

DEREE COLLEGE SYLLABUS FOR:		US CREDITS: 3/0/3								
HM 4040 HEALTHCARE OPERATIONS MANAGEMENT – LEVEL 6		UK CREDITS: 15								
(June 2015)										
PREREQUISITES:	None									
CATALOG DESCRIPTION:	Key concepts in healthcare operations management: logistics and supply chain management, inventory management, forecasting patient demands and volumes, capacity planning. Relevant healthcare operations management for: public health organizations, hospitals and clinics, and organizations within the allied health industry with a for-profit or/and a not-for-profit orientation.									
RATIONALE:	This is a module that focuses on theory and concepts of healthcare operations and facilities management. By taking this module students develop knowledge on healthcare operations and facilities management, understanding the challenges and opportunities in the context of healthcare within a variety of healthcare organizations. The course also addresses the operational drivers of quality, cost-effectiveness, and the patient experience. Students learn how managers can create value by delivering services effectively and efficiently.									
LEARNING OUTCOMES:	<p>As a result of taking this module, the student should be able to:</p> <ol style="list-style-type: none"> 1. Demonstrate knowledge of the theory pertaining to operations management in the healthcare industry and management of healthcare facilities and apply theoretical concepts to real life cases. 2. Analyze the management processes, constituents, environmental, operational, and functional influences involved in healthcare operations and the management of facilities. 3. Assess the healthcare manager's role in quality assurance as part of the efficient and effective operation of resources and facilities in the healthcare industry. 									
METHOD OF TEACHING AND LEARNING:	<p>In congruence with the teaching and learning strategy of the college, the following tools are used:</p> <ul style="list-style-type: none"> ➤ Class lectures, interactive learning (class discussions, group work) and practical problems solved in class. ➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor, where they can ask questions and go over lecture material ➤ Use of a Blackboard learning platform, where instructors post lecture notes, assignment instruction, timely announcements, as well as additional resources. 									
ASSESSMENT:	<p>Summative:</p> <table border="1"> <tr> <td>Written Project – summative - Individual, 2,300-2,500 words</td> <td align="center">50%</td> </tr> <tr> <td>Final Examination (2-hour, comprehensive) - Essay-type questions</td> <td align="center">50%</td> </tr> </table> <p>Formative:</p> <table border="1"> <tr> <td>In-class, 1-hour diagnostic test - Essay-type questions</td> <td align="center">0%</td> </tr> <tr> <td>Coursework - Assignments and case studies</td> <td align="center">0%</td> </tr> </table>		Written Project – summative - Individual, 2,300-2,500 words	50%	Final Examination (2-hour, comprehensive) - Essay-type questions	50%	In-class, 1-hour diagnostic test - Essay-type questions	0%	Coursework - Assignments and case studies	0%
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Coursework - Assignments and case studies	0%									

	<p>The formative assessments aims to prepare students for the summative assessments. The written project tests Learning Outcome 1. The final examination tests Learning Outcomes 2 and 3.</p> <p>Students are required to resit failed assessments in this module.</p>
<p>INDICATIVE READING:</p>	<p>REQUIRED READING:</p> <ul style="list-style-type: none"> • Langabeer, J. R. (2007) Health Care Operations Management: A Quantitative Approach to Business and Logistics, Burlington, MA: Jones and Bartlett Publishers. <p>RECOMMENDED READING:</p> <p>A. BOOKS</p> <ul style="list-style-type: none"> • Ginter, P. M., Duncan, W. J., & Swayne, L. E. (2013) The strategic management of health care organizations, 7nd Edition, San Francisco, CA: John Wiley & Sons. • Gordon, P. (1998) Seniors' Housing & Care Facilities: Development, Business & Operations, US: Urban Land Institute. • Hopp, W. J. & Lovejoy, W. S (2012) Hospital Operations: Principles of High Efficiency Health Care, Upper Saddle River, NJ: Pearson FT Press. • Levin, D. J., & Joseph, A. (2010) Planning, Design, and Construction of Health Care Facilities, 2nd Edition, US: Joint Commission Resources. • Vissers, J., & Beech, R. (2005) Health Operations Management: Patient flow logistics in Health Care, Oxon, UK: Routledge. <p>B. ARTICLES</p> <ul style="list-style-type: none"> • Bretthauer, K. M., Heese, H. S., Pun, H., & Coe, E. (2011) "Blocking in Healthcare Operations: A new heuristic and an application", Production and Operations Management, 20(3), 375-391. • Sinha, K. K., & Kohnke, E. J. (2009) "Healthcare supply chain design: Toward linking the development and delivery of care globally", Decision Sciences, 40(2), 197-212. • Wickramasinghe, N., Bali, M. C., Gibbons, C. J. H., & Schaffer, J L. (2009) "A systematic approach: Optimization of healthcare operations with knowledge management", Journal of Healthcare Information Management, 23(3), 44-50.
<p>INDICATIVE MATERIAL: <i>(e.g. audiovisual, digital material, etc.)</i></p>	<p>REQUIRED MATERIAL:</p> <p>RECOMMENDED MATERIAL: (JOURNALS) Journal of Healthcare Information Management Journal of Healthcare Management Health Care Management Review Health facilities management magazine Journal of Healthcare Engineering</p>
<p>COMMUNICATION REQUIREMENTS:</p>	<p>Written case analysis submitted using proper professional English.</p>
<p>SOFTWARE REQUIREMENTS:</p>	<p>Blackboard, MS Office, search engines</p>

WWW RESOURCES:	<p>Students are expected to use the internet at their own discretion to select information on the module. Useful sources include:</p> <p> www.who.int/ www.euro.who.int/ www.eupha.org/ www.moh.gov.gr/ </p>
INDICATIVE CONTENT:	<ol style="list-style-type: none"> 1. Healthcare Operations Management <ol style="list-style-type: none"> 1.1. Key functions of Healthcare Operations Management 1.2. Goals for the operations manager in the Healthcare Facilities 1.3. Trends in Operations Management 2. Healthcare finance for the Operations Manager <ol style="list-style-type: none"> 2.1. Implications for Operations and Logistics Management 2.2. Financial distress in Healthcare 3. Optimizing patient and process flows <ol style="list-style-type: none"> 3.1. Basic principles of forecasting 3.2. Forecasting patient demand and volumes 3.3. Capacity planning: Aligning capacity with demand 4. Planning for operational excellence <ol style="list-style-type: none"> 4.1. The planning process 4.2. Analyze operations and environment 4.3. Implement, measure and revise 5. Supply chain management <ol style="list-style-type: none"> 5.1. Define supply chains 5.2. Flows in supply chain 5.3. Supply chain strategy for hospitals