

Lean Healthcare Academic Conference at Stanford

*Improving Together for All – Patients,
Families and Healthcare Workers*

Frances C. Arrillaga Alumni Center
Palo Alto, California
October 11 - 12, 2022



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Conference Program & Guide
www.leanhealthatstanford.org

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ORGANIZING COMMITTEE



Denise Bennett

Senior Improvement Coach,
Stanford Medicine Children's
Health, Director, Lean Global
Network



Terry Platchek, MD

Vice President, Performance
Improvement, Stanford Medicine
Children's Health



Elizabeth Freeman

Senior Advisor, Stanford
Medicine Center for
Improvement, Stanford
University School of Medicine



Jonaelle Lucas

Performance Improvement
Advisor, Stanford Medicine
Children's Health



Jessie Roszell

Performance Improvement
Advisor, Stanford Medicine
Children's Health



Micah Duchesne

Administrative Director of
Performance Improvement,
Stanford Medicine Health Care
& Portfolio Management



Benjamin R. Elkins

Director, Quality & Performance
Improvement, Stanford Medicine
Children's Health



Lauren Destino, M.D.

Associate Division Chief,
Pediatric Hospital Medicine
Division and Medical Director of
Acute Care, Stanford, Clinical
Professor, Stanford University



Jakaria Stewart

Principal Consultant,
Improvement Team, Stanford
Medicine Health Care



Dakota White

Performance Improvement
Consultant, Stanford Medicine
Health Care



Lisa Warner

Executive Officer, Lean
Enterprise Australia and
Australasian Lean Healthcare
Network

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Day One - Tuesday October 11, 2022

Final Program

0730 **Registration Opens**

0900 **Session One: Opening Plenary Session – Improving Together for All – Patients, Families & Healthcare Workers**
Moderators: Terry Platchek MD, Vice President, Performance Improvement, Stanford Medicine Children's Health & Denise Bennett, Senior Improvement Coach, Stanford Medicine Children's Health, Director, Lean Global Network

0900 **Welcome**

0915 **Conference Opening Address**
Paul A. King, President and CEO, Stanford Medicine Children's Health, CA

0920 **Improving Together for Patients and Families**
Leilani Schweitzer, PEARL Patient Liaison, Stanford Medicine Health Care, CA
Alpa Vyas, Vice President and Chief Patient Experience Officer, Stanford Medicine Health Care, CA

1020 **Improving Together - Impact on Our Practice**
Networking and Table Discussion

1040 **Break & Poster Viewing**

1110 **Session Two: Plenary Delegate Presentations**
Moderators: Micah Duchesne, Administrative Director of Performance Improvement, Stanford Medicine Health Care & Portfolio Management & Lauren Destino, Associate Division Chief, Pediatric Medicine Division and Medical Director of Acute Care, Stanford, Clinical Professor, Stanford University

1110 **Delegate Presentations: Diversity, Equity and Inclusion in our Improvement Work**

1110 **"We Can't Achieve Quality without Equity" Advancing Health Equity Leadership Locally with A3 Thinking and Coaching Frameworks**
William Huen, MD, Associate Chief Medical Officer, Quality and Lean, Zuckerberg San Francisco General, CA

1130 **Leading the Way**
Jo Henson, Lean Practitioner, Melissa Simpson, General Manager, Clinical Services, and Mabli Jones, General Manager, Primary Care Development, Tū Ora Compass, New Zealand

1150 **Delegate Presentations: Improving Together for All**

1150 **Patient and Family-Centered Care**
Seán Paul Teeling, Assistant Professor & Lecturer UCD Health Systems, University College Dublin and Mater Misericordiae University Hospital, Ireland

1210 **Using Lean Thinking to Establish and Improve a Virtual Care Service in South Australia (SA)**
Jyotsna Janardan, MD, Lead General Physician, Virtual Care Service, South Australia Health, Australia

1230 **Lunch & Poster Viewing**

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1330 Session Three: Delegate Break Out Sessions

3A Diversity, Equity, Inclusion and Resilience

Moderators: Lisa Freeman, Senior Advisor, Stanford Medicine Center for Improvement, Stanford University, School of Medicine & Micah Duchesne, Stanford Medicine Health Care

Lean in Diversity of Thought,
Elizabeth Aikman, Graduate Student,
Case Western Reserve University &
Toni Benner, Doctoral Student, Bowling
Green State University, Ohio

Addressing Challenges to Diversity and Equity in Lung Cancer Screening at the KCVA, Andrea Covey, MD, Lung Cancer Screening Medical Director/Pulmonary & Critical Care Physician, Kansas City VA Medical Center, MO

Staying Afloat: Leveraging A3 Methodology to Reduce Burden of Electronic Patient Messages, Hurley Smith, Director, Improvement Team, Stanford Medicine Health Care, CA

Mitigating Alarm Fatigue and Improving the Care Provider, Patient and Family Experience Through Reduction in Non-Actionable Bedside Alarms, Jeffrey Yang, MD, Pediatric Cardiology Fellow, Stanford Medicine School of Medicine, CA

3B Improving for Patients and Families

Moderators: Jessie Roszell, Performance Improvement Advisor & Benjamin Elkins, Director, Quality & Performance Improvement, Stanford Medicine Children's Health

Patient and Family-Centered Care - Virtual Visits, Christine Moczynski, Senior Organization Development Business Partner/Change Management, Kelly Stevenson, Senior Manager, Inception Health & Natalie Mortensen, Manager, Inception Health, Froedtert Health, WI

How Process Improvement Impacted Patient Care Through Referral Management, Aubrianna Schumacher, Clinical Operations Manager & Christine Hartinger, Operations Director, Medicine Specialties, UCSD, CA

Virtual Transitions of Care Clinic, Sarah Horman, MD, Hospitalist, Medical Director Virtual Transitions of Care Clinic & Eric Lundin, Project Manager / Organizational Consultant, UCSDHealth, CA

Lean Transformation of Ophthalmology Services in the North East Region of Ireland, David Keegan, MD, Clinical Director for Ophthalmology Transformation, North East Region Integrated Eye Care Service (NERIECS), Ireland

System Redesign of Cataract Pathways in the North East Region of Ireland, Anne Marie Keown, Director of Integration and Service Redesign, North East Region Integrated Eye Care Service (NERIECS), Ireland

3C Creating Value

Moderators: Jonaelle Lucas, Performance Improvement Advisor, Stanford Medicine Children's Health & Dakota White, Performance Improvement Consultant, Stanford Medicine Health Care

ERAS is not the Endgame: Considering the Quintuple Aim of Healthcare, Deirdre Lum, MD, Clinical Associate Professor, Stanford University School of Medicine & Jake Mickelson, Director Improvement Team, Stanford Medicine Health Care, CA

We Need to Talk About the Cost of Healthcare, Jane Evans, Group Manager, Improvement and Innovation, St Vincent's Health, Australia

The Life Changing Magic of a New Inventory System at a 108-year-old Medium Sized Multi-Specialty Medical Home, Union Health Center, Jack Martinson, Process Improvement Intern & Cesar Reyes, Senior Manager, Inventory & Facilities, Union Health Center, NY

Medication Distribution Kaizen: Pyxis Inventory Optimization, John Choi, Assistant Director of Pharmacy & Beth Degen, Senior Clinical Nurse, Mount Sinai Hospital, NY

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1450 **Break & Poster Viewing**

1520 **Session Four: Plenary**

Moderators: Lauren Destino, Associate Division Chief, Pediatric Hospital Medicine Division and Medical Director of Acute Care, Stanford, Clinical Professor, Stanford University & Benjamin Elkins, Stanford Medicine Children's Health

1520 **Diversity, Equity and Inclusion in our Improvement Work**

Baraka Floyd, MD, Clinical Assistant Professor, Pediatrics – General Pediatrics, Stanford Medicine School of Medicine, CA

1600 **The Baptist Management System: Integrating the Social and the Technical**

Skip Steward, Vice President and Chief Improvement Officer, Baptist Memorial Care, TN

1625 **Commentary and Discussion** with Edgar Schein, Professor Emeritus, MIT, Peter Schein, Strategy Consultant, OCLI & John Shook, Senior Advisor Lean Global Network

Moderator: Lauren Destino, Stanford Medicine Children's Health

1720 **Close of Day One**

1730 **Networking Reception**

1845 **Reception Conclusion**



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Day Two - Wednesday October 12, 2022

Final Program

0800 **Registration Desk Opens**

0830 **Session Five: Plenary Session**

Moderators: Lisa Freeman, Stanford University, School of Medicine & Micah Duchesne, Stanford Medicine Health Care

0830 **Opening Day 2**

Niraj Sehgal, MD, Chief Medical Officer, Stanford Medicine Health Care, CA

0840 **Strengthening and Adapting Lean Daily Management to Address Operational Disruption**

Paul Helgerson, MD, Associate Professor of Internal Medicine, Vice Chair, Inpatient Operations, Department of Medicine, Associate Chief Medical Officer, Acute Care, UVA Health, VA

0915 **Panel Presentation**

Moderators: Terry Platchek MD, Stanford Children's Health & Jakaria Stewart, Principal Consultant, Improvement Team, Stanford Medicine Health Care

Improving Together for All – A Chief Medical Officer's Perspective

Chris Longhurst, MD, Chief Medical officer (CMO) and Chief Digital Officer (CDO), UC San Diego, CA

Niraj Sehgal, MD, Chief Medical Officer, Stanford Medicine Health Care, CA

Elaine Pretorius, MD, Executive Director of Medical Services, Limestone Coast Health, South Australia, Australia

1015 **Improving Together – Impact on our Practice**

Networking and Table Discussion

1030 **Break & Poster Viewing**

1100 **Session Six: Themed Break Out Delegate Presentations**

6A Patient Flow Challenges

Moderators: Denise Bennett, Stanford Medicine Children's Health & Dakota White, Stanford Medicine Health Care

6B Building Capability

Moderators: Jakaria Stewart, Stanford Medicine Health Care & Benjamin Elkins, Stanford Medicine Children's Health

6C Safety for Patients and Staff

Moderators: Jonaelle Lucas & Terry Platchek MD, Stanford Medicine Children's Health

Improving Capacity and Performance for Outpatient Services at the Flinders Cancer Centre

Kylie Mills, Improvement Coach, Southern Adelaide Local Health Network, Australia

A Lean Leadership Development and Training Program for Physician and Operation Leaders to Create an Effective, Sustainable, and Self-Perpetuating Organizational Capability

Steve Roey, MD, Medical Director for Lean Promotion, Palo Alto Medical Foundation, Sutter Bay Medical Foundation, CA

Patient Safety Indicators: Reducing Hospital Complications

Nazima Allaudeen, Director of Quality Improvement for Inpatient Medicine, Veterans Affairs Palo Alto Health Care System, CA

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1100 Session Six: Themed Break Out Delegate Presentations

6A Patient Flow Challenges

Moderators: Denise Bennett, Stanford Medicine Children's Health & Dakota White, Stanford Medicine Health Care

Running Out of Time: How to Decrease Blood Draw Delays for STAT Inpatient Testing, Sheridan Jones, Nursing Quality Management Coordinator, Georgiana Remollo-Santos, Lab Operations Manager & Emily Howard, Transfusion Services Officer, Stanford Medicine Health Care, CA

Improving Throughput for Total Joint Replacement Patients, Marcia Nelson, MD, Vice President – Chief Medical Officer, Enloe Medical Center, CA

Optimizing the Block Time Schedule Utilization of an Ambulatory Surgery Center, Todd Halsey, Director Transformation Office, Froedtert & The Medical College of Wisconsin, WI

Continuing to Improve Heart Center Value Stream Flow, Andrew Nowak, Performance Improvement Associate, Stanford Medicine Children's Health, CA

6B Building Capability

Moderators: Jakaria Stewart, Stanford Medicine Health Care & Benjamin Elkins, Stanford Medicine Children's Health

Coaching During COVID: Developing a Virtual Model to Promote Lean Daily Management, Hilary Pauli, Associate Director & Stacia Studt, Process Improvement Manager, Mount Sinai Health System, NY

Improvement Bedrock: 12 Tenets to be Truly Improvement Capable, Jake Mickelsen, Director, Improvement Team & Tracy Ou, Manager, Nursing Quality, Stanford Medicine Health Care, CA

Resilience and Recovery: Leader Rounding at Mount Sinai Beth Israel, Shria Raghunathan, Process Improvement Manager, Nicole Porto, Associate Director, Patient Experience and Engagement & Diana Grillo, Patient Experience Coach, Mount Sinai Health System, NY

6C Safety for Patients and Staff

Moderators: Jonaelle Lucas & Terry Platchek MD, Stanford Medicine Children's Health

Creative and Flexible Ways of Improving and Building Capability, Sushant Govindan, ACOS Quality, Kansas City VAMC, KC

Personalized Scrub Caps for Improved Communication and Professional Wellness, Katie Speirs, MD, Resident Physician, Stanford Department of Anesthesiology, Perioperative and Pain Medicine, Stanford Medicine School of Medicine, CA

Reducing Cleaning Staff (PSA) Manual Handling Injuries, Kylie Mills, Improvement Coach, Southern Adelaide Local Health Network, Australia

Reducing Hypothermia on Admission of Preterm Infants, Vanessa Ellison, MD, Neonatologist, Southern Adelaide Local Healthcare Network, Australia

1225 Lunch

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1325 **Session Seven: Break Out Sessions**

1325 **Learning Session & Poster Presentations**

7A: (Un) Intended Consequences: How to Turn an Improvement Project Into a Wellness Initiative

Dan Murphy MD, Professor of Pediatrics (Cardiology) Emeritus, Co-Chair, Department Well Being Directors Council, WellMD/PhD, Stanford University, School of Medicine, CA & Marcia Nelson MD, Vice President - Chief Medical Officer, Enloe Medical Center, CA

Moderator: Lisa Freeman, Stanford University, School of Medicine

7B: Applying Training Within Industry to Healthcare

Skip Steward, Vice President and Chief Improvement Officer, Baptist Memorial Health Care, TN

Moderator: Jonaelle Lucas, Stanford Medicine Children's Health

7C: COVID Response – the Learning Continues - Delegate Presentations with Facilitated Discussion

Moderators: Jessie Roszell, Stanford Medicine Children's Health & Micah Duchesne, Stanford Medicine Health Care

Comprehensive Outpatient Covid Care at Palo Alto VA: A Lean Approach

Matthew Stevenson, MD, Education Director - General Medicine Clinic; Medical Director – Respiratory, Covid Testing and Covid Vaccination Clinics, VA Palo Alto Healthcare System, CA

Not If, But When We Surge Again: Lessons from Frontline Staff Working to Keep Our Work Force Healthy

Colin Hart, MPH, Director of Operations, Primary Care & William Huen, MD, Associate Chief Medical Officer and Acting Medical Director of Occupational Health, Zuckerberg San Francisco General and Department of Public Health, CA

Utilizing Technology to Streamline Ambulatory COVID19 Vaccination Clinic Volunteers at Stanford Children's Health

Vincent I. Peña, Nursing Professional Development Specialist, Stanford Medicine Children's Health, CA

1425 **Mini Break**

1435 **Session Eight: Closing Plenary**

Moderators: Terry Platchek, MD & Denise Bennett, Stanford Medicine Children's Health

1435 **TED TALK: What I Have Learned About Lean in Healthcare**

Jack Billi, MD, Former Chief Engineer for the Michigan Quality System at the University of Michigan, MI

1450 **Improving Together for All in the Heart Center**

Jonaelle Lucas, Performance Improvement Advisor, Andrew Nowak, Performance Improvement Associate & Robert Wenz, Executive Director, Moore Heart Center, Stanford Medicine Children's Health

1510 **Closing Keynote - Improving Together for All**

John Shook, Senior Advisor, Lean Global Network

1545 **Awards Presentations**

1600 **Conference Close**

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POSTER PRESENTATIONS

Abstract

Examining the Impact of a Novel Dermatology Triage System on Process Metrics and Clinical Outcomes at Stanford Healthcare

Joel Adu-Brimpong, MD, Candidate/MedScholar Researcher, Stanford University School of Medicine
Co-Author (s) Albert Chiou, Justin Ko, Roxana Daneshjou and Caroline Yao

Creative and Flexible Ways of Improving and Building Capability

Lily Angelocci, Transformational Healthcare Lead Coach, University of California, San Diego Health, CA
Co-Author Amy Kosifas

Improving Safety of Heparin Infusions

Julia Armendariz, Attending Physician, Desiree Nepacena, Nurse Manager and Maung Aung, VA Palo Alto, CA

Value-Based Healthcare

Noel Ayoub, Resident, Stanford Health Care - Department of Otolaryngology Head & Neck Surgery, CA
Co-Author (s) Julia Noel, Lisa Orloff and Karthik Balakrishnan

Building Capacity – Solutions that are Smarter, Not Harder

Karri Benjamin, Transformation Healthcare Coach, UC San Diego Health, CA
Co-Author (s) Susie Guidi, Eileen Haley, Leann Lopez, Brett Meyer, Khai Nguyen, Jeff Pan and Nathan Timmerman

Connecting Champions to Build Capability within UC San Diego's Daily Engagement System

Karri Benjamin, Transformation Healthcare Coach, UC San Diego Health, CA

Resnick Neuropsychiatric Hospital Patient Flow

Keaton Betterton, Lean Specialist, UCLA Health, CA
Co-Author (s) Monica Dela Cruz, Miranda Daniel, Steve Cohen, Patrick Loney, Erick Cheung, Anna Kurtz and Jerome Crawford

Prioritizing Delivery of Equitable Care and Workforce Well-Being Amidst a Global Pandemic

Tanvi Bhakta, Nurse Manager, San Francisco Department of Public Health, CA

Scaling a Clinical Effectiveness Program via Data Capture Standardization and Real-Time Analytics

Jean Chandra, Manager, Analytics & Clinical Effectiveness, Lucile Packard Stanford, CA
Co-Author (s) Sneha Krishna and Ling Loh

Operating Room Performance Improvement Through the Identification of Delay Reasons

Lisa Cianfichi, Director Advanced Practice for Interventional Platform and Interventional Radiology, Stanford Healthcare, CA
Co-Author Jeffrey Morrison

Referral System Redesign for Suspect and Acute Glaucoma Pathway to a Glaucoma Outpatients Clinic at The Mater Misericordiae Hospital Dublin, Ireland

Shane Conroy, Clinical Optometrist, The Mater Misericordiae Hospital Dublin, Ireland
Co-Author (s) Emma Goodall, Louise O'Doherty and Susan Curtis

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POSTER PRESENTATIONS

Abstract

Digital Divide, Inclusion, Patient and Family Centered Care, Undergraduate/Graduate Education

Nancy Cuan, Assistant Professor, School of Medicine, Stanford School of Medicine, CA
Co-Author Zakaria Nadeem Doueiri

Stanford Medicine Center for Improvement Goes Virtual to Get Personal

Ryan Darke, Principal Improvement Professional, Stanford Health Care, CA
Co-Author Jakaria Stewart

Redesign On My Mind: The Process Improvement & Partnership That Led Us to Reimagine and Revamp Infusion Services at UC San Diego Health

Donna Evans, Operations Analyst, UC San Diego Health, CA
Co-Author (s) Danielle McLaughlin, Aubrianna Schumacher and Pete Thurman

Patient and Family-Centered Care

Jane Evans, Group Manager, Improvement and Experience, St Vincent's Health, Australia, Victoria

Improving Wound Care for Patients at Hospital Discharge

Sherry Fedak, Adult-Gero Acute Care Nurse Practitioner, Veterans Administration, CA
Co-Author (s) Marianne Yeung and Chatra Klaisri

Leaders – Stop Outsourcing Innovation and Start Solving Problems Together!

Ashley Gambhir, Senior Director, Transformation, UC San Diego Health, CA
Co-Author Brendan Kremer

Delirium Rounding Tool: A Low-Cost Approach to Improving Delirium Management

Leonardo Garcia, Medical Student, UCSF, CA
Co-Author (s) Rachel Corren, Antonio Diaz, Leonardo Garcia, Sohini Halder, Khuzaima Rangwalla, Rachel Wile and Nilika Singhal

Patient Perspective of Interventions to Prevent Hyponatremia after Pituitary Surgery

Victoria Gates-Bazarbay, Registered Nurse, Stanford School of Medicine and Stanford Health Care, CA
Co-Author (s) Alexis Amano, Mohammad Alhadha, Olivia Chu, Juan Fernandez-Miranda, Cati Johnson, Stacie Vilendrer, Erin Wipff and Julia Chang

Creative and Flexible Ways of Improving and Building Capability

Sushant Govindan, ACOS-Quality, Kansas City VAMC, MO
Co-Author (s) Mejalli Al-Kofahi, Bakul Sangani, Janna Kittle, Denno Scott, Spencer R Schaefer and Leanna Bond

CMS Sepsis Bundle Compliance Analysis at The Time of Patient Admission During The COVID-19 Pandemic in a Community Hospital in South Texas

Daniel Habenicht, University Of Texas Health Rio Grande Valley School of Medicine, TX
Co-Author (s) Jose Ramos, Jennifer Adams and Carlos Ramos

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POSTER PRESENTATIONS

Abstract

Developing a New Staffing Model Framework for the Froedtert Hospital Emergency Department: Utilizing a Workload and Patient Acuity Based Model to Replace the Existing Patient Ratio Model

Todd Halsey, Director, Transformation Office, Froedtert & the Medical College of Wisconsin, WI

Co-Author (s) Dina Derocher, Sarah Jasti, Patrick McNally, Patrick Caravello and Andrea Turlick

Optimizing the Utilization of Perioperative Time to Perform Bronchoscopies: Providing More Timely Care to Our Patients in the Face of Increased Demand for our Services

Todd Halsey, Director, Transformation Office, Froedtert & the Medical College of Wisconsin, WI

Co-Author (s) Bryan S. Benn, Jonathan Kurman, John Laur, Sarah Betthausen, Julie Biller, Renius Balu and Yuti Modi

From Desperation to Innovation to Celebration

Rhonda Hamilton, Chief General Medical Clinic, Palo Alto Division, VA Palo Alto - General Medical Clinic, CA

Co-Author (s) Esther Elonga and Sydney Vaughn

Measuring Health Equity in Pediatric Cardiac Patient Outcomes at Lucile Packard Children's Hospital

Anna Harmeling, Research Assistant, Systems Utilization Research for Stanford Medicine, CA

Co-Author (s) Michael Leonard, David Scheinker and Andrew Shin

Implementation of a Kidney Transplant Support Group in a Virtual Space Using EMR Tools to Support Patient Communication

Jennifer Hedgecock, Clinical Transplant Social Worker, UC San Diego Health, CA

Co-Author Joshua Liggett

Deeply Understanding the Problem: Intensive Care Unit to Acute Care Transfers

Kim Hoang, Clinical Assistant Professor, Lucile Packard Children's Hospital, CA

Co-Author (s) Kavi Madhan, Jennifer Pattison, Kathryn Trujillo, Jonji Barber, Brandon Garry, Linda Lam, Katherine Steffen and Lauren Destino

Promoting Team-Based Care on the Acute Care Unit

Kim Hoang, Clinical Assistant Professor, Lucile Packard Children's Hospital, CA

Co-Author (s) Jennifer Pattison, Kathryn Trujillo, Jonji Barber, Brandon Garry, Linda Lam and Lauren Destino

Decreasing Ophthalmology Observation Stays by Utilizing Transportation and Lodging Alternatives

Katherine Inouye, RN Patient Flow Coordinator and Sandra Aparte, RN Patient Flow Coordinator, Clinical Command Center, VA Palo Alto Healthcare Center, CA

Optimizing Inpatient Hospice for Neurosciences Patients

Tiffany Nawabi, Program Manager, RN, Stanford Health Care

Co-Author (s) Tovah Kohl, Hannah Kirsch, Samantha Allen, Theodora Kalatzi, Sherry Kirkes, Michelle Ellerbee, Samantha Furgason, Clarissa Manez, Jenny Rhodes, Rudy Arthofer and Karen Hirsch

The Role of Analytics in Reducing Harm

Sneha Krishna, Analytics and Clinical Effectiveness Specialist, Lucile Packard Children's Hospital at Stanford, CA

Co-Author (s) Jean Chandra and Ling Loh

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POSTER PRESENTATIONS

Abstract

A Structured Approach to Determine Appropriate Staffing Levels at a Centralized Ambulatory Clinic Call Center

Thomas Laack, Transformation Facilitator, Medical College of Wisconsin, WI
Co-Author (s) Tatum Wiley, Yuti Modi and Andrea Turlick

Developing a Formal Staff Mentoring Program at Medical College of Wisconsin

Thomas Laack, Transformation Facilitator, Medical College of Wisconsin, WI
Co-Author (s) Sunny Debelak, Jennifer Brown, Jessica De Santis, Angela Backus, Tracy Stasinopoulos, Amit Joshi, Nate Filzen and Bronwen Shaw

Standardizing Transfer Requests to PAVA Inpatient Medicine

Elizabeth Le, Acting Section Chief for Hospital Medicine and Chris Millhouse, MD, Staff Physician, VAPAHCS, CA

A Hybrid, Asynchronous Lean Curriculum to Deliver Quality Improvement Training to Physicians in a Large Academic Health System

Jiwen Li, Internal Medicine Chief Resident, UCLA Medical Center, CA
Co-Author (s) Wendy Simon and William Taylor

Improving the Efficiency of Simultaneous Liver-Kidney Transplant Candidate Evaluations

Joshua Liggett, Transplant Quality Specialist, UC San Diego Health, CA
Co-Author (s) Ashley Cardenas, Suzanne Reed, Jan Parris, Edna Galvan, Amy Honeycutt, Terry Laforce, Dalia Iniguez, Dana Hisaw, Michelle Altamira, Kelli Swan-Vranish, Melissa Krafft, Jason Saude, Tamra Magee and Deepa Kurup

Improving the Kidney Transplant Serum Storage Process

Joshua Liggett, Transplant Quality Specialist, UC San Diego Health, CA
Co-Author (s) Jason S., Michaela R., Mareann B., Ping R., Michelle A. and Deepa K.

Improving Communication Utilizing Multi-Modal Approaches Revolving Around A Daily Management System in a Multi-Specialty Medical Home

George Lourentzatos, Advisor, Strategic Planning & Innovation, Union Health Center, NY
Co-Author (s) Cody Dashiell-Earp; Monica Guillen; Jacqueline Camacho and Cindy Ruiz

Telehealth eCheck-in Workflow Improvement

Marina Miceli, Assistant Clinic Operations Manager - Rehabilitation Services Department, Stanford Children's Health, CA

Reduction in Prescriptions of Unnecessary Medication

Martha Nicholson, Pediatric Cardiac Hospitalist, Stanford University, CA
Co-Author (s) Kwai Mak, Sheila Connolly, Michael Pham and Sandra Nunez

Reducing Delays in Bass Center RN Lab: Utilizing the A3 Tool to Identify and Eliminate Waste

Allison Nolen, Clinical Nurse III, Lucile Packard Children's Hospital, CA
Co-Author (s) Merian VanEijk, Meghan Patterson, Krista Fong, Tara Laureano, Amber Wake, Shanelle Peterson and Karen Ellis

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POSTER PRESENTATIONS

Abstract

Reducing Cancellations due to, and of, Catheter and Electrophysiology Lab Cases

Andrew Nowak, Performance Improvement Associate, Lucile Packard Children's Hospital, CA
Co-Author (s) Robert Wenz, Russ Davis, Anne Dubin, Lynn Peng, Heidi Terway, Katie Donahue, Gail Boltz, Komal Kamra, Chloe Journal, Dania Garcia, Laura Zaragoza, Tony Trela, Greg Adamson and Caroline O'Malley

Improving the Appropriate Use of Central Lines in the Cardiovascular Intensive Care Unit (ICU) Using a Central Line De-Escalation Algorithm to Reduce Central Line Blood Stream Infections

Joy Octaviano, Adult Oncology Clinical Nurse Specialist, Nursing Professional Practice, CA
Co-Author (s) Hee Jeong Kim, Yuliya Behey, Danielle Smith and Joy Goor

Improving Movement Time from ED Admission Order to the Acute Care Units

Kimmyrose Palma, RN - Patient Flow Coordinator, VA Palo Alto Health Care System, CA
Co-Author Lhaarnie Ablao

Creating a D.E.I.A. Blueprint for Palo Alto Veterans Institute for Research (PAVIR) - A Foundational Initiative

Rona Margaret Relova, Research Health Scientist, Precision Medicine Initiative, VA Palo Alto Health Care System, CA
Co-Author (s) Natalia Shreve and Maheen Adamson

Implementation of Lean Methodology in a Veterans Affairs (VA) Pharmacy Service

Kelly Robertson, Chief, Pharmacy Service, VA Palo Alto Health Care System, CA
Co-Author (s) Sandra P. Le and Carolyn E. Wrzesniewski

Trends in Blood Product Usage and Costs in Obstetrical Anesthesia: A Single Site Study

Soniya Sharma, Clinical Instructor, Stanford Health Care, CA
Co-Author (s) Anil Panigrahi, Roya Saffary, Brendan Carvalho and Kelly Fedoruk

Creative and Flexible Ways of Improving and Building Capability- Patient Safety and Medication Management: Nurse Compliance with BCMA Scanning

Yvette Ugarte, Risk Manager, Palo Alto VA Health Care Systems, CA

Hybrid Methodology for Sustainable Solutions: Design Thinking, Lean, and Continuous Process Improvement

Maxime von Zeman, Manager, Hospital Activations, Stanford Health Care, CA
Co-Authors (s) Tiffany Morales, Olivia Scheutz and Michaela Sullivan

Patient Flow Challenges

James Xie, Clinical Assistant Professor of Anesthesiology, Perioperative and Pain Medicine, Stanford University School of Medicine, CA
Co-Author (s) Sara Lagasse, Zachery Seow, Elizabeth Pavlov, Kevin Traber, Emily Chan and Nasim Delavari

Change Management Principles in Action (Building Lean Leaders in Acute Care)

Marianne Yeung, DCOS, Acute Care Hospital Operations VA Palo Alto Health Care System, CA
Co-Author (s) Leon Cheung and Heidi Garcia

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INVITED SPEAKERS

Our outstanding group of invited speakers will provide a diverse perspective on Lean thinking concepts as they apply to healthcare. Speakers for this year's event include:



Skip Steward

Vice President and Chief Improvement Officer, Baptist Memorial Health Care.

Skip Steward currently serves as Vice President and Chief Improvement Officer at Baptist Memorial Health Care headquartered in Memphis, Tennessee. He leads the performance improvement activities identifying inefficiencies, implementing strategies to improve quality, service, and finances, and fostering a culture of continuous improvement and excellence.

Skip is a Certified Quality Engineer (CQE), an MBA graduate, a Shingo examiner, a Quality Management System Auditor, a certified Six Sigma Black Belt, and a certified Lean Champion. He has diverse experience in the automotive, manufacturing, service and healthcare industries. Skip has a deep understanding of the Training Within Industry (TWI) methods and is certified to train in the approach. He is an award-winning leader who has implemented streamlined business systems that deliver significant contributions to the bottom line, while increasing employee performance and improving productivity. He is recognized for superior project management and communication skills; he has spoken both nationally and internationally.

Skip is passionate about management systems underpinned by Lean Thinking/Operational Excellence. His passion inspired him to work with two friends to write the book *Creating an Effective Management System: Integrating Policy Deployment, TWI, and Kata* in 2020. He considers healthcare to be the most complex open socio-technical system today highlighting the importance of an integrated management system that includes a strong focus on the 'socio' elements.



Baraka D. Floyd, MD

Clinical Assistant Professor, Pediatrics – General Pediatrics, Stanford.

Dr. Baraka D. Floyd is a pediatrician and Associate Chair of Diversity, Equity, Inclusion, and Justice in the Department of Pediatrics at Stanford School of Medicine. She is also Medical Director of the Peninsula Family Advocacy Program: A Medical Legal Partnership (FAP). She is a former member of the DULCE National Center Technical Assistance Team, which uses QI methodology to spread an innovative primary care intervention to proactively address social determinants of health and promote healthy infant development to clinics across the US. Dr. Floyd co-directs the Health Equity Advanced through Learning Initiative (HEAL), a multimodal educational initiative that includes Health Equity Rounds (HER), case based sessions providing opportunities to apply individual tools, process improvement, and quality improvement tools to address inequities in care.

Lean Healthcare Academic Conference at Stanford

Improving Together for All – Patients, Families and Healthcare Workers

Frances C. Arrillaga Alumni Center, Palo Alto, California
October 11 - 12, 2022



INVITED SPEAKERS



Christopher Longhurst, MD

Chief Medical Officer and
Chief Digital Officer, UC San
Diego Health.

Christopher Longhurst MD, MS, is the chief medical officer (CMO) and chief digital officer (CDO) at UC San Diego Health. This dual, complementary role provides leadership to medical staff, ensuring that standards and protocols are in place to provide the highest quality of care to patients. He also serves as an associate dean at the School of Medicine, overseeing and aligning our education and research missions within the clinical environment, and leading UC San Diego Health's journey to become a highly reliable, learning health system.

As CMO, Christopher is responsible for maintaining excellence in clinical care, including regulatory, patient and clinician satisfaction, quality and safety, and medical affairs. He works alongside leaders at UC San Diego Health, the School of Medicine, and UC Health to improve care delivery and oversees UC San Diego Health's reputation for delivering safe, innovative, patient-centered care. Christopher is passionate about implementing innovative digital solutions that help improve the patient experience. As the CDO, he leads UC San Diego Health's technology strategy, overseeing initiatives that advance the infrastructure across UC San Diego and the UC Health system. In addition, Christopher leads the clinical activities of the academic medical center, working alongside clinical leaders to guide the planning of quality, safety, and performance excellence of programs.

He is also a key faculty member in the Departments of Biomedical Informatics and Pediatrics in the UC San Diego School of Medicine, maintaining an active clinical practice as a newborn hospitalist and pursuing scholarship in care quality, patient safety, and health informatics. Christopher completed his

residency at Stanford University and earned his medical degree and MS in medical informatics from UC Davis. He holds a BS in molecular biology from Revelle College at UC San Diego. He is a board-certified pediatrician and clinical informaticist. Christopher is the author and co-author of many publications on using technology and data to improve quality of care. Chris is an elected fellow of the prestigious American College of Medical Informatics.



Paul Helgerson, MD

Associate Chief Medical
Officer, UVA Health and
Associate Professor and Vice
Chair for Inpatient Operations
of the Department of
Medicine, University of
Virginia.

Dr. Helgerson's interests are in health care operations and leadership, with a particular passion for Lean Daily Management and its use in improving quality, safety, and teamwork in the inpatient environment.

He is the recipient of the 2021 Dean's Award for Clinical Excellence, largely in recognition of efforts toward inpatient COVID response during the pandemic during which time he was the Medical Director of the Acute Care COVID unit(s) at UVA. He is proudest of his recognition several years earlier as the physician "Friend of Nursing," acknowledging successes of inpatient interdisciplinary improvement work in acute medicine. Dr. Helgerson is a Virginia native. He was a Duke undergraduate and received his MD at Georgetown University and went on to internal medicine residency and Chief Residency at Stanford. Prior to his return to his home state, he served in various leadership roles in hospital medicine, medical education, and in quality and process improvement at the VA Palo Alto Healthcare System.

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INVITED SPEAKERS



Leilani Schweitzer

PEARL Patient Liaison,
Stanford Health Care.

In 2005, Leilani Schweitzer's son Gabriel died after a series of medical errors at Stanford Children's Hospital. For the last 11 years she has worked on Stanford's efforts to be transparent and learn after unexpected medical outcomes. She uses her own experience to navigate between the often insular, legal and administrative sides of medical error; and the intricate, emotional side of the patient and family experience. Her work with patients, families, care providers and attorneys has given her a unique view of the importance and complex realities of disclosure and transparency. Leilani's work has been discussed in the New York Times, Wall Street Journal and on CNN.com. She has been featured on the Ted Radio Hour and Radiolab podcasts. Leilani's TedX talk about the need for transparency and compassion in healthcare has been viewed more than 188,000 times.



John Shook

Chairman, Lean Global
Network; Senior Advisor, Lean
Enterprise Institute.

John Shook 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., Shook joined Toyota's North American engineering, research and development center 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. Shook co-authored Learning to See, the book that introduced the world to value-stream mapping. He also co-authored Kaizen Express, a bilingual manual of the essential concepts and tools of the Toyota Production System. With Managing to Learn, Shook revealed the deeper workings of the A3 management process that is at the heart of Toyota's management and leadership.

Shook is an industrial anthropologist with a master's degree from the University of Hawaii, a bachelor's degree from the University of Tennessee, and is a graduate of the Japan-America Institute of Management Science. At the University of Michigan, he was director of the Japan Technological Management Program and faculty member of the Department of Industrial and Operations Engineering.

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INVITED SPEAKERS



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.



Jack Billi, MD

Former Chief Engineer for the Michigan Quality System at the University of Michigan.

Dr. Billi is Professor Emeritus in Internal Medicine, Learning Health Sciences, Public Health, and Engineering at the University of Michigan. Dr. Billi's management and research interests are in health services delivery, especially the use of lean thinking to improve quality, efficiency, population health, and workforce empowerment. For 18 years, Dr. Billi led the Michigan Quality System, the business strategy at the University of Michigan Health System to help transform clinical and administrative operations. MQS fostered the development and deployment of scientific problem solving and coaching at all levels. MQS programs trained front line workers to find and fix root causes of common problems, and trained their leaders to help. He also previously coordinated the University's 20 statewide Collaborative Quality Initiatives.



Peter Schein

Strategy Consultant, Silicon Valley.

Peter provides help to start-ups and expansion-phase technology companies. Peter's expertise draws on over twenty years of industry experience in marketing and corporate development at technology pioneers. In his early career he developed new products and services at Pacific Bell and Apple Computer, Inc. He led product marketing efforts at Silicon Graphics Inc., Concentric Network Corporation (XO Communications), and Packeteer (BlueCoat). Peter developed a deep experience base and passion for internet infrastructure as the Web era dawned in the mid-1990s.

Thereafter, Peter spent eleven years in corporate development and product strategy at Sun Microsystems. At Sun, Peter led numerous minority equity investments in mission-critical technology ecosystems. He drove acquisitions of technology innovators that developed into multi-million dollar product lines at Sun. Through these experiences developing new strategies organically and merging smaller entities into a large company, Peter developed a keen focus on the underlying organizational culture challenges that growth engenders in innovation-driven enterprises.

Peter was educated at Stanford University and Northwestern University and the USC Marshall School of Business Center For Effective Organizations (HCEO Certificate, 2017).

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INVITED SPEAKERS



Elaine Pretorius, MD

Executive Director of Medical Services, Limestone Coast Local Health Network, South Australia.

Dr. Pretorius trained in South Africa as an Endocrinologist and General Physician and came to Australia in 2004 to join the Endocrinology team at Flinders Medical Centre. Dr. Pretorius was the Head of Unit for the Diabetes and Endocrine Services and subsequently the Divisional Director for Medicine in the Northern Adelaide Local Network. She was based in NALHN from 2006-2019. She counts clinical governance, quality improvement and change management as special areas of interest. She has been a member of the National Australian Diabetes Centres Steering Committee since inception and the Chair of the NADC Accreditation Committee. She counts the establishment of a state-wide Adult Transgender Service as one of her career highlights, along with the standardization of inpatients diabetes management across the Northern Adelaide Health network. Her current Quality Improvement work includes a review of General Medicine Services and embedding an improvement culture across the Local Health Network. Dr. Pretorius has completed a Masters Degree in Health Care Management and completed a Fellowship in Medical Administration in 2018.



Daniel J. Murphy, Jr. MD

Professor of Pediatrics (Cardiology) Emeritus.
Co-Chair, Department Well Being Directors Council, WellMD/PhD.
Stanford University, School of Medicine.

Dr. Murphy received his bachelor's degree from Stanford University and his M.D. from the University of Southern California. He completed his Residency in Pediatrics and Fellowship in Pediatric Cardiology at Children's Hospital Medical Center in Cincinnati, Ohio. He was the director of the Pediatric Echocardiography Laboratory and the Adult Congenital Heart Clinic at the Cleveland Clinic, Cleveland, Ohio from 1989 to 2001. He joined the faculty at Stanford in October, 2001, and served as Professor of Pediatrics (Cardiology) at Stanford University School of Medicine, and Medical Director of Ambulatory Services for Stanford Children's Health and the Medical Director of the Outpatient Heart Center and Lucile Packard Children's Hospital Stanford. In July, 2021 Dr. Murphy transitioned to Emeritus status and is now part of the WellMD team as co-chair of the Department Wellbeing Directors Council. He is also still actively involved with improvement work for the LPCH Heart Center.

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INVITED SPEAKERS



Marcia Nelson, MD

Vice President - Chief Medical Officer, Enloe Medical Center.

Dr. Marcia Nelson has been at Enloe Medical Center since September 1989. In addition to being a family practice physician, Dr. Nelson has held many leadership roles within the organization. She served as Vice President of Medical Affairs (VPMA) since July 2005 and became the Chief Medical Officer in 2017.

In this role, Dr. Nelson provides physician perspective to the operations of the organization and develops and supports physician leadership to enhance the quality of care for patients. Her primary focus has been the annual Quality Summit, which highlights the past year's quality improvement successes and helps set the new quality priorities.

In December 2011, the California Hospital Association awarded Dr. Nelson the Ritz E. Heerman Memorial Award for outstanding contributions to the improvement of patient care in California. In May 2008, she was the first recipient of the Enloe Spirit of Planetree Physician Champion Award. She was a recipient of the Enloe Quality Award in 1997 (as part of the pneumonia quality improvement team) and was the Chico Chamber of Commerce Outstanding Woman in Healthcare in 2004. Dr. Nelson graduated magna cum laude from CSU, Chico, in 1982 (biological chemistry). She graduated from UCLA School of Medicine in 1986 and completed her family medicine residency in Merced, Calif., in 1989. She received a master's degree in medical management from USC in 2012.



Alpa Vyas

Vice President & Chief Patient Experience Officer, Stanford Health Care.

Alpa has over 20 years of health care experience. She is responsible for developing and driving core patient and family centered programs, services and patient satisfaction reporting/analytics to support the goals of the organization. In addition, Alpa has led the Design Thinking efforts and developing new services to advance leading edge and coordinated care.

Alpa was a healthcare strategy and operations consultant with Deloitte Consulting for over eight years. Alpa has had the opportunity to work with academic medical centers, physician group practices, and multi-hospital health systems across the country. Her experience includes assisting provider organizations in mergers and acquisitions, financial turnarounds, performance improvement initiatives, regulatory reviews, strategic planning as well as large-scale electronic medical record implementations. Alpa has a Bachelor's degree in Public Health from the University of South Carolina and a Master's in Healthcare Administration from the Medical University of South Carolina.

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INVITED SPEAKERS



Niraj Sehgal, MD, MPH

Professor of Medicine.

Chief Medical Officer for Stanford Health Care, and Senior Associate Dean for Clinical Affairs in the School of Medicine.

Niraj's clinical practice is focused on hospital medicine, while his academic career has been focused on studying and improving the quality and safety of care. The latter reinforces his commitment to emphasizing interprofessional teamwork, building multidisciplinary partnerships, developing healthcare leaders, and advocating for health equity. Niraj earned his undergraduate degree from Washington University and his medical degree from Rush University. He was a resident and chief resident at Stanford before completing a postdoctoral fellowship at the Stanford Prevention Research Center, during which time he earned a Master of Public Health from UC Berkeley. He was later a selected fellow and graduate of the California Healthcare Foundation Leadership Program. Despite being in the Bay Area for more than 20 years, he remains deeply connected to his Chicago roots, particularly his beloved Cubs, Bears, and Bulls.



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CONFERENCE OVERVIEW

**FRANCES C. ARRILLAGA ALUMNI CENTER
STANFORD UNIVERSITY
WIRELESS GUEST NETWORK ACCESS**

Important Notes:

- The wireless Stanford network in the Alumni Center is NOT a secure network. Any email, web transactions, etc., you transmit are done so in clear text. Any information you send could potentially be captured & viewed
- Use of the wireless Stanford network at the Alumni Center is done so at your own risk. We are not responsible in any way if your computer stops working or if data gets corrupted, hijacked, etc.
- The Alumni Center staff reserves the right to immediately remove any wireless guests from the Stanford network should improper activity be detected, or to deny requests for wireless service and/or help!
- Wireless connection will expire every 4 hours; to avoid interrupting your presentation, please log-out and reconnect beforehand

Stanford Wireless Guest Access Instructions:

If your computer is supplied by Stanford, please follow your standard procedures to gain access to the wireless network.

If your computer is **NOT** registered at Stanford, follow the instructions below:

- Select **"Stanford"** from your device's list of available wireless networks.
- Open a web browser (e.g. Internet Explorer, Safari, Chrome)
- You will automatically be directed to a login page, select **"Continue to Registration Choices"** at the bottom of the page.
- If you are not automatically directed to a login page, please type "stanford.edu" into your browser.
- Select **"Sponsored Wireless Guest"** and enter the username and password located below. Select "Log In" when finished.

USERNAME: **LEAN2022**
PASSWORD: **Stanford1**
DATE ACTIVE: **October 11 & 12, 2022**

Note: username and password are case sensitive.

You should now be able to access the Internet. Please note that it may take several minutes for an initial connection to be made to the wireless network, so please be patient.

Stanford Wireless Network Details:

The wireless Stanford network operates on 802.11b technology, running at 11mbps. The entire 1st floor of the Alumni Center has wireless coverage, including the immediate outside perimeter.

ABSTRACTS

Abstracts for oral presentations are available for all delegates to access online at www.leanhealthatstanford.org.
Password: **lean@2022**

CATERING BREAKS/DIETARY REQUIREMENTS

All catering breaks including lunch, morning and afternoon refreshments will be served outside the main meeting rooms. Those who have indicated special dietary needs should speak to staff at the registration desk for arrangements.

CREDIT CARDS

Visa and MasterCard will be accepted at the Registration Desk.

DRESS

Smart casual attire is appropriate for the Conference and networking event.

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CONFERENCE OVERVIEW

MOBILITY NEEDS

Should you require specific assistance, please see staff at the registration desk.

MOBILE PHONES

Please respect the presenter and other members of the audience by ensuring your mobile phone is switched off or on silent while you are in sessions.

NAME BADGES

Each delegate registered for the Conference will receive a name badge upon registration at the registration desk. This badge will be your official pass and must be worn during the Conference.

REGISTRATION DESK

The Registration Desk for the Conference is located in the main foyer of the Frances C. Arrillaga Alumni Center, adjacent to the main meeting room and will be open during the following hours:

Tuesday October 11, 2022	7:30am – 5:00pm
Wednesday October 12, 2022	7:30am – 4:30pm

THE LEAN HEALTHCARE ACADEMIC CONFERENCE AT STANFORD

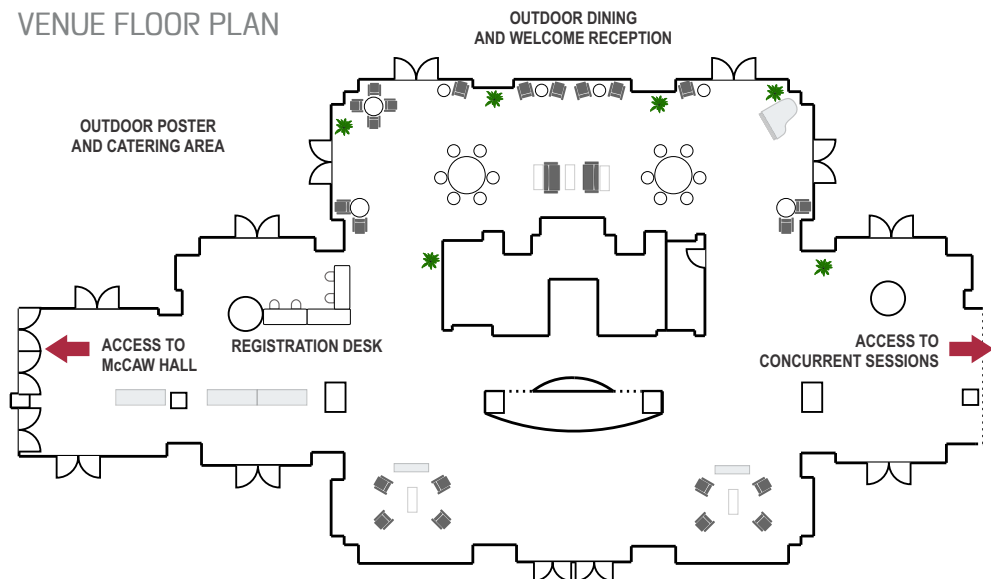
Conference Office

Cell: + 0407 512 969

Email: lisa@lean.org.au

Website: www.leanhealthatstanford.org

VENUE FLOOR PLAN



PROGRAM OVERVIEW

Tuesday October 11, 2022

0730	Registration Opens
0900	Session One: Opening Plenary Session – Improving Together for All – Patients, Families & Healthcare Workers
0900	Welcome
0915	Conference Opening Address
0920	Improving Together for Patients and Families
1020	Improving Together - Impact on Our Practice
1040	Break & Poster Viewing
1110	Session Two: Plenary Delegate Presentations
1110	Delegate Presentations: Diversity, Equity and Inclusion in our Improvement Work
1110	“We Can’t Achieve Quality without Equity” Advancing Health Equity Leadership Locally with A3 Thinking and Coaching Frameworks
1130	Leading the Way
1150	Delegate Presentations: Improving Together for All
1150	Patient and Family-Centered Care
1210	Using Lean Thinking to Establish and Improve a Virtual Care Service in South Australia (SA)
1230	Lunch & Poster Viewing
1330	Session Three: Delegate Break Out Sessions
	3A Diversity, Equity, Inclusion and Resilience
	3B Improving for Patients and Families
	3C Creating Value
1450	Break & Poster Viewing
1520	Session Four: Plenary Session
1520	Diversity, Equity and Inclusion in our Improvement Work
1600	The Baptist Management System: Integrating the Social and the Technical
1625	Commentary and Discussion
1720	Close of Day One
1730	Networking Reception
1845	Reception Conclusion

Wednesday October 12, 2022

0800	Registration Desk Opens
0830	Session Five: Plenary Session
0830	Opening Day 2
0840	Strengthening and Adapting Lean Daily Management to Address Operational Disruption
0915	Panel Presentation Improving Together for All – A Chief Medical Officer’s Perspective
1015	Improving Together – Impact on our Practice
1030	Break & Poster Viewing
1100	Session Six: Themed Break Out Delegate Presentations
	6A Patient Flow Challenges
	6B Building Capability
	6C Safety for Patients and Staff
1225	Lunch
1325	Session Seven: Break Out Sessions
1325	Learning Session & Poster Presentations
	7A: (Un) Intended Consequences: How to Turn an Improvement Project Into a Wellness Initiative
	7B: Applying Training Within Industry to Healthcare
	7C: COVID Response – the Learning Continues - Delegate Presentations with Facilitated Discussion
	Comprehensive Outpatient Covid Care at Palo Alto VA: A Lean Approach
	Not If, But When We Surge Again: Lessons from Frontline Staff Working to Keep Our Work Force Healthy
	Utilizing Technology to Streamline Ambulatory COVID19 Vaccination Clinic Volunteers at Stanford Children’s Health
1425	Mini Break
1435	Session Eight: Closing Plenary
1435	TED TALK: What I Have Learned About Lean in Healthcare
1450	Improving Together for All in the Heart Center
1510	Closing Keynote - Improving Together for All
1545	Awards Presentations
1600	Conference Close