

2ND ANNUAL

# Healthcare Operations Management

*Strategies for patient- centred healthcare excellence*



**29 – 31 October 2008 • Grand Copthorne Waterfront Hotel, Singapore**

## Addressing the critical issues impacting healthcare today:

- Developing patient safety, service quality & accreditation standards
- Defining & leading the organization's mission & vision for growth & reinvention
- Managed care & disease management strategies for managing increasing healthcare costs
- Leveraging off information communication technologies to facilitate operations & clinical improvements in patient care
- Understanding legal standards of care and minimizing the risks of malpractice & unethical behavior
- Managing internal communication and decision-making in critical situations

## Plus a Post Conference Master-Class on:

### Achieving Healthcare Excellence through Measuring and Managing Organizational Performance

Rod O'Connor, *Executive Director, Rod O'Connor & Associates Pty Ltd & Conjoint Associate Professor, School of Public Health & Community Medicine, University of NSW, Australia*

## Featuring top-performing hospitals and medical groups represented by the following international leaders:

**Dr Paul Chang**, *Managing Director, Joint Commission International, Asia Pacific*

**Grant Muddle**, *Senior Vice President of Operations, Apollo Hospitals, India*

**Vishal Bali**, *CEO, Wockhardt Hospitals, India*

**Choo Oi Yee**, *Group Senior Vice President Strategic Planning & Business Development, Parkway Group Healthcare Pte Ltd, Asia*

**Ho Khai Leng**, *IT Director, National Healthcare Group, Singapore*

**Dr Ming-Keng Teoh**, *Head of Medical Services Asia, Medical Protection Society (MPS), UK*

**Dr Edwin Wu**, *Head of Medical Information Management, Changi General Hospital, Singapore*

**Dr Seow Wan Tew**, *Director of Medical Risk Management, KK Women's & Children's Hospital, Singapore*

**George Edward Gleason**, *CEO, Regency Specialist Hospital Sdn Bhd, Malaysia*

**Dr Nipit Piravej**, *Chief Corporate Officer, Bangkok Chain Hospital, CEO, KH International Hospital Group, Thailand*

**Stuart Rowley**, *CEO, Prince Court Medical Centre, Malaysia*

**Dr Ares Leung**, *Deputy Medical Director, Union Hospital, Hong Kong*

**Dr Sanjiv Malik**, *Regional Director, Max Healthcare, India*

**Dr Kadar Marikar**, *CEO, Malaysian Society for Quality in Health*

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8.00 **Registration & Morning Coffee**

9.00 **Chairman's Opening Remarks**  
Sanjiv Malik, *Regional Director, Max Healthcare India*

## Strategic Planning: Defining the Organization's Mission & Vision for the Future

9.15 **Parkway Group Healthcare's Strategies for Growth & Reinvention**

- Key considerations for remaining competitive in the healthcare industry
- What are the current issues and latest trends in the healthcare industry?
- Strategies for adapting to these issues and trends
- What innovations are needed for continuous growth and reinvention?

**Choo Oi Yee**, *Group Senior Vice President, Head of Strategic Planning & Business Development, Parkway Group Healthcare Pte Ltd Singapore*

10.00 **Key Learnings from Regency Specialist Hospital's Strategic Planning Process**

- Identifying the most pressing needs and opportunities accurately
- Developing goals and objectives to address these needs and opportunities
- Implementing change effectively across the hospital
- Regularly reviewing and evaluating the plan and progress
- Main achievements and challenges experienced from the strategic planning process

**George Edward Gleason**, *CEO, Regency Specialist Hospital Sdn Bhd Malaysia*

10.45 **Morning Networking & Refreshment Break**

11.05 **Organizational Culture & its Impact on Organizational Performance**

- Effective leadership for strategic growth
- Linking organizational culture into tangible bottom line performance measures such as profitability, innovation and growth
- Understanding the complexity and integration across the organization
- Engaging physicians, nurses and administrators
- Leading the organization's culture to improve organizational effectiveness

**Stuart Rowley**, *CEO, Prince Court Medical Centre Sdn Bhd Malaysia*

## Performance Measures for Improved Patient Experience

11.50 **Ensuring Hospital Performance Measures Reflect Patient Outcomes**

- Determining performance measurement indicators and tools that reflect patient outcomes
- Understanding how to use selected measures effectively
- Key elements of an effective measurement system
- Evaluating results effectively and translating them into actionable plans reflecting patient care and safety
- Case examples of performance measure processes and outcomes

**Grant Muddle**, *Senior Vice President of Operations, Apollo Hospitals Group India*

12.35 **Networking Luncheon Break**

## Managed Care vs Disease Management: Strategies for Reducing Healthcare Costs

2.00 **Understanding Managed Care & its Applicability in Asia to Reduce Healthcare Costs**

- What is managed care?
- Understanding the tripartite relationship between the healthcare provider, insurer and the patient
- What are the tangible and intangible benefits?
- Can managed care be applied in Asia effectively?

**Dr Nipit Piravej**, *Chief Corporate Officer, Bangkok Chain Hospital & CEO, KH International Hospital Group Thailand*

2.45 **Disease Management to Reduce the Burden of Chronic Disease & Healthcare Costs**

- Disease management programs: What are they and how do they work?
- What are the tangible and intangible benefits to the healthcare provider, insurer and patient?
- Understanding the healthcare provider, insurer and patients role in disease management programs
- Understanding frameworks and critical success factors for implementing disease management

3.30 **Afternoon Networking & Refreshment Break**

## Minimizing the Risks of Malpractice: Understanding Current Ethical and Legal Issues

3.50 **Medical Negligence and Litigation Risks in International Healthcare**

- How best to determine the appropriate standard of care in clinical negligence litigation
- What happens when something goes wrong with the international patient's surgery
- Legal terms and options of legal recourse the healthcare provider must be aware and prepared for
- Recent case examples and outcomes of claims alleging clinical negligence

**Dr Ming-Keng Teoh**, *Head of Medical Services Asia, Medical Protection Society (MPS), UK*

4.35 **Managing Ethical & Legal Medical Dilemmas Facing Healthcare Professionals Today**

- Understanding the ethical principles of today's healthcare environment
- Key ethical and legal dilemmas facing the professions today
- Ensuring hospital policies and decisions reflect a common goal of acting in an ethical, legal and professional manner
- Recent case examples and outcomes of medical ethical dilemmas

**Dr Seow Wan Tew**, *Director of Medical Risk Management, KK Women's & Children's Hospital, Singapore*

5.20 **Chairman's Summary of the Day**

5.30 **End of Conference Day One**

## 8.45 Registration & Morning Coffee

## 9.00 Chairman's Opening Remarks

**Sanjiv Malik**, *Regional Director, Max Healthcare India*

### Evaluating Patient Safety, Service Quality & Accreditation Standards

## 9.15 Best Practice Patient Safety, Service Quality & Accreditation Standards

- What is quality? Varying definitions from the patient, clinician and insurer (or 3rd party)
- Best practice medical and service quality initiatives
- Measurement tools for assessing quality for the patient, clinician and insurer (or 3rd party)
- Entrenching quality throughout the culture of the organization

**Dr. Paul Chang**, *Managing Director, Joint Commission International Asia Pacific*

## 10.00 Malaysian Society of Quality in Health (MSQH) Standards for Improving Patients Confidence & Trust

- Managing clinical governance and risk at the strategic management level and the patient operational level
- Understanding MSQH standards for improving patients safety, confidence and trust
- Ensuring continuous quality improvement in health services

**Dr Kadar Marikar**, *CEO, Malaysian Society for Quality Health*

## 10.45 Morning Networking & Refreshment Break

## 11.05 Branding Quality Internally for Superior Patient Experience

- Effective branding to project quality, clarity and trustworthiness
- Creating a culture that results in quality and efficiency
- Building and maintaining quality branding internally
- Strategies for overcoming non-compliance by employees and resistance to change

**Dr Sanjiv Malik**, *Regional Director, Max Healthcare India*

### Leveraging off Information Communication Technologies to Facilitate Operations & Clinical Improvements in Patient Care

## 11.50 Case Study: Enabling Technology to Deliver High Quality Medical Treatment

- Understanding the issues experienced in the organization effectively to be able to devise an effective solution
- Bridging the gap between technology and healthcare providers
- National Healthcare Group's experience in piloting innovative products and solutions
- Challenges of planning and implementing a large-scale IT infrastructure upgrade
- Future plans or innovations to further improve delivery of high quality medical treatment

**Ho Khai Leng**, *IT Director, National Healthcare Group Singapore*

## 12.35 Networking Luncheon Break

## 2.00 Medical Information Management for Ensuring Cost-Effectiveness in the Provision of Healthcare

- Current issues associated with medical information management
- Clinical data mining research programs and implementation in Changi General Hospital for cost-effectiveness and patient safety
- Developing and applying sophisticated data mining and analysis techniques that supports informed decision making
- Key challenges associated with data mining techniques and innovations needed to overcome them

**Dr Edwin Wu**, *Head of Medical Information Management, Changi General Hospital Singapore*

### Ensuring the Right People Resources with the Right Skills are Providing the Right Care

## 2.45 Managing the Human Resource Challenge in Healthcare Delivery

- Identifying the reasons physicians and nurses voluntarily resign
- What works and what doesn't? Key considerations for recruiting and retaining physicians and nurses
- Developing public-private partnerships to collectively promote nursing and physician programs, to provide education and required funding for the programs
- Designing flexible roles and integrating flexible work arrangements

**Vishal Bali**, *CEO, Wockhardt Hospitals, India*

## 3.30 Afternoon Networking & Refreshment Break

### Managing Communication & Decision-Making in Critical Situations

## 3.50 Managing Internal Communications: Breaking Down the Barriers between the Individual, Team & Group for Enhanced Patient Experience

- Strategies for improving communication between top and bottom level staff and across functional teams
- Developing a shared vision and goals and working together to attain them
- Strategies for breaking down the barriers between the individual, team and group
- Enhancing negotiation skills to work effectively as a team

**Dr Ares Leung**, *Deputy Medical Director, Union Hospital Hong Kong*

## 4.35 Overcoming Mistakes, Biases & Irrational Effects to Make Better Decisions

- New discoveries of decision-making processes
- Understanding nature, behaviors and capacities that influence decision-making
- Considering mechanisms that underlie both good and poor decisions
- Strategies for improved decision-making

**Rod O'Connor**, *Executive Director, Rod O'Connor & Associates Pty Ltd & Conjoint Associate Professor, School of Public Health & Community Medicine, University of NSW, Australia*

## 5.20 Chairman's Summary of the Day

## 5.30 End of Conference Day Two

Day Three | Friday 31 October 2008 | 9 am – 5 pm  
Post Conference Master-Class

## Achieving Healthcare Excellence through Measuring & Managing Organizational Performance

- Planning and evaluating programs in the era of evidence-based medicine and patient-centred care
- Staff and patient issues where program interventions are complex, and the role of systems approaches
- Understanding and revising organizational goals and translating them to KPI's for effective performance measurement
- What indicators are measured? Why are they measured? How are they analyzed and used?
- Case examples derived from situations faced by hospitals

**Rod O'Connor**, *Executive Director, Rod O'Connor & Associates Pty Ltd & Conjoint Associate Professor, School of Public Health & Community Medicine, University of NSW, Australia*

**Rod O'Connor** is Director of ROA (Rod O'Connor and Associates Pty Ltd), a company consulting in health service improvement and development, and Associate Professor (Conjoint) at the School of Public Health and Community Medicine, University of New South Wales, Sydney. Rod has a PhD in cognitive science (Monash University) followed by training in health economics (Monash University & University of Melbourne), health outcomes measurement (Harvard School of Public Health), and modern measurement methods (University of Illinois at Chicago).

Rod O'Connor & Associates have completed over 80 projects in health and human service planning, development and evaluation, including projects funded by the World Bank, the World Health Organization, the Asian Development Bank, the Malaysian Ministry of Health, the Australian Commonwealth Department of Health and Family Services, GlaxoSmithKline, Roche, Servier, the New South Wales Department of Health, and the Australian Bureau of Statistics, among others. To guide program development, outcome measures have been developed/ assessed in areas such as disability assessment (the Disability Support Pension for DSS Australia), Aboriginal health infrastructure funding (ATSIC and the Commonwealth of Australia), medication compliance (GSK), home-carer burden (SA domiciliary care), cancer (Canteen), and rural hospitals (HLSP/World Bank/P.R.China Foreign Loan Office).

Rod O'Connor has been Technical Adviser on the evaluation and improvement of rural healthcare services for The World Bank, HLSP HVIII project in P.R. China (2006/2007), invited referee for the U.K. National Co-ordinating Centre for Research Capacity Development (2004), invited rapporteur on Quality of Life Measurement for the UK Economic & Social Research Council (2003, 2004), and Consultant in Health Outcomes Research (2001) and Situational Analysis for Policy (2002) for the World Health Organization.

Rod also conducts training workshops, including workshops organized by the Australian College of Health Service Executives (ACHSE), including "Health program planning and evaluation in the era of evidence-based medicine and client-centred care", "Measuring patient-centred outcomes: quality of life, health status, and patient satisfaction", "Designing Valid Questionnaires", "Improving decision making", and "A suite of methods for increasing health care cost-effectiveness".

In 2004 he published "Measuring Quality of Life in Health" (Elsevier/ Churchill Livingstone, Edinburgh 2004), and is currently writing a book on decision making in healthcare.

For further information see [www.RodOConnorAssoc.com](http://www.RodOConnorAssoc.com)

**“Healthcare must be centred around the patient. This ensures the most appropriate care for the patient, and helps contain healthcare costs”**

*Khaw Boon Wan, Minister of Health, Address to Parliament, Singapore, 2005*

Healthcare providers have yet to realize the paradigm shift that is occurring towards the patient as a consumer. Planning, delivery and evaluating healthcare services is necessary to ensure the patient is at the heart of the organization. The patient has moved beyond merely being the recipient of healthcare services to being an involved, affluent consumer that provides critical feedback to healthcare providers.

It is therefore vital for healthcare providers to define their organization’s mission and vision around the patient as a consumer and seek their active participation.

Developing a patient-centred healthcare organization requires healthcare facilities and providers, clinicians and other professionals to provide the right care, for the right people, at the right time. In this era of high population growth, increasing affluence and an ageing population, it is imperative for healthcare organizations to efficiently manage their healthcare facilities for optimal patient quality and safety.

IBC Healthcare’s **2nd Annual Healthcare Operations Management Conference** is a focused, strategic forum that showcases healthcare leaders embarking upon innovative strategies for tackling today’s most pressing business challenges. It will provide a timely platform for senior level executives to gather and discuss strategies to improve quality and safety, staff relations, operational efficiency, growth and reinvention to enhance the customer’s experience.

## Top Reasons to Attend this Forum:

- Are you looking to develop healthcare excellence?
- Do you have the right models and resources to lead the organization through strategic growth?
- Are you looking to cut the costs of doing business?
- Are you trying to provide the right care, for the right people at the right time?

If you answered **yes** to any of these questions, then this conference is for you.

## Who should attend:

- Ministries of Health
- Healthcare Regulators
- Public and Private Healthcare Providers
- Primary Care Providers
- Community Based Organizations
- Related Healthcare IT Companies
- Medical Device Companies
- Health Insurance Companies

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