CONCEPT

# Hospital Management and Healthcare Operations: Patient Flow, Quality and KPIs

9 – 13 August 2027
Barcelona - Eixample district four-star



# Hospital Management and Healthcare Operations: Patient Flow, Quality and KPIs

**Ref:** 157_10251 **Date:** 9 – 13 August 2027 **Location:** Barcelona - Eixample district four-star **Fees:** 23500 SAR

## Introduction:

Hospital management often fails where departments meet: emergency patients wait for beds, theatre lists overrun, discharges slip to the evening and managers learn about problems from complaints rather than data. This Core Concept course gives hospital and clinic managers the operating tools to govern services, run patient flow and capacity, lead quality and patient safety programmes, and track performance through healthcare KPIs and dashboards. Working on hospital case studies, participants build a Hospital Operations Improvement Plan for a service or pathway in their own organisation.

## Course Objectives:

- Map the governance structure, care levels and service lines of a hospital or clinic network and locate operational accountability within it
- Analyse patient flow from emergency arrival through bed allocation, theatre scheduling and discharge, and identify where capacity and demand are mismatched
- Run bed management, escalation and discharge routines that reduce boarding and length of stay without clinical decision-making
- Organise a quality and patient safety programme and prepare a department for accreditation surveys using the concepts the accrediting body describes
- Build a healthcare KPI dashboard and link revenue cycle, cost, staffing and patient experience measures to operational decisions
- Lead a hospital improvement project from charter to a Hospital Operations Improvement Plan with baseline measures

## Target Audience:

- Managers responsible for running hospital departments, wards or outpatient clinics
- Heads of support and administrative services accountable for admissions, medical records, scheduling or patient services
- Nursing and medical managers with operational responsibility for beds, theatres or emergency departments
- Quality, patient safety and accreditation coordinators who manage programmes and committees
- Healthcare administrators overseeing budgets, staffing and performance reporting across a facility or network

## Course Outline:

### Day 1: Health System Structures and Hospital Governance

- Primary, Secondary and Tertiary Care Levels and Hospital Network Roles
- Health Systems Governance: Policy, Regulation, Stakeholders and Accountability
- Hospital Board, Executive Team and Medical Staff Governance Structures
- Clinical and Non-Clinical Service Lines on a Hospital Operating Model
- Hospital Operations Current-State Assessment Checklist

### Day 2: Patient Flow and Capacity Management

- Hospital-Wide Patient Flow: Shape Demand, Match Capacity, Redesign the System
- Emergency Department Arrival-to-Disposition and Boarding Time Mapping
- Bed Management Meetings, Bed Status Boards and Escalation Levels
- Operating Room Block Scheduling and Elective Surgery Variation Analysis
- Discharge Planning with Expected Date of Discharge and Morning Discharge Routines

### Day 3: Quality, Patient Safety and Healthcare KPIs

- Quality and Patient Safety Programme Structure and Committee Terms of Reference
- Accreditation Readiness Concepts as Described by Joint Commission International
- Incident Reporting, Adverse Event Review and Daily Safety Huddles
- Healthcare KPI Dictionary: Length of Stay, Bed Occupancy, Readmissions and Waiting Times
- Hospital Operations Dashboard with Targets, Thresholds and Metric Owners

### Day 4: Finance, Workforce, Patient Experience and Health Information Systems

- Revenue Cycle Overview: Registration, Coding, Billing, Claims and Denials
- Departmental Cost Centres, Cost per Case and Budget Variance Review
- Staffing Ratios, Rostering Rules and Demand-Based Shift Planning
- Patient Experience Surveys, Complaints Handling and Service Recovery Protocol
- Health Information Systems Overview: Electronic Health Records and Data Quality Controls

### Day 5: Hospital Case Studies and the Hospital Operations Improvement Plan

- Case Study: Emergency Department Crowding and Inpatient Bed Block
- Case Study: Theatre Cancellations and Outpatient Clinic Backlogs
- Improvement Project Charter, Stakeholder Map and Clinical Champion Roles
- Hospital Operations Improvement Plan Drafting with KPI Baseline
- Executive Panel Review and Ninety-Day Implementation Roadmap

## Skills You Will Gain:

- Hospital Governance Mapping
- Patient Flow Analysis
- Bed and Theatre Capacity Planning
- Healthcare KPI Dashboard Design
- Accreditation Readiness Management
- Revenue Cycle Oversight
- Healthcare Workforce Rostering
- Hospital Improvement Project Leadership

## Why Attend This Course:

- Return with a Hospital Operations Improvement Plan for a service or pathway in your own organisation, with baseline KPIs
- Replace daily firefighting over beds and theatre lists with escalation rules and routines that managers can run each morning
- Speak the language of finance, quality and information teams when making the case for operational change
- Compare hospital operations practice with managers from public, private and non-profit providers across several health systems

## Conclusion:

Hospitals run well when governance, patient flow, quality, money and people are managed as one system rather than as separate departments. The course moves from health system structures and hospital governance, through patient flow and capacity management, to quality and patient safety programmes, healthcare KPIs, revenue cycle, staffing, patient experience and health information systems. The final day applies this material to hospital case studies and produces a Hospital Operations Improvement Plan ready for executive review.