

## Hospital Flow Professional Development Program

**October 4 – 6; October 11 – 13, 2022**

*Disclaimer: Consistent with the IHI's policy, faculty for this program are expected to disclose at the beginning of their presentation(s) any economic or other personal interests that create, or may be perceived as creating, a conflict related to the material discussed. The intent of this disclosure is not to prevent a speaker with a significant financial or other relationship from making a presentation, but rather to provide listeners with information on which they can make their own judgments.*

*Unless otherwise noted below, each presenter provided full disclosure information, does not intend to discuss an unapproved/investigative use of a commercial product/device, and has no significant financial relationship(s) to disclose. If unapproved uses of products are discussed, presenters are expected to disclose this to participants.*

---



**Eric Bates, MBA, BSN, RN, CENP**, is the Senior Director of Patient Care at Northwell Health's Lenox Hill Hospital in New York City. Eric has direct oversight of the operations, care delivery, finance, and quality outcomes for 151 inpatient beds in Critical Care, Stepdown, and Medical Telemetry as well as invasive and non-invasive cardiology procedural areas. In his 15 years of healthcare experience, he has held prior roles as an emergency department RN, critical care RN and other progressive leadership roles in Cardiology and Nursing Finance at Northwell's Long Island Jewish Medical Center in New Hyde Park, NY. Eric has led many successful quality improvement projects, throughput and patient flow initiatives, and innovative approaches to patient care. Eric is certified in executive nursing practice and holds a Bachelor of Science in Nursing from Rhode Island College in Providence, RI and an MBA in Healthcare Management from Hofstra University in Hempstead, NY. Eric volunteers on the Education, Advocacy, and Outreach committee of Smile Train, the largest non-profit cleft focused agency in the world. He lives in New York City with his wife Carleigh, and two daughters Olivia and Chloe.



**Maureen Bisognano**, President Emerita and Senior Fellow, Institute for Healthcare Improvement (IHI), previously served as IHI's President and CEO for five years, after serving as Executive Vice President and COO for 15 years. She is a prominent authority on improving health care systems, whose expertise has been recognized by her elected membership to the National Academy of Medicine (IOM), among other distinctions. Ms. Bisognano advises health care leaders around the world, is a frequent speaker on quality improvement at major health care conferences and is a tireless advocate for change. She is also an Instructor of Medicine at Harvard Medical School, a Research Associate in the Brigham and Women's Hospital Division of Social Medicine and Health Inequalities. Additionally, she chairs the Advisory Board of the Well Being Trust, co-chairs the Massachusetts Coalition for Serious Illness Care with Dr. Atul Gawande, and serves on the boards of the Commonwealth Fund, Cincinnati Children's Hospital Medical Center, Indiana University Health and Nursing Now. Prior to joining IHI, she served as CEO of the Massachusetts Respiratory Hospital and Senior Vice President of The Juran Institute.



**Peg M. Bradke** recently retired as the Vice President of Patient Transitions and Experience at UnityPoint Health-St. Luke's Hospital in Cedar Rapids. She remains working with UnityPoint on Special Projects. She received a bachelor's degree in nursing from Mount Mercy University and a master's degree in nursing from the University of Iowa. In her 35-year career, she has had various administrative roles. As Vice President, the emphasis of her work is on Transitions of Care across the Care Continuum. Along with a successful transition of care, Peg Bradke is passionate thr patient and family experience. She is an advocate for patient and family centered care and has facilitated the hospital system Patient and Family Advisory Council since 2007.

She is an alumni of the Practice Change Leader Program for Aging and Health and serves as a senior faculty leader for the program. She also serves as faculty for the Institute for Healthcare Improvement on the Transforming Care at the Bedside (TCAB), Transitions of Care to Reduce rehospitalizations and National Nursing Home COVID-19 Action Network.



**Maureen Carroll, RN, CHFN**, was support faculty for the Institute of Healthcare Improvement (IHI) STAAR Transitions Home collaborative, and a clinical nurse on the cardiovascular unit at the University of California San Francisco since 1997. Maureen has been the Heart Failure Program Coordinator at UCSF since October 2008, leads the multidisciplinary Heart Failure team with a focus on improving the quality of care and reducing 30-day readmissions. Maureen is now the UCSF Transitional Care Manager in Innovations in Population Health and working with high risk medically complex patients, as well as collaborative with six Bay Area skilled nursing facilities.



**Bonnie Geld, MSW**, President, The Center for Case Management, brings over 20 years' experience in the area of Case Management with a focus on design of longitudinal case management programs, strategic design and development of transition programs, process improvement, team building, and successful integration of social work and RN roles. She has been the System Director for Case Management Services for a five-hospital system in Western Massachusetts, Director of Care Management in Minneapolis and Houston, and has developed and implemented successful Care Management programs in other states, both in Large Adult Systems in Oklahoma and Children's Health Systems in Texas. She has launched a variety of educational programs and workshops on promoting lean actions, team interventions, rapid cycle assessments, and integrated care planning.



**Don A. Goldman, MD**, Chief Scientific Officer Emeritus and Senior Fellow, Institute for Healthcare Improvement (IHI), works to deepen IHI's credibility and influence in improvement science and related disciplines. He forges relationships with key scientific, academic, educational, health services research, and professional organizations globally. In engaging the scientific community, he draws from his experience across the entire continuum of translational research, including bench science, infectious disease epidemiology, clinical trials, and implementation/quality improvement research. Internally, he works to ensure the rigor of IHI's results-oriented work, and to disseminate these results in presentations and peer-reviewed publications. Dr. Goldman explores new ways to teach and learn and brings best educational practices and promising innovations to in-person and distance learning programs. He is lead faculty for a MOOC, developed in collaboration with HarvardX, on Practical Improvement Science. He also serves as senior mentor for IHI's Fellowship Programs and the Harvard-Wide Pediatric Health Services Research Fellowship Program he founded and now co-directs. He created and leads a Harvard College General Education course that explores how global infectious disease challenges often lead to social injustice. He advocates for closer integration of improvement science, informatics, and technology, with the goal of accelerating progress towards equity and population health. Dr. Goldman serves on the AHRQ National Advisory Council, and the boards of AcademyHealth and the Institute for Medicaid Innovation. He is Professor of Pediatrics, Part Time, Harvard Medical School, and Professor of Immunology and Infectious Diseases, and Epidemiology, Harvard T.H. Chan School of Public Health.



**Uma R. Kotagal, MBBS, MSc**, Raman Kotagal currently serves as Senior Fellow at Cincinnati Children's Hospital Medical Center and Professor of Pediatrics Obstetrics and Gynecology at the University of Cincinnati. A neonatologist and Health Services Researcher by training, Dr Kotagal previously served as Executive Lead for Community and Population Health and launched a Community based Learning Network (All Children's Thrive Learning Network) focused on improving lives of Children in Poverty through cross sector partnerships which include health and education and social sectors. Prior to her focus on Community Health, Dr Kotagal led the transformation of Cincinnati

Children's in Quality and Safety and served as Senior Vice President for Quality Safety, and Transformation at Cincinnati Children's Hospital Medical Center and the First Executive Director of the James M. Anderson Center for Health Systems Excellence. In 2009, she partnered with colleagues in the Anderson Center to create the Learning Networks model to improve outcomes at scale. Currently, over a dozen Learning Networks integrate research and improvement to transform outcomes for kids in safety and chronic illness.

Dr. Kotagal has been a pioneer in the application of system science to improve outcomes in health care delivery across the world with the goal of dramatically changing medical and quality of life outcomes, patient and family experience, and value. In 2001, Dr. Kotagal directed the Robert Wood Johnson Foundation's Pursuing Perfection initiative at Cincinnati Children's. As a result of Dr. Kotagal's endeavors, Cincinnati Children's has received several prestigious National and International awards for their efforts to transform health and health care delivery.

Dr. Kotagal is a Senior Fellow of the Institute for Healthcare Improvement, served on the Board of the Ohio Children's Hospital Association and Chaired the Quality Improvement Committee of the Children's Hospital Association. She has served on the Advisory Committee of the Toronto Patient Safety Center, and as Associate Editor of BMJ Quality and Safety. Dr. Kotagal is a member of the ISQUA Leadership Academy and serves as an ISQUA NPQS expert for the WHO. Dr. Kotagal has been widely recognized for her contributions to transform health and health care. She was awarded the prestigious Daniel Drake Medal, the highest honor awarded from the UC College of Medicine. Dr.

Kotagal was honored with the William Cooper Proctor Medal, the highest honor bestowed by Cincinnati Children's Hospital. Just recently, Dr. Kotagal was awarded the Greater Living Cincinnati by the Regional Chamber of Commerce. Dr. Kotagal holds a MS in Epidemiology from Harvard University-School of Public Health, and a medical degree from Grant Medical College in Mumbai, India. Dr Kotagal was elected to the prestigious National Academy of Medicine in 2009.



**Katharine Luther, RN, MPM**, Vice President (retired), Institute for Healthcare Improvement (IHI), now serves as IHI Faculty. Ms. Luther was responsible for furthering IHI's work assisting health care leaders achieve bold aims and developing strategic partnerships that leverage innovation, pilot testing, implementation, and continuous learning across organizations. Previously, she served as Executive Director at IHI, designing new programs to impact cost and health care quality. When she retired, Ms. Luther also served as the Director of Quality at the UTHealth McGovern Medical School, Houston, TX. Ms. Luther has more than 30 years of experience in clinical and process improvement, large-scale change projects, program development, rapid-cycle change, developing and managing a portfolio of projects, and working with all levels of health care staff and leaders. Her clinical experience includes critical care, emergency room, trauma, and psychiatry. She has held quality and safety leadership positions at the University of Pittsburgh Medical Center, MD Anderson Cancer Center, and Memorial Hermann Hospital Texas Medical Center. She is certified in Lean and is a Six Sigma Master Black Belt.



**Catherine Arnold Mather, MA**, a Director at the Institute for Healthcare Improvement, works closely with internal IHI teams, external IHI faculty, and customers to design and ensure excellent delivery of programs focused on redesigning systems and establishing cross-sector partnerships to improve health and health care outcomes. Her current project portfolio includes work in complex care and maternal and neonatal health. Previously, as New Business Manager at IHI, Ms. Mather facilitated the design and development of new partnerships, programs, and products in the North America region. Before joining IHI, she served as a Communication Specialist on Health Dialog's Consumer Segmentation and Engagement Strategies Team, with responsibility for designing targeted member engagement strategies and award-winning communication materials. She also served as a pro bono Graduate Consultant to Children's Hospital Boston's Metabolism Program. Ms. Mather earned a master's in health communication from Emerson College in collaboration with Tufts University School of Medicine.



**Karen Murrell, MD, MBA**, Medical Director, Lodi Memorial Hospital and Performance and Innovation Consultant for Team Health. Prior to this, she was Chair of Emergency Medicine for The Permanente Medical Group in Northern California, was director of one of the top 20 busiest Emergency Departments in the country and was also head of hospital operations at South Sacramento. She has extensive experience in performance improvement, hospital and emergency department management and practice, with more than 35 years of experience in a variety of roles. Dr. Murrell has focused on innovative approaches to patient flow in both the emergency department and inpatient hospital, using Lean methodology to improve departmental flow that resulted in markedly decreased time to physician and length of stay. She is a frequent presenter on her work and co-author of several papers on flow. She also co-authored a book on Emergency Psychiatry.





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



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



**Patricia Rutherford, RN, MS**, retired Vice President, Institute for Healthcare Improvement (IHI), Faculty (IHI) has expertise in developing and testing innovations and new models of care in patient- and family-centered care; hospital-wide patient flow (right care, right place, right time); Transforming Care at the Bedside (TCAB); and optimizing care coordination and transitions in care. She was Project Director for the Transforming Care at the Bedside initiative, funded by the Robert Wood Johnson Foundation; served as Co-Investigator for the STate Action on Avoidable Rehospitalizations (STAAR) initiative, funded by the Commonwealth Fund; and was the Innovation and Content Lead for developing IHI's framework for Achieving Hospital-wide Patient Flow and related system-wide improvement efforts. Her skills include knowledge of process improvement, innovation, and idealized design; coaching clinicians, staff, and senior leaders in organizations on process improvement; and management of all aspects of large-scale performance improvement initiatives.



**James Rudy**, Senior Director Operations, Integrated Operations, Northwell Health, joined Northwell Health in 2012 as an Industrial Engineering Throughput Project Manager at Long Island Jewish Medical Center (LIJMC). In that role he was responsible for utilizing industrial engineering techniques to streamline processes, improve patient flow, and maximize work force productivity. In 2013, he was promoted as the Director of Operational Excellence, and was responsible for establishing the Operational Excellence Department's strategic plan and goals. Key initiatives at LIJMC have included implementing an award

winning Emergency Department split flow model, a learning system around patient flow and throughput, hospital Star Rating, and a daily management system for engaging staff in continuous improvement. In his current role, James is the Senior Director of Integrated Operations at Northwell Health. The teams strategic focus is on driving improvements to patient flow and capacity management by leveraging improvement science methodology, sharing and learning across system hospitals, and the implementation of technology solutions to support process change. Before coming to Northwell Health, James served as a process engineer, industrial engineer, and business operations professional in IBM's Microelectronics Division. In those roles, he had various responsibilities including; product quality and yield, cycle time, lean manufacturing implementation, staffing and capacity planning, and cost reductions. James holds an MBA from Pace University and a bachelor's degree in Manufacturing Engineering from Boston University.



**Frederick C. Ryckman, MD**, retired Senior Vice President for Medical Operations, Cincinnati Children's Hospital Medical Center, worked to implement the safest and most reliable health care for children. He directed Medical Operations from 2000-2017 and served as the interim Chief Operating Officer in 2015. In addition, as the Peri-Operative Service Director, he led the OR management team, infection prevention, and safety initiatives. The primary focus of his work is patient flow and capacity management throughout the Children's Hospital inpatient and outpatient environment. He is also Professor Emeritus of Surgery at the University of Cincinnati, specializing in Pediatric Multi-Organ Transplantation. He now resides on Sanibel Island, Florida.



**Jennifer Santoro Shickler, MSN, RN, NE-BC**, started her nursing career at St. Francis Hospital in 2004 working as a staff nurse on a telemetry unit where her innate leadership skills were apparent from the start. In 2007, Jennifer transferred to Long Island Jewish Medical Center as an Assistant Nurse Manager and her leadership trajectory has continued ever since. Over the years, Jennifer has held multiple leadership roles and is well-known throughout the organization as a highly effective leader. She brings innovative ideas and ability to collaborate with all members of the interdisciplinary team. Throughout her tenure at LIJMC, Jennifer has risen to each opportunity and challenge presented to her. During the COVID pandemic, Jennifer oversaw and orchestrated the unit moves to accommodate the fluctuating COVID population. She has been a mentor to many leaders in the building who see her as a resource and confidant.

Jennifer currently is the Deputy Chief Nurse for the Northwell Cancer Institute. Jennifer holds a Bachelor of Science in Nursing and a Master of Nursing Education from Molloy College and is a board-certified Nurse Executive. In addition to Jennifer's many hats within LIJMC, she is also a mother to Kaitlin, Riley, and Charlotte, and a wife to David.



**Lauge Sokol-Hessner, MD**, Hospitalist and a Clinical Associate Professor of Medicine at the University of Washington (UW) in Seattle, Washington. On the wards, his work includes collaborating as a member of interdisciplinary teams of healthcare providers, coaching medical students and residents as they develop their communication skills, and caring for a broad variety of patients and their families. He has held a number of quality improvement and educational roles in his career, including just prior to his recent move to UW/Seattle when he was the Senior Medical Director of Patient Safety in the Department of Health Care Quality at Beth Israel Deaconess Medical Center (BIDMC), the Program Director for the Harvard Medical School (HMS) Fellowship in Patient Safety and Quality, and a Course Director for the HMS Masters in Healthcare Quality and Safety in Boston, Massachusetts. He has led a broad variety of initiatives and has long focused on improving the care of seriously ill patients and advance care planning.

He has worked in southern Africa on multiple occasions, completed medical school and residency at the University of Pennsylvania in Philadelphia, and has been an attending physician for 11 years. When not working he spends time with family and friends and seeks out the mountains in all seasons.



**Jane Taylor, EdD**, Improvement Advisor and Learning Designer. She supports learning collaboratives and innovation projects by providing expertise in improvement approaches and measurement. She has advised collaboratives for both adult and pediatric populations. She is interested in the integration of transformative learning, improvement science, and clinical improvement as well as engaging persons in their care. Jane has an Ed.D. from Columbia University, Teachers College in Adult Learning and Leadership. In her spare time, she plays the violin and is a competitive amateur ballroom dancer. Jane is a trusted friend and

colleague to many; a sister, wife and aunt.



**Christine White, MD, MAT**, is Associate Professor of Pediatrics at the University of Cincinnati and Associate Chief of Staff-Inpatient Service at Cincinnati Children's Hospital Medical Center. Dr. White's interests and research focus on quality improvement with an expertise in the application of quality improvement sciences to improve inpatient systems of care. Dr. White has led efforts on patient safety, including initiatives to raise rates of medication reconciliation completion, to increase physician compliance with hand hygiene, to improve communication at night, and to improve discharge efficiency through standardization of discharge criteria. This last project, which significantly decreased length of stay without increasing readmission rates, earned the 2013 Children's Hospital Association Pediatric Quality Award.



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