



EHMA 2017 ANNUAL CONFERENCE

HEALTH FUTURES

13 - 15 June 2017

Università Commerciale Luigi Bocconi
Milan, Italy

Hosted by:



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Luigi Bocconi

CERGAS
Centre for Research on Health
and Social Care Management

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Contents

WELCOME..... 3

PROGRAMME AT A GLANCE..... 4

ACKNOWLEDGMENTS..... 6

PROGRAMME OVERVIEW..... 7

DETAILED PROGRAMME:

Tuesday, 13th June 2017..... 10

DETAILED PROGRAMME:

Wednesday, 14th June 2017..... 18

DETAILED PROGRAMME:

Thursday, 15th June 2017..... 28

POSTER PRESENTATIONS.....33

PRACTICAL INFORMATION..... 36

FLOOR PLAN 37

CONFERENCE APP &

SOCIAL MEDIA..... 38



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Welcome

What health futures are we facing and what does good health care look like for today's citizen? With life expectancy projected in some countries to reach 100 by 2050, the challenges will increasingly be focussed on enabling individuals, families and communities to maximise their health and wellbeing. Whilst the opportunities are evidently significant, the delivery challenges remain considerable. Within an environment characterised by constrained finances and political uncertainties, sustaining current gains will be difficult and making further gains could slow and resource intensive.

This year's EHMA Annual Conference will be considering these issues and seeking to find solutions, and to do this we welcome delegates from across the globe to join us here at Bocconi University in Milan, Italy. Our European health network is unique in that it brings together the education, training and research community with those working in policy development, service delivery and industry. The EHMA Annual Conference is our most important annual gathering, this year providing the opportunity for colleagues To assess the opportunities offered by health futures alongside a consideration of operational challenges.

With Keynote Presentations from the WHO European Observatory for Health Systems, the UK National Health Service and from Phillips, the Conference will set out lessons as to how the policy, service delivery and industry communities are helping to shape and realise the benefits offered by health futures. Our research community then provides substantive research input with over 70 presentations in 30 Parallel Sessions, whilst a new Bocconi Management stream provides tailored content specifically for the healthcare professional.







We welcome you to our Conference and we very much hope that you will have a stimulating and informative three days of presentations, debate and engagement.



Psy.D. Anders Wahlstedt
President of EHMA

PROGRAMME AT A GLANCE

	Tuesday, 13 th June	Wednesday, 14 th June	Thursday, 15 th June		
08:30		Welcome Coffee			
09:00	Registration & Welcome Coffee	Keynote Plenary Session	Parallel Session		
09:30					DS
10:00					
10:30		BU			
11:00		Parallel Sessions	DS	BU	
11:30	Parallel Sessions				DS
12:00	Parallel Sessions				
12:30		YAC SAC	Lunch	Brunch	
13:00	SIGs	Networking Lunch	Parallel Sessions	DS	BU
13:30	PD Board				
14:00			Parallel Sessions	DS	BU
14:30	Special Session	Parallel Session	DS		
15:00			Coffee break		
15:30					
16:00	EHMA AGA	Special Session	Parallel Session	DS	
16:30		Networking			
17:00					
17:30					
18:00	Keynote Opening Plenary				
18:30					
19:00		Departure for the Gala Dinner			
19:30	Welcome Reception		Gala dinner		
20:00					
21:00					

	Parallel Sessions
	Development Sessions
	Special Sessions
	Bocconi Health Management series
	Social events
	EHMA Governance

All Conference delegates can access any Sessions of their choosing unless otherwise specified.

Information on the sessions that are closed doors or restricted to a certain group can be found on the room doors or feel free to approach any EHMA and Bocconi Staff.

Keynote Plenary Sessions

On each of the three days of the EHMA Conference we have a thematic keynote presentation given by a specially invited guest. Following the theme of Health Futures, we will hear three international experts give their views. Each session will be chaired by an EHMA Board Member and each will provide the opportunity for audience questions.

Parallel Research Sessions

There are 18 Parallel Sessions with a total of 65 academic papers being presented. Each session has been built around a specific theme and will be chaired by a designated EHMA Member.

Development Sessions

The 10 Development Sessions have been designed to be more open and discursive in form. Themed around a range of topics relevant to EHMA Members they range from training and development sessions to open discussions on particular subjects, which could lead to the establishment of EHMA supported Special Interest Groups.

Special Interest Group Sessions

EHMA has a number of thematic Special Interest Groups each with a Chair and Membership, who come together to research, publish, discuss and debate on their chosen subject. This year SIGs will lead a number of Parallel Research Sessions and there will also be a number of Development Sessions that may lead to the establishment of a new SIG. There will also be a final General SIG meeting on the final day of the Conference, where interested parties will come together with members of the EHMA Secretariat to agree work programmes for the forthcoming year.

Bocconi Management Sessions

This year we are very pleased to be including a new stream of sessions at our Annual Conference. The Bocconi Management Sessions include high level Panel Discussions, Academic Presentations and Applied Workshops, each of which has been tailored to align to the Conference theme of Health Futures.

ACKNOWLEDGMENTS

The EHMA 2017 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 **Università Commerciale Luigi Bocconi** and, in particular, of **Prof. Federico Lega**, Director of the Master of International Healthcare Management, Economics and Policy (MIHMEP).

EHMA would also like to thank CERGAS, the Center for Research on Health and Social Care Management staff, and in particular **Dr. Verdiana Morando** and **Ms. Elisa Torretta** for the valuable support given in the organisation of the EHMA 2017 Annual Conference.



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EHMA SCIENTIFIC ADVISORY COMMITTEE

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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

PROGRAMME OVERVIEW: Tuesday, 13th June

09.00 - 11.30	REGISTRATION & WELCOME COFFEE
10.30 - 13.30	DOCTORS VS MANAGERS: ARE NURSE EXECUTIVES THE ANSWER?
11.30 - 13.00	ISSUES IN CROSS-BORDER HEALTHCARE (11.00 - 12.30)
	REGULATIONS, STANDARDS AND PATIENT CARE
	PROFESSIONALISM, SKILL MIX AND CHANGE (11.00 - 12.30)
	EARLY CAREER DEVELOPMENT FORUM
	BIG DATA REVOLUTION IN HEALTHCARE (12.00 –13.30)
13.00 - 14.30	NETWORKING LUNCH
14.00 - 17.30	INVESTIMENTI SANITARI 2020. UNA NUOVA CHANCE PER IL PPP - in Italian
	INVESTING IN POPULATION HEALTH (14.00 - 15.30)
	MANAGING THE HOSPITAL OF THE FUTURE (16.00 - 17.30)
14.30 - 16.00	EHMA EU-FUNDED PROJECTS PRESENTATION
	BOARDS, MANAGERS AND LEGITIMACY
	EMERGING TRENDS IN HEALTH POLICY AND REGULATIONS
	WRITING FOR PUBLICATION (14.30 - 15.15)
	MENTAL HEALTH (15.15 - 16.00)
16.00 - 18.00	POSTER SESSION
	EHMA ANNUAL GENERAL ASSEMBLY (EHMA Members only)
16.00 - 17.00	THINKING OF JOINING EHMA?
	RESEARCHERS' NETWORKING EVENT
18.00 - 19.30	KEYNOTE OPENING PLENARY: HEALTH (SYSTEM) FUTURES: MAKING THEM HAPPEN by Dr. Josep Figueras
19.30 - 21.00	WELCOME RECEPTION

PROGRAMME OVERVIEW: Wednesday, 14th June

09.00 - 10.30	KEYNOTE PLENARY SESSION: BIG DATA AND THE FUTURE OF HOSPITAL BASED CARE by Sir David Sloman
10.30 - 12.00	PHD STUDENTS' SESSION
	MARKETS, AUSTERITY AND HEALTH SYSTEMS SUSTAINABILITY
	BEST PRACTICE IN PROCESS MANGEMENT
	INTEGRATED CARE (10.30 - 11.15)
	SECURING RETURN ON INVESTMENT: GETTING PATIENTS BACK TO WORK WITH EARLY INTERVENTION (11.15 - 12.00)
	TOOLS FOR REGIONS MANAGING DIGITAL TRANSFORMATIONS (10.30 - 11.15)
	BUILDING A BRAND IN MEDICAL TOURISM
	TOP MANAGEMENT AND LEADERSHIP
12.00 - 13.30	NETWORKING LUNCH
13.30 - 15.00	DEVELOPMENTS IN QUALITY AND PATIENT SAFETY
	OPERATIONS MANAGEMENT AND SERVICE IMPROVEMENT
	BEST PRACTICE IN INNOVATION MANAGEMENT
	ADDRESSING THE RURAL HEALTH ISSUE
	CHANGE MANAGEMENT STRATEGIES FOR CANCER SERVICES
15.00 - 16.00	COFFEE BREAK
16.00 - 17.30	THE ROLE OF LEADERSHIP AND MANAGEMENT IN HEALTH FUTURES
	DEVELOPMENTS IN PAEDIATRIC CARE
	THE TRIPLE AIM OF A BOUNDARYLESS HOSPITAL
	HEALTHY URBAN LIVING
20.00 - 23.30	EHMA 2017 GALA DINNER (with tickets only)

PROGRAMME OVERVIEW: Thursday, 15th June

09.00 - 10.30	INNOVATIONS IN HEALTHCARE DELIVERY
	HEALTHCARE PROFESSIONALS DRIVING INNOVATION IN CARE
	COLLECTIVE LEADERSHIP: CHALLENGING CULTURE TO IMPROVE QUALITY AND SAFETY
	HEALTHCARE GOVERNANCE
	IMPROVING MENTAL HEALTH POLICIES IN EUROPE
10.30 - 12.00	THE DIGITAL HEALTH REVOLUTION
	THE FUTURE OF INTEGRATED CARE
	OUTCOME RESEARCH AND HTA IN EUROPE
10.00 - 12.00	SPECIAL INTEREST GROUPS MANAGEMENT SESSIONS Meet SIGs members and join the working groups.
11.00 - 13.00	NETWORKING BRUNCH
13.00 - 14.30	KEYNOTE CLOSING PLENARY: CONNECTED CARE AND DATA INNOVATION: PUTTING THE PATIENT IN THE CENTRE by Dr. Korstiaan van Wyngaarden

● **DOCTORS VS MANAGERS: ARE NURSE EXECUTIVES THE ANSWER?** 

Time: 10.00 - 11.30 and 12.00 - 13.30

Chair: Prof. Eilish McAuliffe, UCD, Ireland

Location: Aula Perego

PRESENTATIONS	<p>Nursing influence at the top-level policy and service delivery functions of the health system Dr. Siobhan O'Halloran, An Roinn Sláinte, Ireland Ms. Mary Wynne, Health Service Executive, Ireland</p>
	<p>Integrating care - The challenge of leading a diverse group of clinicians Ms. Mary Day, Ireland East Hospital Group, Ireland</p>
	<p>Challenges of moving beyond nursing to an interdisciplinary focus Ms. Kay Connolly, St. Vincent's University Hospital, Ireland</p>
	<p>Strategically positioning nursing in the Academic Environment Prof. Martin McNamara, University College Dublin, Ireland</p>
	<p>Challenges and strategic positioning of nursing in Italy Ms. Barbara Mangiacavalli, ASST Papa Giovanni, Italy</p>

● **BIG DATA RE-VOLUTION IN HEALTHCARE** 

Time: 12.00 - 13.30

Chair: Prof. Gianluigi Vittorio Castelli and Prof. Gianluca Salvioti, SDA Bocconi, Italy

Location: Aula Manfredini

PRESENTATIONS	<p>Digitalisation and eHealth to improve care quality and customer care: the experience of Humanitas Research and Teaching hospital Dr. Victor Savesky, Istituto Clinico Humanitas, Italy</p>
	<p>Cognitive healthcare solutions: the Watson revolution IBM Watson Health representative</p>
	<p>Human technopole: the future hub in Milan - Roundtable Dr. Roberto Cingolani, Istituto Italiano di Tecnologia, Italy Dr. Marco Foiani, IFOM, Italy Prof. Luigi Nicolais, Centro Nazionale delle Ricerche, Italy Prof. Alberto Mantovani, Humanitas Research Hospital, Italy</p>

● ISSUES IN CROSS-BORDER HEALTHCARE

Time: 11.00 - 12.30

Chair: Dr. Ronald Batenburg, NIVEL, Netherlands

Location: Room A

With different healthcare systems, the European Union is facing a number of challenges in cross border healthcare. This session focusses on medical tourism in Italy, presents an analysis of the EU cross-border healthcare Directive from a UK perspective and reports on a review on Europe's National Policy providing primary and secondary care to migrant children.

PRESENTATIONS	The EU cross-border health care directive: putting it into practice. A UK perspective with EU policy implications Dr. Tomas Mainil, Breda University of Applied Sciences, The Netherlands
	Europe's National Policy Responses to provision of migrant children's health rights - Seriously Lacking Dr. Michael Rigby, Keele University, Ireland
	Medical tourism in Italy: how public and private hospitals are getting organised Dr. Marianna Cavazza, SDA Bocconi School of Management, Italy

● REGULATIONS, STANDARDS AND PATIENT CARE

Time: 11.30 - 13.00

Chair: Prof. Walter Sermeus, KU Leuven, Belgium

Location: Room B

Healthcare must meet criteria that include having established standards and regulation of the practise. In this session, the presentations deal with the newly implemented national accreditation system in Italy, the consequences of financial pressures on the quality of patient care and the impact of the recent medical revalidation in the UK.

PRESENTATIONS	The Italian National Accreditation System: a new course of action Dr. Giovanni Caracci, Agenas, Italy
	Reforming medical regulation: a national evaluation of the implementation and impact of medical revalidation in England, and the implications for healthcare safety and quality Prof. Kieran Walshe, University of Manchester, UK
	The impact of financial pressures in the English National Health Service on the quality of patient care Ms. Ruth Robertson, University of Manchester, UK

● PROFESSIONALISM, SKILL MIX AND CHANGE

Time: 11.00 - 12.30

Chair: Prof. Dr. Siegfried Walch, Management Center Innsbruck, Austria

Location: Room C

The healthcare workforce has to respond with a unique set of skills to keep pace with the requirements of a fast-changing world. This session presents a study on the identification of motivational factors for healthcare professionals, a theoretical model of collaboration climate and competence development in patient treatment, a study on medical managers' professional and managerial skills and how to develop a staff support system in terms of emotional labour.

PRESENTATIONS	Identifying motivational factors for healthcare professionals. A comparative study of the perceptions of physicians nurses and medical-technical staff Dr. Eva Krczal, Danube University Krems, Austria
	The influence of collaboration climate and competence development on job performance commitment and uncertainty in patient treatment. Validation of a theoretical model across four hospitals Prof. Aslaug Mikkelsen, University of Stavanger, Norway
	Exploring the black box of medical managers' professional and managerial skills. Evaluating the mediating and moderating role of value congruence role engagement and professional identity in the budgetary participation and performance link Dr. Marco Giovanni Rizzo, Università Cattolica del Sacro Cuore, Italy
	Yellow Hats are not just for builders - using Improvement Labs to develop staff support systems for emotional labour Mrs. Yvonne Sawbridge, University of Birmingham, UK

● EARLY CAREER DEVELOPMENT FORUM

Time: 11.30 - 13.00

Speakers: Dr. Vania Ranjbar, Actea Consulting, Sweden

Dr. Lieke Oldenhof, Erasmus University, The Netherlands

Mr. Daan Westra, Maastricht University, The Netherlands

Location: Room D

Making career choices can be challenging, especially early in one's career. This session is intended for anybody facing career choices or interested in career advancement. It is particularly targeted at early career researchers and professionals. In an interactive format, members of EHMA's Young Advisory Committee (YAC) will share the how and why of their own career choices and provide lessons they have picked upon their journey. The session will also leave include an open discussion with participants.

● INVESTIMENTI SANITARI 2020. UNA NUOVA CHANCE PER IL PPP (Session in Italian)

Time: 14.00 - 15.30 and 16.00 - 17.30

Location: Aula Manfredini

In passato, la realizzazione di investimenti con capitali privati ha consentito di rinnovare la rete sanitaria di alcune regioni. Tuttavia, il modello adottato ha mostrato alcuni punti critici. L'esperienza, le maggiori competenze e un contesto normativo più chiaro offrono ora la possibilità di utilizzare i capitali e le competenze private nell'ambito dei contratti di Partnership Pubblico Privato (PPP) più sostenibili.

Saluti istituzionali

Bruno Pavesi, Consigliere Delegato Università Bocconi

Rosanna Tarricone, SDA Bocconi

Andrea Urbani, Direttore Generale Programmazione Ministero Salute

TAVOLA ROTONDA

Modera: **Veronica Vecchi**, SDA Bocconi

Antonino Saitta, Assessore sanità Regione Piemonte

Silvio Paolucci, Assessore sanità Regione Abruzzo

Giulio Gallera, Assessore sanità Lombardia (invitato)

Petropulacos Kyriakoula, Direttore Generale sanità Regione Emilia Romagna

Domenico Mantoan, Segretario Generale sanità Regione Veneto

● INVESTING IN POPULATION HEALTH

Time: 14.00 - 15.30

Chair: Dr. Verdiana Morando, SDA Bocconi, Italy

Location: Aula Perego

PRESENTATIONS

Shared saving contracts to boost Population Health Management: results lessons and scaling up the experiences of OptiMedis

Dr. Oliver Groene, OptiMedis, UK

The Experience of Greater Manchester Devolution: lesson learned for investing in population health

Prof. Kieran Walshe, University of Manchester, UK

Challenges and opportunities from the population management approach with the regionalisation of a National Healthcare System: the case of Italy

Dr. Verdiana Morando, SDA Bocconi, Italy

Improving population health of the employees: the healthcare model and the perspective of a multinational company

Dr. Filippo Uberti, Eni Spa, Italy

● EHMA EU-FUNDED PROJECTS

Time: 14.30 - 16.00

Chair: Dr. Usman Khan, EHMA, Belgium

Location: Room A

The session aims to give an overview of the EU-funded projects EHMA is currently involved in: namely, IC-Health, Sustain, and TO-Reach. IC-Health aims to improve digital health literacy in Europe. SUSTAIN aims to concretely improve the way care services for older adults are organised and delivered. TO-RESEARCH has the ambitious aim to create a platform ERA-NET to identify and share the best practices and systems related to healthcare in Europe.

PRESENTATIONS	IC-Health - Improving digital health literacy in Europe Mr. Michele Calabro, EHMA, Belgium
	Sustain - Sustainable tailored integrated care for older people Prof. Dr. Mirella Minkman, Vilans, The Netherlands
	TO-Reach - Transfer of Organisational innovations for Resilient, Effective, equitable, Accessible, sustainable and Comprehensive Health services and systems Dr. Stefano Vella, Istituto Superiore di Sanità, Italy

● BOARDS, MANAGERS AND LEGITIMACY

Time: 14.30 - 16.00

Chair: Dr. Marcin Kautsch, Jagiellonian University, Poland

Location: Room B

This session starts with to whom the English National Health Service belongs - the people or its doctors and technocrats? The second presentation deals with the influence of hospital boards of English hospitals on the service quality regarding financial issues while the third presentation covers a study on how to manage complexity and gain legitimacy.

PRESENTATIONS	The English National Health Service belongs to the people or its doctors and technocrats? Gobbledegook, technocreease and the strange case of Sustainability and Transformational Plans Dr. Lawrence Benson, University of Manchester, UK
	Managing complexity and gaining legitimacy: How hospital administrators and doctors organize highly specialized care clinical research and medical education in a non-academic setting Dr. Jeroen Postma, Erasmus University Rotterdam, The Netherlands
	Hospital boards and service quality: the impact of key governance attributes financial constraints and external regulation Mr. Alan Boyd, University of Manchester, UK

● EMERGING TRENDS IN HEALTH POLICY AND REGULATIONS

Time: 14.30 - 16.00

Chair: Prof. Oddvar Martin Kaarbøe, University of Oslo, Norway

Location: Room C

More informed patients and the growth of structured quality measures greatly influence health policies and require innovative solutions. This session presents a study dealing with the global presence of HTA agencies, the status of the National policy for Human Resources management in Kazakhstan, and an analysis of the impact of the Care Quality Commission's regulatory model.

PRESENTATIONS	Development of the National policy for the Human resources management in the health system: the experience of the Republic of Kazakhstan Dr. Vitaliy Koikov, Republican Center Health Development, Kazakhstan
	The presence of HTA agencies globally based on socio-economic characteristics Prof. Antoniya Yanakieva, Medical University Sofia, Bulgaria
	A framework for understanding the impact of regulation, applied to the Care Quality Commission (CQC)'s regulatory model in England Ms. Jill Roberts, The King's Fund, UK

● WRITING FOR PUBLICATION

Time: 14.00 - 15.10

Speaker: Dr. Axel Kaehne, Reader Health Services Research, Edge Hill University and Co-editor of Journal of Integrated Care (Emerald)

Location: Room D

Writing for publication is still one of the main barriers to successful dissemination of research results. To many academics and practitioners, writing for publication is a huge challenge in terms of focus, skills and organisation. It does not have to be like this.

The workshop will take participants through the writing process step by step and demonstrate that careful planning is key to successful writing. Through examples and exercises, participants will gain a better understanding of the writing process itself and learn some useful tools that aid writing for publication.

Learning outcomes

At the end of the workshop participants will:

- be able to appraise the difficulties and pitfalls of the writing process;
- be able to identify barriers to writing effectively and how to overcome them;
- have an understanding of the necessary skills for writing;
- have essential knowledge of the publishing process after the submission of a paper.

● MENTAL HEALTH

Time: 15.15 - 16.00

Chair: Mr. David Brown, Asklepios, Greece

Location: Room D

The Foundation Asklepios is a network organisation focussed on improvements in mental health, learning disabilities and addiction care. With an original focus in Greece, its members are now more broadly active; disseminating information and transferring know-how in lots of different domains. This session will reflect on their current work programme and examine the potential to establish a SIG in mental health at EHMA.

● MANAGING THE HOSPITAL OF THE FUTURE

Time: 16.00 - 17.30

Chair: Prof. Federico Lega, Bocconi University, Italy

Location: Aula Perego

ROUND TABLE

Mr. Riccardo Bui, Istituto Clinico Humanitas, Italy
Mr. Stefano Cazzaniga, Istituto Clinico Humanitas, Italy
Ms. Giulia Franceschi, AMC of Milan, Italy
Mr. Stefano Villa, Università Cattolica del Sacro Cuore, Italy
Prof. Marta Marsilio, University of Milan, Italy
Dr. Pamela Mazzocato, Karolinska Institutet, Sweden
Dr. Anna Prenestini, Bocconi University, Italy

● EHMA ANNUAL GENERAL ASSEMBLY

Time: 16.00 - 18.00

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

Location: Room A

The Annual General Assembly (AGA) of the European Health Management Association (EHMA) is a meeting point for EHMA members to discuss the activities undertaken during the previous year. The assembly gives the EHMA members the chance to discuss the future strategic direction of the Association.

● THINKING OF JOINING EHMA?

Time: 16.00 - 17.00

Location: Room C

This special session aims to present to the Conference delegates, who are not yet members of the European Health Management Association, the EHMA membership and its benefits.

● KEYNOTE PLENARY SESSION

HEALTH (SYSTEM) FUTURES: MAKING THEM HAPPEN

Time: 18.00 - 19.30

Welcome: Psy.D. Anders Wahlstedt, President of EHMA

Prof. Gianmario Verona, Rettore of Bocconi University, Italy

Dr. Giulio Gallera, Lombardy Region Health Assessor

Chair: Dr. Elly Breedveld, Erasmus Centre for Healthcare Management,
The Netherlands

Keynote Speaker: Dr. Josep Figueras, Director of the European
Observatory on Health Systems and Policies and Head
of the WHO European Centre on Health Policy, Belgium

Location: Aula Magna

Josep Figueras, MD, MPH, PhD (econ) is the Director of the European Observatory on Health Systems and Policies and Head of the WHO European Centre on Health Policy in Brussels.

Dr. Josep Figueras will be opening our Annual Conference with an assessment of the opportunities and challenges facing the international community as they seek to cooperate to help develop and deliver sustainable health systems.

Drawing upon his experience leading the WHO European Observatory for Health Systems will provide a stimulating and thought provoking start to our Conference.

● **KEYNOTE PLENARY SESSION** 

BIG DATA AND THE FUTURE OF HOSPITAL BASED CARE

Time: 9.00 - 10.30

Chair: Dr. Eva Turk, DNV GL, Norway

Keynote Speaker: Sir David Sloman, Chief Executive of the Royal Free
London NHS Foundation Trust

Panel: Prof. Markku Mäkijärvi, Helsinki University Hospital, Finland

Dr. Vania Ranjbar, Actea Consulting, Sweden

Mr. Jos de Beer, NVDZ, The Netherlands

Location: Aula Magna

Sir David Sloman delivers the second of our three Keynote speeches, focussing on the hospital of the future and the significant potential opportunities offered by big data.

Drawing upon his experience leading one of London's preeminent teaching hospitals, Sir David will provide unique insight into the pioneering partnership that his hospital has established with technology firm Google to transform diagnostics and care for patients with acute kidney injury.

● **PHD STUDENTS' SESSION** 

KAROLINSKA MEDICAL MANAGEMENT CENTRE AND EHMA RESEARCH AWARD 2017 COMPETITION

Time: 10.30 - 12.30

Chair: Prof. Mats Brommels, Karolinska Institutet, Sweden

Location: Room A

This dedicated PhD Students' session showcases submissions for the Karolinska Medical Management Centre and EHMA Research Award 2017. Overseen by EHMA 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.

In this session early career researchers will present their great studies on a wide variety of health related topics in front of an academic audience and will get the chance to obtain some feedback, while exchanging knowledge and experience.

PRESENTATIONS	Exploring the use of "Process Mapping" in practice in the healthcare sector Dr. Grazia Antonacci, Imperial College London, UK
	Moving beyond initial implementation: a multiple case study of lean as an organizational-wide strategy Mrs. Federica Centauri, Università Cattolica del Sacro Cuore, Italy
	Situated novelty - a study on healthcare innovation and its governance Dr. Maarten Janssen, Erasmus University, The Netherlands
	Practising change in medical professionalism: using system capital, being system centric Dr. Simon Moralee, University of Manchester, UK
	Professionals' attitude and behaviour in an accountability context: the physician's case Mr. Erik Renkema, University of Groningen, The Netherlands
	Reducing planning uncertainties using actor analysis and scenario methods: Implications for health workforce planning and forecasting Mr. Gareth Rees, University of Otago, New Zealand

● **MARKETS, AUSTERITY AND HEALTH SYSTEMS SUSTAINABILITY**

Time: 10.30 - 12.00

Chair: Prof. Kieran Walshe, University of Manchester, UK

Location: Room B

Dealing with challenges such as the rise of chronic diseases and increased life expectancy, healthcare systems have to find sustainable solutions. This session covers a comparative study of VHI in Europe, a critical analysis of the commercialisation of English healthcare and a literature review on the interaction between pharmaceutical companies and healthcare providers.

PRESENTATIONS	A comparative study of VHI in Europe: transformations and challenges for public healthcare system Dr. Marianna Cavazza, Bocconi University, Milan
	Commercialisation of English health care: a necessary evil in times of financial austerity? Prof. Mark Exworthy, University of Birmingham, UK
	Healthcare providers and the pharmaceutical industry: beyond the gift Mr. Tom Latten, Maastricht University, The Netherlands

● **BEST PRACTICE IN PROCESS MANAGEMENT**

Time: 10.30 - 12.00

Chair: Prof. Dr. Dr. Wilfried von Eiff, HHL Leipzig Graduate School of Management, Germany

Location: Room C

Optimising the efficiency of a business plays a crucial role in today's economy. This session includes presentations on improving OR operational capacity; how to improve hospital patient flow; evaluations of different care setting for terminally ill cancer patients; and optimisation of total knee replacement procedures.

PRESENTATIONS	Improving OR operational capacity by combining lean and cybernetics Mrs. Anastasia Balasopoulou, National School of Public Health, Greece
	Improving Hospital Patient Flow: an experience-based co-design study Dr. Raffaella Gualandi, Politecnico di Milano, Italy
	Evaluating variation in quality of care setting for end-of-life cancer patients: a retrospective database analysis Dr. Anna Maria Murante, Scuola Superiore Sant'Anna, Italy
	Process optimization in total knee replacement procedures: the impact of size-specific instrument sets on process costs, handling complexity and out-of-pocket gaining Prof. Dr. Dr. Wilfried von Eiff, Graduate School of Management, Germany

● TOOLS FOR REGIONS MANAGING DIGITAL TRANSFORMATION: EXAMPLES AND ILLUSTRATION

Time: 10.30 - 11.15

Speaker: Dr. Marc Lange, EHTEL , Belgium

Location: Room D

We will start from the presentation made by Prof. Luis Lapão on the Momentum Critical Success Factors for scaling up telehealth services. We will report on the EHTEL experience in facilitating a Momentum workshop for the steering committee of the Technology Enabled Care Programme in Scotland and then broaden the subject by describing a sampling of the tools and methods that exist for helping managers and policy makers assessing the maturity of their systems of health and care for its digital transformation, assessing the potential impact of a particular innovative service and managing its deployment process from pilot to large scale.

● INTEGRATED CARE

Time: 10.30 - 11.15

Speaker Dr. Axel Kaehne, Edge Hill University, UK

Location: Room E

Integrated care has fast become a keyword for health care organisation and management over the last decade. It sometimes seems that governments and policy makers have seized on this, rightly or wrongly, as a panacea to all problems of health care commissioning and delivery. With so much prominence accorded to the integration of services, the EHMA would like to explore the opportunity to establish a EHMA Special Interest Group in Integrated Care.

● SECURING RETURN ON INVESTMENT: GETTING PATIENTS BACK TO WORK WITH EARLY INTERVENTION

Time: 11.15 - 12.00

Location: Room E

With the results of the pioneering Early Intervention Clinic in Madrid showing significant return on investment (11 euro every 1 euro invested), high patient satisfaction, improved patient outcomes and wider societal benefits, the European Steering Group on Sustainable Healthcare and the Work Foundation will outline the enormous and untapped value of early intervention in chronic diseases.

Covering what early intervention can mean for patients, payers and providers and how their soon-to-be launched Early Intervention Toolkit will support the scaling up of the Early Intervention clinic example in other markets right across Europe, this session looks at cross-sectorial solution to the two significant and interrelated pressures of tightening financial resources and increasing demands for access to health and social care facing healthcare systems across Europe.

● BUILDING A BRAND IN MEDICAL TOURISM

Time: 10.30 - 12.00

Chair: Prof. Federico Lega, Bocconi University, Italy

Location: Aula Manfredini

Mr. Ilyas Benveniste, Acibadem Healthcare Group, Turkey
Dr. Marianna Cavazza, Bocconi University, Italy
Prof. Maurizio Cavezzali, InteCare-International Medical Tourism Exhibition 2017, Italy
Prof. Lorenzo Fenech, Bocconi University, Italy
Prof. Maria Carmela Ostillo, Brand Academy SDA Bocconi, Italy

● TOP MANAGEMENT AND LEADERSHIP

Time: 10.30 - 12.00

Chair: Prof. Leonardo Caporarello, Bocconi University, Italy

Location: Aula Perego

Prof. Federico Lega, Bocconi University, Italy
Mr. Stefano Cazzaniga, Istituto Clinico Humanitas, Italy
Dr. Elizabeth Harrison, MetaSystems Indigo GmbH, Germany

● CHANGE MANAGEMENT STRATEGIES FOR CANCER SERVICES

Time: 13.30 - 15.00

Chair: Prof. Rebecca Malby, London South Bank University, UK

Location: Aula Manfredini

PRESENTATIONS

An overview of the European Cancer Concord and the Co-Production Model Prof. Mark Lawler Queens University Belfast, Ireland
Coproducing Cancer Care: the benefits of the profession / patient partnership Mr. Peter Kapitein, Inspire2Live, The Netherlands
The diffusion and adoption of clinical cancer research findings in healthcare Prof. Arnie Purushottam, King's College London, UK

● DEVELOPMENTS IN QUALITY AND PATIENT SAFETY

Time: 13.30 - 15.00

Chair: Dr. Antoni Peris, Consorci de Castelldefels Agents de Salut, Spain

Location: Room A

Patient safety is the cornerstone of high-quality health care; therefore developments in this field are of high importance. This session presents a model focusing on a partnership between citizens and healthcare organisations; a study on hospital re-admissions and a project on diagnostic centres providing faster diagnoses.

PRESENTATIONS	A partnership between citizens and healthcare organizations to assess and improve patient safety Dr. Giovanni Caracci, Agenas, Italy
	Hospital Re-admissions: Let's Stop this Revolving Door! Dr. Gillie Gabay, College of Management, Israel
	Diagnostic centre - a fast-track to diagnosis Mrs. Karolina Hallberg, Diagnostic Center, Mälarsjukhuset, Sweden

● OPERATIONS MANAGEMENT AND SERVICE IMPROVEMENT

Time: 13.30 - 15.00

Chair: Prof. Walter Sermeus, KU Leuven, Belgium

Location: Room B

Improving service operations is beneficial not only to customers, but also to employees and ultimately companies by lowering costs. This session includes presentations focused on differences between provider networks for the treatment of type 2 diabetes patients; the length of stay in the emergency department in Italy; and preferences of haematology and oncology patients in modularised and non-modularised outpatient care.

PRESENTATIONS	How health service structure and process explain differences in outcomes in type 2 diabetes provider networks: investigation in six European countries Dr. Mahdi Mahdavi, Tehran University of Medical Sciences, Iran
	Analysis of emergency department length of stay. Evidence from the Italian NHS Prof. Stefano Villa, Università Cattolica of Milan, Italy
	Service delivery preferences of patients in modularised and non-modularised specialised outpatient care: haematology and oncology Dr. Katariina Silander, Aalto University, Finland

● BEST PRACTICE IN INNOVATION MANAGEMENT

Time: 13.30 - 15.00

Chair: Prof. Dr. Dr. Wilfried von Eiff, HHL Leipzig Graduate School of Management, Germany

Location: Room C

Reinventing parts of managerial work, such as setting goals, laying out plans or acquiring and applying knowledge, requires ideas, courage and power of endurance to finalise them. Once completed, it provides a significant value and can make the difference in today's economic system. This session includes presentations about the impact of target levels on the quality of care in Sweden; key factors affecting telemedicine in developing countries; telemedicine adoption in Europe; and strategies for adopting innovations in English hospitals.

PRESENTATIONS	Investigating the key factors affecting the use of telemedicine in developing countries Dr. Mustafa Jaber, Nabu Research Academy, Malaysia
	Evidence in the healthcare management workplace: professional expertise and sense giving strategies in adopting innovations in English hospitals Dr. Yiannis Kyratsis, University of London, UK
	Changes in a Heartbeat - National Target Levels as a Complementary Method in Knowledge Management to increase Adherence to National Guideline Recommendations Dr. Maria State, National Board of Health and Welfare, Sweden
	The Diffusion of Discontinuous Digital Innovations in Health Care: An Empirical Analysis of Telemedicine Adoption in Europe Dr. Stefanie Steinhauser, University of Regensburg, Germany

● ADDRESSING THE RURAL HEALTH ISSUE

Time: 13.30 - 15.00

Speakers: Dr. Helena de la Cour, County Council of Dalarna, Sweden
Dr. Kimmo Parhiala, National Institute for Health Welfare
THL, Finland

Location: Room D

How can we guarantee access and equal healthcare in rural areas? Do new technology and mobile solutions have the answers? Welcome to a session where we look at some examples on how Scandinavian countries have solved the rural health issue and discuss future possibilities with representatives of EHMA's Young Advisory Committee (YAC).

● THE ROLE OF LEADERSHIP AND MANAGEMENT IN HEALTH FUTURES

Time: 16.00 - 17.30

Chair: Prof. Kim Putters, Institute for Social Research, The Netherlands

Location: Room A

New leadership models and emerging trends in management strategies help companies to identify the ideal strategy and determine their role in the future. This session focusses on organisational trust in top management of General Hospitals; the outcome of a strategy based healthcare workers leadership and the role of lean leadership in a Dutch hospital.

PRESENTATIONS	The role of lean leadership in the lean maturity and second-order problem solving relationship: a multiple case study Prof. Kees Ahaus, University of Groningen, The Netherlands
	Management by processes: a Patient First strategy or/and a hospital organisational model? Dr. Antoni Campos Rubiño, Hospital Vall d'Hebron, Spain
	Hippocrates Oath and Organisational Trust in top management of Public General Hospitals Dr. Gillie Gabay, College of Management, Israel

● DEVELOPMENTS IN PAEDIATRIC CARE

Time: 16.00 - 17.30

Chair: Dr. Antoni Peris, Consorci de Castelldefels Agents de Salut, Spain

Location: Room B

Social security, children's rights and new strategies and treatments are the major topics in paediatric care. This session presents a method comparing primary care for children; an analysis of the foundations for children's eHealth in Europe; and the development of new care pathways for children with disabilities.

PRESENTATIONS	Advance practice nursing contribution in paediatric primary care responsiveness: the Catalan experience at CASAP Dr. Alba Brugues, CASAP, Spain
	Building Bridges to New Care Pathways for Children with Disabilities - An Action Research Study Ms. Sarah O' Flanagan, Trinity College Dublin, Ireland
	The Compromised Foundations for Children's E-Health in Europe" and "Developing a Measurement Matrix of the Strength of Primary Care for Children Dr. Michael Rigby, Keele University, UK

● **THE TRIPLE AIM OF A BOUNDARYLESS HOSPITAL: RE-THINKING AND REDESIGNING HEALTH CARE ALONG THE CONTINUUM OF CARE** 🇵🇹

Time: 16.00 - 17.30

Chair: Prof. Dr. Dr. Wilfried von Eiff, HHL Leipzig Graduate School of Management, Germany

Co-Chair: Prof. Luís Lapão, Instituto de Higiene e Medicina Tropical, Universidade Nova de Lisboa, Portugal

Location: Room C

PRESENTATIONS	Introduction: grounds and aims of the meeting Prof. Dr. Dr. Wilfried von Eiff and Prof. Luís Lapão
	Major trends in healthcare: the “Triple Aim” challenge Prof. Dr. Dr. Wilfried von Eiff
	The boundaryless hospital approach: goals, elements and organizational approaches Prof. Dr. Dr. Wilfried von Eiff
	The hospital of the future: the “Boundaryless Hospital”, the hospital workforce and digital transformation Prof. Luís Lapão
	The RHÖN Campus model: how to organise and provide integrated medical services along the “continuum of care” Prof. Dr. med. Bernd Griewing, RHÖN-Klinikum AG, Germany Sebastian Griewing, Dominik Walter, RHÖN-Klinikum AG, Germany
	The “Boundaryless Hospital” approach and the role of industry Dr. Michael Meyer, Siemens Healthcare, Germany
	Hospital 4.0: opportunities and threats of the digital transformation in healthcare
	Specific functions and their pivotal role on the way to establish the “Boundaryless Hospital”: purchasing for quality Prof. Dr. Dr. Wilfried von Eiff
	The 10 institutional elements for designing a Boundaryless Hospital Prof. Dr. Dr. Wilfried von Eiff
	Conclusions and next steps Prof. Dr. Dr. Wilfried von Eiff and Prof. Luís Lapão

● HEALTHY URBAN LIVING

Time: 16.00 - 17.30

Speaker: Prof. Marius Buiting, NVTZ, the Netherlands

Location: Room D

It is apparent that modern healthcare needs a revolutionary redesign. The drivers of modern healthcare based upon common drivers such as universal access, disease management and focus on prevention. It is also becoming increasingly clear that these drivers are resulting in system pressures, which developments with new technology and a commitment to self care are only beginning to address. At the same time healthcare and daily living are increasingly encroaching on each others territory, with limited evidence that products, services and systems in both worlds are ready to adapt within a common unified approach. Yet, within this context there is increasing evidence of excellent local initiatives that maybe capable of being replicated and developed to address this growing pressures and in this session we will discuss these emerging health initiatives and seek to establish how health management can best respond to them.

● **INNOVATIONS IN HEALTHCARE DELIVERY** 

Time: 9.00 - 10.30

Chair: Prof. Rebecca Malby, London South Bank University, UK

Location: Room A

The transition of patients from passive healthcare recipients to active value-seeking consumers needs solutions. As the current care models are inadequate, innovation and digital tools could provide solutions. This session presents future trends in long term care; the outcome of an innovative hospital in Italy and an analysis of the French Health Home concept to identify success factors.

PRESENTATIONS	French Health Homes: From Co-location to Integration Ms. Nour Alrabie, University of Toulouse, France
	An innovative community hospital model in Italy: case study review Ms. Michela Meregaglia, Bocconi University, Italy
	Future trends and innovations for transitions and reform in long term care Mr. Frans van Zoest and Prof. Dr. Minkman, Vilans, The Netherlands

● **HEALTHCARE PROFESSIONALS DRIVING INNOVATIONS IN CARE** 

Time: 9.00 - 10.30

Chair: Prof. Mark Exworthy, University of Birmingham, UK

Location: Room B

This session deals with the implementation of a nurse performing minor skin surgeries, the evaluation of technical physicians performing reserved procedures in the Netherlands, the impact of digitalization in hand-hygiene-compliance and the outcome of implementing an Antibiotic Stewardship Programme.

PRESENTATIONS	Evaluating the temporary independent authority of technical physicians to perform reserved procedures in the Netherlands Mr. Maarten de Haan, Maastricht University, The Netherlands
	Impact of digitalization in nurses' self-improvement hand-hygiene compliance in a hospital ward: combining indoor location with gamification data presentation Supporting antibiotic stewardship via an innovative and smart decision-making system - the way towards healthcare services digitalisation Prof Luís Lapão, Instituto de Higiene e Medicina Tropical, Portugal
	When austerity strikes- nurse performing minor skin surgery Mrs. Sandra Stenroth, Clinic Mälarsjukhuset, Sweden

● COLLECTIVE LEADERSHIP: CHALLENGING CULTURE TO IMPROVE QUALITY AND SAFETY

Time: 9.00 - 10.30

Chair: Prof. Elish McAuliffe, UCD School of Nursing, Midwifery and Health Systems, Ireland

Location: Room C

Distributing the power within an organisational structure and including healthcare workers in the decision-making process is a model that can provide improvements in quality and patient safety.

PRESENTATIONS	Measuring safety performance at the team level in hospitals Dr. Marie Ward, University College Dublin, Ireland
	Healthcare staff engagement: a review of organisational activities and local practices to understand how to enhance and achieve staff engagement Ms. Marie O'Shea, University College Dublin, Ireland
	The value of social network analysis to explore hospital management networks: case study exploring a newly established hospital group Dr. Aoife De Brun, University College Dublin, Ireland
	Co-designing an intervention to support collective leadership in healthcare teams Ms. Una Cunningham, University College Dublin, Ireland
	Safety culture in healthcare teams: A narrative review of the literature Ms Roisin O'Donovan, University College Dublin, Ireland

● GOOD GOVERNANCE IN EUROPEAN HEALTHCARE

Time: 9.00 - 9.45

Speakers: Dr. Andrew Corbett-Nolan, Good Governance Institute, UK
Dr. Laura Tantom, Good Governance Institute, UK

Location: Room D

Welcome and Introductions

Who are the Good Governance Institute?
Our work in the United Kingdom.

Current Initiatives in Europe

Overview of our *Good Governance in European Healthcare* paper

Collaborative learning and discussion

Examples of best practice in your organisations? How is your health system governed? Is the system fit for purpose? What are the current governance challenges and stresses? Eg. Reporting, regulation, finance, engagement?
How will governance structures adapt to future challenges? Principles of good governance in your institutions?



● IMPROVING MENTAL HEALTH POLICIES IN EUROPE

Time: 9.00 - 10.30

Chair: Prof. Guglielmo Pacileo, Bocconi University, Italy

Location: Aula Manfredini

PRESENTATIONS

The Italian experience

Prof. Fabrizio Starace, Mental Health Department, LHA Modena, Italy

The UK scenario within the Five years forward plan

Dr. Stefan Priebe, Queen Mary University of London, UK

Mental health policies in Germany

Prof. Thomas Becker, University of Ulm, Germany

Mental health policies in France

Prof. Hèlène Verdoux, Université Victor Segalen in Bordeaux, France

● THE DIGITAL HEALTH REVOLUTION

Time: 10.30 - 12.00

Chair: Dr. Marcin Kautsh, Jagellonian University, Poland

Location: Room A

With the recent Digital Health World Congress that just took place in London and revolutionary innovations in concepts such as eHealth or mHealth, this sector is one of the fastest growing areas in healthcare and of central importance as society progresses in the digital world.

This session presents the findings of a study on digital innovation in teaching hospitals, shows the chances of mHealth in cancer management and gives an idea of how eHealth and mHealth are contributing to the future health workforce services delivery.

PRESENTATIONS

mHealth: how to improve effectiveness and efficiency of cancer management

Mr. Francesco Petracca, Bocconi University, Italy

Exploring and managing digital innovation in Teaching Hospitals

Dr. Anna De Benedictis, Politecnico di Milano, Italy

The contribution of eHealth and mHealth to the future health workforce services delivery

Prof Luís Lapão, Instituto de Higiene e Medicina Tropical, Portugal

● THE FUTURE OF INTEGRATED CARE

Time: 10.30 - 12.00

Chair: Prof. Kim Putters, Institute for Social Research, The Netherlands

Location: Room B

As Europe is facing significant changes in life expectancy of the population and, along with that, longer periods of suffering from chronic diseases, new models and innovations have to be developed to meet the demands of patients.

This session presents a new model for integrated coordination of healthcare resources regarding chronic diseases; an explanation of the purchaser's role from an institutional logics perspective; and aspirations in integration programmes between health and social care.

PRESENTATIONS	When they go low we go high - Aspirations in integration programmes between health and social care Dr. Axel Kaehne, Edge Hill University, UK
	Integrating the chronic care supply chain: explaining the purchaser's role through an institutional logics perspective Mr. Bart Noort, University of Groningen, The Netherlands
	Integrated coordination of healthcare resources. Redesigning the future of complex chronic disease Dr. Cesar Velasco Muñoz, Hospital Vall d'Hebron, Spain

● OUTCOME RESEARCH AND HTA IN EUROPE

Time: 10.30 - 12.00

Chair: Prof. Aleksandra Torbica, CERGAS, Bocconi University, Italy

Location: Aula Manfredini

Dr. Massimo Medaglia Unit Director, Pharmaceutical policies and regulation, Health Department, Lombardy Region, Italy
Dr. Marina Cerbo Innovation and Sperimentation Unit Director, Agenas, Italian National Healthcare Agency, Italy

● KEYNOTE PLENARY SESSION

CONNECTED CARE AND DATA INNOVATION: PUTTING THE PATIENT IN THE CENTRE

Time: 13.00 - 14.30

Chair: Dr. Usman Khan, EHMA, Belgium

Keynote Speaker: Dr. Korstiaan van Wyngaarden, MD, Medical Officer
Digital Health at Philips

Closing remarks: Dr. Usman Khan, EHMA, Belgium

Prof. Federico Lega, Bocconi University, Italy

Location: Aula Magna

In our final Plenary talk, EHMA is very pleased to welcome Dr. Korstiaan van Wyngaarden MSc, MD, MBA, Medical Officer Digital Health at Philips.

Philips is one of the world's most recognised companies and today its innovative work in the field of healthcare is seeking to look beyond technology to the experiences of consumers, patients, providers and caregivers across the continuum of care.

In his Keynote address, Dr. van Wyngaarden will draw upon a range of case studies to set out how Philips is facing current and future opportunities and challenges as it seeks to establish a partnership approach to developing new products and services.

PRESENTER	TITLE
Nour Alrabie , University of Toulouse, France	Dispensary pharmacies' future: from keeping poisons to keeping data
Stefania Barbieri , Azienda Ospedaliera Padova, Italy	Wearable GPS devices in individuals with pre-clinical Alzheimer's disease: our experience on a novel approach to control everyday physical activity
Stefania Barbieri , Azienda Ospedaliera Padova, Italy	Wearable medical devices: a new model of care and a QOL-improving opportunity for individuals with diabetes. Two case reports from our centre
Daiga Behmane , Riga Stradins University, Latvia	Health workforce outward migration: a major hurdle to the sustainability of health sector in Latvia
Mariela Deliverska , Medical University of Sofia, Bulgaria	Ethical and Legal Considerations in Biometric Data Usage - Bulgarian Perspective
Mariela Deliverska , Medical University of Sofia, Bulgaria	Maintaining ethical approach in rare diseases in Bulgaria
Elisabetta Garagiola , University Carlo Cattaneo, Italy	The distribution of health technologies: a benchmarking analysis
Olli Halminen , Aalto University, Finland	Evaluating cost-effectiveness of Work Master model in reducing sick-leave absence of work-related orthopaedic trauma patients
Chihiro Iizawa , International University of Health and Welfare Graduate School, Japan	Regional characteristic effect ordinary profits of Japanese Red Cross Hospitals
Marija Jevtic , University of Novi Sad, Serbia	Waste management in healthcare organizations – case report (Serbia)
Marija Jevtic , University of Novi Sad, Serbia	The role of "healthy energy" in healthcare for health future
Hassan Joulaei , Shiraz University of Medical Sciences, Iran	Analysis of Iran's health system reforms: a qualitative study
Minna Kaarakainen , University of Helsinki, Finland	Citizen participation in welfare services
Ruth Keeler , University of Leeds, UK	Ever increasing emergency admission rates needs local not national solutions

PRESENTER	TITLE
Eva Krenyacz , Corvinus University of Budapest, Hungary	How does centralized health care system modify management control devices?
Lúfs Lapão , Instituto de Higiene e Medicina Tropical, Portugal	Looking into the Future - The Innovation Cycles in Primary Healthcare in Portugal
Kaija Leino , Tampere University hospital, Finland	Leadership in a University Hospital
Irene Eleonora Lisi , Università Cattolica del Sacro Cuore, Italy	Costing chronic diseases over a full cycle of care: an interventionist case study
Catarina Maia , Center for Research on Natural Medicine, Portugal	Water ingestion and levels of attention and concentration in school children
Elina Mattila , Tampere University Hospital, Finland	Skilled Personnel in a Well-Functioning Workplace
Ciara Mellett , National Cancer Control Programme, Ireland	The development of outcome key performance indicators for systemic anti-cancer therapy using a modified Delphi technique
Gergő Merész , Semmelweis University, Hungary	Mining procurement data of the Hungarian healthcare sector
Gergő Merész , Semmelweis University, Hungary	Joint action to support eHealth network (JASeHN)
Aloysius Mutebi , Makerere University School of Public Health, Uganda	Are Community Health Workers the missing link in improving capacity of the health systems preventive arm?
Aloysius Mutebi , Makerere University School of Public Health, Uganda	Community experiences of saving for health using local financial social networks. A case study of districts in Eastern Uganda.
Nikolas Nikolaou , University of Nicosia, Cyprus	Total Quality Management (TQM) Implementation in an Individual Department of a Healthcare Organization: A proposed Framework
Dimelza Osorio Sanchez , Hospital Vall D´Hebron, Spain	Identifying low-value interventions in a tertiary hospital, barriers and possible and solutions to reduce them. Survey and focus group findings
Helen Pardoe , Princess Alexandra Hospital NHS Trust, UK	In a multi-ethnic environment in the UK less than 50% of the population can use telephone consultation.

PRESENTER	TITLE
Patryk Piotrowski , Wroclaw Medical University, Poland	Prevalence and financial burden of depressive episodes in Poland
Anna Romiti , University of Florence, Italy	The integration process in intra- and inter-organizational relationships in health. Some empirical evidences
Petya Trendafilova , Medical University Sofia, Bulgaria	Future Implications of Patient Safety in the Operating Room
Tuula Tuominen , City of Tampere, Finland	Integrated Care for Shared, High-need Clients
Eva Turk , DNV GL, Norway	Main risks and barriers in adopting Internet of people in healthcare
Henk van der Wal , Institute for Defence and Partner Hospitals, The Netherlands	Organising military Healthcare Innovations in a Changing World
Wilfried von Eiff , HHL Leipzig Graduate School of Management, Germany	Process optimization in total knee replacement procedures: the impact of size-specific instrument sets on process costs, handling complexity and out-of-pocket gaining

CONFERENCE VENUE

Bocconi University
Via Roberto Sarfatti 25
20100 Milano, Italy
+39 02 5836 3434

INTERNET SERVICE AT THE VENUE

At the venue, wireless internet service is available with a password.
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REGISTRATION DESK

The registration desk is open

- Tuesday 13th, 09.00 - 17.00
- Wednesday 14th, 8.30 - 17.00
- Thursday 15th, 8.30 - 15.00

WELCOME RECEPTION

The Opening Plenary, taking place on Tuesday, 13th June from 18.00 to 19.30, will be followed by a Welcome cocktail. The dress code is smart casual. This event is included in the registration fee.

GALA DINNER

The Gala Dinner will take place at the Fortezza Viscontea, the stunning restored 13th century residence of the Visconti family, which has hosted many eminent guests including Leonardo da Vinci. The dress code is smart casual.

The Gala dinner is not included in the registration fee. Registered guests have complimentary transportation to and from the dinner venue.

POSTER PRESENTATIONS

Posters are always displayed in the corridor.

On Tuesday 13th from 16.00 to 18.00 and on Wednesday 14th from 15.00 to 16.00, poster presenters will be at their posters to answer your questions.

PRESENTATIONS

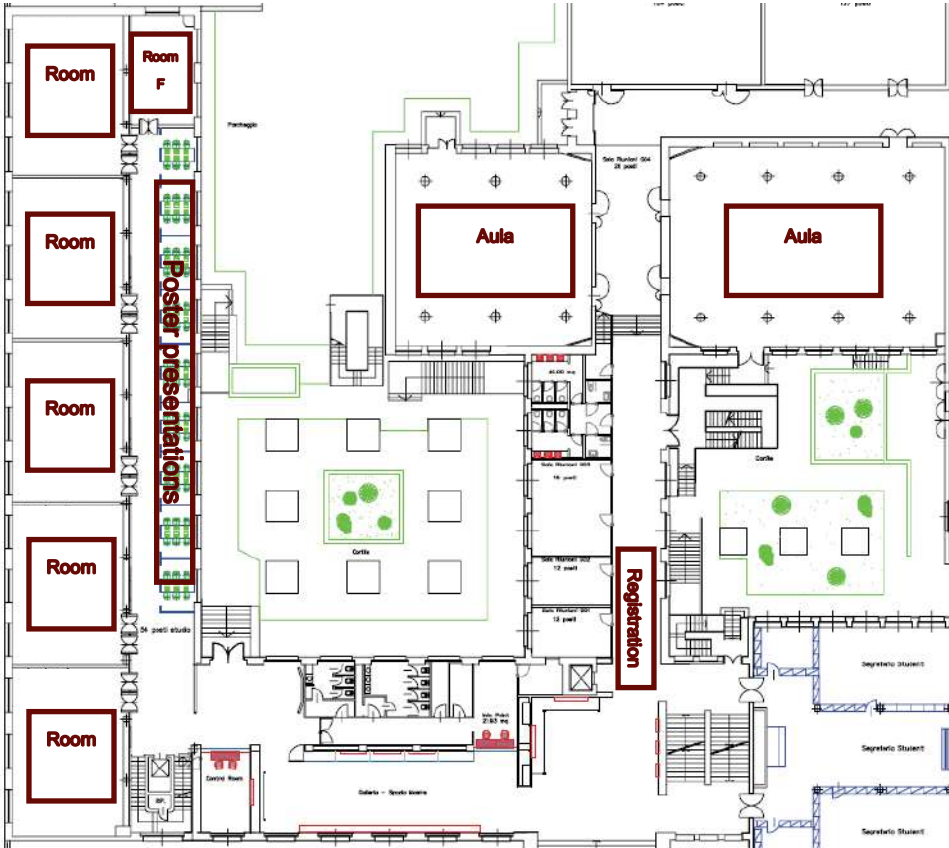
Presentations made available by their authors will be available at www.ehma.org two weeks after the Conference.

EMERGENCY INFORMATION

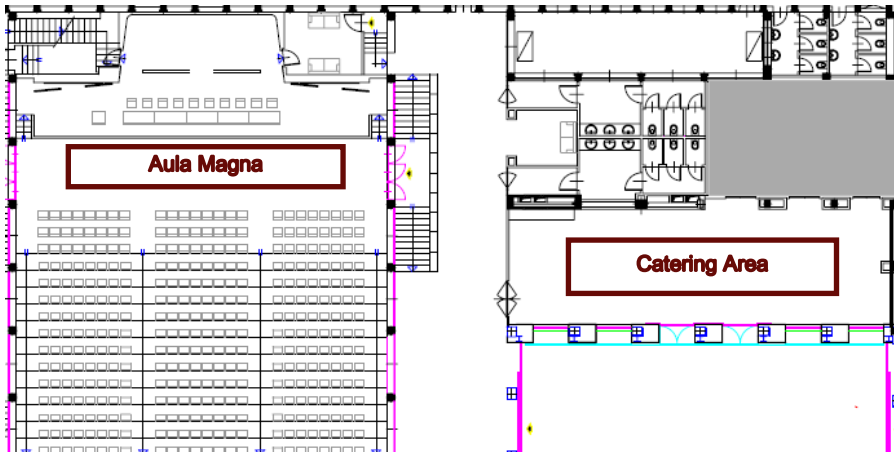
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FLOOR PLAN

First floor - Parallel Sessions and poster presentations



Ground floor - Plenary Sessions and catering area



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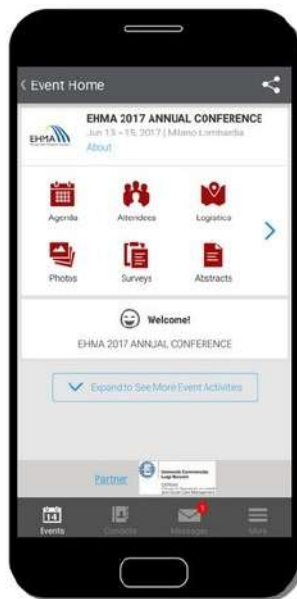
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