

IHI National Forum

on Quality Improvement in Health Care

December 9–12, 2018 • Orlando, FL



We're making better care for older adults a reality. We can help you do it, too.

Join our movement to bring age-friendly care to 20% of U.S. hospitals and health systems by 2020.



Visit us at booth #413 and learn more in sessions A8 and B8 on Tuesday, December 11.

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. Learn more at IHI.org/AgeFriendly.



The John A. Hartford Foundation
Dedicated to Improving the Care of Older Adults

Welcome!

It's been five years since I moved from Scotland to the United States and joined IHI, and three years since I became Chief Executive Officer. As an expat, home is never too far from my mind. And as I enjoyed some time in my home country this past summer (seeing my son get married), I reflected on how fortunate I am, as many of you are, to feel at home in several different places. The IHI National Forum is one of those places.

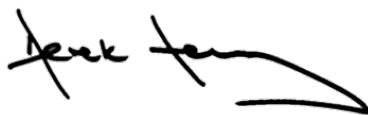
For the past 30 years, the National Forum has been the home for quality and safety improvement in health care. This extraordinary conference is a place to reconnect with old friends and meet new ones. It's a place and time to pause and take stock of the work we've done, and the work still ahead, to improve health and health care for all. The National Forum is also a place to celebrate — to share in our collective achievements.

Like any good home, the National Forum strengthens the bonds between us and recharges our batteries. It opens our eyes and speaks to our hearts. Above all, the lessons we learn and connections we make this week will have a profound impact not only on our own lives, but also on the lives of the patients, families, and communities we serve, all around the world.

For those participating in your first Forum, we hope you like it. And for those who have joined us for many years, welcome home.



Sincerely,



Derek Feeley
President and CEO
Institute for Healthcare Improvement

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General Information

Download the Mobile App

Download the IHI App and log in with your credentials 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.
3. Select “IHI National Forum 2018” by clicking “Open.”
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 hit “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.



Videographers and Photographers

Please note that IHI will have videographers and photographers at the 2018 National Forum. We may capture your image for use on TV during the National Forum, on the IHI website, or in other IHI materials.

Free WiFi

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 “IHI30FORUM” (case sensitive) as the Meeting Passcode and click “Submit.”



Conference Tracks

To guide you through your learning experience, we've organized National Forum sessions into 10 Conference Tracks by content area. Select sessions within one or multiple content areas.

- Equity
- Improvement Science Supported by: 
- Joy in Work
- Leadership
- Maternal and Child Health
- Mental Health and Well-Being Supported by: 
- Moving from Volume to Value
- Person-Centered Care Supported by: 
- Population Health
- Safety

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.

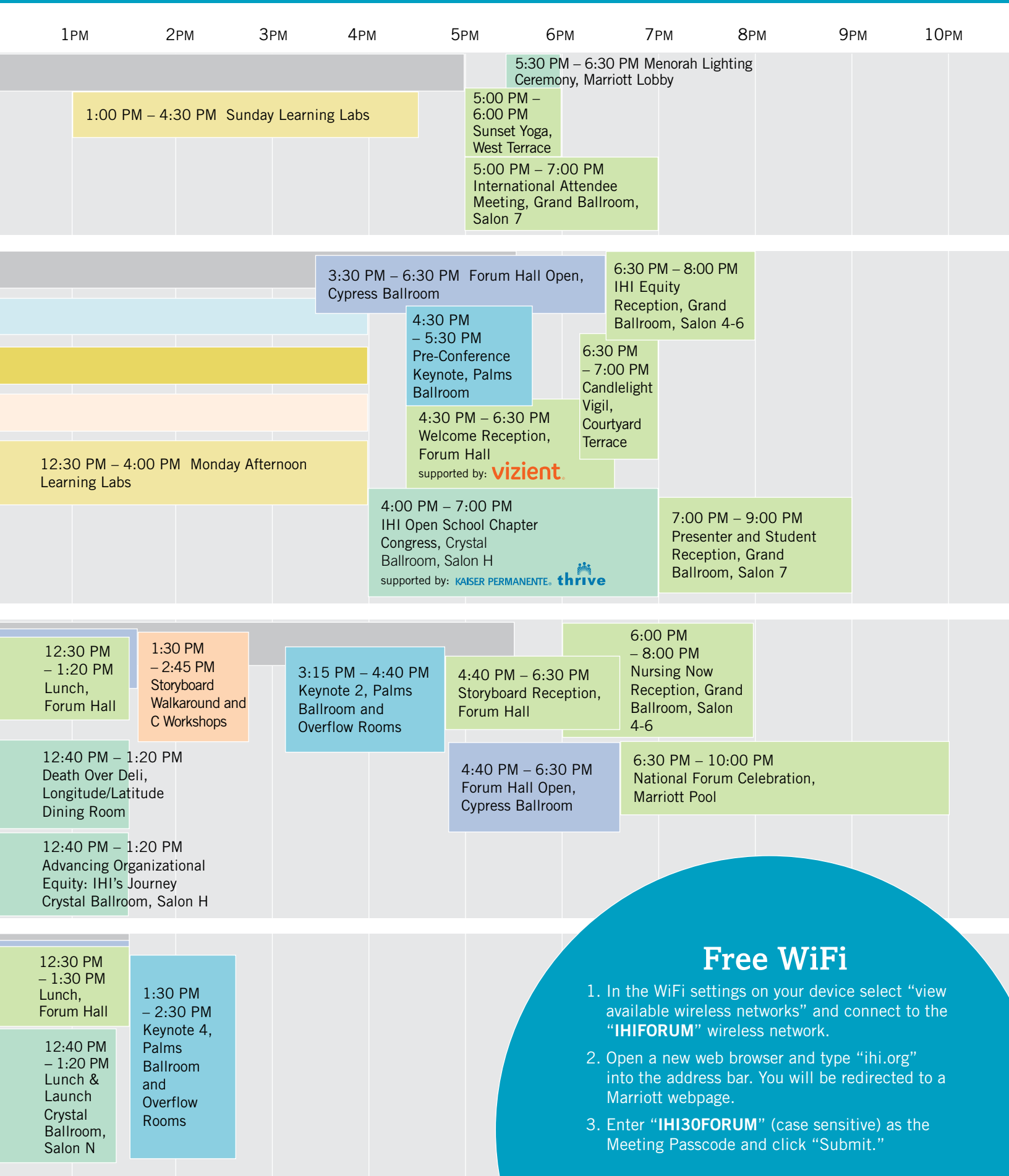
About the Institute for Healthcare Improvement (IHI)

IHI is a leading innovator in health and health care improvement worldwide. For more than 25 years, we have partnered with visionaries, leaders, and front-line practitioners around the globe to spark bold, inventive ways to improve the health of individuals and populations. Recognized as an innovator, convener, trustworthy partner, and driver of results, we are the first place to turn for expertise, help, and encouragement for anyone, anywhere, who wants to change health and health care profoundly for the better. Learn more at ihi.org.

Forum at a Glance

	6AM	7AM	8AM	9AM	10AM	11AM	12PM	
Sunday December 9 Pre-Conference Coffee break provided for Pre-Conference attendees		7:00 AM – 5:00 PM Badge Pickup Area Open						
Monday December 10 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					
			8:00 AM – 4:00 PM Forum Excursions					
			8:30 AM – 4:00 PM IHI Quick Courses					
		8:00 AM – 11:30 AM Monday Morning Learning Labs						
Tuesday December 11 Conference Day 1 Continental breakfast, coffee break, and lunch provided for all attendees		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 1, Palms Ballroom and Overflow Rooms		9:30 AM – 10:45 AM Storyboard Walkaround and A Workshops		10:30 AM – 1:30 PM Forum Hall Open, Cypress Ballroom
						11:15 AM – 12:30 PM Storyboard Walkaround and B Workshops (repeat of A Workshops)		
Wednesday December 12 Conference Day 2 Continental breakfast, coffee break, and lunch provided for all attendees		6:30 AM – 1:30 PM Badge Pickup Area Open						
		7:00 AM – 7:45 AM Special Interest Breakfasts		8:00 AM – 9:00 AM Keynote 3, Palms Ballroom and Overflow Rooms		9:30 AM – 10:45 AM D Workshops		10:30 AM – 1:30 PM Forum Hall Open, Cypress Ballroom
						11:15 AM – 12:30 PM E Workshops (repeat of D Workshops)		





Free WiFi

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3. Enter “**IHI30FORUM**” (case sensitive) as the Meeting Passcode and click “Submit.”

Keynotes

Pre-Conference Keynote

Monday, December 10, 4:30 PM – 5:30 PM
Palms Ballroom

Zubin “ZDoggMD” Damania, MD, is an internist and founder of Turntable Health, an innovative health care startup that was part of an ambitious urban revitalization movement in Las Vegas spearheaded by Zappos.com CEO Tony Hsieh. During his decade-long career as a hospitalist at Stanford University, Dr. Damania won clinical teaching awards while simultaneously maintaining a shadow career performing stand-up comedy for medical audiences worldwide. His videos and live shows, created under the pseudonym ZDoggMD, have gone epidemically viral with nearly a half billion views on Facebook and YouTube, educating patients and providers while mercilessly satirizing our dysfunctional health care system.



Keynote One

Tuesday, December 11, 8:00 AM – 9:00 AM
Palms Ballroom and Overflow Viewing Rooms

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HEALTHCARE

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.



Jason Leitch, National Clinical Director, Healthcare Quality and Strategy, Scottish Government, has worked for the Scottish Government since 2007. In January 2015 he was appointed as the National Clinical Director in the Health and Social Care Directorate. He is a Scottish Government Director, a member of the Health and Social Care Management Board, and one of the senior team responsible for the National Health Service in Scotland. He is an Honorary Professor at the University of Dundee. Professor Leitch was named the 2011 UK Clinician of the Year. From 2005–2006, he was a Quality Improvement Fellow at the Institute for Healthcare Improvement, sponsored by the Health Foundation. He is a trustee of the UK wing of the Indian Rural Evangelical Fellowship, which runs orphanages in southeast India. He has a doctorate from the University of Glasgow, an MPH from Harvard, and is a fellow of the Royal College of Surgeons of England, the Royal College of Physicians and Surgeons of Glasgow, and the Royal College of Surgeons of Edinburgh.



Monday, December 10
5:30 PM – 6:30 PM
Meet and greet with
ZDoggMD

Booth #800, Forum Hall,
Cypress Ballroom

Watch Keynotes

in the Palms Ballroom
or from the Overflow
Viewing Rooms in the
Crystal Ballrooms

Keynotes

Keynote Two: Women in Action: Paving the Way for Better Care

Tuesday, December 11, 3:15 PM – 4:40 PM • Palms Ballroom and Overflow Viewing Rooms

Maureen Bisognano, President Emerita and Senior Fellow, Institute for Healthcare Improvement (IHI), previously served as IHI's President and CEO from 2010–2015, and as Executive Vice President and COO from 1995–2010. She is a prominent authority on improving health care systems, advises leaders around the world, and is a frequent



speaker at major health care conferences. Ms. Bisognano is an elected member of the National Academy of Medicine, an Instructor of Medicine at Harvard Medical School, and a Research Associate in the Brigham and Women's Hospital Division of Social Medicine and Health Inequalities. She currently serves on the boards of The Commonwealth Fund, Cincinnati Children's Hospital Medical Center, ThedaCare Center for Healthcare Value, and on the Advisory Board of County Health Rankings and Roadmaps. Prior to joining IHI, she was CEO of the Massachusetts Respiratory Hospital and Senior Vice President of The Juran Institute.

Vania Deonizio, Founder and Executive Director, Dancin Power, is a dancer, choreographer, and advocate for hospitals to treat humans as individuals who benefit from having access to creative and expressive arts during hospitalization. Born in Rio de Janeiro and raised in Brazil, Ms. Deonizio founded Dancin Power in 2006 while living in the United



States. Today, more than 16,000 hospitalized children and their families at eight US children's hospitals have been positively impacted by the power of music, movement, mindfulness, and dance. Currently pursuing a graduate degree in counseling psychology with an emphasis in expressive arts therapy, Ms. Deonizio has been featured in *The Huffington Post*, where a video of her work garnered millions of viewers worldwide. She received the Front Line Scholar Award from TEDMED and was recently named the *British Medical Journal's* International Forum on Quality and Safety in Healthcare 2018 Artist-in-Health Resident.

Mona Hanna-Attisha, MD, is Associate Professor of Pediatrics at Michigan State University College of Human Medicine and Director of the Pediatric Residency Program at Hurley Children's Hospital in Flint, Michigan. Dr. Hanna-Attisha received her bachelor's and Master of Public Health degrees from the University of Michigan and her



medical degree from Michigan State University College of Human Medicine. She completed her residency at Children's Hospital of Michigan in Detroit, where she was chief resident. In 2015, Dr. Hanna-Attisha was heralded internationally for her study exposing elevated lead blood levels in Flint children. Today, Dr. Hanna-Attisha directs the Michigan State University and Hurley Children's Hospital Pediatric Public Health Initiative, an innovative and model public health program to research, monitor, and mitigate the impact of the Flint water crisis and help all Flint children grow up healthy and strong.

Celine Gounder, MD, is an HIV/infectious diseases specialist and internist, epidemiologist, journalist, filmmaker, and storyteller. Recently, she has been on an "ill-health tour" of the US, caring for patients in disease hotspots. In early 2015, she was a volunteer Ebola aid worker in Guinea and she is currently making "Dying to Talk," a documentary about the epidemic. From 1998–



2012, she studied TB and HIV in South Africa, Lesotho, Malawi, Ethiopia, and Brazil. At Johns Hopkins, Dr. Gounder was Director for Delivery for the Gates Foundation-funded Consortium to Respond Effectively to the AIDS/TB Epidemic. She later served as Assistant Commissioner and Director of the Bureau of Tuberculosis Control at the New York City Department of Health and Mental Hygiene. She is host and producer of "In Sickness and in Health," a podcast on health and social justice, and has written for *The New Yorker*, *The Atlantic*, and other publications. A frequent guest on MSNBC, CNN, and other outlets, Dr. Gounder also serves on TEDMED's Editorial Advisory Board. She was named one of *People Magazine's* 25 Women Changing the World.

Keynotes

Keynote Three

Wednesday, December 12, 8:00 AM – 9:00 AM

Palms Ballroom and Overflow Viewing Rooms

Gregory Boyle, Founder and CEO, Homeboy Industries, has dedicated his life to helping Los Angeles' most marginalized individuals find a place in society's ranks. He was recently selected as one of the White House Champions of Change. A native of LA and ordained a Jesuit priest in 1984, Boyle was transformed by his work in Bolivia, Mexico, and



Folsom Prison with those who "live at the margins." His dedication to finding a place for all in our society brought him to the Boyle Heights community of East Los Angeles, where he served as pastor of Dolores Mission Church, then the poorest parish in the city, from 1986–1992. It was there that Father Boyle started what would become Homeboy Industries in 1988, a nonprofit organization that is now the largest gang intervention, rehabilitation, and re-entry program in the world, helping 15,000 individuals each year. As Boyle puts it, "We are not for those who need help, only for those who want it. We don't just provide wrap-around services, but we are a 'wrap-around community.'" Homeboy believes in investing in people and providing a path to change for those seeking a better life. They employ and train hundreds of former gang members every year in seven social enterprises (including silkscreen and embroidery skills training, a bakery, merchandising, and a cafe), and offer free services such as tattoo removal (more than 36,000 per year), GED programs, and skills classes.

Keynote Four

Wednesday, December 12, 1:30 PM – 2:30 PM

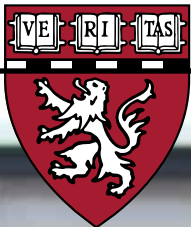
Palms Ballroom and Overflow Viewing Rooms

Donald Berwick, MD, MPP, President Emeritus and Senior Fellow, Institute for Healthcare Improvement (IHI), 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 Medical Center, Massachusetts General Hospital, and the Brigham and Women's Hospital. He has also served as Vice Chair of the US Preventive Services Task Force, the first "Independent Member" of the American Hospital Association Board of Trustees, and Chair of the National Advisory Council of the Agency for Healthcare Research and Quality. He served two terms on the Institute of Medicine's (IOM's) Governing Council, was a member of the IOM's Global Health Board, and served on President Clinton's Advisory Commission on Consumer Protection and Quality in the Healthcare Industry. Recognized as a leading authority on health care quality and improvement, Dr. Berwick has received numerous awards for his contributions. In 2005, he was appointed "Honorary Knight Commander of the British Empire" by the Queen of England in recognition of his work with the British National Health Service. Dr. Berwick is the author or co-author of more than 160 scientific articles and five books. He also serves as Lecturer in the Department of Health Care Policy at Harvard Medical School.





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SAFETY, QUALITY, INFORMATICS AND LEADERSHIP PROGRAM

SQIL is a one-year certificate program consisting of three in-person, 3-day workshops, live interactive webinars, pre-recorded lectures and peer collaboration. This program will give participants direct access to the world's leading authorities in safety, quality, medical informatics and health leadership.

learn more about this program at
HMS.HARVARD.EDU/SQIL

MASTER IN HEALTHCARE QUALITY AND SAFETY

This program provides world-class instruction and training aimed at preparing clinicians to work effectively in and lead quality improvement and safety initiatives. This residential, one-year degree program combines theory and research with unparalleled exposure to best practices and research from Harvard's academic medical centers and community hospitals.

learn more about this program at
HMS.HARVARD.EDU/MHQS

ATTEND AN INFORMATION SESSION

Our in-person and web-based information sessions allow you to connect with program faculty and our admissions team to get a deeper understanding of the program benefits, structure and application requirements. Learn more about upcoming sessions in your area and online at postgraduateeducation.hms.harvard.edu

Networking Opportunities

Sunday, December 9

Sunset Yoga

5:00 PM – 6:00 PM West Terrace
Led by Elyse McLaughlin, IHI Blue Shirt and Certified Yoga Instructor, this all-levels yoga 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. Pre-registration 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.

Menorah Lighting Ceremony

5:30 PM – 6:00 PM
Lobby, Marriott World Center
Join us to observe the final night of Hanukkah with candle lighting and light snacks.

Monday, December 10

Welcome Reception

Supported by **vizient**.
4:30 PM – 6:30 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.

Candlelight Vigil

Honoring Our Patients, Friends, and Family Members
6:30 PM – 7:00 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.

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.

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 11

Death Over Deli

12:40 PM – 1:20 PM
Longitude/Latitude Dining Room
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.

Advancing Organizational

Equity: IHI's Journey

12:40 PM – 1:20 PM
Crystal Ballroom, Salon H
Join IHI's Internal Equity Improvement Team to learn how IHI is developing a workforce that represents the diversity of our communities and creating a workplace where everyone can thrive. IHI staff will share challenges and successes on the journey to improve our systems, processes, and culture by explicitly addressing the systemic nature of racism.

Storyboard Reception

4:40 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 standing by their storyboards in the Forum Hall to answer your questions about their quality improvement journeys.

Nursing Now Reception

6:00 PM – 8:00 PM
Grand Ballroom, Salon 4-6
IHI invites all nurses and midwives to a special information and networking event focusing on Nursing Now, a global campaign to improve health by raising the profile and status of nurses worldwide. Discover how the momentum is building to demonstrate how we collectively advance the Triple Aim of better health for our populations, better care for our patients, and lower costs, as well as improved joy and teamwork through this global initiative. Learn how you can become involved in the campaign, and how nurses and midwives can access IHI's complimentary Open School improvement and leadership resources.

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 12

Special Interest Breakfasts

7:00 AM – 7:45 AM
Network with colleagues and discuss a variety of improvement topics over breakfast. See pages 29–30 for details. No registration required.

Lunch & Launch! NEW IHI

White Papers and NEW

Blueprint for Complex Care

12:40 PM – 1:20 PM
Crystal Ballroom, Salon N

Kate Hilton, JD, Faculty, IHI; Beth Daley Ullem, President, Quality and Patient Safety First; Kedar Mate, MD, Chief Innovation and Education Officer, IHI

High-performing health systems need people at all levels who are equipped with the knowledge, support, and motivation to advance the mission. That's why IHI is so excited to share three new major resources aimed at clinicians, staff, and hospital trustees: IHI Psychology of Change Framework, Board Governance of Quality, and Blueprint for Complex Care.

Grab your lunch and come hear from the lead authors of these new publications, our gift to you as you head home from the Forum.

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.

A1: 5 Strategies for Leading Quality at a System Level

B • Tuesday, December 11, 9:30 AM – 10:45 AM

Angela Shippy, MD, Senior Vice President and Chief Quality Officer, Memorial Hermann; **Petrina McGrath, RN, PhD**, Executive Director of Quality and Safety, Saskatchewan Health Authority; **David Williams, PhD**, Executive Director, Improvement Advisor, IHI

B3: A Proven Approach to Change Leadership Behavior to Enable an Improvement Culture

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

John Toussaint, MD, Executive Chairman, Catalysis; **Susan Ehrlich**, CEO, Zuckerberg San Francisco Hospital

C4: Assess Burnout, Take Action, Create Joy in Work

B • Tuesday, December 11, 1:30 PM – 2:45 PM

Bryan Sexton, PhD, Associate Professor, Director, Duke Patient Safety Center, Duke University Health System; **Kathryn Adair, PhD**, Senior Research Associate, Duke University Health System; **Michael Leonard, MD**, Principal, Safe & Reliable Healthcare

D2: Nudging Patients and Providers to Improve Quality

B • Wednesday, December 12, 9:30 AM – 10:45 AM

Paul Cohen, Vice President, Strategy & Business Development, One Medical Group; **Larissa May, MD**, Director of Emergency Department and Outpatient Antibiotic Stewardship, University of California Davis; **Kabir Yadav**, Physician Specialist, LA County Department of Health Services Harbor-UCLA Medical Center

E25: Learning from Appreciative Inquiry: What Differentiates Leading Organizations?

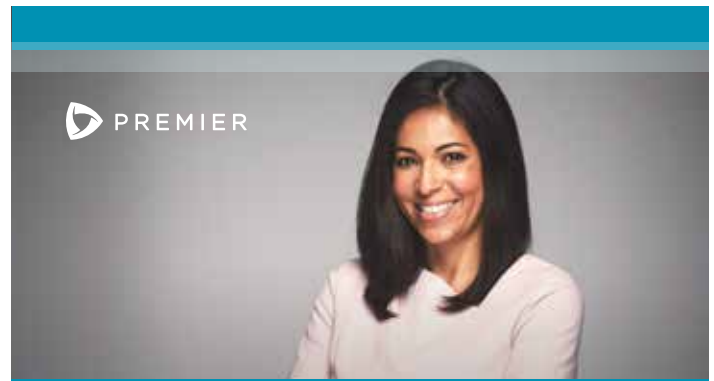
I • Wednesday, December 12, 11:15 AM – 12:30 PM

Carol Wagner, RN, Senior Advisor, High Reliability, American Hospital Association; **Jay Bhatt, DO**, Chief Medical Officer, American Hospital Association, and President, Health Research and Educational Trust; **Jordan Steiger**, Program Manager, American Hospital Association

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BOOTH 321



Become a Certified Professional in Patient Safety

Certify your knowledge in patient safety

The CPPS credential is conferred by the Certification Board for Professionals in Patient Safety



Learn more at ihi.org/CPPS

1:00 PM – 4:30 PM

Sunday Learning Labs

Equity

SL2: Addressing Social Determinants of Health

I • Grand Ballroom, Salon 12-14

Joseph Betancourt, MD, Director, Massachusetts General Hospital; **Aswita Tan-McGrory**, Deputy Director, Massachusetts General Hospital; **Hans Kersten, MD**, Professor of Pediatrics, St. Christopher's Hospital for Children; **Johanna Martinez, MD**, Director of Diversity and Health Equity, Northwell Health

Improvement Science

Supported by:  PETERSON CENTER ON HEALTHCARE

SL1: Be Bold: Achieving Your Goals for Safety and Transformation

B • Crystal Ballroom, Salon P-Q

Helen Macfie, PharmD, Chief Transformation Officer, MemorialCare Medical Centers

SL4: Breakthrough Results: Collaboration and Innovation

B • Hall of Cities, Tampa

Kelly McCutcheon Adams, LICSW, Senior Director, IHI; **Sue Butts-Dion**, Improvement Advisor, Butts-Dion Consulting, Inc.; **Paulo Borem, MD**, Project Director, IHI; **Rita De Cassia Sanchez, MD**, Clinical Director, Hospital Israelita Albert Einstein

SL8: Designing and Managing Community Scale-Up Efforts

I • North Tower, Key West

Susan Hannah, Improvement Leader and Nurse, Head of Children & Young People Improvement Collaborative, Scottish Government; **Anette Nilsson**, Improvement Leader, Developmental Strategist, The County Council of Jönköping; **Tina Lyngø, RN**, Program Director, Senior Consultant, Danish Society for Patient Safety

SL11: Improve Lives and Lower Cost Using Our Lean PI Tools

B • North Tower, Key Largo

Jeremy Rhoten, Stroke Program Coordinator, Carolinas Medical Center; **Andrew Asimos, MD**, Stroke Network Medical Director, Carolinas Medical Center; **Dale Strong**, Clinical Analyst, Carolinas Medical Center

SL20: This Writing Workshop Will Help You Get Published

I • Hall of Cities, Chicago-Denver

David Stevens, MD, Adjunct Professor, The Dartmouth Institute; **Louise Davies, MD**, Associate Professor, Dartmouth Medical School; **Greg Ogrinc, MD**, Senior Associate Dean for Medical Education, The Dartmouth Institute

Joy in Work

SL6: Enhancing Joy in Work Using Improvement Science

B • Grand Ballroom, Salon 4-6

Simon Edgar, MBChB, Director of Medical Education, NHS National Services Scotland; **Amar Shah, MD**, Consultant Forensic Psychiatrist and Chief Quality Officer, East London NHS Foundation Trust (ELFT); **Laura Allison, RN**, Head of Quality Improvement, NHS Education for Scotland; **Paul Gilluley, MBBS**, Chief Medical Officer, ELFT; **James Innes**, Pharmacist and Improvement Advisor, Associate Director for Quality Improvement, ELFT; **Auzewell Chitewe**, Senior Improvement Advisor, ELFT; **Navina Evans, MD**, CEO, ELFT

SL13: Joy in Work: Practicalities and Pitfalls

I • Crystal Ballroom, Salon G

Barbara Balik, EdD, RN, Co-founder, Aefina Partners; **Kris White, RN**, Co-founder, Aefina Partners

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 11, 7:45 AM - 4:15 PM

Wednesday, December 12, 7:45 AM - 2:30 PM

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

Leadership

SL3: Behaviors That Drive Multistakeholder Improvement Efforts

I • Grand Ballroom, Salon 3

Niñon Lewis, Executive Director, IHI; **Leslie Wise**, Portfolio Lead, Community Solutions; **Nate French**, Portfolio Lead, Built for Zero Collaborative, Community Solutions; **Eddie Turner**, Community Solutions

SL14: Implementing a Leadership System Focused on Reliability

I • Crystal Ballroom, Salon E-F

Ximena Mendoza, Senior Process Improvement Consultant, Alberta Health Services; **Doris Tjepkema, RN**, Manager, Alberta Health Services

SL17: Reimagining Leadership Development

A • Crystal Ballroom, Salon A-C

Caryn Douma, RN, Healthcare Quality and Safety Consultant; **Carol Turnage Spruill, APRN-CNS, CPHQ**, Clinical Nurse Specialist, University of Texas Medical Branch

Mental Health and Well-Being

Supported by:  WELL BEING TRUST

SL12: Integrate Behavioral Health in the ED and Upstream

I • North Tower, Marco Island

Marie Schall, Senior Director, IHI; **Mara Laderman**, Director, IHI; **Tricia Bolender**, Improvement Advisor, IHI; **Scott Zeller, MD**, Vice President, Acute Psychiatry, Vuity; **Vera Feuer, MD**, Director, Emergency Psychiatry, Northwell Health; **Katie Gilligan, MD**, Medical Director Behavioral Health, Providence Medical Group Northwest Washington; **Heidi Beazizo**, Program Manager, Providence Regional Medical Center Everett

SL21: Creating the Conditions for Intergenerational Well-Being

B • North Tower, West Indies

Tyler Norris, Chief Executive, Well Being Trust; **Ben Miller**, Chief Strategy Officer, Well Being Trust; **Ashley Hill**, Executive Fellow, Well Being Trust

Moving from Volume to Value

SL5: Designing Your Roadmap for Complex Populations

B • Grand Ballroom, Salon 1-2

Catherine Mather, Director, IHI; **Kedar Mate, MD**, Chief Education and Innovation Officer, IHI; **Mark Humowiecki, JD**, Director, Camden Coalition of Health Care Providers; **Cory Sevin, RN**, Senior Director, IHI; **Lauran Hardin, RN-BC**, Senior Director, Camden Coalition of Health Care Providers

SL15: Regional Strategies to Collaboratively Measure Affordability

I • North Tower, Key Biscayne

Pam Mariea-Nason, RN, Executive, Community Health Division, Providence Health and Services; **Meredith Roberts Tomasi**, Associate Executive Director, HealthInsight Oregon; **Katie Dobler**, Chief Operations Officer, The Portland Clinic

SL22: What Health Care Leaders Can Learn from Amazon

B • Grand Ballroom, Salon 9-10

Amy Compton-Phillips, MD, Executive VP and Chief Clinical Officer, Providence St. Joseph Health; **Goran Henriks**, Chief Executive, Learning and Innovation, Qulturum

Person-Centered Care

Supported by:  KAISER PERMANENTE.  thrive

SL18: Rounding for Safety's Sake: Family-Centered I-PASS

I • North Tower, Vinoy

Lauren Destino, MD, Clinical Associate Professor, Pediatric Hospitalist, Lucile Packard Children's Hospital Stanford; **Alisa Khan, MD**, Instructor in Pediatrics, Hospitalist, Boston Children's Hospital; **Jennifer Baird, PhD, MSW, RN**, Director, Institute for Nursing and Interprofessional Research, Children's Hospital Los Angeles; **Dale Ann Micalizzi**, Patient Parent, Founder/Director, Justin's Hope Pediatric Safety Program, The Task Force for Global Health (Justin's HOPE Project); **Shilpa Patel, MD**, Associate Professor, Hospitalist, John A Burns School of Medicine

SL23: What Really Matters to Individuals with Disabilities?

B • North Tower, Sawgrass

Rosie Bartel, Patient Advisor/Advocate; **David Bartel**, Caregiver; **Kari Barrett, RN**, Chief Experience Officer, Bellin Health

Population Health

SL7: Breaking Barriers: Making Community Linkages to Improve Patient Outcomes

B • Hall of Cities, New York-New Orleans

Shana Scott, JD, Health Systems Team Lead, Georgia Department of Public Health; **Portia Buchongo, RN**, Diabetes & Hypertension Protocol Nurse Consultant, Georgia Department of Public Health

SL24: Pathways to Population Health for Health Care

B • North Tower, Harbor Beach

Saranya Loehrer, MD, Head of the North America Region, IHI; **Kush Badshah**, Director, IHI; **Christina Lundquist**, Vice President, University Hospitals

Sunday Learning Labs 1:00 PM – 4:30 PM *continued*

Safety

SL9: Developing Reliable Processes for Safe Care

I • Crystal Ballroom, Salon K-M

Kevin Rooney, MBChB, Professor and Consultant in Anaesthesia and Intensive Care Medicine, NHS Greater Glasgow and Clyde; **Frank Federico, RPh**, Vice President, IHI

SL10: Embedding Health IT Into Your Safety Program

I • North Tower, Grand Cayman-Puerto Rico

Robert Giannini, Patient Safety Analyst/Consultant, ECRI Institute; **Patricia Giuffrida, RN**, Patient Safety Analyst and HIT Liaison, ECRI Institute

SL16: High Reliability + Value Improvement = Learning Organization

I • Crystal Ballroom, Salon D

Glenda Battey, PhD, Program Director, High Reliability, Providence St. Joseph Health; **Douglas Meyer**, Director of Talent Development, Providence St. Joseph Health; **Sheri Feeney**, Chief Financial Officer, Clinical Institutes, Providence St. Joseph Health; **Liga Mezaraups**, Chief Nursing Officer, Providence Regional Medical Center Everett; **Linda Severs**, Lean Six Sigma Black Belt, Providence Regional Medical Center Everett

SL19: Stop Mortality Reviews and Start Learning

I • Crystal Ballroom, Salon J

Jeanne Huddleston, MD, Associate Professor of Medicine, Mayo Clinic; **Richard Mahr, MD**, Medical Director for Performance Improvement and Experience, Regions Hospital; **Lacey Hart**, Program Manager, Mayo Clinic; **Shira Wolf**, Performance Improvement Program Manager, Hoag Hospital; **Melinda Rogers, RN**, Director, Quality and Patient Safety, Wellstar Cobb Hospital

5:00 PM – 7:00 PM

International Attendee 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.



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Monday

8:00 AM – 4:00 PM

24th Annual International Scientific Symposium on Improving the Quality and Value of Health Care

Gaylord Palms Resort, Sun Ballroom

Every year, 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. The day features a keynote presentation; interactive methods sessions on measurement, quality improvement, and equity; networking; and rapid-fire presentations of peer-reviewed papers.

In collaboration with: *BMJ Open Quality* 

8:00 AM – 4:00 PM

Forum 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 42 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 Excursion 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.

FE1: Marriott World Center: Managing Large-Scale Operations

Crystal Ballroom, Salon P–Q

Gail Nielsen, IHI Fellow and Faculty; **Susan Went**, Company Director, Nerissa Healthcare Consulting Ltd.

FE2 Gaylord Palms Resort: Joy in Work and Customer Satisfaction

Gaylord Palms, Tampa

Jessica Perlo, Director, IHI; **Kush Badshah**, Director, IHI; **Yael Gill**, Executive Director, Strategic Partners, IHI

FE3: Central Florida Zoo: Patient Care, Safety, and Engagement

Gaylord Palms, Sanibel

Jennifer Lenoci-Edwards, RN, Executive Director, IHI; **Kathy D. Duncan, RN**, Faculty, IHI

FE4: Universal Orlando: Safety and Reliability

Gaylord Palms, Miami

Fran Griffin, Consultant, Fran Griffin & Associates LLC; **Peter Lachman, MD**, CEO, International Society for Quality in Health Care

FE5: Orlando Health System: Delivering Great Care with High Reliability

Cypress Pre-Function 1

Amelia Brooks, Director, Patient Safety & Europe, IHI; **Carol Haraden, PhD**, Senior Fellow, IHI

FE6: Brad Brewer Golf Academy: Leadership Lessons from the Links

Gaylord Palms, Sun 5-6

David Yuh, MD, Hospitalist and BMC QI Hub Faculty, Boston Medical Center; **Ross Hilliard, MD**, Associate Program Director, Internal Medicine Residencies, Brown University

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 11, 7:45 AM - 4:15 PM

Wednesday, December 12, 7:45 AM - 2:30 PM

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

Forum Excursions 8:30 AM – 4:00 PM *continued*

FE7: Second Harvest Food Bank of Central Florida: Strategic Planning, Community Engagement, Disaster Preparedness

Gaylord Palms, Captiva

Niñon Lewis, Executive Director, IHI; Marianne McPherson, PhD, Senior Director, 100 Million Lives Implementation, IHI

8:00 AM – 11:30 AM

Monday Morning Learning Labs

Improvement Science Supported by: PETERSON CENTER ON HEALTHCARE

ML7: Lessons on QI from Community-Based Organizations

I • Grand Ballroom, Salon 12-14

Gabriel Lara, Community Champion, Proviso Partners for Health; Rebecca Henry, Performance Improvement Coordinator, Health Improvement Partnership of Maricopa County

Mental Health and Well-Being Supported by: WELL BEING TRUST

ML3: A Community Approach to Improving Mental Health and Well-Being

B • Grand Ballroom, Salon 4-6

Sharla Baenen, RN, President, Bellin Psychiatric Center, System Vice President, Bellin Health; Amar Shah, MD, Consultant Forensic Psychiatrist and Chief Quality Officer, East London NHS Foundation Trust (ELFT); Carole Lannon, MD, Senior Faculty Lead, Learning Networks Program, Anderson Center, Cincinnati Children's, and Senior Quality Advisor, American Board of Pediatrics, Cincinnati Children's Hospital Medical Center; Robin Henderson, Chief Executive, Behavioral Health, Providence Health and Services; Mary Renouf-Hanson, Executive Director, National Communications, Providence St. Joseph Health; Sara Nilles, Executive Director, Oregon Association of Student Councils; Tracy Normoyle, Strategic Account Executive, iHeartMedia; Kelli Terry, Strategic Account Executives, iHeartMedia; Navina Evans, MD, CEO, ELFT; Chris Woleske, Executive Vice President, Chief Operating Officer, Bellin Health

ML5: Using Lean Concepts and Practical Tools to Fight the Opioid Crisis

B • Grand Ballroom, Salon 1-2

Genna Saunders, Pain Clinical Program Manager, Virginia Mason Medical Center; Angie McDaniel, RN, CPHQ, Quality Improvement Specialist, Virginia Mason Medical Center; Eric Steinman, Anesthesiologist, Virginia Mason Medical Center; Donna Smith, MD, Executive Medical Director, Virginia Mason Medical Center

Moving from Volume to Value

ML2: Figuring Out Flow: How to Ensure Timely Admissions, Treatments, and Discharges

B • Grand Ballroom, Salon 9-10

Matthew Cooper, Deputy Regional Director, Scottish Ambulance Service

ML6: Using a High-Value Care Tool to Identify Areas of Improvement

I • Crystal Ballroom, Salon A-C

Rika Ohkuma, MD, Senior Quality Consultant, Stanford Health Care; Amy Lu, Clinical Assistant Professor, Stanford Health Care; Purnima Krishna, Senior Quality Consultant, Stanford Health Care; Alicia Wilson, Quality Consultant, Stanford Health Care

ML18: Deprescribing: The Why and How Supported by: THE COMMONWEALTH FUND

B • North Tower, Harbor Beach

Nicole Brandt, PharmD, Executive Director, Peter Lamy Center on Drug Therapy and Aging, and Professor, University of Maryland School of Pharmacy; Lynn Deguzman, PharmD, Regional Clinical Operations Manager, Kaiser Permanente; Karen Smethers, PharmD, Vice President of Pharmacy, Clinical Integration, The Resource Group; Jane Taylor, EdD, Improvement Advisor, IHI; Melissa Knihtila, Senior Project Manager, IHI

Population Health

ML4: Practical Tools to Address Social Determinants of Health

B • Crystal Ballroom, Salon J

Nathan Fleming, Physician Lead for Quality and Health Equity, Children's Hospital Wisconsin; Bradley Crotty, Medical Director, Digital Engagement, Froedtert & Medical College of Wisconsin; Ellie Zuehlke, Director, Community Benefit & Engagement, Allina Health System

Safety

ML1: IHI Framework and the Journey to HRO: Two Stories of Transformation

I • Crystal Ballroom, Salon G

Frank Federico, RPh, Vice President, IHI; Thomas Kelley, MD, Orlando Health; Lt Col Downing Lu, MD, MPH, Chief Quality Officer, Defense Health Agency, National Capital Region, Walter Reed National Military Medical Center; LCDR Carla Pappalardo, RN, Clinic Manager and Nurse Co-Chair, Naval Health Clinic Annapolis; Brad Bunten, MD, Chief Medical Officer, Defense Health Agency, National Capital Region; Bayo Arowolaju, PhD, RN, Quality and Safety Manager, National Capital Region Multi-Service Market; Allan Frankel, MD, Patient Safety and Reliability Expert, Safe and Reliable Healthcare; Maleek Jamal, PhD, Consultant, University of California, San Diego Health System

We're leading a health care transformation—and we're not done yet.

Northwell Health is the first health system to receive the esteemed American Hospital Association Quest for Quality Prize.

This prestigious accolade shows we're fulfilling our commitment to serve our diverse communities—but we're not stopping there. That's because a true quest for quality means always working hard to meet the needs of not just today, but tomorrow.

We'll relentlessly push forward to continue increasing access to care, and we'll keep empowering our employees to dream up the next groundbreaking idea that'll change health care for the better, for everyone.



Look NorthSM



American Hospital Association
Quest for Quality Prize[®]

See how we're leading the charge at Northwell.edu/Quality

Safety continued

ML8: RCA²: See One, Try One, Take One Home!

B • Crystal Ballroom, Salon K-M

Merranda Logan, MD, CPPS, Assistant Chief Quality Officer, Massachusetts General Hospital; **Elizabeth Mort, MD**, Senior VP, Chief Quality Officer, Massachusetts General Hospital; **Brian Cummings, MD**, Associate Chief Quality Officer, Massachusetts General Hospital; **Jana Deen, JD, RN**, Associate Chief Patient Safety Officer, Massachusetts General Hospital

8:30 AM – 4:00 PM

IHI Quick Courses

In these one-day workshops, IHI faculty teach foundational quality improvement (QI) methodologies and practices, enabling participants to take home new tools, implement QI practices, and gain and sustain improvement success.

Equity

Q7: Dismantling Institutional Racism in Health Care

I • North Tower, Vinoy

Laura Botwinick, Director, Graduate Program in Health Administration and Policy, University of Chicago; **Judy Fleishman, PhD**, Director of Behavioral Science, Leadership, and Quality Improvement, Tufts Family Medicine Residency, Cambridge Health Alliance; **Ron Wyatt, MD**, Chief Quality Officer, Cook County Health & Hospitals System; **Amy Reid**, Director, Results & Evaluation, IHI; **Donald Berwick, MD, MPP**, President Emeritus and Senior Fellow, IHI

Improvement Science

Supported by:  PETERSON CENTER ON HEALTHCARE

Q1: Psychology of Change: A Human-Centered QI Approach

I • Grand Ballroom, Salon 7

Kate B. Hilton, JD, Faculty, IHI; **Alex Anderson**, Research Associate, IHI

Q4: Better Quality Through Better Measurement

I • Grand Ballroom, Salon 3

Robert Lloyd, PhD, Vice President, IHI; **Sue Butts-Dion**, Improvement Advisor, Butts-Dion Consulting, Inc.; **Todd Hatley, PhD(c)**, IHI Improvement Advisor, Integral Performance Solutions

Q13: Microsystems and Team Coaching = Success and Joy

I • North Tower, Sawgrass

Marjorie Godfrey, PhD, Co-Director, The Dartmouth Institute Microsystem Academy, The Dartmouth Institute; **Julie Johnson, PhD**, Professor, Northwestern University; **Tina Foster, MD**, Professor, Dartmouth Hitchcock Medical Center

Leadership

Q2: Five Essential Activities for Leadership Teams

I • North Tower, Marco Island

David Williams, PhD, Executive Director, Improvement Advisor, IHI; **Brandon Bennett**, Principal Advisor, Improvement Science Consulting

Q8: Engaged Physicians Transform Care

I • Hall of Cities, New York-New Orleans

Jack Silversin, DMD, President, Amicus, Inc.; **Gary Kaplan, MD**, Chairman and CEO, Virginia Mason Health System

Q9: Governance and Quality: Building Better Boards

B • North Tower, Grand Cayman-Puerto Rico

Michael Pugh, President, MdP Associates, LLC; **Barbara Balik, EdD, RN**, Co-Founder, Aefina Partners; **Beth Daley Ullem**, President, Quality and Safety First

Q10: How to Be a Brilliant Change Agent

I • Crystal Ballroom, Salon N

Helen Bevan, Chief Transformation Officer, Horizons Team, NHS England; **Kathryn Perera**, Head of Transformation, NHS England Sustainable Improvement Team; **Zoe Lord**, Senior Transformation Lead, NHS England

Q12: Leading Sustainable Change in the Real World

I • North Tower, Key West

Jason Leitch, DDS, National Clinical Director, Scottish Government Health Department; **Steve Swensen, MD**, Professor Emeritus, Mayo Clinic College of Medicine; Senior Fellow, IHI; **Kevin Rooney, MBChB**, Consultant in Anaesthesia and Intensive Care Medicine, NHS Greater Glasgow and Clyde

Q15: A Step-by-Step Plan to Build Your Improvement System

B • Crystal Ballroom, Salon E-F

Amar Shah, MD, Consultant Forensic Psychiatrist and Chief Quality Officer, East London NHS Foundation Trust (ELFT); **Paul Gilluley, MBBS**, Chief Medical Officer, ELFT; **Paul Binfield**, Head of People Participation, ELFT; **James Innes**, Pharmacist and Improvement Advisor, Associate Director for Quality Improvement, ELFT; **Navina Evans, MD**, CEO, ELFT

Q16: Engaging Everyone to Create and Sustain Quality

I • North Tower, Key Biscayne

Greg Firestone, Director, LEAN Strategies, New Hanover Regional Medical Center; **Sue Ballato, RN, PhD**, Quality Administrator, New Hanover Regional Medical Center; **David Munch, MD**, Senior Principal, Healthcare Performance Partners

Moving from Volume to Value

Q3: Achieving Hospital-Wide Patient Flow

I • North Tower, St. Thomas

Frederick Ryckman, MD, Former Senior Vice President for Medical Operations, Cincinnati Children's Hospital Medical Center; **Patricia Rutherford, RN**, Vice President, IHI; **Karen Murrell, MD**, Process Improvement, ED and Hospital Operations, Kaiser Permanente Medical Center; **Bela Patel, MD**, Vice Dean of Healthcare Quality, University of Texas Health Science Center and Regional Chief Medical Officer, Memorial Hermann Hospital Texas Medical Center

Q5: Using Value Management Tools to Impact Cost and Quality

I • Hall of Cities, Chicago-Denver

Kay Cordiner, RN, Value Improvement Lead, NHS Highland; **Poonam Gupta, CPHQ**, Senior Quality Improvement Reviewer, Hamad Medical Corporation; **Kedar Mate, MD**, Chief Education and Innovation Officer, IHI; **Jeff Rakover**, Senior Research Associate, IHI; **Tricia Bolender**, Improvement Advisor, IHI

Person-Centered Care

 Supported by: KAISER PERMANENTE. 

Q11: Intelligent Kindness: The Foundation of Quality Care

I • North Tower, West Indies

Shaun Maher, RN, Strategic Advisor, Person-Centered Care and Improvement, Scottish Government; **Anders Vege**, Head of Section, Norwegian Institute of Public Health; **Maureen Bisognano**, President Emerita and Senior Fellow, IHI; **Melissa Bingham, RN**, Consultant, World Health Organization; **Kris Vanhaecht, RN**, Professor, Senior Policy Advisor, and Secretary General, Leuven Institute for Healthcare Policy

Safety

Q6: Certified Professional in Patient Safety Review Course

I • Crystal Ballroom, Salon D

John Hertig, PharmD, CPPS, Associate Director, Purdue University Center for Medication Safety Advancement; **Maureen Frye, CPPS**, Director, Center for Safety and Quality, Abington Hospital/Jefferson Health; **Dot Snow, CPPS**, Director, National Risk Management and Patient Safety, Kaiser Permanente National Patient Care Services

Q14: Reducing Diagnostic Errors: A Practical Workshop

I • North Tower, Key Largo

Doug Salvador, MD, Chief Quality Officer, Baystate Medical Center; **Robert Trowbridge, MD**, Director, Faculty Development and General Internal Medicine, Maine Medical Center; **Harry Hoar III, MD**, Director, Pediatric Simulation, Baystate Medical Center

12:30 PM – 4:00 PM

Monday Afternoon Learning Labs

Improvement Science

 Supported by: 

ML10: Reducing Diagnostic Error in Clinical Settings

I • Grand Ballroom, Salon 12-14

Diana Rusz, Research and Program Manager, Society to Improve Diagnosis in Medicine; **Virginia Hamilton Crowe, EdD, RN**, Improvement Advisor, Hamilton Consulting, LLC

ML16: Tools for Transforming Teams and Igniting Change

I • Crystal Ballroom, Salon J

Colleen Kennedy, Executive Director, Health Systems Improvement & Engagement, BC Patient Safety and Quality Council; **Christina Krause**, Chief Executive Officer, BC Patient Safety and Quality Council

Joy in Work

ML9: Managing Professionals Who Don't (or Won't) Improve

A • Crystal Ballroom, Salon G

William Cooper, MD, Professor, Vanderbilt University School of Medicine; **Gerald Hickson, MD**, Professor, Vanderbilt University

Maternal and Child Health

ML14: Should Maternity Care and Substance Use Treatment Be Integrated?

B • North Tower, Harbor Beach

Daisy Goodman, Clinical Assistant Professor, Dartmouth Medical School

Moving from Volume to Value

ML12: Reducing Variation in Care Delivery While Improving Quality

B • Crystal Ballroom, Salon K-M

James Mountford, MD, Director of Quality, Royal Free London NHS Foundation Trust; **Kam Kalirai, RN, PhD**, Associate Director, Service Improvement, Royal Free London NHS Foundation Trust; **John Connolly**, Group Director Clinical Pathway, Royal Free London NHS Foundation Trust

Monday

Monday Afternoon Learning Labs 12:30 PM – 4:00 PM *continued*

Person-Centered Care

Supported by: KAISER PERMANENTE. thrive

ML11: Reducing Patient Wait Time Using a Fixed-Room Nurse Practitioner Model

B • Grand Ballroom, Salon 4-6

Michelle Williams, RN, Nurse Manager/Nurse Practitioner, Northwell Health; **Gloria Collura, RNC**, Senior Administrative Director II, Northwell Health; **James Rudy**, Director of Industrial Engineering, Northwell Health

ML15: The Practice of Respect: Preventing Emotional Harms

B • Grand Ballroom, Salon 1-2

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

ML17: What Happens When I Push This Button?

I • Grand Ballroom, Salon 9-10

Cheryl Dettmering, RN, Quality Improvement Nurse, Gundersen Health System; **Shannon Hulett, RN**, Manager Nursing Technology, Gundersen Health System; **Laura Kloss**, Clinical Manager, Gundersen Health System; **Clint Dunnun**, Clinical Informaticist, Gundersen Health System; **Ingri Gundersen Lombardi**, Patient Relations Specialist, Gundersen Health System

Population Health

ML13: Scaling Up Social Determinants of Health Interventions

B • Crystal Ballroom, Salon A-C

Sara Bader, CPHQ, Senior Manager, Upstream Quality Improvement, HealthBegins; **MaryCatherine Arbour, MD**, Associate Physician, Harvard Medical School; **Baraka Floyd, MD**, Clinical Assistant Professor, Stanford Health Care; **Samantha Morton, JD**, CEO, Medical Legal Partnership, Boston; **Patsy Hampton**, Senior Associate, Project DULCE Lead, Center for the Study of Social Policy; **Robert Sege, MD**, Physician, Boston Medical Center; **Elizabeth Beaudin, RN, PhD**, Senior Director, Population Health, Connecticut Hospital Association; **Gina Burrows**, Director Population Health, Connecticut Hospital Association; **Billie-Jo Frazier**, Population Health Coordinator, Connecticut Hospital Association

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Change Agent of the Year Award

The IHI Open School recognizes our Change Agent of the Year, **Jenna Smith-Forrester**, a medical student at the University of British Columbia, for her exemplary leadership of an IHI Open School Chapter and her dedication to inspiring her classmates to embrace quality improvement throughout their careers in health care.



4:00 PM – 7:00 PM

11th Annual IHI Open School Chapter Congress

Crystal Ballroom, Salon H Supported by **KAISER PERMANENTE** 

4:30 PM – 5:30 PM

Pre-Conference Keynote

Zubin “ZDoggMD” Damania, MD

Palms Ballroom

Find out more about this keynote on page 6.

This keynote presentation is offered exclusively for registered pre-conference attendees.

4:30 PM – 6:30 PM

Welcome Reception

Forum Hall (Cypress Ballroom) Supported by **vizient**.

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.

6:30 PM – 7:00 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.

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 – 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 page 10.

7:30 PM – 8:00 PM

Menorah Lighting Ceremony

Lobby, Marriott World Center

Join us to observe the final night of Hanukkah with candle lighting and light snacks.

7:00 AM – 8:00 AM

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.

8:00 AM – 9:00 AM

Keynote One

Derek Feeley and Jason Leitch

Supported by  **PETERSON
CENTER ON
HEALTHCARE**

Palms Ballroom and Overflow Viewing Rooms

Find out more about this keynote on page 6.

9:30 AM – 10:45 AM

Storyboard Walkarounds

Maternal and Child Health

SW1: Improving Perinatal Care

Cypress Ballroom Pre-Function 2

Bridget Buckaloo, Executive Director, Women's and Children's Services, Beebe Medical Center; **John Harkins, MD**, Assistant Professor, UT Dell School of Medicine, Seton Healthcare Family; **Jay Encarnacion, RN**, Quality Nurse Coordinator, Hartford Health Care Corp; **Shanthi Shanmugalingam, MBBS**, Consultant Neonatologist, Royal Free London NHS Foundation Trust

Population Health

SW2: Innovations in Age-Friendly Care

Cypress Ballroom Pre-Function 3

Timothy Wells, Associate Director, Research, Optum; **Olivia Cheng, MD**, Orthopedic Surgeon, Program Director, Collingwood General and Marine Hospital; **Rosie Skrypak**, Occupational Therapy, Clinical Lead Occupational Therapist, Royal Free London NHS Foundation Trust; **Jenny Bernard, APN**, Transitions of Care Coordinator, Hackensack University Medical Center

Spotlight Sessions and Workshops

See the listing of all Spotlight Sessions on page 11.

9:30 AM – 10:45 AM

Spotlight Session A

A1: 5 Strategies for Leading Quality at a System Level

B • Palms Ballroom

Angela Shippy, MD, Senior Vice President and Chief Quality Officer, Memorial Hermann; **Petrina McGrath, RN, PhD**, Executive Director of Quality and Safety, Saskatchewan Health Authority; **David Williams, PhD**, Executive Director, Improvement Advisor, IHI

A Workshops

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

11:15 AM – 12:30 PM

Spotlight Session B

B3: A Proven Approach to Change Leadership Behavior to Enable an Improvement Culture

I • Palms Ballroom

John Toussaint, MD, Executive Chairman, Catalysis; **Susan Ehrlich**, CEO, Zuckerberg San Francisco Hospital

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.

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Tuesday, December 11, 7:45 AM - 4:15 PM

Wednesday, December 12, 7:45 AM - 2:30 PM

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B Workshops

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

9:30 AM – 10:45 AM: A Workshops
11:15 AM – 12:30 PM: B Workshops

Equity

A6/B6: Activating Global Health Change Agents for Health Equity

S B • North Tower, Grand Cayman-Puerto Rico

Natalie Privett, PhD, Lead Health Systems Design Engineer, Faculty Director of Workforce and Training, ICAHN School of Medicine; **Alyssa Smaldino**, Education Program Manager, Arnhold Institute for Global Health

Improvement Science

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A2/B2: A New Model to Identify and Deploy Best Practices

A • Grand Ballroom, Salon 7

Michael Kanter, MD, Medical Director, Quality & Clinical Analysis, Kaiser Permanente; **Joel Whittaker**, Consultant, Kaiser Permanente; **Yasmina Mohan**, Project Manager, Kaiser Permanente

A4/B4: How to Evaluate the Return on Investment from QI

A • Crystal Ballroom, Salon D

Amar Shah, MD, Consultant Forensic Psychiatrist and Chief Quality Officer, East London NHS Foundation Trust (ELFT); **James Innes**, Pharmacist and Improvement Advisor, Associate Director for Quality Improvement, ELFT

A5/B5: Use Actionable Data to Benefit Customers and Staff

I • Crystal Ballroom, Salon E-F

Steve Tierney, MD, CMIO/Medical Director, Clinic Quality Improvement, Southcentral Foundation; **Karen McIntire**, Director of Human Resources, Southcentral Foundation

A9/B9: Back to Basics: Essential QI Skills

S B • Grand Ballroom, Salon 3

Lauren Macy, Improvement Advisor, IHI; **Jesse McCall**, Director, IHI

A12/B12: Bringing Your Board Beyond “StopLight” Scorecards

A • Grand Ballroom, Salon 9-10

Dan Watson, Director, Clinical Decision Support, Methodist Health Systems; **Valerie Craig, RN**, Vice President, Clinical Effectiveness & Patient Safety, Methodist Health Systems

A24/B24: Using Concurrent Mixed Methods in a National QI Project

I • North Tower, Aruba

Sue Mashni, PharmD, Chief Pharmacy Officer, Mercy Health Partners; **Nila Sathe**, Director, Medical Evidence, Premier, Inc.; **Roni Christopher**, Director, Health Partners Consulting; **Eva Kline-Rogers**, Nurse Practitioner, Co-Director, MCORRP, University of Michigan Health System

A29/B29: Create a Culture of Daily Continuous Improvement

B • Crystal Ballroom, Salon H

Kelly MacKen-Marble, Vice President, Ambulatory Care Division, CentraCare Health System; **Rachael Lesch, RN**, Senior Director of Quality Improvement and Population Health, CentraCare Clinic; **Dane Nelsen**, Performance Improvement Consultant, CentraCare Clinic; **Chris Thompson, MD**, Family Physician, CentraCare Health System

Joy in Work

A16/B16: Co-Design an Environment in Which Staff Can Thrive

S B • Grand Ballroom, Salon 4-6

Anthony Digoia, MD, Medical Director at The Bone and Joint Center at Magee-Womens Hospital of UPMC, University of Pittsburgh Medical Center; **Molly O'Brien**, Director of Marketing, goShadow; **Angela DeVanney**, Founder, goShadow, Magee-Womens Hospital of UPMC

A19/B19: Workplace Violence Prevention: A Collaborative Approach

B • North Tower, Vinoy

Charles Hodges, Manager of Public Safety, Piedmont Athens

Leadership

A1/B1: 5 Strategies for Leading Quality at a System Level

B • A1: Spotlight Session: Palms Ballroom
B1: Crystal Ballroom, Salon N

Angela Shippy, MD, Senior Vice President and Chief Quality Officer, Memorial Hermann; **Petrina McGrath, RN, PhD**, Executive Director of Quality and Safety, Saskatchewan Health Authority; **David Williams, PhD**, Executive Director, Improvement Advisor, IHI

A3/B3: A Proven Approach to Change Leadership Behavior to Enable an Improvement Culture

I • A3: Crystal Ballroom, Salon N
B3: Spotlight Session: Palms Ballroom

John Toussaint, MD, Executive Chairman, Catalysis; **Susan Ehrlich**, CEO, Zuckerberg San Francisco Hospital

9:30 AM – 10:45 AM: A Workshops continued
11:15 AM – 12:30 PM: B Workshops continued

Leadership continued

A26/B26: Designing High-Impact Value Improvement Projects

B • Crystal Ballroom, Salon A-C

September Wallingford, RN, Director of Operations, Costs of Care; **Neel Shah, MD**, Executive Director, Costs of Care; **Chris Moriates, MD**, Implementation Director, Dell Medical School at the University of Texas at Austin; **Jordan Harmon**, Managing Director, Hospital for Special Surgery; **Reshma Gupta, MD**, Director of Outreach and Evaluation, Costs of Care

Maternal and Child Health

A17/B17: Co-Design Your Way to Better Pregnancy Care

B • North Tower, Bahamas

Lucy Pickard Sullivan, Pediatric Registrar, London Northwest Healthcare NHS Trust; **Daisy Goodman, CNM**, Clinical Assistant Professor, Dartmouth Medical School; **Livia Sanches Pedrillo, RN**, Patient Safety Consultant, Hospital Israelita Albert Einstein; **Jeff Rakover**, Senior Research Associate, IHI

A27/B27: Creating a Maternal-Child Service Line

I • Hall of Cities, Chicago

Sharon Arneson, RNC, Senior Practice Director, Kaiser Permanente; **Eric Warshaw, MD**, Director of Operations, Northwest Permanente

Mental Health and Well-Being Supported by:

A11/B11: Teamwork, Communication, and Data: 3 Keys to Large-Scale Practice Change in Opioid Prescribing

I • Crystal Ballroom, Salon P-Q

Linda Cruz, MD, West Area Medical Director, Providence Medical Group - Oregon; **Ryan Dix, PsyD**, Behavioral Medicine Faculty, Licensed Psychologist, Providence Medical Group

A20/B20: Behavioral Health Integration: A Look at Lessons and Barriers

B • North Tower, Sawgrass

Doriane Miller, MD, Associate Professor of Medicine, University of Chicago Medical Center; **Jeffrey Rado, MD**, Associate Professor of Psychiatry and Behavioral Sciences and Medicine, Northwestern Medicine; **Daniel Yohanna, MD**, Associate Professor of Psychiatry, The University of Chicago; **Megan Priolo**, Principal, Hazel Tree Healthcare Solutions, LLC; **Robin Motter-Mast**, Medical Director of Primary Care and Population Health, Greater Baltimore Medical Center; **Robert Roca, MD**, Vice President and Chief Medical Officer, Sheppard Pratt Health System, Inc.

A23/B23: Integrate Primary Care for Substance Use Disorder Treatment

B • Hall of Cities, Denver

Shelby Kuhn, LCSW, Manager of Behavioral Health Programming, Aurora Sheboygan Memorial Medical Center; **Catherine Best**, Physician, Aurora Sheboygan Memorial Medical Center; **Kelly Grube, RN**, Aurora Sheboygan Memorial Medical Center; **Donna Galbreath, MD**, QA Medical Director, Southcentral Foundation; **Melissa Merrick, LCSW**, Clinical Director of Brief Intervention Services, Behavioral Services Division, Southcentral Foundation

A30/B30: Don't Wait: Find and Address Behavioral Health Issues

B • North Tower, Key Biscayne

Amy Nist, LCSW, Manager, Behavioral Health Integration, Providence Health and Services; **Patrick Triplett**, Clinical Director, Department of Psychiatry, Johns Hopkins University School of Medicine

Moving from Volume to Value

A13/B13: Building a Culture of Data-Driven Cost and Quality

I • Grand Ballroom, Salon 1-2

Lisa Wied, Vice President, Gundersen Health System; **Rachel Albrecht**, Administrative Director, Gundersen Health System

A14/B14: Engaging Physicians Using Value Measurement Tools

I • Grand Ballroom, Salon 12-14

Vivian Lee, President, Health Platforms, Verily; **David Pryor, MD**, Executive Vice President, Chief Clinical Officer, Ascension Health; **John Wong**, Chief Executive, National University Health System

A18/B18: Adopting a Cohort-Based, Value-Driven Health Care Model

I • North Tower, Key Largo

Prabhu Parimi, MD, Director, MFNI, All Children's Hospital John's Hopkins Medicine; **Chris Snyder**, Senior Director, All Children's Hospital John's Hopkins Medicine

A21/B21: Storytelling Time: Practical Tips for Converting Clinicians to Value-Based Believers

I • North Tower, Key West

Ashish Parikh, Senior Vice President of Medical Affairs and Quality, Summit Health Management; **Deborah Molina**, Six Sigma Black Belt, National Director, Quality Improvement, Summit Medical Group; **Edward Yu, MD**, Medical Director, Quality & Patient Safety, Palo Alto Medical Foundation; **Wendi Knapp, MD**, Medical Director, Variation Reduction, Palo Alto Foundation Medical Group



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December 9-12, 2018

*Preparing the Workforce for Emerging Roles Across the Care Continuum:
A Care Navigator Case Study*

Presented by Dawn Hawkins Johnson, MSN, Executive Vice President

COPE Health Solutions is a national mission-driven consulting firm that partners with health systems and payers to develop and implement comprehensive population health management and workforce development strategies to transform healthcare delivery, align financial incentives, and build the workforce needed to succeed in value-based care.

9:30 AM – 10:45 AM: A Workshops *continued*

11:15 AM – 12:30 PM: B Workshops *continued*

Moving From Volume to Value *continued*

A22/B22: Transforming Systems with Alignment and Engagement

I • North Tower, Marco Island

Alen Vartan, Executive Director, Kaiser Permanente; **John Gorham**, Principal Consultant, Kaiser Permanente; **Jason Jones, PhD**, Vice President, Kaiser Permanente; **Stella Safo, MD**, Senior Medical Director, Clinical Transformation, Mount Sinai Health System

Person-Centered Care Supported by: KAISER PERMANENTE thrive

A15/B15: Can a Conversation Change an Outcome? Can a Conversation Save a Life?

B • Hall of Cities, New York-New Orleans

Patricia Skolnik, President, Citizens for Patient Safety, LLC

A25/B25: Co-Producing Health: A Global Perspective

B • North Tower, St. Thomas

Paul Binfield, Head of People Participation, East London NHS Foundation Trust (ELFT); **Ziva Mann**, Patient Lead, Cambridge Health Alliance; **Paul Batalden, MD**, Active Emeritus Professor, The Dartmouth Institute; **Navina Evans, MD**, CEO, ELFT

A28/B28: Polypharmacy: Pharmacist-Led Deprescribing Programs

B • North Tower, West Indies

Lynn Deguzman, PharmD, Regional Clinical Operations Manager, Kaiser Permanente Northern California; **Chris Chang, PharmD**, Pharmacist Project Manager, Kaiser Permanente

Population Health

A7/B7: High Risk, High Reward: How Team-Based Care Helps the Most Complex Patients

B • Crystal Ballroom, Salon K-M

Deborah Satterfield, East Area Medical Director, Providence Medical Group; **Mary McLaughlin-Davis**, Senior Director, Case Management, Lakewood Hospital; **Kathleen Fraser, RN-BC**, Executive Director, Case Management Society of America; **Vanessa Casillas**, Director of Psychology, Providence Health and Services

A8/B8: Age-Friendly Health Systems: Improving Care for Older Adults

B • North Tower, Harbor Beach

Kedar Mate, MD, Chief Education and Innovation Officer, IHI; **Leslie Pelton**, Senior Director, IHI; **Mary Tinetti, MD**, Gladys Phillips Crofoot Professor, Yale University; **Ann Hendrich, PhD, RN**, Senior Vice President, Chief Quality/Safety and Nursing Officer, Executive Director of the Patient Safety Organization, Ascension Health; **Terry Fulmer, PhD, RN**, President, The John A. Hartford Foundation

Safety

A10/B10: Back to Basics with the Lucian Leape Institute: A Journey to the Forefront of Transforming Safety

B • Crystal Ballroom, Salon G

Gary Kaplan, MD, Chairman and CEO, Virginia Mason Institute; **Julianne Morath, RN**, President and CEO, Hospital Quality Institute; **Susan Edgman-Levitan**, Executive Director, John D. Stoeckle Center for Primary Care Innovation, Massachusetts General Hospital

11:15 AM – 12:30 PM

Storyboard Walkarounds

Equity

SW3: Using QI to Solve Complex Social Problems

Cypress Ballroom Pre-Function 2

Lindsey Giblin, Portfolio Lead, Community Solutions; **Tigee Hill**, Managing Director of Program and Relationships, Health Leads; **Suzanne Ghee**, Assistant Vice President, Business Growth and Community Health, Virtua; **Jake Maguire**, Director, Communications and International Efforts, Community Solutions

Safety

SW4: Sepsis

Cypress Ballroom Pre-Function 3

Maureen Disbot, RN, CPHQ, Vice President, Quality & Patient Safety & Clinical Analytics, Providence St. Joseph Health; **Christopher D. Hill, DO**, Medical Director of Clinical Performance, UnityPoint Health; **Margaret Doskotz, RN**, Quality Measures Data Manager, Stony Brook University Medical Center; **Bradley Schroeder, MD, PhD**, Physician, Pulmonary Medicine Associates

12:40 PM – 1:20 PM

Networking Lunches

Death Over Deli

12:40 PM – 1:20 PM Longitude/Latitude Dining Room

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.

Advancing Organizational Equity: IHI's Journey

12:40 PM – 1:20 PM Crystal Ballroom, Salon H

Join IHI's Internal Equity Improvement Team to learn how IHI is developing a workforce that represents the diversity of our communities and creating a workplace where everyone can thrive. IHI staff will share challenges and successes on the journey to improve our systems, processes, and culture by explicitly addressing the systemic nature of racism.

1:30 PM – 2:45 PM

Storyboard Walkaround

SW5: Storyboard Walkaround: Examples in Student and Resident Leadership

S • S Cypress Ballroom, Pre-Function 2

Elizabeth Vincent, King's College London; **Alexa McWhinnie**, Massachusetts General Institute of Health; Professions; Presenters from the University of Texas Southwestern; **Kanwar Thind**, Oregon Health Science University; **Laken Harrel**, OHSU-PSU School of Public Health

Facilitators: **Kate B. Hilton, JD**, Faculty, IHI; **Gina Deitz**, Senior Community Manager, IHI Open School; **James Moses, MD**, Chief Quality Officer, Boston Medical Center

Spotlight Session and Workshops

See the listing of all Spotlight Sessions on page 11.

1:30 PM – 2:45 PM

Spotlight Session C

C4: Assess Burnout, Take Action, Create Joy in Work

B • Palms Ballroom

J. Bryan Sexton, PhD, Associate Professor, Director, Duke Patient Safety Center, Duke University Health System; **Kathryn Adair, PhD**, Senior Research Associate, Duke University Health System; **Michael Leonard, MD**, Principal, Safe & Reliable Healthcare

C Workshops

C Workshops do not repeat.

Equity

C25: Exploring Disparities in Readmissions

I • Crystal Ballroom, Salon K-M

Andrea Tull, PhD, Director, Reporting & Analytics, Massachusetts General Hospital

Improvement Science

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C3: Learning Networks: Co-Producing Outcomes at Scale

I • North Tower, St. Thomas

Carole Lannon, MD, Senior Faculty Lead, Learning Networks Program, Anderson Center, Cincinnati Children's, and Senior Quality Advisor, American Board of Pediatrics, Cincinnati Children's Hospital Medical Center; **Diane Pickles**, Director of Development, Sisters by Heart; **Wallace Crandall, MD**, Professor of Clinical Pediatrics, Associate Medical Director, Nationwide Children's Hospital

C7: Engaging Students as Catalysts in Improvement Work

S B • North Tower, Key Largo

Lindsay Hunt, Director, Systems Transformation, Harvard Medical School Center for Primary Care; **Joseph Salem**, Graduate Research Assistant, Healthcare Systems Engineering Institute; **James Benneyan, PhD**, Professor, Northeastern University

C8: Finding, Testing, and Scaling Promising Innovations

I • Grand Ballroom, Salon 1-2

Don Goldman, MD, Chief Scientific Officer Emeritus, IHI; **Melissa Knihtila**, Senior Project Manager, IHI

C11: Get Creative: QI Meets Design Thinking

I • Crystal Ballroom, Salon N

Rebecca Trotta, PhD, RN, Director, Nursing Research and Science, University of Pennsylvania Hospital; **David Resnick**, Innovation Manager, University of Pennsylvania Health System; **Anita McGinn-Natali**, Advisor, Hospital of the University of Pennsylvania; **Michael Posenche, MD**, Associate Chief Medical Officer, Value Improvement, University of Pennsylvania Hospital

C12: The Power of Zero: Achieving Audacious Goals

I • Crystal Ballroom, Salon D

Beth Sandor, Principal, Community Solutions; **M. Justin Coffey, MD**, Vice President & Chief Information Officer, The Menninger Clinic; **Donald Berwick, MD, MPP**, President Emeritus and Senior Fellow, IHI

C15: Integrating Continuous Improvement into EHR Design

I • Crystal Ballroom, Salon A-C

Michael Woodruff, MD, Senior Medical Director, Office of Patient Experience, Intermountain Healthcare; **Todd Allen, MD**, Senior Executive Medical Director, Intermountain Healthcare; **Jorden Hackney**, Student, University of Utah

C17: Interprofessional Ownership of Lean Improvement

I • Hall of Cities, New York-New Orleans

Suneela Nayak, RN, Lean Six Sigma Black Belt, Director of Operational Excellence, Maine Medical Center; **Ruth Hanselman**, Program Manager, Maine Medical Center; **Stephen Tyzik**, Master Lean Six Sigma Black Belt, Performance Improvement Consultant, Maine Medical Center; **Mark Parker, MD**, Vice President, Quality and Safety, Maine Medical Center; **Linda Simonsen**, Retired Physical Therapist, Maine Medical Center

1:30 PM – 2:45 PM: C Workshops *continued*

Improvement Science *continued*

C27: Moving from Reactive to Proactive: How to Anticipate Safety Events

I • Grand Ballroom, Salon 7

Erica Savage, Manager, Ambulatory Quality and Safety, MedStar Health; **Kathryn Kellogg, MD**, Associate Medical Director, Quality and Safety, MedStar Health; **Seth Krevat, MD**, Assistant Vice President Safety, MedStar Health; **Terry Fairbanks, MD**, Assistant Vice President, Ambulatory Quality and Safety, MedStar Health

Joy in Work

C4: Assess Burnout, Take Action, Create Joy in Work

B • Spotlight Session: Palms Ballroom

J. Bryan Sexton, PhD, Associate Professor, Director, Duke Patient Safety Center, Duke University Health System; **Kathryn Adair, PhD**, Senior Research Associate, Duke University Health System; **Michael Leonard, MD**, Principal, Safe & Reliable Healthcare

C13: Finding and Creating Joy in Work

I • Grand Ballroom, Salon 3

Jessica Perlo, Director, IHI; **Derek Feeley**, President and Chief Executive Officer, IHI; **Steve Swensen, MD**, Professor Emeritus, Mayo Clinic College of Medicine; Senior Fellow, IHI

C20: Joy in Work: The Risks and Magic of Small Actions

B • Crystal Ballroom, Salon G

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

C22: Leadership Lessons: From Sports to Health Care

B • Grand Ballroom, Salon 9-10

Pedro Delgado, Head of Europe and Latin America Regions, IHI; **Goran Henriks**, Chief Executive, Learning and Innovation, Qulturum

Leadership

C14: High-Impact Leadership: Developing Core Leaders

S I • Crystal Ballroom, Salon H

Michael Pugh, President, MdP Associates, LLC; **David Munch, MD**, Senior Principal, Healthcare Performance Partners

C18: Is Culture Eating Your Safety Strategy for Lunch?

I • Grand Ballroom, Salon 4-6

Gretchen Ruoff, CPPS, Senior Program Director, Patient Safety Services, CRICO/RMF; **Patricia Folcarelli, RN, PhD**, Vice President, Healthcare Quality, Beth Israel Deaconess Medical Center; **Maggie Janes**, Program Director, Patient Safety, Controlled Risk Insurance Company

Maternal and Child Health

C5: Improve Outcomes for Moms and Babies Affected by Opioid Use Disorders

I • North Tower, Key Biscayne

Michael Marcotte, MD, Director of Quality and Safety for Women's Services, TriHealth Corporation; **Michele Walsh, MD**, Division Chief, Neonatology, UH Cleveland Medical Center

Mental Health and Well-Being

 Supported by: 

C2: Radical Redesign: Coach-Based Mental Health Care

I • Hall of Cities, Chicago

Paul Cohen, Vice President, Strategy & Business Development, One Medical Group; **Lenard Lesser, MD**, Physician and Clinical Research Lead, One Medical Group

C10: From the Ground Up: A Journey to Zero Suicide

I • North Tower, Marco Island

Shelby Kuhn, LCSW, Manager of Behavioral Health Programming, Aurora Sheboygan Memorial Medical Center; **Rebecca Gruenewald**, Project Manager, Aurora Health Care; **Lori Knitt, RN**, Vice President of Nursing, Aurora Health Care

C26: Minnesota Fierce: Tackling Mental Health and Opioids

S I • North Tower, Key West

Tani Hemmila, Director, Institute for Clinical Systems Improvement; **Claire Neely, MD**, Chief Medical Officer, Institute for Clinical Systems Improvement; **Charles Reznikoff**, Assistant Professor of Medicine, Hennepin County Medical Center; **Paul Goering, MD**, Vice President, Mental Health and Addiction, Allina Health System

Moving from Volume to Value

C21: Improving Value: Putting a Strategic Focus on Overdiagnosis

I • Crystal Ballroom, Salon P-Q

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

C23: Aligning Stars in the ED: Improve Your CMS Timeliness of Care Measures

B • North Tower, West Indies

Joseph Crane, MD, Chief Clinical Operations Officer, Emergency Medicine, TeamHealth

C28: Trading Spaces: Remodeling Acute Care for Seniors

I • North Tower, Bahamas

Jon Zifferblatt, MD, Senior Director, West Health; **Amy Stuck, PhD, RN**, Program Manager, West Health; **Chris Crowley, PhD**, Program Manager, West Health; **Liane Wardlow, PhD**, Principal Investigator, West Health; **Cory Sevin, RN**, Senior Director, IHI; **Joan Grebe**, Improvement Advisor, University of California San Francisco

Person-Centered Care

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C19: Is Your Organization Conversation Ready?

I • Hall of Cities, Denver

Kelly McCutcheon Adams, LICSW, Senior Director, IHI

C29: The Power of Teaching Patients and Families about QI

I • North Tower, Sawgrass

Lindsey Bourne, Director of Education, Patient & Family Centered Care Partners, Libby Hoy, Founder and CEO, Patient & Family Centered Care Partners

Population Health

C1: A WISH for Seniors: Improving Community Tenure

I • North Tower, Aruba

Benjamin Peck, PhD, Program Director, Wellness and Independence for Seniors at Home; Jeff Goldman, Vice President, Population Health/Director, Nexus Montgomery, Primary Care Coalition

C9: For Hospitals, Cooperation Is the New Competition

A • North Tower, Grand Cayman-Puerto Rico

Leslie Graham, President and CEO, Primary Care Coalition; Annice Cody, President, Holy Cross Health Network, Holy Cross Health

C16: Nurse Navigators: Improve Patient Transitions to Home, Cut Readmissions, and Save Hospitals Money

B • North Tower, Harbor Beach

Heather Peiritsch, RN, Bundle Payment Program Manager, Abington Hospital/Jefferson Health; Katora Campbell, RN, Director, Church Health Center

C30: Payer as Partner: A Population Health Model

I • Grand Ballroom, Salon 12-14

Shannon Saksewski, Manager, Population Health, Aetna Medicaid; Christine Bucheit, Program Manager, Population Health, Aetna Medicaid

Safety

C6: Improving Safety in a Volatile System

I • Crystal Ballroom, Salon E-F

Tony Kelly, MD, National Clinical Lead, NHS Improvement; Phil Duncan, Head of Improvement Programs, NHS Improvement; Amelia Brooks, Director, Patient Safety & Europe, IHI; Frank Federico, RPh, Vice President, IHI

C24: Managing Behavioral Issues in Medical Settings

B • North Tower, Vinoy

Tammy Williams, RN, CPPS, Collaborative Advisor, Vizient; Lisa Davis, RN, Nurse Manager, Psychiatric Nursing Consultation Service, VCU Health System; Samuel Stroupe, MD, Deputy Chief Director, Psychiatric ED/CL Services, NYU Langone Brooklyn; Thomas Heinrich, MD, Physician, Medical College of Wisconsin

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Tuesday

3:15 PM – 4:40 PM

Keynote Two

Maureen Bisognano; Vania Deonizio;
Mona Hanna-Attisha, MD; and Celine
Gounder, MD

Palms Ballroom and Overflow Viewing Rooms

Find out more about this keynote on page 7.

4:40 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 page 10.

6:00 PM – 8:00 PM

Nursing Now Reception

Grand Ballroom, Salon 4-6

IHI invites all nurses and midwives to a special information and networking event focusing on Nursing Now, a global campaign to improve health by raising the profile and status of nurses worldwide. Discover how the momentum is building to demonstrate how we collectively advance the Triple Aim of better health for our populations, better care for our patients, and lower costs, as well as improved joy and teamwork through this global initiative. Learn how you can become involved in the campaign, and how nurses and midwives can access IHI's complimentary Open School improvement and leadership resources.

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 page 10.

Stop Repeat Incidents

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Wednesday

7:00 AM – 7:45 AM

Special Interest Breakfasts

Have breakfast and network with colleagues on a variety of improvement topics. No registration required.

For more Networking Opportunities, see page 10.

SIB1: Friends of IHI and Global Initiatives

Grand Ballroom, Salon 9-10

Facilitators: **Pierre M. Barker, MD**, Chief Global Partnerships and Programs Officer, IHI; **Yael Gill**, Executive Director, Strategic Partners, IHI

SIB2: Communications for Improvement

Grand Ballroom, Salon 3

Facilitators: **Jo Ann Endo, MSW**, Senior Managing Editor, Digital Content, IHI; **Frits Bredal**, Head of Communications, Danish Society for Patient Safety

SIB3: Preparing Personally and Professionally for End-of-Life Care Conversations

Crystal Ballroom, Salon A-C

Facilitators: **Rosemary Lloyd**, Director, Advisor to Faith Communities, IHI; **Patty Webster**, Faculty and Improvement Advisor, IHI

SIB4: Hear Highlights from the IHI/BMJ International Forums in Europe and Asia-Pacific and Learn How to Get Involved

Grand Ballroom, Salon 8 Supported by:

Facilitator: **Holly Clark**, British Medical Journal; special guest speakers

SIB5: Changing Culture in a Multicultural World: Quality Improvement in Latin America

Hall of Cities, Chicago-Denver

Facilitators: **Pedro Delgado**, Head of Latin America & Europe, IHI; **Daniel Peres**, Project Manager, IHI; **Catherine Ternes**, Project & Operations Manager, IHI

SIB6: Key Strategies in Improving Quality in Maternal Health

Crystal Ballroom, Salon P-Q

Facilitators: **Bridget Buckaloo, RN**, Executive Director, Women's Health Services, Beebe Healthcare; **Erika Sundrud**, Lean and Six Sigma Master Black Belt, Principal, Quality & Safety, Premier, Inc.; **Deborah Kilday, RN**, Manager, Quality & Safety, Premier, Inc.

SIB7: 100 Million Healthier Lives: Supporting Health Systems on the Journey to Population Health

Grand Ballroom, Salon 4-6

Facilitators: **Jay Bhatt, DO**, Chief Medical Officer, American Hospital Association, and President, Health Research and Educational Trust; **Saranya Loehrer, MD**, Head of the North America Region, IHI

SIB8: Nursing Now: A Global Campaign for the Profession

Grand Ballroom, Salon 12-14

Facilitator: **Maureen Bisognano**, President Emerita and Senior Fellow, IHI

SIB9: Advancing the Mental, Social, and Spiritual Health of the Nation

Crystal Ballroom, Salon K-M Supported by:

Facilitators: **Tyler Norris, CEO**, Well Being Trust; **Benjamin F. Miller, PsyD**, Chief Strategy Officer, Well Being Trust; **Arpan Waghray, MD**, Chief Medical Officer, Well Being Trust

SIB10: Reducing Disparities in Maternal Mortality: IHI's Current Efforts in the US

Crystal Ballroom, Salon E-F

Facilitators: **Trissa Torres, MD**, Chief Operations and North America Programs Officer, IHI; **Lauren Magoun**, Director, IHI

SIB11: IHI Pathways for Advancing Your Professional Practice in Safety

Grand Ballroom, Salon 1-2

Facilitators: **Patricia McGaffigan, RN, CPPS**, Vice President, Safety Programs, IHI; **Frank Federico, RPH**, Vice President, IHI

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 11, 7:45 AM - 4:15 PM

Wednesday, December 12, 7:45 AM - 2:30 PM

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

Wednesday

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

SIB12: Current IHI Efforts Addressing the Opioid Epidemic

Grand Ballroom, Salon 11

Facilitators: **Allison F. Perry**, Senior Project Manager, IHI; **Mara Laderman**, Director, IHI; **Matthew Jensen**, Project Coordinator, IHI

SIB13: Understanding What Matters to Patients as People

Hall of Cities, New York-New Orleans

Facilitator: **Gregory Makoul, PhD**, Founder, CEO, PatientWisdom

SIB14: IHI Leadership Alliance: Bold Leaders Create Change from the Insight Out

Grand Ballroom, Salon 7

Facilitators: **Jill Duncan, RN**, Executive Director, IHI; **Don Berwick, MD**, President Emeritus and Senior Fellow, IHI

SIB15: Improving Care for Serious Illness

Crystal Ballroom, Salon D

Facilitator: **Richard Averbuch**, Executive Director, Massachusetts Coalition for Serious Illness Care

8:00 AM – 9:00 AM

Keynote Three

Gregory Boyle

Palms Ballroom and Overflow Viewing Rooms

Find out more about this keynote on page 8.

Spotlight Sessions and Workshops

See the listing of all Spotlight Sessions on page 11.

9:30 AM – 10:45 AM

Spotlight Session D

Supported by:  PETERSON CENTER ON HEALTHCARE

D2: Nudging Patients and Providers to Improve Quality

B • Palms Ballroom

Paul Cohen, Vice President, Strategy & Business Development, One Medical Group; **Larissa May, MD**, Director of Emergency Department and Outpatient Antibiotic Stewardship, University of California Davis; **Kabir Yadav**, Physician Specialist, LA County Department of Health Services Harbor-UCLA Medical Center

D Workshops

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

11:15 AM – 12:30 PM

Spotlight Session E

Supported by:  PETERSON CENTER ON HEALTHCARE

E25: Learning from Appreciative Inquiry: What Differentiates Leading Organizations?

I • Palms Ballroom

Carol Wagner, RN, Senior Advisor, High Reliability, American Hospital Association; **Jay Bhatt, DO**, Chief Medical Officer, American Hospital Association, and President, Health Research and Educational Trust; **Jordan Steiger**, Program Manager, American Hospital Association

9:30 AM – 10:45 AM: D Workshops

11:15 AM – 12:30 PM: E Workshops

Equity

D6/E6: Physicians and Implicit Racial Bias: Impacts and Solutions

I • North Tower, Sawgrass

Gregory Sawin, MD, Program Director, Tufts University Family Medicine Residency, Cambridge Health Alliance; **Anurag Gupta, JD**, Founder & CEO, BE MORE America

D9/E9: Using QI to Advance Social Justice

I • Crystal Ballroom, Salon K-M

Hema Magge, MD, Country Director, IHI; **Drew Martin**, Regional Engagement Manager, IHI; **Maureen Tshabalala, RNM**, Director, Regional Projects, IHI

D17/E17: Illuminating the Amazing, Invisible Transgender Patient

B • Hall of Cities, New York-New Orleans

Susan Boisvert, Senior Risk Specialist, Coverys; **Emile Boisvert**, Transgender Man

D21/E21: Actionable Ideas for Advancing Equity: The Role of Health Care

S B • North Tower, Key West

Amy Reid, Director, Results & Evaluation, IHI; **Chandrea Brown**, IS Project Leader, Data Services & Knowledge Management, Rush University Medical Center; **Nance McClure**, Chief Operating Officer, Care Group, HealthPartners; **Jennifer Goldsmith**, Director of Administration, Global Health Equity, Brigham and Women's Hospital

Improvement Science Supported by:

D1/E1: Using the Dosing Approach to Build Capability

B • Crystal Ballroom, Salon E-F

Robert Lloyd, PhD, Vice President, IHI; **Rebecca Steinfield**, Director, IHI; **Dennis Deas**, Managing Director, Kaiser Permanente

D2/E2: Nudging Patients and Providers to Improve Quality

B • D2: Spotlight Session: Palms Ballroom
E2: Grand Ballroom, Salon 7

Paul Cohen, Vice President, Strategy & Business Development, One Medical Group; **Larissa May, MD**, Director of Emergency Department and Outpatient Antibiotic Stewardship, University of California Davis; **Kabir Yadav**, Physician Specialist, LA County Department of Health Services Harbor-UCLA Medical Center

D4/E4: Reduce Acute Kidney Injury and Improve PSI 10

I • North Tower, Aruba-Bahamas

Donna Sabol, Vice President and Chief Quality Officer, Saint Luke's Hospital Health Network; **Aldo Carmona**, Senior Vice President, Clinical Integration, Saint Luke's Hospital Health Network; **Madeleine Biondillo, MD**, Vice President of Quality & Safety, Premier, Inc.

D8/E8: QI Coach's Playbook: Tips for Inclusive Teamwork

I • Crystal Ballroom, Salon H

Maureen Walsh Koricke, PhD, Assistant Professor of Health Administration, Director, MHA Program, Queens University of Charlotte; **Sarah Mabus**, Project Manager, Levine Children's Hospital; **Mehgan Beverley**, QI Coach, Hematology-Oncology, Carolinas Healthcare System; **Talia Buitrago, CPHQ**, Quality Improvement Coach, Levine Children's Hospital; **Mary Webster**, Senior Program Director, Population Health Improvement Partners

D10/E10: Achieve the Quadruple Aim Through a Holistic Quality Management System

A • Crystal Ballroom, Salon A-C

Ruth Glassborow, Director of Improvement, Healthcare Improvement Scotland; **John Harden, MBChB**, National Clinical Lead for Quality & Safety, Scottish Government

D19/E19: How to Balance Clinical Focus and Complex Systems

I • North Tower, Harbor Beach

Tony Kelly, MD, National Clinical Lead, NHS Improvement; **Phil Duncan**, Head of Improvement Programs, NHS Improvement; **Amelia Brooks**, Director, Patient Safety & Europe, IHI; **Frank Federico, RPh**, Vice President, IHI

D20/E20: The Quality Coach: Mentoring New Learners in QI

A • Crystal Ballroom, Salon N

Jennifer Myers, MD, Director, Center for Healthcare Improvement & Patient Safety, Perelman School of Medicine, University of Pennsylvania Hospital; **Michael Posencheg, MD**, Associate Chief Medical Officer, Value Improvement, University of Pennsylvania Hospital; **Neha Patel, MD**, Associate CMIO, University of Pennsylvania Hospital

D25/E25: Learning from Appreciative Inquiry: What Differentiates Leading Organizations?

I • D25: Grand Ballroom, Salon 7
E25: Spotlight Session, Palms Ballroom

Carol Wagner, RN, Senior Advisor, High Reliability, American Hospital Association; **Jay Bhatt, DO**, Chief Medical Officer, American Hospital Association, and President, Health Research and Educational Trust; **Jordan Steiger**, Program Manager, American Hospital Association

Leadership

D3/E3: Leave the Forum with a "Sticky" Message

S B • Grand Ballroom, Salon 11

Michael Briddon, Director of Editorial & Multimedia, IHI

D5/E5: Leadership in a Crisis: The Power of Transparency

I • Crystal Ballroom, Salon D

Blair Sadler, JD, Senior Fellow, IHI; **Alide Chase**, Senior Fellow, IHI; **Thomas Gallagher, MD**, Professor and Associate Chair, University of Washington

D18/E18: The Crisis in Our Hallways: One Health System's Response

I • Grand Ballroom, Salon 9-10

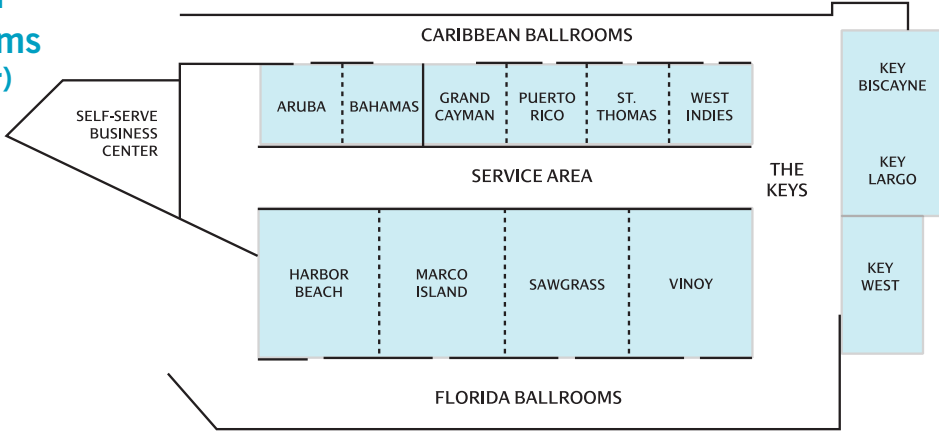
John D'Angelo, MD, Executive Director and Senior Vice President, Emergency Medicine Service Line, Northwell Health; **Michael Goldberg**, Executive Director, Long Island Jewish Medical Center, Northwell Health; **Sarah Healey Herod**, Director, Service Line Development, Emergency Medicine Service Line, Northwell Health

D22/E22: Tracing Our Way to High Reliability in the Nation's Capital

I • Crystal Ballroom, Salon P-Q

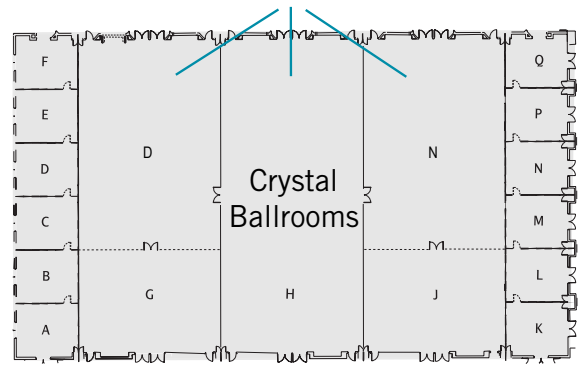
Tishelle Ogunfiditimi, Accreditation Program Lead, Children's National Medical Center; **Rahul Shah, MD**, Chief Quality Officer, Children's National Medical Center; **Jacque Forbes**, Director of Accreditation, Licensure, and Regulatory, Environmental Safety, and Emergency Management, Children's National Medical Center

North Tower Meeting Rooms (Second Floor)

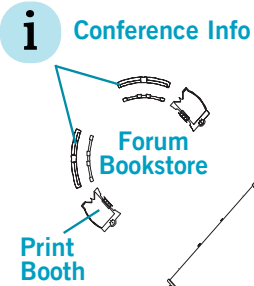
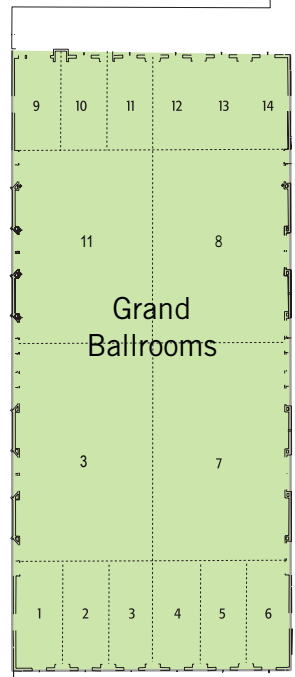
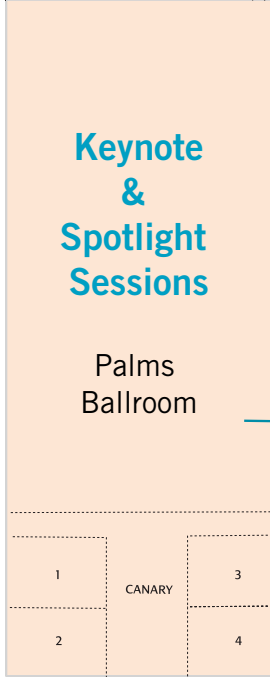


To North Tower

Keynote Overflow Seating

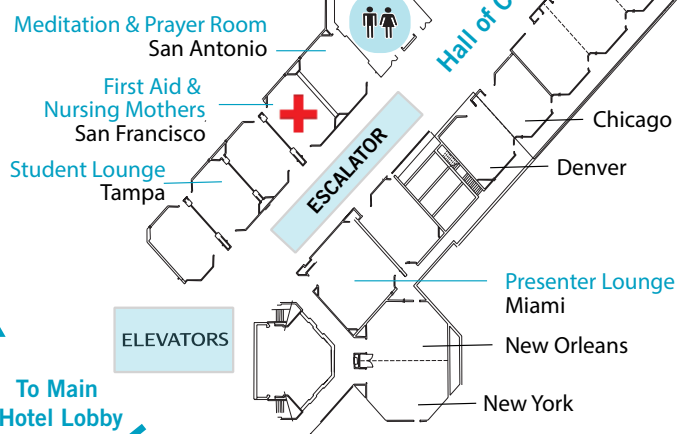
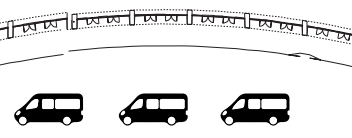


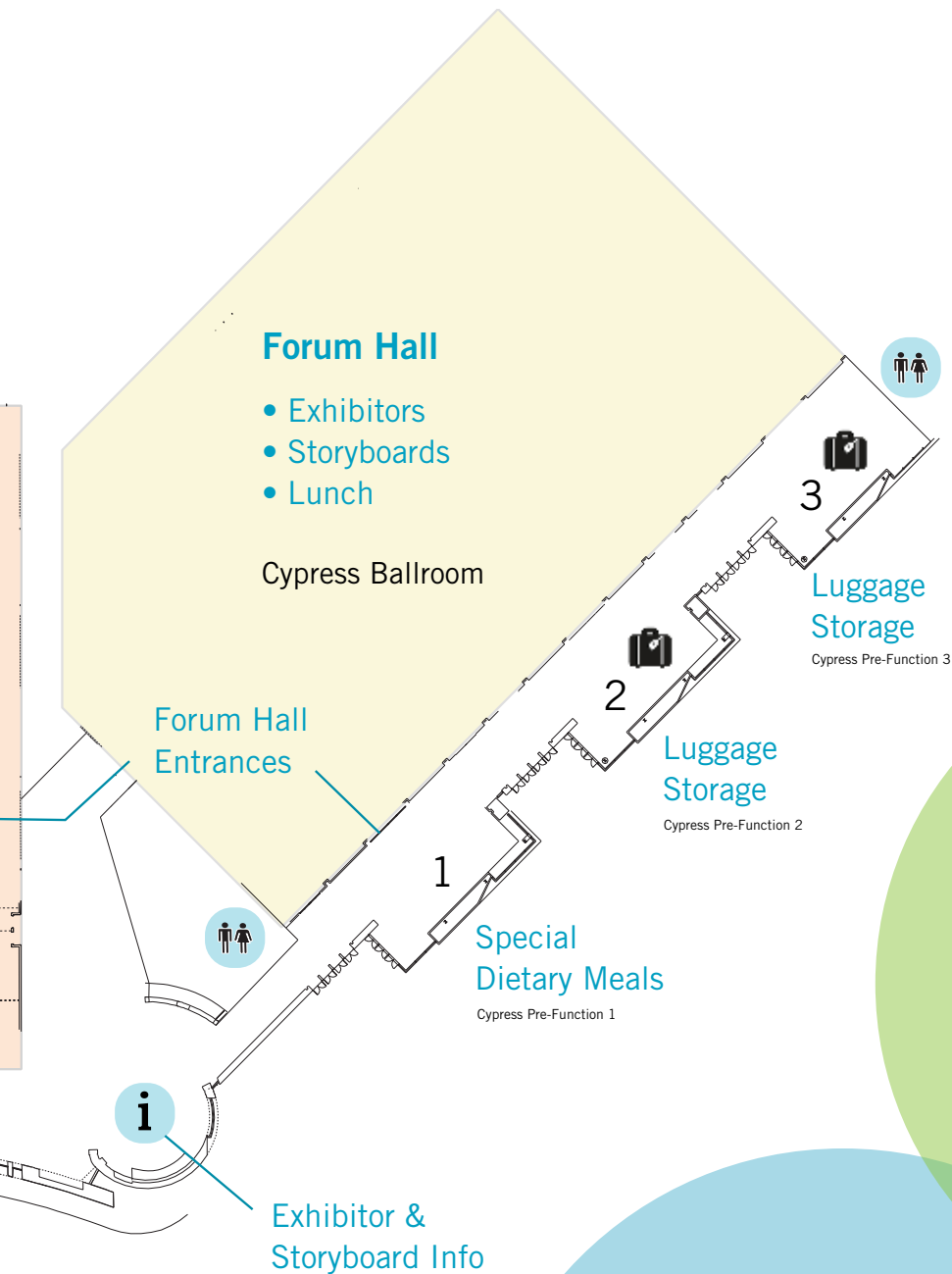
Keynote & Spotlight Sessions



Registration Edits & Payment Desk

Badge Pickup





To Access Free WiFi

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 “**IHI30FORUM**” (case sensitive) as the Meeting Passcode and click “Submit.”

Shuttle Service to:

Gaylord Palms Resort & Convention Center

**Courtyard Orlando Lake Buena Vista
in the Marriott Village**

Springhill Suites Orlando by Marriott

Caribe Royale

Buena Vista Suites

Universal’s CityWalk™

(Monday and Tuesday evenings)

More details on the Shuttle Map,
page 42.

Wednesday

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

Leadership *continued*

D23/E23: Here's Proof That US Health Care Is on the Right Track

B • Grand Ballroom, Salon 4-6

Michael Dowling, Chairman and CEO, Northwell Health; **Charles Kenney**, Chief Journalist, Northwell Health

D28/E28: Activating Our Rising Leaders: Students and Residents as Engines for Change

S B • North Tower, Marco Island

Kate B. Hilton, JD, Faculty, IHI; **Gina Deitz**, Community Manager, IHI; **James Moses, MD**, Chief Quality Officer, Boston Medical Center

Moving from Volume to Value

D7/E7: Promoting High-Value, Late-Life Care in the US

B • North Tower, Grand Cayman-Puerto Rico

Francesca Salipur, MD, PhD, Fellow, Stanford University School of Medicine; **Myra Altman, PhD**, Fellow, Stanford University School of Medicine; **Kendell Cannon, MD**, Fellow, Stanford University School of Medicine; **Terry Platchek, MD**, Director of Fellowship, Stanford University Clinical Excellence Research Center; Lucile Packard, Children's Hospital Stanford/Stanford University School of Medicine; **Claude Pinnock, MD**, Director, Research Operations Group, Stanford University School of Medicine

D11/E11: Redesigning Care with Community Health Workers

I • North Tower, Vinoy

Rumana Rabbani, Doctoral Student, University of North Carolina at Chapel Hill; **Sabrina Vereen**, Improvement Project Manager, University of North Carolina Health System

D12/E12: Reducing Readmissions Is a Full Continuum Team Sport

I • Crystal Ballroom, Salon G

James Hunter, MD, Senior Vice President and Chief Medical Officer, Atrium Health; **Andrea Maslow, PhD**, Director, Population Health Analytics, Atrium Health; **Andrea McCall, RN**, Assistant Vice President, Quality Management Continuing Care Services, Atrium Health

D15/E15: Strategies and Tools to Achieve the Triple Aim

I • Grand Ballroom, Salon 1-2

Chris Elfner, Director of Accountable Care Strategy, Bellin Health; **Sue Knudson**, Senior Vice President, Health Informatics and Health & Care Engagement, HealthPartners

D26/E26: Winning Trust for Productive Partner Engagement

I • North Tower, St. Thomas-West Indies

Irene Kaufmann, Executive Director, SBH Health System; **Donna Demetri Friedman**, Executive Director, Mosaic Mental Health; **J. Robin Moon**, Senior Director, System Integration, SBH Health System

Person-Centered Care

 Supported by: KAISER PERMANENTE. thrive 

D14/E14: Social Determinants of Health in Primary Care

B • Grand Ballroom, Salon 8

Kerry McBride Winrow, Senior Program Manager, Partners HealthCare; **Jenna Mayer**, Project Specialist, Partners HealthCare

D27/E27: What Matters to You: Impacting Patient Experience and Joy in Work

B • Grand Ballroom, Salon 3

Damara Gutnick, MD, Medical Director, Montefiore Hudson Valley Collaborative; **Maura Porricolo**, Assistant Vice President, Hospital Operations, Montefiore Medical Center; **Joan Chaya**, Director of Workforce Development, Montefiore Medical Center

Population Health

D24/E24: Aim to Prevent: Eliminating Medical Debt by Using Upstream QI

I • North Tower, Key Biscayne

Rishi Manchanda, MD, President, HealthBegins; **Andrea Werner**, Vice President, Heart Lung and Vascular Center, Bellin Health; **Maggie Koch, RN**, Heart, Lung, and Vascular Clinical Coordinator, Bellin Hospital

Safety

D16/E16: Advancing Safe Care in the Home

B • Hall of Cities, Chicago-Denver

Alice Bonner, PhD, RN, Secretary of Elder Affairs, Massachusetts Executive Office of Elder Affairs; **Stephen Muething, MD**, Co-Director, James M. Anderson Center for Health Systems Excellence, Vice President for Safety, Cincinnati Children's Hospital Medical Center

12:40 PM – 1:20 PM

Lunch & Launch!

NEW IHI White Papers and NEW
Blueprint for Complex Care

Crystal Ballroom, Salon N

Kate Hilton, JD, Faculty, IHI; **Beth Daley Ullem**, President, Quality and Patient Safety First; **Kedar Mate, MD**, Chief Innovation and Education Officer, IHI

High-performing health systems need people at all levels who are equipped with the knowledge, support, and motivation to advance the mission. That's why IHI is so excited to share three new major resources aimed at clinicians, staff, and hospital trustees: IHI Psychology of Change Framework, Board Governance of Quality, and Blueprint for Complex Care.

Grab your lunch and come hear from the lead authors of these new publications, our gift as you head home from the Forum.

1:30 PM – 2:30 PM

Keynote Four

Donald Berwick, MD, MPP

Palms Ballroom and Overflow Viewing Rooms

Find out more about this keynote on page 8.



vizient®

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.



In health care, change starts at the top.

And the bottom. And the middle.



It's time to solve
Your *Care* Equation.

www.vizientinc.com/culture

Innovation Theater

All Innovation Theater presentations take place in the Forum Hall/Cypress Ballroom. Please look for the theater at the rear of the hall.

Monday, December 10

Enabling the Data Driven Healthcare Enterprise with Self-Service Visual Analytics

4:45 PM - 5:15 PM

Andy Dé, Senior Industry Director, Healthcare and Life Sciences, Tableau Software; and **Austin Montgomery**, VP of Services, Prominence Advisors

In this presentation by Prominence Advisors and Tableau, learn how industry leaders in health care are responding to industry trends and adopting self-service data discovery and analytics to get a 360-degree view of their patients, identify and manage risk, and comply with newer regulations efficiently and effectively.

Supported by:



Leveraging EHR Guideline Delivery to Improve Patient Outcomes

5:45 PM – 6:15 PM

Ryan K. Lee, MD, Einstein Healthcare Network

After initiating a clinical decision support (CDS) project led by Dr. Ryan Lee, the radiology team recognized an opportunity to extend the impact of embedding evidence-based guidelines, including Choosing Wisely, into the EMR. In this presentation, learn how Dr. Lee's CDS program achieved significant results and improved patient care for one of the most vulnerable patient populations.

Supported by:



Tuesday, December 11

The Quest for Interoperability: Bridging the Digital Divide

12:45 PM – 1:15 PM

Erin Trimble, Vice President and General Manager, Redox

This session will analyze the factors inhibiting a shared infrastructure in health care today and outline a framework to evaluate current interoperability strategies on the market. Case studies will be presented to illustrate how interoperability has been successfully used to achieve the "Quadruple Aim."

Supported by: **REDOX**[^]

Preparing the Workforce for Emerging Roles across the Care Continuum: A Care Navigator Case Study with St. Joseph Hospital of Orange

5:00 PM – 5:30 PM

Dawn Hawkins Johnson, Executive Vice President, Cope Health Solutions

Care navigators, or more commonly known as patient navigators, offer a cost-effective, care management solution for a changing health care landscape. Effective care coordination across the health system and beyond is a proven way to decrease costs while improving patient satisfaction and outcomes. Leveraging a nonclinical workforce can support these outcomes and consideration of student training programs that immerse trainees in the culture of the delivery system creates a win-win for students as well as the health system as a ready-made talent pipeline is developed and consistent with the needs of the organization. COPE Health Solutions, in partnership with St. Joseph Hospital of Orange, will present a case study of the Care Navigator Scholar student program offered at St. Joseph Hospital of Orange.

Supported by:  **COPE** HEALTH SOLUTIONS

Tuesday, December 11

Empowering Surgeons to Be Their Best 6:00 PM – 6:30 PM

Mark Jarrett, MD, CPPS, Senior Vice President and Chief Quality Officer, Northwell Health; Associate Chief Medical Officer, Northwell Health; Professor of Medicine, Donald and Barbara Zucker School of Medicine at Hofstra/Northwell

Technology today allows for surgeons to watch and evaluate their own cases, and get objective advice from experts within days, while the operation is still fresh in their mind. The aim is to help surgeons continuously get better at what they do, without taking time away from their practice. This case study will look at how health systems are using quantitative and qualitative feedback to help their surgeons improve.

Supported by:  C-SATS

Wednesday, December 12

Closing the Loop on Consumer Health Engagement 12:45 PM - 1:15 PM

David Bradshaw, Strategic Advisor, Cerner

As the demand to provide personalized, trustworthy, and convenient consumer experiences increases, clinicians must increasingly strive to exceed those expectations. During this session, hear how consumer engagement strategies and technologies, including customer relationship management (CRM), personal health records, and a single, digital consumer technology framework, enable organizations to provide personalized consumer experiences, anticipate consumers' needs, and facilitate appropriate and secure interactions between consumers, clinicians, and the rest of the care team.

Supported by:  Cerner



Empower Your Surgeons To Be Their **Best**



Explore how the C-SATS platform is **reducing costs and variability** of care while **empowering surgeons** with objective, measurable and personalized feedback.

LET'S CONNECT!

- Schedule a 1:1 meeting at csats.com/IHI
- Visit **Booth 300** to see our platform in action
- Attend our Innovation Theater **Tuesday, December 11 6:00 - 6:30pm**

Book Signings

Tuesday, December 11

At the National Forum Bookstore

10:45 AM – 11:15 AM

Don Berwick, MD, MPP. *Escape Fire: Designs for the Future of Health Care*

Promising Care: How We Can Rescue Health Care by Improving It

5:00 PM – 6:00 PM

Mona Hanna-Attisha, MD. *What the Eyes Don't See: A Story of Crisis, Resistance, and Hope in an American City*

The Flint Water Crisis: Systematic Racism Through the Eyes of Flint



Wednesday, December 12

At the National Forum Bookstore

9:15 AM – 10:00 AM

Father Greg Boyle. *Barking to the Choir: The Power of Radical Kinship*

Tattoos on the Heart: The Power of Boundless Compassion

G-Dog and the Homeboys: Father Greg Boyle and the Gangs of East Los Angeles



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.

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Continuing Education

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 # 886367066-4227) for 19 continuing education contact hours.

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

Sessions that do not offer pharmacy contact hours:

SL12, SL15, SL24, ML10, ML11, ML12, ML13, ML14, Q3, Q8, Q14, A14, A17, A20, A21, A23, A27, A30, B14, B17, B20, B21, B23, B27, B30, C6, C10, C16, C19, C21, C23, C24, C26, D6, D7, D11, D12, D14, D15, D24, E6, E7, E11, E12, E14, E15, E24, SW1

Session that do not offer physician contact hours:

SL21, FE1, FE2, FE6, FE7, ML17, A19, B19, C16, C22, C30, D1, D26, E1, E26

Sessions that do not offer nursing contact hours:

SL3, SL21, SL22, ML2, ML4, ML6, Q2, Q8, Q12, Q15, A3, A11, A13, A14, A15, A18, A20, A21, A22, A25, A28, A30, B3, B11, B13, B14, B15, B18, B20, B21, B22, B25, B28, B30, C1, C2, C5, C9, C14, C21, C23, C26, C29, D2, D3, D4, D5, D6, D7, D10, D11, D14, D15, D18, D19, D20, D22, D23, D26, E2, E3, E4, E5, E6, E7, E10, E11, E14, E15, E18, E19, E20, E22, E23, E26, SW3

Sessions that do not offer social work contact hours:

SL10, SL11, SL15, SL19, Q5, Q6, Q8, Q14, ML10, ML11, ML12, FE1, FE4, A10, A13, A14, A28, B10, B13, B14, B28, C9, C15, C16, C21, C23, C27, D4, E4, SW1, SW2, SW3, SW4

Sessions that are not approved for CPPS recertification credit:

SL2, SL5, SL7, SL8, SL15, SL20, SL21, ML3, FE1, FE2, FE7, A20, B20, C9, D9, D20, D25, D26, E9, E20, E25

How to receive a certificate of credit:

All attendees will receive an email on Monday, December 17, 2018, with a link to the surveys. Attendees must complete the surveys by **January 31, 2019**, 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

Visit ihi.org/CEcredits to learn more about obtaining your continuing education certificate.

Shuttle Map



2018 Trends in **Safety Culture**

Organizations wishing to become High Reliability Organizations (HROs) are increasing focus and investment on the people aspect of safety - namely, patient safety culture. Unfortunately, these efforts face significant headwinds due to competing priorities, workforce shortages, and a focus on measuring culture rather than implementing improvements.

13%

of Hospitals*

saw significant improvement from
2016 - 2018

Despite significant efforts to improve, only 13% of hospitals contributing to the two most recent AHRQ Hospital Survey on Patient Safety Culture™ comparative databases increased by 5 percentage points or more on at least seven of twelve survey composites.

Insurers, regulators, accreditors, and leading professional organizations have recognized the importance of patients safety culture on safe, patient-centric outcomes. In recent years, a large numbers of toolkits, white-papers, and strategic documents have been released with a focus on the strategic and tactical actions leaders must take to foster a culture of safety.

4

Leading Associations

recently released safety culture
toolkits or alerts

60%

of Beterra's Clients**

were able to maintain focus on safety
culture improvement efforts

Across our client community, the majority of organizations were able to maintain a focus on implementing patient safety culture improvements. The primary drivers of success included alignment with mission and values rather than survey data, setting clear culture improvement targets, and simplifying action plans.

Join Beterra for a complimentary webinar on the future of safety culture improvement

Visit: bit.ly/BeterraEvents

Or Scan:



*Famolaro T, Yount N, Hare, R, et al. Hospital Survey on Patient Safety Culture 2018 User Database Report. (Prepared by Westat, Rockville, MD, under Contract No. HHSA 290201300003C). Rockville, MD: Agency for Healthcare Research and Quality; 2018. AHRQ Publication No. 18-0025-EF.

** 2018 Internal Survey of Beterra's Client Community



www.beterra.com

General Conference 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 42 for shuttle map.

Shuttle Operating Hours

Sunday, December 9 6:30 AM – 10:00 PM

Monday, December 10 6:30 AM – 10:00 PM*

Tuesday, December 11 6:30 AM – 10:30 PM*

Wednesday, December 12 6:00 AM – 4:00 PM

*Shuttles will transport attendees from the Marriot 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 12, 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 10
3:30 PM – 6:30 PM

Tuesday, December 11
9:30 AM – 10:30 AM (appointments only)
10:30 AM – 1:30 PM
4:40 PM – 6:30 PM

Wednesday, December 12
10:30 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.

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 10 1:00 PM – 5:00 PM

Tuesday, December 11 7:00 AM – 5:00 PM

Wednesday, December 12 7:00 AM – 5:00 PM

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 "IH130FORUM" (case sensitive) as the Meeting Passcode and click "Submit."

National Forum Bookstore

Located in the Crystal Foyer, the National Forum Bookstore features books written, edited, or recommended by our world-renowned faculty. The Forum Bookstore has IHI mugs, T-shirts, tumblers, and mobile phone wallets available for purchase. Swing by to pick some up for your colleagues who couldn't join you—or for yourself!

The bookstore is open during the following times:

Monday, December 10 7:30 AM – 6:00 PM

Tuesday, December 11 7:30 AM – 6:30 PM

Wednesday, December 12 7:30 AM – 1:30 PM

Many of the National Forum Bookstore authors will be available at specific times for book signings. See the listing on page 40.

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 12.

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.

Messages and Faxes

Marriott World Center contact numbers are:

Phone: 407-239-6411

Guest Fax: 407-239-6164

Name Badges

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

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.

American College of Surgeons membership isn't just for surgeons, it's for the entire quality team.

Become an *Affiliate Member* of the American College of Surgeons.

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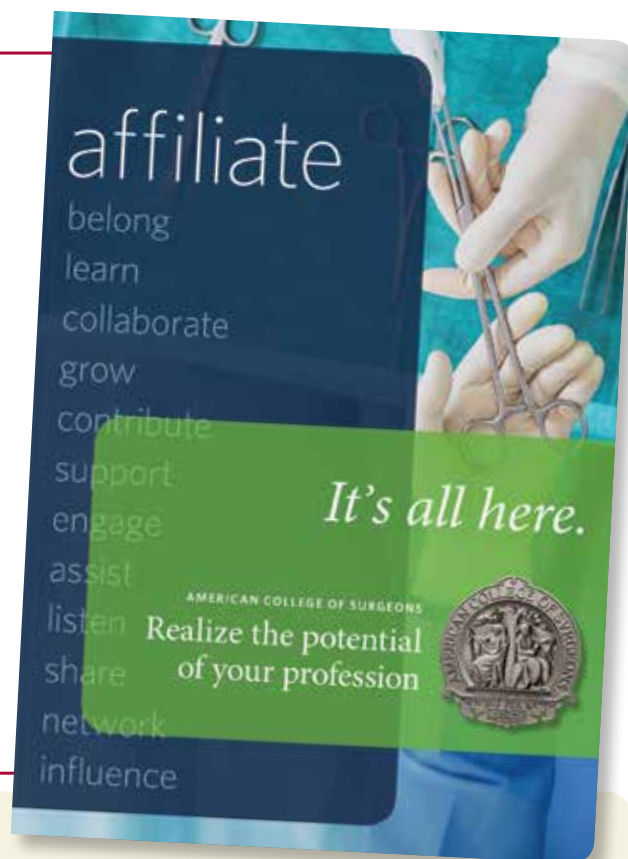
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www.commonwealthfund.org

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marcus.escobedo@johnhartford.org
www.johnhartford.org

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kp.org/share

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info@nationaldecisionsupport.com
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inquiries@petersonhealthcare.org
petersonhealthcare.org

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Tableau empowers healthcare organizations to transform data into actionable insights. In an industry where seconds count, Tableau reduces the time it takes to connect to your data, visualize, analyze, and ultimately find answers.

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www.wellbeingtrust.org

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ahrq-exhibits@ees.hhs.gov
www.ahrq.gov

Allied BioScience #529

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www.alliedbioscience.com

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Our Association helps transform the physician by maximizing the potential of physician leadership to create personal and organizational transformation that benefits patient outcomes and improves health care.

info@physicianleaders.org
www.physicianleaders.org

American Board of Quality Assurance and Utilization Review Physicians, Inc. (ABQAURP) #805

American Board of Quality Assurance and Utilization Review Physicians is a community of physicians and health care professionals demonstrating excellence through Health Care Quality and Management (HCQM) Certification and Education.

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www.abqaurp.org

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capc@mssm.edu
www.capc.org

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mkastj@ctileadership.com
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info@DancinPower.org
<https://www.dancinpower.org/>

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mhcds.dartmouth.edu

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info@datixhealth.com
www.datixhealth.com

Department of Learning Health Sciences, Medical School, University of Michigan #601

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learning.health.sciences@umich.edu
medicine.umich.edu/dept/
learning-health-sciences

ECRI Institute #409

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.

communications@ecri.org
www.ecri.org

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tom.laporta@goilluminate.com

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www.innovaccer.com

Institute for Healthcare Improvement (IHI) #413



IHI is a leading innovator in health and health care improvement worldwide. For more than 25 years, we have partnered with visionaries, leaders, and front-line practitioners around the globe to spark bold, inventive ways to improve the health of individuals and populations.

info@ihi.org
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www.intermountainATP.com

International Forum on Quality and Safety in Healthcare #706

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wlee@bmj.com
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www.medstarhealth.org

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mybiomedical.nv@gmail.com
mybiomedical.info

National Association for Healthcare Quality #613

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info@nahq.org
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http://nationaldecisionsupport.com/

National Healthcareer Association #600

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nhasales@nhanow.com
www.nhanow.com

Network for Regional Healthcare Improvement #807

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www.nrhi.org
www.healthdoers.org

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Northwell.edu

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paige@redoxengine.com
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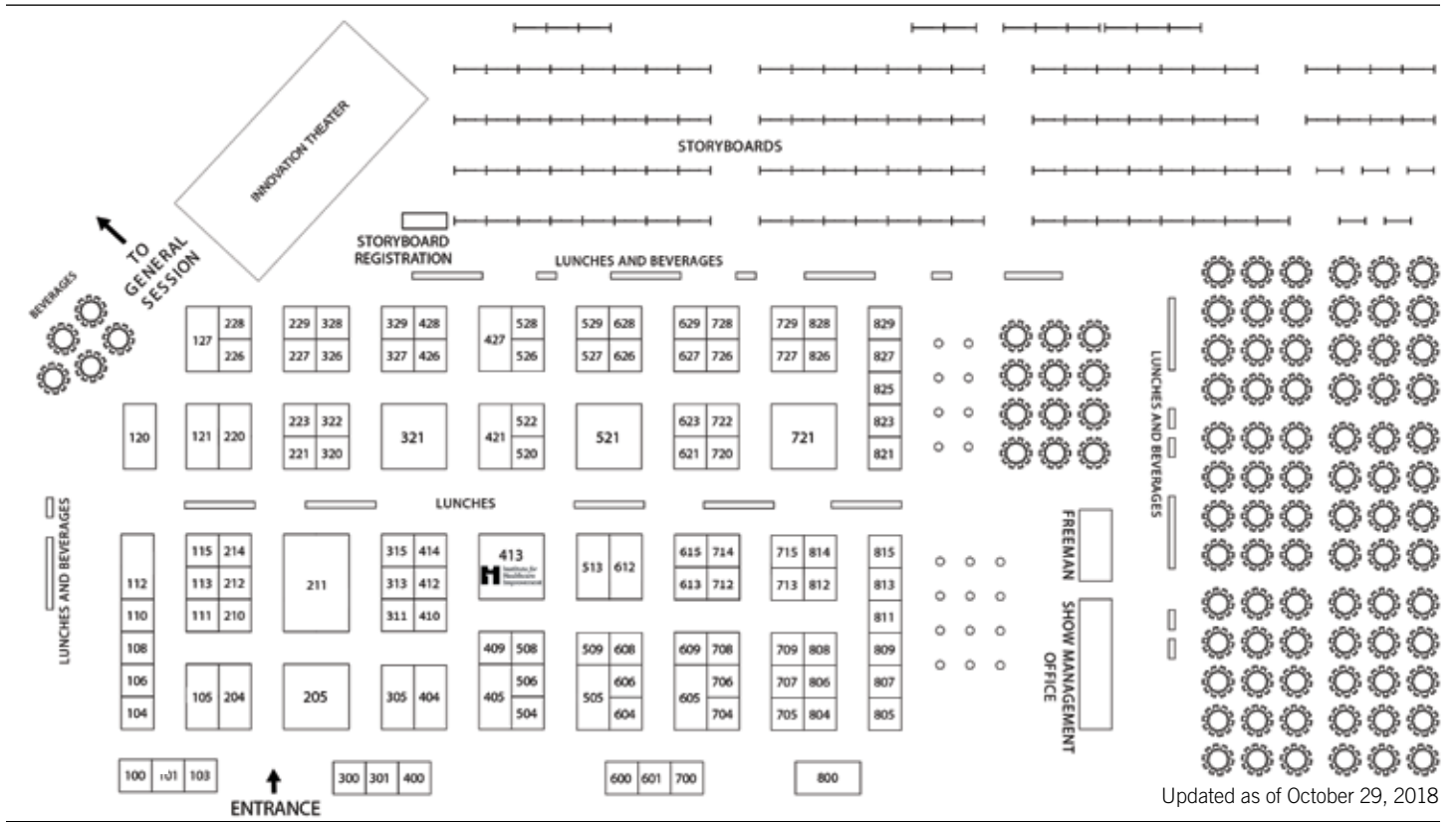
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Forum Well-Being Checklist

IHI's Work-Life Wellness Team and the Well Being Trust have some tips for how you can make the IHI National Forum a great learning experience AND a renewing time for you.

- Visit the Recharge Room (Crystal Ballroom, Salon J) and use the exercise equipment while watching Keynotes or Spotlight Sessions in the Palms Ballroom
- Visit the fitness center at your hotel
- Take a break from work emails to be present during a session
- Wear comfortable shoes
- Choose to stand up rather than sit during a session
- Get at least eight hours of sleep
- Take a deep breath and find some time to meditate in the Meditation and Prayer Room, located in San Antonio
- Walk to the North Tower (see map on page 34)
- Recharge with a nap before evening networking activities
- Be sure to keep healthy snacks in your bag
- Stay hydrated!
- Make a new friend each day

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- | | | |
|---|---------------------------|-----------------------------------|
| Sunday, Dec. 9 | 1:00 pm - 4:30 pm | Learning Lab |
| Creating the Conditions for Intergenerational Well-being
<i>Speakers: Tyler Norris, Benjamin F. Miller, Ashley Hill</i> | | |
| Sunday, Dec. 9 | 1:00 pm - 4:00 pm | Learning Lab |
| Integrate Behavioral Health in the ED and Upstream
<i>Speakers: Mara Laderman, Marie Schall, Scott Zeller, Tricia Bolender, Arpan Waghray</i> | | |
| Monday, Dec. 10 | 8:00 am - 11:30 am | Learning Lab |
| Community Approach to improving Mental Health and Wellbeing
<i>Speakers: Carole Lannon, Chris Woleske, Robin Henderson, Sharla Baenen, Sara Nilles, Tracy Normoyle</i> | | |
| Tuesday, Dec. 11 | 5:30 pm - 6:45 pm | Networking Reception |
| Networking reception – Hosted by Well Being Trust
<i>Location: Marriott World Center, Crystal Ballroom Salon A-C</i> | | |
| Wednesday, Dec. 12 | 7:00 am - 7:45 am | Special Interest Breakfast |
| Advancing the Mental, Social and Spiritual Health of the Nation
<i>Speakers: Tyler Norris, Arpan Waghray, Robin Henderson</i> | | |



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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 2019.

Thank you for joining us and see you next year!



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- GME 201:** Why Engage Trainees in Quality and Safety?
- GME 202:** A Guide to the Clinical Learning Environment Review (CLER) Program
- GME 203:** The Faculty Role: Understanding & Modeling Fundamentals of Quality & Safety
- GME 204:** The Role of Didactic Learning in Quality Improvement
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– Rosemary Gibson, Author of *Wall of Silence* and Georgetown Alumnae

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