Lean Healthcare Academic Conference from Stanford

Understanding Problem Solving Together - During a Crisis and Beyond

Virtual | September 29 – 30, 2020

Conference Program & Guide

www.leanhealthatstanford.org
ORGANIZING COMMITTEE

Denise Bennett  
Senior Improvement Coach, Stanford Children’s Health, Lean Enterprise Australia & Australasian Lean Healthcare Network and Faculty, Lean Global Network

Terry Platchek, MD  
Vice President, Performance Improvement, Stanford Children’s Health & Clinical Associate Professor, Pediatrics, Stanford University School of Medicine

Elizabeth Freeman  
Senior Advisor, Clinical Affairs, Stanford University School of Medicine

Jonnaelle Lucas  
Performance Improvement Manager, Stanford Children’s Health

Jessey Bargmann-Losche  
Executive Director, Center for Pediatric and Maternal Value, Stanford Children’s Health

Stephanie Goodman  
Strategic Planning Analyst, Stanford Children’s Health

Lane Donnelly  
Chief Quality Officer, Professor Radiology and Pediatrics, Stanford Children’s Health

Nasim Delavari  
Performance Improvement Associate, Stanford Children’s Health

Benjamin R. Elkins  
Director, Value Improvement and CELT, Stanford Health Care

Lauren Destino, MD  
Clinical Associate Professor, Medical Director for Acute Care, Lucile Packard Children’s Hospital Stanford, Associate Medical Director, Division of Pediatric, Hospital Medicine

Sheri Nakamura  
Performance Improvement Director of Capability Development, Stanford Children’s Health

Nilushka Melnick  
Director of Strategic Programs, Office of Chief Quality Officer, Stanford Health Care

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Celina Meza  
Program/Project Coordinator, Stanford Medicine Center for Improvement

Lisa Warner  
Executive Officer, Lean Enterprise Australia and Australasian Lean Healthcare Network

Stevie Mikkelsen  
Administrative Support, Stanford Children’s Health
Dear Colleagues

At the conclusion of our conference last year, who would have guessed that our program would be entirely virtual in 2020? What a difference a year makes! We have faced countless challenges responding and adapting to a pandemic that has changed the way we deliver healthcare and even interact with one another as a society. Remarkably, we are still improving. Perhaps now more than ever, we must celebrate our resolve to continuously improve the way we provide care for those in need. We must celebrate our efforts to share our learnings. We must celebrate the diversity that each of us bring to our shared experience. We consider ourselves incredibly fortunate to be able to gather as a committed and supportive community, even if we must do so virtually. So, on behalf of the organizing committee, we are delighted to welcome you to the 5th Lean Healthcare Academic Conference from Stanford.

After several years of exploring how we can better adopt and adapt Lean improvement systems in healthcare, we are focusing our attention this year on understanding problem solving together – during a crisis and beyond. Applying our learnings from great teachers like Edgar Schein and John Shook, we know that Lean management must be more than just a collection of tools. Successful lean transformation in healthcare requires the active engagement of our most important resource in healthcare – our people. During this crisis, engaging our people is even more important as exhaustion and burnout plague health systems even more. Our theme this year is focusing on how healthcare workers solve problems and improve their work. In doing so, they not only drive more value for our patients but also create a better work experience for all of us.

Starting in year one, the Lean Healthcare Academic Conference was designed to foster an increased and deeper understanding of lean improvement in healthcare with an emphasis on learnings from teaching hospitals around the world and more broadly, through a program which follows an academic format. An international call for abstracts, led by Dr. Lauren Destino, continues to serve as the basis for the program design. We received a robust number of submissions yielding 64 programmed posters, several of which have been selected for oral plenary and breakout presentations. In accordance with our founding principle, well over half the program is comprised of delegate contributions! We hope this forum will continue to serve as a rallying call for further academic collaboration and foster opportunities for each of us to continue to learn from each other even as we are re-imaging what it means to go to gemba.

This conference continues as a partnership between Stanford Children’s Health, Stanford Health Care and the Stanford University School of Medicine. In its fifth year, we are delighted to be joined by clinicians, leaders and improvement practitioners from over 40 organizations across 7 countries and 5 continents. Despite the challenge of vast distance, multiple time zones, pressing needs and, yes, exhaustion, we are convening to share our understanding of how Lean Thinking is enhancing problem solving in healthcare.

We would like to express our sincere gratitude to the multitude of world-class speakers and contributors in our program for their generous participation in this event. The Lean Global Network, through the US and Australian Institutes, continues its support of this event and we are thankful for their contribution and participation. Critical to the success of any academic conference is the robust support of institutions which encourage their employees to share their learnings; The VA Palo Alto Health Care System, Stanford Medicine, UC San Diego Health, and Eastern Health in Australia deserving of special thanks as organizations fielding 10 or more delegates hoping to share their learnings. We would be remiss not to acknowledge the immense contribution of our colleagues who helped organize this event, your enthusiasm and hard work have made this event a true success.

Last, but certainly not least, we would like to express our sincere appreciation to all of you attending the conference. Our aim is to broaden the understanding of how lean systems can be successfully applied in healthcare and the submission of abstracts by delegates is the critical piece to furthering our learning. We are very grateful to all those sharing their work so we can all learn together.

As always, true to our Lean aspirations, we deeply value your participation and feedback.

With warm regards,
Denise Bennett and Terry Platchek, MD
Conference Conveners on behalf of the Lean Healthcare Academic Conference Organizing Committee

CONFERENCE ADVISORY GROUP

Alice Lee
Senior Coach, Lean Enterprise Institute

Jack Billi, MD
Professor of Internal Medicine and Learning Health Sciences, University of Michigan Medical School

M. Chris Decker, MD
Professor of Emergency Medicine, Chief Transformation Officer, Medical College of Wisconsin

Lesley Doherty, RN
Board Member - Ireland East Hospital Group
Registered Nurse - Wirral Clinical Commissioning Group Governing Body U.K.

Jane Evans
Director, Quality Planning and Innovation, Corporate Services, Performance Excellence and Consumer Engagement, Eastern Health

Rachel Regan
Director, Events and Payment Initiatives, Catalysis

Lisa Schilling
Vice President, Quality, Safety and Clinical Effectiveness, Stanford Health Care

Karen Frush, MD
Chief Quality Officer, Clinical Professor, Emergency Medicine, Stanford Health Care

Randy O’Donnell
Performance Improvement Manager, Quality Management, Oregon Health & Science University

David B. Larson, MD, MBA
Professor and Vice Chair, Education and Clinical Operations, Department of Radiology, Stanford University School of Medicine

Thomas G. Rundall
Professor Emeritus at the UC Berkeley School of Public Health
## SESSION A

**Moderators:** Terry Platchek, MD, Vice President, Performance Improvement, Stanford Children’s Health & Clinical Associate Professor, Pediatrics, Stanford University School of Medicine & Denise Bennett, Senior Improvement Coach, Stanford Children’s Health, Lean Enterprise Australia & Australasian Lean Healthcare Network and Faculty, Lean Global Network

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<tr>
<th>Time</th>
<th>Session/Activity</th>
<th>Speaker(s)</th>
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<tr>
<td>2:00pm</td>
<td>Welcome and Opening Address – Lloyd B. Minor, MD, Dean, Stanford University School of Medicine</td>
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<tr>
<td>2:15pm</td>
<td>Keynote Address: A Lean Culture Facilitated the Response to the COVID-19 Pandemic in the Epicenter of the United States</td>
<td>Courtney Vose, DNP, MBA, RN, APRN, NEA-BC, Vice President and Chief Nursing Officer &amp; Craig Albanese, MD, MBA, Senior Vice President &amp; Chief Operating Officer, NYP Morgan Stanley Children’s Hospital &amp; Chief Clinical Integration Officer, New York Presbyterian System</td>
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<tr>
<td>3:00pm</td>
<td>Delegate Poster Presentations - Plenary</td>
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<tr>
<td>3:05pm</td>
<td>1. How LEAN Concepts and Methods Bolstered an Urgent Care Clinic’s Experience During the COVID-19 Pandemic Crisis</td>
<td>Carmen Liang, DO, MPH, Associate Medical Director, ZSFG Urgent Care Center, Associate Clinical Professor, University of California, San Francisco and Zuckerberg San Francisco General Hospital and Trauma Center</td>
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<td>3:13pm</td>
<td>2. SARS-COV2 Healthcare Staff Exposure Reduced Via Inpatients-Staff Touch Points Optimization</td>
<td>Javier Sala Mercado, MD, Vice Coo &amp; CMO, Instituto Modelo De Cardiologia Privado SRL, Argentina</td>
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<td>3:21pm</td>
<td>3. Success Factors and Biggest Barriers for Achieving Measurable Performance Improvements with Lean in the COVID-19 Era</td>
<td>Elina Reponen, MD, PhD, Deputy Chief Anaesthesiologist, Development Manager, Center for Lean Engagement and Research in Healthcare, UC Berkeley/ Helsinki University Hospital, Hospital District of Helsinki and Uusimaa, Finland</td>
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<td>3:29pm</td>
<td>4. The Obstetric Hypertensive Emergency Management Initiative</td>
<td>Catherine Tanzer, Principal House Officer, Obstetrics and Gynaecology, Mater Mother’s Hospital, Brisbane, Australia</td>
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<td>3:37pm</td>
<td>5. Developing a Frailty Model Line in IEHG: A Home First Approach</td>
<td>Fiona Keogan, Service Improvement Lead, Ireland East Hospital Group, (IEHG), Ireland</td>
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<td>3:45pm</td>
<td>Break and Poster Viewing</td>
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**SESSION B**

### 4:00pm

**Break Out Delegate Poster Presentations**

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<tr>
<td>4:00pm</td>
<td><strong>B.1 Increasing Safety and Reducing Harm for Patients and Staff</strong></td>
<td>Moderators: Sheri Nakamura, Performance Improvement Director of Capability Development, Stanford Children's Health &amp; Elizabeth Freeman, Senior Advisor, Clinical Affairs, Stanford University School of Medicine</td>
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<td><strong>B.2 COVID-19 Response: Applying Lean Thinking to Supply Chains</strong></td>
<td>Moderators: Jack Billi, Associate Vice President for Medical Affairs and Associate Dean, University of Michigan Medical School &amp; Jonaille Lucas, Performance Improvement Manager, Stanford Children's Health</td>
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<td><strong>B.3 COVID-19 Response: Leveraging on Lean Management Systems</strong></td>
<td>Moderators: Terry Platchek, MD, Vice President, Performance Improvement, Stanford Children's Health &amp; Clinical Associate Professor, Pediatrics, Stanford University School of Medicine &amp; Jane Evans, Director, Performance Excellence, Patient Experience and Consumer Engagement, Eastern Health</td>
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<td><strong>B.4 COVID-19 Response: Getting Ready for COVID-19</strong></td>
<td>Moderators: Lauren Destino, MD, Clinical Associate Professor, Medical Director for Acute Care, Lucile Packard Children's Hospital Stanford, Associate Medical Director, Division of Pediatric, Hospital Medicine &amp; Denise Bennett, Senior Improvement Coach, Stanford Children’s Health, Lean Enterprise, Australia &amp; Australasian Lean Healthcare Network and Faculty, Lean Global Network</td>
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<td><strong>COVID-19 Visitor Screening at Hospital Entry</strong></td>
<td>Kasia Pitman, Continuous Improvement Coach, Southern Adelaide Local Health Network (SALHN), Australia</td>
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<td><strong>Lean Methodology Used to Meet PPE Needs</strong></td>
<td>Wilson Lamy, Senior Quality &amp; Innovation Coach, Armstrong Institute, Johns Hopkins Medicine</td>
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<td><strong>Virtual Tiered Status Reporting: A Critical Component for Rapid COVID-19 Operations</strong></td>
<td>Denise Elgarico, Senior Improvement Advisor, UCSF Health Continuous Improvement Department, University of California, San Francisco</td>
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<td><strong>Streamlining the Diagnostic Process for COVID-19: Solution for Test Ordering to Data Sharing in Contact Tracing</strong></td>
<td>Mani Kanerva, Chief Specialist in Infectious Diseases, University of Helsinki and HUS Helsinki University Hospital</td>
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<td><strong>Ensuring Critical PPE Supply During a Pandemic</strong></td>
<td>Brianna Read, Improvement Coach, Southern Adelaide Local Health Network (SALHN), Australia</td>
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<td><strong>Leveraging the Daily Management System During COVID-19</strong></td>
<td>Kevin DeHonty, Continuous Improvement Advisor, Michigan Medicine</td>
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<td><strong>Hospital-wide Daily Monitoring and Efficient Use of Personal Protective Equipment During COVID-19 Pandemic and Beyond</strong></td>
<td>Javier Sala Mercado, Vice COO &amp; CMO, Instituto Modelo De Cardiología Privado SRL, Argentina</td>
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<td><strong>How UC San Diego Used Lean to Build a Sustainable COVID-19 Incident Command Center</strong></td>
<td>Monique Imroth, Director, Emergency Management, Tel. Operator Services, UC San Diego Health</td>
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<td><strong>Recognizing Community and Staff Through a Centralized External Food Donation Process</strong></td>
<td>Thomas Laack, Transformation Facilitator, Medical College of Wisconsin</td>
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<td><strong>Lessons Learned: Workforce Adjustment in COVID-19</strong></td>
<td>Mason Ybarra, Patient Care Manager, Lucile Packard Children’s Hospital, Stanford</td>
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<td><strong>Using a Continuous Improvement Methodology to Design and Implement a Fever Clinic</strong></td>
<td>Angie Goodrich, Improvement Coach, Southern Adelaide Local Health Network (SALHN), Australia</td>
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<td><strong>Preparing for COVID-19 Surge via Central Labor Pool</strong></td>
<td>Grace Ty, Performance Improvement Consultant, Oregon Health &amp; Science University</td>
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<td><strong>Rapid Preparation to Combat COVID-19</strong></td>
<td>Katherine Jackman, Head of Learning and Development, Mater Education, Brisbane, Australia</td>
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### 4:45pm

**Shook and Schein Dialogue: The Importance of the Technical and Social Domains of Improvement in the Setting of Rapidly Changing and Urgent Conditions**

Lane Donnelly, MD, Chief Quality Officer, Stanford Children’s Health and Karen Frush, MD, Chief Quality Officer, Stanford Health Care host a conversation between Edgar Schein, Emeritus Professor, MIT & John Shook, Chairman, Lean Global Network
## CONFERENCE PROGRAM
### DAY ONE: TUESDAY 2:00PM – 6:30PM (PACIFIC TIME ZONE)

### SESSION B

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<tr>
<td>5:40pm</td>
<td>Networking, Poster Viewing and Discussions</td>
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<tr>
<td></td>
<td><strong>1. Clinical Improvement</strong></td>
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<td>Moderators: Shari Nakamura, Performance Improvement Director of Capability Development, Stanford Children’s Health &amp; Elizabeth Freeman, Senior Advisor, Clinical Affairs, Stanford University School of Medicine</td>
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<td><strong>2. COVID-19: Impact on Essential Services</strong></td>
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<td><strong>3. COVID-19: Preparing and Responding</strong></td>
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<td>Moderators: Denise Bennett, Senior Improvement Coach, Stanford Children’s Health, Lean Enterprise Australia &amp; Australasian Lean Healthcare Network and Faculty, Lean Global Network &amp; Jane Evans, Director, Performance Excellence, Patient Experience and Consumer Engagement, Eastern Health</td>
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<td><strong>4. COVID-19: Improving Communication</strong></td>
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<td>Moderators: Lauren Destino, MD, Clinical Associate Professor, Medical Director for Acute Care, Lucile Packard Children’s Hospital Stanford, Associate Medical Director, Division of Pediatric, Hospital Medicine &amp; Linda Lam, Performance Improvement Manager, Stanford Children’s Health</td>
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### Networking Sessions!

What will you choose to close day one of the event … this isn’t going to be an easy decision! But whatever you choose you’re guaranteed some fun!

#### Lean Sharing and Improv with Platchek

What’s an improvement conference without a little impromptu fun and frivolity? Come network with your improvement colleagues from close and far away. We will share some of our favorite moments from the conference, learn a bit about one another and practice a little of our improvisation skills with friends.

Bring your favorite beverage, wear a crazy hat and join us for what will sure be a memorable session!

#### Join John and Jack for e-Cocktails

If you are ready to relax and reflect after the hectic conference schedule with your favorite cocktail (Bring Your Own), join in on a conversation with John Shook and Jack Billi to learn how they continue to support improvement since the spread of COVID-19. They will share some of their experiences and observations but are keen to hear from you on what you have learned. How are you facing the challenges of improving healthcare in the midst of the pandemic? What is working well? What are you struggling with? We guarantee John and Jack will encourage thinking that will be impactful beyond this short session.

#### Lean Trivia

If you’re not quite ready to relax or unwind, then join our Quiz Master, Hurley Smith, for fast-paced virtual trivia! Test how much you really know about Lean and how well you’ve listened throughout the program on Day 1! This session will be sure to get your heart racing as you will not only need to answer correctly, but be the fastest to answer in order to win the prize! There’s a prize too for the best Zoom background!
CONFERENCE PROGRAM
DAY TWO: WEDNESDAY 10:00AM – 1:30PM (PACIFIC TIME ZONE)

10:00am Welcome to Day Two
Lane Donnelly, Chief Quality Officer, Professor Radiology and Pediatrics, Stanford Children’s Health

10:10am Panel Presentation Where Leaders Share Their Application of Lean Thinking in Preparing for and Managing the COVID-19 Crisis
Olga Farré, MD, Chief Medical Officer & Rosa Simon, RN, Chief Nurse of Lean and Quality, Garraf-Penedes Hospital, Barcelona
Kimberly Eng, Chief Operating Officer, Lynn Community Health Center, Massachusetts
Anne-Marie Keown, Chief Operating Officer, Ireland East Hospital Group, Ireland
Trisha O’Moore-Sullivan, MD, Director of Medical and Chronic Diseases, Mater Health, Brisbane, Australia

11:10am Delegate Poster Presentations: Break out Rooms
C.1 Using Telehealth and Virtual Services to Maintain and Improve Services
Moderators: Sheri Nakamura, Performance Improvement Director of Capability Development, Stanford Children’s Health & Elizabeth Freeman, Senior Advisor, Clinical Affairs, Stanford University School of Medicine

C.2 Lean Transformation in Organizations, Services and Value Streams
Moderators: Jack Billi, Associate Vice President for Medical Affairs and Associate Dean, University of Michigan Medical School & Jonaiele Lucas, Performance Improvement Manager, Stanford Children’s Health

C.3 Improving Processes and the Work流 Moderators: Terry Platcok, MD, Vice President, Performance Improvement, Stanford Children’s Health & Clinical Associate Professor, Pediatrics, Stanford University School of Medicine & Lauren Destino, MD, Clinical Associate Professor, Medical Director for Acute Care, Lucile Packard Children’s Hospital Stanford, Associate Medical Director, Division of Pediatric, Hospital Medicine

C.4 Methods of Improvement and Engagement
Moderators: Denise Bennett, Senior Improvement Coach, Stanford Children’s Health, Lean Enterprise Australia & Australasian Lean Healthcare Network and Faculty, Lean Global Network & Daniel J. Murphy, MD, Professor of Pediatrics (Cardiology), Medical Director Ambulatory Services, Stanford School of Medicine

11:10am Poster Viewing

Innovative Telehealth Expansion
Alan Laver, Director, Hospital Technology and Communications, Stanford Children’s Health

A Multidisciplinary Pathway for High-Risk Outpatient Procedures During the COVID-19 Pandemic
Kristen Merriman, Director of Respiratory Care Services, Stanford Health Care

Using Lean to Redesign Gynaecological Oncology Patient Pathway and Experience
Eithne Mullen, Service Improvement Lead, Ireland East Hospital Group (IEHG), Ireland

Using Lean Methodology to Transform Maternity Services in a Model 3 General Hospital
Liz Kelso, Service Improvement Lead, Ireland East Hospital Group (IEHG), Ireland

Developing a Lean Recruitment Model for IEHG
Anne-Marie Kennedy, HR Manager, Ireland East Hospital Group (IEHG), Ireland

Leveraging Leader Standard Work to Support Operational Stability
Nasim Delavari, Performance Improvement Associate, Stanford Children’s Health

Clinical Advancement Model
Froiland Agana Ascano, Nursing Professional Development Specialist, Stanford Children’s Health

PI Going Digital
Chris Pratt, Performance Improvement Director, Stanford Children’s Health

IEHG Flow Improvement Programme: Journey to Better Care
Liz Kelso, Service Improvement Lead, Ireland East Hospital Group (IEHG), Ireland

11:50am Break
LEARN HEALTHCARE ACADEMIC CONFERENCE FROM STANFORD
DAY TWO: WEDNESDAY 10:00AM – 1:30PM (PACIFIC TIME ZONE)

SESSION D
Moderators: Terry Platchek, MD, Vice President, Performance Improvement, Stanford Children's Health & Clinical Associate Professor, Pediatrics, Stanford University School of Medicine & Elizabeth Freeman, Senior Advisor, Clinical Affairs, Stanford University School of Medicine

12:10pm A New Story: Humor as a Secret Weapon in Business and Life
Jennifer Aaker PhD, The General Atlantic Professor, Stanford Graduate School of Business

12:40pm 200 Years of Improvement History: Learn from the Past, Prepare for the Future
Hurley Smith, Manager, Improvement Team, Stanford Health Care

12:55pm Closing Keynote: Lean Leadership During a Crisis and Beyond
Rick Majzun, Vice President and Chief Operating Officer, Stanford Children’s Health

1:20pm Poster Awards and Conference Close
Terry Platchek, MD, Vice President, Performance Improvement, Stanford Children’s Health & Clinical Associate Professor, Pediatrics, Stanford University School of Medicine & Lauren Destino, MD, Clinical Associate Professor, Medical Director for Acute Care, Lucile Packard Children's Hospital Stanford, Associate Medical Director, Division of Pediatric, Hospital Medicine

1:30pm Conference Close

INVITED SPEAKERS

Courtney Vose, DNP, MBA, RN
Vice President and Chief Nursing Officer of Nursing and Patient Care Services at New York-Presbyterian (NYP)/Columbia University Medical Center, NYP/Allen, and the NYP/Ambulatory Care Network

Courtney also holds the title of Clinical Instructor at the Columbia University School of Nursing. She received her Bachelor of Science in Nursing from Indiana University of Pennsylvania. She received her Master of Science in Nursing and became a Certified Registered Nurse Practitioner at Temple University. She has successfully completed the Penn State University Leadership Course and the Wharton Nursing Leaders Program at the University of Pennsylvania. She achieved her Master of Business Administration at DeSales University where she also obtained her Doctor of Nursing Practice in Executive Leadership in June 2016.

She is an active member in the Sigma Theta Tau International Honor Society of Nursing and Delta Mu Delta International Honor Society in Business Administration. She is the President Ex-officio and the past Treasurer to the Pennsylvania Eastern Regional Organization of Nurse Leaders, and she completed a two year term on the Board of Directors to the Pennsylvania Organization of Nurse Leaders. She has recently served as the co-chair for the Education Committee for the New York Organization of Nurse Executives and Leaders, where she also served Ex-officio on their Board of Directors. She was recently elected to the Capital Blue Cross Board of Directors. She serves as a leadership and research preceptor to nurses at numerous universities including New York University and Columbia University. She has advanced nursing practice through numerous publications, oral and poster presentations at regional and national meetings.

Craig T. Albanese, MD, MBA
Senior Vice President and Chief Operating Officer, New York-Presbyterian/Morgan Stanley Children’s Hospital and Sloane Hospital for Women, and the Chief Clinical Integration Officer for the 10 Hospital NYP Enterprise.

Dr. Albanese is responsible for overseeing all operations and managing the strategic direction of the children’s and women’s hospital. In addition, he oversees the clinical integration of all adult and pediatric service lines across the NYP enterprise, with the aim of assuring timely, high quality, patient-centric and cost effective NYP brand of care. Prior to his position at New York Presbyterian (NYP), he spent 14 years at Stanford Children’s Health, most recently serving as the Vice President of Quality and Performance Improvement. He also served as the John A. and Cynthia Fry Gunn Director of Pediatric Surgical Services at Lucile Packard Children's Hospital and was a Professor of Surgery, Pediatrics, and Obstetrics and Gynecology at Stanford University Medical Center. Prior to this, Dr. Albanese held faculty appointments and leadership roles at the Children’s Hospital of Pittsburgh and the University of California, San Francisco. After receiving his medical degree from SUNY Health Science Center in Brooklyn, Dr. Albanese was a resident and chief resident in general surgery at Mount Sinai Medical Center. He then completed pediatric general surgery and critical care research fellowships at Children’s Hospital of Pittsburgh.

Dr. Albanese also holds a Master’s in Business Administration from the Leavey School of Business at Santa Clara University. He has published more than 160 peer reviewed articles, was an NIH-funded investigator and the program director for Stanford’s pediatric general surgery fellowship. An expert in management and improvement science and operations, he published a book on improvement science in health care entitled, Advanced Lean in Healthcare. His recent work at NYP has been aimed at implementing a daily management system across NYP’s 10 hospitals. Dr. Albanese is also the executive sponsor for Graduate Medical Education at NYP, the nation’s largest single site training program.
INVITED SPEAKERS

**Lane F. Donnelly, MD**  
Chief Quality Officer, Lucile Packard Children's Hospital at Stanford and Stanford Children's Health.  
Lane is also a Professor and the Associate Dean, Maternal and Child Health (Quality and Safety) in the School of Medicine at Stanford University. Former Leadership positions include Radiologist-in-Chief and Frederic N. Silverman Chair of Pediatric Radiology as well as Executive Cabinet member at Cincinnati Children's Hospital Medical Center (2002-2011); Chief Medical Officer/Physician-in-Chief at the Nemours Children's Hospital and Enterprise Radiologist-in-Chief for the Nemours Foundation (2011-2015); and Chief Quality Officer for Hospital Based Services at Texas Children's Hospital (2015-2017). Lane has been an NIH funded researcher, has published 268 peer review manuscripts and has authored multiple textbooks including *Pediatric Imaging: The Fundamentals*, a lead selling textbook on pediatric imaging. Projects on which he was a contributor has received multiple national recognitions including International Quality Radiology Network’s Quality-Improvement in Radiology Practices Paper Competition: Annual Award 2008 (Paper of the Year); Caffey Award – for Outstanding Presented Paper, Society for Pediatric Radiology (2001, 2009, 2011); 2012 British Medical Association Book Awards; Singleton–Taybi Award for Lifetime Achievements in Education, Society for Pediatric Radiology; and the 2009 Best Scientific Paper Award – Institute for Healthcare Improvement (IHI). He has served on the boards for the American Board of Radiology and the Society for Pediatric Radiology.

**Professor Edgar Schein**  
Professor Emeritus at the MIT Sloan School of Management  
Acclaimed author of the coaching texts *Helping* and *Humble Inquiry*. Professor Schein continues to consult with various local and international organizations on a variety of organizational culture and career development issues, with special emphasis on safety and quality on healthcare.

**John Shook**  
Chairman, Lean Global Network; Senior Advisor, Lean Enterprise Institute  
John learned about lean management while working for Toyota for 11 years in Japan and the U.S., helping it transfer production, engineering and management systems from Japan to NUMMI and other operations around the world. While at Toyota’s headquarters, he became the company's first American kacho (manager) in Japan. In the U.S., John joined Toyota's North American engineering, research and development centre in Ann Arbor, Michigan as General Manager of Administration and Planning. His last position with Toyota was as Senior American Manager with the Toyota Supplier Support Center in Lexington, Kentucky, assisting North American companies adopt the Toyota Production System. John co-authored *Learning to See*, the book that introduced the world to value-stream mapping. He also co-authored *Kaizen Express*, a bi-lingual manual of the essential concepts and tools of the Toyota Production System and with *Managing to Learn*, John revealed the deeper workings of the A3 management process that is at the heart of Toyota’s management and leadership. John has attended the conference for the past four years and each year discussed the social versus technical side of this management system with Professor Schein. This dialogue has made a great contribution to gaining a deeper understanding of the approach.

**Karen Frush, MD**  
Chief Quality Officer and Clinical Professor, Department of Emergency Medicine, Stanford Health Care  
Dr. Frush has a secondary appointment in the Department of Pediatrics and Division of Pediatric Hospital Medicine at the Stanford University School of Medicine. She is also Associate Dean for Clinical Affairs in the Stanford University School of Medicine. Dr. Frush has a special interest in interprofessional training, high performing teams and transforming healthcare culture. Prior to joining Stanford, Dr. Frush was a Professor of Pediatrics and Clinical Professor of Nursing at Duke University and served as the Chief Patient Safety Officer of the Duke University Health System for twelve years. Dr. Frush served as Chief Quality Officer of the Duke Quality Network and Vice President for Quality at LifePoint Health.

Dr. Frush is a TeamSTEPPs Master Trainer and a certified professional in patient safety. Dr. Frush has been named one of 50 experts leading the field of patient safety since 2014 and served on the Board of Advisors and Board of Directors for the National Patient Safety Foundation. She currently serves as Chair of the Institute for Healthcare Improvement’s Certification Board for Professionals in Patient Safety.
INVITED SPEAKERS

Olga Farré, MD
Medical Director, Consorci Sanitari de l’Alt Penedès i Garraf, Ambit Garraf, Barcelona

Olga is an Intensive Care specialist at the Bellvitge University Hospital from the University of Barcelona. She holds a Masters in Hospital Management and Health Services from the University of Barcelona with a post-graduate in Advances in Clinical Management from the University of Manresa in Catalonia. Olga is a Lean believer.

She developed her professional career in the field of ICU, first in Bellvitge University Hospital and later in CAPIO University Hospital in Sant Cugat del Vallès and in Parc Sanitari Sant Joan de Déu in Barcelona. Olga currently holds the position of Head of the Intensive Care Unit and the Emergency Department. Here, Olga learned the Lean Methodology through the Quality Department. She has participated in many improvement projects within the organization using Lean Methodology.

Rosa M. Simón, RN
Quality, Organization and Innovation Director, Consorci Sanitari de l’Alt Penedès i Garraf (CSAPG), Barcelona

Rosa is a Nurse and Master in Quality Assessment and Improvement Methodology from the Avedis Donabedian Foundation (University of Barcelona). Master in Quality Management and Planning from the UPC University of Catalonia, Master in Management and Administration of Nursing Care from the University of Barcelona, and Lean Practitioner from the Polytechnic University of Catalonia. Since 1993, Rosa has developed her professional career in the field of Health Care Quality. She has participated in two international projects for the implementation of Quality Management in Health Systems. She commenced her work with Lean Management in 2011 and since that time has overseen the implementation at CSAPG.

Kimberly Eng
COO at Lynn Community Health Center, Massachusetts

Kimberly is the Chief Operating Officer at Lynn Community Health Center, a non-profit community health center recognized as a leader in developing new initiatives that result in high-impact, low cost healthcare. Kimberly is a trained industrial engineer and has worked in a number of industries including healthcare, manufacturing and construction design. She participated as an early pioneer of lean in healthcare for a large complex healthcare organization, Beth Israel Deaconess Medical Center, a major teaching affiliate of Harvard Medical School.

Over the last ten years, Kimberly has led numerous continuous improvement initiatives in order to improve patient access, quality, and cost. As part of the spread of lean philosophy, Kimberly has co-facilitated the development and delivery of lean training for senior leaders and provided coaching support and technical expertise post-training in the USA, Australia and Egypt.

Anne-Marie Keown, RN
Chief Operating Officer and Director of Service Improvement, Ireland East Hospital Group, Ireland

This role involves implementing an organization-wide Lean management system and culture, empowering providers and staff in continuous daily improvement to deliver the highest levels of provider and patient satisfaction. An experienced clinician and health executive with a track record of delivering large scale improvement, Anne-Marie has worked in the United Kingdom, Canada, the Middle East, and Ireland where she has successfully managed several national change programmes, including the National Acute Medicine Programme, the National Early Warning Score and the Irish Hospital Redesign Programme. These programmes have achieved notable change in system performance, clinical outcomes, improved patient, and staff experience and return on investment.

Anne-Marie is a passionate Lean Leader with a special interest in improving the care of frail older people, optimizing ambulatory care models, and clinical leadership for continuous improvement.

Trisha O’Moore-Sullivan, MD
Director of Medical and Chronic Diseases, Mater Health, Brisbane, Australia

Trisha is an endocrinologist and the Director of Medical and Chronic Disease Services at Mater Health. She was formerly the Director of Endocrinology at the Mater Hospital Brisbane (2011-2016) and also the Director of the Mater Young Adult Health Centre Brisbane (2015-2019). Trisha was the Co-Chair of the Statewide Diabetes Clinical Network (2012-2016) and Chair of the SDCN Type 1 Diabetes Working Group (2012-2017) and during this time championed the statewide implementation of the DKA pathway and Insulin Dose Adjustment Guidelines for Health Practitioners. She joined the Executive of the Queensland Clinical Senate in February 2017 and recently completed her term. During her time on the QCS she was the Clinical Lead for the Clinical and Operational Reference Group for the Statewide Bariatric Surgery Initiative – an innovative model of service delivery. Trisha is also involved in teaching, training and research with a particular interest in obesity and diabetes. Trisha has a particular interest in local and system-wide improvement with a focus on quality and safety initiatives and patient centered outcomes and she enjoys participating in multidisciplinary teams exploring and solving problems that matter to patients and staff at the frontline. She has a passion for improving patient flow.
INVITED SPEAKERS

Jennifer Aaker, PhD
General Atlantic Professor at Stanford Graduate School of Business

A behavioral scientist and author, Dr. Aaker is a leading expert on how purpose and meaning shape the choices individuals make, how money and time can be used in ways that cultivate long-lasting happiness and how technology can positively impact human well-being. She is widely published in leading scientific journals and her work has been featured in The Economist, The New York Times, The Wall Street Journal, The Atlantic and Science.

Dr. Aaker is a highly sought-after speaker on the application of behavioral science to help companies and leaders positively impact human well-being through technology, business practices, story and purpose-driven leadership. At Stanford, she teaches classes including Designing AI to Cultivate Human Well-Being, Rethinking Purpose, A New Type of Leader, VR/AR: Scaling Empathy in an Immersive World, Power of Story, and Humor: Serious Business.

Dr. Aaker completed her PhD degrees at Stanford University and holds a BA from UC Berkeley. More personally, she is an early adopter of the trailblazing “family sabbatical” practice, by which she “moves” her family to far-flung locations in an effort to teach her kids to be citizens of the world. They have yet to express enthusiasm about this practice but almost certainly will before she dies. In terms of personal accomplishments, she counts winning a dance-off in the early 1980’s among her most impressive feats; and her abbreviated cooking skills have earned her family DoorDash Platinum status.

Hurley Smith
Manager, Improvement Team, Stanford Health Care

Hurley is the Manager of the Stanford Improvement Team. As such, he is responsible for the development and mentorship of the junior and senior Improvement Consultants on the team and for supporting the Improvement efforts of the Medicine Service Line. He also serves as a Director for the RITE and CELT improvement training programs.

Hurley found his passion for healthcare improvement in high school while volunteering at a large health system in Dallas, Texas. He was impressed by the advances in modern medicine, yet astonished that patients were so ill prepared to receive it. After earning his bachelor’s degree in economics at the University of Texas, and his master’s in healthcare administration from Trinity University, he went to work in the Operational Improvement Department of a five-hospital health system in San Antonio, Texas. From 2012 to 2016, while in the role of improvement consultant, he had the opportunity to work for and mentor under former executives from a Toyota plant in Kentucky. These experts taught him the fundamentals of problem solving, daily management, strategy deployment and leadership development. He also earned a Lean Six Sigma Black Belt, which would increase his knowledge of improvement methods and how to leverage statistical analysis tools in improvement work. Hurley joined Stanford Health Care in 2016 as a Senior Consultant, where he had the opportunity to hone his improvement skills. He practiced improvement in various healthcare settings while studying how to create environments where improvement can occur. In February of 2020, he accepted the opportunity to assume a leadership role on the Improvement Team.

Rick Majzun
Vice President and Chief Operating Officer, Stanford Children’s Health

Rick is responsible for providing administrative leadership and direction of the operations of Lucille Packard Children’s Hospital Stanford and all of the Stanford Children’s Health primary care and specialty services outpatient locations.

Rick has more than two decades of leadership expertise in academic medical centers, with a focus in pediatrics and women’s health. He also has extensive experience in strategic planning and operations, and a strong background in lean management.

Prior to joining Stanford Children’s Health, Majzun served as President and Chief Operating Officer for Women & Infants Hospital in Providence, Rhode Island; the Vice President of Operations at St. Louis Children’s Hospital and Vice President of Women & Infants for Barnes Jewish Hospital (BJH) and St. Louis Children’s Hospital, where he oversaw significant growth in volume and revenue.

Rick earned a Master’s in Health Administration from Washington University and completed an Administrative Fellowship at Henry Ford Health System in Detroit, Michigan. He earned a Bachelor’s Degree in Journalism from the University of Missouri-Columbia.
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