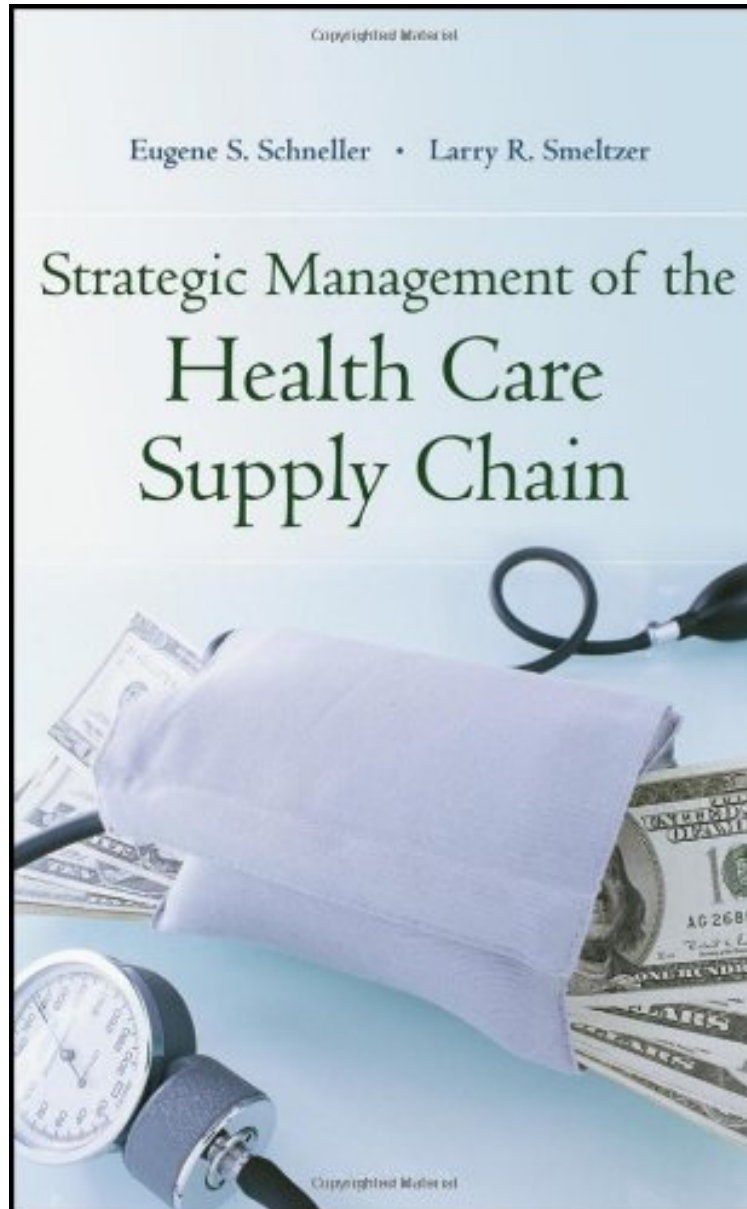


[Free and download] Strategic Management of the Health Care Supply Chain

## Strategic Management of the Health Care Supply Chain

*Eugene S. Schneller, Larry R. Smeltzer*  
audiobook / \*ebooks / Download PDF / ePub / DOC



DOWNLOAD



READ ONLINE

#790910 in Books Jossey-Bass 2006-02-17Original language:EnglishPDF # 1 9.37 x 1.08 x 7.28l, 1.52 #File Name: 0787980390328 pages | File size: 75.Mb

**Eugene S. Schneller, Larry R. Smeltzer : Strategic Management of the Health Care Supply Chain** before purchasing it in order to gage whether or not it would be worth my time, and all praised Strategic Management of the Health Care Supply Chain:

4 of 4 people found the following review helpful. Still RelevantBy Albert HemingsI find that a lot of the research still

applies and some of the insights are very relevant. My only criticism and that of the health care industry in general is that the book really doesn't address the role of supply chain information technology as an enabler to drive cost out of the system. There are many best practices that could be brought into health care in this respect and unfortunately the book doesn't address the topic at all. It's an excellent primer for those trying to understand the differences in health care supply chain from other industries.

3 of 3 people found the following review helpful. How to "heal" dysfunctional supply chains

By Robert Morris

As Lawton Robert Burns explains so well in the Foreword, "This book provides the first systematic treatment of [the] 'thorny issue' of managing the supplies that medical professionals such as physicians and nurses order and use in treating patients], covering both external and internal management of the hospital's supply chain. Appropriate, the book focuses on the managerial processes that need to be managed: sourcing, purchasing, distribution, value analysis, and standardization. The book not only provides a rich conceptual framework for managing these processes, but also supplements the authors' conceptual work with rich studies of hospitals and health systems that have implemented process improvements in these areas." Eugene Schneller and Larry Smeltzer carefully organize their material within eight chapters which begin with "Framing the Repositioning Management of the Health Care Supply Chain" and conclude with "Building Supply Chain Leadership and Resources for the Future." I mention these "book-end" chapter titles because they correctly indicate that (a) Schneller and Smeltzer see all manner of significant insufficiencies in the strategic management of most health care supply chains but that (b) what they recommend in this volume should not be viewed as a "silver bullet"; on the contrary, any supply chain must be constantly and rigorously evaluated and, when necessary, re-framed and perhaps even re-positioned. Although supply chains such as those in health care inevitably have a "weak link" (if not several), that will not necessarily result in a total breakdown system wide. However, if links are viewed as business relationships, it is highly desirable to have strong ones...especially during difficult times as when sudden and substantial cost increases occur. In this context, I am reminded of a valuable insight that Patrick Lencioni provides in one of his business narratives, *Silos, Politics and Turf Wars*. Here's the situation. The main character, Jude Cousins, is a talented, energetic, and ambitious young marketing executive who, with his wife Teresa's support and encouragement, decides to leave his secure job after the company is purchased by a competitor. He establishes an independent consulting practice and almost immediately obtains three clients: The Madison Hotel (San Francisco's oldest, largest, and most prestigious independent hotel), JMJ Fitness Machines (a manufacturer of high-end consumer and institutional exercise equipment), and Children's Hospital of Sacramento. Over time, Cousins struggles without much success to help his clients to improve communication, cooperation, and (especially) collaboration between and among their senior-level executives. Because this is a business narrative, complete with a plot and cast of characters, its storyline builds to a climax that, in this instance, is the valuable insight to which I referred earlier. Cousins has an epiphany: He realizes that the ER at Children's Hospital offers an almost ideal model for efficient, effective, and productive teamwork. Everyone involved must concentrate entirely on the given medical crisis that may have life-or-death implications. There is no time for "silos, politics and turf wars." It will be interesting to observe the extent to which supply chains in health care change in months and years to come. What will the next paradigm consist of? Schneller and Smeltzer make no predictions, although they correctly suggest that communication, cooperation, and (especially) collaboration will become progressively more important if both the quality and costs of health care are to be managed properly. Those who share my high regard for this volume are urged to check out two books which Burns and his Wharton colleagues have written: *The Business of Healthcare Innovation* and *The Health Care Value Chain: Producers, Purchasers, and Providers*. Also Michael E. Porter and Elizabeth Olmsted Teisberg's *Redefining Health Care: Creating Value-Based Competition on Results*, Regina E. Herzlinger's *Consumer-Driven Health Care: Implications for Providers, Payers, and Policy-Makers*, Shoshanah Cohen and Joseph Roussel's *Strategic Supply Chain Management: The 5 Disciplines for Top Performance*, and *Supply Chain Excellence: A Handbook for Dramatic Improvement Using the SCOR [Supply Chain Operations Reference] Model* co-authored by Peter Bolstorff and Robert Rosenbaum.

*Strategic Management of the Health Care Supply Chain* provides students, faculty, managers, and researchers with a clear understanding of the health care supply chain and its role in health care strategy. It builds on fundamental concepts including sourcing of materials, forecasting demand, selecting and employing distribution models, and assessing risks, showing how they aid in the pursuit of supply management excellence in the health sector.

"Based on Schneller and Smeltzer's recent empirical research, and drawing on contemporary cases, this book presents compelling arguments for the value-added through effective supply chain performance and for repositioning the supply chain function to a strategic position within organizational structures." --Howard Zuckerman, senior advisor, Center for Health Management Research

"This book reveals insights into possibilities for rapid, meaningful, and measurable improvements to the health care supply chain. It provides a futuristic view of the possibilities of the health care supply chain and provides workable solutions for improvement and market-based approaches for health care executives. This is a must read"

--Mark McKenna, president, Novation

From the Back Cover

*Strategic Management of the Health Care Supply Chain* provides students, faculty, managers, and researchers with a clear

understanding of the health care supply chain and its role in health care strategy. It builds on fundamental concepts including sourcing of materials, forecasting demand, selecting and employing distribution models, and assessing risks, showing how they aid in the pursuit of supply management excellence in the health sector. *Strategic Management of the Health Care Supply Chain* is filled with in-depth interviews with leaders in exemplary organizations and presents best practices in progressive supply chain management from many exemplary institutions. Praise for *Strategic Management of the Health Care Supply Chain* "Based on Schneller and Smeltzer's recent empirical research, and drawing on contemporary cases, this book presents compelling arguments for the value-added through effective supply chain performance and for repositioning the supply chain function to a strategic position within organizational structures." —Howard Zuckerman, senior advisor, Center for Health Management Research "This book reveals insights into possibilities for rapid, meaningful, and measurable improvements to the health care supply chain. It provides a futuristic view of the possibilities of the health care supply chain and provides workable solutions for improvement and market-based approaches for health care executives. This is a must read." —Mark McKenna, president, Novation

About the Author Larry R. Smeltzer was professor of supply chain management at the W. P. Carey School of Business, Arizona State University. His primary research focus was supply strategies, and his work was published in such journals as *Supply Chain Management*, *European Journal of Purchasing and Supply Management*, *IEEE Transactions on Engineering Management*, and *Sloan Management*. He also published descriptions of best practices through the Center of Advanced Purchasing Studies. Smeltzer received his Ph.D. in business from Northern Illinois University in 1980 and a master's degree in organizational science from the University of Nebraska in 1971. Eugene S. Schneller is professor of health management and policy at the W. P. Carey School of Business, Arizona State University. He is director of the Health Sector Supply Chain Initiatives and codirector of the Health Sector Supply Chain Research Consortium. Schneller is a frequent speaker on issues pertaining to group purchasing organizations and strategic management of the health care value chain. His publications appear in a variety of health management journals, including *Hospital and Health Services Administration*, *Health Care Management*, *American Journal of Public Health*, *Social Science and Medicine*, and *Frontiers of Health Services Management*. He received his Ph.D. from New York University in 1973 and an honorary P.A. degree from Duke University Medical Center in 2004.