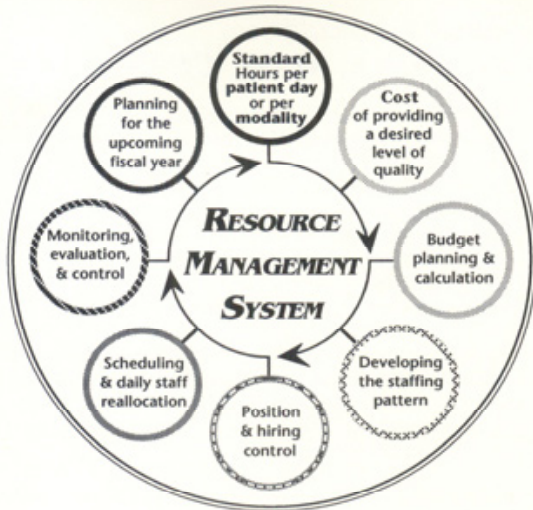


# Management Development



PATIENT CARE  
& SERVICE  
**QUALITY**  
&  
**PRODUCTIVITY**

*It can be done!*

High quality care... within ever-tightening cost constraints. Healthcare managers hold the opportunity – and responsibility – for making it happen.

## Objectives

**Healthcare managers will learn methods to coordinate and maximize service outcomes, process, and financial results: Specifically,**

- Develop a unit of service based on patient care and department requirements
- Combine service units with projected acuity to objectively define staffing requirements.
- Calculate a personnel budget that will adapt to monthly, daily, or seasonal census variations.
- Determine (1) the cost of providing a service and (2) a price that is both cost and market sensitive.
- Analyze and implement the budget, by managing the relationship between daily staffing activities to overall control of the personnel budget.
- Use methods discussed to formulate a personal management style focused on proaction.

## Program Content

### **Build a Reliable Quality-based Service Unit**

Integrating standards of care, performance & finance • Employee developed time values • Projecting workload, volume, output and cost

### **Determine Variable Personnel Requirements**

Acuity justified staffing needs • Resource planning for variable census or acuity • Budget negotiation • Maintaining quality & productivity, every shift

### **Costing and Budgeting for Resources**

Fixed, flexible, zero-based budgets • Expense, revenue, and capital budgets • Costing & pricing

### **Prescheduling & Daily Staff Reallocation**

Responding to variations in volume and/or acuity • Reallocation (staff or workload) decisions

### **Productivity Management**

Streamlining workload and processes: When justified needs are unaffordable • Productivity monitoring and reporting

### **Proactive Leadership**

Priority setting • Reactive vs. proactive • Staff involvement • Managing change & risk

