



EHMA 2016 ANNUAL CONFERENCE



NEW MODELS OF CARE REINVEINTING HEALTHCARE: WHY, WHAT, HOW

14-16 June 2016

Congress Centre of the Ordem dos Médicos,
Porto, Portugal

Hosted by:



Supported by:





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→ EHMA STAFF

THE EHMA STAFF WELCOME YOU TO PORTO!

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Welcome

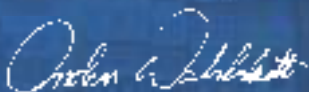
Welcome to Portugal! Welcome to Porto!

William Kissick in his seminal 1994 book *Medicine's Dilemmas: Infinite Needs Versus Finite Resources* spoke of the unique challenge to health systems, organisations and management of an "iron triangle" made up of access, quality and cost. Kissick argued that the triangle was never in equilibrium, with attempts to improve one aspect often having unintended consequence for the other two. Developing and delivering new models of care is an important means to meet such challenges and at our 2016 Annual Conference, hosted by the University of Porto we consider the "what" and the "why" and of particular importance the "how".

The particular challenges of developing and then implementing new models of care are such that care must be taken at all stages of the process. There are change management challenges in seeking to move from one model of care to another and leadership challenges in working with stakeholder groups to ensure that there is a common understanding as to the rationale for change and the means to achieve it. Equally, given the focus on the evidence base, there is a need to ensure that new models of care are subject to rigorous and timely evaluation, with the opportunity for managers to review, adjust and fine tune policy into practice.

The Conference Programme brings together a unique mix of policy, research and applied practice papers within a multi disciplinary settings of which EHMA is proud. We welcome Members and non-members alike and provide space for formal and informal exchange. We are honoured that the first of our Plenary Sessions will include a presentation from Prof. Dr. Adalberto Campos Fernandes the Portuguese Minister of Health, with latter sessions on evidence into practice and a reflection piece on delivering new models of care. Our Parallel Sessions are particularly strong this year, drawing together policy and practice across a range of fields and we are also pleased that a number of our EHMA Special Interest Groups will be meeting in open session. Finally, we would like to welcome colleagues from the European Commission Directorate General for International Cooperation and Development - *EuropeAid* - DG DEVCO.

As the incoming President and newly appointed Interim Director we welcome you to Porto and wish you all an enjoyable and productive EHMA 2016 Annual Conference!



Psy.D. Anders Wahlstedt
President Elect



Dr. Usman Khan
Interim Director

→ PROGRAMME AT A GLANCE

	TUESDAY 14 JUNE	WEDNESDAY 15 JUNE	THURSDAY 16 JUNE
08.30		Registration Desk Open	Registration Desk Open
09.00	Registration Desk Open	Plenary Session	Thematic Sessions
09.30			Parallel Sessions
10.00	Thematic Sessions	Coffee Break	Coffee Break
10.30	SIGs		
11.00	Networking Lunch	PhD Students' Session	Parallel Sessions
11.30		Thematic Sessions	
12.00		SIG	Networking Lunch
12.30			
13.00	SIGs	Networking Lunch	KMMC/EHMA Award
13.30	Thematic Sessions		
14.00	Parallel Session	Parallel Sessions	Plenary Session
14.30			
15.00	Coffee Break	Coffee Break	Conference Closing Session
15.30			
16.00	Poster session	Parallel Sessions	
16.30	EHMA Annual General Assembly		
17.00			
17.30		Departure for Social Dinner	
18.00	Open plenary	EHMA Social Dinner	
18.30			
19.00			
19.30			
20.00			
20.30	EHMA Opening Reception		
21.00			
21.30			

EHMA SCIENTIFIC ADVISORY COMMITTEE

Prof. Federico Lega, (Chair), Bocconi University, Italy

Dr. Ronald Batenburg, NIVEL, Netherlands

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Prof. Dr. Kim Putters, Erasmus University Rotterdam, Netherlands

Prof. Dr. Walter Sermeus, KU Leuven, Belgium

Prof Kieran Walshe, Manchester Business School, United Kingdom

The EHMA 2016 Annual Conference would not have become a reality without the huge commitment and active contribution from our host and partners. EHMA gratefully acknowledges the support of the University of Porto and in particular of **Prof. Rui Nunes**, the North Regional Section of the *Ordem dos Médicos*, and Porto City Council.

PROGRAMME OVERVIEW: TUESDAY 14 JUNE 2016

09.00-17.30	REGISTRATION DESK OPEN	Main Entrance
10.00-12.00	THE IMPORTANCE AND USE OF PERSON LEVEL LINKED DATASETS TOWARDS ROBUST PLANNING OF HEALTH AND CARE SERVICES	Plenary Room
	THE EHEALTH LIFECYCLE: DO'S AND DON'TS	Braga
	SPECIAL INTEREST GROUP (SIG) ON HEALTH FUTURES	Vila Real
	SPECIAL INTEREST GROUP (SIG) ON PRIMARY CARE	Medicoteca
12.00-13.00	NETWORKING LUNCH	Gallery
13.00-15.00	SPECIAL INTEREST GROUP (SIG) ON HEALTHCARE WORKFORCE IN MANAGEMENT	Plenary Room
	MEASUREMENT OF QUALITY OF PRIMARY HEALTH CARE MODELS FOR CHILDREN	Braga
	NEW HEALTHCARE INNOVATION INITIATIVES IN CATALONIA: THE OBSERVATORY OF INNOVATION IN HEALTHCARE MANAGEMENT	Vila Real
	PARALLEL SESSION: PATIENT SAFETY	Medicoteca
15.00-15.30	COFFEE BREAK	Gallery
15.30-18.00	POSTER SESSION Come and meet the poster presenters at their posters!	Gallery
15.30-17.30	EHMA ANNUAL GENERAL ASSEMBLY (EHMA Members only)	Braga
18.00-19.30	OPENING PLENARY: NEW MODELS OF CARE	Plenary Room
19.30-21.30	OPENING RECEPTION	Garden

→ PROGRAMME OVERVIEW: WEDNESDAY 15 JUNE 2016

08.30-18.00	REGISTRATION DESK OPEN	Main Entrance
09.00-10.30	PLENARY SESSION: "NICE MODEL, BUT WHAT IS THE EVIDENCE?" EVIDENCE-BASED MANAGEMENT: BASIC PRINCIPLES AND PRACTICAL EXAMPLES	Plenary Room
10.30-11.00	COFFEE BREAK	Gallery
11.00-13.00	PHD STUDENTS' SESSION: KMMC/EHMA RESEARCH AWARD COMPETITION	Plenary Room
	SPECIAL INTEREST GROUP (SIG) ON BEST PRACTICE IN MANAGEMENT	Braga
	BOTTOM UP INNOVATION IN CHINA'S RURAL HEALTH SYSTEM	Medicoteca
13.00-14.30	NETWORKING LUNCH	Gallery
14.30-16.00	PARALLEL SESSION: eHEALTH AND DIGITAL HEALTHCARE	Plenary Room
	PARALLEL SESSION: PLANNING AND MANAGEMENT MODELS I	Braga
	PARALLEL SESSION: PATIENT EMPOWERMENT AND CENTEREDNESS I	Medicoteca
16.00-16.30	POSTER SESSION & COFFEE BREAK Come and meet the poster presenters at their posters!	Gallery
16.30-18.00	PARALLEL SESSION: REGULATION AND COMMISSIONING	Plenary Room
	PARALLEL SESSION: PLANNING AND MANAGEMENT MODELS II	Braga
	YOUNG EHMA WORKSHOP ON CO-PRODUCTION	Vila Real
	PARALLEL SESSION: PATIENT EMPOWERMENT AND CENTEREDNESS II	Medicoteca
18.30	DEPARTURE FOR SOCIAL DINNER The Social Dinner will take place in the Palácio da Bolsa (Stock Exchange Palace). Buses will leave at 18.30 from the Congress Centre.	Main Entrance
19.00-23.00	EHMA 2016 SOCIAL DINNER	Palácio da Bolsa

→ PROGRAMME OVERVIEW: THURSDAY 16 JUNE 2016

08.30-16.00	REGISTRATION DESK OPEN	Main Entrance
09.00-10.30	HEALTH MANAGEMENT IN LOW AND MIDDLE INCOME COUNTRIES	Plenary Room
	PARALLEL SESSION: INTEGRATED CARE AND TEAM WORKING	Braga
	PARALLEL SESSION: HEALTHCARE MOVING FORWARD I	Medicoteca
10.30-11.00	POSTER SESSION & COFFEE BREAK Come and meet the poster presenters at their posters!	Gallery
11.00-12.30	PARALLEL SESSION: GOVERNANCE AND LEADERSHIP	Plenary Room
	EHMA PROGRAMME DIRECTORS' MEETING	Vila Real
	PARALLEL SESSION: HEALTHCARE MOVING FORWARD II	Medicoteca
12.30-14.00	NETWORKING LUNCH	Gallery
14.00-14.30	KMMC/EHMA RESEARCH AWARD ANNOUNCEMENT	Plenary Room
14.30-15.30	PLENARY SESSION: DELIVERING NEW SERVICE MODELS IN MENTAL HEALTH	Plenary Room
15.30-16.00	CONFERENCE CLOSING SESSION	Plenary Room

❖ THE IMPORTANCE AND USE OF PERSON LEVEL LINKED DATASETS TOWARDS ROBUST PLANNING OF HEALTH AND CARE SERVICES

Time: 10.00-12.00
Location: Plenary Room
Speakers: **Mr. Abraham George**, Kent County Council, United Kingdom
Mr. Tom Bourne, Kent County Council, United Kingdom
Dr. Julie George, Surrey County Council, United Kingdom

This session addresses the critical issue of using person level linked datasets in planning healthcare services and how Kent County Council developed the Kent Integrated Dataset for operation in local government. The presentations will address the key learning points from the three year development of a linked health and social care dataset, which has been brought together using legislative powers entrusted to public health teams operating within local government, and will explore how the Kent Integrated Dataset is being used to support new models of care in Kent by developing integrated payment systems. The session will also touch on the national policy agenda in the UK that is driving transformation/integration of care and will be followed by an interactive table-top exercise which will shadow the decisions taken by commissioners in Kent during their design of capitated budgets for their population during early 2016.

❖ THE eHEALTH LIFECYCLE: DO'S AND DON'TS

Time: 10.00-12.00
Location: Braga
Chair: **Dr. Sanne van der Weegen**, Vilans, Netherlands

The eHealth lifecycle is a complex process. During this interactive session the do's and don'ts of the full perspective of this lifecycle will be presented: from the investigation of existing eHealth technologies, needs assessment, development and testing, to evaluation, and implementation. Experiences of five different ambitious eHealth projects will be discussed which are conducted by researchers of three research institutes in the Netherlands.

PRESENTATIONS

A review of e-Health platforms for the aging population living at home in the Netherlands

Sarah Willard, Zuyd University of Applied Sciences, Netherlands

Patient expectations of eHealth benefits differ substantially between chronic conditions

Martine Huygens, Maastricht University, Netherlands

Development and testing of an online platform to support the network of caregivers of people with dementia

Renée Verwey, Zuyd University of Applied Sciences, Netherlands

Evaluation of an eHealth self-management support intervention delivered by nurses to outpatients with cancer pain

Laura Hochstenbach, Maastricht University, Netherlands

Broad uptake of eHealth in primary healthcare: experiences in a Living Lab

Ilse Swinkels, NIVEL, Netherlands

❖ SPECIAL INTEREST GROUP (SIG) ON HEALTH FUTURES

Time: 10.00-12.00
Location: Vila Real
Chair: Mr. Marius Buifing, NVTZ, Netherlands

In line with its mission to help develop the capacity and capabilities to deliver effective health care services EHMA is currently considering establishing another Special Interest Group (SIG) that would focus on the issue of Health Futures. Healthcare is currently undergoing a period of rapid technological and organisational change. Within such a dynamic setting healthcare management and the training and education of healthcare managers, is having to respond to new challenges that range from e-health to patient and public involvement. The purpose of establishing a Health Futures SIG would be to facilitate a dialogue between health managers, practitioners and educators that would help assess current needs, set these against current provision and ultimately support the development and delivery of educational programmes and knowledge exchange that will improve managerial ability to respond to current and future challenges.

❖ SPECIAL INTEREST GROUP (SIG) ON PRIMARY CARE

Time: 10.00-12.00
Location: Medicoteca
Chair: Dr. Antoni Peris, CASAP, Spain

The delivery of primary care has always had an important role in health service delivery. The Primary Care SIG aims to provide a platform for participants specialised in primary care to exchange information and work closely together on key challenges in the field. This session addresses public health challenges and issues through four presentations. The first addresses the results of a study performed in Lithuania regarding a new teamwork approach to service delivery, followed by a second centred on how managers and medical directors perceive the influence of reimbursement models on innovation and value creation. A third presentation will illustrate the analysis of patient's opinion of the relationship between primary and specialised care in Bulgaria. Finally, the last session focuses on innovative teaching schemes set to enhance young general practitioners' management skills in the Netherlands.

PRESENTATIONS

Teamwork in Lithuanian primary care: general practitioners' and community

Lina Jaruseviciene, Lithuanian University of Health Sciences, Lithuania

Perceptions of how a reimbursement model influences innovation and value

Pamela Mazzocato, Karolinska Institute, Sweden

The patients about the interaction between primary and specialized health care in bulgaria

Ralitsa Zlatanova-Velikova, Medical University Sofia, Bulgaria

A serious game for general practice management. Innovating management teaching and practice

Ronald Batenburg, NIVEL, Netherlands

❖ SPECIAL INTEREST GROUP (SIG) ON HEALTHCARE WORKFORCE IN MANAGEMENT

Time: 13.00-15.00
Location: Plenary Room
Chair: Dr. Ronald Batenburg, NIVEL, Netherlands

Health workforce is the most vital resource for the delivery of effective and efficient healthcare services that is responsive to the needs of all services users. EHMA's Health Workforce SIG aims to provide a collaborative network, with a view to sharing experience and best practice while debating workforce challenges and perspectives. This year's session addresses key aspects of health workforce management: ranging from tools and challenges in planning, to the European-wide impact of digitalisation in health workforce and the perception and reliability of healthcare workers' satisfaction surveys. Two further presentations focus on workforce distribution and the assessment of a study centred on the factors influencing psychiatrists' workplace choice in Albania, Bulgaria and Romania.

PRESENTATIONS

Medical specialty choice and practice location: the case of Portuguese junior doctors

Pedro Ramos, FMUSP, Portugal

Predictors of healthcare worker satisfaction: a strong intriguing relation between role clarity and autonomy

Stephen Atkins, Otago Polytechnic, New Zealand

Major challenges and useful tools in health workforce planning

Eszter Kovacs, Semmelwies University, Hungary

Impact of digitalization in health workforce: a challenge for Europe

Luis Lapão, Universidade Nova de Lisboa, Portugal

A qualitative assessment of the factors influencing psychiatrists' workplace preferences in Albania, Bulgaria and Romania

Marius-Ionuț Ungureanu, Iuliu Hatieganu University of Medicine and Pharmacy, Romania

❖ MEASUREMENT OF QUALITY OF PRIMARY HEALTH CARE MODELS FOR CHILDREN

Time: 13.00-15.00
Location: Braga
Speaker: Prof. Michael Rigby, Imperial College London, United Kingdom

The Models of Child Health Appraised (MOCHA) Project is a three year large-scale Horizon 2020 Research Project. Its task is to examine the need for primary health care for children, underpinned by the UN Convention on the Rights of the Child and informed by current primary health care practice. Currently, some countries favour a pattern of primary care based on general practitioners, and other countries have models based on primary care paediatricians, while there are also other approaches not least nurse-led services. However, there is a lack of current evidence as to which provides the best results. The project will consider all stages of the child life-course and services for children with enduring complex health needs. Measures of quality and outcome, along with dimensions such as accessibility, feasibility and affordability, will be essential tools and need to be developed. The initial findings and ideas from the MOCHA project will be presented and then opened up to wide-ranging discussion.

❖ NEW HEALTHCARE INNOVATION INITIATIVES IN CATALONIA: THE OBSERVATORY OF INNOVATION IN HEALTHCARE MANAGEMENT

Time: 13.00-15.00

Location: Vila Real

Speakers: **Ms. Anna Garcia-Altes**, Agency for Healthcare Quality and Assessment of Catalonia, Spain
Ms. Montse Moharra, Agency for Healthcare Quality and Assessment of Catalonia, Spain

The Observatory of Innovation in Healthcare Management is open to healthcare professionals by offering innovative experiences on changes or improvements in the organisation, new products and changes in the processes. The workshop will show some of the most outstanding innovative experiences which have had an impact through adapting and changing organisational and management practices. Group work discussion among participants will enrich interaction and exchanging knowledge about key factors on how to implement and scale up best practices in healthcare management.

❖ PARALLEL SESSION: PATIENT SAFETY

Time: 13.00-15.00

Location: Medicoteca

Chair: **Prof. Dr. Inge Bongers**, Erasmus University Rotterdam, Netherlands

The safety of patients undoubtedly represents a fundamental principle of health care and it involves a complex system-wide effort, made of environmental safety, performance improvement and risk management. This session will include two presentations by the University of Groningen, focused on how to rethink clinical governance and the key factors we use to assess and monitor the effectiveness of audits in hospital care.

PRESENTATIONS

Rethinking clinical governance: healthcare professionals' views - a delphi study

Kees Ahaus, University of Groningen, Netherlands

Audits in hospital care: which factors determine the effectiveness of audits?

Lisanne Hut-Mossel, University of Groningen, Netherlands

❖ EHMA ANNUAL GENERAL ASSEMBLY

Time: 15.30-17.30

Location: Braga

Chair: **Psy.D. Anders Wahlstedt**, SSHF, Norway

The Annual General Assembly (AGA) of the European Health Management Association will discuss activities undertaken during the previous year and give members a chance to discuss the future strategic direction of the Association.

(The EHMA Annual General Assembly is open only to EHMA members)

❖ OPENING PLENARY: NEW MODELS OF CARE

- Time:** 18.00-19.30
- Location:** Plenary Room
- Welcome:** Psy.D. Anders Wahlstedt, SSHF, Norway
- Chair:** Prof. Ines Fronteira, Instituto de Higiene e Medicina Tropical, Portugal
- Speakers:** Prof. Rui Nunes, University of Porto, Portugal
Prof. Dr. Adalberto Campos Fernandes, Ministério da Saúde, Portugal

In this Opening Plenary, delegates will be introduced to New Models of Care as this year's Conference theme. Drawing upon current challenges being faced in our host country Portugal and more broadly across Europe, the session will set out how health systems are looking to new models of care to provide improved efficiency and deliver more effective services. Taking a policy focus the session will provide a platform for Conference Parallel Sessions as well as welcoming delegates to the EHMA 2016 Annual Conference.

❖ OPENING RECEPTION

- Time:** 19.30-21.30
- Location:** Garden of the Congress Centre

The Opening Reception will take place at the Congress Centre of the Ordem dos Médicos.

Dress code: Smart casual. Please note this event is included in the registration fee.

EHMA offers a dedicated shuttle bus service to provide free transportation to the city centre. Buses will leave at 21.30 from the Congress Centre (Main Entrance).

❖ **PLENARY SESSION: “NICE MODEL, BUT WHAT IS THE EVIDENCE?”
EVIDENCE-BASED MANAGEMENT: BASIC PRINCIPLES AND PRACTICAL EXAMPLES**

Time: 09.00-10.30
Location: Plenary Room
Chair: Dr. Usman Khan, EHMA, Belgium
Speakers: Dr. A.T.M. Iqbal Anwar, ICCDR,B, Bangladesh
 Dr. Eric Barends, Center for Evidence Based Management, Netherlands
 Prof. Rob Briner, University of Bath, United Kingdom

The second Plenary moves from policy to implementation with two related presentations which each considers different challenges faced by today's health managers. In the first part of the plenary Dr. Anwar will examine the concept of “disruptive innovation” in health information that has taken place in his country.

The second part of the Plenary will turn to the concept of evidence-based management (EBMgt). In this key note, Rob Briner and Eric Barends from the Center for Evidence Based Management will discuss the basic principles of EBMgt and consider why while most people agree with the principles of EBMgt, few organisations are able to take advantage of its potential benefits. Utilising interactive social media tools Rob and Eric will demonstrate how EBMgt can be used to separate the wheat from the chaff.

❖ **PHD STUDENTS’ SESSION: KMMC/EHMA RESEARCH AWARD COMPETITION**

Time: 11.00-13.00
Location: Plenary Room
Chair: Prof. Mats Brommels, Karoliska Institute, Sweden

This dedicated PhD students' session will showcase submissions for the Karolinska Medical Management Centre and EHMA Research Award 2016. Overseen by EHMA's Scientific Advisory Committee (SAC), the award promotes high-quality research into health organisation and management by encouraging early career researchers to carry out such work and to be recognised for their contribution.

PRESENTATIONS	The multiple middle: managing in healthcare Lieke Oldenhof, Erasmus University Rotterdam, Netherlands
	How to successfully implement Lean in healthcare organizations: the application of a socio-technical system-wide conceptual framework Federica Centauri, Catholic University of the Sacred Heart, Italy
	Scaling care. An analysis of the structural, social and symbolic dimensions of scale in healthcare Jeroen Postma, Erasmus University Rotterdam, Netherlands
	Get moving! Self-management support using mobile technology Sanne van der Weegen, Vilans, Netherlands

❖ SPECIAL INTEREST GROUP (SIG) ON BEST PRACTICE IN MANAGEMENT

Time: 11.00-13.00
Location: Braga
Chair: Prof. Dr. Dr. Wilfried von Eiff, Center for Hospital Management, Germany

EHMA's Best Practice in Management SIG aims to identify and discuss which healthcare system procedures are most efficient or the most optimised in terms of medical, patients and financial benefits. This session will include three presentations: the first focuses on the impact of innovative POCT solutions in emergency department management, while the second illustrates the findings of an evaluative study on telephone-based patient management protocol for patients with COPD. Finally, the third presentation is centred on the conclusions of research on business models in perinatal care in the context of the Swedish regional healthcare system.

PRESENTATIONS

Process optimization in the emergency department: impact of innovative POCT devices on efficiency and effectiveness of the treatment process in emergency departments

Wilfried von Eiff, Center for Hospital Management, Germany

A telephone-based disease management intervention for patients with chronic obstructive pulmonary disease: a multicenter randomized control trial

Michael Högberg, Stockholm County Council, Sweden

Where have all our midwives gone? A multiple case study of business model changes in perinatal care

Pamela Mazzocato, Karolinska Institute, Sweden

❖ BOTTOM UP INNOVATION IN CHINA'S RURAL HEALTH SYSTEM

Time: 11.00-13.00
Location: Medicoteca
Speaker: Prof. Dr. Joris Van de Klundert, Erasmus University Rotterdam, Netherlands

This session presents the findings of a qualitative analysis of rural health innovation and a quantitative analysis of results obtained through the Health XI project. Health XI aimed to design comprehensive bottom up innovation of rural health systems in China by reform pilots in 40 counties, covering 24 million inhabitants of rural China. Our results strongly suggest that the program has had significant and substantial positive effects on a variety of measures including financial protection, health service consumption, public health, and health outcomes. The findings suggest a number of determinants of innovation success, which can be compared to evidence based determinants from Western/European studies. The findings challenge our understanding of China's organisational culture, of effective health reform, and the appropriateness of European research methods in non-European contexts.

❖ PARALLEL SESSION: eHEALTH AND DIGITAL HEALTHCARE

Time: 14.30-16.00
Location: Plenary Room
Chair: Dr. Usman Khan, EHMA, Belgium

Digital Healthcare and the application of Information and Communication Technology (ICT) for health and wellbeing (eHealth) are becoming progressively more important to deliver quality care to patients. This session includes three dedicated presentations, with the first looking at the 1-day digitalisation of the Homerton hospital in the United Kingdom, the second addressing business-model issues of the healthcare digitalisation and the final presentation exploring the sustainability of scaling up eHealth in public healthcare systems.

PRESENTATIONS

The big bang theory - the Homerton hospital UK goes digital over a 24 hour period

Helen Pardoe, Homerton University Hospital, United Kingdom

The digital transformation of healthcare services is challenging new business models

Luis Lapao, Universidade Nova de Lisboa, Portugal

Scaling up eHealth in public healthcare systems: sharing of risk and goals as key strategy for sustainability

Sabina De Rosis, Scuola Superiore Sant'Anna, Italy

❖ PARALLEL SESSION: PLANNING AND MANAGEMENT MODELS I

Time: 14.30-16.00
Location: Braga
Speaker: Dr. Markku Mäkijärvi, Hospital District of Helsinki and Uusimaa, Finland

Developing and implementing efficient healthcare planning and management models is a fundamental step for a better utilisation of economic and human resources. This session includes three presentations focused on enacting resilience in healthcare, on the application of the EFQM model to Total Quality Management in healthcare and on the results of a survey about the barriers to lean implementation in hospitals.

PRESENTATIONS

How to enact resilience and positive health?

Annemiek Stoopendaal, Erasmus University Rotterdam, Netherlands

The EFQM Model as a framework for Total Quality Management in healthcare: results of a longitudinal quantitative study

Steffie van Schoten, NIVEL, Netherlands

Barriers to Lean implementation in hospital settings: a survey near professionals

Rui Cortes, Universidade Nova de Lisboa, Portugal

❖ PARALLEL SESSION: PATIENT EMPOWERMENT AND CENTEREDNESS I

Time: 14.30-16.00
Location: Medicoteca
Chair: Prof. Minna Kaila, University of Helsinki, Finland

Two sessions are dedicated to the subject of patient empowerment and centeredness, which means putting the patients in the hearth of health care services and enabling citizens to be better informed about their health care needs. This first session presents research on the effects of the modularisation of a hospital outpatient care unit in Finland and a European Commission initiative on developing person-centred healthcare for breast cancer patients and stakeholders.

PRESENTATIONS

Effects of the modularisation of a university hospital outpatient care unit
Katariina Silander, Aalto University, Finland

The European Commission initiative on breast cancer: a model for involving patients and stakeholders in the development of a person-centred healthcare
Luciana Neamtiu, European Commission Joint Research Centre, Italy

❖ PARALLEL SESSION: REGULATION AND COMMISSIONING

Time: 16.30-18.00
Location: Plenary Room
Chair: Prof. Dr. Kim Puffers, Netherlands Institute for Social Research, Netherlands

Healthcare regulation and legislation, together with planning, agreeing and monitoring healthcare services, are key drivers of quality and efficiency in delivering healthcare services to any population. This session will address this topic through two presentations, with the first focused on a comparison between policy makers and population opinions on the conditioning of social care insurances and the second on managed competition-based healthcare systems' challenges.

PRESENTATIONS

Who deserves care? Opinions of policy makers and the population compared
Maartje van der Aa, Maastricht University, Netherlands

Reaching goals of managed competition? The challenge of free health plan choice
Romy Bes, NIVEL, Netherlands

❖ PARALLEL SESSION: PLANNING AND MANAGEMENT MODELS II

Time: 16.30-18.00
Location: Braga
Chair: Dr. Markku Mäkijärvi, Hospital District of Helsinki and Uusimaa, Finland

This session includes four research presentations covering different aspects of healthcare planning and management models as integrating patients' feedbacks to support quality management in mental health care; introducing a LEAN approach in nurses' work processes; sustainability and management lessons and experiences from the Dutch network for Sustainable Healthcare, U.S. Hospitals and Academic Medical Centers.

A new model of quality management: how to use patients' experiences in direct feedback loops to improve mental health care

Joyce Bierbooms, Mental Healthcare Eindhoven, Netherlands

A Journey towards sustainable healthcare: evaluating the efforts of the Dutch Network for Sustainable Healthcare and its "Expedition to Sustainable Healthcare"

Françoise Johansen, Erasmus University Rotterdam, Netherlands

Introducing a LEAN system culture approach to improve nurses' work processes in an ICU ward

Luis Lapão, Universidade Nova de Lisboa, Portugal

Motivating and Managing Innovation in Complex Settings: Lessons From U.S. Hospitals and Academic Medical Centers

John Kimberly, University of Pennsylvania, USA

❖ YOUNG EHMA WORKSHOP ON CO-PRODUCTION

Time: 16.30-18.00

Location: Vila Real

Chair: Mr. David Smith, EHMA, Belgium

Speakers: Dr. Vania Ranjbar, Region Västra Götaland, Sweden

Dr. Lieke Oldenhof, Erasmus University Rotterdam, Netherlands

Mr. Daan Westra, Maastricht University, Netherlands

New models of care are increasingly co-produced by many stakeholders including researchers, professionals, and end-users. This workshop aims to unravel the Why, What, and How of co-production. While terms like co-production and participatory research are frequently used throughout literature, its practicalities remain ill-described. During this workshop we will discuss issues of representability, ownership, remuneration, equitable partnerships, and transferability of co-produced knowledge.

❖ PARALLEL SESSION: PATIENT EMPOWERMENT AND CENTEREDNESS II

Time: 16.30-18.00

Location: Medicoteca

Chair: Prof. Minna Kaila, University of Helsinki, Finland

This second session dedicated to patient empowerment and centeredness features three presentations. The first focuses on the Australian Eastern Health's innovative multi point sensitivity framework for better understanding patient experiences, the second one on the role of the elderly patients with multimorbidity in primary care teams and the third assesses long term care reformation by further empowering patients.

In the patient's shoes - a multi point sensitivity framework for understanding and responding to the patient experience

Alan Lilly, Eastern Health, Australia

What is the role of the elderly patient with multimorbidity in primary care teams? An explorative study on the perceptions of patients and professionals on the role of the patient in primary care teams

Kirti Doekhie, Erasmus University Rotterdam, Netherlands

Keep it simple and straightforward - reforming long-term care by empowering service users as contract-partners

Henk Nies, Vilans, Netherlands

❖ DEPARTURE FOR SOCIAL DINNER

Time: 18.30
Location: Main Entrance

EHMA offers a dedicated shuttle bus service to provide free transportation to Palácio da Bolsa (Stock Exchange Palace). Buses will leave at 18.30 from the Congress Centre (Main Entrance).

❖ EHMA 2016 SOCIAL DINNER

Time: 19.00-23.00
Location: Palácio da Bolsa (Stock Exchange Palace)

The EHMA 2016 Social Dinner will take place at the stunning Palácio da Bolsa (Stock Exchange Palace), home of the Associação Comercial do Porto. The palace was built in the 19th century by the city's Commercial Association in Neoclassical style. It is located in the historical centre of Porto, designated World Heritage Site by UNESCO. A short visit to the palace is scheduled on arrival, followed by the welcome cocktail and the dinner.

Dress code: Smart casual. Please note this event is not included in the registration fee.

❖ HEALTH MANAGEMENT IN LOW AND MIDDLE INCOME COUNTRIES

- Time:** 09.00-10.30
Location: Plenary Room
Chair: Mr. Kevin McCarthy, European Commission DG DEVCO, Belgium
Facilitator: Dr. Jaap Koot, Support Team to Public Health Institutes Programme, Netherlands
Speakers: Dr. Soe Myint, University of Public Health Yangon, Myanmar
 Mr. Aloysius Mutebi, Makerere University School of Public Health, Uganda
 Prof. Ghislain Bisimwa Balulaka, Bukavu School of Public Health, DR Congo
 Dr. Siengsounthone Latsamy, National Institute of Public Health, Laos

In this session participants will discuss recent reforms in health systems and health policies in low- and middle-income countries to cope with the health needs of the countries, based on demographic, political and social changes. Health systems in developing countries are under pressure to innovate continuously. Population growth is forcing countries to expand services and adjust their systems to maintain manageable size of institutions. Meanwhile governmental changes bringing devolution require health organisations to decentralise. The changing and challenging epidemiological landscape with upcoming non-communicable diseases require health care systems to adapt and create service structures that respond to demands and are fit for purpose. At the same time new trends in transparency and democratic processes and control require countries to produce new systems for accountability. It is important to create exchange platforms where experiences with remodelling of health systems can be shared and learned from.

Session organised by European Commission - DG DEVCO International Cooperation and Development

❖ PARALLEL SESSION: INTEGRATED CARE AND TEAM WORKING

- Time:** 09.00-10.30
Location: Braga
Chair: Prof. Walter Sermeus, KU Leuven, Belgium

Enhancing the effectiveness of team working is undoubtedly a key aspect in the implementation of a better integrated, care-based health system. This session covers three case study presentations, the first dedicated to self-organisation team models in a mental healthcare institution in Eindhoven, the second to the finding of a study which analysed the implementation of integrated care pathways that cross the hospital-primary care interface, and the third based on the results of a practical experiment for a more efficient flexibility monitoring in teams.

PRESENTATIONS

Self-organising teams in mental healthcare: how to guide teams towards a new health management model

Joyce Bierbooms, Mental Healthcare Eindhoven, Netherlands

Lost in translation? Care pathways across the primary-hospital interface in Norway

Ane Drougge Vassbotn, University of Oslo, Norway

The flexibility monitor, the development of a method for monitoring flexibility in teams

Frank van Gool, Tilburg University, Netherlands

❖ PARALLEL SESSION: HEALTHCARE MOVING FORWARD I

Time: 09.00-10.30
Location: Medicoteca
Chair: Mr. Soren Berg, EHMA, Sweden

In the last few years, healthcare seems to face a diffused reshaping and renovation trend which will also indubitably characterise the years to come. This session includes two presentations addressing this trend, with the first looking at how the healthcare research should reinvent itself to keep up the pace with the renovating healthcare environment, and the second focused on a Dutch-led quantitative analysis of cross-border care tendencies in the EU.

PRESENTATIONS

Reinventing healthcare asks for reinventing healthcare research - invitation for dialogue

Inge Bongers, Erasmus University Rotterdam, Netherlands

Quantifying cross-border care in the EU; an analysis of care utilization data in the Netherlands

Daan Westra, Maastricht University, Netherlands

❖ PARALLEL SESSION: GOVERNANCE AND LEADERSHIP

Time: 11.00-12.30
Location: Plenary Room
Chair: Prof. Dr. Kim Putters, Netherlands Institute for Social Research, Netherlands

Enhanced governance and more organised and efficient leadership structures are core drivers for progress and evolution in healthcare. This session will address this topic through three presentations focused on the role of hospital boards, the findings of a Finnish leadership evaluation project and the results of an assesment study on the risk management capabilities of the Clinical Commissioning Groups in the National Health Service in the United Kingdom.

PRESENTATIONS

Do Hospital Boards matter for better, safer, patient care?

Russell Mannion, University of Birmingham, United Kingdom

First results of gamified leadership evaluation in five health care and social services organizations in Finland

Anne Konu, University of Tampere, Finland

The governance of risk in a changing English National Health Service

David Smith, EHMA, Belgium

❖ EHMA PROGRAMME DIRECTORS' MEETING

Time: 11.00-12.30
Location: Vila Real
Chair: Dr. Elly Breedveld, Erasmus University Rotterdam, Netherlands

EHMA's Programme Directors' Network discusses the latest developments in the field of postgraduate health management education and provides a platform to exchange experience and ideas between programmes. During the informal network meeting at the Annual Conference current trends and activities of the network are discussed.

(This session is open only to Programme Directors, both EHMA members and non-members)

❖ PARALLEL SESSION: HEALTHCARE MOVING FORWARD II

Time: 11.00-12.30
Location: Medicoteca
Chair: Mr. Soren Berg, EHMA, Sweden

The second session dedicated to “healthcare moving forward” includes three presentations. The first focuses on a mapping study about extent and form of private provisions of hospital services in Europe, the second on the innovative transformation in military healthcare in the Netherlands, and the third on the results of a pilot study in Turkey aimed at reinventing health management curriculum towards innovation.

PRESENTATIONS

Private provision of hospital services: how can their efficiency, accessibility and quality be optimised?

Daniel Molinuevo, European Foundation for the Improvement of Living and Working Conditions, Ireland

A military healthcare paradigm in the Netherlands

Henk van der Wal and **Erwin Hoogeboom**, NLD Armed Forces, Netherlands

Measuring levels of entrepreneurship and innovativeness in health management students: pilot study results from Turkey

Muhsin Bayik, Istanbul Medipol University, Turkey

❖ KMMC/EHMA RESEARCH AWARD ANNOUNCEMENT

Time: 14.00-14.30
Location: Plenary Room
Chair: Prof. Mats Brommels, Karoliska Institute, Sweden

❖ PLENARY SESSION: DELIVERING NEW SERVICE MODELS IN MENTAL HEALTH

Time: 14.30-15.30
Location: Plenary Room
Chair: Dr. Elly Breedveld, Erasmus University Rotterdam, Netherlands
Speakers: Mr. David Brown, Tees Esk & Wear Valleys NHS Foundation Trust, United Kingdom
Dr. Vania Ranjbar, Region Västra Götaland, Sweden

In this final Plenary Session David Brown will draw upon his substantial senior managerial experience in UK mental health services to set out the challenges faced in transforming care through the introduction of new models of care. David will focus in particular on the challenges that management faces in operationalising new service models and learning that can be shared. After this, Dr. Vania Ranjbar will present the findings from the Young EHMA workshop on co-production held on Wednesday.

❖ CONFERENCE CLOSING SESSION

Time: 15.30-16.00
Location: Plenary Room
Speakers: Dr. Usman Khan, EHMA, Belgium
Prof. Rui Nunes, University of Porto, Portugal
Prof. Federico Lega, Bocconi University, Milan

Following David's keynote, Dr. Khan and Prof. Lega will set the scene for the EHMA 2017 Annual Conference. To be hosted by Bocconi University in Milan, the aim is to build upon success in Porto to make EHMA 2017 the most ambitious conference to date!

→ POSTER PRESENTATIONS

	P R E S E N T E R	T I T L E
1	Isabel Albuquerque , Nova School of Business & Economics, Portugal	<i>Primary health care services: team spirituality and organizational performance</i>
2	Nour Alrabie , Toulouse Business School, France	<i>"What is your IMAN? It's all what I need!" Making medical consultancy efficient even across borders</i>
3	Stephen Atkins , Otago Polytechnic, New Zealand	<i>Another side of medical tourism's coin: Travelers improving health for local or indigenous peoples</i>
4	Krishna Kishore Avirineni , Tan Tock Seng Hospital, Singapore	<i>Resource Planning for Specialist Outpatient Clinics (SOCs) using Discrete Event Simulation (DES)</i>
5	Mathilde Berghout , Institute of health policy and management, Netherlands	<i>What do we know about physician leadership - a systematic review</i>
6	Marina Borges , IPO Porto, Portugal	<i>Cancer: from patient treatment to integrated disease management. How we do it at IPO Porto?</i>
7	Rui Cortes , Instituto Higiene e Medicina Tropical, Portugal	<i>Lean Intervention in Nutritional Risk Assessment: establishing a culture of quality improvement through strategic alignment</i>
8	Ramona DeJesus , Mayo Clinic, USA	<i>Incidence Rate of Pre-diabetes Progression to Diabetes: Modeling an optimum target group for intervention</i>
9	Joung Euasin , National Health Insurance Service, South Korea	<i>Comparative study between Korea and UK DRG-based Payment System for patients</i>
10	Jonila Gabrani , University of Medicine, Albania	<i>An overview of mental health policy and financing trends in five Western Balkan countries: what do input and process indicators tell?</i>
11	Sofie Germonpré , Odisee University College, Belgium	<i>Determinants of using (non) fluoroscopy guided positioning for radiographs</i>
12	Radka Goranova-Spasova , Medical University Sofia, Bulgaria	<i>Practices and Attitudes of Health Professionals Regarding Global Breastfeeding Recommendations in Bulgaria</i>
13	Dennis Haking , Center for Hospital Management, Germany	<i>Reasons for the Misuse of Antibiotics in Animal Fattening and its Impact on the German Health Care System</i>
14	Pirkko Heinonen , City of Lahti, Finland	<i>Implementation of falls prevention of older people in the city of Lahti</i>
15	Kuo-Cherh Huang , Taipei Medical University, Taiwan	<i>Health Service Utilization and Medical Costs among Patients with Schizophrenia Receiving Long-acting Injectable Risperidone in Taiwan</i>
16	Szabolcs Jakab , Semmelweis University, Hungary	<i>Achieving wider interoperability of eHealth services - Introduction of JAseHN project</i>
17	Marija Jevtic , University of Novi Sad, Serbia	<i>Climate change malady as an inspiration for healthcare sector - "reinventing" healthy energy choices</i>
18	Hassan Joulaei , Shiraz University of Medical Sciences, Iran	<i>Iran's health network system: a pioneer model</i>
19	Eva Krczal , Danube University Krems, Austria	<i>Analysing European Health Care Systems - What do the figures reveal?</i>
20	Claudia Leone , King's College London, United Kingdom	<i>EU nurse mobility to the UK: A multilevel analysis of Portuguese nurses in England</i>

→ POSTER PRESENTATIONS

	P R E S E N T E R	T I T L E
21	Mia Malmila , City of Vantaa, Finland	<i>Elaborate an Electrical Registration - Controlling Measurement Errors, Making Electrical Registrations Afterwards - Common or Not</i>
22	Belinda Martschinke , EBS Business School, Germany	<i>An Analytic Hierarchy Process (AHP) model to elicit patient preferences for objectives of diabetes coaching programmes</i>
23	Ruta Nadisauskiene , Lithuanian University of Health Sciences, Lithuania	<i>Lithuanian - Swiss Cooperation Project "Improvement of Perinatal and Neonatal Health Care Services in Lithuania"</i>
24	Ruta Nadisauskiene , Lithuanian University of Health Sciences, Lithuania	<i>Development of national guidelines as a part of Lithuanian - Swiss Cooperation Project "Improvement of Perinatal and Neonatal Health Care Services in Lithuania"</i>
25	Ruta Nadisauskiene , Lithuanian University of Health Sciences, Lithuania	<i>Implementation of the Lithuanian national clinical guidelines to perinatal and neonatal medical practice by trainings with multidisciplinary team-based approach</i>
26	Helen Pardoe , Homerton University Hospital, United Kingdom	<i>Prescribing and patient safety: technology paves the way</i>
27	Patryk Piotrowski , Wroclaw Medical University, Poland	<i>Screening in atrial fibrillation - clinical and economic evaluation</i>
28	Jeroen Postma , Erasmus University Rotterdam, Netherlands	<i>Managing complexity: How hospital administrators and doctors organize specialized care, clinical research and medical education in a non-academic setting</i>
29	Pedro Ramos , Hospital das Clínicas da FMUSP, Portugal	<i>Reducing first-case tardiness in an academic medical center operating room</i>
30	Mindaugas Stankunas , Lithuanian University of Health Sciences, Lithuania	<i>Monitoring and reducing health inequalities: a case from Lithuania</i>
31	Hanna Tiirinki , University of Oulu, Finland	<i>Frequent Users of Primary Health Care in Northern Finland</i>
32	Jeroen Trybou , UGent, Belgium	<i>Interventions that increase the use of cancer screening: a systematic review</i>
33	Marius-Ionut Ungureanu , Iuliu Hatieganu University of Medicine and Pharmacy, Romania	<i>How consistent are dentists and patients when they assess the quality of dental care? Results from Romania</i>
34	Vibecke Ulvæer Vallesverd , BarnsBeste, Norway	<i>A way with words - a digital tool for health professionals</i>
35	Gepke Veenstra , University Medical Center Groningen, Netherlands	<i>A clinical governance approach to work motivation</i>
36	Paulo Veiga , Universidade de Lisboa, Portugal	<i>Tackling the quality of non-prescription medicines dispensing in pharmacies by combining a Balanced Score Card with change management: interim findings</i>
37	Stefan Velikov , Medical University Sofia, Bulgaria	<i>The information components as part of the interoperability in health care</i>
38	Maximilian C. von Eiff , University of Pécs, Hungary	<i>The Campus Approach: Cross-sectoral Treatment of Complex Symptoms in Cardiology</i>
39	Gera Welker , University Medical Centre Groningen, Netherlands	<i>Faculty Hour: dedicated time for interaction in multidisciplinary teams</i>
40	Shangcheng Zhou , Hubei University of Medicine, China	<i>The Analysis of the Bargaining Power between Hospitals and Health Insurers in China</i>
41	Tihomira Zlatanova , Medical University Sofia, Bulgaria	<i>The health tourism in Bulgaria - present situation and trends</i>

→ PRACTICAL INFORMATION

CONFERENCE VENUE

Congress Centre of Ordem dos Médicos
Rua Delfim Maia 405
4200-256 Porto
Tel: +351 22 507 01 00

CITY OF PORTO, PORTUGAL

Located along the Douro river estuary in northern Portugal, Porto is a registered UNESCO World Heritage Site. Its rich history which dates back many centuries and enriches its cultural wealth as a city that is one of the oldest European centres. Greenwich Mean Time Zone (UTC+00:00)

INTERNET SERVICE AT THE VENUE

At the Congress Centre, wireless internet service is available without password. Please connect to the SRNOM network.

PRESENTATIONS

Presentations made available by their authors will be posted on www.ehma.org two weeks after the Conference.

POSTER PRESENTATIONS

Posters are on display in the Galley. On Tuesday at 15.30, Wednesday at 16.00 and Thursday at 10.30 authors will be at their posters to answer your questions.

WELCOME AND REGISTRATION DESK

The Registration Desk will be open as follows:

Tuesday 14 June from 09.00 to 18.00
Wednesday 15 June from 08.30 to 18.00
Thursday 16 June from 08.30 to 16.00

OPENING PLENARY AND RECEPTION

The Opening Plenary and Reception will take place on Tuesday 14 June from 18.00 at the Congress Centre of the Ordem dos Médicos.

Dress code: Smart casual. Please note this event is included in the registration fee.

SOCIAL DINNER

The EHMA Social Dinner will take place at the magnificent Arabic Hall of the Stock Exchange Palace (Palácio da Bolsa), UNESCO heritage site and home to the Commercial Association of Porto.

Dress code: smart casual. Please note this event is not included in the registration fee.

SHUTTLE SERVICE

On the days of the Conference, EHMA offers a dedicated shuttle bus service to provide free transportation from the city centre to the Conference venue and back.

All details including time tables available at the Registration Desk and in the "Delegate Info Package".

TAXIS

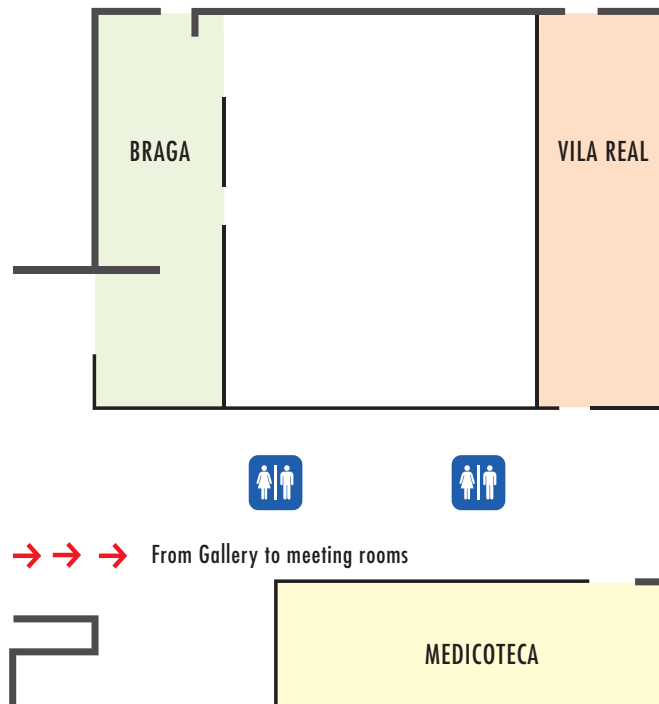
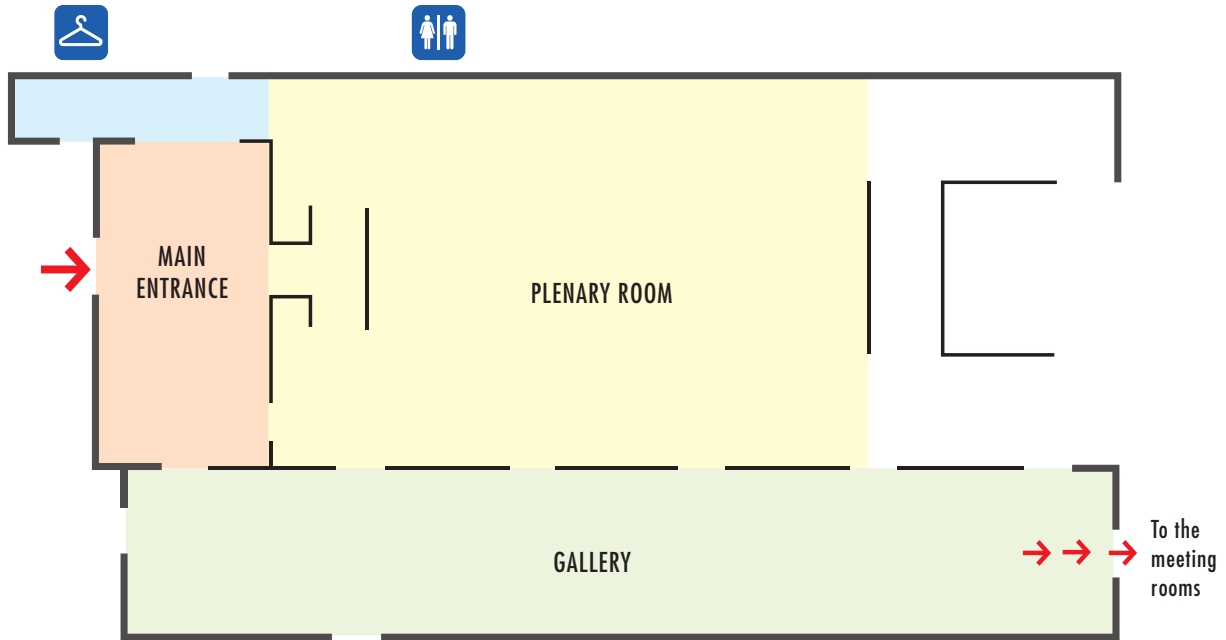
If you are looking for a rapid service at a reasonable price, do hire a taxi:

Táxis Porto: +351 22 099 73 36
Raditaxis: +351 22 507 39 00
Táxis Invicta: +351 22 507 64 00
Antral Porto: +351 22 532 33 50/9

EMERGENCY INFORMATION

Dial 112 for ambulance/medical emergency, +351 22 209 2000 for police department and +351 22 507 3700 for fire department.

→ CONGRESS CENTRE FLOORPLAN



→ PORTO MAP



1 CONGRESS CENTRE OF THE ORDEM DOS MÉDICOS



A PALÁCIO DA BOLSA (SOCIAL DINNER)

B SÃO BENTO STATION (MEETING POINT EHMA SHUTTLE BUS)



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