



## Quality Management of Healthcare Services

HCA438

Southwestern College Professional Studies

### COURSE SYLLABUS

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#### I. Course Catalog Description

Quality and performance improvement are critical elements to the success of a healthcare organization in the delivery of patient care and services. Healthcare organizations are held accountable for ensuring that the quality of care and services meets the expectations of patients, healthcare professionals, the general public, regulatory, and accrediting bodies, payers, and other stakeholders. Learners explore the role of leadership in the success of quality and performance improvement initiatives. Quality management (including patient safety, risk assessment and prevention, peer review, and patient experience and satisfaction) and performance improvement and management concepts, systems, practices, and technologies are examined. Prerequisites: HCA 280 - The Healthcare Industry and MASC110 - Statistics and Probability. Prior study of professional communication recommended.

#### II. Required and Supplementary Instructional Materials

Joshi, M.S., Ransom, E. R., Nash, D. B., & Ransom, S. B. (2014). *The Healthcare quality book: Vision, strategy, and tools* (3<sup>rd</sup> ed.). Chicago, IL: Health Administration Press.

#### III. Learning Outcomes

Learning outcomes describe the knowledge, skills, values, and attitudes that learners gain as the result of a particular learning experience. Southwestern College Professional Studies has learning outcomes specific to each program of study that are in line with the institutional outcomes of critical thinking, ethical reasoning, leadership, communication, and career preparation. Course outcomes support program outcomes and are listed below.

Upon successfully completing this course, the learner will be able to:

1. Describe the terms and the relationships among quality management, patient safety, risk management, peer review, patient experience and satisfaction, and performance management and improvement in the healthcare industry. (PO 1, PO 5, PO 7, PO 8)
2. Assess the systems, concepts, and tools applied to quality and performance management in the healthcare industry. (PO 2, PO 3, PO 4, PO 5, PO 6, PO 7)
3. Evaluate the impact of healthcare policy, laws, regulations, and accreditation standards, and stakeholder expectations on a quality management and performance improvement program. (PO 2, PO 3, PO 4, PO 5, PO 6, PO 7)
4. Explain the role of leadership in the success of quality and performance improvement initiatives. (PO 1, PO 2, PO 3, PO 5, PO 7, PO 8)
5. Integrate quality and risk management into the organizational decision-making process. (PO 2, PO 3, PO 5, PO 7)
6. Critique a quality management and performance improvement program for a healthcare organization. (PO 2, PO 3, PO 4, PO 5, PO 6, PO 7, PO 8)

Unit	Objectives	Topics covered	Course outcomes supported
1	<ol style="list-style-type: none"> <li>1. Identify the major reports highlighting the imperative for quality improvement and why they are important to the provision of quality care.</li> <li>2. Evaluate the importance of the patient in goals and results related to quality.</li> <li>3. Analyze the need for healthcare stakeholders to rethink and redesign our systems to achieve better health care for all.</li> <li>4. Differentiate the level of importance clinicians, patients, payers, managers and society attach to the attributes and definition of quality of care.</li> <li>5. Evaluate the relationship between quality and cost of healthcare.</li> <li>6. Identify and compare the variations associated with measuring quality improvement processes.</li> </ol>	<p>Terms &amp; relationships among quality management.</p> <p>Performance Improvement</p> <p>Stakeholder expectations.</p> <p>Patient safety, patient experience, improvement in the healthcare industry.</p> <p>Role of leadership in the success of quality.</p> <p>The system, concepts, and tools.</p>	<p>1, 2</p> <p>1</p> <p>3</p> <p>2</p> <p>4</p> <p>2</p>
2	<ol style="list-style-type: none"> <li>1. Identify the foundations of Quality.</li> <li>2. Summarize resources management uses to define, and analyze in decision making to enhance processes.</li> <li>3. Describe ways performance measurement benefits</li> </ol>	<p>Foundation: Quality Leaders.</p> <p>Tools and Processes.</p> <p>Data Collection.</p>	<p>1, 2</p> <p>2, 4</p> <p>4, 5</p>

	<p>healthcare organizations.</p> <p>4. Evaluate characteristics critical to performance measures.</p> <p>5. Recognize the various charts used for analysis and interpretation.</p>	<p>Fundamentals of Performance Measurement.</p> <p>Chart comparison &amp; Analysis.</p>	<p>5, 6</p> <p>2</p>
<b>3</b>	<p>1. Recognize the physician's role in quality.</p> <p>2. Define quality by today's standards.</p> <p>3. Summarize the role evidence based leadership and continuous improvement tools have in healthcare quality.</p> <p>4. Analyze the use of surveys to determine and improve the patient care experience.</p>	<p>Physician &amp; Provider Profiling</p> <p>Accountable Culture</p> <p>Hardwiring Delivery of Quality</p> <p>Measuring &amp; Improving Patient Experience.</p>	<p>4, 5, 6</p> <p>3, 5</p> <p>2, 4, 6</p> <p>1, 2, 5</p>
<b>4</b>	<p>1. Describe the application of dashboards, scorecards, or stoplights in Healthcare Quality.</p> <p>2. Summarize methods of reporting medical errors &amp; adverse events.</p> <p>3. Recognize the stages of change.</p> <p>4. Explain a Just Culture organization.</p> <p>5. Evaluate the impact of the HITECH Act of 2009 on the adoption of EHR's.</p>	<p>Tools for Alignment</p> <p>Patient Safety.</p> <p>Culture of Safety &amp; Reliability.</p> <p>Leadership &amp; Safety.</p> <p>Information Technology.</p>	<p>2, 4</p> <p>1, 5</p> <p>4, 5, 6</p> <p>4</p> <p>3</p>
<b>5</b>	<p>1. Summarize the elements of an organizational leadership model.</p> <p>2. Explain the role of accreditation &amp; standards in meeting quality/performance improvement.</p>	<p>Leadership.</p> <p>Organizational Quality Infrastructure.</p> <p>Quality Strategy.</p>	<p>4, 6</p> <p>3</p> <p>2</p>

	3. Identify key steps for developing & implementing a quality strategy in Healthcare organizations.		
6	1. Identify the impact ACA will have on the quality of services delivered.	Drivers of Quality.	3, 4, 6
	2. Analyze the use of licensure & accreditation in terms of accountability as well as quality improvements.	Driving Accountability.	3, 4
	3. Summarize the successful design of a value based payment model.	Value-Based Purchasing.	5, 6
	4. Recognize the factors specific to a first curve & second curve model to promote quality services.	Transforming Healthcare Quality.	4, 5, 6

At the end of the course, learners may vary in their ability to achieve these outcomes. You are more likely to achieve these outcomes only if you attend class and/or online activities as required by the syllabus, complete the requirements for all assignments to the best of your ability, participate actively in class activities and group work as directed, and study diligently for exams.

#### IV. Course Policies

Students are expected to read and abide by the course policies located in the instructor-specific syllabus in the blackboard course.

#### V. Course Requirements:

Requirements	Number of Assignments	Points Possible	Percent of Grade
	Number	Total points	%
Unit Papers	4	400	39%
Mid-Term Exam	1	150	15%
Final Paper	1	200	19%
Final Exam (Unit 6)	1	45	4%
Discussion Thread	6	240	23%
<b>Total Points</b>		<b>1035</b>	<b>100%</b>

#### VI. Course at a Glance:

Unit	List the Graded Assignments Due	Relevant readings/prep	Learning objectives supported

<b>1</b>	Unit One Foundation of Healthcare Quality Discussion Additional Readings	Chapters 1 - 3 Chapter 2 Chapters 1 - 2	1, 3, 5 1,2,4 1, 2, 3, 4
<b>2</b>	Unit Two Quality At The Organization & Microsystem Levels Discussions Video Additional Readings	Chapters 4 - 6  Chapter 4 Chapter 4 Chapters 4, 5	2, 4, 5  2,4,5, 6 2,4,5, 6 2, 4, 5
<b>3</b>	Unit Three Quality Profiling, Hardwiring & Patient Experience Discussion Video Additional Reading	Chapters 7 - 9  Chapter 9 Chapter 7 Chapters 7 - 9	1,3, 4  1, 2, 4 2, 3, 5, 6 1, 2,3, 4, 5, 6
<b>4</b>	Unit Four Allignment, Patient Safety, and Information Technology Discussion Additional Reading	Chapters 10 - 13  Chapter 10 Chapters 10 - 13	1, 2, 4, 5  1, 2, 4, 6 2, 4, 5
<b>5</b>	Unit Five Leadership, Infrastructure, Core Strategy, & Behavior Management Discussion Additional Reading Video	Chapters 14 - 17  Chapter 15 Chapters 14 - 17 Chapter 17	2, 4, 5, 6  4,5,6 3, 4, 5, 6 4, 5, 6
<b>6</b>	Unit Six Healthcare Quality: The Environment & Emerging Trends Discussion Additional Readings Video	Chapters 18 - 21  Chapter 19 Chapters 18, 20 Chapters 20, 21	3, 4, 5, 6  1,3,4, 5, 6 5, 6 4, 6

**Commented [1]:** Still missing additional reading and video.

**Commented [2]:** Are you wanting me to list each of them by title? I'm confused.

**Commented [3]:** I just didn't have them to add to the course. I believe I have them now.

#### VII. Other Policies and Requirements

Follow this link to the Southwestern College Professional Studies [Standard Syllabus](#) in Blackboard. You may be required to log in.