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Semester – III

534E8G - Operations Management in Healthcare

Question Bank

Prepared

By

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Question Bank

Part A: 1 Mark Questions

Unit I: Operations Management in Healthcare

1. What is the core focus of **Operations Management in Healthcare (HOM)**?
2. Name one key function of Healthcare Operations Management.
3. Who pioneered the use of the **structure-process-outcome (SPO) model** for evaluating healthcare quality?
4. What is the main purpose of **Evidence-Based Medicine (EBM)**?
5. What does the acronym **P4P** stand for in healthcare?
6. List one challenge faced by operations managers in healthcare.

Unit II: Planning and Scheduling

7. State one basic principle of **forecasting** in healthcare.
8. Define **Capacity Planning**.
9. What is the meaning of **Patient Flow**?
10. Give an example of a **Leading Capacity** strategy.
11. What is the goal of **Process Improvement** in healthcare?
12. What does **Staff Scheduling** (Rostering) in a hospital involve?

Unit III: Tools for Improvement and Quality Management

13. What is the central concept of **Six Sigma** in quality management?
14. Name one of the wastes that the **Lean Enterprise** methodology focuses on eliminating.
15. Name one technique used for **Root Cause Analysis (RCA)**.
16. What is a **Control Chart** used for in quality improvement?
17. What type of simulation is most common for modeling systems in healthcare?
18. State one step in the healthcare operations planning process.

Unit IV: Operational Metrics and Inventory Management

19. Define **Length of Stay (LOS)** as a key operational metric.
20. What is **Benchmarking** in the context of operational metrics?
21. What is the key objective of **Inventory Management** in a hospital?
22. How is **Labor Productivity** in healthcare often measured?



23. List one reason for **financial distress** from the revenue side in a hospital.
24. What is the importance of **Contingency Planning** in operational planning?

Unit V: Implications of Supply Chain

25. Define a **Supply Chain** in a general context.
26. Name the three main types of flows in a supply chain.
27. What is **Reverse Flow** in the healthcare supply chain?
28. What does **Internal Logistics** refer to in a hospital?
29. What is the primary function of **Inbound Logistics**?
30. Give one example of an **Inventory Control and Replenishment System**.

Part B: 5 Mark Questions

Unit I: Operations Management in Healthcare

1. List and briefly explain any five **key functions of Healthcare Operations Management (HOM)**.
2. Explain the concept of **Evidence-Based Medicine (EBM)**, detailing its three core components.
3. Discuss any five key **trends in Operations Management** that are currently transforming the healthcare industry.
4. Explain the structure and **potential benefits of Pay-for-Performance (P4P)** in healthcare.

Unit II: Planning and Scheduling

5. Discuss the **Basic Principles of Forecasting** that must be followed by operations managers in a healthcare setting.
6. Explain the importance and key considerations for **Forecasting Patient Demand and Volumes**, distinguishing between inpatient and outpatient needs.
7. Describe the three main strategies for **Aligning Capacity with Demand** in a healthcare system: Leading, Lagging, and Matching Capacity.
8. Explain the different **Types of Scheduling in Healthcare**, such as Patient Scheduling and Resource Scheduling, and highlight the challenges involved.

Unit III: Tools for Improvement and Quality Management

9. Explain the purpose and application of **Root Cause Analysis (RCA)** in healthcare, along with its associated techniques like the **"5 Whys"** or **Fishbone Diagram**.
10. Differentiate between the quality management methodologies of **Six Sigma** and **The Lean Enterprise** in the context of healthcare operations.



11. Discuss how **Simulation** is used as a powerful tool for problem-solving and decision-making in hospital operations management.
12. Explain the role of **Data and Statistical Tools** (like Descriptive Statistics and Hypothesis Testing) in evidence-based operations improvement.

Unit IV: Operational Metrics and Inventory Management

13. Discuss the different factors contributing to **Financial Distress in Healthcare** from both the revenue and cost perspectives.
14. Explain the concept of **Benchmarking** and describe different types of analysis (e.g., Drill-Down Analysis) used with operational metrics in a hospital.
15. Describe the key aspects of **Productivity in Healthcare** (Labor, Resource, and Process Productivity) and its measurement.
16. Outline the key objectives and activities of the **Purchasing** function within a healthcare organization.

Unit V: Implications of Supply Chain

17. Explain the concept of a **Hospital Supply Chain** and describe the movement of the **three primary flows** (Product, Information, and Financial).
18. Discuss the major **challenges** associated with **Forecasting for Supply Chain Management** in hospitals.
19. Explain the role of a robust **Supply Chain Strategy** for hospitals and its objectives.
20. Describe the importance of effective **Inventory Control and Replenishment Systems** in hospital logistics, citing examples.

Part C: 10 Mark Questions

Unit I: Operations Management in Healthcare

1. Discuss in detail the comprehensive set of **Goals for the Operations Manager** in a healthcare facility, explaining how these goals contribute to optimizing patient care and achieving organizational objectives.
2. Analyze the **History of Performance Improvement in Healthcare**. Trace its evolution from early pioneers like Nightingale and Codman to modern approaches like Continuous Quality Improvement (CQI) and Value-Based Purchasing Programs.

Unit II: Planning and Scheduling

3. Explain the concepts of **Process Improvement and Patient Flow** in healthcare. Discuss key strategies and tactics, such as bottleneck identification, load



balancing, and standardization, used to optimize patient flow throughout the hospital system.

4. Analyze the critical relationship between **Scheduling and Capacity Management** in a hospital. Discuss how effective coordination of patient, staff, and resource scheduling minimizes wait times and improves overall efficiency and patient experience.

Unit III: Tools for Improvement and Quality Management

5. Discuss the two primary quality management methodologies, **Six Sigma** and **The Lean Enterprise**, in the context of healthcare. Explain the core philosophy of each and how their combined application (Lean Six Sigma) can drive significant operational and quality improvements.
6. Explain the steps involved in the **Planning Process** for healthcare operations (Analyze, Implement, Measure, and Revise). Illustrate how various **Tools for Problem Solving and Decision Making** are strategically utilized throughout these steps to achieve operational goals.

Unit IV: Operational Metrics and Inventory Management

7. Elaborate on the various **Key Operational Metrics** used in hospitals, categorizing them by Access & Throughput, Quality & Safety, and Financial performance. Explain how proactive monitoring of these metrics is essential for **Operational Planning** and detecting financial distress.
8. Discuss **Productivity** in healthcare, defining its various aspects (Labor, Resource, Process Productivity) and the internal and external factors that affect it. Explain the direct relationship between enhancing productivity and effective **Operational Planning**.

Unit V: Implications of Supply Chain

9. Analyze the significant **Implications of Supply Chain Management on Operations and Logistics Management** of a hospital. Discuss how efficient logistics (Inbound, Internal, Outbound) impacts core operational objectives like patient care, cost control, and emergency preparedness.
10. Elaborate on the importance of **Forecasting in Supply Chain Management** for hospitals. How can accurate forecasting be integrated with a robust supply chain strategy to optimize inventory management and ensure the continuous, cost-effective delivery of patient care?