



# OHMC2010

Operational Hospital Management Conference™

Improving performance, delivering better value & transforming the patient experience

**4 - 6 August 2010**

The Indaba Hotel, Fourways

Johannesburg

*CPD Points Available*

**NEW INTERACTIVE CONFERENCE FORMAT**

## HOSPITAL OPERATIONS MANAGEMENT: REVISITING THE BASICS.

Operations management is the design, execution, maintenance, control, and improvement of organizational activities that are required; and the conversion of its resources into desired goods or services for consumers. Operations management has traditionally been associated with manufacturing activities but can also be applied to the service sector.

In the context of hospital management, operations management would therefore entail the design, execution, maintenance, control, and improvement of all activities in a hospital, integrated with the application of resources on order to provide a menu of healthcare services to citizens in need.

Given the much needed emphasis on acting now on to improve healthcare service delivery, especially at hospitals throughout South Africa, this year's conference will explore the fundamental aspects of operations management and share with conference participants the ways in which these aspects would apply to a hospital-based services. Achieving a balance between revisiting relevant theory and the practical aspects of daily management of hospital operations will underpin the conference theme as a whole. The format encourages optimal interactive discussion during plenary sessions, followed by direct participation in focus workshops, and illustrative visits to some surrounding hospitals.

The anticipated outcome is conference participants would leave equipped with tangible 'tricks of the trade' that would enhance not only their ability to execute their daily responsibilities, but be able to make meaningful and purposeful adjustments to key functions in which they operate in order to impact favorably on their hospital's operations and service provision.

### Day 1: Plenary

#### Session 1: Fundamental Aspects of Operations Management and its Application to Hospitals

This session will focus on the basic components of operations management in general. To make the discourse more meaningful to the theme, key areas of applicability to the hospital setting will be covered. The main impact of focussing on the basics will be to reveal the reality behind what it is that drives efficiency and effectiveness. Apart of indicating the benefits to economic efficiency, focus on or orientation towards higher order goals: 'value potential', 'viability' and 'development' will also be made.

Professor Norman Faul: Fundamental Aspects of Operations Management

Dr Ashwin Hurribunce: Key Drivers of Hospital Operations Management

#### Session 2: The Daily Realities of Hospital Operations Management

Mr Keith Bonsall: Hospital Design: What is critical to optimal operations?

Dr Trevor Fisher: Hospital Operations: What should a manager's focus be?

Mr Keith Bonsall: Hospital Performance and Efficiencies

#### Session 3: Panel Discussion

The Speakers will avail themselves to the participants in order to address key challenges that they face during managing hospital operations and aspects there-of.

## DAY 2: Workshops

The session will be divided into six focus areas of operations management functions. Conference participants will be distributed into groups not exceeding fifteen in number. The macro-functions that have been identified are universal to all hospitals, recognising fully that the complexity and the scale of attention to these functions is relative to the size of the hospital under consideration and the menu of services on offer.

Speakers will touch on management theory relevant to the focus area, illustrate how theory is implemented in practice and round off by sharing typical nuances of attention (dos and don'ts) in practise. This will be followed by a workshop session that will aim to lift critical challenges per focus area from participants, identify three items of high priority, craft a macro-intervention to address each item with the view to improving the focus area, and present these to the larger workshop. The intention is to unearth typical issues that plague hospital managers regularly, utilise the collective experience of the conference participants to quickly analyse them, and suggest ways that they can be addressed successfully. Participants that have these areas managed effectively are encouraged to share these with their colleagues who are seeking solutions. The presentations of each focus areas will be synthesised into composite presentations after the conference and distributed to participants together with the other presentations

The format of these sessions will be as follows:

- Speaker Presentations (20 min)
- Workshop: (30 min)
- Delegate Feedback Presentations: (10 min)

### **Finance Management:**

The key that unlocks the flow of goods and services to hospitals is the prudent use of available money first. Before focusing on money you need but do not have. Make distinctions between goods and services that lie on a spectrum ranging from items that can be 'pushed' given the intrinsic nature of their need, or must be 'pulled' due to their relatively unpredictable nature. The overall intention is to recognize that financial management goes beyond just reporting on the financial status of the hospital.

### **Supply Chain Management:**

This is the only conduit through which all goods and services to the hospital flow. It tracks within the hospital to all capabilities and finally impacts on the quality of the services to the citizen/patient. Defining this for all goods and services is critical. It is also essential to know and understand the relevant interdependencies that prevail and what to do when it threatens to fail. The greater part of all non-health protocols, processes, procedures and performance reporting is invested in this very critical component of hospital operations.

### **Performance Management:**

The attention of this at the operational level is not just for expediency. A total absence on the ability to assess success or not of hospital operations depends on how this is defined and implemented throughout every operation in the hospital. It also depends on having the relevant data captured and analyzed and finally provide consistently accurate management information that underpins all decisions taken in the hospital. Just as it is requirement to do so for patients in the management of their ailments, this too is as critical for the total patient experience to be constantly positive.

### **Service Management:**

Too much is taken for granted when it comes to defining in detail what services are provided and linked directly to the critical healthcare capabilities. The unfortunate focus on functional lines have been the mainstay until now. This driver as it stands today is lacking definition, management focus and reportin, and is not systemic. This new area of focus will aim to modify the thinking and approach of all operators, shifting these more towards capability roles and value in a 'service definition' of a hospital.

### **Human Capital Management:**

After accepting a universal standard for managing the people who are the operators (health and other essential management/administration practitioners), identify that the fundamentals are in place and operate consistently. Identify gaps and practical operational interventions to close them. If there is reason for distinctiveness, indicate what these are and why. Also confirm whether adequate attention is paid to manage this constantly.

### **Facilities and Infrastructure Management:**

This is critical real estate and as such not only has to follow strict legislative regulation, but fundamental monitoring and improvements to ensure that they can sustain the other operations that are closer to impacting on the benefactor of the services. There are many levels at which this occurs. Defining this and understanding their impact in the short, medium and long-term is essential to the establishment and its role in the near society it serves.

## CHRIS HANI BARAGWANATH HOSPITAL

Bara is a special referral hospital providing curative services for 3,5 million people from the Southern and Western parts of Gauteng. However, we often receive referrals for specialist treatment, from all the surrounding African countries as well. The Casualty, Emergency and Outpatient Unit is the busiest section of the hospital. Here we receive about 350 patients per day, which could easily double over a weekend. We annually admit about 150 000 patients, all-inclusive, and treat about 500 000 outpatients.

Be prepared to meet the health facility serving the community of Soweto, and its surrounding areas. We will endeavor to introduce you to this vast, complex health care metropolis – place of healing, training and, above all caring. Meet the people that work here; see what they do and how they contribute to care and research. Meet the management; see how the hospital is funded, managed and share in our frustrations and triumphs

## VENUE



Our hotel's country style, tree lined lanes and white washed walls welcome all guests to a secure and tranquil environment, which we believe is paramount for guest relaxation.

The Indaba Hotel is situated on 15 hectares of country estate in the Northern suburbs of Johannesburg. The Hotel is a mere 30 minutes from Johannesburg International Airport by modern highway, 20 minutes north of the Johannesburg CBD even closer to the Sandton City business and shopping hub, and only five minutes by courtesy shuttle to two more of the city's leading up market shopping centres – Fourways Mall & Fourways Crossing - and the popular Montecasino entertainment complex.

Incl VAT

### CONFERENCE ONLY BOOKING

Conference Only booking includes: Full conference, Lunches and Teas

R 6 726.00

### HOSPITAL AND FACILITY TOURS

R 1 026.00

### ACCOMMODATION AND TRANSFER BOOKINGS

Please contact Sharon Bhimjee from Travel with Flair on 011 234 6660

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Organised by:



