

# Healthcare Operations Management


By Daniel B. McLaughlin, Julie M. Hays


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This book is about 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. Key Features: \* Provides methodologies to align strategic and operational goals, including the use of project management tools and balanced-scorecard techniques to execute and monitor projects \* Thoroughly explores process improvement tools, techniques, and programs, including Six Sigma, the Lean enterprise, and simulation \* Applies performance improvement tools to supply chain management, scheduling, and other healthcare issues \* Includes examples from a fictitious but realistic organization that illustrate important concepts discussed in each chapter \* Includes chapter overviews, key terms and acronyms, discussion questions, and problems for each chapter \* Provides a companion website that features Excel templates, Arena models, tutorials, exercises, PowerPoint presentations, and web links Included CD-Rom: The book explains and demonstrates the use of various software tools associated with problem solving and decision making including Microsoft Excel and Project. A version of Arena software is included in order to practice process modeling. Arena is a powerful simulation tool used by healthcare organizations to optimize patient flow, develop scheduling systems, and improve patient-care processes.

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### **Editorial Review**

#### Review

The text does an excellent job introducing the historical perspective of operations management. Moreover, it provides information about current techniques used by organizations and payers to improve and/or reward operations such as pay-for-performance. I was pleased to see a robust instructor website that contains external links to related material, relevant case studies, and answers to end-of-chapter discussions and exercises. My sense is that this text translates well to practice and would make it proudly to the office. -- Darrell Burke, PhD

#### About the Author

Daniel B. McLaughlin is the director of the Center for Health and Medical Affairs in the Opus College of Business at the University of St. Thomas, Minneapolis, Minnesota. Previously, he was the executive director of the National Institute of Health Policy at St. Thomas, the CEO of Hennepin County Medical Center, and the director of a county health system. John R. Olson, PhD, is a professor at the University of St. Thomas in the Operations and Supply Chain Department. He has published numerous studies related to quality management and healthcare systems. Over the past 10 years he has consulted with many healthcare organizations on their strategic planning process, metric setting, and the implementation of quality and continuous improvement programs. He is a master black belt in Six Sigma and Lean Sensei.

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