IHI National Forum 2019
on Quality Improvement in Health Care

December 8–11
Orlando, FL

ihi.org/NF
#IHIForum
We’re making better care for older adults a reality.

Age-Friendly Health Systems

Join our movement to bring age-friendly care to all older adults. Learn more about Age-Friendly Health Systems at booth 413 and attend sessions:

**SH22: Age-Friendly Health Systems: Safe Care that Matters with Older Adults**
Sunday, Dec. 8th, 1:00 PM – 4:30 PM

**SIB5: Special Interest Breakfast – Join the Age-Friendly Health Systems Movement**
Wednesday, Dec. 11th, 7:00 AM – 7:45 AM

**4Ms as Best Care for Older Adults: Implement & Sustain**
Wednesday, Dec. 11th – Repeat Sessions
D32: 9:30 AM – 10:45 AM
E32: 11:15 AM – 12:30 PM

Age-Friendly Health Systems is an initiative of The John A. Hartford Foundation and the Institute for Healthcare Improvement, in partnership with the American Hospital Association and the Catholic Health Association of the United States.

Visit [ihi.org/AgeFriendly](http://ihi.org/AgeFriendly)
Welcome!

Earlier this year, I was asked how I stay motivated in my job of improving health and health care. At first, this struck me as a rather odd question. To be candid, staying motivated isn’t a problem for me. I’m privileged to get to do the work I do and lead an organization like IHI. And I’m just as privileged to get to engage with all of you — the thousands and thousands of dedicated professionals who are improving lives every day. This engagement, both at home in Boston and on the road around the world, provides more than ample motivation. As does an honest reckoning of the challenges we all face: trying to improve within large, complex, and often fractured systems of care; working to solve problems with a myriad of contributing factors; and charting a clear path forward in an environment in which the only constant is change.

As I thought more about what prompted this question about motivation, I realized that facing the same challenges, year after year, can of course drain motivation and energy. This is one of the key reasons why the National Forum is so important. Working to improve against the longstanding, intractable issues in health and health care — e.g., safety, equity, value — requires a vigilance that can exhaust even the most passionate. Only by coming together, learning together, and working together can we overcome these challenges. The National Forum isn’t just a welcome opportunity to see old friends and meet new ones. This Forum is an essential vehicle through which we can harness and direct our collective energy toward our shared aims. This is why I look forward to the Forum so much each year. I get to spend time with friends, old and new, AND I get to be a part of us all taking the next steps toward a better, healthier, future.

Welcome to the National Forum.

Sincerely,

Derek Feeley
President and CEO
Institute for Healthcare Improvement
Videographers and Photographers

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

Conference Tracks

Select sessions within one or more of our 10 Conference Tracks.

- Building Improvement Capability
- Care and Health for Older Adults
- Equity
- Improvement Science
- Joy in Work
- Leadership
- Moving from Volume to Value
- Patient Safety
- Person-Centered Care
- Population Health

**Note:**

- Sessions relevant to more than one track are listed more than once.

- Some sessions within these tracks have particular relevance to maternal and neonatal health. They are marked with this symbol 🏭.

- Some sessions within these tracks focus on mental health and well-being and are marked in the schedule.

---

**Download the Mobile App**

Download the IHI app and log in with your email to access conference information, daily agenda, session descriptions, presenter biographies, networking events, and more.

1. Go to either the iOS App Store or Google Play Store and search “IHI Conferences.”
2. Download the “IHI Conferences” app and click “Open” when finished.
4. When the app launches, click on the hamburger icon on the top left and click “Log in for more features!”
5. Enter your first and last name and click “Next.”
6. A verification code will be sent to the email you used to register for the IHI National Forum. (If you don’t receive an email, please check your spam folder.)
7. Go back to the app and enter the verification code to access the mobile app.

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

Five of the most popular sessions are highlighted as Spotlight Sessions. All Spotlight Sessions are held in the Palms Ballroom and will be broadcast to virtual attendees via livestream broadcast. See the full listing on page 11.

Sessions Key

S Student: This session has been selected from a wide range of topics and disciplines that are especially appropriate for students who are new to quality improvement or the National Forum.

B Beginner: This session will offer helpful ideas and tools for newcomers to the world of quality improvement.

I Intermediate: This session is for attendees who have a sound knowledge of quality improvement methodology.

A Advanced: This session is for the advanced learner and will provide cutting-edge improvement thinking.

About the Institute for Healthcare Improvement (IHI)

The Institute for Healthcare Improvement (IHI) is an independent not-for-profit organization based in Boston, Massachusetts, USA. For more than 25 years, IHI has used improvement science to advance and sustain better outcomes in health and health systems across the world. IHI brings awareness of safety and quality to millions, catalyzes learning and the systematic improvement of care, develops solutions to previously intractable challenges, and mobilizes health systems, communities, regions, and nations to reduce harm and deaths. IHI collaborates with a growing community to spark bold, inventive ways to improve the health of individuals and populations. IHI generates optimism, harvests fresh ideas, and supports anyone, anywhere who wants to profoundly change health and health care for the better.
1. Purpose
   a. The Institute for Healthcare Improvement (IHI) believes the National Forum should be open for everyone and is committed to providing a friendly, safe, and welcoming environment for all, regardless of race, ethnicity, gender identity and expression, sexual orientation, disability, religion, age, or nation of origin.
   b. The physical, emotional, and psychological safety of everyone involved with the National Forum is of paramount importance to us. IHI has developed a Code of Conduct outlining our expectations for all participants, including presenters, vendors, exhibitors, attendees and guests, faculty, and IHI staff, as well as the consequences for unacceptable behavior.
   c. Before the Forum, we are asking all parties to review and agree to the Code of Conduct. We appreciate your joining us in support of our mission to improve health and health care worldwide through our values of equity, courage, love, and trust.
2. Expectations for Behavior
   a. We ask all participants to abide by our values of equity, courage, love, and trust.
      i. **Equity:** We work to prevent and undo unfair systems, policies, and forms of racism and discrimination that drive gaps in our organization and in our work. We tell the truth about inequities and value all voices. We believe that we are interconnected and that inequities lead us all to lose. We want everyone to thrive and none of us can truly thrive until we all do.
      ii. **Courage:** We stay true to our values, even in the face of risk or loss. We speak up. We do this all in the service of personal and organizational integrity.
      iii. **Love:** We build relationships grounded in patience, kindness, gratitude, and respect. In our teams and in our work, we bring our whole selves in an authentic and caring spirit and encourage others to do the same.
      iv. **Trust:** We recognize the unique experience that each of us brings and believe in each other’s strengths. We ensure that people feel empowered and supported. We engage in genuine dialogue and encourage feedback with one another and our customers.
   b. Be considerate, respectful, and collaborative.
   c. Refrain from demeaning, discriminatory, or harassing behavior and speech.
   d. Be mindful of your surroundings and your fellow participants. Alert a Blue Shirt or a National Forum organizer if you notice a dangerous situation or someone in distress.
3. Unacceptable Behavior
   a. Unacceptable behaviors include: intimidating, harassing, abusive, discriminatory, derogatory, or demeaning conduct by anyone participating in the IHI National Forum.
   b. Harassment includes: offensive verbal comments related to gender, sexual orientation, race, religion, or disability; inappropriate use of nudity and/or sexual images in public space; deliberate intimidation, stalking, or following; harassing photography or recording; sustained disruption of sessions, presentations, or other events; inappropriate physical contact; and unwelcome sexual attention.
4. Consequences of Unacceptable Behavior
   a. Unacceptable behavior will not be tolerated whether by presenters, vendors, exhibitors, attendees, guests, faculty, or IHI staff.
   b. Anyone asked to stop unacceptable behavior is expected to comply immediately.
   c. If someone engages in unacceptable behavior, IHI and the National Forum organizers reserve the right to take steps to resolve the situation, up to and including expulsion from the National Forum and removal from the Marriott World Center grounds.
5. What to Do If You Witness or Are Subject to Unacceptable Behavior
   a. If you are subject to unacceptable behavior, notice that someone else is being subject to unacceptable behavior, or have any other concerns, please notify a Blue Shirt or National Forum organizer as soon as possible.
   b. Alternative Contact Points: If you would prefer other ways to contact us, send an email to hrteam@ihi.org, and it will be reviewed by a member of the IHI Human Resources team. You are welcome to report an incident anonymously; however, if you would like someone to follow up with you about the progress of your incident report, you would need to provide contact information.
   c. Confidentiality and Follow Up: Our team will do its best to work with you to co-design next steps whenever possible, including, but not limited to ensuring as much confidentiality as feasible.
   d. As needed, the National Forum organizers or a representative of IHI will be available to help participants contact building security or local law enforcement, to provide escorts, or to otherwise to the best of our ability help those experiencing unacceptable behavior to feel physically and psychologically safe for the duration of the National Forum.
CareSelect™

Enterprise-Wide Clinical Decision Support

CareSelect establishes a standard of care and drives decision support interventions in native EHR ordering workflows. Within a service line or across the enterprise, CareSelect eliminates waste and improves quality.

• Establish a standard of care with criteria authored by leading medical specialty societies
• Deliver guidelines for advanced imaging, laboratory testing, and patient blood management
• Optimize workflows and analyze provider ordering to target your organizational needs
• Comply with important federal mandates, including the imaging requirements of the Protecting Access to Medicare Act

Learn more at www.nationaldecisionsupport.com
Forum at a Glance

Sunday, December 8
Pre-Conference
Coffee break provided for Pre-Conference attendees

7:00 AM – 5:00 PM
Badge Pick-Up Area Open

1:00 PM – 4:30 PM
Half-Day Workshops

5:00 PM – 6:00 PM
Sunset Yoga, West Terrace

5:00 PM – 7:00 PM
International Attendee Meeting, Grand Ballroom, Salon 7

3:00 PM – 5:30 PM
IHI Open School Chapter Congress, Crystal Ballroom, Salon H

3:30 PM – 5:45 PM
Forum Hall Open, Cypress Ballroom

4:00 PM – 5:45 PM
Welcome Reception, Forum Hall Supported by: vizient.

5:45 PM – 6:45 PM
Pre-Conference Keynote, Palms Ballroom

6:30 PM – 8:00 PM
IHI Equity Reception, Grand Ballroom Salon 4-6

7:00 PM – 7:30 PM
Candlelight Vigil, Courtyard Terrace

7:00 PM – 9:00 PM
Presenter and Student Reception, Grand Ballroom, Salon 7

Monday, December 9
Pre-Conference
Continental breakfast, coffee break, and lunch provided for Pre-Conference attendees

6:30 AM – 5:30 PM
Badge Pickup Area Open

8:00 AM - 4:00 PM
Scientific Symposium, Gaylord Palms Resort, Sun Ballroom A-B

Excursions

8:00 AM – 11:30 AM
Half-Day Workshops

8:30 AM – 4:00 PM
Full-Day Workshops

12:30 PM – 4:00 PM
Half-Day Workshops

Tuesday, December 10
Conference Day 1

6:30 AM – 5:30 PM
Badge Pickup Area Open

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

8:00 AM – 9:00 AM
Keynote One, Palms Ballroom and Overflow Rooms

9:30 AM – 10:45 AM
Storyboard Walkarounds and A Sessions
11:00 AM – 1:30 PM
Forum Hall Open, Cypress Ballroom

11:15 AM – 12:30 PM
Storyboard Walkarounds and B Sessions
(repeat of A Sessions)

12:30 PM – 1:30 PM
Lunch, Forum Hall

12:40 PM – 1:20 PM
Death Over Deli, Longitude/Latitude Dining Room
Breaking the Rules in Mental Health Care, Hall of Cities, Denver

1:30 PM – 2:45 PM
Storyboard Walkarounds and C Sessions

3:15 PM – 4:15 PM
Keynote Two, Palms Ballroom and Overflow Rooms

4:30 PM – 6:30 PM
Storyboard Reception, Forum Hall, Cypress Ballroom

6:30 PM – 10:00 PM
National Forum Celebration, Marriott Pool

7:00 AM – 7:45 AM
Special Interest Breakfasts

8:00 AM – 9:00 AM
Keynote Three, Palms Ballroom and Overflow Rooms

9:30 AM – 10:45 AM
D Sessions

11:00 AM – 1:30 PM
Forum Hall Open, Cypress Ballroom

11:15 AM – 12:30 PM
E Sessions (repeat of D Sessions)

12:30 PM – 1:30 PM
Lunch, Forum Hall

12:40 PM – 1:20 PM
Lunch & Launch, Crystal Ballroom, Salon N
Redefining Our Lane — Advocacy in Health Care, Crystal Ballroom, Salon K-M

1:30 PM – 2:30 PM
Keynote Four, Palms Ballroom and Overflow Rooms

Wednesday, December 11
Conference Day 2

6:30 AM – 1:30 PM
Badge Pickup Area Open
Keynotes

Pre-Conference Keynote

**Monday, December 9**

5:45 PM – 6:45 PM • Palms Ballroom

One of the world’s best players in the air, **Abby Wambach** is currently the number-one, all-time leading scorer in international soccer history with 160 career goals. The USA's emotional leader was her country's leading scorer in the 2011 and 2015 Women’s World Cup tournaments, and the 2004 and 2012 Olympics. (She missed Beijing 2008 due to a broken leg.) Her ability to wear down defenses with her physical play, aerial game, and hard running has long been a key to the USA's success. Ms. Wambach is a true leader on and off the field, an ambassador for Right to Play and USAID among other organizations. She is the youngest of seven children and claims she got her “toughness” from her four older brothers. She loves coffee, cooking, music, and the beach.

**Abby Wambach will be signing copies of her book WOLFPACK: How to Come Together, Unleash Our Power, and Change the Game**

Keynote One • **Tuesday, December 10**

8:00 AM – 9:00 AM • Palms Ballroom and Overflow Viewing Rooms

**Derek Feeley**, President and CEO, Institute for Healthcare Improvement (IHI), previously served as IHI’s Executive Vice President from 2013–2015, during which time he had executive-level responsibility for driving IHI’s strategy in five focus areas: Improvement Capability; Person- and Family-Centered Care; Patient Safety; Quality, Cost, and Value; and the Triple Aim.

Prior to joining IHI in 2013, Mr. Feeley served as Director General for Health and Social Care in the Scottish Government and Chief Executive of the National Health Service (NHS) in Scotland. In that role, he was the principal advisor to the Scottish Government on health and health care policy and on public service improvement. He also provided leadership to NHS Scotland’s 140,000 staff in their delivery of high-quality health and health care. In 2013, Mr. Feeley was made a Companion of the Order of the Bath by Her Majesty, Queen Elizabeth II, in recognition of his services to health and health care.

Watch Keynotes in the Palms Ballroom or from the Overflow Viewing Rooms in the Crystal Ballrooms.
Keynote Two • Tuesday, December 10
3:15 PM – 4:15 PM • Palms Ballroom and Overflow Viewing Rooms

Tarana Burke is a social justice advocate and Founder of the “me too.” Movement. She shares the story behind the genesis of the viral movement, recognized in 2017 by TIME magazine in its “Person of the Year” issue, and gives strength and healing to those who have experienced sexual trauma or harassment.

A sexual assault survivor herself, Ms. Burke is now working under the banner of the “me too.” Movement to assist other survivors and those who work to end sexual violence. She is Executive Director of the Me Too organization. On stage, she provides words of empowerment that lift up marginalized voices; enables survivors across all races, genders, or classes to know that they are not alone; and creates a place for comfort and healing to those who have experienced trauma.

Keynote Three • Wednesday, December 11
8:00 AM – 9:00 AM • Palms Ballroom and Overflow Viewing Rooms

Raj Panjabi, MD, MPH, is the Chief Executive Officer of Last Mile Health and Assistant Professor of Medicine at Harvard Medical School and the Division of Global Health Equity at Brigham and Women’s Hospital. Dr. Panjabi grew up in Liberia but was forced to flee with his family when he was nine years old due to civil war. After returning to Liberia as a medical student, he co-founded Last Mile Health in 2007. Last Mile Health partners with governments to design and scale national community health workforces to bring lifesaving primary health care to the world’s most remote communities. Last Mile Health and its partners are also building the Community Health Academy, a global platform that leverages the power of digital technology to modernize the training of community health workers and health system leaders.

Keynote Four • Wednesday, December 11
1:30 PM – 2:30 PM • Palms Ballroom and Overflow Viewing Rooms

Donald M. Berwick, MD, MPP, President Emeritus and Senior Fellow, Institute for Healthcare Improvement, is also former Administrator of the Centers for Medicare & Medicaid Services. A pediatrician by background, Dr. Berwick has served on the faculty of the Harvard Medical School and Harvard School of Public Health, and on the staffs of Boston Children’s Hospital, Massachusetts General Hospital, and the Brigham and Women’s Hospital. He has also served as Vice Chair of the US Preventive Services Task Force, the first “Independent Member” of the American Hospital Association Board of Trustees, and Chair of the National Advisory Council of the Agency for Healthcare Research and Quality. He served two terms on the Institute of Medicine’s (IOM’s) Governing Council, was a member of the IOM’s Global Health Board, and served on President Clinton’s Advisory Commission on Consumer Protection and Quality in the Healthcare Industry.

Recognized as a leading authority on health care quality and improvement, Dr. Berwick has received numerous awards for his contributions. In 2005, he was appointed Honorary Knight Commander of the British Empire by the Queen of England in recognition of his work with the British National Health Service. Dr. Berwick is the author or co-author of more than 160 scientific articles and five books. He also serves as Lecturer in the Department of Health Care Policy at Harvard Medical School.
Networking

Sunday, December 8

Sunset Yoga
5:00 PM – 6:00 PM • West Terrace
Led by Elena Origlio, Senior Event Assistant, Blue Shirt, IHI, and Certified Yoga Instructor, this all-levels class will help you to improve flexibility, build strength, and develop control and endurance. Mats will be provided. Space and mats are available on a first-come, first-served basis. Preregistration is not required.

International Attendee Networking Meeting
5:00 PM – 7:00 PM • Grand Ballroom, Salon 7
All National Forum attendees are invited to this informal networking meeting to interact with colleagues from around the globe.

Monday, December 9

Welcome Reception
4:00 PM – 5:45 PM • Forum Hall (Cypress Ballroom)
Join attendees and more than 100 exhibitors in the Forum Hall for snacks, drinks, and the opportunity to learn about the latest health care technologies, innovations, and services.

IHI Health Equity Reception
6:30 PM – 8:00 PM • Grand Ballroom, Salon 4-6
All National Forum attendees are invited to meet and connect at a reception with IHI leaders and staff as well as colleagues from around the world to discuss equity initiatives in their organizations.

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

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

Tuesday, December 10

Lunch-N-Learns
12:40 PM – 1:20 PM
LNL1: Breaking the Rules in Mental Health Care Hall of Cities, Denver
Where is the only place in the hospital that will take away your phone while you wait for care? And when was the last time your hospital questioned why that process is in place, who benefits, and who might be harmed? Some protocols and procedures around mental health are based on gut reactions to isolated adverse events rather than on evidence and can cause real harm to patients and families. Join us for an informal and thought-provoking lunch conversation about revisiting presumptions around practices related to mental health care, focusing on the patient and family experience of these protocols, and thinking together about ideas for changing the status quo.
Robin Henderson, PsyD, Chief Executive, Behavioral Health, Providence St. Joseph Health; Chris Bouneff, Executive Director, National Alliance on Mental Illness

LNL2: Death Over Deli
Longitude/Latitude
Like most people, you know you should talk about your wishes for end-of-life care — particularly if you couldn’t speak for yourself. But something gets in the way — like how to start, or maybe plain old denial. Join The Conversation Project team for a casual lunch and friendly conversation about what matters most to you. Ensure your wishes will be expressed and respected. Don’t wait. It’s always too soon — until it’s too late.
Patty Webster, Improvement Advisor, Faculty, IHI; Kate DeBartolo, Senior Director, IHI

Storyboard Reception
4:30 PM – 6:30 PM • Forum Hall (Cypress Ballroom)
Check out the 500+ improvement storyboards displayed by fellow attendees at this networking event. Storyboard presenters will be present to answer your questions about their quality improvement journeys.

National Forum Celebration
6:30 PM – 10:00 PM • Marriott Pool
Join us by the Marriott pool to meet and engage with other attendees. Live music and fresh fare provided; cash bar available.
Wednesday, December 11

Special Interest Breakfasts
7:00 AM – 7:45 AM
Network with colleagues and discuss a variety of topics over breakfast. See pages 32-34 for details.

Lunch-N-Learn
12:40 PM – 1:20 PM
LNL3: Redefining Our Lane — Advocacy in Health Care
Crystal Ballroom, Salon K-M
This is a case-based, interactive, team-based session with participants working in groups on various tools of advocacy in health care. Our department has been involved in advocacy at the local, state, national, and global levels to address the needs of our patients, communities, and providers. Whether learning to write an op-ed, speak to reporters, lobby with legislators, or run for political office, advocacy is an important tool for those involved in health care to make a difference. And we should not be worried about “staying in our lane,” because the entire process is our lane. Participants will leave with a framework to get involved in advocacy at their home institutions/organizations at various levels within and outside of health care.
Tochi Iroku-Malize, MD, Chair, Family Medicine, Northwell Health; Barbara Keber, President, New York State Academy of Family Physicians, Vice Chair, Department of Family Medicine, Northwell Health, Associate Professor, Donald and Barbara Zucker School of Medicine Hofstra/Northwell; Prest Adebowale

LNL4: Lunch & Launch! New Reports on Social and Health Care Integration, Joy in Work, the Opioid Crisis, and Patient Safety Measurement
Crystal Ballroom, Salon N
Grab your lunch and hear from IHI facilitators speaking about the recent NASEM reports on social care / health care integration and joy in work; a report being co-issued by the Grayken Center at Boston Medical Center and IHI on best hospital practices when dealing with opioid addiction; and a Salzburg Statement co-produced with IHI’s Lucian Leape Institute on global principles for measuring patient safety.
Susan Edgman-Levitan, Executive Director, John D. Stoeckle Center for Primary Care Innovation, Massachusetts General Hospital; Saranya Loehrer, MD, Head of Innovation, IHI; Mara Laderman, Senior Director of Innovation, IHI; Kedar Mate, MD, Chief Innovation and Education Officer, IHI

Spotlight Sessions
Five of the most popular sessions have been selected as Spotlight Sessions. This enables us to match supply and demand for the most popular content and supports our continuing efforts to improve and refine the National Forum program. All Spotlight Sessions are held in the Palms Ballroom and will be broadcast to virtual attendees via Livestream.

Tuesday, December 10

Palms Ballroom
A14: Safety First: Reducing Serious Safety Events with High Reliability
B • 9:30 AM – 10:45 AM
Rocco Orlando III, MD, Chief Medical Officer, Hartford Health Care Corp; Stephanie Calcasola, RN-BC, CPHQ, Vice President, Quality and Safety, Hartford Health Care Corp; Erika Sundrud, Vice President, Care Delivery Optimization, Hartford Health Care Corp
Track: Patient Safety

B6: An Improvement Culture that Outlasts Your Leaders
A • 11:15 AM – 12:30 PM
John Toussaint, MD, Chairman, Catalysis; Aravind Chandrasekaran, PhD, Associate Professor and Associate Director, Center for Operational Excellence, The Ohio State University
Track: Leadership

C26: Sustaining Improvement in Daily Work
B • 1:30 PM – 2:45 PM
Karen Baldoza, MSW, Executive Director and Improvement Advisor, IHI; Kevin Little, PhD, Principal, Informing Ecological Design, LLC; Jeff Rakover, Research Associate, IHI
Track: Building Improvement Capability

Wednesday, December 11

Palms Ballroom
D1: From Learners to Leaders: Systems-Based Approaches to Foster Joy in Work
A • 9:30 AM – 10:45 AM
Jessica Perlo, Director, IHI; Derek Feeley, President and CEO, IHI; Jessica Fried, MD, PGY-5 Chief Resident, Penn Radiology; Lakshman Swamy, MD, Resident, Boston Medical Center
Track: Joy in Work

E33: What Matters Most: “Listening First” for Building Health Equity
B • 11:15 AM – 12:30 PM
Kirstin Siemering, DrPH, Program Manager, American Heart Association; Winston Wong, MD, Medical Director, Community Benefit, and Director, Disparities Improvement and Quality Initiatives, Kaiser Permanente; Eduardo Sanchez, MD, Chief Medical Officer for Prevention, American Heart Association; Don Conley, Executive Director, United African American Ministerial Action Council; Andrea Tull, PhD, Director of Reporting and Analytics, Massachusetts General Hospital; Aswita Tan-McGrory, Deputy Director, Massachusetts General Hospital
Track: Equity
Full-Day Workshop

**Patient Safety**

**SF1: CPPS Review Course**

- **North Tower, Key West**

Mark Jarrett, MD, CPPS, Senior Vice President and Chief Quality Officer, Northwell Health; Dot Snow, CPPS, Director, National Care Experience, Risk and Patient Safety in National Health Plan & Hospital Quality, Kaiser Permanente; Maureen Frye, CRNP, ANP-BC, CPPS, CPHQ, High Reliability Expert/Consultant, Safe and Reliable Healthcare, LLC

1:00 PM – 4:30 PM

Half-Day Workshops

**Building Improvement Capability**

**SH17: Back to Basics: Building Essential Quality Improvement Skills**

- **Crystal Ballroom, Salon K-M**

Christina Gunther-Murphy, Head of Operational Excellence and Improvement Advisor, IHI; KellyAnne Johnson, Senior Project Manager, IHI; Jane Taylor, EdD, Improvement Advisor, IHI; Maureen Tshabalala, RNM, Director, Regional Projects, IHI

**Care and Health for Older Adults**

**SH22: Age-Friendly Health Systems: Safe Care that Matters with Older Adults**

- **Grand Ballroom, Salon 1-2**

Leslie Pelton, Senior Director, IHI; Karineh Moradian, Assistant Medical Center Administrator, Kaiser Permanente; Maulik Joshi, DrPH, Executive Vice President, Integrated Care Delivery, and Chief Operating Officer, Anne Arundel Medical Center; Michelle Moccia, DNP, ANP-BC, CCRN, Program Director, Senior Emergency Center, St. Mary Mercy Hospital; Diane Healey, MD, St. Vincent Health System; Deborah Burton, PhD, RN, Senior Vice President and CNO, Providence St. Joseph Health

**SH3: See to Solve: Translating Toyota**

- **Grand Ballroom, Salon 3**

Steven Spear, DBA, PhD, IHI Senior Fellow, The High Velocity Edge, LLC; Pinckney McIlwain, MD, Chief Medical Officer, Charleston Area Medical Center; Tom Downes, MD, Clinical Lead for Quality Improvement, Sheffield Teaching Hospitals

(Also listed in the Improvement Science Track)

Sessions Key

**S Student:** This session has been selected from a wide range of topics and disciplines that are especially appropriate for students who are new to quality improvement or the National Forum.

**B Beginner:** This session will offer helpful ideas and tools for newcomers to the world of quality improvement.

**I Intermediate:** This session is for attendees who have a sound knowledge of quality improvement methodology.

**A Advanced:** This session is for the advanced learner and will provide cutting-edge improvement thinking.

Download the Mobile App

for session descriptions, presenter biographies, networking events, and more. See download instructions on page 2.

Recharge Room

Tuesday, December 10, 7:45 AM – 4:15 PM

Wednesday, December 11, 7:45 AM – 2:30 PM

Use the exercise equipment and burn some calories while watching Keynotes and Spotlight Sessions.

**Equity**

**SH15: Strategic Application of QI for Population Health: Four Key Tools to Address Health Equity**

- **North Tower, Key Biscayne**

Rumana Rabbani, PhD Student, Research Assistant, Teaching Assistant, UNC Gillings School of Global Public Health; Will Douglas, Director, Programs and Community Partnerships, Saint Francis Foundation; Becky Henry, Performance Improvement Coordinator, Health Improvement Partnership of Maricopa County; Melvin Jackson, Community Health Advocacy Coordinator, Alexander Family YMCA; Paul Howard, Senior Director of Community Initiatives, 100 Million Healthier Lives, IHI

(Also listed in the Population Health Track)
Improvement Science

SH3: See to Solve: Translating Toyota
• Grand Ballroom, Salon 3
Steven Spear, DBA, PhD, IHI Senior Fellow, The High Velocity Edge, LLC; Pinckney McIlwain, MD, Chief Medical Officer, Charleston Area Medical Center; Tom Downes, MD, Clinical Lead for Quality Improvement, Sheffield Teaching Hospitals
(Also listed in the Care and Health for Older Adults Track)

SH4: Accelerating QI Top 10 Tips
• North Tower, Sawgrass
Patricia O'Connor, RN, RM, PhD, Executive Director, Scottish Ambulance Service; John Brennen, General Practitioner, QI Faculty, Ireland Scholar in Residence, Royal College of Physicians of Ireland; Peter Lachman, MD, Chief Executive Officer, International Society for Quality in Health Care (ISQUA)

SH9: Physician Quality Improvement: QI from the Ground Up
• Hall of Cities, New York–New Orleans
Curtis Smecher, MD, PQI Provincial Physician Lead, Doctors of BC; Aman Hundal, Liaison, Specialist Services Committee, Doctors of BC

SH12: Learning Statistical Thinking Through Games
• North Tower, Vinoy
James Benneyan, PhD, Executive Director, Healthcare Systems Engineering Institute; Michael Pugh, President, MdP Associates, LLC

Leadership

SH2: Leading, Managing, and Coaching to Excellence
• Grand Ballroom, Salon 4-6
Janet Porter, PhD, Professor, Board Member, Ohio State University; Kathy Duncan, RN, Faculty, IHI; David Munch, MD, Senior Principal, Vizient Advisory Solutions

SH7: Quality Planning – What’s Our Plan?
• Crystal Ballroom, Salon E-F
Jennifer Lenoci-Edwards, RN, CPPS, Head of North America, IHI; David Williams, PhD, Improvement Advisor, DMW Austin, LLC; Laura Haubner, MD, Vice President and Chief Quality Officer, University of South Florida; Kelly Cullen, Chief Operating Officer, Tampa General Hospital

SH8: Big System Quality Strategy and Management
• North Tower, Grand Cayman–Puerto Rico
Jason Leitch, PhD, National Clinical Director for Healthcare Quality and Strategy, Scottish Government; Ruth Glassborow, Director of Improvement, Healthcare Improvement Scotland; Sodzi Sodzi-Tettey, MD, Head of Africa Region, IHI; Pierre Barker, MD, MBChB, Chief Global Partnerships and Programs Officer, IHI; Lisa Arellanes, Vice President, Kaiser Permanente

SH16: Leading with Confidence When Things Go Wrong
• Crystal Ballroom, Salon A-C
Thomas Gallagher, MD, Professor and Associate Chair, University of Washington; Blair Sadler, JD, Senior Fellow, IHI; Alide Chase, Senior Fellow, IHI

Moving from Volume to Value

SH21: Seven Proven Paths for Engaging Physicians Around Cost
• Hall of Cities, Tampa
Paul Maggio, MD, Associate Professor of Surgery, Vice Chair of Surgery for Clinical Affairs, Associate Chief Medical Officer, Stanford Hospital and Clinics; Michael Van Duren, MD, Chief Medical Officer, Bay Area Hospital

Patient Safety

SH6: Sepsis Vigilance: A Real-World Approach to Improve Patient Outcomes
• North Tower, Harbor Beach
Maureen Sintich, DNP, RN, Chief Nurse Executive, Inova Health System; Albert Holt IV, Medical Director, Inova Health System; Theresa Davis, Clinical Operations Director, Inova Fairfax Hospital; Patrick Bradley, RN, Program Manager, Critical Care Nursing, Inova Health System

SH11: Achieving Safety II via Resilience Engineering
• North Tower, Key Largo
Eric Williams, MD, System Chief Quality Officer, Baylor College of Medicine; Jordana Goldman, MD, Medical Director of Quality and Safety for Critical Care, Baylor College of Medicine/Texas Children's Hospital; Cara Doughty, MD, Medical Director of Simulation, Texas Children's Hospital; Kasey Davis, MD, Associate Medical Director of Simulation, Baylor College of Medicine/Texas Children's Hospital; Kelly Wallin, RN, Director, Quality Education and Simulation Center, Texas Children's Hospital
1:00 PM – 4:30 PM

**SH14: Communication Framework to Drive Care Improvement**

*B* • North Tower, Marco Island

Mary Beth Happ, PhD, RN, Professor, Associate Dean for Research & Innovation, The Ohio State University; Lance Patak, MD, Assistant Professor, Seattle Children’s Hospital; Judith Tate, PhD, RN, Assistant Professor, The Ohio State University

**Person-Centered Care**

**SH5: What Matters to You? Experience from Five Countries**

*B* • Grand Ballroom, Salon 9-10

Maureen Bisognano, RN, President Emerita and Senior Fellow, IHI; Damara Gutnick, MD, Medical Director, Montefiore Hudson Valley Collaborative; Karen Turner, Service Lead – Oncology Therapy Team, Royal Free Hospital; Shaun Maher, RN, Principal Educator, NHS Education for Scotland; Anders Vege, RN, Head of Quality Improvement, Norwegian Institute of Public Health; Tommy Whitelaw, Project Lead, Health and Social Care Alliance Scotland

**SH13: Practice of Respect: Find Out What It Means to You**

*B* • Grand Ballroom, Salon 12-14

Lauge Sokol-Hessner, MD, Associate Director of Inpatient Quality, Beth Israel Deaconess Medical Center; Patricia Folcarelli, RN, PhD, Vice President for Health Care Quality, Beth Israel Deaconess Medical Center; Barbara Sarnoff Lee, LICSW, Senior Director of Social Work and Patient Family Engagement, Beth Israel Deaconess Medical Center; Frank Federico, RPh, Vice President, Senior Patient Safety Expert, IHI

**SH18: Toward a Personalized Patient Experience: Approaches from Inside and Outside Health Care**

*B* • Crystal Ballroom, Salon G

Jeff Rakover, Research Associate, IHI; Sofia Persson, Development Leader/Project Manager and PhD Student, The County Council of Jönköping; Steve Jackson, President, NRC Health

**Population Health**

**SH1: Practical Guide to Achieving the IHI Triple Aim**

*A* • Hall of Cities, Chicago–Denver

Beth Sandor, Principal, Community Solutions; Julia Parshall, Improvement Advisor, Community Solutions; Amar Shah, Physician, Chief Quality Officer, East London NHS Foundation Trust (ELFT); Richard Fradgley, Director of Integrated Care, ELFT

**Mental Health and Well-Being**

**SH10: A How-to Guide to Tele-Behavioral Health**

*B* • North Tower, West Indies

Cody Mullen, PhD, Policy, Research, and Development Officer, Indiana Rural Health Association; Amnah Anwar, MBBS, Epidemiologist and Project Director, Indiana Rural Health Association; Trevor Cunningham, Project Coordinator, Indiana Rural Health Association

**SH15: Strategic Application of QI for Population Health: Four Key Tools to Address Health Equity**

*B* • North Tower, Key Biscayne

Rumana Rabbani, PhD Student, Research Assistant, Teaching Assistant, UNC Gillings School of Global Public Health; Will Douglass, Director, Programs and Community Partnerships, Saint Francis Foundation; Becky Henry, Performance Improvement Coordinator, Health Improvement Partnership of Maricopa County; Melvin Jackson, Community Health Advocacy Coordinator, Alexander Family YMCA; Paul Howard, Senior Director of Community Initiatives, 100 Million Healthier Lives, IHI

(Also listed in the Equity Track)

**Mental Health and Well-Being**

**SH19: EDs and Communities: Rethinking Behavioral Health Care**

*B* • Crystal Ballroom, Salon J

Marie Schall, Senior Director, IHI; Scott Zeller, MD, Vice President, Acute Psychiatric Medicine, Vituity; Chris Bouneff, Executive Director, NAMI Oregon; Arpan Waghray, MD, Executive Medical Director, Behavioral Medicine, Well Being Trust; Robin Henderson, PsyD, Chief Executive, Behavioral Health, Providence Health and Services; Vera Feuer, MD, Director, Northwell Health; Jesse Radloff, Licensed Mental Health Counselor/Care Coordinator, Orlando Health; Stephen Turner, Manager, Care Management, Orlando Health South Seminole Hospital

**Maternal and Neonatal Health**

**SH20: A City-Wide Network to Improve Child Health and Narrow Equity Gaps**

*B* • Crystal Ballroom, Salon P-Q

Robert Kahn, MD, Executive Lead, Community and Population Health, Cincinnati Children's Hospital Medical Center; Andrew Beck, MD, Pediatrician, Associate Professor, Cincinnati Children's Hospital Medical Center

**5:00 PM – 7:00 PM**

**International Attendee Networking Meeting**

Grand Ballroom, Salon 7

All National Forum attendees are invited to this informal networking meeting to interact with colleagues from around the globe who are working on health systems improvements. Attendees can hear about the strategic vision and current execution of IHI’s global work.

*For more Networking Opportunities, see page 10-11.*
Comprehensive dose optimization and monitoring software

Practice on the leading edge of medicine with a clinically validated HIPAA compliant decision support tool.

- Easy-to-use
- 24/7 Support
- HIPAA Compliant

“It’s a straight-forward way to implement AUC-based decision making in vancomycin dosing whilst at the same time minimizing the number of levels needed. It’s a win, win... DoseMeRx solves my need.”

William L. Musick Pharm. D., BCPS  |  Residency Program Director  |  Houston Methodist

P: 832-358-3308  |  E: hello@doseme-rx.com  |  www.doseme-rx.com

Advanced medication safety solutions

Enhance patient care with medication decision support tools that identify and mitigate adverse drug events, personalize engagement, and improve outcomes and quality measures.

- HITRUST CSF certified
- SaaS model capability
- Cloud-based applications

P: 866-648-2767  |  E: sales@trhc.com  |  www.trhc.com
Monday

8:00 AM – 4:00 PM

25th Annual International Scientific Symposium on Improving the Quality and Value of Health Care
Gaylord Palms Resort, Sun Ballroom
The Scientific Symposium attracts the best work in the science of health and health care improvement. We aim to foster dialogue and shared learning among participants. Learn and exchange on the latest papers and methods in improvement science, listen to expert keynote speakers, see rapid-fire presentations of peer-reviewed papers, and apply your learning through interactive methods sessions. In collaboration with: BMJ Open Quality.

8:00 AM – 4:00 PM

Excursions
Most Excursions (with two exceptions noted below) start at the Gaylord Palms Resort and Convention Center, with breakfast available at the Gaylord from 7:00 AM – 8:00 AM. See page 48 for information about shuttle service from the Marriott and other hotels to the Gaylord.

The Marriott World Center Excursion starts at the Marriott World Center, Crystal Ballroom, Salon P–Q (breakfast available from 7:00 AM – 8:00 AM).

The Orlando Health System Excursion departs from the Marriott World Center, Cypress Pre-Function 1, promptly at 8:00 AM (breakfast available at Orlando Health upon arrival).

Participants will be transported to their selected Excursions for a tour and presentation led by Excursion staff and IHI faculty. Afterward, participants will explore the lessons learned and their applicability to health care during an afternoon “deep dive” led by IHI faculty. They will be returned to the Marriott World Center by 4:00 PM.

Sessions Key
S Student: This session has been selected from a wide range of topics and disciplines that are especially appropriate for students who are new to quality improvement or the National Forum.

B Beginner: This session will offer helpful ideas and tools for newcomers to the world of quality improvement.

I Intermediate: This session is for attendees who have a sound knowledge of quality improvement methodology.

A Advanced: This session is for the advanced learner and will provide cutting-edge improvement thinking.

Download the Mobile App
for session descriptions, presenter biographies, networking events, and more. See download instructions on page 2.

Recharge Room
Tuesday, December 10, 7:45 AM – 4:15 PM
Wednesday, December 11, 7:45 AM – 2:30 PM
Use the exercise equipment and burn some calories while watching Keynotes and Spotlight Sessions.

Joy in Work
X2: Gaylord Palms Resort: Joy in Work and Customer Satisfaction
B • Gaylord Palms, Tampa
Kush Badshah, Director, IHI; Yaël Gill, Executive Director, Strategic Partners Global, IHI

Leadership
X6: Brad Brewer Golf Academy: Leadership Lessons from the Links
B • Gaylord Palms, Sun 5-6
Ross W. Hilliard, MD, Director of Medical Informatics and Associate Program Director for Internal Medicine Residencies, Brown University; David Yuh, MD, Hospitalist and BMC QI Hub Faculty, Boston Medical Center

Building Improvement Capability
X1: Marriott World Center: Managing Large-Scale Operations
B • Crystal Ballroom, Salon P-Q
Susan Went, IHI Fellow, Director, Nerissa Healthcare Consulting, Ltd.

Equity
X7: Second Harvest Food Bank of Central Florida
B • Gaylord Palms, Captiva
Marianne McPherson, PhD, Senior Director, 100 Million Lives Implementation, IHI; Nifion Lewis, Head of Content Portfolios, IHI; Gilbert Salinas, Chief Clinical Officer, Rancho Los Amigos National Rehabilitation Center
Patient Safety

**X4: Universal Orlando®: Safety and Reliability**
- **B • Gaylord Palms, Miami**
  Fran Griffin, Consultant, IHI; Peter Lachman, MD, Chief Executive Officer, International Society for Quality in Health Care (ISQUA)

**X5: Orlando Health System: Delivering Great Care with High Reliability**
- **B • Cypress Pre-Function 1**
  Carol Haraden, PhD, Senior Fellow, IHI; Anne Peach, RN, NEA-BC, Vice President, Future Vision Group

Person-Centered Care

**X3: Central Florida Zoo: Patient Care, Safety, and Engagement**
- **B • Gaylord Palms, Sanibel**
  Kathy Duncan, RN, Faculty, IHI; Jennifer Lenoci-Edwards, RN, CPPS, Head of North America, IHI

8:00 AM – 11:30 AM

Half-Day Workshops

**Improvement Science**

**MH2: Lead Courageous QI with Improv and Collaboration**
- **B • Grand Ballroom, Salon 1-2**
  Sarah Horst, Health Care Consultant, Institute for Clinical Systems Improvement

**MH9: Large-Scale Change Is Easy, Right? Insights and Tips**
- **A • Crystal Ballroom, Salon G**
  Pierre Barker, MD, MBChB, Chief Global Partnerships and Programs Officer, IHI; Katie DeFreitas, Senior Improvement Manager, East London NHS Foundation Trust (ELFT); Heather Pritchard, Senior Programs Lead, ELFT

**Leadership**

**MH4: Playing Your Way to Improved Team Communications**
- **B • Grand Ballroom, Salon 4-6**
  Margie Godfrey, PhD, Co-Director, The Dartmouth Institute; Tina Foster, MD, Associate Professor, Dartmouth Hitchcock Medical Center; Julie Johnson, PhD, Professor, Northwestern University

MH5: The Board's Role in Governing Quality
- **B • Grand Ballroom, Salon 9-10**
  Beth Daley Ullem, President, Quality and Safety First; Tejal Gandhi, MD, CPPS, Chief Clinical and Safety Officer, IHI; Joanne Disch, PhD, RN, Professor ad Honorem, University of Minnesota School of Nursing, Member, IHI Lucian Leape Institute

Moving from Volume to Value

**MH7: Data, Leadership, and Change Management: Navigating Your Journey to Value**
- **B • Grand Ballroom, Salon 12-14**
  Caleb Stowell, MD, Enterprise Director, Value Based Care (VBC), Providence St. Joseph Health; Michelle Donald, MD, VBC Medical Director, Northwell Health; Kimon Stathakos, Administrative Director, VBC, Northwell Health; Stephanie Fine, Manager, Clinical Analytics, Providence St. Joseph Health; Laurel Kirby, Director, PSJH Neurosciences Institute

**Patient Safety**

**MH1: Improving Safety with Routinely Collected Data Insights and Tips**
- **B • Crystal Ballroom, Salon J**
  Benjamin Nowotny, MBBS(Hons)-PhD Candidate, Monash University; Euan Wallace, Chief Executive Officer, Safer Care Victoria

**MH6: A Health Care Acquired Condition: Workforce Harm**
- **B • Crystal Ballroom, Salon A-C**
  Kathy Gerwig, Vice President, Employee Safety, Health and Wellness, Kaiser Permanente; Mary Beth Kingston, PhD, RN, NEA-BC, Chief Nurse Officer, Advocate Aurora Health; Michael Hodgson, MD, Chief Medical Officer, US Department of Labor, Occupational Safety and Health Administration

**MH8: Doing Diagnostic Error Work: What and How**
- **B • Crystal Ballroom, Salon K-M**
  Doug Salvador, MD, Chief Quality Officer, Baystate Medical Center; Chris Bryson, MD, Medical Director, Hospital Medicine, Baystate Medical Center; Karen Johnson, RN, Senior Director, Patient Safety, Baystate Medical Center

Population Health

**Mental Health and Well-Being**

**MH3: National Models for Addressing the Opioid Crisis at the Practice and Community Level**
- **B • North Tower, Harbor Beach**
  Cody Mullen, PhD, Policy, Research, and Development Officer, Indiana Rural Health Association; Kimberly Hardy, MD, Family Medicine, Gundersen Health System; Mara Laderman, Senior Director, Innovation, IHI; Jamie Von Arx, Quality Improvement
Monday

Specialist, Gundersen Health System; Cara Jordan, MSW, LISW-S, Psychiatric Counselor, Ohio State University Wexner Medical Center; Amnah Anwar, MBBS, Epidemiologist and Project Director, Indiana Rural Health Association; Allison Orwig, Project Director, Indiana Rural Health Association; Marlene Ripa, Senior Director, Network Transformation, Montefiore Health System; Joan Chaya, Senior Director of Workforce Development, Montefiore Medical Center; Daniel Maughan, FNP-C, Senior Vice President, Transformation, Montefiore Medical Center

8:30 AM – 4:00 PM

Full-Day Workshops

Building Improvement Capability

MF9: Improvement Coaching in Action

 Supported by:  
Karen Baldoza, MSW, Executive Director and Improvement Advisor, IHI; Dorian Burks, Project Manager, IHI; Lauren Macy, Improvement Advisor, IHI; Phyllis Virgil, IHI Improvement Coach, Consultant, PMV Consulting

MF10: Better Quality Through Better Measurement

Supported by:  
Sue Butts-Dion, Quality Improvement Consultant, Butts-Dion Consulting, Inc.; Todd Hatley, PhD, IHI Improvement Advisor, Integral Performance Solutions; Robert Lloyd, PhD, Vice President, IHI; Jesse McCall, Director, IHI

Equity

MF8: Creating Health Care Justice: Understanding and Eliminating Racism in Health Systems

Laura Botwinick, Director, Graduate Program in Health Administration and Policy, University of Chicago; Patricia Dawson, MD, PhD, Medical Director, Healthcare Equity, UW Medicine; Judy Fleishman, PhD, Director of Leadership Development and Quality Improvement, IHI Fellow, Tufts Family Medicine Residency at CHA; Ron Wyatt, MD, Chief Quality Officer, Cook County Health; Amy Reid, Director, IHI

Improvement Science

MF2: Open Wide: Dental Safety and Quality, from Sealants, to Scaling, to Sedation

Supported by:  
Elsbeth Kalenderian, DDS, PhD, Professor, UCSF School of Dentistry; Helen Lee, MD, Assistant Professor, University of Illinois at Chicago; Muhammad Wajji, PhD, Professor and Associate Dean, The University of Texas Health Science Center at Houston; Joel White, DDS, MS, Professor, University of California San Francisco; Jason Leitch, DDS, National Clinical Director for Healthcare Quality and Strategy, Scottish Government; Sean G. Boyes, DMD, Executive Director, Person-Centered Care, DentaQuest Partnership for Oral Health Advancement

MF5: Driving Complex Change Through QI Collaboratives

Supported by:  
Nate French, Portfolio Lead, Built for Zero Collaborative, Community Solutions; Vibeke Rischel, RN, IHI Improvement Advisor and Coach, Deputy CEO, Head of Healthcare Improvement, Danish Society for Patient Safety; Hema Magge, MD, Executive Director, Africa Region, IHI; Heidi Black, Director of Collaborative Improvement, StriveTogether; Leslie Wise, Portfolio Lead, Direct Community Support, Built for Zero, Community Solutions; Eddie Turner, Improvement Advisor/Strategy Lead, Community Solutions; Annelene Hejnyg Larsen, Communications Advisor, Danish Society for Patient Safety; Bodil Elgaard Andersen, Senior Advisor, Danish Society for Patient Safety

(Also listed in the Population Health Track)

MF11: Empathy-Based Innovation Lab Toolkit in a Box

Supported by:  
Brent Ibata, PhD, JD, FACHE, System Director, Accreditation and Quality Assurance, Lee Health; James Olver, Associate Professor, Raymond A. Mason School of Business

MF12: The Psychology of Change: People-Driven Methods to Unlock Resistance and Unleash QI

Supported by:  
Kate Hilton, JD, Faculty, IHI; Michael Rose, MD, Senior Vice President and Chief Innovation Officer, McLeod Health; Alex Anderson, Research Associate, IHI

Joy in Work

Mental Health and Well-Being

MF17: Second Victim Support: Helping Healers Heal

Supported by:  
Eric Wei, MD, Vice President and Chief Quality Officer, NYC Health + Hospitals; Jeremy Segall, Senior Director, System Performance Improvement Office of Quality & Safety, NYC Health + Hospitals

MF18: IHI Framework Actions for Improving Joy in Work

Supported by:  
Stephen Swensen, MD, Former Mayo Clinic Director Leadership Development, Mayo Clinic; Barbara Balik, EdD, RN, President, Aefina Partners
Leadership

MF1: Deming in the 21st Century: Thinking Beyond Usual
B • Hall of Cities, Chicago–Denver
Bill Bellows, President, InThinking Services, Inc.; Frans Leijse, Ambassador, W.E. Deming Leadership Philosophy, ITC Validation Consultants

MF13: High-Impact Leadership: Teamwork at a Grand Scale
A • North Tower, Grand Cayman–Puerto Rico
David Williams, PhD, Improvement Advisor, DMW Austin, LLC; David Munch, MD, Senior Principal, Vizient Advisory Solutions; Joanne Roberts, MD, Senior Vice President and Chief Value Officer, Providence St. Joseph Health; Michael Pugh, President, MdP Associates, LLC

MF14: How an Aligned Management System Optimizes Clinical Outcomes, Patient Experience, and Economics
A • North Tower, West Indies
Gary Kaplan, MD, Chairman and CEO, Virginia Mason Medical Center; Jack Silversin, DMD, DrPH, President, Amicus, Inc.

MF16: Leading for Improvement
B • Hall of Cities, Los Angeles
Amar Shah, Physician, Chief Quality Officer, East London NHS Foundation Trust (ELFT); Navina Evans, MBBS, Chief Executive, ELFT; Lorraine Sunduza, RN, Chief Nurse, ELFT; Richard Fradgley, Director of Integrated Care, ELFT; Eileen Taylor, Nonexecutive Director, ELFT; Jon Statham, ELFT

Moving from Volume to Value

I • North Tower, Key Biscayne
Jeff Rakover, Research Associate, IHI; William Andrews, MD, Senior Consultant, Hamad Heart Hospital; Kay Cordiner, RN, Value Improvement Lead, NHS Highland

Patient Safety

MF15: Nobody Puts Safety in a Corner: How Culture and Systems Dance Together to Improve Safety
A • Hall of Cities, Tampa
Amelia Brooks, Senior Director, Patient Safety and Europe, IHI; William Danchanko, PhD, ANP-BC, Nurse Practitioner, John Murtha Cancer Center; Frank Federico, RPh, Vice President, Senior Patient Safety Expert, IHI; Robin Francis, RN, CPPS, Chief, Patient Safety, Brooke Army Medical Center

Person-Centered Care

MF7: Health Care Service Co-Production and Its Improvement: How Does It Work?
B • Hall of Cities, New York–New Orleans
Lucy Pickard Sullivan, Pediatric Registrar, Imperial College Healthcare NHS Trust; Paul Batalden, MD, Professor Emeritus, The Dartmouth Institute; Helen Lee, RN, Registered Specialist Community Public Health Nurse - HV, Experience of Care Professional Lead, NHS England; Tiffany Christensen, Vice President, Experience Innovation, The Beryl Institute; Julie Johnson, PhD, Professor, Northwestern University; Tina Foster, MD, Associate Professor, Dartmouth Hitchcock Medical Center

Population Health

Maternal and Neonatal Health

MF5: Driving Complex Change Through QI Collaboratives
I • Crystal Ballroom, Salon E-F
Nate French, Portfolio Lead, Built for Zero Collaborative, Community Solutions; Vibeke Rischel, RN, IHI Improvement Advisor and Coach, Deputy CEO, Head of Healthcare Improvement, Danish Society for Patient Safety; Hema Magge, MD, Executive Director, Africa Region, IHI; Heidi Black, Director of Collaborative Improvement, StriveTogether; Leslie Wise, Portfolio Lead, Direct Community Support, Built for Zero, Community Solutions; Eddie Turner, Improvement Advisor/Strategy Lead, Community Solutions; Annelene Højvang Larsen, Communications Advisor, Danish Society for Patient Safety; Bodil Elgaard Andersen, Senior Advisor, Danish Society for Patient Safety
(Also listed under the Improvement Science Track)

MF6: Health System Journey to Population Health, Equity, and Well-Being
B • North Tower, Marco Island
Dominique Allwood, MBBS, Associate Director of Improvement, Imperial College Healthcare NHS Trust; Matt Stiefel, Senior Director, Center for Population Health, Kaiser Permanente; Trissa Torres, MD, Chief Operations and North America Programs Officer, IHI; Brita Roy, MD, Assistant Professor, Yale School of Medicine; Carley Riley, MD, Assistant Professor, Cincinnati Children’s Hospital Medical Center
Half-Day Workshops

**Care and Health for Older Adults**

**MH15: Reducing Stigmas in Advance Care Planning**

A • Grand Ballroom, Salon 1-2

Jacqueline Baron-Lee, PhD, Director of Quality Improvement, University of Florida; Anne Meiring, LCSW, Patient Experience and Language Access Manager, Shands at the University of Florida; Jeannette Hester, RN, Clinical Nurse Leader, University of Florida Health Shands Hospital; Katharina Busl, MD, Physician Director of Quality, University of Florida; David Quillen, MD, Associate Professor, UF Health, Department of Medicine, Community Health and Family Medicine Division

**MH17: Unlock WHAT MATTERS Most: Key to Older Adult Care**

I • Crystal Ballroom, Salon K-M

Kelly McCutcheon Adams, LICSW, Senior Director, IHI; Erin Salvador, MD, Palliative Care Physician, Baystate Health; Lauge Sokol-Hessner, MD, Associate Director of Inpatient Quality, Beth Israel Deaconess Medical Center; Leslie Pelton, Senior Director, IHI

(Also listed in the Person-Centered Care Track)

**Improvement Science**

**MH18: Words Matter: How WORDS Impact Results**

A • Grand Ballroom, Salon 9-10

Julie Fox, CEO, Brandbuilders

**Joy in Work**

**Mental Health and Well-Being**

**MH10: Building a Peer Support Program**

B • Grand Ballroom, Salon 12-14

Jo Shapiro, MD, Associate Professor Otolaryngology/Head and Neck Surgery, Harvard Medical School

**Patient Safety**

**MH14: Successful Practices to Optimize Root Cause Analyses and Actions (RCA²)**

B • North Tower, Harbor Beach

Tejal Gandhi, MD, CPPS, Chief Clinical and Safety Officer, IHI; Rollin J. (Terry) Fairbanks, MD, CPPS, Vice President, Quality and Safety, MedStar Health; Patricia Folcarelli, RN, PhD, Vice President for Health Care Quality, Beth Israel Deaconess Medical Center; Jessica Behrhorst, Senior Director, Patient Safety, IHI

**MH16: Safety at Every Level: A Cultural Transformation**

A • Grand Ballroom, Salon 4-6

Evan Hochberg, RN, CPN, Lead Patient Safety Consultant, Children’s National Medical Center; Kathryn Merkeley, RN, Director of Patient Safety, Children’s National Medical Center; Lisbeth Fahey, RN, Executive Director, Children’s National Medical Center; Parihk Kavita, MD, Hospitalist, Children’s National Medical Center; Rahul Shah, MD, Vice President, Chief Quality and Safety Officer, Children’s National Medical Center

**Person-Centered Care**

**MH13: Shared Decision Making: Knowledge to Implementation**

B • Crystal Ballroom, Salon A-C

John Brennen, General Practitioner, QI Faculty, Royal College of Physicians of Ireland; Gail A Nielsen, Fellow and Faculty, IHI

**MH17: Unlock WHAT MATTERS Most: Key to Older Adult Care**

I • Crystal Ballroom, Salon K-M

Kelly McCutcheon Adams, LICSW, Senior Director, IHI; Erin Salvador, MD, Palliative Care Physician, Baystate Health; Lauge Sokol-Hessner, MD, Associate Director of Inpatient Quality, Beth Israel Deaconess Medical Center; Leslie Pelton, Senior Director, IHI

(Also listed in the Care and Health for Older Adults Track)

**Population Health**

**Mental Health and Well-Being**

**MH11: Impact of Behavioral Health Integration on Health Care Utilization Patterns**

B • Crystal Ballroom, Salon G

Jennifer O’Donnell, PsyD, Clinical Program Director; Primary Care Behavioral Health, Swedish Medical Group; Michael Tang, MD, Clinical Director of Behavioral Health Integration, Dimock Community Health Center; Vanessa Casillas, PsyD, Director of Psychology, Providence Health and Services

**MH12: Integrated Approaches for Better Health Outcomes**

A • Crystal Ballroom, Salon J

Susan Hannah, Improvement Advisor, Senior Director, IHI; Uma Kotagal, MBBS, Senior Fellow, IHI; Professor of Pediatrics, Cincinnati Children’s Hospital Medical Center; Diana Beveridge, Scottish Improvement Leader, Head of CYPIC, Scottish Government; Goran Henriks, Chief Executive, Qulturum
3:00 PM – 5:30 PM
12th Annual IHI Open School
Chapter Congress
Crystal Ballroom, Salon H

Change Agent of the Year Award
The IHI Open School recognizes Preethi Pradhan, PhD, as Change Agent of the Year for 2019. Dr. Preethi is Dean of Chitkara School of Health Sciences and Faculty Advisor for the IHI Open School Chapter of the same name. Dr. Preethi is being recognized for her incredible engagement with the Change the Narrative Challenge of the Recover Hope Campaign. The Change the Narrative Challenge invited change agents to change the narrative on substance use disorders by using person-first and recovery-focused language.

4:00 PM – 5:45 PM
Welcome Reception
Forum Hall (Cypress Ballroom)
Join attendees and more than 100 exhibitors for snacks, drinks, and the opportunity to learn about the latest health care technologies, innovations, and services. For more Networking Opportunities, see page 10-11.

5:45 PM – 6:45 PM
Pre-Conference Keynote
Abby Wambach
Palms Ballroom
Soccer Champion, Olympic Gold Medalist and World Cup Champion, Author, Activist for Gender Equality
Find out more about this keynote speaker on page 8.

6:30 PM – 8:00 PM
IHI Equity Reception
Grand Ballroom, Salon 4-6
All National Forum attendees are invited to meet and connect at a reception with IHI leaders and staff as well as colleagues from around the world to discuss equity initiatives at their organizations.

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

7:00 PM – 9:00 PM
Presenter and Student Reception
Grand Ballroom, Salon 7
This reception is offered exclusively for National Forum presenters, students, and IHI faculty.
For more Networking Opportunities, see pages 10-11.

Change Agent of the Year Award
The IHI Open School recognizes Preethi Pradhan, PhD, as Change Agent of the Year for 2019. Dr. Preethi is Dean of Chitkara School of Health Sciences and Faculty Advisor for the IHI Open School Chapter of the same name. Dr. Preethi is being recognized for her incredible engagement with the Change the Narrative Challenge of the Recover Hope Campaign. The Change the Narrative Challenge invited change agents to change the narrative on substance use disorders by using person-first and recovery-focused language.

This keynote presentation is offered exclusively for registered Pre-Conference attendees.
Tuesday

7:00 AM – 8:00 AM

**IHI National Forum Orientation**

**Crystal Ballroom, Salon G**

If you are a first-time attendee, we suggest that you attend the National Forum Orientation session to help you navigate through the program and learn about all the National Forum has to offer. No registration required.

Facilitators: Lauren Macy, Improvement Advisor, IHI; Jo Ann Endo, MSW, Senior Managing Editor, IHI

8:00 AM – 9:00 AM

**Keynote One**

Derek Feeley, President and CEO, IHI, and Special Guests

Palms Ballroom and Overflow Viewing Rooms

Find out more about this keynote speaker on page 8.

9:30 AM – 10:45 AM

**Storyboard Walkarounds**

**Moving from Volume to Value**

**SW1: Models and Tools for Primary Care Transformation**

- **Forum Hall, Cypress Ballroom**
  - Janis Coffin, DO, Chief Transformation Officer, Medical College of Georgia; Karen Sullivan, Senior Operations Manager, Akron Children’s Hospital; Maria Marin Casaverde, CHS Operations Coordinator, Denver Health

**Population Health**

**SW2: Methods for Improving Outcomes for Complex Care Populations**

- **Forum Hall, Cypress Ballroom**
  - Jon Zlabek, MD, Chief Medical Officer, Gunderson Health System; Christie Lawrence, President, Chief Consultant, Area Representative, Surge Advisors & Mississippi Business Group on Health; Lauran Hardin, Senior Advisor, Camden Coalition’s National Center for Complex Health and Social Needs

9:30 AM – 10:45 AM

**Spotlight Session A**

**A14: Safety First: Reducing Serious Safety Events with High Reliability**

- **Palms Ballroom**
  - Rocco Orlando III, MD, Chief Medical Officer, Hartford Health Care Corp; Stephanie Calcasola, RN-BC, CPHQ, Vice President, Quality and Safety, Hartford Health Care Corp; Erika Sundrud, Vice President, Care Delivery Optimization, Hartford Health Care Corp

**Track: Patient Safety**

**A Sessions**

All A Sessions repeat during the B Sessions period. See the A/B listing that follows.

**Sessions Key**

*S Student:* This session has been selected from a wide range of topics and disciplines that are especially appropriate for students who are new to quality improvement or the National Forum.

*B Beginner:* This session will offer helpful ideas and tools for newcomers to the world of quality improvement.

*I Intermediate:* This session is for attendees who have a sound knowledge of quality improvement methodology.

*A Advanced:* This session is for the advanced learner and will provide cutting-edge improvement thinking.

**Download the Mobile App**

for session descriptions, presenter biographies, networking events, and more. See download instructions on page 2.

**Recharge Room**

Tuesday, December 10, 7:45 AM – 4:15 PM

Wednesday, December 11, 7:45 AM – 2:30 PM

Use the exercise equipment and burn some calories while watching Keynotes and Spotlight Sessions.

**Sessions and Spotlight Sessions**

See the listing of all Spotlight Sessions on page 11.
11:15 AM – 12:30 PM

Spotlight Session B

B6: An Improvement Culture that Outlasts Your Leaders
A • Palms Ballroom
John Toussaint, MD, Chairman, Catalysis; Aravind Chandrasekaran, PhD, Associate Professor and Associate Director, Center for Operational Excellence, The Ohio State University

Track: Leadership

B Sessions

All B sessions are repeats of A sessions. See the A/B listing below.

9:30 AM – 10:45 AM: A Sessions

11:15 AM – 12:30 PM: B Sessions

Building Improvement Capability

A26/B26: Filling Your Quality Improvement Toolbox: Starter Edition
B • Crystal Ballroom, Salon A-C
Maureen Bisognano, RN, President Emerita and Senior Fellow, IHI; Jerry Langley, Statistician, Associates in Process Improvement; Marianne McPherson, PhD, Senior Director, 100 Million Lives Implementation, IHI

A27/B27: Taking Successful Improvements to Scale
B • Hall of Cities, Chicago
Marie Schall, Senior Director, IHI; Angela Zambeaux, Director, IHI; Hema Magge, MD, Executive Director, Africa Region, IHI

A28/B28: The Foundations of Quality Improvement in Health Care
B • Crystal Ballroom, Salon H
Lisa McKenzie, Country Director, Australia and New Zealand, IHI; Lloyd Provost, Improvement Advisor, Associates in Process Improvement; Donald Berwick, MD, MPP, President Emeritus and Senior Fellow, IHI

Care and Health for Older Adults

A12/B12: Hospital at Home: Is Your Organization Ready?
A • North Tower, Vinoy
Albert Siu, MD, Professor, Chair Emeritus of the Brookdale Department of Geriatrics and Palliative Medicine at the Icahn School of Medicine at Mount Sinai; Bruce Leff, MD, Professor, Johns Hopkins University School of Medicine; Linda DeCherrie, MD, Clinical Director, Icahn School of Medicine at Mount Sinai

A20/B20: Delirium Reduction: Good for Older Adults and Health Systems
B • North Tower, Sawgrass
Stephanie Rogers, MD, Assistant Professor of Medicine, University of California San Francisco Medical Center; Leslie Pelton, Senior Director, IHI

Equity

A2/B2: Queer Eye for the QI
A • North Tower, Key Largo
Gabriel Lopez, Director of Health Information Systems, Los Angeles LGBT Center; Meghan Delehanty, RN, Quality Manager, Los Angeles LGBT Center

Maternal and Neonatal Health

A7/B7: Building Empathic Respectful Care for Mothers
A • Crystal Ballroom, Salon G
Pierre Barker, MD, MBChB, Chief Global Partnerships and Programs Officer, IHI; Neil Prose, MD, Professor, Duke University Medical Center; Birkety Mengistu Jembere, MD, Maternal and Neonatal Health and Community Engagement Advisor, IHI

A22/B22: Radical Equality: Becoming Rooted for Health Equity
B • North Tower, Marco Island
Matt Allen, President, M David MI, Inc; Cindy Hannon, Measurement Systems Director, DentaQuest; Sharity Ludwig, Director, Clinical Innovations, Advantage Dental from DentaQuest; Parrish Ravelli, Program Officer, DentaQuest Partnership for Oral Health Advancement

A29/B29: Pursuing Equity: Moving from Information to Action
B • North Tower, Harbor Beach
Karthik Sivashanker, MD, Harvard Medical School Fellow in Patient Safety and Quality, Brigham Health; Beth Averbeck, MD, Senior Medical Director, Primary Care, HealthPartners

Improvement Science

A1/B1: Skin in the Game: Accountability and Pressure Injury Analytics
A • Grand Ballroom, Salon 4-6
Shea Polancich, PhD, RN, Assistant Dean/Administrative Director, University of Alabama at Birmingham; Jason Williamson, Manager, Finance, University of Alabama at Birmingham; Terri Poe, DNP, RN, Chief Nursing Officer, University of Alabama at Birmingham; Amy Armstrong, RN, CWOCN, UAB Medicine; Ross Vander Noot, Inpatient Wound Care Director, University of Alabama at Birmingham
Tuesday

9:30 AM – 10:45 AM: A Sessions

A11/B11: Replicating Improvement at Scale
B • Crystal Ballroom, Salon E-F
Tim Horton, PhD, Assistant Director of Improvement, The Health Foundation; Tom Downes, MD, Clinical Lead for Quality Improvement, Sheffield Teaching Hospitals

Leadership

A5/B5: Am I Making the Right Decision on What to Do?
B • Grand Ballroom, Salon 3
David Williams, PhD, Improvement Advisor, DMW Austin, LLC; Brandon Bennett, Improvement Advisor, ISC

A6/B6: An Improvement Culture that Outlasts Your Leaders
A • A6: Crystal Ballroom, Salon P-Q
B6: Spotlight Session: Palms Ballroom
John Toussaint, MD, Chairman, Catalysis; Aravind Chandrasekaran, PhD, Associate Professor and Associate Director, Center for Operational Excellence, The Ohio State University

Mental Health and Well-Being

A13/B13: Learning Health Systems: Buzzword to Science
A • Grand Ballroom, Salon 1-2
Lucy Savitz, PhD, Vice President, Health Research, Kaiser Permanente; Raj Srivastava, MD, Assistant Vice President, Research, Intermountain Healthcare; Don Goldmann, MD, Senior Fellow, IHI

Joy in Work

B • Crystal Ballroom, Salon N
Simon Edgar, MB ChB, Director of Medical Education & Consultant Anesthesiologist, NHS Lothian; Kristen Swain, RN, Project Manager, Performance Improvement, Suffolk University; Amar Shah, Physician, Chief Quality Officer, East London NHS Foundation Trust (ELFT)

A9/B9: Co-Design an Environment Where Staff Thrive
B • Crystal Ballroom, Salon D
Tony Digirola, MD, Medical Director, UPMC Bone and Joint Center, University of Pittsburgh Medical Center (UPMC); Angela DeVanney, Co-Founder, goShadow; Jessica Carlson, RN, Improvement Specialist, UPMC

A18/B18: Harnessing Data to Inform Workforce Resiliency
B • North Tower, Key Biscayne
Damara Gutnick, MD, Medical Director, Montefiore Hudson Valley Collaborative; Joan Chaya, Senior Director of Workforce Development, Montefiore Medical Center; Tamar Wolinsky, Medical Student, Albert Einstein College of Medicine

Tuesday

11:15 AM – 12:30 PM: B Sessions

A13/B13: Learning Health Systems: Buzzword to Science
A • Grand Ballroom, Salon 1-2
Lucy Savitz, PhD, Vice President, Health Research, Kaiser Permanente; Raj Srivastava, MD, Assistant Vice President, Research, Intermountain Healthcare; Don Goldmann, MD, Senior Fellow, IHI

A15/B15: The “F” Word: Learning from Failure
A • Grand Ballroom, Salon 9-10
Barbara Grey, Director of Quality Improvement and Slam Partner, South London and Maudsley NHS Foundation Trust; John Boulton, Executive Director of Continuous Improvement, Public Health Wales

A16/B16: Improved Patient Flow Using Quality-Based Pathways
A • Grand Ballroom, Salon 12-14
Beth Brannon, RN, Director, Patient Access and Flow & The Integrated Community Access Program, Ontario Shores Centre for Mental Health Sciences; Jim McNamee, Administrative Director, Ontario Shores Centre for Mental Health Sciences; Maria Grant, Manager, Quality, Recovery and Patient Experience, Ontario Shores Centre for Mental Health Sciences

A17/B17: A System Quality Structure to Move to Value
I • Hall of Cities, Denver
Julie Bonewell, RN, CPHQ, Senior Director, Quality Improvement, Spectrum Health System; Kristen Farmer, Director, Quality, Safety, Experience, Spectrum Health System

A8/B8: Managing the Risks of Power in Shaping Culture
A • Hall of Cities, New York–New Orleans
Neil Baker, MD, Principal, Neil Baker Consulting and Coaching

A18/B18: Harnessing Data to Inform Workforce Resiliency
B • North Tower, Key Biscayne
Damara Gutnick, MD, Medical Director, Montefiore Hudson Valley Collaborative; Joan Chaya, Senior Director of Workforce Development, Montefiore Medical Center; Tamar Wolinsky, Medical Student, Albert Einstein College of Medicine

Leadership

A5/B5: Am I Making the Right Decision on What to Do?
B • Grand Ballroom, Salon 3
David Williams, PhD, Improvement Advisor, DMW Austin, LLC; Brandon Bennett, Improvement Advisor, ISC

A6/B6: An Improvement Culture that Outlasts Your Leaders
A • A6: Crystal Ballroom, Salon P-Q
B6: Spotlight Session: Palms Ballroom
John Toussaint, MD, Chairman, Catalysis; Aravind Chandrasekaran, PhD, Associate Professor and Associate Director, Center for Operational Excellence, The Ohio State University

A8/B8: Managing the Risks of Power in Shaping Culture
A • Hall of Cities, New York–New Orleans
Neil Baker, MD, Principal, Neil Baker Consulting and Coaching

Moving from Volume to Value

A3/B3: Hot Topics in High Value Health Care
A • Grand Ballroom, Salon 7
Pamela Johnson, MD, Vice Chair and Professor of Radiology, Johns Hopkins University School of Medicine; Steven Frank, MD, Professor, Johns Hopkins University School of Medicine; Sapan Desai, MD, PhD, Chief Executive Officer, Surgisphere Corporation; Nisha Gilotra, Assistant Professor of Medicine, Director of Heart Failure Disease Management, Johns Hopkins University School of Medicine; Arjun Venkatesh, MD, Director, Quality and Safety Strategy and Research, Yale School of Medicine; Erwin Wang, MD, MD, Hospitalist, Clinical Lead for Value Based Management, NYU Langone Hospital—Brooklyn; Sonia Arnold, Assistant Director, Decision Support and Value Improvement, NYU Langone Health; Frank Volpicelli, MD, Chief of Medicine, NYU Langone Hospital—Brooklyn, NYU Langone Medical Center

A17/B17: A System Quality Structure to Move to Value
I • Hall of Cities, Denver
Julie Bonewell, RN, CPHQ, Senior Director, Quality Improvement, Spectrum Health System; Kristen Farmer, Director, Quality, Safety, Experience, Spectrum Health System
A19/B19: Post-Acute Readmissions? Not with Your Nurse Practitioner in Charge
I • North Tower, Bahamas
Shelly Evans, Post-Acute Services Manager, Deaconess Health System; Kathy Clodfelter, Executive Director, Deaconess VNA Plus
Home Care and Hospice

Patient Safety

A14/B14: Safety First: Reducing Serious Safety Events with High Reliability
B • A14: Spotlight Session: Palms Ballroom
B14: Crystal Ballroom, Salon P-Q
Rocco Orlando III, MD, Chief Medical Officer, Hartford Health Care Corp; Stephanie Calcasola, RN-BC, CPHQ, Vice President, Quality and Safety, Hartford Health Care Corp; Erika Sundrud, Vice President, Care Delivery Optimization, Hartford Health Care Corp

A21/B21: Our Oxygen Mask Comes First: Workforce Safety
B • North Tower, Key West
Stephen Muething, MD, Co-Director, James M. Anderson Center for Health Systems Excellence, Cincinnati Children's Hospital Medical Center; Jeffrey Boord, MD, Chief Quality and Safety Officer, Parkview Health System; Saranya Loehr, MD, Head of Innovation, IHI

Mental Health and Well-Being

A30/B30: The Opioid Crisis — Transforming Care in the ED and Beyond
B • Hall of Cities, Los Angeles
Lauren Nentwich, MD, Medical Director of Quality and Patient Safety, Department of Emergency Medicine, Boston Medical Center; Sandeep Kapoor, MD, Director, SBIRT, Northwell Health; Kate O'Neill, RN, Assistant Vice President, Emergency Medicine, Northwell Health; Natalija Farrell, PharmD, Pharmacy Clinical Specialist Lead — Emergency Medicine and Toxicology, Boston Medical Center; Bhargavi Sampath, Research Associate, IHI

Person-Centered Care

A25/B25: How Design Thinking Improves Your Improvement Work
A • North Tower, St. Thomas
Monica VanBuskirk, Chief Policy & Relationships Officer, Connect for Health Colorado; Kari Coughlin, Patient Experience Consultant, Aspen Labs; Brittnay Wilburn, RN, Innovation Consultant, Clinica Colorado

Maternal and Neonatal Health

A32/B32: Statewide Collaboration to Improve Perinatal Health and Equity
B • North Tower, Puerto Rico
Zsakeba Henderson, MD, Medical Officer, Centers for Disease Control and Prevention (CDC); Amy Ladley, PhD, State Perinatal Quality Program Manager, Louisiana Department of Health Office of Public Health — Bureau of Family Health; Carole Lannon, MD, Senior Faculty Lead, Learning Networks Program, Anderson Center for Health Systems Excellence, Cincinnati Children's Hospital Medical Center
11:15 AM – 12:30 PM

Storyboard Walkarounds

Patient Safety

SW3: Patient Safety — Workplace Violence
B • Forum Hall, Cypress Ballroom
Lisa Davis, RN-BC, Nurse Manager, Psychiatric Nursing Consultation Team, VCU Health System; Maureen Grissom, PhD, Director of Behavioral Health, Hofstra Northwell School of Medicine; Ellen Crowe, RN, Director, Clinical Excellence and Care Redesign, Connecticut Hospital Association; Rena Sorensen, PhD, Psychologist III, Behavior Safety Team, Division of Psychiatry, Division of Developmental and Behavioral Pediatrics, Cincinnati Children’s Hospital Medical Center

SW4: Student Storyboards
B • Forum Hall, Cypress Ballroom
Optimizing Opiate Prescribing After Outpatient Surgery
Eleanor Phelps, RN, University of Texas Southwestern Medical Center
Leading in Action Through a New IHI Open School Chapter at Towson University
Wendy Whitner, PhD, Towson University
Quality Improvement Initiatives to Implement a Patient-Centered Continuum of Postpartum Care in Midwifery Practice
Michelle Gragg, APRN, CNM, RN, Frontier Nursing University

12:40 PM – 1:20 PM

Lunch-N-Learns

LNL1: Breaking the Rules in Mental Health Care
Hall of Cities, Denver
Robin Henderson, PsyD, Chief Executive, Behavioral Health, Providence St. Joseph Health; Chris Bourneff, Executive Director, National Alliance on Mental Illness

Where is the only place in the hospital that will take away your phone while you wait for care? And when was the last time your hospital questioned why that process is in place, who benefits, and who might be harmed? Some protocols and procedures around mental health are based on gut reactions to isolated adverse events rather than on evidence and can cause real harm to patients and families. Join us for an informal and thought-provoking lunch conversation about revisiting presumptions around practices related to mental health care, focusing on the patient and family experience of these protocols, and thinking together about ideas for changing the status quo.

1:30 PM – 2:45 PM

Storyboard Walkarounds

Maternal and Neonatal Health

SW5: Reducing Maternal Morbidity and Mortality
B • Forum Hall, Cypress Ballroom
Livia Pedrilio, Patient Safety Consultant, Hospital Israelita Albert Einstein; Rhonda Fuselier, Nurse Manager, Women’s Services, Advent Health; Michele Lamping, RN, Women’s Clinical Quality Improvement Officer, TriHealth

Maternal and Neonatal Health

SW6: Improving Care for Mothers and Babies in Low-Resource Settings
B • Forum Hall, Cypress Ballroom
Chinonyerem Egwuchw, Health Strategy and Delivery Foundation;

Sessons and Spotlight Sessions

See the listing of all Spotlight Sessions on page 11.

1:30 PM – 2:45 PM

Spotlight Session C

C26: Sustaining Improvement in Daily Work
B • Palms Ballroom
Karen Baldoza, MSW, Executive Director and Improvement Advisor, IHI; Kevin Little, PhD, Principal, Informing Ecological Design, LLC; Jeff Rakover, Research Associate, IHI

Track: Building Improvement Capability

C Sessions

C Sessions do not repeat.
NEW! IHI Membership

Learn more about this exciting new way to engage with IHI and the health care community. Visit the team next to Conference Information.

ihi.org/Membership

Learn more! Join us for breakfast in the Los Angeles room on Wednesday, from 7:00–7:45 AM.
1:30 PM – 2:45 PM

Building Improvement Capability

C26: Sustaining Improvement in Daily Work
B • Palms Ballroom
Karen Baldoza, MSW, Executive Director and Improvement Advisor, IHI; Kevin Little, PhD, Principal, Informing Ecological Design, LLC; Jeff Rakover, Research Associate, IHI

C27: Measurement for Improvement 101
B • Grand Ballroom, Salon 4-6
Brandon Bennett, Improvement Advisor, ISC; Lauren Macy, Improvement Advisor, IHI

Care and Health for Older Adults

C9: Improving Care to Live Well with Dementia
B • North Tower, Key West
Alice Bonner, PhD, RN, Senior Advisor, Aging, IHI; David Reuben, MD, Chief, Division of Geriatrics and Director, UCLA Alzheimer’s and Dementia Care Program, David Geffen School of Medicine at UCLA; Danielle Wilde, Group Lead for Dementia, Royal Free London NHS Foundation Trust; Lynn Flannigan, Improvement Advisor, NHS Healthcare Improvement Scotland

C10: Improving Care Processes for Aging in Place
B • North Tower, Sawgrass
Rachael-Linn Spooner, Vice President, Clinical Transformation, Northwell Health; Karen Abrashkin, MD, Medical Director, House Calls, Northwell Health; Amy Wade, Research Analyst, Northwell Health; Joyce Racanelli, MSW, Director, Ambulatory Care Management, Northwell Health; Jill Slaboda, PhD, Principal Investigator, Northwell Health
(Also listed in the Improvement Science Track)

C14: Telemedicine Cuts Avoidable Long-Term Care Transfers to Emergency Department
A • Crystal Ballroom, Salon E-F
Natasha Milijasevic, PhD, Director, Quality and Patient Safety, Trillium Health Partners; Shahn Chugh, Physician Lead: Patient Safety and Quality Improvement, Trillium Health Partners; Amir Ginzburg, Chief of Quality and Medical Director of Medical Administration, Trillium Health Partners
(Also listed in the Care and Health for Older Adults Track)

C18: Using Nurse Power and Practical Tools to Improve Hospital-Wide Flow
A • Grand Ballroom, Salon 12-14
Marije Hansen-Stoffer, RN, Manager Quality Improvement Team, University Medical Centre; Windi Winasti, Consultant, Radboudumc; Daniëlle Stuijvenberg, Quality Improvement Advisor, Radboudumc

Tuesday

C28: Moving Beyond Diversity: Two Organizations Improving Workplace Equity
B • North Tower, Vinoy
Stephen Mette, MD, Chief Clinical Officer and Executive Associate Dean for Clinical Affairs, University of Arkansas for Medical Sciences; Alex Anderson, Research Associate, IHI; Dorian Burks, Project Manager, IHI; Audrey Lampert, Director, IHI

Improvement Science

C4: Transforming Patient Care Through Standardization
B • Crystal Ballroom, Salon N
Mariana Gattegno, CPHQ, Senior Improvement Consultant, Piedmont Healthcare

C6: Improve Your Organization via Value Stream Management
I • Crystal Ballroom, Salon P-Q
Jim Wilkerson, System Director, Memorial Health System

C7: Launching a Next Generation Command Center
A • North Tower, Grand Cayman
Lucy Xenophon, MD, Chief Transformation Officer, Mount Sinai Health System; Arthur Gianelli, Chief Transformation Officer, Mount Sinai Health System; Maytal Rand, Emergency Manager, Mount Sinai St. Luke’s; Lagrimas C. Fausto, Senior Director, Daily Management and Incident Command Center, Mount Sinai St. Luke’s; Paul Francaviglia, Director, Epic Applications, Mount Sinai Health System; Brian Radbill, MD, Chief Medical Officer, Mount Sinai Hospital of Queens

C10: Improving Care Processes for Aging in Place
B • North Tower, Sawgrass
Rachael-Linn Spooner, Vice President, Clinical Transformation, Northwell Health; Karen Abrashkin, MD, Medical Director, House Calls, Northwell Health; Amy Wade, Research Analyst, Northwell Health; Joyce Racanelli, MSW, Director, Ambulatory Care Management, Northwell Health; Jill Slaboda, PhD, Principal Investigator, Northwell Health
(Also listed in the Care and Health for Older Adults Track)

C13: Timely Care: Insights From a Three-Year Case Study
A • Grand Ballroom, Salon 7
Tristan Vasquez, Quality Improvement Coach, Safer Care Victoria; Damon Grimwood, Quality Improvement Coach, Safer Care Victoria

C2: Developing a Dashboard to Measure Health Equity
A • Crystal Ballroom, Salon H
Aswita Tan-McG Rory, Deputy Director, Massachusetts General Hospital; Andrea Tull, PhD, Director of Reporting and Analytics, Massachusetts General Hospital
C21: Creating Health System Innovation at Scale
A • Hall of Cities, New York–New Orleans
Evan Benjamin, MD, Chief Medical Officer, Ariadne Labs; Sue Gullo, RN, Director of Implementation, Ariadne Labs; Natalie Henrich, PhD, Senior Scientist, Ariadne Labs

Joy in Work
C23: Workload, the Final Piece of the Quality Jigsaw?
B • Hall of Cities, Chicago
Diane Murray, RGN, RM, Deputy Chief Nursing Officer, Scottish Government; Fiona McQueen, RGN, Chief Nursing Officer, Scottish Government; Ann Gow, RGN, RM, Director of Nursing and Allied Health Professionals, Healthcare Improvement Scotland

Leadership
C3: Board to Bedside: Driving Board Engagement
B • Hall of Cities, Denver
Rahul Shah, MD, Vice President, Medical Affairs, and Chief Quality and Safety Officer, Children's National Medical Center; Kathleen Gorman, RN, Executive Vice President, Patient Care Services, and Chief Operating Officer, Children's National Medical Center

C11: Build Power for Improvement by Partnering with Student and Resident Leaders
B • Grand Ballroom, Salon 9-10
Becka DeSmidt, Senior Program Manager, IHI; Kate Hilton, JD, Faculty, IHI; Ross W. Hilliard, MD, Director of Medical Informatics and Associate Program Director for Internal Medicine Residencies, Brown University

Moving from Volume to Value
C1: Journeying from Volume to Value for Everyone
B • North Tower, Marco Island
Richard Gitomer, MD, Director, Primary Care Center of Excellence, Brigham and Women's Hospital; Salina Bakshi, MD, Assistant Medical Director for Primary Care, Brigham and Women's Hospital; Katherine Rose, MD, Associate Medical Director for Population Health, Brigham Health

C5: Zen and the Art of Balanced Scorecard Maintenance
I • North Tower, Puerto Rico
Linda Reich, FNP-C, Director Clinical Integration, Martin’s Point Health Care; Sara Freedman, Vice President, Clinical Quality Integration, Martin’s Point Health Care

C16: Code Green: The Economics of Acute Care Redesign
A • North Tower, Harbor Beach
Mary Pisciotta, Director, IHI; Albert Siu, MD, Professor, Chair Emeritus of the Brookdale Department of Geriatrics and Palliative Medicine at the Icahn School of Medicine at Mount Sinai; Linda DeCherrie, MD, Clinical Director, Icahn School of Medicine at Mount Sinai; Amy Stuck, PhD, RN, Senior Director, West Health

C17: All Roads Lead to the ED: Getting Your ED on Board with Your Value-Based Clinical Programs
A • Crystal Ballroom, Salon A-C
Leah Warner, MD, Physician, Emergency Medicine, Northwell Health; Zenobia Brown, MD, Vice President, Population Health Management, Northwell Health; Hallie Bleau, ACNP, Assistant Vice President, Transitional Care, Northwell Health

C24: Financial Toxicity and Health Care: An Invitation to Lead
B • North Tower, Key Largo
Saranya Loehrer, MD, Head of Innovation, IHI; Andrea Werner, MSW, Vice President of Heart, Lung & Vascular Services, Bellin Health; Maggie Koch, RN, Heart, Lung & Vascular Clinical Coordinator, Bellin Hospital

Patient Safety
C19: Health Systems Are Merging: What Could Go Wrong?
A • North Tower, Aruba
Luke Sato, MD, Senior Vice President and Chief Medical Officer, CRICO/RMF; Susan Haas, MD, Co-PI, Project on System Expansion Risks to Patient Safety, Ariadne Labs

C20: Just Culture: The Critical Paradigm Shift
B • Crystal Ballroom, Salon K-M
Rebekah Friedrich, RN, CCRN, CPPS, Senior Performance Improvement Leader, University of Maryland Medical Center; Mangla Gulati, MD, CPPS, Chief Quality Officer, Associate Chief Medical Officer, Vice President of Patient Safety & Clinical Effectiveness, University of Maryland; Megan Anders, MD, CPPS, Assistant Professor and Associate Chair for Safety and Quality, University of Maryland School of Medicine

C25: A Novel Ambulatory Quality and Safety Infrastructure
A • Grand Ballroom, Salon 1-2
Rollin J. (Terry) Fairbanks, MD, CPPS, Vice President, Quality and Safety, MedStar Health; Kathryn Kellogg, MD, CPPS, Assistant Vice President, Ambulatory Quality and Safety, MedStar Health
Tuesday

1:30 PM – 2:45 PM

**Person-Centered Care**

**C12: The Role of Primary Care in Accountable Care Organizations**

**A** • Crystal Ballroom, Salon D
Doug Eby, MD, Vice President of Medical Services, Southcentral Foundation; Donna Galbreath, MD, QA Medical Director, Southcentral Foundation

**C15: Equity in Access to Palliative Care**

**B** • Crystal Ballroom, Salon G
Kathleen Grimm, MD, Director, Supportive Medicine & Palliative Care, Erie County Medical Center; Sandra Lauer, RN, Continuum of Care Director, Erie County Medical Center; Claudia Aghaie, Medical Student, Jacobs School of Medicine and Biomedical Sciences

**C22: Better Results WITH People with Lived Experience**

**B** • North Tower, Key Biscayne
Paul Howard, Senior Director of Community Initiatives, 100 Million Healthier Lives, IHI; Shemekka Ebony Coleman, Engagement Leader, IHI

**Population Health**

**Mental Health and Well-Being**

**C8: Launching Together to Improve Family Brain Health**

**A** • Grand Ballroom, Salon 3
Matt Guy, President and Lead Community Connector, Accelerated Transformation Associates; Lindsay Reeves, Director of Early Childhood Programs, Catholic Charities Diocese of Pueblo; Erika Retzlaff, Community Initiatives Coordinator, Catholic Charities Pueblo, Colorado

**C29: Health and Well-Being: Tools for Understanding and Measuring This Component of the Triple Aim**

**B** • North Tower, Bahamas
Matt Stiefel, Senior Director, Center for Population Health, Kaiser Permanente; Tom Kottke, MD, Medical Director, Well Being, HealthPartners; Brita Roy, MD, Assistant Professor, Yale School of Medicine; Carley Riley, MD, Assistant Professor, Cincinnati Children's Hospital Medical Center

**Maternal and Neonatal Health**

**C31: Using QI Bundles to Improve Maternity Care: Outcomes and Lessons from the Field**

**B** • North Tower, West Indies
Deborah Browne, MD, Medical Director of Collaborative Improvement, Womens Healthcare Australasia & Clinical Excellence Commission, New South Wales; Cathy Emeis, PhD, CNM, Associate Professor, Director of Nurse-Midwifery, Oregon Health and Science University (OHSU); Lisa Kane Low, PhD, CNM, Associate Dean, Practice and Professional Graduate Programs, University of Michigan

3:15 PM – 4:15 PM

**Keynote Two**

Tarana Burke, Social Justice Advocate, Founder of the “me too.” Movement

Palms Ballroom and Overflow Viewing Rooms
Find out more about this keynote speaker on page 9.

4:30 PM – 6:30 PM

**Storyboard Reception**

Forum Hall (Cypress Ballroom)
See 500+ improvement storyboards displayed by your colleagues, who will be standing by to answer questions about their improvement journeys. A listing of all titles and authors will be provided.

For more Networking Opportunities, see pages 10-11.

6:30 PM – 10:00 PM

**National Forum Celebration**

Marriott Poolside
Snacks provided until 8:30 PM. Live music and cash bar until 10:00 PM.

For more Networking Opportunities, see pages 10-11.
Accreditation makes a difference.

Accreditation by the American College of Surgeons Cancer Programs can help your organization gain a competitive advantage and lead the way to better cancer care for your patients.

Contact us to learn more about how your cancer program can become accredited.
312-202-5085 | acscancerprograms@facs.org

facs.org/cancer

Global Journal on Quality and Safety in Healthcare

The Global Journal on Quality and Safety in Healthcare (JQSH) publishes evidence from real-life examples of quality and safety improvement outcomes in various disciplines, environments, and countries, including original research, quality improvement (QI) projects, reviews, commentary, and more.

Topics include healthcare delivery, health policy analysis, health economics, and all domains of QI such as safety, effectiveness, efficiency, timeliness, equity, and patient-centered care.

Visit us online to register as a reviewer and submit a paper.

JQSH.ORG

CALL FOR PAPERS: JQSH IS CURRENTLY SEEKING MANUSCRIPTS FOR A SPECIAL ISSUE DEVOTED TO PHARMACOECONOMICS AND ACCESS TO QUALITY MEDICATIONS. SUBMIT ONLINE BY DECEMBER 31.
Wednesday

7:00 AM – 7:45 AM

Special Interest Breakfasts
Have breakfast and network with colleagues on a variety of improvement topics.
For more Networking Opportunities, see pages 10-11.

SIB1: Finance Roundtable: Quality and Finance Leaders Together for Care at a Cost We Can All Afford
Grand Ballroom, Salon 8
Facilitators: Helen Macfie, PharmD, Chief Transformation Officer, MemorialCare Health System; James Leo, MD, Chief Medical Officer, MemorialCare Health System; Joanne Roberts, MD, Senior Vice President/Chief Value Officer, Providence St. Joseph Health; Karen Testman, Chief Financial Officer, MemorialCare Health System; Sheri Feeney, Chief Financial Officer, Clinical Institutes, Providence St. Joseph Health

SIB2: The Conversation Project: Normalizing End-of-Life Conversations
Crystal Ballroom, Salon K-M
Facilitators: Kate DeBartolo, Senior Director, IHI; Patty Webster, Improvement Advisor and Faculty, IHI; Naomi Fedna, Project Coordinator, IHI

SIB3: Friends of IHI and Global Initiatives — What’s New?
Grand Ballroom, Salon 4-6
Facilitators: Pierre Barker, MD, MBChB, Chief Global Partnerships and Programs Officer, IHI; Yael Gill, Executive Director, Strategic Partners, IHI

SIB4: Sneak Peek: A Roadmap to Safety
Grand Ballroom, Salon 12-14
Facilitators: Tejal Gandhi, MD, CPPS, Chief Clinical and Safety Officer, IHI; Jeffrey Brady, MD, Director, Center for Quality Improvement and Patient Safety, Agency for Healthcare Research and Quality

SIB5: Join the Age-Friendly Health Systems Movement
Crystal Ballroom, Salon E-F
Facilitators: Kellyanne Johnson, Project Director, IHI; Leslie Pelton, Senior Director, IHI

SIB6: Learning from Industry: Mass Customization for Health Care
Crystal Ballroom, Salon A-C
Facilitators: Göran Henriks, Chief Executive, Qulturum; Helen Bevan, OBE, Chief Transformation Officer, Horizons Team, NHS England; Jeff Rakover, Research Associate, IHI

SIB7: Black Women and Maternal Care: Redesigning for Safety, Dignity, and Respect
Grand Ballroom, Salon 1-2
Facilitators: Joia Crear Perry, President, National Birth Equity Coalition; Trissa Torres, MD, Chief Operations and North America Programs Officer, IHI

SIB8: Advancing Organizational Equity: IHI’s Journey
Grand Ballroom, Salon 9-10
Facilitator: Dorian Burks, Project Manager, IHI

SIB9: Learnings from High-Performing Health Systems Around the World
Crystal Ballroom, Salon P-Q
Facilitators: Jennifer Lenoci-Edwards, RN, CPPS, Head of North America, IHI; Kush Badshah, Director, IHI; Joe Mando, Operations Director, IHI; Susan Hannah, Senior Director, IHI

Special Interest Breakfasts continue on page 34.
Promoting healthy aging—and independent living

Northwell Health is a proud advocate of healthy aging—enabling seniors who may be frail or living with chronic illness to age safely from the comfort of home.

Northwell is a national leader in delivering care that improves outcomes, reduces costs, and alleviates pain and suffering by preventing hospitalizations and emergency visits.

As one of 14 participants in the U.S. Centers for Medicare & Medicaid Services’ (CMS) “Independence at Home” program, Northwell is recognized as a top performer in delivering superior care to hundreds of seniors while also achieving $3.4 million in annual savings—the highest among all CMS demonstration sites.

For more information, come by Booth #205 or visit Northwell.edu/Healthy-Aging
Wednesday

**SIB10: Nurses Leading to Improved Care**  
Grand Ballroom, Salon 7  
Facilitator: Maureen Bisognano, RN, President Emerita and Senior Fellow, IHI

**SIB11: A Global Network of Learning**  
Supported by: BMJ  
Hall of Cities, Chicago  
Facilitators: William Scott, Event Manager, IHI; Kyle Rolph, Conference Producer, BMJ

**7:00 AM – 7:45 AM**

**IHI Membership Breakfast**  
Hall of Cities, Los Angeles  
Open to current members and all those interested in the new IHI Membership  
Facilitators: Donna Amrhein, IHI; Ashley Latta, IHI

**8:00 AM – 9:00 AM**

**Keynote Three**  
Raj Panjabi, MD, MPH, Chief Executive Officer, Last Mile Health  
Palms Ballroom and Overflow Viewing Rooms  
Find out more about this keynote speaker on page 9.

**Sessions and Spotlight Sessions**  
See the listing of all Spotlight Sessions on page 11.

**9:30 AM – 10:45 AM**

**Spotlight Session D**  
D1: From Learners to Leaders: Systems-Based Approaches to Foster Joy in Work  
**A • Palms Ballroom**  
Jessica Perlo, Director, IHI; Derek Feeley, President and CEO, IHI; Jessica Fried, MD, PGY-5 Chief Resident, Penn Radiology; Lakshman Swamy, MD, Resident, Boston Medical Center

**D Sessions**  
All D Sessions repeat during the E Sessions period. See the D/E listing that follows.

---

**11:15 AM – 12:30 PM**

**Spotlight Session E**  
E33: What Matters Most: “Listening First” for Building Health Equity  
**B • Palms Ballroom**  
Kirstin Siemering, DrPH, Program Manager, American Heart Association; Winston Wong, MD, Medical Director, Community Benefit, and Director, Disparities Improvement and Quality Initiatives, Kaiser Permanente; Eduardo Sanchez, MD, Chief Medical Officer for Prevention, American Heart Association; Don Conley, Executive Director, United African American Ministerial Action Council; Andrea Tull, PhD, Director of Reporting and Analytics, Massachusetts General Hospital; Aswita Tan-McGrory, Deputy Director, Massachusetts General Hospital

**E Sessions**  
All E sessions are repeats of D sessions. See the D/E listing below.

**9:30 AM – 10:45 AM: D Sessions**  
**11:15 AM – 12:30 PM: E Sessions**

**Building Improvement Capability**  
Supported by: Peterson Center on Health  
D29/E29: Running Successful Collaboratives Around the Globe  
**B • Crystal Ballroom, Salon G**  
Sue Butts-Dion, Quality Improvement Consultant, Butts-Dion Consulting, Inc.; Catherine Mather, Director, IHI; Kelly McCutcheon Adams, MSW, LICSW, Senior Director, IHI

**D30/E30: Using the Dosing Approach to Build Capability**  
**B • Hall of Cities, New Orleans**  
Uma Kotagal, MBBS, Senior Fellow IHI, Professor of Pediatrics, Cincinnati Children’s Hospital Medical Center; Robert Lloyd, PhD, Vice President, IHI; Marianne McPherson, PhD, Senior Director, 100 Million Lives Implementation, IHI; Rebecca Steinfeld, Senior Director, Improvement Advisor, IHI

**D31/E31: The Psychology of Change: People-Driven Methods to Unlock Resistance and Unleash QI**  
**B • North Tower, Key West**  
Alex Anderson, Research Associate, IHI; Kate Hilton, JD, Faculty, IHI
Save the Date
December 6–9
2020

IHI National Forum
on Quality Improvement in Health Care

Believe it or not, the next amazing IHI National Forum is less than a year away. Want to officially RSVP for the December 6–9, 2020, event held here in Orlando, FL? Sign up at the Registration Edits Desk or visit ihi.org/Forum to get the lowest price possible:

$899 for the General Conference!

Register at ihi.org/Forum
Offer ends January 10, 2020
December 6–9, 2020
Orlando, FL, USA
Wednesday

9:30 AM – 10:45 AM: D Sessions

11:15 AM – 12:30 PM: E Sessions

Care and Health for Older Adults

D9/E9: One Year After Diabetes Deprescribing: Our Journey

B • Crystal Ballroom, Salon A-C

Lynn Deguzman, PharmD, Pharmacy Clinical Operations Manager, Kaiser Permanente Northern California; Maisha Draves, MD, Medical Director of Pharmacy, The Permanente Medical Group

(Also listed in the Patient Safety Track)

D32/E32: 4Ms as Best Care for Older Adults: Implement and Sustain

B • North Tower, Key Largo

Anne Pohnert, FNP-BC, Director of Clinical Quality, MinuteClinic; Tammy Vachon, LCSW, Program Manager, Geriatrics, MaineHealth; Molly Anderson, Manager, Geriatrics Programs, Maine Medical Center; Mary Dolansky, PhD, RN, Associate Professor, Louis Stokes VA Medical Center

Equity

D13/E13: Improving Quality of Care Through Health Equity

B • North Tower, St. Thomas

Alisahah Cole, MD, Chief Community Impact Officer, Atrium Health; Roy Gilbreath, MD, Senior Vice President, Chief Systems of Care Integration Officer, Navicent; Kinniel Colman, DHA, Vice President, Chief Diversity Officer, Atrium Health; Carol Babcock, Director, Navicent, Brisa Urquieta de Hernandez, Senior Management Associate, Atrium Health

D33/E33: What Matters Most: “Listening First” for Building Health Equity

B • D33: Grand Ballroom, Salon 3

E33: Spotlight Session: Palms Ballroom

Kirstin Siemering, DrPH, Program Manager, American Heart Association; Winston Wong, MD, Medical Director, Community Benefit, and Director, Disparities Improvement and Quality Initiatives, Kaiser Permanente; Eduardo Sanchez, MD, Chief Medical Officer for Prevention, American Heart Association; Don Conley, Executive Director, United African American Ministerial Action Council; Andrea Tull, PhD, Director of Reporting and Analytics, Massachusetts General Hospital; Aswita Tan-McGrory, Deputy Director, Massachusetts General Hospital

Improvement Science

D8/E8: Using Communications Strategies to Accelerate Quality Improvement

A • Crystal Ballroom, Salon H

Frits Bredal, Head of Communications, Danish Society for Patient Safety; Jo Ann Endo, MSW, Senior Managing Editor, IHI; Andrew Cooper, Director of Communications, Life Sciences Hub Wales

D14/E14: A Knowledge Commons Supercharges Learning Networks

A • Grand Ballroom, Salon 7

Carolyn Simpkins, Senior Advisor, Clinical Research Knowledge Creation, Hive Networks; Peter Margolis, MD, PhD, Co-Director, Anderson Center for Health Systems Excellence, Cincinnati Children’s Hospital Medical Center; Michael Seid, PhD, Director, Health Outcomes and Quality Care Research, Cincinnati Children’s Hospital Medical Center; Bentley Davis, Senior Organizational Advisor, Learning Networks, Hive Networks, Inc.; Kedar Mate, MD, Chief Innovation Officer, IHI

D15/E15: How Virtual Collaboration Can Ignite Improvement

A • Grand Ballroom, Salon 1-2

Helen Bevan, OBE, Chief Transformation Officer, Horizons Team, NHS England; Kathryn Perera, Director, NHS England Sustainable Improvement Team; Zoe Lord, Deputy Director, NHS England

Maternal and Neonatal Health


B • North Tower, Marco Island

Trissa Torres, MD, Chief Operations and North America Programs Officer, IHI; Joia Crear Perry, President, National Birth Equity Collaborative; Kimberlydawn Wisdom, MD, Senior Vice President, Henry Ford Health System; Ebony Marcelle, Director of Midwifery, Community of Hope; Jaye Clement, Director, Community Health Programs and Strategies, Henry Ford Health Systems; Shannon Welch, Director, IHI

D20/E20: Data Visualization for Quality Improvement

A • Crystal Ballroom, Salon D

Lloyd Provost, Improvement Advisor, Associates in Process Improvement; Shannon Provost, PhD, Lecturer, The University of Texas at Austin

D25/E25: Bridge the QI and IS Gap to Reduce Opioid Prescribing

A • Grand Ballroom, Salon 4-6

Julie Johnson, PhD, Professor, Northwestern University; Rohit Ramaswamy, PhD, Professor, Director, Research Innovation and Global Solutions, University of North Carolina at Chapel Hill; Meagan Shallcross, Research Project Manager, Northwestern University; Willeijn Schäfer, PhD, Research Associate, Northwestern University Feinberg School of Medicine; Jonah Stulberg, MD, PhD, Assistant Professor of Surgery & Clinical Director, Innovation, Northwestern University Feinberg School of Medicine

(Also listed in the Population Health Track)
The Time is Now. Take the Lead.

Earn your Master of Science in Healthcare Quality & Patient Safety

PROGRAM HIGHLIGHTS
• Learn skills to lead evidence-based quality & safety improvements within your organization
• Executive format blends 4 in-person Immersion Sessions with Distance-Learning components to maximize your time and education
• Taught by distinguished faculty and leaders in the nation’s most prestigious healthcare systems, national organizations, and government agencies

Scholarships available for
• Nurses
• Allied Health Professionals
• Clinicians working with underserved populations

For more information, visit northwestern.edu/quality-safety
Wednesday

9:30 AM – 10:45 AM: D Sessions

11:15 AM – 12:30 PM: E Sessions

Joy in Work

**D1/E1: From Learners to Leaders: Systems-Based Approaches to Foster Joy in Work**

- **D1: Spotlight Session: Palms Ballroom**
- **E1: Grand Ballroom, Salon 3**

Jessica Perlo, Director, IHI; Derek Feeley, President and CEO, IHI; Jessica Fried, MD, PGY-5 Chief Resident, Penn Radiology; Lakshman Swamy, MD, Resident, Boston Medical Center

**D2/E2: Building a Culture of Respect for People**

- **Grand Ballroom, Salon 8**

Lynne Chafetz, JD, Senior Vice President and General Counsel, Virginia Mason Medical Center; Charleen Tachibana, DNP, RN, Senior Vice President, Quality and Safety, Chief Nursing Officer, Virginia Mason Health System

**D7/E7: Why We Do Our Work**

- **Crystal Ballroom, Salon E-F**

Rosie Bartel, Patient Advisor; Paul Vlies, Director of Facilities Management and Security, Bellin Health; David Bartel, Caregiver; Corrine Vercauteren, Team Leader, Environmental Services, Bellin Health

Leadership

**D3/E3: Five Strategies for Leading Quality at a System Level**

- **Grand Ballroom, Salon 11**

David Williams, PhD, Improvement Advisor, DMW Austin, LLC; Angela Shippy, MD, Senior Vice President & Chief Quality Officer, Memorial Hermann; James Moses, MD, Vice President, Quality and Safety, Chief Quality Officer, Boston Medical Center

**D16/E16: Developing an Integrated Quality Management System**

- **Hall of Cities, New York**

Pierre Barker, MD, MBChB, Chief Global Partnerships and Programs Officer, IHI; Stephen Muething, MD, Co-Director, James M. Anderson Center for Health Systems Excellence, Cincinnati Children’s Hospital Medical Center; Melody Siska, Vice President Quality and Advanced Analytics, Cincinnati Children’s Hospital Medical Center

**D18/E18: High-Impact Leadership Behaviors in Daily Practice**

- **North Tower, Sawgrass**

Joanne Roberts, MD, Senior Vice President and Chief Value Officer, Providence St. Joseph Health; Douglas Meyer, Director, Talent Development, Providence St. Joseph Health; Michael Pugh, President, MdP Associates, LLC

Moving from Volume to Value

**D5/E5: IHI Alliance Driving Out Waste to Return the Money**

- **North Tower, Vinoy**

Helen Macfie, PharmD, Chief Transformation Officer, MemorialCare Medical Centers; James Leo, MD, Chief Medical Officer, MemorialCare Health System

**D17/E17: Strategies to Promote High-Value Accountable Care**

- **Grand Ballroom, Salon 9-10**

Sonya Streeter, Senior Researcher, Mathematica Policy Research, Inc.; Mary Pisciotta, Director, IHI; Jasmine Masand, Program Analyst, Mathematica Policy Research

**D23/E23: Transforming to a Safety-Net Accountable Care Organization Using Lean**

- **Hall of Cities, Chicago**

Edgardo Trejo, MD, Acting Chief, Psychiatry, Cambridge Health Alliance; Jacob Venter, MD, Division Chief, Child and Adolescent Psychiatry, Cambridge Health Alliance; Renee Kessler, Chief Operating Officer, Cambridge Health Alliance; Gouri Gupite, PhD, Director of Performance Improvement, Cambridge Health Alliance; Paola Peynetti Velazquez, Senior Performance Improvement Advisor, Cambridge Health Alliance

**D24/E24: Coproduction Value Creation Simulation**

- **North Tower, Puerto Rico**

Brant Oliver, PhD, APRN-BC, Assistant Professor, The Dartmouth Institute for Health Policy and Clinical Practice, Geisel School of Medicine at Dartmouth; Paul Batalden, MD, Professor Emeritus, The Dartmouth Institute

**D27/E27: Clinical Redesign: A Framework to Drive Value**

- **Grand Ballroom, Salon 12-14**

L. Scott Sussman, MD, Senior Medical Director, Clinical Operations, Yale New Haven Health System; Stephanie Amport, Senior Consultant, Office of Strategy Management, Yale New Haven Health System; Ian Schwartz, Vice President, Clinical Operations, and Associate Clinical Professor, Emergency Medicine, Yale New Haven Health; Maribeth Cabie, PharmD, Director, Clinical Redesign, Yale New Haven Health System

**D28/E28: Are Frequently Admitted ED Patients in Fact MVPs?**

- **Hall of Cities, Denver**

Brandon Allen, MD, Assistant Professor, Medical Director, Adult ED, Shands at the University of Florida; Kartik Motwani, Medical Student, University of Florida
IHI Summit
On Improving Primary Care

April 16–18, 2020
Gaylord National Resort and Convention Center
National Harbor, MD, USA

Register today and save $100

ihi.org/Summit
Wednesday

9:30 AM – 10:45 AM: D Sessions

11:15 AM – 12:30 PM: E Sessions

**Patient Safety**


**A** • North Tower, Harbor Beach
Merranda Logan, MD, Associate Chief Quality Officer, Massachusetts General Hospital; David Bates, MD, Chief, Division of General Internal Medicine, Brigham and Women’s Hospital; Elizabeth Mort, MD, Senior Vice President, Quality and Safety, Chief Quality Officer, Massachusetts General Hospital; Lynn Volk, Senior Manager, Information Systems, Partners HealthCare

**D9/E9: One Year After Diabetes Deprescribing: Our Journey**

**B** • Crystal Ballroom, Salon A-C
Lynn Deguzman, PharmD, Pharmacy Clinical Operations Manager, Kaiser Permanente Northern California; Maisha Draves, MD, Medical Director of Pharmacy, The Permanente Medical Group

*(Also listed in the Care and Health for Older Adults Track)*

**Mental Health and Well-Being**

**D11/E11: Co-Designing to Empower Family Caregivers**

**B** • North Tower, Aruba
Estee Neuwirth, PhD, Senior Director, Innovation & Design, Kaiser Permanente’s Care Management Institute; Lisa Arellanes, Vice President, Care Delivery Ancillary Services and Support, National Quality, Kaiser Permanente; Dan Huynh, MD, Assistant Medical Director, Hospital Quality, and Physician Director, Home Care Services, Kaiser Permanente; Reema Shah, Executive Consultant, Kaiser Permanente; Carissa Lim, Senior Service Designer, Kaiser Permanente

**D26/E26: Scaling Communication and Resolution Programs**

**A** • North Tower, West Indies
Evan Benjamin, MD, Chief Medical Officer, Ariadne Labs; Thomas Gallagher, MD, Professor and Associate Chair, University of Washington; Meghan Long, Project Manager, Ariadne Labs

**Person-Centered Care**

**D4/E4: Design Ideal Experiences with Focused Care Centers**

**B** • Hall of Cities, Los Angeles
Tony Digiorgio, MD, Medical Director, UPMC Bone and Joint Center, University of Pittsburgh Medical Center (UPMC); Gigi Crowley, RN, Director, UPMC

**Maternal and Neonatal Health**

**D12/E12: Leading Large-Scale Change to Reduce Stillbirth**

**A** • Crystal Ballroom, Salon K-M
Cheryl Clark, Midwife/IA, Associate Improvement Advisor, Healthcare Improvement Scotland; Bernie McCulloch, Improvement Advisor, Healthcare Improvement Scotland; Angela Cunningham, Midwifery Clinical Lead, Healthcare Improvement Scotland

**D21/E21: Key Factors to Creating a Culture of Safety**

**A** • Crystal Ballroom, Salon P-Q
Frank Federico, RPh, Vice President, Senior Patient Safety Expert, IHI; Emmanuel Ayenigba, MD, CPPS, Faculty Director and Improvement Advisor, IHI; Sodzi Sodzi-Tettey, MD, Head of Africa Region, IHI; Jennifer Ross, RN, Faculty Director and Independent Consultant

**D35/E35: Violence Has No Home in Health Care**

**A** • North Tower, Key Biscayne
Ellen Crowe, RN, Director, Clinical Excellence and Care Redesign, Connecticut Hospital Association; Carl Schiessl, JD, Senior Director, Regulatory Advocacy, Connecticut Hospital Association

**Mental Health and Well-Being**

**D34/E34: Navigating the Opioid Crisis: Journey Maps and Relationships**

**B** • North Tower, Grand Cayman
Steve Tierney, MD, Senior Medical Director, Clinic Quality Improvement, Southcentral Foundation; Christina Krause, Chief Executive Officer, BC Patient Safety and Quality Council; Jennie Aitken, Leader, BC Patient Safety and Quality Council

**Population Health**

**D10/E10: Turning the IHI Triple Aim into an Actionable Strategy**

**B** • Crystal Ballroom, Salon N
Chris Wolseke, JD, President & Chief Executive Officer, Bellin Health; Cynthia Lasecki, MD, Chief Medical Officer, Bellin Health; Amar Shah, Chief Quality Officer, East London NHS Foundation Trust (ELFT) Navina Evans, MBBS, Chief Executive, ELFT

**Maternal and Neonatal Health**

**D22/E22: Process Innovation to Promote Dignity in Birth**

**A** • North Tower, Bahamas
Amber Weiseth, DNP, RNC-OB, Associate Director, Delivery Decisions Initiative, Ariadne Labs; Neel Shah, MD, Director, Delivery Decisions Initiative, Ariadne Labs; Amber Rucker, Senior Project Coordinator, Ariadne Labs; Avery Plough, Research Specialist, Ariadne Labs
**D25/E25: Bridge the QI and IS Gap to Reduce Opioid Prescribing**

- **Grand Ballroom, Salon 4-6**
  - Julie Johnson, PhD, Professor, Northwestern University; Rohit Ramaswamy, PhD, Professor, Director, Research Innovation and Global Solutions, University of North Carolina at Chapel Hill; Meagan Shallcross, Research Project Manager, Northwestern University; Willemijn Schäfer, PhD, Research Associate, Northwestern University Feinberg School of Medicine; Jonah Stulberg, MD, PhD, Assistant Professor of Surgery & Clinical Director, Innovation, Northwestern University Feinberg School of Medicine

(Also listed in the Improvement Science Track)

**12:40 PM – 1:20 PM**

**Wednesday Lunch Session — Leadership**

**WLS: Making Presentations Memorable: A Speaker's Legacy**

- **Crystal Ballroom, Salon P-Q**
  - Selina Stephen, Improvement Advisor, Director, Scottish Government; Tina Lynge Lyngbye, Senior Consultant

**12:40 PM – 1:20 PM**

**Lunch-N-Learn**

**LNL3: Redefining Our Lane — Advocacy in Health Care**

- **Crystal Ballroom, Salon K-M**
  - Tochi Iroku-Malize, MD, Chair, Family Medicine, Northwell Health; Barbara Keber, President, New York State Academy of Family Physicians, Vice Chair, Department of Family Medicine, Northwell Health, Associate Professor, Donald and Barbara Zucker School of Medicine Hofstra/Northwell; Adebowale Prest, MD

This is a case-based, interactive, team-based session with participants in groups working on various tools of advocacy in health care. Our department has been involved in advocacy at the local, state, national, and global levels to address the needs of our patients, communities, and providers. Whether it is learning to write an op-ed, speak to reporters, lobby with legislators or run for political office, advocacy is an important tool for those involved in health care to make a difference. And we should not be worried about "staying in our lane" because the entire process is our lane. Participants will leave with a framework to get involved in advocacy at their home institutions/organizations at various levels within and outside of health care.

**1:30 PM – 2:30 PM**

**Keynote Four**

Donald Berwick, MD, MPP

- **Palms Ballroom and Overflow Viewing Rooms**

Find out more about this keynote speaker on page 9.

---

**LNL4: Lunch & Launch! New Reports on Social and Health Care Integration, Joy in Work, the Opioid Crisis, and Patient Safety Measurement**

- **Crystal Ballroom, Salon N**
  - Susan Edgman-Levitan, Executive Director, John D. Stoeckle Center for Primary Care Innovation, Massachusetts General Hospital; Saranya Loehr, MD, Head of Innovation, IHI; Mara Laderman, Senior Director of Innovation, IHI; Kedar Mate, MD, Chief Innovation and Education Officer, IHI

Grab your lunch and hear from IHI facilitators speaking about the recent NASEM reports on social care / health care integration and joy in work; a report being co-issued by the Grayken Center at Boston Medical Center and IHI on best hospital practices when dealing with opioid addiction; and a Salzburg Statement co-produced with IHI’s Lucian Leape Institute on global principles for measuring patient safety.

---

**Hospital Flow Professional Development Program**

_The right care, in the right setting, at the right time_ Spring 2020 | Boston, MA

Register at [ihi.org/HospitalFlow](http://ihi.org/HospitalFlow)
All Innovation Theater presentations take place in the Forum Hall/Cypress Ballroom. Please look for Innovation Theater One located at the rear left side of the hall and Innovation Theater Two in the front right side of the hall.

Monday, December 9
4:30 PM – 5:00 PM
Innovation Theater One

Digital Surgery at Scale: How AI Can Deliver Quality in the OR
Huzefa Neemuchwala, PhD, Vice President & General Manager, C-SATS Digital Surgery Solutions

Surgeons make countless, life-impacting decisions daily. And in most institutions, a wide variation in the quality of care provided in the operating room persists. The potential for AI to help to enable decision support in real time and reduce variation in care is disruptive and transformative. AI has the power to enable surgical insights that are designed to drive quality improvement.

Supported by:

4:30 PM – 5:00 PM
Innovation Theater Two

Enabling the “Data-and-Insights-Driven Health care Enterprise” with Self-Service Analytics
Andy Dé, Senior Director, Healthcare Solutions Strategy and Marketing, Alteryx

Health care in the United States is in the throes of unprecedented change and transformation. New industry regulations and the call for accountability are driving the need for visibility, collaboration, agility, reporting, and actionable insights to drive superior patient outcomes. However, most health care providers and payers are challenged by disparate and disconnected health care IT systems and legacy business processes. This presentation will discuss current and forward-looking trends in health care analytics and artificial intelligence (AI) impacting the undulating landscape of health care innovation for health care providers and payers. Speakers will present a map of key health care business processes and use cases where health care providers and payers can potentially deploy an end-to-end, industry leading analytics platform like Alteryx for right-time decisions with tangible clinical and business impact.

Supported by:

5:15 PM – 5:45 PM
Innovation Theater One

Clinical Data Base: Elevating Performance Improvement
Kyle Hanson and Mike McCall, Vizient

Clinical Data Base (CDB) is the definitive analytic platform for performance improvement allowing members to transparently compare their organization with others, increase quality ratings, and enhance patient outcomes. Learn how the Clinical Data Base unites quality, clinical, and financial measures to enable cross-functional decision making and collaboration and elevate performance improvement.

Supported by:

5:15 PM – 5:45 PM
Innovation Theater Two

Merging Evidence with Technology to Improve Outcomes and Standardize Care
Howard Willson, MD, Senior Vice President of Customer Success, Zynx Health

As a former department chief of emergency medicine and a pioneer in developing health care transparency and decision support for consumers, Howard Willson, MD, understands the challenges facing today’s organizations. In this presentation, discover how new technologies offer health care providers the means to establish a baseline for right care, focus interventions on desired outcomes, and analyze ordering practices to improve results.

Supported by:

Tuesday, December 10
12:45 PM – 1:15 PM
Innovation Theater One

A Comprehensive Approach to the Silent Hospital
Lisa Pahl, RN, Philips

Studies continue to show the detrimental impact of noise on patient healing (physical and psychological) and hospital costs due to staff disruptions and low HCAHPS scores around quietness. Learn strategies to develop a “Silent Hospital” by reducing unnecessary alarms and noise to improve patient healing and the patient experience and staff satisfaction.

Supported by:
Tuesday, December 10

12:45 PM – 1:15 PM
Innovation Theater Two

RQI Implementation at Woman’s Hospital: What Not to Do and Why It’s Worth It
Ellen Tadman, Staff Development Coordinator, Woman’s Hospital

Woman’s Hospital adopted the Resuscitation Quality Improvement® (RQI) program because it met their commitment to innovation and improving patient outcomes. In this session, learn how, despite some major bumps along the way, they shifted from a traditional two-year compliance program and overcame a difficult starting position to achieve excellence in organization-wide quality improvement.

4:45 PM – 5:15 PM
Innovation Theater One

Using Virtual Reality Refresher Training to Address ACLS Skills Decay
Brian Gillett, MD, Founder & Chief Medical Officer, Health Scholars

Brian Gillett, MD, will share his experience as an emergency physician and simulation director and why current training limitations led him to VR. Learn how Health Scholars and their healthcare partners have developed a VR simulation to cost effectively combat ACLS skills decay at scale, as well as identify and mitigate performance gaps using cloud-based assessment reporting.

4:45 PM – 5:15 PM
Innovation Theater Two

What Data Are You Missing in Your Strategic Imperatives?
Brian Foy, Chief Product Officer, Q-Centrix

There are many challenges that prevent organizations from fully leveraging important data to execute on their strategic imperatives — most prominently, awareness. Join Q-Centrix leaders as they uncover how an enterprise approach employs four main principles to help organizations address these challenges and realize the full value of their quality program.

5:30 PM – 6:00 PM
Innovation Theater One

Evolution of the Virtual Sitter to Safety Companion: The Compelling Story of Why
Karin Reese, RN, Chief Nursing Officer, MarinHealth Medical Center

Learn about the evolution of virtual fall prevention monitoring. Learn how the virtual safety companion is decreasing falls and falls with injury and also improving nurse safety and peace of mind.

5:30 PM – 6:00 PM
Innovation Theater Two

Ownership Matters! Hard-Wiring Better Care and ED Efficiency Utilizing an Intelligent Patient Assignment System
Vinh Le, MD, Evangelist; Doug Browder, MD, Chief of East Coast Operations, UBQ

Chronic overcrowding, long wait times, high LWBS, and long length of stay adversely affect ED financial performance, quality of care, and provider morale. An intelligent patient queuing system that assigns care ownership has been shown to align patient and provider incentives, remove barriers, and promote a better care experience. Furthermore, a computer-based patient assignment infrastructure that utilizes data science and machine learning can form the basis for real-time data management. It hard-wires flow, facilitates changes, and makes process improvements transparent and sustainable.

Wednesday, December 11

12:45 PM - 1:15 PM
Innovation Theater One

From A to Zero Harm, Our Aligned Approach to Performance Excellence
Crystal Veal, Executive Director Patient Safety, WellStar; Preston Hendrickson, Director System Quality, WellStar; Jennifer Giusti, Vice President Clinical Outcomes, WellStar

WellStar Health System shares their evolution as a system with a focus on every person, every time. Having doubled in size less than four years, this integrated health system has matured their culture and created an aligned approach supporting performance excellence. Learn about our efforts in: Implementation of the IHI Framework for Board Oversight of Quality, best in class RCA Standard Work, training 25,000 in HRO principles, standard quality structure and roles, with a foundation rooted in Lean.

Supported by:
Book Signings

Monday, December 9
At the National Forum Bookstore
7:00 PM – 7:45 PM
Abby Wambach, signing copies of WOLFPACK: How to Come Together, Unleash Our Power, and Change the Game

Tuesday, December 10
At the National Forum Bookstore
12:30 PM – 1:00 PM
Jack Cochran signing copies of Healer, Leader, Partner

Wednesday, December 11
At the National Forum Bookstore
10:45 AM – 11:15 AM
Don Berwick, MD, signing copies of Promising Care: How We Can Rescue Health Care by Improving It

EXECUTIVE MASTER’S AND GRADUATE CERTIFICATES IN
Clinical Quality, Safety, and Leadership

The online Executive Master’s and Graduate Certificates in Clinical Quality, Safety, and Leadership are designed for both clinical and non-clinical healthcare professionals interested in taking healthcare quality and patient care services to a higher level of excellence.

With teaching and mentorship from national experts, in addition to core Georgetown faculty, the online programs will immerse learners in advanced theory and concepts of healthcare quality, patient safety science, and organizational leadership.

For more information, visit: PatientSafetyMasters.Georgetown.edu
Register today and save $200

Be empowered to make patient safety a priority at your organization

IHI Patient Safety Congress 2020

Join us for a must-attend event on shaping smarter, safer care for patients wherever it’s provided – from the hospital to outpatient settings to the home.

Renaissance Orlando at SeaWorld
May 13–15, 2020
Orlando, FL

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

The National Forum carries a maximum of **20.25 credits for physicians, nurses, and pharmacists.** The Institute for Healthcare Improvement designates this live activity for a maximum of **20.25 AMA PRA Category 1 Credits™.** Physicians should claim only the credit commensurate with the extent of their participation in the activity.

This program has been approved by the National Association for Healthcare Quality for **20.25 CPHQ continuing education hours.**

A total of 20.25 contact hours is available toward the fulfillment of the requirements of CPPS (Certified Professional in Patient Safety) recertification (ihi.org/cpps). Please select the “general attendance” option when completing the post-event survey if only requesting CPPS recertification credit. Certificates from all other disciplines can also be used toward recertification. Please note the sessions on this page that are not approved for CPPS recertification credit.

This program is Approved by the National Association of Social Workers (Approval # 886367066-9062) for 15 continuing education contact hours.

By attending the IHI National Forum offered by IHI, participants may earn up to 20.25 ACHE Qualified Education Hours toward initial certification or recertification of the Fellow of the American College of Healthcare Executives (FACHE) designation.

All National Forum Learning Labs, Quick Courses, and General Conference sessions offer ACCME, ACHE, ACPE, ANCC, NAHQ, NASW, and CPPS recertification credits, with the exception of the following sessions:

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

SH19, SH20, SH21, SW1, SW2, SW4, SW5, X6, CEO Summit, Keynote One

**Session that do not offer physician contact hours:**
A1, A2, A13, A22, A25, B1, B2, B13, B22, B25, D13, D32, E13, E32, MH15, X1, X3, X7

**Sessions that do not offer nursing contact hours:**
A3, A4, A5, A6, A7, A8, A10, A11, A18, A19, A24, B3, B4, B5, B6, B7, B8, B10, B11, B18, B19, B24, C2, C10, C11, C13, C14, C19, C22, C29, C30, D1, D8, D10, D13, D16, D17, D18, D19, D23, D24, D25, D26, D27, D33, D34, E1, E8, E10, E13, E16, E17, E18, E19, E23, E24, E25, E26, E27, E33, E34, MF1, MF2, MF6, MF8, MF13, MF14, MH1, MH3, MH5, MH7, MH9, MH10, MH11, MH12, SH1, SH3, SH8, SH9, SH10, SH15, SH16, SH18, SH19, SH20, SH21, SW1, SW4, SW5, X2, X4, X6, Pre-Conference Keynote, Keynote Two

**Sessions that do not offer social work contact hours:**
Pre-Conference Keynote and Keynotes One through Four

**Sessions that are not approved for CPPS recertification credit:**
A31, B31, C24, C30, D5, D14, D24, D27, E5, E14, E24, E27, MF3, MF5, MF7, X1, Pre-Conference Keynote, Keynote Two

**How to receive a certificate of credit:**
All attendees will receive an email on Monday, December 16, 2019, with a link to the surveys. Attendees must complete the surveys by January 31, 2020, to obtain continuing education certificate. To be eligible for a continuing education certificate, you must ensure you have selected your sessions prior to the end of each conference day. If your custom agenda is inaccurate, you will need to reach out to our customer service department at info@ihi.org to have your agenda reset in order to take the surveys.

**Attendees of the IHI National Forum 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
We congratulate the 179 hospitals and healthcare practices that have earned recognition as Age-Friendly Health Systems Participants by IHI, as of September 2019. These organizations are leading the way in improving care for older adults by implementing the 4Ms Framework – What Matters, Medication, Mentation, and Mobility.

101 of these sites (below) have been designated as Committed to Care Excellence for exemplary use of the 4Ms and for reporting the number of older adults reached over at least a three-month period:

Abington Jefferson Health – Abington Hospital
Anne Arundel Health System – Anne Arundel Medical Center
Ascension Medical Group – Anderson NE Family Practice
Ascension Medical Group – Anderson Family Medicine
Ascension Medical Group – Anderson Multi-Specialty Practice
Ascension Medical Group – Scatterfield Primary Care
Ascension Medical Group – Bedford Family Medicine
Ascension Medical Group – Family Medicine
Ascension Medical Group – Bedford Mitchell Road
Ascension Medical Group – Family Physicians of Carmel
Ascension Medical Group – Diagnostic Medicine of Carmel
Ascension Medical Group – Carmel Internal Medicine
Ascension Medical Group – Medical Office Building
Ascension Medical Group – West Franklin
Ascension Medical Group – Northbrook
Ascension Medical Group – Northside Crossing
Ascension Medical Group – Fishers Medical Center Northeast
Ascension Medical Group – Fishers Primary Care South
Ascension Medical Group – Franklin Family Practice
Ascension Medical Group – Broad Ripple Primary Care
Ascension Medical Group – Harcourt Primary Care
Ascension Medical Group – Heather Glen Internal Medicine
Ascension Medical Group – Meridian Adult Medicine
Ascension Medical Group – Northside Internal Medicine
Ascension Medical Group – Kokomo Family Medicine Southway
Ascension Medical Group – Kokomo Family Medicine
Ascension Medical Group – Mitchell Family Medicine
Ascension Medical Group – Winchester
Ascension Medical Group – Michigan Road
Ascension Medical Group – Pendleton Health Center
Ascension Medical Group – Jennings Family Medicine
Ascension Medical Group – Pendleton Family Medicine
Ascension Medical Group – Newburg Primary Physicians
Ascension Medical Group – Union City
Ascension – St. John Medical Center
Baystate Health – Baystate Brightwood Health Center/Centro de Salud
Baystate Health – Baystate High Street Health Center Adult Medicine
Baystate Health – Baystate Mason Square Neighborhood Health Center
Baystate Health – Baystate Medical Center
Beebe Healthcare – Margaret H. Rollins Lewes Campus
Belbin Health – Crivitz
Belbin Health – Oconto Falls
Belbin Health – Pulaski
Beth Israel Lahey Health – Addison Gilbert Hospital
Capital Health Plan – Nancy Van Vessem, MD Center for Healthy Aging
Care New England Health System – Kent Hospital
Central Maine HealthCare – Yarmouth Hospital
Christiana Care – Carney’s Point
Christiana Care – Christiana Hospital
Christiana Care – Greenville
Christiana Care – Hockessin

Age-Friendly Health Systems is an initiative of The John A. Hartford Foundation and the Institute for Healthcare Improvement, in partnership with the American Hospital Association and the Catholic Health Association of the United States.
Shuttle Hours

SUNDAY
December 8
6:30 AM – 10:00 PM

MONDAY
December 9
6:30 AM – 10:00 PM

TUESDAY
December 10
6:30 AM – 10:30 PM

WEDNESDAY
December 11
6:00 AM – 4:00 PM

Shuttle to Universal
CityWalk™ & Airport

IHI will provide complimentary shuttle service to Universal CityWalk™ from the Marriott World Center on Monday, December 9 and Tuesday, December 10. Hours and information on page 48.

Complimentary shuttle service from the Marriott World Center to Orlando International Airport is on Wednesday, December 11, from 12:00 PM – 4:00 PM.

Travel Times

- Marriott World Center Resort: 1 MIN to Gaylord Palms
- Marriott World Center Resort: 2 MIN to Caribe Royale
- Marriott World Center Resort: 2 MIN to Buena Vista Suites
- Marriott World Center Resort: 6 MIN to Springhill Suites
- Marriott World Center Resort: 6 MIN to Courtyard Orlando Lake Buena Vista in the Marriott Village

Route Key

1. Shuttle Route 1: Gaylord Palms Resort and Convention Center to Marriott World Center Resort
2. Shuttle Route 2: Buena Vista Suites and Caribe Royale to Marriott World Center Resort
3. Shuttle Route 3: Courtyard Marriott and Springhill Suites to Marriott World Center Resort
Through narrative, case studies, and conversations with your peers, **IHI Open School** courses offer a dynamic learning environment that inspires students and health professionals at all levels to lead change in health care.

Sharpen your skills today with free sample courses:

- **L 101**: Introduction to Health Care Leadership
- **PS 101**: Introduction to Patient Safety
- **QI 102**: How to Improve with the Model for Improvement

Visit [ihi.org/SampleCourses](http://ihi.org/SampleCourses) to get started.

**IHI Open School**
[ihi.org/OpenSchool](http://ihi.org/OpenSchool)

---

**Change Agent of the Year 2019**

**Professor Preethi Pradhan, PhD**, Dean, School of Health Sciences, Chitkara University

Dr. Preethi is a tireless champion for improving the quality of training for allied health professionals.

As the Recover Hope Campaign Change the Narrative Challenge winner, Dr. Preethi gathered the highest number of commitments from students and colleagues to use person-first, recovery-focused language to reduce the stigma related to substance use disorders.
General Information

Shuttle Service to Other Hotels
During the conference, IHI will provide National Forum participants with complimentary shuttle transportation to and from the Marriott World Center. Shuttles will run every 5 to 15 minutes to and from the following locations:

- Gaylord Palms Resort & Convention Center
- Courtyard Orlando Lake Buena Vista in the Marriott Village
- Springhill Suites Orlando by Marriott
- Caribe Royale
- Buena Vista Suites
See page 48 for shuttle map.

Shuttle Operating Hours
Sunday, December 8, 6:30 AM – 10:00 PM
Monday, December 9, 6:30 AM – 10:00 PM*
Tuesday, December 10, 6:30 AM – 10:30 PM*
Wednesday, December 11, 6:00 AM – 4:00 PM
*Shuttles will transport attendees from the Marriott World Center to Universal’s CityWalk™ after the conference sessions end for the day. The last shuttle from the Marriott leaves at 9:30 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 11, from 12:00 PM to 4:00 PM.

Forum Hall Hours
The Forum Hall (Cypress Ballroom), with more than 100 exhibitors and with snack stations located throughout, will be open during the following times:

Monday, December 9
3:30 PM – 5:45 PM
Tuesday, December 10
10:00 AM – 11:00 AM (appointments only)
11:00 AM – 1:30 PM
4:30 PM – 6:30 PM
Wednesday, December 11
11:00 AM – 1:30 PM

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

If a special need or request arises while at the National Forum, please see an IHI Blue Shirt or Marriott World Center staff member. Scooters and wheelchairs are available. See the hotel bell stand at the main entrance to secure one during your time of need.

First Aid
For assistance during the Pre-Conference, please see the Conference Information Desk in the Grand and Crystal Foyers. In an emergency, please dial “0” on any hotel phone and request assistance from the operator. IHI Blue Shirt and Marriott World Center staff are also available to assist.

For routine medical assistance, there is a first aid station staffed with EMTs in the San Francisco room at the Marriott World Center at the following times:

Monday, December 9, 1:00 PM – 5:00 PM
Tuesday, December 10, 7:00 AM – 5:00 PM
Wednesday, December 11, 7:00 AM – 5:00 PM

Nursing mothers: The San Francisco room in the Hall of Cities is available for nursing mothers to utilize throughout the National Forum.

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

To access complimentary wireless Internet:
1. In the WiFi settings on your device, select “View available wireless networks” and connect to the “IHIFORUM” wireless network.
2. Open a new web browser and type “ihi.org” into the address bar. You will be redirected to a Marriott webpage.
3. Enter “IHI31FORUM” (case sensitive) as the Meeting Passcode and click “CONNECT.”
National Forum Bookstore
Located in the Crystal Foyer, the National Forum Bookstore features books written, edited, or recommended by our world-renowned faculty. Book signings will take place in the bookstore on Monday and Tuesday. See the schedule on page 44.
The bookstore is open during the following times:

**Monday, December 9, 7:30 AM – 6:00 PM**
**Tuesday, December 10, 7:30 AM – 6:30 PM**
**Wednesday, December 11, 7:30 AM – 1:30 PM**

Business Center
Located in the FedEx Office 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**

Checkout
Checkout time at the Marriott World Center is 11:00 AM.
If you are staying at the Marriott, please see the hotel bell staff about storing any luggage after checkout. If you are staying at one of our additional hotel properties, you will be able to store your luggage at the Marriott at Cypress Pre-Function 2–3 on Wednesday, December 11.

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

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.

Unattended Belongings and Lost and Found
Please do not leave any personal belongings unattended in meeting rooms. IHI is not responsible for lost or stolen items. If we find misplaced items, we will store them at Conference Information until the end of the conference day. Each evening, items will be turned in to the Marriott’s Loss Prevention Department.

Messages and Faxes
Marriott World Center contact numbers are:
Phone: 407-239-6411
Guest Fax: 407-239-6164
Thank You to Our Supporters

The Institute for Healthcare Improvement offers sincere thanks to our National Forum supporters for their commitment to improvement in health care. Supporters as of October 30, 2019.

PETERSON CENTER ON HEALTHCARE

Thank You to Our Supporters
The Institute for Healthcare Improvement offers sincere thanks to our National Forum supporters for their commitment to improvement in health care. Supporters as of October 30, 2019.

Pfizer

Thank You to Our Supporters
The Institute for Healthcare Improvement offers sincere thanks to our National Forum supporters for their commitment to improvement in health care. Supporters as of October 30, 2019.

GOJO

Thank You to Our Supporters
The Institute for Healthcare Improvement offers sincere thanks to our National Forum supporters for their commitment to improvement in health care. Supporters as of October 30, 2019.

DentaQuest

Thank You to Our Supporters
The Institute for Healthcare Improvement offers sincere thanks to our National Forum supporters for their commitment to improvement in health care. Supporters as of October 30, 2019.

KAISER PERMANENTE

Thank You to Our Supporters
The Institute for Healthcare Improvement offers sincere thanks to our National Forum supporters for their commitment to improvement in health care. Supporters as of October 30, 2019.

PHILIPS

Thank You to Our Supporters
The Institute for Healthcare Improvement offers sincere thanks to our National Forum supporters for their commitment to improvement in health care. Supporters as of October 30, 2019.

C-SATS

Thank You to Our Supporters
The Institute for Healthcare Improvement offers sincere thanks to our National Forum supporters for their commitment to improvement in health care. Supporters as of October 30, 2019.

RQI

Thank You to Our Supporters
The Institute for Healthcare Improvement offers sincere thanks to our National Forum supporters for their commitment to improvement in health care. Supporters as of October 30, 2019.

UBQ

Thank You to Our Supporters
The Institute for Healthcare Improvement offers sincere thanks to our National Forum supporters for their commitment to improvement in health care. Supporters as of October 30, 2019.

alteryx

Thank You to Our Supporters
The Institute for Healthcare Improvement offers sincere thanks to our National Forum supporters for their commitment to improvement in health care. Supporters as of October 30, 2019.
Welcome Reception
Tote Bags
Innovation Theater Presentation

Headshot Photo Studio

Keynote Three
Innovation Theater Presentation

The John A. Hartford Foundation
Charging Stations

Health Scholars
Silver Supporter
Innovation Theater Presentation

The Joint Commission
Supporter

zynx health
Silver Supporter
Innovation Theater Presentation

Q-Centrix
Supporter
Innovation Theater Presentation

BMJ
Silver Supporter
Innovation Theater Presentation

eClinicalWorks
Silver Supporter

BANYAN
Supporter
Innovation Theater Presentation

Supporters

Alteryx
SILVER SUPPORTER
INNOVATION THEATER
Alteryx is revolutionizing business through data science and analytics. We offer an end-to-end analytics platform that empowers data scientists and analysts alike to break data barriers, deliver insights, and experience the thrill of getting to the answer faster than they ever thought possible.
fieldevents@alteryx.com
www.alteryx.com/solutions/industry/healthcare

BANYAN Medical Systems
SILVER SUPPORTER
INNOVATION THEATER
BANYAN has developed virtual platforms for patient rooms, nursing stations, and fall prevention monitoring rooms. They enable the entire care team, in any setting to coordinate patient care, as well as monitor, inform, and educate patients and their loved ones. BANYAN can reduce your readmission rates, decrease falls with injury, and improve your HCAHPS.
info@banyannmed.com

BMJ
SILVER SUPPORTER
SPECIAL INTEREST BREAKFAST
BMJ advances health care worldwide by sharing knowledge and expertise to improve experiences, outcomes, and value. Along with our flagship title, The BMJ, we publish 60+ medical journals, including BMJ Quality & Safety, BMJ Open Quality, and professional development resources.
USClinicalSolutions@BMJ.com
bmj.com/company

C-SATS, Inc.
SILVER SUPPORTER
INNOVATION THEATER
C-SATS, part of the Johnson & Johnson Family of Companies, is empowering surgeons with objective case reviews and personalized skills insights while reducing costs and variability of care to improve patient outcomes.
sales@csats.com
www.csats.com

DentaQuest
OPEN WIDE DENTAL HEALTH PROGRAM
DentaQuest is a purpose-driven oral health care company improving the oral health of all through Preventstry® – an all-in approach to better care, expanded access, value-based financing, and innovative solutions. DentaQuest manages dental benefits for 27+ million Americans and provides patient care through 85+ oral health centers in 5 states.
oralhealth@dentaquest.com
preventstry.org

eClinicalWorks
SILVER SUPPORTER
INNOVATION THEATER
eClinicalWorks is a leader in health care IT, providing innovative, customizable electronic health record (EHR) and practice management (PM) solutions for primary care and specialty providers.
sales@eclinicalworks.com
www.eclinicalworks.com

GOJO Industries, Inc
HAND SANITIZING STATIONS
GOJO Industries, Inc., is the leading global producer of skin health and hygiene solutions. We invented PURELL® Instant Hand Sanitizer and are committed to innovation.
Healthcare@GOJO.com
www.GOJO.com

Health Scholars
SILVER SUPPORTER
INNOVATION THEATER
Our future-ready platform includes clinical screen-based and virtual reality training, plus simulation design, management, delivery, and measurement tools. An effective, scalable training solution for improving clinical confidence and patient safety.
chris.ingwason@healthscholars.com
www.healthscholars.com

The John A. Hartford Foundation
CHARGING STATION
The John A. Hartford Foundation is a national philanthropy dedicated to improving the care of older adults in three priority areas: age-friendly health systems, family caregiving, and serious illness/end-of-life care.
mail@johnahartford.org
www.johnahartford.org

The Joint Commission
SUPPORTER
The Joint Commission accredits and certifies over 22,000 health care organizations and programs and is recognized nationwide as a symbol of quality that reflects an organization’s commitment to meeting certain performance standards.
customerservice@jointcommission.org
www.jointcommission.org

Kaiser Permanente
OPEN SCHOOL CONGRESS
Kaiser Permanente is committed to helping shape the future of health care. We are recognized as one of America’s leading health care providers and not-for-profit health plans. Founded in 1945, Kaiser Permanente has a mission to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve. We currently serve more than 12 million members in eight states and the District of Columbia.
kp.org/share

Peterson Center on Healthcare
KEYNOTE ONE
BUILDING IMPROVEMENT CAPABILITY TRACK
The Center is working to transform U.S. health care into a high-performance system by finding innovative solutions that improve quality and lower costs, and accelerating their adoption on a national scale.
inquiries@petersonhealthcare.org
petersonhealthcare.org

Pfizer
EDUCATION SUPPORTER
www.pfizer.com

Philips Healthcare
SILVER SUPPORTER
INNOVATION THEATER
Philips delivers enterprise-wide alarm management strategies and implementation support. We also help improve patient care and protect staff operating efficiency and provide evidence-based leadership to achieve operational, clinical, and financial excellence.
healthcare.consulting@philips.com
www.philips.com/healthcare/consulting

Premier
HEADSHOT PHOTO STUDIO
Premier, Inc., is a leading health care improvement company, uniting an alliance of approximately 4,000 US hospitals and health systems and approximately 175,000 other providers and organizations to transform health care. With integrated data and analytics, collaboratives, supply chain solutions, and consulting and other services, Premier enables better care and outcomes at a lower cost.
solutioncenter@premierinc.com
www.premierinc.com

Q-Centrix
SUPPORTER
INNOVATION THEATER
Q-Centrix comprehensively manages quality data to help improve the quality and safety of patient care using its market-leading technology platform, Q-Apps, and the industry’s largest team of quality information specialists.
info@q-centrix.com
www.q-centrix.com

RQI Partners
SUPPORTER
INNOVATION THEATER
Two mission-driven organizations united with a shared lifesaving goal and seeking no less than a paradigm shift in the standard of care in hospital resuscitation. RQI Partners blends the AHA’s leadership in science and education with Laerdal’s expertise in technology and implementation to achieve resuscitation quality excellence in health care through the Resuscitation Quality Improvement® and HeartCode® portfolio.
kristy.rogers@rqipartners.com
rqipartners.com

UBQ, Inc.
SILVER SUPPORTER
INNOVATION THEATER
UBQ’s team assignment software reduces ED wait times, LWBS, length of stay and increases patient satisfaction and revenues. Our A.S.A.P. algorithms intelligently ASSESS care acuity, SEGMENT patients to optimize resource utilization, ASSIGN care ownership to promote efficiency and PREDICT demand capacity for better flow and financial performance
Vin.Li@Ubqinc.com
ubqcare

Vizient
WELCOME RECEPTION
TOTE BAG
INNOVATION THEATER
Vizient, the combination of VHA, University HealthSystem Consortium, Novation, MedAssets’ SCM/ Sg2, serves providers through innovative data-driven solutions, expertise, and collaborative opportunities that lead to improved patient outcomes and lower costs.
vizientsupport@vizientinc.com
www.vizientinc.com/ WellStar Health System
KEYNOTE THREE
INNOVATION THEATER
WellStar Health System is the most integrated health care system in Georgia. With 11 hospital campuses, more than 300 medical offices, and numerous outpatient facilities, our focus is on delivering comprehensive, world-class care to our patients. We strive to deliver the best possible care by employing the top physicians, nurses, and staff, and providing unlimited career options.
careers.wellstar.org
careers.wellstar.org/

Zynx Health, Inc.
SILVER SUPPORTER
INNOVATION THEATER
Zynx Health provides health care professionals with vital information and processes that guide care decisions and reduce complexity across the patient journey in a way that leads to healthier lives for all.
info@zynx.com
https://www.zynxhealth.com
to educating, training, and supporting physicians of all types, encouraging them to assume leadership and management opportunities within the global health care industry. We train thousands of physicians every year and have approximately 10,000 active members (across 40 countries) at any given time — including CEOs, chief medical officers, vice presidents of medical affairs, and others at all levels of organizations.

info@physicianleaders.org

American College of Surgeons

Geriatric Surgery Verification Program #626

The Geriatric Surgery Verification (GSV) Program aims to systematically improve surgical care and outcomes for older adults by promoting patient and family-centered care, encouraging interdisciplinary input and collaboration, and facilitating implementation of evidence-based practices. geriatricsurgery@facs.org

www.facs.org/geriatrics

ApolloMD partners with more than 100 hospitals nationwide to provide integrated, multispecialty physician services. Our high-touch, solution-based approach emphasizes quality, efficiency, communication, and patient experience. ApolloMD works collaboratively with partner facilities to implement best practices and process improvement across the board.

dheil@apolomd.com

www.apolomd.com

Ariadne Labs

We are a joint health system innovation center of Brigham and Women’s Hospital and Harvard T.H. Chan School of Public Health working to save lives and reduce suffering by creating scalable solutions that improve health care delivery at the most critical moments for people everywhere. Our vision is for health systems to deliver the best possible care for every patient, everywhere, every time. Our programs and projects are at varying stages of development, from prototyping to wide-scale dissemination around the world.

info@ariadnelabs.org

https://www.ariadnelabs.org/

Atlas Lift Tech

Atlas transforms the way care delivery organizations deploy and manage safe patient handling and mobility programs. Atlas provides proven and effective practices that reduce caregiver injury, promote patient safety, and produce a sustainable culture of safety.

info@atlasisifttech.com

www.atlasisifttech.com

BANYAN Medical Systems #620

SUPPORTER INNOVATION THEATER

BANYAN has developed virtual platforms for patient rooms, nursing stations, and fall prevention monitoring rooms. They enable the entire care team, in any setting to coordinate patient care, as well as monitor, inform, and educate patients and their loved ones. BANYAN can reduce your readmission rates, decrease falls with injury, and improve your HCAHPS.

info@banyanned.com

Binghamton University #508

Binghamton University is proud to offer an accelerated Executive Health Systems Master’s Degree program in Manhattan, as well as options on-campus and online. Students can learn from award-winning professors and industry professionals from various allied health systems and complete their degree in 1 year (Manhattan) or 1.5–2 years in general.

ssiedept@binghamton.edu

binghamton.edu/hse

BioVigil #713

BioVigil is the market leader in hand hygiene solutions. Headquartered in Ann Arbor, Michigan, BioVigil’s patented technology enables hospitals to sustain 97 percent hand hygiene compliance and reduce healthcare acquired infections with a gentle reminder system that increases patient engagement.

marketing@biovigil.com

www.biovigil.com

BrainScope, LLC #615

BrainScope® is a neurotechnology company pioneering the assessment of traumatic brain injury (TBI), including concussion. BrainScope One is an easy-to-use, noninvasive, POC hand-held platform to quickly make accurate head injury assessments.

info@brainscope.com

brainscope.com/

Calmoseptine, Inc. #115

Calmoseptine® Ointment is a multipurpose moisture barrier that protects and helps heal skin irritations. Calmoseptine® temporarily relieves discomfort and itching. Free samples at our booth!

Info@Calmoseptine.com

Calmoseptine® Ointment is a multipurpose moisture barrier that protects and helps heal skin irritations. Calmoseptine® temporarily relieves discomfort and itching. Free samples at our booth!

info@Calmoseptine.com

www.Calmoseptine.com

CARF International #227

Funded in 1966, CARF is an international, nonprofit accreditor of human service providers and networks. More than 12.3 million persons of all ages are served annually in CARF-accredited programs.

dwtham@carf.org

www.carf.org

Center to Advance Palliative Care #614

CAPC is a national organization dedicated to increasing access to quality palliative care services for people living with serious illness. CAPC provides hospitals, health systems, health plans, ACOs, and other health care organizations with the tools, training, technical assistance, and metrics needed to support the successful implementation and integration of palliative care. To learn more, visit capc.org.

capc@mssm.edu

www.capc.org/

Chameleon Corporation #121

Patented interchangeable whiteboards with custom multisided inserts that will improve your patient communication. Reduce the high cost of updating and replacing whole whiteboards by printing new inserts as needed for the most up-to-date communication available.

matt@chameleonwhiteboard.com

www.chameleonwhiteboard.com

3M Health Information Systems #112

3M Health Information Systems delivers innovative software for computer-assisted coding, clinical documentation improvement, performance monitoring, and quality reporting. Visit www.3m.com/his or follow @3MHSNews on Twitter.

www.3m.com/his

Able Health #812

Able Health is an all-in-one platform for monitoring quality and risk scores, closing care gaps and risk suspects, and submitting data across all of your payers.

hello@ablehealth.com

www.ablehealth.com

Accumen #101

Accumen works with health care clients to improve operational, clinical, and data performance. They deliver results that improve quality, reduce costs, strengthen the exchange of clinical data, and enhance patient care.

cmccianahan@accumen.com

www.accumen.com

Acyty Medical / Vidatak #527

Acyty Medical Vidatak specializes in evidence-based patient-provider communication tools. Products include the award winning Vidatak EZ Board, EZ Spiritual Care Board, and Vidatak App. Free sample at booth.

mark@acytymedical.com

www.vidatak.com

Aerobiotix, Inc. #804

Aerobiotix creates better air for health care environments worldwide through Illuvia®, a continuous air decontamination system. Illuvia can help reduce surgical infections and provide safer OR environments for patients and staff.

adunham@aerobiotix.com

www.aerobiotix.com

Agency for Healthcare Research and Quality #409

The Agency for Healthcare Research and Quality’s (AHRQ) mission is to produce evidence to make health care safer, higher quality, more accessible, equitable, and affordable, and to work within the U.S. Department of Health and Human Services and with other partners to make sure that the evidence is understood and used.

ahrq-exhibits@ahrq.hhs.gov

www.ahrq.hhs.gov

Alteryx SILVER SUPPORTER INNOVATION THEATER

Alteryx is revolutionizing business through data science and analytics. We offer an end-to-end analytics platform that empowers data scientists and analysts alike to break data barriers, deliver insights, and experience the thrill of getting to the answer faster than they ever thought possible.

fieldevents@alteryx.com

www.alteryx.com/solutions/industry/healthcare

American Association for Physician Leadership #229

We’re the American Association for Physician Leadership®, and we provide physicians the knowledge and skills required to become better leaders. In fact, we’re the only professional organization in the world that solely focuses on providing leadership education, management training, and career development designed for the physician workforce (and the organizations they represent). From our beginning, we’ve been committed to educating, training, and supporting physicians of...
Companies, is empowering surgeons with objective case liability insurance, offering innovative risk management. Coverys, a leading provider of medical professional.

Condair has the technology and expertise to meet your comfort, and medical equipment damage prevention. As the leading manufacturer of humidification systems, Condair is renowned Five Wishes advance directive. It is comprised of customizable content related to the U-M College of Engineering Online and Professional Education. The mission of the Value Institute for Health and Care is to lead transformation to value-based health care that supports patients, families, and clinicians. It is poised to become the global epicenter for high-value health care strategy. Duke University MMCi Program is a one-year business and clinical informatics master’s program for working professionals. The mission of the Value Institute for Health and Care is to lead transformation to value-based health care that supports patients, families, and clinicians. It is poised to become the global epicenter for high-value health care strategy. ECRI Institute is an independent nonprofit that researches best approaches to improving patient care. Our information enables you to lead your organization in assessing and addressing patient safety, risk management, and quality improvement challenges.

Five Wishes is an advance care planning program that allows people to make health care decisions before they are seriously ill. It is comprised of customizable solutions for health care providers that includes training, consulting, evaluation, and documentation based on the renowned Five Wishes advance directive. As the leader in nasal decolonization, Nozin empowers health care professionals across the US through clinically proven decolonization solutions.

Global Life Technologies Corp. is a leader in health care data quality solutions focused on managing vast amounts of disparate data to help customers succeed with analytics, population health, and value-based care. Clinical Architecture is the leading provider of health care data quality solutions focused on managing vast amounts of disparate data to help customers succeed with analytics, population health, and value-based care.

The University of Michigan sponsors The Dell Medical School’s 18-month Master of Health Care Delivery Science Program. Designed for accomplished working professionals, the program offers specialized coursework and comprehensive training to enable participants to take a leadership role in managing, delivering, and measuring value. Grove Medical Textiles provides antimicrobial patient gowns and linens, backed by five outcomes-based, peer-reviewed studies that demonstrate hospital acquired infection rate reductions. In use for over 2.2 million patient days. Four Wishes is an advance care planning program that allows people to make health care decisions before they are seriously ill. It is comprised of customizable solutions for health care providers that includes training, consulting, evaluation, and documentation based on the renowned Four Wishes advance directive.

As the leader in nasal decolonization, Nozin empowers health care professionals across the US through clinically proven decolonization solutions.

Global Life Technologies Corp. is a leader in health care data quality solutions focused on managing vast amounts of disparate data to help customers succeed with analytics, population health, and value-based care. Clinical Architecture is the leading provider of health care data quality solutions focused on managing vast amounts of disparate data to help customers succeed with analytics, population health, and value-based care. Clinical Architecture is the leading provider of health care data quality solutions focused on managing vast amounts of disparate data to help customers succeed with analytics, population health, and value-based care. Clinical Architecture is the leading provider of health care data quality solutions focused on managing vast amounts of disparate data to help customers succeed with analytics, population health, and value-based care.
Well-Recognized.
Are you interested in advancing your career with Georgia’s most integrated healthcare system and an organization that is consistently recognized as a top employer?

Now is the perfect time to join WellStar Health System

With 11 hospitals, and over 300 medical office locations and outpatient centers throughout greater Atlanta, we pride ourselves on investing in the communities we serve. We also invest in our employees by promoting an environment designed to help our colleagues grow, and by rewarding them with one of the best Total Rewards packages in the industry.

Join the WellStar team today, and bring your talents to an employer that is featured on FORTUNE Best Workplaces in Healthcare® list, Working Mother Magazine’s Best Companies list – and a company that has been certified as a Great Place to Work!

Attend our Innovation Theater
Wednesday, December 11
12:45pm – 1:15pm
The WellStar team will be stationed at:
Booth #328
Stop by and say hello!

careers.wellstar.org
Exhibitors

ImproveWell  #427
The ImproveWell digital solution unlocks innovation, supporting joy in work by empowering health care staff to drive change. From the ward to the board, everyone can get involved in quality improvement.
hello@improvewell.com
www.improvewell.com

Innovaccer  #627
Innovaccer is a leading health care data activation company committed to making a difference in the way care is delivered and righting the wrongs of health care technology. Its Gartner and KLAS-recognized products have been deployed at 500+ locations and multiple institutes such as Mercy ACO, StratFi Health, UniNet Healthcare Network, Catalyst Health Network, Hartford Healthcare, and Osler Health Network.
events.team@innovaccer.com
www.innovaccer.com

Institute for Healthcare Improvement  #413
For more than 25 years, the Institute for Healthcare Improvement (IHI) has used improvement science to advance and sustain better outcomes in health and health systems across the world. We bring awareness of safety and quality to millions, accelerate learning and the systematic improvement of care, develop solutions to previously intractable challenges, and mobilize health systems, communities, regions, and nations to reduce harm and deaths. We work in collaboration with the growing IHI community to spark bold, inventive ways to improve the health of individuals and populations. We generate optimism, harvest fresh ideas, and support anyone, anywhere who wants to profoundly change health and health care for the better.
info@ihi.org
ihi.org

Isabel Healthcare, Inc.  #221
Isabel Healthcare provides AI solutions to improve diagnosis performance for providers and patients. Isabel is trusted by physicians around the world to broaden their differential, mitigating potential for diagnosis error.
don.bauman@isabelhealthcare.com
isabelhealthcare.com

The Joint Commission  #513
The Joint Commission accredits and certifies over 22,000 health care organizations and programs and is recognized nationwide as a symbol of quality that reflects an organization’s commitment to meeting certain performance standards.
customerservice@jointcommission.org
www.jointcommission.org

Kaufman Hall  #212
Kaufman Hall, Axiom Clinical Analytics provides robust, actionable data and analytics, based on gold standard benchmarking, to help organizations improve clinical efficiency, patient safety, and physician performance, while reducing unwarranted clinical variation.
ahuijk@kaufmanhall.com
www.kaufmanhall.com/

Kurin, Inc.  #120
Kurin
Contaminated blood cultures are costly for hospitals and patients. Kurin seamlessly sidelines the initial aliquot of blood and any contaminants into the Kurin Lock, allowing a more clinically relevant sample into the blood culture collection bottle.
cs@kurin.com
www.kurin.com

Level 3 Healthcare  #813
Level 3 Healthcare is an expert audio-visual consulting team, made up of simulation operations managers, EMTs, and simulation educators. We specialize in the designing, engineering, education, and training for simulation centers in the United States. Level 3 Healthcare is also the only US distributor of SIMStation, recording and debriefing software.
ccoopet@13hc.com
www.level3healthcare.com/

Life QI  #521
Life QI
Improve quality metrics and drive the ROI of improvement with Life QI. The all-in-one improvement platform, used by health care organizations around the world to run QI projects and collaboratives.
Team@lifeqisystem.com
lifeqisystem.com

Lyon Software  #601
Lyon Software's CBISA™ Plus for Healthcare enables clients to track and report their community benefit initiatives showing how they are improving and impacting health in the communities they serve.
ckruezel@lyonsoftware.com
lyonsoftware.com

Magnolia Medical Technologies  #404
Steripath is the only technology solution clinically demonstrated to reduce blood culture contamination and false-positive results for sepsis.
info@magnolia-medical.com
www.magnolia-medical.com

MCN Healthcare  #315
MCN Healthcare is the leading provider of policy management built specifically for the health care industry. For over 30 years, health care professionals have benefited from our policy manager, policy templates, regulatory alerts, contract management, and e-learning products.
customerservice@mcnhealthcare.com
www.mcnhealthcare.com

MDmetric  #621
MDmetric transforms clinical operations by enabling clinical leaders and frontline clinicians to visualize and manage performance across patients, teams, procedures, and facilities by leveraging their real-world data.
info@mdmetric.com
www.mdmetric.com

Minitab  #715
Minitab
Health care is your calling. Providing tools that help you with quality improvement is ours. Minitab makes it easy to analyze your data, with an assistant that guides you step-by-step.
commsales@minitab.com
www.minitab.com

National Association for Healthcare Quality (NAHQ)  #606
NAHQ is the leader in health care quality competencies and offers the industry-standard certification in healthcare quality, educational programming, and career resources to help health care professionals meet the challenges they face.
info@nahq.org
nahq.org

National Healthcareer Association (NHA)  #623
NHA has awarded 750,000+ allied health certifications, with eight nationally accredited exams, preparation materials, and outcomes-based data analytics. Our offering now includes specialty certifications, learning resources, and enhanced continuing education.
kala.steffen@nhanow.com
www.nhanow.com

Network for Regional Healthcare Improvement  #613
NRHI is a national, nonprofit membership organization focused on strengthening and supporting community partnerships and scaling success to improve value in health and health care.
mncnickle@nrhi.org
nrhi.org

Northwell Health  #205
Northwell Health is New York’s largest health care provider and private employer, with 23 hospitals, over 750 outpatient facilities and 70,000+ employees. It includes the Feinstein Institutes for Medical Research, and medical and graduate nursing schools.
PR@northwell.edu
Northwell.edu

Nuance  #223
Nuance solutions capture, improve, and communicate more than 300 million patient stories each year and drive clinical and financial outcomes. Nuance’s speech recognition, transcription, CDI, coding, and quality solutions provide a more complete view of patient care.
healthcare@nuance.com
nuance.com

Performance Logic  #520
Performance Logic offers health care organizations a comprehensive software solution for managing quality and performance improvement initiatives, including audits and corrective actions, with tools that increase efficiency, transparency, and collaboration.
info@performancelogic.com
www.performancelogic.com

Pevco  #423
Pevco, the leading pneumatic tube system manufacturer headquartered in the U.S., has been providing high-quality, reliable pneumatic tube delivery systems to hospitals for over 40 years.
info@pevco.com
www.pevco.com

Philips  #311
Philips delivers enterprise-wide alarm management strategies and implementation support. We also help improve ED and trauma operational performance and provide interim leadership to achieve operational, clinical, and financial excellence.
healthcare.consulting@philips.com
www.philips.com/healthcare/consulting

SILVER SUPPORTER
INNOVATION THEATER

SILVER SUPPORTER
INNOVATION THEATER
The Peterson Center on Healthcare is dedicated to transforming U.S. healthcare into a high-performance system by finding innovative solutions that improve quality and lower costs, and accelerating their adoption on a national scale.

To learn more, visit petersonhealthcare.org.

**Exhibitors**

**Pinel** #729
Pinel’s patented De-Restraint system controls patients 20 times faster than any other system and eliminates prolonged restraining. Our patented system reduces intervention violence, while saving millions of dollars. pinel@golden.net www.pineimedial.com

**Premier Inc.** #321
HEADSHOT PHOTO STUDIO
Premier Inc., is a leading health care improvement company, uniting an alliance of approximately 4,000 US hospitals and health systems and approximately 175,000 other providers and organizations to transform health care. With integrated data and analytics, collaborative, supply chain solutions, and consulting and other services, Premier enables better care and outcomes at a lower cost.
solutioncenter@premierinc.com www.premierinc.org

**Primaris** #228
Primaris provides health care consulting for hospitals, ACOs, and physicians across the US. We specialize in chart abstraction for quality measures, including core measures, clinical registries, and CMS web interface reporting. 
engagement@primaris.org www.primaris.org

**Pulsara** #612
Pulsara provides a real-time communication network across entire regions. Built with the power of mobile technology, Pulsara unites the right clinicians at the right time. Acute care coordination, simplified. sales@pulsara.com www.pulsara.com

**Q-Centrix** #300
**SUPPORTER INNOVATION THEATER**
Q-Centrix comprehensively manages quality data to help improve the quality and safety of patient care using its market-leading technology platform, Q-Apps, and the industry's largest team of quality information specialists. 
info@q-centrix.com www.q-centrix.com

**QI Macros** #210
QI Macros® software drives quality improvement efforts in 3,000+ hospitals by creating control charts, dashboards, Pareto charts and more... all within Excel. Less than $280/user. Free 30-day trial. 
support@qimacros.com www.qimacros.com

**Qventus** #111
Qventus brings intelligent operations to health care. Combining an AI-based technology platform, best-practice operational processes, and expert professional services, Qventus delivers a closed-loop management system that drives and sustains operational improvements that were never before possible. With Qventus, organizations can identify operational issues before they occur, orchestrate actions along frontline teams and ancillaries, and manage accountability for continuous improvement. Leading hospitals and health systems are using Qventus in ED, inpatient, and perioperative units, and across facilities and systems to significantly reduce length of stay and increase throughput — resulting in increased margins, decreased burnout, and better patient care. 
info@qventus.com www.qventus.com

**RabbitTrax** #811
RabbitTrax is a software and mobile application that enhances compliance control by transitioning all manual processes of data collection into an automated application. sales@select1solution.com rabbittrax.net

**radloop** #803
Radloop® was developed by radiologists, for radiologists and their referring partners. Radloop® delivers improved communication of results and ensures timely action on follow-up recommendations for additional imaging studies. The radloop® process provides a health care solution to optimize referrers’ time, reduce risk and harm while delivering excellent patient care. 
sales@radloop.net www.radloop.net

**RLDatix** #105
We help organizations drive safer, more efficient care. Our suite of software helps organizations reduce health care-acquired infections, report on adverse events, and ensure patient safety learnings are deployed effectively and immediately. 
marketing@ridatix.com www.ridatix.com

**RQI Partners** #605
**SUPPORTER INNOVATION THEATER**
Two mission-driven organizations, united with a shared lifesaving goal and seeking no less than a paradigm shift in the standard of care in hospital resuscitation. RQI Partners blends the AHA’s leadership in science and education with Laerdal’s expertise in technology and implementation to achieve resuscitation quality excellence in health care through the Resuscitation Quality Improvement® and HeartCode® portfolio. 
krysty.rogers@rqipartners.com rqipartners.com

**Safe & Reliable Healthcare** #412
Leveraging culture and technology to achieve safety and reliability. Our experience and deep health care expertise arms your frontline workers with powerful training and communication and collaboration tools. 
info@safeandreliablecare.com www.safeandreliablecare.com

**SafeQual** #102
A fusion of patient safety and process improvement, SafeQual software replaces traditional incident management, risk, and quality software applications with capabilities to help you effectively navigate employees to follow through in achieving HRO, Just Culture, and the prevailing best practices in risk mitigation and claims management. 
dcorcoran@safequall.net www.safequall.net

**Safety Learning System Collaborative** #526
A growing group of American, Australian, Canadian, and Saudi Arabian systems defining, measuring, and improving process of care and system failures that contribute to suffering and harm. 
hart@hhbhealthcaresafety.org hhbhealthcaresafety.org/ssl-collaborative/

**Sentact** #100
Sentact helps hospitals take control of patient engagement to deliver improved patient outcomes, while simultaneously reducing costs and increasing reimbursement. An industry-leading platform drives improved patient and caregiver satisfaction, safety, and quality with a comprehensive set of tools that automate rounding, deliver patient experience improvements, facilitate instantaneous feedback, and provide enterprise-wide reporting. 
info@sentact.com sentact.com

**Sotera Wireless, Inc.** #506
Sotera Wireless, maker of the VSi Mobile and the only continuous multiparameter vital signs patient monitoring system with life-threatening arrhythmias to enable early detection, intervention, and rapid response for greater patient safety. 
marketing@soterawireless.com www.soterawireless.com

**Southcentral Foundation Nuka**
**System of Care** #301
Learn how Southcentral Foundation’s Nuka System of Care in Anchorage, Alaska, received the Malcolm Baldrige National Quality Award twice! Sign up for trainings and consulting. Visit www.SCFNuka.com for more information.
lodden@scf.cc www.reducereadmissionsnow.com

**Special Care Providers** #405
Special Care Providers has been specializing in the management of acute hospital-based Special Care Units (SCU) since 1991. For 28 years, our program has catered to the unique needs of the catastrophically ill, ventilator-dependent, or medically complex patient. The SCU provides extended acute care in conjunction with acute neurological, pulmonary, and physical rehabilitation. 
info@specialcareproviders.com www.strongarmhealthcare.com

**Strata Decision Technology** #504
Strata Decision Technology supports more than 1,000 hospitals with our platform StrataJazz®. This platform empowers health care providers with modules designed for better decision support, financial planning, and continuous improvement to drive margins. 
info@stratadecision.com www.stratedecision.com

**Strongarm Healthcare** #421
Manufacturers of ergonomic display/keyboards workstations, including the CleanMount featuring internal cable management. sales@strongarmhealthcare.com www.strongarmhealthcare.com

**Surfacide** #104
Surfacide provides a multiple-emitter UV-C system that data indicate is effective against multixdrug resistant organisms, delivering UV-C energy to more surfaces with better efficacy in less time than single-emitter systems. 
info@surfacide.com www.surfacide.com

**Telelanguage, Inc.** #310
Telelanguage is a provider of high-quality, HIPAA-compliant medical interpretation and translation services. Three decades of experience in health care interpreting results in dependable, on-demand services available in over 250 languages. mvilla@telelanguage.com www.telelanguage.com
“I knew my kids were OK. I could concentrate on my treatment.”

The Children’s Treehouse Foundation

CLIMB® - Children’s Lives Include Moments of Bravery, the only group-based, manualized, intervention developed specifically for children with a parent or caregiver with cancer.

www.childrenstreehousefdn.org  (303) 322-1202

CALL TODAY - Bring CLIMB® to the children of your adult cancer patients

CARE AND COVERAGE. HAND IN HAND.

Kaiser Permanente is a proud sponsor of the IHI National Forum on Quality Improvement in Health Care.

We’re committed to helping shape the future of health care. Learn more at kp.org/thrive.
Thomas Jefferson University — College of Population Health #414
We offer fully online executive master’s degree programs in health care quality and safety, population health, health policy, operational excellence, and others that are designed for working professionals and can be completed in two years without interrupting your career.
careers@jefferson.edu
www.jefferson.edu/populationhealth

Trinity Guardian #808
Trinity Guardian hospital bed/mattress solutions include the Soteria® Bed Barrier and bed disinfection and compliance services. They help providers improve patient experiences, reduce infection risk, and achieve a cost-sensitive solution.
brippe@trinityguardion.com
www.trinityguardion.com

UBQ, Inc. #622
SILVER SUPPORTER
INNOVATION THEATER
UBQ’s team assignment software reduces ED wait times, LWBS, length of stay and increases patient satisfaction and revenues. Our A.S.A.P. algorithms intelligently ASSESs care acuity, SEGMENT patients to optimize resource utilization, ASSIGN care ownership to promote efficiency and PREDICT demand capacity for better flow and financial performance.
vinh.le@ubqinc.com
ubq.care

UF, COM, Department of Aging and Geriatric Research #814
University of Florida’s College of Medicine Institute on Aging and the Department of Aging and Geriatric Research is steadily building a team of dedicated faculty, staff, and trainees, led by Dr. Marco Pahor, determined to make a positive and lasting impact in improving the health and quality of life of older adults. Our goal has been to nourish collaborations between various fields relevant to aging and foster the integration of the latest research findings into elderly patient care, research, and education.
lcrump@ufl.edu
https://aging.ufl.edu/

University of Michigan, Department of Learning Health Sciences #602
The University of Michigan’s Department of Learning Health Sciences is a first-in-the-nation basic science department focused on the sciences related to learning across multiple levels of scale.
learning.health.sciences@umich.edu
medicinedocuments.uofm.edu/dept/learning-health-sciences

University of Tennessee #410
The Haslam College of Business at the University of Tennessee, Knoxville, offers 13 graduate programs, completed in two years without interrupting your career. EMI’s Executive MBA is ranked #1 in the US for facilities and program support.
mdomkow1@utk.edu
exced.utk.edu

USC Leonard Davis School of Gerontology #706
The USC Leonard Davis School of Gerontology offers the most comprehensive selection of gerontology degree programs, a variety of outstanding research opportunities, and a challenging yet supportive academic environment.
ldggero@usc.edu
gerou.usc.edu

Vascular Quality Initiative (VQI) #721
The Society for Vascular Surgery Vascular Quality Initiative® collects and analyzes data to improve the quality of vascular care. VQI has over 600 facilities, 3,000 participating physicians, and 600,000+ vascular procedures.
vqi@m2s.com
www.vqi.org

Ventiv #805
Ventiv Patient Safety helps health care organizations better understand safety events, improve the patient experience, and elevate the safety culture. With powerful, easy-to-use analytics and reporting capabilities, you can bring all of your organization’s data into one place for data exploration and benchmarking against third-party data. Whether you’re a risk manager, patient safety manager, or patient relations manager, Ventiv is here to deploy a single system for your patient safety needs and deliver ongoing support.
Heather.Annolino@ventivtech.com
www.ventivtech.com

Vigilanz #609
VigiLanz provides SaaS clinical surveillance solutions for safety event reporting, quality management, sepsis management, opioid stewardship, acute kidney injury, and more.
connect@vigilanzcorp.com
vigilanzcorp.com

Virginia Mason Institute #505
Virginia Mason Institute partners with health care organizations worldwide to assess opportunities for critical improvement and implement innovative services and solutions to drive advances to quality, safety, and efficiency.
info@virginiamasoninstitute.org
virginiamasoninstitute.org

Vitalac #608
Vitalac delivers a patented solution that empowers hospitals with data and guidance to reach their patient safety goals. We measure events affecting patient care providing valuable and sustainable insight to improve operational effectiveness, patient satisfaction, and financial results.
info@vitalacy.com
www.vitalacy.com

Vizient #305
WELCOME RECEPTION
TOTE BAG
INNOVATION THEATER
Vizient, the combination of VHA, University HealthSystem Consortium, Novation, MedAssets’ SCM/ SG2, serves providers through innovative data-driven solutions, expertise and collaborative opportunities that lead to improved patient outcomes and lower costs.
viziensupport@vizientinc.com
www.vizientinc.com/

Voi #604
A behavioral health care technology company delivering empirically validated solutions that address the needs of those at risk for suicide and other behavioral health issues, as well as those who care for them.
rick@voi.com
www.voi.com

WellStar Health System #328
KEYNOTE THREE
INNOVATION THEATER
WellStar Health System is the most integrated health care system in Georgia. With 11 hospital campuses, more than 300 medical offices, and numerous outpatient facilities, our focus is on delivering comprehensive, world-class care to our patients. We strive to deliver the best possible care by employing the top physicians, nurses, and staff, and providing unlimited career options.
Careers@wellstar.org
careers.wellstar.org/

Woelters Kluwer #110
Woelters Kluwer
Early and accurate sepsis alerting at the point of care. POC Advisor combines advanced predictive technology, real-time electronic surveillance, and clinical decision support to rapidly and accurately identify patients at risk and ensure evidence-based care.
info@pharmacyonesource.com
www.pocadvisor.com/

Zynx Health #127
SILVER SUPPORTER
INNOVATION THEATER
Zynx Health provides health care professionals with vital information and processes that guide care decisions and reduce complexity across the patient journey in a way that leads to healthier lives for all.
info@zynx.com
www.zynxhealth.com

Vigilanz
VigiLanz provides SaaS clinical surveillance solutions for safety event reporting, quality management, sepsis management, opioid stewardship, acute kidney injury, and more.
connect@vigilanzcorp.com
vigilanzcorp.com

Virginia Mason Institute
Virginia Mason Institute partners with health care organizations worldwide to assess opportunities for critical improvement and implement innovative services and solutions to drive advances to quality, safety, and efficiency.
info@virginiamasoninstitute.org
virginiamasoninstitute.org

Vitalac
Vitalac delivers a patented solution that empowers hospitals with data and guidance to reach their patient safety goals. We measure events affecting patient care providing valuable and sustainable insight to improve operational effectiveness, patient satisfaction, and financial results.
info@vitalacy.com
www.vitalacy.com

Vizient
Vizient, the combination of VHA, University HealthSystem Consortium, Novation, MedAssets’ SCM/ SG2, serves providers through innovative data-driven solutions, expertise and collaborative opportunities that lead to improved patient outcomes and lower costs.
viziensupport@vizientinc.com
www.vizientinc.com/

Voi
A behavioral health care technology company delivering empirically validated solutions that address the needs of those at risk for suicide and other behavioral health issues, as well as those who care for them.
rick@voi.com
www.voi.com

WellStar Health System
WellStar Health System is the most integrated health care system in Georgia. With 11 hospital campuses, more than 300 medical offices, and numerous outpatient facilities, our focus is on delivering comprehensive, world-class care to our patients. We strive to deliver the best possible care by employing the top physicians, nurses, and staff, and providing unlimited career options.
Careers@wellstar.org
careers.wellstar.org/

Woelters Kluwer
Woelters Kluwer
Early and accurate sepsis alerting at the point of care. POC Advisor combines advanced predictive technology, real-time electronic surveillance, and clinical decision support to rapidly and accurately identify patients at risk and ensure evidence-based care.
info@pharmacyonesource.com
www.pocadvisor.com/

Zynx Health
Zynx Health provides health care professionals with vital information and processes that guide care decisions and reduce complexity across the patient journey in a way that leads to healthier lives for all.
info@zynx.com
www.zynxhealth.com
In health care, change starts at the top. And the bottom. And the middle.

It’s time to solve Your Care Equation.

Creating systemwide transformation

The pressures to deliver better value, efficiency and outcomes are greater than ever. Now’s the time to build an entirely new culture of care. We’ve partnered with New Hanover Regional Medical Center to power a cultural transformation throughout the organization. The goal? Turn 7,000 employees into 7,000 passionate problem-solvers, so that continuous improvement becomes a shared everyday pursuit.

So far, the changes achieved $165 million in savings. Improved outcomes. And decreasing staff turnover. Because change has become a part of New Hanover Regional Medical Center’s culture, this is just the beginning.

www.vizientinc.com/culture

© 2019 Vizient, Inc. All rights reserved.

Patient Safety Executive Development Program

March 12–18, 2020
Boston, MA

Ensure safe care for all patients.
Learn more: ihi.org/PSE
Solutions Connection

Win prizes while making important connections with exhibitors who offer expertise and solutions for your health care organization. Visit each exhibitor below, spend some time learning and sharing with these experts, and get a stamp or signature to validate your visit.

When you've collected all Solutions Connection exhibitor stamps/signatures, simply drop your completed entry form at IHI Booth (#413) by **12:30 PM on Wednesday, December 11**, to be entered to win great prizes, including a free registration to the 2020 IHI National Forum. Drawing will be on Wednesday at 1:00 PM at the IHI Booth. You must be present to win. Exhibitors, sponsors, and advertisers are ineligible. Collect stamps on this page only.

<table>
<thead>
<tr>
<th>GOJO Industries</th>
<th>Isabel Healthcare</th>
<th>American Association</th>
<th>Institute for Healthcare Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Booth #215</td>
<td>Booth #221</td>
<td>for Physician Leadership</td>
<td>Booth #229</td>
</tr>
<tr>
<td>MCN Healthcare</td>
<td>Verge Health</td>
<td>Magnolia Medical Technologies</td>
<td></td>
</tr>
<tr>
<td>Booth #315</td>
<td>Booth #327</td>
<td>Booth #404</td>
<td></td>
</tr>
<tr>
<td>University of Tennessee</td>
<td>Safe &amp; Reliable Healthcare</td>
<td>Improvewell</td>
<td></td>
</tr>
<tr>
<td>Booth #410</td>
<td>Booth #412</td>
<td>Booth #427</td>
<td></td>
</tr>
<tr>
<td>Lyon Software</td>
<td>BrainScope Company, Inc.</td>
<td>MDmetrix</td>
<td></td>
</tr>
<tr>
<td>Booth #601</td>
<td>Booth #615</td>
<td>Booth #621</td>
<td></td>
</tr>
<tr>
<td>Illuminate</td>
<td>Atlas Lift Tech</td>
<td>Alteryx</td>
<td></td>
</tr>
<tr>
<td>Booth #705</td>
<td>Booth #712</td>
<td>Booth #800</td>
<td></td>
</tr>
</tbody>
</table>

Name ________________________________________________________________

Organization _______________________________________________________

Email _____________________________________________________________

WiFi: IHIFORUM    Password: IHI31FORUM
Agile Lean Six Sigma is the way to achieve your goals...

The Institute for Healthcare Improvement (IHI) has a goal of cutting healthcare waste / rework by 50% by 2025. The goal of $500 billion in just 5 years can’t be achieved by doing things the way they’ve always been done.

The only way to achieve this goal is by aggressively implementing Agile Lean Six Sigma to diagnose and surgically eliminate waste and rework in every hospital, clinic and doctor’s office. Healthcare can’t wait weeks for Green Belt and Black Belt training, let alone months for improvement teams to deliver meager results.

Embrace rapid, one-day Agile Lean Six Sigma trainings focused on delivering immediate results using QI Macros. This Agile approach moves healthcare quickly towards its goals, while simultaneously saving lives and improving patient outcomes.

This book - Agile Process Innovation - explains how Agile can work in your setting. Get your free copy at the QI Macros booth #210.

Learn more at www.qimacros.com/agile
The experience is a process of wisdom. We go beyond data to understanding the lessons learned within patient journeys striving toward meaningful change and excellence in care. We have committed to discovering the omissions of care – the things we don’t do – those items lurking below the water that prevent care teams from doing their best.

Join the Movement

SLS Collaborative members provide guidance to one another throughout the improvement process, help each other to implement solutions & provide second victim support by fostering a community of forgiveness.

Visit us in the Forum Hall, Booth 526
http://hbhealthcaresafety.org/sls-collaborative/
Let’s transform healthcare.
It isn’t what we learn.
It’s what we practice. It’s what we embody.

Learning that transforms.
Healthcare that heals.

Enrolling now for 2020:
1. Centered in Compassion.
   Understanding trauma and healing relationships.
2. Centered in Equity.
   Countering the patterns of bias.
3. Centered in Trust.
   The art of shared decision-making and collaboration.

Subscribe. Free and easy to implement initiatives
Explore. Online and on-site learning, retreats and workshops


Register for our upcoming retreat.
Centered in Compassion
March 25-27 | Tucson, Arizona

wisdomwayinstitute.com
Thank You for Attending!

No two National Forum participants are alike. But we all come to Orlando with the same purpose — to improve health and health care worldwide. Whether you’re an attendee, a presenter, a supporter, an exhibitor, or a Blue Shirt, whether it’s your first IHI National Forum or your 30th, you help make the National Forum much more than a health care conference. You help make it a movement.

Be on the lookout for an email requesting your feedback to help us improve for 2020.

Thank you for joining us and see you next year!
Did you know that IHI offers customized consulting to help tackle your organization’s biggest pain points?

Visit the IHI booth in the Exhibit Hall to hear how our experts have helped create quality and safety strategies, build cultures of safety, and reduce costs of care while improving quality.

ihi.org/customizedservices
And special thanks to . . .

Forum Co-Chairs and Steering Committee  IHI would like to thank the National Forum Co-Chairs and Steering Committee for their extraordinary effort and commitment in developing the program for the 2019 National Forum on Quality Improvement in Health Care.

Co-Chairs

Joanne Disch, PhD, RN, FAAAN
Professor ad Honorem, University of Minnesota School of Nursing; Member, IHI Lucian Leape Institute

Katherine Gottlieb
President and CEO
Southcentral Foundation

Chris Wolosek
President and CEO
Bellin Health

All Co-Chairs 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 Board of Directors

Donald M. Berwick, MD, MPP
President Emeritus and Senior Fellow, IHI
Boston, MA

Ann Scott Blouin, RN, PhD, FACHE
President, PSQ Advisory
Chicago, IL

Thomas W. Chapman, MPH, EdD
President and CEO, The HSC Foundation
Washington, DC

Michael Dowling
President and CEO, Northwell Health (formerly North Shore–Long Island Jewish Health System)
Great Neck, NY

Derek Feeley, DBA
President and CEO, IHI
Boston, MA

Elliott S. Fisher, MD, MPH
Director, The Dartmouth Institute for Health Policy and Clinical Practice
Lebanon, NH

Jennie Chin Hansen
Senior Strategic Advisor, American Geriatrics Society
New York, NY

Helen Haskell, MA
Founder and President, Mothers Against Medical Error (MAME)
Columbia, SC

Gerald B. Hickson, MD
Senior VP, Quality, Safety and Risk Prevention, Joseph C. Ross Chair in Medical Education and Administration, Vanderbilt University Medical Center
Nashville, TN

Brent C. James, MD, MStat
Clinical Professor (Affiliated), Department of Medicine, Stanford University School of Medicine; Senior Fellow, IHI
Salt Lake City, UT

Gary S. Kaplan, MD
Chairman and CEO, Virginia Mason Health System
Seattle, WA

Arnold Milstein, MD, MPH
Professor of Medicine, Director of Clinical Excellence Research Center, Stanford University
Stanford, CA

Mary Beth Navarra-Sirio, RN, MBA
Principal, Sirio2 Healthcare Innovations
Pittsburgh, PA

Enrique Ruelas, MD, MPA, MHSc
President and CEO, Institute for Health Futures & International Consortium for Quality and Leadership of Healthcare Organizations, Monterrey, Mexico

Mark Smith, MD, MBA
Professor of Clinical Medicine, University of California, San Francisco, CA

Sam R. Watson, MSA, CPPS
Senior VP, Field Engagement, Michigan Health & Hospital Association (MHA)
Keystone Center
Okemos, MI

And special thanks to . . .

Kedar Mate, MD
Chief Innovation and Education Officer, IHI

Frank Federico, RPh
Vice President, IHI

Pat Rutherford, RN, MS, CPPS
Vice President, Patient Safety Programs, IHI

Kelly McCutcheon Adams, LICSW
Senior Director, IHI

Sara Valentin, CMP
Director of Events, IHI

Ninon Lewis, MS
Head of Content Portfolios, IHI

Lauren Downing, CMP
Senior Event Manager, IHI

Alex Goulet
Marketing Manager, IHI

New Online Executive Master’s Degrees for Healthcare Professionals

Gain the skills you need to lead healthcare transformation!

100% online programs
Accelerated 7-week semester format
- Applied Health Economics & Outcomes Research
- Health Policy
- Healthcare Quality & Safety
- Population Health
- Population Health Intelligence
- Operational Excellence

ACCELERATE YOUR CAREER

Jefferson.edu/PopHealth

Visit booth #414 to learn more about our online degree programs.
New Online Executive Master’s Degrees for Healthcare Professionals

Gain the skills you need to lead healthcare transformation!

100% online programs
Accelerated 7-week semester format

- Applied Health Economics & Outcomes Research
- Health Policy
- Healthcare Quality & Safety
- Population Health
- Population Health Intelligence
- Operational Excellence

Jefferson.edu/PopHealth

Visit booth #414 to learn more about our online degree programs.
Evolving Better
To Serve You

Performance Improvement Initiatives:
- Core Measure Abstraction
  - Corporate Aggregate Data Analytics Services
- STS
- National Cardiovascular Data Registry (NCDR)
  - ACTION Registry
  - Chest Pain-MI
  - Afib Ablation Registry
  - Cath-PCI Registry
  - ICD Registry
  - IMPACT Registry
  - LAAO Registry (Left Atrial Appendage Occlusion)
  - PVI Registry
  - STS/ACC TVT Registry
- ECMO/ELSO (Extra Corporeal Life Support Organization)
- GWTG-STK, GWTG-HF, GWTG-CAD, GWTG-Resuscitation, GWTG-AFib
- Vascular Quality Initiative (VQI/VMR)
- ACS: Adult/Pediatric NSQIP & MBSAQIP (Bariatric)
- Cancer Registries; QOPI (Quality Oncology Practice Initiative)
- Trauma Registry
- ACO Quality Metrics
- Related Outcomes Studies

Coding Services:
- Inpatient
- Outpatient
- Risk Adjustment
- Pro Fee
- Wound Care
- CDI
- Interventional Radiology
- Coding Audits
- CDI Emergency Department (ED)
- Hospice and Home Health
- Applied Behavioral Analysis (ABA)
- In Vitro Fertilization (IVF)
- Medical Billing

MACRA/MIPs Consulting:
- Optimization of Reimbursement
- Transitional Care Management
- Chronic Care Management

Visit us at
Booth # 407

Get in Touch:
info@hia-corp.com
1-800-405-8800
www.healthinformationalliance.com
500 Office Center Drive Suite 400, Fort Washington, Pennsylvania 19034
Delivering The Most Efficient Services to Optimize Quality and Decrease Cost