faculty and Student Reception Crystal Ballroom Salon J2 (enter through Salon N)

TUESDAY
GENERAL CONFERENCE
7:00 AM – 6:30 PM
Registration open
6:00 AM – 7:00 AM
Complimentary Yoga Key Largo & Key Biscayne
7:00 AM – 8:00 AM
Continental Breakfast, Exhibit Hall open by appointment, National Forum Orientation Crystal Ballroom Salon G
8:00 AM – 9:00 AM
Keynote One: Maureen Bisognano Cypress Ballroom
9:00 AM – 9:30 AM
Wolters Kluwer Presentation Palms Foyer
9:30 AM – 10:45 AM
Workshop A
9:30 AM – 2:45 PM
CEO and Leadership Summit (private event) Grand Ballroom 8B (enter through Salon 11)
10:45 AM – 11:15 AM
GE Presentation Palms Foyer
11:15 AM – 12:30 PM
Workshop B (repeat of Workshop A)
12:00 PM – 2:00 PM
Exhibit Hall open
12:30 PM – 1:30 PM
Lunch and Keynote Two: Kathleen Sebelius
1:30 PM – 2:45 PM
Workshop C
2:45 PM – 3:15 PM
Kaiser Permanente Presentation Palms Foyer
3:15 PM – 4:15 PM
Keynote Three: Jenny Allen Sponsored by Zynx Health Cypress Ballroom
4:00 PM – 6:30 PM
Exhibit Hall open Palms Ballroom
4:30 PM – 6:30 PM
Storyboard Reception Palms Ballroom - Cypress 1
6:00 PM – 8:00 PM
Dine Arrounds Gaylord Palms Resort and Convention Center
KEYNOTES

KEYNOTE ONE: Tuesday, December 7, 8:00 AM – 9:00 AM
Cypress Ballroom

Maureen Bisognano, President and CEO, Institute for Healthcare Improvement (IHI), is a prominent authority on improving health care systems, whose expertise has been recognized by her elected membership to the Institute of Medicine and by her appointment to The Commonwealth Fund’s Commission on a High Performance Health System, among other distinctions. Ms. Bisognano advises health care leaders around the world, is a frequent speaker at major health care conferences on quality improvement, and is a tireless advocate for change. She is also an Instructor in Medicine at Harvard Medical School and a Research Associate in the Brigham and Women’s Hospital Division of Social Medicine and Health Inequalities. Prior to joining IHI, she served as CEO of the Massachusetts Respiratory Hospital and Senior Vice President of the Juran Institute.

KEYNOTE TWO: Tuesday, December 7, 12:45 PM – 1:30 PM
Cypress Ballroom

Kathleen Sebelius was sworn in as the 21st Secretary of the Department of Health and Human Services (HHS) on April 28, 2009. Secretary Sebelius has been a leader on health care, family, and seniors issues for over 20 years. Today, as the country’s highest-ranking health official, Secretary Sebelius is guiding the implementation of the historic Affordable Care Act. She is also at the forefront of the Obama Administration’s efforts to build a 21st century health care system, from putting a new focus on prevention to promoting electronic health records to expanding the primary care workforce. Under her leadership, the HHS has also played a leading role in meeting some of the country’s biggest challenges of the last two years by providing critical support to families during the economic downturn and coordinating the U.S. government response to the H1N1 flu. Before joining the Obama Administration, Secretary Sebelius served as Governor of Kansas, where she was named one of Time Magazine’s Top Five Governors, and Kansas Insurance Commissioner, where Governing Magazine selected her as their Public Official of the Year.

KEYNOTE THREE: Tuesday, December 7, 3:15 PM – 4:15 PM
Cypress Ballroom

Sponsored by zynxhealth

Jenny Allen is a Writer and Performer. Ms. Allen’s essays and articles have appeared for many years in many magazines, including The New Yorker, The New York Times, New York Magazine, Vogue, Esquire, More, Huffington Post, and Good Housekeeping. Recent essays appear in “Disquiet, Please!” a new anthology of humor pieces from the New Yorker, and in In the Fullness of Time: 32 Women on Life After 50 (Simon & Schuster). She is the author of a book of fables for grown-ups called The Long Chalkboard, illustrated by her husband, Jules Feiffer. She produces and performs stand-up comedy evenings in Manhattan, has appeared in Spalding Grey: Stories Left to Tell, and is a participating storyteller for The Moth. I Got Sick Then I Got Better was first performed on Martha’s Vineyard in the summer of 2007; director James Lapine then collaborated with Ms. Allen and with Darren Katz on shaping and expanding the material. New York Theatre Workshop produced the show in 2009, extending it three times. I Got Sick Then I Got Better has been seen in theaters, hospitals, universities, and at cancer conferences around the country. Ms. Allen received the 2010 “It’s Always Something” award from Gilda’s Club NYC.

KEYNOTE FOUR: Wednesday, December 8, 8:00 AM – 9:00 AM
Cypress Ballroom

The Honorable Cory A. Booker is the Mayor of Newark, New Jersey. He took the oath of office as Mayor of New Jersey’s largest city on July 1, 2006 following a sweeping electoral victory. Elected with a clear mandate for change, Mayor Booker has begun work on realizing a bold vision for the city. Mid-way through his first term, Mayor Booker and his administration have made meaningful strides. As of July 1, 2008, Newark led the nation for reductions in shootings and murders, achieving decreases of more than 40 percent reductions in both categories. Newark has committed to a $40 million transformation of the City’s parks and playgrounds through a ground-breaking public/private partnership. The Booker administration has also doubled affordable housing production within the last two years. Mayor Booker’s political career began in 1998, after serving as Staff Attorney for the Urban Justice Center in Newark. For his work, he has been recognized in numerous publications, including TIME, Esquire, New Jersey Monthly (naming him as one of New Jersey’s top 40 under 40), Black Enterprise (naming him to the Hot List, America’s Most Powerful Players under 40) and The New York Times Magazine.

KEYNOTE FIVE: Wednesday, December 8, 1:30 PM – 2:30 PM
Cypress Ballroom

T.R. Reid has become one of the nation’s best-known reporters through his coverage of global affairs for The Washington Post, his books and documentary films, and his light-hearted commentaries on National Public Radio. Reid majored in Classics at Princeton University, and served as a naval officer, a teacher, and various other jobs. At The Washington Post, he covered Congress and four presidential campaigns. He served as the paper’s bureau chief in Tokyo and London, and has reported from three dozen countries on five continents. Reid has written and hosted documentary films for National Geographic TV, for PBS, and for the A&E network. He is a regular commentator on National Public Radio’s “Morning Edition.” Reid has written seven books in English and three in Japanese, and translated one book from Japanese. His latest book The Healing of America was published in the fall of 2009 and quickly became a national best-seller. Frontline made two documentaries following Reid around the world as he reported that book. Reid is a member of the boards of the Colorado Coalition for the Homeless, the Japan-America Society of Colorado, and the University of Colorado Medical School. He has taught at Princeton University and the University of Michigan.
SPECIAL INTEREST KEYNOTES

A1 How Patient-Provider Engagement Can Transform Healthcare
December 7, 9:30 AM – 10:45 AM
Cypress Ballroom
Daniel Z. Sands, MD, MPH, Senior Director of Medical Informatics, Cisco Systems, and Attending Physician, Beth Israel Deaconess Medical Center
"e-Patient Dave" deBronkart, Patient, Speaker, Blogger, and Founding Co-Chair, Society for Participatory Medicine

B1 Our Nation is Investing Billions in Health IT — How’s That Workin’ for Us?
December 7, 11:15 AM – 12:30 PM
Cypress Ballroom
Laura Adams, President and CEO, Rhode Island Quality Institute
John Halamka, MD, Chief Information Officer, CareGroup

C1 Driving Down Cost: Implementing Reliable Systems and Aligning Financing with Value for Patients
December 7, 1:30 PM – 2:45 PM
Cypress Ballroom
Gary Kaplan, MD, CEO, Virginia Mason Medical Center
Patricia A. McDonald, Vice President, Technology and Manufacturing Group, Director Product Health Enhancement Organization, Intel Corporation

D1 Fixing Health Care in America
December 8, 9:30 AM – 10:45 AM
Cypress Ballroom
George Halvorson, Chairman and CEO, Kaiser Permanente

E1 How Will We Do That? Redirecting the Medical Arms Race to Higher Quality, Lower Cost, and Better Health
December 8, 11:15 AM – 12:30 PM
Cypress Ballroom
Atul Gawande, MD, MPH, General and Endocrine Surgeon, Brigham & Women’s Hospital
Elliott Fisher, MD, MPH, Director of Population Health and Policy, The Dartmouth Institute for Health Policy and Clinical Practice

WORKSHOP TRACKS
There are 84 workshops offered during the General Conference (December 7 and 8). The sessions are organized into content areas — or “tracks.”

Tracks
• Hospital Care
• Innovation and Spread
• Leadership and Governance
• Measurement Tools, Technology, and Quality Processes
  Sponsored by mmp|BENCH, LLC
• Office Practice and Outpatient Settings
• Patient- and Family-Centeredness
  Sponsored by The Picker Institute
• Patient Safety
• Student
• Quality Improvement for Vulnerable Populations
• Lessons learned from Virginia Mason’s 10-year quest for zero defects and the perfect patient experience
• Pediatrics
  Presented in partnership with National Initiative for Children’s Healthcare Quality (NICHQ)

Session Levels at a Glance
The General Conference offers workshops for various levels of learning. Workshops in the fundamental or masters program are indicated in the session listings.

Fundamentals Program: This series of sessions offers helpful ideas and tools for newcomers to the world of quality improvement.

Masters Program: For the advanced learner, this series of sessions will provide cutting-edge improvement thinking from health care and other industries.

Student Program: For health professions students and residents new to quality improvement or new to the National Forum, we’ve selected sessions across a wide spectrum of topics and disciplines that will accelerate their capacity for improvement. Sessions in the student program are identified by .
LEARNING LABS

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

HOSPITAL CARE

L1 Building an Effective Surgical Quality Program
Crystal Ballroom Salon G

Fundamental

Surgical care in a hospital has numerous high-risk processes that are ripe for improvement. This session will describe strategies for successful planning and execution of a comprehensive portfolio of quality improvement projects for surgical care. Lessons will be shared from Henry Ford Hospital’s quality program that is built around the American College of Surgeons National Surgical Quality Improvement Program.

After this session, participants will be able to:
- Define objectives for a surgical services quality plan
- Define stakeholders in surgical quality and their roles
- Apply strategies for engagement, improvement, and sustaining quality efforts in their organization

Jack A. Jordan, Quality Administrator, Henry Ford Health System; Gwen E. Gnam, RN, MSN, Surgical Services Administrator, Henry Ford Hospital; Jennifer L. Ritz, RN, BSN, BAA, Project Manager, Surgical Services Quality Improvement, Henry Ford Health System; Clifford Y. Ko, MD, MS, MSHS, Physician, American College of Surgeons; Joe H. Patton, MD, Physician, Henry Ford Health System

L2 Managing Operations: Improving Patient Flow and Safety While Decreasing Cost
Crystal Ballroom Salon J2 (enter through N)

Masters

The recession places high demands on efficiency in health care. Providers need to adopt ways to maximize resources while improving safety and quality. This session will introduce the concepts of variability and queuing theory as effective ways to align safety with patient flow as part of managing operations. Case studies will demonstrate that the solution to balancing cost and quality of care can be reached and result in increased patient safety and satisfaction.

After this session, participants will be able to:
- Describe variability and queuing theory and how they impact quality of care
- Link the control of variability with improved safety outcomes
- Identify the potential financial implications of managing operations theory

Eugene Litvak, PhD, President and CEO, Institute for Healthcare Optimization; Jason Leitch, DDS, MPH, National Clinical Lead for Quality, Scottish Government Health Department; Peter L. Lachman, MD, MPH, FRCPCH, Consultant in Service Redesign and Transformation, Great Ormond Street Hospital for Children, NHS Trust

L3 Rapid Response: Increasing Opportunities to Rescue
Grand Cayman/Puerto Rico

This session will review advances in rapid response systems, including implementation of early warning scoring systems, family activation, and a reliable process for analyzing calls to the rapid response team. Examples, tips, and tricks for implementation and improvement will be shared.

After this session, participants will be able to:
- Identify high-leverage changes to advance rapid response systems
- Develop and implement aggressive, practical approaches to improve a rapid response system
- Identify strategies to implement and market family activation of a rapid response team

Kathy D. Duncan, RN, Faculty, IHI; Tammy Alvarez, RN, MSN, CCRN, Kaizen Facilitator, St. Joseph Hospital; Christiane J. Levine, RN, Program Manager, Quality and Patient Safety, Children’s Healthcare of Atlanta

L4 The Transformation of Nursing Care Delivery
Grand Ballroom Salon 4-6

In the midst of a health care industry facing unprecedented change, nurses have a significant role in transforming care delivery. This session will describe the results Virginia Mason Medical Center achieved by applying Toyota Production System principles to nursing, including: reduced variations in care and improved clinical outcomes; increased workforce engagement and patient satisfaction; creation of a culture of safety and transparency; reduced care delivery cost; and a reduced burden of work for nurses.

After this session, participants will be able to:
- Identify key leadership characteristics and structures needed to create transformational change
- Articulate the components of the Virginia Mason Production System as they are applied to transform nursing care delivery
- Identify how the workflow processes of a nurse impact clinical outcomes

Charleen K. Tachibana, RN, MN, RN, Senior Vice President, Hospital Administrator, & Chief Nursing Officer, Virginia Mason Medical Center; Joan M. Ching, RN, Administrative Director, Virginia Mason Medical Center; Janine L. Wentworth, RN, Administrative Director, Patient Care Services, Virginia Mason Medical Center

INNOVATION AND SPREAD

L5 A Regional Approach to the IHI Triple Aim
Miami

Geographic regions provide a major opportunity to develop models of health care that are affordable and sustainable in the long run while continuing to improve patient care experience and contributing to population health. This session will highlight the potential of a regional focus for reducing the financial burden health care places on individuals, employers, and public funds while also safeguarding or improving population health, patient experience, and care quality.

After this session, participants will be able to:
- Gain insight to the challenges and opportunities for a regional approach to the Triple Aim (better health, better care, lower cost)
- Describe a framework for working on the Triple Aim in a region

John W. Whittington, MD, Faculty, IHI; Ian Rutter, MBCCh, MRCP, OBE, Senior Partner, Westcliffe Medical Practice; Nelly K. Ganesan, MPH, Project Manager, IHI

L6 Breakthrough Quality, Access, and Affordability: Lessons for Health Care from the World’s Greatest Organizations
Grand Ballroom Salon 7B (enter through Salon 3)

Fundamental

How do we provide great care to everyone at a cost we can all afford? The world’s most successful non-health care organizations offer compelling lessons. In even the most competitive sectors, they succeed brilliantly. Generating incredible rates of sustained improvement, innovation, and invention for products, services, and delivery systems, they simply outrun the field. How they do so and how their approaches can be applied to care delivery will be the topics of this session.

After this session, participants will be able to:
- Describe how quality, improvement, and innovation are institutionalized so that far greater value is generated with far less effort and cost
- Develop an action plan to apply these ideas in their organizations

Steven Spear, DBA, MS, MS, Senior Lecturer, Massachusetts Institute of Technology

L7 Building Quality Improvement Capability
Grand Ballroom Salons 7

Fundamental

Hearing the drumbeat of quality improvement work in health care has changed the direction of many professional lives. In this session, IHI Fellows describe application of their year’s learning with IHI to their roles in health care. Executive directors, measurement experts, and front-line physicians from Kaiser Permanente, Bellin Health, University of Massachusetts Medical System, Scotland, and
England will discuss how to practically manage the challenges of taking the theory of quality improvement into front-line health care.

After this session, participants will be able to:
• Describe common measurement techniques that are used to generate data for system improvement
• Identify ways in which information technology can facilitate quality improvement
• Apply simple techniques used by front-line clinicians to achieve positive patient-centered change

Carol Peden, MBCChB, MD, MPH, Associate Medical Director for Quality Improvement, Consultant in Anaesthesia and Intensive Care, Royal United Hospital, Bath; Brian J. Robson, MBCChB, MRCP, MPH, DRCOG, Medical Director, NHS Quality Improvement Scotland; Joanne M. Watson, DM, FRCP, Consultant Endocrinologist/Clinical Director of Patient Experience, Taunton & Somerset NHS Foundation Trust; Jacquelyn S. Hunt, PharmD, MS, Vice President, Clinical Support & Information Services, Bellin Health; Rocco J. Perla, EdD, Director, Analytics, UMass Memorial Health Care; Matthew C. Stiefel, MPA, Senior Director, Care and Service Quality, Kaiser Permanente

**L8 Building Your Customized Map to Great Results: Using the IHI Improvement Map**

Crystal Ballroom Salon E-F

Fundamental

Facing both internal and external demands to improve performance, most quality leaders say that the biggest challenge is making sense of and building an efficient way to meet all those demands. IHI’s Improvement Map is a powerful tool for sensemaking and boosting the effectiveness of your quality improvement program. In this session, get hands-on experience using this powerful tool and leave with a customized and practical three-year agenda for improvement in your organization.

After this session, participants will be able to:
• Identify five ways that the Improvement Map can accelerate and support their quality initiatives and make them more successful
• Create a customized and practical portfolio of improvements with clear pathways to the best resources

Andrea Kabcenell, RN, MPH, Vice President, IHI; Christina Gunther-Murphy, Director, IHI; Rose Lindsay-Giulian, PhD, RN, RHIA, Administrator, System Quality/Case Management, Baptist Memorial Health Care; Linda Kosnik, RN, MSN, ANP; Managing Partner, Healthcare Solutions, Inc.; Kathy D. Duncan, RN, Faculty, IHI

**L9 Integrating Health IT into a Statewide QI Program**

Anaheim

For the past year, the state of North Carolina has been working to combine the impact of the Improving Performance in Practice Program with the objectives of the HIT Regional Extension Center into its existing infrastructure for statewide quality improvement programs. This session will address the opportunities and barriers associated with driving the statewide adoption, selection, and implementation of electronic health records (EHRs). Discussion will include the key quality improvement techniques that should be used in EHR adoption in order to successfully implement a system that will support sustained improvement in ambulatory care practices.

After this session, participants will be able to:
• Identify at least two ways to combine the work of health IT adoption and quality improvement programs
• Demonstrate how adopting health IT with QI methods helps to secure sustainable organizational QI programs
• Describe how to align health IT objectives in QI programs for grant writing and other funding purposes

Ann Lefebvre, MSW, CPHQ, Associate Director, Statewide Quality Improvement, NC AHEC Program at UNC Chapel Hill

**L10 Large-Scale Spread for Child Survival in Ghana**

Key West

This session will describe a mixed-method approach to accelerate reduction in child mortality throughout northern Ghana. Learn how an initial innovation and prototyping phase, using an IHI Breakthrough Series Collaborative design, led to improved performance in care processes, development of a change package across the continuum of care for spread, and refinement of the design for quality improvement skills transfer and sustainability for scale-up. Results from the tenfold rapid scale-up to all 38 districts of northern Ghana (with a population of about five million) will be shared.

After this session, participants will be able to:
• Identify the social and cultural contexts in which different innovation and spread models are most likely to succeed
• Describe the role of a change package for large-scale improvement
• Design rapid expansion of a prototype project using scale-up methods

Nana Y. Twum-Danso, MD, MPH, Director, Project Fives Alive!, IHI; George B. Akanu, MPH, Deputy Project Director, National Catholic Health Service; Pierre M. Barker, MD, CHB, Executive Lead, Developing Countries, IHI and Professor, Pediatrics, UNC Chapel Hill

**L11 Prepare Your Improvement Work for Publication**

Crystal Ballroom Salon A-C

This session focuses on participants’ preparation of their health care improvement work for scholarly publication using Standards for Quality Improvement Reporting Excellence (SQUIRE) publication guidelines in hands-on writing activities. Discussion will focus on topics that are unique to scholarly improvement reports, including publication aims, context, and research limitations. Developing titles that will be cited more frequently in scholarly searches and using a journal’s editorial review process to advance one’s successful publication will also be addressed.

After this session, participants will be able to:
• Sharpen their scholarly writing skills
• Identify writing techniques that are particularly applicable to publishable scholarly improvement reports
• Improve their draft manuscripts for submission to a scholarly journal
• Sharpen their scholarly writing skills

David F. Stevens, MD, IHI Senior Fellow and Editor-in-Chief, Quality and Safety in Health Care, The Dartmouth Institute; Paul Bastaden, MD, IHI Senior Fellow and Professor, The Dartmouth Institute for Health Policy and Clinical Practice; Frank F. Davidoff, MD, Executive Editor, IHI; Greg Ogrinc, MD, Associate Professor, Community and Family Medicine, White River Junction VA Medical Center

**L12 Rapidly Spreading Improvement: Learning Through Simulation**

Harbor Beach

Drawing on the latest research and practice in large-scale change, this session will use a simulated case study to explore methods to plan, launch, and execute successful spread initiatives. Serving as a “wind tunnel” for understanding and solving complex, real-world problems, simulation offers participants an opportunity to look at the challenges of large-scale change with fresh eyes and to explore how to create a powerful vision, identify and engage key stakeholders, generate ideas, and, most importantly, execute and sustain the change.

After this session, participants will be able to:
• Identify key strategies for spreading and sustaining large-scale change
• Describe the power of using simulation to gain new insights into change efforts
• Apply lessons from a case study on spreading improvements to their organization, community, region, or nation

Marie W. Schall, MA, Senior Director, IHI; Tom J. Mosgaller, MSA, Director of Change Management, University of Wisconsin; James Ford, Director of Research, University of Wisconsin; Becky Kanis, Director of Innovations, Common Ground Community
LEADERSHIP AND GOVERNANCE

L13 Tackling the Cost and Quality Imperative
Grand Ballroom Salon 1-2
Health care leaders face an imperative to deliver the large-scale improvements that systems require in a challenging financial environment. This session shares the practical strategies and methods for tackling this challenge using examples from the radical strategy for cost and quality improvement from the English National Health Service.

After this session, participants will be able to:
• Discuss the evidence base for interventions that both raise quality and control cost
• Construct the business case for quality improvement interventions
• Describe how to use seven key levers to drive these interventions at scale and pace to achieve results

Jim Easton, BA (Hons), National Director for Improvement and Efficiency, NHS Department of Health

L14 Building Capacity: The Really BIG Challenge!
Crystal Ballroom Salon G2 (enter through Salon D)
Many organizations claim that their efforts are well-positioned to achieve the desired results. Many organizations, however, only give lip service to the role and position of QI within the organization. Are you really serious about building capacity for QI? This session will define the key components of a capacity-building strategy, identify milestones in the capacity-building journey, and describe how to assess your organization's capacity for sustained change.

After this session, participants will be able to:
• Define the key components of a capacity-building strategy
• Identify key milestones in the capacity-building journey
• Assess their organization's capacity for sustained change

Robert C. Lloyd, PhD, Executive Director of Performance Improvement, IHI; Lisa Schilling, RN, MPH, National Vice President, Healthcare Performance Improvement, Kaiser Permanente; Alide L. Chase, BS, MS, Senior Vice President, Quality and Service, Kaiser Permanente; Uma R. Kotagal, MBBS, MSc, Senior Vice President, Quality Transformation and Director, Health Policy & Clinical Effectiveness, Cincinnati Children's Hospital Medical Center; Patricia O'Connor, RM, RN, ADM, BSc, MBA, National Patient Safety Development Advisor, NHS Tayside

L15 Driving Sustained Organization-Wide Improvement
Grand Ballroom Salon 12-14
Fundamental
This session integrates the findings of IHI's Pursuing Perfection initiative with international research on world-class improvement programs. Factors that facilitate or block QI initiatives from producing improved outcomes will be discussed, with an emphasis on how to manage these factors and build capacity for sustained improvement. Participants will be asked to make comparisons between their strategic decisions and the choices made by the surveyed organizations, and build an improvement plan based on these insights.

After this session, participants will be able to:
• Describe key concepts for creating and sustaining organization-wide improvement
• Identify the key elements of their organization's improvement strategy
• Draw on learning from world-class improvement programs to create their own organization's ambitious transformation

Andrea Kabcostell, RN, MPH, Vice President, IHI; Anthony Staines, PhD, Associate Professor, University of Lyon

L16 Leading from the Middle
New York/New Orleans
Increasingly we find ourselves caught in the middle, juggling others' priorities, needing to satisfy multiple stakeholders, and ending up feeling torn. You will leave this session with new understanding, skills, and behaviors that enable you to lead more effectively from the middle in ways that empower both you and your organization.

After this session, participants will be able to:
• Apply new skills to more effectively lead from the middle and make more significant contributions to their organization
• Implement new strategies to work more productively with middle peers

Barry Osbrey, PhD, President, Power + Systems, Inc.

L17 Beyond the Basics: Advanced Statistical Process Control Charts
Crystal Ballroom Salon K-M Masters
This session will explore some of the more advanced uses for statistical process control (SPC) charts for health care data. Issues to be discussed include how to tell if anything has improved when unwanted events become rare, why some control charts have such narrow limits with all of the data outside the limits, and how to factor in seasonal impacts on data.

After this session, participants will be able to:
• Select the appropriate SPC chart for rare events data
• Identify when it is most appropriate to use a CUSUM, Prime, or a Shewhart control chart

Sandra K. Murray, MA, Improvement Advisor, CF Concepts; Lloyd P. Provost, MS, IHI Senior Fellow, Statistician and Senior Improvement Advisor, Associates in Process Improvement

L18 Lean Design: The New Use for Lean in Healthcare
Grand Ballroom Salon 8B (enter through Salon 11)
By using Lean principles to identify and reduce waste in processes, time, human potential, and capacity, many hospitals have achieved truly breakthrough results. Learn how Lean works through real-world examples from the operating room and the emergency department. Key topics to be covered include: supplies, equipment, scheduling, admissions, and patient flow. An interactive simulation will be used to further enhance learning.

After this session, participants will be able to:
• Describe what good looks like through a Lean lens in Lean Design
• Discuss how hospitals and clinics have successfully implemented Lean strategies to drive transformation in designing the ideal hospital settings and office practices
• Articulate how a Lean program can improve quality of care and patient safety while also improving efficiency and staff morale

Steve Matteson, Vice President, Healthcare, Simpler Consulting

L19 Practical Measurement Strategies for the IHI Triple Aim: Better Health, Better Care, Lower Cost
Grand Ballroom Salon 8
Organizations participating in IHI’s Triple Aim initiative have been working on measurement for three years, but it hasn’t been easy, as the population orientation requires new and innovative approaches. Faculty will share practical measurement approaches for the IHI Triple Aim dimensions (better health, better care, lower cost), from the population to the project level, and explore how leading sites are integrating measurement into a learning system to support their work on the Triple Aim.

After this session, participants will be able to:
• Gain ideas, resources, and inspiration for measuring the IHI Triple Aim in their organization or community
• Create a learning system for improving care, health, and cost

Matthew C. Stiefel, MPA, Senior Director, Care and Service Quality, Kaiser Permanente; Bonnie L. Zell, MD, MPH, Senior Director, Population Health, National Quality Forum; Kevin M. Nolan, MA, IHI Senior Fellow and Statistician, Associates in Process Improvement; Rebecca S. Ramsay, BSN, MPH, Senior Manager of CareSupport and Clinical Programs, CareOregon

OFFICE PRACTICE AND OUTPATIENT SETTINGS

L20 Reaching Every Single One: Developing a Health Care Home for the Community
Sawgrass
This session will describe health care homes (HCH), an innovation in which primary care health teams, families, and patients work in partnership to improve the health and quality of life for individuals, especially those with chronic and complex conditions. HCH develop proactive approaches through patient-directed care plans and offer more continuity of care through increased care coordination. Learn about the experience of the Indian Health Service, which emphasizes a focus on improved health care coordination, community involvement, and health promotion for the population. Background on the developing model, sequencing,
examples of high-leverage change concepts and ideas for change, and a measurement plan will be shared. Gain an understanding of how to develop strong community partnerships, increase patient and family involvement and engagement, use the clinical information system to its maximum potential, and “construct” a HCH in your community.

**After this session, participants will be able to:**
- Give examples of how to provide patients with consistent, ongoing contact and partnership with a personal clinician and/or team of clinical professionals
- Summarize ideas to test within their organization to deliver high-quality, efficient, effective, and patient-centered health care services to achieve greater value in quality and cost
- Ensure patient involvement in quality improvement efforts

Cindy Hupke, RN, BS, MBA, Director, IHI; Jerry Langle; IHI Senior Fellow and Consultant, Associates in Process Improvement

**L21 Panel Management: Caring for Your Office Practice’s Entire Patient Panel**

Marco Island

Learn how to use primary care registries to provide population-based care to all your patients (i.e., your practice patient panel). This session will highlight the paradigm shift from individual to population care, provide interactive exercises on using a chronic disease and preventive medicine registry, and demonstrate how to involve clinic personnel in teams that assume responsibility for outreach to patients needing chronic and preventive health services.

**After this session, participants will be able to:**
- Change perspective from individual- to population-based care
- Describe the nuts and bolts of using patient registries to effectively manage the care needs of a panel of patients
- Train practice staff to be panel managers

Thomas Bodenheimer, MD, MPH, Professor of Family and Community Medicine, University of California San Francisco; David Margolius, Medical Student, Brown Medical School

**L22 Reducing Elective Near-Term Deliveries: When Doing Nothing Is the Right Thing**

St. Thomas/West Indies

IHI and the National Initiative for Children’s Healthcare Quality (NICHQ) have aggressively been working to reduce the unintended but predictable consequences of excessive medical intervention in the elective delivery of late preterm/early term infants. This session will share lessons learned related to reducing elective near-term birth, including key steps to successful change, examples of assessment tools, and clinical change packages. Participants will learn how to include the mother as an informed and active participant in her care to prevent complications. Strategies for developing partnerships with families on improvement teams, in leadership, and in policy change will also be addressed.

**After this session, participants will be able to:**
- Discuss the role mothers and families play in perinatal care
- Identify the interventions associated with early delivery and define two unintended consequences
- Describe the costs associated with elective delivery — to the patient and family, the health system, and the future

Sue M. Leavitt Gullo, RNC, BSN, MS, Managing Director, IHI; Peter H. Chernouny, MD, Professor, Obstetrics and Gynecology, University of Vermont; Patricia C. Heinrich, RN, BSN, Quality Improvement Consultant; Tara E. Bristol, MA, March of Dimes NICU Family Support Specialist, UNC

**L23 Translating the Transitional Care Model into Practice**

Vinoy

This session will describe Kaiser Permanente’s experience with implementing the Transitional Care Model (TCM) designed by a team at the University of Pennsylvania. TCM has consistently demonstrated improvements in the health outcomes of older adults coping with multiple chronic conditions and health care savings during and following episodes of acute illness. The facilitators and barriers to translating and integrating this nurse-led, team-based model will be presented, including key barriers to translating the research approach using a quality improvement approach.

**After this session, participants will be able to:**
- Define the essential elements of TCM
- Identify the facilitators and barriers to translating research-based innovations in care
- Describe a project management process used to improve fidelity to an evidence-based intervention

Marilyn P. Chow, DNP, RN, FAAN, Vice President, National Patient Care Services, Kaiser Permanente; Natalie I. White, MHA, Project Manager, Kaiser Permanente; Thomas P. Huber, MS, ECS, Managing Director, Strategic Initiatives, Patient Care Services, Kaiser Permanente; Kate Bond, RN, BSN, MA, Case Manager, Complex Chronic Conditions, Redwood City Medical Center, Kaiser Permanente

**L24 Closing Quality Gaps: Actualizing Patient Wishes**

Chicago/Denver

For seriously ill patients, care processes in the hospital setting are insufficient to elicit and respond to patient wishes and goals. Palliative care models can lead to improved care. Through case studies, discussion, role playing, and the use of innovative tools, this session focuses on skill-building techniques to elicit patient wishes, including family conferences, identifying and overcoming system barriers to goal setting, and identifying practical solutions that address continuity between inpatient care and community settings.

**After this session, participants will be able to:**
- Identify two novel market opportunities for creating a more connected patient experience across the care continuum
- Use a step-by-step approach to support this strategy
- Describe a business case for pursuing a connected patient experience strategy

Peter J. Knox, Executive Vice President, Bellin Health; Jacquelyn S. Hunt, PharmD, MS, Vice President, Clinical Support & Information Services, Bellin Health; Kitty Powell, MBA, Regional Director, Strategic Planning and Innovation, Providence Health
L26 Respectful Crisis Management of Serious Clinical Events
Crystal Ballroom P-Q

Fundamental

Serious clinical events can have a severe impact on patients and families, as well as staff, and organizations. This session will reflect on the current strengths and weaknesses of business and health care approaches to crisis management, outline what should be addressed before a crisis (including culture, crisis management team/plan), and policies. This session will also detail the elements of a respectful and effective response when a crisis occurs, including priorities of the patient and family, frontline staff, and the organization.

After this session, participants will be able to:
• Draft a plan to manage serious clinical events in their organization
• Provide an immediate response to crisis events when they happen
• Describe how to use learning from crisis events for healing and improvement

Jim Conway, MS, IHI Senior Fellow and Adjunct Faculty, Harvard School of Public Health; Frank A. Federico, RPh, Executive Director, Strategic Partners, IHI; Kevin Stewart, FRCP; Health Foundation/IHI Fellow 2009-2010 and Medical Director, Winchester & Eastleigh NHS Trust; Blair L. Sadler, JD, Senior Fellow, IHI

PATIENT SAFETY

L27 Integrating Primary Care, Acute Hospitals, and Community Services to Improve Patient Safety
Crystal Ballroom Salon J

This session will describe an approach to improve patient safety across the continuum of care, the challenges encountered, and new ways of working between primary care, community services, and an acute hospital. Case studies, illustrations of improvement tools, and group work will be used to demonstrate applicability.

After this session, participants will be able to:
• Describe a new approach to improving patient safety across the continuum of care
• Articulate how to overcome the challenges of working with primary care, community services, and an acute hospital on patient safety
• Use safety improvement tools and understand their applicability to care in and between different care settings

John D. Dean, MD, FRCP, Medical Director for Quality and Care Improvement, Bolton Primary Care Trust; Darren J. Mansfield, MB, ChB, MRCGP; Clinical Lead, Urgent Care and Safety, Bolton Primary Care Trust

L28 The Health Foundation’s Safer Patients Network: Leading Patient Safety Across the UK
Aruba/Bahamas

The session will describe the development of the Safer Patients Network (SPN), which brings together 18 organizations from across the UK in a member-led sustainable network. Seen as a leader in patient safety, SPN aims to accelerate the scale and pace of change needed to radically improve patient safety across the UK. Various ways in which the SPN provides members with a source of inspiration and support will be shared.

After this session, participants will be able to:
• Describe key learning points from the development phase of a virtual learning network
• Identify strategies for engaging members in network activities and empowering them to take a lead in shaping the future of the network

Annette J. Bartley, RN, BA, MS, MPH, Director of the Safer Patients Network, IHI; Pedro Delgado, MSc, Executive Director, IHI; Carol R. Haraden, PhD, Vice President, IHI; Gerry Marr, RMN, RGN, Chief Operating Officer, NHS Tayside; Jane Jones, PhD, MA, BN, RGN, Associate Director, The Health Foundation; Richard Scoville, PhD, Improvement Advisor, IHI

SUNDAY SPECIAL EVENTS

SUNDAY DECEMBER 5

SUNDAY SPECIAL EVENTS

Book signing
4:30 PM – 5:30 PM
National Forum Bookstore

Steven Spear, DBA, MS, MS, Senior Lecturer at Massachusetts Institute of Technology will be signing copies of his book The High-Velocity Edge: How Market Leaders Leverage Operational Excellence to Beat the Competition.

International Attendee Meeting
5:30 PM – 7:30 PM
Gaylord Palms Resort and Convention Center, Osceola A

Join attendees from outside the United States for an informal opportunity to network with peers who are working on health systems improvements around the world. Participants will also hear about the strategic vision and current execution of IHI’s global work.

Scientific Symposium: Day One (optional)
L29 Effective Methods for Conducting and Using Research to Improve Quality
Gaylord Palms Resort and Convention Center, Osceola C

This hands-on, interactive session will provide a substantial foundation for conducting and using research to improve quality in a more critical way. A practitioner who has strengthened the research element of an improvement project will share an example. Discussion will include the use of qualitative methods for gathering data on project changes and program effectiveness.

After this session, participants will be able to:
• Match the research need to appropriate research methods and design
• Describe the considerations for writing and publishing research
• Discuss the overlap, relationship, and difference between data gathering for practical improvement and research for developing the science of improvement

John Ovretveit, MD, Director of Research, Karolinska Institute; Donald Goldmann, MD, Senior Vice President, IHI; Rocco Perla, EdD, Director of Analytics, UMass Memorial Health Care

Join IHI on Facebook, LinkedIn, and Twitter (#IHI) and share your National Forum experiences!
FE2: Gaylord Palms: Joy in Work and Staffing Best Practices
Gaylord Palms Resort and Convention Center
Oseola B
Learn how customer satisfaction starts with staff satisfaction at this large hotel and convention center. Study how the Gaylord Palms handles staffing assignments, manages unprofessional behavior, and keeps employee attrition rates lower than the industry standard. Participants will learn best practices for incorporating “joy in work.”

Eric Dickson, MD, MHCM, FAAEM, President, University of Massachusetts Medical Center; Lindsay Hunt, Director of Faculty, IHI

FE3: Universal Orlando® Resort: Safety and Reliability
Gaylord Palms Resort and Convention Center
Oseola D
Discover how Universal’s Creative Team produces impressive stunts and spectacles while ensuring the safety of staff and visitors. A behind-the-scenes look at the backstage area of park attractions will focus on the Universal Orlando® culture of safety first.

Frank A. Federico, RPh, Executive Director, Strategic Partners, IHI; Fran Griffin, RRT, MPA, Senior Manager, Clinical Programs, Becton Dickinson Medical/Medical Surgical Systems

FE4: Universal Orlando® Resort: Raising Your HCAHPS Scores and the Customer Experience
Gaylord Palms Resort and Convention Center
Oseola 1-3
Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scores are publicly accessible, and along with word-of-mouth recommendations, they are known to attract more patients, providers, and payers, all leading to greater revenues for hospitals. At Universal Studios, participants will learn how this theme park industry giant approaches customer service through their staff training and management of customer expectations. Attendees can take lessons home and apply them toward improving HCAHPS scores.

Marie Schall, MA, Senior Director, IHI; Diane Jacobsen, MPH, CPHQ, Director, IHI

FE5: SeaWorld®: Managing Complex Systems
Gaylord Palms Resort and Convention Center
Oseola 4-6
Participants will learn how this popular destination creates and successfully manages complex processes to care for thousands of animals, supports staff, and deploys animal rescue operations. During a special tour, participants will observe different throughput, training, safety, and innovation systems.

Carol R. Harden, PhD, Vice President, IHI; Cory Sevin, RN, MSN, NP, Director, IHI

FE6: Central Florida Zoo: Patient Care and Operations
Gaylord Palms Resort and Convention Center
Naples
Take a behind-the-scenes tour to learn how these experts care for their patients: over 400 wild animals! Participants will learn details of the zoo’s operations, safety protocols (for both humans and wildlife), and crisis management planning. Zoo staff will also share their methods for caring for, feeding, and managing many types of animals at once.

Kathy D. Duncan, RN, Faculty, IHI; Sue M. Leavitt Gullo, RNC, BSN, MS, Managing Director, IHI

FE7: Waste Management: Best Practices in Lean Management and Innovation
Gaylord Palms Resort and Convention Center
Tampa
Explore the operations of Waste Management’s Materials Recovery Facility (MRF). Learn how this MRF won an award for their business performance by implementing and sustaining Lean principles and concepts while engaging their employees in an effort to eliminate waste and maintain customer focus. The tour will focus on single stream recycling, workplace safety, and daily operations.

Andrea Kacemell, RN, MPH, Vice President, IHI; Deepa Ranganathan, Content Manager, IHI

FE8: EA (Electronic Arts) SPORTS – Tiburon: Learning How to Move Ahead of the Curve Through Innovation and Creativity
Gaylord Palms Resort and Convention Center
Sarasota
Join us as we learn how to innovate in a fast-paced, ever-changing environment. We will visit the leaders in the video game industry who will describe how they foster an environment of continuous innovation and creativity. Attendees will participate in EA SPORTS-Tiburon’s new product design processes, learn about their methods for keeping pace with customer preferences, and explore their multidisciplinary approach to engage experts working together to move a concept through the development process. In an industry where technology is constantly changing and requiring adaptation and innovation, EA SPORTS — Tiburon will provide many parallels to the challenges of keeping pace in health care and launching ahead to be on the cusp of innovation and design.

Lindsay Martin, MSPH, Improvement Advisor, IHI; Kate Bones, MSW, Director, IHI
M2 Senior Alert: A National Quality Registry to Prevent Harm

Key Largo

It is essential to have a systematic approach to preventing harm in the care of elderly patients. This Minicourse will describe Senior Alert, the first Swedish quality registry that visualizes work processes and helps caregivers to systematically prevent pressure sores, falls, and undernutrition in the elderly.

After this session, participants will be able to:

- Develop a model for preventive care of the elderly
- Spread a systematic way of preventing risk and harm among elderly patients

Göran Henriksson, Chief Executive of Learning and Innovation, The County Council of Jonköping; Joakim F. Edvinsson, RN, Improvement Coach, Qulturum

INNOVATION AND SPREAD

M3 Accelerating Health Care Excellence: Lessons from Baldrige Recipients

Crystal Ballroom Salon K-M Fundamental

This interactive Minicourse features Baldrige recipients describing how organizations facing common and unique challenges can achieve inspired culture and industry role model performance, and thereby help accelerate improvement throughout the health care industry. Recipients since 2007 will explain how they achieved industry-leading performance. Earlier recipients will describe how they have sustained distinctive performance during the years following recognition. Group exercises will clarify how the increasingly demanding Baldrige Criteria for Performance Excellence serve as a vital roadmap for leaders committed to sustainable high performance.

After this session, participants will be able to:

- Discuss key drivers of rehospitalization rates and how national data compare to state and regional findings
- Identify high-leverage changes (and tests of change) to begin to reduce rehospitalizations in a state or region
- Describe desirable characteristics of a multistakeholder quality initiative that crosses traditional organizational and service boundaries

Amy E. Boutwell, MD, MPP, Director of Health Policy Strategy, IHI; Patricia A. Rutherford, RN, MS, Vice President, IHI; Marian Johnson, MPH, Research Associate, IHI

M4 Coaching Strategies to Support Transformation at All Levels

Grand Ballroom Salon 7 Masters

Learn coaching strategies to support change and transformation with self, leaders, peers, and patients. The premise of these strategies is that transformation cannot be solely directed from leadership. Successful transformation depends on everyone in the organization engaging, thinking, and behaving in new ways. Together, participants will explore coaching strategies that support transformation regardless of their position or authority in the organization.

After this session, participants will be able to:

- Define transformation
- Link coaching strategies to transformation
- Practice coaching as a change strategy regardless of role, discipline, or position

Jane A. Taylor, EdD, Improvement Advisor, IHI; Virginia L. Crowe, RN, EdD, Principal, Hamilton Consulting, LLC; Patricia C. Heinrich, RN, BSN, Quality Improvement Consultant; Neil J. Baker, MD, Improvement Consultant, Neil Baker Consulting; Sue A. Butts, Improvement Advisor, Butts-Deon Consulting, Inc.

M5 Creativity in Health Care: Innovation with Impact

Crystal Ballroom Salon J

How can health care organizations harness and direct the creativity of staff to create innovation that improves quality, safety, patient experience, and cost? Learn from the experience of three world-class health care organizations that are turning the concepts of innovation and listening to the voice of patients into actions that make a real impact. Gain practical ideas for how you might do the same.

After this session, participants will be able to:

- Describe the concepts and methods behind creativity, innovation, culture, experience-based design, idea capture systems, and simulation
- Discuss how the techniques of idea generation and understanding the patient and staff experience can enhance the impact of Lean and other classic improvement methods
- Apply new insights into how to prepare staff for more effective spread of innovative practices

Paul E. Pleck, Consultant, Paul E. Pleck and Associates, Inc.; Lynne M. Maher, PhD, Interim Director for Innovation and Design, NHS Institute for Innovation and Improvement; Jennifer J. Phillips, Director, Center for Innovation, Virginia Mason Medical Center; Christi J. Zuber, Project Director, Kaiser Permanente National Offices

M6 How Has Quality Fared in U.S. Health Care Reform Implementation?

Miami

The Patient Protection Affordability and Care Act contains a number of provisions for improving the quality of care, but it can be difficult to navigate the various timelines for implementation as well as any opportunities for shaping the nature of new programs. This Minicourse will discuss a few examples, such as the Patient Centered Outcome Research Institute (PCORI), which will help to further disseminate important work around comparative effectiveness and have a profound impact on the quality of care, as well as efforts at the Agency for Healthcare Quality and Research and the Centers for Medicare and Medicaid Services.
M8 Lower Total Cost, Sustained Improved Outcomes, and Happier People: The SCF Nuka Model of Care

Crystal Ballroom Salon P-Q

Find out why many medical systems nationally and internationally are now looking to the Southcentral Foundation (SCF) Nuka Model as a way to transform a whole system of care. A foundation of long-term personal relationships backed by full open access, integration of the mind and body, commitment to measurement and quality, and a transfer of power and control to the patient and family has resulted in sustained, dramatic, documented improvements over 12 years. As a result, utilization of ER and specialty care have dropped in half, hospital days dropped by over 40 percent, and health outcomes as well as customer and staff satisfaction have dramatically improved. This Minicourse will describe the SCF Nuka Model of Care, present the continuing story of whole system transformation at Alaska Native Medical Center using the model, and address the applicability of the model to other settings.

After this session, participants will be able to:
• Describe the SCF Nuka Model of Care and key elements needed to transform a whole system of care
• Discuss what a mature improvement infrastructure looks like after 12 years of continual creation
• Consider how the SCF Nuka Model of Care might be applied in their setting

Dong K. Eby, MD, MPH, Vice President of Medical Services, Southcentral Foundation; Michelle Tiernay, MPA, SPHR, Director of Organizational Development, Alaska Native Medical Center; Tamara E. Pickett, MD, Family Practice Provider, Southcentral Foundation

M9 Transforming Care at the Bedside: An International Perspective

Aruba/Bahamas

The Transforming Care at the Bedside (TCAB) initiative was established in the U.S. by IHI and the Robert Wood Johnson Foundation, and it now has a significant global impact. This session will highlight the spread and reach of TCAB globally and describe how different nations have adapted the TCAB model to suit their local context. Results and lessons learned will be shared from the U.S., Wales, England, Sweden, and other locations.

After this session, participants will be able to:
• Describe the key strategies that have been successful in transforming care at the bedside
• Explain how the TCAB model has been adapted and adopted for use globally
• Identify high-leverage changes (tests of change) implemented in the U.S., Wales, England, and Sweden that will enable them to begin implementing TCAB in their own setting

Patricia A. Rutherford, RN, MS, Vice President, IH; Annette J. Barley, RN, BA, MS, MPH, Director of the Safer Patients Network, IHI; Mary A. Viney, RN, MSN, NEA-BC, CPHQ, Vice President, Network Systems, Seton Health System Leadership and Governance

LEADERSHIP AND GOVERNANCE

M10 Engaging Physicians in Transforming Care

Crystal Ballroom Salon J2 (enter through Salon N)

Masters

Embedding improvement into an organization’s culture requires the active engagement of physicians. This Minicourse will describe a comprehensive model for successful physician engagement in transforming care and how organizations can actualize it. Relevant perspectives from ongoing efforts to improve care and efficiency through implementation of the Virginia Mason Production System and the critical role of physicians in this work will be shared.

After this session, participants will be able to:
• Gain perspective on their own system by spending a day deeply immersed in a real-life transformation case study of another health system
• Describe universal health care coverage from the perspective of a country that has operated such a system for more than 60 years
• Take home approaches, tools, and insights on transformation that can be applied in their home settings

Helen J. Bevan, PhD, Chief of Service Transformation, NHS Institute for Innovation and Improvement; Gary Belfield, MBA, Associate Partner, KPMG LLP UK
M12 From the Top: The Role of the Board in Quality and Safety
Grand Ballroom Salon 12-14
This Minicourse will describe the role of governance and executive and clinical leadership in overseeing quality and safety through an IHI framework. Emphasis is placed on effective integration of aims and outcomes (quality, cost, service, satisfaction) and enhancing value to achieve savings in annual operation costs. Through the use of “mock board meetings,” participants will have the opportunity to wrestle with some of the most difficult problems faced by boards and learn about best practices to overcome them.

After this session, participants will be able to:
• Describe a framework that outlines the board’s role in overseeing quality and safety
• List three changes that they can apply to improve their board’s oversight of quality
• Identify specific opportunities to decrease direct costs while improving quality

James L. Reinertsen, MD, IHI Senior Fellow and President, The Reinertsen Group; Jim Conway, Group; James L. Reinertsen, MD, IHI Senior Fellow and Adjunct Faculty, Harvard School of Public Health; Jamie Orlikoff, Consultant, Orlikoff & Associates, Inc.

M13 Improving Transitions and Reducing Readmissions: Engaging the Whole System
Crystal Ballroom Salon G2 (enter through Salon D)
This Minicourse will demonstrate successful practices to develop a comprehensive approach that engages patients and providers across the continuum to improve care transitions and reduce readmissions. Learn about the Transitional Care Program, an innovative, evidence-based initiative that integrates the patient perspective and bridges hospital, home health, and outpatient services successfully to reduce readmissions for patients with congestive heart failure. Techniques using video ethnography and readmission diagnostics to motivate improvement and to design person-centered care will also be shared.

After this session, participants will be able to:
• Identify key interventions across care settings that contribute to improved transitions and reduce unnecessary readmissions
• Apply the essential components of a comprehensive change package for improving transitions between care settings
• Describe how ethnography and readmission diagnostics can be used to motivate and guide transitions improvement

Carol A. Barnes, MS, PT, GCS, Executive Program Consultant, Kaiser Permanente; Jann Dorman, Director, Center for Health Care Delivery, Kaiser Permanente; Jim Bellows, PhD, Program Evaluation Consultant, Kaiser Permanente Management Institute; Paul A. Feigenbaum, MD, Northern California Regional Medical Director of Hospital and Continuing Care Operations, The Permanente Medical Group; Michael H. Kanter, MD, Medical Director, Quality & Clinical Analysis, Kaiser Permanente Regional Quality and Risk Management; Heather Watson, MBA/HCM, Senior Consultant, Kaiser Permanente Regional Quality and Risk Management; Esther B. Neuwirth, PhD, Senior Manager, Center for Evaluation and Analytics, Kaiser Permanente Management Institute

M14 It's Time to Transform Quality Improvement...Beyond Platiitudes
Grand Ballroom Salon 9-10
Has quality improvement progress been glacial? Are you ready to go beyond well-meaning, but outdated notions based heavily and naively on tools, projects, and copying examples? Quality improvement must transform into an integrated organizational sub-business tied to strategic issues that require new leadership behaviors and “change agents,” not facilitators. This Minicourse will put these concepts into a results-based framework that will cover dealing with the most nontrivial, lurking problem of resistance from “those darn humans!”

After this session, participants will be able to:
• Apply the concept of “belief systems” to deal with culture change realistically and practically
• Use four techniques to become more effective as a “change agent”
• “Hardwire” desired results into a culture through use of a cultural audit

Davis Balestracci, MS, Statistician/Quality Improvement Specialist, Harmony Consulting, LLC; Jim Easton, BA(Hons), National Director for Improvement and Efficiency, NHS Department of Health

M15 Leading a Whole Organization to Continuous Improvement Transformation
Grand Ballroom Salon 8B (enter through Salon 11)
Masters
Most health care organizations manage improvement work as a series of projects, but what if leaders could look at change from the perspective of the whole system? What if all staff, physicians, managers, and executives changed their behavior to support continuous improvement at the bedside? Building an army of problem-solvers focused on identifying and removing defects would ensure that patient care would radically improve. This Minicourse will explore the components of changing an entire organization to improve patient care while at the same time reducing cost.

After this session, participants will be able to:
• List the key operational elements of an internal clinical QI training program and how it strategically fits within an organization
• Outline a comprehensive, tiered curriculum for internal QI training, with necessary support elements for computer-based learning
• Build relationships with other care delivery organizations with similar training interests, for cross-support and shared learning in the future

Brent C. James, MD, MStat, Chief Quality Officer and Executive Director, Institute for Healthcare Delivery Research, Intermountain Healthcare

**MONDAY DECEMBER 6**

**M16 Saving Money, Changing Minds: Internal Quality Improvement Training as a Vehicle for Organizational Change**
New York/New Orleans
Effective quality improvement training focuses on teaching the principles of process management and provides hands-on experience. Such training can be the core of organizational culture change for both clinicians and administrators, and documented savings generated by successful projects often far outweigh the cost of running the training program itself. This Minicourse presents the Intermountain Healthcare’s Advanced Training Program in Clinical Practice Improvement “train the trainer” model to study key elements of a comprehensive QI training program that drives organizational change and helps make quality a core business function.

After this session, participants will be able to:
• Discuss the core components of the Toyota principles “Purpose, Process, People” for whole system change
• List the behaviors required by staff, physicians, managers, and executives to support whole system continuous improvement
• Develop a whole system change plan for their own organization by using A3 thinking, a specific Lean tool used to create organizational change

John Toussaint, MD, President and CEO, TheaCare Center for Healthcare Value; Kim Barnas, MS, System Vice President, Oncology Services, TheaCare
M17 The Business of Infection Prevention and Control: What Organizational Leaders Need to Know
Crystal Ballroom Salon E-F
This Minicourse will present the business case for infection prevention and control from a clinical, financial, and societal perspective. The national environment in which infection prevention has become a major quality and patient safety initiative will be reviewed, along with strategies for success in reducing healthcare-associated infections. Examples of organizations that have demonstrated a return on investment related to infection prevention programs will also be shared.

After this session, participants will be able to:
• Discuss the current infection prevention environment and the role of the Infection Preventionist and hospital executive team in meeting regulatory and customer demands
• Discuss the business case for infection prevention and control
• Examine the bundles of strategies for eliminating hospital-acquired infections

Denise M. Murphy, RN, MPH, CIC, Vice President for Quality and Patient Safety, Main Line Health System; Amy M. Richmond, RN, MHS, CIC, Co-Owner and Consultant, P3 Healthcare Consulting, LLC

M18 Zero Events of Harm: Leading for High Reliability
Crystal Ballroom Salon A-C
To achieve and sustain significant improvement in patient safety (e.g., zero events of harm), health care can employ proven strategies for high reliability and safety from other industries. Reliability experts and executives from organizations who have used these strategies will share their experiences and lessons learned. Other topics to be discussed include learning from the science of safety, implementing a defined leadership method, and approaches for a more robust culture of safety.

After this session, participants will be able to:
• Describe the current infection prevention environment and the role of the Infection Preventionist and hospital executive team in meeting regulatory and customer demands
• Discuss the business case for infection prevention and control
• Examine the bundles of strategies for eliminating hospital-acquired infections

M20 Simplifying the Selection and Use of Shewhart Charts
Grand Cayman/Puerto Rico Masters
While Shewhart (or control) charts are being used with increased frequency in health care settings, many people still struggle with determining which chart is most appropriate for their data. Do I have attributes or variables data? What is my subgroup? This Minicourse will take the mystery out of using Shewhart charts, provide a foundation for interpreting data using these charts, and describe steps to link the charts to improvement strategies.

After this session, participants will be able to:
• Explain and understand why measuring is important
• Decide which control charts are appropriate for various types of data
• Interpret data presented in run and control charts and respond appropriately to common and special causes of variation

Robert C. Lloyd, PhD, Executive Director of Performance Improvement, IHI; Richard P. Scoville, PhD, Improvement Advisor, IHI

M21 Practical Ways to Monitor Improvement Using Better Real-Time Data
Grand Ballroom Salon 4-6
In order to detect problems and monitor improvement work in health care, it is necessary to have high-quality, real-time information. This Minicourse will present a practical method of using monthly hospital standardized mortality ratios (HSMRs) and SMRs for individual diagnoses and practical ways for organizations to use them, including use of web-based Statistical Process Control (SPC) charts.

After this session, participants will be able to:
• Describe the need for real-time data analysis and how it can be used to improve the quality of health care
• Articulate how HSMRs and SMRs are calculated
• Explain the use of real-time SPC charts

Brian Jarman, OBE, PhD, FRCP, FRCGP, FFPH, FMedSci, IHI Senior Fellow and Professor Emeritus, Imperial College London
M22 Mapping for Improvement: What Data is Publically Available and How to Use It

Vinoy

All improvement is local — so what do you know about your location? Population-based improvement requires knowledge of health care processes and outcomes, patient experience, cost, and health determinants. This session will begin to help you understand what public data is available and will help you start your journey forward. The work of County Health Rankings (Mobilizing Action Toward Community Health), the Commonwealth Fund’s state and national scorecards, and IHI’s Triple Aim will serve as frameworks and examples. Data visualizations, including maps at different geographic units, will be used to demonstrate the powerful lessons to be learned from publicly available data sources. An emphasis will be placed on practical skills to identify, access, and use available data.

After this session, participants will be able to:
- Identify the data publicly available for their population and begin to apply it to their improvement plans
- Learn how to think critically about a data source’s strengths and weaknesses
- Examine new frameworks for thinking about population health, including IHI’s Triple Aim

Patrick L. Remington, MD, MPH, Professor and Associate Dean for Public Health, University of Wisconsin; David Radley, PhD, MPH, Senior Health Policy Analyst and Project Manager, IHI and The Commonwealth Fund; Samantha Henderson, Research Associate, IHI

M23 Whose Care Is It Anyway...and Can Health IT Help?

Chicago/Denver

Are you wondering how health IT might improve the services you offer to patients? As a patient or a healthy citizen, how can IT help you get the care you want, when you want and need it? Expert faculty will help you consider what is generalizable from the early adopters of health IT to support patient-centered care and how your organization might adapt or adopt from leaders in the field.

After this session, participants will be able to:
- Identify the key elements of patient-centered health IT and consider their organization’s progress against these elements
- Describe the role that health IT can play in patient-centered care
- Apply learning from international case studies in which patients and citizens are being supported with technologies to dramatically change the health care paradigm

Laura Adams, President and CEO, Rhode Island Quality Institute; Brian J. Robson, MBChB, MRCGP, MPH, DRCOG, Medical Director, NHS Quality Improvement Scotland; Jacqueyn S. Hunt, PharmD, MS, Vice President, Clinical Support & Information Services, Bellin Health

M24 Preparing to Integrate Primary Care and Behavioral Health Care: A Systems Approach

Marco Island

Fundamental

With the passage of health care reform and parity legislation in the U.S., primary care will be assuming a greater role in the delivery of behavioral health services, including mental health and substance abuse disorders. Like many other chronic diseases, management strategies for behavioral health services involve not only the health care system but also activated patients, families, and communities. This Minicourse will describe the work of the Center for Health Enhancement Systems Studies at the University of Wisconsin-Madison, which has been addressing this issue by employing both quality improvement and emerging technologies (specifically mobile health, i.e., use of smart phones to improve quality of life and promote behavior change). Learn about the Center’s quality improvement work (NIATx) with over 2,500 addiction treatment agencies and 39 state governments, and their emerging technology work (CHESS).

After this session, participants will be able to:
- Deliver exceptional care experiences for patients and families every time, all the time
- Describe ways to improve care, patient safety, quality, efficiencies, overhead, staff turnover, and market share
- Develop metrics to enable staff to monitor and improve patient and family experiences, and link measurement efforts to improvement strategies

Anthony M. DiGioia, MD, Medical Director and Surgeon, Renaissance Orthopaedics; Lynne M. Maher, PhD, Interim Director for Innovation and Design, NHS Institute for Innovation and Improvement; Samantha J. Riley, Head of the Quality Observatory, NHS South East Coast

M25 Strategies to Deliver Exceptional Care Experiences, Efficiencies, and Outcomes All in One

Grand Ballroom Salon 7B (enter through Salon 3)

You can deliver exceptional care experiences while also achieving the best outcomes, improved safety, efficiencies, and reduced costs. This Minicourse will describe two process and performance improvement tools — the six-step Patient-and Family-Centered Care Methodology and Practice and Experience-Based Design — that create a sense of urgency by viewing all care through the eyes of patients and families. Learn ways to engage all caregivers in process and performance improvement and develop high-performance care teams. Case studies will be presented to demonstrate measurement principles and improvement strategies.

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David H. Gustafson, PhD, Director NIATX & TECC, University of Wisconsin; Tom J. Mosgeller, MSA, Director of Change Management, University of Wisconsin; Kimberly Johnson, MEd, MBA, Director NIATX, University of Wisconsin; James Ford, Director of Research, University of Wisconsin

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Marco Island

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M27 Strategies to Deliver Exceptional Care Experiences, Efficiencies, and Outcomes All in One

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Monday Special Events

Welcome Reception
3:30 PM – 6:30 PM
Exhibit Hall – Palms Ballroom

3rd Annual IHI Open School Chapter Congress
Sponsored by Kaiser Permanente
4:30 PM – 7:30 PM
Gaylord Palms Resort and Convention Center, Osceola A

Book Signing
5:00 PM – 5:30 PM
National Forum Bookstore
John Toussaint, MD, CEO of ThedaCare Center for Healthcare Value will be signing copies of his book On the Mend.

IHI Developing Countries Overview
5:00 PM – 6:00 PM
IHI Booth #415, Exhibit Hall

Faculty and Student Reception
7:00 PM – 9:00 PM
Crystal Ballroom Salon J2 (enter through Salon N)
This networking event is specifically for IHI Faculty, National Forum presenters, and health professions students.

10:37 AM - 11:37 AM
After this session, participants will be able to:
- Describe effective leadership behaviors within an organization to improve safety culture and drive improvement.
- Discuss how effective communication and reliable systems help ensure safe care.
- Appreciate the inherent clinical value of having a structured and consistent approach to interpreting and responding to clinical information.

Allan S. Frankel, MD, Principal, Pascal Metrics, Inc.; Michael Leonard, MD, Physician Leader for Patient Safety, Kaiser Permanente

M26 A Systematic Approach to Delivering Safe and Reliable Care
Grand Ballroom Salon 8

A comprehensive approach to improving safety and quality addresses and integrates the essential components of effective leadership, safety culture, teamwork and communication, reliable processes of care, and building an environment of continuous learning and improvement. The presenters will reflect on their experience working in safety and quality across a broad array of care environments. Practical tools and techniques will be taught that can be applied in virtually any care environment to drive improvement.

After this session, participants will be able to:
- Describe effective problem solving to develop culture and methodology for achieving ideal patient care — "patients and families get what they want and need safely, without waste."

Judy Renaas, MHA, RN, Vice President, Clinical Services and Chief Nurse Executive, Allen Memorial Hospital; Debra Shriver, RN, MSN, CENP, Chief Nurse Executive, Trinity Regional Medical Center; Mary A. Osborn, RN, Nurse Executive, St. Luke's Hospital

M27 Adaptive Problem Solving: Blueprint for Ideal Care
Anaheim

This Minicourse describes the achievements of front-line staff and senior leaders engaged in daily adaptive problem solving in seven hospitals across a large health system. Participants will use case studies in considering their own applications of adaptive problem solving to develop culture and methodology for achieving ideal patient care — "patients and families get what they want and need safely, without waste."

After this session, participants will be able to:
- Identify adaptive problem solving methodologies of specified observation, root cause analysis, and prioritization by those close to the problem or work

M28 Pursuing Diagnostic Safety in Pediatrics
Sawgrass

This Minicourse will be an in-depth examination of the fundamentals of patient safety in pediatrics and child health, including how circumstances and cognitive biases can be addressed to develop a safe system for children. This course will focus on measurement and how it can be used to accelerate change. The faculty will examine the complexities and challenges of building a safe environment for pediatric patients.

After this session, participants will be able to:
- Examine the taxonomy of diagnostic error
- Review existing evidence of diagnostic error in pediatrics
- Evaluate the ability of Trigger Tools to detect diagnostic error in pediatrics

Peter I. Lachman, MD, MPH, FRCPCH, Consultant in Service Redesign and Transformation, Great Ormond Street Hospital for Children NHS Trust; Jayant K. Deshpande, MD, MPH, Executive Physician, Pediatric Quality and Safety, Vanderbilt Children's Hospital; Stephen E. Muething, MD, Assistant Vice President of Patient Safety, Cincinnati Children's Hospital Medical Center; Anne Mallow, MD, Medical Director of Patient Safety and Infection Control and Associate Director, University of Toronto Centre for Patient Safety, The Hospital For Sick Children; Paul J. Sharek, MD, MPH, Medical Director of Quality Management and Chief Clinical Patient Safety Officer, Lucile Packard Children's Hospital; Matt Scanlon, MD, Associate Medical Director of IS, Medical College of Wisconsin

Monday, March 11, 2019
8:30 AM - 4:00 PM
16th Annual International Scientific Symposium on Improving the Quality and Value of Health Care
Gaylord Palms Resort and Convention Center, Osceola C

This program will conclude with a presentation from Lisa V. Rubenstein, MD, MSPH, FACIP, Professor of Medicine and Public Health at UCLA and Greater Los Angeles VA, and Director of VA HSRD Center of Excellence for the Study of Healthcare Provider Behavior, and Senior Scientist, RAND. Dr. Rubenstein's presentation is entitled “Finding and Assessing Literature on Continuous Quality Improvement: The State of the Art.”

The goals of the Symposium are:
- To encourage, accelerate and improve the science of continuous improvement in health care and health professions education
- To provide a forum in which investigators from around the world can introduce new work for peer review and discussion

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7:00 AM - 8:00 AM
NATIONAL FORUM ORIENTATION
Crystal Ballroom Salon G
If you are new to the National Forum, 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 National Forum Orientation is free.

9:30 AM - 12:30 PM

RAPID FIRE WORKSHOPS:
10 Minutes, 10 Slides!

Health Information Technology
9:30 AM – 10:45 AM
Grand Ballroom Salon 4-6
Moderated by John Krueger, MD, George W. Merck Fellow, IHI
EHR Implementation: Getting it Right the First Time
John Haughom, MD, Senior VP, Clinical Quality and Patient Safety, PeaceHealth

HIT and Large Physician Networks: Working Together Towards Quality
Evan Steffans, MS, RN, Director, Clinical and Quality Systems, Premier HealthNet
The Quest for QI: Extending Quality Principles Into HIT
Robert Moore, MD, Medical Director, Clinic Ole
Impact of EHR on Nurse-Sensitive Patient Outcomes
Dawn Dowding, PhD, BSc, RN, Senior Lecturer, Clinical Decision Making, The University of York

Health Care Organizations Improving Care
11:15 AM – 12:30 PM
Grand Ballroom Salon 4-6
Moderated by Carol Beasley, MPPM, Director of Strategic Projects, IHI
American Board of Internal Medicine
Richard Baron, MD, CEO, Greenhouse Internists, PC
American Academy of Family Physicians
Bruce Bagley, MD, Medical Director for Quality Improvement, American Academy of Family Physicians
National Quality Forum
Karen Adams, PhD, Vice President, National Priorities, National Quality Forum
Agency for Healthcare Research and Quality
Michael I. Harrison, PhD, Sr. Social Scientist, Organizations & Systems Center for Delivery, Organization, and Markets, Agency for Healthcare Research and Quality

WORKSHOPS A AND B
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 Special Interest Keynotes.

HOSPITAL CARE
A2/B2 Breakthroughs in Reducing Nurse Documentation Time
Crystal Ballroom Salon A-C
This session describes a Lean improvement initiative to reduce the time nurses spent in paper documentation in order to reestablish the priority of direct patient care at Covenant Health System. In five months, a plan was rolled out to 1,500 nurses that reduced waste, eliminated redundancies, improved flow of documentation, tightened connections between patient care and documentation, and improved the transparency of patient care. Covenant nurses now have 180 additional minutes per shift devoted to patient care.

After this session, participants will be able to:
• Communicate Lean principles of problem-solving; a formal, systematic approach to improving performance
• Visualize front-line staff engagement in identifying process waste, developing solutions and implementing improvements
• Identify common process wastes in health care
• Evaluate improvements made to the Covenant Health System’s nursing documentation process

Felicia J. Gordon, BSN, CPHQ, Vice President, Performance Improvement, Covenant Health System; Brad N. Thornton, RN, BA, BSN, CCRN, Senior Facilitator, Covenant Health System; Karen A. Baggerly, RN, Chief Nursing Officer, Covenant Health System; Melynda E. Reeves, RN, BSN, Nurse Specialist, Covenant Health System

A3/B3 Designing for Safety and the Ultimate Patient Experience: Remarkable Results
Crystal Ballroom Salon J
Fundamental
HGA Architects and SSM Health Care rewrote the process for planning, designing, and constructing a hospital by meeting the needs of patients and staff for tomorrow’s health care environment. Learn how understanding patient needs and applying Lean methodologies transformed the organization and design of a new 174-bed hospital, where the patient room and nursing unit configurations are designed to reduce medical errors and improve the patient experience. Hear about the remarkable results achieved in this hospital, occupied for just over one year.

After this session, participants will be able to:
• Describe how same-side patient rooms improve patient safety
• Collaborate with staff to streamline work processes and eliminate dangerous workarounds
• Explore how designing around the experiences of various patient types within each continuum of care zone creates the ultimate patient experience

Robert G. Porter, JD, MBA, Executive Vice President, SSM Health Care St. Louis; Kurt G. Spiering, AIA, ACHA, Vice President, Hammel Green and Abrahamson, Inc.; William B. Peterson, Industrial Engineer, HGA Architects and Engineers

A4/B4 Dramatically Improving ICU Pressure Ulcer Rates
St. Thomas/West Indies
This session will describe a nurse-led approach that resulted in a 50 percent decrease in pressure ulcers and achieved outcomes well below national benchmarks at the Cleveland Clinic. 13 budget neutral improvements identified by a multidisciplinary team served as a bundle of interventions that collectively created synergy to fuel the project. Learn how nurse-sensitive actions emphasized collaborative relationships across disciplines and continue to serve as the source of energy to sustain the project today.
After this session, participants will be able to:
• Identify the characteristics of a successful multidisciplinary team that can drive practice improvements in the clinical setting
• Summarize a nurse-led approach to achieve dramatic reductions in pressure ulcer rates among a high-risk hospitalized population
• Implement a bundle approach to reduce pressure ulcer prevalence

Kathleen M. Hill, RN, MSN, CCNS-CSC, Clinical Nurse Specialist, Cleveland Clinic

A5/B5 Fast Tracks: Not Just for Lower Acute Patients
Aruba/Bahamas

Many emergency departments (EDs) have "fast tracks" to care for lower acuity urgent care patients. Sound principles (e.g., understanding demand, the right staffing mix to match demand, process flow, and standard work) exist to optimize care for such patients. This session will focus on the concept that most, if not all, ED patients could be fast tracked. Examples of fast track principles applied to minor, moderate, and critical care patients will be shared.

After this session, participants will be able to:
• Describe what changes can be implemented in the ED to more efficiently treat lower acuity patients
• Apply fast track principles to moderate and critical care ED patients

Kevin M. Nolan, MA, IHI Senior Fellow and Statistician, Associates in Process Improvement; Kirk Jensen, MD, MBA, Chief Medical Officer, BestPractices, Inc.; Joseph T. Crane, MD, MBA, Emergency Physician and Business Director, Mary Washington Hospital

A6/B6 Real-Time Demand Capacity Tool Creates Real-Time Culture Change
New York/New Orleans

Learn about IIH's Real-Time Demand Capacity Tool that increases understanding of patient flow in a constantly changing acute care environment. The implementation of this tool at Gundersen Lutheran Medical Center not only identified failures in flow, but also resulted in culture change. Increased engagement of managers in their unit activity and collaboration across units ensures that when a patient needs a bed, there is one available at the right time and place.

After this session, participants will be able to:
• Identify two examples of how to create a shared need and engage the hospital operations team in using the Real-Time Demand Capacity Tool
• Describe how to mobilize commitment at the unit level to manage patient flow

Sandra M. Littlejohn, RN, Executive Director, Gundersen Lutheran Medical Center; Dar Jaeger, BSW, Quality Improvement Specialist, Gundersen Lutheran Medical Center; Laraine Buckles, RN, Administrative Director, Inpatient Medical Surgical and Short Stay Unit, Gundersen Lutheran Medical Center

A7/B7 Rethinking Emergency Department Visits
Marco Island

Reducing avoidable emergency department (ED) visits requires a shift in thinking about what is avoidable. This session will describe an IHI framework that includes strategies used and lessons learned during prototyping. The use of community-based coalitions will be described as an essential component.

After this session, participants will be able to:
• Describe how ED visit categorizations of avoidable, non-emergent, and non-urgent impact approaches to improvement
• Discuss the importance of the patient perspective in determining which ED visits may be avoidable
• Explain the importance of both non-medical and medical solutions in reducing ED visits and in working with community coalitions

Roger K. Resar, MD, Senior Fellow, IHI; Fran Griffin, RRT, MPA, Senior Manager, Clinical Programs, Becton Dickinson Medical/Medical Surgical Systems

A9/B9 ProvenCare® Lung Cancer Collaborative
Key Largo

The ProvenCare® Lung Cancer Collaborative, co-sponsored by Geisinger Health System and the American College of Surgeons Commission on Cancer, is a multi-institutional initiative which focuses on an evidence-based care approach. This session will introduce the ProvenCare® Model; discuss the chronology of the collaborative, including evidence consensus; present the experience from two participants (an academic medical center with multispecialties using an electronic medical record and a hospital with a single practitioner using a paper medical record); and summarize early findings.

After this session, participants will be able to:
• Explain the importance of the "integrator," the Center of Excellence for Population Management Strategies, developed to address disparities in care gaps in mammograms and breast cancer screening, and in DM HTN and HbA1c control among the African-American and Latino populations. The Center of Excellence is using the IHI Triple Aim to excel in addressing population health, member experience, and cost per capita. Serving in the role of the "integrator," the Center combines program expertise across several critical domains required for success: research, analysis, technology, program excellence, and communication.

After this session, participants will be able to:
• Address disparity care gaps in mammograms and breast cancer screening and in DM HTN and HbA1c control among African-American and Latino populations
• Develop state-of-the-art outreach and in-reach strategies that are integrated and coordinated across all PPS programs in partnership with primary care, and meet patients’ needs at the level and intensity that they want

Mary Jo Strobel, BSN, MBA, Director of Clinical Prevention Services, Kaiser Permanente; Sam Larson, PhD, Senior Manager, Integrated Systems, Kaiser Permanente; Karin L. Kempe, MD, Director of Clinical Prevention, Kaiser Permanente

A10/B10 Reducing Health Disparities of the Underserved Insured
Sawgrass

Masters

Learn how Kaiser Permanente of Colorado is addressing statistically and clinically significant care gaps of race and ethnicity through weaving culturally competent care into existing Population and Prevention Services (PPS) programs. In particular, this session will describe the new Center of Excellence for Population Management Strategies, developed to address disparity care gaps in mammograms and breast cancer screening, and in DM HTN and HbA1c control among the African-American and Latino populations. The Center of Excellence is using the IHI Triple Aim to excel in addressing population health, member experience, and cost per capita. Serving in the role of the "integrator," the Center combines program expertise across several critical domains required for success: research, analysis, technology, program excellence, and communication.

After this session, participants will be able to:
• Identify common themes that are necessary to incorporate interprofessional teaching and learning in an academic institution
• Describe how the Model for Improvement is applied to educational systems

Greg Ogrinc, MD, Associate Professor, Community and Family Medicine, White River Junction VA Medical Center; Linda A. Headrick, MD, Senior Associate Dean for Education, University of Missouri School of Medicine; Amy J. Barron, PhD, RN, Associate Dean for Clinical & Community Affairs, University of Colorado

A8/B8 Interprofessional Student Education about Improvement: Curricula in Three Academic Institutions
Crystal Ballroom Salon P-Q

Fundamental

Health professions students often learn by profession-specific courses and clinical experiences. This session will describe the efforts of three academic institutions that worked with IHI to develop opportunities for their nursing and medical students to learn and practice the foundations of improvement together. The use of large group learning, simulation, and experiential interprofessional learning will be described. Learn how the curriculum was developed, implemented, and evaluated.

Albert Bothe, MD, Chief Quality Officer, Geisinger Health System; Karen McKinley, RN, MBA, Vice President, Special Projects, Division of Quality & Safety, Geisinger Health System; Matthew Facktor, MD, Director, Thoracic Surgery, Geisinger Health System; John Howington, MD, Thoracic Surgeon, NorthShore University Health System; Scott Berry, MS, Associate Vice President, Division of Quality & Safety, Geisinger Health System

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A11/B11 Triple Aim: Successful Transition from Hospital to Home
Grand Ballroom Salon 7
Avoiding readmissions, reducing medication discrepancies, and improving patient satisfaction are goals being achieved in complex populations, through defined navigator roles, scripted discharge handoffs, and the use of transition coaches. This session will share results, review the path to achievements, share lessons learned, and discuss next steps in improvement. Details will be given on the development of the transition coach intervention and this role’s relationship within the care continuum.

A13/B13 Memphis Model: City-Wide Hospital Collaborative
Grand Cayman/Puerto Rico Masters
All health care is local and competitive. In Memphis, we have created a model — the Memphis Quality Initiative — where hospitals cooperate on the knowledge of quality improvement and compete on the implementation of QI. Over five years, we have successfully implemented city-wide rapid response teams, a sepsis bundle, hand hygiene, and palliative care initiatives, and now payment reform.

A14/B14 The Intersection Between Leadership and Coaching
Grand Ballroom Salon G2 (enter through Salon D)
Fundamental
Do leaders need to master coaching techniques to achieve transformational change? Is coaching necessary to create a new culture based on staff motivation, strengths, and inspiration? These questions will be explored in a case study of CareSouth, which has achieved significant clinical, financial, customer, and workforce results. For example, the percent of staff who feel that the mission of the organization “makes me feel my job is important” increased from 11 percent to 76 percent over four years.

A15/B15 Trying to Engage the Board in Quality? Get Them Directly Involved
Harbor Beach
Health care institutions have struggled to find the right model for productively engaging board members on the topic of clinical quality improvement. This session describes one institution’s multi-year program of progressively more ambitious board member involvement in clinical quality oversight, with a favorable reaction from both governance and management. The discussion will be framed around “aggressive” board engagement in clinical quality through direct exposure to the “sharp end”: patients, providers, and settings.

A16/B16 Workplace Wellness: Investing in Employee Health
Grand Ballroom Salon 1-2
Fundamental
The phrase “healthy company” typically refers to a firm’s financial health. However, some progressive organizations are demonstrating the literal meaning of the phrase: healthy employees. This session will share key findings from original research conducted at ten of America’s most innovative organizations on workplace wellness. Promising practices for encouraging and facilitating employee engagement in their personal health and the business case for investing in employee wellness will be discussed.

LEADERSHIP AND GOVERNANCE
A12/B12 From the C-Suite to the Front Lines and Back: A World-Class Management System for Spreading Improvement
Crystal Ballroom Salon H
Learn from Virginia Mason Medical Center’s experience with accelerating the spread of improvements throughout the organization. This session will introduce the essential components of a world-class management system focused on successful execution and spread of improvements, including the use of visual systems to promote staff engagement and monitor the reliability of key processes. Utilizing such a world-class management system will compel leaders to engage with front-line staff.

After this session, participants will be able to:
• Describe the Care Transitions Intervention: medication self-management; understanding warning signs and symptoms and what to do; follow up with primary care and specialists; and use of a patient-centered personal health record
• Identify how Care Transitions Intervention tools can be customized to their setting
• Discuss practical tips for implementing this model, measuring results, creating buy-in and active collaboration across settings, and aligning with medical home and accountable care organization mechanisms

Pennie L. Viggiano, BS, NHA, MBA, System Director, HealthEast Care System; Craig A. Svensten, MD, Chief Medical Quality Officer, HealthEast Care System; Rahul Koranne, MD, MBA, FACP, Medical Director, HealthEast; Eric A. Coleman, MD, MPH, Professor of Medicine, Divisions of Health Care Policy and Research, University of Colorado at Denver

A17/B17 Back to Basics: Building Essential QI Skills
Grand Ballroom Salon 8
Fundamental
So, you can explain what the letters PDSA mean. Great! But can you successfully run multiple PDSA cycles in one day? Do you know when a change concept is ready for implementation and then sustain the improvements? This session is a refresher for those whose QI efforts are stalled and a jump start for those who are new to the quality improvement journey. Built around the Model for Improvement, this session will demonstrate how to link the three questions related to aim, measurement, and change concepts to the sequence for success.
A18/B18 Build Your Waste Reduction Portfolio and Pocket the Dollars
Chicago/Denver

This session will review lessons learned from the IHI “Pocketing the Dark Green Dollars” Expedition, including a review of waste reduction cases from Expedition participants as they worked together to build a Waste Reduction Portfolio.

After this session, participants will be able to:
• Identify key areas in which waste exists in hospitals
• Estimate bottom line savings from a variety of hospital waste reduction projects
• Develop a waste production portfolio for their hospital

Eric Dickson, MD, MHCM, FAAEM, President, University of Massachusetts Medical Center; Richard Gundling, FHFM, CMA, Vice President Healthcare Financial Practices, Healthcare Financial Management Association; Chad Mulvany, Technical Director, Healthcare Financial Management Association

A19/B19 Data Sanity: Statistical Thinking for Leaders
Crystal Ballroom Salon G

Statistics in improvement are woefully misunderstood. This session will suggest an elegantly simple and counterintuitive alternative: statistical thinking, which has the potential to save millions of dollars caused by poor organizational use of data and wasted time and effort. “Data sanity” and transformed conversations in everyday work are the underlying catalysts for all improvement and should be required leadership skills.

After this session, participants will be able to:
• Identify waste in executive meeting time and middle management meeting time spent poring over data
• Utilize the power of run charts and two statistical tests, learn what is not a trend, and implement run charts as a crucial element of balanced scorecards via analytics
• Describe the danger inherent in “never” events, root cause, and “near miss” analyses

Davis Balestracci, MS, Statistician/Quality Improvement Specialist, Harmony Consulting, LLC

A20/B20 Dashboards: Please, No More Green, Yellow, or Red!
Crystal Ballroom Salon J2 (enter through Salon N)

It’s vital that senior leaders and board members view key measures of the organization’s status in ways that facilitate learning rather than judgment. Today, many organizations present the key measures for the organization to senior leadership in tabular summaries with color-coding to imply status. While these reports might be attractive to leaders, they are of limited utility for learning about the detailed and dynamic complexity of health care organizations. This session will present some alternatives based on Shewhart’s theory and methods to learn from variation in data.

After this session, participants will be able to:
• Explain why tabular and color methods to display measures are inadequate for learning by leaders
• Identify the key design elements for presentation of an effective family of measures for learning
• Explain how to analyze a vector of measures

Sandra K. Murray, MA, Improvement Advisor, CT Concepts; Lloyd P. Provost, MS, IHI Senior Fellow, Statistician and Senior Improvement Advisor, Associates in Process Improvement; Maria Britto, MD, MPH, Professor of Pediatrics and Assistant Vice President, Chronic Care Systems, Cincinnati Children’s Hospital Medical Center

A21/B21 An Effective Primary Care Model of Depression Management for High-Risk Patients
Miami

This session will demonstrate how to integrate depression care in chronic disease management by sharing proven strategies for improving collaborative care between medical and behavioral health professionals. Using simple tools such as standardized screening questionnaires and automated treatment guidelines, learn how a primary care clinic dramatically increased the likelihood that patients with chronic disease who are at high risk for depression receive appropriate care. While improving access to treatment, the clinic has also shown favorable patient acceptance, reduction in depression symptoms, and financial returns.

After this session, participants will be able to:
• Describe an effective primary care model of depression management that targets high-risk chronic disease patients
• Demonstrate how to integrate simple standardized depression screening tools into a busy primary care practice
• Apply techniques to successfully offer components of evidence-based treatment for clinical depression
• Discuss the potential return on investment of integrated depression care

Terri L. Robertson, PhD, Program Manager, Henry Ford Health System; M. Justin Coffey, MD, Neuropsychiatrist, Henry Ford Health System

A22/B22 Expanding Palliative Care Across the Continuum
Key West

For care to be patient-centered, it must permeate boundaries and be available where patients need it: at home, in hospitals, or in outpatient settings. Palliative care programs are expanding to new locales, creating continuums of care, and extending into the community. Learn about innovative advances that bring palliative care to emergency departments, ICUs, and outpatient settings such as nursing homes and specialty clinics, and strategies for transitioning among venues of care.

After this session, participants will be able to:
• Describe methods to integrate palliative care principles into the fabric of their organization
• Develop an action plan for expanding a palliative care program into one new hospital or community-based setting

Lynn H. Spragens, MBA, President, Spragens & Associates, LLC; Amber B. Jones, MEd, Consultant, Center to Advance Palliative Care

A23/B23 Step Out and Get Moving to Impact Child Obesity
Anaheim

Be Our Voice, a project of the National Initiative for Children’s Healthcare Quality (NICHIQ), is focused on reversing the trend of child obesity by leveraging health care systems and professionals to advocate for clinical and community improvements. This session will share initial learnings about successful models for community spread through the recruitment and engagement of health care professionals who are trained to step out of the office setting and into their communities as effective change agents.

After this session, participants will be able to:
• Identify three main policy changes affecting childhood obesity
• Explain how individual advocacy action can lead to community change
• Describe best practices and potential models for spread that engage health care professionals as community change agents

Marianne McPherson, PhD, MS, Evaluation Advisor, NICHIQ; Priya N. Heatherley, MHA, Senior Project Manager and Director of Staff Development, NICHIQ
PATIENT- AND FAMILY-CENTEREDNESS

A24/B24 Patient Experience-Based Design in the Community

Vinyn
Fundamental

This session will describe how patient experience-based design (EBD) was successfully introduced to ambulatory and primary care services in Bolton, UK. Learn how we adapted the process over time, how we trained and developed staff to confidently seek patient experience stories, and how EBD shaped delivery and became part of organizational strategy. Case studies will illustrate the practical steps, key learning points, and how the process can be adapted for hospital and home-based care.

After this session, participants will be able to:
- Identify the practical steps in implementing patient EBD
- Consider how the impact of patient EBD can be measured
- Discuss how the process can be adapted for hospital and ambulatory care settings

Elizabeth Bradbury, MSc, RGN, Health Foundation/IHI Fellow 2009-2010 and Associate Director for Quality Improvement, NHS Bolton

A25/B25 Taking Service to a New Level: A System-Wide Commitment to Patients

Grand Ballroom Salon K-M (enter through Salon 3)

Kaiser Permanente has implemented a system-wide strategic process to drive service improvements that has resulted in a 13-point (27 percent) improvement on HCAHPS patient satisfaction overall ratings in a three-year period. This session will highlight evidence-based practices contributing to this success, including leadership commitment, accountability, aligned pay incentives, staff engagement, reward and recognition, innovation, and spread. Presenters will address system-wide change, regional change, and one hospital team will share its story.

After this session, participants will be able to:
- Apply a strategic framework for implementing a comprehensive approach to improving the patient and family care experience in the hospital
- Identify key drivers and measurement tracking systems to prioritize and focus the work to drive improvement
- Implement partnerships at all levels of the organization to innovate, inspire, and spread successful practices
- Cite examples of successful system-wide and front-line reward and recognition programs

Deborah Romer, MBA, Vice President, Kaiser Permanente; Linda J. Fahey, RN, NP MSN, Manager Quality and Patient Safety, Kaiser Permanente; Robert S. Mangel, PhD, Senior Manager, Service Quality Research, Kaiser Permanente; Mervin Francisco, BSN, Assistant Department Administrator, Kaiser Permanente; Ruby Gill, RN, MBA, Clinical Director, Kaiser Permanente; Chrisy Garcia, RN, BSN, Charge Nurse, Med-Surg-Tele, Kaiser Permanente

PATIENT SAFETY

A26/B26 Achieving Comprehensive, Safe Patient Flow in an Academic Medical Center

Crystal Ballroom Salon A-C

Coordinated movement of patients throughout an academic medical center, from admission to discharge, is a safety issue. This session will demonstrate how Yale New Haven Hospital has streamlined care and reduced emergency department length of stay, bed turnaround time, and transport time by implementing a comprehensive, institution-wide safe patient flow initiative.

After this session, participants will be able to:
- Demonstrate the connection between patient throughput and safety
- Identify elements of a successful throughput project that achieves safe patient flow
- Describe quantitative evidence of improved throughput

Gayle Capozzalo, Executive Vice President, Strategy & System Development, Yale New Haven Hospital; Thomas J. Balcerak, MD, MPH, Vice President, Performance Management and Associate Chief of Staff, Yale New Haven Hospital

A27/B27 National Incidence of Adverse Events and Use of the IHI Global Trigger Tool

Grand Ballroom Salon 1214

Masters

This session will describe the results of an Office of Inspector General (OIG) national study of adverse events and a new initiative at Kaiser Permanente to automate the IHI Global Trigger Tool (GTT). OIG staff and their lead physician reviewer will discuss methods to identify adverse events, as well as incidence rates and assessments of preventability and costs. Kaiser Permanente faculty will describe a new automated GTT tool that operates within a commercial electronic health record (EHR) system.

After this session, participants will be able to:
- Examine incidence rates for adverse events, temporary harm events, Medicare's Hospital-Acquired Conditions and Serious Reportable Events, and the extent to which identified events are preventable and attributable to Medicare expenditures
- Review methods for identifying adverse events, including use of a modified IHI GTT review, analysis of administrative data, and a physician review of medical records
- Explore the potential to identify adverse events through the use of an automated IHI GTT using a commercial EHR

Lee M. Adler, DO, Vice President, Quality & Safety Innovation & Research, Florida Hospital; Ruth A. Dorrill, Program Analyst, Department of Health and Human Services, Office of Inspector General; Amy L. Ashcraft, MPA, Program Analyst and Team Leader, Department of Health and Human Services, Office of Inspector General, Office of Environmental Information; David C. Classen, MD, MS, Associate Professor of Medicine, Senior Partner and CMO, University of Utah; Dot Snow, MPH, Program Leader, KP HealthConnect and Patient Safety Project, Kaiser Permanente National Offices

A28/B28 Patient Safety: Improvement in Any Language

Grand Ballroom Salon 9-10

Fundamental

Improving the safety and reliability of care in hospitals is now a global movement, yet a key challenge remains: how to implement long-term, sustainable changes in the safety culture of health care organizations. IHI and the Danish Society for Patient Safety have embarked on a two-and-half-year journey to support Danish hospitals in transformational change. Join members of the Danish and IHI teams as they share the journey of transforming the safety culture of five Danish hospitals by engaging the hearts and minds of clinicians, with the added challenges of language and cultural differences. The teams will share instrumental lessons they are learning about overcoming these significant barriers, and adaptations needed to engage front-line clinicians and hospital leaders in Denmark.

After this session, participants will be able to:
- Identify the complexities of patient safety improvements in the face of language and cultural differences
- Discuss the strategy to enhance relationships between two teams from different countries in order to achieve shared goals
- Describe the translational issues of patient safety language

Sue M. Leavitt Gullo, RNC, BSN, MS, Managing Director, IHI; Carol R. Haraden, PhD, Vice President, IHI; Vibeka Rischel, RN, BA, MHSc, Programme Director, Danish Society for Patient Safety; Beth Lilja, MD, Head of Patient Safety, Danish Society for Patient Safety

A29/B29: Standardizing Optimal Care for Older Adults

Crystal Ballroom Salon E-F

The GRACE (Global Risk Assessment and Careplan for Elders) initiative at Beth Israel Deaconess Medical Center is an innovation in promoting optimal care for older hospitalized patients. The GRACE initiative standardizes proven strategies for mitigating the functional decline that disproportionately affects older adults during hospitalization. This session will describe the key elements of GRACE, including a standard daily delirium screen, delirium prevention strategies, and computerized provider entry modifications for all older patients admitted to the hospital.

After this session, participants will be able to:
- Describe the unique hazards of hospitalization faced by older patients
- Implement a daily bedside delirium screen for hospitalized elders
- Standardize existing resources to ensure daily performance of established strategies to mitigate functional decline

Melissa Mattison, MD, Hospitalist, Beth Israel Deaconess Medical Center; Christine Kristeller, RN, Geriatric Clinical Nurse Specialist, Beth Israel Deaconess Medical Center; Kim Salzmonte, RN, MHAI, Director of Operations, Quality, and Safety, Beth Israel Deaconess Medical Center
SPECIAL INTEREST KEYNOTE

C1 Driving Down Cost: Implementing Reliable Systems and Aligning Financing with Value for Patients
1:30 PM – 2:45 PM
Cypress Ballroom

Gary Kaplan, MD, CEO, Virginia Mason Medical Center
Patricia A. McDonald, Vice President, Technology and Manufacturing Group, Director Product Health Enhancement Organization, Intel Corporation

1:30 PM – 2:45 PM
WORKSHOP C

HOSPITAL CARE

C2 Assessing Rapid Response Reliability
Grand Ballroom Salon 9-10
Learn several methods to assess the reliability of Rapid Response Teams (RRT) and identify further opportunities to reduce hospital mortality. Specific methods to calculate your hospital’s RRT call rate, how to benchmark this rate with other organizations, and how to perform a structured review of unscheduled ICU transfers and hospital deaths will be described.

After this session, participants will be able to:
- Develop a process to analyze current RRT performance
- Identify RRT performance targets to further increase the team’s reliability

Michael E. Westley, MD, Medical Director of Critical Care, Virginia Mason Medical Center

C3 Don’t Let Your Glucose Get You Down: Achieving Optimal ICU Glucose Control
Key West
Achieving optimal glucose control is both a clinical and safety imperative for hospitals and health systems. Learn about implementing a nurse-driven policy to initiate an insulin drip protocol for hyperglycemia that significantly improves glycemic control in the ICU. Effective leadership, teamwork, and communication were integral for Baptist Memorial Hospital Memphis to become the first hospital to receive national recognition from VHA for best practice in glycemic control.

After this session, participants will be able to:
- Describe the advantages of a nurse-driven insulin protocol for glucose control in the ICU
- Identify the challenges of implementing a nurse-driven insulin protocol
- Draw lessons from the Baptist Memorial Hospital Memphis experience that can be applied to their organization

Karen Clark, MT(ASCP)SH, POC Manager, Baptist Memorial Hospital; Jan W. Padgett, RN, ICU Manager, Baptist Memorial Hospital; Jeff Wright, MD, PhD, Physician, Baptist Memorial Hospital

C4 Health Literacy and Transitions in Care: The First 24 Hours
Grand Ballroom Salon 1-2
Fundamental
Patient understanding in health care is fundamental to safe, high-quality care, patient and family satisfaction, and optimal clinical outcomes. This session describes how to help staff define how low health literacy is linked to poor health outcomes. Learn to recognize key health literacy issues during transitions in care, where barriers to effective communication are especially critical, and learn simple techniques that make a difference.

After this session, participants will be able to:
- Describe the challenges and opportunities related to lack of patient and family understanding, especially during transitions in care
- Identify user-friendly tools and strategies to help patients manage their health following discharge
- Describe how to use the “Teach-Back” technique to assess and improve patient and family understanding

Diane Jacobsen, MPH, CPHQ, Director, IHI; Lisa Payne Simon, MPH, Director, CA Healthcare-Associated Infection Prevention Initiative, Blue Shield of CA Foundation; Pat Stone, RN, PhD, Professor, Columbia University Graduate School of Arts & Sciences; Megan E. Vanneman, MPH, Graduate Student Researcher, Center for Health and Public Policy Studies, University of California, Berkeley

C6 Lessons from the AHA 2010 Patient Flow Challenges Assessment
Chicago/Denver
Fundamental
From pre-admission through discharge and to home, across all eight stages of patient flow, the American Hospital Association (AHA) 2010 Patient Flow Challenges survey gathered input from health care organizations about the key challenges in each stage and the prevalence for each. This session will review the results of the 2010 assessment and, for even the most vexing challenges, identify hospitals that have solutions.

After this session, participants will be able to:
- Evaluate the impact of reform and the changing health care environment on patient flow
- Describe the underlying improvement challenges within and across the eight stages of Patient Flow
- Determine which challenges your organization experiences and identify solutions that support or enable patient throughput

John Penrod, MBA, Director, American Hospital Association; Mary Longe, Director, American Hospital Association
INNOVATION AND SPREAD

C7 Empowering Medical Home Transformation
Grand Ballroom Salon 7B (enter through Salon 3)
This session will describe key lessons learned by CareOregon, a Medicaid Health Plan, and its primary care partners in their Triple Aim Primary Care Renewal Collaborative. Discussion will focus on meeting the challenges of leading transformational medical home change, empowering and supporting staff, providing key tools and change components, building new competencies, and creating the capacity of continuous renewal. Leaders from one of the most advanced medical home practices will describe their work to transform clinical culture and leadership as well as operational systems.

After this session, participants will be able to:
• Describe one organization’s journey to develop a care coordination system
• Discuss the vision to expand the patient-centered medical home concept to a model of care for the medical neighborhood
• Identify opportunities to create multidisciplinary teams to support the patient and the physician
Blair W. Nickle, MBA, MSLS, Senior Vice President, Healthcare Management Directions; Inc. ; Nan L. Holland, RN, BSN, Senior Director, Clinical Resource Services, Novant Medical Group

C8 How a Medical Society Catalyzes Improvement
St. Thomas/West Indies
The American College of Cardiology (ACC) is facilitating optimal cardiovascular care through its use of national standards and registries that support a network of clinicians (including the ACC’s PINNACLE). This session will describe how initiatives such as Hospital-to-Home (H2H) to reduce hospital readmissions, FOCUS to reduce oversuse, and the practice recognition program provide universal markers for improvement. Discussion will also include how practices share lessons regarding how to demonstrate optimal care, reduce inefficient resource use, and reward quality.

After this session, participants will be able to:
• Describe the role of medical societies in catalyzing improvement
• Use key tools and strategies identified by the H2H and FOCUS initiatives to support improvement
• Discuss the PINNACLE Network’s role in transforming practices through the use of registries, tools, ongoing assessment, and education
Paul Heidenreich, MD, Physician, VA Palo Alto Health Care System; Patrick Hughes, MD, Physician, Cardiovascular Associates; William Oetgen, MD, MBA, FACC, Clinical Professor of Medicine, Division of Cardiology, Georgetown University

C9 Improving the Health of a Nation: Policy, Program, and Practice
New York/New Orleans
Health care is only one sector influencing health. This session will review a concerted approach to addressing key health concerns in the population by influencing the policy environment, health-producing sectors, and health care delivery. Learn how foundations, the government, associations, advocates, and health professionals are coming together to address childhood obesity, both from the grassroots and treetops simultaneously. The similarities and differences of this approach from those used in other large-scale change efforts will be highlighted, with an emphasis on how to apply these lessons to your own priority areas.

After this session, participants will be able to:
• Develop an approach to mapping the influences on health in their community
• Determine which levers for change — clinical programs, local, state, and federal policy — are ripe for action
Joseph Thompson, MD, MPH, Surgeon General of the State of Arkansas and Professor, University of Arkansas Medical Sciences; Charles J. Homer, MD, MPH, CEO, National Initiative for Children’s Healthcare Quality

C10 It Takes a Neighborhood to Build Patient-Centered Care Coordination
Crystal Ballroom Salon K-M
This session will describe the journey to build a patient-centered approach to care coordination that began with chronic care models and includes lessons learned from the Centers for Medicare and Medicaid Services Physician Group Practice demonstration project. Learn how connecting multidisciplinary services with the organizational mission allows the system to extend the model to include the entire medical neighborhood. This connection results in better access, enhanced patient quality and safety, improved patient and provider satisfaction, and healthier communities.

After this session, participants will be able to:
• Describe the role of medical societies in catalyzing improvement
• Use key tools and strategies identified by the H2H and FOCUS initiatives to support improvement
• Discuss the PINNACLE Network’s role in transforming practices through the use of registries, tools, ongoing assessment, and education
Paul Heidenreich, MD, Physician, VA Palo Alto Health Care System; Patrick Hughes, MD, Physician, Cardiovascular Associates; William Oetgen, MD, MBA, FACC, Clinical Professor of Medicine, Division of Cardiology, Georgetown University

C11 Reading the Tea Leaves for 2011 Joint Commission Standards
Crystal Ballroom Salon G
Fundamental
As standards and requirements evolve, hear from a Joint Commission standards expert who will give an overview of what to expect in 2011 and provide important tips to help your organization achieve its quality goals for 2011. This session will not only boost your organization’s knowledge of the new standards, but will also help you focus on the ever-present primary goal of improving patient safety.

After this session, participants will be able to:
• Describe the role of medical societies in catalyzing improvement
• Use key tools and strategies identified by the H2H and FOCUS initiatives to support improvement
• Discuss the PINNACLE Network’s role in transforming practices through the use of registries, tools, ongoing assessment, and education
Paul Heidenreich, MD, Physician, VA Palo Alto Health Care System; Patrick Hughes, MD, Physician, Cardiovascular Associates; William Oetgen, MD, MBA, FACC, Clinical Professor of Medicine, Division of Cardiology, Georgetown University

LEADERSHIP AND GOVERNANCE

C12 Engaging Physicians to Reduce Clinical Variation
Crystal Ballroom Salon H
This session will describe Palo Alto Medical Foundation’s and Sutter Health’s successful Variation Reduction Initiative, which has engaged over 20 specialties in reducing clinical variation in the management of the most common medical conditions seen by specialists. Learn how to discover where variation occurs and how to define standards. Tips on how to build this process in your organization and engage physicians will also be shared.

After this session, participants will be able to:
• Identify benefits — and strategies to overcome barriers — to launching a Variation Reduction Initiative in their organization
• Use simple strategies to harvest data about clinical variation in their setting
• Talk with specialists about variation reduction and use strategies to engage physicians in developing and implementing standards of care
Lawrence Shapiro, MD, Foundation Managed Care Medical Director, Palo Alto Medical Foundation; Laurel M. Trujillo, MD, Co-Director, Regional Quality, Palo Alto Medical Foundation; Michael Van Duren, MD, Chief Medical Officer, Sutter Health; Wendi Knupp, MD, Patient Services, Palo Alto Medical Foundation

C13 Building the Capacity of Middle Managers to Support Improvement
Crystal Ballroom Salon J2 (enter through Salon N)
The importance of middle managers in improving health care quality and safety is well-recognized. In this session, learn about programs that organizations have developed to build the capacity of middle managers
to participate in improvement initiatives and how to adapt these models to the needs of your organization’s development program.

After this session, participants will be able to:
• Describe the objectives of a middle manager development program
• Identify the essential elements of a middle manager training program
• Develop the capacity of middle managers to enable them to attend training programs and participate in improvement initiatives

Frank A. Federico, RPh, Executive Director, Strategic Partners, IHI; Marguerite Samms, RN, MN, Practice Leader, Program Development & Change Management, MultiCare

C14 Nurse Leadership Development to Improve Quality
Grand Ballroom Salon 8
A three-person team — representing nursing, human resources, and quality management — will share their experiences in developing and customizing a nurse leadership competency model in a medical center in the U.S., a health care network in Turkey, and a hospital system in India. Learn about the implementation of the competency model and unit-based dashboards as a vehicle to manage performance and improve quality.

After this session, participants will be able to:
• Discuss the global challenges and opportunities driving the need for nurse leadership development
• Describe the implementation of a nurse leadership competency model aimed at improving quality

Elizabeth J. Brown, RN, MSN, MBA, Director, Clinical Services, Partners Healthcare; Patricia Folcarelli, RN, PhD, Director of Patient Safety, Beth Israel Deaconess Medical Center; Joanne T. Ayoub, Director of Organizational Development, Beth Israel Deaconess Medical Center

C15 Strategies to Address Disparities in Health Care
Crystal Ballroom Salon E-F
The Disparities Leadership Program (DLP) assists leaders from health care organizations with a strategic plan or a project to eliminate racial and ethnic disparities in health care. Three DLP participants will discuss the barriers and challenges to advancing and implementing strategies to address disparities, the role of the DLP framework in translating research findings into implementation, and successes in their approaches to addressing health disparities.

After this session, participants will be able to:
• Recognize the root causes for disparities in quality of care
• Describe the approaches taken by a hospital, a health plan, and a health center to identify and address racial and ethnic disparities
• Discuss the challenges, successes, and next steps in addressing health care disparities

Joseph R. Betsancourt, MD, MPH, Director, The Disparities Solutions Center, Massachusetts General Hospital

MEASUREMENT TOOLS, TECHNOLOGY, AND QUALITY PROCESSES

C16 Improving Performance: Are You Doing It for the Government or the Patient?
Harbor Beach
By focusing on the patient, one multihospital health care system achieved rapid and long-term top-decile performance in all Centers for Medicare and Medicaid Services (CMS) quality indicators. This session describes the system’s systematic approach based on expectations of the board and leadership, partnering with the medical staff, concurrent review, and personal accountability as essential components to the success of the program. Learn how acting on these CMS challenges as a way to improve care, rather than reacting to government regulations, engages caregivers in this process.

After this session, participants will be able to:
• Describe how these measures can be used to drive quality improvement

David C. Classen, MD, MS, Associate Professor of Medicine, Senior Partner, and CMO, University of Utah; Chris Wittkopp, Director of Quality Outcomes & Public Reporting, University of Kansas Medical Center; Elizabeth Carlton, RN, Director of Quality, Safety and Regulatory Compliance, University of Kansas Medical Center

C17 Meaningful Use of the Electronic Health Record: An Innovative Approach to Quality Tracking and Improvement
Crystal Ballroom Salon G2 (enter through Salon D)
To meet meaningful use requirements, the University of Kansas Hospital Center developed and implemented an innovative program to collect, track, validate, report, and improve quality measures in real time through clinical surveillance using its electronic health records systems. The development, implementation, and spread of this novel program focused on improving key quality measures will be presented.

After this session, participants will be able to:
• Identify four obstacles to measuring progress on reducing rehospitalizations
• Implement three measurement approaches that minimize these obstacles

Stephen F. Jencks, MD, IHI Senior Fellow and Independent Consultant; Amy E. Bourtwell, MD, MPP, Director of Health Policy Strategy, IHI

C18 Measuring Progress on Reducing Rehospitalizations
Crystal Ballroom Salon A-C
Measuring progress on reducing rehospitalizations presents special practical challenges for hospitals and communities. Changes measured using available tools can be seriously misleading. This session will give front-line clinicians and managers tools that use readily available data and require only simple, largely arithmetic, calculations.

After this session, participants will be able to:
• Identify four obstacles to measuring progress on reducing rehospitalizations
• Implement three measurement approaches that minimize these obstacles

Sandra K. Murray, MA, Improvement Advisor, CT Concepts; Lloyd P. Provost, MS, IHI Senior Fellow, Statistician and Senior Improvement Advisor, Associates in Process Improvement; Rocco J. Perla, EdD, Director, Analytics, UMass Memorial Health Care

C19 Powerfully Viewing Rare Events Data
Crystal Ballroom Salon J Masters
It’s great news when unwanted events such as infections, falls, and pressure ulcers are rare. But how do we tell if we are holding improvement gains in these areas or improving further when these events become rare? Standard control charts aren’t helpful. This session will review when to use the T (time between) chart or G (count between) chart for rare events data, how to choose which chart to use, and how to analyze the data using these charts.

After this session, participants will be able to:
• Identify when to use a T chart or G chart for rare events data
• Describe how to analyze data using the T and G charts

Sandra K. Murray, MA, Improvement Advisor, CT Concepts; Lloyd P. Provost, MS, IHI Senior Fellow, Statistician and Senior Improvement Advisor, Associates in Process Improvement; Rocco J. Perla, EdD, Director, Analytics, UMass Memorial Health Care
OFFICE PRACTICE AND OUTPATIENT SETTINGS

C20 Integrating a Successful Collaborative Care Model for Depression
Anaheim
This session will describe the successes of the DIAMOND model of collaborative care for depression that has been spread across 80 primary care sites in Minnesota and Wisconsin. A team-based approach to chronic disease management will also be discussed. Learn how this model for collaborative care can be expanded to a full health care home model.

After this session, participants will be able to:
• Describe the key components of the depression collaborative care model
• List successful factors for a team-based approach to collaborative care for chronic disease management
• Determine pieces of the model and success factors that can be adapted and expanded to a full health care home model

Nancy Jaccard, Vice President, Member Relations and Strategic Initiatives, Institute for Clinical Systems Improvement; Timothy J. Hernandez, MD, Medical Director, Family Health Services Minnesota

C21 Joy, More Time Off, and Better Care with Group Visits
Crystal Ballroom Salon P-Q Fundamentals
Learn how use of the Shared Medical Appointment (SMA) in primary and specialty (including surgical) care is revitalizing to all participants. Improved efficiency, satisfaction and quality, and the potential for increased revenue/cost savings are common features. Comprehensive Health Care Centers, Centering, DIGHMAs, and Physicals SMAs will be discussed. Data, success stories, and challenges in diverse settings and other proven efficiencies in clinical care will give participants a strong orientation to the utility of SMAs.

After this session, participants will be able to:
• Describe the essential elements of the SMA: process, team, confidentiality, billing, and recruitment
• Communicate various SMA models and their key features

Brent J. Jaster, MD, Group Visit Consultant, JasterHealth, Inc., University of Colorado School of Medicine

C22 Transforming Care Transitions for Heart Failure Patients
Sawgrass
In the U.S., heart failure is the most frequent cause of hospital readmissions, largely resulting from fragmented care that leads to unnecessary readmissions. This session will describe an innovative, evidence-based program that integrates the patient perspective and bridges hospital, home health, and outpatient clinic services to successfully reduce readmissions. Successful interventions that contributed to success and were spread to 13 practices will be highlighted, including just-in-time inpatient education, timely home visits focusing on heart failure self-management and medication reconciliation, ongoing outpatient follow-up, and integration across the continuum.

After this session, participants will be able to:
• Identify the key interventions that improve transitions across care settings and reduce unnecessary readmissions for heart failure patients
• Describe the three components of the program, including the role of providers and clinical staff
• List four critical activities that must take place in order to reduce readmissions

Heather Watson, MBA/HCM, Senior Consultant, Kaiser Permanente Region Quality and Risk Management, Patient and Family Centered Care; Michael H. Kanter, MD, Medical Director, Quality & Clinical Analysis, Kaiser Permanente Region Quality and Risk Management; Carol A. Barnes, MS, PT, GCS, Executive Program Consultant, Kaiser Permanente; Patti Harvey, RN, Vice President, Quality and Patient Care Services, Kaiser Permanente

C23 Developing a Model of Family-Centered Adult Critical Care
Aruba/Bahamas
In 2007, our organization had the dubious distinction of being featured as an example of a non-patient-centered ICU in Don Berwick’s National Forum keynote. Ironically, some staff were attending the Forum to learn how to work on exactly this area. This session will detail our organization’s turnaround story and describe the journey that led us to win the 2010 Society of Critical Care Medicine’s Family-Centered Care Award (given annually to only one hospital in the world).

After this session, participants will be able to:
• Describe one model for initiating a local program for family-centered care in an ICU
• Identify ways to align key institutional resources and stakeholders towards the common goal of family-centered care
• Apply methods for acquiring, understanding, and integrating patient and family feedback into daily operations

Barbara S. Lee, MSSW, Director of Social Work, Beth Israel Deaconess Medical Center; Sabrina Cannistraro, MS, Project Manager, Critical Care Quality, Beth Israel Deaconess Medical Center; Wendy J. McHugh, RN, Coordinator for Person-Centered Critical Care, Beth Israel Deaconess Medical Center; Peter F. Clardy, MD, Director, Medical Intensive Care, Beth Israel Deaconess Medical Center

C24 Patient and Family Shadowing: Walking the Walk
Marco Island
Fundamental
While advances in technology have driven medical care to astonishing levels of technical capability, health care systems are less focused on the care experience of patients and families. This session will describe Patient and Family Shadowing (PFS), a low-tech, easy to implement, high-impact technique used to obtain real-time feedback from patients and families. This technique enables caregivers to gain firsthand knowledge of the patient and family care experience and to identify ways to improve care from their perspectives, thereby creating a sense of urgency to improve and redesign care.

After this session, participants will be able to:
• Describe the PFS technique to identify ways to improve care from the patient and family perspectives
• Develop care flow maps based on the observations made through PFS
• Establish insight through patient and family observations of the care experience to drive change and transform care

Patricia L. Embree, Senior Director, Project Management, University of Pittsburgh Medical Center; Anthony M. D’Angio, MD, Medical Director and Surgeon, Renaissance Orthopaedics; Michael H. Celender, MS, Organization Development Consultant, University of Pittsburgh Medical Center

C25 The Power of Stories: Successful Applications
Grand Ballroom Salon 12-14 Fundamental
This session will share practical examples from 1000 Lives Plus in Wales (UK) of the use of stories to improve governance and engagement in system-wide health service improvement. Real examples will be discussed, including use of stories as board-level agenda items, for planning and review at the clinical team level, and for engaging with organizations and the wider community. Various approaches and formats will be described.

After this session, participants will be able to:
• Describe the numerous ways in which stories can be used to help improve health care
• Develop a systematic approach to effectively using stories in system-wide health care improvement

Sarah Puntoni, Healthcare Improvement Lead Officer, Public Health Wales; Jonathon R. Gray, MB, ChB, Director of National Institute for Improvement and Innovation, New Zealand, Counties Manukau District Health Board; Tim Heywood, MBA, MSc, Leadership Programme Manager, Welsh Assembly Government
**PATIENT SAFETY**

**C26 Building a Program to Support the Second Victim**
Grand Cayman/Puerto Rico

Health care providers involved in a medical error are considered the second victims. During this session, organizations that have developed programs to support these clinicians will share their experiences to assist others in developing similar programs in their own institutions.

*After this session, participants will be able to:*
- Explain the importance of having a program to support clinicians involved in medical errors
- Describe the steps needed to develop a clinician support service
- List the steps they will take in their own organization to build a clinician support program

Linda K. Kenney, President/Founder, MITSS; Sue D. Scott, RN, MSN, Coordinator, Patient Safety, University Hospital

**C27 Eliminating Preventable Harm: Progress and Insight**
Grand Ballroom Salon 7

In 2007, the Beth Israel Deaconess Medical Center Board of Directors stated the goal of eliminating all preventable patient harm. This session will describe the processes of defining harm and preventability, capturing and reviewing harm events to determine preventability, and sharing results with hospital staff, patients, and board members. Initial and ongoing challenges will be discussed, along with discussions and decisions about preventability and progress toward our audacious goal.

*After this session, participants will be able to:*
- Describe factors that put neonatal patients at risk for long-term sequelae
- Discuss how the private room NICU can improve patient outcomes
- Identify the critical safety components in the design of a private room NICU

Denise A. Hartman, RNC, MBA, Clinical Director, Community Health Network

**C28 The Next Evolution of Neonatal Intensive Care**
Miami

This session will discuss the transformation of an open bay NICU to a private room environment, including the planning, design, and implementation phases. The associated patient benefits will also be highlighted. Technical, logistical, and operational challenges that were overcome to promote patient safety and the delivery of quality and patient-focused care will be addressed.

*After this session, participants will be able to:*
- Discuss the challenges in defining preventability of harm events and a potential framework for doing so
- Describe the benefits of discussing preventability of harm events with staff, physicians, board members, and patients

Kenneth E. Sands, MD, Senior Vice President, Health Care Quality, Beth Israel Deaconess Medical Center; Patricia Fucarelli, RN, PhD, Director of Patient Safety, Beth Israel Deaconess Medical Center

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**TUESDAY SPECIAL EVENTS**

**Complimentary Yoga**
6:00 AM – 7:00 AM
Key Largo & Key Biscayne

**Book signing**
10:45 AM – 11:15 AM
National Forum Bookstore
Emma Stanton, MD, Commonwealth Fund Harkness Fellow in health care policy and practice and Claire Lemer, MD, will be signing copies of their book *MBA for Medics.*

**Book signing**
12:30 PM – 1:00 PM
National Forum Bookstore
Blair Sadler JD, Senior Fellow at IHI will be signing copies of his book *Transforming the Healthcare Experience Through the Arts.*

**IHI Open School Overview**
4:00 PM – 5:00 PM
IHI Booth #415, Exhibit Hall

**Storyboard Reception**
4:30 PM – 6:30 PM
Palms Ballroom – Cypress 1
Representatives from organizations with storyboards on display will be available to answer questions, share lessons learned, and network in an informal setting.

**Book signing**
4:30 PM – 5:00 PM
National Forum Bookstore
Gary Kaplan, MD, CEO of Virginia Mason Medical Center will be signing copies of his book *Transforming Healthcare: Virginia Mason Medical Center’s Pursuit of the Perfect Patient Experience.*

**IHI Improvement Map Overview**
5:00 PM – 6:00 PM
IHI Booth #415, Exhibit Hall

**Book signing**
5:30 PM – 6:00 PM
National Forum Bookstore
Louise Liang MD, Retired Senior Vice President of Quality and Clinical Systems Support at Kaiser Permanente will be signing copies of her book *Connected for Health: How Kaiser Permanente is Transforming Care Delivery.*

**Dine Arounds**
6:00 PM – 8:00 PM
Gaylord Palms Resort and Convention Center
Join colleagues for a casual dinner at one of the many award-winning restaurants at the Gaylord Palms Resort and Convention Center. Visit the IHI Dine Around staff in the Los Angeles Room at the Marriott World Center on December 6th and 7th to sign up for a group dining experience.
7:00 AM - 7:45 AM
SPECIAL INTEREST BREAKFASTS

Network with colleagues and discuss a variety of improvement topics over breakfast. Special Interest Breakfasts are group conversations led by an expert facilitator. Participation is free of charge.

SIB1: Special Interest Breakfast for Forum Excursion Participants
Chicago/Denver
Facilitators: Forum Excursion Faculty

SIB2: Fellowship Programs at IHI
Anaheim
Facilitator: Joelle Baehrend, MA, Fellowship Director, IHI

SIB3: Developing Countries Program at IHI
Miami
Facilitator: Pierre Barker, MB ChB, Executive Lead, Developing Countries, IHI and Professor, Pediatrics, UNC Chapel Hill

SIB4: Leading a Quality Agenda: Canadian Perspectives
Harbor Beach
Facilitator: Debbie White, RN, PhD, Associate Dean of Research Faculty of Nursing, University of Calgary

SIB5: Shared Medical Appointments: 10 Pearls for Success
Grand Ballroom Salon 1-2
Facilitator: Brent Jaster, MD, Group Visit Consultant, JasterHealth, Inc.

SIB6: The Improvement, MD Checklist
Grand Ballroom Salon 4-6
Facilitator: Jose Valdez, MS, Senior Health Systems Engineer, University of Wisconsin Hospital and Clinics

SIB7: The Welsh 1000 Lives Campaign
Marco Island
Facilitator: Andrew Cooper, Communication Officer, Wales Center for Health

SIB8: Breakfast of Champions: Excellence Through the Baldrige Framework
Crystal Ballroom Salon P-Q
Facilitator: Joel H. Ettinger, MHA, President and CEO, Category One Inc.

SIB9: The Conversation Project: How Communities and Providers Can Encourage and Support Conversations About Preferences for End-of-Life Care
Crystal Ballroom Salon K-M
Facilitator: Ellen Goodman, Pulitzer Prize winning columnist, The Boston Globe

SIB10: Planning and Executing a Safety and Quality Campaign or Program: Meet Fellow Leaders
Crystal Ballroom Salon A-C
Facilitator: Pedro Delgado, MSc, Executive Director, IHI

SIB11: AHRQ Research and Tools on Redesigning Care Processes
Grand Ballroom Salon 12-14
Facilitator: Michael J. Harrison, PhD, Senior Social Scientist, Organizations & Systems Center for Delivery, Organization, and Markets, Agency for Healthcare Research and Quality (AHRQ)

SIB12: IHI Passport Breakfast
Aruba/Bahamas
Facilitators: Andrea Kabencell, RN, MPH, Vice President, IHI; Frank Federico, RPh, Executive Director of Strategic Partners, IHI

SIB13: Mapping Your Performance, Reaching for the Best: The Commonwealth Fund’s WhyNotTheBest.org
Grand Ballroom Salon 9-10
Facilitators: Anne-Marie J Audet, MD, MSc, Vice President, Health System Quality and Efficiency, The Commonwealth Fund; Martha Hostetter, Consulting Editor and Web Content Developer, The Commonwealth Fund

SIB14: How Can We Develop Stronger Execution and Vital Work Environments?
Crystal Ballroom Salon J
Facilitators: John August, Executive Director, Coalition of Kaiser Permanente Unions; Göran Henriks, Chief Executive of Learning and Innovation, The County Council of Jönköping

SIB15: Healthcare Financial Management Association’s Value Project
Crystal Ballroom Salon E-F
Facilitator: Richard Gundling, FHFMA, CMA, Vice President, Healthcare Financial Management Association

SIB16: How to Get Involved with the Triple Aim at IHI
New York/New Orleans
Facilitators: Carol Beasley, MPPM, Director, Strategic Projects, IHI; Martha Rome, RN, MPH, Director, Triple Aim, IHI

SIB17: ACOs and Winning under Health Care Reform
Crystal Ballroom Salon G
Facilitator: Jeff Petry, Vice President of Program Development, Premier Healthcare Alliance

SIB18: Improving Health Care Through the Arts
Grand Cayman/Puerto Rico
Facilitator: Blair Sadler, JD, Senior Fellow, IHI

SIB19: Developing Educators in Quality Improvement
Vinoy
Facilitator: Karyn Baum, MD, MSc, Medical Director, Utilization Review Associate Professor of Medicine University of Minnesota; Bethany Robertson, DNP, CNM, Assistant Professor, Emory University

SIB20: The Hidden Impediments to Safety in the OR
Sawgrass
Facilitator: Gerry Healy, MD, Senior Fellow, IHI and Professor, Harvard University Medical School

SIB21: Information on the Leadership Summit for Patient Activists and Partners in Quality and Safety
Grand Ballroom Salon 7
Facilitators: Patient Activist Participants
**WORKSHOPS D AND E**

**D Workshop**  
9:30 AM – 10:45 AM

**E Workshops**  
11:15 AM – 12:30 PM

All D Workshops repeat during E Workshops except for Special Interest Keynotes.

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**D2/E2 Cost-Effective Physical and Environmental Designs That Reduce Harm and Lower Costs**  
Sawgrass  

*Driving to Zero: Redesigning Infection Control*  
Betty Craig, MSN, CRNP, Vice President, Patient Services, Lankenau Hospital  

*Making Money While Being an Environmental Leader*  
Jeff Thompson, MD, CEO, Gundersen Lutheran Medical Center  

*Project Zero — Governance Leadership to Achieve Goals*  
Steven Lewis, MD, Medical Director, Infection Control, Delnor Community Hospital  

*Designing for Safety and the Ultimate Patient Experience: Remarkable Results*  
Robert Porter, JD, MBA, Executive Vice President, SSM Health Care St. Louis  

*The Medical Home*  
11:15 AM – 12:30 PM  
Grand Ballroom Salon 4-6  

*Collaborate for Change: Learning How to Involve the Community*  
Ruth Clark, RN, MPA, Executive Director, Integrated Health Partners  

*In Homelessness, Housing = Health*  
Lara Weinstein, MD, Assistant Professor and Primary Care Research Fellow, Department of Family and Community Medicine, Thomas Jefferson University  

*Tough Love: What Can the Medical Home Really Deliver?*  
David Labby, MD, Medical Director, CareOregon  

*Medical Home Case Studies: Lessons from the TransForMED Project*  
Robert Eidus, MD, President, Cranford Family Practice

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**HOSPITAL CARE**

**D3/E3 Defining a Focused Population: Impact on Reducing Sepsis Mortality**  
Grand Ballroom Salon 1-2  

*This session will highlight the challenges and progress of hospitals in IHI’s collaboratives focused on improving the treatment of sepsis and reducing the high mortality rate associated with it. The approach and impact of defining a focused population of patients with severe sepsis and septic shock will be discussed. Learn about specific hospital experiences with establishing effective strategies and practical ideas that supported their ongoing efforts to maintain reliability and reduce sepsis mortality.*

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**Rapid Fire Workshops**

**10 Minutes, 10 Slides!**

**Great Results from Hospital Leaders**  
9:30 AM – 10:45 AM  
Grand Ballroom Salon 4-6  

*Moderated by Paul Levy, CEO, Beth Israel Deaconess Medical Center*  

*Driving to Zero: Redesigning Infection Control*  
Betty Craig, MSN, CRNP, Vice President, Patient Services, Lankenau Hospital  

*Making Money While Being an Environmental Leader*  
Jeff Thompson, MD, CEO, Gundersen Lutheran Medical Center  

*Project Zero — Governance Leadership to Achieve Goals*  
Steven Lewis, MD, Medical Director, Infection Control, Delnor Community Hospital  

*Designing for Safety and the Ultimate Patient Experience: Remarkable Results*  
Robert Porter, JD, MBA, Executive Vice President, SSM Health Care St. Louis

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**General Conference Wednesday**

**9:30 AM-12:30 PM**

**E Workshops**

**E1 How Will We Do That? Redirecting the Medical Arms Race to Higher Quality, Lower Cost, and Better Health**  
Sponsored by The Picker Institute  
11:15 AM – 12:30 PM  
Cypress Ballroom  

Atul Gawande, MD, MPH, General and Endocrine Surgeon, Brigham & Women’s Hospital  

Elliott Fisher, MD, MPH, Director of Population Health and Policy, The Dartmouth Institute for Health Policy and Clinical Practice

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**E2 Cost-Effective Physical and Environmental Designs That Reduce Harm and Lower Costs**  
Sawgrass  

*Driving to Zero: Redesigning Infection Control*  
Betty Craig, MSN, CRNP, Vice President, Patient Services, Lankenau Hospital  

*Making Money While Being an Environmental Leader*  
Jeff Thompson, MD, CEO, Gundersen Lutheran Medical Center  

*Project Zero — Governance Leadership to Achieve Goals*  
Steven Lewis, MD, Medical Director, Infection Control, Delnor Community Hospital  

*Designing for Safety and the Ultimate Patient Experience: Remarkable Results*  
Robert Porter, JD, MBA, Executive Vice President, SSM Health Care St. Louis

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**E3 Defining a Focused Population: Impact on Reducing Sepsis Mortality**  
Grand Ballroom Salon 1-2  

*This session will highlight the challenges and progress of hospitals in IHI’s collaboratives focused on improving the treatment of sepsis and reducing the high mortality rate associated with it. The approach and impact of defining a focused population of patients with severe sepsis and septic shock will be discussed. Learn about specific hospital experiences with establishing effective strategies and practical ideas that supported their ongoing efforts to maintain reliability and reduce sepsis mortality.*

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**Special Interest Keynotes**

**D1 Fixing Health Care in America**  
9:30 AM – 10:45 AM  
Cypress Ballroom  

George Halvorson, Chairman and CEO, Kaiser Permanente

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**E1 How Will We Do That? Redirecting the Medical Arms Race to Higher Quality, Lower Cost, and Better Health**  
Sponsored by The Picker Institute  
11:15 AM – 12:30 PM  
Cypress Ballroom  

Atul Gawande, MD, MPH, General and Endocrine Surgeon, Brigham & Women’s Hospital  

Elliott Fisher, MD, MPH, Director of Population Health and Policy, The Dartmouth Institute for Health Policy and Clinical Practice

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**D4/E4 Disruptive Behavior by Physicians: Adverse Effects on Safety**  
Grand Ballroom Salon 7B (enter through Salon 3)  

*Fundamental*  

Using small group discussion of case histories to illustrate examples, this session will describe the various manifestations of disruptive behavior and the factors which may underlie it. The adverse effects of disruptive behavior on safety, culture, and teamwork will be discussed, and approaches to dealing with it most effectively will be shared.

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**After this session, participants will be able to:**

- Discuss the challenges and learning related to reducing sepsis mortality  
- Identify key strategies and innovative approaches to improving identification and increasing the reliability of the Sepsis Resuscitation Bundle  
- Describe the importance of building a system to address human factors to enhance early identification of patients with severe sepsis and septic shock

Diane Jacobsen, MPH, CPHQ, Director, IHI; Terry P. Clemmer, MD, Director of Critical Care Medicine, LDS Hospital, Intermountain Healthcare; Sean B. Townsend, MD, Vice President of Quality & Safety, California Pacific Medical Center; Joan M. Grebe, MA, OT, AICF, Improvement Advisor, IHI

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**After this session, participants will be able to:**

- Discuss the various manifestations of disruptive behavior  
- Describe the adverse effects of disruptive behavior on safety, culture, and teamwork  
- Identify effective approaches for dealing with disruptive behavior

Kevin Stewart, FRCP, Health Foundation/IHI Fellow 2009–2010 and Medical Director, Winchester & Eastleigh NHS Trust; Ronald M. Wyatt, MD, MHA, George W. Merck/IHI Fellow 2009-2010 and Staff Physician, Huntsville Hospital System
D5/E5 e-Autopsy: Saving More Lives by Studying Death
Grand Ballroom Salon 9-10
This session will describe Kaiser Permanente's unique hybrid electronic/manual mortality review process and narrative (storytelling) methods that are being used to prevent harm and improve care. How other medical systems have adapted the electronic mortality review tool for their settings will also be discussed. Learn to use these tools to create a “snapshot” of your hospital's current mortality trends.

After this session, participants will be able to:
- Develop and implement their own hospital mortality study using tools and lessons provided
- Identify ways to apply these tools to reduce harm/mortality and lead to system improvement
- Utilize the power of narratives (storytelling) to improve patient safety and end-of-life care

Helen Lau, RN, MHROD, BSN, BMus, Regional Director, Hospital Performance, Quality and Risk Management, Kaiser Permanente; Kerry Litman, MD, Physician Quality Director, Kaiser Permanente; Michael H. Kanter, MD, Medical Director, Quality & Clinical Analysis, Kaiser Permanente Regional Quality and Risk Management

D6/E6 Lives Saved, Costs Safely Reduced: QUEST Year Two
Grand Cayman/Puerto Rico
In 2008, more than 150 hospitals committed to improve quality while safely reducing costs as part of the QUEST initiative. The results achieved through transparency and collaboration are noteworthy: more than 14,000 “lives saved” with an additional 45,000 patients receiving evidence-based care, while more than $1 billion in costs have been reduced. Learn about the underlying tenets as well as strategies employed by high-performing hospitals.

After this session, participants will be able to:
- List the five domains of focus and measurement in the QUEST initiative
- Describe the results of the initiative through year two in terms of “lives saved,” patients receiving evidence-based care, and dollars saved
- Identify three different modes of collaboration within the QUEST initiative

Richard A. Bankowitz, MD, MBA, Vice President and Chief Medical Officer, Premier, Inc.; Jan Mathews, RN, MPH, CPHQ, NEA-BC, Assistant Vice President, Quality Management, CareMorn Helath; Carolyn C. Scott, RN, MEd, MHA, Vice President, Performance Improvement and Quality, Premier, Inc.

D7/E7 Rehabilitating Stroke Rehab: An Unexpected Adventure!
Key West
Eight inpatient rehabilitation facilities within New York City Health and Hospitals Corporation came together to improve post-acute stroke care by combining elements of Transforming Care at the Bedside and Care Transitions. This innovative collaboration resulted in the intended outcomes of improved care as well as some totally unexpected outcomes. This session will describe not only how to improve stroke rehabilitation services, but also how to develop a business case and service line network for rehabilitation care.

After this session, participants will be able to:
- Implement best practices in stroke rehabilitation care and identify ways to improve this care by engaging patients and families
- Use a business case approach for rehabilitation medicine services
- Develop a service line network for rehabilitation medicine

Mary K. Guarneri, RN, Senior Director, New York City Health and Hospitals Corporation

INNOVATION AND SPREAD
D8/E8 Building a Self-Management Support System
Harbor Beach
This is a “how-to” session on developing and implementing an evidence-based Health Navigator Self-Management Support System to help achieve IHI’s Triple Aim: better health, better care, at lower cost. Key topics include the role of the Health Navigator, creating and training a Health Navigator team, engaging patients and providers, developing links with community resources, demonstrating results relative to the Triple Aim, and securing necessary resources.

After this session, participants will be able to:
- Describe seven steps to designing a Health Navigator Self-Management Support System in their community
- Identify next steps, barriers, and strategies to implementing such a system
- Describe the benefits of a Health Navigator Self-Management Support System in helping to achieve the Triple Aim

Trissa Torres, MD, MSPH, FACP, Medical Director, Genesys HealthWorks, Genesys Health Park

D9/E9 Partnering with Students to Transform Care
Miami
Fundamental
For organizations seeking to improve care, students are often a valuable resource hiding in plain sight. In this session, learn how students of many professions — medical, nursing, and other health professions — can be integral to your organization’s improvement efforts and help reduce the burden on staff. Hear directly from students and the organizations that have worked with them to improve processes. Also learn how the IHI Open School is helping initiate and support such partnerships.

After this session, participants will be able to:
- Explain the value of working with students to transform care
- Describe several models for student participation in improvement
- Give examples of ways that the IHI Open School is connecting students with host sites and supporting them

Carly N. Strang, Project Manager, IHI; Shannon A. Mills, MHS, Community Manager, IHI; Deepa Rangamathan, Content Manager, IHI

D10/E10 Physician-Hospital Organization: An Evolving Accountable Care Organization
Grand Ballroom Salon 8
Masters
With a shared vision of improving population health, Integrated Health Partners — a physician-hospital organization (PHO) — created a partnership with community stakeholders. This session will describe how, utilizing the IHI improvement framework, this PHO is evolving into an accountable care organization (ACO) through implementation of the ACO critical elements. Learn how quality initiatives in employer, physician, and care management collaboratives have begun shifting population health measures, and how accountability for quality is driven by disease and care management metrics. Promising results from payer cost of care data will also be shared.

After this session, participants will be able to:
- Articulate necessary and possible partnerships for developing an ACO
- Identify potential metrics and measurement needed to develop an ACO
- Describe strategies to indentify the cost of care for the population served by an ACO

Mary Ellen Benzik, MD, Medical Director, Integrated Health Partners; Ruth Clark, RN, MPA, Executive Director, Integrated Health Partners

D11/E11 Sepsis Mortality Reduction: A Standardized Approach for Early Screening and Treatment
Crystal Ballroom Salon K-M
In 2008, Kaiser Permanente in Northern California (21 medical centers) launched a program to screen, stratify, and reliably provide effective sepsis treatment to all patients at risk. As part of this work, based on the Surviving Sepsis Campaign, we developed an algorithm and standardized approach for early screening in the ED, and testing of patients for sepsis. This has led to an increase in sepsis detection by 102 percent, and an ability to treat our patients earlier with a reduction in our sepsis mortality from 25 percent to 15 percent. We are also beginning to identify and provide better treatment for patients with intermediate lactates in 2010. Join us to learn about our collaborative approach and our model for spread and sustainability.

After this session, participants will be able to:
- List the key elements of the sepsis algorithm used for early identification and treatment of sepsis
- Identify challenges and apply learnings from Kaiser’s experience to their patient population

Melinda L. Skeath, RN, CNS, Executive Director, Quality & Regulatory Services, Kaiser Foundation Health Plan; Alan P. Whippy, MD, Medical Director for Quality and Safety, Kaiser Permanente; Barbara L. Crawford, RN, MSN, Nurse Executive, Kaiser Permanente; Carmen Adams, DNSc, RNC, Clinical Practice Consultant, Kaiser Permanente
**D12/E12 Value Creation: Mayo Clinic’s Strategic Blueprint**
Crystal Ballroom Salon J2 (enter through Salon N)
This session will describe the framework Mayo Clinic is using to enhance value (i.e., increasing the trust and affordability of care to patients). The four main pillars of this effort will be described, including alignment with the strategic plan, discovery of new models of delivering care, diffusion of best practices, and measurement of results.

*After this session, participants will be able to:*
- Identify how their organization can take the quality concepts to the next level (i.e., improving quality of care while concurrently reducing costs)
- Create a structured diffusion model to ensure “best practices” are consistently used, and that all patients benefit from everything their organization has to offer

Stephen J. Swensen, MD, MMM, FACP, Director of Quality, Mayo Clinic; James A. Dilling, BSIE, Senior Administrator, Mayo Clinic

**LEADERSHIP AND GOVERNANCE**

**D13/E13 High-Performing Health Care in America: A Ten-Year Plan to Save Lives and Money**
Crystal Ballroom Salon J
Fundamental
Using real-life stories from health care providers and the largest database of clinical and financial data in the U.S., this session will shed light on the dramatic quest to give Americans the health care they deserve and lay out a practical plan to provide high-quality, cost-effective care in the decade ahead. Discussion will include suggestions for leading through change, driving toward more accountability, letting go of long-held illusions, and improving the health of community populations.

*After this session, participants will be able to:*
- Describe new models for increased quality, accountability, and transparency in health care
- Define top performance in key dimensions of health care and understand how to measure against it
- Identify strategies to leverage the power of collaboration to provide high-quality, cost-effective care

Susan D. DeVore, CEO, Premier, Inc.

**D14/E14 Leading Large-Scale Change: The Role of the CEO**
Crystal Ballroom Salon G
In this session, the CEOs of Virginia Mason Medical Center and Cincinnati Children’s Hospital Medical Center will share their experiences with leading large-scale, transformational changes in their organizations. Discussion will focus on institutional strategies, leadership principles, challenges and opportunities, and the impact of changes within these two health care organizations.

*After this session, participants will be able to:*
- Define key institutional strategies for making large-scale change in health care
- Identify leadership behaviors that are essential for the success of large-scale change initiatives
- Plan a systematic approach to implementing large-scale change in their organization

James M. Anderson, JD, President Emeritus, Cincinnati Children’s Hospital Medical Center; Gary S. Kaplan, MD, CEO, Virginia Mason Medical Center

**D15/E15 The Heart of Transformational Health Care Leaders**
Crystal Ballroom Salon G2 (enter through Salon D)
Why do some organizations excel in safety, quality, engagement, and financial health when others in similar circumstances do not? This session will present a framework and practical guidance that emerged from research and in-depth interviews with ten leaders of such organizations to find out what is at the heart of their leadership. The implications for your own leadership will also be explored.

*After this session, participants will be able to:*
- Name the three most important factors in establishing a capitated/global population-based budget
- Describe clinical programs that are essential to managing care within a capitated/budget
- Analyze the elements of success for a five-year risk-based contract based on both achievement of quality and financial targets

Savita Mashru, MD, MS, Associate Professor of Medicine, University of Utah; Barbara Spivak, MD, President, Mount Auburn Cambridge IPA

**MEASUREMENT TOOLS, TECHNOLOGY, AND QUALITY PROCESSES**

**D17/E17 Clinical Decision Support: Implications for “Meaningful Use” and the American Recovery and Reinvestment Act**
Crystal Ballroom Salon A-C
Clinical decision support integrated into health care information technology systems holds great promise for improving the quality, safety, and efficiency of care. Reimbursement for hospitals and physicians under the American Recovery and Reinvestment Act (ARRA) is contingent upon demonstrating meaningful use of technology. The ARRA lists clinical decision support as a building block for meaningful use. This session will discuss how clinical decision support can enable organizations to improve patient care and demonstrate meaningful use.

*After this session, participants will be able to:*
- Identify the potential of clinical decision support to enable measurable improvements in the quality, safety, and efficiency of patient care
- Assess the role of clinical decision support in demonstrating meaningful use under the American Recovery and Reinvestment Act

Scott R. Weingarten, MD, MPH, President and CEO, Zynx Health; David C. Clasen, MD, MS, Associate Professor of Medicine, Senior Partner, and CMO, University of Utah

**D18/E18 Healthcare Value Leaders Network**
Anaheim
Learn how progressive health care systems are leveraging the learning of other organizations and industries to create better patient care and outcomes, while increasing staff satisfaction and system performance. Practical examples shared by the network organizations will highlight the benefits and key learnings of being part of a learning network.

*After this session, participants will be able to:*
- Describe how a learning network can improve patient care, outcomes, staff satisfaction, and system performance
- Identify ways in which a learning network can benefit their organization

Helen Zak, COO, Lean Enterprise Institute
What workshop are you enjoying? Tweet it using #IHI
• Describe five key principles to make the employee experience less stressful and more gratifying. This session describes five powerful principles that are key to breakthroughs in the patient, family, and employee experience. Evidence-based strategies that create a more healing environment for patients and families and make the employee experience less stressful and more gratifying will also be shared.

After this session, participants will be able to:
• Describe five key principles to breakthroughs in the patient, family, and employee experience of care
• Identify best practices grounded in these principles, including anxiety mapping, careboard conversations, skill-building in caring communication, and personalizing care through mass customization
• Use practical tools to initiate or strengthen these best practices in their organization

Wendy Leebov, EdD, Consultant, Wendy Leebov and Associates

D28/E28 Scotland: Leading the Way in Health Care Quality
Grand Ballroom Salon 8B (enter through Salon 11)
Fundamental

This session will describe the journey NHS Scotland has been on for the last three years in partnership with IHI. The Scottish Patient Safety Programme has transformed many elements of everyday care delivered in Scotland’s hospitals. The next challenge is spreading these results to primary care, mental health, and beyond safety. The Quality Strategy for NHS Scotland will be presented as an example of a blueprint for a health care system built around safe, effective, and person-centered care.

After this session, participants will be able to:
• Describe the quality journey the health care system in Scotland has undertaken in the last three years
• Discuss the factors which predict success in large-scale change initiatives
• Apply lessons to their own context

Carol R. Haraden, PhD, Vice President, IHI; Jason Leitch, DDS, MPH, National Clinical Lead for Quality, Scottish Government Health Department

D25/E25 Patient and Family Advisors: Moving from Complaints to Partners in Continuous Improvement
New York/New Orleans
Fundamental

Patient and family advisors, or “power partners” with health care organizations, are emerging worldwide and having a dramatic impact on quality improvement and patient safety efforts. This session, designed specifically but not exclusively for patient and family advisors, will provide an overview of approaches and profile the journeys that moved complaints to celebrated shared successes for several organizations.

After this session, participants will be able to:
• Describe the partnership of patient and family advisors in quality improvement
• Cite a range of organizations utilizing this approach and specific results of this type of partnership
• Identify key resources to support implementing an approach that engages patient and family advisors

Sally Sampson, Founder, ChopChop Magazine; Jim Conway, MS, IHI Senior Fellow and Adjunct Faculty, Harvard School of Public Health

D26/E26 Win-Win Strategies That Produce Breakthroughs in the Patient and Employee Experience
Grand Ballroom Salon 7
To transition to patient- and family-centered care, it’s critical to employ strategies that not only enhance the patient and family experience, but also make the change sustainable by engaging and energizing employees consistently in their care-giving work. This session describes five powerful principles that are key to breakthroughs in the patient, family, and employee experience. Evidence-based strategies that create a more healing environment for patients and families and make the employee experience less stressful and more gratifying will also be shared.

After this session, participants will be able to:
• Describe the partnership of patient and family advisors in quality improvement
• Cite a range of organizations utilizing this approach and specific results of this type of partnership
• Identify key resources to support implementing an approach that engages patient and family advisors

Sally Sampson, Founder, ChopChop Magazine; Jim Conway, MS, IHI Senior Fellow and Adjunct Faculty, Harvard School of Public Health

D27/E27 Engaging Physicians: Insights and Actions for Results
Grand Ballroom Salon 7B (enter through Salon 3)
Actively engaging medical staff in improving care is a central challenge in most settings. When physicians fail to lead or participate actively, staff typically resort to workarounds or spend time and energy convincing each physician that the “new way” will be better for patients. This session will describe what it takes to move physicians from the periphery to the center and how to enable them to take a leadership role in safety and quality improvement.

After this session, participants will be able to:
• Describe how the quality of the organization-doctor relationship impacts physician engagement with improvement efforts
• Identify management attitudes and behaviors that enable physicians to stay on the sidelines of care improvement efforts
• Describe specific behaviors and steps to authentically engage physicians in creating and achieving an institution’s quality agenda

Jack Silversin, DMD, DrPH, President, Amicus, Inc.

D29/E29 Transforming Safety and Flow Across the Hospital
Crystal Ballroom Salon H
This session will relate the outcomes, strategies, barriers, and lessons learned from simultaneous initiatives to dramatically improve patient safety and flow in the hospital. New approaches to reduce serious harm and increase capacity that resulted in significant savings to the system will be shared.

After this session, participants will be able to:
• Identify key changes to improve safety and flow at the same time
• Describe strategies required to implement these changes and overcome barriers to implementation
• Discuss the business case for changes to improve safety and flow

Stephen E. Muething, MD, Assistant Vice President of Patient Safety, Cincinnati Children’s Hospital Medical Center; Uma R. Kotagal, MBBS, MSc, Senior Vice President, Quality Transformation and Director, Health Policy & Clinical Effectiveness, Cincinnati Children’s Hospital Medical Center; Frederick C. Ryckman, MD, Vice President, System Capacity and PeriOperative Operations and Professor of Surgery, Cincinnati Children’s Hospital Medical Center
HOSPITAL CARE

L1 Building an Effective Surgical Quality Program

L2 Managing Operations: Improving Patient Flow and Safety While Decreasing Cost

L3 Rapid Response: Increasing Opportunities to Rescue

L4 The Transformation of Nursing Care Delivery

M1 Decreasing Avoidable 30-Day Rehospitalizations in a State or Region

M2 Senior Alert: A National Quality Registry to Prevent Harm

A2/B2 Breakthroughs in Reducing Nurse Documentation Time

A3/B3 Designing for Safety and the Ultimate Patient Experience: Remarkable Results

A4/B4 Dramatically Improving ICU Pressure Ulcer Rates

A5/B5 Fast Tracks: Not Just for Lower Acuity Patients

A6/B6 Real-Time Demand Capacity Tool Creates Real-Time Culture Change

A7/B7 Rethinking Emergency Department Visits

C2 Assessing Rapid Response Reliability

C3 Don’t Let Your Glucose Get You Down: Achieving Optimal ICU Glucose Control

C4 Health Literacy and Transitions in Care: The First 24 Hours

C5 Impacting Healthcare-Associated Infections across 49 California Hospitals

C6 Lessons from the AHA 2010 Patient Flow Challenges Assessment

D2/E2 Cost-Effective Physical and Environment Designs That Reduce Harm and Lower Costs


D4/E4 Disruptive Behavior by Physicians: Adverse Effects on Safety

D5/E5 e-Autopsy: Saving More Lives by Studying Death

D6/E6 Lives Saved, Costs Safely Reduced: QUEST Year Two

D7/E7 Rehabilitating Stroke Rehab: An Unexpected Adventure!

INNOVATION AND SPREAD

L5 A Regional Approach to the IHI Triple Aim

L6 Breakthrough Quality, Access, and Affordability: Lessons for Health Care from the World’s Greatest Organizations

L7 Building Quality Improvement Capability

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Julie Martin, RN
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Improved Satisfaction and Flow in the Cath Lab
Florida Hospital
Ashley Cochran
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Improving Reliability of Prenatal Care Through EHR
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Standardization of Handling Radioactive Material
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Improving Critical Care Areas Blood Gas TAT
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Unlocking the Key to VTE Prevention
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The Hidden Benefits of Rapid Response Teams
Hakencsack University Medical Center
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Does Our Staff Know the Results of Their Job?
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Eliminate VAP in Our ICU
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Reduction in MRSA in a Community Hospital ICU
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Diagnostic Imaging: Real Time Decision Support
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Reduction of Antipsychotic Polypharmacy
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Transforming Culture to Eradicate HAI
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The London Sepsis Checklist
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C.A.R.E Unit — Positive Impact on Patient Flow
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ED Program Yields Amazing Patient Satisfaction
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Quality and Financial Impact of Palliative Care
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Value-Based Sepsis Management
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Best Practices Eliminate Central Line Infections
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Implement Med/Surg Basal Bolus Insulin Protocol
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### LEADERSHIP AND GOVERNANCE

#### Transforming a Culture Using Strategic Planning
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#### Innovations in Leadership: Teamwork at Its Best!
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- **Mayo Clinic**
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#### Results of a Pilot Program Aimed at Improving Hand Off Transitions and Perceptions of Patient Safety
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#### Interprofessional Education for Community Health
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### STORIEBORDS

#### Stamford: Applying Athletic Principles
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#### Four Hospitals, One Solution for Value-Added Care
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#### Sign On The Dotted Line...............!
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Implementing Lean: Findings & Implications
American Institutes for Research
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Aspen Healthcare Metrics
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Evidence Based Practice to the Theoretical Limit Blessing Hospital
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Using Lean Tools to Redesign the Surgical Specimen Greenwich Hospital
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Improving Timely Communication of Critical Values
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Continuity of Care for Chronic Venous Ulcers
MacNeal Hospital
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Norsk Pasientskadererstatning (The Norwegian System of Compensation to Patients)
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Managing Culture-Driven Risk: MMC Interventions
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Using Global Trigger Analytics: AHS Collaboratives
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Leveraging PC-Based IT Solutions To Drive Medicare HCC Risk Capture
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Is There A Six Sigma Project Lurking in Your Data?
QI Macros SPC Software for Excel
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Using Control Charts for Healthcare Quality
QI Macros SPC Software for Excel
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QI Coach + Web 2.0 = A Formula to Sustain Change
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Improving Quality: A Data Quality Feedback Loop
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Intubation Checklist Development Process
Regional Trauma in Intensive Care — Severn
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Decision Support System for CQI Projects
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Emergency Services Redesign Saint Vincent Health System
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QI in the Curriculum: An Adaptable Approach Saskatchewan Health Quality Council
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Comparison Studies: PT INR Meter vs. Lab
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Home Health: Implementing PT INR Testing at Home
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Exploratory Analysis for Healthcare Improvement St. Francis Hospital & Health Centers
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The Culture of Reporting and Electronic QVR
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STORYBOARD RECEPTION
Tuesday, December 7, 4:30 PM – 6:30 PM, Palms Ballroom / Cypress 1

Core Measures: Next Level Innovation
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6 Hours Can be Ours: Whole System Culture Change
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Creative Healthcare is the leading provider of Six Sigma and Lean project consulting and training deployment in healthcare. For more information, visit the Creative Healthcare website at www.creative-healthcare.com.

CRIMSON, a division of the Advisory Board Company
2445 M Street, NW
Washington, DC 20037
202-266-6337
www.crimsonservices.com
Booth number: 1113
The Advisory Board Company’s CRIMSON Initiative® is dedicated to developing solutions for achieving hospital-physician alignment. Partnering with 400+ hospitals, CRIMSON combines business intelligence technology with best-practice research and implementation support.

Datix
5000 Yonge Street, Suite 1901
Toronto, ON M2N 7E9
416-694-1313
bgoodman@datix.co.uk
www.datix.co.uk
Booth number: 1206
Datix risk management software protects 60 million patients in the USA, Canada, Australia and Europe. Incidents, concerns and other events are collected and managed to build a comprehensive picture of risk.

Decision Critical Inc.
Booth number: 1117

Deloitte Consulting, LLP
www.deloitte.com/us
Booth number: 1212
Deloitte Consulting, LLP provides professional services to health care organizations seeking to improve their clinical and financial performance utilizing leading practice technologies and processes.

Department of Defense Patient Safety Program
5111 Leesburg Pike Suite 810
Falls Church, VA 22041
703-681-0064
www.health.mil/dodpatientsafety
Booth number: 628
The DoD PSP focuses on engaging, educating and equipping patient-care teams to institutionalize evidence-based safe practices. The exhibit showcases recent initiatives around improving systems, processes, and teamwork within the MHS.

DiagnosisONE
Booth number: 1104

Dialog Medical
30 Perimeter Park Drive
Atlanta, GA 30341
800-482-7963
www.dialogmedical.com
Booth number: 619
Dialog Medical’s iMedConsent™ application improves the education and documentation associated with the informed consent process. Trusted by over 190 hospitals, iMedConsent™ enhances safety, manages risk, ensures compliance, and lowers costs.

Dimensional Insight
60 Mall Road
Burlington, MA 01803
781-229-9111
www.dimins.com
Booth number: 521
Dimensional Insight offers business intelligence solutions that turn data into insight. The Diver Solution™ allows decision-makers across your healthcare organization to access data quickly and intuitively.

DNV Healthcare Inc.
400 Technic Center Drive
Suite 350
Milford, OH 45150
www.dnvaccreditation.com
Booth number: 908
DNV’s NIAHOSM sets the new standard for hospital accreditation, integrating CMS CoPs with modern principles of ISO 9001 providing hospitals a truly performance-based standard designed to foster innovation and enhance patient safety.

DocSite, LLC
4917 Waters Edge Drive, Suite 125
Raleigh, NC 27606
919-256-9513
jchodorowicz@docsite.com
www.docsite.com
Booth Number: 523
DocSite® is a leader in point-of-care decision support, quality performance management and health information exchange services to the health care market, improving quality of care.

ECRI Institute
5200 Butler Pike
Plymouth Meeting, PA 19462
610-825-6000
www.ECRI.org
Booth number: 221
ECRI Institute is an independent nonprofit that researches the best approaches to improving patient care. Our unbiased, evidence-based research, information, membership program, and educational services help you to lead your organization in assessing and addressing safety, quality and risk management challenges.

EDGEBATER Technology
20 Harvard Mill Square
Wakefield, MA 01880
781-246-3343
makewaves@edgewater.com
Edgewater.com
Booth number: 1402
Edgewater Technology is a consulting partner to leading healthcare organizations, driving improvements in patient outcomes, quality and efficiency; and raising the standard of care through clinical, operational and financial integration.

Edwards Lifesciences
One Edwards Way
Irvine, CA 92164
949 259 2500
www.edwards.com/criticalcare
Booth number: 825
Edwards provides you with the valuable hemodynamic information you need, how you need it, when you need it most. From Swan-Ganz PAC to the latest FloTrac sensor and PreSep oximetry catheter.

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www.emergencyexcellence.com
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Ann Arbor, MI 48105
800-466-3764
www.epmgpc.com
Booth number: 217
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Florida MEP
1180 Celebration Boulevard
Suite 103
Celebration, FL 34747
321-939-4000
www.floridamep.org
Booth number: 1018
Florida MEP assists small- to medium-sized manufacturers and businesses to transform their companies into high-performing globally competitive enterprises.

FormFast
13421 Manchester Road
Suite 208
St. Louis, MO 63131
800-218-3512
www.formfast.com
Booth number: 921
Since 1992, FormFast software has enabled healthcare organizations to achieve significant process improvement across the enterprise, supporting HR, contract management, rogue clinical processes, risk management and countless other workflows.

Forward Health Group, Inc. [Population Manager]
1101 N. Old World Third Street
Suite 102
Milwaukee, Wisconsin 53203
877-805-8590
Booth number: 927
Forward Health Group, Inc. is a leading-edge clinical informatics company. We offer software solutions and data services to help physicians and health systems manage their patient populations.
Health Care Systems, Inc. (HCS)
5755 Carmichael Parkway
Montgomery, Alabama 36117
334-279-9711
www.hcsinc.net

Booth number: 317
HCS’s mission is to develop the best clinical software applications for hospitals and health care facilities. HCS’ innovative software solutions deliver the highest quality, while reducing costs. HCS Medication Reconciliation provides a patient’s retail medication history data from multiple data sources.

Healthcare Facilities Accreditation Program (HFAP)
142 E. Ontario Street, 10th floor
Chicago, IL 60611
312-202-8258
info@hfap.org
www.hfap.org

Booth number: 614
The HFAP is a non-profit, nationally recognized accreditation organization with deeming authority from CMS. Its mission is to advance high quality patient care and safety through objective application of nationally recognized standards.

Healthcare Quality Certification Board (HCQB)
P.O. Box 19604
Lenexa, KS 66285-9604
800-346-4722
info@cphq.org
www.cphq.org

Booth number: 100
The Healthcare Quality Certification Board raises the standard for healthcare quality professionals by defining world-class professional excellence through the international Certified Professional in Healthcare Quality (CPHQ) certification.

Healthcare Team Training
101 Devant Street, Suite 203
Fayetteville, GA 30214
678-369-6317
www.healthcareteamtraining.com

Booth number: 219
HFTT is a patient safety management, quality improvement solutions company that specializes in team performance with patient centered care for healthcare organizations. We are the leading worldwide provider of TeamSTEPPS® and TeamSTEPPS PLUS®.

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Marblehead, MA 01945
800-753-0131
www.healthleadersmedia.com

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HealthLeaders Media is a leading multimedia company composed of HealthLeaders magazine, HealthLeaders Media Online, HealthLeaders Media Rounds, HealthLeaders Media Breakthroughs, and the HealthLeaders Media Intelligence Unit

Honeywell HomMed
3400 Intertech Drive, Suite 200
Brookfield, WI 53045
800-353-5440
www.hommed.com

Booth number: 1400
Honeywell HomMed is a global leader in the telehealth industry with a Telehealth Ecosystem consisting of patient-facing devices, content/applications, and services.

I2i Systems, Inc.
3663 N Laughlin Rd Ste 200
Santa Rosa, CA 95403
707-575-7100
www.i2isys.com

Booth number: 905
I2iTracks is the only Population Health Management System that empowers healthcare organizations to deliver quality-focused, patient-centered, proactive care through its built-in preventive medicine features, and quality improvement (QI) tracking.

In Compass Health, Inc
318 Maxwell Road
Alpharetta, GA 30009
678-990-5206
www.incompasshealth.com

Booth number: 1020
In Compass Health is dedicated to assisting hospitals in building successful hospitalist programs. We work with hospitals to develop an implementation guide, recruitment plan, and provide support to ensure the ongoing success of the program.

Innovative Workflow Technologies, Inc.
1023 Amiet Road
Henderson, KY 42420
270-854-3030

Booth number: 109
IWT is an innovative and experienced software provider serving healthcare facilities who count on us to enhance workflow efficiency and patient safety with a host of tailor-made solutions. At IWT, we are all about delivering the expertise and tools our clients need to meet their IT challenges.

Institute for Healthcare Improvement (IHI)
Booth number: 415
Institute for Process, Leadership and Quality Improvement (IPLQI)
Ron Erickson, IPLQI
105 Governors House Drive
Morrisville, NC 27560
919-234-9229 (cell)
www.iplqi.com
renrickson@iplqi.com

Booth number: 112
In Compass Health is dedicated to assisting hospitals in building successful hospitalist programs. We work with hospitals to develop an implementation guide, recruitment plan, and provide support to ensure the ongoing success of the program.

InTouch Health
90 Castilian Drive Suite 100
Goleta, CA 93117
805-562-8666
www.intouchhealth.com

Booth number: 515
InTouch Health provides remote presence solutions, empowering increased physician presence for hospital-based patients. This may lead to improved patient safety and satisfaction, greater efficiency and throughput gains.

Isabel Healthcare
1710 Hermitage Way
Ann Arbor, MI 48104
734-332-0612
www.isabelhealthcare.com

Booth number: 214
Isabel Healthcare Inc. provides Isabel, an integrated, web-based Diagnosis Decision Support System designed to help mitigate risk of diagnosis error, improve care efficiency and effectiveness, and enhance referral management.

Johns Hopkins Center for Innovation
601 North Caroline Street
Suite 2080
Baltimore, MD 21287-0765
410-614-3567
innovations@jhmi.edu
www.hopkinsmedicine.org/innovation

Booth number: 1108
The Center for Innovation helps hospitals develop quality and safety programs. In addition, the Center provides health care professionals with training in the areas of efficiency, safety and quality.
Joint Commission Resources
1515 W. 22nd Street
Suite 1300W
Oak Brook, IL 60523
630-268-7400
info@jcrcinc.com
www.jcrcinc.com
Booth number: 414
Joint Commission Resources (JCR) is an organization offering a full spectrum of resources to help health care professionals provide safe and efficient patient care through consulting services, education programs, publications and multimedia products.

Juran Institute
Booth number: 222

Kaiser Permanente
1800 Harrison Street
24th floor
Oakland, CA 94612
510-625-5646
General contact email address: samantha.quattrone@kp.org
www.kp.org
Booth number: 422
Kaiser Permanente is helping to shape the future of health care through our mission to provide high-quality, affordable health care services to improve the health of our members and the communities we serve.

Join Kaiser Permanente for a presentation on Tuesday, December 7, from 2:45 PM – 3:15 PM in the Palms Foyer.

Logical Images – VisualDx
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Rochester, NY 14623
800-357-7611
www.visualdx.com
Booth number: 1424
VisualDx clinical decision support integrates thousands of medical images with specialized information to help clinicians see, learn, and discern to more accurately diagnose disease.

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Suite 240
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972-480-3300
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Booth number: 1013
Loopback Communications provides hospitals with reliable, cost-effective, technology-enabled solutions to stay connected with patients after discharge to improve clinical outcomes, reduce readmissions, manage risk and improve patient satisfaction.

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2160 South First Avenue Building
105, Room 2840
Maywood, IL 60153
708-216-9101
http://www.luc.edu/nursing
Booth number: 119
Loyola University Chicago Niehoff School of Nursing announces a new HRSA supported DNP program – Healthcare Quality Using Education in Safety and Technology (H-QUEST) – focusing on Outcomes Management/Quality/Safety or Health Care Informatics.

Marsfield Clinic
1000 N. Oak Avenue
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www.midasplus.com
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With over 1100 clients nationwide, MIDAS+ provides integrated process management technology for healthcare organizations seeking to address patient flow and resource optimization, patient safety, and performance improvement.

McKesson
5995 Windward Parkway
Alpharetta, GA 30005
404-338-6000
www.mckesson.com
Booth number: 612
McKesson enterprise intelligence provides real-time surveillance to impact point-of-care behavior and performance measurement that integrates clinical, financial, and operational data to help organizations sustain performance improvements.

Join McKesson for a presentation on Wednesday, December 8 from 10:45 AM – 11:15 AM in the Palms Foyer.

MCN Healthcare
1777 S. Harrison Street, Suite 405
Denver, CO 80210
800-5838-6264
www.mcnhc.com
Booth number: 820
MCN Healthcare is a leading provider of healthcare regulatory compliance solutions including policy management, policy library, staff education and training, and StayAlert! – e-mail notification of regulatory changes and implementation tools.

MEDai, an Elsevier Company
1-800-446-3324
sales@medai.com
www.MEDai.com
Booth number: 1101
MEDai provides sophisticated data mining and predictive analytics solutions used by the health care industry for quality improvement, prevention and wellness, population health management, operational efficiency and cost management.

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5995 Windward Parkway
Alpharetta, GA 30005
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11711 W. 79th Street
Lenexa, KS 66214
888-MEDIWARE
www.mediware.com
Booth number: 513
Mediware is a leading provider of specialized healthcare solutions with nearly 30 years of experience developing software for improved patient care and safety. InSight delivers easy access to performance information.

Meridios, Ltd
545 Main Street
Cohocton, OH 43812
740-622-2400
www.meridios.com
Booth number: 1442
Meridios is a healthcare consulting company developing technology and process solutions that encourage improved patient care. Meridios has designed healthMATRIX, a web-based health registry application, to deliver health registry data in a format that encourages improvement in delivery of care.

Microsoft Health Solutions Group
One Microsoft Way
Redmond, WA 98052
425-882-8080
http://www.microsoft.com/hsg/
Booth number: 201
Microsoft Quality Measures Manager aggregates clinical, financial and administrative data to provide enterprise-wide views of quality measures. Practitioners can monitor and respond quickly, supporting a greater focus on delivering better care.

Laerdal Medical
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800-648-1851
www.laerdal.com
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888-889-5882
www.medsimulation.com
Booth number: 601
Medical Simulation Corporation is the healthcare industry leader in providing simulation-based quality and patient safety training solutions designed to strengthen the competence and confidence of all healthcare providers.

MIDAS+ (formerly ACS MIDAS+)
4801 E. Broadway Blvd.
Suite 335
Tucson, AZ 85711
800-737-8835
www.midasplus.com
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Microsoft Health Solutions Group
One Microsoft Way
Redmond, WA 98052
425-882-8080
http://www.microsoft.com/hsg/
Booth number: 201
Microsoft Quality Measures Manager aggregates clinical, financial and administrative data to provide enterprise-wide views of quality measures. Practitioners can monitor and respond quickly, supporting a greater focus on delivering better care.
Minitab Inc.
Quality Plaza, 1829 Pine Hall Rd
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814-238-3280
www.minitab.com
Booth number: 805

Minitab® Statistical Software, Quality Companion by Minitab®, and Quality Trainer by Minitab™ provide a complete solution for Six Sigma and quality improvement projects.

Morrissey Associates, Inc.
222 South Riverside Plaza
Suite 1850
Chicago, IL 60606
312-431-0123
www.morriseyonline.com

Booth number: 1418

Established in 1987, Morrissey Associates offers web-based care management (case, quality, risk, patient satisfaction and infection control) and credentialing applications, along with comprehensive consulting services. Morrissey has over 900 healthcare customers.

National Database of Nursing Quality Indicators
3901 Rainbow Boulevard
MS 3060
Kansas City, KS 66160
913-588-1691
www.nursingquality.org

Booth number: 1404

NDNQI® is the only national, nursing quality measurement program which provides hospitals with unit-level performance reports with comparison to national averages, percentile rankings and other important data.

National Graduate School of Quality Management (NGS)
186 Jones Road
Falmouth, MA 02540
800-838-2580
www.ngs.edu

Booth number: 1422

The National Graduate School of Quality Management (NGS) offers Bachelor Completion, Master of Science or Doctor of Business Administration degrees in Quality Systems Management. Specializations include Integrated Health Care.

National Initiative for Children’s Healthcare Quality (NICHQ)
30 Winter Street 6th Floor
Boston, MA 02113
617-391-2700
www.nichq.org

Booth number: 525

NICHQ is proud to partner in presenting this year’s Pediatric Track! Come visit Booth 525 to hear about our latest initiatives in neonatal care, medical home, childhood obesity, and more.

National Patient Safety Foundation
268 Summer Street Sixth Floor
Boston, MA 02210
617-391-9900
www.npsf.org

Booth number: 418

NPSF, a 501(c)(3) non-profit organization, has been diligently pursuing one mission since its founding in 1997 – to improve the safety of the healthcare system for the patients and families it serves.

National Quality Center
AIDS Institute
90 Church Street, 13th Floor
New York, NY 10007
www.NationalQualityCenter.org

Booth number: 818

The National Quality Center provides no-cost, state-of-the-art technical assistance to all Ryan White Program-funded grantees to improve the quality of HIV care nationwide.

Nestlé HealthCare Nutrition
12 Veneland Road
Florham Park, NJ 07932
973-593-7599

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Nestlé HealthCare Nutrition, a global leader in medical nutrition, expands its Be AWARE campaign on preventing enteral misconnections and to medication delivery with Be AWARE.

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NEXT LEVEL Partners®, LLC is an industry leader in Lean process improvement, human capital development, and Lean strategic planning. Each NLP Lean engagement is centered around three pillars: people, planning, and process improvement.

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www.nkusa.com

Booth number: 914

Nihon Kohden America displays the Prefense™ Early Detection and Notification System™ designed to continuously monitor at-risk patients, not just those in conventionally monitored areas such as critical care or telemetry.

Outcome
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617-621-1600
www.outcome.com

Booth number: 1420

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207-236-0157
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Booth number: 101
Picker Institute is an independent nonprofit organization dedicated to advancing excellence in patient-centered care through education, research and the dissemination of best practices strategies.

Join us on Wednesday, December 8, from 11:15 AM – 11:25 AM for our award ceremony in the Cypress Ballroom.

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Healthcare executives, clinicians and quality professionals throughout the U.S. rely on the Quality Indicator Project’s best-in-class clinical performance measurement, reporting, and analytical solutions to meet their performance measurement and improvement goals for core measures and more.

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Marlboro MA 01752
http://www.quantros.com
Booth number: 509
Quantros provides software and services to the healthcare industry in the areas of patient safety, quality improvement, accreditation, infection surveillance and pharmacovigilance. Today more than 2,000 healthcare facilities use Quantros solutions.

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416-410-8456
www.rlsolutions.com
Booth number: 703
RL. Solutions creates innovative healthcare software for patient feedback, incident reporting & risk management, infection surveillance and claims management. A global company with over 600 diverse healthcare clients, we have offices in Canada, the United States, Australia and the UK.

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3290 West Big Beaver Suite 500
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248-267-3536
www.rwd.com
Booth number: 226
RWD is a provider of performance improvement solutions. We work with hospitals to combat financial challenges and create sustainable improvements to provide efficient, quality care for every patient.

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SBTI provides the healthcare industry consultative and skill enhancements in areas of increasing quality, removing risk and errors and improving performance while returning significant savings to the bottom line.

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131 Lone Oak Road
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www.usa.siemens.com/healthcare
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Lebanon, NH 03766
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karen.a.tombs@dartmouth.edu
http://tdi.dartmouth.edu/centers/education/
Booth Number: 118
TDI offers two graduate degree programs, MPH and MS, which build on a rigorous curriculum designed to develop skills required to measure, organize, and improve health and health care.

The Compliance Team
Booth number: 218

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The Joint Commission
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Oakbrook Terrace, IL 60181
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The Joint Commission, the gold standard in health care evaluation, accredits and certifies more than 18,000 health care organizations in order to help provide quality health care to the public.

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Columbus OH 43214
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www.scpcp.org
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The Society of Chest Pain Centers (SCPC) is a nonprofit process improvement organization dedicated to helping facilities develop efficient and effective care, quality, efficiency, and resource deployment, facilitate dynamic case management, and resource deployment, facilitate dynamic case management, and report and reduce readmissions, manage risk, improve efficiency.

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312-996-3992
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Master of Science Degree in Patient Safety Leadership and Graduate Certificate in Patient Safety, Error Science and Full Disclosure from UIC College of Medicine and the Institute for Patient Safety Excellence.

University of Michigan College of Engineering Center for Professional Development
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Join Wolters Kluwer Health for an enlightening CDS Systems discussion on Tuesday, December 7, 9-9:30 a.m. in the Vendor Classroom.
**Green Initiatives**

IHI continues to make an effort to reduce our environmental impact at our National Forum and all IHI events. In year five of this effort, you may notice the following changes:

- All presentations made available to IHI by presenters before the conference will be available to participants on their customized event page at www.IHI.org. Paper handouts will not be provided for any session. If you would like paper handouts, please print your materials before your arrival or visit the printing kiosk in the Los Angeles meeting room.

- High-speed wireless internet access is provided throughout the entire meeting. We encourage participants to bring their laptops to their sessions to take notes and view presentations. Meeting rooms will be set with work tables whenever possible.

- In place of conference tote bags, optional printed materials will be available on stands in the registration area and outside the Exhibit Hall. A recycled, reusable bag will be available to attendees upon request.

- Reusable water bottles will be distributed to each attendee in an effort to reduce paper and plastic waste.

- 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.

- Food not consumed by attendees will be donated to a local food bank.

- 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 ridesharing.

We encourage you to stop by the registration desk to give us your feedback on how we can continue to reduce our impact on the environment.

**Shuttle Service to Other Hotels**

During the conference, IHI will provide complimentary shuttle transportation to the Marriott World Center for National Forum participants. Shuttles will run approximately every 20 minutes from the following locations:

- Gaylord Palms Resort and Convention Center
- Buena Vista Palace
- Courtyard Marriott Lake Buena Vista Hotel
- Spring Hill Suites by Marriott
- Caribe Royale
- Buena Vista Suites

**Shuttle Operating Hours:**

- Sunday, December 5 6:30 AM – 10:00 PM
- Monday, December 6 6:30 AM – 10:00 PM
- Tuesday, December 7 6:30 AM – 10:00 PM
- Wednesday, December 8 6:00 AM – 4:00 PM

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 8 from 12:00 PM – 4:00 PM.

**Luggage Storage**

If you are staying at the Marriott, please see the hotel bell staff to store any luggage after check-out. If you are staying at one of our additional hotel properties, you will be notified where to check your luggage by IHI shuttle staff.

**Boarding Passes**

On Wednesday, December 8, you may print your airline boarding pass at Conference Information or by the elevators in the Marriott World Center lobby.

**Meeting Materials Available Post-Forum**

After the National Forum has ended, attendees of the General Conference (Tuesday, December 7 and Wednesday, December 8) will be given access to the IHI Learning Center. This is an online portal that allows registered attendees to view presentations synched with audio recordings from all of the workshops and keynotes during the National Forum General Conference at no charge. All participants will receive an email after the National Forum with their log-in details and Learning Center information.

**Post-Forum Session Recordings**

For individuals who couldn’t join us here at the National Forum, or for participants who wish to rewatch keynote sessions, IHI will be streaming this content via IHI TV starting on Monday, December 13. Individuals will have the opportunity to purchase individual keynotes, special interest keynotes, or all nine sessions. This is a great option for viewing the engaging, informative, and provocative Forum keynotes and special interest keynotes from your home or office whenever it is convenient for your schedule.

**Exhibit Hall**

Please join us in the Palms Ballroom for the 2010 Exhibit Hall. The Exhibit Hall will be open from 7:00 AM – 8:00 AM on December 7 and 8 for private meetings that you can coordinate in advance, directly with exhibitors.

**Exhibit Hall hours:**

- Monday, December 6 3:00 PM – 6:30 PM
- Tuesday, December 7 7:00 AM – 8:00 AM (by appointment)
- 12:00 PM – 2:00 PM
- 4:00 PM – 6:30 PM
- Wednesday, December 8 7:00 AM – 8:00 AM (by appointment)
- 12:00 PM – 2:00 PM

**Special Exhibit Hall Events at IHI Booth #415**

- **Developing Countries Program at IHI**
  - Monday, December 6 5:00 PM – 6:00 PM
  - Meet members of IHI’s Developing Countries team and hear about the critical work being done in South Africa, Ghana, and Malawi.

- **Using the IHI Improvement Map Tuesday, December 7 5:00 PM – 6:00 PM**
  - Learn how to use the free IHI Improvement Map to help with your QI projects and priority-setting.

- **IHI Open School for Health Professions Tuesday, December 7 4:00 PM – 5:00 PM**
  - The IHI Open School helps students lead improvement in health care. Stop by to learn how to connect with Chapters and sign up for courses. The Open School offers online courses on quality improvement, patient safety, teamwork, leadership, and patient-centered care — essentials that students must learn in order to lead the health care systems where they will work upon graduation.

- **IHI Triple Aim Wednesday, December 8 12:00 PM – 1:00 PM**
  - The Triple Aim framework is increasingly recognized as a robust framework for systemic health system improvement. Come and hear how the framework is being applied in geographic regions in the U.S. and abroad.

**National Forum Bookstore**

The National Forum Bookstore features books authored and edited by our world-renowned faculty. The bookstore is located in the Crystal Foyer and will be open during the following times:

- **Monday, December 6**
  - 7:30 AM – 6:30 PM
- **Tuesday, December 7**
  - 7:30 AM – 6:30 PM
- **Wednesday, December 8**
  - 7:30 AM – 3:30 PM
Business Center
Located next to the Palms Registration Desk 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 including indoor and outdoor pools, a full spa, whirlpools, and saunas. The health center is open 24 hours with an attendant from 6:00 AM until 10:00 PM. Use of the fitness center is complimentary for overnight guests.

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.

Guests
We are excited that family and friends are accompanying many of you. You are welcome to join you at the National Forum receptions. Please see IHI staff at the Registration 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 Registration Desk near the Convention Center entrance.

Messages and Faxes
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 Registration Desk near the Convention Center entrance.

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

Safety and Security
Please do not leave any personal belongings unattended in meeting rooms. IHI is not responsible for lost or stolen items.

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 dial “55555” to connect directly to the Los Prevention Department. IHI Blue Shirt and Marriott World Center staff are also available to assist.

First Aid Room
During session hours, a first aid room in the San Francisco meeting room of the Marriott World Center is open and staffed by an IHI Blue Shirt. This room is also open and available to nursing mothers. Centra Care is Florida’s only hospital-affiliated, urgent care provider and is located 1.6 miles from the Conference Center. Centra Care Hospital and Urgent Care Center can be reached at 407-434-2273.

Continuing Education
Attendees of the 22nd 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

How to get 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/certificateregister (if you are not logged into the website, you will be redirected to the login screen. Once you are logged in, you will be redirected back to the Certificate Center.)
2. Click on the 22nd 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 select the “submit” button
4. Review your enrollment and click the “continue” button
5. Take the surveys associated with each of the sessions you attended and wish to receive credits for by selecting the “take survey now” button next to the session
6. Once you have completed all of the associated surveys, the “generate certificate” button will be activated. Click on this button to generate a PDF file of your certificate that you can print or save to your computer.
The 12th Annual International Summit on Improving Patient Care in the Office Practice and the Community will build on its eleven-year history as the meeting place for health care providers to learn cutting-edge improvements for the office practice and community settings.

This March, join together with other revolutionary thinkers and innovative practitioners who are launching a new era in the scope and ambition of local care delivery. This event will fill you and your team with the energy, optimism, ideas, and practice solutions necessary to successfully manage your quality improvement agenda.

Enroll by February 4, 2011 AND SAVE $100

www.IHI.org/Summit
We hope you enjoyed your time at the IHI National Forum! In addition to the National Forum, IHI also offers in-person and virtual events throughout the year including seminars, professional development programs, webinars, live case studies, and free broadcasts for individuals working in hospitals, office practices, and everywhere along the continuum of care. Below is a sample of upcoming offerings based on organizational setting. More details are available in our Program Guide, at IHI booth #415, or on our website at www.IHI.org. We hope to see you again soon!

**FOR HOSPITAL-BASED STAFF:**

**In-person upcoming events:**
- Exceptional Outcomes Through Patient- and Family-Centered Care: Active Learning Through Live Case Studies
  - January 27-28, 2011
  - Pittsburgh, PA
- Managing Hospital Operations Professional Development Program
  - February 9-11, 2011
  - Boston, MA
- Patient Safety Executive Development Program
  - March 10-16, 2011
  - Cambridge, MA
- Quality Improvement for Chairs and Chiefs
  - April 14-15, 2011
  - Boston, MA
- Executive Quality Academy Professional Development Program
  - April 26-28, 2011
  - Cambridge, MA

**Virtual upcoming events:**
- WIHI on Patient Activists
  - Thursday, December 16, 2011
  - 2:00 PM – 3:00 PM ET
- Leading Quality Improvement: Essentials for Managers
  - Begins January 11, 2011

**FOR OFFICE PRACTICE OR AMBULATORY CARE STAFF:**

**In-person upcoming events:**
- 12th Annual International Summit on Improving Patient Care in the Office Practice and the Community
  - March 20-22, 2011
  - Dallas, TX
- The Triple Aim: Optimizing Health Care Resources for the Good of a Population
  - April 14-15, 2011
  - Boston, MA

**Virtual upcoming events:**
- Efficiency & Reliable Design in the Office Practices
  - Begins January 27, 2011

**FOR HEALTH CARE STAFF IN ANY SETTING:**

**In-person upcoming events:**
- Building a Quality Measurement System That Works
  - January 13-14, 2011
  - Amsterdam, The Netherlands
- Improvement Advisor Professional Development Program
  - Begins February 2011
- Achieving Clinical Integration Through Highly Engaged Physicians
  - March 24-25, 2011
  - San Diego, CA
- The Breakthrough Series College
  - April 11-13, 2011

**Virtual upcoming events:**
- Web&ACTION: Survey Development, Analysis, and Use in Health Care Settings
  - Begins February 2, 2011
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23rd Annual National Forum
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December 4–7, 2011
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- Buena Vista Suites
ACKNOWLEDGEMENTS

IHI would like to thank the National Forum Co-Chairs for their extraordinary effort and commitment in developing the program for the 2010 National Forum:

Elliott Fisher, MD, MPH
Director of Population Health and Policy
The Dartmouth Institute
for Health Policy and Clinical Practice (TDI)

George Halvorson
Chairman and CEO
Kaiser Permanente

Paul Levy
President and CEO
Beth Israel Deaconess Medical Center

Sally Sampson
Founder, ChopChop
The Fun Cooking Magazine

Jed Weissberg, MD
Senior Vice President of Quality and Care Delivery Excellence
Kaiser Permanente

All planning committee members and persons influencing the content of the National Forum program have disclosed all relevant financial relationships with any commercial interest to the Institute for Healthcare Improvement.

IHI would like to Thank the members of our Board of Directors for their ongoing support and guidance:

James M. Anderson
President Emeritus, Cincinnati Children’s Hospital Medical Center

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Join Zynx Health, the leader in evidence-based clinical decision support, at one of these featured IHI workshops:

**Title:** Clinical Decision Support: Implications for "Meaningful Use" and ARRA

**When:** Wednesday, December 8:
- Workshop D17 (9:30 AM - 10:45 AM)
- Workshop E17 (11:15 AM - 12:30 PM)

**Presenters:** David C. Classen, MD, MS, University of Utah
Scott R. Weingarten, MD, MPH, Zynx Health

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