



# Operations Management in Healthcare: Strategy and Practice

*By Dr. Corinne Karuppan PhD CPIM, Dr. Nancy Dunlap MD Ph.D. MBA, Michael Waldrum MD MSc MBA*

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**Operations Management in Healthcare: Strategy and Practice** By Dr. Corinne Karuppan PhD CPIM, Dr. Nancy Dunlap MD Ph.D. MBA, Michael Waldrum MD MSc MBA

This comprehensive, practice-oriented text illustrates how healthcare organizations can gain a competitive edge through superior operations. Underscoring the importance of a strategic perspective, the book describes how to attain excellence in the four competitive priorities: quality (laying the foundation for performance), cost, timeliness, and flexibility. It stresses the benefits of aligning the entire operations system within the parameters of a business strategy. The text equips students with a conceptual mental model of healthcare operations in which all concepts and tools fit together.

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 for and achieves the status of a highly reliable organization. Integrated throughout are a variety of tools with step-by-step instructions to assist in problem solving and process improvements. The book provides mind maps to link competitive priorities and concepts, quick-reference icons, dashboards displaying measurement and progress tracking, quantitative techniques, and boxed features. Also included are several project ideas, team assignments, and creative thinking exercises. A comprehensive Instructor Packet, video tutorials, and other student resources.

## Key Features:

- Mind maps to connect competitive priorities, concepts, and tools
- Marginal icons throughout the text to indicate the competitive priorities supported by the concepts and tools being discussed
- Provides an extensive tool kit for problem solving and process improvements
- Emphasizes measurement with dashboards and includes supplemental data files for statistical process control, queuing, and simulation

- Vivid vignettes demonstrate human dynamics, organizational challenges, and how to apply tools
- Boxed features address frequently asked questions and real-world implementations of concepts
- A comprehensive Instructor Packet, video tutorials, and other student resources.

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## **Editorial Review**

### About the Author

**Corinne M. Karuppan, PhD, CPIM,** is Professor of Operations Management at Missouri State University, Springfield, Missouri. Her teaching responsibilities include Quality Measurement and Management in Healthcare, Business Process Management, and Management Science. Dr. Karuppan's work has been published in *Journal of Operations Management*, *Production and Operations Management*, *International Journal of Operations and Production Management*, *European Journal of Information Systems*, *Journal of Healthcare Management*, *The Health Care Manager*, and *Journal of Communication in Healthcare*. She holds a PhD in Business Administration from the University of Nebraska-Lincoln and is certified in Production and Inventory Management by the Association for Supply Chain and Operations Management (APICS).

**Nancy E. Dunlap, MD, PhD, MBA,** is a Professor of Medicine, Nursing, and Public Health Sciences at the University of Virginia and Physician-in-Residence with the National Governors Association Center for Best Practices in Washington, DC. She has practiced medicine in the field of pulmonary and critical care for over 25 years and held executive positions in two academic medical centers, most recently as Dean of the School of Medicine at the University of Virginia. Dr. Dunlap was Medical Director for the Alabama Department of Public Health and Vice President of the University of Alabama at Birmingham Health System. Throughout her career, she worked to improve healthcare quality and outcomes through more efficient patient care delivery processes and information technology. Dr. Dunlap holds an MD from Duke University School of Medicine, a PhD in microbiology from the University of Alabama at Birmingham, and an MBA from the University of Michigan.

**Michael R. Waldrum, MD, MSC, MBA,** is CEO of Vidant Health, an eight-hospital integrated system affiliated with East Carolina University in Greenville, North Carolina. Prior to his current role, Dr. Waldrum served as President and CEO of the University of Arizona Health Network (UAHN). He also served as CEO of the University of Alabama Hospital (UAB), and Chief Information Officer for the UAB Health System. He was a member of the medical staff of the UAB School of Medicine and the University of Arizona College of Medicine. Dr. Waldrum received a master's degree in epidemiology from Harvard School of Public Health and an MBA from the University of Michigan. He is a specialist in critical care medicine, and pulmonology.

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