

OPERATIONS MANAGEMENT IN HEALTHCARE

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Healthcare Operations Management

James R. Langabeer II, Jeffrey Helton



Healthcare Operations Management:

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 II, Jeffrey Helton, 2015-01-30 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

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 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

Healthcare Operations Management Daniel B. McLaughlin, John R. Olson (Professor), Luv Sharma, 2022 This book explores the core principles of effective organizational operations and explains how they can be used to tackle specific challenges in healthcare

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 *Operations Management in Healthcare* Corinne M. Karuppan, Michael R. Waldrum, Nancy E. Dunlap, 2016-06-14 Describes how to build a competitive edge by developing superior operations This comprehensive practice oriented text illustrates how healthcare organizations can gain a competitive edge through superior operations and demonstrates how to achieve them Underscoring the importance of a strategic perspective the book describes how to attain excellence in the four competitive priorities quality cost delivery and flexibility The competitive priorities are interrelated with excellent quality laying the foundation for performance in the other competitive priorities and with targeted improvement initiatives having synergistic effects The text stresses the benefits of aligning the entire operations system within the parameters of a business strategy It equips students with a conceptual mental model of healthcare operations in which all concepts and tools fit together logically With a hands on approach the book clearly demonstrates the how tos of effectively managing a healthcare organization It describes how to negotiate the different perspectives of clinicians and administrators by offering a common platform for building competitive advantage To bring the cultural context of a healthcare organization to life the book engages students with a series of short vignettes of a fictitious healthcare organization as it strives to achieve the status of a highly reliable organization Integrated throughout are a variety of tools and quantitative techniques with step by step instructions to assist in problem solving and process improvements Also included are mind maps linking competitive priorities and concepts quick reference icons dashboards displaying measurement and process tracking and boxed features Several project ideas team assignments and creative thinking exercises are proposed A comprehensive Instructor Packet and online tutorials further enhance the book s outstanding value Key Features Includes mind maps to connect competitive priorities concepts and tools Provides an extensive tool kit for problem solving and process improvements Presents icons throughout the text to emphasize competitive priorities and tool coverage Emphasizes measurement with dashboards and includes data files for statistical process control queuing and simulation Demonstrates human dynamics and organizational challenges through realistic vignettes Presents boxed features of frequently asked questions and real world implementations of concepts Provides comprehensive Instructor Packet and online tutorials *Hospital Operations* Wallace J. Hopp, William S. Lovejoy, 2012-10-30 By one estimate the U S wastes 480 billion annually on healthcare expenditures that don t improve care Worse because of faulty systems not personnel up to 98 000 people die every year due to preventable medical errors and that doesn t count non terminal events such as hospital acquired infections In *Hospital Operations* two leading operations management experts and four senior physicians demonstrate how to apply new OM advances to substantially improve any hospital s operational clinical and financial performance Replete with examples this book shows how to diagram hospital flows trace interconnections and optimize flows for better performance Readers will find specific guidance on improving emergency departments operating

rooms hospital floors and diagnostic units and successfully applying metrics Coverage includes reducing ER overcrowding and enhancing patient safety improving OR scheduling enhancing organizational learning and responding to surgeons and other stakeholders improving bed availability optimizing nurse schedules and creating more seamless patient handoffs reducing lab turnaround time improving imaging responsiveness and decreasing lab errors successfully applying the right metrics for every facet of hospital performance The authors conclude by previewing the Hospital of the Future addressing issues ranging from prevention and self care to the evolution of technology and evidence based medicine **Health Care**

Operations Management James R. Langabeer (II), Jeffrey Helton, 2020-02 Driving down costs through logistics and the supply chain is one of the most important yet overlooked areas for cost improvements in hospitals and other healthcare systems **Healthcare Operations Management** Qiang Su, 2022-09-13 Addressing the entire care chain this book presents the outcomes of advanced research on healthcare operations management based on real world data and practices in China It includes hands on methods and applications in this interdisciplinary research field which combines healthcare service operations management industrial engineering and information technology The content is divided into three parts reflecting the entire care chain The first part discusses the pre hospital service stage and explores resource deployment problems in emergency medical service such as ambulance allocation The second part focuses on inpatient care services including staffing and task allocation among nurses and doctors based on multi project management under uncertainties In addition a highly promising diagnosis approach is proposed and a specific algorithm is derived on the basis of real world datasets which can improve the diagnosis accuracy remarkably In turn the third part considers the post hospital service stage which most often takes place at community hospitals and provides a quantitative evaluation and optimization of scheduling for tasks and team members for home care services The book is intended for a broad audience including students researchers and practitioners working in various areas of healthcare management service management and operations management Operations Management for Healthcare Organizations Stefano Villa, 2021-11-16 Varying factors such as the aging of the population the increasing burden of chronic conditions and the recent global pandemic have highlighted the need for a redesign of healthcare production processes This book provides a useful framework to capture the necessary organizational conditions to successfully implement operations strategies within healthcare organizations The Operations Management OM function has become crucial in fact it is essential for managing the flow of both patients and supplies in an efficient responsive and flexible manner The book outlines the models and operational solutions to these two key areas that characterize OM in healthcare patient flow logistics with the goal of optimizing the entire production cycle from first access by the patient to discharge and follow up and supply chain management with the goal of ensuring that resources are successfully managed throughout the production lifecycle The examples and case studies included in the book are based on the experience of the author who has had the opportunity to do research and training in the area of operations management

within different types of healthcare delivery organizations at both the national and international level and often at publicly owned institutions The book is a useful guide for students managers and policy makers interested in the development and implementation of the OM function in healthcare delivery organizations

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

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

Health Care Operations and Supply Chain Management John F. Kros, Evelyn C. Brown, 2012-12-12 Health Care Operations and Supply Chain Management This innovative text offers a thorough foundation in operations management supply chain management and the strategic implementation of programs techniques and tools for reducing costs and improving quality in health care organizations The authors incorporate the features and functions of Microsoft Excel where appropriate in their coverage of supply chain strategy process design and analysis of health care operations managing health care operations quality and planning and controlling health care operations Health Care Operations and Supply Chain Management offers real world examples to illustrate the most current concepts and techniques such as value stream mapping and Six Sigma In addition the authors clearly demonstrate how operations and process improvement relate to contemporary health care trends such as evidence based medicine and pay for performance Health Care Operations and Supply Chain Management contains Leading edge concepts and techniques Real life data and actual examples from health care settings to underscore the main concepts in the text Instruction in the use of Microsoft Excel for health care operations and supply side management The book's numerous screen shots and detailed instructions guide the student through the use of Microsoft Excel's many functions and features

Healthcare Operations Management Daniel B. McLaughlin, 2008 [Special Issue on Applications of Healthcare Operations Management](#), 2012 **Operations**

Management for Healthcare Jan Vissers, Sylvia Elkhuisen, Nathan Proudlove, 2022-11-25 This fully updated edition of the

bestselling textbook on Health Service Operations Management provides an invaluable reference for students and researchers in the fields of healthcare management operations management and patient flow logistics Featuring theoretical frameworks and a comprehensive set of practical case studies this book also covers subjects such as hospital planning and supply chain management in healthcare quality assurance and performance management Healthcare managers work together with healthcare professionals in a multitude of challenging scenarios Trade offs have to be made between waiting times for customers and efficient use of scarce resources between quality of care and quality of services between the perspective of a single pathway and the total system and between the perspective of a single provider and that of a network of providers working together in the chain of primary care hospitals nursing homes and home care This book guides healthcare students and professionals through a set of practical tools and resources ranging from simple queueing models to more complicated analytical models to help address these issues The book can be used at an undergraduate level by introducing concepts definitions and approaches and at a postgraduate level through the application of approaches to operations management problems in healthcare practice It will serve as a primary textbook for a health service operations management course module in a Master s program on healthcare management

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Essays in Healthcare Operations Management : Investigating the Relationship Between Operational Factors and Healthcare Outcomes Joonhyuk Bok, 2022

Improving Healthcare Services Sharon J. Williams, Lynne Caley, 2020-02-21 Building on co author Sharon Williams previous title Improving Healthcare Operations this book examines the role of co design and coproduction in health and social care Extending current thinking on coproduction in healthcare and how this can be operationalised this book opens a discussion around how it can contribute to improvement Providing a number of case studies it links previous public service management operations management and supply chain management research by extending and translating these core design and improvement principles into health and social care Considering the wider role of patients communities and other stakeholders it will challenge and develop existing thinking in relation to co design coproduction and redesign of services

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