



CANADIAN COLLEGE OF HEALTH LEADERS    COLLÈGE CANADIEN DES LEADERS EN SANTÉ

*Learning, Leading, Inspiring    Apprendre, mener, inspirer*

---



Centre for  
**Health Care  
Management**

**The BC Lower Mainland Chapter and the Centre for Health Care Management (CHCM) at the University of British Columbia present:**

**IF YOU'RE NOT KEEPING SCORE YOU'RE ONLY PRACTICING:  
EVALUATING A SYSTEM-WIDE LEAN IMPLEMENTATION**

**With Martin Puterman**

**Date: Wednesday, March 21, 2012, 8:00 am – 9:00 am Pacific Time**

Participation in this event is free.

**Abstract**

Lean methods date back to the Toyota Production System which was developed shortly after World War II. Of late, they are finding wide spread usage in health care.

In industry, the primary objective of Lean is to enhance corporate earnings, but in health care, Lean seeks to improve patient-centered care and system efficiency. Lean evaluations have tended to be ad hoc, usually focusing on before and after pictures, graphical displays or vignettes. With Lean's widespread adoption in health care, a framework for its evaluation is sorely needed.

This talk provides guidelines for evaluating a comprehensive Lean program based on insights gained developing a framework to evaluate "imPROVE", a significant Lean initiative undertaken by the Provincial Health Services Authority (PHSA) in British Columbia. This talk will not present results of the imPROVE evaluation but will focus on concepts, methods and observations.

**Martin L. Puterman, PhD**, is Advisory Board Professor of Operations in UBC's Sauder School of Business. He was founder and director of the Centre for Operations Excellence (in Sauder), the UBC Centre for Health Care Management, and the Biostatistical Consulting Service at BC Children's Hospital. He is co-principal investigator of the CIHR Team for Operations Research in Quality Cancer Care. His research focuses on health care operations research especially pertaining to cancer care delivery and decision making, Markov decision processes and statistical modeling of golf performance and PGA tour structure. He has consulted widely on health care operations, statistical modeling, inventory control, forecasting, operations management, program evaluation and management strategy.

Dr. Puterman received the prestigious INFORMS Lanchester Prize for his book *Markov Decision Processes*. He is an INFORMS Fellow and recipient of the Canadian Operations Research Society (CORS) Award of Merit, the CORS Practice Prize and the INFORMS case prize. He has been an editorial board member of *Mathematics of Operations Research*, *Operations Research*, *Management Science*, *Production and Operations Management*, *Manufacturing and Service Operations Management* and *The Journal of the American Statistical Association*. He received his PhD in Operations Research and an MS in Statistics from Stanford University and AB in Mathematics from Cornell.

**Please register to participate:**

IN PERSON	LIVE WEBINAR	STREAMING VIDEO ARCHIVE
<p><b><u>RSVP to attend. No cost:</u></b>            Room C485, UBC Robson Square,            800 Robson Street, Vancouver,            BC</p>	<p><b><u>Join us</u></b> online live during the seminar.  <b>See and hear the presenter, view their slides, and ask questions!</b></p>	<p>If you are unable to participate live, <b><u>request to be notified</u></b> when the online video archive appears on <a href="http://chcm.ubc.ca">chcm.ubc.ca</a>.</p>

**Registration:** This will be provided free of charge by the BC Lower Mainland Chapter and UBC CHCM.

 <p><b>CANADIAN COLLEGE OF HEALTH LEADERS</b>  <b>COLLÈGE CANADIEN DES LEADERS EN SANTÉ</b></p>	<p><b>MAINTENANCE OF CERTIFICATION</b>            Attendance at this program entitles certified Canadian College of Health Leaders members (CHE / Fellow) to 1 Category I credits toward their maintenance of certification requirement.</p>
---	--

---

Canadian College of Health Leaders  
 Collège canadien des leaders en santé  
 292, rue Somerset Street West/ouest Ottawa, ON K2P 0J6 Canada

Telephone/Téléphone : 613.235.7218 1.800.363.9056  
 Fax/Télécopieur : 613.235.5451

[www.cchl-ccls.ca](http://www.cchl-ccls.ca) - [info@cchl-ccls.ca](mailto:info@cchl-ccls.ca)