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To whom it may concern,

I am pleased to offer a reference for Vladimir Lyadov Chief of Personalized Oncology Department.

My relationship with Dr. Lyadov began when he and his team visited Virginia Mason Medical Center (VMMC), Seattle WA in December of 2013. While there, I made his acquaintance as he and his team were visiting a prominent Thoracic surgeon at VMMC. During this visit, in my capacity as Director of Surgery, I was introduced to his team and offered to demonstrate the daily operations of a busy US surgical suite and how we had utilized the Virginia Mason production system (LEAN) methodology to make improvements in efficiency in managing the complex world a busy operating room. The Virginia Mason production system is an adoption of many efficiency practices established by the Toyota Motor company of Japan. It was during this visit, I established a relationship with Dr. Lyadov. He had an interest in efficiency in healthcare.

In June of 2014, had the occasion to visit Dr. Lyadov and his team at the Medical and Rehabilitation Center, Moscow. During this two week visit, I had the opportunity to be a guest in the operating room. I interacted with his team, and introduced the ideas of increased efficiency in the operating room. It was through Dr. Lyadov's progressive and thoughtful approach at looking for better, faster, safer and more efficient processes that led me to have a productive visit, leaving his team with new thoughts and ideas around operating room efficiency.

Healthcare, whether in Russia or the US, is a tough business and efficiency is imperative. It is also imperative that we in healthcare have medical leadership that understands the value of efficiency and continually seeks ways to maximize efficiency, and continually look for innovative ways to delivery quality care. I believe Dr. Lyadov is that type of medical leader.

I have enjoyed my professional relationship with Dr. Lyadov and am pleased to be able to offer this reference on his behalf.

Respectfully submitted,

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