BRINGING YOU THE SOLUTIONS YOU NEED TO HELP CURE HEALTHCARE QUALITY AND EFFICIENCYAILMENTS

HEALTHCARE SYSTEMS PROCESS IMPROVEMENT CONFERENCE 2013

MARCH 1-4, 2013 | NEW ORLEANS

Sponsored by: SOCIETY FOR HEALTH SYSTEMS LEADING HEALTHCARE IMPROVEMENT

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Developed by healthcare professionals, our software has improved quality, delivered cost savings and increased efficiency for health systems across the world, including; Johns Hopkins, Geisinger, BUPA, FUNSALUD and the UK NHS.
Welcome to New Orleans where the Society for Health Systems is proud to present the **2013 Healthcare Systems Process Improvement Conference**. New Orleans is known for tackling tough problems, as it did in the wake of Hurricane Katrina in 2005. Conference keynoter Dr. Joseph Guarisco of Ochsner Health System is one of the people who helped keep up emergency care flow during the difficult months following the catastrophe, and he’ll be sharing insights from that experience. But the city is also known for its celebratory spirit, which is fitting because SHS is celebrating its 25th year as an organization dedicated to process and quality improvement professionals in the healthcare industry. This year’s conference is full of hallmarks of that service, and here are just a few highlights:

» Ten tracks of sessions covering topics like patient flow, IT, change management, lean Six Sigma and quality

» The SHS 25th Anniversary Ceremony, including a special recognition of SHS pioneers

» Networking receptions, lunches and dinners, including a reception with the HIMSS Management Engineering/Process Improvement Group

» Keynote speakers Roger Gerard, Ph.D., executive business partner at ThedaCare, and Dr. Joseph Guarisco, chairman of the Department of Emergency Medicine at Ochsner Health System

» Four pre-conference workshops

» Student activities and competitions, including a new case study competition

» Exhibits from top healthcare service providers and health systems academic programs

We’re glad you joined us to learn how to overcome the challenges of health systems improvement and to celebrate our accomplishments so far. Let the good times roll!

**Amanda Mewborn**
Chair
ROGER GERARD
Executive Business Partner
ThedaCare
Saturday, March 2 | 10 a.m. – 11 a.m.
Grand Ballroom AB - 5th Floor

Roger Gerard is the executive business partner and former chief learning officer for ThedaCare, a Wisconsin-based integrated healthcare delivery system. He has been with ThedaCare since 1991. His experience includes significant work within the healthcare industry, and he has also spent a quarter of his career in manufacturing and service industries nationwide. He specializes in executive and management development, process improvement, and using lean method for significant and measurable organizational improvement. In addition, he has his own management consulting business and creative photography/illustration business. Prior to joining ThedaCare, Gerard served as vice president and director of organizational development of Northern Michigan Hospitals. He is the co-author of the Shingo Prize-winning book, *On the Mend*, focused on the ThedaCare lean journey, and he has presented at numerous conferences. Gerard is a member of ASQ, SHRM and OD Network. He earned his Ph.D. in management and applied decision sciences from Walden University.

DR. JOSEPH S. GUARISCO
Chairman, Department of Emergency Medicine
System Chief, Emergency Services
Ochsner Health System
Sunday, March 3 | 3:15 p.m. – 4:30 p.m.
Grand Ballroom AB - 5th Floor

Dr. Joseph Guarisco is one of the many New Orleans heroes who helped lead his community through the post-Hurricane Katrina turmoil. After Hurricane Katrina, the Ochsner emergency department led by Guarisco was one of the few left standing. While his family took shelter at the hospital, Guarisco managed to keep his ED operational to help serve the massive influx of patients. During the months following the hurricane, with several other hospitals and EDs decimated in the community, Ochsner’s ED faced dangerously long waits. Against the odds, Guarisco led a successful effort to redesign ED workflow and adjust for the new normal through an innovative adaption of lean engineering principles. Guarisco joined Ochsner as a staff physician in the Department of Emergency Medicine in 1980. In 1990, he pursued a fellowship in anesthesiology at Ochsner, and in 1992, he returned to emergency medicine as chairman and medical director of the emergency department and is currently serving in that position, becoming system chief of emergency services in 2007. His ED won the 2005 Ochsner Clinic Foundation Award for outstanding achievements in patient satisfaction, and in 2008, Press Ganey awarded the Ochsner Health System the Compass Award for the largest improvement in patient satisfaction among its client base. Guarisco was recently recognized by Press Ganey for innovative use of data and process design in improving patient satisfaction at Ochsner and is the winner of the Press Ganey 2005 National Success Story Award. Guarisco has a bachelor’s degree in engineering and is board certified in emergency medicine.
FRIDAY, MARCH 1

STUDENT RECEPTION, SPONSORED BY NORTHEASTERN UNIVERSITY HEALTHCARE SYSTEMS ENGINEERING INSTITUTE
4 – 5 p.m. | Roux Bistro 1&2 – 2nd floor
All students will be able to connect with each other before the conference starts.

WELCOME RECEPTION
5 – 6 p.m. | Gallery Room - 1st Floor
Join your colleagues as we kick off the conference!

DUTCH TREAT DINNERS
6:30 p.m.
The SHS Board and Conference Committee invite all attendees to join them for an evening of networking and meeting new friends. Reservations will be made at select restaurants. Sign-up sheets will be available at the conference registration desk for each restaurant. All restaurants are within walking distance of The Sheraton New Orleans Hotel. Participants are responsible for the cost of their own dinner.

SATURDAY, MARCH 2

DEDICATED EXHIBIT TIME – POSTER SESSION - EXHIBIT HALL
11 a.m. – Noon | Grand Ballroom C - 5th Floor
A visit to the exhibit hall is your chance to find new vendors or suppliers, see product demonstrations, interact with existing vendors and network with your peers. You can view the latest products and services as well as visit with the authors of cutting-edge posters.

LUNCH AND LEARN
Noon – 1:15 p.m. | Grand Ballroom AB-5th Floor
Join your colleagues for this engaging networking event that will be repeated Sunday, March 3. Purchase your lunch and learn about a variety of current healthcare topics, including academia, accountable care organizations, capacity management, career opportunities, change management, EMR/EHR workflow and installation, engagement of executive and front-line staff, facility design/redesign, healthcare human factors, healthcare supply chain management, hosting internships, lean healthcare, and patient flow and staffing. Advance purchase required.

NETWORKING RECEPTION IN THE EXHIBIT HALL
4:15 – 5:30 p.m. | Grand Ballroom C - 5th Floor
Join your colleagues for networking and continue to interact with exhibit hall vendors as well as poster session presenters. Take in the latest products and services and discuss poster presentations that are on display.

SHS 25TH ANNIVERSARY CELEBRATION
6:30 - 9:30 p.m. | Grand Ballroom AB - 5th Floor
During 2013, the Society for Health Systems is celebrating 25 years as a society within the Institute of Industrial Engineers. Prior to 1988 it was the Health Systems Division. Join your colleagues as we recognize those who were instrumental in the development of the society and those who maintain its excellent work. Dress: Business attire
Advance purchase required.

SUNDAY, MARCH 3

DEDICATED EXHIBIT TIME – POSTER SESSION - EXHIBIT HALL
11 a.m. – Noon | Grand Ballroom C - 5th Floor

LUNCH AND LEARN
Noon – 1:15 p.m. | Grand Ballroom AB-5th Floor
Advance purchase required.

JOINT RECEPTION WITH HIMSS ME/PI GROUP
4:30 – 5:30 p.m. | Gallery Room - 1st Floor
Network with members of the HIMSS Management Engineering/Process Improvement Group at this popular event.
### FRIDAY, MARCH 1

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<td>8 a.m. – Noon</td>
<td>Pre-Conference Workshops</td>
<td>Borgne Room, Maurepas Room - 3rd Floor</td>
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<tr>
<td>1 – 5 p.m.</td>
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<td>Borgne Room, Maurepas Room - 3rd Floor</td>
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<tr>
<td>4 – 5 p.m.</td>
<td>Student Reception, Sponsored by Northeastern University Healthcare Systems Engineering</td>
<td>Roux Bistro 1&amp;2 - 2nd floor</td>
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<tr>
<td>5 – 6 p.m.</td>
<td>Welcome Reception</td>
<td>Gallery Room - 1st Floor</td>
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<tr>
<td>6:30 – 8:30 p.m.</td>
<td>Dutch Treat Dinners</td>
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### SATURDAY, MARCH 2

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<tr>
<td>7 a.m. – 5 p.m.</td>
<td>Registration Desk open</td>
<td>Grand Foyer - 5th Floor</td>
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<tr>
<td>7 – 7:45 a.m.</td>
<td>Continental Breakfast &amp; Networking</td>
<td>Grand Ballroom AB - 5th Floor</td>
</tr>
<tr>
<td>7:45 – 7:55 a.m.</td>
<td>Welcome</td>
<td>Grand Ballroom AB - 5th Floor</td>
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<tr>
<td>8 – 9:50 a.m.</td>
<td>Concurrent Sessions</td>
<td>Various Rooms - See matrix for details</td>
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<tr>
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<td><strong>Keynote Speaker:</strong> Dr. Roger Gerard – ThedaCare</td>
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<td>Student Session</td>
<td>Grand Chenier – 5th Floor</td>
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<tr>
<td>11 a.m. – Noon</td>
<td>Dedicated Exhibit Time – Poster Session - Exhibit Hall</td>
<td>Grand Ballroom C - 5th Floor</td>
</tr>
<tr>
<td>11 a.m. – 5:30 p.m.</td>
<td>Exhibit Hall open</td>
<td>Various Rooms - See matrix for details</td>
</tr>
<tr>
<td>Noon – 1:15 p.m.</td>
<td>President’s Address – Lunch &amp; Learn - additional fee</td>
<td>Grand Ballroom AB - 5th Floor</td>
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<tr>
<td>1:15 – 3:05 p.m.</td>
<td>Concurrent Sessions</td>
<td>Various Rooms - See matrix for details</td>
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<td>3:05 – 3:25 p.m.</td>
<td>Coffee Break – Exhibit Hall</td>
<td>Grand Ballroom C - 5th Floor</td>
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<td>3:25 – 4:15 p.m.</td>
<td>Concurrent Sessions</td>
<td>Various Rooms - See matrix for details</td>
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<tr>
<td>4:15 – 5:30 p.m.</td>
<td>Networking Reception - Poster Session - Exhibit Hall</td>
<td>Grand Ballroom C - 5th Floor</td>
</tr>
<tr>
<td>6:30 – 9:30 p.m.</td>
<td>25th Anniversary Celebration Dinner - additional fee</td>
<td>Grand Ballroom AB - 5th Floor</td>
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### SUNDAY, MARCH 3

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<td>Registration Desk open</td>
<td>Grand Foyer - 5th Floor</td>
</tr>
<tr>
<td>7:15 – 8 a.m.</td>
<td>Breakfast with the Exhibitors - Exhibit Hall</td>
<td>Grand Ballroom C - 5th Floor</td>
</tr>
<tr>
<td>7:30 – 8:30 a.m.</td>
<td>SHS State of the Society</td>
<td>Grand Ballroom AB - 5th Floor</td>
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<tr>
<td>8 – 9:50 a.m.</td>
<td>Concurrent Sessions</td>
<td>Various Rooms - See matrix for details</td>
</tr>
<tr>
<td>9:50 – 10:10 a.m.</td>
<td>Coffee Break – Exhibit Hall</td>
<td>Grand Ballroom C - 5th Floor</td>
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<td>10:10 – 11 a.m.</td>
<td>Concurrent Sessions</td>
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<td>Concurrent Sessions</td>
<td>Various Rooms - See matrix for details</td>
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<tr>
<td>3:15 – 4:30 p.m.</td>
<td><strong>Keynote Speaker:</strong> Dr. Joseph Guarisco – Ochsner Health System, with an introduction by Lou Keller, FlexSim Healthcare</td>
<td>Grand Ballroom AB - 5th Floor</td>
</tr>
<tr>
<td>4:30 – 5:30 p.m.</td>
<td>Joint Networking Reception with HIMSS ME/PI Group</td>
<td>Gallery Room - 1st Floor</td>
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### MONDAY, MARCH 4

**HIMSS ME/PI Synergy Sessions (additional fee required)**
You can register for the entire HIMSS Conference or just one day. For more information, please visit the HIMSS site.

The Management Engineers - Process Improvement Professionals (ME-PI) Synergy Sessions will be offered on Monday, March 4. Synergy Sessions are a series of two back-to-back educational sessions designed especially for specific HIMSS Communities of Profession. These Synergy Sessions will provide themed discussion for niche audiences.

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<tbody>
<tr>
<td>9:45 - 10:45 a.m.</td>
<td>Healthcare Kaizen: Daily Improvement, Not Just Events <em>Mark Graban, KaiNexus</em></td>
<td>Ernest N. Morial Convention Center</td>
</tr>
<tr>
<td>11 a.m. – Noon</td>
<td>The Labor-The Delivery: The New Child-ED Redesign *Mark E. Cichon and Carol Schleffendorf, Loyola University Medical Center</td>
<td>Ernest N. Morial Convention Center</td>
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</tbody>
</table>
It’s All About What You Leave Behind: Value and Sustainment
8 a.m. – Noon | Borgne Room - 3rd Floor
Presenters: Keith Poole and Nimish Patel, HCA Healthcare, Joseph Swartz, Franciscan St. Francis Health
What is your unique value proposition? Nothing is more important than what you leave behind after process improvement work is complete. Learn about the critical success factors of process improvement in healthcare and how to use this knowledge to create value-added tools for your hospital or system. The presenters will share real-life examples of successfully creating and integrating tools and solutions by being flexible with the methodology while still keeping an eye on outcomes. Departments covered include emergency, laboratory, imaging, registration, pharmacy, nursing, surgery and cardiac catheterization. There will be examples of rolling the work of process improvement teams into existing facility operations, clinical quality, and physician governance committees to foster sustainability and generate additional improvement work. Time will be set aside at the end of the session for a facilitated discussion on what has worked for you and what hasn’t.

Principles of Process Consultation & Co-Design for Development of Front-Line Teams and Managers
8 a.m. – Noon | Maurepas Room - 3rd Floor
Presenters: Jason Aaron and Chris Boyd, VA New England Healthcare, Cliona Archambeaut and Ashley Benedict, New England Veterans Engineering Resource Center
The VA New England Improvement Resource Office provides internal process consultation and faculty support for development of microsystem teams, improvement advisors, lean practitioners, manager development, medical home implementation, and systems engineering projects. The core approach of the consultations involves accelerated learning principles and co-design of the learning venues with the local site or service. In this workshop, participants will practice facilitation skills, learn a consultation model through an interactive exercise, and discuss adult learning and codesign theory. VA New England is committed to develop 1,000 front-line improvement teams. The core method to foster these teams’ competency involves co-design of programs and accelerated learning venues with each facility. This work spans a variety of areas including the VA's national implementation of the medical home model. The network employs a registry of front-line improvement teams across eight facilities and offers developmental support in the form of team launch conferences; training in facilitation, process consultation, lean, medical home implementation; and dedicated systems engineering support. The unifying approach to these methods is co-design of the program and training venues with the requesting group. Each training requires a commitment to accelerated learning in which didactics are replaced with active planning exercises so that each audience spends roughly two-thirds of the time engaged in practice and development of new competencies. Since 2009, more than 100 improvement advisors and 400 teams achieved basic competency in front-line improvement. Successful support of a network of improvement teams requires adaptability and shared ownership of design and deployment of the curriculum.
ACHIEVING RADICAL REDUCTION IN SURGERY CHANGEOVER AND ON-TIME STARTS
1 p.m. – 5 p.m. | Borgne Room - 3rd Floor
Presenters: Matt Morrissette, More Effective Consulting LLC, and Mark Biscone, Michael E. DeBakey VA Medical Center
Using a hands-on lean simulation exercise called “Lean Setup,” the presenters will achieve radical results using lean healthcare techniques. They will set a plan for a day of surgery, prepare pre-op, achieve on-time starts, and changeover the OR in record time. “Lean Setup” is a customizable hands-on simulation training tool allowing participants to learn by working as a team. No computers, just Popsicle-stick patients, clipboards and stopwatches. Learn techniques on observing people during an OR changeover. Learn creative and tactful ways to build OR teamwork and meet first case on time then every case on time. Each participant will play a role of surgeon, anesthesiologist, nurse, scrub, supervisor, analyst, or materials as they run multiple kaizen improvement simulations. Debriefs will look at how to reduce each participant’s cycle time (OR cleaning, setup and tear down) to meet a changeover goal of 60 minutes, 45 minutes, and then less than 30 minutes. Learn the best OR changeover methods by talking to other hospital attendees. The presenters will cover lean tools like setup time reduction, SMED, GEMBA, waste walks, standard work, 5S, poka yoke, process variation, kaizen, lean performance management system (LPMS), and push vs. pull systems. Students will also receive a free 50-page 5S pocket handbook. The workshop will start with participants learning lean topics and then jump into a baseline simulation of the OR. Next participants will work together in subteams running kaizens to meet OR goals and calculate savings impact.

WORKFORCE MANAGEMENT: MEETING THE CHALLENGES OF THE NEW ERA WITH NEW AND OLD TOOLS
1 p.m. – 5 p.m. | Maurepas Room - 3rd Floor
Presenters: David Cowan, Georgia Institute of Technology; John Hansmann, Tenet Healthcare Corp.; and Stephanie Hardman and John Gonsalves, API Healthcare
The next few years will put a new spotlight on workforce management. New organizations, growing workload, new expense targets, and a dynamic workforce will be challenges that require both old and new tools, IT solutions, and a disciplined systematic approach. A diverse team of experts will help you build a strategy and identify and use the right tools to manage a high-performing workforce. The coming changes will require new skills, new organizations/partnerships, and definitely major pressure to manage costs and produce better outcomes. Productivity management will take on a much more important role and require new vision, skills, and tools. The presenters will review the full spectrum of workforce management and present tools, case studies, and some problem-based learning exercises to lead participants to a deeper understanding of the techniques.
The Society for Health Systems is pleased to announce that Sabrina Casucci of the University at Buffalo, State University of New York won the 2013 SHS Student Paper Competition. The paper is titled “A Theoretical Model for Patient Care Transition Process to Reduce Hospital Readmissions.” She will present her project at 8 a.m. Saturday, March 2, in the Grand Couteau Room.

The judging criteria was based on originality and soundness, applicability, methodology, organization and quality of the paper. SHS sponsors the competition to recognize outstanding work that demonstrates the use of IE skills in improving healthcare-related products, processes or services.

The Society for Health Systems is presenting its first Student Case Study Competition at the conference. Case study coordinators assigned teams of four to five graduate and undergraduate students from various schools. The top teams will present their solutions at the conference, and winners will be determined based on their presentations. The winners will be recognized at the 25th Anniversary Celebration on Saturday, March 2.
CONFERENCE CHAIR
» Amanda Mewborn, Perkins+Will

CONFERENCE CO-CHAIRS
» Karl Kraebber, IU Health - University Hospital
» Mary Ellen Skeens, Philips Healthcare

CONFERENCE COORDINATORS
» Ashley Benedict, New England VERC
» Bill Schwent, Children’s Hospital Colorado

TRACK CHAIRS
» Dean Athanassiades, Philips Healthcare
» Mark Biscone, Michael E. DeBakey VA Medical Center
» Darrell E. Burke, University of Alabama
» David Cowan, Georgia Institute of Technology
» Tejas Gandhi, Virtua Health
» Aaron Kanne, CareLogistics
» Tarun Mohan Lal, Mayo Clinic
» Taryn Davis Lee, DaVita
» Stephanie Means, Western Michigan University
» Ashlea Milburn, University of Arkansas
» Sue Ann Te, CareLogistics

LUNCH AND LEARN COORDINATOR
» LaKausha Simpson, North Carolina A&T State University

POSTER COORDINATORS
» Cliona Archambeault, New England VERC
» Tom Rust, New England VERC

REVIEWERS
» Daniel Baily, HTT
» Mehmet Erkan Ceyhan, Lahey Health
» Leang Chhun, CareLogistics
» Jelece Morris, Georgia Institute of Technology
» Michelle Neitzke, Mayo Clinic Health System
» Lenny Perry, University of San Diego
» Lavanavarjit Ragavan, Montefiore Medical Center
» Thomas Roh, Mayo Clinic
» Lawrence Rosenberg, Jewish General Hospital
» Joyce Siegele, Northside Hospital
» Julie Silver, Johns Hopkins University
» Phil Troy, Les Entreprises TROYWARE
» Edward West, Premier Inc.

SHS 25TH ANNIVERSARY CELEBRATION
» John Elliott, Tallahassee Memorial Healthcare
» John Templin, Templin Management Associates

SOCIAL MEDIA
» Lauren Cooper, Mary Washington Healthcare

STUDENT CASE STUDY COMPETITION COORDINATORS
» Evelyn Brown, East Carolina University
» Mark Biscone, Michael E. DeBakey VA Medical Center

STUDENT PAPER COMPETITION COORDINATOR
» Ashlea Milburn, University of Arkansas

Giveaways in the Exhibit Hall!

Not only will you be able to acquire solutions and contacts that will improve your overall workplace performance, you can walk away with prizes!

Several exhibitors will have select giveaways in their booth and there will be special prizes from the conference.

Saturday - A Taste of New Orleans – delicious treats from the Crescent City – must be present to win – giveaway at 5:15 p.m.

Sunday morning – Breakfast with the Exhibitors – 2014 HSPIC Complimentary Registration – must be present to win – giveaway at 7:30 a.m.
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<td>8 a.m. – 12 p.m.</td>
<td>BORGNE ROOM – 3RD FLOOR</td>
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|  | It’s All About What You Leave Behind – Value and Sustainment  
Keith Poole and Nimish Patel, HCA,  
Joseph Swartz, Franciscan St. Francis Health |
| 1 – 5 p.m. | Achieving Radical Reduction in Surgery Changeover and On-Time Starts  
Matt Morrissette, More Effective Consulting, LLC,  
Mark Biscone, Dept. of Veterans Affairs |
| 4 – 5 p.m. | Student Reception - Roux Bistro 1&2 – 2nd Floor |
| 5 – 6 p.m. | Welcome Reception - Gallery Room - 1st Floor |

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<td>SESSION ROOM</td>
<td>LEADERSHIP AND MANAGEMENT</td>
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<td>8 a.m. – 8:50 a.m.</td>
<td>GRAND CHENIER – 5TH FLOOR</td>
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</table>
|  | What I Learned About Management from My Travels with W. Edwards Demings  
Doris Quinn, University of Texas - MD Anderson Cancer Center |
|  | POTPOURRI |
|  | GRAND BALLROOM E – 5TH FLOOR |
|  | Behind the Scenes of Inventory Management: A Generalized Approach  
Coby Durham, New England Veterans Engineering Resource Center |
**Pre-Conference Workshops: Leadership & Management**

**Maurepas Room – 3rd Floor**

- **Principles of Process Consultation and Co-Design for Development of Front-line Teams and Managers**
  Jason Aaron, Cliona Archambeault, Chris Boyd and Ashley Benedict, New England Veterans Engineering Resource Center

- **Workforce Management: Meeting the Challenges of the New Era with New and Old Tools**
  David Cowan, Georgia Institute of Technology, John Hansmann, Tenet Healthcare Corporation

Sponsored by Northeastern University Healthcare Systems Engineering Institute

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**AB - 5th Floor**

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**Lean Six Sigma**

**Oak Alley – 4th Floor**

- **Improving Vaccination Screening/Administration Process in Large Community Teaching Hospital**
  Karen Chocho, Grady Memorial Hospital

**Nottoway – 4th Floor**

- **Honoree Panel – Making a Difference in Healthcare**
  David Cowan – Panel Moderator, Georgia Institute of Technology; Justin A. Myrick, Lipscomb University; Charles Platt, Medical Center of Central Georgia; Marci Jackson, Premier; John Templin, Templin Management Associates Inc.

**Patient Flow**

**Grand Ballroom D – 5th Floor**

- **Inpatient Acute Care Geographic Cohorting: An Implementation Study**
  Tze Chao Chiam, Lori Pelletier, Richard Forster and Leroi Hicks, University of Massachusetts Memorial Healthcare

**Applied Research**

**Grand Couteau – 5th Floor**

- **Student Paper Competition Winner: A Theoretical Model for Patient Care Transition Process to Reduce Hospital Readmissions**
  Sabrina Casucci, University at Buffalo, The State University of New York
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<td>GRAND BALLROOM E – 5TH FLOOR</td>
</tr>
<tr>
<td><strong>9 – 9:50 a.m.</strong></td>
<td>Achieving Operational Efficiency through Alignment of Staffing Resources with Patient Need Jack Lin, Improvement Path Systems Inc.</td>
<td>Delivering Consistent and Lower Cost Care in the Post-Acute and Long-Term Care Setting Doug Fighter, West Monroe Partners</td>
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<td><strong>1:15 – 2:05 p.m.</strong></td>
<td>Bound for Flight: Elevating Organizational Excellence Using Lean Leadership Airica Steed, University of Illinois Hospital &amp; Health Sciences System</td>
<td>Managing Your Own Transformation through Career Transitions - Part 1 of 2 Jean Ann Larson, JALarson &amp; Associates</td>
</tr>
<tr>
<td><strong>2:15 – 3:05 p.m.</strong></td>
<td>How the Indy VA Started Daily Huddles Matt Horn, Indianapolis VA Medical Center</td>
<td>Managing Your Own Transformation through Career Transitions - Part 2 of 2 Jean Ann Larson, JALarson &amp; Associates</td>
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<tr>
<td><strong>3:05 – 3:25 p.m.</strong></td>
<td>Coffee Break – Exhibit Hall - Grand Ballroom C - 5th Floor</td>
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<tr>
<td>Track: Leadership and Management Potpourri</td>
<td>LEAN SIX SIGMA</td>
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<td>NOTTOWAY – 4TH FLOOR</td>
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<tr>
<td>Evaluating the Financial Viability of Particular Operative Procedures Using TDABC</td>
<td>The Lean-Six Sigma Journey at MD Anderson's Labs</td>
<td>Effective Use of Simulation in Scenario Development for Relocation Planning</td>
</tr>
<tr>
<td>Lawrence Rosenberg, Valerie Vandal and Vedat Verter, McGill University, Philip Troy, Les Entreprises TROYWARE, Sam Waserman and Chantal Keough, Jewish General Hospital</td>
<td>Ron Phipps, University of Texas - MD Anderson Cancer Center</td>
<td>Roque Perez-Velez, Shands Healthcare</td>
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Ballroom AB - 5th Floor

Grand Ballroom C - 5th Floor

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<tr>
<th>LEAN SIX SIGMA</th>
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<th>APPLIED RESEARCH</th>
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<tr>
<td>Vertical Value Stream Analysis to Chart a Course to Patient-Centered Medical Home</td>
<td>Learning from Every Death: Six Sigma approach to Mortality Rate Reduction</td>
<td>Improving OR Efficiency using Workflow Control</td>
<td>Investigation of RFID-based Automated Monitoring System on Medical Errors</td>
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<tr>
<td>Darrin Judkins, Boulder Community Hospital</td>
<td>Jeanne Huddleston, Mayo Clinic</td>
<td>Mark Biscone, Dept. of Veterans Affairs</td>
<td>Erick Jones, University of Texas at Arlington</td>
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<td>Jared LeBaron, Intermountain Healthcare</td>
<td>Alison Kulp, Efficiency Engineers</td>
<td>David Rice, OhioHealth</td>
<td>Brenton Faber, Worcester Polytechnic Institute</td>
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# Saturday, March 2

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<tr>
<th>TRACK</th>
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<tr>
<td>SESSION ROOM</td>
<td>GRAND CHENIER – 5TH FLOOR</td>
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</tr>
<tr>
<td>3:25 – 4:15 p.m.</td>
<td>The Importance of ROI in Defining Results Frank Overfelt, Delta Healthcare Consulting Group</td>
<td>New Grads Don’t Make these Mistakes! Isaac Mitchell, East Tennessee Children’s Hospital</td>
</tr>
<tr>
<td>4:15 – 5:30 p.m.</td>
<td>Networking Reception - Exhibit Hall - Poster Session -</td>
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<tr>
<td>6:30 – 9:30 p.m.</td>
<td>25th Anniversary Celebration Dinner - additional fee -</td>
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# Sunday, March 3

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<tr>
<th>TRACK</th>
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<td>GRAND BALLROOM E – 5TH FLOOR</td>
</tr>
<tr>
<td>8 a.m. – 8:50 a.m.</td>
<td>Sepsis Impact on Mortality Outcomes at Banner Health Mikaela Mackey, Banner Health</td>
<td>Emergency Services following Hurricane Katrina (2005) David Cowan, Georgia Institute of Technology</td>
</tr>
<tr>
<td>9 – 9:50 a.m.</td>
<td>Efficient Clinical Workflows Enhance User Acceptance and Other EHR Benefits Jessica Hensler, Universal Health Services Inc.</td>
<td>Teamwork and Transparency for Healthcare Transformation Bonnie Paris, Quality Quest for Health of Illinois</td>
</tr>
<tr>
<td>9:50 – 10:10 a.m.</td>
<td>Coffee Break – Exhibit Hall - Grand Ballroom C - 5th Floor</td>
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**LEAN SIX SIGMA**

**OAK ALLEY – 4TH FLOOR**

Continuous Performance Improvement at Seattle Children’s Hospital
Barbara Bouche, Seattle Children’s Hospital

**LEAN SIX SIGMA**

**NOTTOWAY – 4TH FLOOR**

Driving Value through Clinical Practice Variation Reduction
Adam Kelchlin and Phil Oravetz, Ochsner Health System

**PATIENT FLOW**

**GRAND BALLROOM D – 5TH FLOOR**

A Three-phase Approach to Redesigning ED Flow to Reduce LOS
John Jackson, Shands Healthcare

**APPLIED RESEARCH**

**GRAND COUTEAU – 5TH FLOOR**

CTO -- A New Paradigm to Reduce Reoperations following CABG Surgery
Terrill Theman, Lehigh University

Grand Ballroom C - 5th Floor

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<tr>
<td>10:10 – 11 a.m.</td>
<td>Process Redesign of Care Coordination Due to ACO Formation</td>
<td>Opening a Greenfield Hospital: Planning Deliveries Utilizing a Line Balancing Approach</td>
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<td>Julie Silver, Greater Baltimore Medical Center</td>
<td>Michelle Barrett, Swedish Health System</td>
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<tr>
<td>11 a.m. – Noon</td>
<td>Dedicated Exhibit Time – Poster Session - Exhibit Hall -</td>
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<tr>
<td>Noon – 1:15 p.m.</td>
<td>President’s Address – Lunch &amp; Learn - additional fee -</td>
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<tr>
<td>SESSION ROOM</td>
<td>Workload/Productivity Measurement for Clinical Allied Health Professionals</td>
<td>Simulation in Healthcare</td>
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<td>Tarun Mohan Lal, Mayo Clinic</td>
<td>Thomas Roh, Mayo Clinic</td>
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<tr>
<td>1:15 – 2:05 p.m.</td>
<td>A PACU Usage Tracking System for Improving Peri-Operative Patient Flow</td>
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<td>Philip Troy, Les Entreprises TROYWARE</td>
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<tr>
<td>2:15 – 3:05 p.m.</td>
<td>Keynote Speaker: Dr. Joseph Guarisco – Ochsner Health</td>
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<tr>
<td>3:15 – 4:30 p.m.</td>
<td>Joint Networking Reception with HIMSS ME/PI Group -</td>
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<tr>
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</tr>
<tr>
<td><strong>Geisinger Looks at All the Pathways: Case Study in Healthcare Logistics</strong> Michele Stuart, Efficiency Engineers</td>
<td>Implementation of a Hospitalwide Labor Productivity Monitoring System: A Case Study Rudy Santacroce, University of Florida &amp; Shands Healthcare</td>
<td>Co-Design Exceptional Care: The Patient and Family-Centered Care Methodology and Practice Lisa Schraeder and Michelle Giarrusso, PFCC Innovation Center</td>
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Grand Ballroom C - 5th Floor

Grand Ballroom AB - 5th Floor

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<tr>
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<td>GRAND COUTEAU – 5TH FLOOR</td>
</tr>
<tr>
<td><strong>To Survive or Not to Survive...? WMH’s Surgical Services 5S Journey</strong> Tangela Craft, Wayne Memorial Hospital / Premier Inc.</td>
<td><strong>3D - Discovering the Depth of Data</strong> Katisha Harrison, Bon Secours Health Systems Inc.</td>
<td><strong>Rethinking Critical Care: Reducing Mortality through Performance</strong> Elizabeth Scruth, Kaiser Permanente</td>
<td><strong>Registered Nurses’ Personality Traits and Work Assignments</strong> Stephanie Means, Western Michigan University</td>
</tr>
<tr>
<td><strong>Using Value-Added Analysis to Improve an Emergency Department</strong> Lori Pelletier, University of Massachusetts Memorial Healthcare</td>
<td><strong>Divan Management and The CPI Transformation of the Office of Sponsored Research</strong> Cynthia Bellas, Seattle Children’s Research Institute</td>
<td><strong>Quality Improvement in Pharmacy Inventory Control</strong> Dalia Sumaida, University of Texas - MD Anderson Cancer Center</td>
<td><strong>Relationships, Improving Patient Safety and Patient and Staff Satisfaction</strong> Judith Ann Pauley, Process Communications Inc.</td>
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System - Grand Ballroom AB - 5th Floor

Gallery Room - 1st Floor
LEADERSHIP AND MANAGEMENT TRACK | GRAND CHENIER ROOM - 5TH FLOOR

WHAT I LEARNED ABOUT MANAGEMENT FROM MY TRAVELS WITH W. EDWARDS DEMINGS
Doris Quinn, University of Texas MD Anderson Cancer Center
W. Edwards Deming’s message for management is more relevant today than ever before. Learn about the master’s quality journey starting in 1931, and why we still don’t understand the man or his message.

POTPOURRI TRACK | GRAND BALLROOM E - 5TH FLOOR

BEHIND THE SCENES OF INVENTORY MANAGEMENT: A GENERALIZED APPROACH
Coby Durham, Natassia Taylor, Joseph Daigle, Ashley Benedict, New England Veterans Engineering Resource Center
This presentation is focused on describing a generalized strategy for improving inventory management using communication, spatial layout, physical organization, standardization of process and inventory par levels. In healthcare settings, particularly surgery, creating or establishing this standard requires a complete system perspective of inventory.

LEAN SIX SIGMA TRACK | OAK ALLEY ROOM - 4TH FLOOR

IMPROVING VACCINATION SCREENING/ADMINISTRATION PROCESS IN LARGE COMMUNITY TEACHING HOSPITAL
Karen Chocho, Grady Memorial Hospital
By using the lean Six Sigma methodology, concurrent monitoring, and real-time bedside staff feedback, we steadily increased compliance with correctly screening our in-patient population for pneumococcal vaccine since April 2012. We piloted a new approach to the immunization screening and administration process, transferring that responsibility from our nurses to our pharmacists.

LEAN SIX SIGMA TRACK | NOTTOWAY ROOM - 4TH FLOOR

HONOREE PANEL – MAKING A DIFFERENCE IN HEALTHCARE
David Cowan – Panel Moderator, Georgia Institute of Technology; Justin A. Myrick, Raymond B. Jones College of Engineering, Lipscomb University; Charles Platt, Medical Center of Central Georgia; Marci Jackson, Premier; John Templin, Templin Management Associates Inc.
A panel of those that have made a difference will share their thoughts. They were pioneers in the field, researchers, teachers and leaders. How did they try to make a difference and where will we need to make a difference in the years ahead?

PATIENT FLOW TRACK | GRAND BALLROOM D - 5TH FLOOR

INPATIENT ACUTE CARE GEOGRAPHIC COHORTING: AN IMPLEMENTATION STUDY
Tze Chao Chiam, Lori Pelletier, Richard Forster and Leroi Hicks, UMass Memorial Healthcare
UMass Memorial Healthcare implemented geographic cohorting to facilitate an improved process for patient care. Multidisciplinary tools, such as discrete-event simulation, statistical analysis, process design, lean thinking, clinical expertise and human factors engineering, is used from upfront design through implementation. Results show statistically significant improvements.

STUDENT PAPER COMPETITION WINNER | GRAND COUTEAU ROOM - 5TH FLOOR

A THEORETICAL MODEL FOR PATIENT CARE TRANSITION PROCESS TO REDUCE HOSPITAL READMISSIONS
Sabrina Casucci, University at Buffalo, SUNY
The high cost of healthcare in the U.S. has placed increasing pressure on healthcare providers, consumers, and plans (payers) to reduce cost while improving the treatment and care delivery processes. In 2008, 16.6 percent of the U.S. GDP, or nearly $2.4 trillion, was spent on healthcare-related initiatives. Annually, hospitalization costs account for about 30 percent of the total healthcare expense making this a focal area for potential quality improvement and cost reduction endeavors.
LEADERSHIP AND MANAGEMENT TRACK | GRAND CHENIER ROOM - 5TH FLOOR

ACHIEVING OPERATIONAL EFFICIENCY THROUGH ALIGNMENT OF STAFFING RESOURCES WITH PATIENT NEED
Jack Lin, Improvement Path Systems Inc.
Hospitals are under increasing pressure to align resources with patient demand. Fortunately, most hospitals already have the bulk of the data needed to make these types of decisions. Armed with this information, managers can make better staffing decisions in both the near term as well as long-term horizons.

POTPOURRI TRACK | GRAND BALLROOM E - 5TH FLOOR

DELIVERING CONSISTENT AND LOWER COST CARE IN THE POST-ACUTE AND LONG-TERM CARE SETTING
Doug Fighter and George Bishop, West Monroe Partners
As labor rates continue to rise and represent the highest expense in the post-acute and long-term care industries, providers are turning their attention to scheduling solutions that more appropriately align their workforce to patients’ need. Traditional industrial engineering tools such as work measurement are leveraged to provide a more accurate definition of cost of care as well as staffing models that closely align labor to patient care demands.

LEAN SIX SIGMA TRACK | OAK ALLEY ROOM - 4TH FLOOR

EVALUATING THE FINANCIAL VIABILITY OF PARTICULAR OPERATIVE PROCEDURES USING TDABC
Sam Waserman, Valerie Vandal and Chantal Keough, Jewish General Hospital; Philip Troy, Les Entreprises TROYWARE
To improve revenues, the Sir Mortimer B. Davis Jewish General Hospital needed to determine the financial viability of particular procedures. This presentation discusses how the hospital used TDABC to determine costs, utilization and potential process improvements for cataract surgeries to determine whether it should do more or less of them.

LEAN SIX SIGMA TRACK | NOTTOWAY ROOM - 4TH FLOOR

THE LEAN-SIX SIGMA JOURNEY AT MD ANDERSON’S LABS
Ron Phipps, University of Texas MD Anderson Cancer Center
MD Anderson’s lean-Six Sigma journey in the Division of Pathology and Laboratory Medicine won IIE’s Lean Best Practice Award for 2012. The team has led 58 successful projects since 2004 with demonstrated results and sustainability. This presentation addresses change management and how various systems engineering methods support their projects.

PATIENT FLOW TRACK | GRAND BALLROOM D - 5TH FLOOR

EFFECTIVE USE OF SIMULATION IN SCENARIO DEVELOPMENT FOR RELOCATION PLANNING
Roque Perez-Velez, Shands Healthcare
Shands Healthcare Management Engineering was asked to model the impact to resource utilization of the Pre-Op/PACU/OR area resulting from relocating the current GI/ENDO procedure suites from North to South Tower. A dynamic simulation model was developed as the most effective and timely method to model the current operational state plus three future growth scenarios.

STUDENT CASE STUDY COMPETITION PRESENTATIONS
GRAND COUTEAU ROOM - 5TH FLOOR
LEADERSHIP AND MANAGEMENT TRACK | GRAND CHENIER ROOM - 5TH FLOOR
BOUND FOR FLIGHT: ELEVATING ORGANIZATIONAL EXCELLENCE USING LEAN LEADERSHIP
Airica Steed, University of Illinois Hospital & Health Sciences System
This engaging presentation delivers an actionable transformational leadership roadmap toward navigating through common organizational obstacles to one of organizational excellence using a nonbiased lean approach. The presentation will highlight key transformational methods and leadership strategies, successes and obstacles that were overcome from a practical point of view by embarking on a transformational lean journey at Advocate Condell Medical Center. As a result of embracing an innovative transformational roadmap, the organization experienced a significant turnaround both financially and culturally, including a $50 million dollar financial swing and top 1st percentile workforce satisfaction rank.

POTPOURRI TRACK | GRAND BALLROOM E - 5TH FLOOR
MANAGING YOUR OWN TRANSFORMATION THROUGH CAREER TRANSITIONS - PART 1 OF 2
Jean Ann Larson, JA Larson & Associates
This presentation will help you prepare for your current and future career transitions. It walks you through a journey of self-discovery and learning in order to strengthen you and enable you to learn and grow from the inevitable career changes that affect us all.

LEADERSHIP AND MANAGEMENT TRACK | GRAND CHENIER ROOM - 5TH FLOOR
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PATIENT FLOW TRACK | GRAND BALLROOM D - 5TH FLOOR
LEARNING FROM EVERY DEATH: SIX SIGMA APPROACH TO MORTALITY RATE REDUCTION
Jeanne Huddleston, Mayo Clinic
This presentation will highlight the reduction in mortality rate at Mayo Clinic in Rochester, Minn., as a result of learning from every death. A multidisciplinary, mixed-method approach to mortality review was developed to learn as much as possible about system improvements that could save lives. This rich data source is a critical component of effective DMAIC initiatives for mortality rate reduction.

APPLIED RESEARCH TRACK | GRAND COUTEAU ROOM - 5TH FLOOR
INVESTIGATION OF RFID-BASED AUTOMATED MONITORING SYSTEM ON MEDICAL ERRORS
Erick Jones, University of Texas at Arlington
This applied research is a novel integration of automated technologies to minimize the medical errors that increase healthcare costs.
SATURDAY, MARCH 2 | 2:15 P.M. - 3:05 P.M.

LEADERSHIP AND MANAGEMENT TRACK | GRAND CHENIER ROOM - 5TH FLOOR

HOW THE INDY VA STARTED DAILY HUDDLES
Matt Horn, Indianapolis VA Medical Center
We’ve started huddling at the Indy VA, and we’d like to share how we were able to do it.

POTPOURRI TRACK | GRAND BALLROOM E - 5TH FLOOR

MANAGING YOUR OWN TRANSFORMATION THROUGH CAREER TRANSITIONS - PART 2 OF 2
Jean Ann Larson, JALarson & Associates
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LEAN SIX SIGMA TRACK | OAK ALLEY ROOM - 4TH FLOOR

STAFFING BEST PRACTICES: OPTIMIZING STAFFING DECISIONS USING THE SIX SIGMA (DMAIC) PROCESS AND SIMULATION
Jared LeBaron, Intermountain Healthcare
This Intermountain Healthcare project focused on implementing staffing best practices within our organization to improve staffing utilization. The session discusses how we used the Six Sigma process improvement methodology, DMAIC, and simulation to identify and improve staffing standards and decision rules that reduced staffing costs related to FTE utilization and premium pay on our Ortho/Neuro Nursing Unit.

LEAN SIX SIGMA TRACK | NOTTOWAY ROOM - 4TH FLOOR

GEISINGER TUBE TALK: CASE STUDY IN PNEUMATIC TUBE OPTIMIZATION
Alison Kulp, Michele Stuart and Daniel Barata, Efficiency Engineers
Tube systems are invisible until performance fails or need to be expanded or moved. GMC wanted better service from this expensive infrastructure so a flexible tool based on SIMUL8 was developed. Technicians are able to easily change parameters and simulate outcomes prior to making physical/policy changes to their systems, saving time and money.

PATIENT FLOW TRACK | GRAND BALLROOM D - 5TH FLOOR

OUTPATIENT FLOW: THE FIRST IMPRESSION SETS THE TONE
David Rice, OhioHealth
Getting an outpatient visitor to the correct location the first time with minimal effort sets the tone for the overall satisfaction for the visit. This case study shows how one community hospital redesigned patient flow to reduce patient travel and improve the patient experience.

APPLIED RESEARCH TRACK | GRAND COUTEAU ROOM - 5TH FLOOR

A VISUAL METRIC FOR QUALITY, FINANCE & CAPACITY REPORTING
Brenton Faber, Worcester Polytechnic Institute
This session presents research to develop a visual metric that reports capacity, quality and finance across a health system.
LEADERSHIP AND MANAGEMENT TRACK | GRAND CHENIER ROOM - 5TH FLOOR

THE IMPORTANCE OF ROI IN DEFINING RESULTS
Frank Overfelt, Delta Healthcare Consulting Group

This session will define the importance of ROI in documenting project success and highlight the various quantitative components of ROI such as cost avoidance, cost savings, efficiency savings, and revenue enhancement. The qualitative aspects of benefits realization will also be presented such as patient safety/risk avoidance, qualitative enhancements, and policy and practice innovations.

POTPOURRI TRACK | GRAND BALLROOM E - 5TH FLOOR

NEW GRADS DON’T MAKE THESE MISTAKES!
Isaac Mitchell, East Tennessee Children’s Hospital

New grads and young professionals, welcome to the professional workforce and real world! Set yourself up for success by avoiding common pitfalls. This presentation will include tips on things to avoid when looking for a job, performing effectively at your job and preparing for a prosperous career.

LEADERSHIP AND MANAGEMENT TRACK | GRAND CHENIER ROOM - 5TH FLOOR

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SUNDAY, MARCH 3 | 8 A.M. - 8:50 A.M.

EMR/EHR WORKFLOW TRACK | GRAND CHENIER ROOM - 5TH FLOOR

SEPSIS IMPACT ON MORTALITY OUTCOMES AT BANNER HEALTH
Mike Stoecklein, Banner Health

Banner Health System has undertaken multiple cycles of process improvement for severe sepsis. Implementing the Sepsis Resuscitation Bundle required clinical and operational interpretation. Refinement of this bundle impacts information technology EMR, business intelligence, physicians and clinical multidisciplinary teams. Outcomes have improved and sustained across hospital, ICU and sepsis mortality.

LEAN SIX SIGMA TRACK | NOTTOWAY ROOM - 4TH FLOOR

USING LEAN PRACTICES AND CHANGE MANAGEMENT TO OPTIMIZE PATIENT FLOW FOR WOUNDED WARRIORS
Brandon Melton, Kirby Hobbs and James Wachs, Herren Associates

This presentation will highlight lean-based optimization and change management efforts in U.S. Army hospitals that significantly reduced the variability and cycle time for wounded warriors being processed through the lengthy disability evaluation process. We will discuss the lean manufacturing principles applied and the tools used for scheduling and metrics tracking.

POTPOURRI TRACK | GRAND BALLROOM E - 5TH FLOOR

EMERGENCY SERVICES FOLLOWING HURRICANE KATRINA (2005)
David Cowan, Georgia Institute of Technology

Hurricane Katrina changed everything. The commitment to care for the neediest in New Orleans was tested in September 2005 when the hurricane overwhelmed our city. We will share how we continued to provide services in a crippled hospital until help came and in the months that followed when services were provided from temporary buildings. We will also share how we planned for the new replacement hospital with the help of Georgia Tech and the Robert Wood Johnson Foundation.

PATIENT FLOW TRACK | GRAND BALLROOM D - 5TH FLOOR

LSS TOOLS IMPROVE MORE THAN TAT FOR ED BLOOD DRAWS
Tedd Karr, Vidant Medical Center, Janet Sanders, East Carolina University

Typical lab metrics publish average turnaround times (TAT) for individual blood tests and sometimes with a percentile ranking. However, the ED patient experiences the cumulative times of all the ordered tests. This project demonstrates how LSS tools address systemic problems and break down the silos common in many clinical settings.

LEAN SIX SIGMA TRACK | OAK ALLEY ROOM - 4TH FLOOR

FIRST THERE’S GROPE, THEN THERE’S ROTE: REFLECTIONS ON MANAGEMENT AND HEALTHCARE TRANSFORMATION - PART 1 OF 2
Mike Stoecklein, ThedaCare Center for Healthcare Value

Examples, observations and reflections on the work that is being done by members of the Healthcare Value Network to transform management and healthcare.

APPLIED RESEARCH TRACK | GRAND COUTEAU ROOM - 5TH FLOOR

THE CMS INNOVATION CENTER AND HEALTHCARE SYSTEMS ENGINEERING DEMONSTRATION PROJECT
James Benneyan and Vinod Sahney, Northeastern University

We describe several recent initiatives and awards through the Center for Medicare and Medicaid Innovation to experiment with novel concepts that could broadly improve the “triple aim” of better care processes and improved population health at lower cost across U.S. healthcare, including the Massachusetts Healthcare Systems Engineering Extension Center demonstration project.
EMR/EHR WORKFLOW TRACK | GRAND CHENIER
ROOM - 5TH FLOOR
EFFICIENT CLINICAL WORKFLOWS
ENHANCE USER ACCEPTANCE AND
OTHER EHR BENEFITS
Jessica Hensler and Charles DeBusk, Universal Health Services Inc.
Hospitals and health systems spend millions of dollars to acquire and meaningfully use certified EMRs and EHRs nationwide. This session describes a for-profit health system’s experience in deploying efficient workflows that lead to increased acceptance and usage by physicians and other stakeholders to realize many benefits including receiving CMS incentives.

POTPOURRI TRACK | GRAND BALLROOM E - 5TH FLOOR
TEAMWORK AND TRANSPARENCY FOR
HEALTHCARE TRANSFORMATION
Bonnie Paris, Quality Quest for Health of Illinois
Achieving the triple aim of better healthcare, better health and better value requires teamwork and transparency. Our model for healthcare transformation includes active engagement of providers, consumers, employers, insurers and policymakers. We introduce our model and discuss our experiences applying the model to improve maternity care in Illinois.

LEAN SIX SIGMA TRACK | OAK ALLEY ROOM - 4TH FLOOR
FIRST THERE’S GROPE, THEN
THERE’S ROTE: REFLECTIONS ON
MANAGEMENT AND HEALTHCARE
TRANSFORMATION - PART 2 OF 2
Mike Stoecklein, ThedaCare Center for Healthcare Value
Examples, observations and reflections on the work that is being done by members of the Healthcare Value Network to transform management and healthcare.

CHANGE MANAGEMENT TRACK | NOTTOWAY
ROOM - 4TH FLOOR
BUILDING A CULTURE OF CHANGE
AMONG KEY STAKEHOLDERS
THROUGH PROCESS IMPROVEMENT
Lorraine Saintus, Walgreen Co.
As Walgreens expands, the company has been focusing on building a culture of continuous improvement. As a result, the continuous improvement (CI) department was launched. The CI department has been tasked with developing an enterprisewide improvement team, creating a CI mindset and infusing CI into the Walgreen DNA.

PATIENT FLOW TRACK | GRAND BALLROOM D - 5TH FLOOR
CARILION CLINIC: HOSPITAL PATIENT
FLOW OPTIMIZATION DECISION
SUPPORT TOOL
James Montgomery, Carilion Clinic
The interconnectedness of a complex hospital requires administrators to step outside the vacuum and embrace analytical tools capable of a systems approach to decision making. At Carilion Clinic, a discrete-event computer simulation model informed decision makers how to allocate resources most efficiently and effectively to optimize patient flow across functional areas.

APPLIED RESEARCH TRACK | GRAND COUTEAU
ROOM - 5TH FLOOR
BUILDING ACADEMIC PROGRAMS TO
PREPARE THE NEXT GENERATION OF
HEALTH SYSTEMS ENGINEERS -
A PANEL DISCUSSION
Ashlea Bennett Milburn, University of Arkansas, David Cowan, Georgia Institute of Technology
A panel comprising industry representatives, academics and former students will discuss the preparation of healthcare systems engineers for the workplace through formal undergraduate and graduate degree programs. Topics will include the current state of such programs and desired future state from various perspectives.
FUNCTIONAL Silos fueled multiple continuous improvement efforts to handle the increased responsibility of caring for a specified number of beneficiaries within an ACO. The Greater Baltimore Health Alliance is partnering with eClinicalWorks to develop a care coordination medical record (CCMR) to optimize the role of the care coordinator while streamlining their workflow to obtain maximum efficiency.

**IMPLEMENTATION OF A HOSPITALWIDE LABOR PRODUCTIVITY MONITORING SYSTEM: A CASE STUDY**

Rudy Santacroce, University of Florida & Shands Healthcare, Brandon Charette, Shands Healthcare

In the last few years, many healthcare organizations are moving forward with in-house labor productivity systems. This presentation will highlight the journey of a management engineering department’s efforts to partner with third-party consulting teams to develop a tool, reconcile it, educate department leaders, and implement for the organization.

**OPENING A GREENFIELD HOSPITAL: PLANNING DELIVERIES UTILIZING A LINE BALANCING APPROACH**

Michelle Barrett, Swedish Health System

In 2011, Swedish Health System opened a Greenfield hospital. Faced with a short timeline to prepare the building for opening day, the team used a line balancing approach to schedule the deliveries of $90 million worth of equipment, supplies and furniture.

**CO-DESIGN EXCEPTIONAL CARE: THE PATIENT AND FAMILY-CENTERED CARE METHODOLOGY AND PRACTICE**

Lisa Schraeder and Michelle Giarrusso, PFCC Innovation Center

The PFCC M/P, a simple six-step approach, provides the tools to improve all facets of care delivery. Designed specifically for healthcare, the PFCC M/P can provide the critical boost, building on quality improvement methods that may already exist in your organization to bring about more rapid improvement, culture change and widespread delivery transformation.

**GEISINGER LOOKS AT ALL THE PATHWAYS: CASE STUDY IN HEALTHCARE LOGISTICS**

Michelle Stuart, Efficiency Engineers

How many different groups deliver to an inpatient unit and how does it impact patientclinician interaction time? Efficiency Engineers and GMC simulated all the internal delivery systems from blood to supplies to mail to linen. Providing common vision into the issues across functional silos fueled multiple continuous improvement projects.

**FORECASTING INPATIENT CENSUS TO SMOOTH REHABILITATION ADMISSIONS VARIABILITY**

Evelyn Brown and John Kros, East Carolina University, Rita Gillis and Rhonda Joyner, Vidant Medical Center

A team of faculty researchers and rehabilitation personnel have collaborated to develop an initial census forecasting model. Continued refinement of the model will enable rehabilitation personnel to smooth their admissions variability and to improve their resource planning.
to turn things around. A five-step performance improvement approach helped Wayne Memorial to organize and locate surgical supplies and equipment better and remove outdated or unneeded supplies and items all over the division, thereby improving patient safety and reducing supply costs and staff time spent searching for needed items.

CHANGE MANAGEMENT TRACK | NOTTOWAY ROOM - 4TH FLOOR

3D - DISCOVERING THE DEPTH OF DATA
Katisha Harrison, Sharon Hickman and Victoria Richardson, Bon Secours Health System St. Mary's Hospital

Have you ever questioned how to leverage data to initiate process improvement in order to drive organizational change and performance improvements? Your answer will be found in this session that will highlight evidence-based results, including meaningful use attestation and CPOE and its application to organizational strategy.

QUALITY TRACK | GRAND BALLROOM D - 5TH FLOOR

RETHINKING CRITICAL CARE: REDUCING MORTALITY THROUGH PERFORMANCE IMPROVEMENT
Elizabeth Scruth, Kaiser Permanente

The Intensive Care Unit (ICU) is the most complex and richly staffed hospital care delivery unit. Improvements in ICU outcomes and efficiency represent a major opportunity for Kaiser Permanente to impact a high-risk and high-cost environment through a structured approach to patient care.

LEAN SIX SIGMA TRACK | OAK ALLEY ROOM - 4TH FLOOR

TO SURVIVE OR NOT TO SURVIVE...?
WMH’S SURGICAL SERVICES 5S JOURNEY
Tangela Craft, Wayne Memorial Hospital/Premier Inc.

Some necessary reconstruction had Wayne Memorial Hospital in a quandary in early 2011. Most of their surgical services supplies and equipment had been squeezed out into the hallways for storage, and they were busting at the seams. Loss of “their” space and staffing changes had morale at an all-time low. And the Joint Commission was expected by the end of the year. With the assistance of their Premier performance engineer, Wayne Memorial’s surgical services front-line staff quickly had a plan in place and the motivation to turn things around. A five-step performance improvement approach helped Wayne Memorial to organize and locate surgical supplies and equipment better and remove outdated or unneeded supplies and items all over the division, thereby improving patient safety and reducing supply costs and staff time spent searching for needed items.

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A PACU USAGE TRACKING SYSTEM FOR IMPROVING PERI-OPERATIVE PATIENT FLOW

Philip Troy, Les Entreprises TROYWARE; Valerie Vandal, Marisa Carnevale and Carmy De Leto, Jewish General Hospital

This presentation discusses an information system developed to improve patient flow through the Post-Anesthesia Care Unit (PACU) by tracking PACU patient stays. Uses include allowing OR staff to view and confirm PACU bed availability, predicting the likelihood of PACU bed availability through the rest of the day, and facilitating PACU-related decision making.

QUALITY TRACK | GRAND BALLROOM D - 5TH FLOOR

QUALITY IMPROVEMENT IN PHARMACY INVENTORY CONTROL

Dalia Sumaida, University of Texas MD Anderson Cancer Center

This presentation covers many aspects of quality improvement, defining the problems with inconsistency and lack of communication and long employee walking distances. Many implementations have been developed and have been welcomed by the staff and management. This presentation covers the project from the lean aspect as well as information technology and facility redesign and human factors.

LEAN SIX SIGMA TRACK | OAK ALLEY ROOM - 4TH FLOOR

USING VALUE-ADDED ANALYSIS TO IMPROVE AN EMERGENCY DEPARTMENT

Lori Pelletier and Claire Bond, University of Massachusetts Memorial Healthcare

A process improvement team analyzed the tasks performed by each position in an emergency department using value-added analysis. This study provides decision makers with a methodology for the identification of wastes and opportunities for balancing the non-value-added tasks thereby increasing quality, efficiency and satisfaction.

HUMAN FACTORS TRACK | GRAND COUTEAU ROOM - 5TH FLOOR

ESTABLISHING RELATIONSHIPS, IMPROVING PATIENT SAFETY AND PATIENT AND STAFF SATISFACTION

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

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

Posters will be on display in the Exhibit Hall. They will be posted in order of the abstract number.

ABSTRACT # 4: ORGANIZATIONAL CULTURE AND STRATEGIC PROCESS IMPROVEMENT
David Ben-Arieh and John Wu, Kansas State University

ABSTRACT # 5: APPLYING SIX SIGMA METHODOLOGY TO HEALTHCARE SUPPLY STANDARDIZATIONS
Elaine Prince, HealthSouth

ABSTRACT # 6: IMPACT ANALYSIS OF THE INTEGRATION OF TWO EMERGENCIES OPERATING AS A NETWORK
Claude Olivier and Joanie Letourneau, University of Quebec / ETS

ABSTRACT # 14: TIMELY PROVIDER EMR ISSUE RESOLUTION
Victoria Richardson and Chiquita Allen, Bon Secours Health System

ABSTRACT # 15: PATIENT READINESS TO TRANSPORT - A COLLABORATIVE APPROACH TO DECREASE PATIENT TRANSPORT DELAYS
Pamela Douglas-Ntqaga, University of Texas - MD Anderson Cancer Center

ABSTRACT # 17: EMR, FUNCTIONALITY AND LEGALITIES: WHAT SHOULD YOU DO?
Victoria Richardson and Karen Jones, Bon Secours Health System Memorial Regional Medical Center

ABSTRACT # 23: A DATABASE SOLUTION FOR IMPROVING EMS IN-FIELD DIAGNOSIS
Bhavya Kandimalla and Brenton Faber, Worcester Polytechnic Institute

ABSTRACT # 27: PLANNING AHEAD - NEW CONSTRUCTION AND WORK FLOWS
Susan Seidensticker and Mark Kirschbaum, University of Texas Medical Branch

ABSTRACT # 28: ER SUPPLY AND DEMAND, A LABOR MODEL MADE IN HEAVEN
Mark Green, Ochsner Health System

ABSTRACT # 30: EMERGENCY ROOM STAFF SCHEDULING USING A TWO-STAGE NONLINEAR AND 0-1 INTEGER PROGRAMMING MODEL
Jeffrey Breisford, MOSIMTEC LLC, Ghaith Rabadi, Old Dominion University

ABSTRACT # 35: IMPROVING EPISODIC CARE FREQUENCY FOR CHF PATIENTS
Christine Tang and Brenton Faber, Worcester Polytechnic Institute

ABSTRACT # 39: PROJECT MANAGEMENT FOR LEADERS - RAISING YOUR PROJECT MANAGEMENT I.Q.
Bennetta Raby, Christus Health

ABSTRACT # 46: UP THE CREEK - IMPROVING PARTICIPATION IN FECAL OCCULT BLOOD TESTING
Christine Rovinski-Wagner, VA Medical Center

ABSTRACT # 51: EFFICIENT ERGONOMIC DESIGN OF EMERGENCY MEDICAL STRETCHER & AMBULANCE INTERIOR FOR TRAUMA PATIENTS
Saad Parvez and Shailesh Kumar Verma, National Institute of Technology

ABSTRACT # 53: THE IMPACT OF PATIENT FLOW ON FUTURE HEALTHCARE BUILDINGS AND INFRASTRUCTURE
Marte Lauvsnes, SINTEF Technology and Society

ABSTRACT # 54: THE TORTOISE AND THE HARE - PROCESS COMPARISON OF PAPER AND ELECTRONIC SYSTEMS FOR COLONOSCOPY QUALITY REPORTING
Kala Baldwin and Bonnie Paris, Quality Quest for Health of Illinois

ABSTRACT # 55: CONFRONTING THE CHALLENGES OF MEDICATION ADMINISTRATION ERROR REDUCTION
Valentine Boving, University of Texas MD Anderson Cancer Center
ABSTRACT # 56: UTILIZING DOE IN A RISK ASSESSMENT FOR A GENETIC SEQUENCING TEST VARIATION
Matthew Clark, Mayo Clinic

ABSTRACT # 57: IMPLEMENTING A PHASED-GATE APPROACH TO DEVELOPING LABORATORY TESTS
Matthew Clark, Mayo Clinic

ABSTRACT # 63: ENGAGING FRONTLINE EMPLOYEES IN PROBLEM SOLVING TO PROVIDE IDEAL CARE
Isaac Mitchell, Bill Chesney and Pam Myers, East Tennessee Children's Hospital

ABSTRACT # 64: INTEGRATING LEAN IN HEALTHCARE LITERATURE: A FRAMEWORK TO ANALYZE LEAN APPLICATIONS IN HEALTHCARE
Serina Al-Haddad, Talayeh Razzaghi and Jennifer Pazour, University of Central Florida

ABSTRACT # 73: YOUR DAILY STAFFING FORECAST - THE PROCESS TO FINDING 95% ACCURACY
Jennifer Badyylak-Reals, University of Massachusetts Amherst

ABSTRACT # 74: INTEGRATED PROCESS IMPROVEMENT - TECHNOLOGY, FACILITY AND PROCESS
Tiffany Formby, Georgia Institute of Technology

ABSTRACT # 75: OUR COMMITMENT TO SAFETY - APPLICATION OF PROCESS IMPROVEMENT
Laura English, Mayo Clinic

ABSTRACT # 76: A DRIVER-BASED FORECASTING METHODOLOGY FOR DEVELOPING REALISTIC HOSPITAL BUDGETS
Michael Priesand, Montefiore Medical Center

ABSTRACT # 77: EXPERIMENTS IN ACHIEVING DYNAMIC STEERING ON THE FRONT LINE OF A COMMUNITY CLINICAL LABORATORY
Karin Groen, Lifelabs

ABSTRACT # 78: PATIENT IDENTIFICATION AND TRACKING FOR CHEMOTHERAPY DELIVERY - USE OF RFID OR BARCODE TECHNOLOGIES FOR AUTOMATED SELF CHECK-IN
Ben de Mendonca, Sunnybrook Health Sciences Centre

ABSTRACT # 79: USE OF PERFORMANCE DATA TO DRIVE PROCESS CHANGE AND IMPROVE PATIENT WAIT TIME FOR CHEMOTHERAPY TREATMENT
Ben de Mendonca, Carlo DeAngelis, Flay Charbonneau and Tiffany Leung, Sunnybrook Health Sciences Centre

ABSTRACT # 86: EVALUATION OF CURRENT SIMULATION METHODS IN HEALTHCARE AND THEIR IMPACT
Abigail Wooldridge, Scott Hoover and Grady T. Holman, Center for Ergonomics and Department of Industrial Engineering

ABSTRACT # 87: CREATING AN INTEGRATED PERFORMANCE IMPROVEMENT DEPARTMENT
Deborah Bailey, Josephine Ritchie, Michael D’Aquila and Susan Herson, Norwalk Hospital

ABSTRACT #90: INTERNSHIPS - MAKING THE EDUCATION PRACTICAL, SEEDING RESEARCH AND AN ENERGETIC/SMART TEAM WORKER
Dan Baily, Georgia Institute of Technology

ABSTRACT # 94: APPLYING THE PRINCIPLES OF LEAN PRODUCTION TO GASTROINTESTINAL BIOPSY SPECIMENS
Josephine Ambruzs, Brian Stewart, Jason Park and Sandy Cope-Yokoyama, Children's Medical Center

ABSTRACT # 95: DEVELOPMENT OF CENTRAL LINE INSERTION SIMULATION CURRICULUM AT VA BOSTON TEACHING HOSPITAL
Samantha Sessel, VA Boston Healthcare System Veterans Engineering Resource Center
ABSTRACT # 98: AN ENTERPRISE ARCHITECTURE FRAMEWORK OF A LEAN HOSPITAL TRANSFORMATION
Gustavo Perez, Oklahoma State University

ABSTRACT # 101: STREAMLINING LAB ORDER AT A FAMILY MEDICINE TEACHING CENTER
Jordan Myers and Lucy King, Kettering University; Amelia Doherty and Paul Dake, McLaren Family Medicine Residency Center

ABSTRACT # 102: USING ACTUAL USAGE IN THE OR IN DEVELOPMENT OF STAFFING SCHEDULES
Brandon Charette and Roque Perez-Valdes, Shands Healthcare

ABSTRACT # 105: A SYSTEMS APPROACH TO PATIENT ACCESS IN A SPECIALTY CLINIC
Alison Knight, Jessica Lutzi, Colin Driscoll and Kevin Hennessy, Mayo Clinic

ABSTRACT # 106: USING LEAN TO IMPROVE INTERACTIONS BETWEEN CLINICS AND CALL CENTERS
Derek Murray, Shands Health Care

ABSTRACT # 107: CLARIFYING AND USING OR TURNOVER TIME FOR PURPOSE AND ADVANTAGE
Brian Gregory, HSEA, Deborah W. Gregory, Bentley University

ABSTRACT # 113: RESOLVING RESISTANCE TO OR SCHEDULING CHANGES & IMPLEMENTING A MULTI-FACETED MODEL
Brian Gregory, HSEA, Deborah W. Gregory, Bentley University

ABSTRACT # 118: ASSESSING NURSING STATION ACTIVITIES AND WORKFLOW
Gloria Gari, Holy Cross Hospital, Nikole Keen, Citrix

ABSTRACT # 121: SYSTEMS ENGINEERING APPLICATIONS FOR CHRONIC OBSTRUCTIVE PULMONARY DISEASE
Susan Seidensticker, University of Texas Medical Branch (UTMB)

ABSTRACT # 123: OPERATIONAL MODELING AND SIMULATION - ANALYZE AND OPTIMIZE HEALTHCARE SYSTEM PERFORMANCE
David Morgareidge, RTKL Associates Inc.

ABSTRACT # 125: IMPLEMENTING A SURGICAL SAFETY CHECKLIST WITH A SURGEON CHAMPION
Cathy Modaro, UT - MD Anderson Cancer Center

ABSTRACT # 132: ADVANCED EXCEL VISUALIZATIONS OF CARE PATTERNS AND CLINICAL PRACTICE GUIDELINES
Vanessa Solarte and Steven Littig, Improvement Path Systems Inc.

ABSTRACT # 134: VALUE-FOCUSED IMPLEMENTATION AND EVALUATION OF A PATIENT OUTCOME DATABASE
Brandon Thompson, Cory Trainor, Ashli Carlson and Anthony Sciuva, U.S. Military Academy at West Point

ABSTRACT # 137: STAFFING METHODOLOGY OF A LARGE VA MEDICAL CENTER
Matthew Banas, VHA

ABSTRACT # 138: THE APPLICATION OF PROCESS-FAILURE MODE AND EFFECTS ANALYSIS IN REDUCING THE NUMBER OF PATIENT INTAKE/SCHEDULING FORMS
Norman Pimentel and Matthew Beno, Boulder Community Hospital

ABSTRACT # 141: CONGESTIVE HEART FAILURE PATIENT/PHARMACIST INTERACTION ANALYSIS
Natalie Benda, Purdue University

ABSTRACT # 143: MANAGING PATIENT FLOW DURING PEAK CENSUS
Paul O’Quinn and Shijie (Sylvia) Huang, Carilion Clinic

ABSTRACT #146: TUNING THE ENGINE-REDESIGNING LEAN SUPPORT AND EDUCATION FOR STAFF
Marianna Jewell, Hospital Corporation of America
ABSTRACT # 147: DESIGNING AN EMERGENCY DEPARTMENT - A BLUEPRINT FOR THE FUTURE
Nicholas Comeau and Lori Pelletier, University of Massachusetts Memorial Healthcare; Michelle McCool-Healey and Dave Duncan, HealthAlliance Hospital

ABSTRACT # 148: LEADING IMPROVEMENT ACROSS ORGANIZATIONAL BOUNDARIES - REDUCING DELAYS IN VETERANS’ DISABILITY ASSESSMENTS
Tom Rust and Stephanie Triplett, New England VERC

ABSTRACT # 150: BEYOND THE GOLDEN HOUR OF TRAUMA - IMPROVING ARRIVAL TIME TO CRITICAL CARE AND PATIENT OUTCOMES
Katrina Garcia, Eva Canals, Osbert Blow and Sheryln Wachtel, Christus Pohn Hospital - Memorial

ABSTRACT # 152: IMPROVING THE ATTENTION TIME IN A CHARITY HOSPITAL USING SIMULATION
Carlos Luis Vollmer, Maria Altuve, Alirio Villanueva and Ana Corrales, Andres Bello Catholic University

ABSTRACT # 153: DATA MODELING FRAMEWORK FOR DISCRETE SYSTEM SIMULATION
Yiling He, Jose Sepulveda and Ali Haji Agha Bozorgi, University of Central Florida

ABSTRACT # 156: DIAGNOSING WORKFLOW OPPORTUNITIES IN THE EMERGENCY DEPARTMENT
Christina Koffskey, Laura Ikuma and Dan Godbee, Louisiana State University

ABSTRACT # 157: ADVANCES IN PATIENT SERVICE DELIVERY THROUGH SIX SIGMA LEAN APPLICATIONS
Patricia Banks, Silvanua Udoka and Eui Park, North Carolina Agricultural and Technical State University; Mark Smith, Guilford County Department of Public Health

ABSTRACT # 161: CLARIFYING THE DEFINITION, PURPOSE AND EFFECTS OF OR-ON-TIME STARTS
Brian Gregory, HSEA, Deborah W. Gregory, Bentley University

ABSTRACT # 163: A PERSISTENT CLIENT ARCHITECTURE FOR FACILITATING COMPUTING WITH INTERMITTENT WIFI
Philip Troy, Les Entreprises TROYWARE, Lawrence Rosenberg, McGill University

ABSTRACT # 169: AMBULATORY SURGERY ANALYSIS VIA SIMULATION MODELING - THE PROCESS OF MODELING AND ANALYSIS
Ali Haji Agha Bozorgi, Jose Sepulveda and Yiling He, University of Central Florida

ABSTRACT # 172: LEAN 5S FOR MORE THAN YOUR AVERAGE STOREROOM
Erin West, Georgia Tech Health Systems Institute, David Cowan, Georgia Institute of Technology, Mary Grace Albuna, Emory University Hospital

ABSTRACT # 173: CLEAN HOSPITAL - HOW TO TEACH LEAN TOOLS EFFECTIVELY IN HEALTHCARE V2.2
Keith Poole and Nirmish Patel, HCA; Joseph Swartz, Franciscan St. Francis Health

ABSTRACT # 175: LEANING LEAN IN HEALTHCARE
Keith Poole, HCA

ABSTRACT # 178: ER MODELING AND ANALYSIS - A PATHWAY TO SUCCESS
Lou Keller, Flexsim Software Products Inc.

ABSTRACT # 180: WORKLOAD COMPARISON OF INTRAORAL MASK TO STANDARD MASK VENTILATION
Susan Hallbeck, Mayo Clinic; Bernadette McCrory and Bethany Lowndes, University of Nebraska - Lincoln; Darcy Thompson, University of Nebraska Medical Center

ABSTRACT # 187: RADIOLOGIST EMPLOYMENT MODEL - WHEN, WHY, AND HOW?
Steve Smith, Mercy St. Vincent Medical Center, Mary Agostini, Catholic Health Partners
ABSTRACT # 191: PREDICTING HOSPITAL ADMISSIONS FROM THE EMERGENCY DEPARTMENT TO REDUCE BOARDING
Ali Azari and Vandana P. Janeja, University of Maryland, Baltimore County (UMBC); Scott Levin, Johns Hopkins University

ABSTRACT # 196: CLINICAL EQUIPMENT DELIVERY - PROCESS IMPROVEMENT AT A LARGE ACADEMIC MEDICAL CENTER
Sneha Jain, University of Maryland Medical Center

ABSTRACT # 197: IMPLEMENTATION OF AN EMERGENCY DEPARTMENT SPLIT-FLOW PROCESS
Kristine DeSotto, VA Boston Healthcare System; Allison Grocela, Patrick McAuley and Renata Konrad, Worcester Polytechnic Institute

ABSTRACT # 204: IMPROVEMENT OF PHARMACY INVENTORY MANAGEMENT PROCESS
Miguel Lozano, Parviz Kheirkhah, Brian Miller and Phuc Dang, UT - MD Anderson Cancer Center

ABSTRACT # 205: OPTIMIZE THE HUMAN FACTOR THROUGH SYSTEMS ENGINEERING
Lynn Sutton, Kairos Consulting Worldwide

ABSTRACT # 206: DEVELOPMENT AND APPLICATION OF A STAFFING TOOL FOR CLINICAL LEADERS OF AMBULATORY CANCER CENTERS
Tatiana Hmar-Lagroun and Phueba Philip, UT - MD Anderson Cancer Center

ABSTRACT # 210: HEALTHCARE DILEMMAS, COOPERATIVE COMPETITION AND NASH - GAMES PEOPLE PLAY
Brendan Bettinger, Luke Romeo and James Benneyan, Northeastern University

ABSTRACT # 212: PERIOPERATIVE ENTERPRISE - APPLYING LEAN THINKING TO STERILE PROCESSING
David Bivens, Lisa McMillian and Rita Manuel-Pitre, UT - MD Anderson Cancer Center

ABSTRACT #217: ITORCH - INNOVATORS OF TORBAY CLINICAL HEALTHCARE
Kyle Stewart, South Devon Healthcare NHS Trust

ABSTRACT #218: MAXIMIZING THE USE OF INFOLLEX TO IMPROVE PATIENT CARE
Juliet Bailey, South Devon Healthcare Trust

ABSTRACT #220: USE OF DATA SUMMARY CHARTS TO IMPROVE TIME EFFICIENCY AND AID DECISION MAKING DURING INTENSIVE CARE MICROBIOLOGY WARD ROUNDS
Sarah Sanderson, South Devon Healthcare Trust

ABSTRACT #221: HOSPITAL MANAGEMENT OF ANAPHYLAXIS
Sarah Sanderson, South Devon Healthcare NHS Foundation Trust

ABSTRACT #222: HEALTHCARE IMPROVEMENT PROJECT THROUGH I-TORCH - IMPROVING FY1 ON-CALL EFFICIENCY
Jessica Langtree, Torbay Hospital

ABSTRACT #226: PSYCHIATRIC LIAISON REFERRAL PROCESS IMPROVEMENT
Brigid Tunney, South Devon Healthcare NHS Foundation Trust

ABSTRACT #232: DISCRETE-EVENT SIMULATION, PATIENT FLOW, EFFICIENCY, SYSTEM REDESIGN
Mehmet Erkan Ceyhan, Deborah Zarrella, Janet Burke, Patricia L. Roberts, Steven Demers, Sana Ata and Richard J. Guarino, Lahey Health
API Healthcare | Booth #103
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sales@flexsim.com
Kim.mather@flexsim.com

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