

SECOND EDITION

OPERATIONS MANAGEMENT IN HEALTHCARE

STRATEGY AND PRACTICE

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Healthcare Operations Management 2nd Edition

Yasar A. Ozcan



Healthcare Operations Management 2nd Edition:

Health Care Operations Management James R. Langabeer, Jeffrey Helton, 2016 Health Care Operations Management A Systems Perspective Second Edition provides comprehensive and practical coverage of all aspects of operations management specific to the healthcare industry It covers everything from hospital finances to project management patient flows performance management process improvement and supply chain management This is an ideal text for university courses in healthcare management at all levels It is also an excellent professional reference for healthcare administrators clinical support managers and supply chain professionals The Second Edition has been thoroughly updated with the most recent data statistics and references It also offers expanded coverage of quality financial and systems management as well as a new chapter entitled Operational Metrics in Health Care Organization

Operations Management in Healthcare Corinne M. Karuppan, Nancy E. Dunlap, Michael R. Waldrum, 2021-12-07 This thoroughly revised and updated second edition of *Operations Management in Healthcare Strategy and Practice* describes how healthcare organizations can cultivate a competitive lead by developing superior operations using a strategic perspective In clearly demonstrating the how tos of effectively managing a healthcare organization this new edition also addresses the why of providing quality and value based care Comprehensive and practice oriented chapters illustrate how to excel in the four competitive priorities quality cost delivery and flexibility in order to build a cumulative model of healthcare operations in which all concepts and tools fit together This textbook encourages a hands on approach and integrates mind maps to connect concepts icons for quick reference dashboards for measurement and tracking of progress and newly updated end of chapter problems and assignments to reinforce creative and critical thinking Written with the diverse learning needs in mind for programs in health administration public health business administration public administration and nursing the textbook equips students with essential high level problem solving and process improvement skills The book reveals concepts and tools through a series of short vignettes of a fictitious healthcare organization as it embarks on its journey to becoming a highly reliable organization This second edition also includes a strong emphasis on the patient s perspective as well as expanded and added coverage of Lean Six Sigma value based payment models vertical integration mergers and acquisitions artificial intelligence population health and more to reflect evolving innovations in the healthcare environment across the United States Complete with a full and updated suite of Instructor Resources including Instructor s Manual PowerPoints and test bank in addition to data sets tutorial videos and Excel templates for students Key Features Demonstrates the how tos of effectively managing a healthcare organization Sharpens problem solving and process improvement skills through use of an extensive toolkit developed throughout the text Prepares students for Lean Six Sigma certification with expanded coverage of concepts tools and analytics Highlights new trends in healthcare management with coverage of value based payments mergers and acquisitions population health telehealth and more Intertwines concepts with vivid vignettes to describe human dynamics organizational

challenges and applications of tools Employs boxed features and YouTube videos to address frequently asked questions and real world instances of operations in practice **Handbook of Healthcare Operations Management** Brian T.

Denton,2013-02-28 From the Preface Collectively the chapters in this book address application domains including inpatient and outpatient services public health networks supply chain management and resource constrained settings in developing countries Many of the chapters provide specific examples or case studies illustrating the applications of operations research methods across the globe including Africa Australia Belgium Canada the United Kingdom and the United States Chapters 1 4 review operations research methods that are most commonly applied to health care operations management including queuing simulation and mathematical programming Chapters 5 7 address challenges related to inpatient services in hospitals such as surgery intensive care units and hospital wards Chapters 8 10 cover outpatient services the fastest growing part of many health systems and describe operations research models for primary and specialty care services and how to plan for patient no shows Chapters 12 16 cover topics related to the broader integration of health services in the context of public health including optimizing the location of emergency vehicles planning for mass vaccination events and the coordination among different parts of a health system Chapters 17 18 address supply chain management within hospitals with a focus on pharmaceutical supply management and the challenges of managing inventory for nursing units Finally Chapters 19 20 provide examples of important and emerging research in the realm of humanitarian logistics **Healthcare Operations Management, Fourth Edition** Daniel B. McLaughlin, John R. Olson, PhD, Luv Sharma, PhD, 2022-01-26 Instructor resources Test bank PowerPoint slides teaching notes for the chapter content and end of chapter exercises Excel files and cases for selected chapters with accompanying teaching notes and a transition guide to the new edition Today s challenging healthcare landscape with its complex web of reimbursement systems workforce challenges and governmental regulations requires a platform for addressing issues and trends Savvy healthcare managers know how to integrate and deploy strategies to produce significant operational improvements and increase effectiveness throughout an entire healthcare enterprise Healthcare Operations Management explores the core principles of effective organizational operations and explains how they can be used to tackle healthcare specific challenges such as gaps in quality of care Through an integrated approach the authors provide a basic understanding of operations management and share strategies for applying advanced process improvement programs tools and techniques in healthcare This revised edition delves extensively into the role of technology in healthcare operations improvement exploring the use and impact of digital approaches to care delivery and finance with an emphasis on big data and advanced analytics Other new or updated topics include Waste reduction and cost management in the US healthcare system Quality management factors contributing to improvement processes Tools and techniques for successfully deploying Lean Changes that extend the supply chain beyond the walls of the hospital or clinic Most chapters begin with a vignette showcasing a real world example related to the chapter s concepts and conclude with discussion

questions Integrating content featured throughout the book the final chapter outlines a model for continuous healthcare operations improvement that introduces an algorithm for choosing and applying the book's methods and strategies The US healthcare system is filled with opportunities for significant operational improvements that can affect the delivery of patient care With the tools and techniques presented in this book current and future healthcare managers will be equipped to implement these enhancements and achieve operational excellence Healthcare Operations Management, Third Edition Daniel B. McLaughlin, John R. Olson, 2017-03-01 The answers to many of the dilemmas faced by the US healthcare system such as increasing costs inadequate access and uneven quality lie in organizational operations the nuts and bolts of healthcare delivery Leading healthcare organizations have begun to employ the programs techniques and tools of operations improvement that industries outside of healthcare have successfully used for decades Healthcare Operations Management aims to help healthcare management students and working professionals find ways to improve the delivery of healthcare with its complex web of patients providers reimbursement systems physician relations workforce challenges and intensive government regulation Taking an integrated approach the book puts the tools and techniques of operations improvement into the context of healthcare so that readers learn how to increase the effectiveness and efficiency of tomorrow's healthcare system Thoroughly revised and updated this edition includes A new chapter on big data and analytics for fact based decision making More Excel examples to demonstrate the use of this prime analytics tool New case studies and exercises Expanded information on innovation and new approaches to care delivery With its plentiful examples guidelines to software tools and emphasis on contemporary healthcare management issues this book provides current and future healthcare professionals alike with a broad foundation for implementing operational improvements in their organizations **Health Care Operations Management** James R. Langabeer, 2008-05-02 Hospitals are large and complex organizations yet they function largely without sophistication and technology inherent in other large businesses In a time when well over half of all hospitals report negative operating margins driving down costs through logistics and the supply chain is one of the most important yet overlooked areas for cost improvements Hospitals and other healthcare systems spend more time and money on their supply chain than on physicians and doctors salaries combined This is one of the first books to focus on the core business support services typically called logistics in healthcare These include Hospital materials management and the clinical supply chain Laundry and linen management eCommerce and technology in hospital logistics Accounting for medical supplies and inventories Inventory management Healthcare vendor collaboration Demand and supply planning This is an ideal text for healthcare administrators and functional business managers responsible for purchasing receiving supplier management business planning accounting and hospital administration as well as for students of hospital business services *Analytics and Decision Support in Health Care Operations Management* Yasar A. Ozcan, 2017-03-20 A compendium of health care quantitative techniques based in Excel Analytics and Decision Support in Health Care Operations is a comprehensive

introductory guide to quantitative techniques with practical Excel based solutions for strategic health care management This new third edition has been extensively updated to reflect the continuously evolving field with new coverage of predictive analytics geographical information systems flow process improvement lean management six sigma health provider productivity and benchmarking project management simulation and more Each chapter includes additional new exercises to illustrate everyday applications and provides clear direction on data acquisition under a variety of hospital information systems Instructor support includes updated Excel templates PowerPoint slides web based chapter end supplements and data banks to facilitate classroom instruction and working administrators will appreciate the depth and breadth of information with clear applicability to everyday situations The ability to use analytics effectively is a critical skill for anyone involved in the study or practice of health services administration This book provides a comprehensive set of methods spanning tactical operational and strategic decision making and analysis for both current and future health care administrators Learn critical analytics and decision support techniques specific to health care administration Increase efficiency and effectiveness in problem solving and decision support Locate appropriate data in different commonly used hospital information systems Conduct analyses simulations productivity measurements scheduling and more From statistical techniques like multiple regression decision tree analysis queuing and simulation to field specific applications including surgical suite scheduling roster management quality monitoring and more analytics play a central role in health care administration Analytics and Decision Support in Health Care Operations provides essential guidance on these critical skills that every professional needs

Healthcare Operations Management Daniel B. McLaughlin, 2012 Like its predecessor this book focuses operations management and the strategic implementation of programs techniques and tools for reducing costs and improving quality It not only covers the basics of operations management but also explains how operations and process improvement relate to contemporary healthcare trends such as evidence based medicine and pay for performance The book's practical approach includes real world examples to illustrate concepts and explanations of software tools that solve operational problems This second edition has been thoroughly revised to address current issues facing healthcare managers Major revisions include extensive updates to the chapters on statistical tools Six Sigma and the Lean enterprise The chapter on project management now includes information on agile and the chapter on scheduling and capacity management has been substantially rewritten and expanded A new chapter on improving financial performance with operations management has been added Key Features Emphasizes the importance of operations management in implementing the Affordable Care Act Aligns strategic and operational goals including the use of project management tools and balanced scorecard techniques to execute and monitor projects Thoroughly explores performance tools techniques and programs including Six Sigma the Lean enterprise and simulation Applies process improvement tools to supply chain management scheduling and other healthcare issues Includes chapter overviews a running glossary discussion questions and problems for each chapter

Management of Healthcare

Organizations: An Introduction, Fourth Edition Peter C. Olden, Cathleen O. Erwin, 2023-01-24 To become a successful healthcare manager students need to understand management theories and methods and know how to apply them to real world problems *Management of Healthcare Organizations An Introduction* teaches this in an engaging way The authors provide aspiring managers with theoretical background practical methods and hands on exercises to prepare for careers in healthcare management emphasizing the multifaceted nature of management problems and the need to combine a variety of approaches to solve them This text includes bulleted lists examples and exhibits to boost readability retention and engagement Chapters are arranged to sequentially build a body of knowledge and a mental framework for management Each chapter begins with a scenario taken from the same complex telehealth case study reinforcing the complexity of management problems while introducing chapter concepts Each chapter has updated information on diversity equity and inclusion and strategies for managing clinical staff and performance as well as Try It Apply It real world exercises This book combines time tested fundamental principles with cutting edge methods and current knowledge *Applying Quality Management in Healthcare: A Systems Approach, Fifth Edition* Patrice L. Spath, MA, RHIT, 2021-08-01 Instructor Resources Test bank PowerPoint slides and answers to exercises in the textbook The COVID 19 pandemic exposed the flaws in patient care delivery in many healthcare organizations Hospitals scrambled to deal with inadequate supplies of ventilators and personal protective equipment while simultaneously combating the inefficiencies inherent in their existing systems Outpatient areas struggled to deliver care in an environment that was safe for both workers and patients The pandemic was a reminder that a focus on comprehensive quality management is vital to the daily work of healthcare providers and those they treat *Applying Quality Management in Healthcare A Systems Approach* examines the real world tools and techniques necessary for improving systems that affect patient care outcomes Author Patrice L Spath explains how to explore and modify interconnected systems to make lasting changes that benefit the entire organization This updated edition features a new chapter on three organizational characteristics that advance success in quality management continuous improvement high reliability and accountability Throughout the book emphasizes the role of leadership in all aspects of quality Management concepts are supported by real life examples from different settings to further readers understanding Other new content in this edition includes Strategies for creating an organizational culture that supports ongoing improvement Data measurement techniques for analyzing inpatient and outpatient performance Regulations affecting quality activities in hospitals and other healthcare facilities External forces such as a pandemic that require a greater focus on systems Each chapter concludes with challenging exercises that give readers a chance to apply what they have learned A practice lab at the end of the book offers 11 rigorous assignments for a deeper exploration of the concepts presented Improving quality management processes is the first step toward providing better healthcare Every one from senior leaders and department managers to supervisors and frontline workers can benefit from these enhancements leading to greater job performance and ultimately safer patient care

Operations Management in Healthcare Corinne Karuppan, PhD Cpim, Nancy Dunlap, MD PH D MBA, Michael Waldrum, MD Msc MBA, 2021-10-28 This thoroughly revised and updated second edition of *Operations Management in Healthcare Strategy and Practice* describes how healthcare organizations can cultivate a competitive lead by developing superior operations using a strategic perspective. In clearly demonstrating the how tos of effectively managing a healthcare organization this new edition also addresses the why of providing quality and value based care. Comprehensive and practice oriented chapters illustrate how to excel in the four competitive priorities: quality, cost, delivery, and flexibility in order to build a cumulative model of healthcare operations in which all concepts and tools fit together. This textbook encourages a hands on approach and integrates mind maps to connect concepts, icons for quick reference, dashboards for measurement and tracking of progress, and newly updated end of chapter problems and assignments to reinforce creative and critical thinking. Written with the diverse learning needs in mind for programs in health administration, public health, business administration, public administration, and nursing, the textbook equips students with essential high level problem solving and process improvement skills. The book reveals concepts and tools through a series of short vignettes of a fictitious healthcare organization as it embarks on its journey to becoming a highly reliable organization. This second edition also includes a strong emphasis on the patient's perspective as well as expanded and added coverage of Lean Six Sigma, value based payment models, vertical integration, mergers and acquisitions, artificial intelligence, population health, and more to reflect evolving innovations in the healthcare environment across the United States. Complete with a full and updated suite of Instructor Resources including Instructor's Manual, PowerPoints, and test bank in addition to data sets, tutorial videos, and Excel templates for students. Key Features: Demonstrates the how tos of effectively managing a healthcare organization. Sharpens problem solving and process improvement skills through use of an extensive toolkit developed throughout the text. Prepares students for Lean Six Sigma certification with expanded coverage of concepts, tools, and analytics. Highlights new trends in healthcare management with coverage of value based payments, mergers and acquisitions, population health, telehealth, and more. Intertwines concepts with vivid vignettes to describe human dynamics, organizational challenges, and applications of tools. Employs boxed features and YouTube videos to address frequently asked questions and real world instances of operations in practice. Purchase includes digital access for use on most mobile devices or computers as well as full suite of instructor and student resources. *Health Systems Thinking* James A. Johnson, Douglas E. Anderson, Caren C. Rossow, 2018-10-15 This book is a primer focusing on systems thinking as it spans the domains of health administration, public health, and clinical practice. Currently the accrediting commissions within public health, health administration, and nursing are including systems thinking as part of the core competencies in their respective fields and professions. Meanwhile academic programs do not have the materials other than journal articles to give students the requisite understanding of systems thinking as is expected of the next generation of health professionals. This primer is designed to meet that void and serve as a supplemental reading for this important and

timely topic This is the only book of its kind that provides a broad introduction and demonstration of the application of health systems thinking *Improving Healthcare Operations* Sharon J Williams, 2017-01-16 This book examines the design of two care pathways to establish how key principles associated with systems thinking quality improvement and supply chain management can improve the design of these services Lean has typically been the prominent approach when improving the design of healthcare systems and is often selected by healthcare professionals to standardize and improve the delivery of care Previous literature shows there has been varying success in the application of Lean the author presents a study which examines the benefits of introducing Agile as an alternative and complementary approach *Improving Healthcare Operations* explores when Lean and Agile are most applicable and instances where a hybrid approach can be employed Including empirical qualitative data collected from two care pathways it intends to provide organizations with an alternative in order to produce the level and quality of care that is expected by patients **Health Program Management** Beaufort B. Longest, Jr., 2014-10-13 Learn how to effectively plan implement and evaluate health programs *Health Program Management From Development Through Evaluation Second Edition* is a practical and useful introduction to the management of health programs While providing an overview of the current best practices in management the textbook goes beyond simple management techniques teaching students how to develop lead and evaluate their programs to ensure quality outcomes The focus is on the three core management concepts of strategy design and leadership but time is also devoted to describing facilitative management activities integral to successful programs Students will learn techniques for communication decision making quality assurance marketing and program evaluation within the structure of the book's program management model Logically organized with a separate chapter for each activity this resource provides a thorough systematic overview of the effective development implementation and evaluation of health programs *Health Program Management From Development Through Evaluation Second Edition* provides a comprehensive approach to management throughout all stages of a health program Learn to develop a strategy that steers the program toward specific goals Discover how to design market and lead an effective health program Become familiar with the manager's role in a quality health program Evaluate potential and existing programs for performance and capability Students and aspiring managers and leaders preparing themselves for the challenges of managing health programs will find the information and techniques to develop the skills they need in *Health Program Management From Development Through Evaluation Second Edition* Essentials of Healthcare Strategy and Performance Management James R. Langabeer, Tiffany Champagne-Langabeer, 2024-06-07 Leaders and healthcare organizations and students aspiring to become one should be asking themselves one thing in these financially challenging times how can they maintain a strategic and competitive advantage over other players in their market Some healthcare organizations have faced extremely poor financial performance in recent years with data suggesting that up to 10% of hospitals will go bankrupt or face closure within the next 10 years Yet little pragmatic evidence exists to offer insights into

how to create better strategies to improve performance build resiliency and align stakeholders **Essentials of Healthcare Strategy and Performance Management** explores the most critical components of business strategy and performance management for modern complex healthcare organizations Using pragmatic and real world evidence this book provides essential briefings on key topics that every current or aspiring leader needs to know in order to better manage strategy and achieve improved performance in their hospital or health system We will also specifically focus on implementation of strategy and best practices for some of the most important quality management techniques We hope this book helps inspire leaders to be creative in formulating more effective competitive strategy *Hospital Management* K. V. Ramani,2011 Hospital managers require problem solving skills besides developing a conceptual understanding of hospital management challenges in order to be effective and efficient in service delivery *Hospital Management Text and cases* is expected to meet the theoretical and practical needs of current hospital managers as well as students who aspire to become hospital managers in future **Value and Quality Innovations in Acute and Emergency Care** Jennifer L. Wiler,Jesse M. Pines,Michael J. Ward,2017-03-21 Access to acute and emergency care is essential when we are ill or injured but the costs are significant How can we make services more efficient and effective This thought provoking text provides twenty case studies detailing successful innovations to enhance value including telehealth observation medicine high utilizer programs and the use of informatics to improve clinical decision support A detailed history of system developments over the last fifty years in the US and internationally is provided and subjects including measurement and quality improvement volume versus value based care and emergency department crowding are discussed This book is an ideal way for emergency physicians and healthcare managers to explore new ideas and enhance the quality of care in their area **High Reliability Organizations, Second Edition** Cynthia A. Oster,Jane S. Braaten,2020-11-02 Patient safety and quality of care are critical concerns of healthcare consumers payers providers organizations health systems and governments Although a strong body of knowledge shows that high reliability methods enable the most efficient safe and effective care these methods have yet to be completely implemented across healthcare According to authors Cynthia Oster and Jane Braaten nurses who are on the frontline of providing safe and effective care are ideally situated to drive high reliability **High Reliability Organizations A Healthcare Handbook for Patient Safety Quality Second Edition** equips nurses and healthcare professionals with the tools necessary to establish an error detection and prevention system This new edition builds on the foundation of the first book with best practices relevant exemplars and important discussions about cultural aspects essential to sustainability New material focuses on High reliability performance during a pandemic Organizational learning and tiered safety huddles High reliability in infection prevention and ambulatory care The emerging eld of human factors engineering within healthcare Creating a virtual resource toolkit for frontline staff **Performance Improvement in Hospitals and Health Systems** James Langabeer II,2018-02-12 Healthcare Organizations offer significant opportunities for change and improvement in their

overall performance Hospitals and clinics are generally large complex and inefficient and need serious development in process workflow and management systems which will ultimately lead to better patient and financial outcomes The National Academy of Medicine has stated that hospital systems are broken and that they must begin by improving hospital efficiency and patient flow and using operational management methods and information technologies In fact costs and quality are two of the important aspects of the triple aim in healthcare One area that offers significant potential for improvement is through the application of performance improvement methods to patient and process flows Performance improvement has a significant impact on a hospital's overall financial and strategic performance Performance improvement involves the deployment of quantitative and scientific methods to model and influence the functioning of organizations Performance improvement professionals are tasked with managing a variety of activities such as deploying new information technologies serving as project managers for construction events re engineering departmental process workflow eliminating bottlenecks and improving the flow and movement of patients between resource intensive clinical areas All of these are high risk and require use of advanced sophisticated methods to improve efficiency and quality while minimizing disruptions from change This updated edition is a comprehensive and concise guide to performance improvement in healthcare It describes the management engineering principles focused on designing optimal management and information systems and processes Case studies and examples are integrated throughout all chapters

Handbook of Healthcare System Scheduling Randolph Hall, 2011-11-25 This edited volume captures and communicates the best thinking on how to improve healthcare by improving the delivery of services providing care when and where it is needed most through application of state of the art scheduling systems Over 12 chapters the authors cover aspects of setting appointments allocating healthcare resources and planning to ensure that capacity matches needs for care A central theme of the book is increasing healthcare efficiency so that both the cost of care is reduced and more patients have access to care This can be accomplished through reduction of idle time lessening the time needed to provide services and matching resources to the needs where they can have the greatest possible impact on health Within their chapters authors address

- 1 Use of scheduling to improve healthcare efficiency
- 2 Objectives constraints and mathematical formulations
- 3 Key methods and techniques for creating schedules
- 4 Recent developments that improve the available problem solving methods
- 5 Actual applications demonstrating how the methods can be used
- 6 Future directions in which the field of research is heading

Collectively the chapters provide a comprehensive state of the art review of models and methods for scheduling the delivery of patient care for all parts of the healthcare system Chapter topics include setting appointments for ambulatory care and outpatient procedures surgical scheduling nurse scheduling bed management and allocation medical supply logistics and routing and scheduling for home healthcare

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