HEALTHCARE SYSTEMS PROCESS IMPROVEMENT

CONFERENCE 2012

Sponsored by: Society for Health Systems
LEADING HEALTHCARE IMPROVEMENT

Advancing healthcare systems with best practices in quality, productivity and efficiency

FEBRUARY 18-21, 2012 • THE MIRAGE HOTEL • LAS VEGAS

ONSITE CONFERENCE BROCHURE

WWW.SHSCONFERENCE.ORG
Process improvement is the only way for health systems to advance. The problems of the struggling healthcare industry can only be remedied with a focus on engineering systems for better quality, productivity and efficiency. If you are responsible for tackling these problems and advancing healthcare systems, the Healthcare Systems Process Improvement Conference is the right place for you.

The conference will feature 10 tracks of best practices in quality, productivity and efficiency for healthcare industry decision makers and providers seeking ways to lower costs and increase service. For 23 years, as the Society for Health Systems Conference, this event has grown in size and importance. It has drawn healthcare professionals, management and performance engineers, health systems professors and students and many more who are tasked with improving healthcare processes and facilities.

We hope you enjoy the opportunity to learn from and network with the best minds in process and performance improvement for healthcare.

Conference Tracks
This year’s event features 8 tracks addressing the latest issues in health system’s management:

- Change Management
- Human Factors
- Information Technology
- Leadership and Management
- Lean
- Looking Forward (Global Issues, Industry Problems, etc.)
- Patient Flow
- Quality

Registration
Conference Registration Fee Includes:

- Admission to all educational tracks
- Keynote presentations
- Luncheon with featured speakers
- Networking receptions
- Admission to exhibit area
- Continental breakfast on Sunday and Monday
- A CD with conference proceedings
- A conference tote bag
- All the learning, networking and fun you want
Society for Health Systems (SHS)
The Society for Health Systems is a professional association that focuses on the needs and resources of health systems professionals and leaders who are charged with improving healthcare processes. SHS offers the latest in process analytics, tools, techniques and methodologies for performance improvement.

SHS exists to enhance the career development and continuing education of professionals who use industrial and management engineering expertise for productivity and quality improvement in the healthcare industry. Among the members of the society are management engineers, CEOs, directors of continuous improvement, administrators, clinicians, and department managers.

HIMSS
The Healthcare Information and Management Systems Society (HIMSS) is the healthcare industry’s membership organization exclusively focused on providing global leadership for the optimal use of healthcare information technology (IT) and management systems for the betterment of healthcare. Founded in 1961 with offices in Chicago, Washington, D.C., Brussels, Singapore, and other locations across the United States, HIMSS represents more than 23,000 individual members and over 380 corporate members that collectively represent organizations employing millions of people. HIMSS frames and leads healthcare public policy and industry practices through its advocacy, educational and professional development initiatives designed to promote information and management systems’ contributions to ensuring quality patient care.
## SCHEDULE AT A GLANCE

### SATURDAY, FEB. 18

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Room/Location</th>
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<tbody>
<tr>
<td>7 a.m. – 5 p.m.</td>
<td>Conference Registration Desk Open</td>
<td>Registration Desk 1</td>
</tr>
<tr>
<td>8 a.m. – Noon</td>
<td>A.M. Half-Day Pre-Conference Workshop (additional fee required)</td>
<td>Trinidad A</td>
</tr>
<tr>
<td>1 p.m. – 5 p.m.</td>
<td>P.M. Half-Day Pre-Conference Workshops (additional fee required)</td>
<td>Trinidad A and Trinidad B</td>
</tr>
<tr>
<td>4 p.m. – 5 p.m.</td>
<td>Tools and Content / Communications Committees</td>
<td>Nassau Boardroom</td>
</tr>
<tr>
<td>4 p.m. – 5 p.m.</td>
<td>Membership Committee</td>
<td>Martinique A Room</td>
</tr>
<tr>
<td>4:15 p.m. – 5 p.m.</td>
<td>Student Welcome Reception</td>
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<tr>
<td>5 p.m. – 6 p.m.</td>
<td>Welcome Reception</td>
<td>Bermuda B</td>
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### SUNDAY, FEB. 19

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Room/Location</th>
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<tbody>
<tr>
<td>7 a.m. – 5 p.m.</td>
<td>Conference Registration Desk Open</td>
<td>Registration Desk 1</td>
</tr>
<tr>
<td>7 a.m. – 7:45 a.m.</td>
<td>Continental Breakfast</td>
<td>Grand Ballroom Corridor</td>
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<tr>
<td>7:45 a.m. – 7:55 a.m.</td>
<td>Conference Welcome</td>
<td>Grand Ballroom A</td>
</tr>
<tr>
<td>8 a.m. – 9:50 a.m.</td>
<td>Breakout Sessions</td>
<td>Grand Ballroom B, C, D, E, F, Barbados A &amp; B</td>
</tr>
<tr>
<td>10 a.m. – 11 a.m.</td>
<td><strong>Keynote Presentation:</strong> Steve Markovich, President, Riverside Methodist</td>
<td>Grand Ballroom A</td>
</tr>
<tr>
<td>11 a.m. – 12:15 p.m.</td>
<td>Dedicated Exhibits</td>
<td>Grand Ballroom GH</td>
</tr>
<tr>
<td>11 a.m. – Noon</td>
<td>Student Mixer</td>
<td>Grand Ballroom F</td>
</tr>
<tr>
<td>11 a.m. – 6:30 p.m.</td>
<td>Exhibit Hall Open</td>
<td>Grand Ballroom GH</td>
</tr>
<tr>
<td>11 a.m. – 6:30 p.m.</td>
<td>Poster Session</td>
<td>Grand Ballroom GH</td>
</tr>
<tr>
<td>12:15 p.m. – 1:30 p.m.</td>
<td>Lunch with Reports from the Leadership of SHS</td>
<td>Grand Ballroom A</td>
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<tr>
<td>1:40 p.m. – 2:30 p.m.</td>
<td>Breakout Sessions</td>
<td>Grand Ballroom B, C, D, E, F, Barbados A &amp; B</td>
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<tr>
<td>2:30 p.m. – 3 p.m.</td>
<td>Refreshment Break in Exhibit Hall</td>
<td>Grand Ballroom GH</td>
</tr>
<tr>
<td>3:10 p.m. – 5 p.m.</td>
<td>Breakout Sessions</td>
<td>Grand Ballroom B, C, D, E, F, Barbados A &amp; B</td>
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<tr>
<td>5 p.m. – 6:30 p.m.</td>
<td>Networking Reception in Exhibit Hall</td>
<td>Grand Ballroom GH</td>
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<tr>
<td>7 p.m. –</td>
<td>Dutch Treat Dinners</td>
<td>Various restaurants – Sign-up sheet at conference registration desk</td>
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## MONDAY, FEB. 20

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<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>7 a.m. – 4:30 p.m.</td>
<td>Conference Registration Desk Open</td>
<td>Registration Desk 1</td>
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<tr>
<td>7:30 a.m. – 8 a.m.</td>
<td>Breakfast with the Exhibitors</td>
<td>Grand Ballroom GH</td>
</tr>
<tr>
<td>7:30 a.m. – Noon</td>
<td>Exhibits Open</td>
<td>Grand Ballroom GH</td>
</tr>
<tr>
<td>7:30 a.m. – Noon</td>
<td>Poster Session</td>
<td>Grand Ballroom GH</td>
</tr>
<tr>
<td>8 a.m. – 10:50 a.m.</td>
<td>Breakout Sessions</td>
<td>Grand Ballroom B, Grand Ballroom C, Grand Ballroom D, Grand Ballroom E, Grand Ballroom F, Barbados A &amp; B</td>
</tr>
<tr>
<td>10:50 a.m. – Noon</td>
<td>Dedicated Exhibits</td>
<td>Grand Ballroom GH</td>
</tr>
<tr>
<td>Noon – 1 p.m.</td>
<td>Lunch with Student Competition Winning Presentations</td>
<td>Grand Ballroom A</td>
</tr>
<tr>
<td>1:10 p.m. – 3 p.m.</td>
<td>Breakout Sessions</td>
<td>Grand Ballroom B, Grand Ballroom C, Grand Ballroom D, Grand Ballroom E, Grand Ballroom F, Barbados A &amp; B</td>
</tr>
<tr>
<td>3:10 p.m. – 4:30 p.m.</td>
<td>Keynote Presentation: David W. Roberts, Vice President, Government Relations, HIMSS</td>
<td>Grand Ballroom A</td>
</tr>
<tr>
<td>4:30 p.m. – 5:30 p.m.</td>
<td>Joint Reception with HIMSS ME/PI Group</td>
<td>Grand Ballroom GH</td>
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## TUESDAY, FEB. 21

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>11 a.m. – 1:15 p.m.</td>
<td>HIMSS ME/PI Synergy Sessions (additional fee required)</td>
<td>For more details on the HIMSS ME/PI Synergy sessions, visit the HIMSS site – <a href="http://www.himssconference.org">www.himssconference.org</a></td>
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## DUTCH TREAT DINNERS

**SUNDAY, FEBRUARY 19 – 7 P.M.**

The SHS Board and Conference committee invites all attendees to join them for an evening of networking and meeting new friends. Reservations will be made at select restaurants. Sign-up sheets will be available at the conference registration desk for each restaurant. All restaurants are within walking distance of The Mirage Hotel. Participants are responsible for the cost of their own dinner.
“When we look at value, we’re really talking about the quality-cost proposition. How do we maximize that relationship so that we deliver the best possible product at an affordable and sustainable rate?”

- Dr. Stephen Markovich
President, Riverside Methodist Hospital

“Everybody is so focused right now on meaningful use and making sure that we get the technology distributed that we can’t lose sight that this is not about the technology. It’s about the whole process improvement – how we’re going to use these systems to improve the quality of care.”

- David Roberts
Vice President, Government Relations, HIMSS

**KEYNOTE SPEAKERS**

**DR. STEPHEN MARKOVICH**
President, Riverside Methodist Hospital

Sunday, Feb. 19 at 10 a.m. | Grand Ballroom A

As the president of Riverside Methodist Hospital, the largest hospital in the OhioHealth system, Markovich guides the operations and strategic development for the hospital. He has served as a physician and an administrator for the hospital since 1996. He graduated magna cum laude from The Ohio State University College of Medicine and completed his residency in family medicine at Riverside Methodist. He has practiced as a family and emergency physician at Riverside Methodist and has served as clinical assistant professor in the Department of Family Medicine at The Ohio State University. Markovich was formerly the senior vice president of operations at the hospital, overseeing all aspects of hospital operations, including strategic planning, capital management and finance. He is a brigadier general in the Ohio Air National Guard, where he currently serves as the chief of staff. He has logged more than 2,000 flying hours as a fighter pilot and has led the development of the medical-response force that responds to medical disasters in Ohio. He holds a bachelor’s degree in engineering from the University of Michigan and an MBA from Wright State University.

**DAVID ROBERTS**
Vice President, Government Relations, HIMSS

Monday, Feb. 20 at 3:10 p.m. | Grand Ballroom A

Roberts is vice president of government relations for the Healthcare Information and Management Systems Society (HIMSS). He oversees the association’s congressional, federal and state outreach to influence and educate key stakeholders. He is senior executive for the HIMSS Virginia Office, which includes the Office of Government Relations, and staff liaison to the HIMSS Public Policy Committee. Roberts was previously a financial analyst for the U.S. Air Force in the Pentagon and Germany and served various public service roles, including mayor of Solana Beach, Calif., and two terms on the U.S. Department of Health and Human Services’ Advisory Panel on Outreach and Education. He is a founding member of the National Health IT Collaboration for the Underserved and chair of the 50th Congressional District’s Organizing for America health policy team.

**FEATURED SPEAKERS**

Pam Arlotto, Maestro Strategies
“Journey to High Value Healthcare: The New Role of Process Improvement”

David Cowan, Georgia Institute of Technology
“Advancing Career Development”

Mark Graban, Constancy Inc.
“Improving Improvement: From the Suggestion Box to Visual Idea Boards”

Lisa K. Olenski, BJC HealthCare
“What We Didn’t Know We Didn’t Know – and What You Can Learn from It”

Doris Quinn, MD Anderson Cancer Center
“My Travels with Dr. W. Edwards Deming: The Man and the Message”

Bill Schwent, BJC Healthcare, and Julie Silver, Johns Hopkins MHA Program
“A Rational Decision Making Framework: Medication Distribution”
SPECIAL CONFERENCE EVENTS

STUDENT PAPER COMPETITION
The Society for Health Systems sponsors a student paper competition to recognize outstanding work that demonstrates the use of industrial engineering skills in improving healthcare-related products, processes or services. Submissions included projects, in which IE skills were used or could be used to improve a healthcare-related service, product or process.

Judging criteria were based on originality and soundness, applicability, methodology, organization and quality of the paper.

Graduate Paper Winner
The winner of the graduate paper competition is Shoshana Hahn-Goldberg from the University of Toronto. The paper is titled “Dynamic Template Scheduling to Address Uncertainty in Complex Scheduling Problems: A Case Study on Chemotherapy Outpatient Scheduling.”

Undergraduate Paper Winner
The winner of the undergraduate paper competition is Eulisa Rivera from the University of Puerto Rico at Mayaguez. The paper is titled “Consistent Detection of Cancer Biomarkers with Linear Models.”

JOINT RECEPTION WITH HIMSS ME/PI GROUP
Hobnob with members of the HIMSS Management Engineering/Process Improvement Group at this networking event on Monday, Feb. 20, from 4:30 p.m. – 5:30 p.m.

And for an additional fee, conference attendees can attend the HIMSS ME/PI Synergy Sessions scheduled for Feb. 21. Go to www.himss.org for details.

SOCIETY FOR HEALTH SYSTEMS SCHOLARSHIP
The Society for Health Systems Scholarship recognizes and rewards an undergraduate industrial engineering student who possesses academic excellence and a demonstrated interest in healthcare. It is open to active SHS student members who are enrolled full-time in an undergraduate industrial engineering, operations research or other course of study related to improvement in healthcare operations programs. The conference registration form has a place for a contribution to the scholarship fund. To apply, go to www.iienet.org/awards.

POSTER SESSION
*Now with a student poster session added*
For the first time at the conference, there will be a professional section and a student section of poster presentations. View the latest in operational and quality improvement tools, methods and concepts covering areas such as lean, Six Sigma, simulation, project management and facilities planning in a visual form. Posters will be on display in the Exhibit Hall.

PRE-CONFERENCE WORKSHOPS
All workshops take place Saturday, February 18. Additional fee required.

8 a.m. - Noon | Trinidad A
CLEAN HOSPITAL – HOW TO TEACH LEAN TOOLS EFFECTIVELY IN HEALTHCARE V2.1
Keith Poole, Joseph Swartz and Nimish Patel, HCA

Building upon successful workshops from SHS 2010 and 2011, the presenters offer a revamped half-day workshop that turns attendees into effective teachers of lean tools, with even more specific skills and techniques for educating healthcare staff at all levels in the organization.

1 p.m. – 5 p.m. | Trinidad A
LEAN IN DAILY WORK – STANDARD WORK FOR DAILY PROBLEM SOLVING - “TRAIN THE TRAINER”
Brendon Weil and Kevin DeHority, University of Michigan Health System

Weil and DeHority bring a return of one of our popular breakout sessions from 2011, this time as a workshop, train-the-trainer experience where attendees will learn how to implement the University of Michigan Health System’s Lean in Daily Work problem solving model. Attendees will learn how to facilitate the implementation of a sustainable lean infrastructure and daily problem solving model at their home site.

1 p.m. – 5 p.m. | Trinidad B
INPATIENT FLOW – LEARN & APPLY LEAN TECHNIQUES TO SOLVE PROBLEMS
Matt Morrissette, More Effective Consulting

There have been no hands-on human exercises or games that simulate the broad spectrum of variables and process constraints for inpatient hospital flow until now! Morrissette presents a hands-on exercise called “Get Me Outta Here!” Participants will play a role in a hospital to move patients from the ED or their doctor’s office through an inpatient stay and be discharged. The goal is to learn and apply lean techniques to improve an ineffective inpatient process.
Lean Six Sigma Track | Room: Grand Ballroom B

THE SCOTT & WHITE A3 PROBLEM SOLVING CONSORTIUM PROCESS
Chris Melton and Michael Baratz, Scott and White Healthcare

A3 is a structured problem-solving approach that allows employees to engage in collaborative, in-depth problem solving. This proven method identifies and addresses the root causes of problem. Scott & White has developed a Six-Week A3 Consortium Process where multiple teams work collaboratively to solve specific problems over a schedule. 

Basic level

Patient Flow Track | Room: Grand Ballroom C

MODELING AND OPTIMIZING EMERGENCY DEPARTMENT WORKFLOW
Eva Lee, Michael Wright and Saloua Lahlou, Georgia Institute of Technology

The studies are motivated by overcrowding of the Emergency Department (ED); excessive presence of patients with non-urgent medical conditions (~40% across the nation); long wait times; decreased quality of care and patient satisfaction; unnecessarily long length of stay (LOS), and return/readmission of patients. All these result in performance inefficiency, sub-optimal patient care, and unnecessary healthcare costs. We perform systems modeling, optimization, and process transformation that result in very significant efficiency and quality advances.

All levels

Quality Track | Room: Grand Ballroom D

FEATURED SPEAKER
MY TRAVELS WITH DR. W. EDWARDS DEMING: THE MAN AND HIS MESSAGE
Doris Quinn, MD Anderson Cancer Center

My many trips with Dr. Deming over the course of five years provided incredible memories of the man who was fun-loving, generous, and driven, and why his Profound Knowledge is still so important today.

This lecture will include important teachings of Dr. Deming as well as lessons I learned during consultations, lectures and private conversations with the master.

All levels

Academic Track | Room: Grand Ballroom E

UNCOVERING TRUE HOME HEALTHCARE SUPPLY CHAIN COSTS
Ashlea Bennett Milburn, University of Arkansas
Scott Mason, Clemson University

A 2010 study revealed home health nurse involvement in supply chain duties is leading to high indirect costs and taking time away from patient care. A follow-up study is presented, in which expert interviews and extensive data analysis are used to compare current practices based on total cost, supply chain performance, and nurse involvement.

Basic level

Information Technology Track | Room: Grand Ballroom F

KEEPING EVERYONE INFORMED: SCHEDULING INPATIENT TESTING AND THERAPY APPOINTMENTS
Kate Betene, Hennepin County Medical Center

One theme emerged from VSM planning for an inpatient stay: Patients, nurses, physicians, testing departments, and therapists were unaware of the plan for the day, often competing for the patients’ time. Through changing workflow and information-sharing via Epic, collisions-of-care were reduced, interdepartmental coordination improved, and the patient experience enhanced.

Basic level

Human Factors Track | Room: Barbados A&B

THE APPLICATION OF HUMAN FACTORS ENGINEERING TO HEALTHCARE
Brian Fillipo, Bon Secours Virginia hospitals

Bon Secours Virginia hospitals have been testing and implementing strategies based on the principles of human factors engineering to help both patients and clinicians do the “right thing” to improve the safety and quality of care provided. This presentation will review what they learned along with real-life practical examples.

Basic level
Lean Six Sigma Track | Room: Grand Ballroom B

**SCOTT & WHITE HEALTHCARE LEAN CENTRAL AND EMBEDDED COACH DEVELOPMENT MODEL**

*Gerard Berlanga, Altarum Institute*

*Marji Henry, Scott & White Healthcare*

Scott & White’s Central and Embedded Coaching Model is key to sustaining systemwide lean thinking and improvements. Lean deployment and sustainment at Scott & White healthcare has included hospitals and clinics in Waco, Temple, College Station, Round Rock, Marble Falls and throughout the central Texas region. Spreading lean from the main site/hospital in Temple, Texas, throughout the many clinics and hospitals in the Scott & White system has required Central and Embedded coaches that can teach lean, facilitate lean events and lead/coach lean projects. Central coach development includes “learning by doing” on key lean projects in the hospital and clinic environment, teaching key lean courses (becoming a sensei) across the Scott & White system, and one-on-one coaching with senior leadership, clinical and non-clinical staff and cross-functional teams.

**All levels**

Patient Flow Track | Room: Grand Ballroom C

**USING DMAIC METHODOLOGY TO INCREASE THE NUMBER OF MRI EXAMINATIONS AT MD ANDERSON**

*Ranganath Iyer and Joseph Steele, MD Anderson Cancer Center*

Capacity constraints delay access to diagnostic imaging and can adversely affect the care of MD Anderson patients. A large, growing backlog of patients needing MRI studies became apparent. For certain MRI examinations, the next available appointment could be weeks away. Given the severity of illness in our patient population, this was unacceptable. MD Anderson performs approximately 40,000 MRI procedures annually, with nearly 40% performed in Rose Zone. Therefore, this area was chosen for a capacity improvement pilot study. A diverse team, including faculty, industrial engineers, nurses and technologists, was assembled.

**All levels**

Quality Track | Room: Grand Ballroom D

**USING ISO 9001 AND CREW RESOURCE MANAGEMENT TO IMPROVE PATIENT OUTCOMES**

*James Benz and Carol Wright, Enterprise Solutions Inc.*

This presentation will improve patient outcomes through the use of ISO 9001:2008 and Airline Crew Management (CRM) techniques. Techniques will be described so that the attendees will be able to apply them upon return to their practice. Actual cases will be discussed where these concepts would have improved patient outcomes and the general quality of care by the institution. This is an extension of last year’s CRM presentation.

**Intermediate level**

Academic Track | Room: Grand Ballroom E

**FEATURED SPEAKER**

**CAREER OPPORTUNITIES - CONSIDERING YOUR OPTIONS - BUILDING A PLAN**

*David Cowan, Georgia Institute of Technology*

The industry is changing and the job opportunities are growing. Whether it is entry level or a mid-career change, building a job search plan and preparing yourself for the interview and the new job will help you find success.

**Basic level**

Information Technology Track | Room: Grand Ballroom F

**THE USE OF INFORMATION TECHNOLOGY IN PATIENT SAFETY INITIATIVES**

*Kathleen Detar Gennuso, Institute of Consultative Bioethics*

Using information technology to reduce adverse events in healthcare has been a growing trend over the past decade. Even though a transformational application of IT is difficult, it does not undermine the significant benefits that automation can and is required to provide by society and the law.

**Intermediate level**

Human Factors Track | Room: Barbados A&B

**ESTABLISHING RELATIONSHIPS, IMPROVING PATIENT SAFETY AND PATIENT AND STAFF SATISFACTION**

*Judith Ann Pauley and Joseph F. Pauley, Process Communications Inc.*

Understanding the motivational needs of patients and their communication preferences is the key to establishing relationships and providing improved service and patient care. Participants will learn successful scientifically proven communication and motivation strategies to enable them to establish relationships so that patients and staff will be happier and more satisfied.

**All levels**
Lean Six Sigma Track | Room: Grand Ballroom B

FEATURED SPEAKER

IMPROVING IMPROVEMENT: FROM THE SUGGESTION BOX TO VISUAL IDEA BOARDS
Mark Graban, Constancy Inc.

The suggestion box is broken. Traditional suggestion systems are slow, batchy, and often discourage the very improvement behavior they were intended to encourage. This session shows an alternative - the “visual idea board,” a continuous approach to soliciting, tracking, and sharing small kaizen ideas from front-line staff.

Basic level

Patient Flow Track | Room: Grand Ballroom C

CONCEPTS AND ISSUES IN HEALTHCARE SIMULATION
Lou Keller, Flexsim Software Products Inc.

This presentation covers the healthcare simulation waterfront, addressing not just the wealth of applications found in the healthcare environment, the basis for simulation’s advantage, and the reasons behind healthcare simulation’s growth, but a short history of the use of simulation in the analysis of healthcare systems as well.

All levels

Quality Track | Room: Grand Ballroom D

QUALITY IN A PATIENT-CENTERED HEALTHCARE SYSTEM: BUT WHAT IS THE “SYSTEM”?
Serge Sala-Diakanda and Maria Bull, University of Central Florida

This presentation illustrates the virtues of systems sciences in capturing the relationship between system definition and quality objectives in a patient-centered healthcare system. The work demonstrates how a systems thinking approach and the object-process methodology are useful for decision makers to achieve quality.

All levels

Academic Track | Room: Grand Ballroom E

ACADEMIC-INDUSTRY PARTNERSHIPS: BUILDING A WIN-WIN RELATIONSHIP
David Cowan and Eva Lee, Georgia Institute of Technology, Ashlea Bennett Milburn, University of Arkansas, Michael Washington, Center for Disease Control

How can industry take advantage of some of the best thinkers available – the faculty and students of our universities? This is a great resource of creativity, high level analytics, and manpower to address some of our most difficult questions. How can academia take advantage of the real world problems to test the theories to provide real data for our development of analytic tools. And students want real world experience to test the concepts they are learning in the classroom. But to achieve these goals we need to build a model to optimize the goals and resources of each. We will share real experiences, describe challenges and how they were overcome, and offer suggestions to help you develop partnerships that work.

Leadership and Management Track | Room: Grand Ballroom F

WHAT’S A DEPARTMENTAL ASSESSMENT AND HOW DO YOU MAKE IT HAPPEN?
Frank Overfelt, Delta Healthcare Consulting Group

During the session, process improvement specialists and management engineers will learn how to scope a departmental assessment, gather relevant information, key in on certain indicators, effectively use benchmarks, present findings, and prepare for implementation.

Intermediate level

Human Factors Track | Room: Barbados A&B

FINDING THE TRUE ROOT CAUSE IN THE INITIAL NURSING ASSESSMENT USING PDCA.
Leonard Perry, University of San Diego
Martha Ackman, Scripps Hospital

Using the PDCA improvement methodology enhanced with specifics from lean and Six Sigma, the objective of our project was to improve the Initial Nursing Assessment. Improvements including the removal of process redundancies, accurate identification of patient problems, and an appropriate and viable plan of care that drives improved patient outcomes.

Intermediate level
Lean Six Sigma Track | Room: Grand Ballroom B

SEEKING IDEAL HEM-ONC PATIENT CARE AND FLOW THROUGH LEAN METHODOLOGIES
Isaac Mitchell and Margaret McKelvey, East Tennessee Children’s Hospital

Patient flow can profoundly affect how and if we care for hematology-oncology patients. Poor patient flow results in long lead time, delays, safety issues and bad experiences. Learn how value stream mapping and A3 thinking can identify and eliminate waste while engaging staff in problem solving toward ideal patient care.

Basic level

Patient Flow Track | Room: Grand Ballroom C

PATIENT SCHEDULING AT OUTPATIENT SPECIALTY CLINICS
Jose Sepulveda and William Thompson, University of Central Florida

This presentation considers object-oriented simulation of patient scheduling and sequencing rules. The impact of slot size and overbooking policies are compared based on percent of requests scheduled within a week of the consult request and time elapsed from consult request by the primary care provider until the patient is seen by the specialist.

Intermediate level

Quality Track | Room: Grand Ballroom D

DESIGN AND ANALYSIS OF OPEN RESPONSE SURVEYS: LESSONS LEARNED
Joan Burtner, Mercer University

The author will use excerpts from recently-administered surveys of healthcare professionals to show several commonly used analysis techniques for open-ended response data. Issues discussed will include collating the response data, dealing with fraudulent or unusable responses, frequency distribution models, initial coding vs. focused coding, and presentation of the data analysis.

Basic level

Academic Track | Room: Grand Ballroom E

CREATING A HEALTHCARE SYSTEMS ENGINEERING FELLOWSHIP PROGRAM WITHIN THE VA – A PANEL DISCUSSION
Ashley Benedict and Janis Hersh, New England Veterans Engineering Resource Center
Tom Rust, Worcester Polytechnic Institute

We will discuss the process of establishing a fellowship program, student recruitment, fellowship structure, academic partnerships, and fellows’ projects with the Veterans Health Administration. Healthcare systems interested in training healthcare engineers, students looking for opportunities after graduate school, and academics wanting to partner with industry would benefit from this presentation.

All levels

Leadership and Management Track | Room: Grand Ballroom F

LEAN STRATEGY DEPLOYMENT: HOSHIN PLANNING TO ALIGN EFFORTS OF 13,000 HEALTHCARE STAFF
Brock Husby, University of Michigan/Altarum Institute
Tammy Daniels, Scott & White Healthcare

Most healthcare organizations are very ineffective at aligning overall organizational goals, strategy, and vision with the goals, incentives, and initiatives of all of their employees and working toward this shared “future state.” The lean approach of Hoshin Planning (Strategic Alignment) is highly effective at addressing this challenge. This presentation will focus on the methodology/approach, as well as the initial efforts and results from a forward-thinking lean healthcare organization that is one of the first in the country to undertake this initiative on a large scale.

All levels

Human Factors Track | Room: Barbados A&B

AVIATION CREW RESOURCE MANAGEMENT: A FLIGHT PLAN TO PATIENT SAFETY
Ragunathan Kanagaratnam, Quality Associates SB
Ranjini Ragunathan, Hospital for Special Surgery

Studies of aircraft accidents show that they are generally related to lack of communicating and decision making skills in dynamic environments, termed human factors. To improve these skills, Crew Resource Management (CRM) has been developed by the aviation industry. Medicine is now incorporating CRM training methods in their operations.

Basic level
### SUNDAY, FEBRUARY 19 | 4:10 P.M. - 5 P.M.

<table>
<thead>
<tr>
<th>Lean Six Sigma Track</th>
<th>Room: Grand Ballroom B</th>
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<tbody>
<tr>
<td><strong>PROCESS IMPROVEMENT FOR STERILE PROCESSING DEPARTMENT</strong></td>
<td><strong>GRANT MEDICAL CENTER</strong></td>
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<tr>
<td>Nicole Yanich and Alan Covac, OhioHealth</td>
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<tr>
<td>This presentation details how a Sterile Processing Department utilized lean techniques to improve its overall efficiency in preparation for a systemwide consolidation of Sterile Processing Departments as well as to reduce its operating costs.</td>
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<td><strong>Intermediate level</strong></td>
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<thead>
<tr>
<th>Patient Flow Track</th>
<th>Room: Grand Ballroom C</th>
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<tbody>
<tr>
<td><strong>THE LEAVING WITHOUT TREATMENT REDUCTION PLAN SUCCESS STORY:</strong></td>
<td><strong>ADVOCATE TRINITY</strong></td>
</tr>
<tr>
<td>Julian Magdaleno and Jacquelyn Whitten, Advocate Trinity Hospital</td>
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</tr>
<tr>
<td>Patients arriving on the Advocate Trinity ED campus receive “very good care” from the ED Team, and as a result have reduced wait times to be seen. With this effective collaboration of professionals, patients do not leave without treatment due to heavy patient volumes in the waiting room.</td>
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<td><strong>Basic level</strong></td>
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<thead>
<tr>
<th>Quality Track</th>
<th>Room: Grand Ballroom D</th>
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<tbody>
<tr>
<td><strong>THE ROLE OF CONTINUOUS IMPROVEMENT IN HEALTHCARE</strong></td>
<td><strong>Eduardo Santiago, Minitab Inc.</strong></td>
</tr>
<tr>
<td>We will look at several tools used to solve common problems presented in healthcare including linear programming, value stream mapping, spaghetti diagrams and control charts for non-normal data.</td>
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<tr>
<th>Academic Track</th>
<th>Room: Grand Ballroom E</th>
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<tbody>
<tr>
<td><strong>FEATURED SPEAKER</strong></td>
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<tr>
<td><strong>JOURNEY TO HIGH VALUE HEALTHCARE: THE NEW ROLE OF PROCESS IMPROVEMENT</strong></td>
<td><strong>Pam Arllotto, Maestro Strategies</strong></td>
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<td><strong>TBA</strong></td>
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### MONDAY, FEBRUARY 20 | 8 A.M. - 8:50 A.M.

<table>
<thead>
<tr>
<th>Lean Six Sigma Track</th>
<th>Room: Grand Ballroom B</th>
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<tbody>
<tr>
<td><strong>EVERY EMPLOYEE A PROBLEM SOLVER ON THE ROAD TO A LEAN TRANSFORMATION</strong></td>
<td><strong>Bart Sellers, Intermountain Healthcare</strong></td>
</tr>
<tr>
<td>Learn how a three-hospital region implemented an idea system that is working to engage every employee in improvement every day. Attendees will learn why ideas are critical in developing a lean culture, how to implement an effective idea system, and why ideas are strategically important.</td>
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<tr>
<th>Patient Flow Track</th>
<th>Room: Grand Ballroom C</th>
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<tbody>
<tr>
<td><strong>ADMISSION TO DISCHARGE: LEAN REDESIGN OF THE PATIENT JOURNEY</strong></td>
<td><strong>Brady Nixon and Stephen Tencich, St. Luke’s Health System</strong></td>
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<tr>
<td>This presentation describes a multidepartmental lean approach applied to the value stream of surgical patients. Attendees will walk away with real-world examples and practical ideas that can be applied to increase throughput while enhancing the patient and staff experience.</td>
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<tr>
<th>Leadership and Management Track</th>
<th>Room: Grand Ballroom F</th>
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<tr>
<td><strong>DEVELOPING A SUSTAINABLE IMPROVEMENT INFRASTRUCTURE</strong></td>
<td><strong>Jose Rivera, The Nebraska Medical Center</strong></td>
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<tr>
<td>This presentation shows how The Nebraska Medical Center designed a process to identify potential projects and prioritize centralized project leadership resources based on organizational benefits, while simultaneously developing these individuals as future organizational leaders.</td>
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<tr>
<th>Human Factors Track</th>
<th>Room: Barbados A&amp;B</th>
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<tr>
<td><strong>REDUCING ERGONOMIC RISK WITH A RIGOROUS APPROACH TO WORKSTATION DESIGN</strong></td>
<td><strong>Woody Dwyer, Travelers Insurance</strong></td>
</tr>
<tr>
<td>Soft tissue injuries are painful for workers and frustrating for employers because of the medical uncertainty that often surrounds their diagnosis and treatment. Today’s healthcare companies may presume that during either new construction or renovation, proper ergonomic design will be built into a project automatically. Unfortunately, such is not the case. Workstation design and equipment purchased are often found to be inadequate after installation is complete and employees begin to use them.</td>
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</table>
Change Management Track | Room: Grand Ballroom D

FEATURED SPEAKER

A RATIONAL DECISION MAKING FRAMEWORK: MEDICATION DISTRIBUTION
Bill Schwent, BJC Healthcare
Julie Silver, Johns Hopkins MHA Program

BJC Healthcare created a decision framework for modifying and replacing a current medication distribution system or selecting a new one. Primary components of the framework include a Kepner-Tregoe decision analysis, simulation modeling, and a human factors study. In addition, valuable information is presented regarding nursing interruptions and medication administration time requirements. Intermediate level

Looking Forward Track | Room: Grand Ballroom E

JOURNEY TO SYSTEMNESS: ALIGNING PROCESS EXCELLENCE WITH SYSTEMNESS AT OHIOHEALTH
Paul Remonko and John Rudy, OhioHealth

This presentation discusses how OhioHealth, an eight-hospital system, is achieving a $70M reduction in operating expense over a three-year period through the use of benchmarking and lean methodologies to better position itself within the current economic environment and forthcoming healthcare reform. Intermediate level

Leadership and Management Track | Room: Grand Ballroom F

CREATING A PROACTIVE LEADERSHIP CULTURE FOR CAPACITY AND WORKFORCE PLANNING
Arthur Lambert, The Center for Clinical Workforce Planning Professionals

A journey from a reactive to a proactive culture by team of front-line clinical leaders managing capacity and staffing, this presentation will outline how the availability of passive, real-time predictive capacity and workforce data has elevated the performance of the front-line clinical leaders on inpatient units. All levels

Potpourri Track | Room: Barbados A&B

DO I WANT TO BECOME A CONSULTANT?
John Templin, Templin Management Associates Inc.

Many people consider becoming a consultant at some point in their career. This session is an introduction to consulting by a person with more than 40 years consulting experience. The session will include marketing, pricing, estimating time, career options and what it takes to run a business. Basic level

MONDAY, FEBRUARY 20 | 9 A.M. - 9:50 A.M.

Lean Six Sigma Track | Room: Grand Ballroom B

LEAN CLINIC DESIGN
Michael Baratz, Scott & White Healthcare
Brock Husby, University of Michigan/Altarum Institute

Scott & White has seen dramatic growth over the past five years. This presentation will provide an overview of lean design and 3P processes used for two specific clinics, and it discusses how our patients and organization will benefit from these lean-designed clinics. All levels

Change Management Track | Room: Grand Ballroom D

MANAGING PROFESSIONAL TRANSITIONS AS PART OF ORGANIZATION CHANGE
Jean Ann Larson, Children’s Medical Center

As change agents during performance improvement efforts, a healthcare leader or management engineer’s biggest challenge can be helping leaders and employees make successful transitions to the desired states or processes. This session couples the latest research in professional transition with practical experience in leading organizational change in healthcare organizations. All levels

Patient Flow Track | Room: Grand Ballroom C

MODELS FOR USING PREDICTIONS TO FACILITATE HOSPITAL PATIENT FLOW
Jordan Peck, MIT - Lean Advancement Initiative
Stephan Gaehde, VHA Boston

Studies have shown that a tool can be developed to assign a probability of hospital admission to patients who enter an emergency department. This study explains how these predictions can be useful through the application of models and by describing a real hospital’s efforts at implementing such a system. Intermediate level

Looking Forward Track | Room: Grand Ballroom E

ALLOCATING LIMITED INPATIENT BED CAPACITY
Tom Best and Don Eisenstein, The University of Chicago Booth School of Business

The University of Chicago Hospitals received dispensation from Illinois to partition its beds into wings. Each wing can admit only specific inpatient groups. We solve the computationally hard problem of forming wings to near optimality while incorporating dependencies between demand and throughput and considering the ethics of our solutions. Intermediate level
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<tr>
<th>Room: Grand Ballroom F</th>
<th>Room: Barbados A&amp;B</th>
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<tbody>
<tr>
<td><strong>FOCUSING MANAGERS ON WHAT REALLY MATTERS</strong>&lt;br&gt;Jace Manning, University of Utah Healthcare</td>
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<tr>
<td><strong>EHR BUSINESS PROCESS MANAGEMENT:</strong>&lt;br&gt;<strong>PROCESS MINING TO PROCESS IMPROVEMENT</strong>&lt;br&gt;Charles Webster, Golden Hiker Productions</td>
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In any organization, front-line managers are vital to the long-term viability of continuous improvement efforts. This presentation focuses on the benefits of defining key performance indicators for managerial performance and describes two specific tools that have successfully improved operational performance in a top integrated healthcare delivery system.  
*Intermediate level*

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<th>Room: Grand Ballroom B</th>
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<tr>
<td><strong>LEVERAGING LEAN CROSS-INDUSTRY PARTNERSHIPS IN HEALTHCARE</strong>&lt;br&gt;Kathleen Sharp, Lehigh Valley Health Network</td>
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<tr>
<td><strong>EDUCATING A CULTURE OF IMPROVEMENT</strong>&lt;br&gt;Duke Rohe, MD Anderson Cancer Center</td>
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This session describes the multidisciplinary efforts to improve transitions of care at a large healthcare network. Incorporating fundamentals of lean methodology and leveraging partnerships with manufacturers in our community, improvements were developed in four areas suggested by the Institute for Healthcare Improvement: patient assessment, patient and family caregiver education, “handover” communication, and post-discharge management in both in-patient and ambulatory care settings.  
*Intermediate level*

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<th>Room: Grand Ballroom C</th>
<th>Room: Grand Ballroom E</th>
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<tr>
<td><strong>IMPLEMENTATION OF HEALTHCARE SYSTEMS ENGINEERING AT MAYO TO IMPROVE CARE DELIVERY</strong>&lt;br&gt;Tarun Mohan Lal, Mayo Clinic</td>
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<tr>
<td><strong>ASSESSING VOLATILITY OF HEALTHCARE EXPENDITURES AMONG THE ELDERLY</strong>&lt;br&gt;Chris Deck, Via Christi HOPE</td>
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The Mayo Clinic recently launched the Center for the Science of Healthcare Delivery with the vision to create, evaluate, and implement high value patient-centric care delivery to address the formidable challenges faced by the care delivery systems. Healthcare systems engineering is one of the three platforms the center will develop and grow to operationalize this vision. In this presentation, we will discuss the execution strategy of the Healthcare Systems Engineering Program within the Center for Science of the Healthcare Delivery. The objective of this program will be to facilitate the much needed integrated, centralized and organized approach to healthcare delivery processes problem solving by illustrating, promoting and encouraging use of appropriate engineering methodologies for decision making.  
*Basic level*

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<tr>
<th>Room: Grand Ballroom F</th>
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<tr>
<td><strong>HOW TO USE SIX SIGMA METRICS TO IMPROVE ORGANIZATIONAL PERFORMANCE</strong>&lt;br&gt;Gerald Taylor, The Performance Management Group LLC</td>
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The presenter instructs leaders on the important task of using measurement systems to encourage excellence in performance through developing people, processes, systems and procedures. The presentation provides managers and supervisors a new skill for designing and deploying performance measurement systems to improve the quality and productivity of their organizations.  
*Basic level*
Potpourri Track | Room: Barbados A&B

FEATURED SPEAKER
WHAT WE DIDN’T KNOW WE DIDN’T KNOW – AND WHAT YOU CAN LEARN FROM IT
Lisa Olenski, BJC HealthCare

Learn how BJC HealthCare’s 13 hospitals and 27,000 employees have applied lean sigma, formal change management, facilitation skills for leaders, project management, Kepner-Tregoe rational thinking processes for problem solving and decision making, lean management system, rapid improvement execution methods, Hoshin-Kanri goal deployment process (GDP) and lean daily management (LDM) to improve our people, strategies, operations and processes that take exceptional care of patients.

MONDAY, FEBRUARY 20 | 1:10 P.M. - 2 P.M.

Lean Six Sigma Track | Room: Grand Ballroom B

USING 3P IN LEAN HEALTHCARE FACILITY DESIGN
Mike Wroblewski, Kaizen Institute USA

Using a variation from the lean manufacturing world, the Production Preparation Process (3P) is one part of an overall lean design approach that includes the rapid testing of ideas and the embedding of lean principles into process and workspace design in the shortest time possible.

All levels

Patient Flow Track | Room: Grand Ballroom C

PROCESS DESIGN THINKING - SIMPLE METHODS TO GET IT RIGHT THE FIRST TIME
Bill Hathaway, MoreSteam.com

In this session, we will examine a hospital laboratory process and practice process thinking to define the customer requirements, determine the capability of the process and build future state models. We will discuss the usefulness of the models and how to build support for continuous improvement efforts.

All levels

Change Management Track | Room: Grand Ballroom D

DRIVING INPATIENT THROUGHPUT: A UNITED FRONT
Mary Jo Snyder and Margaret Kohl, Echo Consulting Group

Bringing together divergent groups and leading them toward a single organizational goal takes the use of reliable data and can be successful by focusing on data-driven solutions rather than administrative goals. This case study demonstrates how a large community hospital engaged divergent groups to improve patient throughput.

All levels

Looking Forward Track | Room: Grand Ballroom E

LEADING SIGNIFICANT SUSTAINABLE CHANGE – PART 1
David Cowan, Georgia Institute of Technology
Marci Jackson, Premier Inc.
Steve Escamilla, John Muir Health
Joyce Siegele, Northside Hospital
Lucy Young, Henry Ford Medical Center

Recently it has been reported and editorialized that many quality improvement efforts have been ineffective. The quality “numbers” haven’t seemed to change from the first writing of To Err is Human by the IOM. Many lean Six Sigma programs start strong but fade. And many of the heralded successes are localized. But there are stories of big change and change that has lasted. Our panel will talk about some of these cases and explore the approaches that have resulted in change that is significant and that lasts. We will explore the vision, the culture, the methods and the leadership that makes a difference. This will include presentations by the panel as well as an open discussion.

All levels

Leadership and Management Track | Room: Grand Ballroom F

STAFFING BEST PRACTICES
Alan Openshaw, Intermountain Healthcare

By all assessments labor is 50% to 60% of healthcare cost. If reducing healthcare cost is important, and it is, then managing the labor component within our hospitals is critical. Labor productivity or staffing best practices must be a key focus of department managers as they strike the delicate, sometimes charged and controversial balance between adequate staffing and patient safety. This presentation will highlight what one nonprofit healthcare organization did to address spiraling labor costs by implementing a staffing best practice model, complete with a functional set of tools that managers could now use to optimize labor productivity without compromising patient safety and satisfaction.

Intermediate level
Potpourri Track | Room: Barbados A&B

ERGONOMICS & TECHNOLOGY: THE FUTURE
Jerome Congleton, Texas A&M University Health Science Center School of Rural Public Health

Ergonomics & Technology: The Future is designed to increase ergonomic awareness in and out of the workplace by exploring new technology such as tablets, readers and smart phones, their use and place in the work environment, as well as the ever-changing workplace including trends in the office and telecommuting.

Basic level

MONDAY, FEBRUARY 20 | 2:10 P.M. - 3 P.M.

Lean Six Sigma Track | Room: Grand Ballroom B

ELIMINATING WRITE-OFFS: USING LEAN TO REDUCE OUTPATIENT CLAIM DENIALS
Gavin Richards, Medstar Health

Struggling to maintain accurate documentation for outpatient reimbursements? This presentation outlines one project resulting in significant confirmed reduction in the number of denied claims reimbursable to the hospital. Audience participation will be encouraged, with a discussion of tips and individual experiences to follow.

Basic level

Patient Flow Track | Room: Grand Ballroom C

ELECTRONIC HEALTH RECORD IMPLEMENTATION: DESIGN FOR LEAN SIX SIGMA
Jonathan Flanders, Juran Institute

A 291-bed children’s hospital implements a process redesign initiative using the Design for Lean Six Sigma methodology to prepare for the electronic health record. The presentation describes the infrastructure, project plans, methodology and results to date.

Intermediate level

Change Management Track | Room: Grand Ballroom D

CHANGE MANAGEMENT: 20 SIMPLE, YET POWERFUL TOOLS
Julie Amling and Nanette Richardson, Nationwide Children’s Hospital

Wondering which change management techniques will work best for your current teams? Want some fresh, concrete ideas for compelling people to move forward? This session will describe 20 methods with detailed examples and present a tool for determining which ones to try next.

All levels

Looking Forward Track | Room: Grand Ballroom E

LEADING SIGNIFICANT SUSTAINABLE CHANGE – PART 2
David Cowan, Georgia Institute of Technology
Marci Jackson, Premier Inc.
Steve Escamilla, John Muir Health
Joyce Siegele, Northside Hospital
Lucy Young, Henry Ford Medical Center

Recently it has been reported and editorialized that many quality improvement efforts have been ineffective. The quality “numbers” haven’t seemed to change from the first writing of To Err is Human by the IOM. Many lean Six Sigma programs start strong but fade. And many of the heralded successes are localized. But there are stories of big change and change that has lasted. Our panel will talk about some of these cases and explore the approaches that have resulted in change that is significant and that lasts. We will explore the vision, the culture, the methods and the leadership that makes a difference. This will include presentations by the panel as well as an open discussion.

All levels

Leadership and Management Track | Room: Grand Ballroom F

LINKING GOAL DEPLOYMENT TO THE STRATEGIC PLANNING BUSINESS CYCLE
John Rudy, OhioHealth

This session is about using goal deployment as part of the annual business process to take the goals and visions from strategic planning and developing them into tactics and milestones. Learn to drive accountability through visibility and discipline and achieve breakthrough performance through organizational alignment and operational focus.

Intermediate level

Potpourri Track | Room: Barbados A&B

THE LEAP FROM P TO E
Benjamin Yabut, Hopscotch LLC

The federal push to EMR and e-prescribing counts on efficiency and quality. However, the transition is producing other unintended effects. Over the last two decades, industrial engineers have studied complexities of systems transitions leading to its newest field- SME. Learn how we can avoid transition headaches and improve quality.

All levels
POSTER SESSIONS

Posters will be on display in the Exhibit Hall – Mirage Grand Ballroom G-H during exhibit hours. Authors will be next to their posters Sunday, February 19 from 11 a.m. – 12:15 p.m. and Monday, February 20 from 10:50 a.m. – Noon to answer questions from attendees.

POSTER PRESENTERS

DIFFUSION OF PERFORMANCE IMPROVEMENT METHODS IN HEALTHCARE
Gary Altman, Premier Inc/ Wayne State University

REDUCING CONTAMINATION RATES OF BLOOD CULTURES
Craig Alvis, Indianapolis VA Medical Center

LEAN EDUCATION AND HANDS-ON PRACTICE FOR MEDICAL RESIDENTS
Cliona Archambeault, New England Veterans Engineering Resource Center

TIME FOR CHANGE: LESSONS FROM THE VA’S PRIMARY CARE COLLABORATIVE
Cliona Archambeault, New England Veterans Engineering Resource Center

RELATING HIGH RELIABILITY ORGANIZATION CHARACTERISTICS TO SURGICAL TEAMS
Amanda Baty, Texas Tech University

MEASURING EFFICIENCY IN HEALTHCARE NETWORKS FOR MASS-CASUALTY
Maria Bull, University of Central Florida

LOCATING MEDICAL SPECIALTIES ACROSS CARE NETWORKS: IMPROVING COSTS AND ACCESS
Mehmet Erkan Ceyhan, Northeastern University

IMPROVING DISCHARGE COMMUNICATION AND ROOM TURNOVER USING SYSTEMS ENGINEERING
Valerie Chase, VA Ann Arbor Healthcare System

MAKING SIMULATION ACCESSIBLE TO HEALTHCARE
Claire Cordeaux, SIMUL8 Corporation

ONE TRANSFER CALL DOES IT ALL: CREATING AN OHIOHEALTH TRANSFER CENTER
Alan Covac, OhioHealth

DECREASING VENTILATOR ASSOCIATED PNEUMONIA WITH LEAN SIX SIGMA
Cristina Daccarett, Froedtert Hospital

COMBINING CPI AND DATA ANALYTICS TO DRIVE CHANGE
John Dulin, Concurrent Technologies Corporation

BEST PRACTICES IN CHRONIC DISEASE MANAGEMENT - POST DISCHARGE
Sam Eisenberg, Worcester Polytechnic Institute

IMPROVING PROCESS WITH INTEGRATED DESIGN
Tiffany Formby, Georgia Institute of Technology

USING PATIENT PAGERS TO IMPROVE THE PATIENT’S EXPERIENCE
Matt Horn, Indianapolis VA Medical Center

IMPROVING BREAST CANCER SCREENING: A SYSTEMATIC AND MULTIFACETED APPROACH
Michael Kanter, Kaiser Permanente

SYSTEMS MODELING AND SIMULATION FOR REDUCING MEDICATION ERRORS
Eva Lee, Georgia Institute of Technology
POSTER PRESENTERS (CONTINUED)

THE SEVEN HOSPITAL FLOWS AND THE EIGHT EVENTS ON THE PATIENT HIGHWAY
Ted Karr, University Medical Center

USING SYSTEM INDICATORS IN THE RISK-STRATIFICATION OF DIABETES PATIENTS
Qing Li, MIT

PROCEDURE TIME SLOT REDESIGN IN A HOSPITAL RADIOLOGY DEPARTMENT
Justin Marcak, New Mexico State University

IMPROVING PEDIATRIC PATIENT FLOW THROUGH CLINIC REDESIGN AND STAFF ALLOCATION
Abbey Marquette, Rady Children’s Hospital San Diego

IMPROVING PEDIATRIC ED PATIENT THROUGHPUT & OPERATIONAL PERFORMANCE
Abbey Marquette, Rady Children’s Hospital San Diego

HIE OH NO: CASE STUDY OF AN HIE CONVERSION
Samuel McDowell, VITL

RETAIL PHARMACY PROCESS IMPROVEMENT & PATIENT SATISFACTION THROUGH LEAN
Chris Melton, Scott & White Hospital

IMPROVING OR FIRST CASE ON-TIME STARTS THROUGH A3 THINKING
Isaac Mitchell, East Tennessee Children’s Hospital

RE-ENGINEERING THE DISCHARGE PROCESS TO DRIVE IMPROVEMENT IN HEALTHCARE DELIVERY
Jelece Morris, Georgia Institute of Technology

IMPROVING EMERGENCY DEPARTMENT PATIENT SERVICE BY ENHANCING STAFF WORKFLOWS
Bryan Norman, University of Pittsburgh

HOSPITAL ERGONOMICS: BIOMECHANICAL AND ENGINEERING SOLUTIONS TO MANUAL PATIENT
Danny Nou, EORM

HAND HYGIENE IN THE REHABILITATION PATIENT: OUR STAFF’S ROLE
Satish Rajasekaran, University of Saskatchewan

IMPROVING FLOW AT EMERGENCY ROOMS USING ABC, LEAN AND SIMULATION
Francisco Ramis, UBB

5-S WORKPLACE ORGANIZATION IN THE HOSPITAL
Nanette Richardson, Nationwide Children’s Hospital

QUALITY INDICATOR FOR CHILEAN PRIMARY HEALTHCARE CENTERS
Claudio Rivera, Universidad de La Frontera

ENGINEERING CHANGE IN THE OPERATING ROOM AS A PARADIGM FOR CHANGE IN HEALTHCARE
Lawrence Rosenberg, McGill University

EFFECTIVE MODEL TO OPTIMIZE THE TREATMENT PROCESS IN THE HOSPITAL
Mohammadreza Shahriari, University of Central Florida

USING SIMULATION-BASED OPTIMIZATION TO STRUCTURE AND MANAGE AMBULATORY CLINICS
Philip Troy, Les Entreprises TROYWARE

DEFYING THE INPATIENT ODDS WITH LEAN
Laura Young, Kettering Health Network
## SPEAKER MATRIX

### SATURDAY, FEBRUARY 18, 2012

<table>
<thead>
<tr>
<th>SESSION ROOM</th>
<th>TRINIDAD A</th>
<th>TRINIDAD B</th>
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| **8 a.m. – 12 p.m.** | *cLean Hospital – How to Teach Lean Tools Effectively in Healthcare v2.1*  
Keith Poole, Joseph Swartz and Nimish Patel, HCA |  |
| **1 p.m. – 5 p.m.** | *Lean In Daily Work – Standard Work for Daily Problem Solving – Train the Trainer*  
Brendon Well and Kevin DeHority, University of Michigan Health System | *Inpatient Flow – Learn & Apply Lean Techniques to Solve Problems*  
Matt Morrissette, More Effective Consulting, LLC |
| **5 p.m. – 6 p.m.** | Welcome Reception - Bermuda B |  |

### SUNDAY, FEBRUARY 19, 2012

<table>
<thead>
<tr>
<th>TRACK</th>
<th>LEAN SIX SIGMA</th>
<th>PATIENT FLOW</th>
<th>QUALITY</th>
<th>ACADEMIC</th>
<th>INFORMATION TECHNOLOGY</th>
<th>HUMAN FACTORS</th>
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<tr>
<td><strong>TRACK CHAIRS</strong></td>
<td>Mark Graban</td>
<td>Karl Kraeber</td>
<td>Taryn Lee</td>
<td>David Cowan</td>
<td>Sue Ann Te</td>
<td>Stephanie Means</td>
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<tr>
<td><strong>SESSION ROOM</strong></td>
<td>GRAND BALLROOM B</td>
<td>GRAND BALLROOM C</td>
<td>GRAND BALLROOM D</td>
<td>GRAND BALLROOM E</td>
<td>GRAND BALLROOM F</td>
<td>BARBADOS A&amp;B</td>
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| **8 a.m. – 8:50 a.m.** | *The Scott & White A3 Problem Solving Consortium Process*  
Chris Melton and Michael Baratz, Scott and White Healthcare Basic level | *Modeling and Optimizing Emergency Department Workflow*  
Eva Lee and Saloua Lahlou, Georgia Institute of Technology All Levels | *FEATURED SPEAKER My Travels with Dr. W. Edwards Deming: The Man and the Message*  
Doris Quinn, MD Anderson Cancer Center | *Uncovering True Home Healthcare Supply Chain Costs*  
Ashlea Bennett, University of Arkansas, and Scott Mason, Clemson University Basic level | *Keeping Everyone Informed: Scheduling Inpatient Testing and Therapy Appointments*  
Kate Betene, Hennepin County Medical Center Basic level | *The Application of Human Factors Engineering to Healthcare*  
Brian Fillipo, Bon Secours St. Mary’s Basic level |
| **9 a.m. – 9:50 a.m.** | *Scott &White Healthcare Lean Central and Embedded Coach Development Model*  
Gerard Berlanga, Altarum Institute and Marij Henry, Scott & White Healthcare All levels | *Using DMAIC Methodology to Increase the Number of MRI Examinations at MD Anderson*  
Ranganath Iyer and Joseph Steele, MD Anderson Cancer Center All levels | *Using ISO 9001 and Crew Resource Management to Improve Patient Outcomes*  
James Benz, Enterprise Solutions Inc. Intermediate level | *FEATURED SPEAKER Advancing Career Development*  
David Cowan, Georgia Institute of Technology Basic level | *The Use of Information Technology in Patient Safety Initiatives*  
Kathleen Detar Gennuso, Institute of Consultative Bioethics Intermediate level | *Establishing Relationships, Improving Patient Safety and Patient and Staff Satisfaction*  
Judith Ann and Joseph F. Pauley, Process Communications Inc. All levels |
<p>| <strong>10 a.m. – 11 a.m.</strong> | Keynote Presentation – Steve Markovich - President - Riverside Methodist Hospital - Grand Ballroom A |  |  |  |  |  |
| <strong>11 a.m. – 12:15 p.m.</strong> | Dedicated Exhibits - Grand Ballroom GH |  |  |  |  |  |
| <strong>11 a.m. – 6:30 p.m.</strong> | Exhibit Hall Open |  |  |  |  |  |
| <strong>11 a.m. – 6:30 p.m.</strong> | Poster Session - Grand Ballroom GH |  |  |  |  |  |
| <strong>12:15 p.m. – 1:30 p.m.</strong> | Lunch with Reports from the Leadership of SHS - Grand Ballroom A |  |  |  |  |  |</p>
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<td>1:40 p.m. – 2:30 p.m.</td>
<td>FEATURED SPEAKER Improving Improvement: From the Suggestion Box to Visual Idea Boards Mark Graban, Constancy Inc. Basic level</td>
<td>Concepts and Issues in Healthcare Simulation Lou Keller, Flexsim Software Products Inc. All levels</td>
<td>Quality in a Patient-Centered Healthcare System: But What is the “System”? Serge Sala Dikanda and Maria Bull, University of Central Florida All levels</td>
<td>Academic-Industry Partnerships: Building a Win-Win Relationship David Cowan and Eva Lee, Georgia Institute of Technology, Ashlea Bennett Milburn, University of Arkansas, Michael Washington, Center for Disease Control All levels</td>
<td>What’s a Departmental Assessment and How Do You Make It Happen? Frank Overfelt, Enterprise Solutions Inc. Intermediate level</td>
<td>Finding the True Root Cause in the Initial Nursing Assessment using PDDA Leonard Perry, University of San Diego, Martha Ackman, Scripps Hospital Intermediate level</td>
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<td>2:30 p.m. – 3 p.m.</td>
<td>Refreshment Break in Exhibit Hall - Grand Ballroom GH</td>
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<td>3:10 p.m. – 4 p.m.</td>
<td>Seeking Ideal Hem-Onc Patient Care and Flow through Lean Methodologies Isaac Mitchell and Margaret McKelvey, East Tennessee Children’s Hospital Basic level</td>
<td>Patient Scheduling at Outpatient Specialty Clinics Jose Sepulveda and William Thompson, University of Central Florida Intermediate level</td>
<td>Design and Analysis of Open Response Surveys: Lessons Learned Joan Burtnet, Mercer University Basic level</td>
<td>Creating a Healthcare Systems Engineering Fellowship Program within the VA – A Panel Discussion Ashley Benedict, Janis Hersh, and Brian Shiner, New England Veterans Engineering Resource Center (NE VERC), Tom Rust, Worcester Polytechnic Institute All levels</td>
<td>Lean Strategy Deployment: Hoshin Planning to Align Efforts of 13,000 Healthcare Staff Brock Husbysy, University of Michigan/Altarum Institute and Tammy Daniels, Scott &amp; White Healthcare All levels</td>
<td>Aviation Crew Resource Management: A Flight Plan to Patient Safety Ragunathan Kanagaretnam, Quality Associates SB, and Ranjini Ragunathan, Hospital for Special Surgery Basic level</td>
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<td>4:10 p.m. – 5 p.m.</td>
<td>Process Improvement for Sterile Processing Department – Grant Medical Center Nicole Yanich and Alan Covac, OhioHealth Intermediate level</td>
<td>The Leaving Without Treatment Reduction Plan Success Story: Advocate Trinity Julian Magdaleno and Jacquelyn Whitten, Advocate Health Care - Trinity Hospital Basic level</td>
<td>The Role of Continuous Improvement in Healthcare Eduardo Santiago, Minitab Inc. Basic level</td>
<td>FEATURED SPEAKER Journey to High Value Healthcare: The New Role of Process Improvement Pam Arlottot, Maestro Strategies</td>
<td>Developing a Sustainable Improvement Infrastructure Jose Rivera, The Nebraska Medical Center Intermediate level</td>
<td>Reducing Ergonomic Risk with a Rigorous Approach to Workstation Design Woody Dwyer, Travelers Insurance All levels</td>
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<td>5 p.m. – 6:30 p.m.</td>
<td>Networking Reception in Exhibit Hall - Grand Ballroom GH</td>
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**MONDAY, FEBRUARY 20, 2012**

- **7 a.m. – 4:30 p.m.** Conference Registration Desk Open - Registration Desk 1
- **7:30 a.m. – 8 a.m.** Breakfast with the Exhibitors - Grand Ballroom GH
- **7:30 a.m. – Noon** Exhibits Open - Grand Ballroom GH
- **7:30 a.m. – Noon** Poster Session - Grand Ballroom GH

[20 | WWW.SHSCONFERENCE.ORG]
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<td>8 a.m. – 8:50 a.m.</td>
<td>Every Employee a Problem Solver on the Road to a Lean Transformation Bart Sellers, Intermountain Healthcare All Levels</td>
<td>Admission to Discharge: Lean Redesign of the Patient Journey Brady Nixon and Stephen Tencich, St. Luke’s Health System Intermediate level</td>
<td>FEATURED SPEAKER A Rational Decision Making Framework: Medication Distribution Bill Schwent, BJC Healthcare, and Julie Silver, Johns Hopkins MHA Program Intermediate level</td>
<td>Journey to Systemness: Aligning Process Excellence with Systemness at OhioHealth Paul Remonko and John Rudy, OhioHealth Intermediate level</td>
<td>Allocating Limited Inpatient Bed Capacity Tom Best and Don Eisenstein, University of Chicago Booth School of Business Intermediate level</td>
<td>Creating a Proactive Leadership Culture for Capacity and Workforce Planning Arthur Lambert, The Center for Clinical Workforce Planning Professionals All Levels</td>
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<td>9 a.m. – 9:50 a.m.</td>
<td>Lean Clinic Design Michael Baratz, Scott &amp; White Healthcare, and Brock Husbey, University of Michigan/Altarum Institute All Levels</td>
<td>Models for Using Predictions to Facilitate Hospital Patient Flow Jordan Peck, MIT - Lean Advancement Initiative, and Stephan Gaehe, VHA Boston Intermediate level</td>
<td>Managing Professional Transitions as Part of Organization Change Jean Ann Larson, Children’s Medical Center All levels</td>
<td>Allocating Limited Inpatient Bed Capacity Tom Best and Don Eisenstein, University of Chicago Booth School of Business Intermediate level</td>
<td>Focusing Managers on What Really Matters Jacie Manning, University of Utah Healthcare Intermediate level</td>
<td>EHR Business Process Management: Process Mining to Process Improvement Charles Webster, Golden Hiker Productions Basic level</td>
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<td>10 a.m. – 10:50 a.m.</td>
<td>Leveraging Lean Cross-Industry Partnerships in Healthcare Kathleen Sharp, Lehigh Valley Health Network Intermediate level</td>
<td>Implementation of Healthcare Systems Engineering at Mayo to Improve Care Delivery Tarun Mohan Lal, Mayo Clinic Basic level</td>
<td>Educating a Culture of Improvement Duke Rohe, MD Anderson Cancer Center All levels</td>
<td>Assessing Volatility for Healthcare Expenditures among the Elderly Chris Deck, Via Christi HOPE Intermediate level</td>
<td>How to Use Six Sigma Metrics to Improve Organizational Performance Gerald Taylor, The Performance Management Group LLC Basic level</td>
<td>FEATURED SPEAKER What We Didn’t Know We Didn’t Know – and What You Can Learn from It Lisa K. Olenski, BJC HealthCare All levels</td>
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<td>10:50 a.m. – Noon</td>
<td>Dedicated Exhibits - Grand Ballroom GH</td>
<td>Lunch with Student Competition Winning Presentations - Grand Ballroom A</td>
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<td>1:10 p.m. – 2 p.m.</td>
<td>Using 3P in Lean Healthcare Facility Design Mike Wroblewski, Kaizen Institute USA All Levels</td>
<td>Process Design Thinking - Simple Methods to Get It Right the First Time Bill Hathaway, MoreSteam.com All Levels</td>
<td>Driving Inpatient Throughput: A United Front Mary Jo Snyder, Echo Consulting Group All Levels</td>
<td>Leading Significant Sustainable Change: A Panel Discussion - Part 1 David Cowan, Georgia Institute of Technology, Marci Jackson, Premier Inc., Steve Escamilla, John Muir Health, Joyce Siegle, Northside Hospital, and Lucy Young, Henry Ford Health System All levels</td>
<td>Staffing Best Practices Alan Oppenshaw, Intermountain Healthcare Intermediate level</td>
<td>Ergonomics &amp; Technology: The Future Jerome Congleton, Texas A&amp;M University Health Science Center School of Rural Public Health Basic level</td>
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<td>2:10 p.m. – 3 p.m.</td>
<td>Eliminating Write-offs: Using Lean to Reduce Outpatient Claim Denials Gavin Richards, Medstar Health Basic level</td>
<td>Electronic Health Record Implementation: Design for Lean Six Sigma Jonathan Flanders, Juran Institute Intermediate level</td>
<td>Change Management: 20 Simple, Yet Powerful Tools Julie Amling and Nanette Richardson, Nationwide Children’s Hospital All levels</td>
<td>Leading Significant Sustainable Change: A Panel Discussion – Part 2 David Cowan, Georgia Institute of Technology, Marci Jackson, Premier Inc., Steve Escamilla, John Muir Health, Joyce Siegle, Northside Hospital, and Lucy Young, Henry Ford Health System All levels</td>
<td>Linking Goal Deployment to the Strategic Planning Business Cycle John Rudy, OhioHealth Intermediate level</td>
<td>The Leap from P to E Benjamin Yabut, Hopscotch LLC All levels</td>
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<td>3:10 p.m. – 4:30 p.m.</td>
<td>Keynote Presentation – David W. Roberts, Vice President, Government Relations, HIMSS - Grand Ballroom A</td>
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<td>4:30 p.m. – 5:30 p.m.</td>
<td>Joint Reception w/HIMSS ME-PI Group – Ballroom G</td>
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EXHIBITORS

Visit the Exhibit Hall to take advantage of this unique collection of new products, solutions, and ideas focused on healthcare and healthcare systems.

**Dimensional Insight | Booth # 109**

Dimensional Insight’s The Diver Solution Business Intelligence:
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Orem, Utah 84097
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F: (801) 224-6984
www.flexsim.com

**MoreSteam.com LLC | Booth # 101**

MoreSteam.com LLC is the leading provider of online process improvement training and support technology, serving over 2,000 global corporations (50% of the Fortune500). Our e-Learning courses emphasize practice, flexibility, and affordability. We provide project management software, data analysis software, and St. Sigma, a new classroom teaching simulation for the healthcare industry.

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P: (614) 310-1080
sales@moresteam.com
www.moresteam.com

**Lehigh University | Booth # 103**

Lehigh is a premier residential research university, ranked in the top tier of national research universities each year. We are a coeducational, nondenominational, private university that offers a distinct academic environment to undergraduate and graduate students from across the globe.

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P: (610) 758-3865
F: (610) 758-4886
hia206@lehigh.edu
www.lehigh.edu/healthcaresystems

**North Carolina State University | Booth # 100**

As one of the nation’s top academic programs, we seek to lead the profession by providing tomorrow’s leaders. Not only are we developing revolutionary ideas in traditional areas, we are pioneering breakthroughs in new ones such as Health Systems Engineering. Check out booth 100 to see how we are changing the world.

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**NOVACES | Booth # 113**

NOVACES is a leading provider of healthcare performance-improvement, Lean Six Sigma, and quality-management consulting and training services to public and private sector healthcare organizations. Employing its SystemCPI roadmap, the company provides a framework to deploy and manage a performance improvement program that enables clients to rapidly achieve ROI and self-sufficiency.

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kfarley@novaces.com
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**EXHIBIT HALL**
STUDENT ACTIVITIES

STUDENT MENTEE
As a student attendee we will pair you with an SHS member who has volunteered to be a mentor. These mentors come from the professional and academic world. As a mentee you will have a familiar face to connect with at the conference, be able to ask questions on strategies to develop your personal career, and learn more about opportunities within SHS.

STUDENT KICKOFF PARTY
Prior to the Welcome Reception – Saturday, February 18, 4:15 p.m. – 5 p.m.

All students will be able to connect with each other before the conference starts. We will form teams for the conference scavenger hunt and provide an opportunity to connect with your mentor.

CONFERENCE SCAVENGER HUNT
Students will form teams of four to six people from different schools and participate in a photo scavenger hunt. The team who finds the most items and collects the most pictures will win a prize.

Here are some examples from last year’s conference in Orlando, Fla.:

• Take a picture with a NASCAR fan
• Take a picture with something that has to do with baseball spring training
• Collect a penny in the year SHS officially became a society

STUDENT MIXER EVENT
February 19, 11 a.m. – Noon
The student mixer will provide another opportunity for students to connect with each other during the conference and learn more about how to get involved with SHS.

SEE YOU IN NEW ORLEANS

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Country Club of the South | Atlanta, GA
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ENTERPRISE TRANSFORMATION CONFERENCE 2012
April 3-4, 2012
The Westin Buckhead Atlanta | Atlanta, GA
www.iienet.org/etconference

ANNUAL IE CONFERENCE & EXPO | 2012
May 19-23, 2012
Hilton Bonnet Creek | Orlando, FL
www.iienet.org/annual

ENGINEERING LEAN & SIX SIGMA CONFERENCE 2012
October 1-3, 2012
The Seelbach Hilton | Louisville, KY

MARK YOUR CALENDAR