

**Pre-Summit
Workshops
October 19, 2015**

**LEAN HEALTHCARE
TRANSFORMATION
SUMMIT - EUROPE**

**OCTOBER 20-21, 2015
BRUSSELS - BELGIUM**

**Post-Summit
Visits
October 22, 2015**

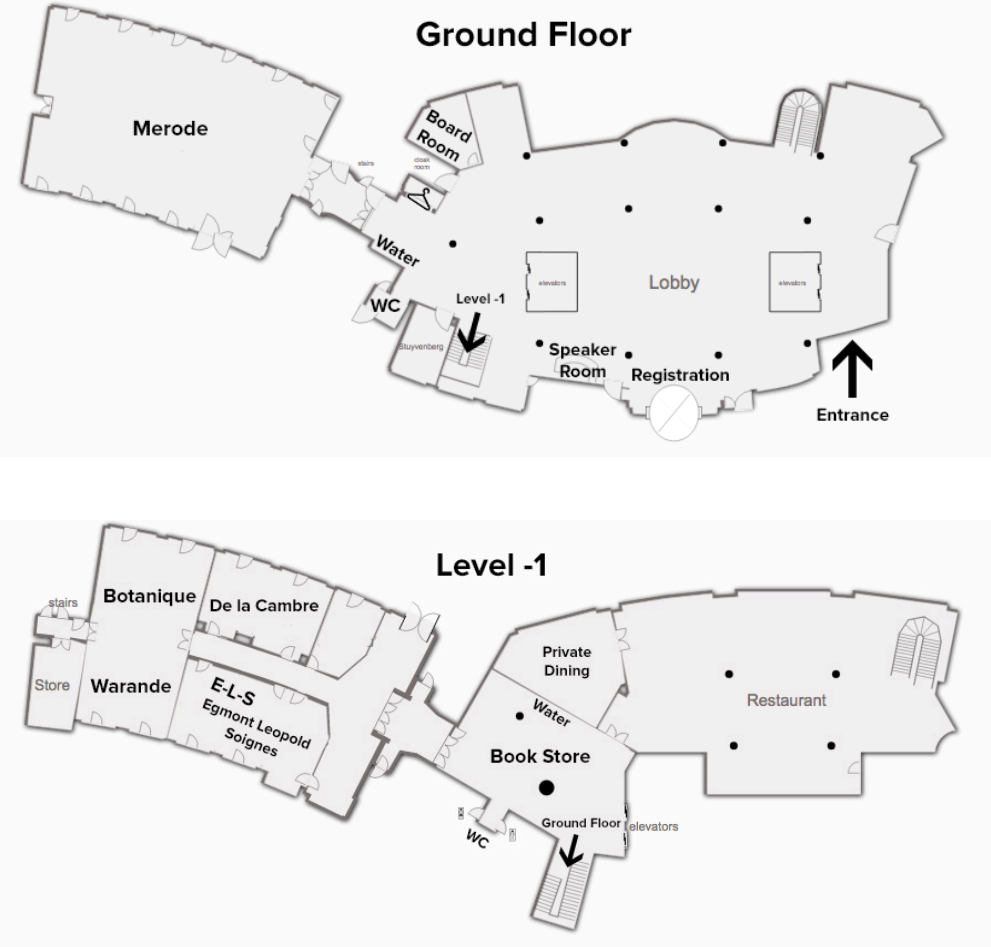
PROGRAM

Organized by



www.leanhealthcareconference.eu

Meeting Rooms



This program belongs to:

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Organizers



ThedaCare Center for Healthcare Value is transforming the healthcare industry to deliver higher value through experiments, collaboration and education that integrate three interdependent components: delivery, transparency and payment. In these areas, the Center spreads learning and accelerates improvement. Learn more at createvalue.org.



CHU UCL Namur results from the merger of one of the university hospitals of UCL, located near Namur, Capital of Wallonia, with the community hospital of Dinant.

Four years ago, the board of directors decided to initiate a lean journey, mainly inspired by American and Canadian experiences, especially from Thedacare, Saint-Boniface and CHU Sherbrooke, institutions with a 10-year head start in this domain.

The fundamental lean transformation is of critical importance for the survival and prosperity of our institution, for ensuring quality, security, patient and staff satisfaction and, finally, for our financial welfare.

With the participation of



As the second largest academy hospital in Belgium, Saint-Luc has a triple mission: provide the highest quality care and service to his patients, be one of the leading hospitals in treating specific complex diseases and setting the standard of excellence in research, innovation and education. To fulfill its mission, Saint-Luc works at optimizing all its processes through a continuous improvement and operational excellence cell, using proven lean six sigma and change transformation techniques.



The Antwerp University Hospital (UZA) is an academic centre for leading clinical and customer-friendly patient care, high-quality academic education and ground-breaking scientific research with a major international dimension. Our strategy is based on investment in HR management for 3000 collaborators.

Secretariat



Noorwegenstraat 49
9940 Evergem
Belgium

Phone: + 32 (0)9 218 85 85
Fax: + 32 (0)9 344 40 10
Email: lean@medicongress.com
Website: www.medicongress.com

Welcome Address

The best way to understand LEAN management, to explore its benefits and its challenges is to meet with other colleagues in the hospital sector who are going through the same process of transformation. Informal exchanges represent a wealth of ideas. Presentations of the most advanced experiences are a rich source of inspiration.

With the aim of bringing together healthcare professionals from across the Atlantic and from Europe, we are proud to welcome you to the LEAN Healthcare Transformation Summit - Europe in Brussels on 19, 20 and 21 October 2015.

Plenary talks will be given by John Toussaint, Sylvain Landry, Paul Gemmel, James Hereford, Michael Ballé and Patrick De Coster, all experts in the field of LEAN management. A number of learning sessions will be organized by hospitals already experienced in the LEAN management process. The plenary sessions will be translated into French and Dutch. The learning sessions will be conducted in the native language of the speakers (English, French, Dutch and Spanish).

Mot de bienvenue

L'un des meilleurs moyens d'appréhender le mode de management LEAN, d'en découvrir les avantages et les difficultés, est la rencontre avec d'autres collègues du monde hospitalier qui sont dans la même démarche de transformation. Les échanges informels représentent des trésors d'idées. Les présentations des expériences les plus avancées sont une source d'inspiration très riche.

Pour que les cadres de santé, outre atlantiques et européens, puissent partager leur expérience, tellement enrichissante, nous organisons la LEAN Healthcare Transformation Summit - Europe qui aura lieu à Bruxelles les 19, 20 et 21 Octobre 2015.

Des conférences plénières seront données par John Toussaint, Sylvain Landry, Paul Gemmel, James Hereford, Michael Ballé et Patrick De Coster, experts reconnus dans ce domaine. Les ateliers permettront un partage d'expérience concrète avec des équipes d'hôpitaux américains, canadien et européens. Les sessions plénières seront traduites en français et néerlandais. Les learning sessions seront menés dans la langue originale des orateurs (anglais, français, néerlandais et espagnol).

Welkomstwoord

De beste manier om het concept LEAN management te begrijpen, om de voordelen en de uitdagingen ervan te ontdekken, is collega's uit de zorgsector die hetzelfde proces van LEAN transformatie doorlopen samen te brengen. Informele uitwisselingen vormen een schat aan ideeën. Presentaties van de verst gevorderde ervaringen zijn een rijke bron van inspiratie.

Om de uitwisseling van deze waardevolle ervaringen tussen leidinggevendenden uit de gezondheidszorg uit Europa en de rest van de wereld te bevorderen, bent u van harte welkom op de LEAN Healthcare Transformation Summit – Europe in Brussel op 19, 20 en 21 oktober 2015.

John Toussaint, Sylvain Landry, Paul Gemmel, James Hereford, Michael Ballé en Patrick De Coster, experten in LEAN management, geven een plenaire lezing. Er worden ook workshops georganiseerd door ziekenhuizen met ervaring in LEAN management. De plenaire sessies zullen worden vertaald in het Frans en het Nederlands. De learning sessions worden gehouden in de moedertaal van de sprekers (Engels, Frans, Nederlands en Spaans).

Program Pre-Summit Workshops – Monday, October 19

Notes

08.00 Registration and Welcome Coffee

09.00 **Start Workshop 1** *Rooms Botanique & Warande*
Lean Go

Start Workshop 2 *Rooms Private Dining & E-L-S*
Creating a lean management system

10.30 Coffee Break *Foyer*

11.00 Workshop 1 and 2

12.30	Lunch	Restaurant
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13.30 Workshop 1 and 2

15.00	Coffee Break	Foyer
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17.00 End of the Workshops

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Pre-Summit Workshop – Monday, October 19

Workshop 1: Beginners

Lean go

Rooms Botanique & Warande

An interactive one day introductory workshop focused upon lean fundamentals. You will become the employee of a firm that discovers it has lots of problems. You and your firm's colleagues will have the opportunity to solve many of the firm's problems with the application lean thinking and tools.

Learning Objectives

After the workshop you will be able to:

- Understand how lean thinking can offer benefits for the patients and for quality, security, people, and finally financial goal (4 axes of the true north).
- Understand the value of the visual management.
- Understand the project management and problem solving through the A3 thinking.
- Identify wastes and causes.
- Understand and put principals tools into practice.
- Define the leader's roles.

Spoken Language

There will be 2 simultaneous workshop sessions. 1 in French and 1 in English.

Teachers



Arianne Bouzette
Chief Continuous Improvement
& Communication Officer
CHU UCL Namur



Helen Zak
Chief Development Officer
ThedaCare Center for
Healthcare Value



Martin Charlier
Project Manager
CHU UCL Namur



Anne-Laure Lovato
Project Manager
Lean Management
CHU UCL Namur



Isabelle Labar
Skill Development &
Training Officer
CHU UCL Namur



Dimitri Lionnet
Lean Facilitation
CHU UCL Namur

Notes

[illegible]

Pre-Summit Workshop – Monday, October 19

Workshop 2: Advanced leaders and practitioners

Creating a lean management system

*Rooms Private Dining
& E-L-S*

Is your organization struggling to sustain improvement gained through the application of lean principles? Are you facing challenges to implementing daily improvement and aligning work to strategic goals?

Managing a lean organization requires a different type of leadership and a shift from management-by-objectives to management-by-process.

This education experience describes how leaders can become thoughtful problem solvers who engage frontline staff in continuous daily improvement, while focusing and aligning their team's efforts toward true north.

Key Objectives for Participants Include

- Apply concepts from the ten interconnected components of a lean management system as practiced by ThedaCare.
- Describe the purpose of calendar and daily leader standard work.
- Learn how to cascade information effectively throughout the organization to create and sustain a system of continuous improvement.
- Articulate how lean tools can be integrated into the daily work of teams.
- Describe how the organization can maximize the skills and capabilities of employees.
- Understand how employee coaching and mentoring can occur on a daily basis.

Spoken Language

English

Teachers



Kim Barnas
President of the ThedaCare Center for
Healthcare Value



Maryjeanne Schaffmeyer
COO of the Hospital and
Transitions of Care Division of
ThedaCare

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Program Summit – Tuesday, October 20

Notes

07.30	Registration and Welcome Coffee	
08.30	Welcome and Opening Remarks <i>Helen Zak & Ariane Bouzette</i>	<i>Room Merode</i>
09.00	Opening Keynote Management on the mend: A system approach to transforming healthcare organizations <i>John Toussaint</i>	
10.00	Coffee Break & Networking	<i>Foyer</i>
10.30	Keynote Lean governance: From lean projects to patient centered continuous improvement <i>Sylvain Landry & Paul Gemmel</i>	
11.30	Short Break	
11.45	Learning Sessions (see pages 18 - 28)	
13.00	Lunch	<i>Foyer</i>
14.00	Learning Sessions (see pages 18 - 28)	
15.15	Coffee Break & Networking	<i>Foyer</i>
15.45	Keynote The transformation of health care organizations through lean <i>James Hereford</i>	<i>Room Merode</i>
16.45	Wrap up	
17.00	Reception	<i>Foyer</i>

Keynote Speaker: **John Toussaint**



John Toussaint

Founder & CEO of the ThedaCare Center for Healthcare Value

John Toussaint, MD, is CEO of the ThedaCare Center for Healthcare Value and one of the foremost figures in the adoption of lean principles in healthcare. Under his leadership, the Center has launched several peer-to-peer learning networks, developed in-depth workshops and advanced the idea of healthcare value through delivery reform, transparency and payment reform.

He is a featured speaker, contributor to peer-reviewed and consumer publications, and author of three groundbreaking books: *On the Mend: Revolutionizing Healthcare to Save Lives and Transform the Industry*; *Potent Medicine: The Collaborative Cure for Healthcare*; and *Management on the Mend: The Healthcare Executive Guide to System Transformation*.

Keynote Speaker: **Sylvain Landry**



Sylvain Landry

Professor and Associate Director
Healthcare Management Center at HEC Montréal

Sylvain Landry is full professor and Associate Director of the Healthcare Management Center at HEC Montréal. A founding member of HEC Montréal's CHAÎNE Research Group, he is also a member of the scientific review committees for *Logistique & Management*, and for *Supply Chain Forum: An International Journal*.

For the past several years he has led a major international research program on the integration of the supply chain in the healthcare sector. In this capacity, he had an opportunity to observe logistics and lean practices in hospitals in numerous countries around the world. His work covers all of the logistics and lean practices in the sector and as such, offers a global vision of its various components. He has authored numerous articles and has spoken on this subject at many conferences.

Keynote Speaker: **Paul Gemmel**



Paul Gemmel

Professor of Service and Healthcare Management
Faculty of Economics and Business Administration,
Ghent University, Belgium
Senior Research Fellow, Vlerick Business School, Belgium

Paul Gemmel is full professor of Service and Healthcare Management at the Faculty of Economics and Business administration of the Ghent University and Senior Research Fellow at the Vlerick Business School, both located in Belgium. He studied one year at the Business College of the Arizona State University (US). He is co-founder of the Center of Service Intelligence (CSI) of the Ghent University and of the MINOZ research center for Hospital Management at the Vlerick Business School.

His research is in the area of service operations management and healthcare operations management. His current research focuses on how process changes in hospitals have an effect on operational efficiency, service quality and the patient experience. He has supervised and is supervising several PhDs financed in different ways. He has been involved in several process improvement projects with healthcare managers in emergency departments, chemotherapy day units, diabetic clinics etc.

He has participated in projects on Hospital Management for the Flemish and Belgian Government. He is (co-)authors of several articles in peer reviewed health care and management journals and of several management books.

Keynote Speaker: **James Hereford**



James Hereford

COO Stanford Hospital and Clinics

James Hereford is the chief operating officer at Stanford Hospital and Clinics, where he is responsible for all inpatient and ambulatory operations. He also has executive responsibility for Human Resources and other administrative functions.

Previously, he was chief operations officer at the Palo Alto Medical Foundation, where he was responsible for operations serving over 800,000 people in the San Francisco Bay area. While there, he implemented a lean management system. He also was the lean champion charged with implementing the Group Health Management System while serving as executive vice president of the Group Health Care Delivery System in Seattle.

Hereford holds bachelor's and master's degrees in mathematics from Montana State University and is a faculty member in the University of Washington's Master of Health Administration program. He also teaches in the Business Operations Excellence master's program at The Ohio State University. He is a member of several local and national organizations and boards, including the Healthcare Value Leaders Network. He is the past chair of the Washington State Health Care Authority Health Information Infrastructure Board, and One Health Port, a health care security service located in Washington State.

Learning Sessions – Tuesday, October 20

Learning Session 1

Lean management et qualité des soins: Synergie des démarches

Olivier Callebaut, Head of Department, CHU UCL Namur, Belgium

Anne-Sophie Cornet, Quality Nurse, CHU UCL Namur, Belgium

Véronique Leroy, Head Nurse, CHU UCL Namur, Belgium

Dimitri Lionnet, Lean Facilitation, CHU UCL Namur, Belgium

See page 20

Timing & Language: morning - FR
afternoon - FR

Room E-L-S
Room Private Dining

Learning Session 2

How to deploy Hoshin Kanri successfully

Wiebe Nijdam, Lean Management Institute, The Netherlands

See page 22

Timing & Language: morning - ENG
afternoon - ENG

Room Botanique Warande
Room De la Cambre

Learning Session 3

L'utilisation des salles de pilotage (Obeya) pour soutenir la gestion intégrée de la performance et son déploiement

Denis Lagacé, Chaire IRISS, Canada

See page 24

Timing & Language: morning - FR
afternoon - Simultaneous Translation

Room Private Dining
Room Merode

Learning Session 4

Looking at results after 4 years UZALean in a context of empowered employees

Michaël Vanmechelen, Project Manager UZALean, Belgium

Stijn Sloomans, Project Manager UZALean, Belgium

See page 26

Timing & Language: morning - Simultaneous Translation
afternoon - ENG

Room Merode
Room E-L-S

Learning Session 5

The effectivity of strong leadership in health organization “The Lean Journey Model”

Aysun Yilmazlar, Medicabil Hospital, Bursa, Turkey

See page 28

Timing & Language: morning - ENG
afternoon - ENG

Room De la Cambre
Room Botanique Warande

Notes

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Learning Sessions – Tuesday, October 20

Learning Session 1

Organized by: CHU UCL Namur (BE)

Room E-L-S (morning)
& Private Dining (afternoon)

Lean management et qualité des soins: Synergie des démarches

Objectives

Le CHU UCL Namur a commencé sa transformation LEAN depuis plus de 5 ans. Une des erreurs du début a été de mettre en place cette démarche sans y intégrer la démarche qualité.

Depuis plus d'un an, la direction a eu la volonté d'intégrer ces deux démarches très complémentaires.

Nous en présenterons l'intégration dans notre unité de chirurgie urologique et vasculaire. Nous vous expliquerons comment les pratiques managériales lean peuvent amener à améliorer la qualité des soins aux patients.

Dans un second temps, nous vous présenterons nos ateliers « simulateur stand-up meeting lié à un tableau visuel » qui visent à expérimenter ce type d'animation dans un cadre sécurisant pour ensuite développer sa pratique en situation réelle. Nous sommes convaincus que cette pratique d'animation est capitale pour favoriser l'empowerment de chaque collaborateur et ainsi contribuer à l'amélioration continue de la qualité des soins.

Learning Objectives

- Faire le lien entre démarche qualité et transformation lean
- Comprendre l'importance du management visuel
- Apprendre à augmenter l'empowerment des collaborateurs
- Comprendre l'importance de la relation hiérarchique du manager coach

Langue Parlée

français

Teachers



Olivier Callebaut
Head of Department



Véronique Leroy
Head Nurse



Anne-Sophie Cornet
Nurse Coordinator



Dimitri Lionnet
Lean Facilitation

Notes

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Learning Sessions – Tuesday, October 20

Learning Session 2

Rooms Botanique Warande (morning)

Organized by: Lean Management Institute (NL) & De la Cambre (afternoon)

How to deploy Hoshin Kanri successfully

Objectives

Many organizations struggle everyday with the issue of how to convey the organizational goals into practical goals for every value stream and have everybody involved at the same time. We often speak about catchball, but the real discussion on how to close the gaps and coaching on proposed countermeasures, proves to be tough in day tot day business. Wiebe is going to show you a very practical and highly visual way of translating your strategic goals and targets throughout the whole organization and achieving true catchball!

Learning Objectives

After a short explanation about the essential elements of the system, in this workshop you will actively translate the goals and targets yourself for a virtual organization. With the help of the numbers of last years and the strategic direction, you will build the main board for this organization and lay the foundation for further improvement within the organization.

Biography Wiebe Nijdam

Wiebe Nijdam is Director at the Lean Management Instituut in The Netherlands, responsible for training and for the development of educational material. With a background in education and engineering, Wiebe has been applying lean principles and methods since 2001, when he worked in the automotive industry. He trained in lean in the United States and is a former factory director at a truck and trailer manufacturer.

Wiebe has led several lean implementations at different levels and departments. With a keen interest in training management in lean management and lean leadership principles in organizations where lean is recognized as a systematical approach for continuous improvement, Wiebe is supporting companies around the world as they progress on their lean journeys.

Spoken Language

English

Teacher



Wiebe Nijdam
Director

Notes

[illegible]

Learning Sessions – Tuesday, October 20

Learning Session 3

Organized by: Université de Québec (CA)

Room Private Dining (morning)

Room Merode (afternoon)

L'utilisation des salles de pilotage (Obeya) pour soutenir la gestion intégrée de la performance et son déploiement

Objectives

Ce séminaire présente une application concrète et intégrée du déploiement des salles de pilotage (Obeya). Le participant sera en mesure d'intégrer de façon cohérente, selon l'approche Hoshin Kanri, la gestion de la performance ainsi que la dynamique de déploiement à tous les niveaux de l'organisation.

Ce séminaire s'adresse aux gestionnaires désireux d'implanter une approche cohérente et responsable de la gestion de la performance.

Learning Objectives

À la fin de cet atelier, le participant sera en mesure de :

- Saisir les défis du déploiement de la gestion intégrée de la performance dans toute l'organisation (cohérence, focalisation et priorisation);
- Intégrer de façon visuelle et cohérente, la gestion de la performance à tous les niveaux de l'organisation : stratégique, tactique et opérationnel;
- Comprendre la dynamique d'animation et d'interdépendance entre les salles de pilotage;
- Identifier les étapes préalables à l'utilisation des salles de pilotage stratégique.

Biography Denis Lagacé

Professeur titulaire au département de génie industriel de l'UQTR

Monsieur Lagacé est cointitulaire de la Chaire interdisciplinaire de recherche et d'intervention dans les services de santé (Chaire IRSS) et professeur titulaire au département de génie industriel de l'UQTR. Les activités d'enseignement et de recherche de monsieur Lagacé touchent particulièrement la gestion de la performance ainsi que la gestion de l'innovation. Le professeur Lagacé a réalisé de nombreux projets de recherche et d'accompagnement dans les établissements du réseau de la santé et des services sociaux du Québec.

Spoken Language

Français dans la session du matin.

French in the afternoon session with simultaneous translation into English & Dutch.

Teacher



Denis Lagacé
Chaire IRISS

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Learning Sessions – Tuesday, October 20

Learning Session 4

Organized by: Universitair Ziekenhuis Antwerpen (BE)

Rooms Merode (morning)

& E-L-S (afternoon)

Looking at results after 4 years UZALean in a context of empowered employees

Objectives

The Antwerp University Hospital started with a hospital wide lean program in the fall of 2011. We focused on sustainability through empowerment of staff and first line managers to improve the work design. After 4 years we can look back on multiple data driven changes implemented in the structure and processes of the hospital.

Learning Objectives

After this learning session you will be able to:

- Creating a lean culture
- Sustainability of improvements through empowerment of first staff and managers
- Data driven improvement in structure and process

Biography Michaël Vanmechelen

Michaël Vanmechelen, MSc, worked as HR-coordinator at the Antwerp University Hospital HR-department for almost 10 years before becoming part of the start-up team of the UZALean implementation program in 2011. Since then his focus was on UZALean program management and implementation support and coaching in different areas of the hospital, such as HR, social service, outpatient clinics and the operating theatre.

Biography Stijn Sloomans

Stijn Sloomans, RN, MSc, worked as a registered nurse on the Radiology department of the Antwerp University Hospital for six years. In 2012 he joined the UZALean project team. His main responsibilities are the implementation and follow-up of the 'Releasing Time to Care, Productive Ward™' program on all wards and the implementation of the "UZALean Poli" program in the outpatient clinic.

Spoken Language

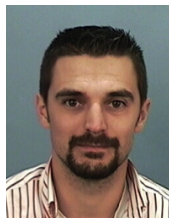
English in the morning session with simultaneous translation into French and Dutch.

English in the afternoon session

Teachers



Michaël Vanmechelen
Project Manager
UZALean



Stijn Slootmans
Project Manager
UZALean

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Learning Sessions – Tuesday, October 20

Learning Session 5

Organized by: Medicabil Hospital, Bursa (TR) *Room De la Cambre (morning)*
Room Botanique Warande (afternoon)

The effectivity of strong leadership in health organization : “The Lean Journey Model”

Objectives

In driving lean initiatives and observing first-hand the pitfalls, learnings and the “dos and dont’s”, of many lean journeys, we believe it comes down to one key element that must be present above all others: strong leadership.

Strong leadership means strong, passionate leaders at the top of the organization who either innately possess or have learned a series of foundational behaviors and values, and who role model these every day.

Learning Objectives

After this learning session you will be able to:

- What are the values and behaviors in health organization?
- What do we mean by strong leadership within a lean health organization?
- How does a leader go about teaching and applying them to the broader health organization?

Biography Aysun Yilmazlar

Dr. Yilmazlar is a Professor of Anesthesiology and Intensive Care. She obtained her Medical Degree in 1984, completed her residency in Anesthesiology and Intensive Care Department of Uludag University, Medical Faculty, Bursa in Turkey and became Professor in same department. She is currently a director of Anesthesiology and Intensive Care Department and Quality Consultant at Medicabil Hospital in Bursa, Turkey.

She is editor, co-editor and author of several book chapters, and she has over 60 articles in Turkish and English, mainly on Regional Anesthesia, Postoperative Analgesia and Orthopaedic Anesthesia.

She has lectured and presented workshops nationally and internationally meeting. She is member of several National and International Societies. She is President of Orthopaedic Anesthesia Committee in Turkey. During the past 6 years, she has also coordinated some Quality Improvement Processes at the OR and Hospital Management, JCI Survey, Lean Hospital, Lean Improvement and Medical Tourism.

Spoken Language

English

Teacher



Aysun Yilmazlar

Notes

[illegible]

Program Summit – Wednesday, October 21

Notes

07.30 Registration and Welcome Coffee

08.30 **Opening Comments**

Helen Zak

Room Merode

08.45 **Keynote**

Lean leadership to support a Kaizen culture

Michael Ballé

09.45 **CEO Panel**

Johnny Van der Straeten, UZA (BE)

Henk Veraart, Elisabeth-Tweesteden Hospital (NL)

Eric Guyader, Centre Hospitalier Beauvais (FR)

Moderator: Michael Ballé

10.45 Coffee Break & Networking

Foyer

11.15 **Learning Sessions** (see pages 35- 45)

12.30 Lunch

Foyer

13.30 **Learning Sessions** (see pages 35 - 45)

14.45 Coffee Break & Networking

Foyer

15.15 **Closing Keynote**

Room Merode

From heroic feats of the lonely firefighter to patient-oriented team efficiency

Patrick De Coster & Ariane Bouzette

16.15 **End of Day 2**

Keynote Speaker: Michael Ballé



Michael Ballé

Lean leadership to support a Kaizen culture

How can Kaizen become part of the culture? Leaders often find that their early Kaizen efforts rarely stick. Transforming a culture means transforming each person and acknowledging their leadership, regardless of their formal role. To do so, first the leaders must learn to develop a gemba attitude, by practicing go and see and leading Kaizen hands-on. Then, the leader must create a management environment to encourage every department to conduct kaizen and align with the organization's main challenges. Finally, the leader must learn to identify and grow leadership in middle-management ranks to absorb the results of Kaizen efforts in organizational procedures. Developing leaders is the key to engaging and involving people in improving performance together.

Keynote Speaker: Patrick De Coster



Patrick De Coster
CEO CHU UCL Namur, Belgium

After a training in internal medicine, cardiology and nuclear medicine and a two-year stay in Hammersmiths Hospital in London (mainly for research), Patrick De Coster took the leadership of the nuclear medicine department in one of the two University Hospital of the Catholic University of Louvain (UCL) in 1986.

Interested in inter-hospital collaborations, he has chaired since 1993 the Réseau Santé Louvain (RSL), which groups thirty hospitals affiliated to UCL. Between 2005 and 2009 he was Dean of the Faculty of Public Health that he reorganized fundamentally.

He is an active director of 17 associations in the medico-social world. Since 1991 he occupies the position of CEO at the CHU Namur Hospital, since then merged with the hospital of Dinant. He initiated and completed several strategic considerations.

Since 2009 he has seen in LEAN a managerial framework extolling the values it has always defended and therefore decided, in close collaboration with its Management Committee, to implement the LEAN transformation at the institutional level.

Moreover, after a master in hospital management, he was appointed professor at the UCL where he teaches several courses and is he promoter of several theses. He is also co-owner of a teaching programme on LEAN management at the public health faculty of the UCL and the School of Management in Strasbourg.

Keynote Speaker: **Ariane Bouzette**



Ariane Bouzette

Chief Continuous Improvement and Communication Officer, CHU UCL Namur, Belgium

After spending nearly 4 years at the Glaciology at the Free University of Brussels, Ariane Bouzette was committed to the Catholic University of Louvain (UCL), where she quickly rose to the position of executive director of the science sector health (The faculties of medicine, dentistry, pharmacy, physical education, physical therapy, biomedical and public health).

Since January 2009 she holds the position of director of continuous improvement and communication at the University Hospital Dinant Godinne - UCL Namur, one of the two university hospitals of the UCL.

As a Member of the Executive Committee, she coordinates the strategic plan of the University Hospital based primarily on lean management of the institution. She participates actively in the Ltransformation LEAN CHU.

Ariane is regularly invited to present the LEAN experience she has lived for more than 5 years. She regularly trains in the various symposia autographed about it and collaborates with many hospitals in France, Canada and America.

Learning Sessions – **Wednesday, October 21**

Learning Session 1

La démarche Lean management au Centre Hospitalier de Beauvais

Catherine Bonan Lesur, Centre Hospitalier de Beauvais, France

[See page 36](#)

Timing & Language: morning - FR
afternoon - FR

*Room E-L-S
Room Private Dining*

Learning Session 2

We can do it!

Rienk Gerritsen, Lean Management Institute, The Netherlands

[See page 38](#)

Timing & Language: morning - ENG
afternoon - ENG

*Room Botanique Warande
Room E-L-S*

Learning Session 3

Lean and loving care: A synergy or antagonists?

Lean en lief: Schuurt het of geeft het glans?

Rita Arts, Elisabeth-Tweesteden Hospital, Tilburg, The Netherlands

Henk Veraart, Elisabeth-Tweesteden Hospital, Tilburg, The Netherlands

[See page 40](#)

Timing & Language: morning - Simultaneous Translation
into Dutch and French
afternoon - NL

*Room Merode
Room De la Cambre*

Learning Session 4

Lean healthcare implementation on a mid-size hospital in Barcelona: Consorci Sanitari del GARRAF

Rosa Maria Simon, Polytechnic University of Catalonia, Lean Management Institute, Spain

Josep Llius Ibanez, CEO GARRAF Region Healthcare Consortium, Spain

[See page 42](#)

Timing & Language: afternoon - Spanish with Simultaneous Translation
into English and French

Room Merode

Learning Session 5

An academic hospital 360 OR transformation

Anne-Sophie Marsin, Saint Luc University (UCL) Brussels, Belgium

Anne-Sophie Rubini, Saint Luc University (UCL) Brussels, Belgium

[See page 44](#)

Timing & Language: morning - ENG
afternoon - ENG

*Room De la Cambre
Room Botanique Warande*

Learning Sessions – Wednesday, October 21

Learning Session 1

Organized by: Centre Hospitalier de Beauvais (FR) *Room E-L-S (morning)*
Room Private Dining (afternoon)

La démarche Lean management au Centre Hospitalier de Beauvais

Objectives

La tarification à l'activité (T2A) et la crise économique conjuguées provoquent des difficultés financières dans bon nombre de centres hospitaliers français. Les leviers économiques classiques sont utilisés : économies budgétaires d'échelles, démarche prospective pour augmenter l'activité et réajustement des effectifs pour impacter la masse salariale.

Toutefois, les aspects financiers et économiques ne doivent pas prendre le pas sur nos obligations de service public, sur la qualité de la prise en charge des patients (ainsi que sur leur satisfaction) et ne doivent pas impacter la qualité des conditions de travail. Toutes ses contraintes et objectifs dans nos missions nous confrontent à des finalités apparemment antagonistes...

Dans ce contexte contraint, le Centre Hospitalier de Beauvais a entrepris une démarche de Lean Management, qui doit lui permettre d'atteindre ses objectifs de performance en plaçant le patient au cœur de son organisation. En impliquant l'ensemble de ses acteurs, le CHB s'engage ainsi sur le chemin de l'amélioration continue. A travers des exemples d'implication des équipes dans la mise en place du Lean, nous vous montrerons la transformation de notre établissement de santé.

Learning Objectives

- Etre convaincu de l'apport pour un établissement de santé d'entrer dans une démarche LEAN
- Avoir compris la transformation managériale associée à la démarche LEAN

Biography Catherine Bonan Lesur

Diplômée en Qualitologie en Santé. Chef de service de Chirurgie Maxillo Faciale au Centre Hospitalier de Beauvais depuis 2000 et Chef du Pôle Chirurgie depuis 2011. Membre du Directoire, présidente du Comité de Pilotage de la Démarche Qualité et présidente de la Commission du Développement Professionnel Continu. Lauréate du projet ANAP « 100 pôles d'excellence » en 2011. Médecin référent Performance et Lean management depuis Janvier 2014.

Biography Sophie Labart

Directrice, diplômée de l'Ecole des Hautes études en Santé Publique (EHESP)
Ancien cadre supérieur de santé (Centre Hospitalier de Pontoise)
Ancien Chef de projet gestion et organisation du temps de travail (Hospices Civils de Lyon)
Diplôme en sociologie des organisations et management (Université Lyon II)
Diplômée en sciences de l'éducation (Université Lyon II)
Diplôme de cadre de santé (CHU de REIMS/Centre Hospitalier de LAON)
Diplôme d'Etat de Manipulateur en Electroradiologie Médicale

Langue Parlée
français

Teachers



Catherine Bonan Lesur
Docteur en médecine, DESC
de Chirurgie Maxillo Faciale &
Stomatologie



Sophie Labart
Directrice Adjointe chargée
de la Performance et du
Lean Management

Notes

Learning Sessions – Wednesday, October 21

Learning Session 2

Organized by: Lean Management Institute (NL)

Room Botanique Warande (morning)

Room E-L-S (afternoon)

We can do it!

Objectives

The Training Within Industry (TWI) service was created by the United States Department of War, running from 1940 to 1945. Near the end of the war, 1.6 million workers were trained. All TWI programs were also available to all hospitals in all states, major and lesser cities and towns in the US. As part of the Marshall Plan after World War II TWI found its way to Japan where Toyota embraced it to train their people.

Recently TWI has gained renewed interest. Now, 70 years after the war, via post-war Japan, via manufacturing industries and via the worldwide Lean movement, the three basic TWI programs find their way to patient care once more.

Learning Objectives

In this session you will learn about the highly structured way to teach tasks (Job Instruction), to improve tasks (Job Methods) and to improve teamwork (Job Relations). We will practice with the application of the structure, the forms and reflect on application of TWI to your daily work.

Biography Rienk Gerritsen

Rienk Gerritsen is a Senior Lean Consultant of the Lean Management Institute (LMI) in The Netherlands, an educational institute with a mission to promote Lean thinking in The Netherlands and Belgium and part of the Lean Global Network.

Rienk has 12 years of Lean experience in a wide range of industries. Before joining the Lean Management Institute he operated as operations manager and quality assurance professional in the pharmaceutical industry. He then worked in Argentina for a year and since 2009 he is dedicated helping organisations improve using Lean, always through education. He enjoys developing training materials and documenting his experiences in articles.

Rienk holds a MS degree in Biochemistry and Business Administration from the University of Amsterdam.

Spoken Language

English

Teacher



Rienk Gerritsen

Senior Lean Consultant

Notes

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Learning Sessions – Wednesday, October 21

Learning Session 3

Organized by: Elisabeth-Tweesteden Hospital, Tilburg (NL)

Room Merode (morning)

Room De la Cambre (afternoon)

Lean and loving care: A synergy or antagonists?

Lean en lief: Schuurt het of geeft het glans?

Objectives

Since 5 years loving care and lean have been part of our strategic goals. Are we successful in combining these themes? Can we standardize loving care? Does lean loves care? We will present practical examples and explain our goals and practice patterns concerning loving care and lean.

Learning Objectives

After this learning sessions you will be able to:

- Understand the differences and similarities between loving care and lean.
- Understand the importance of the customers' perspective while improving your processes

Biography Rita Arts

Rita Arts is a nurse and since 2006 she is care manager at the Elisabeth-Tweesteden Hospital. She gained a lot of experience by working as a nurse in several surgical specialties and functions for many years. As a manager too, she finds inspiration in the interaction with patients and healthcare professionals. Her goal is to offer technically well executed high-quality care, based on the most recent insights. She also feels that it is essential that healthcare professionals combine their professional skills with attention, dedication and passion in their relationship with the patient; for it is precisely the fellow human relation that constitutes the essence of good care.

<http://nl.linkedin.com/in/ritaarts/>

Biography Henk Veraart

Henk Veraart has worked as an ophthalmologist/ophthalmic surgeon for over 19 years, of which the last 14 years at the Elisabeth-Tweesteden Hospital in Tilburg, The Netherlands. As a former chairman of the medical board and member of the lean improvement team, Henk has always been involved in organizational and process improvement issues.

As an author of different chapters in a book on care paths and best clinical practices, co-author of the first Dutch scientific article on lean in healthcare and actively involved in lean improvements and trainings within and outside his hospital, Henk is a lean thinking doctor pur sang.

Currently Henk is a member of Elisabeth-Tweesteden's Lean improvement team and board member at Lidz, Lean in healthcare.

His ophthalmic practice is, and has been an example of how to implement lean in a big, busy outpatient practice. Visited by many Dutch and foreign colleagues and ophthalmic teams his department is a regular stop during Gemba walks.

Henk's drive for lean is the fact that it enables care workers to reserve more time and energy for their core business, being patient care! The elimination of all joy reduction (waste) brings back the necessary fun and quality in our daily work. Team work, enthusiasm, responsibility for each individual and patient centered care are his key phrases.

<http://nl.linkedin.com/in/henkveraart/>

Spoken Language

English in the morning session with simultaneous translation into French and Dutch.

Dutch in the afternoon session.

Teachers



Rita Arts
Healthcare Manager



Henk Veraart
Ophthalmologist/Ophthalmic Surgeon

Learning Sessions – Wednesday, October 21

Learning Session 4

Room Merode (afternoon)

Organized by: Polytechnic University of Catalonia, Lean Management Institute (ES)

Lean healthcare implementation on a mid-size hospital in Barcelona: Consorci Sanitari del GARRAF

Objectives

Usually Lean has been done in high profile hospitals with big lean teams, or lots of outside support. This is a well-documented example & method to help small and medium sized hospitals to learn to do lean for themselves, with a little help from outside mentors. And all explained by the very own CEO and lean manager.

Learning Objectives

- Link lean objectives with Hospital strategy.
- Understand the road proposed for small/mid-size hospitals to deploy lean.
- How this method propose the sustainability.
- See how lean was effectively deployed in this example.
- Have answers for your people about the frequently asked questions.
- Understand CEO point of view, professionals point of view, and patients & relatives perception.
- Follow a lean application to ED, admissions, outpatients flow, x-ray, Quirurgical theatre...
- Understand how they use A3's, VSM's, Standard's, Spaguetti's, visual's...

*Real A3's, VSM's, videos and examples can be provided.

**This hospital won the award to the best small/mid hospital in Spain in 2013, and Avedis Donabedian foundation award for the "Excellence in hospitals" in January 2014, among several awards.

Biography Rosa Maria Simon

Actually Director of Quality, Planning and Evaluation, and Customer Management. Different management and care positions in the past. Diploma of Nursing, 1985. Hospital of Sta. Creu i Sant Pau, University of Barcelona. Post-Human Relations degree in nursing and group techniques. University of Barcelona. Evaluation methodology and improving the quality of care. Avedis Donabedian Post-graduate. Methodology of evaluation and improvement of quality care. Avedis Donabedian Master. Master in Quality Management and Planning. University of Catalonia. (450h) Master in Business Administration and Management in Nursing. University of Barcelona. Lean Practitioner Post-graduate. Polytechnic University of Catalonia - Lean Management Institute. Professor on different masters, post-graduate, and courses. Author of different publications and papers.

Biography Josep Lluís Ibanez

Currently CEO for the Garraf region healthcare consortium (2 hospitals). 2009-actually. Different management positions in the past. Degree in medicine and surgery, University of Barcelona. 1985 Master in Public Health. University of Barcelona and Johns Hopkins University in Baltimore (USA) Diploma in Hospital Management. ESADE university. Diploma in Health Care Management. ESADE university. Postgraduate in Health Economics and Management of the Health Services University of Barcelona. Diploma in Quality Management in Primary Health Care. Postgraduate Course in Statistical Methods in Health Sciences, UAB University Research Aptitude Doctorate in Medicine. University of Barcelona. Speaker and professor in different masters and diplomas.

Spoken Language

Spanish in the afternoon session with simultaneous translation into English and French.

Teachers



Rosa Maria Simon

Director of Quality, Planning and Evaluation and Customer Management



Josep Lluís Ibanez

CEO for the GARRAF Region Healthcare Consortium

Learning Sessions – Wednesday, October 21

Learning Session 5

Organized by: Saint Luc University (UCL) Brussels (BE)

Room De la Chambre (morning)

Room Botanique Warande (afternoon)

An academic hospital 360 OR transformation

Objectives

Although the goal of all OR optimization programs is to improve efficiency and quality, few can be achieved without a 360 transformation. The latter addresses 5 dimensions: efficient processes, infrastructure and support, performance management, organization and leadership, and mindsets and behaviors. New cleaning procedures during turnover time, optimized stock fit to face the unexpected, dynamic surgical planning fed by strategy and operational efficiency, centralized coordination using a “cockpit” system, “one day in the life of...” to help staff understand others’ day-to-day constraints are just a few examples of what we have implemented.

Learning Objectives

After this session you will be able to:

- Get a sense of what a comprehensive OR transformation could entail
- Get concrete examples of what has and hasn't worked
- Observe a series of tools and templates used in all 5 dimensions
- Share experience/thoughts with peers during interactive session

Biography Anne-Sophie Marsin

Anne-Sophie Marsin, has a 5-years degree in pharmaceutical sciences (UCL, Brussels) and holds a PhD in Medical Sciences from the Christian de Duve Institute (Belgium). Before joining Saint-Luc University Hospital, she worked 10 years at McKinsey&Company where she led projects and development initiatives for the Pharmaceutical and healthcare industry throughout Europe and abroad. She has specialized primarily in the areas of strategy, sales and marketing – with a subspecialty in customer insights – and capability building/ transformation program. At Saint-Luc, Anne-Sophie is responsible for developing, upgrading, and ensuring the implementation of the strategic plan, one of the strategic axes being the transformation of the hospital.

Biography Anne-Sophie Rubini

Holding a master in industrial Organizational Psychology, she worked 7 years for a major consulting firm, first in the USA and then in Belgium. During her consulting career, she specialized in change management and capability building helping clients in the pharmaceutical industry before focusing more specifically on hospitals. She joined Saint-Luc last year as they were starting to implement their new strategy.

Spoken Language

English

Teachers



Anne-Sophie Marsin
Chief Strategy Officer



Anne-Sophie Rubini
Head of Transformation Programs

Notes

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Post-Summit Visits – Thursday, October 22

CHU UCL Namur



The post-summit tour (gemba) at the Godinne site, near Namur (45 minutes by bus from the congress location) will be in French and English. Lunch will be provided. You will observe an organization that started their lean transformation in 2010. The gemba will include a care unit, a production unit and a strategic obeya room. You will have the opportunity to meet and interact with front line staff and directors of the organization.

Le post-summit tour (gemba) sur le site de Godinne, près de Namur (45 minutes en bus depuis l'hôtel) se tiendra en Français et en Anglais. Un lunch est prévu. Vous pourrez observer une organisation qui a commencé sa transformation lean en 2010. Vous aurez l'occasion d'aller sur le terrain, dans une unité de soins, une unité de production et dans l'obeya du plan stratégique. Vous aurez également l'occasion de partager avec les équipes de terrain et certains directeurs du CHU.

Pick-up: 07.45 hrs at the Crowne Plaza Brussels Airport
Arrival: 09.00 hrs at CHU UCL Namur (Auditoires Centraux)
Who: Only participants who are registered for this visit can participate
Timing: 09.00 hrs – 15.00 hrs, lunch is provided at the hospital
Contact: Ariane Bouzette (+32 81 42 30 88)

Post-Summit Visits – Thursday, October 22

UCL Saint-Luc, Brussels



Saint-Luc Academic Hospital is located 10 minutes from the conference center and 15 min from the Brussels Airport.

You will be able to visit specific sites that have transformed over the last 2 years. Come and see the operating room (OR) transformation: cockpit management, stock management (Kanban system and visual management), newly built OR. You will also have the opportunity to observe how we manage to optimize flows and processes even in an old infrastructure (2 examples: sterilization unit and a care unit). We will show how simulation tools can help you test several options to identify the most appropriate and avoid any mistake in the field (e.g. nurses staffing, one-day clinic optimization, beds allocation). All these sessions will allow you to see first-hand our transformation progress and discuss key learnings (both positive and negative!). You'll interact with front line staff, Directors and transformation team members.

Language will mainly be English but French interaction will be available.

Pick-up: 08.30 hrs at the Crowne Plaza Brussels Airport
Arrival: 08.45 hrs UCL (reception)
Who: Only participants who are registered for this visit can participate
Timing: 08.45 hrs – 14.00 hrs, lunch is provided at the hospital
Contact: Anne-Sophie Marsin (+32 2 764 20 88)

Post-Summit Visits – Thursday, October 22

UZA, Antwerp



The gembawalk at the Antwerp University Hospital (30 minutes from the conference center) will be provided in English and Dutch.

The hospital-wide lean program was launched in 2011. The post-summit tour will start at the organisation performance board with visual management of the true north, status of the UZALean program and best practices of process improvements. The gembawalk also includes a visit on a ward, the OR and the central administration unit. Here you will have the opportunity to view a patient status at a glance digital system, unit performance boards and multiple process improvements. You can interact with operational leaders, directors and lean facilitators.

De gembawalk in het Universitair Ziekenhuis Antwerpen (30 minuten van het conference center) zal worden begeleid in het Engels en Nederlands.

Het ziekenhuisbreed lean programma werd gelanceerd in 2011. De post-summit tour zal starten aan het organisatie prestatiebord voorzien van het ware noorden, status van het UZALean programma en voorbeelden van geslaagde procesverbeteringen door middel van visueel management. De gembawalk bevat daarnaast nog een bezoek aan een verpleegafdeling, het operatiekwartier en de centrale administratie afdeling. Op deze afdelingen kan u kennis maken met een systeem om de status van de patiënt in één oogopslag te tonen, afdelingsprestatieborden en verscheidene procesverbeteringen. Er is interactie mogelijk met de operationele leidinggevenden, leden van het directiecomité en de leanbegeleiders.

Pick-up: 09:15 hrs at the Crowne Plaza Brussels Airport
Arrival: 10:00 hrs Central Lean Board (near staff restaurant, route 31)
Who: Only participants who are registered for this visit can participate
Timing: 10:00 hrs – 13:30 hrs, lunch is provided at the hospital
Contact: Michaël Vanmechelen (+32 3 821 44 62)

Registration

Registration fees

Participant non-profit sector - 1 to 4 persons	€ 800 per person
Participant non-profit sector - 5 to 9 persons	€ 700* per person
Participant non-profit sector - 10 or more persons	€ 500* per person
Participant profit sector	€ 1,200 per person
Pre-Summit Workshops, October 19	€ 450 per workshop
Post-Summit Visits, October 22**	€ 150

* Group bookings: if you are 5 or more to register, contact charlotte@medicongress.com to request a reduction code and to register at the above mentioned beneficial group rates. Please indicate institution and exact number of persons to be registered.

** Bus transport and lunch included

The registration fee includes:

- Participation in all scientific sessions
- Lunches and coffee breaks as announced in the program
- Reception on October 20
- Program and conference related documents

Cancellations

Participants canceling their registration before August 15, 2015, will receive a full refund, less € 100,00 administration costs.

There will be no refunds for cancellations received after this date.

Cancellations must be confirmed in writing to the Secretariat. All refunds will be processed after the Summit.

General Information

Dates

Pre-Summit Workshops: Monday, October 19, 2015
Summit: Tuesday & Wednesday, October 20-21, 2015
Post-Summit Visits: Thursday, October 22, 2015

Venue

Crowne Plaza Brussels Airport
Da Vincilaan 4
1831 Brussels
Belgium

Car Park

Free parking at the Crowne Plaza Brussels Airport. Parking tickets will be available at the registration desk during opening hours.

Public Transport

A free shuttle bus from the airport to the Crowne Plaza is available for all participants. The bus stop is situated on Level 0 of Brussels Airport, departure bay E and runs every 20 minutes from 06.00 hrs to 22.00 hrs.

Accreditation

Accreditation has been requested for Belgian participants at RIZIV/INAMI.

Certificate of Attendance

Participants will receive their certificates of attendance by email after the Summit.

Translation

The plenary sessions will be translated into French and Dutch.
Learning Session 4 on October 21 will be given in Spanish and will be translated into English and French.

Headsets

Each participant will receive a headset at the registration desk. Please return the headset at the end of each day.

Liability

Neither the organizers, Crowne Plaza nor Medicongress accept liability for damages and/or losses of any kind which may be incurred by participants during the Summit. Participants are advised to take out insurance against loss, accidents or damage which could be incurred during the Summit.

General Information

Opening Hours Registration Desk

October 19:	08.00 hrs - 14.00 hrs (only pre-summit participants)
October 19:	14.00 hrs - 19.00 hrs (all participants)
October 20:	07.30 hrs - 17.30 hrs
October 21:	07.30 hrs - 16.30 hrs

Badges

Participants are obliged to wear the official badge on all occasions (also for the reception on Tuesday evening).

WiFi

WiFi codes will be available at the registration desk.

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