

Building, Implementing and Tapping into the Potential of Tiered Huddle Systems: Emory Healthcare CaseStudy



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Our Presenter:



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Healthcare

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2 August 2022

Purpose and Agenda

PURPOSE:

To share a great example of an Employee Engagement System, to share learnings and insights on how to Build and Successfully Utilize Tiered Huddle Systems.

11:30 Tee-up--Scott

11:35 Victoria Jordan—Vice President, Quality, Emory Healthcare

12:25 Scott Close out and Adjourn

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Accelerating Benefits Realization

Dive into agile and other methodologies that speed up operational results and bottom line impact.

- Implementation Sciences and Benefits Realization Management
- Operational Analytics: How it Supports Business Cases, Evaluation Studies, Benefits Realization Confirmation
- Disruptive Innovation in Distribution: From Weeks to Days to Hours
- Agile Methodology to Enable Rapid Process Innovation and Improvement
- The Agile Scrum Process for Process and Product Improvement
- Rapid (AGILE) Deployment and Execution of Integrated Systems Engineering Principles and Methods in Times of Major Disruption

Industry and Service Systems 4.0

Explore the major "movements" and hear thought leaders in Industry 4.0, Healthcare 4.0, Supply Chain 4.0, Service Systems 4.0, more.

- Business Process Management 4.0/5.0: Perspectives and Points of View to Migrate to Higher Levels of Operational Excellence
- Integrated Systems Engineering: Thought Leader Perspectives and Points of View
- Supply Chain 4.0: Cold Supply Management-Vaccine Case Focus
- Using 'Control Towers' to Integrate your Digital Supply Network
- Supply Chain 4.0: Benchmarking to latest Innovations in Logistics and Supply Chain Leadership and Management
- Service Systems Engineering Best Practice Virtual Benchmarking
- Service Systems Engineering Outstanding Innovation
- The Industry Practitioner Track Orlando 2019: Sneak Preview
- Smart Supply Chains and Industry 4.0
- The Impact of Industry 4.0 on Business Models
- The ISE Role in Service Systems Engineering: Service 4.0 Overview, Digital Transformation in Healthcare and Enterprise Shared Service
- Whetting your Appetite ("Aperitivo"): All you Need to Know about Industry 4.0

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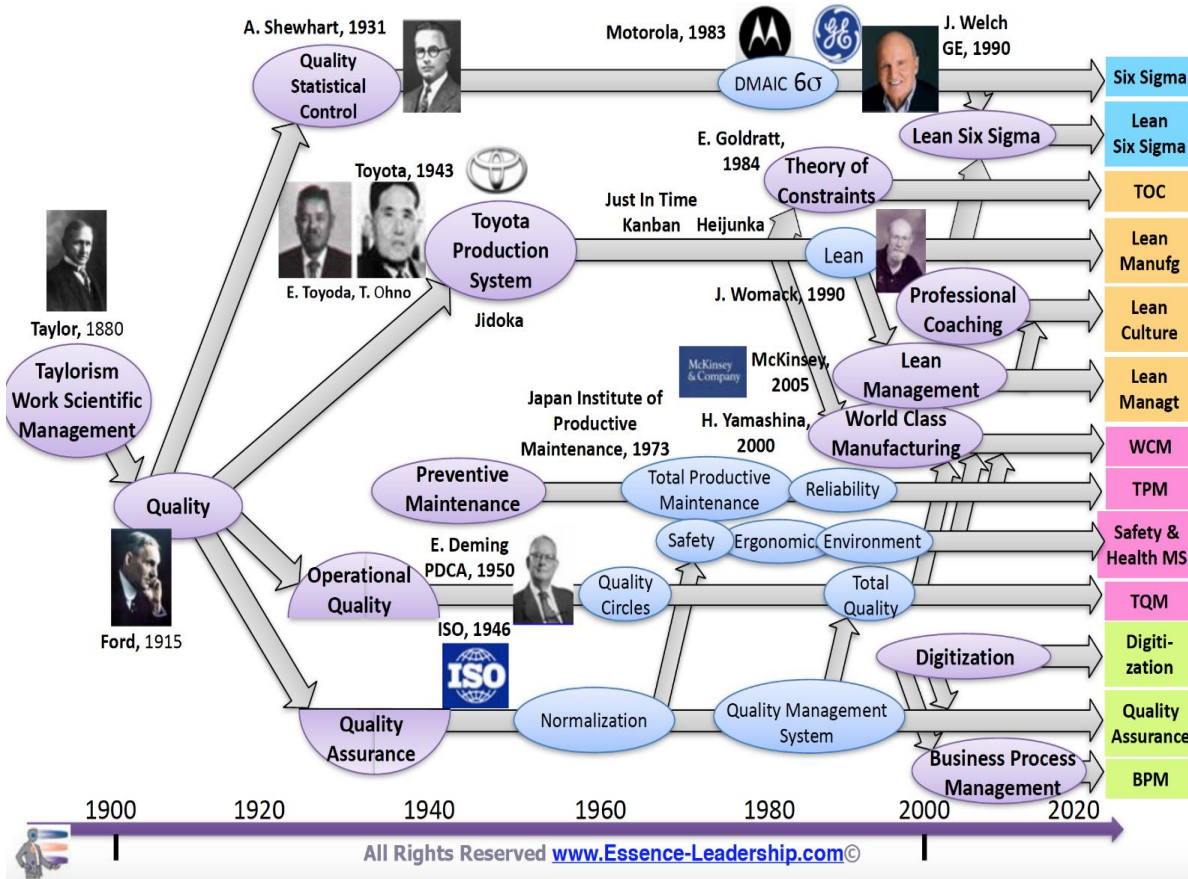
Operational and Business Process Excellence

Some organizations integrate Business Process Excellence perfectly. Others need a well-designed program. We'll show you how to jump-start a great Op Ex Program.

- Agile Operational Excellence/Business Process Improvement
- IISE Annual Conference 2022: The Performance Excellence Track Detailed Preview
- The New Industrial Engineering: Integrated Systems Engineering and Management Systems Engineering
- Building Performance Management Systems: Sharing Lessons Learned
- Business Process Management 4.0 - Glimpses of What's Ahead
- Engineering Social Service Systems
- Operational Excellence: Creating Strategies and Migration Plans for Large-Scale Improvement Initiatives
- Industry Benchmarking: Small and Medium Sized Enterprises Best Practices in Operational Excellence
- How to Design, Develop and Execute "Flow Workshops"
- Principles and Tools to Ensure Optimal Process Performance
- IISE Outstanding Capstone Senior Design Projects
- Pioneering and Engineering a New World
- Resilience Re-examined: Reengineering How We do Business and Ensure Public Safety
- Restarting the Economy: Guidance on the Backside of the Disruption
- Business Continuity Strategies and Tactics in Periods of Major Disruption
- Navigating Your Business Through the COVID Crisis

PEOPLE have been at the 'heart' of all this innovation in the field of Integrated Systems Engineering.....

A BRIEF -HOWEVER COMPLEX- HISTORY OF LEAN
Several branches & trends influence its evolution



Operational Excellence

Evolution began with the founding of Industrial Engineering circa turn of 20th Century

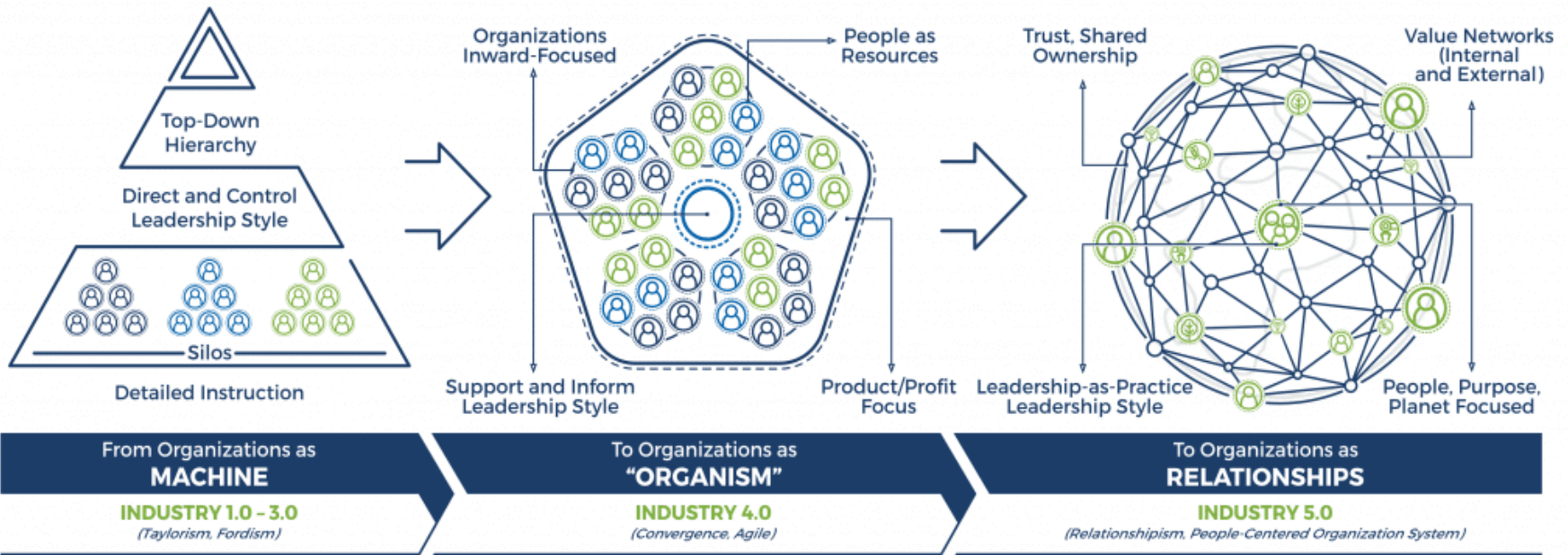
Branches evolved in Lean and TQM then into Integrated LeanSigma and now into Integrated Systems Engineering:

Enterprise Wide Operational Excellence Programs

ISE is the People Centric Engineering Discipline— First Who, then What!!

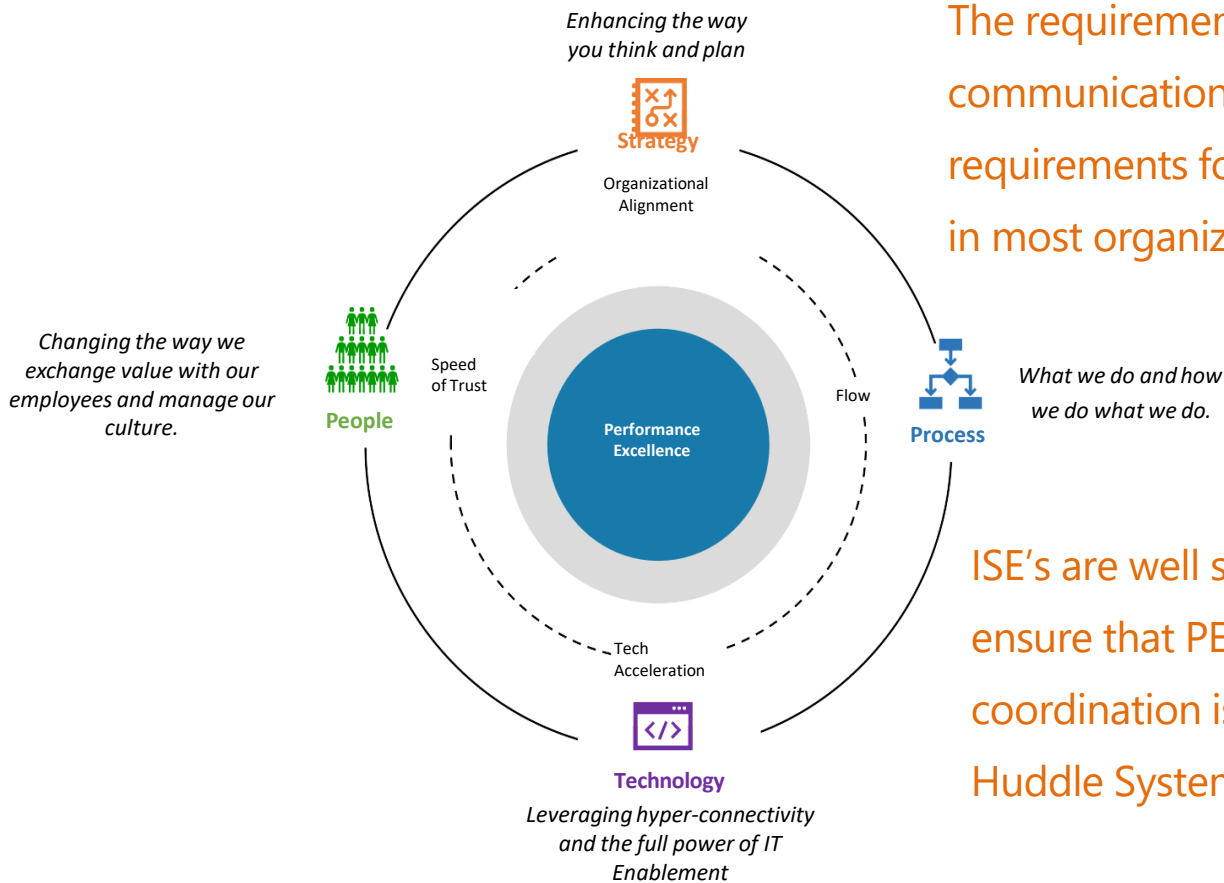
The 'nature' of organizational systems is evolving.....

The Evolution of Organizations



Much of this evolution is 'driven' by Moore's, Metcalf's, and Kryder's Laws of Technology (hyperconnectivity) that are altering how we work and relate and how value is created...

ISE's Create Value by Integrating **People**, Strategy, Process and Technology



The requirement for improved communication to support increased requirements for coordination is critical in most organizations.

ISE's are well suited (trained) to help ensure that PEOPLE stay engaged and coordination is optimized with Tiered Huddle Systems.



Lean Operational Stability

*A tiered huddle approach to engage staff,
solve problems and always be prepared for
patient care, even through disruption*

Victoria Jordan, PhD, MS, MBA
Vice President – Quality and Patient Safety



EMORY
HEALTHCARE



- 11 hospitals
- 300 provider locations
- > 21,000 employees
- > 2500 licensed patient beds



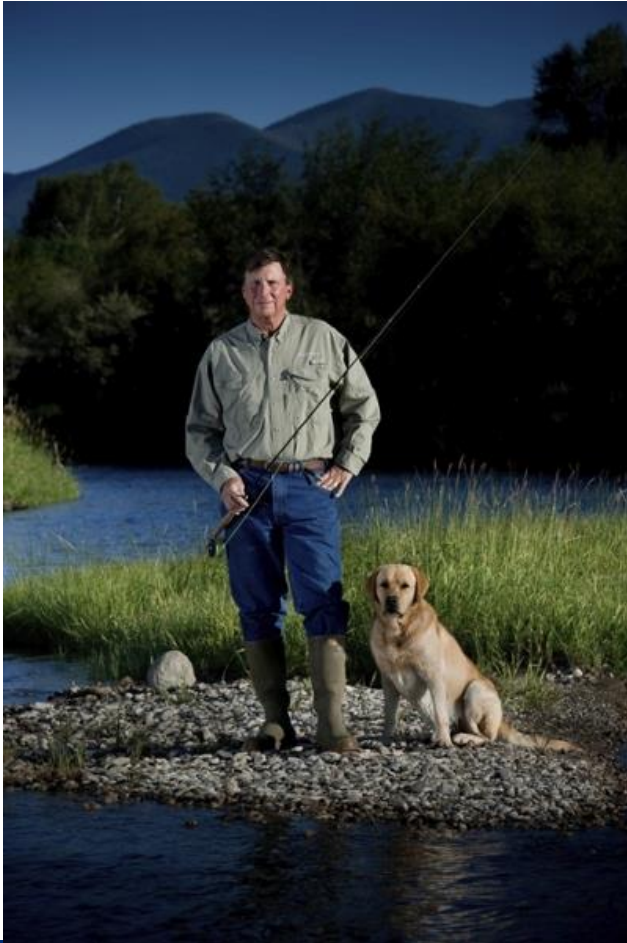
Emory Healthcare (EHC)

- Only health system in Georgia with four Magnet-designated hospitals (one since 2012) and awaiting results of Ambulatory Magnet visit; Only AMC in Ga
- Emory Healthcare Network (est 2011) - largest clinically integrated network in GA with more than 1,800 physicians concentrating in 70 different subspecialties.
- Relationships with Atlanta Children's Hospital and the Center for Disease Control
- Official healthcare provider for the National Champion Atlanta Braves (MLB), Atlanta Hawks (NBA), Atlanta Dream (WNBA), Atlanta Falcons (NFL)

Outline

- Emory's Journey - Lean Operating System (EmPower)
 - Levels of LOS
 - Daily Management
 - Tiered Huddles with Problem escalation
 - Std Work
 - Leaders as Coaches
 - Process Improvement
 - Value Streams
 - RIEs
 - Link to strategic goals
- Structure to support the effort
- Impact of COVID / resilience
- Q&A

Jim Kennedy's Story



James Cox (Jim) Kennedy, chairman of Cox Enterprises

Estimated net worth of \$10.5 billion, according to Forbes

Treated at Emory for prostate cancer in 2014

Cancer-free in 2015

“I’m intensely aware of how good the medical care was that I received,” said Jim Kennedy, chairman of Cox Enterprises and president of the James M. Cox Foundation, of his own treatment for prostate cancer at Emory. “The doctors are great. The care is great.”

Emory receives
\$25 M to advance
patient care

AJC

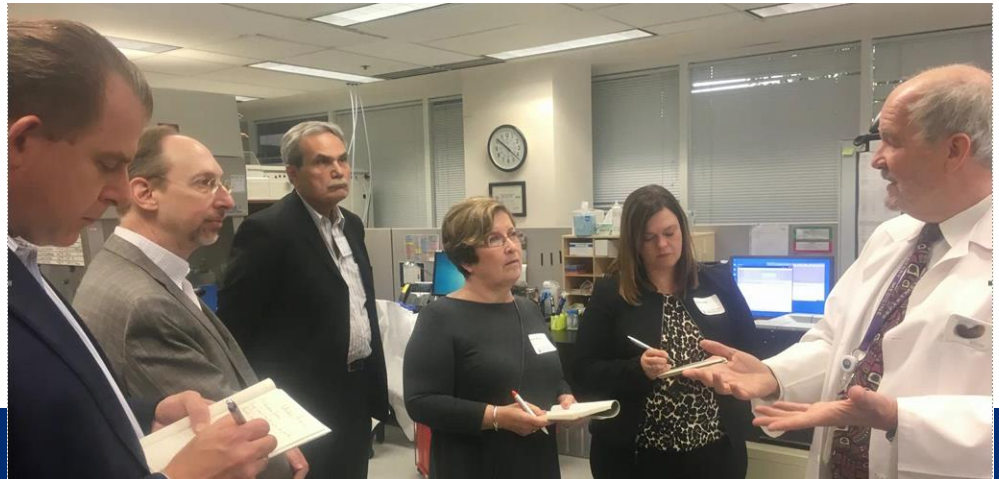
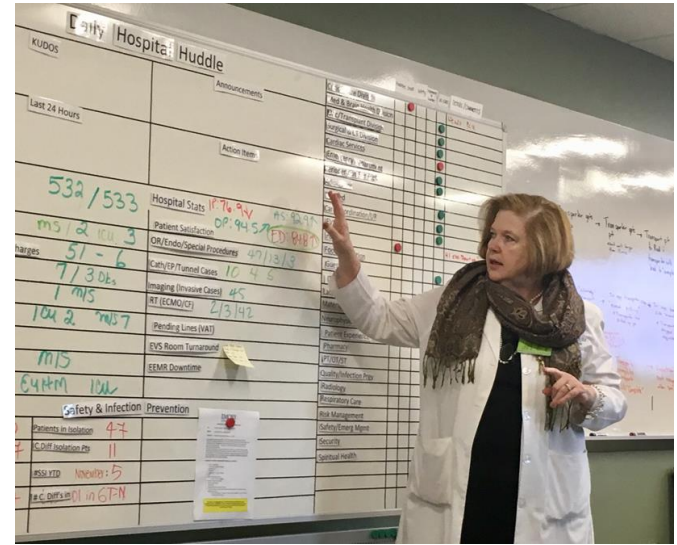
And yet, even with the life-saving care he received, Kennedy said he experienced frustrations that nearly all medical patients with a serious condition experience when waiting for test results.

“The wait times are always frustrating, the scans, the biopsies,” Kennedy said. “By the time it (the information) got around to me, I was petrified and worried.”

Where to start?

- Engaged Joan Wellman whose company later merged with Simpler
- Selected specific “learning lines” with willing leadership
- Study Trips
 - Manufacturing (e.g. Autolive)
 - Hospitals (e.g. Seattle Children’s, Intermountain)

Study Trips



Why does EHC need a lean operating system?

- Patients and families receive care that is **subject to variation** in processes that can produce **negative** health and financial **outcomes** as well as **unpredictable** experiences
- Providers of care and those supporting them are **overburdened** in doing their work
- Considerable **waste** is generated by the minute, hour, and day that challenges the operating system of EHC
- This results in great people using **suboptimal processes** to achieve **variable outcomes** at **high cost**
- We stand by our mission, vision, and values, and believe that Lean Operating System is a **vehicle** that will enable us to better execute on those



Lean Principle: Respect for People

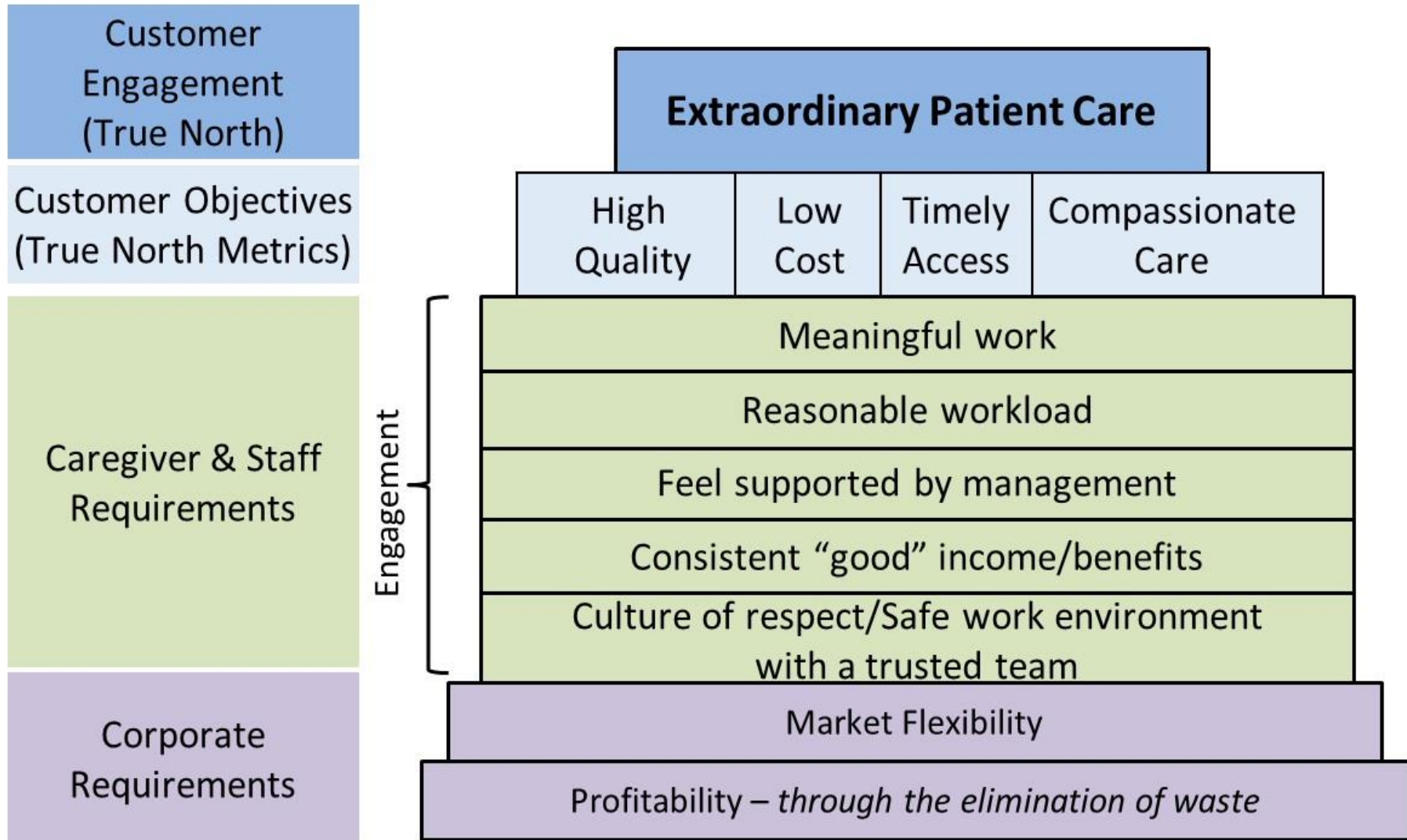


**Improved
Team
Experience**
becomes the
4th element of
the Healthcare
Triple Aim
model

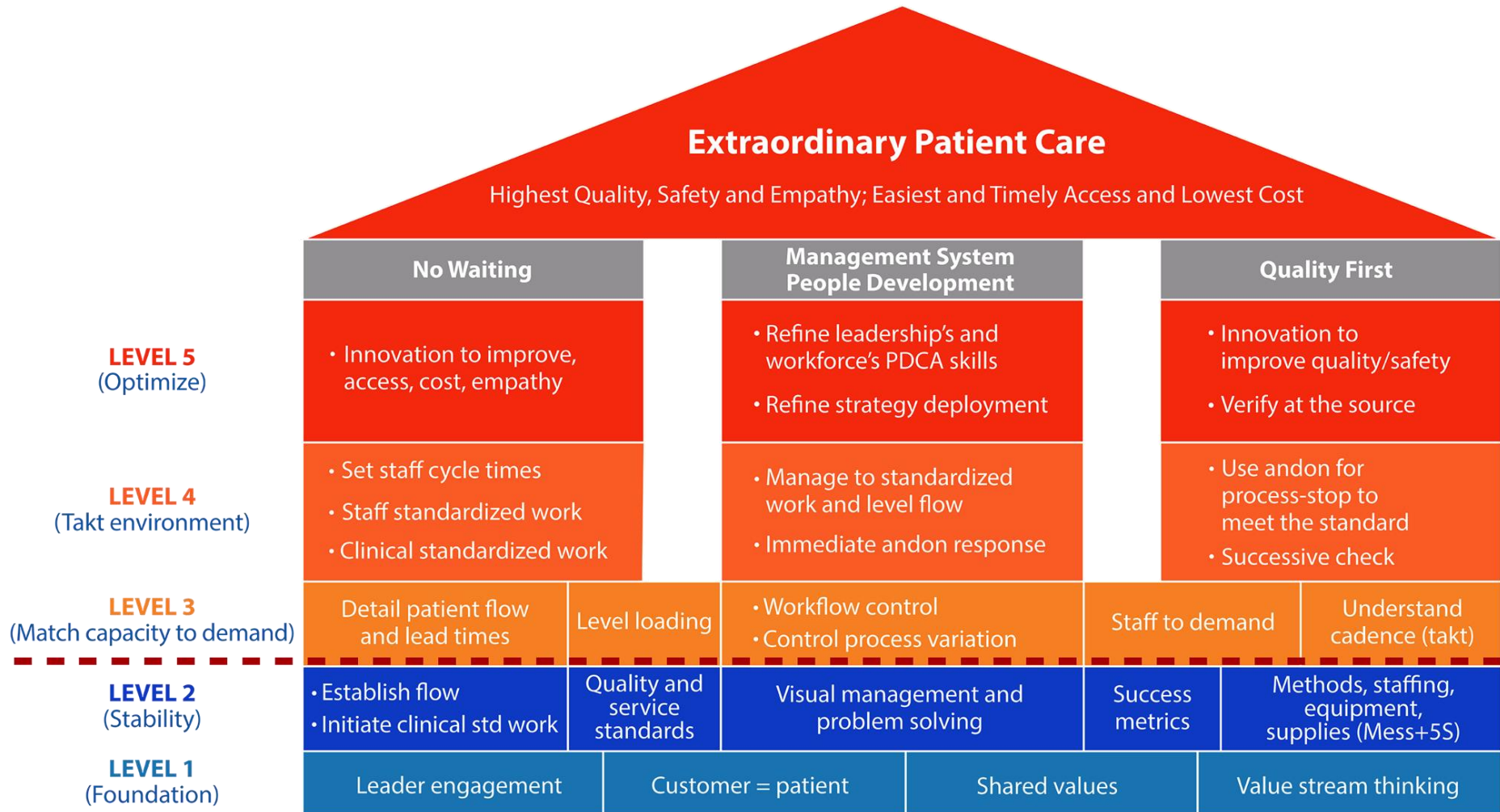
Why Respect for People Matters

- Those closest to the work are the best ones to identify what it takes to improve
 - Interact with process daily
 - Understand the customer / patient
 - When involved in problem solving, more likely to follow through on plan of action
- Without engagement, ideas, and commitment, a business will struggle to continuously improve
- A leader's role is to create an environment where people are engaged around “making it better”

Mindset: Lean Operating System Value Proposition



Lean Operating System

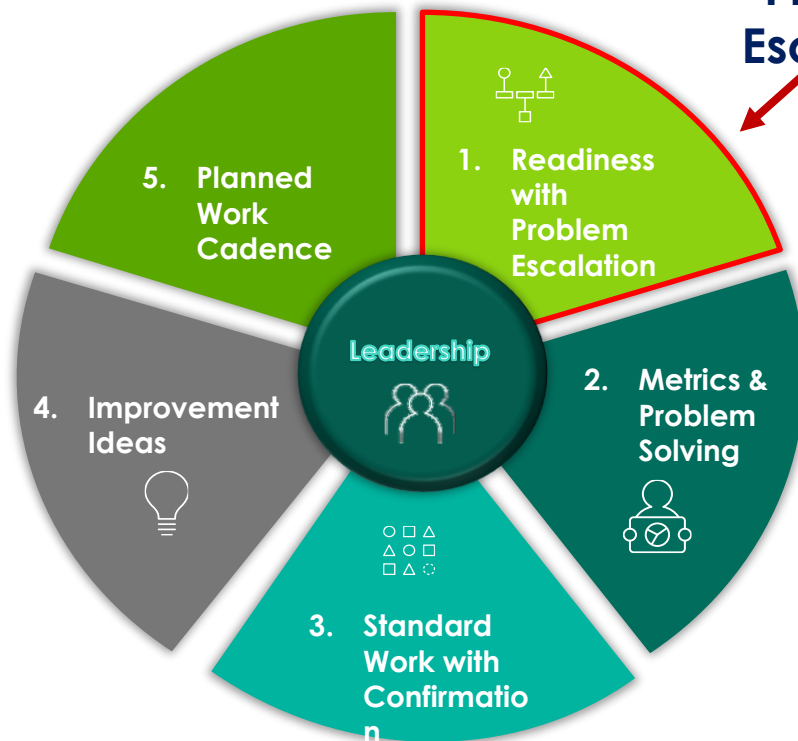


The EmPower Daily Management System (DMS) is..

A series of repeatable processes designed to...

- **Connect everyone** to what's important
- Help leaders at all levels **differentiate normal from abnormal** conditions
- Identify and **proactively** address issues that impede our success
- **Develop leaders as coaches**
- Resolve our “gaps” through **team-driven problem solving**
- Sustain breakthroughs from team **improvements**

Stage #1 of DMS is **Readiness with Problem Escalation**

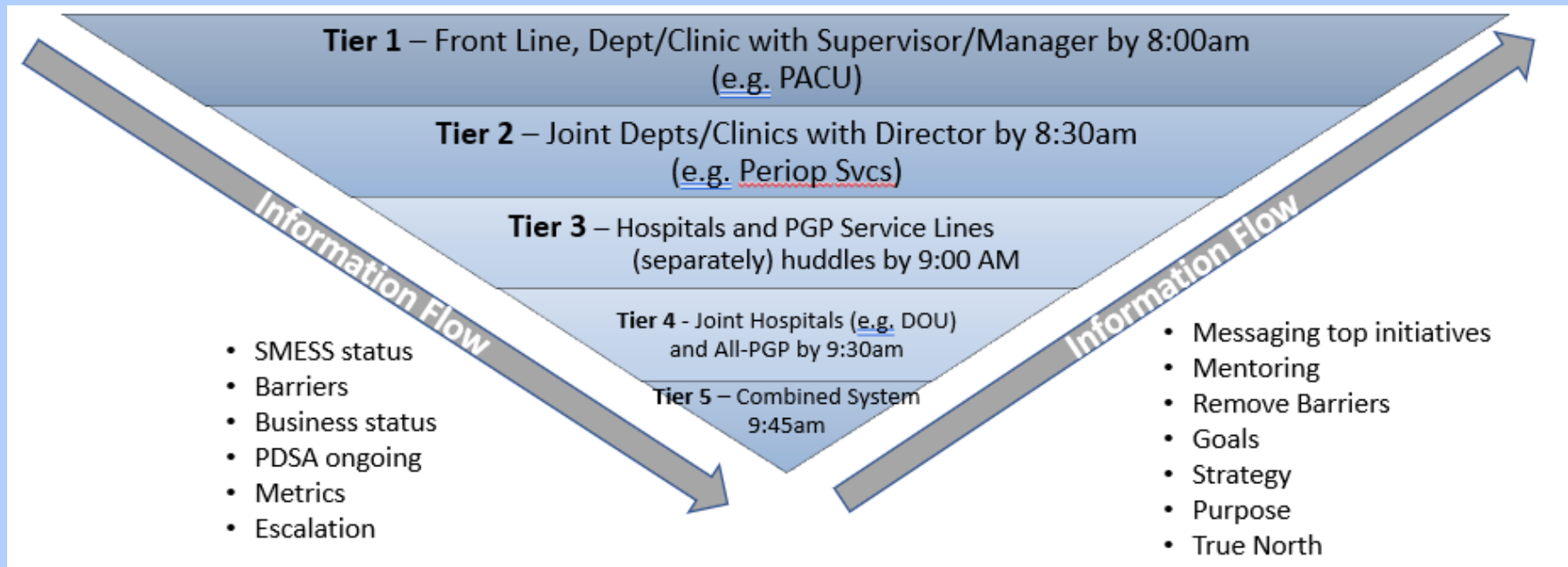


EmPower: Defining the Journey

Level 1 - Foundation

Improving Communication through the Organization:

- The first major goal of EmPower was to stand up a daily tiered Readiness & Problem Escalation huddle system
- The “Tier 5” System huddle launched in May 2019



The Three Readiness Components & the Purpose of Each

1. Readiness Huddle

- A brief team meeting that typically occurs at the beginning of each day or shift
- An opportunity to review / share info that is relevant to the day or shift ahead
- There are five Readiness Huddle Tiers

2. Huddle Board

- Readiness Huddles are conducted at the Huddle Board
- Staff continuously documents relevant info throughout the day

3. Problem Solving & Escalation

- When a problem emerges, it is shared with the team at a Readiness Huddle
- If the team can resolve the problem, it is assigned to a team member
- If the team does not have the resources or authority to resolve a problem, they escalate it to the next tier

DMS Deployment: The Purpose of Readiness

Readiness Supports Foundational Stability

Readiness supports us by:

- **Strengthening** processes that prepare your team for a successful shift or day
- **Assuring** that we have **what we need, when we need it, where we need it**
- **Helping** your team know **what to expect** each day
 - What the **workload** for the day / shift will be
 - What **problems** exist that might impact the work

Huddle Logistics

- Same time every day (shift)
- Brief – 5-7 minutes
- In the work area - At the huddle board
- Standing up, ≤ 5 feet from the board
- Everyone Participates

BEFORE

- Prepare
- Update board information

DURING:

- Review today's statistics
- Discuss new problems (issues)
- Update status of earlier problems
- Celebrate successes

AFTER:

- Problem solve as needed
- Update status
- Check the board during the day for updates

Tiers

Tier 1 - Front line staff with supervisors and managers by 8 a.m.

Tier 2 - Directors with charge nurses, supervisors and managers by 8:30 a.m.

Tier 3 - Separate hospital and PGP huddles by 9 a.m.

Tier 4 - Joint hospitals & operations huddle by 9:30 a.m.

Tier 5 - System Strategy 10 a.m.

SMESS Status
Barriers
Business Status
PDCA Ongoing
Metrics
Escalated Tickets

Issues and barriers that impact multiple areas or need higher authority to be solved are brought to the next tier, all the way to 5.

Mentoring
Removing Barriers
Goals and Strategy
Purpose
True North
Messaging top initiatives

Announcements, changes, and updates to previously escalated items flow back to Tier 1.

Engagement and Empowerment



Readiness Huddle Board

1. Statistics specific to your work area that help you know what the day will be like.. Patient census, # of cases, etc.

2. Issues and concerns, What are the issues identified today. This is called SMESS

7. Information to share & people to recognize

3. In process issues we are following

1
SITUATIONAL AWARENESS

	ROLETEAM /Area						Action Items Tier 1	Action Items Tier 2	Success!
	A	M	Y	R	N				
SAFETY	●			●			3		
METHODS	●			●					
EQUIPMENT	●			●					
SUPPLIES	●			●					
STAFFING	●			●					

Announcements **7**

Kudos

4 **BIG ISSUES**

5 **RECURRING ISSUES**

6 **VISITOR/LEADER LOG**

Things that cannot be completed right away, but we still want to keep up with

Things that happen multiple times. Could be a small issue, but when it happens many times know it is time to "fix" it

Tracks coaches, leaders and other areas who visit your huddle

Board Element 1: Situational Awareness






Goal:

- Know your workload / demand
- Know staffing needed to meet workload / demand
 - Use Staffing section within SMESS to minimize impact of short staff

Examples:

- Census, anticipated admits, anticipated discharges, acuity
- Work orders, upcoming projects that will generate work orders

SITUATIONAL AWARENESS	
Area:	Nutritional Services
CENSUS	
Hospital	310
Med Surg	210
Intensive Care Unit	32
Cardiac Intensive Care Unit	23
Maternity / Child	45
Diabetic Patients	47
Other Special Diets	23
Contact Precautions	12

Physicians in Clinic today:	12	
Total clinic appts:	95	
Procedure:	15	
Pre-certs:	20	
Bump list:	120	

Board Element #2: SMESS is Used to Categorize Problems

Safety

- Have safety & quality concerns been communicated to your team?
- Are there any potential risks to patients, staff, and caregivers?

Methods

- Is the process causing me to do the work twice?
- Is everyone trained and following the 'best way'?

Equipment

- Is equipment available when we need it to deliver work to our customer's satisfaction?

Supplies

- Do we have the supplies or information necessary to deliver excellent results?

Staffing

- Do we have enough people to meet the workload?
- Does anyone need extra help today?

	RN	Tech	Physician	Manager	Clinical Coord	Admin
SAFETY	●	●	●	●	●	●
METHODS	●	●	●	●	●	●
EQUIPMENT	●	●	●	●	●	●
SUPPLIES	●	●	●	●	●	●
STAFFING	●	●	●	●	●	●

SMESS Examples

SMESS	Team Role / Area				Action Items This Tier	Action Items Next Tier	SUCCESS!
	RN	OSA	PT	CC			
<u>S</u> - Safety	●	●	●	●			
<u>M</u> - Methods	●	●	●	●	ISSUE CARD		
<u>E</u> - Equipment	●	●	●	●			
<u>S</u> - Supplies & Information	●	●	●	●			
<u>S</u> - Staffing	●	●	●	●			

This diagram indicates a **Methods** issue (red signal / andon) that is being shared with the team by an **OSA**. An issue card for the problem has been documented in the Tier 1 column because the reporting Tier team can resolve it within 3 days.

The Path of an Issue Ticket

So you're at your daily Huddle and a problem gets mentioned. The scribe writes a ticket for the problem but ... what happens after that? Read on to learn about the lifecycle of a ticket!

1 Before or during huddle, an issue ticket is added to the board and its category is marked **red**.

2 The issue is discussed during huddle; an action, owner and due date are determined.

Date:	12/8	Found By:	Sarah	Circle One:	S	M	E	S	S
Issue:	Spectralink phones not working								
Action Items:	Due:	Owner:							
Use walkie talkies	12/8	Jennifer							
Escalate to T2	12/9	Tom							

For this sample ticket, it was decided that we need a substitute for Spectralinks but the issue needs to be escalated to the next tier because it couldn't be solved in 1-3 days at this level. The ticket is taken to the next tier's huddle and added to the Big Issue Tracker.

3 When a ticket is escalated to the next tiered huddle, participants will decide whether they can solve the issue in 3 days. The ticket remains on the board and the Tier 1 Big Issue Tracker is updated.

The diagram illustrates the ticket lifecycle across three stages:

- Stage 1 (Tier 2):** A 'DAILY TEAM READINESS BOARD - Tier 2' with categories: SAFETY, METHODS, EQUIPMENT, SUPPLIES, STAFFING. A red dot is placed in the 'EQUIPMENT' row, and a green '3' icon is next to it.
- Stage 2 (Tier 1):** A 'DAILY TEAM READINESS BOARD - Tier 1' with categories: SAFETY, METHODS, EQUIPMENT, SUPPLIES, STAFFING. A red dot is placed in the 'EQUIPMENT' row, and a blue '1' icon is next to it.
- Stage 3 (Big Issue Tracker):** A 'BIG ISSUES' board with a red dot and a blue '2' icon next to it.

2 Big Issue Tracker

Date Identified	Date Activated	Issue Description (What)	Next Action	Owner (Who)	Target Date	Status	Date Completed	Comments and date last updated
12/8	12/8	Spectralink phones not working	Escalated to next Tier	Tom	12/9 12/12	⊕		

Tier 2 Action Items, Big Issue Tracker & Recurring Issue Tracker

Category	When to Use	How to Document
Escalate to Tier 2	<ul style="list-style-type: none"> • Can't be fixed by team • may take weeks to resolve • issue with major impact 	<ol style="list-style-type: none"> 1. Tier 1 Huddle Leader presents the issue at Tier 2. 2. Tier 2 accepts the issue to resolve it & adds it to their Huddle Board 3. Tier 1 Leader posts the issue card back to Tier 1 and posts it in the Tier 2 column.
Big Issue Tracker	<ul style="list-style-type: none"> • More complex but fixable by team • will take over three days to resolve 	<ol style="list-style-type: none"> 1. Remove Issue card from Tier 1 column, and write issue on the Big Issue Tracker. 2. Monitor due dates for the issue, and update the Big Issue tracker as steps are added and completed.
Recurring Issue	<ul style="list-style-type: none"> • Issue that occurs multiple times 	<ol style="list-style-type: none"> 1. Write the issue on the next line on the Recurring Issue tracker form. Each time that error occurs, fill in a circle on the form and write the date above it 2. Monitor occurrences to determine when further action is needed to eliminate the root cause

Kudos & Announcements

Announcements
Joint Commission next week

Kudos
Thanks to Joe for running out to catch a patient who had left her medication.

Visitor / Leader Log

Leader Log		
DATE:	LEADER WHO ATTENDED:	KUDOS:
<i>2/25/2020</i>	<i>Jane Doe</i>	<i>Great huddle!</i>
<i>3/5/2020</i>	<i>John Smith</i>	<i>Very informative.</i>
<i>March 12</i>	<i>Adam Carter</i>	<i>Thanks for inviting me to your huddle</i>

Tiered Huddles

Radiology Example

Hundreds of Tier 1 - Unit level (e.g. Diagnostic Xray, Radiology Pre-procedure, etc. at EUH)

50-100 Tier 2 –Department level (e.g. Radiology Dept at EUH)

11 Tier 3 –
Each hospital (e.g. EUH)

Less than 10 Tier 4 –All Clinics and Service Lines that cross hospitals (e.g. Radiology Service Line)

One Tier 5 – Emory Healthcare System

Tiered Huddles

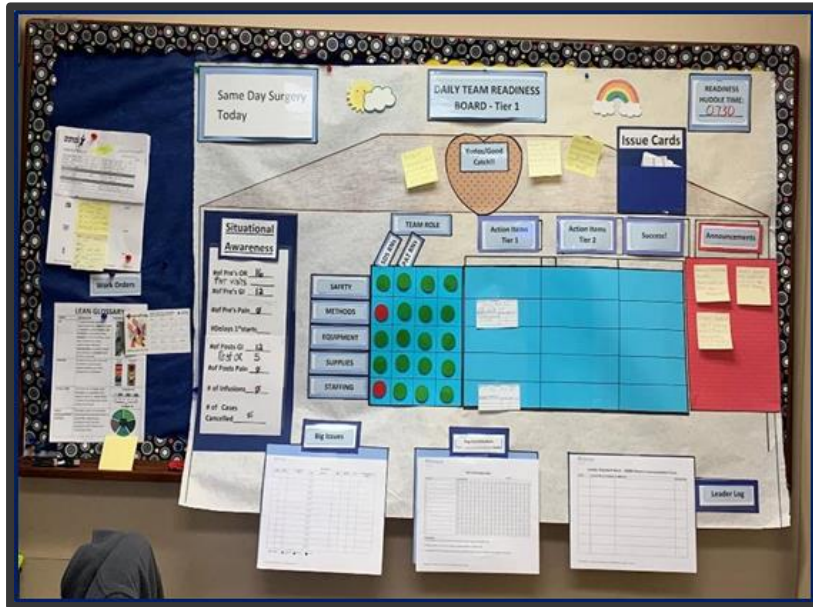


Left - Radiology Pre-Procedure Care Area Tier 1- Radiology Nursing Unit Director explaining standard work confirmation process.



Right: Radiology Technologist leading Tier 1 Radiology Diagnostic X-ray huddle

Huddle Board Examples



Start on paper – continuous improvement

The Role of Leaders

- Leaders as Coaches
- Rounding
- Standard Work
- Strategic Deployment and Catch-ball
- Empower employees (responsibility, resources, accountability)
- Strategic reviews (remove barriers for teams)

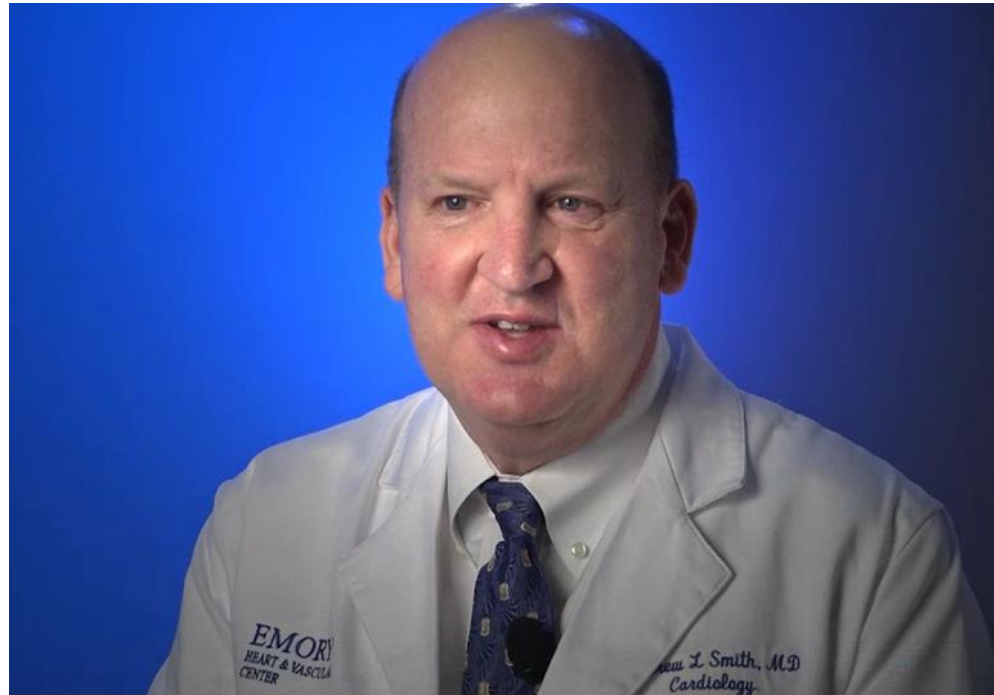
EmPower: Tracking our Transformation Journey

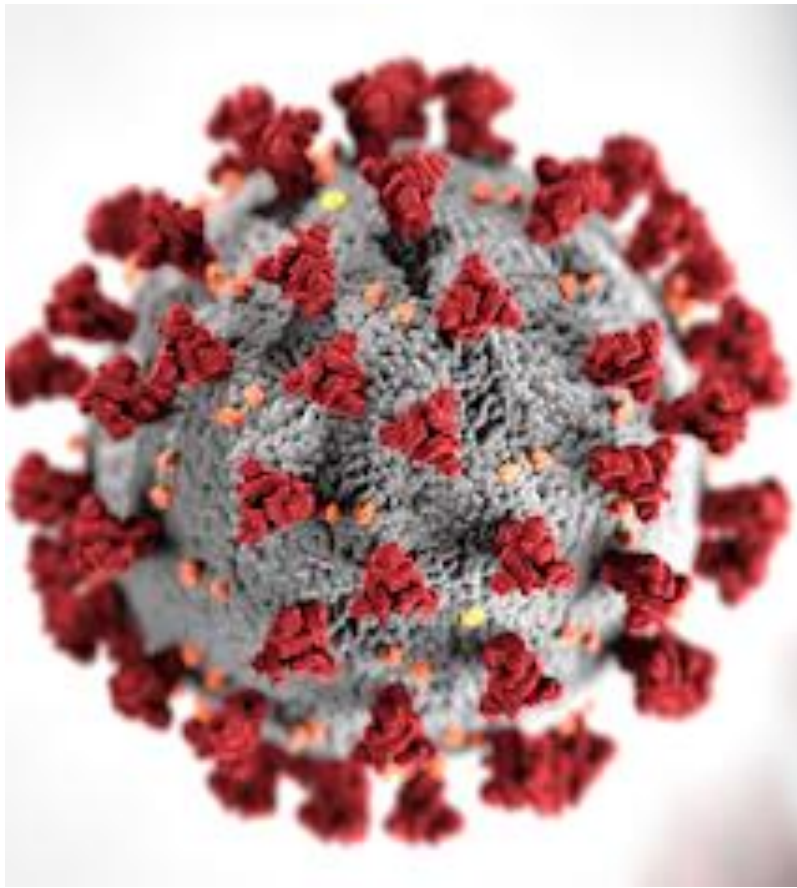
Dimension	Metric	FY22 Target	Current State (Feb '22)	Status
Daily Management System (DMS)	Departments/clinics with active DMS Module 1: Readiness & Problem Escalation (n≈1000)	75% deployed	80% deployed	●
	Departments/clinics with active 2 nd DMS Module (n≈1000)	5% deployed	7% deployed	●
Leader Standard Work (LSW) / Leader Engagement	Senior Leaders using LSW (n=400)	15% deployed	12% deployed	●
Value Streams	Learning Lines launched	1	0	●
Building Internal Capability	"Gold" certified	10	6	●
	"Silver" certified	20	10	●
	"Bronze/Green" certified	100	17	●
	Engagement in lean training courses and improvement activity	6,000	5,000	●
Strategy Deployment	Units with line of site to major strategies	All OUs ≥1 AOP goal incorporating lean to address	Actively achieving (A3s can be provided at request)	●
	WHSC Board Updates	3	1	●

Status Legend:

- Already met or clear trajectory to meet
- Unclear trajectory to meet in current year

MD Testimony about Daily Huddles and Employee Involvement





COVID-19

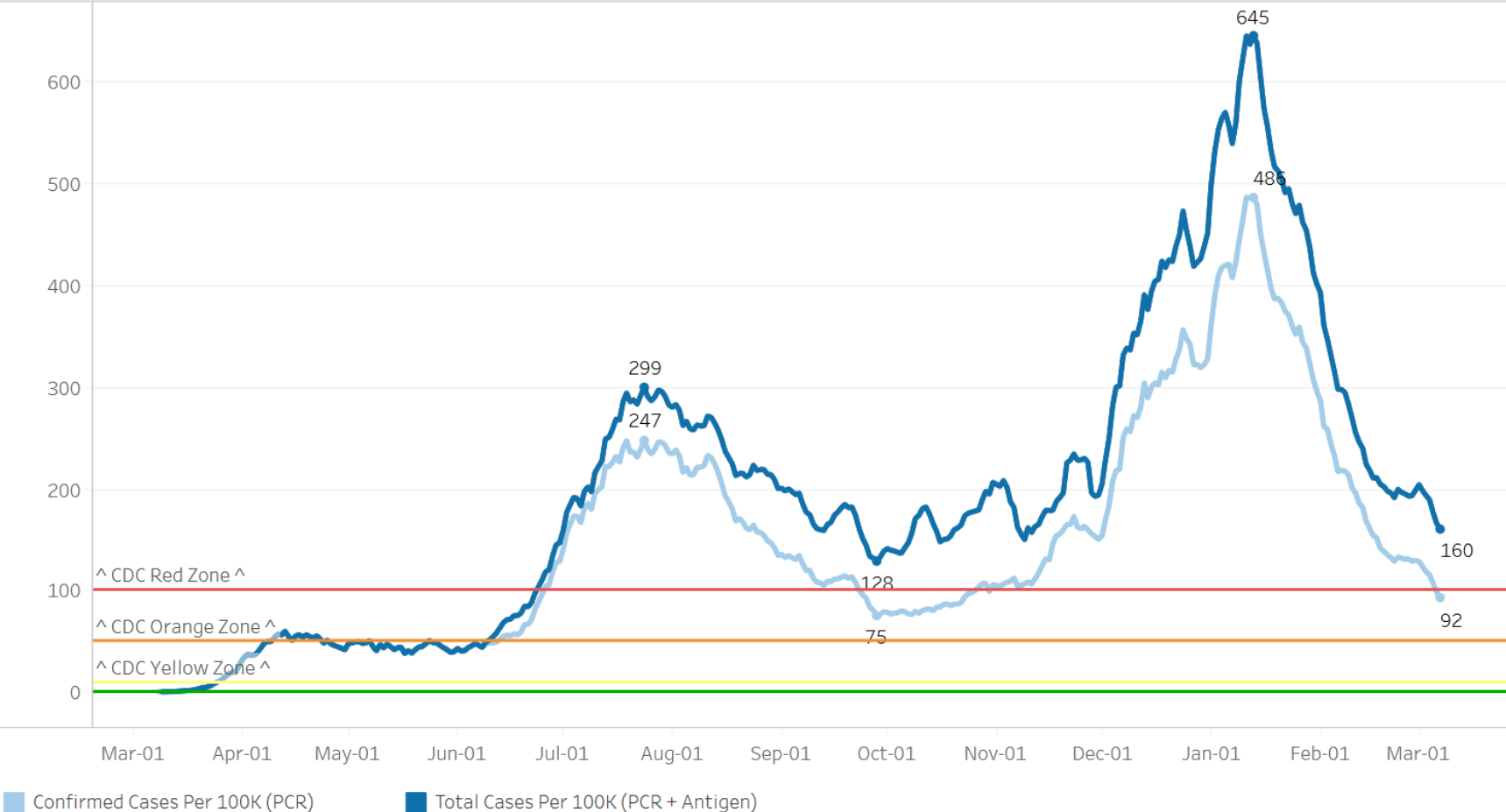
CORONAVIRUS DISEASE 2019



COVID Cases in the State of Georgia

Mar, 2020 – Mar 2021

Georgia Weekly Cases Per 100K (Confirmed and Total)



STRATEGY

What Stayed the Same

- Core Values and mission to “improve lives and provide hope”
- 5 year Strategic Plan



What Changed

- COVID became top priority
- Incident Command Center established
 - Team of Six
 - Teams identified to cascade focus
 - Daily ICC Calls and 10 and 5
- Opportunity to reinforce mission



PROCESS

What Stayed the Same

- Tiered Huddles
- Leader Standard Work

**Discipline but
not Rigidness**

What Changed

- Added COVID Huddle
- “Business at the speed of trust”
- Supply Chain / value of centralization
- Impact on University and increased collaboration
- Agility and rapid innovation (eg screeners, waiting rooms)

Virtual Huddles

25:17 Request control People Chat Reactions More Camera Mic Share Leave

Recording and transcription have started. By attending this meeting, you consent to being included. [Privacy policy](#)

Dismiss

AutoSave On Tier 5 Huddle Board JAN20... - Saved Search Elamin, Alix Naman EA

File Home Insert Page Layout Formulas Data Review View Help Share Comments

EHC System Huddle Facilitator: Thomas Thurman Date 4/22/2022 Time 9:45am
Tier 5 SMES

	SAFETY	METHODS	EQUIPMENT	SUPPLIES	STAFFING	
EUHM	Car break-in last night.				RN, Techs, Onch tech.	EUHM
EJCH			Urine analyzers down. No delays. IR room down.		RN, L&D, Onch, EVS, Pt access.	EJCH
ESJH					Periop, endo, cvor, ana, spd, APP for RAD. Mats.	ESJH
EUH EWWH EUOSH		High Census. 6 ED holds.		Crit care short in vas cas in house. Sub pending.	RN, No triples. EVS, car cord, food and nut, diet	EUH EWWH EUOSH
EDH EHH ELTAC					RN, Techs, 1 triple.	EDH EHH ELTAC
PGP	PT chart test mistake.					PGP

1. Sit Aware 2. Serious Events 3. SMES 4. FollowUps 5. Announcements-Kudos 6. Consolid...

Elamin, Alix Naman Type here to search 9:54 AM 4/22/2022

And then there was a vaccine.....

- Designed on-line scheduling system
- Used process mapping, time studies, and lean tools to design optimal flow in drive-through and then clinic settings
- Used 5S to layout vaccine stations
- Used Kanban process for supplies
- Daily huddle and debrief sessions and visual management boards to identify opportunities for improvement

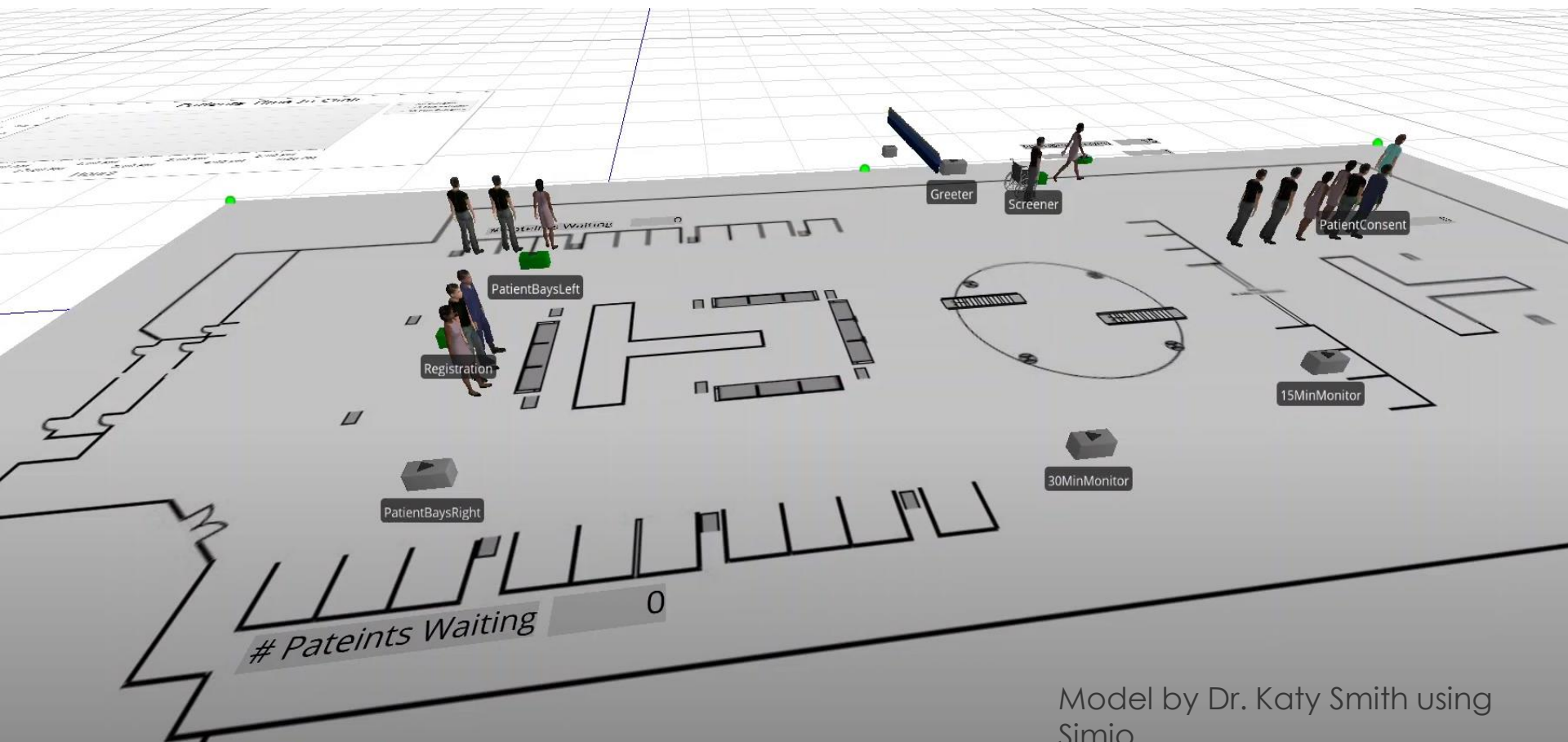


EmPower During Covid

- Daily huddle structure helps support communications through COVID response
- Leader mindset of transparency and listening to front lines
- Telemedicine rapid expansion efforts supported by presence of standard work
- Use of lean to inform approaches / decisions surrounding Epic go-live preparations
- A3 development, process mapping, and staffing to demand models for new processes
 - COVID-19 results notification
 - Donation center / distribution of PPE
 - Antibody Testing Site
 - COVID Testing expansion
 - COVID Vaccine distribution

Discrete Event Simulation of Patient Flow in COVID Vaccine Center

- <https://www.youtube.com/watch?v=ueBNoi-ZVLo>



TECHNOLOGY

What Stayed the Same

- Data transparency / dashboards
- Focus on data
- Data due to CMS and State



What Changed

- Significant increase in telemedicine
- Alternative PPE
 - Face shields from Ga Tech
 - Hand sanitizer from breweries
 - Masks from theaters
 - Gowns direct from textile manufacturers (American Apparel Producers Network) and assembly (Mohawk)
- iPads and baby monitors

**Faster time to
adopt technology**

Lessons Learned

- Daily Management (and specifically tiered huddles” are an important starting point
- Importance of “true-north”
- Must be applied to strategic goals, not “random projects”
- Must be leader-driven and owned
- EmPower is the **HOW**, not the **WHAT**
- Quality is the continuous and never-ending reduction of variability around customer-defined needs.

QUESTIONS AND DISCUSSION



Just Ahead.....

2022 IISE Training and Development Opportunities:

- *16 Aug—Innovative Methods to more rapidly improve Competencies with Business Process Improvement/Op Ex specialists (e.g. ISE's)*

https://us06web.zoom.us/webinar/register/WN_PQQjKjwZRYuKU9jJJPuGkA

- *13 September—Final Four ISE Capstone Senior Design Project Case Studies (Uof Washington, West Virginia, Va Tech, and Dalhousie)*
- *4 October—Life and Career Choicepoints—Highly Successful ISE's share tips, learnings, lessons (Jim Tompkins & Gabe Burnett)*

And don't forget IISE's new
Operational Analytics Certification
Program...



IISE PERFORMANCE EXCELLENCE WEBINARS



IISE Performance Excellence Track for Practitioners and Students



Operational Excellence, Performance Excellence, **Integrated LeanSigma**, **Operational Analytics**, BPM/I 4.0, **High Performing Cultures**, Integration of Strategy-People-Process-Information and Technology Enablement, **Best in Class Case Studies**, **Networking**

All being Developed for you for New Orleans in May 2023!!!



 **MAY**
20 – 23, 2023

 Hyatt Regency New Orleans
New Orleans, Louisiana

How'd We Do?



Customer and Member Satisfaction and Feedback Survey

Building and Tapping into Tiered Huddle Systems

You can go to this IISE link soon and get deck and recording.

<https://www.iise.org/details.aspx?id=46729>



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Certificates of Participation will be e-mailed to you within 3 business days.