

Hospital Flow Professional Development Program

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Donald M. Berwick, MD, MPP, FRCP, President Emeritus and Senior Fellow, Institute for Healthcare Improvement, is also former Administrator of the Centers for Medicare and Medicaid Services. A pediatrician by background, Dr. Berwick has served on the faculty of the Harvard Medical School and Harvard School of Public Health, and on the staffs of Boston's Children's Hospital Medical Center, Massachusetts General Hospital, and the Brigham and Women's Hospital. He has also served as Vice Chair of the US Preventive Services Task Force, the first "Independent Member" of the American Hospital Association Board of Trustees, and Chair of the National Advisory Council of the Agency for Healthcare Research and Quality. He served two terms on the Institute of Medicine's (IOM's) governing Council, was a member of the IOM's Global Health Board, and served on President Clinton's Advisory Commission on Consumer

Protection and Quality in the Healthcare Industry. Recognized as a leading authority on health care quality and improvement, Dr. Berwick has received numerous awards for his contributions. In 2005, he was appointed "Honorary Knight Commander of the British Empire" by Her Majesty, Queen Elizabeth II, in recognition of his work with the British National Health Service. Dr. Berwick is the author or co-author of over 160 scientific articles and six books. He also serves as Lecturer in the Department of Health Care Policy at Harvard Medical School.



Eileen B. Brinker, MS, Transitional Care Manager at University of California, San Francisco (UCSF) Medical Center, is responsible for coordination and continuity of care for high-risk patients as they transition from the hospital to outpatient setting. She improves patients' ability to care for themselves through extensive education in disease management the teach-back method. Previously, Ms. Brinker developed and implemented a Heart Failure (HF) Program, through evidence-based research, for patients 65 and over on three pilot units at UCSF. Prior to joining UCSF, she was a Clinical Nurse Instructor at Samuel Merritt College; Marketing Manager at ebrary, Inc.; and Woman's Advocate at the YMCA Women's Shelter in Seattle. Ms. Brinker is a certified trainer in the End-of-Life Nursing Education Consortium. The UCSF HF program was chosen by IHI to be presented at the 2010 National Forum, and IHI

is including a case study of the program in How-to Guide: Creating an Ideal Transition Home.



Mary O. Cramer, MBA, CPHQ, is Senior Director, Process Improvement and Ambulatory Management and Performance at the Massachusetts General Hospital (MGH) and the Massachusetts General Physicians Organization (MGPO). Ms. Cramer's responsibilities include strategic planning and programmatic oversight of the Process Improvement and Ambulatory Management and Performance consulting groups, including program design, project prioritization and execution, staff recruitment and development, and organization-wide training and mentoring. Her current priorities include support of the MGH/MGPO Care Redesign program, capacity management, and efforts to improve ambulatory patient access. Previously, Ms. Cramer was Director of Performance Excellence at New York-Presbyterian Hospital. She has also provided administrative oversight to departments of health care quality and safety, patient experience, infection control, and social work, among others. A Certified Professional in Healthcare Quality and a Six Sigma Master Black Belt, Ms. Cramer lectures nationally and internationally on topics related to quality in health care.



Bernard Hammes, PhD, Director of Medical Humanities and Respecting Choices® for Gundersen Health System, oversees educational programs for staff, medical students, nursing students, and physician assistant students. He also offers workshops for Gundersen's medical staff, nursing staff, social workers, and pastoral care department. Dr. Hammes chairs both the Institutional Review Board and Ethics Committee at Gundersen, and he is professor of Clinical Science at the University of Wisconsin, La Crosse. He served as editor of the 2012 book *Having Your Own Say: Getting the Right Care When It Matters Most*, and has authored or co-authored 46 articles and book chapters focusing on clinical ethics, advance care planning, and care of patients with serious illness. In 2012, Dr. Hammes received the Project on Death in America (PDIA) Palliative Medicine Community Leadership Award from the American Academy of Hospice and Palliative Medicine.



Uma R. Kotagal, MBBS, MSc, is Executive Leader of Cincinnati Children's Hospital Medical Center's community and population health efforts. In this role, she collaborates internally across teams, and externally with local partners, to improve the health of children in the Greater Cincinnati region. She also serves as a Senior Fellow at Cincinnati Children's, and formerly served as Senior Vice President of Quality, Safety and Transformation and Executive Director of the James M. Anderson Center for Health Systems Excellence, also at Cincinnati Children's. As director of the Anderson Center, Dr. Kotagal oversaw the transformation of the health care system in Cincinnati and supported the development of learning networks. An IHI Senior Fellow, Dr. Kotagal serves on the Board of Directors of the Ohio Children's Hospital Association, and chairs the Quality Improvement Committee of the Children's Hospital Association.



Eugene Litvak, PhD, President and CEO, Institute for Healthcare Optimization, is also an Adjunct Professor of Operations Management at the Harvard School of Public Health. He was the editor of The Joint Commission's book, *Managing Patient Flow in Hospitals: Strategies and Solutions* (2nd edition), and the leader of the organization's first patient flow seminars. He was a member of the Institute of Medicine Committees on The Future of Emergency Care in the United States Health System, The Learning Health Care System in America, and Optimizing Scheduling in Health Care. Dr. Litvak also served as a member of the National Advisory Committee to the American Hospital Association for Improving Quality, Patient Safety, and Performance. Currently he serves on the Executive Leadership Council, Strategic Innovation Engine, to advise CMS on quality improvement efforts. He is also Principal Investigator in many hospital and hospital systems operations improvement projects, including the CMS-sponsored initiative, Partnership for Patients, in New Jersey, and a nationwide patient flow initiative in Scotland.



Katharine Luther, RN, MPM, Vice President, Institute for Healthcare Improvement (IHI), is responsible for furthering IHI's work to help hospital leaders and staff achieve bold aims. Key to this work is developing strategic partnerships that leverage innovation, pilot testing, implementation, and continuous learning across organizations, systems, professional societies, and entire countries. Previously, she served as Executive Director at IHI, designing new programs to impact cost and health care quality. Ms. Luther has over 25 years of experience in clinical and process improvement, focusing on large-scale change projects and program development, system improvement, rapid cycle change, developing and managing a portfolio of projects, and working with all levels of health care staff and leaders. Her clinical experience includes critical care, emergency room, trauma, and psychiatry. Prior to joining IHI, she held leadership positions at the University of Pittsburgh Medical Center, MD Anderson Cancer Center, and Memorial Hermann-Texas Medical Center. She has experience in Lean and is a Six Sigma Master Black Belt.



Kedar Mate, MD, Senior Vice President, Institute for Healthcare Improvement (IHI), is responsible for Research and Development, Innovation, and Faculty. In this capacity, he oversees the developments of innovative new systems designs to implement high-quality, low-cost health care both in the US and in international settings. An internal medicine physician, Dr. Mate is also an Assistant Professor of Medicine at Weill-Cornell Medical College and a Research Associate at Harvard Medical School's Division of Global Health Equity. His current research activities include improving population management, behavioral health integration, health equity, addressing complex needs patients, and ambulatory patient safety. Dr. Mate serves as a senior advisor to IHI's programs in the US, Asia, and the Middle East and he serves as an IHI principal investigator on multiple research awards. Previously he worked with Partners In Health, served as a special assistant to the Director of the HIV/AIDS Department at the World Health Organization, and led IHI's national program in South Africa. Dr. Mate has published numerous peer-reviewed articles, book chapters, and white papers and he has delivered keynote speeches in forums all over the world. He graduated from Brown University with a degree in American History and from Harvard Medical School with a medical degree.



Karen Murrell, MD, MBA, Assistant Physician in Chief for Process Improvement and Optimization, Kaiser South Sacramento, is also Chief of Emergency Medicine. She has extensive experience in hospital and emergency department management and practice, with more than 30 years of experience in a variety of roles. In her current role, Dr. Murrell has focused on innovative approaches to patient flow in both the emergency department and inpatient hospital, using Lean methodology to improve departmental flow that resulted in markedly decreased time to physician and length of stay, with decreased "left without being seen rates." She is also a leader on the Hospital Throughput Committee, where queueing methodology is being used to impact the patient length of stay and to reliably predict staffing needs. She is a frequent presenter on her work and co-author of a paper on flow.



Bela Patel, MD, Vice Dean of Healthcare Quality, University of Texas Health Science Center, is also Regional Chief Medical Officer at Memorial Hermann Hospital Texas Medical Center. She attended the UT Health Medical School in Houston, completing her Internal Medicine training in 1996 and subsequently a fellowship in Pulmonary, Critical Care, and Sleep Medicine in 1999. Dr. Patel became Chief of Pulmonary and Critical Care Medicine and Director of Critical Care Unit in 2002. She served as the Vice-Chief of the Department of Medicine and was appointed the Chief of Medicine at L.B.J General Hospital and Vice Chair of the Department of Medicine in 2007. Dr. Patel was appointed the Division Director of Critical Care in 2008 and continues to serve in that capacity. Prior to her current role at Memorial Hermann Hospital Texas Medical Center, she served as Assistant Chief and Executive Medical Director of Critical Care in 2009. Through her work in quality and patient safety in the UT Clinical Safety and Effectiveness Program, she was inducted as a Fellow in Clinical Safety and Effectiveness by the University of Texas System. She supports the Vice Chairs of Quality in 17 academic departments at UT Health. Dr. Patel's research interests include pulmonary hypertension, cognitive complexity and error reduction in critical care, and quality improvement implementation science.



Lloyd P. Provost, Statistician and Senior Improvement Advisor at Associates in Process Improvement, helps individuals and organizations learn the science of improvement in order to improve their processes and systems. Mr. Provost's experience is in applications of statistical process control and in designing research and quality improvement studies. For the past 16 years, he has worked as an IHI Senior Fellow as an improvement advisor. He also serves on the IHI faculty for the Improvement Advisor Development Program, provides improvement advisor support for IHI's developing countries programs, and coordinates the development and work of other improvement advisors that support IHI. He provides support for the QI curriculum for the IHI Open School. Mr. Provost co-authored the books *Quality Improvement Through Planned Experimentation*, *The Improvement Guide*, and *The Health Care Data Guide*.



Danielle Rathke DNP, RN, is Advance Care Planning Coordinator at Gundersen Health System. Her role is to ensure that citizens throughout the Gundersen Health System service area are offered the opportunity to participate in meaningful discussions about their values and goals regarding future medical treatment. Ms. Rathke is responsible for oversight of the four key elements of a comprehensive Advance Care Planning (ACP) program: training and continued development of a skilled facilitator team; designing community and patient education engagement strategies and educational materials; developing community and organizational systems and practices to incorporate ACP into the routine of care; and monitoring outcomes using continuous quality improvement methods. She holds a Master of Science in nursing education and a Doctor of Nursing Practice in systems leadership, and has previously served as staff nurse, clinical manager, clinical nurse leader, and clinical assistant professor of nursing.



Patricia Rutherford, RN, MS, Vice President, Institute for Healthcare Improvement (IHI), is responsible for developing and testing innovations and new models of care in innovations in patient- and family-centered care; improving access to the right care, in the right place, at the right time; Transforming Care at the Bedside; optimizing care coordination and transitions in care; and clinical office practice redesign (in primary care and specialty practices). She was Project Director for the Transforming Care at the Bedside initiative, funded by the Robert Wood Johnson Foundation, and she served as Co-Investigator for the STate Action on Avoidable Rehospitalizations (STAAR) initiative, funded by the Commonwealth Fund. Her skills include knowledge of process improvement, innovation, and idealized design; coaching clinicians, staff, and senior leaders in organizations on process improvement; and management of all aspects of large-scale performance improvement initiatives.



Frederick C. Ryckman, MD, Senior Vice President for Medical Operations, Cincinnati Children's Hospital Medical Center, works to implement the safest and most reliable health care for children. In addition, as the Peri-operative Service Director, he leads initiatives in operating room management, infection prevention, and safety. The primary focus of his work is patient flow and capacity management throughout the Children's Hospital inpatient and outpatient environments. Dr. Ryckman is also Professor of Surgery, specializing in multi-organ transplantation.



Assaad Sayah, MD, FACEP, is Senior Vice President and Chief Medical Officer at Cambridge Health Alliance (CHA), where he is also President of the Physicians Organization. Prior to joining CHA, Dr. Sayah served as Director of Emergency Medical Service (EMS) at Brigham and Women's Hospital, Associate Chief of the Department of Emergency Medicine at St. Elizabeth's Medical Center, and most recently as Chairman of the Department of Emergency Medicine at the Caritas Good Samaritan Medical Center. Dr. Sayah's research focuses on Emergency Department (ED) operation, improving the ED patient experience, design of the EMS system, advance directives, violence and weapons, disaster planning, and acute cardiac care. He also currently serves as Assistant Professor of Medicine at Harvard Medical School. Dr. Sayah has received numerous awards, including the President's Award from the Massachusetts College of Emergency

Physicians and the EMS Physician of the Year Award from the Metropolitan Boston EMS Council.



Lauren Showalter, Event and Program Manager, Institute for Healthcare Improvement, is responsible for the planning and implementation of IHI's professional development programs, including the Patient Safety Executive Development Program, Breakthrough Series College, Hospital Flow, and the Improvement Advisor Program. She plans and manages the Excursions and Affiliate Events at IHI's annual conference, the National Forum, which gathers over 5,000 health care professionals from around the world each year. As IHI's Accreditation Manager, Ms. Showalter oversees the compliance of ACCME, ANCC and ACPE Continuing Education policies and procedures in all of IHI's programs. She has a Bachelor's of Arts in Communications and Organizational

Communications from Northeastern University.



Steven Spear, DBA, MS, MS, is principal of The High Velocity Edge, LLC, which provides advisory services and which has developed software that enables accelerated problem solving, particularly with distributed workforces. He is a Senior Lecturer in MIT's management and engineering schools, where he teaches and advises graduate theses in the Leaders for Global Operations and executive education programs. He is also a Faculty affiliate at Harvard Medical School and a Senior Fellow at the Institute for Healthcare Improvement. His book, *The High Velocity Edge*, has won numerous awards, including the Philip Crosby Medal from the American Society for Quality (ASQ) in 2011. Spear is an internationally recognized expert about leadership, innovation, and operational excellence, and he is an authority on how select companies—in high tech and heavy industry, design and production,

manufacturing and services—generate unmatched performance by converting improvement and innovation from the rare kiss of inspiration to repeatable, broad-based, skill-based disciplines.



Christine White, MD, MAT, is Associate Professor of Pediatrics, Associate Chief of Staff, and Medical Director, Division of Hospital Medicine, Burnet Campus, and Destination Excellence at Cincinnati Children's Hospital Medical Center. Dr. White has led efforts on patient safety, including initiatives to raise rates of medication reconciliation completion, to improve communication at night, and to improve discharge efficiency through standardization of discharge criteria. This last project, which significantly decreased length of stay without increasing readmission rates, earned the Children's Hospital Association Pediatric Quality Award in 2013.



Denise L. White, PhD, is Assistant Professor and Director of Quality and Transformation Analytics at the James M. Anderson Center for Health Systems Excellence at Cincinnati Children's Hospital Medical Center. In this role, she oversees staff members supporting hospital-wide improvement efforts by providing managerial support and coaching on the application of data analytics. Dr. White also partners with hospital staff and analytic experts to promote and publish research on the application of improvement methodologies, operations management, and data analytics. Previously, she served as Senior Decision Support Analyst of Quality and Transformation Analytics at the Anderson Center. She is also Adjunct Professor at Lindner College of Business at the University of Cincinnati. Dr. White has won numerous awards and has published and presented widely.