

WALLACE J. HOPP

WILLIAM S. LOVEJOY



# HOSPITAL OPERATIONS



## Principles of High Efficiency Health Care

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# Hospital Operations Principles Of High Efficiency Health Care

**Karen Donohue, Elena Katok, Stephen  
Leider**



## **Hospital Operations Principles Of High Efficiency Health Care:**

**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 *Healthcare Systems Engineering* Paul M. Griffin, Harriet B. Nembhard, Christopher J. DeFlitch, Nathaniel D. Bastian, Hyojung Kang, David A. Munoz, 2016-03-28 Apply engineering and design principles to revitalize the healthcare delivery system *Healthcare Systems Engineering* is the first engineering book to cover this emerging field offering comprehensive coverage of the healthcare system healthcare delivery and healthcare systems modeling Written by leading industrial engineering authorities and a medical doctor specializing in healthcare delivery systems this book provides a well rounded resource for readers of a variety of backgrounds Examples case studies and thoughtful learning activities are used to thoroughly explain the concepts presented including healthcare systems delivery quantification and design You'll learn how to approach the healthcare industry as a complex system and apply relevant design and engineering principles and processes to advance improvements Written with an eye toward practicality this book is designed to maximize your understanding and help you quickly apply toward solutions for a variety of healthcare challenges Healthcare systems engineering is a new and complex interdisciplinary field that has emerged to address the myriad challenges facing the healthcare industry in the wake of reform This book functions as both an introduction and a reference giving you the knowledge you need to move toward better healthcare delivery Understand the healthcare delivery context Use appropriate statistical and quantitative models Improve existing systems and design new ones Apply systems engineering to a variety of healthcare contexts Healthcare systems engineering overlaps with industrial engineering operations research and management science uniting the principles and practices of these fields together in pursuit of optimal healthcare operations Although collaboration is focused on practitioners professionals in information

technology policy and administration public health and law all play crucial roles in revamping health care systems Healthcare Systems Engineering is a complete and authoritative reference for stakeholders in any field      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      *Strategic Management and Economics in Health Care* Michael Chletsos,Anna Saiti,2020-01-01 This book offers significant managerial and economic knowledge on hospitals and will serve as a valuable tool for explaining complicated managerial and economical problems and for facilitating decision making processes It bridges management and economic sciences two complementary sciences that feed the process of making rational decisions With particular reference to the education the main aim of this book is to provide students of relevant schools and departments with the knowledge managerial and economic that will enable them to deal both efficiently and effectively with the real problems arising in a health care organization such as a hospital In particular by equipping students with appropriate managerial and economic knowledge the aim is to give them a clear understanding of HOW to deal with the diverse and complex problems of hospitals while at the same time helping them to develop strategic approaches that will make hospitals more efficient and sustainable      **Handbook of Research on Optimizing Healthcare Management Techniques** Wickramasinghe, Nilmini,2019-12-27 Healthcare is noted for using leading edge technologies and embracing new scientific discoveries to enable better cures for diseases and better means to enable early detection of most life threatening diseases However the healthcare industry globally and in the US specifically has been extremely slow to adopt technologies that focus on better practice management and administrative needs Presently healthcare is grappling with many challenges both nationally and globally including escalating costs a move to a preventative care environment and a

technologically savvy patient with high expectations The Handbook of Research on Optimizing Healthcare Management Techniques is a pivotal reference source that provides an extensive and rich compilation of various ICT initiatives and examines the role that ICT plays and will play in the future of healthcare delivery It represents ways in which healthcare delivery can be made superior and the healthcare industry can begin to address the major challenges it faces in the 21st century so that ultimately the most important person in the web of healthcare players the patient can be confident about receiving high quality cost effective healthcare While highlighting topics such as e health medical informatics and patient value this publication explores the role of supportive technologies as well as the methods of focused patient centric outcomes This book is ideally designed for doctors nurses hospital administrators medical staff hospital directors medical boards IT consultants health practitioners academicians researchers and students      **Healthcare Management Engineering In Action**

Alexander Kolker, 2024-05-23 The updated 2nd edition of Healthcare Management Engineering In Action in the Business Guides on the Go series provides a comprehensive exploration of healthcare management operations Through a systematic comparison of predictive and analytic decision making methodologies with traditional management approaches the book employs case studies derived from real world hospital and clinic scenarios It addresses a spectrum of problem encompassing patient flow capacity management resource allocation staffing and scheduling statistical data analytics and cost distribution among cooperating providers The revised edition contains enhanced content spotlighting key management principles vital for effective operational decision making The book encompasses a wide array of quantitative methods including discrete event simulation queuing analytic theory linear integer and probabilistic optimization among others By acting as a bridge between management engineering experts and healthcare administrators Healthcare Management Engineering is an invaluable resource for hospital and clinic leadership aiding them in their managerial roles Furthermore it serves as a comprehensive repository of introductory challenges and projects suitable for graduate level students in healthcare management and administration      *Advanced Methodologies and Technologies in Medicine and Healthcare*

Khosrow-Pour, D.B.A., Mehdi, 2018-10-05 Advancements in medical and healthcare technologies pave the way to improving treatments and diagnoses while also streamlining processes to ensure the highest quality care is given to patients In the last few decades revolutionary technology has radically progressed the healthcare industry by increasing life expectancy and reducing human error Advanced Methodologies and Technologies in Medicine and Healthcare provides emerging research on bioinformatics medical ethics and clinical science in modern applications and settings While highlighting the challenges medical practitioners and healthcare professionals face when treating patients and striving to optimize their processes the book shows how revolutionary technologies and methods are vastly improving how healthcare is implemented globally This book is an important resource for medical researchers healthcare administrators doctors nurses biomedical engineers and students looking for comprehensive research on the advancements in healthcare technologies      *Innovations in Healthcare*

*Management* Vijai Kumar Singh, Paul Lillrank, 2015-02-18 As developed economies enter a period of slower growth emerging economies such as India have become prime examples of how more can be achieved with less Bringing together experience and expertise from across the healthcare industry this book examines innovations that can bring about real advances in the healthcare industry

Innovations in H The Logics of Healthcare Paul Lillrank, 2018-01-03 Most of the current literature on healthcare operations management is focused on importing principles and methods from manufacturing The evidence of success is scattered and nowhere near what has been achieved in other industries This book develops the idea that the logic of production and production systems in healthcare is significantly different A line of thing that acknowledges the ingenious characteristics of health service production is developed This book builds on a managerial segmentation of healthcare based on fundamental demand supply constellations Demand can be classified with the variables urgency severity and randomness Supply is constrained by medical technology accuracy of diagnostics efficacy of therapies patient health behavior co creation of health and resource availability Out of this emerge seven demand supply based operational types DSO prevention emergencies one visit electives cure care and projects Each of these have distinct managerial characteristics such as time perspective level of co creation value proposition revenue structure productivity and other key performance indicators KPI The DSOs can be envisioned as platforms upon which clinical modules are attached For example any Emergency Department ED must be managed to deal with prioritization time windows agitated patients the necessity to save and stabilize and variability in demand Specific clinical assets and skill sets are required for say massive trauma strokes cardiac events or poisoning While representing different specialties of clinical medicine they when applied in the emergency context must conform to the demand supply based operating logic A basic assumption in this book is that the perceived complexity of healthcare arises from the conflicting demands of the DSO and the clinical realms The seven DSOs can neatly be juxtaposed on the much used Business Model Canvas BMC which postulates the business model elements as value proposition customer segments channels and relations key activities resources and partners the cost structure and the revenue model

The SAGE Encyclopedia of Lifespan Human Development Marc H. Bornstein, 2018-01-15 Lifespan human development is the study of all aspects of biological physical cognitive socioemotional and contextual development from conception to the end of life In approximately 800 signed articles by experts from a wide diversity of fields The SAGE Encyclopedia of Lifespan Human Development explores all individual and situational factors related to human development across the lifespan Some of the broad thematic areas will include Adolescence and Emerging Adulthood Aging Behavioral and Developmental Disorders Cognitive Development Community and Culture Early and Middle Childhood Education through the Lifespan Genetics and Biology Gender and Sexuality Life Events Mental Health through the Lifespan Research Methods in Lifespan Development Speech and Language Across the Lifespan Theories and Models of Development This five volume encyclopedia promises to be an authoritative discipline defining work for students and researchers seeking to become familiar with various approaches

theories and empirical findings about human development broadly construed as well as past and current research

Psychiatry in Practice Andrea Fiorillo, Umberto Volpe, Dinesh Bhugra, 2016 Provides detailed tips and advice to ensure early career psychiatrists and those that wish to enhance their practical psychiatry skills are prepared for all scenarios

**Logistics management operationalised in a healthcare context** Malin Wiger, 2018-05-14 Healthcare improvements is constantly relevant and an important topic Healthcare is frequently being called upon to be more cost efficient and still fulfil demands regarding waiting times quality and availability Experience from structural changes in other contexts gives reason to be positive about the potential for logistics improvements in the healthcare sector as well From a logistics perspective patients pass different care functions units organisations and health facilities It is assumed that logistics management knowledge applied in healthcare can lead to lower costs shorter waiting times better patient service shorter treatment times and increased capacity This dissertation therefore presents an exploration of how logistics management theories can be operationalised in a healthcare context to understand care chain effectiveness Theoretically the operationalisation is done by systems theory creating compatibility between logistics management theories and the healthcare context As a first step features for a logistics system forms features for achieving care chain effectiveness High care chain effectiveness is thus a desired condition and the care delivery system is the tool to achieve it As the final step in the operationalisation the features for care chain effectiveness are in turn used to analyse today's practices Empirically the research is based on qualitative data from a single case study with multiple units of analysis It includes four care units at one of Sweden's university hospitals where the data is gathered through interviews insight into management systems and document analysis One of the main results is the 21 areas identified for analysing today's practices by means of features for care chain effectiveness Another main result is the four important concepts revealed through the operationalisation Lead time the episode of care from order to delivery as the amount of time for patient cases between first contact with healthcare and the last Patient order fulfilment fulfilment of patients needs broken down into several smaller steps performed over time within different care units in one or several organisations consisting of five sub processes order handling diagnosis treatment follow up and discharge True demand patients needs that is to be met and thus sets what care to deliver i.e the production plan and the subordinate resource plan System boundaries defines which care units to include when focusing on the care delivery system's performance as a whole and should be more important than the performance and productivity of each individual care unit A number of direct suggestions for care chain improvement can also be found in the concluding remarks for example that objectives linked to economic influx or penalty narrow the system and that lead time data on an aggregated level is needed to cover episodes of care The theoretical contribution of the dissertation is to the field of logistics management through the methodological development of using these theories in a new context The managerial contribution is to healthcare managers through providing opportunities to improve care chains primarily by means of a greater

understanding of care delivery systems      **Handbook of Research on Strategic Alliances and Value Co-Creation in the Service Industry** Rozenes, Shai, Cohen, Yuval, 2017-01-06 Value creation is a pivotal aspect of the modern business industry. By implementing these strategies into initiatives and processes, deeper alliances between customers and organizations can be established. The Handbook of Research on Strategic Alliances and Value Co-Creation in the Service Industry is a comprehensive source of scholarly material on frameworks for the effective management of value co-creation in contemporary business contexts. Highlighting relevant perspectives across a range of topics such as public relations, service dominant logic, and consumer culture theory, this publication is ideally designed for professionals, researchers, graduate students, academics, and practitioners interested in emerging developments in the service industry.      **Handbook of Research on Knowledge Management for Contemporary Business Environments** Malheiro, Armando, Ribeiro, Fernanda, Leal, Jamil, George, Rascao, Jose, Pocas, Mealha, Oscar, 2018-05-25 Information is considered essential in every business model, which is why staying abreast of the latest resources can help combat many challenges and aid businesses in creating a synthesis between people and information, keeping up with evolving technologies and keeping data accurate and secure. The Handbook of Research on Knowledge Management for Contemporary Business Environments is a critical scholarly publication that examines the management of knowledge resources in modern business contexts. Including a wide range of topics such as information systems, sustainable competitive advantage, and knowledge sharing, this publication is a vital reference source for managers, academicians, researchers, and students seeking current research on strategies that are able to manage the information in more than one context for present and future generations.      **Supply Chain Engineering** A. Ravi Ravindran, Donald P. Warsing, Jr., Paul M. Griffin, 2023-08-30 This new edition textbook continues down the path that the first edition winner of the 2013 IISE Joint Publishers Book of the Year Award successfully carved out. The textbook targets engineering students and emphasizes the use of operations research models and solution methods important in the design, control, operation, and management of global supply chains. Completely updated, Supply Chain Engineering: Models and Applications, Second Edition, stresses quantitative models and methods, highlights global supplier selection and vendor risk management techniques, and discusses the use of multiple criteria decision-making models in supply chain management. The new edition includes chapters on health and humanitarian supply chains, including disaster management and logistics modeling, and on warehousing and distribution. Disruptions to global supply chains due to the COVID-19 pandemic are discussed throughout the book. Industry and government strategies to make the global supply chains resilient are also presented. Thirty-four case studies have been included to illustrate various supply chain models and methods. Exercises are included at the end of each chapter, and a solutions manual and PowerPoint slides are available for qualified textbook adoptions. The new edition continues to target upper-level undergraduate and graduate students in engineering as well as MBA students in operations management, logistics, and supply chain management programs that emphasize quantitative



analysis It is also useful as a reference for technical professionals and researchers in industrial engineering supply chain management procurement logistics and health administration

**The Handbook of Behavioral Operations** Karen Donohue, Elena Katok, Stephen Leider, 2018-11-06 A comprehensive review of behavioral operations management that puts the focus on new and trending research in the field The Handbook of Behavioral Operations offers a comprehensive resource that fills the gap in the behavioral operations management literature This vital text highlights best practices in behavioral operations research and identifies the most current research directions and their applications A volume in the Wiley Series in Operations Research and Management Science this book contains contributions from an international panel of scholars from a wide variety of backgrounds who are conducting behavioral research The handbook provides succinct tutorials on common methods used to conduct behavioral research serves as a resource for current topics in behavioral operations research and as a guide to the use of new research methods The authors review the fundamental theories and offer frameworks from a psychological systems dynamics and behavioral economic standpoint They provide a crucial grounding for behavioral operations as well as an entry point for new areas of behavioral research The handbook also presents a variety of behavioral operations applications that focus on specific areas of study and includes a survey of current and future research needs This important resource Contains a summary of the methodological foundations and in depth treatment of research best practices in behavioral research Provides a comprehensive review of the research conducted over the past two decades in behavioral operations including such classic topics as inventory management supply chain contracting forecasting and competitive sourcing Covers a wide range of current topics and applications including supply chain risk responsible and sustainable supply chain health care operations culture and trust Connects existing bodies of behavioral operations literature with related fields including psychology and economics Provides a vision for future behavioral research in operations Written for academicians within the operations management community as well as for behavioral researchers The Handbook of Behavioral Operations offers a comprehensive resource for the study of how individuals make decisions in an operational context with contributions from experts in the field

*Modeling and Simulation Techniques for Improved Business Processes* Ebrahimi, Maryam, 2018-01-05 Companies are constantly faced with the need to grow and advance in order to compete with other corporations The implementation of computer innovations allows for smoother transitions to adaptive changes through the use and understanding of analytical tools Modeling and Simulation Techniques for Improved Business Processes is a critical scholarly resource that examines the systems currently implemented in companies and how they can be upgraded and advanced through various computer design methods Featuring coverage of a broad range of topics including scenario planning casual modeling and system dynamics this publication is targeted toward researchers professionals and engineers searching for current research on corporate innovations created through computer design methods

*Patient Flow* Randolph Hall, 2013-12-11 This book is dedicated to improving healthcare through reducing delays

experienced by patients With an interdisciplinary approach this new edition divided into five sections begins by examining healthcare as an integrated system Chapter 1 provides a hierarchical model of healthcare rising from departments to centers regions and the macro system A new chapter demonstrates how to use simulation to assess the interaction of system components to achieve performance goals and Chapter 3 provides hands on methods for developing process models to identify and remove bottlenecks and for developing facility plans Section 2 addresses crowding and the consequences of delay Two new chapters 4 and 5 focus on delays in emergency departments and Chapter 6 then examines medical outcomes that result from waits for surgeries Section 3 concentrates on management of demand Chapter 7 presents breakthrough strategies that use real time monitoring systems for continuous improvement Chapter 8 looks at the patient appointment system particularly through the approach of advanced access Chapter 9 concentrates on managing waiting lists for surgeries and Chapter 10 examines triage outside of emergency departments with a focus on allied health programs Section 4 offers analytical tools and models to support analysis of patient flows Chapter 11 offers techniques for scheduling staff to match patterns in patient demand Chapter 12 surveys the literature on simulation modeling which is widely used for both healthcare design and process improvement Chapter 13 is new and demonstrates the use of process mapping to represent a complex regional trauma system Chapter 14 provides methods for forecasting demand for healthcare on a region wide basis Chapter 15 presents queueing theory as a method for modeling waits in healthcare and Chapter 16 focuses on rapid delivery of medication in the event of a catastrophic event Section 5 focuses on achieving change Chapter 17 provides a diagnostic for assessing the state of a hospital and using the state assessment to select improvement strategies Chapter 18 demonstrates the importance of optimizing care as patients transition from one care setting to the next Chapter 19 is new and shows how to implement programs that improve patient satisfaction while also improving flow Chapter 20 illustrates how to evaluate the overall portfolio of patient diagnostic groups to guide system changes and Chapter 21 provides project management tools to guide the execution of patient flow projects

**Service Systems Engineering and Management** A. Ravi Ravindran, Paul M. Griffin, Vittal Das V. Prabhu, 2018-04-18 Recipient of the 2019 IISE Institute of Industrial and Systems Engineers Joint Publishers Book of the Year Award This is a comprehensive textbook on service systems engineering and management It emphasizes the use of engineering principles to the design and operation of service enterprises Service systems engineering relies on mathematical models and methods to solve problems in the service industries This textbook covers state of the art concepts models and solution methods important in the design control operations and management of service enterprises Service Systems Engineering and Management begins with a basic overview of service industries and their importance in today's economy Special challenges in managing services namely perishability intangibility proximity and simultaneity are discussed Quality of service metrics and methods for measuring them are then discussed Evaluating the design and operation of service systems frequently involves the conflicting criteria of cost and customer service This textbook presents two

approaches to evaluate the performance of service systems Multiple Criteria Decision Making and Data Envelopment Analysis The textbook then discusses several topics in service systems engineering and management supply chain optimization warehousing and distribution modern portfolio theory revenue management retail engineering health systems engineering and financial services Features Stresses quantitative models and methods in service systems engineering and management Includes chapters on design and evaluation of service systems supply chain engineering warehousing and distribution financial engineering healthcare systems retail engineering and revenue management Bridges theory and practice Contains end of chapter problems case studies illustrative examples and real world applications Service Systems Engineering and Management is primarily addressed to those who are interested in learning how to apply operations research models and methods for managing service enterprises This textbook is well suited for industrial engineering students interested in service systems applications and MBA students in elective courses in operations management logistics and supply chain management that emphasize quantitative analysis

**Encyclopedia of Information Science and Technology, Fourth Edition** Khosrow-Pour, D.B.A., Mehdi, 2017-06-20 In recent years our world has experienced a profound shift and progression in available computing and knowledge sharing innovations These emerging advancements have developed at a rapid pace disseminating into and affecting numerous aspects of contemporary society This has created a pivotal need for an innovative compendium encompassing the latest trends concepts and issues surrounding this relevant discipline area During the past 15 years the Encyclopedia of Information Science and Technology has become recognized as one of the landmark sources of the latest knowledge and discoveries in this discipline The Encyclopedia of Information Science and Technology Fourth Edition is a 10 volume set which includes 705 original and previously unpublished research articles covering a full range of perspectives applications and techniques contributed by thousands of experts and researchers from around the globe This authoritative encyclopedia is an all encompassing well established reference source that is ideally designed to disseminate the most forward thinking and diverse research findings With critical perspectives on the impact of information science management and new technologies in modern settings including but not limited to computer science education healthcare government engineering business and natural and physical sciences it is a pivotal and relevant source of knowledge that will benefit every professional within the field of information science and technology and is an invaluable addition to every academic and corporate library

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