



**LEAN HEALTHCARE
TRANSFORMATION
CONFERENCE**
APRIL 23-24, 2014
BRUSSELS-BELGIUM
**PRELIMINARY
PROGRAM**

**Keynotes presented by American & Canadian leaders
in lean healthcare (translation into French & Dutch)**

**Learning Sessions organized by
European, Canadian & American Hospitals**

Organized by



www.leanhealthcareconference.eu

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 Dinant Godinne-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.



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 announce the LEAN Healthcare Transformation Conference to be held in Brussels on 23 and 24 April 2014.

Plenary talks will be given by John Toussaint, Michel Tétreault, Kim Barnas and Daniel Jones, all experts in the field of LEAN management. A number of workshops will be organized by hospitals already experienced in the LEAN management process. The plenary sessions will be translated into French and Dutch. The workshops will be conducted in the native language of the speakers (English, French and Dutch).

We hope to welcome you to the LEAN Healthcare Transformation Conference.

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 Conference qui aura lieu à Bruxelles les 23 et 24 avril 2014.

Des conférences plénières seront données par John Toussaint, Michel Tétreault, Kim Barnas et Daniel Jones, experts reconnus dans ce domaine. Les ateliers permettront un partage d'expérience concrètes avec des équipes d'hôpitaux américains, canadien et européens. Les sessions plénières seront traduites en français et néerlandais. Les ateliers seront menés dans la langue originale des orateurs (anglais, français et néerlandais).

Nous espérons vous accueillir à la LEAN Healthcare Transformation Conference.

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 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 leidinggevenden uit de gezondheidszorg uit Europa en de rest van de wereld te bevorderen, organiseren we op 23 en 24 april 2014 de LEAN Healthcare Transformation Conference in Brussel.

John Toussaint, Michel Tétreault, Kim Barnas en Daniel Jones, 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 workshops worden gehouden in de moedertaal van de sprekers (Engels, Frans en Nederlands).

We hope u te mogen verwelkomen op de LEAN Healthcare Transformation Conference.

Keynote Speaker: Kim Barnas



Kim Barnas

President of ThedaCare Hospitals
Author of Beyond Heroes: A Lean Management System for Healthcare

Beyond Heroes

Healthcare has long relied on heroics to save the day, on one brilliant nurse or physician to fix the problem at hand. The result is a lot of people rowing in different directions and too often, work processes get scrambled and people get hurt. Even lean thinking, which is revolutionizing healthcare with better quality and less wasteful processes, did not cure our hero complex. What we needed – what lean thinking required – was a fundamental change in the way leaders organized work and responded to daily emergencies. Over five years of trials and experimentation, ThedaCare, Inc. recreated its leadership system to focus on preemptive action instead of firefighting, on team-based continuous improvement instead of heroics. In the past year, ThedaCare leaders have introduced more than 250 other healthcare organizations to the new leadership system and seen it take root in dozens of hospitals. In this presentation, Kim Barnas, president of ThedaCare hospitals and author of Beyond Heroes: A Lean Management System for Healthcare, will explore the essential components of the new system, from problem solving with the scientific method to daily team huddles and creating standard work for leaders.

Kim Barnas has a Master's of Science in Health Care Administration and currently serves as a Senior Vice President of ThedaCare and President of Appleton Medical Center and Theda Clark Medical Center.

Kim has enjoyed the opportunities provided by ThedaCare as they have been on their lean journey for the past nine years. The ThedaCare Improvement System (LEAN) path started with Value Stream mapping followed by improvement events, and projects. She was involved in leading two of the initial Value Streams for OB and Cancer Services.

As the journey continued, a new challenge emerged—the need for a systematic method to sustain improvement, clarify daily continuous improvement opportunities and deliver on strategic deployment. To meet this need, Kim and her team led the development of a management system. This lean management system is designed to deliver improved performance through a predictable process that develops leaders, identifies defects, solves problems and develops people.

Keynote Speaker: Daniel Jones



Prof. Daniel Jones

A management thought leader and advisor on applying lean, process thinking to all kinds of businesses across the world.

Daniel Jones is the founding Chairman of the Lean Enterprise Academy www.leanuk.org in the UK, dedicated to pushing forward the frontiers of lean thinking and helping others with its implementation. His work has inspired the very successful implementation of lean by Tesco and many other companies.

More recently he organized the first **Global Lean Healthcare** Summit, wrote the Lean Thinking for the NHS report and published the Making Hospitals Work guide to using lean to improve hospital performance.

Daniel Jones is the author with James P Womack of the influential, bestselling management books - The Machine that Changed the World, Lean Thinking and Lean Solutions. These books have triggered a worldwide movement of lean practitioners and the establishment of the Lean Global Network of non-profit institutes teaching lean, which have organised over 25 Lean Summits in the USA, UK, Brazil, Mexico, Germany, France, Holland, Denmark, Poland, Turkey, Israel, South Africa, India, China and Australia.

Daniel Jones was the European Director of **MIT's Future of the Automobile and International Motor Vehicle Programmes** and **Professor of Manufacturing Management** and **founder of the Lean Enterprise Research Centre at Cardiff University Business School**. He was a member of the UK Government's **Rethinking Construction, Manufacturing Futures, Automotive Innovation and Growth and Skills for Sustainable Communities task forces**. He helped establish the first Company University in the UK at Unipart and the International Car Distribution Programme (ICDP). He is an advisor to the grocery industry's **Efficient Consumer Response** (ECR Europe) movement.

Keynote Speaker: Michel Tétreault



Michel Tétreault, MD
President & CEO
St. Boniface Hospital

Dr. Michel Tétreault is President & CEO of the St. Boniface Hospital since February 2005. He is also Associate to the Dean of the Faculty of Medicine of the University of Manitoba and a member of the Winnipeg Regional Health Authority's senior leadership team with responsibility for lean.

Specialized in emergency medicine, Dr. Tétreault has held various positions related to the organization of services, and has been a consultant in the fields of clinical services organization, situational analysis and quality improvement.

Passionate about improving the patient's experience in hospital and inspired by the experience of industry and leading lean hospitals, St. Boniface Hospital's Dr. Tétreault, introduced lean strategies in 2008 to accelerate improvements in patient care processes, involving patients and staff in making real changes.

Presentation Summary 2014 European Lean Summit: Focus on Patients, Staff and Flow.... It pays

Dr. Tétreault will describe how St. Boniface Hospital's 5 year journey to improve the patient's experience and outcomes by listening to the voice of the patient and calling on the knowledge and experience of staff and physicians is paying off. All areas of the hospital are experiencing improved processes, reduced waste and more effective use of resources. The result is better care for the patient and more engaged staff!

"Measurably better, safer, more reliable care is the most important pathway to financial improvement."

Keynote Speaker: John S. Toussaint



John S. Toussaint
Founder and CEO

John is 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 was the founding chair of the Wisconsin Collaborative for Healthcare Quality and of the Wisconsin Health Information Organization, as well as the non-executive leader of the Partnership for Healthcare Payment Reform in Wisconsin. He has participated in many Institute of Medicine subcommittees, including most recently the Value Incentives Learning Collaborative and was co-author of "The CEO Checklist for High Value Healthcare."

Dr. Toussaint's healthcare improvement work using Toyota Production System principles has been well documented in articles published in Mayo Clinic Proceedings, Health Affairs, the Harvard Business Review Blog, and Frontiers in Health Management. His work on payment reform and the transparency of provider performance data has been featured in The American Journal of Managed Care and the Commonwealth Fund publications, as well as news publications like The Wall Street Journal, the CNBC Blog, TIME, The Milwaukee Journal Sentinel, and Healthcare Finance News.

Dr. Toussaint has been recognized for his work in transforming healthcare by organizations such as The Association of Manufacturing Excellence (AME), which inducted him into its 2012 Hall of Fame, and the Jon M. Huntsman School of Business at Utah State University, which hosts the Shingo Prize for Operational Excellence. Dr. Toussaint was named a lifetime member of the Shingo Academy in 2011. Former Wisconsin Governor Jim Doyle also honored Dr. Toussaint with a Certificate of Commendation for Innovation from the State of Wisconsin in 2005.

He has been a featured speaker at the Association for Manufacturing Excellence, The Agency for Healthcare Research and Quality, the Center for Medicare and Medicaid Services, The Shingo Prize, The Lean Enterprise Institute, the Institute for Healthcare Improvement and many international conferences. He also presents regularly to legislators, Medicare leaders and government staff on the topic of healthcare value.

Dr. Toussaint has written two groundbreaking books—On the Mend: Revolutionizing Healthcare to Save Lives and Transform the Industry, which reveals how healthcare can be fundamentally improved at the point of delivery using the proven principles of lean management, and Potent Medicine: The Collaborative Cure for Healthcare, which describes the three core elements necessary to transform healthcare and deliver better value: patient-centered delivery, transparency of quality and cost, and payment for outcomes. Both books earned the Shingo Research and Professional Publication award.

Program – April 23

08.00	Registration and Breakfast
09.00	Welcome and Opening Remarks <i>Ariane Bouzette and Helen Zak</i>
09.15	Opening Keynote: The time is now for lean in healthcare in Europe <i>Baudouin Meunier, Renaud Mazy, Johnny Vanderstraeten</i>
10.00	Keynote: A world wide view of lean in healthcare <i>John Toussaint</i>
11.00	Break
11.30	Learning Sessions (choose 1 of 6)
12.45	Lunch
13.45	Learning Sessions (choose 1 of 6)
15.00	Break
15.30	Keynote: The power of a management system <i>Kim Barnas</i>
16.30-16.45	Wrap Up <i>Patrick De Coster</i>
18.00-20.00	Reception

Learning Sessions

These learning sessions aim at exchanging experiences from European, Canadian and American hospitals, already advanced in Lean Transformation.

- USA: Ohio State University
- Canada: Chu Sherbrooke and CHU Trois Rivières
- Sweden: Karolinska Institute
- Germany: UKE Hamburg
- Switzerland: University Hospital of Geneva
- The Netherlands: Amsterdam Medical Center, St Elisabeth (Tilburg)
- France: CHU Grenoble
- Belgium: Cliniques universitaires Saint Luc (Brussels), UZ Antwerpen, CHU Dinant-Godinne (UCL Namur)

Program – April 24

07.30	Registration and Breakfast
08.30	Welcome Day 2
08.45	CEO Panel
09.30	Break
10.00	Learning Sessions (choose 1 of 6)
11.15	Break
11.30	Keynote: Focus on the patient and flow - it will pay dividends <i>Michel Tétreault</i>
12.30	Lunch
13.30	Learning Sessions (choose 1 of 6)
14.45	Break
15.15	Closing Keynote: What have we learnt and next steps for lean healthcare <i>Daniel Jones</i>
16.15-16.30	Wrap Up <i>Patrick De Coster</i>

Learning Sessions

Details on the Learning Sessions can be found on the website:
www.leanhealthcareconference.com.

There you will find the titles, their goals and a brief description. For each of the 4 scheduled blocks, there will be a choice between 6 Learning Sessions. One of these sessions will take place in the plenary room, with simultaneous translation, for the other sessions the spoken language is clearly indicated. There will be at least 2 choices for each language group (English, French and Dutch). The slides of all the Learning Sessions will be in English.

Registration

Registration fees

Participant non-profit sector - 1 to 4 persons	€ 700 per person
Participant non-profit sector - 5 to 9 persons	€ 600* per person
Participant non-profit sector - 10 or more persons	€ 500* per person
Participant profit sector	€ 1,000 per person

* 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.

The registration fee includes:

- Participation in all scientific sessions
- Lunches and coffee breaks as announced in the program
- Conference bag with the Programme and Abstracts, tourist info and conference related documents

How to Register

Register, pay and book hotel accommodation online at www.medicongress.com or www.leanhealthcareconference.eu. The online registration and payment form is secured so that credit card information can be submitted safely.

Confirmation

Immediately after completing your online registration, an automatic confirmation is sent by email. If you do not receive this automatic confirmation, your registration has not been made successfully. Medicongress will send a formal confirmation by email after receipt of payment.

Payment

All payments are to be made in Euro, net of all bank charges and commissions for the receiver. Payment is to be made by credit card. All major credit cards are accepted. Belgian participants can also pay by bank transfer.

Cancellations

Participants canceling their registration before March 15, 2014, 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 Conference.

Changes/Name Substitutions

You will receive a personal link in your final confirmation email. With this link it will be possible to make changes or transfer your registration to a colleague free of charge. If you require the help of the conference secretariat, there will be a charge of € 75,00 for name substitutions.

Hotel Accommodation

A number of rooms have been booked at special group rates, including breakfast, VAT and city taxes at various categories of hotels.

The rates are per day and include breakfast.

Any request for hotel accommodation must be indicated on the hotel reservation form, and must be accompanied by a credit card number, the CVS code (3 digits at the back of the credit card) and the expiry date in order to guarantee the reservation.

Please note that the submitted credit card information serves as a reservation guarantee, and will not be charged by Medicongress. The hotel bill must be settled at check-out.

A hotel confirmation will be sent by email after receipt of the registration form and housing request and payment of the registration fee.

Rooms are booked on a 'first come, first served' basis. Room availability cannot be guaranteed after April 1.

Le Méridien Brussels****

Whole period	Single: € 239,00	Double: € 268,00
--------------	------------------	------------------

Breakfast and city tax are included in the room rate.

NH Hotel du Grand Sablon****

22 April	Single: € 185,00	Double: € 210,00
23 April	Single: € 175,00	Double: € 200,00
24 April & 25 April	Single: € 90,00	Double: € 105,00

Breakfast is included in the room rate. City Tax (€ 7,58 per room/night) is not included.

Ibis Brussels Off Grand Place***

22-23-24 April	Single: € 135,00	Double: € 149,00
25 April	Single: € 79,00	Double: € 85,00

Breakfast is included in the room rate. City tax (€ 4,75 per room/night) is not included.

Sandton Brussels Centre****

22-23 April	Single: € 169,00	Double: € 184,00
24 April	Single: € 159,00	Double: € 174,00
25 April	Single: € 89,00	Double: € 104,00

Breakfast is included in the rate. City Tax (€ 7,60 per room/night) is not included.

Cancellation Policy Méridien & Sablon

> 72 hrs before arrival: no costs

< 72 hrs before arrival: entire booked stay will be charged

In case of no show: entire booked stay will be charged

Cancellation Policy Ibis and Sandton

> 30 days before arrival: no costs

Between 30 and 15 days before arrival: 30% cancellation costs

Between 14 and 7 days before arrival: 70% cancellations costs

< 6 days before arrival: entire booked stay will be charged

In case of no show: entire booked stay will be charged

General Information

Dates

Wednesday April 23 & Thursday April 24, 2014

Venue

SQUARE - BRUSSELS MEETING CENTRE

Glass Entrance

rue Mont des Arts / Kunstberg

B-1000 Brussels

Translation

The plenary sessions will be translated into French and Dutch.

Car Park

Underground car park 'Albertine' (16 Place de la Justice) has direct access to SQUARE.

Public Transport

SQUARE is located opposite the Central Railway Station.

Accreditation

An application for accreditation points for Ethics and Economy has been submitted to the RIZIV/INAMI.

An application for UEMS accreditation units (CME credits) has also been submitted. These CME credits are valid in Europe and the US.

Participants will receive a Diploma of Excellence at the registration desk of the Congress.

Liability

Neither the organizers nor Medicongress accept liability for damages and/or losses of any kind which

may be incurred by Conference participants during the Conference.

Participants are advised to take out insurance against loss, accidents or damage which could be incurred during the Conference.