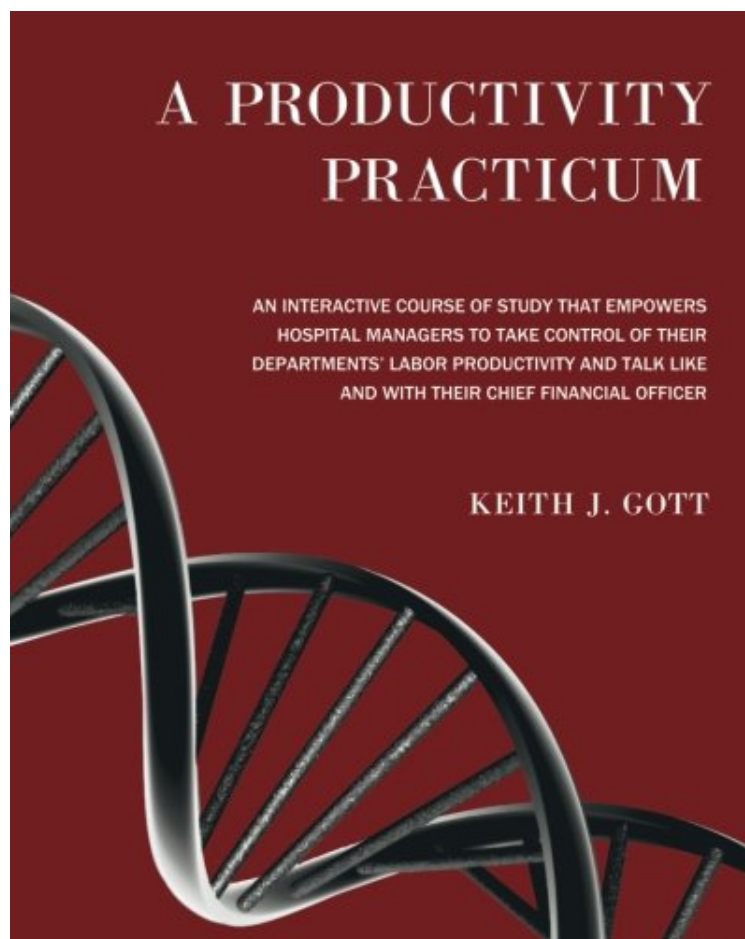


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A Productivity Practicum: An interactive course of study that empowers hospital managers to take control of their departments' Labor Productivity and talk like and with their Chief Financial Officer

Keith J. Gott

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Keith J. Gott : A Productivity Practicum: An interactive course of study that empowers hospital managers to take control of their departments' Labor Productivity and talk like and with their Chief Financial Officer before purchasing it in order to gage whether or not it would be worth my time, and all praised A Productivity Practicum: An interactive course of study that empowers hospital managers to take control of their departments' Labor Productivity and talk like and with their Chief Financial Officer:

0 of 0 people found the following review helpful. Vol. 2 ReviewBy Paul F.Volume 2 of A Productivity Practicum

addresses non-productive time. In this new and welcome contribution to the field, Keith Gott brings together Finance and Clinicians, so that both can speak the same language; in the words of the subtitle, "...empower hospital managers to talk like and with their chief financial officer." How else can the objectives of Finance and Clinical be met unless they understand each other? It is here that this book shines, showing via examples and exercises what the measurement of productivity in various departments looks like. Gone is the confusion and the math phobia. Keith is that rare breed of finance professional who can honestly communicate to non-finance clinicians. He makes it simple and accessible for everyone. Productivity initiatives are often defeated when we approach the effort strictly as a finance project. Since the central purpose of most health care organizations is not financial, this approach fails, leaving all parties frustrated. Finance wants savings, security, and lasting prosperity, while clinicians want sufficient labor resources to do what's right by their patients. Can't both objectives be accomplished? Through honest collaboration, defining and working to meet mutual goals, knowledge can be shared, learning can be facilitated, and a consensus can be built for all stakeholders, department by department. The result is that managers feel more in control, enjoy more autonomy, and are satisfied that their requirements are met, while administration produces a culture of accountability to performance standards. Finance professionals are often accused by clinicians and non-financial administrators of living in their own world, speaking their own incomprehensible insider jargon, and failing to appreciate the caregiver perspective and tradition. It's all about the money, they might say of Finance. So why do they put up with it? They need the cash. Clinicians seem to imagine they work in a fantasy world of unlimited resources, without any financial constraints, speaking a peculiar medical dialect with shorthand symbols. They don't appreciate the critical role of Finance in assuring that the health care enterprise is able to buy equipment, build facilities, and pay the employees. It doesn't just happen by itself. It seems like Finance is constantly struggling with Clinical to balance patients with profit. So why does Finance put up with it? They need the patients. This book will help bridge the gap between Finance and Clinical. Highly recommended. 0 of 0 people found the following review helpful. Great resource for clinical managers to be financial experts

By Stephen M. Wickham, RN, MSN
Keith Gott has created a great resource for clinical managers interested in gaining a deeper understanding of productivity and being competitive in discussions with senior level healthcare executives. The content of this book is full of real life examples and references to assist with the transition from clinical expert to financial manager. This is truly a workbook with real life examples to better prepare clinical managers who need to engage with senior level executives in managing productivity. Over the course of my career coaching unit managers, I would highly recommend this book as a resource for new managers. Additionally, it is equally a great resource for those of us who may need to have a quick refresher. I have found one of the biggest challenges for clinical managers is to understand productivity fundamentals and hospital reports. This is an essential milestone in switching from a clinical expert to unit manager. Keith easily breaks down the basics of hospital reports and provides exercises to sharpen these financial skills. After reading this book clinical managers will gain a deeper understanding of how correctly managing productivity can improve patient care. For an example, Keith's reference to staffing mix ratios is an essential concept in managing significant issues such as overtime, contract labor, and productivity benchmarks. The book is full of these practical examples which, if implemented, will have a dramatic positive effect on exceeding productivity standards while continuing to provide excellence in patient care. There is truly an advantage to owning a Productivity Practicum for gaining a shared understanding between clinical delivery models and financial management. We are all quite aware that there must be a greater accountability for the financial management of our hospitals and patients. With better resources such as the Productivity Practicum it is much easier to combine efforts in exceeding financial and clinical expectations. 0 of 0 people found the following review helpful. A Productivity Practicum - Removing the Mystery

By Melinda
Keith Gott's book, A Productivity Practicum, not only demystifies productivity standards for hospitals, it also provides real-world techniques and tools for using productivity metrics to effectively manage labor - the largest single cost category. Keith clearly describes the basis for productivity management, explains its key concepts such as fixed and variable staffing ratios and discusses benchmarking in easily understandable language. Productivity Management is a critical tool for balancing labor utilization against varying workloads and for comparisons to other similar organizations. Productivity is not so much a measure as it is a tool. Keith describes these tools along with discussion of targets and trends so that they can be used in nearly any department by nearly anyone. Not merely a dissertation on Productivity, Keith also offers real-life examples and exercises that range from easy to challenging so that the reader can be certain to understand how Productivity Management can be used to manage and communicate staff utilization within their own environment. Coming from someone who has worked in the healthcare field for more than 30 years, I wish I'd had this book a long time ago.

Harvey Roth, CPHIMS, LFHIMSS

A "practicum" is a course of study that involves the practical application of previously studied theory. Hospital department managers rise to their level of responsibility by demonstrating clinical excellence, interpersonal and leadership skills, and attention to detail. Yet they are often frustrated by their inability to fully grasp the fundamentals of labor productivity and how to interpret and utilize the reports and tools they are provided. For over twenty years, Keith Gott has worked with hospital managers to demystify healthcare labor productivity concepts,

analyze their departmental staffing requirements, develop action plans for necessary change and utilize tools for documenting progress. This workbook is a distillation of the terms, concepts and exercises that are employed by Mr. Gott in his classes and seminars. This book is meant to be a WORK-book! Each chapter is followed by a review of important topics. Key chapters have exercises applying concepts both newly and previously reviewed. Solutions, not just the answers, to the exercises are provided. Readers are encouraged to highlight, annotate and write their answers herein. Chapters include: Environment; Productivity Terms and Concepts; Calculating Productivity; Position Control versus Productivity Benchmarking - Where do I Stand? What's in Your Toolbox? Managing Productivity; As the book's sub-title reads, the goal of this workbook is to give hospital managers improved familiarity and comfort with labor productivity management concepts, empower them to drive their departments' productivity (not just simply reflect shifting volume demands) and enable them to "talk like and with their Chief Financial Officer." Purchasers of the workbook have access to online testing. These tests, taken before and after completing the workbook, enable senior managers to determine both value provided by the workbook and areas wherein their managers will require focused follow-up. There are, two versions of the book available - Volume One (the "blue book ") and Volume Two (the "red book "). Volume One is for hospitals and health systems that include Education Orientation hours in "Productive Hours" calculations. Volume Two is for hospitals and health systems that exclude Education Orientation hours from "Productive Hours" calculations.

"A must read for managers wanting to understand productivity metrics." --Healthcare IT Consulting professional
"Keith's workbook does an excellent job of uncovering the mystery of productivity which so many managers are intimidated by. Mystery no more." --Healthcare Management Engineer
"This is an excellent resource for any new department manager and every executive who has a manager struggling to meet their performance goals. If they can't get it with this, they won't! I highly recommend it." --Lead Management Engineer
"I highly recommend Keith's book, 'A Productivity Practicum', for healthcare facilities that are seeking a more effective and efficient workforce through productivity enhancements. A must read!!!!" --Vice President, Consulting
"There is truly an advantage to owning 'A Productivity Practicum' for gaining a shared understanding between clinical delivery models and financial management." --Senior Consultant, Clinical Operations Improvement
From the Author
Thank You for your interest in my book. You will note there are, currently, two versions of the book available - Volume One (the "blue book ") and Volume Two (the "red book "). Volume One is for hospitals and health systems that include Education and Orientation hours in their "Productive Hours" calculations. Volume Two is for hospitals and health systems that exclude Education and Orientation hours from their "Productive Hours" calculations. This book, like my teaching seminars, is dynamic not static. Accordingly, your feedback is encouraged and welcomed. Keith J. Gott
kgott@ahs-c.com
About the Author
Keith Gott has more than twenty-five years of healthcare experience. He has supported comprehensive operational improvement and turnaround efforts at hospitals throughout the United States. Keith has been a financial and operational manager for hospitals and medical groups, a consultant for hospital operational and process improvement and, most recently, Vice President over one of the largest hospital consulting services in the U.S. He has led numerous classes and seminars, teaching healthcare executives and department managers about Labor Productivity Management, and declares that he derives his greatest satisfaction therefrom. As a Principal at Applied Health Sciences Consulting, Keith is responsible for ongoing client consulting and education services, project management for select consulting projects and clients and new business development. View Keith's LinkedIn profile at [linkedin.com/in/keithgott](https://www.linkedin.com/in/keithgott)