

❖ **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.

<b>PRESENTATIONS</b>	<b>The multiple middle: managing in healthcare</b> Lieke Oldenhof, Erasmus University Rotterdam, Netherlands
	<b>How to successfully implement Lean in healthcare organizations: the application of a socio-technical system-wide conceptual framework</b> Federica Centauri, Catholic University of the Sacred Heart, Italy
	<b>Scaling care. An analysis of the structural, social and symbolic dimensions of scale in healthcare</b> Jeroen Postma, Erasmus University Rotterdam, Netherlands
	<b>Get moving! Self-management support using mobile technology</b> 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	<b>The big bang theory - the Homerton hospital UK goes digital over a 24 hour period</b> Helen Pardoe, Homerton University Hospital, United Kingdom
	<b>The digital transformation of healthcare services is challenging new business models</b> Luis Lapao, Universidade Nova de Lisboa, Portugal
	<b>Scaling up eHealth in public healthcare systems: sharing of risk and goals as key strategy for sustainability</b> 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	<b>How to enact resilience and positive health?</b> Annemiek Stoopendaal, Erasmus University Rotterdam, Netherlands
	<b>The EFQM Model as a framework for Total Quality Management in healthcare: results of a longitudinal quantitative study</b> Steffie van Schoten, NIVEL, Netherlands
	<b>Barriers to Lean implementation in hospital settings: a survey near professionals</b> 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.