

Argosy University
COURSE SYLLABUS

B6504

Managing and Measuring Quality in Healthcare Organizations

Faculty Information

Faculty Name:

Campus:

Contact Information:

Office Hours:

Short Faculty Bio:

Course Description:

Increasingly healthcare organizations are challenged to improve patient outcomes, redesign business processes and execute quality and risk management initiatives. This course begins by introducing the student to the field of quality management and how these principles have been adopted by healthcare organizations to improve patient outcomes and program quality. Case studies will be used to illustrate how patient outcomes have been improved and business processes redesigned to achieve improvements in quality, risk reduction and other key business results/outcomes.

Course Pre-requisites: None

Required Textbook:

IMPORTANT: You are required to purchase the textbook for this course. Please go to MBS to purchase a print version.

Kelly, D. L. (2007). *Applying quality management in healthcare: Systems approach*. (2/e). Health Administration Press.

Or

Shaw, P., Elliot, C., Isaacson, P., & Murphy, E. E. (2007). *Quality and performance improvement in healthcare: Tool for programmed learning* (3/e.). American Health Information Management Association.

Supplemental reading:

Available in ebrary:

Adams, Karen M., Corrigan, Janet (2003). *Priority areas for national action: Transforming health care quality*. Institute of Medicine (U.S.), Committee on Identifying Priority Areas for Quality Improvement Staff.

LC Call Number: RA399.A3.I562 2003eb

Chao, Samantha. (2007). *Advancing quality improvement research: Challenges and opportunities: Workshop summary*. National Research Council (U.S.). Forum on the Science of Health Care Quality Improvement and Implementation. National Academies Press. ISBN: 9780309106238

Chao, Samantha. (2007). *State of quality improvement and implementation research: Expert views: Workshop summary*. Forum on the Science of Health Care Quality Improvement and Implementation. National Academies Press. LC Call Number RA399.A3- I57 2007aeb. ISBN: 9780309110716

Lee, Pui-Mun, Khong, PohWah, Ghista, Dhanjoo N. (2006). *Sustainable quality services in the healthcare industry*. Emerald Group Publishing Limited. LC Call Number: RA399. ISBN:9781846631986

National Research Council (2006). *Performance measurement: Accelerating improvement*. National Academies Press. LC Call: RA399.A3-P44 2006eb. ISBN: 9780309100076

Scrivens, Ellie. (2004). *Quality, risk and control in health care*. McGraw-Hill Education. LC Call Number: RA399.A1.S37 2005eb. ISBN:9780335207114

Available in ProQuest:

Bush, Haydn. (2008). Revving Up the Quality Campaign. *Hospitals & Health Networks*, 82(9), 44-6. (Document ID: 1568438971).

Brady, Jeffrey., Ho, Karen., Clancy, Carolyn M. (2008). Slowed Progress in Improving Quality and Minimizing Disparities. *Association of Operating Room Nurses. AORN Journal*, 87(5), 1007-9. (Document ID: 1480743421).

Van Matre, Joseph G., Koch, Karen E. (2009). Understanding Healthcare Clinical Process and Outcome Measures and Their Use in the Baldrige Award Application Process. *The Quality Management Journal*, 16(1), 18-28. (Document ID: 1631368251).

White, Harrison. (2008, September). Bringing everyone to the table. *Behavioral Healthcare*, 28(9), 30-3. (Document ID: 1575045201).

Web References:

State quality improvement efforts: Closing the quality gap-doctors, health care facilities team up with QIOs to improve care. The American Health Quality Association.

http://www.ahqa.org/pub/quality/161_1101_5339.cfm?CFID=22105635&CFTOKEN=60151202

2007 National Healthcare Quality & Disparities Reports. Agency for Healthcare Research and Quality.

<http://www.ahrq.gov/qual/qrd07.htm>

Institute for Healthcare Improvement. On Demand Video Presentations
<http://www.ihl.org/IHI/Programs/AudioAndWebPrograms/OnDemandPresentationTense.htm>

Course length: 7.5 Weeks

Contact Hours: 45 Hours

Credit Value: 3.0

Program Outcomes:

1. **Integration** - Analyze the interrelationship of the structure, market, and positioning of a healthcare organization
2. **Management**
 - 2.1. **Financial Management** - Apply analytical skills in economics, policy, and financial issues in the health services and related industries.
 - 2.2. **Human Resource Management**
 - 2.2.1. Integrate human resource strategies with organizational objectives
 - 2.2.2. Given a case, demonstrate the ability to manage health professionals in diverse organizational environments
 - 2.3. **Change Management** - Compile information to lead a change process that addresses issues of diversity and organizational learning
3. **Leadership** - Given a healthcare management case, create a leadership plan developing and communicating purpose and vision, motivating people to overcome barriers, and creating the momentum for change
4. **Decision Making**
 - 4.1. Evaluate health data by collecting information using statistical and non-statistical analysis, and summarizing the findings for decision making
 - 4.2. Demonstrate ability to use decision making methodologies, such as information systems, financial management, and quantitative methods.
5. **Ethics** - Identify the ethical principles related to health policy & management behavior in the healthcare industry and explain the potential consequences
6. **Healthcare Law** - Given a case, assess the legal and ethical issues of health services management, including governance, informed consent, medical malpractice, and case law relating to health facility operations.
7. **Assessment**
 - 7.1. Assess the current healthcare systems in a given environment using outcomes measurements and process/outcome relationships for process improvement
 - 7.2. Assess the current healthcare systems in a given environment with recent healthcare policies, legislative developments, and regulatory processes
8. **Entrepreneurship** - Design & develop a healthcare scenario using entrepreneurial skills and behaviors to manage a health services organization in the functional areas of, human resource, marketing, finance, legal practice, and leadership

9. **Research** - Given an article about research findings in the field of Healthcare management from a scholarly journal, identify the research methods used and the findings of the article.
10. **Communication** - Present information, orally and in writing, that is concise, clear, organized, supported, and persuasive in a professional manner appropriate to the healthcare industry.
11. **Application** - Apply critical thinking skills and knowledge to a management issue in a HC or related organization.
12. **Interpersonal Effectiveness**- Demonstrate positive relationship skills, including effective communication skills, respect for others, and awareness of the impact of their actions on others.

Course Objectives:

- Apply the major principles and concepts used in defining and measuring quality improvement in healthcare organization. (program outcomes 1, 2.1, 4.1, 4.2, 5, 7.1, 7.2, 9, 10)
- Identify the role of teams, management and organizational culture in effective healthcare quality improvement. (program outcomes 1, 2.2, 3, 7.1, 12)
- Apply the tools and statistical methods used in measuring quality improvement in healthcare organizations. (program outcomes 1, 2.1, 4.1, 4.2, 7.1, 7.2, 9, 10, 11)
- Examine the role of information management and technology in healthcare quality. (program outcomes 1, 4.1, 4.2, 7.1, 8)
- Categorize the legal and regulatory environment pertinent to healthcare quality improvement. (program outcomes 2.2, 5, 6, 7.1, 7.2)
- Identify risk reduction strategies to reduce liability of health professionals. (Program outcomes 5, 7.1, 7.2, 11)

Assignment Table:

	Topics	Readings	Assignments
1			
2			
3			
4			
5			
6			
7			
8			

Grading Criteria

Grading Scale

Grading requirements

A	100 – 93
A-	92 – 90
B+	89 – 88
B	87 – 83
B-	82 – 80
C+	79 – 78
C	77 – 73
C-	72 – 70
F	79 and below

<i>Attendance/participation</i>	25%
<i>Weekly Assignments</i>	20%
<i>Final paper</i>	35%
<i>Optional</i>	10%
<i>Optional</i>	10%
	100%

Library

All resources in Argosy University's online collection are available through the Internet. The campus librarian will provide students with links, user IDs, and passwords.

All resources in Argosy University's online collection are available through the Internet. Students can access the online collection by logging into the student portal and clicking on the library link. Library Resources: Argosy University's core online collection features over 48, 889 full-text journals and 23,000 electronic books and other content covering all academic subject areas including Business & Economics, Career & General Education, Computers, Engineering & Applied Science, Humanities, Science, Medicine & Allied Health, and Social & Behavior Sciences. Many titles are directly accessible through the Online Public Access Catalog at <http://library.argosy.edu>.

In addition to online resources, Argosy University's onsite collections contain a wealth of subject-specific research materials searchable in the Online Public Access Catalog. Catalog searching is easily limited to individual campus collections. Alternatively, students can search combined collections of all Argosy University Libraries. Students are encouraged to seek research and reference assistance from campus librarian.

Academic Policies

Academic Dishonesty/Plagiarism: In an effort to foster a spirit of honesty and integrity during the learning process, Argosy University requires that the submission of all course assignments represent the original work produced by that student. All sources must be documented through normal scholarly references/citations and all work must be submitted using the current edition of the *Publication Manual of the American Psychological Association*. Students are encouraged to purchase this manual and become familiar with its content as well as consult the Argosy University catalog for further information regarding academic dishonesty and plagiarism.

Scholarly writing: The faculty at Argosy University is dedicated to providing a learning environment that supports scholarly and ethical writing, free from academic dishonesty and plagiarism. This includes the proper and appropriate referencing of all sources. You

may be asked to submit your course assignments through “Turnitin,” (www.turnitin.com), an online resource established to help educators develop writing/research skills and detect potential cases of academic dishonesty. Turnitin compares submitted papers to billions of pages of content and provides a comparison report to your instructor. This comparison detects papers that share common information and duplicative language.

Americans with Disabilities Act Policy

It is the policy of Argosy University to make reasonable accommodations for qualified students with disabilities, in accordance with the Americans with Disabilities Act (ADA). If a student with disabilities needs accommodations, the student must notify the Director of Student Services. Procedures for documenting student disability and the development of reasonable accommodations will be provided to the student upon request.

Students will be notified by the Director of Student Services when each request for accommodation is approved or denied in writing via a designated form. To receive accommodation in class, it is the student’s responsibility to present the form (at his or her discretion) to the instructor. In an effort to protect student privacy, the Department of Student Services will not discuss the accommodation needs of any student with instructors. Faculty may not make accommodations for individuals who have not been approved in this manner.

The Argosy University Statement Regarding Diversity

Argosy University prepares students to serve populations with diverse social, ethnic, economic, and educational experiences. Both the academic and training curricula are designed to provide an environment in which students can develop the skills and attitudes essential to working with people from a wide range of backgrounds.