

# 2011 MSOM, Healthcare Operations Management Special Interest Group (SIG) Conference, June 26, 2011

## Program

**8.15am** - Opening Remarks

### **8.30-10.00am - Hospitals System Design and Operations**

- *"The Impact of Order Loss & Shrinkage on a Single-Item Hospital Inventory"*, Ozden Engin Cakici, Harry Groenevelt and Abraham Seidmann
- *"Modular Versus Integral Architectures: Empirical Analysis of a Healthcare Setting"*, Pascal Briot, Brenda Reiss-Brennan, Wayne Cannon, Glen Schmidt, Joseph Van Orden, Alice Teil

**10.00 – 10.30am** - Break

**10.30-11.30pm – Plenary talk – “Current Challenges in the Design and Operations of Large Academic Medical Centers”**, Eric Buehren, Interim President and Chief Executive Officer Beth Israel Deaconess Medical Center

**11.30-12.30pm** – Lunch

### **12.30-2.00pm – Patient Flow Management**

- *“Managing Hospital Recovery Units: An Empirical Study of Capacity Allocation and its Implication on Patient Outcomes”*, Song-Hee Kim, Carri W. Chan, Marcelo Olivares, Gabriel Escobar
- *“Improving Patient Flow in Emergency Departments”*, Sorouh Saghafian, Wallace J. Hopp, Mark P. Van Oyen, Jeffrey S. Desmond, Steven L. Kronick

**2.00-2.15pm** – Break

**2.15 – 3.00pm – Plenary talk – “Patient Crowding in Emergency Departments and Hospitals: Systemic Challenges for Public Policy”**, Michael L. McManus, MD, MPH  
Chief of Pediatrics, South Shore Hospital; Endowed Chair for Critical Care Anesthesia, Children's Hospital, Boston; Associate Professor, Harvard Medical School

**3.00-3.30pm** - Break

**3.30-5.00pm – Contracts and Incentives**

- *“Fee-for-Service (FSS) Contracts in Pharmaceutical Distribution Supply Chains: Design, Analysis & Management”*, Hui Zhao, Chuanhui Xiong, Srinagesh Gavirneni, Adam Fein
- *“Imaging Room & Beyond: The Underlying Economics Behind Physicians' Test-Ordering Behavior in Outpatient Services”*, Tinglong Dai, Mustafa Akan, Sridhar Tayur

**5.00** - Closing Remarks

## **Bio's of Plenary Speakers**

### **Eric Buehrens**

Eric Buehrens is the Interim President and Chief Executive Officer of Beth Israel Deaconess Medical Center, a major teaching affiliate of Harvard Medical School. He joined the Medical Center in 2007 and served as Chief Operating Officer before assuming his current position in January 2011.

Prior to joining the Medical Center, he was Deputy Provost for Administration of Harvard University, and responsible for the management of a number of multidisciplinary interfaculty initiatives and for the academic planning of a new science and engineering-focused campus in Allston. He joined Harvard Medical School in 1998, where he was Executive Dean for Administration.

Eric is a graduate of Harvard College. He began his professional career in state government, played a key role in the cleanup of Boston Harbor, and worked in the private sector as a developer of privately built, financed and operated environmental infrastructure projects in the US and abroad.

### **Michael McManus**

Michael L. McManus, MD, MPH is Senior Associate in Medicine, Anesthesia, and Critical Care at Children's Hospital Boston and Associate Professor of Anesthesia (Pediatrics) at Harvard Medical School. He holds the Children's Hospital Endowed Chair for Critical Care Anesthesia and serves as Chief of Pediatrics at South Shore Hospital in Weymouth, MA. Dr. McManus received his undergraduate and medical degrees from Northwestern University and a Masters in Health Policy and Management from the Harvard School of Public Health. He took residencies and fellowship training at Children's and the Massachusetts General Hospitals, earning board certification in pediatrics, anesthesiology, and critical care medicine. While devoting his early career to bench research, he was awarded the New Investigator Award from the Foundation for Anesthesia Education and Research.

Dr. McManus has more than fifteen years' experience designing pediatric clinical care systems and is particularly interested in the management decisions impacting access to critical hospital services. As a member of the Massachusetts Ambulance Diversion Task Force, his work on emergency department crowding later formed the basis for national patient flow standards issued by the Joint Commission. His work on intensive care unit overload has suggested surgical scheduling disciplines that are now employed by many of the country's busiest hospitals. Since 2005 he has devoted much of his attention to health care reform as the Governor's pediatric representative to the Massachusetts Cost and Quality Council Advisory Committee. His present work involves hospital modeling and the regional demand for pediatric services.