



مؤسسة حمد الطبية  
Hamad Medical Corporation  
HEALTH • EDUCATION • RESEARCH  
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In Collaboration with بالتعاون مع



Institute for  
Healthcare  
Improvement

# Middle East Forum on Quality Improvement in Healthcare

**Shaping the Future of High Quality Healthcare**

17-19 May 2013, Doha, Qatar National Convention Center

Upto  
**16 CME**  
**13 CNE**

# Agenda

Designated overflow rooms are available - please check with the usher

Friday 17 May	Activity	Location	Speakers
2:30 PM - 3:30 PM	Registration		
3:30 PM - 4:30 PM	Orientation	Theatre	
4:30 PM - 4:40 PM	Break		
4:40 PM - 7:00 PM	Learning Labs		
	<b>L1</b> A System for Safety	Theatre	Carol Haraden, Carol Peden
	<b>L2</b> Measuring for Improvement	Room 103	Brandon Bennett
	<b>L3</b> Leadership for Transformation	Hall 2	Alide Chase, Juanita Romans
	<b>L4</b> Creating a Culture for Innovation	Auditorium 3	Kedar Mate
	<b>L5</b> The Model for Improvement	Auditorium 2	Laura Adams
	<b>L6</b> Transforming Care at the Bedside	Auditorium 1	Patricia Rutherford

Saturday 18 May	Activity	Location	Speakers
8:00 AM - 9:00 AM	Breakfast and Registration		
9:00 AM - 9:20 AM	Opening Ceremony	Theatre	Hanan Al Kuwari
9:20 AM - 10:10 AM	Keynote One: Improving Healthcare Quality	Theatre	Donald Berwick
10:10 AM - 10:30 AM	Break		
10:30 AM - 11:45 AM	Workshop [A]		
	<b>A1</b> Organizing for High Reliability	Theatre	Carol Haraden
	<b>A2</b> Reducing Avoidable Hospital Readmissions	Auditorium 1	Patricia Rutherford
	<b>A3</b> Improvement in the Intensive Care Unit	Auditorium 2	Carol Peden
	<b>A4</b> Better Health at Any Weight – The Obesity Epidemic	Hall 2	Alide Chase
	<b>A5</b> High Reliability Healthcare – Memorial Hermann’s Journey	Auditorium 3	Juanita Romans
11:45 AM - 12:45 PM	Lunch* / Prayer		
12:45 PM - 2:00 PM	Workshop [B]		
	<b>B1</b> Organizing for High Reliability	Theatre	Carol Haraden
	<b>B2</b> Reducing Avoidable Hospital Readmissions	Hall 2	Patricia Rutherford
	<b>B3</b> Improvement in the Intensive Care Unit	Auditorium 2	Carol Peden
	<b>B4</b> Better Health at Any Weight – The Obesity Epidemic	Auditorium 3	Alide Chase
	<b>B5</b> High Reliability Healthcare – Memorial Hermann’s Journey	Auditorium 1	Juanita Romans
2:00 PM - 2:30 PM	Break		
2:30 PM - 3:20 PM	Keynote Two: A System for Safety	Theatre	Carol Haraden
3:20 PM - 4:30 PM	Rapid Fire Session	Theatre	
4:30 PM - 6:00 PM	Storyboard Presentations and Networking Reception	Hall 1	

\* Lunch will be served in Hall 1 and other stations throughout the QNCC

# Agenda

<b>Sunday 19 May</b>	<b>Activity</b>	<b>Location</b>	<b>Speakers</b>
7:30 AM - 8:30 AM	<b>Breakfast and Registration</b>		
8:30 AM - 9:30 AM	<b>Open School Tutorial</b>	<b>Theatre</b>	
9:30 AM - 10:20 AM	<b>Keynote Three: Making Sense of the Challenge</b>	<b>Theatre</b>	Kedar Mate
10:20 AM - 10:45 AM	<b>Break</b>		
10:45 AM - 12:00 PM	<b>Workshop [C]</b>		
	<b>C1 Sustainability and Spread</b>	<b>Auditorium 1</b>	Donald Berwick
	<b>C2 Diabetes Care at Kaiser Permanente</b>	<b>Auditorium 3</b>	Alide Chase
	<b>C3 Measuring for Improvement</b>	<b>Hall 2</b>	Brandon Bennett
	<b>C4 Leading Quality Improvement – Strategies and Tools for Managers</b>	<b>Theatre</b>	Patricia Rutherford
	<b>C5 Linking Improvement Science and Academia</b>	<b>Auditorium 2</b>	Kedar Mate
12:00 PM - 1:00 PM	<b>Lunch* / Prayer</b>		
1:00 PM - 2:15 PM	<b>Workshop [D]</b>		
	<b>D1 Sustainability and Spread</b>	<b>Auditorium 2</b>	Donald Berwick
	<b>D2 Diabetes Care at Kaiser Permanente</b>	<b>Auditorium 1</b>	Alide Chase
	<b>D3 Measuring for Improvement</b>	<b>Hall 2</b>	Brandon Bennett
	<b>D4 Leading Quality Initiatives – Strategies and Tools for Managers</b>	<b>Theatre</b>	Patricia Rutherford
	<b>D5 Linking Improvement Science and Academia</b>	<b>Auditorium 3</b>	Kedar Mate
2:15 PM - 2:30 PM	<b>Break</b>		
2:30 PM - 3:20 PM	<b>Keynote Four: The Art of the Possible</b>	<b>Theatre</b>	Jack Cochran
3:20 PM - 3:30 PM	<b>Closing Remarks</b>	<b>Theatre</b>	HMC Leadership

\* Lunch will be served in Hall 1 and other stations throughout the QNCC

All sessions taking place during the Middle East forum will be recorded. Segments of the sessions will be posted on the conference website (<http://ihi.hamad.qa>) at a later stage.

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# Friday 17 May

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## Learning Labs

All Learning Labs run concurrently

4:40 PM – 7:00 PM

### L1. A System for Safety

Location: Theatre

In a culture of safety, people are not merely encouraged to work towards change; they take action when it is needed. Inaction in the face of safety problems is unacceptable, and eventually the pressure comes from all directions – from peers as well as leaders. An organization can improve upon safety only when leaders are visibly committed to change and when they enable staff to openly share safety information. When an organization does not have such a culture, staff members are often unwilling to report adverse events and unsafe conditions because they fear reprisal or believe reporting will not result in any change. In this session, participants will study and discuss the components of a framework for implementing and sustaining safety culture in an organization.

After this session, participants will be able to:

- List three changes that could be made in their organization in support of a safety culture
- Define a process for goal setting and feedback that will lead to individual and organizational learning

#### Speakers:

**Carol Haraden, PhD**  
Vice President, IHI

**Carol Peden, MD, MB ChB**

Associate Medical Director for Quality Improvement and Consultant in Anesthesia and Intensive Care  
Royal United Hospital, Bath

### L2. Measuring for Improvement

Location: Room 103

Developing a measurement strategy to assess quality is difficult yet necessary for organizations interested in improvement. A well-crafted measurement system will help direct decisions about where improvement is needed and when improvement has occurred. This session will provide a framework and practical recommendations for drafting such a system. Exercises will demonstrate the application of measurement principles to healthcare topics.

After this session, participants will be able to:

- Identify and build useful measures
- Link measurement efforts and improvement strategies
- Appreciate how statistical process control methods, including control charts, can be useful for understanding performance throughout their system

#### Speaker:

**Brandon Bennett**  
Faculty, IHI

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# Friday 17 May

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## Learning Labs

All Learning Labs run concurrently

4:40 PM – 7:00 PM

### L3. Leadership for Transformation

Location: Hall 2

Most healthcare organizations manage improvement work as a series of projects, but what if leaders could look at change from the perspective of the whole system? What if all staff: physicians, managers, and executives, changed their behavior to support continuous improvement at the bedside? Building the capability to problem solve and eliminate mistakes would radically improve patient care. This session will explore the components of changing an entire organization to improve the effectiveness and efficiency of patient care.

After this session, participants will be able to:

- List the behaviors required of staff, physicians, managers, and executives to support whole system continuous improvement
- Discuss a conceptual framework for how to lead the quality transformation of healthcare organizations

#### Speakers:

##### Alide Chase

Senior Vice President  
Medicare Clinical Operations and Population Care  
Kaiser Permanente

##### Juanita Romans

Former CEO  
Memorial Hermann Texas Medical Center

### L4. Creating a Culture for Innovation

Location: Auditorium 3

The most successful and innovative organizations are those that encourage every employee to innovate and reward them for doing so. Innovation results from deliberate methods and organizational leadership actions. By their behaviors, leaders create the conditions that either hinder or aid innovation. This session will illustrate practical frameworks which can be used by participants in their own settings to transform healthcare services.

After this session, participants will be able to:

- Identify the dimensions of organizational culture that support innovation
- Assess the culture in teams and organizations
- Describe actions that they can take to enhance innovation in their organization

#### Speaker:

##### Kedar Mate, MD

Faculty, IHI

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# Friday 17 May

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## Learning Labs

All Learning Labs run concurrently

4:40 PM – 7:00 PM

### L5. The Model for Improvement

Location: Auditorium 2

So, you can explain what the letters PDSA mean. Great! But, are you able to successfully run multiple PDSA (Plan-Do-Study-Act) tests in one day, know when a change concept is ready for implementation, and then sustain the improvements? This workshop will provide a refresher for those who are stalled and a jump start for those who are new to the quality improvement journey. This session is built around the Model for Improvement and will demonstrate how to link the three questions related to aim, measurement, and change concepts to the sequence for success.

After this session, participants will be able to:

- Provide an overview of the Model for Improvement
- Specify the differences between testing, implementing, and spreading change
- Identify key concepts and tools that should be part of their quality improvement toolkit

**Speaker:**

**Laura Adams**

President & CEO  
Rhode Island Quality Institute

### L6. Transforming Care at the Bedside: A Strategy to Implement Patient- and Family-Centered Care

Location: Auditorium 1

The Transforming Care at the Bedside (TCAB) initiative was established in the US by the Institute for Healthcare Improvement and the Robert Wood Johnson Foundation. This initiative was designed to create a framework for change on medical and surgical units built around improvements in four key areas:

1. Safety and reliability
2. Care team vitality
3. Patient-centeredness
4. Increased value

This session will highlight the spread and reach of TCAB globally and describe how different nations have adapted the TCAB model to suit their local context. Results and lessons learned will be shared from the US, Wales, England, Sweden and other countries.

After this session, participants will be able to:

- Describe the key strategies that have been successful in TCAB
- Explain how the TCAB model has been adapted and adopted for use globally
- Identify high leverage changes that have been successful in achieving the goals of patient- and family-centered care on medical and surgical units

**Speaker:**

**Patricia Rutherford, RN, MS**

Vice President, IHI

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# Saturday 18 May

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## Workshops

All Workshops run concurrently and repeat in the afternoon

A Workshops: 10:30 AM – 11:45 AM

B Workshops: 12:45 PM – 2:00 PM

### A1/B1. Organizing for High Reliability

Location: Theatre

In order to achieve and sustain significant improvement in patient safety (e.g. zero events of harm), healthcare can use proven strategies of reliability and safety from other industries. This session will highlight experiences and lessons learned from implementing reliability principles. Other topics include learning from the science of safety, implementing a defined leadership method, and approaches for a more robust culture of safety.

After this session, participants will be able to:

- Describe evidence-based leadership methods for building and sustaining a high reliability culture
- Design an approach to implement learned principles in their organization

**Speaker:**

**Carol Haraden, PhD**

Vice President, IHI

### A2/B2. Reducing Avoidable Hospital Readmissions

Location: Auditorium 1 (Morning) / Hall 2 (Afternoon)

A substantial proportion of all hospitalizations are patients returning to the hospital soon after their previous stay. These rehospitalizations are potentially harmful and often avoidable. Hospital readmissions demonstrate that improvement in the quality of care for patients can also reduce avoidable costs. Evidence suggests that the rate of avoidable rehospitalizations can be reduced by improving core discharge planning and transition processes out of the hospital; improving transitions and care coordination at the interfaces between care settings; and enhancing coaching, education, and support for patient self-management.

After this session, participants will be able to:

- Describe common problems that contribute to readmissions
- Identify promising approaches to reduce avoidable readmissions
- Articulate four key strategies for creating an ideal transition from the hospital to the home or to other community-based care settings

**Speaker:**

**Patricia Rutherford, RN, MS**

Vice President, IHI

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# Saturday 18 May

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## Workshops

All Workshops run concurrently and repeat in the afternoon

A Workshops: 10:30 AM – 11:45 AM

B Workshops: 12:45 PM – 2:00 PM

### A3/B3. Improvement in the Intensive Care Unit

Location: Auditorium 2

The Intensive Care Unit (ICU) has become an integral part of hospital patient care. It is a complex department involving different disciplines, high technology, and many diagnostic, therapeutic procedures. ICU costs are high and, despite continuously improving results, there is still a high mortality rate. This session will discuss interventions that can be implemented in the ICU to improve quality and efficiency. Interventions include preventing ventilator-associated pneumonia, central line infections, and more.

After this session, participants will be able to:

- Structure a safety program for the ICU
- Use measurement effectively to drive change in the ICU
- Explain how and why to use bundles most effectively for ICU patients

**Speaker:**

**Carol Peden, MB ChB, MD**

Associate Medical Director for Quality Improvement  
Consultant in Anesthesia and Intensive Care  
Royal United Hospital, Bath

### A4/B4. Better Health at Any Weight – The Obesity Epidemic

Location: Hall 2 (Morning) / Auditorium 3 (Afternoon)

Obesity poses one of the greatest threats and challenges to healthcare systems. Kaiser Permanente's comprehensive multi-sectoral public health approach to the epidemic includes treatments like bariatric surgery. This innovative, evidence-based program integrates prevention and treatments. Interventions contributing to the success of this program include adult weight management programs, community engagements, and sustainment strategies for prevention, and end-to-end care for bariatric surgery. Successful practices were spread to 13 hospitals.

After this session, participants will be able to:

- Explain the risks and implications of the obesity epidemic
- Identify prevention and treatment strategies to reduce obesity
- Develop a plan to prevent and treat obesity with high-quality services and programs
- Discuss the importance of the linkage between the healthcare delivery system, schools, and community activation in supporting healthy eating and exercise

**Speaker:**

**Alide Chase**

Senior Vice President  
Medicare Clinical Operations and Population Care  
Kaiser Permanente



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## Saturday 18 May

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### Workshops

All Workshops run concurrently and repeat in the afternoon

A Workshops: 10:30 AM – 11:45 AM

B Workshops: 12:45 PM – 2:00 PM

### A5/B5. High Reliability Healthcare – Memorial Hermann’s Journey

Location: Auditorium 3 (Morning) / Auditorium 1 (Afternoon)

This presentation describes Memorial Hermann’s journey towards becoming a high reliability organization. Although all employees receive formal training on high reliability behaviors, this journey represents a culture change rather than a set of new techniques. Our goal is for zero harm to reach our patients. We celebrate hospitals reaching annual milestones of zero hospital acquired infections (HAIs), patient safety indicators (PSIs), hospital acquired conditions (HACs), and serious safety events.

After this session participants will be able to:

- Describe high reliability principles and practices that are critical to quality and patient safety
- Recognize leadership and patient care behaviors that protect patients from harm

**Speaker:**

**Juanita Romans**

Former CEO of Memorial Hermann  
Texas Medical Center

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## Sunday 19 May

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### Workshops

All Workshops run concurrently and repeat in the afternoon

C Workshops: 10:45 AM – 12:00 AM

D Workshops: 1:00 PM – 2:15 PM

### C1/D1. Sustainability and Spread

Location: Auditorium 1 (Morning) / Auditorium 2 (Afternoon)

After improvements are made within an organization, an important step is to sustain those ideas and actively build upon them in every available care setting. This session will provide tools and methods for sustaining and spreading improvement ideas.

After this session, participants will be able to:

- Describe the steps involved in developing an initial plan for spread
- Identify two examples of organizations that have spread and sustained changes across the system

**Speaker:**

**Donald Berwick, MD, MPP**

President Emeritus and Senior Fellow, IHI

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# Sunday 19 May

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## Workshops

All Workshops run concurrently and repeat in the afternoon

C Workshops: 10:45 AM – 12:00 AM

D Workshops: 1:00 PM – 2:15 PM

### C2/D2. Diabetes Care at Kaiser Permanente

Location: Auditorium 3 (Morning) / Auditorium 1 (Afternoon)

This session will highlight the Diabetes Care Management Program at Kaiser Permanente that is designed to provide members with diabetes the highest quality of care. This program engages patients to better manage their health by reinforcing the care plan that has been established by the physician and the patient. As a result, patients can work more effectively with their doctors.

After this session, participants will be able to:

- Describe a large system's approach to population care with a particular focus on pre-diabetes and diabetes
- Discuss the importance of measurement and dashboards from the system level to the individual level
- Share successful uses of technology to increase compliance and self care
- Use segmentation to customize approaches to different people's care needs

**Speaker:**

**Alide Chase**

Senior Vice President  
Medicare Clinical Operations and Population Care  
Kaiser Permanente

### C3/D3. Measuring for Improvement

Location: Hall 2

How will you know that a change is an improvement? Many teams struggle to select an effective set of measures when trying to improve. This session presents a structured approach to answering the 'measurement question,' beginning with an explicit theory of improvement, prioritizing interventions, and identification of key outcome, process, and Plan-Do-Study-Act (PDSA) level measures. We will also review the run chart as a key tool for understanding probabilistically when change has occurred.

After this session, participants will be able to:

- Differentiate the three faces of performance measurement
- Use a driver diagram to identify key interventions for improvement
- Analyze on a run chart to assess when process performance is changing and when improvement has occurred

**Speaker:**

**Brandon Bennett**

Faculty, IHI

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# Sunday 19 May

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## Workshops

All Workshops run concurrently and repeat in the afternoon

C Workshops: 10:45 AM – 12:00 AM

D Workshops: 1:00 PM – 2:15 PM

### C4/D4. Leading Quality Improvement – Strategies and Tools for Managers

Location: Theater

Managers play a vital role in their organizations success at meeting strategic and improvement goals. As the bridge between senior leadership and front-line staff, they turn high-level objectives into action at the department or unit level. In this session, participants will learn about leadership strategies and tools that they can use to engage clinicians and staff in quality improvement initiatives. Faculty will also discuss ways to improve teamwork while building the improvement capabilities of their staff.

After this session, participants will be able to:

- Lead quality improvement initiatives through engagement of front-line staff
- Identify approaches that promote staff vitality while building skills in quality improvement
- Deploy leadership strategies and tools to reach improvement goals

**Speaker:**

**Patricia Rutherford, RN, MS**  
Vice President, IHI

### C5/D5. Linking Improvement Science and Academia

Location: Auditorium 2 (Morning) / Auditorium 3 (Afternoon)

Quality improvement (QI) is an organization-wide effort involving healthcare professionals at every level including academic faculty and clinical trainees. In this interactive session we will describe how to engage academic faculty in scholarly activities regarding the science of quality improvement and patient safety. We will also describe strategies for aligning academic departments and divisions with institutional quality and safety goals. Finally, participants will learn from faculty who are successfully teaching students and residents across the health professions to improve clinical care together.

At the end of this session, participants will be able to:

- Improve alignment between institutional quality and safety priorities and those of clinical training programs
- Structure faculty, resident and student training programs to more effectively deliver quality and safety lessons
- Describe HMC's efforts to provide quality and safety training to its clinical trainees

**Speaker:**

**Kedar Mate, MD**  
Faculty, IHI

## Important information about the Middle East Forum

- The Forum offers a combination of plenary keynote sessions, Learning Labs and workshops
- All Learning Labs and workshops on each day run concurrently Please choose the topics that you would find most useful
- Workshops on Saturday and Sunday are repeated
- The plenary keynote sessions are available to all to attend
- PowerPoint slides will be made available to all on <http://ihi.hamad.qa>

## Orientation

Friday 17 May 3:30 PM – 4:30 PM

Location: Theatre

Attend this orientation to learn more about all that the Middle East Forum has to offer, and to create a personal plan for the next few days.

## Rapid Fire Session

Saturday 18 May 3:20 PM – 4:30 PM

Location: Theatre

This session will include a series of short, energetic presentations by different IHI experts centered on the theme of reducing patient harm. By the end of this session participants will have gained insights into practical examples of improvement in quality and safety. Presentations will include:

### Sepsis Reduction

Kaiser Permanente reports a dramatic reduction in risk adjusted hospital mortality and a significant reduction in use of inpatient beds. One reason is the successful implementation of the sepsis initiative which resulted in a thousand lives saved and a million lives improved.

#### Speaker:

**Alide Chase**

Senior Vice President  
Medicare Clinical Operations and Population Care Kaiser Permanente

### Medication Safety

Medications cause more harm than any other single therapy or treatment. The reasons are many. It is a complex sequence of events with multiple steps, where the reliability of each step is dependent on the success of the previous step. New technology improves certain error-prone actions and creates new opportunities for error at the same time. Learn about approaches we can use to keep our patients safe.

#### Speaker:

**Carol Haraden, PhD**

Vice President, IHI

### Surgical Safety

Increased standardization can improve outcomes for surgical patients. The concept of 'enhanced recovery' will be discussed, as well as the particular challenges faced by patients undergoing emergency surgery.

#### Speaker:

**Carol Peden, MD, MB ChB**

Associate Medical Director for Quality Improvement and Consultant in Anesthesia and Intensive Care Royal United Hospital

## Reducing Hospital Acquired Infections

Transmission of organisms that cause hospital acquired infections can occur in many ways: caregiver-to-patient, environment-to-patient, or patient-to-patient. This presentation will highlight programs that have been successful in reducing hospital acquired infections by making it a strategic imperative. These include focusing on improving multiple interventions, such as hand hygiene, use of contact and other precautions, active screening, and robust decontamination rather than relying on a single approach.

#### Speaker:

**Kedar Mate, MD**

Faculty, IHI

## Storyboard Presentations and Networking Reception

Saturday 18 May 4:30 PM – 6:00 PM

Location: Hall 1

This session will provide you with an opportunity to directly connect with clinicians from Hamad Medical Corporation to discuss their projects and developments. This will also be an exciting opportunity for you to network with other professionals to discuss your particular areas of interest.

Refreshments are available in Hall 1 during this session.

## IHI Open School Tutorial

Sunday 19 May 8:30 AM – 9:30 AM

Location: Theatre

The IHI Open School includes a growing catalog of 19 online courses that teach the foundations of quality improvement, patient safety, system design and leadership. Learn how to access the courses, find resources on the website, and join more than 150,000 students, faculty and professionals from around the world in this powerful educational network.

### Accreditation

The IHI Open School courses, which each take between one to two hours to complete, are authored by world-renowned faculty experts. Learners who successfully complete the 16 basic courses earn an Open School Certificate, showing they are dedicated to improving healthcare. More than 20 continuing education contact hours are available for physicians, nurses and pharmacists.

### Join the Movement

In addition to the courses, professionals and students in 59 countries around the world have created IHI Open School Chapters to promote these important skills in their local communities. More than 150,000 students, faculty and professionals are now part of this movement.

### How to Access

All staff from Hamad Medical Corporation who are attending the Middle East Forum will have the opportunity to register at the Forum for free access to the full catalog of courses – and can immediately start learning about how to improve systems and patient care. The courses are completely free for students and faculty, and available to individual professionals – and professional organizations – by subscription. Stop by the IHI Open School registration desk to learn more about how you can gain access to this innovative educational network.

More information about IHI Open School is available online:

**[www.ihi.org/openschool](http://www.ihi.org/openschool)**