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Most industries are recognising the substantial savings and enhanced competitiveness from their ability to coordinate and improve operations. Organisations today face various challenges because the successful provision of many goods and services requires the effective integration of activities within businesses, across supply chains and the increasing geographical separation with global trade. It is not uncommon to find organisations seeking cooperative arrangements and integration efforts as a result of fast changing technology, competitive environments, widening of sourcing capabilities and corporate strategies.

World-class operations management requires businesses to adopt a lean, agile and responsive manner, with a focus on innovating continuously. The combination of a strong market presence, compelling product offerings and the ability to attract, retain and harness the energy of the best and brightest employees, will enable companies to sustain profit margins, sales growth and market valuations. The innovative efforts in improving products, services, organisational and supply chain operations often cannot be achieved in isolation. Various authors support initiatives such as customer integration, internal integration, materials/ service supplier integration, technology and planning integration, measurement integration and

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Proceedings: Lyn Vinton, Department of Management, Monash University, Caulfield, Victoria Email: Lyn.Vinton@Buseco.monash.edu.au

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CALL FOR PAPERS – EXTENDED DEADLINE

Healthcare Management: Progress, Problems and Solutions

DEADLINE FOR PAPERS: 5TH DECEMBER 2011

A special issue of *Journal of Management & Organization* – Volume 18 Issue 5

ISBN 978-1-921348-98-3 – September 2012

Guest Editors: **Yvonne Brunetto** (SCU), **Kate Shacklock** (GU), **Rod Farr-Wharton** (USC) and **Cary L. Cooper** (Lancaster University)

The *Journal of Management & Organization* (JMO) is currently seeking academic papers for this Special Issue. Submitted papers should provide a greater understanding of the complexity of healthcare management in either the public or private sectors, with particular emphasis on capturing the HRM issues emerging for healthcare managers in the 21st Century.

Healthcare managers face many challenges in delivering quality healthcare. Numerous OECD countries face a challenge in retaining skilled healthcare professionals - particularly doctors and nurses. In the case of Australia, the nurse shortage is equivalent to 3% of the practicing registered nurses, which is approximately 10,000 nurses, just to meet present demand. The situation is similar for medical practitioners. This predicament is exacerbated by the aging population and the high percentage of older healthcare professionals working in the system. Past research has identified that healthcare professionals reporting dissatisfaction with management policies and practices have a 65% higher probability of leaving than those reporting satisfaction.

The special issue invites research contributions addressing the factors affecting the retention of professional healthcare workers and the efficiency and effectiveness of the healthcare system. Included below are examples of possible topic areas:

- The challenges associated with managing different age cohorts of healthcare workers
- The challenges associated with attracting, recruiting and/or retaining healthcare workers
- SHRM issues in healthcare management practice
- The link between healthcare workers' level of job satisfaction and clients' level satisfaction
- The quality of management practices in healthcare

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