

OPERATIONS & SUPPLY CHAIN | COURSE BROCHURE

Operations Management for Hospitals

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Hospital operations determine waiting times, patient flow, staff workload and cost. This course applies operations management to healthcare: patient flow and bed management, theatre scheduling, outpatient capacity, discharge planning, supplies and logistics, lean in healthcare and operational performance dashboards.

Better hospital operations mean safer care and shorter waits. You will learn practical tools proven in hospitals worldwide.

Professional Problems This Course Is Designed to Solve

- Difficulty translating subject knowledge into practical workplace decisions.
- Inconsistent approaches to the activities covered in the course outline.
- Lack of a structured plan for applying and reviewing new skills.

Course methodology

Hospital case studies, patient flow simulations, scheduling exercises and improvement workshops.

Course objectives

By the end of this course, participants will be able to:

- Analyse patient flow and bottlenecks
- Improve bed management and discharge
- Schedule theatres and outpatient clinics
- Manage hospital supplies and logistics
- Apply lean methods in healthcare
- Monitor operational performance

Target audience

This course is suitable for:

- Hospital operations managers
- Nurse managers and bed managers
- Healthcare administrators
- Quality and improvement staff
- Clinical directors



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Target competencies

Participants will develop competencies in:

- Patient flow analysis
- Capacity management
- Scheduling
- Healthcare logistics
- Lean improvement

Course outline

Day 1: Hospital Operations

09:00–10:08	Operations in healthcare
10:08–11:00	Demand and capacity
11:00–11:30	**Coffee break**
11:30–11:45	Demand and capacity (continued)
11:45–12:53	KPIs
12:53–14:00	Exercise

Day 2: Patient Flow

09:00–10:08	Emergency to ward flow
10:08–11:00	Bed management
11:00–11:30	**Coffee break**
11:30–11:45	Bed management (continued)
11:45–12:53	Discharge planning
12:53–14:00	Simulation

Day 3: Scheduling

09:00–10:08	Theatre scheduling
10:08–11:00	Outpatient capacity
11:00–11:30	**Coffee break**



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11:30–11:45	Outpatient capacity (continued)
11:45–12:53	Reducing cancellations
12:53–14:00	Workshop

Day 4: Supplies and Lean

09:00–10:08	Hospital logistics
10:08–11:00	Lean in healthcare
11:00–11:30	**Coffee break**
11:30–11:45	Lean in healthcare (continued)
11:45–12:53	Waste reduction
12:53–14:00	Case study

Day 5: Performance

09:00–10:08	Operational dashboards
10:08–11:00	Daily huddles
11:00–11:30	**Coffee break**
11:30–11:45	Daily huddles (continued)
11:45–12:53	Improvement plan
12:53–14:00	Action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Barcelona Confirmed dates	16 Nov 2026	20 Nov 2026	**€2,840.–**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.–**
Frankfurt Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,650.–**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.–**
Vienna Confirmed dates	11 Jan 2027	15 Jan 2027	**€2,940.–**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,250.–**
Barcelona Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,840.–**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.–**
Cape Town Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,890.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.–**
London Confirmed dates	8 Mar 2027	12 Mar 2027	**€2,450.–**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,250.–**
Dubai Confirmed dates	29 Mar 2027	2 Apr 2027	**€3,150.–**
Online Confirmed dates	29 Mar 2027	2 Apr 2027	**€1,250.–**
Paris Confirmed dates	19 Apr 2027	23 Apr 2027	**€2,860.–**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.–**
Dubai Confirmed dates	10 May 2027	14 May 2027	**€3,150.–**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Kuala Lumpur Confirmed dates	31 May 2027	4 Jun 2027	**€1,450.–**
Online Confirmed dates	31 May 2027	4 Jun 2027	**€1,250.–**
Rome Confirmed dates	14 Jun 2027	18 Jun 2027	**€2,450.–**
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,250.–**
Cape Town Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,890.–**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.–**
Vienna Confirmed dates	26 Jul 2027	30 Jul 2027	**€2,940.–**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.–**
Dubai Confirmed dates	16 Aug 2027	20 Aug 2027	**€3,150.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Cape Town Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,890.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Istanbul Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,650.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
London Confirmed dates	11 Oct 2027	15 Oct 2027	**€2,450.-**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.-**
Rome Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,450.-**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Amsterdam Confirmed dates	22 Nov 2027	26 Nov 2027	**€2,540.-**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.-**
Rome Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,450.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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