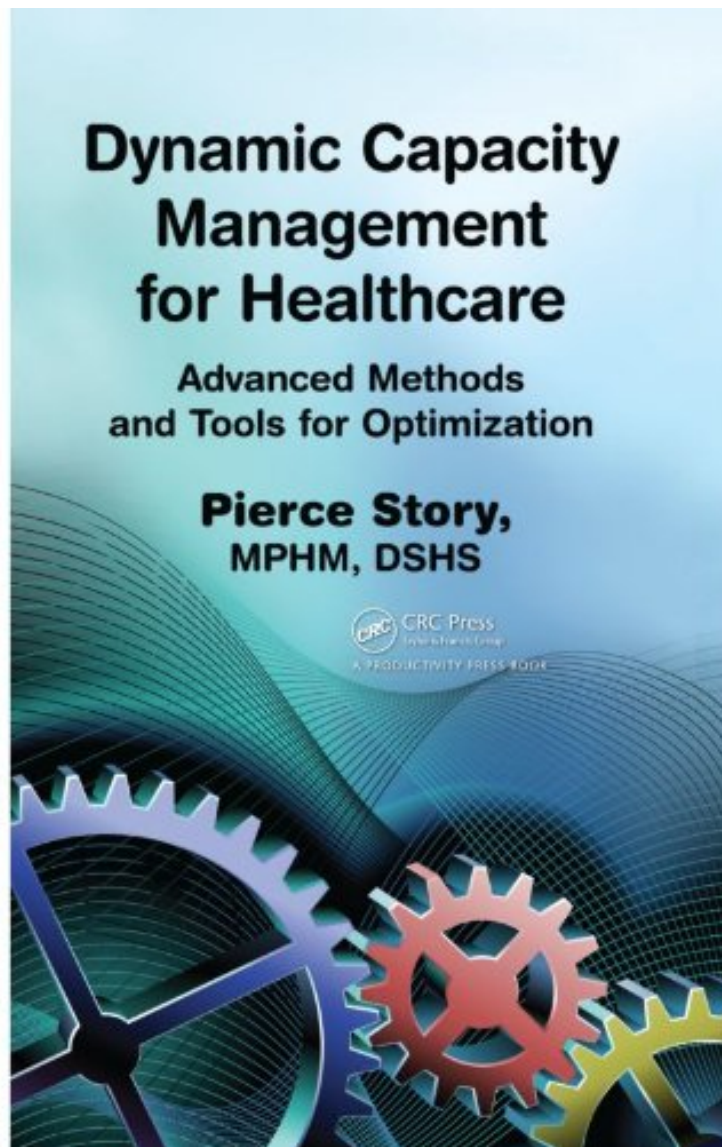


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# Dynamic Capacity Management for Healthcare: Advanced Methods and Tools for Optimization

*Pierce Story*

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**Pierce Story : Dynamic Capacity Management for Healthcare: Advanced Methods and Tools for Optimization** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Dynamic Capacity Management for Healthcare: Advanced Methods and Tools for Optimization:

3 of 4 people found the following review helpful. ASQ Book Review: Dynamic Capacity Management by P. Story By ASQ Book Reviewer[...] This book is not for everyone in healthcare. It is only for those who really want to improve

performance--those who are willing to learn and apply new breakthrough advanced methods and tools such as dynamic capacity management. This approach obtains its power from optimizing the whole system rather than individual processes. Part of the problem is most of the lean and Six Sigma tools such as process maps, flow charts and value stream maps are static. As the author writes, "Hospitals are dynamic systems and must be analyzed and managed as such." This is why, to take performance to the next level, healthcare organizations must begin using dynamic tools to address the complexities unique to healthcare operations. To paraphrase Albert Einstein, to solve problems we need a new way of thinking than we had when they were created. Hospitals need dynamic thinking and tools to improve their dynamic systems. In healthcare, with all the challenges today, one of the most critical is in improving resource management. Reimbursements are being squeezed, so the only way to improve margins is by reducing costs--the best way to do that is by reducing waste. Section 5.1 of the Baldrige Criteria for Performance Excellence asks, "How do you assess your workforce capacity ... including staffing levels?" Having the privilege of working with 15 Baldrige and 35 Baldrige-based awards recipients, I have seen a lot of applications. The best answers to that question to date have all described systematic approaches that were static and based on average arrivals, average demand for service and average length of stays. Given the dynamic nature of acute healthcare systems, however, failure to understand patterns, anticipate variation and prepare for the uncertainty creates two types of problems: one, excess staffing, which hurts margins; and two, being understaffed, which requires overtime that also hurts margins and causes less than optimum healthcare. The latter problem adversely affects patients and staff satisfaction. By carefully describing how to manage capacity dynamically, *Dynamic Capacity Management for Healthcare* provides readers with a fresh approach. In this book, Story uses his experience to carefully define dynamic capacity management to describe the issues facing dynamic management, and then builds the reader's understanding of how to use simulation tools to better understand the patterns behind what appears to be random variation.

While hospitals can learn from other industries, they cannot be improved or run like factories. With work that is more individualized than standardized, and limited control over volume and arrivals, even the leanest-minded hospital must recognize that healthcare systems are more dynamic than nearly any work environment. Written with the creativity needed to navigate the rapidly changing landscape of healthcare, *Dynamic Capacity Management for Healthcare: Advanced Methods and Tools for Optimization* presents the unique new tools, methodologies, and thinking required of healthcare systems that want to survive and thrive in a reduced reimbursement, higher-cost world. Demonstrating his approaches and recommendations through case studies specific to the complex issues of healthcare delivery, Pierce Story, a long-time and passionate healthcare operations expert, shows how hospitals and health systems can make leaps in performance in an environment in which both financial and human resources are shrinking as expectations for clinical perfection continue to rise. Through its unique approach to the dynamic management of complex care systems, this volume raises the bar for what is possible. This text presents an excellent opportunity for healthcare's change agents to meet the challenges and responsibilities of our day.

Pierce Story has added an important chapter to the growing body of literature on healthcare performance improvement. His theme of managing effectively to actual demand is compelling, and the contention that healthcare leaders should not be dogmatic about the methods or tools of continuous improvement is right on target. Pat Hagan, President and COO, Seattle Children's Hospital Why does every healthcare improvement project we undertake fall short of our intended goals? We have tried all the techniques and tools of other industries and still cannot achieve the desired outcomes. Despite heroic efforts, patients wait; that is the end result. They wait everywhere; and costs, counted on a variety of scales, continue to mount. What element is missing? The answer is dynamic demand capacity matching and management. Within this book, you begin the journey of understanding how the protean interdependent relationships unique to healthcare delivery, each with their own variability, combine to form an intricate ballet that is actually predictable and manageable. This book is a must-read for anyone engaged in healthcare improvement, whether you work in a clinic, hospital, or healthcare system. Keith Messner, MD, MBA, BSN, Emergency Physician, Healthcare Transformation Medical Director, Cape Fear Valley Health System. Fayetteville, North Carolina Healthcare is facing a huge challenge in reforming delivery predicted on changes and incentives in payment. Without revamping dynamic delivery systems to reduce and to reallocate current costs, chaos and disruption will likely occur. We need the analytical tools and creative mindset outlined in this book to help guide us on the path to reform. Thanks for the knowledge and for the encouragement to get it done. Mike Sack, CEO, Hallmark Health About the Author During his 20+ year healthcare career, Pierce Story has dealt with complex systems redesign, operations improvement, and performance analysis throughout hospitals and health systems. Pierce brings years of experience, unique perspectives, and new concepts to chronic disease management, capacity management, patient care, and health system redesign. Having developed several new applications and toolsets for the analysis and redesign of key clinical operations and patient care capacity strategies, Pierce understands the needs of the industry and the failings of traditional solutions. His vision is a new way of managing the provision of healthcare in the United States. Pierce has a Masters Degree in Health Policy and Management from the Muskie School of Public Policy in

Portland, Maine, and is trained in both Six Sigma and Lean methodologies. Pierce is also a Diplomate, Past President, and active member of the Society for Health Systems, a volunteer organization of over 900 healthcare performance improvement specialists and engineers. He is a member of the Leadership Council of the American Society for Quality's Healthcare Division.