

## Healthcare Operations Management Second Edition

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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

Operations management is increasingly a critical skill needed in today's health care leader. Managing your organization's complex interdisciplinary processes, labor and asset productivity, and operational performance involves quantitative and qualitative skills. Covering a range of topics from quality management to data analyses, Health Care Operations Management: A Systems Approach clearly explains the important concepts and skills necessary to lead a modern health care organization. Logically organized in four parts, Health Care Operations Management: A Systems Approach looks at operations, systems and financial management; methods for improving operations; analytical tools and technology; and health care supply chain. Thoroughly revised, the new Third Edition offers new content on health plan operations, use of information technology in operations management, and analytics – topics often overlooked in most health care operational management texts.

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 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 an real-world implementations of concepts Provides comprehensive Instructor Packet and online tutorials

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, PowerPoint, 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 Interweaves 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

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.

"In Hospital Operations, two leading Operations Management experts and five practicing clinicians demonstrate how to apply new OM advances and metrics to substantially improve any hospital's performance. Replete with examples, Hospital Operations shows how to generate principles-driven breakthrough ideas to systematically improve emergency departments, operating rooms, nursing unites, and diagnostic units." -- Back cover

Thoroughly revised and updated for Excel®, this second edition of Quantitative Methods in Health Care Management offers a comprehensive introduction to quantitative methods and techniques for the student or new administrator. Its broad range of practical methods and analysis spans operational, tactical, and strategic decisions. Users will find techniques for forecasting, decision-making, facility location, facility layout, reengineering, staffing, scheduling, productivity, resource allocation, supply chain and inventory management, quality control, project management, queuing models for capacity, and simulation. The book's step-by-step approach, use of Excel, and downloadable Excel templates make the text highly practical. Praise for the Second Edition "The second edition of Dr. Ozcan's textbook is comprehensive and well-written with useful illustrative examples that give students and health care professionals a perfect toolkit for quantitative decision making in health care on the road for the twenty-first century. The text helps to explain the complex health care management problems and offer support for decision makers in this field." --Marion Rauner, associate professor, School of Business, Economics, and Statistics, University of Vienna. "Quantitative Methods in Health Care Administration, Second Edition covers a broad set of necessary and important topics. It is a valuable text that is easy to teach and learn from." --David Belson, professor, Department of Industrial Engineering, Viterbi School of Engineering, University of Southern California.

Preceded by Quantitative methods in health care management / Yasar A. Ozcan. 2nd ed. c2009.

Service Operations Management, Second Edition provides a global perspective on service operations, with expanded coverage of service operations for not-for-profit agencies, charities, NGOs and utilities, alongside commercial companies. With new, updated case studies and original research embracing big-data analytics and neurolinguistics in building customer service systems, this book will be an invaluable tool for postgraduate and MBA students of service operations and undergraduates specialising in hospitality, tourism and public sector management.

The Enterprise Operations Management Handbook provides the expert advice and guidance of hundreds of leading computing practitioners and consultants. Covering all major areas of enterprise operations management, this edition provides essential information for managing a modern, evolving data center. Topics include business issues, technology issues, and operational issues. This current, practical reference also reviews such critical areas as strategic planning, data center management, data center controls, systems planning, network technology, contingency planning, human resource planning, desktop computing, and future directions. The Enterprise Operations Management Handbook serves as an invaluable tool for designing, building, and maintaining a high-performance, service-oriented data center.

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