

2025 21-23 May Royal Jaarbeurs

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

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



Our Partners

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

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

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

Invaluable support from around the world

Strategic Partners







Dutch Supporting Partners

















International Supporting Partners

























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

Warren Lee

Manager, Strategic Partnerships & Alliances **E:** wlee@bmj.com **T:** +44 (0)203 655 5713

Welcome to the first ever International Forum in Utrecht!

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

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

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

Some are societal, like personnel shortages and increased aggression.

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

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

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

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

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

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

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

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



lan Leistikow

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

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Practical Information



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



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

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



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



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

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

Wednesday 21 May: 08:30-16:30

Thursday 22 May: 08:00-16:45

Friday 23 May: 08:00-16:45



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

Stay connected

Hear about the latest developments in the field of healthcare improvement and get updates.

linkedin.com/showcase/healthcare-improvement-at-bmj









ACHIEVE TRANSFORMATION NOW

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

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Networking and Social Activities

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



Begin your day with a refreshing 30-minute walk through Utrecht

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

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



Pre-book via CrowdComms app

Mentoring

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

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

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

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





Swap ideas with peers and celebrate alongside new friends





Find us in the exhibition hall:

22nd May

11:00 - 12:00

13:15 - 14:15

15:00 - 16:00

23rd May

10:45 - 11:45

12:45 - 13:45

14:15 - 15:15

Register via the app!

Keynote Speakers

Keynote One

The human future of healthcare Thursday 22 May | 09:00-10:20



Anne-Miek VroomDirector, IKONE; Netherlands



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

Keynote Two

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

Thursday 22 May | 16:15-17:00



Thomas Lee

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

Keynote Three

Is this what I signed up for? Friday 23 May | 09:00-10:15



Donald M. Berwick

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



Manal Moussane

Trainee Doctor and Former United Nations Youth Representative; Netherlands

Keynote Four

Resilience in healthcare: moving from buzzword to real change

Friday 23 May | 15:30-16:30



Cecilie Haraldseid-Driftland

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



Kari Annette Os

Norwegian Director of Health; Norway



Karina Aase

Professor of Patient Safety, University of Stavanger; Norway



Programme | 21 May

08:30-09:30	Registration and refreshments	
09:30-16:30	X1: Amsterdam University Medical Centre, Amsterdam Format: Site visit	Off-site
09:30-16:30	X2: Catharina Hospital, Eindhoven Format: Site visit	Off-site
09:30-16:30	X3: Diakonessenhuis, Utrecht Format: Site visit	Off-site
09:30-16:30	X4: Albert Schweitzer Hospital, Dordrecht Format: Site visit	Off-site
09:30-16:30	X5: Health Hub Utrecht: A holistic approach to health and care Format: Site visit	Off-site
09:30-16:30	X6: Social and technological innovation in care for people with intellectual disabilities and chronic epilepsy - Kempenhaeghe Format: Site visit	Off-site
09:30-16:30	X7a: New Style Elderly Care Home - Liv Inn Format: Site visit	Off-site
09:30-16:30	X7b: New Style Elderly Care Home - Oost voor Elkaar Format: Site visit	Off-site
09:30-16:30	X8: What can we learn about quality and safety from the Dutch national rail network? Format: Site visit	Off-site
09:30-16:30	X9: Regulation in quality and safety Format: Workshop	Mission 1+2
	Einar Hovlid Norwegian Board of Health Supervision; Norway, Jan Willem Weenink Erasmus University Rotterdam; Netherlands, Joyce Frederick Care Quality Commission; England, Miriam Hartveit Fonna Hospital Trust and Norwegian Board of Health Supervision; Norway, Victoria Howes Care Quality Commission; England, Wouter van der Schors Dutch Health and Youth Care Inspectorate; Netherlands	
09:30-16:30	M1: Holland Health House - dé Nederlandse Kwaliteitsdialoog Format: Workshop	Progress
	Session leaders: Erica de Loos Dutch Hospital Association (NVZ); Netherlands, Hester Vermeulen Radboud University; Netherlands	
	Angelique Weel-Koenders Erasmus Universiteit Rotterdam; Netherlands, Anja Ros Patient Advisory Council Health Academy Radboud University Medical Center; Netherlands, Anne de Pagter Challenge & Support; Netherlands, Catharina van Oostveen Verpleegkundige & Verzorgende; Netherlands, Didi Landman Straattandarts Dental Care for the Homeless; Netherlands, Ellen Joan van Vliet Qualicor Europe and ISQua; Netherlands, Kirsten Dabekaussen De Jonge Specialist; Netherlands, Sjoerd Repping Zorg Evaluatie & Gepast Gebruik; Netherlands	
09:30-16:30	M2: Beyond incremental improvement: what do we need to deliver deep, systemic change in healthcare? Format: Workshop Stream: Change	Polar Arena
	Session chairs: Göran Henriks Region Jönköping; Sweden and Helen Bevan Warwick Business School & NHS Horizons; England	
	Andrea Waddell Waypoint Centre for Mental Health Care and the University of Toronto; Canada, Cara Evans Waypoint Centre for Mental Health Care and the University of Toronto; Canada, Jacqueline Myers North East & North Cumbria Integrated Care Board; England, Kathryn Grayling North East & North Cumbria Integrated Care Board; England, Matthijs van der Linde National Health Care Institute; Netherlands, Marie O'Haire HSE Ireland; Ireland, Nuala Scannell HSE Ireland; Ireland, Willem Jan Bos Leiden University Medical Center; Netherlands, Zoe Lord NHS Horizons; England	
09:30-12:30	M3: The leading toolkit Format: Workshop Stream: Leading	Hall 9 Session Room 3
	Session chairs: Angela Misra Aspiring Leaders in Healthcare Network; England and Jamie Smyth Royal Free London NHS Foundation Trust; England	
	Akudo Okereafor North Middlesex University Hospital NHS Trust; England, Angela Zambeaux Institute for Healthcare Improvement (IHI); France, Benna Waites Improvement Cymru; Wales, Birgit Hartoft Lived Experience Partner; Denmark, James Mountford Galileo Global Education; France, Naheen Ali Lived Experience Partner; England, Karen Turner Royal Free London NHS Foundation Trust; England, Scott Ballard-Ridley NHS England; England, Wendy Korthuis-Smith Virginia Mason Institute; USA	

09:30-12:30	M4: Advancing population health and equity: Collective leadership and quality improvement in action	Hall 9 Session Room 4
	Format: Workshop Stream: Populations	
	Amar Shah NHS England & East London NHS Foundation Trust; England, Laura Yearsley NHS Horizons; England, Mirella Minkman Vilans, Centre of Excellence for Support and Care; Netherlands, Tanya Verrall Saskatchewan Health Quality Council; Canada, Tracey Sherin Saskatchewan Health Quality Council; Canada	
09:30-12:30	M5: A toolkit for creatively confronting the leadership challenges of improving quality and safety: A management research pecha kucha Format: Workshop Stream: Leading	Hall 9 Session Room 2
	Amit Nigam City St George's, University of London; England, Ashley Metz Tilburg University; Netherlands, Francesca Meda Sant'Anna School of Advanced Studies, Pisa; Italy, Frank de Bakker IESEG School of Management; France, Gerry McGivern King's College London; England, Ian Kirkpatrick York University; England, Karla Sayegh Cambridge University; England, Martijin Felder Erasmus University Rotterdam; Netherlands, Martina Buljac Erasmus University Rotterdam; Netherlands, Yiannis Kyratsis Erasmus University Rotterdam; Netherlands	
12:30-13:30	Lunch break	
13:30-16:30	M6: Using implementation and social sciences to improve improvement science Format: Workshop Stream: Science	Hall 9 Session Room 3
	Amar Shah East London Foundation NHS Trust and NHS England; England, Dorien Zwart UMC Utrecht; Netherlands, Jafet Arrieta Institute for Healthcare Improvement (IHI); USA, Jonathan Burlison St Jude Children's Research Hospital; USA, Mathé Delissen UMC Utrecht; Netherlands, Michelle Spek UMC Utrecht; Netherlands, Nicola Burgess University of York; England, Pierre Barker Institute for Healthcare Improvement (IHI); USA	
13:30-16:30	M7: A cross-cultural perspective on justice after harm: What does it mean, for whom, and whose needs are being met? Format: Workshop Stream: Safety	Hall 9 Session Room 4
	Session chair: Maja Troj Larsen Student in Quality and Safety; Denmark	
	Helen Haylor Bradford District Care NHS Foundation Trust; England, Jane O'Hara THIS Institute; England, Jo Wailling Victoria University of Wellington; New Zealand, Kathryn Turner Royal Brisbane and Women's Hospital; Australia, Lauren Ramsey Yorkshire and Humber Patient Safety Research Collaboration (YH PSRC); England	
13:30-16:30	M8: Creating safer outcomes by partnering with patients as part of their care team to raise signs of deterioration Format: Workshop Stream: People	Hall 9 Session Room 1
	Julie Fox University Health Network for Better Health; Canada, Kerseri Scane University Health Network for Better Health; Canada, Laura Williams University Health Network for Better Health; Canada, Santa Cuda University Health Network for Better Health; Canada	
13:30-16:30	M9: Empowering leaders, engaging teams: sustaining improvement in complex healthcare systems Format: Workshop Stream: People	Hall 9 Session Room 2
	Adam Sewell-Jones North and East Hertfordshire NHS Trust; England, Gregory Young LeaderShape Global Ltd; England, Phil Wood Leeds Teaching Hospitals NHS Trust; England, Wendy Korthuis-Smith Virginia Mason Institute; USA	
16:45-17:30	M10: Change Rebels Salon Format: Networking Stream: Change	Hall 9 Session Room 2
	Göran Henriks Region Jönköping; Sweden, Helen Bevan Warwick Business School & NHS Horizons; England	

Programme | 22 May

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

11:00-12:15	A6: Empowering communities through co-production Format: Workshop Stream: People	Mission 1+2
	Carl Adams Hampshire and Isle of Wight NHS Foundation Trust; England, Cheryl Levy King's College Hospital; England, Colin Barnes Hampshire and Isle of Wight Healthcare Foundation NHS Trust; England, James Norris Patient/Carer, King's College Hospital; England, Natalie Royston The Academy of Research and Improvement, Hampshire and Isle of Wight Healthcare NHS Foundation Trust; England, Sian Lloyd-Jones Academy of Research and Improvement, Hampshire and Isle of Wight NHS Foundation Trust; England, Tracey Herald Patient and Service User; England	
11:00-12:15	A7: "Getting Published" - with BMJ Open Quality Format: Workshop	Hall 9 Session Room 3
	Helen Crisp Crisp QI and BMJ; England	
11:00-12:15	A8: Advancing health equity Format: Presentation Stream: Populations Corinna Parisi Institute for Healthcare Improvement (IHI); USA, Minara Chowdhury Institute for Healthcare Improvement (IHI); England, Nandi Simpson NHS Race and Health Observatory; USA	Hall 9 Session Room 1
11:00-12:15	A9: Closed session	Hall 9 Session Room 2
11:00-12:15	A10: How to effectively use a PDSA cycle for sustainable improvement Format: Workshop Stream: Foundations Karen Turner Royal Free London NHS Foundation Trust; England, Tricia Bolender Institute for	Progress
11:00-12:15	Healthcare Improvement (IHI); USA A11: Community approaches to support children and young people's mental health Format: Workshop Stream: Populations	Hall 9 Session Room 4
	Session chair: Jenny Shand University College London; England Kathryn Grayling North East & North Cumbria Integrated Care Board; England, Lindsey Boechler	Session Room 4
11:00-12:00	Saskatchewan Polytechnic; Canada A12: Nurses in the lead: the power of Quality Groups Format: Presentation Stream: Leading	Quest
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	A12: Nurses in the lead: the power of Quality Groups Format: Presentation Stream: Leading Geeske Bloemert Albert Schweitzer Hospital; Netherlands, Marloes van der Heul Albert Schweitzer	Quest
12:15-13:15	A12: Nurses in the lead: the power of Quality Groups Format: Presentation Stream: Leading Geeske Bloemert Albert Schweitzer Hospital; Netherlands, Marloes van der Heul Albert Schweitzer Hospital; Netherlands, Myrthe Cappon Albert Schweitzer Hospital; Netherlands	Quest Poster Stages Exhibition Hall 8 & 9
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Programme | 22 May

13:15-14:30	B3: Leading for workforce well-being Format: Presentation Stream: Leading	Kinepolis 12
	Session chairs: Marie Storkholm Regionshospitalet Horsens; Denmark and Mario Korte Máxima MC; Netherlands	
	Alistair Thomson The King's Fund; England, Anita DeHavilland Hampshire and Isle of Wight Healthcare NHS Foundation Trust; England, Jeni Malpass Hampshire & Isle of Wight Healthcare NHS Foundation Trust; England, Jeremy Cox The King's Fund; England	
13:15-14:30	B4: Advanced uses of data and analytics Format: Presentation Stream: Science	Kinepolis 7
	Session chair: James Hoffman St Jude Children's Research Hospital; USA	
	Erik Mayer Imperial College Healthcare NHS Trust; England, Rosanna Hunt Midlands and Lancashire CSU; England, Sheena Bhagirath Amsterdam UMC; Netherlands, Tamara Broughton Tilburg University / Meander Medical Centre; Netherlands	
13:15-14:30	B5: Transforming systems Format: Presentation Stream: Change	Kinepolis 13
	Session chair: Göran Henriks Region Jönköping County; Sweden	
	Andrea Thoonsen Amsterdam UMC; Netherlands, Jacqueline Myers North East and North Cumbria Integrated Care Board; England, Martine de Bruijne Amsterdam UMC, Amsterdam Public Health Research Institute; Netherlands, Tracey Sherin Saskatchewan Health Council; Canada, Tanya Verrall Saskatchewan Health Council; Canada	
13:15-14:30	B6: Co-production to build resilient communities Format: Workshop Stream: People	Hall 9 Session Room 2
	Session chair: Bob Klaber Imperial College Healthcare NHS Trust; England	
	Akudo Okereafor ABC Parents, North Middlesex University; England, Laura Pozzobon University Health Network; Canada, Lucy Robin ABC Parents; England, Melissa Sheldrick Institute for Safe Medication Practices; Canada	
13:15-14:30	B7: Patient Activated Rapid Response: revolutionising hospital safety by collaborating with patients & families Format: Workshop Stream: Safety	Mission 1+2
	Session chair: Ralph So Albert Schweitzer Hospital; Netherlands Christian Subbe NHS Wales; Wales, Professor Henrietta Hughes Patient Safety Commissioner; England, Merope Mills The Guardian; England	
13:15-14:30	B9: How to co-produce improvement with patients, carers and service users Format: Workshop Stream: Foundations	Progress
	Anne-Miek Vroom IKONE and Lived Experience and Communities Panel; Netherlands, Emma Doble BMJ and Chair, Lived Experience and Communities Panel; England, Esther Greaney Lived Experience and Communities Panel, Prachi Khanna Lived Experience and Communities Panel	
13:15-14:30	B10: How can we deliver Age Friendly Health Systems? Format: Workshop Stream: Populations	Hall 9 Session Room 3
	Angela Zambeaux Institute for Healthcare Improvement (IHI); France, Susan Hannah Institute for Healthcare Improvement (IHI); Scotland	
14:30-15:00	Afternoon refreshments	
14:35-15:00	Facilitated poster presenter networking meet-up	Poster Stages Exhibition Hall 8 & 9
15:00-16:00	C1: Personalised healthcare Format: Presentation Stream: People Session chair: Ralph So Albert Schweitzer Hospital; Netherlands	Keynote Hall
	Angelique Weel Maasstad Ziekenhuis; Netherlands, Barbara van Leeuween University Medical Centre Groningen; Netherlands, Elisabeth van Schaïk Society Personalised Healthcare; Netherlands, Gérard Hendriks Dutch Society for Personalised Care; Netherlands, Jasper Brands Metro Mapping Foundation; Netherlands, Nico van Weert Society Personalised Healthcare; Netherlands	
15:00-16:00	C2: And then things go wrong Dealing with sentinel events 2.0, experiences of professionals, patients and health care inspector Format: In the round Stream: Safety	Polar Arena
	Session chair: Ian Leistikow Erasmus School of Health Policy and Management; Netherlands	
	Anja Brunsveld-Reinders Leiden University Medical Center; Netherlands	
	Jaap Hamming Leiden University Medical Center; Netherlands	

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

Programme | 23 May

07:45-09:00	Registration and refreshments	
08:00-09:00	Poster walkaround	Poster area Exhibition Hall 8 & 9
08:00-08:45	BR11: Aspiring leaders in healthcare: breakfast networking Format: Networking Stream: Leading	Auditorium
08:00-08:45	BR13: All-Ireland QI country huddle Format: Networking	Mission 1+2
08:00-08:45	BR14: Sustainability huddle Format: Networking	Hall 9 Session Room 3
	Sonia Roschnik Geneva Sustainability Centre (International Hospital Federation); Switzerland, Thomas Dakin Geneva Sustainability Centre (International Hospital Federation); Switzerland	
08:00-08:45	BR15: Personalised care: naturally! (Albert Schweitzer Hospital in co-production with the Dutch Society for Personalised Care – Open Meeting) Format: Networking	Hall 9 Session Room 2
	Jacqueline Stouthard MD, PhD Antoni van Leeuwenhoek Hospital; Netherlands, Nico van Weert Albert Schweitzer Hospital; Netherlands, Prof Iwan van der Horst MD, PhD Albert Schweitzer Hospital, Dordrecht; Netherlands, Prof Nardo van der Meer Catharina Hospital, Eindhoven; Netherlands Ralph So Albert Schweitzer Hospital; Netherlands	
08:00-08:45	BR16: Réseau Francophone pour l'Amélioration de la Qualité (RFAQ) - Francophone improvers huddle Format: Networking	Quest
	Angela Zambeaux Institute for Healthcare Improvement (IHI); France, Anthony Staines Fédération des hôpitaux vaudois; Switzerland, James Mountford Galileo Global Education; France, Mathieu Louiset PAQS Belgium; Belgium, Pierre Barker Institute for Healthcare Improvement (IHI); USA	
08:00-08:45	BR17: Three approaches to systematically improving quality: as an organisation; at scale across countries; blending the best of tech and human (IHI CareOS) Format: Workshop	Hall 9 Session Room 4
	Jafet Arrieta Institute for Healthcare Improvement (IHI); USA, Josh Clark Institute for Healthcare Improvement (IHI); USA	
08:00-08:45	BR18: BMJ Best Practice: the role of clinical decision support in driving quality improvement and enabling learning health systems Format: Workshop	Progress
	Helena Delgado-Cohen BMJ Group; England, Kieran Walsh BMJ Group; England, Kriti Sharma Great Western Hospital; England	
08:00-08:45	BR19: Planning for Oslo 2026 Format: Workshop	Hall 9 Session Room 1
	Kari Annette Os Norwegian Directorate for Health and Social Affairs	
08:00-08:45	Exploring Utrecht & Miffy: Networking Walk Format: Networking	Off-site
09:00-10:15	Keynote Three: Is this what I signed up for? Format: Keynote	Keynote Hall
	Donald M. Berwick Institute for Healthcare Improvement (IHI); USA, Manal Moussane Trainee Doctor and Former United Nations Youth Representative; Netherlands	
	Plus special guests Elisabeth Anna bij de Vaate St Antonius; Netherlands and Marcel Butterhoff Theatre Group Kluif!; Netherlands	_
10:15-10:45	Morning refreshments	
10:20-10:45	Poster presentations	Poster Stages Exhibition Hall 8 & 9
10:45-11:45	D1: Building robust learning systems across complex organisations: Jönköping and IHI case studies Format: Presentation Stream: Science	Keynote Hall
	Session chair: Amar Shah East London NHS Foundation Trust and NHS England; England Jafet Arrieta Institute for Healthcare Improvement (IHI); USA, Peter Hayhanen Region Jönköping; Sweden, Pierre Barker Institute for Healthcare Improvement (IHI); USA	

10:45-11:45	D2: Harnessing technology and social innovations for sustainable global equity transformation Format: In the round Stream: Populations	Polar Arena
	Dominique Allwood UCL Partners and Imperial College Healthcare; England, James Hoffman St Jude Children's Research Hospital; USA, Jill Duncan Institute for Healthcare Improvement (IHI); USA, Miguel Cendoroglo Neto Hospital Israelita Albert Einstein; Brazil	
10:45-11:45	D3: Meet BMJ Leader and have a chance to pitch your paper idea Format: Workshop	Kinepolis 12
	Amit Nigam Bayes Business School and BMJ Leader; England, Jamiu Busari Horacio Oduber Hospital and BMJ Leader; Aruba	
10:45-11:45	D4: Thinking differently to enable transformational change Format: Presentation Stream: Change	Kinepolis 7
	Session chair: Jodeme Goldhar International Foundation for Integrated Care University of Toronto & Health Leadership Academy, McMaster University; Canada Anita DeHavilland Hampshire and Isle of Wight Healthcare NHS Foundation Trust; England, Kyla Avis Saskatchewan Health Quality Council; Canada, Tracey Sherin Saskatchewan Health Quality Council; Canada	
10:45-11:45	D5: Lived experience as the foundation for change Format: Workshop Stream: Change	Kinepolis 13
	Session chair: Esther Greaney Lived Experience and Communities Panel; England Anette Nilsson Region Jönköping; Sweden, Jesse Verleije Academic Psychiatric Centre Duffel; Belgium, Mariska Vaes Bethanië GGZ; Belgium, Peter Lachman Irish Health Service; Ireland	
10:45-11:45	D6: International lessons in co-production Format: Workshop	Hall 9 Session Room 4
	Session chair: Katrine Kirk Danish Society for Patient Safety; Denmark	
	Anne-Miek Vroom IKONE and Lived Experience and Communities Panel; Netherlands, Eman Shannan Aid and Hope Programme for Cancer Patients' Care; Gaza, Prachi Khanna Lived Experience and Communities Panel; India	
10:45-11:45	D7: Integrated care to improve outcomes for high risk patients	Hall 9
	Format: Workshop Stream: Populations	Session Room 3
	Session chair: Jesper Ekberg Swedish Association of Local Authorities and Regions (SALAR); Sweden	
	Carolien Wijsman Saxenburgh; Netherlands, Louise Katrine Kjær Weile Region of Zealand; Denmark, Malene Egsgaard-Toft Region of Zealand; Denmark, Marga Hoogendoorn Saxenburgh; Netherlands	
10:45-11:45	D8: Improving the hospital discharge process through a Safety II approach Format: Workshop Stream: Safety	Progress
	Session chair: Ralph So Albert Schweitzer Hospital; Netherlands	
	Ad van Velzen UMC Utrecht; Netherlands, Bas de Vries UMC Utrecht; Netherlands, Dorien Zwart UMC Utrecht; Netherlands, Milou Steenbergen UMC Utrecht; Netherlands	
10:45-11:45	D9: 'Fighting for life' play, a family's struggle to get the care their elderly parents needed towards the end of life Format: Workshop Stream: People	Hall 9 Session Room 2
	Ann Paul Pluto Play Productions; England, Brian Daniels Pluto Play Productions; England, Helen Findlay Pluto Play Productions; England, Sophie Turner Pluto Play Productions; England	
10:45-11:45	D10: The Flow Game - Learning to optimise hospital resources using a board game and gaming theory	Mission 1+2
	Format: Workshop Stream: Foundations	
	Christian Subbe NHS Wales; Wales, Georgina Keyte Ysbyty Gwynedd Hospital; Wales, Leesa Parkinson Ysbyty Gwynedd Hospital; Wales	
10:45-12:15	D11: Acting for sustainable healthcare - A learning simulation for leaders (90 minutes) Format: Workshop Stream: Leading	Hall 9 Session Room 1
	Session chairs: Emma Tonner NIHR Clinical Research Network; England, and Heather Shearer Quality Improvement Clinic; England	
	Sonia Roschnik Geneva Sustainability Centre – International Hospital Federation; Switzerland, Thomas Dakin Geneva Sustainability Centre – International Hospital Federation; Switzerland	
	Please bring your fully-charged laptop to participate in this session	
11:45-12:45	Lunch break	
11110 12.10	Zunen broak	

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11:50-12:45	Poster presentations	Poster Stages Exhibition Hall 8 &
2:00-12:30	L5: Change Rebels Salon Format: Networking Stream: Change	Hall 9 Session Room 1
	Göran Henriks Region Jönköping; Sweden, Helen Bevan Warwick Business School & NHS Horizons; England	Dession Room 1
2:45-13:45	E1: A restorative just culture approach after serious adverse events has a positive effect on patients and/a relatives Format: Presentation Stream: Safety	Keynote Hall
	Session chairs: Desiree Hairwassers Lived Experience and Communities Panel; Netherlands and Ralph So Albert Schweitzer Hospital; Netherlands	
	Annemiek Coremans Bernhoven; Netherlands, Caroline Heijckmann Bernhoven; Netherlands, Piet Giele Experienced Next of Kin Participant; Netherlands	
2:45-13:45	E2: Artificial Intelligence and QI	Polar Arena
	Format: In the round Stream: Science	
	Session chair: Amar Shah East London NHS Foundation Trust and NHS England; England	
	James Hoffman St Jude Children's Research Hospital; USA, William Weeks Microsoft; USA	
2:45-13:45	E3: Futureproofing: Learning from the past, preparing for the future	Kinepolis 12
-	Format: Presentation Stream: Populations	•
	Session chair: Emily Audet Aspiring Leaders in Healthcare Network; England	
	Bharathy Kumaravel University of Leicester, Leicestershire County Council; England, Don Goldmann Institute for Healthcare Improvement (IHI); USA, Jafet Arrieta Institute for Healthcare Improvement (IHI); USA, Jennifer Creese University of Leicester; England	
2:45-13:45	E4: Money matters: addressing value in improvement designs	Kinepolis 7
	Format: Presentation Stream: Science	
	Session chair: Stella O'Brien The Healthcare Improvement Studies Institute (THIS Institute), University of Cambridge Engagement and Advisory Committee; England	
	Arie Franx Netherlands Federation of University Medical Centres, Netherlands Ministry of Health, Netherlands Healthcare Institute; Netherlands, Helen Bevan Warwick Business School and NHS Horizons; England, Joliene Munier Inspire2Live; Netherlands, Matthijs van der Linde National Health Care Institute; Netherlands	
2:45-13:45	E5: From "Failure to Rescue" to "5Rs to Rescue': Tracking surgical deaths on an adapted 5Rs Safety Calendar and Run Charts	Kinepolis 13
	Format: Workshop	
	Maureen Tshabalala Institute for Healthcare Improvement (IHI); USA, Paulo Borem Institute for Healthcare Improvement (IHI); USA, Rowan Duys University of Cape Town; South Africa, Yolanda Walsh Institute for Healthcare Improvement (IHI); South Africa	
2:45-13:45	E6: Leading in difficult circumstances: theory and practice	Progress
	Format: Workshop Stream: Leading	
	Session chairs: Mathieu Louiset PAQS; Belgium and Sue Holden AQuA; England Bob Klaber Imperial College Healthcare NHS Trust; England, Dharaa Patel The King's Fund; England, Suzie Bailey The King's Fund; England	
2:45-13:45	E7: Radical change and safety Format: Workshop Stream: Change	Mission 1+2
	Session chair: Sasha Karakusevic NHS Horizons; England	
	Anne Marie Weggelaar Tilburg University; Netherlands, Karl Landergren Region Östergötland; Sweden	
2:45-13:45	E8: Wellbeing Format: Workshop Stream: People	Hall 9 Session Room 1
	Session chair: Rachel Rajadurai West Midlands Deanery; England	
	Amber Boskma University Center Groningen; Netherlands, Iris Reijmerink St Antonius Hospital; Netherlands, Marjel van Dam UMC Utrecht; Netherlands	
2:45-13:45	E9: The unseen battle of cancer patients in conflict zones Format: Workshop	Hall 9 Session Room 2
	Eman Shannan Aid and Hope Program for Cancer Patients Care (AHP); Gaza	
2:45-13:45	E10: Delivering change in turbulent times: a compass to guide us Format: Workshop Stream: Change	Hall 9 Session Room 3
	Pedro Delgado Institute for Healthcare Improvement (IHI); Northern Ireland, Selina Stephen Institute for	

10.10 11.10	Afternoon refreshments	
13:50-14:10	Poster presentations	Poster Stages Exhibition Hall 8 & 9
14:15-15:15	F1: Leading for diversity (Part Two of this session sponsored by Virginia Mason Institute) Format: Presentation Stream: Leading	Kinepolis 12
	Session chair: Alexander Hijmering FORWARD; Netherlands Carl Reeves Sheffield Health and Social Care NHS Foundation Trust; England, Gambinga Gambinga SACMHA Health & Social Care; England, Harris Lorie The PSC; England, Joy Warmington BRAP; England, Kim Parker Sheffield Health and Social Care NHS Foundation Trust; England, Simon Newitt The King's Fund; England, Wendy Korthuis-Smith Virginia Mason Institute; USA	
14:15-15:15	F2: Diverse strategies to reduce maternal and neonatal mortality in Low – Middle Income Countries	Polar Arena
	Format: In the round Stream: People Amie Shao Mass Design Group; USA, Chiagozie Abiakam mDoc Healthcare; Nigeria, Kendra Njoku Institute for Healthcare Improvement (IHI); USA, Maureen Tshabalala Institute for Healthcare Improvement (IHI); USA Minara Chowdhury Institute for Healthcare Improvement (IHI); USA, Raihan Sharif Institute for Healthcare Improvement (IHI); USA	
14:15-15:15	F3: Healing the wounds of war Format: Presentation Stream: Populations	Kinepolis 13
	Session chair: Fatai Ogunlayi UK Faculty of Public Health	
	Mondher Letaief World Health Organisation (WHO), Naser Hatami Radan Modern Medicine-Equipment Co; Iran	
14:15-15:15	F4: Updating SQUIRE: evidence-informed recommendations to enhance the Standards for Quality Improvement Reporting Excellence international publication guidelines Format: Presentation Stream: Science	Kinepolis 7
	Session chair: Jonathan Burlison St Jude Children's Research Hospital; USA	
	Kaveh Shojania University of Toronto Centre for Quality Improvement and Patient Safety; Canada, Leahora Rotteau University of Toronto Centre for Quality Improvement and Patient Safety; Canada	
14:15-15:15	F5: How to successfully scale improvement work: improving therapeutic engagement and observations across an entire Trust Format: Presentation Stream: Safety	Keynote Hall
	Amar Shah East London NHS Foundation Trust and NHS England; England, Marco Aurelio East London NHS Foundation Trust; England, Sarah McAllister East London NHS Foundation Trust; England, Sasha Singh East London NHS Foundation Trust; England	
14:15-15:15	F6: Enabling a culture for change Format: Workshop Stream: Change	Progress
	Session chair: Erica de Loos Dutch Hospital Association (NVZ); Netherlands	
	Francesca Cleugh Imperial College Healthcare NHS Trust; England, Rochelle Currie Nova Scotia Health; Canada, Sarah Williams Hampshire and Isle of Wight Healthcare NHS Foundation Trust; England	
14:15-15:15	F7: Care Operating Systems of the future: Optimizing leadership, technology and systems to enable and empower the workforce Format: Workshop Stream: People	Hall 9 Session Room 3
	Josh Clark Institute for Healthcare Improvement (IHI); USA, Susan Hannah Institute for Healthcare Improvement (IHI); USA	
14:15-15:15	F8: What is our vision for the involvement of people with lived experience and communities at the International Forum?	Hall 9 Session Room 1
	Emma Doble BMJ and Lived Experience and Communities Panel; England, Emma Tonner Leeds Teaching Hospital; England, Gabrielle Mathews North Central London; England, Jean Straus Patient Advocate; England, Katrine Kirk Danish Society for Patient Safety; Denmark, Sandra Jayacodi Patient and Public Involvement and Engagement Contributor; England	
14:15-15:15	F10: How to reduce medication errors Format: Workshop Stream: Foundations	Mission 1+2
	Kate Ryan Royal Pharmaceutical Society; UK	
15:30-16:30	Keynote Four: Resilience in healthcare: Moving from buzzword to real change Format: Keynote	Keynote Hall
	Cecilie Haraldseid-Driftland SHARE - Centre for Resilience in Healthcare; Norway, Kari Annette Os Norwegian Director of Health; Norway, Karina Aase University of Stavanger; Norway	
16:30-16:40	Closing address	Keynote Hall

Posters at the International Forum

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

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

Find the posters in Exhibition Hall 8 & 9 | Thursday 22 May and Friday 23 May

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



Scan the QR code to find out who is presenting on each stage





Poster orientation / Meet and greet

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

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

Facilitated Poster Presenter networking meet-up

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

Pre-book via CrowdComms app

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

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

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

Poster walkaround

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

This self-guided walkaround will provide authors the opportunity to discuss their abstracts in smaller groups, providing brief overviews and receiving feedback from peers on their projects.

BMJ Abstract Supplement

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

Head online to <u>bmjopenquality.bmj.com</u> to view the published abstracts.

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Partner Huddles

Connect, share and celebrate together

Our partners have organised these events to spark engaging discussions and foster connections—you're warmly invited to join and connect with your colleagues.



Thursday huddles

BR2: SALAR Swedish Huddle Thursday 22 May | 08:00-08:45 Hall 9 Session Room 1

This is where all Swedes will gather to discuss key takeaways and learnings from the conference so far, as well as what we anticipate for the remaining days. We will be speaking Swedish and getting to know each other better to facilitate continued idea exchange, both during the conference and after we return home. Additionally, this will be an opportunity to start formulating a plan for post-conference actions. Welcome!

BR3: Danish Society for Patient Safety (PS!) Dansk Huddle

Thursday 22 May | 08:00-08:45 Hall 9 Session Room 3

Danish Society for Patient Safety (PS!) would like to invite all Danes to meet and talk about what they have learned and what they are most looking forward to at the International Forum. We look forward to welcoming you!

BR4: Scottish Quality and Safety Fellowship Huddle

Thursday 22 May | 08:00-08:45 Progress Room

Calling existing and potential new friends and fellows of the Scottish Quality and Safety Fellowship (SQSF) programme! SQSF is an international programme that develops those who will lead complex change. Please come and join us for some networking to share learning, meet the current cohort, make new connections and possibly meet some old friends. Everyone is welcome to meet us and learn more about the programme.

BR5: English Huddle

Thursday 22 May | 08:00-08:45 Quest Room

An opportunity for anyone from England to come and meet fellow attendees from their home country. Come along, meet some new friends, perhaps find some opportunities to collaborate... a very informal, and hopefully fun, way to start off the International Forum. We also gladly welcome anyone from the rest of the world who wants to come along and join!

BR6: Zorgnet-Icuro Belgian Huddle

Thursday 22 May | 08:00-08:45 Hall 9 Session Room 4

We welcome Belgian colleagues to join as our guest Professor Jason Leitch, former National Clinical Director of Scotland, reflects on health system reform. What can we learn from Scotland's national healthcare reform and new approach on (health)care quality? Did the reforms hold under pressure? How was 'Health in All Policies' put into practice? A keynote that inspires and helps us ask the right questions – relevant across all sectors.







Friday huddles

BR13: All-Ireland QI Country Huddle

Friday 23 May | 08:00-08:45 | Mission 1+2

Please join HSC and HSE delegates at the all-Ireland Huddle. This is an opportunity to connect and share key experiences and learning from the International Forum. Come along, have fun, meet new people, share your learning and take away great ideas.

BR15: Albert Schweitzer Hospital in co-production with the Dutch Society for Personalised Care – Open Meeting Personalised care: naturally!

Friday 23 May | 08:00-08:45 | Hall 9 Session Room 2

Calling delegates with an interest in pursuing personalised care! Please come and join us for the presentation of the white paper Personalised Care: naturally! and a lively dialogue about organisational support to sustain clinicians' initiatives.

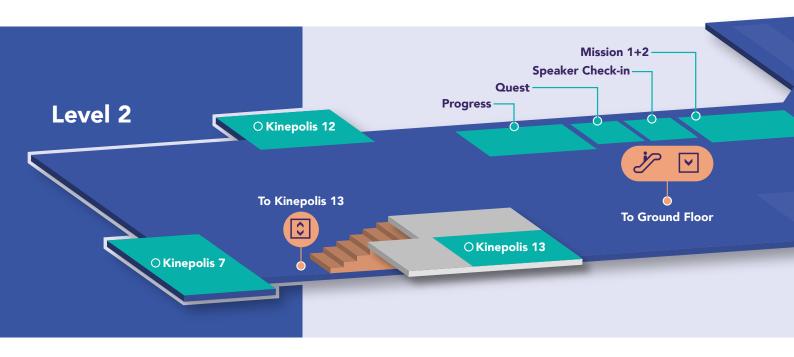
BR16: Réseau Francophone pour l'Amélioration de la Qualité (RFAQ) - Francophone Improvers Huddle

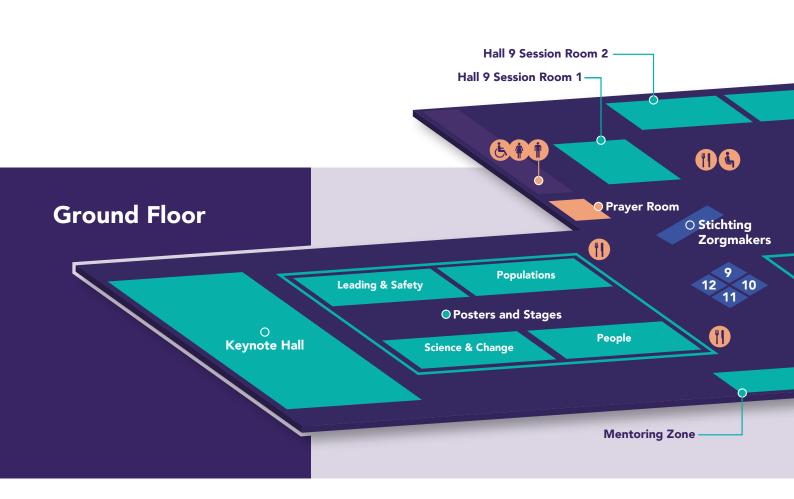
Friday 23 May | 08:00-08:45 | Quest Room

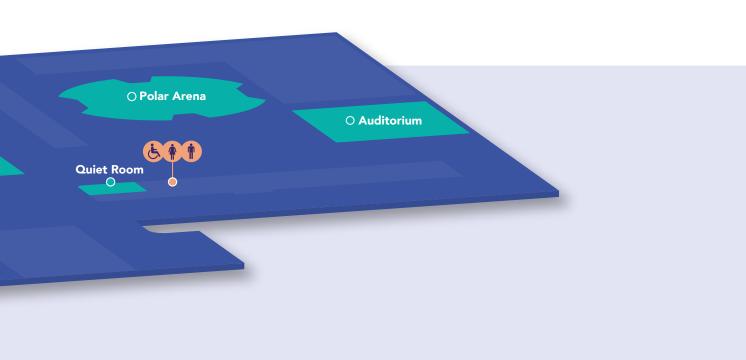
Venez découvrir une communauté de plus de 500 professionnels : le réseau francophone pour l'amélioration de la qualité durant cette session matinale.

Calling all French speakers! Join us for a breakfast session where you can meet fellow Francophone improvers and discuss the Francophone Network and key learning goals for the International Forum.

Floor Plan









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ASHRM

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W: ashrm.org

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W: healthsciences.dartmouth.edu/ education/degree-programs/masterscience-implementation-science/ program-overview



GS1

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W: gs1.org/contact/overview







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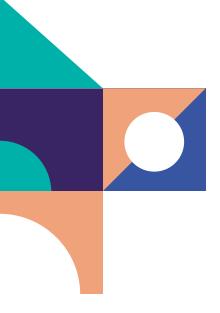
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W: sbs.ox.ac.uk/programmes/ degrees/msc-global-healthcareleadership

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W: edinburghsurgeryonline.com
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Notes

Notes



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

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





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Question of the Day

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

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

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