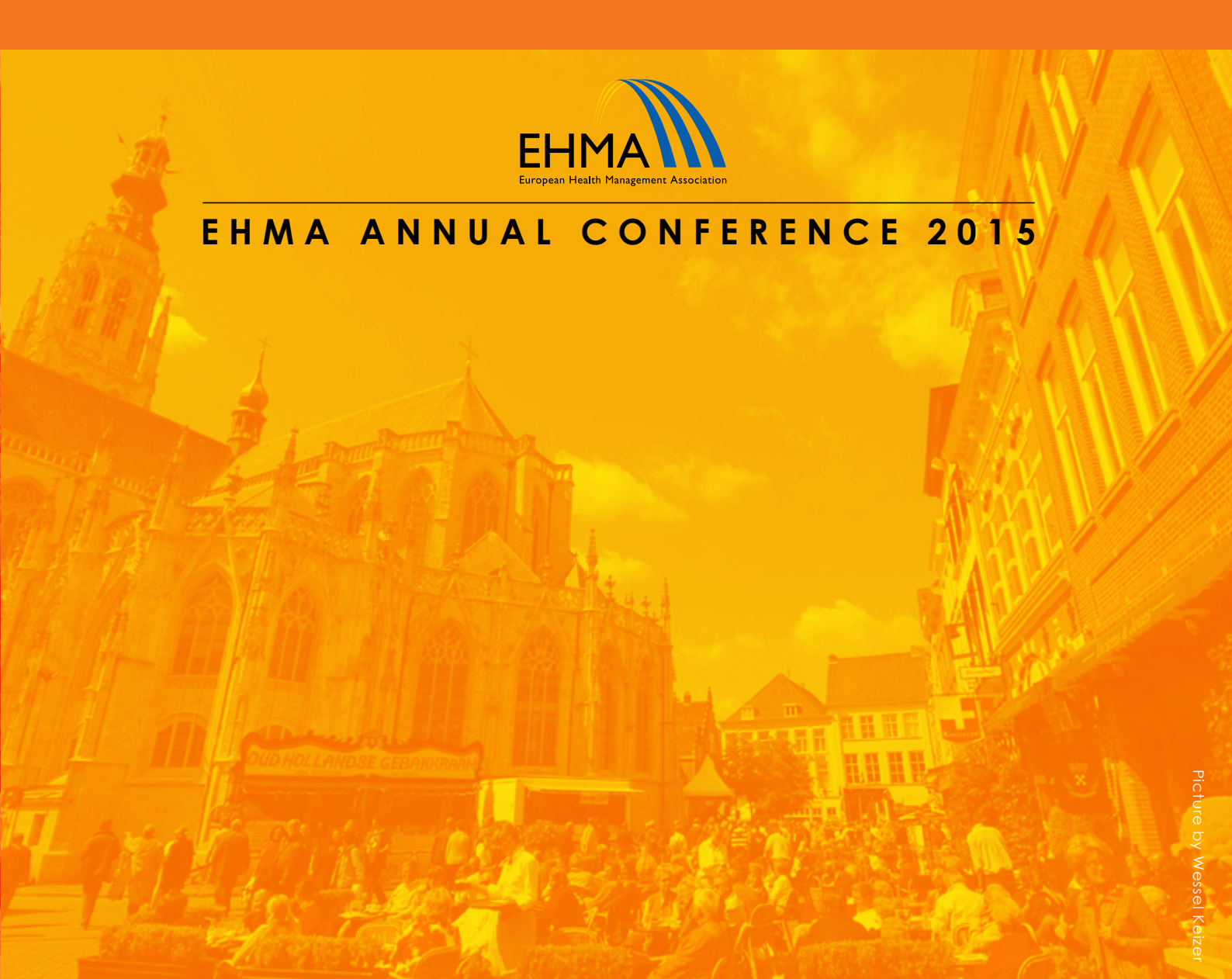


EHMA ANNUAL CONFERENCE 2015



Picture by Wessel Kelzer

EVIDENCE-BASED MANAGEMENT: BETTER DECISIONS, BETTER HEALTHCARE

15-17 June 2015

Amrâth Hotel Brabant, Breda, the Netherlands

Hosted by:



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Provincie Noord-Brabant

Contents

WELCOME	3
PROGRAMME AT A GLANCE	4
PROGRAMME OVERVIEW	5
DETAILED PROGRAMME: MONDAY 15 JUNE 2015	9
DETAILED PROGRAMME: TUESDAY 16 JUNE 2015	14
DETAILED PROGRAMME: WEDNESDAY 17 JUNE 2015	20
KEYNOTE SPEAKERS	26
POSTER PRESENTATIONS	32
PRACTICAL INFORMATION	34
FLOORPLAN AMRÂTH HOTEL BRABANT	35
MAP OF BREDA	36

→ EXHIBITORS' AREA/ PRACTICAL EXPERIENCES

SAGE

EMERALD

EHMA

INTO D'MENTIA

THE EYE BUS

→ EHMA STAFF

THE EHMA STAFF WELCOME YOU TO BREDA!

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Welcome

Welcome to the Netherlands! Welcome to Breda!

Healthcare organisations and systems face complex challenges regarding the delivery of care. Researchers, policy makers, hospital managers and health care executives need to apply the best available evidence in managerial decision making. This is reflected in the concept of evidence-based management. Inspired by the use of evidence in the decision making of healthcare professionals, champions of evidence-based management assume that the systematic use of the best available evidence in managerial decision making will improve healthcare provision. However, several questions and challenges remain regarding the conceptualisation, application and implications of evidence-based management in healthcare.

Together we will explore what is meant by “evidence”: how managers, policy makers and leaders make use of evidence in their decision making; how researchers can help managers and healthcare organisations to find, appraise and use evidence effectively; what should researchers do to get their research findings put into practice and how the training and development of managers and leaders equip them to be good at using evidence in decision making.

As always the programme is packed with a mix of research and practice papers from across Europe and beyond to create the richness of discussion for which the EHMA Conference is famous. Following last year’s positive experience a limited number of papers will be presented during each parallel session, in order to provide more space for discussion and exchange of ideas. Furthermore, thanks to the participation of the military health care sector, the 2015 Annual Conference will present the unique opportunity to explore new elements in knowledge-sharing and health management.

And now, without further delay enjoy the discussion, enjoy Breda and enjoy the 2015 EHMA Annual Conference!



Dr. Armin Fidler
EHMA President



Ms. Jeni Bremner
EHMA Director

→ PROGRAMME AT A GLANCE

	MONDAY 15 JUNE	TUESDAY 16 JUNE	WEDNESDAY 17 JUNE
08.00			
08.30			
09.00		Plenary Session "Reflective Management Practice: a Matter of Rigour and Relevance"	SAC Breakfast Session
09.30			Parallel Sessions
10.00			Poster session
10.30	SIG Session: Best Practice		
11.00	Seminar on Dutch Health System		
11.30	Transitions in European Military Primary Healthcare		
12.00		Military Healthcare and its Interfaces with Civil Healthcare	EU Health Policy Session
12.30		Parallel Sessions	Parallel Sessions
13.00		PDs' Meeting	
13.30	SIG Sessions: Primary Care & Workforce	Into D/Mentia	Sustainable employability
14.00	Toolbox for the Co-ordination and Optimisation of the Patient, Supply and Information Flows in Hospitals		EBM: Basic Principles and Practical Examples
14.30			Roadmap to strengthen evidence-informed policy-making
15.00		Plenary Session "Evidence Based Management in Healthcare: from Research Production to Knowledge Mobilisation"	Plenary Session
15.30		Poster session	Conference Closing
16.00	Annual General Assembly (EHMA Members only)	Masterclasses	
16.30		Themed Sessions	
17.00			
17.30			
18.00	Transfer Amrâth Hotel - Breda Castle		
18.30		Transfer Amrâth Hotel - Grote Kerk	
19.00	Opening Plenary "Towards an evidence-based foundation of Health 3.0 for military and civilian healthcare" & "In search of evidence-based innovation: Global health security and the new Air Force 3.0 approach"		
19.30			
20.00			
20.30		Social Dinner	
21.00	Opening Reception		
21.30			
22.00			
22.30	Transfer Breda Castle - Amrâth Hotel		
23.00		Transfer Grote Kerk - Amrâth Hotel	
23.30			

EHMA SCIENTIFIC ADVISORY COMMITTEE

Prof. Kieran Walshe, (Outgoing Chair), Manchester Business School, United Kingdom

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

Dr. Ronald Batenburg, NIVEL, the Netherlands

Prof. James Buchan, Queen Margaret University, United Kingdom

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Dr. Pia Maria Jonsson, National Institute for Health and Welfare, Finland

Ms. Annette Katrava, International Consultant Health Care Service, Greece/Canada

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

Prof. Walter Sermeus, Catholic University Leuven, Belgium

A special thanks to **Prof. Kieran Walshe** (Manchester Business School, United Kingdom) for his many years of dedication, work and commitment to EHMA as SAC Chair.

HOST

EHMA gratefully acknowledges the support of the Tilburg University/TRANZO Department and in particular of **Prof. Aad de Roo**, and to the Joint Health Care Division of the Netherlands Ministry of Defence in particular **Colonel Henk van der Wal**.

PROGRAMME OVERVIEW: MONDAY, 15 JUNE 2015

08.30	REGISTRATION DESK OPEN & WELCOME COFFEE	Ground Floor
10.00-12.00	DUTCH HEALTHCARE IN TRANSITION: VISIONS, FACTS AND EMERGING ISSUES	Room 1
10.00-12.00	SPECIAL INTEREST GROUP (SIG) ON BEST PRACTICE IN MANAGEMENT	Room 6/7
10.00-12.00	EVIDENCE ON THE CAPABILITY APPROACH: BETTER PERSPECTIVE ON SUSTAINABLE EMPLOYABILITY AND DISABILITY	Room 10/11
10.00-12.30	TRANSITIONS IN EUROPEAN MILITARY PRIMARY HEALTH CARE: EVIDENCE FROM FOUR COUNTRIES (Lunch served in the room)	Room 5
11.00-14.00	EVIDENCE-BASED TREATMENT WITHIN MENTAL HEALTH (Lunch served in the room)	Room 3
12.00-13.00	NETWORKING LUNCH FOR SIGs PARTICIPANTS	Room 8/9
12.00-13.00	NETWORKING LUNCH	Ground Floor
13.00-15.00	SPECIAL INTEREST GROUP (SIG) ON PRIMARY CARE	Room 6/7
13.00-15.00	SPECIAL INTEREST GROUP (SIG) ON WORKFORCE MANAGEMENT	Room 10/11
13.00-15.00	THE DESIGN OF AN INNOVATIVE TOOLBOX FOR THE CO-ORDINATION AND OPTIMISATION OF THE PATIENT, SUPPLY AND INFORMATION FLOWS IN HOSPITALS THROUGH A COLLABORATIVE NETWORK OF STAKEHOLDERS	Room 1
15.30-17.30	ANNUAL GENERAL ASSEMBLY (EHMA Members only)	Room 5
15.30-16.30	INTO D'MENTIA SIMULATION TRAINING: DEVELOPMENT AND EVALUATION	Room 3
15.30-16.30	HOSPITAL ON THE MOVE: HEALTH CARE CLOSE TO HOME	Room 1
16.30-17.00	POSTER SESSION & COFFEE BREAK Come and meet the poster presenters at their poster!	Ground Floor
18.30-20.30	OPENING PLENARY "TOWARDS AN EVIDENCE-BASED FOUNDATION OF HEALTH 3.0 FOR MILITARY AND CIVILIAN HEALTHCARE" & "IN SEARCH OF EVIDENCE-BASED INNOVATION: GLOBAL HEALTH SECURITY AND THE NEW AIR FORCE 3.0 APPROACH" CHAIRS: Prof. dr. Henk Garretsen , Director TRANZO Department, Tilburg University, the Netherlands Col. Henk van der Wal MBA-H MHA EMSD , Chief Healthcare Operations, the Royal Netherlands Air Force, the Netherlands SPEAKERS: Brig. General Johan de Graaf MD MPH DMCC , Surgeon General, Netherlands Armed Forces, the Netherlands Air Cdre Fred Sothewes , Director, HR Royal Netherlands Air Force, the Netherlands	Breda Castle (Please see page 34 and 36 for info)
20.30-22.30	OPENING RECEPTION	Breda Castle (Please see page 34 and 36 for info)

→ PROGRAMME OVERVIEW: TUESDAY, 16 JUNE 2015

08.30	REGISTRATION DESK OPEN & WELCOME COFFEE	Ground Floor
09.00-10.30	<p>PLENARY SESSION "REFLECTIVE MANAGEMENT PRACTICE: A MATTER OF RIGOUR AND RELEVANCE" CHAIR: Prof. Naomi Chambers, Professor of Healthcare Management, Manchester Business School, United Kingdom SPEAKER: Prof. Dr. Inge Bongers, Professor, University of Tilburg, the Netherlands</p>	Room 1/4
10.30-11.00	COFFEE BREAK	Ground Floor
11.00-12.30	<p>PHD STUDENTS' SESSION: KMMC/EHMA RESEARCH AWARD COMPETITION CHAIR: Prof. Mats Brommels, Director MMC, Karolinska Institute, Sweden</p>	Room 5
	<p>PARALLEL SESSIONS</p> <ul style="list-style-type: none"> • Citizen and Patient Involvement • Planning and Purchasing Care I 	Room 7 Room 11
	<p>YOUNG INNOVATORS CONNECT TO INSPIRE: BOTTOM-UP HEALTHCARE MANAGEMENT (Session organised by EHFF)</p>	Room 8
11.00-13.30	<p>MILITARY HEALTHCARE AND ITS INTERFACES WITH CIVIL HEALTHCARE: EVIDENCE FROM INTERNATIONAL OPERATIONS CHAIR: LTCOL Erwin Hoogeboom, Head Operational Healthcare, Ministry of Defence, the Netherlands SPEAKERS: LTCOL Theo van der Zanden, Chief Military Healthcare Knowledge Center, Netherlands Armed Forces Health Care Organisation, the Netherlands LTCOL Ralph Vermelfoort MD, Chief Aeromedical Evacuation Royal Netherlands Air Force, the Netherlands COL Tony Bek, Commander Military Hospital, Netherlands Armed Forces Health Care Organisation, the Netherlands LTCOL Jeroen Hulst, Commander Military Rehabilitation Center, Netherlands Armed Forces Health Care Organisation, the Netherlands (Lunch served in the room)</p>	Room 12/13
12.30-14.00	<p>PROGRAMME DIRECTORS' MEETING (Lunch served in the room)</p>	Room 9
	<p>INTO D'MENTIA SIMULATION TRAINING: DEVELOPMENT AND EVALUATION (Lunch served in the room)</p>	Room 8

14.00-15.00	<p>PLENARY SESSION "EVIDENCE BASED MANAGEMENT IN HEALTHCARE: FROM RESEARCH PRODUCTION TO KNOWLEDGE MOBILISATION" CHAIR: Ms. Elly Breedveld PhD, Program Director Master of Health Business Administration, Erasmus Centre for Health Care Management, Erasmus University Rotterdam, the Netherlands SPEAKER: Prof. Kieran Walshe, Professor of Health Policy and Management, University of Manchester, United Kingdom</p>	Room 1/4
15.00-15.30	<p>POSTER SESSION & COFFEE BREAK Come and meet the poster presenters at their posters!</p>	Ground Floor
15.30-17.00	<p>THEMATIC & PARALLEL SESSIONS</p> <ul style="list-style-type: none"> • Integrated Care • Staff & Health Care Regulation I • Quality of Care • Improving Patient Flow - Lean and other approaches 	Room 8 Room 10 Room 11 Room 9
15.30-17.30	<p>MASTERCLASS: TOGETHER WE INNOVATE. EVIDENCE BASED MANAGEMENT IN PRACTICE PANEL: Prof. Dr. Henk Garretsen, Director TRANZO Department, Tilburg University, the Netherlands Prof. Dr. Inge Bongers, Professor of Evidence Based Management of Innovation In (Mental) Health, Tilburg University, the Netherlands</p>	Room 5
15.30-17.30	<p>MASTERCLASS: PROMOTING AND ENFORCING PATIENTS' RIGHTS AT EU LEVEL. OPTIONS, CHALLENGES AND PRACTICAL IMPLICATIONS CHAIR: Mr. Willy Palm, Dissemination Development Officer, European Observatory on Health Systems and Policies, Belgium (Session Organised by the European Observatory on Health Systems and Policies)</p>	Room 12/13
18.30	<p>DEPARTURE FOR SOCIAL DINNER The Social Dinner will take place at the Grote Kerk.</p> <p>For delegates accommodated at the Amrâth Hotel Brabant buses will leave at 18.30 For delegates accommodated in the city centre transport will be not provided. The venue is within walking distance from city centre hotels.</p>	

→ PROGRAMME OVERVIEW: WEDNESDAY, 17 JUNE 2015

08.30	REGISTRATION DESK OPEN & WELCOME COFFEE	Ground Floor
09.00-10.30	PARALLEL SESSIONS <ul style="list-style-type: none"> • Networks • Long Term Care • Evidence Based Practice • Patient Centric Care 	Room 9 Room 11 Room 12 Room 13
10.30-11.00	POSTER SESSION & COFFEE BREAK Come and meet the poster presenters at their posters!	Ground Floor
11.00-12.30	EU HEALTH POLICY SESSION: THE EUROPEAN SEMESTER	Room 5
11.00-12.30	PARALLEL SESSIONS <ul style="list-style-type: none"> • Management - making good decisions • Planning and Purchasing Care II • Staff & Health Care Regulation II 	Room 8 Room 12 Room 10
11.00-13.30	HEALTH MANAGERS'(THESES) SESSION (Lunch served in the room)	Room 9
12.30-14.00	NETWORKING LUNCH	Ground Floor
12.30-14.00	EVIDENCE-BASED MANAGEMENT: BASIC PRINCIPLES AND PRACTICAL EXAMPLES (Lunch served in the room)	Room 11
	SUBSTITUTING A HEALTH FOR A SICKNESS ORIENTATION WITHIN (MILITARY) HEALTHCARE SYSTEMS (Lunch served in the room)	Room 13
	TOWARDS AN ACCELERATED ROADMAP FOR ACTIONS TO STRENGTHEN EVIDENCE-INFORMED POLICY-MAKING IN THE EUROPEAN REGION	Room 8
14.00-14.20	KAROLINKSA MEDICAL MANAGEMENT CENTRE/EHMA RESEARCH AWARD ANNOUNCEMENT	Room 1/4
14.20-15.40	PLENARY SESSION CHAIR: Dr. Armin Fidler , EHMA President, Senior Lecturer, Management Center Innsbruck, Austria SPEAKERS: Prof. Dr. Rafael Bengoa , Director of the Health Department, Deusto Business School, Spain Mr. Wouter Bos , Chair of the Board of Director, VU University Amsterdam Medical Center, The Netherland	Room 1/4
15.40-16.00	CONFERENCE CLOSING SESSIONS	Room 1/4

❖ DUTCH HEALTHCARE IN TRANSITION: VISIONS, FACTS AND EMERGING ISSUES

- Time:** 10.00-12.00
Location: Room 1
Chair: Prof. Aad de Roo, Tilburg University, the Netherlands
Speakers: René Groot Koerkamp, Netherlands Association of Health Insurers, the Netherlands
 Prof. Dr. Pauline Meurs, Chairs the Council for Public Health and Society, the Netherlands
 Prof. Dr. Kim Putters, Netherlands Institute for Social Research, the Netherlands
 Prof. Dr. Roland Friele, Netherlands Institute for Health Services Research, the Netherlands

The health system of the Netherlands is a public-private hybrid. Private (predominantly not-for-profit) health service suppliers and health insurers operate in a health care market, within a governmental policy framework. This framework is focused on cost containment, efficiency, quality of care and equal access. The Euro Health consumer Index ranked the Dutch system as number one in 2013 and 2014. Despite this success there are ongoing nation-wide discussions on market conditions, patient choice, private payments, insurance coverage etc. Join the panel of experts to learn more about the Dutch health system, the role of health insurance and the core policy issues the health system is currently facing.

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

- Time:** 10.00-12.00
Location: Room 6/7
Chair: Prof. Dr. Wilfried von Eiff, Centre for Hospital Management, Germany

Best Practice Management is a powerful tool to leverage medical quality and patient outcome and to achieve cost containment simultaneously. The Best Practice Management SIG makes participants familiar with different problem-solving approaches taken up in six European countries in order to reduce waiting lists, to avoid risk factors in clinical processes and to improve access to medical treatment. Furthermore, the importance of "free choice reform", "disruptive innovations" and "digital health" for creating a safer, more effective and more patient-centered health care environment will be described.

PRESENTATIONS

Selecting the best practices from innovative experiences: The Observatory of Innovation in Healthcare Management in Catalonia

Montse Moharra, Agency for Healthcare Quality and Assessment of Catalonia, Spain

Using a risk management framework to address the concept of a "boundaryless hospital": A case study of the A&E department in Malta

Sandra C. Buttigieg, University of Malta, Malta

Free choice of provider - an evaluation of a new policy in Stockholm County Council

Michael Högberg, Public Healthcare Services Committee Administration, Sweden

Evidence-informed management of chronic and age-related conditions in Europe

Lucinda Cash-Gibson, IESE Business School, Spain

Long-term impacts of disasters – implications for European public health systems

Nina Lorenzoni, UMIT - The Health & Life Sciences University, Austria

Disruptive innovations in health care systems: A comparison of their potential in the US and the German system

Stefanie Steinhauser, University of Regensburg, Germany

❖ EVIDENCE ON THE CAPABILITY APPROACH: BETTER PERSPECTIVE ON SUSTAINABLE EMPLOYABILITY AND DISABILITY

- Time:** 10.00-12.00
Location: Room 10/11
Chair: Dr. Ronald Batenburg, NIVEL, the Netherlands
Panel: Prof. Jac van der Klink, Tilburg University, the Netherlands
 Dr. Femke I. Abma, University Medical Center Groningen, the Netherlands
 Dr. Maarten Cuijpers, Saxion University of Applied Sciences, the Netherlands
 Dr. Patricia Welch Saleeby, Southern Illinois University, USA

Our concepts and appreciation of health and work are changing rapidly. The position of health shifted from an outcome in the classical WHO definition to a determinant in the WHO-ICF framework. Work and the valuation of work changed substantially too in the post-industrial era. Despite these huge changes our current models of work and health still have their roots in the industrial economy; which is like trying to conceive quantum physics with Newtonian classical mechanics. In this symposium a new model and an instrument will be presented, based on the capability concept of Amartya Sen that offers advanced understanding of the complexity of sustainable employability in relation to new concepts of work and health. Research providing evidence for the validity of model and instrument will be presented and the implications for the healthcare workforce will be discussed.

❖ TRANSITIONS IN EUROPEAN MILITARY PRIMARY HEALTH CARE: EVIDENCE FROM FOUR COUNTRIES

- Time:** 10.00-12.30
Location: Room 5
Chair: LTCOL Derk Blikman MD, Ministry of Defence, the Netherlands
Speakers: Mrs. Maggie Somekh MBA CQSW, Independent consultant, United Kingdom
 CAPT(N) Remco Blom MD, Netherlands Armed Forces Health Care Organisation, the Netherlands
 COL Dr. Peter Richter MD, Deutsche Bundeswehr, Germany
 COL Bart Demyttenaere MD, COMOPSMED, Belgium

Some of Europe's armed forces have decided to adopt new organisational models for parts of their military healthcare. In this session evidence of this transition in four countries is presented, in search of an overlapping evidence-based model, including showing the military-to-civilian interfaces.

(Seminar organised by the Joint Health Care Division of the Netherlands Ministry of Defence)

❖ EVIDENCE-BASED TREATMENT WITHIN MENTAL HEALTH

- Time:** 11.00-14.00
Location: Room 3
Panel: Prof. Ton van Balkom, VU University Amsterdam/GGZ in Geest, the Netherlands
 Mr. David Brown, Ms. Mandy Conlon, Mr. Ian Grieve and Ms. Kirsten White, Tees Esk and Wear Valley, United Kingdom
 Mr. Joeri van Looy, OPZ Geel, Belgium
 Ms. Valentini Bochtsou, Society of Social Psychiatry and Mental Health, Greece
 Mr. Anders Wahlstedt, Sorlandet Sykehus, Norway

This networking seminar is organised jointly by Asklepios Foundation and EHMA. The seminar is based on the format successfully used during the 2014 Conference. Our focus is sharing ideas and practices with a focus on evidence based practice. A key note by Professor Tom van Balkom from Vrije Universiteit

Amsterdam/GGZ in Geest on "Best Practices in Mental Health" will be followed by three presentations of practices from: UK "The Implementation of Evidence Based Practice in Psychosis Teams", Belgium "Enhancing resilience by doing what works", and Greece "The operation of a mobile psychiatric unit in a remote and rural area of Greece – Main principles and types of services provided". The seminar will end with a presentation of "The Mental Health Network of EHMA and the Foundation Asklepios – The Importance of sharing experiences" by Anders Wahlstedt. There will be time for discussion and the sharing of ideas during this seminar.

(Session organised by the Asklepios Fundation)

❖ SPECIAL INTEREST GROUP (SIG) ON PRIMARY CARE

Time: 13.00-15.00
Location: Room 6/7
Chair: Dr. Antoni Peris, CASAP, Spain

The delivery of services has nowadays become more important than the services. More than ever, health management in primary care needs currently to review how patients access services and how these services are provided.

The SIG PC session will analyse these issues. On one hand, evaluating continuity of care for chronic patients who might need specific care in Kazakhstan. On the other hand, looking at two different solutions for acute demand, through home care in UK and through nurse autonomous resolution in Catalonia. Finally we'll ponder how Primary Care is to be properly evaluated.

PRESENTATIONS	Evaluating an acute visiting scheme in primary care Axel Kaehne, Edge Hill University, United Kingdom
	Nurse services in the management of unscheduled patients with acute health problems Isabel Casado, CASAP, Spain
	Target-setting in primary care commissioning in Portugal: getting more by demanding better Luís Lapão, Instituto de Higiene e Medicina Tropical, Portugal
	The clinical follow up quality's assessment at the patients with coronary heart disease after surgical treatment Vitaliy Koikov, Republican Centre for Health Development, Kazakhstan

❖ SPECIAL INTEREST GROUP (SIG) ON HEALTHCARE WORKFORCE MANAGEMENT

Time: 13.00-15.00
Location: Room 10/11
Chair: Dr. Ronald Batenburg, NIVEL, the Netherlands

In this year's SIG session on workforce management we look at the major issues in human resources for health in light of 'Evidence-Based Management', the conference theme. Does it make sense to further discuss 'evidence-based health workforce management', or should we address other burning issues? What 'evidence' can actually be generated by research and practice, what are the opportunities and limits? An interesting diversity of presentations and presenters will take the stage in this SIG session, focusing on different health workforces and management problems. We aim to have a SIG meeting that will stimulate both research and management, and will bring scholars and practitioners together. To turn this into practical initiatives too, specific opportunities for project proposals, other meetings outside EHMA and publication outlets will be discussed.

**The impact of nurses' professional subculture on the adoption of flexible scheduling:
A balanced fit perspective**

Lizette Engelen, Radboud University / Radboud Medical Center, the Netherlands

**Bridging the divide: Strategies adopted by managers to engage healthcare professionals in
HRM implementation processes**

Judith van den Broek, Erasmus University Rotterdam, the Netherlands

**Managing a globalised nursing workforce to enhance collaborative decision-making and
practice in healthcare organisations**

Margaret Brunton, Massey University, New Zealand

**Health professional migration and system integration in Europe: an explorative case study of
Spanish nurses in Germany**

Ellen Kuhlmann, Karolinska Institutet, Sweden

Health workforce retention in Romania: a review of recent policies and practices

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

**❖ THE DESIGN OF AN INNOVATIVE TOOLBOX FOR THE CO-ORDINATION AND
OPTIMISATION OF THE PATIENT, SUPPLY AND INFORMATION FLOWS IN HOSPITALS
THROUGH A COLLABORATIVE NETWORK OF STAKEHOLDERS**

Time: 13.00-15.00

Location: Room 1

Chairs: Prof. Dr. Paul Gemmel, Ghent University, Belgium

Prof. Dr. Bert Meijboom, Tilburg University, The Netherlands

Speakers: Mr. Jan Van Ooteghem, Ghent University, Belgium

Ms. Kaat De Pourcq, Ghent University, Belgium

Ms. Elisabeth Reusens, AZ Maria Middelaes, Belgium

Mr. Tom De Caluwé, Amaron, Belgium

Mr. Patrick Cathoor, Aucxis, Belgium

Mr. Ben Devis, H. Essers, Belgium

This workshop will showcase and discuss a concrete and innovative toolbox for the coordination, alignment and optimisation of patient, supply and information flows in hospitals. The toolbox is designed by a Belgium collaborative network that includes two hospitals, an IT integrator, RFID technology providers, a logistics service provider and multi-disciplinary academic research groups.

The toolbox can be implemented in hospitals to effectively manage hospital resources (materials, employees and equipment), and the underlying information flows are synchronized with the care pathway of the patient. During the workshop, participants will discuss the challenges of coordinating and synchronizing patient, materials and information flows in healthcare; will develop feasible solutions by integrating competences from different fields and will discuss how the collaboration between different stakeholders can be stimulated and managed in the search for new healthcare operations tools. The workshop aims to bring together a diverse audience to exchange knowledge and showcase the benefits of interdisciplinary thinking in a care & cure environment.



❖ INTO D'MENTIA SIMULATION TRAINING: DEVELOPMENT AND EVALUATION

Time: 15.30-16.30
Location: Room 3
Speaker: Mr. Jan Rietsema, Into D'mentia, the Netherlands

The Into D'mentia intervention consists of a dementia simulator in a mobile container using virtual reality and serious gaming techniques, by means of which participants experience the impact of dementia in daily life situations. The aim of the Into D'mentia simulator and training is to promote the understanding and awareness of the experience of people with dementia; thereby aiming to reduce carer burden and promoting more empathetic care. Feeling for yourself how confusing, frustrating and lonely it is proves to work: in follow-up discussions 95 per cent of the participants say they have gained new insights and intend to tackle the problems differently. The development of the simulator and the results of the evaluation will be presented in this session.

❖ HOSPITAL ON THE MOVE: HEALTH CARE CLOSE TO HOME

Time: 15.30-16.30
Location: Room 1
Speaker: Drs. Kees Sol, Rotterdam Eye Hospital, the Netherlands

Established in 1874, The Rotterdam Eye Hospital is a Center of Excellence and the leading specialist in the field of ophthalmology in The Netherlands. It is known for its medical excellence and fear reduction philosophy and is one of the founding members of the World Association of Eye Hospitals (WAEH). During the last 23 years as a board member, Kees Sol and his fellow board members introduced several memorable innovations within the hospital for which the hospital is well known and even received awards several times.

In his presentation Kees Sol will introduce the philosophy, ideas and strategy of The Rotterdam Eye Hospital. After that, he will focus his presentation on the EYEBus, and especially the concept behind it as a tool to create a network of eye care close to people's homes or offices. It is part of a total eye care solution, prepared for a (digital) future where eye care can be delivered in a flexible manner and where as a patient you are no longer dependent on health care organisations centered in buildings.

❖ OPENING PLENARY "TOWARDS AN EVIDENCE-BASED FOUNDATION OF HEALTH 3.0 FOR MILITARY AND CIVILIAN HEALTHCARE" & "IN SEARCH OF EVIDENCE-BASED INNOVATION: GLOBAL HEALTH SECURITY AND THE NEW AIR FORCE 3.0 APPROACH"

Time: 18.30-20.30
Location: Breda Castle
Chairs: Prof. Dr. Henk Garretsen, Tilburg University, the Netherlands
Col. Henk van der Wal, the Royal Netherlands Air Force, the Netherlands
Speakers: Brig. General Johan de Graaf, Netherlands Armed Forces, the Netherlands
Air Cdre Fred Sotthewes, HR Royal Netherlands Air Force, the Netherlands

For speakers' bios and full abstracts please see page 26

❖ OPENING RECEPTION

Time: 20.30-22.30
Location: Breda Castle

IMPORTANT NOTICE:

For security reasons the access to the Breda Castle will be permitted only to delegates on the EHMA Buses. Delegates must bring with them their national ID cards or Passports.

❖ **PLENARY SESSION “REFLECTIVE MANAGEMENT PRACTICE: A MATTER OF RIGOUR AND RELEVANCE”**

Time: 09.00-10.30
Location: Room 1/4
Chair: Prof. Naomi Chambers, Manchester Business School, United Kingdom
Speaker: Prof. Dr. Inge Bongers, Tilburg University, the Netherlands

For speaker's bio and full abstract please see page 28

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

Time: 11.00-12.30
Location: Room 5
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 2015. Overseen by EHMA's Scientific Advisory Committee (SAC), the award promotes high-quality research into health organisation and management by encouraging early career researchers to carry out such work and to be recognised for their contribution.

PRESENTATIONS	<p>A mixed-method study of the impact of the operating system on hospital efficiency Melissa De Regge, Ghent University, Belgium</p>
	<p>Strategic market orientation (SMO) in mental healthcare: the application of SMO instruments to strengthen evidence-based decision making Joyce Bierbooms, Stichting Geestelijke Gezondheidszorg Eindhoven en de Kempen, the Netherlands</p>
	<p>Hospital Quality Systems- working mechanisms unraveled Steffie van Schoten, NIVEL, the Netherlands</p>
	<p>Making Franchising in Healthcare Work Karlijn Nijmeijer, Erasmus University Rotterdam, the Netherlands</p>
	<p>A case study on the implementation of integrated care for diabetes mellitus type 2 by two Dutch best practices Loraine Busetto, Tilburg University, the Netherlands</p>
	<p>Organization of hospital nursing, provision of nursing care, and patient assessments of care in Europe Luk Bruyneel, KU Leuven, Belgium</p>

❖ **PARALLEL SESSIONS: 11.00-12.30**

Citizen and Patient Involvement

Time: 11.00-12.30
Location: Room 7
Chair: Prof. Minna Kaila, University of Helsinki, Finland

Patient, public and citizen involvement is gaining an ever increasing importance in healthcare. This session presents three research projects which focus on: an innovative method which uses citizen-led inquiries to shape local services; community mental health user involvement in Malta and how New Public Service theory is shaping healthcare by placing greater emphasis on ethics and public service value to customers.

Primary Healthcare towards New Public Service -The expected primary health care future from customers' point of view**Hanna Tiirinki**, University of Oulu, Finland**Transforming health policies by exploring community mental health user involvement in Malta****Sandra C. Buttigieg**, University of Malta, Malta**Embracing evidence gathered by lay people: findings of a local citizen-led inquiry into the services and experiences of care for people with diabetes in England****Naomi Chambers**, Manchester Business School, United Kingdom**Planning and Purchasing Care I****Time:** 11.00-12.30**Location:** Room 11**Chair:** **Dr. Judit Csiszar**, University of Manchester, United Kingdom

Two sessions have been dedicated to the theme of "Planning and Purchasing Care" due to its importance in a world suffering its worst financial crisis in many years. The first session includes presentations on research into a unique collaboration between the Finnish Defence Forces and the National Institute for Health and Welfare in the area of simulation based research and a case study from the English National Health Service where clinicians have been heavily involved in local health service planning.

Involving clinicians in local health service planning: the case of Clinical Commissioning Groups in England**Ruth Robertson**, The King's Fund, United Kingdom**Joint alliance between the Finnish Defence Forces and the National Institute for Health and Welfare of Finland - Simulation based research supporting service structure reform****Kimmo Parhiala**, National Institute for Health and Welfare, Finland**❖ YOUNG INNOVATORS CONNECT TO INSPIRE: BOTTOM-UP HEALTHCARE MANAGEMENT****Time:** 11.00-12.30**Location:** Room 8**Chair:** **Dr. David Somekh**, European Health Futures Forum, United Kingdom**Speakers:** **Mr. David Grim**, Radboud University Medical Centre, the Netherlands**Mr. Matthijs Zwier**, European Health Futures Forum, United Kingdom

In general health care is guided by rules, regulations and old-world managers, while exponential start-ups are ruled by technology, co-creation and people. The future of health care will be in the hands of the latter. Health care management will shift from project management into agility management starting with a simple question: "what is our purpose?" or better "why do we (as a company/institute) exist". Innovation and management will become focussed on how to become future proof, by learning from end-users, building on their feedback and measuring where it gets you. We start with a short introduction, followed by a marshmallow challenge (<http://marshmallowchallenge.com/Welcome.html>) Then attendees will consider how to improve health care management using the above approach in a round table/ open space of world cafe setting.

(Session organised by European Health Futures Forum)

❖ MILITARY HEALTHCARE AND ITS INTERFACES WITH CIVIL HEALTHCARE: EVIDENCE FROM INTERNATIONAL OPERATIONS

Time: 11.00-13.30

Location: Room 12/13

Chair: LTCOL Erwin Hoogeboom, Ministry of Defence, the Netherlands

Speakers: LTCOL Theo van der Zanden, Netherlands Armed Forces Health Care Organisation, the Netherlands

LTCOL Ralph Vermelthoort MD, Royal Netherlands Air Force, the Netherlands

COL Tony Bek, Netherlands Armed Forces Health Care Organisation, the Netherlands

LTCOL Jeroen Hulst, Netherlands Armed Forces Health Care Organisation, the Netherlands

The military medical services provide operational healthcare in an integrated medical chain to wounded soldiers outside the Netherlands (and on occasion to civilians). This chain is functioning under very complex circumstances.

In the first part of this session this chain will be described and evidence of effective solutions will be presented. This evidence comes from operational healthcare management experience at the UN-mission in Mali, the MH-17 disaster and from dealing with the Ebola crisis.

In the second part the continuation of these international activities on the national level is presented. Two examples are discussed of how synergy is created on the interface between military and civilian healthcare.

(Seminar organised by the Joint Health Care Division of the Netherlands Ministry of Defence)

❖ PROGRAMME DIRECTORS' MEETING

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

Time: 12.30-13.30

Location: Room 9

Chair: Prof. Aad de Roo, Tilburg University, the Netherlands

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

❖ INTO D'MENTIA SIMULATION TRAINING: DEVELOPMENT AND EVALUATION

Time: 12.30-13.30

Location: Room 8

Speaker: Mr. Jan Rietsema, Into D'mentia, the Netherlands

The Into D'mentia intervention consists of a dementia simulator in a mobile container using virtual reality and serious gaming techniques, by means of which participants experience the impact of dementia in daily life situations. The aim of the Into D'mentia simulator and training is to promote the understanding and awareness of the experience of people with dementia; thereby aiming to reduce carer burden and promoting more empathetic care. Feeling for yourself how confusing, frustrating and lonely it is proves to work: in the follow-up discussion 95 per cent of the participants say they have gained new insights and intend to tackle the problems differently. The development of the simulator and the results of the evaluation will be presented in this session.

❖ PLENARY SESSION “EVIDENCE BASED MANAGEMENT IN HEALTHCARE: FROM RESEARCH PRODUCTION TO KNOWLEDGE MOBILISATION”

Time: 14.00-15.00
Location: Room 1/4
Chair: Ms. Elly Breedveld PhD, Erasmus Centre for Health Care Management, Erasmus University Rotterdam, the Netherlands
Speaker: Prof. Kieran Walshe, University of Manchester, United Kingdom

For speaker's bio and full abstract please see page 29

❖ THEMATIC & PARALLEL SESSIONS

Integrated Care

Time: 15.30-17.00
Location: Room 8
Chair: Dr. Antoni Peris, CASAP, Spain

This session presents the findings from two research projects. The first study attempts to ascertain the most important stated and non-stated objectives of Portuguese Health Centres expected by both internal and external stakeholders. The second study proposes a development model for integrated care.

PRESENTATIONS

Stated and Non-stated objectives regarding the Portuguese Hospital Centres (HC): the results of a qualitative study

Ana Simões, University of Porto, Portugal

The development model for integrated care - continued!

Mirella Minkman, Vilans, the Netherlands

Staff & Health Care Regulation I

Time: 15.30-17.00
Location: Room 10
Chair: Prof. Dr. Kim Putters, Netherlands Institute for Social Research, the Netherlands

Two sessions are dedicated to the subject of "Staff and Health Care Regulation" which will include 5 research projects covering unique and innovative management practices. The first session includes three presentations with the first looking at how organisations can support staff who are involved in an adverse event, the second explores how non-conformities are expressed and finalised during external inspections in Norway and the last presentation assesses the public perception of health care inspectorates.

PRESENTATIONS

Multifaceted support needed for physicians, nurses and midwives after being involved in an adverse event

Eva Van Gerven, University of Leuven, Belgium

A qualitative study of how non-conformities are expressed and finalized in external inspections of health services

Einar Hovlid, The Norwegian Board of Health Supervision, Norway

How should the Inspectorate act according to the public?

Renee Bouwman, NIVEL, the Netherlands

Quality of Care

Time: 15.30-17.00
Location: Room 11
Chair: Dr. Pia Maria Jonsson, National Institute for Health and Welfare, Finland

Quality of care, and the indicators used to measure it, permeates all levels on a healthcare system. From international statistics to ward level monitoring, quality of care indicators are given a wide and important scope. Three presentations assess and review a number of differing quality indicators in settings such as mental health, acute hospitals, regional ophthalmic systems and hospital executive teams.

PRESENTATIONS

Safety culture and teamwork to improve patient safety – an evidence based approach in mental health

Andrea Schweiger, University of Klagenfurt, Austria

Defining Hospital-Based HTA Best Practices: adaptation of the EFQM business excellence model to the Hospital setting

Lucinda Cash-Gibson, IESE Business School, Spain

Systematic multi stakeholder definition of health service quality: a case study in cataract care

Aline C Stolk-Vos, Rotterdams Oogheekundig Instituut, the Netherlands

Improving Patient Flow - Lean and other approaches

Time: 15.30-17.00
Location: Room 9
Chair: Dr. Bert Meijboom, Tilburg University, the Netherlands

In a time of economic hardship it is imperative that healthcare systems improve patient output, while maintaining quality of care. Approaches such as lean can aid systems in realising this goal. Here we have four innovative presentations that will be of interest to managers, policymakers and researcher alike.

PRESENTATIONS

Deployment of lean thinking in Finnish healthcare

Tapani Jorma, University of Oulu, Finland

Innovation through optimized and integrated patient and supply flows in hospitals: the results of a collaboration network

Kaat De Pourcq, Ghent University, Belgium

Nurse services in the management of unscheduled patients with acute health problems

Isabel Casado, CASAP, Spain

Using Lean to improve nurse effectiveness in a medicine ward: leading to better compliance with hand-hygiene practices

Luís Lapão, Instituto de Higiene e Medicina Tropical, Portugal

❖ MASTERCLASS: TOGETHER WE INNOVATE. EVIDENCE BASED MANAGEMENT IN PRACTICE

Time: 15.30-17.30
Location: Room 5
Panel: Prof. Dr. Henk Garretsen, Tilburg University, the Netherlands
Prof. Dr. Inge Bongers, Tilburg University, the Netherlands

Within evidence based health management practice three perspectives and sources of information are important to make evidence based decisions: 1. science, 2. knowledge and experience of the managers, policy makers within daily practice and 3. the needs and wants of the various shareholders such as citizens, patients, customers as well as investors.

The central theme of the session will be: how we can get health management practice to become more evidence based/informed and what is the role and value of the three perspectives mentioned?

The session will begin with an introduction on the three perspectives by Prof. Dr. Henk Garretsen (Director of Tranzo). The introduction will be followed by a debate lead by Prof. Dr. Inge Bongers (Tranzo). The goal of the debate is to discuss the pros and cons of evidence based health management in daily practice and what can and should be done to make health management practice more evidence based. The debate will contain three discussion rounds corresponding to the three perspectives.

❖ MASTERCLASS: PROMOTING AND ENFORCING PATIENTS' RIGHTS AT EU LEVEL: OPTIONS, CHALLENGES AND PRACTICAL IMPLICATIONS

Time: 15.30-17.30
Location: Room 12/13
Panel: Mr. Willy Palm, European Observatory on Health Systems and Policies, Belgium
Prof. David Townsend, Maastricht University, the Netherlands

The European Directive on the application of patients' rights in cross-border health care has created the impression that a European framework for patients' rights is being shaped. But is this really true? Does the Directive actually deal with patients' rights? And what do we understand by patients' rights? Or, furthermore, how are European patients' rights supposed to be enforced in concrete situations?

This master class will review the challenges and opportunities that are created by this Directive to further promote and enforce patients' rights, not only for cross-border patients but also for domestic patients. Based on some concrete examples we'll discuss the implications for health care managers and the role they can take in empowering patients.

(Session organised by the European Observatory on Health Systems and Policies)

❖ SOCIAL DINNER

Location: Grote Kerk, Kerkplein 2, Breda
Time: 19.00

The Social Dinner will take place in the prestigious Grote Kerk, in the city centre of Breda.

For delegates accommodated at the Amrâth Hotel Brabant, buses will leave at 18.30 from the hotel. The Grote Kerk is within walking distance from the city centre hotels, no transfer will be provided for delegates accommodated in Breda city centre.

❖ PARALLEL SESSIONS: 09.00-10.30

Networks

Time: 09.00-10.30
Location: Room 9
Chair: Prof. Naomi Chambers, Manchester Business School, United Kingdom

Growing professional networks can improve healthcare systems and improve patient outcomes. This sessions looks at differing networks at both national and regional level in three countries (Belgium, Germany and Netherlands) and assesses their impact on the healthcare systems they aim to improve.

PRESENTATIONS

Virtual oncological networks - Which IT support is needed for a regional evidence based health care management? Empirical results of a qualitative expert study
Monika Sinha, Fachhochschule Dortmund, Germany

Interorganizational network governance within the Belgian mental health reform programme
Belinda Wijckmans, Vrije Universiteit Brussel, Belgium

Evidence of specialist sharing: Implications for managing hospitals in a competitive market
Daan Westra, Maastricht University, the Netherlands

Long Term Care

Time: 09.00-10.30
Location: Room 11
Chair: Mr. Anders Wahlstedt, Sorlandet Sykehus HF, Norway

Long term care and conditions inspire a large amount of debate throughout policy, research and management networks. This session includes four research presentations focusing on the effectiveness of care pathways, the experience of patients who receive long term care and system sustainability and innovation.

PRESENTATIONS

Assistive health innovations for people living with dementia; A social innovation approach
Liselore Snaphaan, Tilburg University, the Netherlands

How older clients experience the operational access to long-term institutional care
Lisette Schipper, Tilburg University, the Netherlands

Improving quality, cost-effectiveness and future sustainability of the long-term care sector in The Netherlands - A nationwide program
Suzanne van den Bosch, Vilans, the Netherlands

Assessing the effectiveness of interventions in long term care
Marjolein Herps, Vilans, the Netherlands

Evidence Based Practice

Time: 09.00-10.30
Location: Room 12
Chair: Ms. Becky Malby, The Centre for Innovation in Health Management, United Kingdom

The importance of Evidence Based Practice within hospitals and healthcare is undisputed. This session covers a number of theories and tools such as 'Knowledge Transfer Partnership' and 'Hospital Based Health Technology Assessments'.

PRESENTATIONS	Knowledge Transfer Partnerships: An approach to generating and integrating evidence in a timely manner into healthcare practice Elaine McNichol, University of Leeds, United Kingdom
	Organizational models of Hospital Based HTA: Empirical Evidence from AdHopHTA European Project Valentina Iacopino, Catholic University of the Sacred Heart-Rome, Italy
	Education in research and in management among postgraduate training programs for mental health professionals; added value for the use of evidence-based practice? Helene Andrea, Tilburg University and GGZ Breburg, the Netherlands

Patient Centric Care

Time: 09.00-10.30
Location: Room 13
Chair: Dr. Jillian McCarthy, University of Manchester, United Kingdom

This session includes two presentations. The first presentation focuses on patient centred care and how greater patient empowerment can affect patient management and hospital re-admission outcomes. The second presentation explores how introducing positively inspiring themes from local nature could reduce the experience of stress in both patients and staff.

PRESENTATIONS	Patient Empowerment and its suitability for patient management Julia Plein, EBS Universität für Wirtschaft und Recht, Germany
	Caring for the elderly with a psychiatric condition in the Eurometropolis: a prospective study Jeroen Trybou, Ghent University, Belgium

❖ EU HEALTH POLICY SESSION: THE EUROPEAN SEMESTER

Time: 11.00-12.30
Location: Room 5
Chair: Mr. Nick Fahy, Nick Fahy Consulting Limited, United Kingdom
Speakers: Dr. Bernard Merkel, BCM Policy Advisors and LSHTM, Belgium
Ms. Rita Beaten, European Social Observatory, Belgium
Dr. Sandra Buttigieg, University of Malta, Malta

The European Semester has become one of the most important policy and decision-making instruments in the EU. And yet few people in healthcare have heard of it. This session will look at its background, what it does, and its implications for the development of national health systems and health spending in EU countries.

❖ PARALLEL SESSIONS: 11.00-12.30

Management - making good decisions

Time: 11.00-12.30
Location: Room 8
Chair: Dr. Robert Sinclair, Region Västra Götaland, Sweden

This session presents the findings from two research projects. The first looks at whether it is possible to build effective connections between medicine/nursing teams and hospital management, while the second presentation focuses on training and development of managers to support decision making in a healthcare setting.

PRESENTATIONS

Medicine and management: exploring the connections, closing the gaps

Ellen Kuhlmann, Karolinska Institutet, Sweden

A framework to support the training and development of managers in relation to management decision making in healthcare

Elaine McNichol, University of Leeds, United Kingdom

Planning and Purchasing Care II

Time: 11.00-12.30
Location: Room 12
Chair: Dr. Judit Csiszar, University of Manchester, United Kingdom

The second session on "Planning and Purchasing Care" covers two presentations. The first presentation is research on whether the Finnish national morbidity index predicts a need for intensive care. The second presentation focus on an innovative NHS funding system that is providing an annual budget for individuals with complex care needs that can be used to commission joined-up care.

PRESENTATIONS

Population commissioning for the future

Abraham George, Kent County Council, United Kingdom

Can national morbidity index predict need for intensive care?

Hanna Rautiainen, Oulu University Hospital, Finland

Staff & Health Care Regulation II

Time: 11.00-12.30
Location: Room 10
Chair: Prof. Dr. Kim Putters, Netherlands Institute for Social Research, the Netherlands

The second session on "Staff and Health Care Regulation" includes two presentations focusing on 'responsive regulation theory' and the effect complaints had on staff and the general public at a University Hospital in Finland.

Responsive regulation and the enforcement pyramid: between theory and evidence**Manja Bomhoff**, NIVEL, the Netherlands**Information, care and compensation****Susanna Palomäki**, Tampere University Hospital, Finland**❖ HEALTH MANAGERS' (THESES) SESSION****Time:** 11.00-13.30**Location:** Room 9**Chairs:** **Ms. Elly Breedveld PhD**, Erasmus Centre for Health Care Management, Erasmus University Rotterdam, the Netherlands**Ms. Wilma van der Scheer PhD**, Erasmus Centre for Health Care Management, Erasmus University Rotterdam, the Netherlands.**Speakers:** **Mr. Ramón Lindauer PhD MBA**, Child and Adolescent Psychiatry, Academic Medical Centre/De Bascule, Academic Centre for Child and Adolescent Psychiatry, the Netherlands**Mr. Stéphane Johner, M.H.A.**, University Hospital of Lausanne, Switzerland**Ms. Astrid Wüthrich, M.H.A.**, Federal Office of Public Health, Switzerland

During this interactive session theory and practice are brought together.

Senior health managers from across Europe invite you to reflect on the studies they conducted during their executive MBA. The best theses are selected, thus providing reflection on topical developments in healthcare from health managers' perspectives.

This year three managers have been selected to present the outcomes of their theses. In one of the studies the paradox of routinised innovation is explored, in another study the development of an overall political strategy on alcohol, tobacco, illicit drugs and other addictions takes centre stage. One participant conducted an in-depth study of the running and optimisation of the main operation rooms in a Swiss hospital.

For managers the session is the ideal opportunity to meet European colleagues and exchange issues and insights. For researchers and educators it provides insights to the issues health managers themselves find worth studying. It's the ideal place to exchange insights from theory and practice and to compare different approaches in different countries.

❖ EVIDENCE-BASED MANAGEMENT: BASIC PRINCIPLES AND PRACTICAL EXAMPLES**Time:** 12.30-14.00**Location:** Room 11**Panel:** **Mr. Eric Barends**, Center for Evidence-Based Management, the Netherlands**Prof. Rob Briner**, School of Management, University of Bath, United Kingdom

Evidence-based practice is about making decisions through the combination of critical thinking and the use of evidence from multiple sources to increase the likelihood of a favourable outcome. The idea of evidence-based practice is now well-known in many areas of professional practice including medicine, nursing, policing, policy-making and criminal justice, but not so much in management.

Participants at the session will discuss the basic principles of evidence-based practice in management (what is it, why do we need it, what sources of evidence should be considered?) and address common misconceptions. Several ways in which health care managers and executives can perhaps become more evidence-based will be presented together with a practical example of how health care organisations can use Rapid Evidence Assessments to improve managerial decision-making.

❖ **SUBSTITUTING A HEALTH FOR A SICKNESS ORIENTATION WITHIN (MILITARY) HEALTHCARE SYSTEMS**

Time: 12.30-14.00
Location: Room 13
Chair: Dr. Thomas Plochg, Netherlands Public Health Federation, the Netherlands
Speakers: Ms. Rosanne Meulenbeld, Netherlands Public Health Federation, the Netherlands
Dr. Pieter Helmhout, Ministry of Defence, the Netherlands

This special dedicated session highlights an illustrative example of how health care within the Armed Forces and civilian public health services could collaborate and learn from each other. The Dutch Staff Health Care Division and the Netherlands Public Health Federation have recently embarked on a co-creation project, one that should lead towards more sustainable (military) health care systems. The basic idea is that for both systems substituting a health for a sickness orientation is timely and relevant. During the session representatives of both, the Dutch Armed Forces and the Netherlands Public Health Federation, will present the background, objectives and approach of the co-creation project. After the presentations an interactive discussion will be initiated.

(Session organised by the Dutch Armed Forces in collaboration with the Netherlands Public Health Federation)

❖ **TOWARDS AN ACCELERATED ROADMAP FOR ACTIONS TO STRENGTHEN EVIDENCE-INFORMED POLICY-MAKING IN THE EUROPEAN REGION**

Time: 12.30-14.00
Location: Room 8
Chair: Prof. Mark Leys, Leuven University, Belgium
Speakers: Ms. Tanja Kuchenmüller, WHO/Europe, Denmark
Dr. Johan Hansen, NIVEL, the Netherlands
Dr. Mircha Poldrugovac, NIPH, Slovenia

The formulation of evidence-informed policies to improve health systems is enshrined in the core functions of the World Health Organization (WHO). Within the European Region, there have been scattered efforts to increase the general understanding of evidence-informed policy-making (EIP). The Member States of the WHO Region of Europe through its Standing Committee requested WHO to develop an accelerated roadmap of actions to enhance EIP in the Region. This roadmap represents a joint framework and call for action that lays out a foundation for cohesion and collaboration of stakeholders with a vested interest in strengthening EIP. In the session we will highlight existing EIP initiatives, such as EVIPNet Europe, and propose a strategic way of promoting the systematic use of research evidence in health policy-making. The session will provide room for interaction and open debate on how to strengthen evidence-informed policy-making in all countries of the European Region.

❖ KAROLINKSA MEDICAL MANAGEMENT CENTRE/EHMA RESEARCH AWARD ANNOUNCEMENT

Time: 14.00-14.20
Location: Room 1/4
Chair: Prof. Mats Brommels, Karolinska Institute, Sweden

❖ PLENARY SESSION

Time: 14.20-15.40
Location: Room 1/4
Chair: Dr. Armin Fidler, EHMA President, Management Center Innsbruck, Austria
Speakers: Prof. Dr. Rafael Bengoa, DEUSTO Business School, Spain
Mr. Wouter Bos, VU University Amsterdam Medical Center, the Netherlands

For speakers' bios and full abstracts please see page 30

❖ CONFERENCE CLOSING SESSION

Time: 15.40-16.00
Location: Room 1/4
Chair: Dr. Armin Fidler, EHMA President, Management Center Innsbruck, Austria



BRIGADIER GENERAL JOHAN DE GRAAF, MD MPH DMCC

SURGEON GENERAL, THE NETHERLANDS ARMED FORCES,
THE NETHERLANDS

KEYNOTE SPEAKER – MONDAY 15 JUNE 2015, 18.30-20.30

Brigadier General Johan de Graaf was born in Amsterdam, Netherlands, in 1963. In 1989 he joined the NLD Army Medical Corps after obtaining a degree in medicine from VU University Amsterdam. He completed a number of junior Medical Officer appointments as a company and battalion physician. Following an appointment as (acting) Company Commander of the 121st Light Surgical Field Hospital Company, he became Brigade Surgeon of 13 Mechanised Brigade. He was trained as a Public Health Physician at the Institute for Social Health Care in Utrecht, graduating in 1996. From 1997 he served in the Personnel Policy Branch, after which he attended the Army Staff College. In 2001 he was appointed Commanding Officer of 400 Medical Battalion. During this command he was responsible for the concept development for the restructuring of the Army Health Care system.

In 2004 he was appointed to the Medical Policy Branch of the Surgeon General of the Armed Forces. In 2007 he was promoted to Colonel and posted to the Principal Directorate of General Policy Affairs at the Ministry of Defence and in that same year he became director of the Military Hospital in Utrecht and a member of the executive board of the University Medical Centre in Utrecht. During this appointment, he was responsible for restructuring the military hospital. In 2012 he was promoted to Brigadier General and in that year he was responsible for restructuring the Military Health Care system. As Commanding Officer of the Netherlands

Armed Forces Health Care Organisation, he was appointed Surgeon General of the Netherlands Armed Forces as of early 2013. During his career he has been deployed to Bosnia, Iraq, Rwanda and Pakistan. He is married to Marga and has two children.

SYNOPSIS

“Towards an evidence-based foundation of Health 3.0 for military and civilian healthcare”

This keynote will address the military healthcare focus on sustainable deployability, to create added value to the purpose and mission of the Netherlands Armed Forces. The Armed Forces aim at shifting the focus from prevention and treatment of disease to health promotion: Health 3.0 – Optimal Health for All. Although this focus originates from the military healthcare, it will have its interfaces through the entire military, but also a reach out to civilian healthcare. Working in between the military operational system and the civilian healthcare, there is also a need to possess the ability to implement (sometimes radical) innovations and technology development. The military healthcare system has to be an exponential system focused on the health and deployability of the soldier. To achieve this, we need an organisation cemented adaptive and flexible soldier and an organisation cemented on evidence-based foundations.

DIRECTOR HUMAN RESOURCES AND MANAGEMENT, ROYAL NETHERLANDS AIR FORCE,
THE NETHERLANDS

KEYNOTE SPEAKER – MONDAY 15 JUNE 2015, 18.30-20.30

Air Cdre Fred Sotthewes, born in Apeldoorn, Netherlands in 1960, started his military career in 1979 as an officer cadet at the Royal Military Academy in Breda. After graduation, he was posted as a Battery Control Officer to the Nuclear 118 Air Defence Squadron. From 1988 till 1995 he completed a number of junior and senior personnel officer assignments at both the Royal Netherlands Air Force (RNLAf) School and headquarters. Air Cdre Sotthewes took his Higher Staff education from 1995 to 1996 at the Air War College of the Air University at Maxwell Air Base, USA. Promoted to lieutenant colonel, he was posted as Chief of Personnel and Organization at Leeuwarden Air Base. This three-year assignment was followed by a tour as member and subsequently Course Director of the teaching staff at the Major's Course at the Netherlands Defence College. In 2001, as Chief Operational Plans at the RNLAf Operations Centre and Liaison Officer to the Defence Crisis Control Centre, he was involved in the planning and launching of a large number of RNLAf deployments to (peace) operations across the globe. This was followed by his own deployment to Manas in Kyrgyzstan in 2002 as Senior National Representative and Contco with the F-16/KDC-10 EPAF Detachment as part of Operation Enduring Freedom. Shortly after returning, he was promoted to Colonel, and among other things responsible for the Air Force part of a major Reorganization Program within the Netherlands Armed Forces. In 2007, Air Cdre Sotthewes was appointed Commandant of the RNLAf Training Command, overseeing the Royal Netherlands Air Force School and Woensdrecht Air Base. In 2009 he was deployed to Afghanistan as the Deputy Commander and Chief of Staff of COMKAF at Kandahar Airfield as part of the ISAF mission. From November 2010 to June 2011, he was in charge of a special project with regard to training and education, to achieve a 30

percent cost saving under the Coalition Agreement of the then government. From early 2011 through 2012 he was in charge of the defence-wide Reorganization Support Team, responsible for quality assurance with regards to the implemented reforms. From January through June 2013, Air Cdre Sotthewes was the Acting Director of Personnel and Organization at the RNLAf Headquarters in Breda. As of 14 June 2013, he was promoted to Air Commodore and shortly after appointed to his current position of Director of Personnel and Executive Management of the Royal Netherlands Air Force.

SYNOPSIS

"In search of evidence- based innovation: Global health security and the new Air Force 3.0 approach"

The Netherlands Armed Forces has been faced for some years with a decreasing budget, although at this moment a possible positive change in budget is occurring. Nevertheless the Royal Netherlands Air Force has chosen to reinvent itself. This reinventing will be based on a continuous process of adapting innovations and embedding technologies into the DNA of the organisation. Some of the characteristics are 'people matter' and adaptivity & flexibility. The reinvention process can be used in the transformation from a reductionist disease orientation to a system based health orientation, which will be addressed in the keynote address. Where the air force has to adapt to new weapon systems like the F-35, the military healthcare has to continuously adapt to a rapid developing air force. Global security needs an exponential orientation, where global health security only can keep up with the same exponential approach.



PROF. DR. INGE BONGERS

PROFESSOR OF EVIDENCE BASED MANAGEMENT OF INNOVATION IN (MENTAL) HEALTH, TILBURG UNIVERSITY, THE NETHERLANDS

KEYNOTE SPEAKER – TUESDAY 16 JUNE 2015, 09.00-10.30

Prof. Dr. Inge Bongers qualified as a social epidemiologist at Leiden University (the Netherlands), with subsequent training in Health Services Research at Erasmus University Rotterdam, (the Netherlands). She is Professor of Evidence Based Management of Innovation in (mental) Health Care at Tranzo, Tilburg University. She coordinates the Tranzo Academic Working Place "Innovating Health Services". She is also Program Manager Research within GGzE, a mental health care institute in Eindhoven, the Netherlands. Her research and development projects focus on underpinning the development, implementation and evaluation of technological and social innovation within health care. Science and practice based knowledge is integrated to contribute to continuous cyclic innovation in co-creation with stakeholders: from pioneering to evidence based innovation. Furthermore, she is Program Director of the Master of Health Business Administration (MHBA) of Erasmus Center for Health Care Management. Within Erasmus MHBA, Evidence Based Management is taught: translating state of the art health care management insights into practice.

SYNOPSIS

"Reflective management practice: a matter of rigour and relevance"

In this lecture, the leading theme of AC EHMA 2015, Evidence Based Management, will be introduced. Light will be shed on its history, theoretical foundation and translation to the regular practice of management and policy making. A plea will be made to educate future health care managers and policy makers within evidence based management principles. Subsequently, the focus will lie on evidence based management of innovation. From both theoretical and practical perspectives insight will be given on how innovating within health care can be evidence based. The synergy between research and innovation will be shown by principles as co-creation and open innovation. Practice- and science based knowledge or, in other words, rigour and relevance has to be combined for sustainable, evidence based innovation to come true.



PROF. KIERAN WALSH

PROFESSOR OF HEALTH POLICY AND MANAGEMENT,
UNIVERSITY OF MANCHESTER, UNITED KINGDOM

KEYNOTE SPEAKER – TUESDAY 16 JUNE 2015, 14.00 – 15.00

Prof. Kieran Walshe is Professor of Health Policy and Management at Manchester Business School. He is also associate Director of the National Institute of Health Research health services and delivery research programme, which exists to serve the research needs of managers and clinicians in the NHS (www.netscc.ac.uk/hsdr/). He is editor of the journal *Health Services Management Research* (<http://hsmr.rsmjournals.com>), board member of the UK Health Services Research Network. From 2003 to 2006 he directed the Centre for Public Policy and Management in Manchester Business School, and from 2009 to 2011 he directed the university's Institute of Health Sciences.

Kieran Walshe has twenty years experience in health policy, health management and health services research. He has previously worked at the University of Birmingham, the University of California at Berkeley, and the King's Fund in London, and has a professional background in healthcare management. He often works at the interface between research and practice and values the opportunities it offers to engage with the policy and practitioner communities and to put ideas into action. He has particular interests and expertise in quality and performance in healthcare organisations; the governance, accountability and performance of public services; and the use of evidence in policy evaluation and learning. He has led a wide range of research projects funded by the ESRC, Department of Health, NIHR, and EU FP7 programme, and other government departments and NHS organisations. He has advised a wide range of government agencies and organisations, in the UK and internationally.

He has written for a wide range of academic and professional journals, including the *British Medical Journal*, *Health Service Journal*, *Health Affairs*, *Milbank Quarterly*, *Public Money and Management*, and *Quality and Safety in Healthcare*. His books include *Regulating Healthcare:*

A Prescription for Improvement (2003); *Patient Safety: Research into Practice* (2005); *Healthcare Management* (2006, 2011); *Health Policy and Management: A Reader* (2009); and *From Knowing to Doing: Connecting Knowledge and Performance in Public Services* (2010).

SYNOPSIS

"Evidence based management in healthcare: from research production to knowledge mobilisation"

Despite over a decade of rhetoric, there has been little progress in getting healthcare organisations and health systems to use available evidence better to guide their decision making, though in the clinical and biomedical domains mechanisms like health technology assessment and evidence sources like clinical guidelines and systematic reviews have become institutionalised in clinical practice. It has become commonplace to argue that healthcare organisations are slow to innovate, but explanations of this "innovation deficit" and empirical evidence on approaches to improving rates of innovation adoption are largely unconvincing.

This presentation will explore a critique of the healthcare system and its institutional arrangements for research and development, with a particular focus on intersectoral comparisons and lessons. It will argue that in comparison with other industrial sectors, the healthcare system lacks control over the priorities, means, methods and results of research and there is widespread institutional capture of healthcare research by the life sciences and biomedicine industries and their university research partners. It will assert that healthcare delivery systems and organisations need to have a much more central role and purpose in healthcare research if both the pace and direction of innovation are to be improved



PROF. DR. RAFAEL BENGOA

DIRECTOR OF THE HEALTH DEPARTMENT,
DEUSTO BUSINESS SCHOOL, SPAIN

KEYNOTE SPEAKER – WEDNESDAY 17 JUNE 2015, 14.20-15.40

Prof. Dr. Rafael Bengoa, after qualifying as a medical doctor, practised for seven years in both hospital and primary care. He also worked for 15 years for the World Health Organisation in Copenhagen and Geneva, where he was Director of Management of Chronic Conditions and later Director for Health System Policies. From 2009 to 2012 he was Minister for Health and Consumer Affairs in the Basque Regional Government, and is now both Vice Chairman of the Advisory Group of Horizon 20/20, which deals with health, demography and wellbeing, and Director of the Health Department at the DEUSTO Business School in Spain. A Senior Fellow of Harvard University School of Public Health and the co-author of numerous healthcare policy documents in Spain and internationally, he holds MSc in Community Medicine and Health Systems Management from the University of London.

SYNOPSIS

The Health System is facing the most important challenges in its history. The problems are complex, the solutions too, but they exist and the evidence is growing in favour of operating on a value-based population agenda.

All countries are facing the challenge of providing more quality for less expenditure. In such a context the Basque Country, Spain, launched in 2009 a Strategy to manage the challenge of Chronicity.

To implement a transformation it is necessary to manage simultaneously a double agenda at the policy level; one, which copes with the day to day short-term management challenges and one which launched a mid-term strategic intervention.

This session will expose the experience of this 4 year transformation and the challenges for leadership and the implications for evidenced-based managerial decision-making.



MR. WOUTER BOS

CHAIR OF THE BOARD OF DIRECTORS,
AMSTERDAM VU UNIVERSITY MEDICAL CENTER, THE NETHERLANDS

KEYNOTE SPEAKER – WEDNESDAY 17 JUNE 2015, 14.20 – 15.40

Mr. Wouter Bos is a former Dutch Deputy Prime Minister and Minister of Finance.

He graduated with honours in economics and political science at the VU University Amsterdam in 1988. After graduating, he worked at Shell for ten years. There he held various advisory and management roles in, for example, Rotterdam, Bucharest, Hong Kong and London. In 1998, Mr. Bos switched to the political arena and became a member of the Second Chamber for the Dutch Labour Party. Two years later he became State Secretary for Finance. After the 2002 elections, he became leader of the Labour Party and chairman of the Parliamentary Party. Following the 2006 parliamentary elections, the

fourth Balkenende government was formed with Mr. Bos becoming Deputy Prime Minister and Minister of Finance. The government fell in February 2010. On 12 March 2010, Mr. Bos announced that he was retiring from active politics. On 1 October 2010 he became a Partner at KPMG. He was responsible for KPMG's activities in health care. Besides that, Mr. Bos was involved with strategic, organisational and cost issues elsewhere in the public sector. As from mid-August 2013, Mr. Bos chairs the Board of Directors of Amsterdam VU University Medical Center.

(Mr. Bos' speech will focus on the sustainability of health systems. Copy of his synopsis will be distributed in Breda)

→ POSTER PRESENTATIONS

	P R E S E N T E R	T I T L E
1	Skirmante Sauliune , Lithuanian University of Health Sciences, Lithuania	<i>Attitudes of members of Lithuanian Association of Physicians Executives towards restructuring policy of health care settings and services</i>
2	Dennis Haking , Center for Hospital Management, Germany	<i>Living with age-related macular degeneration (AMD) - The relatives' role in the support of AMD-patients: Needs and Burden</i>
3	Guido Fontana , Local Health Authority of the Province of Pavia, Italy	<i>Analysis of incident cases of acute myocardial infarction (AMI) in the population of the province of Pavia (Lombardy Region, northern Italy) led by the Local Health Authority (LHA) for the years 2012-2014</i>
4	Andelija Arandelovic , Catholic University of the Sacred Heart-Rome, Italy	<i>Poster Urban-rural differences in hospitalisation rates among elderly patients in two long-term care settings in Tuscany, Italy</i>
5	Kuo-Cherh Huang , Taipei Medical University, Taiwan	<i>Health Service Utilization and Costs among Women with Postpartum Depression in Taiwan: A Retrospective Matched Case-control Study</i>
6	Kuo-Cherh Huang , Taipei Medical University, Taiwan	<i>Likelihood of Employment Status Change among Women with Postpartum Depression: A Ten-year Retrospective Matched Case-control Study with National Claims Dataset in Taiwan</i>
7	Paul Grimshaw , University of Leeds, United Kingdom	<i>Assessing and improving the management of relational value in healthcare systems</i>
8	Frank van Gool , Tilburg University, the Netherlands	<i>Flexibility in healthcare, a review on how management can facilitate the flexibility of the professional workforce</i>
9	Jeroen Trybou , Ghent University, Belgium	<i>How administrative and professional ideologies shape the psychological contract of registered nurses. A qualitative study</i>
10	Nina Lunkka , University of Oulu, Finland	<i>Hospital projects as facilitators of change process - Mid-level nurse managers' perceptions</i>
11	Mindaugas Stankunas , Lithuanian University of Health Sciences, Lithuania	<i>Use and accessibility to medications in elderly in Lithuania</i>
12	Mindaugas Stankunas , Lithuanian University of Health Sciences, Lithuania	<i>Capacity building for bringing more evidence based decisions for monitoring and reducing health inequalities in Lithuania</i>
13	Loraine Busetto , Tilburg University, the Netherlands	<i>Workforce changes of integrated care interventions for people with chronic diseases: a literature review</i>
14	Bert Meijboom , Tilburg University, the Netherlands	<i>Defining quality in chronic care supply chains: the case of Down syndrome</i>
15	Emanuele Porazzi , LIUC University, Italy	<i>Benchmarking of different distribution models of absorbent devices for incontinence in Lombardy (Italy)</i>
16	Daan Westra , Maastricht University, the Netherlands	<i>Evidence of the evolution and development of 'Comprehensive Cancer Networks'</i>
17	Valentina Iacopino , Catholic University of the Sacred Heart-Rome, Italy	<i>Accelerating the adoption of cost-saving technologies: evidence from an Italian research project on medical devices</i>
18	Sascha Kraus-Hoogeveen , Radboud University and HAN University of applied science, the Netherlands	<i>The vital aspects of human capital for health-care professionals in the communication process with clients during the value creation in the extramural health-care in the Netherlands</i>
19	Anke Simon , Baden-Wuerttemberg Cooperative State University, Germany	<i>A multi-centred empirical study to measure and validate user satisfaction with hospital information services in Australia and Germany</i>
20	Anke Simon , Baden-Wuerttemberg Cooperative State University, Germany	<i>Quality of life in nursing homes following the group-living principle. An empirical study measuring the quality of life from the subjective perspective of dependent-living elderly</i>

→ POSTER PRESENTATIONS

	P R E S E N T E R	T I T L E
21	Santeri Huvinen , University of Helsinki Medical School, Finland	<i>Improvement projects in junior doctors' management programme</i>
22	Maartje van der Aa , University of Helsinki Medical School, Finland	<i>Power trumps evidence!</i>
23	Anna Mulero , Consorci Castelldefels Agents de Salut d'Atenció Primària, Spain	<i>Nurse management of pediatric primary care departament</i>
24	Anja Braet , az Sint-Blasius, Belgium	<i>Link between primary care physician communication and post-hospital discharge events</i>
25	Kae Shin Lim , KK Women's and Children's Hospital, Singapore	<i>Improving safety of drugs in pregnancy and breastfeeding</i>
26	Kae Shin Lim , KK Women's and Children's Hospital, Singapore	<i>Healthcare cost-savings Initiative from an evidence-based review of DHA supplements in KK Women's and Children's Hospital formulary</i>
27	Nour Alrabie , University of Toulouse, France	<i>Using Business ecosystem concept to analyze the healthcare in France: Focus on the macro-environmental efficiency sources</i>
28	Kuanysh Yergaliyev , Nazarbayev University, Kazakhstan	<i>Do health managers have the appropriate managerial competencies to enhance access to health care at the primary care level in Kazakhstan?</i>
29	Eva Krczal , Danube University Krems, Austria	<i>On the way to out-patient multidisciplinary provider networks - A critical analysis of the Austrian out-patient care system and the key players</i>
30	Hassan Joulaei , Shiraz University of Medical Sciences, Iran	<i>The diminishing trend of b-Thalassemia in Southern Iran from 1997 to 2011: the impact of preventive strategies</i>
31	Turgut Karaalp , Diyarbakır Military Hospital, Turkey	<i>Effects of physical environment on patient satisfaction and job satisfaction in the delivery of health services</i>
32	Huseyin Abuhanoglu , Health Sciences, Turkey	<i>Analysis of the Learning Approaches Adopted by Students Enrolled in Health and Business Management Departments and the Variables Affecting These Approaches</i>
33	Ananthavalli Ramesh , Indian Institute of Technology Madras, India	<i>Patient preparedness and enablers for decision-making of dental implant adoption</i>
34	Jan-Erik Johanson , Finnish Institute of Occupational Health, Finland	<i>Better knowledge management, better decisions by public-private interactions in health care</i>
35	Vitaliy Koikov , Republican Centre for Health Development, Kazakhstan	<i>Improving the culture and practice of formation, adaptation and application of research findings for policy-making in the field of Health</i>
36	Vitaliy Koikov , Republican Centre for Health Development, Kazakhstan	<i>Modern management approaches to improve the effective use of scientific and innovative potential of health professionals</i>
37	Vitaliy Koikov , Republican Centre for Health Development, Kazakhstan	<i>The introduction of management in medical Universities</i>
38	Marius-Ionut Ungureanu , Cluj School of Public Health, Romania	<i>Development of Quality Management manuals for use in Dental Practice</i>
39	Marius-Ionut Ungureanu, Iuliu Hatieganu University of Medicine and Pharmacy, Romania	<i>Are there any pre-requisites for high-quality delivery of dental services? A perspective from Romanian dentists</i>
40	Antoni Peris , CASAP, Spain	<i>The effectiveness of an online intervention for monitoring anxiety episodes</i>
41	Vanda Raho , AGENAS, Italy	<i>The Italian National Observatory on good practices: a learning cycle to improve patient safety</i>
42	Vanda Raho , AGENAS, Italy	<i>The Italian Observatory on Cancer Regional Networks: establishing an evidence-based monitoring and evaluation system</i>

CONFERENCE VENUE

AMRÂTH HOTEL BRABANT

Heerbaan 4, Breda 4817.

Tel: +31 5 76 22 4666 | Fax: +31 76 5 21 9592

www.amrathhotels.nl/brabant/welcome-nl.html

BREDA INFORMATION

Breda is a dynamic town and a major centre for trade and industry.

Breda historical city centre was crowned best innercity in 2009.

More info at www.vvvbreda.nl/

The time zone in Breda is GMT +1.

INTERNET SERVICE AT THE VENUE

Internet wireless service is available at the Amrâth Hotel Brabant. To access, visit www.kpnhotspots.nl, accept the terms and conditions and then login.

PRESENTATIONS

All oral presentation will be posted on www.ehma.org two weeks after the Conference.

POSTER PRESENTATIONS

Posters are on display in the Ground Floor Foyer. On Monday 16.30-17.00, Tuesday 15.30-16.00 and on Wednesday 10.30-11.00 authors will be at their posters and answer your questions.

WELCOME AND REGISTRATION DESK

The Welcome and Registration Desk will be open as follows

Monday 15 June	from 8.30 to 17.30
Tuesday 16 June	from 8.30 to 17.30
Wednesday 17 June	from 8.30 to 16.00

OPENING PLENARY AND RECEPTION

The Opening Plenary and Reception will take place on Monday 15 June from 18.30 at the Breda Castle, home of the Netherlands Defence Academy. **For security reasons the access to the Breda Castle will be permitted only to delegates on the EHMA Buses. Delegates must bring with them their national ID Cards or Passports.**

SOCIAL DINNER

The Social Dinner will take place at the beautiful Grote Kerk Breda, Kerkplein 2.

For delegates accommodated at Amrâth Hotel Brabant the buses will leave at 18.30. If you miss the bus, please use other transportation (at your own expense). For delegates accommodated in the centre, the Grote Kerk is within walking distance and transport will not be provided.

TRANSPORTATION

Breda is easily reachable from the main Dutch cities both by car and train.

Airports

Eindhoven Airport: the journey to Breda takes around 1h but requires a change in Eindhoven city centre. Rotterdam Airport: the journey takes around 50 minutes but requires a change in Rotterdam Central Station. Schipol Airport: the journey takes 1h, direct trains. For more info www.ns.nl/en/travellers/home

From Breda City centre to Amrâth Hotel Brabant

From the Breda Central Station take the Bus line 326 or 327 and get off at the Bijster bus stop; buses stop opposite the hotel.

Taxis

Centrale 076 Breda: +3 1765 222 111

Taxi-Line: Tel: +31 765 20 1919

EMERGENCY INFORMATION

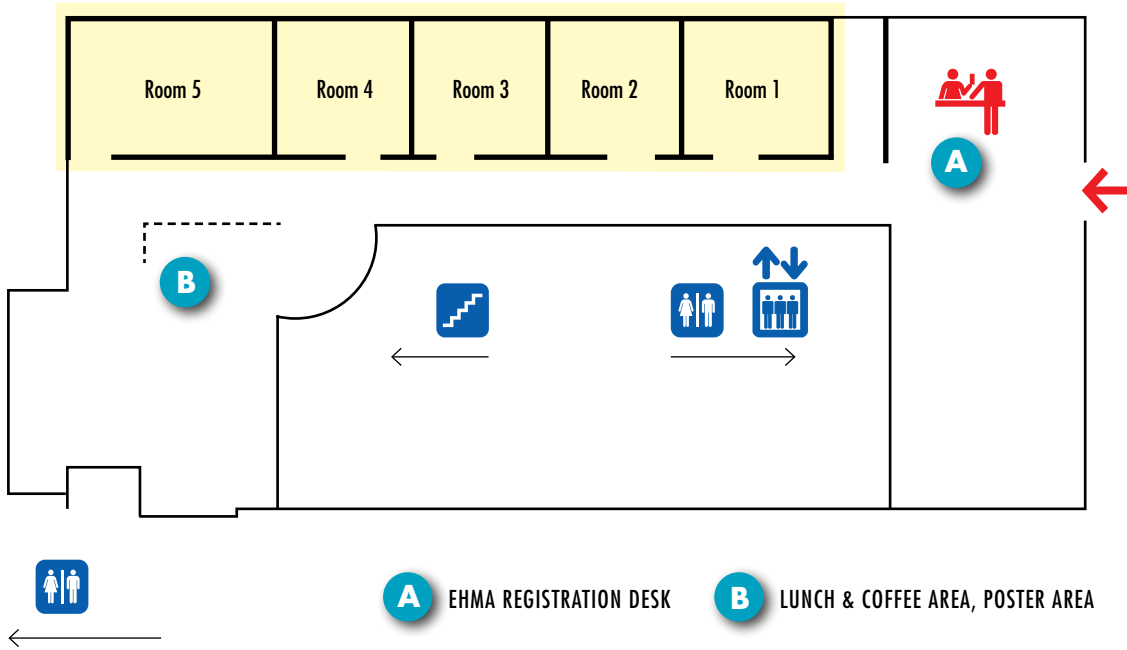
Please dial 112 for emergencies, (0900) 88 44 for Police and +31 (0)76 529 66 00 for fire department.

SHUTTLE CITY CENTRE-CONFERENCE VENUE

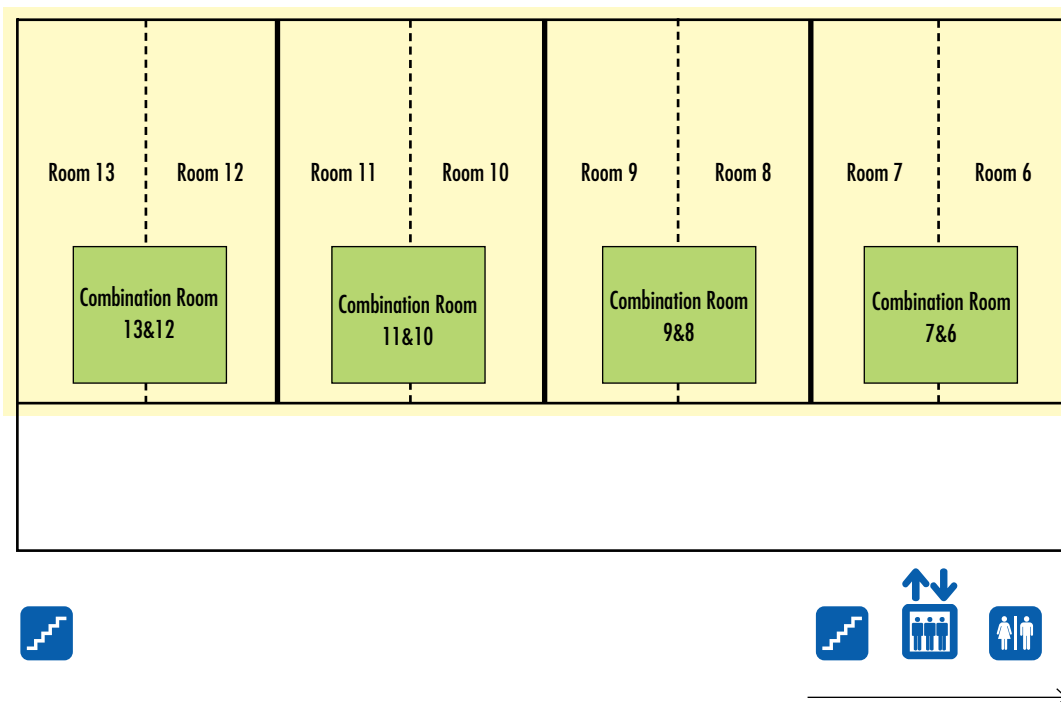
On the days of the conference, EHMA will arrange a dedicated shuttle service to provide free transportation from the city centre to the Conference venue and back (one transfer in the morning and one in the afternoon).

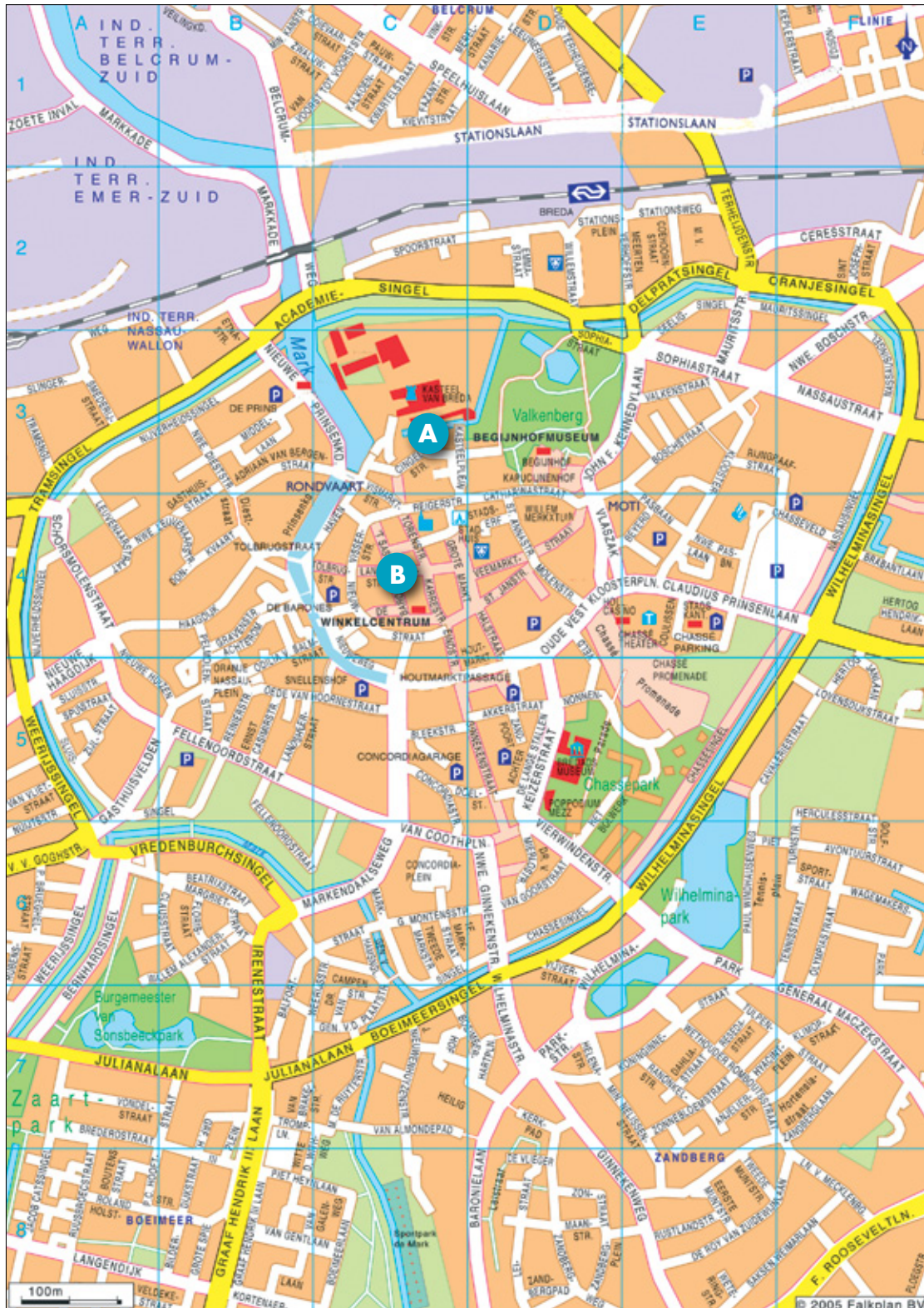
Time tables will be provided in the "Delegates Info Package" and they will be posted at the Conference Registration Desk.

GROUND FLOOR



FIRST FLOOR





A BREDA CASTLE

B GROTE KERK

