**Sophia Children's Hospital Proposed Program Outline**

**Module 1: Value, Operations and Leadership**

**Day 1:**

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| **Time** | **Session** | **Content** | **Presenter** |
| 08.30 – 9.00 | **Arrival** |  |  |
| 9.00 – 10.00 | Presentation | Introduction:  Sophia strategy  Program purpose and overview | Eric Steegers  Arie Franx  Richard Bohmer |
| 10.00 – 11.30 | Case discussion | ***HBS Case: Columbia***  [***https://store.hbr.org/product/columbia-s-final-mission/304090***](https://store.hbr.org/product/columbia-s-final-mission/304090)   * management challenges in complex science-driven organizations | Richard Bohmer |
| 11.30 – 11.45 | **Break** |  |  |
| 11.45 – 1.00 | Open discussion | Reviewing the Covid-19 experience   * what have we learned from our experience responding to the Covid-19 pandemic about   + operations design?   + leadership? | Richard Bohmer |
| **1.00 – 2.00** | **Lunch** |  |  |
| 2.00 – 3.15 | Case discussion | ***HBS Case: Benihana of Tokyo***  [***https://store.hbr.org/product/benihana-of-tokyo/673057?from=quickSearch***](https://store.hbr.org/product/benihana-of-tokyo/673057?from=quickSearch)   * relationship between strategy, value, and operations design | Richard Bohmer |
| 3.15 – 3.45 | Mini-lecture | Strategy, value and purpose | Richard Bohmer |
| 3.45 - 4.00 | **Break** |  |  |
| 4.00 – 5.30 | Workgroup discussion | Workbook guided discussion: Exercise 1   1. forecasting the future: what technical, financial, regulatory and societal developments could change our future operating system? – including review of our current operating /governing system | Break out teams moderated by Michèle van der Kemp |
| 5.30 | **Session close** |  |  |

**Day 2:**

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| **Time** | **Session** | **Content** | **Presenter** |
| 9.00 – 10.00 | Presentation | SCH presentation: Governing structure plus group discussion | Eric Steegers  Lucia / Arie? |
| 10.00 – 11.30 | Case discussion | ***HBS Case: Istituto Clinico Humanitas***  ***A:***  [***https://store.hbr.org/product/istituto-clinico-humanitas-a/603063?from=quickSearch***](https://store.hbr.org/product/istituto-clinico-humanitas-a/603063?from=quickSearch)   * operating system design for quality and efficiency | Richard Bohmer |
| 11.30 – 11.45 | **Break** |  |  |
| 11.45 – 1.00 | Case discussion | ***HBS Case: Duke Heart Failure Clinic***  [***https://store.hbr.org/product/duke-heart-failure-program/604033?from=quickSearch***](https://store.hbr.org/product/duke-heart-failure-program/604033?from=quickSearch)   * multi-operating system models | Richard Bohmer |
| 1.00 – 2.00 | **Lunch** |  |  |
| 2.00 – 3.15 | Case discussion | ***HBS Case: London Stroke Network***  [***https://store.hbr.org/product/reconfiguring-stroke-care-in-north-central-london/712496?from=quickSearch***](https://store.hbr.org/product/reconfiguring-stroke-care-in-north-central-london/712496?from=quickSearch)   * creating networks from previously independent organizations | Richard Bohmer |
| 3.15 – 4.00 | Lecture | Principles of operations and their application to health care | Richard Bohmer |
| 4.00 – 5.30 | Workgroup discussion | Workbook guided discussion: Exercise 2   1. who are our patients? 2. what is our value proposition? 3. what is the structure of our value chain? 4. how will we measure value? | Break out teams moderated by Michèle van der Kemp |
| 5.30 | **Session close** |  |  |

**Day 3:**

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| **Time** | **Session** | **Content** | **Presenter** |
| 9.00 – 10.30 | Case discussion | ***HBS Case: Rittenhouse Medical Center***  [***https://store.hbr.org/product/managing-orthopaedics-at-rittenhouse-medical-center/607152?from=quickSearch***](https://store.hbr.org/product/managing-orthopaedics-at-rittenhouse-medical-center/607152?from=quickSearch)   * clinical leadership and exercising control over a local system | Richard Bohmer |
| 10.30 – 10.45 | **Break** |  |  |
| 10.45 – 12.00 | Case discussion | ***HBS Case: Alan Kendricks***  [***https://store.hbr.org/product/alan-kendricks-at-cardiology-associates/407067?from=quickSearch***](https://store.hbr.org/product/alan-kendricks-at-cardiology-associates/407067?from=quickSearch)   * clinicians leading change among their colleagues | Richard Bohmer |
| 12.00 – 1.00 | **Lunch** |  |  |
| 1.00 – 2.30 | Case discussion | ***HBS Case: Children's Hospital and Clinics***  ***A:***  [***https://store.hbr.org/product/children-s-hospital-and-clinics-a/302050?from=quickSearch***](https://store.hbr.org/product/children-s-hospital-and-clinics-a/302050?from=quickSearch)   * leading culture change | Richard Bohmer |
| 2.30 – 4.00 | Workgroup discussion | Workbook guided discussion: Exercise 3   1. review of our current operating system 2. how well is it delivering the value we intend? | Break out teams moderated by Michèle van der Kemp |
| 4.00 – 4.15 | **Break** |  |  |
| 4.15 – 5.00 | Lecture | Leading operational change in a clinical environment | Richard Bohmer |
| 5.00 – 5.30 | Presentation | Concluding comments and what is next:   * inter-module workgroup assignments based on Sophia strategic agenda * what changes do we want to make to achieve our strategic goals? Refining the workgroup exercises plus planning | Richard Bohmer  Arie Franx  Michèle van der Kemp |
| 5.30 | **Session close** |  |  |

**Day 4:**

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| **Time** | **Session** | **Content** | **Presenter** |
| 9.00 – 9.30 | Presentation | Welcome and program overview | Richard Bohmer  Arie Franx |
| 9.30 -10.30 | Case discussion | ***HBS Case: Virginia Mason Medical Center***  [***https://store.hbr.org/product/virginia-mason-medical-center/606044?from=quickSearch***](https://store.hbr.org/product/virginia-mason-medical-center/606044?from=quickSearch)   * application of Toyota Production System to health care | Richard Bohmer |
| 10.30 – 10.45 | **Break** |  |  |
| 10.45 – 12.00 | Case discussion | ***IDEO (video case): presented in class, no pre-read***   * principles of innovation | Richard Bohmer |
| 12.00 – 1.00 | **Lunch** |  |  |
| 1.00 – 4.00 | Discussion | Workgroup presentations (3 groups) and discussion | All |
| 4.00 - 4.15 | **Break** |  |  |
| 4.15 – 5.00 | Presentation | Sophia Children's Hospital presentation or Erasmus MC presentation | TBD |
| 5.00 | **Session close** |  |  |

**Day 5:**

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| **Time** | **Session** | **Content** | **Presenter** |
| 9.00 – 10.30 | Case discussion | ***HBS Case: Intermountain Healthcare***  [***https://store.hbr.org/product/intermountain-health-care/603066?from=quickSearch***](https://store.hbr.org/product/intermountain-health-care/603066?from=quickSearch)   * clinical integration - blending principles of innovation and improvement into routine operations | Richard Bohmer |
| 10.30 – 10.45 | **Break** |  |  |
| 10.45 – 12.00 | Case discussion | ***HBS Case: Heartport***  [***https://store.hbr.org/product/heartport-inc/600020?from=quickSearch***](https://store.hbr.org/product/heartport-inc/600020?from=quickSearch)   * technology design and adoption | Richard Bohmer |
| 12.00 – 12.30 | Lecture | Issues in Improvement and Innovation | Richard Bohmer |
| 12.30 – 1.30 | **Lunch** |  |  |
| 1.30 – 3.30 | Discussion | Workgroup presentations (2 groups) and discussion | All |
| 3.30 – 4.00 | **Break** |  |  |
| 4.00 – 4.30 | Presentation | Strategy, workgroup assignments & Goals 2021 Sophia | Sophia Board plus CEO |
| 4.30 – 5.00 | Presentation | Closing comments | Richard Bohmer  Michèle van der Kemp  Arie Franx  Eric Steegers |
| 5.00 | **Session close** |  |  |