By attending the Healthcare Systems Process Improvement Conference (HSPi), you’ve experienced the outstanding content and professional development opportunities that are available with the Society for Health Systems (SHS).

Did you know: When your organization becomes an SHS Corporate Partner, your employees will receive all the benefits of individual membership at up to 15-50% off?

Enjoy SHS Partnership Benefits Including:

**CONFERENCES**
With registration discounts of 40%, more members of your organization can access exceptional conference content and industry connections. Reward your top performers and use conferences for professional development for your team.

**INDUSTRY VOICE AND MARKET AWARENESS**
Each SHS corporate partner receives two seats on the Industry Advisory Board to help SHS partner with organizations and meet industry challenges.

Highlight your organization through premier publications to promote your company’s products or services for 40% less.

**TRAINING**
Corporate members receive 40% off highly regarded professional in-person, online or on-site training, empowering your organization’s ability to drive value.

SHS and IISE have partnered with UL to offer diverse e-learning courses and web-based seminars at a 40% discount.

**RECRUITING SOLUTIONS**
Find top talent quickly with SHS and IISE Career Center job posting with a 40% discount.

Interact directly with job seekers at special Virtual Career Fairs each year.

Meet face-to-face at HSPi and other SHS events to recruit strong candidates with an exhibit booth for 20% less.

FIND OUT HOW AN SHS CORPORATE PARTNER MEMBERSHIP CAN STEER YOUR ORGANIZATION TO HIGHER SUCCESS.
Contact Doug Long at dlong@iise.org to learn more and sign up.
Welcome to the Healthcare Systems Process Improvement Conference 2018 in Atlanta!

The Society for Health Systems (SHS), in partnership with IISE, is happy to host this conference and facilitate important discussions about optimizing healthcare systems to provide quality service and care. As you participate in the program, we hope you are inspired and challenged by the solutions, research and best practices presented. This year’s conference includes:

- Concurrent sessions on patient safety, change management, process improvement, operations research and more. Choose topics relevant to your current position or explore new interests.
- Three half-day pre-conference workshops to build new skills or refresh your knowledge on a variety of topics like strategy development, patient access and emotional intelligence.
- Keynote presentations from Ryan Uitti, M.D., and James Hereford, two world-renowned leaders in quality and process improvement, and a panel discussion featuring experts exploring disruptive innovation in healthcare discovery.
- Networking opportunities and events to help you connect and build relationships with colleagues from around the world.
- Poster sessions to discover even more innovations and applications that are applicable to your organization.
- Exhibits from top healthcare service providers and health systems academic programs.
- Student activities and competitions.

Don’t forget to join us on Twitter on Friday, February 23 from 11 a.m. – Noon for a #HSPI2018 conference #HealthcareHangout. Come together online with fellow conference attendees to tweet about related topics using a common hashtag. @SHSInfo will tweet questions at various intervals during this time for your consideration. Stay engaged with us on social media during the conference by using the #HSPI2018 hashtag!

Thank you for joining us to explore the latest operational and quality improvements and industry best practices in healthcare. The 2018 program is designed to provide solutions and ideas to address your most challenging issues and give you actionable knowledge to take back to the workplace.

Conference Committee

Conference Chairs
- Chair – Bianca Garcia, Emory Healthcare
- Outgoing Chair – Lauren Cooper, Wake Forest Baptist Health
- Incoming Chair – Eddie Perez-Ruberte, BayCare Health System

Board Liaison
- Tarun Mohan Lal, Mayo Clinic

Track Chairs
- Mark Biscone, CHI St. Luke’s Health
- Brent Costa, Zuckerberg San Francisco General
- Darrin Judkins, Boulder Community Health
- James Patsis, MITRE
- Jennifer Percival, University of Massachusetts Lowell
- Lavana Ragavan, Montefiore Medical Center
- Tom Redding, St. Onge Company
- Farzan Sasangohar, Texas A&M University
- Benjamin Schleich, Hackensack University Medical Center
- Kathryn ‘Katy’ Smith, North Carolina State University
- John Templin, Templin Management Associates

Reviewers
- Ashley Benedict, VA Sunshine Healthcare Network
- Chris Farnham, Spectrum Health
- Tiffany Formby, Huron Healthcare
- Brian Galli, Long Island University
- Lee Kate Hamff, The Kirklin Clinic of UAB Hospital
- Aaron Kanne, CareLogistics
- Lauren Klitz, University of Florida
- Kelly Newman, North Carolina State University
- Susan Seidensticker, University of Texas
- Mary Ellen Skeens, Philips Healthcare
- Lynn Tamblyn, UAB Medicine
- Michelle Taylor, Florida Hospital Tampa
KEYNOTE SPEAKERS

RYAN J. UITTI, M.D.
Department of Neurology
Mayo Clinic
Friday, February 23 | 8 – 9 a.m. | Grand Ballrooms 1 and 2

Dr. Ryan Uitti is a professor and consultant in the Department of Neurology, Mayo Clinic, Jacksonville, Florida, where he has served since 1994. He was promoted to professor of neurology in 2003 in the Mayo Clinic College of Medicine and is a fellow of the American Neurological Association and American Academy of Neurology. He also serves as medical director for the Mayo Clinic Robert D. and Patricia E. Kern Center for the Science of Health Care Delivery – a hybrid center in Florida interacting with Mayo’s clinical practice and research teams to measure outcomes and continuously improve the value of care. He is also the medical director for the Mayo Clinic Provider Relations in the Southeast. Uitti is an international expert on Parkinson’s disease and other movement disorders. He has an active research career and received funding from the National Institutes of Health. He has been a principal investigator in surgical and pharmacological trials and has authored more than 300 peer-reviewed manuscripts, book chapters and editorials. He has made 350-plus presentations at national or international meetings and invited lectures. Uitti is the associate editor for Neurology.

JAMES HEREFORD
President and CEO
Fairview Health Services
Friday, February 23 | Noon – 1:45 p.m. | Grand Ballrooms 1 and 2

James Hereford is president and CEO of Fairview Health Services in Minneapolis, a $5.4 billion non-profit, integrated health system affiliated with the University of Minnesota that has served its communities for more than 100 years. Fairview’s 32,000 employees and 2,400 aligned providers offer clinical care, from prevention of illness and injury to caring for the most complex medical conditions. Hereford provides strategic direction and ensures operational effectiveness for Fairview’s entire continuum of services. Joined by HealthEast in June 2017, Fairview has 11 hospitals – including an academic medical center and long-term care hospital – serving the greater Twin Cities metro area and north-central Minnesota. Prior to joining Fairview, Hereford served as chief operations officer at Stanford Health Care. Previous roles included chief operations officer at the Palo Alto Medical Foundation and a series of leadership roles with the Group Health Cooperative in Seattle. He holds bachelor’s and master’s degrees in mathematics from Montana State University. He has taught courses with Stanford University’s Graduate School of Business, University of Washington’s Master of Health Administration program and The Ohio State University’s Masters of Business Operations Excellence program. He is a frequent writer and presenter on the topic of lean management systems and transformation.
### Wednesday, February 21

*All educational sessions will be held in the Grand Hyatt Atlanta in Buckhead*

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>7 a.m. – 5 p.m.</td>
<td>Registration desk open</td>
<td>Lower Lobby Level Registration Desk</td>
</tr>
<tr>
<td>8 a.m. – 5 p.m.</td>
<td>Pre-Conference Workshops</td>
<td>Ivy Room</td>
</tr>
<tr>
<td>8:30 a.m. – 12:30 p.m.</td>
<td>Emory elCU Center Facility Tour – Emory Saint Joseph’s Hospital campus</td>
<td>Lower Lobby Level</td>
</tr>
<tr>
<td>1 – 3:30 p.m.</td>
<td>Piedmont Atlanta Hospital Construction Site – Facility Tour</td>
<td>Lower Lobby Level</td>
</tr>
<tr>
<td>4 – 5 p.m.</td>
<td>Student Welcome Reception– Sponsored by the Healthcare Systems Engineering Institute at Northeastern University</td>
<td>The Library</td>
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<tr>
<td>4:30 – 5:30 p.m.</td>
<td>Speed Networking</td>
<td>Buckhead Ballroom</td>
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<tr>
<td>5 – 6 p.m.</td>
<td>Welcome Reception</td>
<td>Azalea Room</td>
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### Thursday, February 22

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>7 – 8 a.m.</td>
<td>Coffee Service</td>
<td>Lower Lobby Level</td>
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<tr>
<td>7 a.m. – 5 p.m.</td>
<td>Registration desk open</td>
<td>Lower Lobby Level Registration Desk</td>
</tr>
<tr>
<td>7:15 – 7:45 a.m.</td>
<td>Student Welcome Session – Starting Strong!</td>
<td>Buckhead Ballroom 1</td>
</tr>
<tr>
<td>7:45 – 7:55 a.m.</td>
<td>Welcome</td>
<td>Grand Ballrooms 1 and 2</td>
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<tr>
<td>8 – 11:05 a.m.</td>
<td>Concurrent sessions</td>
<td>Various rooms – See Session Matrix</td>
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<tr>
<td>11:05 a.m. – 12:05 p.m.</td>
<td>Dedicated Exhibit Time</td>
<td>Grand Ballroom 3 and Foyer</td>
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<tr>
<td>11:05 a.m. – 6:15 p.m.</td>
<td>Exhibit Hall open</td>
<td>Grand Ballroom 3 and Foyer</td>
</tr>
<tr>
<td>11:05 a.m. – 6:15 p.m.</td>
<td>Thursday Poster Session</td>
<td>Grand Ballroom Foyer</td>
</tr>
<tr>
<td>12:05 – 1:30 p.m.</td>
<td>Luncheon Panel Discussion</td>
<td>Grand Ballrooms 1 and 2</td>
</tr>
<tr>
<td>1:35 – 4:55 p.m.</td>
<td>Concurrent sessions</td>
<td>Various rooms – See Session Matrix</td>
</tr>
<tr>
<td>3:30 – 4 p.m.</td>
<td>Break - Exhibit Hall</td>
<td>Grand Ballroom 3 and Foyer</td>
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<tr>
<td>5 – 6:15 p.m.</td>
<td>Networking Reception in the Exhibit Hall</td>
<td>Grand Ballroom 3 and Foyer</td>
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### Friday, February 23

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>7 a.m. – 5 p.m.</td>
<td>Registration desk open</td>
<td>Lower Lobby Level Registration Desk</td>
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<tr>
<td>7 – 7:55 a.m.</td>
<td>Breakfast with the Exhibitors</td>
<td>Grand Ballroom 3 and Foyer</td>
</tr>
<tr>
<td>7 – 3:30 p.m.</td>
<td>Exhibit Hall open</td>
<td>Grand Ballroom 3 and Foyer</td>
</tr>
<tr>
<td>7 a.m. – 3:30 p.m.</td>
<td>Friday Poster Session</td>
<td>Grand Ballroom Foyer</td>
</tr>
<tr>
<td>8 – 9 a.m.</td>
<td>Keynote Presentation - Ryan J. Uitti, M.D.</td>
<td>Grand Ballrooms 1 and 2</td>
</tr>
<tr>
<td>9:05 – 11 a.m.</td>
<td>Concurrent sessions</td>
<td>Various rooms – See Session Matrix</td>
</tr>
<tr>
<td>11 a.m. – Noon</td>
<td>Dedicated Exhibit Time</td>
<td>Grand Ballroom 3 and Foyer</td>
</tr>
<tr>
<td>11 a.m. – Noon</td>
<td>#HealthcareHangout</td>
<td>Twitter - #HSPI2018</td>
</tr>
<tr>
<td>Noon – 1:45 p.m.</td>
<td>Lunch with Awards and Keynote Presentation - James Hereford</td>
<td>Grand Ballrooms 1 and 2</td>
</tr>
<tr>
<td>1:50 – 4:25 p.m.</td>
<td>Concurrent sessions</td>
<td>Various rooms – See Session Matrix</td>
</tr>
<tr>
<td>3:15 – 3:30 p.m.</td>
<td>Break - Exhibit Hall</td>
<td>Grand Ballroom 3 and Foyer</td>
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<tr>
<td>4:30 – 6 p.m.</td>
<td>Lean Cocktails</td>
<td>Lower Lobby Level Registration Desk</td>
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*Schedule subject to change*
**PRE-CONFERENCE WORKSHOPS**

These pre-conference workshops offer in-depth, skill-building tools and focus on the topics that you will require for career advancement and professional development. Enhance your learning experience and maximize your networking opportunities by attending a pre-conference workshops. Additional fee applies.

**Wednesday, February 21 | 8 a.m. – Noon**

**Strategy Deployment in Healthcare (Hoshin Kanri) Workshop**
Room: Ivy
Brock Husby, KBPI/University of Michigan
Jerry Berlanga, KBPI

With Hoshin Planning in place and actively deployed, your organization goes from passively playing “defense” to playing “offense” by implementing Toyota’s famed Hoshin Kanri process to accelerate achievement of individual and organizational goals. Each of your staff will know the “why” behind the “what.”

**Wednesday, February 21 | 1 – 5 p.m.**

**Best Practices in Patient Access**
Room: Ivy
Elizabeth Woodcock, Woodcock & Associates

Join fellow attendees in a customized case study, designed to enhance your skills and experience in capacity management. You’ll walk away from this workshop with an array of performance improvement opportunities in patient access in the ambulatory enterprise, ready to take back to your organization.

**SPECIAL EVENTS & MEETINGS**

**Wednesday, February 21**

**Facility Tour**
Emory eICU Center – Emory Saint Joseph’s Hospital campus
8:30 a.m. – 12:30 p.m. | Depart from Lower Lobby Level

**Facility Tour**
Piedmont Atlanta Hospital Construction Site
1 – 3:30 p.m. | Depart from Lower Lobby Level

**Student Welcome Reception**
Sponsored by

![Healthcare Systems Engineering](HSyE.png)
Northeastern University

4 – 5 p.m. | The Library

**Speed Networking**
4:30 – 5:30 p.m. | Buckhead Ballroom

**Welcome Reception**
5 – 6 p.m. | Azalea Room

**Thursday, February 22**

**Student Welcome Session**
7:15 – 7:45 a.m. | Buckhead Ballroom 1

**Welcome Address**
7:45 – 7:55 a.m. | Grand Ballrooms 1 and 2

**Dedicated Exhibit Time**
11:05 a.m. – 12:05 p.m. | Grand Ballroom 3 and Foyer

**Poster Session**
11:05 a.m. – 6:15 p.m. | Grand Ballroom Foyer

**Lunch – Disruptive Innovation in Healthcare Delivery Panel**
12:05 – 1:30 p.m. | Grand Ballrooms 1 and 2

**Networking Reception in the Exhibit Hall**
5 – 6:15 p.m. | Grand Ballroom 3 and Foyer

**Friday, February 23**

**Breakfast with the Exhibitors**
7 – 7:55 a.m. | Grand Ballroom 3 and Foyer

**Poster Session**
7 a.m. – 3:30 p.m. | Grand Ballroom Foyer

**Dedicated Exhibit Time**
11 a.m. – Noon | Grand Ballroom 3 and Foyer

**Awards Luncheon**
Noon – 1:45 p.m. | Grand Ballrooms 1 and 2

**Lean Cocktails**
4:30 – 6 p.m. | Meet at the conference registration desk

Dutch Treat Dinners
7 p.m. | First come, first served.
Sign-up sheets will be available at the conference registration desk.
STUDENTS

Student Networking Reception
Wednesday, February 21 | 4 – 5 p.m. | The Library
Meet other student attendees and get a jump-start on your conference networking. This event is sponsored by the Healthcare Systems Engineering Institute at Northeastern University.

Coaching Session for Students – Starting Strong!
Thursday, February 22 | 7:15 – 7:45 a.m. | Buckhead Ballroom 1
Professional coaching session for students, offering advice on how to make the best out of the conference and other professional advice.

Annual SHS Student Simulation Competition
Thursday, February 22 | 1:35 - 3 p.m. | Veranda Room
Sponsored by FlexSim Healthcare

Three finalist teams will present their solution to a real-world case study designed by competition sponsor FlexSim. Teams, which consist of a maximum of four students plus an advisor, were given approximately nine weeks to develop their solutions. Cash prizes will be awarded to the competitors based on their finishing position. You can hear the finalist presentations on Thursday, February 22:

Society for Health Systems Scholarship
Sponsored by HealthTrust Workforce Solutions
The winner of the 2018 SHS Scholarship, sponsored by HealthTrust Workforce Solutions, will be presented with their award during the SHS Awards Luncheon on February 23 at noon in Grand Ballrooms 1 and 2. The amount of the scholarship is $1,000. The recipient also received complimentary registration to HSPI 2018 and a travel stipend of $300.

DOWNLOAD THE CONFERENCE APP!

You can view the schedule by downloading the conference app, HSPI 2018, at the Google Play Store or at the Apple Store.

Any changes will be reflected in the Conference App.
## WEDNESDAY, FEBRUARY 21

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>7 a.m. – 5 p.m.</td>
<td>Registration Desk Open – Lower Lobby Level Registration Desk</td>
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<tr>
<td>8 a.m. – Noon</td>
<td><strong>Ivy</strong>&lt;br&gt;Strategy Deployment in Healthcare&lt;br&gt;Brock Husby, KBPI/University of Michigan and Jerry Berlanga, KBPI&lt;br&gt;A pre-conference workshop – additional fee applies</td>
</tr>
<tr>
<td>8:30 a.m. – 12:30 p.m.</td>
<td>Emory eICU Center - Emory Saint Joseph’s Hospital Campus Facility Tour&lt;br&gt;Depart from Lower Lobby Level (prior registration required)</td>
</tr>
<tr>
<td>1 – 3:30 p.m.</td>
<td>Piedmont Atlanta Hospital Construction Site - Facility Tour&lt;br&gt;Depart from Lower Lobby Level (prior registration required)</td>
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<tr>
<td>1 – 5 p.m.</td>
<td>Best Practices in Patient Access&lt;br&gt;Elizabeth Woodcock, Woodcock &amp; Associates&lt;br&gt;A pre-conference workshop – additional fee applies</td>
</tr>
<tr>
<td>4 – 5 p.m.</td>
<td>Student Welcome Reception sponsored by the Healthcare Systems Engineering Institute at Northeastern University – The Library</td>
</tr>
<tr>
<td>4:30 – 5:30 p.m.</td>
<td>Speed Networking - Buckhead Ballroom</td>
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<tr>
<td>5 – 6 p.m.</td>
<td>Welcome Reception – Azalea Room</td>
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## THURSDAY, FEBRUARY 22

<table>
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<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>7 a.m. – 5 p.m.</td>
<td>Registration Desk Open – Lower Lobby Level Registration Desk</td>
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<tr>
<td>7:15 – 7:45 a.m.</td>
<td>Student Welcome Session - “Starting Strong” - Buckhead Ballroom 1</td>
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<tr>
<td>7:45 – 7:55 a.m.</td>
<td>Welcome – Grand Ballroom 1 and 2 - Bianca Garcia</td>
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### Track

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<tbody>
<tr>
<td><strong>Buckhead Ballroom 1</strong></td>
<td>Leangagement Eddie Perez-Ruberte, BayCare Health System</td>
<td>Patient Flow Playbook: Laying the Foundation for Continuous Improvement Matt Enright, Piedmont Healthcare</td>
<td>Choose Your Own Adventure Isaac Mitchell, East Tennessee Children’s Hospital</td>
<td>Evaluation of Nurse Staffing Tactics for Seasonality at a Children’s Hospital Danielle Montero, Primary Children’s Hospital</td>
<td>Not All Reports Are Created Equal Tiffany Formby, Huron Consulting Group</td>
<td>Young Professionals: How Do I Get Into a Management Role? Elizabeth Gentry, University of Louisville</td>
<td>Utilizing Systems Engineering Methodologies to Enhance Clinical Decision Support Matthew Johnson, Michigan Medicine</td>
</tr>
<tr>
<td><strong>Buckhead Ballroom 2</strong></td>
<td>Productivity Management – The Unsung Hero of Engineering Departments Michael Kimball, St. Luke’s University Health Network</td>
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<td><strong>Cascade Room</strong></td>
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<td><strong>Ivy Room 1</strong></td>
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<td><strong>Ivy Room 2</strong></td>
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<td><strong>Peachtree Room</strong></td>
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<td><strong>Veranda Room</strong></td>
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### Time

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<tr>
<th>Time</th>
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<tbody>
<tr>
<td>9 – 9:25 a.m.</td>
<td><strong>Buckhead Ballroom 1</strong>&lt;br&gt;Leveraging Patient Voice for Process Improvement Shanice Guerrier, Mount Sinai Health System</td>
</tr>
<tr>
<td>9:25 – 9:40 a.m.</td>
<td>Break – Grand Ballroom Foyer</td>
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<tr>
<td>Time</td>
<td>Room</td>
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<tr>
<td>9:40 – 10:05 a.m.</td>
<td>Room</td>
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<tr>
<td>10:10 – 11:05 a.m.</td>
<td>Room</td>
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<tr>
<td>11:05 a.m. – 12:05 p.m.</td>
<td>Room</td>
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<tr>
<td>12:05 – 1:30 p.m.</td>
<td>Room</td>
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<tr>
<td>1:35 – 2:30 p.m.</td>
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## THURSDAY, FEBRUARY 22

<table>
<thead>
<tr>
<th>Time</th>
<th>Room/Track</th>
<th>presentations</th>
</tr>
</thead>
<tbody>
<tr>
<td>2:35 – 3 p.m.</td>
<td><strong>Process Improvement I</strong></td>
<td>Streamlining Processes to Improve Access in an Ambulatory Clinic Varun Venkateswaran, UAB Medicine</td>
</tr>
<tr>
<td></td>
<td><strong>Leadership &amp; Change Management</strong></td>
<td>Qualities of an Ambulatory Care Clinic for Successful Tool Adoption Michael Escosia, Mount Sinai Health System</td>
</tr>
<tr>
<td></td>
<td><strong>Process Improvement II</strong></td>
<td>Re-Engineering Surgical Scheduling Utilizing Lean Principles – A 2P Approach Mazar Loftzadeh, The University of Akron</td>
</tr>
<tr>
<td></td>
<td><strong>Quality &amp; Patient Safety</strong></td>
<td>Streamlining Inpatient EchoCardiograms: Enhancing Efficiency and Improving the Patient Experience Manveer Dilts-Garcha, University of South Florida</td>
</tr>
<tr>
<td></td>
<td><strong>Human Factors</strong></td>
<td>Providing Linguistically Competent Care for Refugee Patients in Clarkston, Georgia Reem Hamoda, Emory University</td>
</tr>
<tr>
<td></td>
<td><strong>Potpourri / Research &amp; Academics</strong></td>
<td>Old Dogs Can Teach New Tricks – Lessons Learned From Experienced SHS Professionals Karl Kraebber and J. Mickey Trim, University of Alabama-Birmingham, Ronald Mcdade, Carroll Hospital Center, Tarun Mohan Lal, Mayo Clinic</td>
</tr>
<tr>
<td></td>
<td><strong>Research &amp; Academics</strong></td>
<td>FlexSim Student Simulation Competition Presentations</td>
</tr>
<tr>
<td>3:05 – 3:30 p.m.</td>
<td><strong>Process Optimization at an Emergency Department</strong> Muyuan Li, BayCare Health System</td>
<td>Use Simulation for Intake Process Optimization at an Emergency Department Muyuan Li, BayCare Health System</td>
</tr>
<tr>
<td></td>
<td><strong>Labor and Delivery OR Scheduling</strong></td>
<td>Labor and Delivery OR Scheduling Mohit Shukla, Maine Medical Center</td>
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<td><strong>Kidney – A Living Organ Donor’s Journey</strong> Mark J. Biscone, Texas Hospital Association</td>
<td>Kidney – A Living Organ Donor’s Journey Mark J. Biscone, Texas Hospital Association</td>
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<td></td>
<td><strong>Using Forcing Functions to Prevent CAUTI</strong> Phil Cook, Vanderbilt University Medical Center</td>
<td>Using Forcing Functions to Prevent CAUTI Phil Cook, Vanderbilt University Medical Center</td>
</tr>
<tr>
<td>3:30 – 4 p.m.</td>
<td><strong>Break – Exhibit Hall - Grand Ballroom 3 and Foyer</strong></td>
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<td><strong>Potpourri</strong></td>
<td>Academia</td>
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<td></td>
<td><strong>Process Improvement I</strong></td>
<td>2018 HSPi Innovation Competition Eddie Perez-Ruberte, BayCare Health System</td>
</tr>
<tr>
<td></td>
<td><strong>Process Improvement II</strong></td>
<td>Reducing LOS by Optimizing Provider Schedule Templates Through Computer Simulation Lee Kate Hamff, UAB Medicine</td>
</tr>
<tr>
<td></td>
<td><strong>Research &amp; Academics I</strong></td>
<td>Improving PACU Ready to Depart Times Steve Caiola, Northern Westchester Hospital</td>
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<tr>
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<td><strong>Process Improvement III</strong></td>
<td>Traffic Flow Improvements in the Operating Room Using a Markov Chain Simulation Model Kevin Taaffe, Clemson University</td>
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<td><strong>Leadership &amp; Change Management</strong></td>
<td>Transforming Case Management: Separating and Centralizing Utilization Review Functions Scott Siegfried, St. Luke’s University Health Network</td>
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<td></td>
<td><strong>Research &amp; Academics II</strong></td>
<td>The Quadruple Aim: Organizational Transformation Through Individual Change Chinweike Eseou, Oregon State University</td>
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<td><strong>Open</strong></td>
<td>A New Approach for Predicting No-shows in Primary Care Clinics Linda Adwan, Binghamton University</td>
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<tr>
<td>4:30 – 4:55 p.m.</td>
<td><strong>Continuous Improvement of Patient Flow Efficiency Through Lean Principles</strong> Kevin Hensley, Expeditor</td>
<td>Continuous Improvement of Patient Flow Efficiency Through Lean Principles Kevin Hensley, Expeditor</td>
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<td><strong>Cath Lab On-Time Start &amp; Productivity Improvement</strong> Giming Zhang HealthTrust Workforce Solutions</td>
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<td><strong>From Disjointed Spreadsheets to a Realtime Data Management System for Nearly Fee</strong> Neil Bhattacharai, Children’s National Health System</td>
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<tr>
<td>5 – 6:15 p.m.</td>
<td><strong>Networking Reception – Exhibit Hall - Grand Ballroom 3 and Foyer</strong></td>
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## FRIDAY, FEBRUARY 23

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>7 a.m. – 5 p.m.</td>
<td>Registration Desk Open – Lower Lobby Level Registration Desk</td>
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<tr>
<td>7 – 7:55 a.m.</td>
<td>Breakfast with the Exhibitors - Exhibit Hall – Grand Ballroom 3 and Foyer</td>
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<tr>
<td>7 a.m. – 3:30 p.m.</td>
<td>Exhibit Hall Open – Grand Ballroom 3 and Foyer</td>
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<tr>
<td>8 – 9 a.m.</td>
<td>Keynote Presentation 1 – Grand Ballrooms 1 and 2 – Ryan J. Uitti, M.D., Department of Neurology, Mayo Clinic, Jacksonville, Florida</td>
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### Schedule

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<thead>
<tr>
<th>Time</th>
<th>Track/Room</th>
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<tr>
<td></td>
<td>Healthcare Facility Design and Construction Using a Lean Integrated Project Delivery Approach Amanda Mewborn, Piedmont Healthcare</td>
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<td>Use Rigorous Reflection to Accelerate Meaningful Improvement Shana Paddock, Value Capture</td>
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<td>HSPI Student Panel Discussion Aaron Kanne and Erin LaBarge, Care Logistics, Amanda Mewborn, Piedmont Healthcare, Tarun Mohan Lal, Mayo Clinic</td>
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<td>DMAIC Approach to Engagement and Buy-in Isabelle Savoie, Maine Medical Center</td>
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<td>10:05 – 10:30 a.m.</td>
<td>Lean in a Rural Hospital: A Multi-Pronged Approach to Process Improvement Melissa Zelaya-Floyd, MaineHealth</td>
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<td>Integrated Framework of Forecasting and Simulation for Workforce Management of a Hospital-based Contact Center Mohamamdssadegh Mikaeili, State University of New York at Binghamton</td>
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<td>Physician and Quality Partnerships to Drive Quality Outcomes Tina Schoen, Carolinas Healthcare System</td>
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<td>Improving Patient Flow in Residency Clinics Through Optimal Allocation of Nurses Luna Bozeman, Clemson University</td>
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<td>Applying Optimization Techniques to Surgical Call Scheduling William Pozehl, University of Michigan</td>
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<td>Stress Detection Techniques in Nursing and Other Work Domains Carolina Rodriguez-Paras, Texas A&amp;M University</td>
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<td>Take HEART and Prevent CAUTI Courtney Faucett, Kansas State University</td>
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<td>10:35 – 11 a.m.</td>
<td>Is it Time to Rethink Fast Tracks? Mary Hobbs, Catalyst, a Haskell Company</td>
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<td>Prioritizing Inpatient Room Turnarounds Steve Caiola, Northern Westchester Hospital</td>
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<td>Surgeon Engagement During Turnover Time Reduces Duration of Turnover Time Process Robert Allen, Clemson University</td>
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<td>Utilizing the Kano Model to Identify Factors Affecting Patient Satisfaction Tina Agustiady, Innovanet</td>
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<td>Using Discrete Event Simulation to Evaluate Capacity Needs for an Inpatient Rehabilitation Unit Marybeth Atanasio, Northwell Health</td>
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You can view the schedule by downloading the conference app, HSPI 2018, at the Google Play Store or at the Apple Store.

Day Coordinator: Neal Moriconi
**FRIDAY, FEBRUARY 23**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td>11 a.m. – Noon</td>
<td>Dedicated Exhibit Time – Exhibit Hall - Grand Ballroom 3 and Foyer</td>
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| Noon – 1:45 p.m. | Lunch w/ Awards - followed by Keynote Presentation - Grand Ballroom 1 and 2  
                      James Hereford, President and CEO, Fairview Health Services, Minneapolis, Minnesota |
| 1:50 – 2:45 p.m. | **Track**  
                      **Room**  
                      | **Buckhead Ballroom 1**  
                      | **Buckhead Ballroom 2**  
                      | **Cascade Room**  
                      | **Ivy Room 1**  
                      | **Ivy Room 2**  
                      | **Peachtree Room**  
                      | **Veranda Room**  
                      | Healthcare Affordability  
                      | Paul Odomirok, Performance Excellence Associates, Inc.  
                      | Understanding and Improving Quality and Value from a Systems Perspective  
                      | Kevin Nortrup, Sugar Creek Solutions  
                      | Strategy Deployment in Healthcare (Hoshin Kanri)  
                      | Brock Husby, KBPI/University of Michigan  
                      | Exploring New Approaches to Patient Safety: The AHRQ Engineering High Reliability Learning Lab (EHRLL)  
                      | James Benneyan, Northeastern University  
                      | Situational Leadership – Knowing When to Lead and When to Manage  
                      | Robert Burke, Value Innovations Partners, Ltd.  
                      | Emory Healthcare’s Approach to Clinical Effectiveness: Value Acceleration Program Outcomes  
                      | Gregory Esper, Emory Healthcare  
                      | Sustainable Business Transformation Through Management Engineering and Consulting  
                      | Janine Kamath, Mayo Clinic  |
| 2:50 – 3:15 p.m. | Improving Quality and Reducing Harm: Piedmont Healthcare’s Journey to Zero  
                      | Mariana Gattegno, Piedmont Healthcare  
                      | Post-Stroke Care: A Clinical Transformation in the Neuroscience Service Line  
                      | Olivia Morejon, Maine Medical Center  
                      | Systems Engineering Applications to Public Health  
                      | Nagen Nagarur, Binghamton University  
                      | Time and Motion Study in Primary Care  
                      | Lauren Richard, Community Clinic Association of Los Angeles County  
                      | NEDOCS-Based ED Performance Dashboard  
                      | Alaa Alazzam, Binghamton University  
                      | Modeling Patient-centered Pathways of the Current PTSD Care System  
                      | Carolina Rodriguez-Paras, Texas A&M University  
                      | Clinic Scheduling for a Dermatology Residency Program  
                      | Chloe Smither, University of Michigan  |
| 3:15 – 3:30 p.m. | Break – Exhibit Hall - Grand Ballroom 3 and Foyer  

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**Don’t forget to join us**

on Twitter on Friday, February 23 from 11 a.m. – Noon for a #HSPI2018 conference #HealthcareHangout. Come together online with fellow conference attendees to tweet about related topics using a common hashtag. @SHSInfo will tweet questions at various intervals during this time for your consideration. Stay engaged with us on social media during the conference by using the #HSPI2018 hashtag!
### FRIDAY, FEBRUARY 23

<table>
<thead>
<tr>
<th>Room</th>
<th>Process Improvement I</th>
<th>Leadership &amp; Change Management</th>
<th>Quality &amp; Patient Safety I</th>
<th>Research</th>
<th>Process Improvement II</th>
<th>Process Improvement III</th>
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<tbody>
<tr>
<td>Buckhead Ballroom 1</td>
<td>Readmission Reduction Bundle – Keeping Patients Healthy at Home Patrick Cossart, Piedmont Healthcare</td>
<td>Modeling Nurses’ Work With Interruptions: A Tutorial Robert Myers, Wright State University</td>
<td>Understanding Transitions From Hospital Care to Home Care: An Industrial Engineering Approach Ashley A. Holmes, Northeastern University</td>
<td>Barriers to Remote Health Interventions for Type 2 Diabetes Michelle Alvarado, University of Florida</td>
<td>Keep our Future Generation Alive: Reinforce Routine HIV Testing for Children Michael Washington, Centers for Disease Control</td>
<td>Monitoring Task Flows for Aseptic Practices in the Operating Room Yann Ferrand, Clemson University</td>
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<td>Buckhead Ballroom 2</td>
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<td>Cost-effectiveness Analysis of Telephone Linked Care among Patients with Poorly Maintained Diabetes Sumedh Bele, University of Calgary</td>
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<td>Cascade Room</td>
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<td>Veranda Room</td>
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**3:30 – 3:55 p.m.**

- **Track:** Process Improvement I
- **Room:** Buckhead Ballroom 1
- **Presentation:** Readmission Reduction Bundle – Keeping Patients Healthy at Home
- **Presenter:** Patrick Cossart, Piedmont Healthcare

- **Room:** Buckhead Ballroom 2
- **Presentation:** Modeling Nurses’ Work With Interruptions: A Tutorial
- **Presenter:** Robert Myers, Wright State University

- **Room:** Cascade Room
- **Presentation:** Understanding Transitions From Hospital Care to Home Care: An Industrial Engineering Approach
- **Presenter:** Ashley A. Holmes, Northeastern University

- **Room:** Ivy Room 1
- **Presentation:** Barriers to Remote Health Interventions for Type 2 Diabetes
- **Presenter:** Michelle Alvarado, University of Florida

- **Room:** Ivy Room 2
- **Presentation:** Keep our Future Generation Alive: Reinforce Routine HIV Testing for Children
- **Presenter:** Michael Washington, Centers for Disease Control

- **Room:** Peachtree Room
- **Presentation:** Monitoring Task Flows for Aseptic Practices in the Operating Room
- **Presenter:** Yann Ferrand, Clemson University

**4 – 4:25 p.m.**

- **Track:** Leadership & Change Management
- **Room:** Buckhead Ballroom 1
- **Presentation:** Improvement Culture Development Through Engagement, Empowerment, and Executive Leadership Involvement
- **Presenter:** Matthew Banas, VHA

- **Room:** Buckhead Ballroom 2
- **Presentation:** Utilization of QFD to Reduce Variances With THA/TKA Surgical Procedure that Lead to Risk for Complications
- **Presenter:** Freya Gilbert, Columbus Regional Health

- **Room:** Cascade Room
- **Presentation:** Designing High Reliability Processes for Coordinating Perioperative Care for Medically Complex Children
- **Presenter:** Melissa Cyr, Northeastern University

- **Room:** Ivy Room 1
- **Presentation:** Examining Barriers to Dermatology Access Through a Systems Engineering Approach
- **Presenter:** Ricardo J Ibarria, Hygeia Health

- **Room:** Ivy Room 2
- **Presentation:** Analysis of Outpatient Remote Care Delivery on a College Campus
- **Presenter:** Marybeth Attanasio, Northwell Health

- **Room:** Peachtree Room
- **Presentation:** Improving the Process for Approving and Funding Capital Construction Projects
- **Presenter:** John F. Kros, Ph.D., is the Vincent K. McMahon Distinguished Professor of Business in the Marketing and Supply Chain Management in the College of Business at East Carolina University.

**4:30 – 6 p.m.**

- **Event:** Lean Cocktails – Meet at Conference Registration Desk - Lower Lobby Level Registration Desk

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**BOOK SIGNING**

Please join us in the Exhibit Hall on Thursday, February 22 from 5 to 6:15 p.m. and Friday, February 23 from 11 a.m. to noon!

Meet John Kros, the author of *Statistics for Health Care Management and Administration* and *Health Care Operations and Supply Chain Management*, in the Exhibit Hall. You will be able to meet John, purchase his books and have him sign your personal copies.

John F. Kros, Ph.D., is the Vincent K. McMahon Distinguished Professor of Business in the Marketing and Supply Chain Management in the College of Business at East Carolina University.
THURSDAY, FEBRUARY 22

8 – 8:55 a.m.

Leangagement
Room: Buckhead Ballroom 1
Eddie Perez-Ruberte, BayCare Health System
Session: Process Improvement
Intermediate Level

Are your employees not engaged? Do you want to achieve breakthrough improvement to move to the front of the pack? Come discover the secret other organizations already know: Leangagement. You, along with most executives, have no idea how much untapped talent you have, yet it is preventing you from achieving your organization’s true potential. In this session, uncover the path to achieving higher performance through an engaged workforce. Join us as we experience The Eight Ways Lean Breeds Engagement.

Patient Flow Playbook: Laying the Foundation for Continuous Improvement
Room: Buckhead Ballroom 2
Matt Enright, Piedmont Healthcare
Session: Leadership and Change Management
All Levels

Patient flow may be the most complex process within the acute care setting. Managing patient flow requires a team of leaders that embraces continuous improvement using a lean approach to break down traditional silos and focus on what is best for the patient.

Evaluation of Nurse Staffing Tactics for Seasonality at a Children’s Hospital
Room: Ivy 1
Danelle Montero, Primary Children’s Hospital
Session: Operations Research
All Levels

Seasonal volume and acuity variation present unique challenges that require implementation of multifaceted staffing strategies. Strategic evaluation of staffing tactics can result in valuable information to improve patient care and resource utilization year over year.

Not All Reports Are Created Equal
Room: Ivy 2
Tiffany Formby, Huron Consulting Group
Amanda Kirkland, Quorum Health Resources
Session: Sustainability/Process Improvement
Intermediate Level

Default reports are available in most EHRs to gather commonly used data. However, the end-user should understand the difference between pre-loaded system reports versus customized reports to make actionable decisions based on meaningful and intentional data. This presentation focuses on the process to develop those reports.

Young Professionals: How Do I Get Into a Management Role?
Room: Peachtree
Elizabeth Gentry, University of Louisville
Laura Silvoy, Array Advisors
Mark J. Biscone, Texas Hospital Association
Jordan Aronhalt, Southside Hospital
Danielle Larson-Jaramillo, Henry Ford Health
Muyuan Li, BayCare Health System
Cody Hall, WVU Medicine Camden Clark
Brianna Lohman, Booz Allen Hamilton
Session: Potpourri/Process Improvement
All Levels

Are you a young professional interested in obtaining a management role? This panel discussion will have young and experienced professionals that are currently in management roles or are pursuing a management position within the next year.

Utilizing Systems Engineering Methodologies to Enhance Clinical Decision Support
Room: Veranda
Matthew Johnson, Katie Schwalm, Linda Bashaw, Robert Chang and Christopher Petrilli, Michigan Medicine
Session: Quality and Patient Safety
Intermediate Level

Using multidisciplinary teams of engineers, programmers and clinicians, we developed a process to improve the ability to identify high-risk subpopulations within EHR, data utilizing discrete-event modeling. We present four case studies that have provided unique solutions to clinical challenges by identifying high-value clinical decision support opportunities.
8 – 9:25 a.m.

Open Space: Choose Your Own Adventure
Room: Cascade
Isaac Mitchell, East Tennessee Children’s Hospital
Session: Process Improvement II
All Levels

Enjoy hallway conversations over formal presentations? Up for an adventure? Open space sessions have no lead speaker or planned agenda topic. Participants self-select topics to discuss ensuring that the group is always having the most interesting conversation possible. Participants become each other’s teachers and leaders.

9 – 9:25 a.m.

Leveraging Patient Voices for Process Improvement
Room: Buckhead Ballroom 1
Shanice Guerrier, Natalie Privett, Michael Escosia, Stella Safo and Bruno Silva, Mount Sinai Health System
Session: Process Improvement I
Basic Level

Patient feedback is fundamental to incorporating patients’ voices into process improvement efforts. However, feedback is often provided to practices a few weeks or months from the time of collection. Interaction design, process engineering and clinical insights were used to create a feedback tool that will improve practice operations.

Productivity Management – The Unsung Hero of Engineering Departments
Room: Buckhead Ballroom 2
Michael Kimball, St. Luke’s University Health Network
Session: Leadership and Change Management
Basic Level

Productivity management is usually the least “fun” responsibility put on a healthcare systems engineering department. Done right, it can be an enormous money-saver and pave paths toward projects that can have huge impact. This presentation discusses the evolution of productivity at a multi-hospital healthcare network.

Avoiding Construction: Using Simulation to Test Operational Changes
Room: Ivy 1
Laura Silvoy, Array Advisors
Session: Operations Research
All Levels

A gastrointestinal clinic in West Chester, Pennsylvania, wants to operationalize a fourth procedure room. They performed architectural space surveys to see whether they could support the fourth room within their existing space. The results led them to believe expansion might be necessary and they desired a second opinion.

Evolving a Perioperative Materials Department With Continuous Improvement
Room: Ivy 2
Jordan Aronhalt, Southside Hospital
Session: Process Improvement II
Basic Level

Perioperative supplies are one of the highest areas of expense in any hospital – a constant financial focus for administrations everywhere. This presentation will share a number of methods on reducing supply cost with involvement from the entire perioperative team.

Integrating “Lean” with Competing Initiatives: Effectively Integrating Initiatives for Clarity, Simplicity and Impact
Room: Peachtree
Brock Husby, KBPI/University of Michigan
Jerry Berlanga, KBPI
Session: Potpourri/Process Improvement
All Levels

Rarely does any organization have Lean as its only “initiative” and the complexity and confusion in priorities, terminology and alignment creates a hectic environment that can threaten the survival of all initiatives. This presentation will explore various methods and examples of how to effectively integrate these initiatives positively.

Applying Metrics From Signal Detection Theory in Medical Diagnostic Stewardship
Room: Veranda
Rich Halstead-Nussloch, Kennesaw State University
Bronwen Garner, University of Utah
Session: Quality and Patient Safety
All Levels

Diagnostic stewardship aims to improve healthcare by improving the process of ordering, performing and reporting diagnostic tests. This presentation presents a literature review and analysis to apply the Theory of Signal Detection to Diagnostic Stewardship and associated healthcare improvement. The project team includes both medical and healthcare process improvement practitioners.
CONFERENCE SESSIONS

9:40 – 10:05 a.m.  

Building a New Hospital in the 21st Century – The Role of the Process Engineer  
Room: Buckhead Ballroom 1  
Rachel Shmueli, Hezi Rosenberg and Liron Erlichson, Assuta Ashdod University Hospital  
Session: Quality and Patient Safety  
Basic Level

Insights and lessons learned regarding how to build an entirely new hospital with the workflow-patient centered approach.

Applying Systems Engineering Methods to Address Healthcare Access  
Room: Buckhead Ballroom 2  
Adam VanDeusen and Amy Cohn, University of Michigan  
Session: Leadership and Change Management/Process Improvement  
Basic Level

This poster outlines methods for using systems engineering tools to address healthcare access issues with applications to specific provider organizations. Method evaluation will include literature review and application of tools.

Surgery Cancellation Prediction Using Data Mining Approach for Efficient Operating Room Planning  
Room: Cascade  
Asala Erekat and Mohammad Khasawneh, SUNY at Binghamton  
Session: Process Improvement  
All Levels

This research was conducted to predict surgical cancellation in a large urban hospital in order to create a more efficient approach to schedule the surgical patients. This approach will help with better managing the operating theaters by including cancellations using a data-driven framework as opposed to traditional methods.

Improving Consistency of Homecare Nurses / Using Arena® Discrete Event Simulation  
Room: Ivy 1  
Vanessa Calderon, UnityPoint Health - Des Moines  
Session: Operations Research  
Basic Level

Consistency of nursing care in homecare is important clinically and for enhancing the patient experience. Computer simulation was used by UnityPoint at Home and UnityPoint Health - Des Moines Process Improvement to determine the right mix of nursing resources to decrease the number of different nurses per patient.

SCI Outpatient Clinic Improvement Through Rapid Improvement Event  
Room: Ivy 2  
Jessica Ferraro, James A. Haley Veterans’ Hospital and Clinics  
Session: Potpourri/Process Improvement  
All Levels

Improving the Spinal Cord Injury Outpatient experience through the use of Rapid Improvement Event.

Huddle Boards for Continuous Daily Improvement  
Room: Peachtree  
Frederica O’Donnell and Rachael Samec, James A. Haley VA Hospital  
Matthew Banas, VHA  
Session: Leadership and Change Management  
Basic Level

James A. Haley Veterans’ Hospital has a priority of Employee Engagement. Using Huddle Boards as a Lean Six Sigma Performance Improvement tool with interdisciplinary teams in a Physical Medicine and Rehabilitation setting has improved Veteran service and workflow.

Integrating Modeling in Rapid Improvement Event for Optimal Facility Design  
Room: Veranda  
Muyuan Li and Paulette Traynor, BayCare Health System  
Session: Process Improvement/Leadership & Change Management  
Intermediate Level

The uncertainty around customer population and volume bring a complexity to planning for the design and operations at a new facility. Healthcare leaders are seeking a faster and systematic approach to solving this challenge. This presentation will demonstrate integrating simulation with a Rapid Improvement Event for optimal facility design.
10:10 – 11:05 a.m.

**Systems Engineering Approaches to the National Opioid and Heroin Co-Epidemics**
Room: Buckhead Ballroom 1
James Benneyan, Healthcare Systems Engineering Institute, Northeastern University
Session: Quality and Patient Safety
Basic Level

We describe a large-scale comprehensive effort to apply industrial and systems engineering methods to the devastating U.S. opioid and heroin co-epidemics, as well as opportunities to support or participate in regional and national IE efforts to help address this urgent crisis.

**The Art (and Science) of Team Facilitation**
Room: Buckhead Ballroom 2
Aaron Kanne, CareLogistics
Session: Leadership and Change Management/Process Improvement
Intermediate Level

Have you ever led a meeting or work session that didn’t accomplish the goals you had intended? If so, this presentation is for you. You’ll learn how to prepare for, facilitate and follow up on meetings/work sessions in order to lead your teams to success.

**Telehealth Follow-up In lieu of Postoperative Clinic Visit in Surgical Practice**
Room: Cascade
Himakshi Jhala, Mayo Clinic
Session: Process Improvement
Intermediate Level

The conceptual foundation was care population segmentation and allocation of patients to a telehealth care model—creating an operational infrastructure that reduced complexity and variation of the care process and supported high-value care delivery. There was an improved care process, better outcomes and reduced resource use in all care environments.

**The Not-so Electronic Health Record**
Room: Ivy 1
Valerie Boelman, UnityPoint Health – Des Moines
Session: Operations Research
Intermediate Level

Use of discrete event simulation to determine the resources needed for importing and indexing hardcopy documents into the electronic medical record given service level agreement needs for providers in clinics.

**Outpatient Wound Care Redesign**
Room: Ivy 2
Dustin Kuchera, Mayo Clinic
Session: Potpourri/Process Improvement
All Levels

Our objective was to create an integrated, cost-effective outpatient wound care program at Mayo Clinic in Rochester, Minnesota. The presentation will include a summary of how we implemented cost-effective staffing models, reduced unnecessary expenses and increased patient access and satisfaction.

**Transdisciplinary Thinking – Designing Healthcare of the Future**
Room: Peachtree
David Cowan and Jennifer Coppola, Georgia Institute of Technology
Christie Hunt, Piedmont Healthcare
Session: Leadership and Change Management
All Levels

Solving our healthcare design challenges requires thinking at a higher level—finding synergy from the interdisciplinary teams—engineers, designers, computer scientists and clinicians. We have been exploring this for the last 10 years with our graduate studies class at Georgia Tech.

**Getting Decisions That Stick!**
Room: Veranda
Kurt Neubek, Page
Session: Process Improvement/Leadership & Change Management
Advanced Level

Are your projects sometimes troubled by indecision and/or changing decisions? Do the so-called “decision-makers” delay needed decisions or make last-minute changes—costing everyone time and money? In “Getting Decisions That Stick!” learn 10 techniques you can use today to reduce costly changes by helping others make better-informed decisions.
12:05 – 1:30 p.m.

**Disruptive Innovation in Healthcare Delivery – A Panel Discussion**

Grand Ballrooms 1 and 2
Moderator: Joyce Siegele, Northside Hospital
Panelists: Carolyn Booker, Northside Hospital Forsyth
Christopher Cornue, Navicent Health
Katie Logan, Piedmont Healthcare
Michelle B. Winslow, VISN 8 Virtual Care Product Line Manager VISN 8 Rural Consultant
Session: Thursday Luncheon Panel Discussion
All Levels

Disruptive innovation, a term coined by Harvard professor Clayton M. Christensen, is a transformative business model that leverages technology to help focus on making products and services more accessible and affordable. In healthcare delivery, disruptive innovations have the potential to decrease costs while improving both the quality and accessibility of care. Disruptive innovations enable new applications and changes in behaviors. Several current disruptive innovations like retail clinics, telemedicine, medical tourism and point-of-care medical payments could make a major difference in how health care is reshaped in the near future. This panel will focus on the role of innovation in the medical marketplace and examples of disruptive innovations that will change lives in health care.

1:35 – 2:30 p.m.

**Developing a Systemwide Clinical Practice Council: The Emory Experience**

Room: Buckhead Ballroom 1
Gregory Esper and William Bornstein, Emory Healthcare
Session: Process Improvement I
Intermediate Level

As a consequence of growth and expansion that has recently occurred at Emory Healthcare, we saw a need for an overarching Clinical Practice Council to align clinical care more toward a value-based approach in order to succeed in the evolving healthcare landscape. Goals include clinical standardization and waste reduction.

**High-Reliability Organizations: Can We Get Them in Healthcare?**
Room: Buckhead Ballroom 2
Eddie Perez-Ruberte, BayCare Health System
Session: Leadership and Change Management
All Levels

Why are we complacent with the fact that healthcare is as reliable as it can be and will never be as reliable as commercial aviation? This session describes a set of principles practiced by leaders of high-reliability organizations and ideas to operationalize them.

**An International Change Management Journey: Effective Solution Design & Delivery**
Room: Cascade
Mary Ellen Skeens, Philips Healthcare
Session: Process Improvement II
Intermediate Level

Travel with me on a journey around the world to deploy a global framework for Solution Architecture and Project Management for Patient Monitoring Solutions. Topics to be covered include case for change, pain points, overview of framework, training/deployment approach, change management and results to date.

**Leading to Support a Lean Management System**
Room: Ivy 1
Todd Schneider, OhioHealth
Session: Quality and Patient Safety
Intermediate Level

Our journey towards a Lean Management System required leaders from 11 hospitals and numerous outpatient settings to adopt new leadership behaviors. Our goal was not to turn our leaders into kaizen event facilitators. Instead we focused on leadership behaviors that coach and support their staff.

**Reducing Employee Injuries in Healthcare Through a Systematic Rapid Improvement Process**
Room: Ivy 2
Elise Condie, BSI EHS Services and Solutions
Session: Human Factors
All Levels

Healthcare workers continue to experience significant injuries while caring for others. This presentation profiles two organizations who both faced – and significantly reduced – their high rates of workers’ compensation claims and lost time injuries within a 12-month period through a targeted, rapid performance improvement process.
GAHE and SHS Networking Session
Room: Peachtree
Joyce Siegele, Northside Hospital
Session: Potpourri/Research & Academics
All Levels

Come join us for a Networking Session with GAHE and SHS Members. There will be an opportunity to share and ask questions about experiences in healthcare leadership as well as process improvement. This is a great way to expand your contacts and meet new people from each organization. This will also be a good way to follow up on any discussion from the featured luncheon panel.

1:35 – 3 p.m.

Fourth Annual SHS Student Simulation Competition
Sponsored by FlexSim Software Products Inc.
Room: Veranda Room

Three finalist teams will present their solution to a real-world case study designed by competition sponsor FlexSim. Teams, which consist of a maximum of four students plus an advisor, were given approximately nine weeks to develop their solutions. Come in and listen to finalist’s presentations.

2:35 – 3 p.m.

Streamlining Processes to Improve Access in an Ambulatory Clinic
Room: Buckhead Ballroom 1
Varun Venkateswaran, UAB Medicine
Session: Process Improvement I
All Levels

Improving patient access to care is a key area of focus for ambulatory clinics. This presentation showcases the application of lean tools and discrete-event simulation in designing an efficient clinic workflow to reduce patient length of visit while also increasing the availability of appointments to meet the growing demand.

Qualities of an Ambulatory Care Clinic for Successful Tool Adoption
Room: Buckhead Ballroom 2
Shanice Guerrier, Michael Escosia, Natalie Privett, Stella Safo and Bruno Silva, Mount Sinai Health System
Session: Leadership and Change Management
Basic Level

Patient feedback is fundamental to incorporating patients’ voices into process improvement efforts. However, feedback is often provided to practices a few weeks or months from the time of collection. Interaction design, process engineering and clinical insights were used to create a feedback tool that will improve practice operations.

Re-Engineering Surgical Scheduling Utilizing Lean Principles – A 2P Approach
Room: Cascade
Maziar Lotfizadeh, The University of Akron
Session: Process Improvement II
All Levels

Address problems about current surgical scheduling using lean tools to analyze the problems and design a new surgical scheduling. Learn how to enable surgeons’ offices to do their own scheduling in a much shorter time.

Streamlining Inpatient Echocardiograms: Enhancing Efficiency and Improving the Patient Experience
Room: Ivy 1
Manveer Dilts-Garcha, University of South Florida
Anna Paszczuk, Bay Pines VA
Session: Quality and Patient Safety
Basic Level

Delays in completing inpatient echocardiograms can lead to delays in diagnosis, prolong length of stay, decrease patient satisfaction and lead to poorer outcomes. We reduced the time it took to perform inpatient echocardiograms and streamlined the ordering process using Lean Six Sigma methodology to analyze the problem and prioritize interventions.

Providing Linguistically Competent Care for Refugee Patients in Clarkston, Georgia
Room: Ivy 2
Reem Hamoda, Cricket Guillickson, Julia Schiff, Lacey Gleason, Dria Abramson, Julie Flores and Joyce Kim, Emory University
Session: Human Factors
Basic Level

Discuss the development and implementation of a multi-pronged, quality-improvement initiative to increase provision of linguistically and culturally competent care for a diverse patient population of refugee and immigrant uninsured patients at Clarkston Community Health Center (CCHC) in Clarkston, Georgia.
2:35 – 3:30 p.m.

**Old Dogs Can Teach New Tricks – Lessons Learned from Experienced SHS Professionals – A Panel Discussion**
Room: Peachtree
Moderator: Karl Kraebber, University of Alabama-Birmingham
Panelists: Ronald McDade, Carroll Hospital Center; Tarun Mohan Lal, Mayo Clinic; J. Mickey Trimm, University of Alabama-Birmingham
Session: Potpourri/Research & Academics
All Levels

Panel discussion featuring several seasoned SHS Diplomates and professionals. Join us to learn about their individual journeys within healthcare (changing jobs, locations, organizations, etc.); discuss hot topics (mentorship, leveraging experience, translation of lean leadership, relationship building and emotional intelligence, and diplomat designation); and, a spirited question and answer session. Session is open to all levels of experience and will be a great way to interact and share with other HSPI attendees.

3:05 – 3:30 p.m.

**Use Simulation for Intake Process Optimization at an Emergency Department**
Room: Buckhead Ballroom 1
Muyuan Li, BayCare Health System
Session: Process Improvement I
Intermediate Level

Improving patient experience under increased volume brings a challenge to the ED leaders. Given extended admission holding, we aimed at changing intake model and utilized discrete event simulation for a systematic evaluation and optimal resource allocation. You will hear our journey and successful implementation in this presentation.

**Labor and Delivery OR Scheduling**
Room: Cascade
Mohit Shukla and Jordan Peck, Maine Medical Center
Session: Process Improvement II
Basic Level

For operating rooms, high volumes of unplanned cases can cause disruptions in daily operations – a frequent occurrence in Labor and Delivery unit at Maine Medical Center. In this work, we use a combination of various initiatives to create resilience and predictability in daily operations.

**Kidneed – A Living Organ Donor’s Journey**
Room: Ivy 1
Mark J. Biscone, Texas Hospital Association
Session: Quality and Patient Safety
All Levels

On average in the U.S. alone, 13 people die while awaiting a kidney transplant each day, with about 3,000 people being added to the list each month. While the surgery is not without risk, the benefits to the recipient are immeasurable.

**Using Forcing Functions to Prevent CAUTI**
Room: Ivy 2
Phil Cook and Megan Hinkle, Vanderbilt University Medical Center
Session: Human Factors
Intermediate Level

Cather-associated urinary tract infections (CAUTI) are among the most common hospital acquired infections, particularly in intensive care unit (ICU) patients. A nurse-led quality improvement team in the Vanderbilt University Hospital Medical ICU used forcing functions to reduce the rate of CAUTI from 1.05/1,000 patient days to 0.18/1,000 patient days.

**Enhancing VA Health Care Through Virtual Modalities**
Room: Veranda
Michelle B. Winslow, VISN 8
Session: Potpourri/Research & Academics
Basic Level

The Secretary of Veterans Affairs has identified five priority areas, one of which includes the implementation of innovative solutions to make organizational improvements in the way we provide care to veterans. In VISN 8, we are exploring and implementing ways to more efficiently increase telehealth use both in the facilities and the patient’s home through a patient-centered approach. Additionally, we are improving veterans’ access to Specialty Care services in VA facilities and the community through virtual care options. One way that we are doing this is by taking care and treatment to the veteran in the home. See a demonstration of what VA is doing to change the paradigm and the technology that is making it a reality.
Reducing LOS by Optimizing Provider Schedule Templates Through Computer Simulation
Room: Buckhead Ballroom 2
Lee Kate Hamff and Lynn Tamblyn, UAB Medicine
Session: Process Improvement I
All Levels

Healthcare facilities and schedule templates are often not designed to specifically meet the needs of clinical operations, resulting in inefficient processes causing lengthy visits. The purpose of this project was to optimize current space and streamline flow to efficiently move the patient through the clinic visit.

Improving PACU Ready to Depart Times
Room: Cascade
Steve Caiola and Danny Jerez, Northern Westchester Hospital
Session: Process Improvement II
Intermediate Level

Once Phase I recovery is completed and the patient is ready to be admitted from PACU, we were finding that patients were waiting too long to depart, causing a possible backup in PACU. By shifting process steps to be in parallel, we were able to reduce patient wait time.

Traffic Flow Improvements in the Operating Room Using a Markov Chain Simulation Model
Room: Ivy 1
Amin Khoshkenar, Kevin Taaffe, Miranda Muhs, Larry Fredendall, Yann Ferrand and Anjali Joseph, Clemson University
Dee San, MUSC Health
Session: Research & Academics I
Intermediate Level

One of the important challenges in the operating room (OR) is to design an efficient layout that improves the flow of staff and materials during surgery. The main objective of this research is to create a randomized simulation model to improve the traffic flow in the OR.

Transforming Case Management: Separating and Centralizing Utilization Review Functions
Room: Ivy 2
Scott Siegfried, St. Luke’s University Health Network
Session: Process Improvement III
Basic Level

Case management can be broken into two major services: managing patients and managing insurance. The insurance side, known as Utilization Review (UR), is important for maximizing hospital revenue. This presentation discusses the benefits gained from centralizing the effort across a multi-hospital healthcare network.

The Quadruple Aim: Organizational Transformation Through Individual Change
Room: Peachtree
Chinweike Eseonu, Oregon State University, Kelly Warner, Lois Bates Acheson Veterinary Teaching Hospital, Helio deMorias, Oregon State University College of Veterinary Medicine
Session: Leadership & Change Management
All Levels

How do you introduce and sustain change in a multi-specialty hospital that has undergone many failed attempts? This presentation will highlight successful and unsuccessful strategies for developing, introducing, and sustaining process improvements. We draw on ongoing work at a regional hospital to illustrate each strategy.

A New Approach for Predicting No-shows in Primary Care Clinics
Room: Veranda
Linda Adwan, Mohammed Aladeemy, Srikanth (Sri) Poranki and Mohammad Khasawneh, State University of New York at Binghamton
Amy Booth, UHS, Inc.
Session: Research & Academics II
Intermediate Level

A new hybrid approach to predict patient no-shows in primary care clinic is presented. The objective is to identify the minimum number of features that can be used to predict patient no-shows with good accuracy.
4:30 – 4:55 p.m.

**Continuous Improvement of Patient Flow Efficiency Through Lean Principles**
Room: Buckhead Ballroom 2
Kevin Hensley, Expeditor
Session: Process Improvement I
Intermediate Level

There is a growing demand for continuous improvement in today’s challenging healthcare environment. Medical practices are having to focus on improving the overall patient experience to protect their financial security. Continuous improvement allows for the identification of opportunities to streamline patient workflows and reduce waste and thereby increase bottom lines.

**Cath Lab On-Time Start and Productivity Improvement**
Room: Cascade
Qiming Zhang and Ben Hassler, HealthTrust Workforce Solutions
Session: Process Improvement II
Intermediate Level

Staff and physicians often have conflicting opinions on the solutions to operational problems within a hospital, but lack the data to support them. This session shows how actual data within a Cath Lab can be used to identify root causes of problems and advance metrics resulting in sustained improvement.

**From Disjointed Spreadsheets to a Realtime Data Management System for Nearly Free**
Room: Ivy 1
Neil Bhattarai and Evan Hochberg, Children’s National Health System
Session: Research & Academics I
Intermediate Level

Moving away from spreadsheets to a robust data management system does not always require expensive IT infrastructure. In this presentation, we will detail how we transformed the way our organization looks at hospital acquired conditions data with our no-cost real-time system.

**Reducing Turnaround Time for CT Scans in the ED Setting Through the Utilization of Lean Six Sigma Methodology and Tools**
Room: Peachtree
Greg Lewin, Rimma Perotte and Ujwala Tambe, New York Presbyterian Hospital
Session Matrix Lists: Keve
Session: Quality and Patient Safety
Basic Level

Learn how we were able to make a statistically significant impact on our Healthcare Operational and Clinical processes (ED CT Turnaround Time) using lean tools and methodologies.

**FRIDAY, FEBRUARY 23**

9:05 – 10 a.m.

**Healthcare Lean Daily Management System: The Missing Link in Lean Transformation**
Room: Buckhead Ballroom 1
Brock Husby, KBPI/University of Michigan
Jerry Berlanga, KBPI
Session: Process Improvement I
All Levels

Healthcare organizations often start off their journey with large projects and despite some initial successes, begin to struggle with sustainment, culture change and system building. Leading with Lean Daily Management is a fundamentally different approach to driving lean transformation and changing culture and supports meaningful development.

**Healthcare Facility Design and Construction Using a Lean Integrated Project Delivery Approach**
Room: Buckhead Ballroom 2
Amanda Mewborn, Piedmont Healthcare
Session: Process Improvement II
All Levels

Healthcare facility design and construction are evolving rapidly as technology and processes for delivering care advance and patient expectations increase. Piedmont Atlanta Hospital is undergoing a 10-year $603 million expansion. This presentation will describe the lean-integrated design and construction model used to execute this project and outcomes achieved.

**Automation of Float Resource Assignments Based on Machine Learning Algorithms**
Room: Veranda
Alaa Alazzam, Mohammed Aladeemy and Mohammad Khasawneh, State University of New York at Binghamton
Amy Booth, UHS, Inc.
Session: Research & Academics II
All Levels

Automation of float resources assignments to different medical offices within a large healthcare organization is presented. An electronic form is used to submit float requests that include all required information to be used by a prediction model to generate labels to requests, e.g., fully met, partially met or not met.
Use Rigorous Reflection to Accelerate Meaningful Improvement
Room: Cascade
Shana Padgett and Meghan Scanlon, Value Capture
Session: Process Improvement/Quality & Patient Safety
All Levels

Plan-Do-Check-Act is the lifeblood of continuous improvement. However, many improvement efforts consist only of cycles of “plan” and “do,” fundamentally undermining improvements over time. This workshop focuses on the art and science of Reflection – the disciplined embedding of a rigorous “Check & Adjust” component in all improvement/management system designs.

HSPI Student Panel Discussion
Room: Ivy 1
Aaron Kanne, CareLogistics; Amanda Mewborn, Piedmont Healthcare; Tarun Mohan Lal, Mayo Clinic; Erin LaBarge, Care Logistics
Session: Operations Research/Potpourri
All Levels

Students will have the opportunity to hear from a variety of professionals about their careers in the healthcare industry. Panelists will share their experiences in process improvement as well as provide insights on education, job searching, and navigating the path to a fulfilling career.

DMAIC Approach to Engagement and Buy-in
Room: Ivy 2
Isabel Savoie, Maine Medical Center
Session: Leadership and Change Management/Operations Research
All Levels

Do you find it difficult to drive engagement of members in your projects? Do you wish there was a simple approach to getting buy-in? This educational session will provide you with the knowledge and tools to engage people in your projects while achieving buy-in from key stakeholders.

Room: Peachtree
Kevin Nortrup, Sugar Creek Solutions, Joyce Siegele, Northside Hospital, James Benneyan, Northeastern University, Kate Groot, William Schindel, ICTT System Sciences
Session: Potpourri/Human Factors
All Levels

In 2014, the President’s Council of Advisors on Science and Technology (PCAST) recommended that Systems Engineering concepts should be cultivated into a wide variety of people involved in healthcare. This panel will discuss what did and didn’t happen subsequently and what future role systems engineering should play in healthcare.

Evidence-Based Practice + Lean Six Sigma = Doing the Right Things the Right Way
Room: Veranda
Rebecca Harper, Amanda Davis and Emily Brennan, Medical University of South Carolina
Session: Quality and Patient Safety
Basic Level

Have you ever had a clinical leader ask you “what the evidence says” about the effectiveness of a process improvement solution? During this session you will gain hands-on experience using evidence-based practice tools to help improve patient care at your organization.

10:05 – 10:30 a.m.

Lean in a Rural Hospital: A Multi-Pronged Approach to Process Improvement
Room: Buckhead Ballroom 1
Melissa Zelaya-Floyd, Abigail Am and Jordan Peck, MaineHealth
Session: Process Improvement I
All Levels

From Lean Daily Management to operational benchmark data, this presentation will showcase how a small rural hospital in Maine is moving their culture of performance improvement forward.

Integrated Framework of Forecasting and Simulation for Workforce Management of a Hospital-based Contact Center
Room: Buckhead Ballroom 2
Mohammadsadegh Mikaeili, Mohammad Khasawneh and Jinkun Lee, State University of New York at Binghamton
Joshua Bosire, Cooper University Healthcare
Session: Process Improvement II
Intermediate Level

This presentation will demonstrate the development of an integrated framework of a simulation model combined with time-series forecasting to minimize inefficiency of manpower planning at a hospital-based contact center that functions as a centralized scheduling system for patients.

Physician and Quality Partnerships to Drive Quality Outcomes
Room: Cascade
Tina Schoen, Carolinas Healthcare System
Session: Process Improvement/Quality & Patient Safety
Basic Level

Learn how to align hospitalist physician practices and quality professionals across a healthcare system for quality outcomes via a common structure and process. Developing consistency for structured communication and expectations, plus standardization of information will lead to repeatable process across multiple practice locations. Demonstrate improvement in length of stay and mortality.
Improving Patient Flow in Residency Clinics Through Optimal Allocation of Nurses
Room: Ivy 1
Leatha Minichan, Tugceq Isik, Matthew Carter, Luna Bozeman and Erin Smith, Clemson University
Session: Operations Research/Potpourri
All Levels

In an effort to decrease patient wait times at residency clinics, we suggest a model to determine the optimal allocation of nurses to doctors. We propose allocation policies based on the number of waiting patients and scheduled appointments and utilize a simulation study to perform a sensitivity analysis.

Applying Optimization Techniques to Surgical Call Scheduling
Room: Ivy 2
William Pozehl and Amy Cohn, University of Michigan
Session: Leadership and Change Management/Operations Research
Intermediate Level

In this talk, we present a collaborative effort to improve the process for constructing monthly call schedules for general surgery residents.

Stress Detection Techniques in Nursing and Other Work Domains
Room: Peachtree
Carolina Rodriguez-Paras, Kunal Khanade, Mahnoosh Sadeghi and Farzan Sasangohar, Texas A&M University
Session: Potpourri/Human Factors
Basic Level

Several stress detection techniques exist in healthcare to monitor stress in nurses and doctors. However, burnout is still prevalent among nurses. This project provides an overview of stress detection techniques found in other work domains, such as oil and gas, aviation and transportation.

Take HEART and Prevent CAUTI
Room: Veranda
Courtney Faucett, Margaret Rys and Shing Chang, Kansas State University
Session: Quality and Patient Safety
Basic Level

The Human Error Assessment and Reduction Technique (HEART) was applied to the indwelling urinary catheter insertion process to determine a patient’s risk of CAUTI. HEART is a simple but comprehensive tool that can provide a systematic way to improve patient safety.

10:35 – 11 a.m.

Is it Time to Rethink Fast Tracks?
Room: Buckhead Ballroom 1
Mary Hobbs, catalyst, a Haskell Company and Delia Caldwell, catalyst, a Haskell Company
Session: Process Improvement I
All Levels

In facilities that attract a high acuity patient mix and a high percentage of admitted patients, operational challenges and space constraints faced by the emergency department may be resolved by reallocating underutilized fast track space. A discrete-event simulation was used to analyze various clinical and operational interventions.

Prioritizing Inpatient Room Turnarounds
Room: Buckhead Ballroom 2
Steve Caiola and Danny Jerez, Northern Westchester Hospital
Session: Process Improvement II
Intermediate Level

After staffing adjustments were made, we were failing to meet our goal of turning rooms over in 40 minutes. By realizing the real issue wasn’t how long rooms took to turnover, but how long patients had to wait for dirty rooms, we shifted to prioritizing which rooms are cleaned first.

Surgeon Engagement During Turnover Time Reduces Duration of Turnover Time Process
Room: Cascade
Robert Allen, Clemson University School of Health Research
Alan Carithers, Greenville Health System
Session: Process Improvement/Quality & Patient Safety
All Levels

Surgeon engagement or leadership during the turnover process is a hot topic. Surgeon engagement reduces the duration of the turnover process, but also takes away from other clinical duties that might be required of the surgeon. This presentation looks at both sides of this issue.

Utilizing the Kano Model to Identify Factors Affecting Patient Satisfaction
Room: Ivy 1
Teiaswi Materla and Elizabeth Cudney, Missouri University of Science and Technology
Session: Operations Research/Potpourri
Basic Level

This session will present the application of the Kano model to identify complex patient needs and convey its potential usefulness in the continuous improvement of the healthcare sector. Topics will include identification of patient needs and categorization as well as prioritization of the needs based on their impact on satisfaction.
Using Discrete Event Simulation to Evaluate Capacity Needs for an Inpatient Rehabilitation Unit
Room: Ivy 2
Marybeth Attanasio, Northwell Health
Session: Leadership and Change Management/Operations Research
All Levels

A discrete event simulation model was developed to evaluate the yearly percent occupancy of an inpatient hospital unit. Hospital Leadership used the results to help guide the decision of how many beds to add, if any.

Quantitative Analysis of Student Feedback From Process Improvement Training
Room: Veranda
Hugh McManus, Metis Design
Session: Quality and Patient Safety
All Levels

Feedback from 1500+ students is analyzed to extract lessons for maximally effective healthcare systems improvement training. Simulation-based learning is strongly preferred by students; other suggestions for trainers include the use of active, on-site learning and the focusing of effort on the more “difficult” students who can strongly affect group satisfaction.

1:50 – 2:45 p.m.

Healthcare Affordability
Room: Buckhead Ballroom 1
Paul Odomirok, Performance Excellence Associates, Inc.
Session: Process Improvement I
All Levels

Methods and techniques based on results prove that Healthcare Affordability can be achieved. Healthcare Affordability is a Patient Centered approach that increases speed of care and improves quality of care while decreasing cost of care. Affordability: Integrates Value, Customer and Cost for Continuous across the entire Healthcare Enterprise.

Understanding and Improving Quality and Value From a Systems Perspective
Room: Buckhead Ballroom 2
Kevin Nortrup, Sugar Creek Solutions
Session: Quality and Patient Safety
All Levels

How can we encourage everyone in healthcare to be active participants in improving quality and value, especially given the various definitions, metrics and methodologies traditionally involved? This session explores simple, qualitative generalizations of quality and value (and templates to apply them) that are universally applicable across responsibilities and deliverables.

Strategy Deployment in Healthcare (Hoshin Kanri)
Room: Cascade
Brock Husby, KBPI/University of Michigan
Jerry Berlanga, KBPI
Session: Process Improvement II
All Levels

With Hoshin Planning in place and actively deployed, your organization goes from passively playing “defense” to playing “offense” by implementing Toyota’s famed Hoshin Kanri process to accelerate achievement of individual and organizational goals. Each of your staff will know the “why” behind the “what.”

Exploring New Approaches to Patient Safety: The AHRQ Engineering High Reliability Learning Lab (EHRLL)
Room: Ivy 1
James Benneyan, Healthcare Systems Engineering Institute, Northeastern University
Session: Process Improvement/Quality & Patient Safety
Basic Level

We describe the goals and key learnings of the Engineering High Reliability Learning Laboratory (EHRLL) and AHRQ’s broader $52 million Patient Safety Learning Lab (PSLL) program to promote pragmatic research, learning and collaboration in new approaches to safety – an important focus area for industrial engineers.

Situational Leadership – Knowing When to Lead and When to Manage
Room: Ivy 2
Robert Burke, Value Innovations Partners, Ltd
Session: Leadership and Change Management/Process Improvement
All Levels

Situational Leadership is when the leader or manager of an organization must adjust their style to fit the development level of employees or team members.

Emory Healthcare’s Approach to Clinical Effectiveness: Value Acceleration Program Outcomes
Room: Peachtree
Gregory Esper, Mathu Kumarasamy and Christina Hummel, Emory Healthcare
Session: Leadership and Change Management/Human Factors
Basic Level

In 2014, Emory Healthcare launched a value acceleration program to prepare for the volume to value-based healthcare shift. Fourteen clinical effectiveness physician and nurse-led teams, aided by an internal project management office, maintained or improved clinical quality and reduced internal costs by almost $30 million over four fiscal years.
**Sustainable Business Transformation Through Management Engineering and Consulting**  
Room: Veranda  
Janine Kamath, Mayo Clinic  
Session: Leadership and Change Management/Operations Research  
Intermediate Level

The dynamic healthcare environment is grappling with payment reform, new models of care, consumerism and an ambiguous future. Mayo Clinic’s commitment to engineering and business consulting has enabled the organization to leverage these disciplines to deliver integrated clinical, education and research services, leading to significant patient care benefits and financial savings. This presentation highlights the engineering and consulting approaches, methods, best practices and lessons learned that have positioned Mayo to sustain transformation.

2:50 – 3:15 p.m.

**Improving Quality and Reducing Harm: Piedmont Healthcare’s Journey to Zero**  
Room: Buckhead Ballroom 1  
Mariana Gattegno, Piedmont Healthcare  
Session: Process Improvement I  
Basic Level

Piedmont Healthcare has seen a 40 percent decrease in hospital-acquired infections by designing a methodology for the implementation and development of clinical best practices and standard work in the form of a one-stop-shop document called the “Promise Package.”

**Post-Stroke Care: A Clinical Transformation in the Neuroscience Service Line**  
Room: Buckhead Ballroom 2  
Olivia Morejon, Maine Medical Center  
Session: Quality and Patient Safety  
Basic Level

The framework, challenges and outcomes of a Clinical Transformation, Neuroscience’s Post-Stroke Care, shown by moving through its structure, timeline and associated documents.

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**Systems Engineering Applications to Public Health**  
Room: Cascade  
Nagen Nagarur, Binghamton University  
Mahathi Nagarur, Mt Sinai Health Partners  
Session: Process Improvement II  
Intermediate Level

As health care and public health are moving toward common and integrated goals, there is a need for applications of systems engineering techniques for the domain of public health. This presentation discusses the trends and future directions.

**Time and Motion Study in Primary Care**  
Room: Ivy 1  
Lauren Richard, Community Clinic Association of Los Angeles County  
Session: Process Improvement/Quality & Patient Safety  
Basic Level

Primary Care is under mounting pressure to increase meaningful visits to reduce hospital utilization. However, not all primary care clinics are efficient enough to manage increased demand. A time and motion study of a clinic in southern California demonstrates opportunities to reduce waste to make room for additional volume.

**NEDOCS-Based ED Performance Dashboard**  
Room: Ivy 2  
Alaa Alazzam and Mohammad Khasawneh, Binghamton University  
Session: Leadership and Change Management/Process Improvement  
Advanced Level

This presentation describes a NEDOCS-based ED performance dashboard. Analyzing NEDOCS scores and other ED KPIs helped in identifying surges more accurately. Thus, an incremental surge plan was adopted with various levels depending on NEDOCS score. The new plan was successful in decreasing boarding times and Left Without Being Seen rates.

**Modeling Patient-centered Pathways of the Current PTSD Care System**  
Room: Peachtree  
Junkrin Moon, Carolina Rodriguez-Paras, Farzan Sasangohar and Hye-Chung Kum, Texas A&M University  
Justin K. Benzer, University of Texas at Austin  
Session: Leadership and Change Management/Human Factors  
Intermediate Level

Current pathways for post-traumatic stress disorder (PTSD) care are a combination of coordinated and ad hoc efforts that have naturally evolved into a complex socio-technical system. The purpose of this study is to address such complexity by modeling the current care system with a patient-centered, systems perspective.
Clinic Scheduling for a Dermatology Residency Program
Room: Veranda
Chloe Smither and Amy Cohn, University of Michigan
Session: Leadership and Change Management/Operations Research
Intermediate Level

We present our work on clinical scheduling for a dermatology residency program: staffing the residents into clinical activities for the morning and afternoon of every workday in a monthly planning horizon.

3:30 – 3:55 p.m.

Readmission Reduction Bundle – Keeping Patients Healthy at Home
Room: Buckhead Ballroom 1
Patrick Cossart, Piedmont Healthcare
Session: Process Improvement I
Basic Level

A challenge faced by many healthcare systems across the country, heart failure and pneumonia readmissions were heavily impacting Piedmont Healthcare’s bottom line and patient experience. Utilizing a three-pronged approach of inpatient clinical standardization, a robust care transitions program and data analytics, Piedmont successfully reduced readmissions across an integrated, seven-hospital system.

Modeling Nurses’ Work With Interruptions: A Tutorial
Room: Buckhead Ballroom 2
Robert Myers and Pratik Parikh, Wright State University
Session: Leadership and Change Management
All Levels

In this work, we report details of a stochastic, non-stationary discrete event simulation of a nurse’s workday with interruptions developed to test interruption interventions, which may be of interest to others studying a nurse’s workflow.

Understanding Transitions From Hospital Care to Home Care: An Industrial Engineering Approach
Room: Cascade
James Benneyan and Ashley Holmes, Healthcare Systems Engineering Institute, Northeastern University
Session: Quality and Patient Safety
Intermediate Level

We describe results and lessons learned from an ongoing project to improve health outcomes for home health patients’ post-hospitalization and at-risk of re-hospitalization. A variety of systems engineering approaches and process design methods were used to reduce hospital readmissions and improve patient satisfaction.

Barriers to Remote Health Interventions for Type 2 Diabetes
Room: Ivy 1
Michelle Alvarado, University of Florida
Karla Gonzalez and Mark Lawley, Texas A&M University
Session: Leadership and Change Management
All Levels

The use of remote health interventions for type 2 diabetes self-management is rising; however, there are barriers to widespread adoption. In this systematic review, we identify the top barriers, apply them to a newly developed conceptual model of successful remote health and identify key strategies for reducing the barriers.

Keep our Future Generation Alive: Reinforce Routine HIV Testing for Children
Room: Ivy 2
Michael Washington, Centers for Disease Control; Theodora Savory, Mwanza Wa Mwanza, Mwansa Lumpa, Masuzyo Chitala, Roma Chilengi and Izukanji Sikazwe, Centre for Infectious Disease Research in Zambia (CIDRZ)
Session: Research
Intermediate Level

This presentation will describe the process of creating a policy brief to encourage the Zambian Ministry of Health to allocate resources to identify and place on treatment for unidentified HIV positive children.

Monitoring Task Flows for Aseptic Practices in the Operating Room
Room: Peachtree
Brandon Lee, Kevin Taaffe, Miranda Muhs, Amin Khoshkenar, Larry Fredendall, Yann Ferrand and Anjali Joseph, Clemson University
Dee San, MUSC Health
Session: Process Improvement II
Basic Level

This presentation highlights considerations of nursing activities in the operating room during and between surgeries. Analysis of the activities of the circulating nurse, their relationship to patient care and how it supports other staff was conducted. Areas for capacity improvements are provided.
4 – 4:25 p.m.

**Infusion Center Process Improvement**
Room: Buckhead Ballroom 1
Wareef Al Najjar, Mohammad Khasawneh and Alaa Alazzam, Binghamton University
Session: Process Improvement I
All Levels

This presentation explains the approach used to increase the number of call-ahead patients by developing a predictive model, as well as how to decrease long patient wait times for medication delivery from the pharmacy and lab results in an infusion outpatient clinic.

**Improvement Culture Development Through Engagement, Empowerment and Executive Leadership Involvement**
Room: Buckhead Ballroom 2
Matthew Banas, Laureen Doloresco and Jon Venuti, VHA
Session: Leadership and Change Management
All Levels

Improvement culture development is possible through leadership daily standard work, lean concepts and employee training and empowerment. Receive an overview of how this was accomplished and how to implement it in your organization from the chief executive of nursing of one of the busiest federal hospitals in the country.

**Utilization of QFD to Reduce Variances With THA/TKA Surgical Procedure that Lead to Risk for Complications**
Room: Cascade
Freya Gilbert, Diane Morrise and Daphne Register, Columbus Regional Health
Session: Quality and Patient Safety
Basic Level

Demonstrate the applicability of the QFD and House of Quality in patient safety initiatives, not only in THA/TKA but in other surgical procedures. Illustrate the utilization of Lean Six Sigma tools in standardizing processes through the collaboration among members of a multidisciplinary team in a quality improvement initiative.

**Designing High Reliability Processes for Coordinating Perioperative Care for Medically Complex Children**
Room: Ivy 1
James Benneyan and Joseph Salem, Healthcare Systems Engineering Institute, Northeastern University
Session: Quality and Patient Safety
Basic Level

We describe results and lessons learned from an ongoing project to improve general perioperative processes for children with medical complexity (CMC), piloted on children undergoing spinal fusion surgery, using a variety of systems engineering, human factors and process design methods to reduce unexpected complications, adverse events, length-of-stay and associated costs.

**Examining Barriers to Dermatology Access Through a Systems Engineering Approach**
Room: Ivy 2
James Benneyan and Melissa Cyr, Healthcare Systems Engineering Institute, Northeastern University
Session: Research
Basic Level

We describe results and lessons learned from an interdisciplinary nurse-led effort to apply a range of industrial and systems engineering methods to better understand rural-versus-urban access barriers to time-urgent care, using dermatology and melanoma treatment as a compelling use case.

**Analysis of Outpatient Remote Care Delivery on a College Campus**
Room: Peachtree
Ricardo Ibarria, Hygeia Health
Session: Process Improvement II
Intermediate Level

Hygeia deployed its remote care station on campus at Mercer University in the Fall of 2017 to provide free access to basic clinical services for students. The results of “Bear Care” will be shared, along with learnings about the operational, clinical and financial aspects of the deployment.

**Improving the Process for Approving and Funding Capital Construction Projects**
Room: Veranda
Marybeth Attanasio, Northwell Health
Session: Performance Improvement
All Levels

The current process for approving and funding capital construction projects is long and cumbersome. Twenty-three touch point approvals are required across two information systems, taking an average of 275 days to complete. Industrial engineers were asked to facilitate the design of a new process.
The poster session at the Healthcare Systems Process Improvement Conference is a forum for presenters from around the world to highlight their programs and to share their successful ideas with colleagues by presenting a research study, a practical problem-solving effort or an innovative program. Poster presentations provide other conference participants an opportunity to become acquainted with your topic quickly and easily.

Posters will be on display in the Grand Ballroom Foyer during exhibit hours.
Poster #2184
Cost-effectiveness Analysis of Telephone Linked Care Among Patients With Poorly Maintained Diabetes
Sumedh Bele, Eldon Spackman and Chad Saunders, University of Calgary

Poster #2185
Exploring Hospital Policies and Responses to Patient Surge Demand
Raymond Smith, East Carolina University

Poster #2186
Improving HCV Screening and Treatment Rates Among VA Facilities
Waleska Jordan-Tristan, Veterans Affairs

Poster #2188
Large-Scale Analysis of Statistical Process Control for Surveillance of C. Difficile Infections
James Benneyan and Nathan Holler, Healthcare Systems Engineering Institute, Northeastern University

Poster #2190
Simulation Analysis of State-Wide Opioid Treatment Assess and Capacity
James Benneyan and Malcolm Lord, Healthcare Systems Engineering Institute, Northeastern University

Poster #2191
Designing Safer Prescribing Processes in Primary Care for Patients Using Opioids to Treat Chronic Pain
James Benneyan and Anne Shutt, Healthcare Systems Engineering Institute, Northeastern University

Poster #2192
Optimal Zoning of Inpatient Units to Improve Coverage of Environmental Services
Khalid Aram and Mohammad Khasawneh, Binghamton University
EXHIBITOR BOOTH MAP

The Exhibit Hall is located in the Grand Ballroom 3 and Foyer

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Thursday, February 22

11:05 a.m. – 6:15 p.m. Exhibit Hall Open
11:05 a.m. – 12:05 p.m. Dedicated Exhibit Time
3:30 – 4 p.m. Break - Exhibit Hall
5 – 6:15 p.m. Networking Reception in the Exhibit Hall

Friday, February 23

7 a.m. – 3:30 p.m. Exhibit Hall Open
7 – 7:55 a.m. Breakfast with the Exhibitors
11 a.m. – Noon Dedicated Exhibit Time
3:15 – 3:30 p.m. Break - Exhibit Hall
3:30 – 5 p.m. Dismantling and Move-Out

**IMPORTANT:** It is preferable that your booth is staffed at all times, but not mandatory. It is mandatory that all booths be adequately staffed during dedicated exhibit time. Please be in your booth and ready to go at least 15 minutes before dedicated exhibit time. Exhibitors may NOT dismantle their booths prior to the official closing of the Exhibit Hall.
Binghamton University | Booth #110
Binghamton University is proud to offer an accelerated Executive Master of Science in Health Systems degree program in Manhattan, with on-campus and online options. Students can learn from award-winning professors and industry professionals from various allied health systems and complete their degree in 1 year (Manhattan) or 1.5-2 years.

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www.binghamton.edu/ssie/

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1577 N. Technology Way, Suite 2300
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Healthcare Systems Engineering Institute | Booth #108
HSyE’s mission is to broadly impact healthcare improvement through education, research, and application in systems engineering methods. This is defined by undergraduate and graduate academic programs, national experiential co-op education and summer internship programs, three federally awarded healthcare IE centers, and competitive scholarships. We rely on industry-university partnerships to advance the shared missions of healthcare improvement and workforce development.

Healthcare Systems Engineering Institute
177 Huntington Avenue, 12th floor
Northeastern University
Boston, MA 02115
P: (617) 373-5662
www.hsye.org

KaiNexus | Booth #200
KaiNexus is an improvement software platform that supports bottom-up improvement, top-down projects, and strategy deployment in leading organizations worldwide. Wherever you are in your improvement journey, KaiNexus will help you take it to the next level by increasing collaboration and organization to engage more people and drive a greater impact.

KaiNexus
510 South Congress Ave., Suite 108
Austin, TX 78704
P: (512) 522-3940
www.kainexus.com
Lehigh University Healthcare Systems Engineering | Booth #204
The Healthcare Systems Engineering program at Lehigh provides students with the necessary background, specialized knowledge and management skills required to identify inefficiencies in healthcare systems and propose appropriate alternatives to reduce cost, increase efficiency and improve the overall quality of our healthcare system.

Lehigh University Healthcare Systems Engineering
200 West Packer Ave.
Bethlehem, PA 18015
P: (610) 758-5867 | F: (610) 758-6766
http://hse.lehigh.edu/

Loyola Marymount University | Booth #106
Healthcare Systems Engineering Master’s Program was developed in partnership with Kaiser Permanente, with KP experts teaching well-integrated courses in across-the-board optimization of healthcare in patient safety systems, clinics, hospitals, EDs, ORs, pharmacies, integrated medical devices, healthcare IT/ EHR, as well as health systems engineering, project management and systems thinking.

Loyola Marymount University
1 LMU Drive
Los Angeles, CA 90045
P: (310) 338-2825
http://cse.lmu.edu/graduateprograms/msinsystemsengineering/msdegreeprograminhealthcaresystemsengineering/

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P: (650) 248-4262
www.qventus.com

Simio LLC | Booth #112
Critical facility design/process improvement decisions can drag on for years while stakeholders struggle to reach consensus. Simio Simulation Software helps you build evidence and “buy-in” by coupling stunning 3D visualizations with powerful predictive analysis. Patented rapid modeling technology with unprecedented flexibility helps you build realistic models without writing computer code.

Simio LLC
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Sewickley, PA 15143
P: (412) 259-5295 | (412) 253-9378
www.simio.com

Society for Health Systems | Booth #210
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
3577 Parkway Lane, Suite 200
Norcross, GA 30092
P: (770) 449-0461 | F: (770) 263-8532
www.societyforhealthsystems.org
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