



International Forum on  
**QUALITY & SAFETY**  
in **HEALTHCARE**  
**UTRECHT**

**2025**  
21-23 May  
Royal Jaarbeurs

# From inspiration to impact: Shaping the future of health and care

- ▶ The big debates in global health and care
- ▶ Projects from around the world
- ▶ Unmissable main stage discussions
- ▶ Networking activities to fuel connections



**IHI** Institute for  
Healthcare  
Improvement

**BMJ** Group

# Our Partners

We are grateful to partner with organisations at the forefront of quality improvement. Our partners work tirelessly to transform health and care services globally and are instrumental in bringing this International Forum to you.

Thank you to all our partners for building momentum amongst their expansive networks of improvers, and for the insight and energy they have dedicated to developing an exciting and relevant programme this year.

We would also like to thank our Experience Day hosts for sharing their knowledge as well as for their time and hospitality. See all Experience Days on page 10.



*Invaluable support from around the world*

## Strategic Partners



Dutch Hospital Association



NEDERLANDSE FEDERATIE VAN  
UNIVERSITAIR MEDISCHE CENTRA



Inspectie voor de Gezondheidszorg  
Ministerie van Volksgezondheid,  
Welzijn en Sport

## Dutch Supporting Partners

albert  
schweitzer



Federatie  
Medisch  
Specialisten



Qualicor



Ministry of Health, Welfare and Sport



## International Supporting Partners



Building a  
Better Health  
Service  
Seirbhís Sláinte  
Níós Fearr  
& Forbairt  
National Quality Improvement Team



MINISTRY OF HEALTH  
SINGAPORE



Helsedirektoratet  
Norwegian Directorate of Health



Scottish Government  
Riaghaltas na h-Alba  
gov.scot



Swedish Association  
of Local Authorities  
and Regions



Get in touch if you are interested in being a partner, getting special rates, participating remotely or hosting the International Forum in your city.

**Warren Lee**

Manager, Strategic Partnerships & Alliances

E: [wlee@bmj.com](mailto:wlee@bmj.com) T: +44 (0)203 655 5713

# Welcome to the first ever International Forum in Utrecht!

Utrecht has been my home since I started medical school in 1992. This is where I met my wife, where my children were born and where I live and work. I am delighted that this will be a home for you too in the coming three days.

We all see and experience the tremendous challenges facing healthcare today.

Some challenges are financial, like budget cuts or the total dismantlement of organisations.

Some are societal, like personnel shortages and increased aggression.

Some are cultural, like a regression to 'blame and shame' when things go wrong.

And some are geopolitical, like the wars that so many of our colleagues are struggling through.

This can lead to despair and loss of hope. But, to paraphrase the 2018 TED Talk of Dutch neurosurgeon Pieter van Eijdsen: *These challenges are not our enemy, they are the inevitable facts of life. The enemy is lack of meaning. The worst thing we can do is fail to use these challenges to create meaning.*

And that is exactly what the International Forum community has been doing, does, and will continue to do.

We have been addressing issues like 'reducing waste, improving flow', 'joy in work', 'restorative justice' and 'quality improvement in crisis situations' long before the underlying problems were broadly recognised.

This makes the conference a home for those who strive to create meaning for themselves, their colleagues and the people they serve.

To me, the International Forum is a harbor of hope. A place to replenish. To meet old friends and make new ones. And leave again to continue the journey, fully stocked with **Will, Ideas and Execution.**

On behalf of the Local Programme Advisory Committee and the whole IHI/BMJ Group International Forum team, I wish you a wonderful stay in Utrecht and an inspirational Forum.



**Ian Leistikow**

Inspector at Dutch Health and Youth Care  
Inspectorate Professor at Erasmus School of  
Health Policy & Management, Erasmus University  
Rotterdam

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- 24-25 Floor Plan
- 24-26 Sponsors and Exhibitors

QR

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measure our impact**

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to win one of four Amazon vouchers  
worth £50 each.

# Practical Information



**Wifi access** Select **Jaarbeurs bezoekers hotspot** network, no password required.



**Get Connected with Our app!** Download the CrowdComms app from the App Store or Google Play. Then simply enter the code **ifutrecht25** and log in with your email address. Here's what you'll get:

- Live-streamed sessions, including keynotes
- Full access to all ePosters
- The complete programme schedule, networking opportunities, and real-time notifications and reminders
- Complete our survey for a chance to win one of four £50 Amazon vouchers



**Your badge** can be collected from the badge printing kiosks next to the Registration Enquiries desk and must be worn at all times. It will be scanned outside fully booked sessions to ensure that attendees who have registered in advance for the session are admitted first. You may also choose to have your badge scanned by exhibitors and sponsors. Please ensure you keep your badge with you for the entire International Forum.



**Need a space away from the main programme to relax and recharge?**

Our **Quiet Room** is located in **Round Control Room, Level 2** and it will be available at the below times throughout the conference.

Wednesday 21 May: 08:30-16:30

Thursday 22 May: 08:00-16:45

Friday 23 May: 08:00-16:45



**We are here to help**

You can find us at the Registration desk and throughout the venue (we will be wearing green shirts).

QR

**Win £50 worth of Amazon vouchers**

**Share your feedback and help us measure our impact**

Leave us feedback for your chance to win one of four Amazon vouchers worth £50 each.

## Stay tuned

Hear about the latest developments in the field of healthcare improvement and get updates from the International Forum on Quality and Safety in Healthcare.

[linkedin.com/showcase/healthcare-improvement-at-bmj](https://www.linkedin.com/showcase/healthcare-improvement-at-bmj)





# ACHIEVE TRANSFORMATION NOW

Healthcare's most enduring challenges are solved by rethinking how we work.

The Virginia Mason Institute has a proven method for helping organisations achieve both targeted improvements and full-scale transformation, using elements of the world-class management system practised by leading institutions around the world.



Trust the organisation with 18 years of EU/NHS partnership experience

**20+** YEARS **20+** COUNTRIES **2000+** SITES

# Networking and Social Activities

It can be difficult to meet people at large conferences, so we have taken the stress out of it for you by offering a few opportunities to connect with others and enjoy your time in Utrecht.



iStock™  
Credit: canart7

Pre-book via CrowdComms app

## Exploring Utrecht & Miffy: networking walk

Thursday 22 and Friday 23 May | 08:00-08:45

Meeting place: next to the Registration Enquiries desk

Begin your day with a refreshing 30-minute walk through Utrecht, pairing up with a fellow delegate to explore the city's charm and its unique connection to Miffy (Nijntje), the beloved character created by Utrecht-born illustrator Dick Bruna.

This unguided networking walk offers a relaxed opportunity to step away from the conference setting, discover local landmarks, and connect with peers. It's an informal chance to exchange insights, share experiences, and see Utrecht from a new perspective.

*Begin your day with a refreshing 30-minutes walk through Utrecht*



Pre-book via CrowdComms app

## Mentoring

Thursday 22 & Friday 23 May | Refreshment and Lunch Breaks  
Mentoring Zone and Lived Experience Stand

Book a mentoring session and meet with experts in different areas of quality improvement.

During these mentoring sessions, you can ask for advice on a specific project or more generally about advancing your career.

*Visit the Registration Enquiries desk to check available events or to get help with the app.*







*Swap ideas with peers and  
celebrate alongside new friends*

**Sold out**

## Evening social event

Thursday 22 May 2025 | 19:00-22:00

Join us for a memorable evening at the historic Railway Museum (Spoorwegmuseum) and connect with fellow attendees in a relaxed, vibrant setting after a busy day of discussions and learning.

### Your ticket includes:

- A selection of street food options
- A live DJ
- 4 drink tokens
- Transport to and from Jaarbeurs

If you have already booked your ticket, please collect your access wristband from the Registration Enquiries desk between 11:00-16:00 on Thursday, 22 May.



## Stay connected with our app

Download the CrowdComms app from the App Store or Google Play, and simply enter the code **ifutrecht25** to get started.

At the conference, use the app to book most of the above activities plus scan QR codes on your peers badges, exchange contact info, chat, and build connections for future discussions!

# Keynote Speakers

## Keynote One

### The human future of healthcare

Thursday 22 May | 09:00-10:20



**Anne-Miek Vroom**

Director, IKONE; Netherlands



**Pedro Delgado**

Vice President, Institute for Healthcare Improvement (IHI); Northern Ireland

## Keynote Two

### Social capital in healthcare: how trust and teamwork drive organisational excellence

Thursday 22 May | 16:15-17:00



**Thomas Lee**

Internist, Brigham and Women's Hospital in Boston, Massachusetts, and the Chief Medical Officer to Press Ganey, Inc; USA

## Keynote Three

### Is this what I signed up for?

Friday 23 May | 09:00-10:15



**Donald M. Berwick**

President Emeritus and Senior Fellow, Institute for Healthcare Improvement (IHI); USA



**Manal Moussane**

Trainee Doctor and Former United Nations Youth Representative; Netherlands

## Keynote Four

### Resilience in healthcare: moving from buzzword to real change

Friday 23 May | 15:30-16:30



**Cecilie Haraldseid-Driftland**

Associate Professor, SHARE - Centre for Resilience in Healthcare; Norway



**Kari Annette Os**

Norwegian Director of Health; Norway



**Karina Aase**

Professor of Patient Safety, University of Stavanger; Norway





# Loads of documents

# Little impact



## How do you turn written policies into **real** knowledge that sticks?

Guidelines and protocols often go unread. How can you engage employees with important quality topics? Use **microlearning** to actually reach professionals!

Know the answer? Scan the QR code to find out!



redgrasp.com/ifqsh

### Question of the Day

What should a person with diabetes do if their blood glucose level is 2.8 mmol/L before bed?

- ☐ A Take fast-acting carbs (e.g., syrup, dextrose).
- ☐ B Take long-acting carbs (e.g., a sandwich).
- ☐ C Take fast-acting carbs first and long-acting carbs after the hypo.

### Spread knowledge

Microlearning works. With quiz questions by email, people have fun learning. You tailor the questions exactly to your target audience with a few clicks.

### Create discussion

Participants from the same target audience receive the same question simultaneously. This provokes discussion. That's how you engage people with your learning topics.

### Adjust & Improve

You get insight into answers and comments to help you improve your documents and provide customized training.

Visit **redgrasp.com**  
to learn about  
**microlearning for your  
organisation**



# Programme | 21 May

08:30-09:30	<b>Registration and refreshments</b>	
09:30-16:30	<b>X1: Amsterdam University Medical Centre, Amsterdam</b> <b>Format:</b> Site visit	Off-site
09:30-16:30	<b>X2: Catharina Hospital, Eindhoven</b> <b>Format:</b> Site visit	Off-site
09:30-16:30	<b>X3: Diakonessenhuis, Utrecht</b> <b>Format:</b> Site visit	Off-site
09:30-16:30	<b>X4: Albert Schweitzer Hospital, Dordrecht</b> <b>Format:</b> Site visit	Off-site
09:30-16:30	<b>X5: Health Hub Utrecht: A holistic approach to health and care</b> <b>Format:</b> Site visit	Off-site
09:30-16:30	<b>X6: Social and technological innovation in care for people with Intellectual Disabilities and Chronic Epilepsy</b> <b>Format:</b> Site visit	Off-site
09:30-16:30	<b>X7a: New Style Elderly Care Home - Liv Inn</b> <b>Format:</b> Site visit	Off-site
09:30-16:30	<b>X7b: New Style Elderly Care Home - Oost voor Elkaar</b> <b>Format:</b> Site visit	Off-site
09:30-16:30	<b>X8: What can we learn about quality and safety from the Dutch national rail network?</b> <b>Format:</b> Site visit	Off-site
09:30-16:30	<b>X9: Regulation in quality and safety</b> <b>Format:</b> Workshop <b>Einar Hovlid</b> Norwegian Board of Health Supervision; Norway, <b>Jan-Willem Weenink</b> Erasmus University Rotterdam; Netherlands, <b>Joyce Frederick</b> Care Quality Commission; England, <b>Miriam Hartveit</b> Fonna Hospital Trust and Norwegian Board of Health Supervision; Norway, <b>Victoria Howes</b> Care Quality Commission; England, <b>Wouter van der Schors</b> Dutch Health and Youth Care Inspectorate, Netherlands	Spark
09:30-16:30	<b>M1: Holland Health House - dé Nederlandse Kwaliteitsdialoog</b> <b>Format:</b> Workshop Session leaders: <b>Erica de Loos</b> Dutch Hospital Association (NVZ); Netherlands, <b>Hester Vermeulen</b> Radboud University; Netherlands <b>Angelique Weel-Koenders</b> Erasmus Universiteit Rotterdam; Netherlands, <b>Anja Ros</b> Patient Advisory Council Health Academy Radboud University Medical Center; Netherlands, <b>Anne de Pagter</b> Challenge & Support; Netherlands, <b>Catharina van Oostveen</b> Verpleegkundige & Verzorgende; Netherlands, <b>Didi Landman</b> Straattandarts Dental Care for the Homeless; Netherlands, <b>Ellen Joan van Vliet</b> Qualicor Europe and ISQua; Netherlands, <b>Kirsten Dabekaussen</b> De Jonge Specialist; Netherlands, <b>Sjoerd Repping</b> Zorg Evaluatie & Gepast Gebruik; Netherlands	Progress
09:30-16:30	<b>M2: Beyond incremental improvement: what do we need to deliver deep, systemic change in healthcare?</b> <b>Format:</b> Workshop   <b>Stream:</b> Change Session chairs: <b>Göran Henriks</b> Region Jönköping; Sweden and <b>Helen Bevan</b> Warwick Business School & NHS Horizons; England <b>Andrea Waddell</b> Waypoint Centre for Mental Health Care and the University of Toronto; Canada, <b>Cara Evans</b> Waypoint Centre for Mental Health Care and the University of Toronto; Canada, <b>Jacqueline Myers</b> North East & North Cumbria Integrated Care Board; England, <b>Kathryn Grayling</b> North East & North Cumbria Integrated Care Board; England, <b>Matthijs van der Linde</b> National Health Care Institute; Netherlands, <b>Marie O'Haire</b> HSE Ireland; Ireland, <b>Nuala Scannell</b> HSE Ireland; Ireland, <b>Willem Jan Bos</b> Leiden University Medical Center; Netherlands, <b>Zoe Lord</b> NHS Horizons; England	Arena/Polar

09:30-12:30	<b>M3: The leading toolkit</b> <b>Format:</b> Workshop   <b>Stream:</b> Leading Session chairs: <b>Angela Misra</b> Aspiring Leaders in Healthcare Network; England and <b>Jamie Smyth</b> Royal Free London NHS Foundation Trust; England <b>Akudo Okereafor</b> North Middlesex University Hospital NHS Trust; England, <b>Angela Zambeaux</b> Institute for Healthcare Improvement (IHI); France, <b>Benna Waites</b> Improvement Cymru; Wales, <b>Birgit Hartoft</b> Lived Experience Partner; Denmark, <b>James Mountford</b> Galileo Global Education; France, <b>Naheen Ali</b> Lived Experience Partner; England, <b>Karen Turner</b> Royal Free London NHS Foundation Trust; England, <b>Scott Ballard-Ridley</b> NHS England; England, <b>Wendy Korthuis-Smith</b> Virginia Mason Institute; USA	Session room 3 Hall 9
09:30-12:30	<b>M4: Advancing population health and equity: Collective leadership and quality improvement in action</b> <b>Format:</b> Workshop   <b>Stream:</b> Populations <b>Amar Shah</b> NHS England & East London NHS Foundation Trust; England, <b>Laura Yearsley</b> NHS Horizons; England, <b>Mirella Minkman</b> Vilans, Centre of Excellence for Support and Care; Netherlands, <b>Tanya Verrall</b> Saskatchewan Health Quality Council; Canada, <b>Tracey Sherin</b> Saskatchewan Health Quality Council; Canada	Session room 4 Hall 9
09:30-12:30	<b>M5: A toolkit for creatively confronting the leadership challenges of improving quality and safety: A management research pecha kucha</b> <b>Format:</b> Workshop   <b>Stream:</b> Leading <b>Amit Nigam</b> Bayes Business School and BMJ Leader; England	Session room 2 Hall 9
12:30-13:30	<b>Lunch break</b>	
13:30-16:30	<b>M6: Using implementation and social sciences to improve improvement science</b> <b>Format:</b> Workshop   <b>Stream:</b> Science <b>Amar Shah</b> East London Foundation NHS Trust and NHS England; England, <b>Dorien Zwart</b> UMC Utrecht; Netherlands, <b>Jafet Arrieta</b> Institute for Healthcare Improvement (IHI); USA, <b>Jonathan Burlison</b> St Jude Children's Research Hospital; USA, <b>Mathé Delissen</b> UMC Utrecht; Netherlands, <b>Michelle Spek</b> UMC Utrecht; Netherlands, <b>Nicola Burgess</b> Professor of Operations Management, University of York; England, <b>Pierre Barker</b> Institute for Healthcare Improvement (IHI); USA	Session room 3 Hall 9
13:30-16:30	<b>M7: A cross-cultural perspective on justice after harm: What does it mean, for whom, and whose needs are being met?</b> <b>Format:</b> Workshop   <b>Stream:</b> Safety Session chair: <b>Maja Troj Larsen</b> Student in Quality and Safety; Denmark <b>Helen Haylor</b> Bradford District Care NHS Foundation Trust; England, <b>Jane O'Hara</b> THIS Institute; England, <b>Jo Wailling</b> Victoria University of Wellington; New Zealand, <b>Kathryn Turner</b> Royal Brisbane and Women's Hospital; Australia, <b>Lauren Ramsey</b> Yorkshire and Humber Patient Safety Research Collaboration (YH PSRC); England	Session room 4 Hall 9
13:30-16:30	<b>M8: Creating safer outcomes by partnering with patients as part of their care team to raise signs of deterioration</b> <b>Format:</b> Workshop   <b>Stream:</b> People <b>Julie Fox</b> University Health Network for Better Health; Canada, <b>Kerseri Scane</b> University Health Network for Better Health; Canada, <b>Laura Williams</b> University Health Network for Better Health; Canada, <b>Santa Cuda</b> University Health Network for Better Health; Canada	Session room 1 Hall 9
13:30-16:30	<b>M9: Empowering leaders, engaging teams: sustaining improvement in complex healthcare systems</b> <b>Format:</b> Workshop   <b>Stream:</b> People <b>Adam Sewell-Jones</b> North and East Hertfordshire NHS Trust; England, <b>Gregory Young</b> LeaderShape Global Ltd; England, <b>Phil Wood</b> Leeds Teaching Hospitals NHS Trust; England, <b>Wendy Korthuis-Smith</b> Virginia Mason Institute; USA	Session room 2 Hall 9
16:45-17:30	<b>M10: Change Rebels Salon</b> <b>Format:</b> Workshop   <b>Stream:</b> Change <b>Göran Henriks</b> Region Jönköping; Sweden, <b>Helen Bevan</b> Warwick Business School & NHS Horizons; England	Session room 2 Hall 9

# Programme | 22 May

07:45-09:00	<b>Registration and refreshments</b>	
08:00-09:00	<b>Poster Orientation/Meet and greet</b>	Poster area Exhibition Hall 8 & 9
08:00-08:45	<b>BR2: SALAR Swedish Huddle</b> <b>Format:</b> Networking	Session Room 1 Hall 9
08:00-08:45	<b>BR3: Danish Society for Patient Safety (PS!) Dansk Huddle</b> <b>Format:</b> Networking	Session Room 3 Hall 9
08:00-08:45	<b>BR4: Scottish Huddle</b> <b>Format:</b> Networking	Progress
08:00-08:45	<b>BR5: English Huddle</b> <b>Format:</b> Networking	Session Room 2 Hall 9
08:00-08:45	<b>BR6: Belgian Zorgnet-Icuro huddle - Person-centred care: under pressure?!</b> <b>Format:</b> Networking	Session Room 4 Hall 9
08:00-08:45	<b>Exploring Utrecht &amp; Miffy: Networking Walk</b> <b>Format:</b> Networking	Off-site
09:00-10:20	<b>Keynote One: Anne-Miek Vroom and Pedro Delgado</b> <b>Format:</b> Keynote <b>Anne-Miek Vroom</b> IKONE; Netherlands, <b>Pedro Delgado</b> Institute for Healthcare Improvement (IHI); Northern Ireland	Plenary Hall Hall 7
10:20-11:00	<b>Morning refreshments</b>	
10:25-11:00	<b>Poster presentations</b>	Poster Stages Exhibition Hall 8 & 9
11:00-12:15	<b>A1: Improving work processes with Relational Coordination: a masterclass with Jody Hoffer Gittel</b> <b>Format:</b> Presentation   <b>Stream:</b> Change <b>Professor Jody Hoffer Gittel</b> Brandeis University; USA	Plenary Hall Hall 7
11:00-12:15	<b>A2: Leading style and mindset</b> <b>Format:</b> Olympus Forum   <b>Stream:</b> Leading Session chair: <b>Brigid Russell</b> Brigid Russell Coaching Limited; Scotland <b>Anders Vege</b> Norwegian Directorate of Health; Norway, <b>Bob Klaber</b> Imperial College Healthcare NHS Trust; England, <b>Gabrielle Mathews</b> North Central London; England, <b>James Mountford</b> Galileo Global Education; France, <b>Mathieu Louiset</b> PAQS; Belgium, <b>Nicki Macklin</b> University of Auckland; New Zealand, <b>Suzie Bailey</b> The King's Fund; England	Polar
11:00-12:15	<b>A3: Emerging and developing leaders</b> <b>Format:</b> Presentation   <b>Stream:</b> Leading Session chairs: <b>Jamie Smyth</b> Royal Free London NHS Foundation Trust; England and <b>Markus Klimek</b> Erasmus MC; Netherlands <b>Emma Tonner</b> Leeds Teaching Hospital; England, <b>Helen Howson</b> The Bevan Commission and Bevan Academy; Wales, <b>Kris Vanhaecht</b> Leuven Institute for Healthcare Policy; Belgium, <b>Relinde De Koeijer</b> Erasmus University; Netherlands	Kine 13
11:00-12:15	<b>A4: Breakthrough improvements in clinical practice</b> <b>Format:</b> Presentation   <b>Stream:</b> Science Session chair: <b>Dave Dongelmans</b> Amsterdam UMC; Netherlands <b>Abha Mehndiratta</b> Institute for Healthcare Improvement; India, <b>Andrea X Cortes Beltran</b> King's College Hospital; England, <b>Harry Coleman</b> Mortimer Market Centre SHC; England	Kine 7
11:00-12:15	<b>A5: Taking a patient safety culture approach to improving care</b> <b>Format:</b> Presentation   <b>Stream:</b> Safety Session chairs: <b>Desiree Hairwassers</b> Lived Experience and Communities Panel; Netherlands and <b>Ian Leistikow</b> Erasmus School of Health Policy and Management; Netherlands <b>Lisbeth Schrøder</b> Slagelse Hospital; Denmark, <b>Nicolette Sinclair</b> Saskatchewan Health Authority; Canada, <b>Rod Stryker</b> Saskatchewan Health Authority; Canada, <b>Tiffany Blair</b> Director, Integrated Saskatoon Health, Saskatchewan Health Authority; Canada, <b>Sabina Annika Lund</b> Slagelse Hospital; Denmark	Kine 12



11:00-12:15	<b>A6: Empowering communities through co-production</b> <b>Format:</b> Workshop   <b>Stream:</b> People <b>Carl Adams</b> Hampshire and Isle of Wight NHS Foundation Trust; England, <b>Cheryl Levy</b> King's College Hospital; England, <b>Colin Barnes</b> Hampshire and Isle of Wight Healthcare Foundation NHS Trust; England, <b>James Norris</b> Patient/Carer, King's College Hospital; England, <b>Natalie Royston</b> The Academy of Research and Improvement, Hampshire and Isle of Wight Healthcare NHS Foundation Trust; England, <b>Sian Lloyd-Jones</b> Hampshire & Isle of Wight Healthcare NHS Foundation Trust; England	Mission 1+2
11:00-12:15	<b>A7: "Getting Published" - with BMJ Open Quality</b> <b>Format:</b> Workshop <b>Helen Crisp</b> Crisp QI and BMJ; England	Session Room 3 Hall 9
11:00-12:15	<b>A8: Advancing health equity</b> <b>Format:</b> Presentation   <b>Stream:</b> Populations <b>Corinna Parisi</b> Institute for Healthcare Improvement (IHI); USA, <b>Minara Chowdhury</b> Institute for Healthcare Improvement (IHI); England, <b>Nandi Simpson</b> NHS Race and Health Observatory; USA	Session Room 1 Hall 9
11:00-12:15	<b>A9: Closed session</b>	Session Room 2 Hall 9
11:00-12:15	<b>A10: How to effectively use a PDSA cycle for sustainable improvement</b> <b>Format:</b> Workshop   <b>Stream:</b> Foundations <b>Karen Turner</b> Royal Free London NHS Foundation Trust; England, <b>Tricia Bolender</b> Institute for Healthcare Improvement (IHI); USA	Progress
11:00-12:15	<b>A11: Community approaches to support children and young people's mental health</b> <b>Format:</b> Workshop   <b>Stream:</b> Populations Session chair: <b>Jenny Shand</b> University College London; England <b>Kathryn Grayling</b> North East & North Cumbria Integrated Care Board; England, <b>Lindsey Boechler</b> Saskatchewan Polytechnic; Canada	Session Room 4 Hall 9
11:00-12:15	<b>A12: Nurses in the lead: the power of Quality Groups</b> <b>Format:</b> Presentation   <b>Stream:</b> Leading <b>Geeske Bloemert</b> Albert Schweitzer Hospital; Netherlands, <b>Marloes van der Heul</b> Albert Schweitzer Hospital; Netherlands, <b>Myrthe Cappon</b> Albert Schweitzer Hospital; Netherlands	Quest
12:15-13:15	<b>Lunch break</b>	
12:20-13:15	<b>Poster presentations</b>	Poster Stages Exhibition Hall 8 & 9
12:30-13:00	<b>L1: "Getting Published" - networking with BMJ Journals</b> <b>Format:</b> Networking <b>Helen Crisp</b> Crisp QI and BMJ; England	Progress
12:30-13:00	<b>L2: Change Rebels Salon</b> <b>Format:</b> Networking   <b>Stream:</b> Change <b>Göran Henriks</b> Region Jönköping; Sweden, <b>Helen Bevan</b> Warwick Business School & NHS Horizons; England	Session Room 3 Hall 9
12:30-13:00	<b>L3: Tackling medical waste: once upon a time there was a Polyphant</b> <b>Format:</b> Presentation Session chair: <b>Heather Shearer</b> Quality Improvement Clinic; England <b>Rebecca Banens</b> Eyes Wide Open; Netherlands	Session Room 1 Hall 9
12:30-13:00	<b>L4: Moral distress and conflicting conceptions of solidarity among healthcare staff from a minority population during the pandemic and national crisis situations</b> <b>Format:</b> Workshop <b>Maram Khazen</b> Harvard Medical School and Brigham, USA	Session Room 2 Hall 9
13:15-14:30	<b>B1: Leading for a better future, from revolution to evolution</b> <b>Format:</b> Workshop   <b>Stream:</b> Leading <b>Jason Leitch</b> Institute for Healthcare Improvement (IHI); Scotland	Plenary Hall (Hall 7)
13:15-14:30	<b>B2: Building social capital: understanding, developing, and leveraging networks and collaborations</b> <b>Format:</b> Workshop   <b>Stream:</b> Change Session chair: <b>Jill Duncan</b> Institute for Healthcare Improvement (IHI); USA <b>Manon Roest</b> Tilburg University; Netherlands, <b>Sarah Galloway</b> South West London and St George's Mental Health NHS Trust; England, <b>Sasha Karakusevic</b> NHS Horizons; England	Polar

# Programme | 22 May

13:15-14:30	<b>B3: Leading for workforce well-being</b> <b>Format:</b> Presentation   <b>Stream:</b> Leading Session chairs: <b>Marie Storkholm</b> Regionshospitalet Horsens; Denmark and <b>Mario Korte</b> Máxima MC; Netherlands <b>Alistair Thomson</b> The King's Fund; England, <b>Anita DeHavilland</b> Hampshire and Isle of Wight Healthcare NHS Foundation Trust; England, <b>Jeni Malpass</b> Hampshire & Isle of Wight Healthcare NHS Foundation Trust; England, <b>Jeremy Cox</b> The King's Fund; England	Kine 12
13:15-14:30	<b>B4: Advanced uses of data and analytics</b> <b>Format:</b> Presentation   <b>Stream:</b> Science Session chair: <b>James Hoffman</b> St Jude Children's Research Hospital; USA <b>Erik Mayer</b> Imperial College Healthcare NHS Trust; England, <b>Rosanna Hunt</b> Midlands and Lancashire CSU; England, <b>Sheena Bhagirath</b> Amsterdam UMC; Netherlands, <b>Tamara Broughton</b> Tilburg University / Meander Medical Centre; Netherlands	Kine 7
13:15-14:30	<b>B5: Transforming systems</b> <b>Format:</b> Presentation   <b>Stream:</b> Change Session chair: <b>Göran Henriks</b> Region Jönköping County; Sweden <b>Andrea Thoosen</b> Amsterdam UMC; Netherlands, <b>Jacqueline Myers</b> North East and North Cumbria Integrated Care Board; England, <b>Martine de Bruijne</b> Amsterdam UMC, Amsterdam Public Health Research Institute; Netherlands, <b>Tracey Sherin</b> Saskatchewan Health Council; Canada, <b>Tanya Verrall</b> Saskatchewan Health Council; Canada	Kine 13
13:15-14:30	<b>B6: Co-production to build resilient communities</b> <b>Format:</b> Workshop   <b>Stream:</b> People Session chair: <b>Bob Klaber</b> Imperial College Healthcare NHS Trust; England <b>Alan Lawrie</b> NHS Executive; Wales, <b>Akudo Okerefor</b> ABC Parents, North Middlesex University; England, <b>Christina Roach</b> NHS Executive; Wales, <b>Jules Godden</b> NHS Executive; Wales, <b>Laura Pozzobon</b> University Health Network; Canada, <b>Lucy Robin</b> Child Health Community Champions Lead, ABC Parents; England, <b>Melissa Sheldrake</b> Institute for Safe Medication Practices; Canada	Session Room 2 Hall 9
13:15-14:30	<b>B7: Patient Activated Rapid Response: revolutionising hospital safety by collaborating with patients &amp; families</b> <b>Format:</b> Workshop   <b>Stream:</b> Safety Session chair: <b>Ralph So</b> Albert Schweitzer Hospital; Netherlands <b>Christian Subbe</b> NHS Wales; Wales, <b>Professor Henrietta Hughes</b> Patient Safety Commissioner; England, <b>Merope Mills</b> The Guardian; England	Mission 1+2
13:15-14:30	<b>B8: Innovating to improve quality of care in the WHO European region</b> <b>Format:</b> Workshop <b>Joao Breda</b> WHO Athens Office on Quality of Care and Patient Safety, WHO European Region (Online), <b>Jennifer Hall</b> WHO Athens Office on Quality of Care and Patient Safety, WHO European Region, <b>Valter Fonseca</b> WHO Athens Office on Quality of Care and Patient Safety, WHO European Region (Online)	Session Room 1 Hall 9
13:15-14:30	<b>B9: How to co-produce improvement with patients, carers and service users</b> <b>Format:</b> Workshop   <b>Stream:</b> Foundations <b>Anne-Miek Vroom</b> IKONE and Lived Experience and Communities Panel; Netherlands, <b>Emma Doble</b> BMJ and Chair, Lived Experience and Communities Panel; England, <b>Esther Greaney</b> Lived Experience and Communities Panel, <b>Prachi Khanna</b> Lived Experience and Communities Panel	Progress
13:15-14:30	<b>B10: How can we deliver Age Friendly Health Systems?</b> <b>Format:</b> Workshop   <b>Stream:</b> Populations <b>Angela Zambeaux</b> Institute for Healthcare Improvement (IHI); France, <b>Susan Hannah</b> Institute for Healthcare Improvement (IHI); Scotland	Session Room 3 Hall 9
14:30-15:00	<b>Afternoon refreshments</b>	
14:35-15:00	<b>Facilitated poster presenter networking meet-up</b>	Poster Stages Exhibition Hall 8 & 9
15:00-16:00	<b>C1: Personalised healthcare</b> <b>Format:</b> Presentation   <b>Stream:</b> People Session chair: <b>Ralph So</b> Albert Schweitzer Hospital; Netherlands <b>Angelique Weel</b> Maasstad Ziekenhuis; Netherlands, <b>Barbara van Leeuwen</b> University Medical Centre Groningen; Netherlands, <b>Elisabeth van Schaik</b> Society Personalised Healthcare; Netherlands, <b>Jasper Brands</b> ; Netherlands, <b>Nico van Weert</b> Society Personalised Healthcare; Netherlands	Plenary Hall Hall 7

15:00-16:00	<b>C2: And then things go wrong... Dealing with sentinel events 2.0, experiences of professionals, patients and health care inspector</b> <b>Format:</b> In the round   <b>Stream:</b> Safety Session chair: <b>Ian Leistikow</b> Erasmus School of Health Policy and Management; Netherlands <b>Anja Brunsveld-Reinders</b> Leiden University Medical Center; Netherlands <b>Jaap Hamming</b> Leiden University Medical Center; Netherlands	Polar
15:00-16:00	<b>C3: 28 regional hospitals (SAZ: association of general hospitals) working together on patient safety. Experience the power to improve together</b> <b>Format:</b> Workshop   <b>Stream:</b> Populations <b>Caroline Schlinkert</b> Nivel; Netherlands, <b>Ilse van Woudenberg</b> Association of General Hospitals; Netherlands, <b>Joyce Bakker</b> Association of General Hospitals; Netherlands	Kine 12
15:00-16:00	<b>C4: New thinking on scale and spread</b> <b>Format:</b> Presentation   <b>Stream:</b> Science Session chair: <b>Stella O'Brien</b> The Healthcare Improvement Studies Institute (THIS Institute), University of Cambridge Engagement and Advisory Committee; England <b>Anita Rowe</b> HSCQI, Public Health Agency; Northern Ireland, <b>Helen McLaughlin</b> Lived Experience Partner, <b>Ruth Jordan</b> Cardiff and Vale University Health Board; Wales, <b>Tricia Bolender</b> Institute for Healthcare Improvement (IHI); USA	Kine 7
15:00-16:00	<b>C5: Leading with the engagement of people receiving care</b> <b>Format:</b> Presentation   <b>Stream:</b> Leading Session chairs: <b>Birgit Hartoft</b> Lived Experience Partner; Denmark and <b>Ellen Joan van Vliet</b> Qualicor Europe; Netherlands <b>Anette Nilsson</b> Region Jönköping County; Sweden, <b>Gareth Taylor</b> Elysium Healthcare; England, <b>Lois Edmunds</b> Elysium Healthcare; England, <b>Marjolein Heemels</b> Maastricht University Medical Center; Netherlands	Kine 13
15:00-16:00	<b>C6: Learning about quality systems</b> <b>Format:</b> Workshop   <b>Stream:</b> Change Session chair: <b>Christina Krause</b> BC Patient Safety & Quality Council; Canada <b>Eleanor Parker</b> East London NHS Foundation Trust; England, <b>Joanna Moore</b> East London NHS Foundation Trust; England, <b>Kris Vanhaecht</b> Leuven Institute for Healthcare Policy, KU Leuven; Belgium, <b>Pedro Delgado</b> Institute for Healthcare Improvement (IHI); Northern Ireland	Mission 1+2
15:00-16:00	<b>C7: How to transform capacity &amp; capability</b> <b>Format:</b> Workshop   <b>Stream:</b> Change Session chair: <b>Emma Challans-Rasool</b> Proud2bOps and NHS Horizons; England <b>Annelies Visser</b> Amsterdam UMC; Netherlands, <b>Carl Adams</b> Hampshire and Isle of Wight Healthcare NHS Foundation Trust; England, <b>Sarah Phillips</b> Kent Community Health NHS Foundation Trust; England, <b>Sarah Williams</b> Hampshire and Isle of Wight Healthcare NHS Foundation Trust; England, <b>Sonja Oomkes</b> Safer Care (Veiligier Zorg); Netherlands	Session Room 4 Hall 9
15:00-16:00	<b>C8: Session to be announced</b>	
15:00-16:00	<b>C9: Strategies and collective action to reduce diagnostic errors</b> <b>Format:</b> Workshop   <b>Stream:</b> Safety <b>Hardeep Singh</b> Baylor College of Medicine; USA, <b>Laura Zwaan</b> Erasmus MC; Netherlands	Session Room 2 Hall 9
15:00-16:00	<b>C10: How to use data and measurement to improve safety and efficiency</b> <b>Format:</b> Workshop   <b>Stream:</b> Foundations <b>Auzewell Chitewe</b> National Institute for Health and Social Care Excellence (NICE); England	Session Room 3 Hall 9
15:30-16:30	<b>C11: Brilliant Failures®: Working together, failing together, learning together</b> <b>Format:</b> Workshop Session chair: <b>Ruud Koolen</b> Dutch Health Hub; Netherlands <b>Paul Iske</b> Institute of Brilliant Failures; Netherlands	Progress
15:00-16:00	<b>C12: Voices of the next generation: How can we improve workforce wellbeing?</b> <b>Format:</b> Networking   <b>Stream:</b> Leading <b>Maja Troj Larsen</b> Next Generation Advisory Panel; Denmark, <b>Riddhi Shenoy</b> Kettering General Hospital and Next Generation Advisory Panel; England	Quest
16:15-17:00	<b>Keynote Two: Social capital in healthcare: How trust and teamwork drive organisational excellence</b> <b>Format:</b> Keynote <b>Thomas Lee</b> Brigham and Women's Hospital in Boston, Massachusetts, and Press Ganey, Inc; USA	Plenary Hall Hall 7
19:00 onwards	<b>Evening social event at Spoorwegmuseum (The Railway Museum) - see details on page 4</b>	

# Programme | 23 May

07:45-09:00	<b>Registration and refreshments</b>	
08:00-09:00	<b>Poster walkaround</b>	Poster area Exhibition Hall 8 & 9
08:00-08:45	<b>BR11: Aspiring leaders in healthcare: breakfast networking</b> <b>Format:</b> Workshop   <b>Stream:</b> Leading	Auditorium
08:00-08:45	<b>BR13: All-Ireland QI country huddle</b> <b>Format:</b> Networking	Mission 1+2
08:00-08:45	<b>BR14: Sustainability huddle</b> <b>Format:</b> Networking <b>Sonia Roschnik</b> Geneva Sustainability Centre (International Hospital Federation); Switzerland, <b>Thomas Dakin</b> Geneva Sustainability Centre (International Hospital Federation); Switzerland	Session Room 3 Hall 9
08:00-08:45	<b>BR15: Personalised care: naturally! (Albert Schweitzer Hospital in co-production with the Dutch Society for Personalised Care – Open Meeting)</b> <b>Format:</b> Networking <b>Jacqueline Stouthard MD, PhD</b> Antoni van Leeuwenhoek Hospital; Netherlands, <b>Nico van Weert</b> Albert Schweitzer Hospital; Netherlands, <b>Prof Iwan van der Horst MD, PhD</b> Albert Schweitzer Hospital, Dordrecht; Netherlands, <b>Prof Nardo van der Meer</b> Catherina Hospital, Eindhoven; Netherlands <b>Ralph So</b> Albert Schweitzer Hospital; Netherlands	Session Room 2 Hall 9
08:00-08:45	<b>BR16: Réseau Francophone pour l'Amélioration de la Qualité (RFAQ) - Francophone improvers huddle</b> <b>Format:</b> Networking <b>Angela Zambeaux</b> Institute for Healthcare Improvement (IHI); France, <b>Anthony Staines</b> Fédération des hôpitaux vaudois; Switzerland, <b>James Mountford</b> Galileo Global Education; France, <b>Mathieu Louiset</b> PAQS Belgium; Belgium, <b>Pierre Barker</b> Institute for Healthcare Improvement (IHI); USA	Quest
08:00-08:45	<b>BR18: BMJ Best Practice: the role of clinical decision support in driving quality improvement and enabling learning health systems</b> <b>Format:</b> Workshop <b>Helena Delgado-Cohen</b> BMJ Group; England, <b>Kieran Walsh</b> BMJ Group; England, <b>Kriti Sharma</b> Great Western Hospital; England	Progress
08:00-08:45	<b>BR19: Planning for Oslo 2026</b> <b>Format:</b> Workshop <b>Kari Annette Os</b> Norwegian Directorate for Health and Social Affairs	Session Room 1 Hall 9
08:00-08:45	<b>Exploring Utrecht &amp; Miffy: Networking Walk</b> <b>Format:</b> Networking	Off-site
09:00-10:15	<b>Keynote Three: Is this what I signed up for?</b> <b>Format:</b> Keynote <b>Donald M. Berwick</b> Institute for Healthcare Improvement (IHI); USA, <b>Manal Moussane</b> Trainee Doctor and Former United Nations Youth Representative; Netherlands	Plenary Hall Hall 7
10:15-10:45	<b>Morning refreshments</b>	
10:20-10:45	<b>Poster presentations</b>	Poster Stages Exhibition Hall 8 & 9
10:45-11:45	<b>D1: Building robust learning systems across complex organisations: Jönköping and IHI case studies</b> <b>Format:</b> Presentation   <b>Stream:</b> Science Session chair: <b>Amar Shah</b> East London NHS Foundation Trust and NHS England; England <b>Jafet Arrieta</b> Institute for Healthcare Improvement (IHI); USA, <b>Peter Hayhanen</b> Region Jönköping; Sweden, <b>Pierre Barker</b> Institute for Healthcare Improvement (IHI); USA	Plenary Hall Hall 7
10:45-11:45	<b>D2: Harnessing technology and social innovations for sustainable global equity transformation</b> <b>Format:</b> In the round   <b>Stream:</b> Populations <b>Dominique Allwood</b> UCL Partners and Imperial College Healthcare; England, <b>James Hoffman</b> St Jude Children's Research Hospital; USA, <b>Jill Duncan</b> Institute for Healthcare Improvement (IHI); USA, <b>Miguel Cendoroglo Neto</b> Hospital Israelita Albert Einstein; Brazil	Polar
10:45-11:45	<b>D3: Meet BMJ Leader and have a chance to pitch your paper idea</b> <b>Amit Nigam</b> Bayes Business School and BMJ Leader; England, <b>Jamiu Busari</b> Horacio Oduber Hospital and BMJ Leader; Aruba	Kine 12



10:45-11:45	<b>D4: Thinking differently to enable transformational change</b> <b>Format:</b> Presentation   <b>Stream:</b> Change Session chair: <b>Jodeme Goldhar</b> International Foundation for Integrated Care University of Toronto & Health Leadership Academy, McMaster University; Canada <b>Anita DeHavilland</b> Hampshire and Isle of Wight Healthcare NHS Foundation Trust; England, <b>Kyla Avis</b> Saskatchewan Health Quality Council; Canada, <b>Tracey Sherin</b> Saskatchewan Health Quality Council; Canada	Kine 7
10:45-11:45	<b>D5: Lived experience as the foundation for change</b> <b>Format:</b> Workshop   <b>Stream:</b> Change Session chair: <b>Esther Greaney</b> Lived Experience and Communities Panel; England <b>Anette Nilsson</b> Region Jönköping; Sweden, <b>Jesse Verleije</b> Academic Psychiatric Centre Duffel; Belgium, <b>Mariska Vaes</b> Bethanië GGZ; Belgium, <b>Peter Lachman</b> Irish Health Service; Ireland	Kine 13
10:45-11:45	<b>D6: International lessons in co-production</b> <b>Format:</b> Workshop Session chair: <b>Katrine Kirk</b> Danish Society for Patient Safety; Denmark <b>Anne-Miek Vroom</b> IKONE and Lived Experience and Communities Panel; Netherlands, <b>Eman Shannan</b> Aid and Hope Programme for Cancer Patients' Care; Gaza, <b>Prachi Khanna</b> Lived Experience and Communities Panel; India	Session Room 4 Hall 9
10:45-11:45	<b>D7: Integrated care to improve outcomes for high risk patients</b> <b>Format:</b> Workshop   <b>Stream:</b> Populations Session chair: <b>Jesper Ekberg</b> Swedish Association of Local Authorities and Regions (SALAR); Sweden <b>Carolien Wijsman</b> Saxenburgh; Netherlands, <b>Louise Katrine Kjær Weile</b> Region of Zealand; Denmark, <b>Malene Egsgaard-Toft</b> Region of Zealand; Denmark, <b>Marga Hoogendoorn</b> Saxenburgh; Netherlands	Session Room 3 Hall 9
10:45-11:45	<b>D8: Improving the hospital discharge process through a Safety II approach</b> <b>Format:</b> Workshop   <b>Stream:</b> Safety Session chair: <b>Ralph So</b> Albert Schweitzer Hospital; Netherlands <b>Ad van Velzen</b> UMC Utrecht; Netherlands, <b>Bas de Vries</b> UMC Utrecht; Netherlands, <b>Dorien Zwart</b> UMC Utrecht; Netherlands, <b>Milou Steenbergen</b> UMC Utrecht; Netherlands	Progress
10:45-11:45	<b>D9: 'Fighting for life' play, a family's struggle to get the care their elderly parents needed towards the end of life</b> <b>Format:</b> In the round   <b>Stream:</b> People <b>Ann Paul</b> Pluto Play Productions; England, <b>Brian Daniels</b> Pluto Play Productions; England, <b>Helen Findlay</b> Pluto Play Productions; England, <b>Sophie Turner</b> Pluto Play Productions; England	Session Room 2 Hall 9
10:45-11:45	<b>D10: The Flow Game - Learning to optimise hospital resources using a board game and gaming theory</b> <b>Format:</b> Workshop   <b>Stream:</b> Foundations <b>Christian Subbe</b> NHS Wales; Wales, <b>Georgina Keyte</b> Ysbyty Gwynedd Hospital; Wales, <b>Leesa Parkinson</b> Ysbyty Gwynedd Hospital; Wales	Mission 1+2
10:45-12:15	<b>D11: Acting for sustainable healthcare - A learning simulation for leaders</b> <b>Format:</b> Workshop   <b>Stream:</b> Leading Session chairs: <b>Emma Tonner</b> NIHR Clinical Research Network; England, and <b>Heather Shearer</b> Quality Improvement Clinic; England <b>Sonia Roschnik</b> Geneva Sustainability Centre – International Hospital Federation; Switzerland, <b>Thomas Dakin</b> Geneva Sustainability Centre – International Hospital Federation; Switzerland <i>Please bring your fully-charged laptop to participate in this session</i>	Session Room 1 Hall 9
11:45-12:45	<b>Lunch break</b>	
11:50-12:45	<b>Poster presentations</b>	Poster Stages Exhibition Hall 8 & 9
12:00-12:30	<b>L5: Change Rebels Salon</b> <b>Format:</b> Networking   <b>Stream:</b> Change <b>Göran Henriks</b> Region Jönköping; Sweden, <b>Helen Bevan</b> Warwick Business School & NHS Horizons; England	Session Room 1 Hall 9

12:45-13:45	<b>E1: A restorative just culture approach after serious adverse events has a positive effect on patients and/or relatives</b> <b>Format:</b> Presentation   <b>Stream:</b> Safety Session chairs: <b>Desiree Hairwassers</b> Lived Experience and Communities Panel; Netherlands and <b>Ralph So</b> Albert Schweitzer Hospital; Netherlands <b>Annemiek Coremans</b> Bernhoven; Netherlands, <b>Caroline Heijckmann</b> Bernhoven; Netherlands <b>Piet Giele</b> Experienced Next of Kin Participant; Netherlands	Plenary Hall Hall 7
12:45-13:45	<b>E2: Artificial Intelligence and QI</b> <b>Format:</b> In the round   <b>Stream:</b> Science Session chair: <b>Amar Shah</b> East London NHS Foundation Trust and NHS England; England <b>James Hoffman</b> St Jude Children's Research Hospital; USA, <b>William Weeks</b> Microsoft; USA	Polar
12:45-13:45	<b>E3: Futureproofing: Learning from the past, preparing for the future</b> <b>Format:</b> Presentation   <b>Stream:</b> Populations Session chair: <b>Emily Audet</b> Aspiring Leaders in Healthcare Network; England <b>Bharathy Kumaravel</b> University of Leicester, Leicestershire County Council; England, <b>Don Goldmann</b> Institute for Healthcare Improvement (IHI); USA, <b>Jafet Arrieta</b> Institute for Healthcare Improvement (IHI); USA, <b>Jennifer Creese</b> University of Leicester; England	Kine 12
12:45-13:45	<b>E4: Money matters: addressing value in improvement designs</b> <b>Format:</b> Presentation   <b>Stream:</b> Science Session chair: <b>Stella O'Brien</b> The Healthcare Improvement Studies Institute (THIS Institute), University of Cambridge Engagement and Advisory Committee; England <b>Arie Franx</b> Netherlands Federation of University Medical Centres, Netherlands Ministry of Health, Netherlands Healthcare Institute; Netherlands, <b>Helen Bevan</b> Warwick Business School and NHS Horizons; England, <b>Jolien Munier</b> Inspire2Live; Netherlands, <b>Kathryn Perera</b> The King's Fund; England, <b>Matthijs van der Linde</b> National Health Care Institute; Netherlands	Kine 7
12:45-13:45	<b>E5: From "Failure to Rescue" to "5Rs to Rescue": Tracking surgical deaths on an adapted 5Rs Safety Calendar and Run Charts</b> <b>Format:</b> Workshop <b>Maureen Tshabalala</b> Institute for Healthcare Improvement (IHI); USA, <b>Paulo Borem</b> Institute for Healthcare Improvement (IHI); USA, <b>Rowan Duys</b> University of Cape Town; South Africa, <b>Yolanda Walsh</b> Institute for Healthcare Improvement (IHI); South Africa	Kine 13
12:45-13:45	<b>E6: Leading in difficult circumstances: theory and practice</b> <b>Format:</b> Workshop   <b>Stream:</b> Leading Session chairs: <b>Mathieu Louiset</b> PAQS; Belgium and <b>Sue Holden</b> AQuA; England <b>Bob Klaber</b> Imperial College Healthcare NHS Trust; England, <b>Dharaa Patel</b> The King's Fund; England, <b>Suzie Bailey</b> The King's Fund; England	Progress
12:45-13:45	<b>E7: Radical change and safety</b> <b>Format:</b> Workshop   <b>Stream:</b> Change Session chair: <b>Sasha Karakusevic</b> NHS Horizons; England <b>Anne Marie Weggelaar</b> Tilburg University; Netherlands, <b>Karl Landergren</b> Region Östergötland; Sweden	Mission 1+2
12:45-13:45	<b>E8: Wellbeing</b> <b>Format:</b> Workshop   <b>Stream:</b> People Session chair: <b>Rachel Rajadurai</b> West Midlands Deanery; England <b>Amber Boskma</b> University Center Groningen; Netherlands, <b>Iris Reijmerink</b> St Antonius Hospital; Netherlands, <b>Marjel van Dam</b> UMC Utrecht; Netherlands	Session Room 1 Hall 9
12:45-13:45	<b>E9: The unseen battle of cancer patients in conflict zones</b> <b>Format:</b> Workshop <b>Eman Shannan</b> Aid and Hope Program for Cancer Patients Care (AHP); Gaza	Session Room 2 Hall 9
12:45-13:45	<b>E10: Delivering change in turbulent times: a compass to guide us</b> <b>Format:</b> Workshop   <b>Stream:</b> Change <b>Pedro Delgado</b> Institute for Healthcare Improvement (IHI); Northern Ireland, <b>Selina Stephen</b> Institute for Healthcare Improvement (IHI); England	Session Room 3 Hall 9
13:45-14:15	<b>Afternoon refreshments</b>	
13:50-14:10	<b>Poster presentations</b>	Poster Stages Exhibition Hall 8 & 9

14:15-15:15	<b>F1: Leading for diversity</b> <b>Format:</b> Presentation   <b>Stream:</b> Leading Session chair: <b>Alexander Hijmering</b> FORWARD; Netherlands <b>Carl Reeves</b> Sheffield Health and Social Care NHS Foundation Trust; England, <b>Gaminga Gambia</b> SACMHA Health & Social Care; England, <b>Harris Lorie</b> The PSC; England, <b>Joy Warmington</b> BRAP; England, <b>Kim Parker</b> Sheffield Health and Social Care NHS Foundation Trust; England, <b>Simon Newitt</b> The King's Fund; England, <b>Wendy Korthuis-Smith</b> Virginia Mason Institute; USA	Kine 12
14:15-15:15	<b>F2: Diverse strategies to reduce maternal and neonatal mortality in Low – Middle Income Countries</b> <b>Format:</b> In the round   <b>Stream:</b> People <b>Amie Shao</b> Mass Design Group; USA, <b>Chiagozie Abiakam</b> mDoc Healthcare; Nigeria, <b>Kendra Njoku</b> Institute for Healthcare Improvement (IHI); USA, <b>Maureen Tshabalala</b> Institute for Healthcare Improvement (IHI); USA, <b>Minara Chowdhury</b> Institute for Healthcare Improvement (IHI); USA, <b>Raihan Sharif</b> Institute for Healthcare Improvement (IHI); USA	Polar
14:15-15:15	<b>F3: Healing the wounds of war</b> <b>Format:</b> Presentation   <b>Stream:</b> Populations Session chair: <b>Fatai Ogunlayi</b> UK Faculty of Public Health <b>Mondher Letaief</b> World Health Organisation (WHO), <b>Naser Hatami</b> Radan Modern Medicine-Equipment Co; Iran	Kine 13
14:15-15:15	<b>F4: Updating SQUIRE: evidence-informed recommendations to enhance the Standards for Quality Improvement Reporting Excellence international publication guidelines</b> <b>Format:</b> Presentation   <b>Stream:</b> Science Session chair: <b>Jonathan Burlison</b> St Jude Children's Research Hospital; USA <b>Kaveh Shojania</b> University of Toronto Centre for Quality Improvement and Patient Safety; Canada, <b>Leahora Rotteau</b> University of Toronto Centre for Quality Improvement and Patient Safety; Canada	Kine 7
14:15-15:15	<b>F5: How to successfully scale improvement work: improving therapeutic engagement and observations across an entire Trust</b> <b>Format:</b> Presentation   <b>Stream:</b> Safety <b>Amar Shah</b> East London NHS Foundation Trust and NHS England; England, <b>Marco Aurelio</b> East London NHS Foundation Trust; England, <b>Sasha Singh</b> East London NHS Foundation Trust; England	Plenary Hall Hall 7
14:15-15:15	<b>F6: Enabling a culture for change</b> <b>Format:</b> Workshop, <b>Stream:</b> Change Session chair: <b>Erica de Loos</b> Dutch Hospital Association (NVZ); Netherlands <b>Francesca Cleugh</b> Imperial College Healthcare NHS Trust; England, <b>Rochelle Currie</b> Nova Scotia Health; Canada, <b>Sarah Williams</b> Hampshire and Isle of Wight Healthcare NHS Foundation Trust; England	Progress
14:15-15:15	<b>F7: Care Operating Systems of the future: Optimizing leadership, technology and systems to enable and empower the workforce</b> <b>Format:</b> Workshop   <b>Stream:</b> People <b>Josh Clark</b> Institute for Healthcare Improvement (IHI); USA, <b>Susan Hannah</b> Institute for Healthcare Improvement (IHI); USA	Session Room 3 Hall 9
14:15-15:15	<b>F8: What is our vision for the involvement of people with lived experience and communities at the International Forum?</b> <b>Emma Doble</b> BMJ and Lived Experience and Communities Panel; England, <b>Emma Tonner</b> Leeds Teaching Hospital; England, <b>Gabrielle Mathews</b> North Central London; England, <b>Jean Straus</b> Patient Advocate; England, <b>Katrine Kirk</b> Danish Society for Patient Safety; Denmark, <b>Sandra Jayacodi</b> Patient and Public Involvement and Engagement Contributor; England	Session Room 1 Hall 9
14:15-15:15	<b>F10: How to reduce medication errors</b> <b>Format:</b> Workshop   <b>Stream:</b> Foundations <b>Kate Ryan</b> Royal Pharmaceutical Society; UK	Mission 1+2
15:30-16:30	<b>Keynote Four: Resilience in healthcare: Moving from buzzword to real change</b> <b>Format:</b> Keynote <b>Cecilie Haraldseid-Driftland</b> SHARE - Centre for Resilience in Healthcare; Norway, <b>Kari Annette Os</b> Norwegian Director of Health; Norway, <b>Karina Aase</b> University of Stavanger; Norway	Plenary Hall Hall 7
16:30-16:40	<b>Closing address</b> <b>Ian Leistikow</b> Erasmus School of Health Policy and Management; Netherlands	Plenary Hall Hall 7

# Posters at the International Forum

Share and learn from real-life improvement projects and achievements.

**We have around 400 posters arranged across six topics.  
We encourage you to explore them!**

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You can also hear and discuss select poster projects during our Poster presentation sessions during the refreshments and lunch breaks.



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## Poster orientation / Meet and greet

Thursday 22 May | 08:00-09:00  
Poster Area Exhibition Hall 8 & 9

Meet other poster authors and get acquainted with the poster-related activities happening throughout the conference.

Pre-book via CrowdComms app

## Facilitated Poster Presenter networking meet-up

Thursday 22 May | 14:35-15:00  
Exhibition Hall 8 & 9

Join us for an informal networking meet-up, exclusive for poster authors. You will connect with like-minded colleagues who have also submitted posters on one of the six key themes: Safety, Science, Leading, Populations, Change, or People.

This group activity will see each group discuss one of these themes, offering a space to meet others working in similar areas, exchange ideas, and discuss shared challenges in a relaxed and supportive environment.

Discussions will be facilitated and will help spark conversation, encourage collaboration, and build new professional connections.

## Poster walkaround

Friday 23 May | 08:00-09:00  
Poster Area Exhibition Hall 8 & 9

Poster authors will have the opportunity to discuss their abstracts in smaller groups, providing brief overviews and receiving feedback from peers on their projects.

## BMJ Abstract Supplement

This year's authors had the opportunity to submit their abstract to be published in the BMJ Open Quality digital journal.

Head online to the BMJ Open Quality digital page to view the published abstracts.



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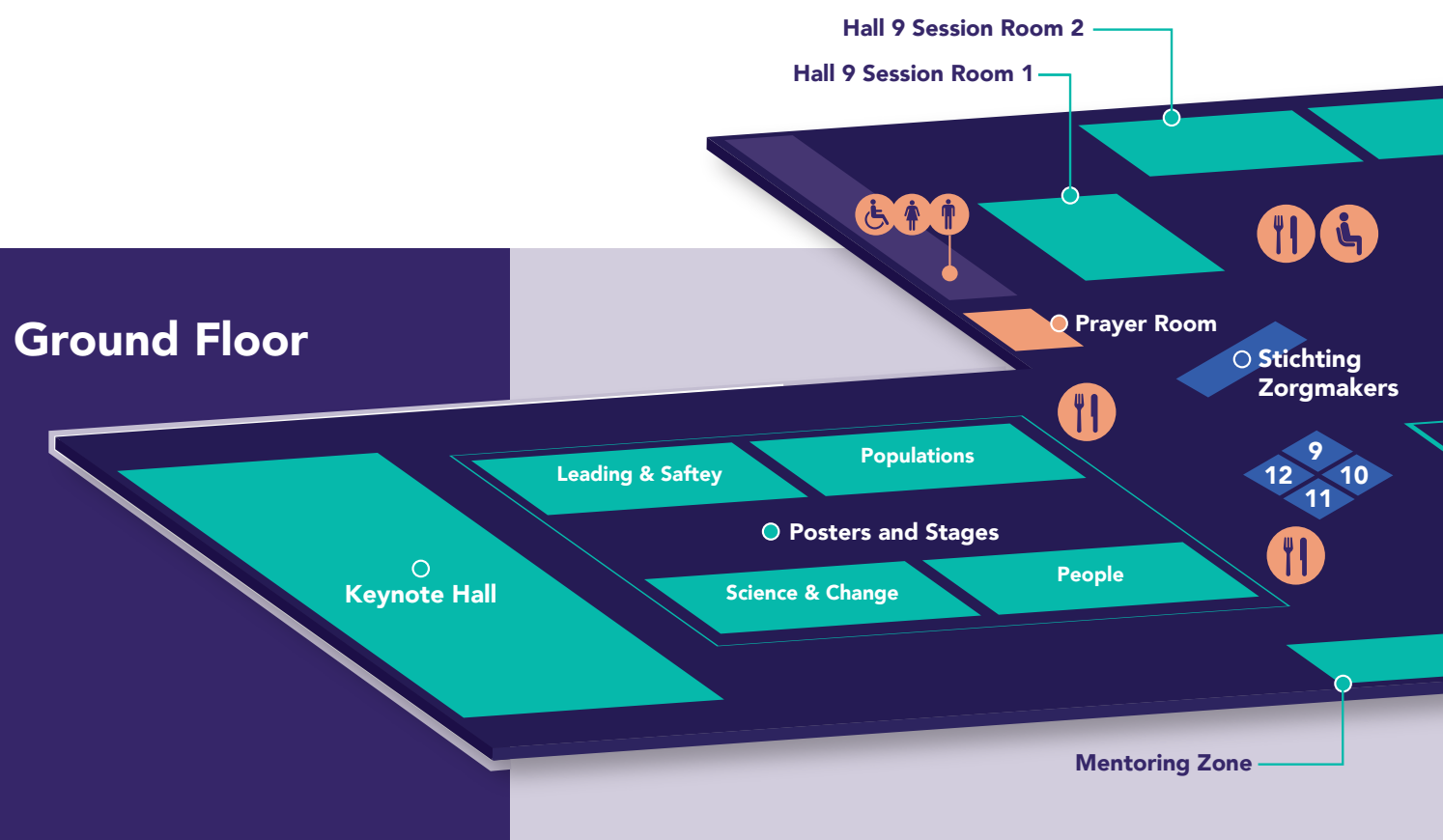
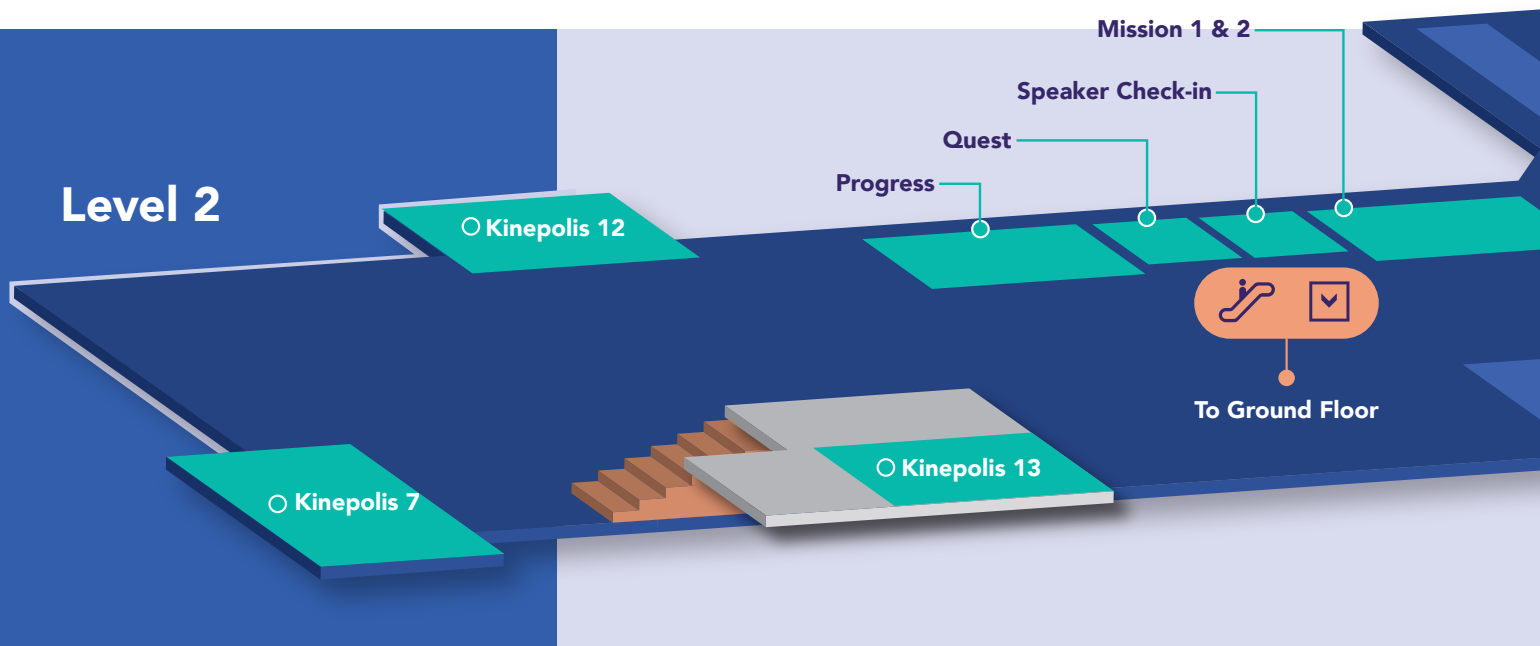
## Partner Huddles

Share and learn from real-life improvement projects and achievements.





# Floor Plan







## Exhibitors

1. BMJ Group
2. Insitute for Healthcare Improvement
3. Patient people
4. GS1
5. VMI
6. Empty
7. Zenya
8. Said Business School
9. ASHRM
10. MEG
11. University of Edinburgh
12. DPIS

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### Institute for Healthcare Improvement (IHI)

The Institute for Healthcare Improvement (IHI) is a leading, globally recognized not-for-profit health care improvement organization that has been applying evidence-based quality improvement methods to meet current and future health care challenges for more than 30 years. IHI provides millions of people in health care with methods, tools, and resources to make care better, safer, and more equitable; convenes experts to enable knowledge sharing and peer-learning; and advises health systems and hospitals of all sizes in improving their systems and outcomes at scale. IHI's mission is to innovate and lead transformational improvement in health and health care worldwide.

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# Sponsors and Exhibitors

## Exhibitors



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### Dartmouth Master of Science in Implementation Science

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### GS1

GS1 is a neutral, not-for-profit, member-owned, standards development organisation. We help healthcare and other sectors to make their processes and solutions safer through the globally unique identification of every product, every place, and every person. We are best known for providing a system of unique numbers (GS1 standards), data carriers (e.g. barcodes and radio frequency identification tags) and information sharing standards, relevant to products, relationships, assets, locations, services and processes. By barcoding and tracking products, assets, people, locations and more, information can be captured quickly at the point of care or use – and all with a simple scan. With this information, we can be sure who did what to whom, when, where, with what and why, to improve transparency throughout the supply chain and patient care pathway. This delivers enhanced patient safety, reduces clinical variation and improves operational efficiency. GS1 is actively collaborating with authorities, hospitals, suppliers and other key stakeholders to embed the standards in their systems and processes to help drive global traceability from manufacturer to the patient bedside.

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## Said Business School

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The MSc in Global Healthcare Leadership, developed and delivered in a partnership between the Nuffield Department of Primary Care Health Sciences and Saïd Business School, combines Oxford University's world-leading expertise in healthcare, business and policy.

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We work in collaboration with the growing IHI community to spark bold, inventive ways to improve the health of individuals and populations.

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*We partner with:*

- Health care systems
- Health care professionals
- Community-based organisations
- Philanthropic foundations
- Industry partners
- Governments
- Public health systems
- Social care systems



## Together we will...

- Build will for change
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- Promote workforce safety and well-being
- Use the latest innovations, technologies, and systems expertise from across the globe
- Mobilise, accelerate, and spread system transformation.

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