



HACETTEPE ÜNİVERSİTESİ
ENDÜSTRİ MÜHENDİSLİĞİ BÖLÜMÜ

SEMİNER DUYURUSU

Tarih-Saat: 31/10/2013 Perşembe – 13:00-14:00

Yer: Endüstri Mühendisliği Bölümü Konferans Salonu

**OPERATIONS IMPROVEMENT IN HEALTHCARE:
PROGRAM DESIGN, CHANGE STRATEGY AND
PROJECT MANAGEMENT**

*Prof.Dr. Jeroen de Mast
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Since 2000, our group at the University of Amsterdam has been involved in the improvement of operations and processes in over 15 hospitals in the Netherlands and Belgium. We use the Lean Six Sigma framework for structuring these initiatives. In the workshop, I want to present our experiences and the lessons that we have learned.

Topics:

- Operational excellence in a hospital — what does that mean?
- Operations improvement in hospitals using the Lean and Six Sigma models.
- **Lesson 1:** Confusion between Theory 'E' and Theory 'O'. Change initiatives aimed at improving economic value by radical change must be organized differently from initiatives aimed at mobilizing organizational competences. There are strong tensions between both types of ambitions, and failure to resolve these tensions seriously impedes operations improvement initiatives.
- **Lesson 2:** Resolving the tension between top-down and bottom-up initiatives.
- **Lesson 3:** A practical model for the translation of the organization's ambitions into actionable projects.
- **Lesson 4:** Powerful structures for managing successful project.

BIO: Prof. Dr. Jeroen de Mast is a Professor of Methods & Statistics for Operations Management at the University of Amsterdam. He is also an experienced business consultant with 15 years of experience implementing Six Sigma, Lean and reliability engineering in healthcare, the services industries, manufacturing and the high-tech industry. Fall 2013, he is visiting professor at Boğaziçi University in Istanbul. He has authored many publications in the scientific literature on industrial statistics, quality engineering and operations management.