**ErasmusMC-Amphia Collaboration: Proposed CLCR Program Outline**

**Day 1: Value in complex healthcare systems**

**Goals of the day:** discuss value and value delivery in a complex healthcare system

plan the ways in which the Erasmus-Amphia collaboration can deliver additional value in total and per workgroup

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| **Time** | **Session** | **Content** | **Presenter** |
| 08.30 – 9.00 | **Arrival** |  |  |
| 9.00 – 9.30 | Presentation | Introduction:  Welcome from the collaborative leadership  Outline of the program, goals for the program and goals for this module | Leadership team & Program office  Richard Bohmer  Michèle van der Kemp |
| 9.30 – 11.00 | Case discussion | ***HBS Case: Columbia***   * the management challenges in complex science-driven organizations | Richard Bohmer |
| 11.00 – 11.15 | **Break** |  |  |
| 11.15 – 12.30 | Case discussion | ***HBS Case: Benihana of Tokyo***   * understanding the relationship between strategy, value, and operations design | Richard Bohmer |
| **12.30 – 1.30** | **Lunch** |  |  |
| 1.30 – 2.15 | Open discussion | Planning the collaboration   * what are our aspirations for, and the challenges of our collaboration? * what will we have to do well in order to get the best out of our collaboration? | Richard Bohmer |
| 2.15 – 3.30 | Case discussion | ***HBS Case: Big City Phone Company***   * the challenge of leading multi-disciplinary teams | Richard Bohmer |
| 3.30 – 3.45 | **Break** |  |  |
| 3.45 - 4.15 | Mini-lecture | Value delivery in a healthcare network | Richard Bohmer |
| 4.15 - 5.45 | Workgroup Session 1 | **Value & Ambitions**  What do patients value and how do the institutions deliver that value today? What additional value can the collaboration add to patients and professionals?  Given these opportunities for value creation, what are our ambitions for our collaboration? | All  Richard Bohmer  Michèle van der Kemp |
| 5.45 - 6.00 | **Session close** |  |  |

**Day 2: Designing operating systems to deliver value**

**Goals of the day:** discuss the design characteristics of highly functioning operating systems

first designs and operational changes needed to support the Erasmus-Amphia collaboration per workgroup

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| **Time** | **Session** | **Content** | **Presenter** |
| 9.00 – 10.30 | Case discussion | ***HBS Case: Istituto Clinico Humanitas***   * designing an operating system for quality and efficiency | Richard Bohmer |
| 10.30 – 10.45 | **Break** |  |  |
| 10.45 – 12.00 | Case discussion | ***HBS Case: Duke Heart Failure Clinic***   * the design and management of multi-operating system models | Richard Bohmer |
| 12.00 – 1.00 | **Lunch** |  |  |
| 1.00- 1.30 | Mini-lecture | Principles of operations and their application to healthcare delivery systems | Richard Bohmer |
| 1.30 - 3.00 | Workgroup Session 2 | **Operating system design**  **New Models:**  What new operational models do we require to deliver on our ambitions?  **New Ways of Working**  What new individual and group roles and ways of working (personal plus system) support the realization of our ambition? | All  Richard Bohmer  Michèle van der Kemp |
| 3.00 - 3.15 | **Break** |  |  |
| 3.15 – 5.00 | Team presentations and discussion | Results of teams' discussions about preliminary ideas on value and operations design  Open discussion | Richard Bohmer  Michèle van der Kemp |
| 5.00 – 5.30 | Wrap up | Review of the last two days  Next steps to intermodule work | Leadership team & Program office  Richard Bohmer  Michèle van der Kemp |
| 5.30 | **Session close** |  |  |

**Half-Day 3: Leading change in a clinical setting**

**Goals of the day:** examine the challenges of leading change in a clinical setting

inspire each other and discuss the implications for those leading change in the Erasmus-Amphia collaboration

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| **Time** | **Session** | **Content** | **Presenter** |
| 13.30 – 13.35 | Presentation | Welcome back  Goals for this session | Leadership team & Program office  Richard Bohmer  Michèle van der Kemp |
| 13.35 – 16.00 | Workgroup presentations and discussion (x3) | Results of three teams' work since the last meeting  Open discussion | Richard Bohmer  Michèle van der Kemp |
| 16.00 – 16.15 | **Break** |  |  |
| 16.15 – 17.30 | Case discussion | ***HBS Case: Alan Kendricks***   * the challenges for clinicians leading change among their colleagues | Richard Bohmer |
| 17.30 | **Session close** |  |  |

**Half-Day 4: Leading change in a clinical setting (continued)**

**Goals of the day:** examine the challenges of leading change in a clinical setting

inspire each other and discuss the implications for those leading change in the Erasmus-Amphia collaboration

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| **Time** | **Session** | **Content** | **Presenter** |
| 13.30 – 13.35 | Presentation | Welcome back  Goals for this session | Richard Bohmer  Michèle van der Kemp |
| 13.35 -15.15 | Workgroup presentations and discussion (x2) | Results of two teams' work since the last meeting  Open discussion | Richard Bohmer  Michèle van der Kemp |
| 15.15 – 15.30 | **Break** |  |  |
| 15.30 - 16.45 | Case discussion | ***HBS Case: Children's Hospital and Clinics***   * leading an institution-wide culture change | Richard Bohmer |
| 16.45 -17.15 | Mini-lecture | Leading change in a clinical environment | Richard Bohmer |
| 17.15 – 18.00 | Wrap-up | Review of the last two meetings  Next steps | Leadership team & Program office  Richard Bohmer  Michèle van der Kemp |
| 18.00 | **Session close** |  |  |

**Day 5: Innovation and innovation adoption**

**Goals of the day:** discuss approaches to innovation and innovation adoption in healthcare

discuss priorities and implications for those leading the Erasmus-Amphia collaboration

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| **Time** | **Session** | **Content** | **Presenter** |
| 9.00 – 9.05 | Presentation | Welcome back  Goals for this day | Leadership team & Program office  Richard Bohmer  Michèle van der Kemp |
| 9.05 – 10.30 | Case discussion | ***HBS Case: Heartport***   * the challenges of managing innovation adoption in healthcare | Richard Bohmer |
| 10.30 – 10.45 | **Break** |  |  |
| 10.45 – 12.00 | Case discussion | ***HBS Case: Intermountain Healthcare***   * creating a clinically integrated system - blending principles of innovation and improvement into routine operations | Richard Bohmer |
| 12.00 - 12.30 | Mini-lecture | Leading learning and the design and management of learning systems | Richard Bohmer |
| 12.00 – 1.00 | **Lunch** |  |  |
| 1.00 – 3.30 | Workgroup presentations and discussion (x5) | Workgroup presentations of final plans  Open discussion | Richard Bohmer  Michèle van der Kemp |
| 3.30 – 4.00 | **Break** |  |  |
| 4.00 – 5.00 | Plenary discussion | What did we learn from each other and how do we work together in the future?  What principles will guide our future collaborations?  How do we leverage our network working? | All |
| 5.00 – 5.30 | Wrap up | Closing comments | Leadership team & Program office  Richard Bohmer  Michèle van der Kemp |
| 5.30 | **Session close** |  |  |