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2017

LEAN HEALTHCARE TRANSFORMATION SUMMIT - EUROPE

MARCH 13 > 15 - BRUSSELS, BELGIUM

Organised by :



General Information

REGISTRATION AND RESOURCE CENTER

The Registration Desk is located in the main lobby. An additional help desk and bookstore will be located in the Conference Center Baobab lobby, and will be staffed all week to assist you. Stop by to peruse the latest resources or discuss current lean trends with a staff member.

CHECKOUT

Hotel checkout is at 10:00 AM. We suggest that you check your luggage with the bell stand at the hotel front desk.

SUMMIT APP

Download our app to your mobile device for easy access to the agenda, hotel maps, speaker bios, menus, photo gallery, connect with other attendees and more.

To download the free app for the event, visit:

http://whova.com/portal/elhts_201703, and enter code **SummitEU17** when prompted.

SOCIAL MEDIA



- | Join the conversation! Please use **#HCSummitEurope17** when tweeting
- | about the Lean Healthcare Transformation Summit-Europe.

EVALUATION AND CONTINUING EDUCATION

We value your opinion! Please complete the **Summit Evaluation** to give us feedback in order to study and adjust for next year.

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Welcome Address

The best way to understand LEAN management, to explore its benefits and its challenges is to meet with other colleagues in the healthcare 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 13, 14 and 15 march 2017.

Plenary talks will be given by John Toussaint, Patrick De Coster, Johnny Van der Straeten, Daniel T. Jones, Benjamin Garel, Marianne Griffiths, Martin Lund and Miquel Sánchez 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 in French. The learning sessions will be conducted in the native language of the speakers. (English and French)

Mot de bienvenue

L'un des meilleurs moyens d'appréhender le mode du 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 13, 14 et 15 mars 2017.

Des conférences plénières seront données par John Toussaint, Patrick De Coster, Johnny Van der Straeten, Daniel T. Jones, Benjamin Garel, Marianne Griffiths, Martin Lund et Miquel Sánchez, experts reconnus dans ce domaine. Les ateliers permettront un partage d'expérience concrète avec des équipes d'hôpitaux américain, canadien et européens. Les sessions plénières seront traduites en français. Les learning sessions seront menés dans la langue originale des orateurs (anglais, français)

About us



Inspiring Healthcare Leaders
Accelerating Change

Catalysis (formerly ThedaCare Center for Healthcare Value) got its start in 2008. We are the first organization of our kind to exclusively focus on educational programs and resources designed to transform healthcare value.

We are a mission driven, not for profit organization. It is our ultimate goal to transform the healthcare industry. We do this through careful research that includes listening to healthcare leaders and sharing best practices and innovative thinking that results in system change. Resources from Catalysis enable leaders to dramatically improve their healthcare systems, change organizational behaviors, and enhance the delivery of patient care while lowering its cost. Learn more at: createvalue.org.



Dinant • Godinne • Sainte-Elisabeth

Le CHU Dinant Godinne | UCL Namur et la Clinique et Maternité Sainte-Elisabeth ont fusionné en 2016 pour former un nouvel ensemble hospitalier. Située en province de Namur, la nouvelle entité est répartie sur les sites hospitaliers de Dinant, Godinne et Sainte-Elisabeth. Outre l'activité hospitalière, le CHU UCL Namur dispose d'infrastructures d'hébergement de personnes âgées et d'accueil de la petite enfance.

Le CHU peut également s'appuyer sur des polycliniques situées à Erpent et à Ciney. Le Foyer Saint-François, centre de soins palliatifs de 10 lits, vient compléter l'ensemble. Fort de plus de 4.500 collaborateurs (dont 500 médecins), le CHU UCL Namur propose une offre de soins et de services complète à ses patients.

Tuesday

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Keynote Speakers:

► Tuesday, March 14, 2017
08:45 - 09:45

Location: Canopee



John Toussaint

CEO – Catalysis

(formerly ThedaCare Center for Healthcare Value)

John is one of the foremost figures in the adoption of lean principles in healthcare. Under his leadership, Catalysis has launched peer-to-peer learning networks, developed in-depth workshops, and created many products – including books, DVDs and webinars. Catalysis sponsors the Lean Healthcare Transformation Summit each year – both in the U.S. and in Europe. The Catalysis team has built C-suite coaching capability and partners with many organizations throughout the world advancing the idea of healthcare value through delivery redesign using lean, transparency of healthcare performance data, 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 and has directly worked with CMS leaders to broaden their understanding of lean for government.

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 Journal of Patient Safety, The Journal of Healthcare Management, Healthcare: The Journal of Delivery Science and Innovation, Harvard Business Review and Frontiers in Health Services Management. His work on payment reform and the transparency of provider performance data has been featured in The American Journal of Managed Care, The Journal of the American Medical Association, Health Affairs, and the Commonwealth Fund publications. News publications such as TIME, The Wall Street Journal, the CNBC Blog, The Milwaukee Journal Sentinel and Healthcare Finance News have featured articles about Dr. Toussaint's work.

Dr. Toussaint has been recognized for his work in transforming healthcare by organizations such as The Business Healthcare Group of Wisconsin, which awarded him the "Driving Meaningful Change" award in 2014, 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. Wisconsin Governor Jim Doyle also honored Dr. Toussaint with a Certificate of Commendation for Innovation from the State of Wisconsin in 2005.

Keynote Speakers:

- ▶ Tuesday, March 14, 2017
09:45 - 10:45

Location: Canopee



Benjamin Garel
Project Manager – AP HP

Benjamin Garel is an engineer. He made the Ecole Polytechnique and an MBA. He started his lean journey in industry. He became a civil servant and has used lean approached to improve customer satisfaction in healthcare and in court. He has been working in healthcare for 9 years. He is now working in AP HP as project manager and leads several lean transformations in AP HP (Greater Paris University Hospitals) hospitals.

Keynote Speakers:

- ▶ Tuesday, March 14, 2017
15:15 - 16:15

Location: Canopee



Martin Lund

CEO – Mental Health Services,
Capital Region of Denmark

For almost 30 years, Martin Lund has worked in various parts of the Danish health care system, primarily in mental health. In administration, he has worked with national and European health and health care planning, disease prevention and health promotion, research and health registries as well as the establishment of comparable European health data. In health care delivery and management, he was responsible for long-term rehabilitation of people with mental illness and treatment of substance abuse. For the last 15 years, Martin has been responsible for mental health in the greater Copenhagen region. The organization has a staff of 4800 and treated 50,000 patients in 2015.

Seeing that it becomes increasingly difficult to provide sufficient health care to a growing number of people with mental illness and a need to improve quality seen from the patient's point of view, Martin has over the last 6-7 years been increasingly committed to building a system based on waste removal and continuous improvement. He and his organization feel a special obligation to ensure high quality services delivered by a professionally driven organization with a view to getting as much value for money as possible as they serve the weakest groups in society. Therefore, they are striving to become a lean-hospital.

Keynote Speakers:

► Tuesday, March 14, 2017
16:15 - 17:15

Location: Canopee



Miquel Sánchez

Director of the Emergency Department - Hospital
Clínic of Barcelona, Spain

Miquel Sánchez, MD, PhD. After completing his training in Internal Medicine, he started to work as Emergency Medicine Physician in the Hospital Clínic of Barcelona in 1994. Since 2010, he has been the Director of the Emergency Department (ED).

Master on Hospital Administration (1998) and postgraduate diploma on “Leadership of Healthcare Organizations” (2009). In his different positions, he has been highly interested in process management and quality initiatives that improve ED performance and quality markers. In this field he has carried out a good piece of clinical research and published more than 100 original articles in medical journals. Because of that, he has often participated as a speaker in medical conferences and meetings, and as a teacher in courses, diplomas, and masters. In 2014, he completed the Lean Practitioner Program for the Lean Enterprise Institute in Spain. Since then, he has attempted and led a lean transformation in the Emergency Department. It is not being that easy and there is still a long way to go.

Learning Session Speakers:

➤ Principles of Operational Excellence (English, French)

Tuesday, March 14, 2017

11:15 - 12:30 and 13:30 - 14:45

Location: Canopee



Jake Raymer

The Institute for Enterprise Excellence
USA

Jacob Raymer is an internationally recognized speaker addressing corporate and public audiences on the subjects of leadership roles & responsibilities, cultural transformation, and how to achieve enterprise excellence with the right behavior and sustainable long-term results.

As the former Shingo Prize Director of Education at the Jon M. Huntsman School of Business, Jacob co-created the Shingo Model from key insights gained through partnerships with Steven Covey and Ritsuo Shingo (Former CEO of Toyota China). The Shingo Prize is regarded as the premier operational excellence award and recognition program in the world with Business Week dubbing The Shingo Prize as “the Nobel Prize of Manufacturing.” For over 10 years Jacob has developed and trained Shingo Examiners and 1000’s of individuals worldwide on how to assess and implement lean transformation by applying the Shingo Model and its principles. He continues to lecture at the Huntsman School of Business at Utah State University in graduate courses such as “Leadership and Operational Excellence in a Global Context”, and “Principles of Operational Excellence” – where he brings practical application to the theoretical philosophy of excellence.

As a lean motivational speaker, Mr. Raymer shows organizations that true innovation is not achieved by superficial imitation or the isolated, random use of lean tools & techniques and systems (“know how”), but instead requires the “know why” — i.e., an understanding of underlying Principles. By blending his real-life stories and 5 years of Shingo Prize site-visits, Mr. Raymer educates, motivates, and entertains—delivering solutions audiences can use right away.

Mr. Raymer is a member of the National Oversight and Appeals Committee for the Lean Certification program that was created by the Shingo Prize, AME, and SME. At this capacity he actively participates in the development of the certification program and review of candidates.

The Institute for Enterprise Excellence (IEX), founded by Jacob Raymer in 2013, is a research, education and coaching institution that focuses on helping organizations build principle-based architecture to achieve world-class results.

Learning Session Speakers:

Engaging Physicians: Lean as Preventive Medicine for Burnout in Healthcare. (English)

Tuesday, March 14, 2017

11:15 - 12:30 and 13:30 - 14:45

Location: Amarante



Paul DeChant, MD, MBA, FAFAP
Simpler Consulting
USA

Dr. Paul DeChant joined Simpler in 2014 as a physician executive with more than 25 years of clinical and management experience in all aspects of medical group governance, with an emphasis on quality improvement, strategic planning, financial growth, acquisitions and Lean workflow redesign.

From 2009 - 2014 he served as CEO of Sutter Gould Medical Foundation (SGMF), a not-for-profit health care organization dedicated to providing the highest level of patient care. Under his tenure, through implementation of Lean process philosophy, the organization's more than 300 primary and specialty care physicians achieved significant improvements to efficiency, cost and quality of care. Highlights of his contributions include:

- Implementing an organization-wide Lean management system and culture, empowering providers and staff in continuous daily improvement, resulting in the highest levels of provider and patient satisfaction in Sutter Health;
- Improving physician satisfaction from the 45th to 87th percentile
- Increasing profitability while reducing costs
- Achieving recognition for SGMF and its affiliated medical group as the highest rated in overall care among 170 California medical groups two years in a row (Consumer Reports, February 2014 and 2015).

During his tenure with Sutter Health, Dr. DeChant also served as President of the Palomares Division of Palo Alto Medical Foundation (PAMF) and served 4 years as Chair of ACME, Sutter's Administrative Council of Medical Executives. In those roles DeChant launched programs to drive quality and service improvements and cost reductions throughout the system. He has also held leadership roles at Geisinger Health System, High Country Health Care and P.C./Breckenridge Primary Care.

Dr. DeChant has been an active member of prominent national organizations, including the American Academy of Family Physicians, American College of Physician Executives, American Medical Group Association and the Group Practice Improvement Network. He has maintained a high level of civic contributions and community service throughout his career, including founding a free medical clinic for homeless shelter clients, developing a primary care education program and volunteerism in undeveloped countries.

Dr. DeChant graduated from the University of Oregon with a Bachelor of Science degree. He received his medical degree from the Oregon Health and Science University School of Medicine and earned his Master of Business Administration from the University of Colorado-Denver.

Learning Session Speakers:

- Lean transformation at Helsinki and Uusimaa Hospital District. (English)

Tuesday, March 14, 2017

11:15 - 12:30 and 13:30 - 14:45

Location: Cocobolo



Jyrki Perttunen

Hospital District of Helsinki and Uusimaa
(HUS), Finland

Jyrki Perttunen joined the Hospital Director of Helsinki and Uusimaa (HUS) in April 2015 as their Lean Projects Director. He is responsible for advising HUS management in lean transformation and for coaching and leading HUS's lean coaches. Prior to joining HUS Jyrki Perttunen worked as a president of one of the Danaher companies. Before working for Danaher Jyrki Perttunen worked as CEO of medium sized private equity owned companies. Jyrki Perttunen has Masters degrees in industrial management and in law.

Learning Session Speakers:

► Lean Approaches: pros and cons (Dutch, English)

Tuesday, March 14, 2017

11:15 - 12:30 and 13:30 - 14:45

Location: Ginko



René Aernoudts

Lean Management Institute
Netherlands

René has a background in Business Economics, Sociology and Organizational Behavior (Erasmus University Rotterdam, graduated in 1993) and a Postgraduate Diploma (Master Black Belt) from UPC Barcelona Tech (2014).

Before founding the Lean Management Institute in 2004 he was a managing partner of a renowned consulting firm in The Netherlands. His other work experience includes lecturing at two business schools (HES Rotterdam and HvU Utrecht) in the Netherlands. He is an experienced leader: he managed departments in operations, marketing, sales and finance for a variety of organizations. Since the founding of the Lean Global Network (1999), he is one of the board members of this non-profit organization (HQ in Boston, USA) founded by Professor Daniel T. Jones and Dr. James P. Womack, authors of Lean Solutions (2005), Lean Thinking (1996) and The Machine That Changed The World (1990).

René is founder of Planet Lean (www.planet-lean.com), a web-based magazine on Lean and publishing 3 articles a week. He is a guest lecturer at universities and professional educational institutes. He translates and publishes books in the field of Lean. In 2005 he (co-)created the first Lean Certification Program in the Netherlands and has been evolving this since then. He initiated and co-developed the Lean Postgraduate Certification Program in close cooperation with UPC in Barcelona and this program is being delivered worldwide.

René is a well-respected consultant and trainer who has been working as a consultant for over 20 years, in a wide variety of organizations. Main focus since 1998: designing and implementing over 120 transformations worldwide, both in healthcare, government and service industries. His particular expertise includes the change management strategies that can be used in implementing lean in an organization. He has worked in the healthcare sector since 1998 (in a wide range of hospitals, senior care, youth support, child protection).

René has a strong relationship with the educational field: from his early years onwards he has been active as a Judo teacher for youth and mentally impaired people, later as a (guest) Lecturer at several universities and business schools. In 2009 he was appointed a visiting professor at Virginia Tech, Blacksburg, USA. Since 2012 he regularly teaches in MBA programs. René speaks Dutch, English and German.

Learning Session Speakers:

- Le Lean intégré à l'activité clinique quotidienne d'une unité médico-technique : l'expérience de la radiologie interventionnelle à Godinne. (French)

Tuesday, March 14, 2017

11:15 - 12:30 and 13:30 - 14:45

Location: Baobab



Fabrice Deprez, MD, MSM, EBIR
 CHU UCL Namur, Godinne
 Belgium

Dr. Fabrice Deprez is an interventional radiologist (IR) at the CHU UCL Namur since 2013. In addition to his training in Medicine, Radiology (Catholic University of Louvain - UCL) and Interventional Radiology (EBIR – European Board of Interventional Radiology, CIRSE), he obtained his master degree in Sciences of Management from the Leuven School of Management (LSM, UCL) and a certification in Hospital Management from the Public Health Faculty of the UCL.

Concurrently with his clinical and scientific activities, he was highly involved in the "lean transformation" of his IR unit. He also has teaching and professional representation activities, as president of the IR section of the Belgian Society of Radiology.



Renaud Vander Stricht
 CHU UCL Namur, Godinne
 Belgium

Renaud Vander Stricht is a technologist in radiology at the CHU UCL Namur since 2008. He has been working in interventional radiology since 2013. He highly involved in the "lean transformation" of the interventional radiology.

Learning Session Speakers:

- Analyse des flux dans les domaines clinique, support et administratif (French)

Tuesday, March 14, 2017

11:15 - 12:30 and 13:30 - 14:45

Location: Flamboyant

Viviane Malet est une Infirmière spécialisée en soins intensifs de formation, elle est engagée dans la réflexion sur l'optimisation des processus depuis 2008. S'implique dans les démarches Lean à partir de 2010.

Lean manager, formée en gestion de projet et gestion du changement, elle mène à bien plusieurs projets dans le domaine médical et à la pharmacie des HUG. Elle accompagne depuis 2015, la mise en place d'une démarche Lean à la Direction des finances tout en soutenant d'autres départements dans leur projets.



Viviane Malet

Hôpitaux Universitaires de Genève
Switzerland



Philippe Garnerin

Hôpitaux Universitaires de Genève
Switzerland

Philippe Garnerin est formé à l'informatique et l'analyse des données, il s'intéresse depuis de nombreuses années à l'amélioration des processus cliniques notamment du point de vue de la sécurité des soins, de l'analyse rétrospective ou prospective des flux ainsi que de l'aide à leur conduite. Il a débuté ses travaux dans les domaines de l'anesthésiologie, du bloc opératoire, de la transfusion sanguine et du médicament. Depuis 2013, il étend le champ de ses interventions aux processus administratifs au sein de la Direction des finances des HUG.

Wednesday

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Keynote Speakers:

► Wednesday, March 15, 2017
08:45 - 09:45

Location: Canopee



Marianne Griffiths

Chief Executive – Western Sussex Hospitals NHS
Foundation Trust

Marianne Griffiths is the Chief Executive of Western Sussex Hospitals NHS Foundation Trust – the only CQC rated “Outstanding” hospital trust on the south coast and one of only four in England.

Marianne has led the organisation since its formation from a merger in 2009 and has overseen continuous quality improvement ever since. She is passionate about empowering her 6,500 colleagues to make good decisions and has introduced a trust-wide transformation programme called “Patient First” to ensure that services are continually enhanced and improved.

The trust runs St Richard’s in Chichester and Worthing Hospital, both with full A&E, maternity and paediatric departments, as well as Southlands Hospital in Shoreham, which provides outpatient care.

Marianne’s previous roles include Deputy Chief Executive and Director of Commissioning and Delivery at NHS South East Coast and Chief Executive at Kent and Medway Strategic Health Authority.

Keynote Speakers:

► Wednesday, March 15, 2017
09:45 - 10:45

Location: Canopee



Daniel T. Jones
Founding Chairman - Lean Enterprise Academy

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

After studying at the Universities of Sussex and Manchester he joined the National Institute for Economic and Social Research (NIESR) in 1973 researching innovation in the energy industries and comparative industrial performance. In 1977 he joined the Sussex European Research Centre and the Science Policy Research Unit at the University of Sussex researching European industrial policy and performance.

In 1979 he became the European Director of MIT's Future of the Automobile and International Motor Vehicle Programmes. In 1989 he became Professor of Manufacturing Management and founder of the Lean Enterprise Research Centre at Cardiff University Business School. He left Cardiff in 2004 to establish the Lean Enterprise Academy.

He co-authored several best-selling management books, including *The Future of the Automobile*, *The Machine that Changed the World*, *Lean Thinking* and *Lean Solutions*, which summarized the lean management systems pioneered by Toyota, as well as three articles in the *Harvard Business Review*.

This led to the establishment of a network of non-profit institutes to carry out research and education in lean management practices with pioneering organisations across the world. He is the founding Chairman of the Lean Enterprise Academy (www.leanuk.org) in the UK and of the Lean Global Network (www.lean-global.org). LGN organises Lean Summits and publishes books in the USA, UK, Australia, Brazil, China, France, Denmark, India, Israel, Italy, Netherlands, Poland, South Africa, Spain, and Turkey,

He has been part of many initiatives to spread lean thinking to many different sectors. 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. 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 was an advisor to the grocery industry's Efficient Consumer Response (ECR Europe) movement and Editor in Chief of the *International Commerce Review*. He continues to advise leading organisations across the world on lean management.

Keynote Speakers:

► Wednesday, March 15, 2017
15:15 - 16:15

Location: Canopee



Patrick De Coster
CEO – CHU UCL Namur

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 in 1986 the leadership of the nuclear medicine department in one of the two University Hospital of the Catholic University of Louvain (UCL).

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 in 2012 and merged with the hospital of Sainte Elisabeth in Namur in 2016. 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 a fundamentally 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, at the "Ecole des Hautes Etudes en Santé Publique" in France and the School of Management in Strasbourg.

Keynote Speakers:

- Wednesday, March 15, 2017
15:15 - 16:15

Location: Canopee



Johnny Van der Straeten
CEO – Antwerp University Hospital

Johnny Van der Straeten is the CEO of the Antwerp University Hospital. He obtained his master degree in Political and Social Sciences for the University of Antwerp, a postgraduate degree in Managerial Economics and an Executive MBA from the University of Antwerp Management School. He is also an alumnus of the European Health Leadership Programme at Insead.

Learning Session Speakers:

- Understanding Variation: Today's Lessons from Dr. Deming's «Red Bead Experiment» (English, French)

Wednesday, March 15, 2017

11:15 - 12:30 and 13:30 - 14:45

Location: Canopee in the morning (English with French translation) and Cocobolo in the afternoon (English)



Mark Graban
KaiNexus
USA

Mark Graban is an internationally-recognized consultant, author, keynote speaker, and blogger in the world of "Lean Healthcare." Mark also serves as the VP of Improvement and Innovation Services for the technology company KaiNexus.

He is the author of the book *Lean Hospitals: Improving Quality, Patient Safety, and Employee Engagement* (Productivity Press), which was selected for a 2009 Shingo Research and Professional Publication Award and has been translated into eight languages. A 3rd revised edition will be released in June, 2016. Mark has also co-authored a new book, titled *Healthcare Kaizen: Engaging Front-Line Staff in Sustainable Continuous Improvements*, released in June 2012. He is the founder and lead blogger and podcaster at LeanBlog.org, started in January 2005.

Mark earned a BS in Industrial Engineering from Northwestern University as well as an MS in Mechanical Engineering and an MBA from the MIT Sloan Leaders for Global Operations Program (previously known as Leaders for Manufacturing). Mark has worked in automotive (General Motors), the PC industry (Dell), and industrial products (Honeywell). At Honeywell, Mark was certified as a "Lean Expert" (Lean Black Belt).

Since August 2005, Mark has worked exclusively in healthcare, where he has coached lean teams at client sites in North America and the United Kingdom, including medical laboratories, hospitals, and primary care clinics. From 2005 to 2009, Mark was a senior consultant with ValuMetrix Services, a division of Johnson & Johnson, where he led projects in the United States, Canada, and England. He currently consults independently through his company, Constancy, Inc.

Mark's motivation is to apply Lean and Toyota Production System principles to improve quality of care and patient safety, to improve the customer/patient experience, to help the development of medical professionals and employees, and to help build strong organizations for the long term.

From June 2009 to June 2011, Mark was a Senior Fellow with the Lean Enterprise Institute, a not-for-profit educational organization that is a leading voice in the Lean world. Mark served as the LEI's "Chief Engineer" for healthcare activities, including workshops, web & social media, and other publications.

Learning Session Speakers:

- Système de gestion lean-l'expérience au CHU de Québec (Lean Management System-on experience at Centre hospitalier universitaire de Québec) (French, English)

Wednesday, March 15, 2017

11:15 - 12:30 and 13:30 - 14:45

Location: Location is Cocobolo in the morning (French) and Canopee in the afternoon (French with English translation)

Eric Daneau est adjoint au directeur à la direction de l'évaluation, de la qualité et de la planification stratégique au CHU de Québec – Université Laval, biochimiste de formation, accrédité par le Project Management Institute et finissant à la maîtrise en gestion de projet de l'Université du Québec à Rimouski, monsieur Daneau possède plus de 16 ans d'expérience en gestion de projet dont 12 ans dans l'industrie pharmaceutique. En poste depuis janvier 2011 au CHU de Québec, il travaille à développer la culture Lean et l'amélioration continue au sein de cet établissement.



Eric Daneau

CHU de Québec – Université Laval
Canada



Élisabeth Morin Courte

CHU de Québec – Université Laval
Canada

Mme Morin œuvre dans le domaine du développement organisationnel depuis plus de 15 ans. Actuellement, elle est Chef du Service de développement organisationnel à la direction des ressources humaines du CHU de Québec-Université Laval. Elle a également évolué comme consultante et chef de pratique dans une firme conseil en gestion pendant 10 ans.

Détentrice d'une maîtrise en psychologie organisationnelle de l'Université de Sherbrooke, ses champs d'intervention concernent l'accompagnement d'équipe de gestion et la gestion du changement. Elle participe activement au développement de la culture d'amélioration continue au sein de son établissement.

Learning Session Speakers:

➤ The Myth of the Problem Solving Leader (Dutch, English)

Wednesday, March 15, 2017

11:15 - 12:30 and 13:30 - 14:45

Location: Ginko



Kjeld Aij

VU University Medical Center
Finland

Kjeld Aij is a business administrator and registered nurse with an MBA, Master Black Belt and over fifteen years of experience in the health care industry. He worked as the head of Anesthesiology & Operative Care at the VU University Medical Center from 2010 to mid-2015. In April 2015, he became the Director of Business Administration for the Acute Care Division at VUmc. Kjeld has implemented various projects in the areas of quality and patient safety and spearheaded, among other projects, the introduction of lean thinking and lean processes in the operating rooms.

Kjeld has previously conducted research into leadership and successful change in organizations, with a special focus on the role of middle management. Since 2010, he has served as a member of the project committee for the Dutch Operating Room Benchmarking Collaborative, whose objective is to improve operating room performance through mutual learning from best practices. In 2010, he was appointed as a research member of the Lean Healthcare Research Consortium of Stanford University in Palo Alto, California, USA. He got his PhD in 2015, investigating the leadership behaviors essential to the successful, sustainable implementation of lean principles in hospitals. He also teaches at VU University and is a popular speaker at conferences and is author of the books *Practical Lean Leadership for Healthcare Managers* and *The New Leadership*.

Learning Session Speakers:

- An academic hospital 360 OR transformation... and after? (English)

Wednesday, March 15, 2017

11:15 - 12:30 and 13:30 - 14:45

Location: Flamboyant

Anne-Sophie Marsin, PhD, is Chief Strategy Officer at Saint Luc University Hospital in Brussels, Belgium. She 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 subspike in customer insights- and capability building/ transformation program. At Saint-Luc, Anne-Sophie is responsible to develop, upgrade, and ensure the implementation of the strategic plan, one of the strategic axes being the transformation of the hospital.



Anne-Sophie Marsin
Saint-Luc University Hospital
Belgium



Olivier Ykman
Saint-Luc University Hospital
Belgium

Olivier Ykman, is the head of OR administration at Saint Luc University Hospital in Brussels, Belgium for the last 8 years. He has a bachelor degree in nursing and a postgraduate education in Tropical Medecine; he also holds a master in Public Health and Healthcare Institution Management. Oliver has been working at Saint-Luc university hospital since 1995 where he has covered many different areas: 4 years in abdominal surgery care units, 8 years as Clinical Research Coordinator and Oncology Care Coordinator and 2 years in the OR administration.

Now, Olivier is responsible for all organizational, administrative, financial and infrastructure-related matters within the OR.

Olivier has been largely involved in the last OR 360° transformation and has led several optimization waves.



Carine Hens
Saint-Luc University Hospital
Belgium

Learning Session Speakers:

- Lean Management in the Perioperative Setting:
Getting your ducks in a row (English)

Wednesday, March 15, 2017

11:15 - 12:30 and 13:30 - 14:45

Location: Amarante



Jens W. Krombach, MD

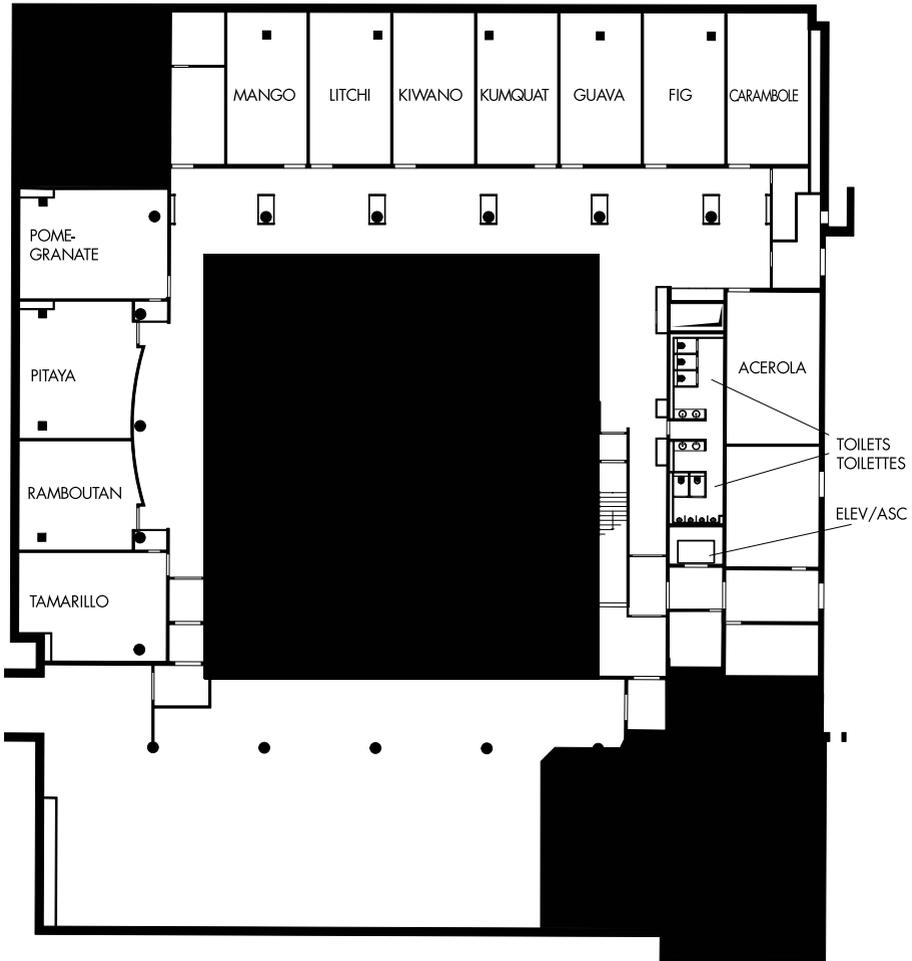
Zuckerberg San Francisco General Hospital
Germany/USA

Dr. J. Krombach attended medical school in Frankfurt/Germany and completed anesthesia residency training and a fellowship in transfusion medicine in Frankfurt and Cologne. In 2002, he became a faculty member at the University of California San Francisco. Dr. Krombach served as the clinical director of anesthesia from 2006-2009, before becoming the medical perioperative director at Zuckerberg San Francisco General Hospital.

Dr. Krombach's research interest focuses on patient safety and quality improvement projects, especially in implementing clinical health care checklists. He has been involved in lean improvement projects within the operating room for over 4 years.

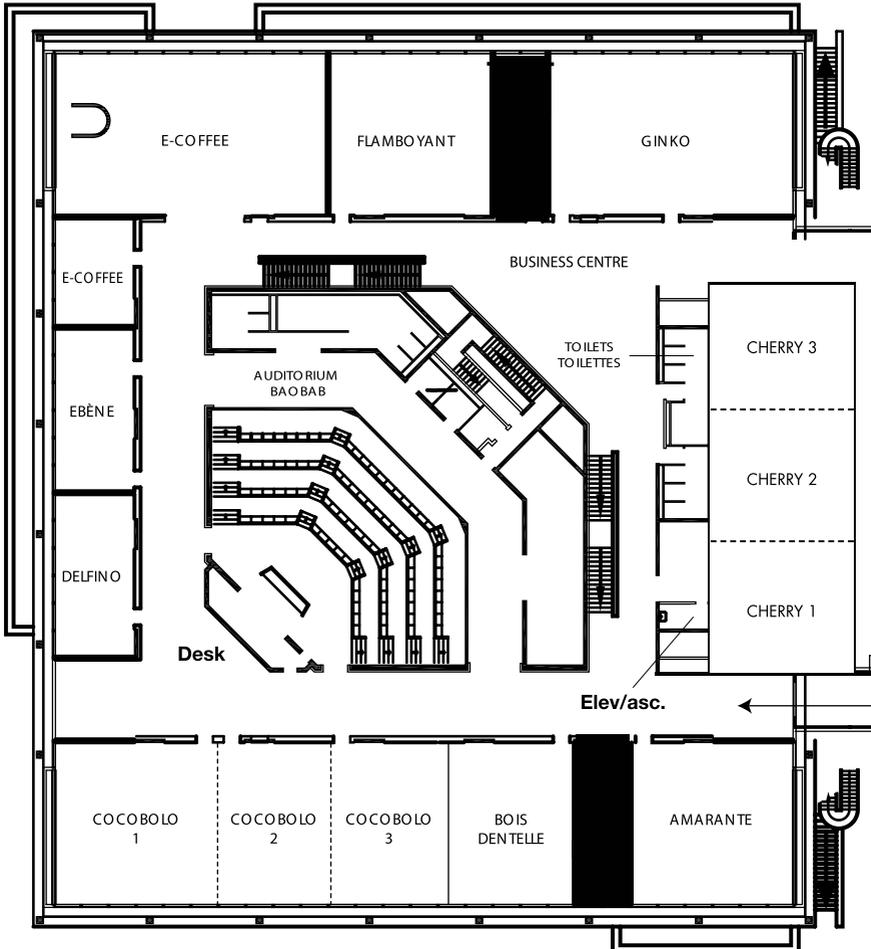
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RÉZ-DE-CHAUSSÉE GROUND FLOOR



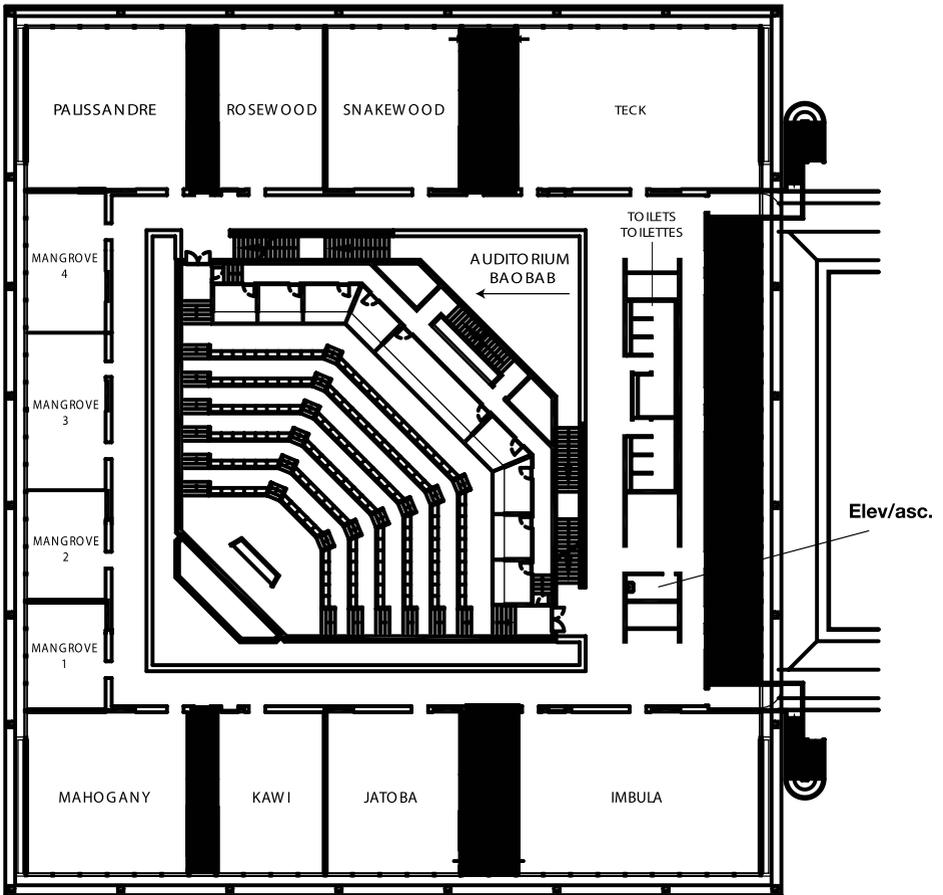
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PREMIERE ÉTAGE FIRST FLOOR



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DEUXIÈME ÉTAGE SECOND FLOOR



Agenda - Monday, March 13

07:30 - 17:00	Registration		
08:30 - 16:30	Lean Go	French	Cocobolo
	Creating a Lean Management System	English	Flamboyant
	Building Blocks of Enterprise Excellence	English	Amarante
	Understanding Variation and Performance Management	English	Ginko
12:00 - 13:00	Lunch		Argan Restaurant

Agenda - Tuesday, March 14

07:30 - 08:30	Registration		
08:30 - 08:45	Opening Comments	English, French	Canopee
08:45 - 09:45	Opening Keynote : John Toussaint CEO – Catalysis (formerly ThedaCare Center for Healthcare Value)	English, French	Canopee
09:45 - 10:45	Keynote: Benjamin Garel Project Manager – AP HP	English, French	Canopee
10:45 - 11:15	Networking Break		
11:15 - 12:30 Learning Sessions (Choose 1 of 6)	Analyse des flux dans les domaines clinique, support et administratif	French	Flamboyant
	Principles of Operational Excellence	English, French	Canopee
	Le Lean intégré à l'activité clinique quotidienne d'une unité médico-technique : l'expérience de la radiologie interventionnelle à Godinne.	French	Baobab
	Engaging Physicians: Lean as Preventive Medicine for Burnout in Healthcare.	English	Amarante
	Lean Approaches: pros and cons	English	Ginko
	Lean transformation at Helsinki and Uusimaa Hospital District.	English	Cocobolo
12:30 - 13:30	Lunch		Redwood
13:30 - 14:45 Learning Sessions (Choose 1 of 6)	Analyse des flux dans les domaines clinique, support et administratif	French	Flamboyant
	Principles of Operational Excellence	English, French	Canopee
	Le Lean intégré à l'activité clinique quotidienne d'une unité médico-technique : l'expérience de la radiologie interventionnelle à Godinne.	French	Baobab
	Engaging Physicians: Lean as Preventive Medicine for Burnout in Healthcare.	English	Amarante
	Lean Approaches: pros and cons	Dutch	Ginko
	Lean transformation at Helsinki and Uusimaa Hospital District.	English	Cocobolo
14:45 - 15:15	Networking Break		
15:15 - 16:15	Keynote: Martin Lund CEO – Mental Health Services, Capital Region of Denmark	English, French	Canopee
16:15 - 17:15	Keynote: Miquel Sánchez Director of the Emergency Department - Hospital Clínic of Barcelona	English, French	Canopee

Agenda - Wednesday, March 15

07:30 - 08:30	Registration		
08:30 - 08:45	Opening Comments	English, French	Canopee
08:45 - 09:45	Opening Keynote : Marianne Griffiths Chief Executive – Western Sussex Hospitals NHS Foundation Trust	English, French	Canopee
09:45 - 10:45	Keynote: Daniel T. Jones Founding Chairman - Lean Enterprise Academy	English, French	Canopee
10:45 - 11:15	Networking Break		
11:15 - 12:30 Learning Sessions (Choose 1 of 6)	Système de gestion lean-l'expérience au CHU de Québec (Lean Management System-on experience at Centre hospitalier universitaire de Québec)	French	Cocobolo
	An academic hospital 360 OR transformation...and after?	English	Flamboyant
	Lean Management in the Perioperative Setting: Getting your ducks in a row	English	Amarante
	Team-led implementation of Lean in outpatient clinics	English	Baobab
	The Myth of the Problem Solving Leader	English	Ginko
	Understanding Variation: Today's Lessons from Dr. Deming's «Red Bead Experiment»	English, French	Canopee
12:30 - 13:30	Lunch		Redwood
13:30 - 14:45 Learning Sessions (Choose 1 of 6)	Système de gestion lean-l'expérience au CHU de Québec (Lean Management System-on experience at Centre hospitalier universitaire de Québec)	English, French	Canopee
	An academic hospital 360 OR transformation...and after?	English	Flamboyant
	Lean Management in the Perioperative Setting: Getting your ducks in a row	English	Amarante
	Team-led implementation of Lean in outpatient clinics	English	Baobab
	The Myth of the Problem Solving Leader	Dutch	Ginko
	Understanding Variation: Today's Lessons from Dr. Deming's «Red Bead Experiment»	English	Cocobolo
14:45 - 15:15	Networking Break		
15:15 - 16:15	Closing Keynote: Patrick De Coster CEO – CHU UCL Namur Johnny Van der Straeten CEO – Antwerp University Hospital	English, French	Canopee

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