HCM370 Quality and Risk Management in Healthcare

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Course Description and Outcomes

Course Description:
This course provides the student with an overview of healthcare risk management pertaining to the role of the risk manager within the healthcare setting, focusing on real-life issues addressed by risk managers, and exploring the liability issues that may be associated with perceived risks both occupationally and patient-related. Further reading and discussion will include examining risk and risk management outside the hospital setting regarding behavioral health, ancillary services, assisted living, and general emergency services. Students will also examine the issues surrounding privacy and compliance issues of medical records and record keeping, handling sentinel events, and the overall effectiveness of healthcare regulations pertaining to risk management.

Course Overview:
This course examines the relationships between healthcare quality and risk management and organizational performance. The course focuses on points such as the role of a risk manager, medical errors, managing and controlling risks, accident causation theories, and ensuring compliance with the standards of regulatory and accreditation organizations. Risk management is introduced and examined across a variety of health care organizations.

Course Learning Outcomes:

1. Explain the major principles and importance of applying quality and risk management principles in healthcare environments.
2. Assess system characteristics that influence organizational performance and contribute to dynamic complexity in healthcare organizations.
3. Compare and contrast managerial approaches used for systematic quality improvement and risk reduction in complex healthcare systems.
4. Identify key governmental regulations relative to patient care, risk management, and quality improvement.
5. Determine the duties of risk management in ensuring organizational compliance with regulatory requirements and accreditation standards.
6. Evaluate techniques for managing, controlling, and financing risk reduction and quality improvement techniques in healthcare organizations.
Participation & Attendance

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

Course Materials

Textbook Information is located in the CSU-Global Booklist on the Student Portal.

Course Schedule

Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

• Discussion Boards: The original post must be completed by Thursday at 11:59 p.m. MT and Peer Responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
• Opening Exercises: Take the opening exercise before reading each week’s content to see which areas you will need to focus on. You may take these exercises as many times as you need. The opening exercises will not affect your final grade.
• Mastery Exercises: Students may access and retake mastery exercises through the last day of class until they achieve the scores they desire.
• Critical Thinking: Assignments are due Sunday at 11:59 p.m. MT.

<table>
<thead>
<tr>
<th>Week #</th>
<th>Readings</th>
<th>Assignments</th>
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<tbody>
<tr>
<td>1</td>
<td>• Chapters 1 &amp; 2 in <em>Introduction to Healthcare Quality Management</em></td>
<td>• Discussion (25 points)</td>
</tr>
<tr>
<td>2</td>
<td>• Chapters 3 &amp; 4 in <em>Introduction to Healthcare Quality Management</em></td>
<td>• Discussion (25 points)</td>
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<tr>
<td></td>
<td>• Opening Exercise (0 points)</td>
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</tbody>
</table>
Chapter 5 in *Introduction to Healthcare Quality Management*  
Discussion (25 points)  
• Opening Exercise (0 points)  
• Mastery Exercise (10 points)  
• Critical Thinking (95 points) |
Chapter 6 in *Introduction to Healthcare Quality Management*  
Discussion (25 points)  
• Opening Exercise (0 points)  
• Mastery Exercise (10 points)  
• Portfolio Project Milestone (25 points)  
• Critical Thinking (95 points) |
Chapter 7 in *Introduction to Healthcare Quality Management*  
Discussion (25 points)  
• Opening Exercise (0 points)  
• Mastery Exercise (10 points)  
• Critical Thinking (95 points) |
• Chapters 8 & 9 in *Introduction to Healthcare Quality Management*  
Discussion (25 points)  
• Opening Exercise (0 points)  
• Mastery Exercise (10 points)  
• Critical Thinking (95 points) |
| 7 | • Chapter 10 in Introduction to Healthcare Quality Management  
• Hain, D. J., & Kear, T. M. (2015). Using evidence-based practice to move beyond doing things the way we have always done them. Nephrology Nursing Journal, 42(1), 11-21. |
| --- | --- |
| 8 | • Chapter 11 in Introduction to Healthcare Quality Management  

**Assignment Details**

This course includes the following assignments/projects:

**Module 1**

PORTFOLIO PROJECT REMINDER

A Portfolio Project will be due at the end of Module 8. Your assignment this week is to review the Portfolio Project descriptions and Portfolio Project Rubric in the Module 8 folder for details.

Keep in mind that you will have a preliminary deliverable for your Portfolio Project that will be due in Week 4. Choose the Portfolio Project option you will complete, and begin soon to conduct library research to locate resources that you may be able to use for this project. Review the deliverable, Submit a Bibliography, in the Module 4 folder.

While there is nothing you are required to turn in this week, do not wait until later to get started!

**Module 2**

CRITICAL THINKING ASSIGNMENT (90 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.
Option #1: Measuring Performance Factors

For any healthcare activity, three performance factors can be measured: structure, process, and outcome. Consider the following hospital admission process:

Upon arrival, the patient reports to the hospital registration or admitting area. The patient completes paperwork and provides an insurance identification card, if insured. Often, patients register before the date of hospital admission to facilitate the registration process. An identification bracelet, including the patient’s name and doctor’s name, is placed around the patient’s wrist. Before any procedure is performed or any form of medical care is provided, the patient is asked to sign a consent form. If the patient is not feeling well, a family member or caregiver can help the patient complete the admission process.

Identify one structure measure, one process measure, and one outcome measure that could be used to evaluate this hospital admission process. Describe each of these measures in fundamental terms. What are the numerator and denominator? If the measure does not require a numerator and denominator, explain why.

Assume the manager of the hospital registration area wants to gather data to report performance results for the measures you have chosen. What data source could be used to gather information for the measures? Why would these data sources be best for gathering reliable data?

The paper should be well-written and meet the following requirements:

- Four pages in length (excluding title and reference pages)
- Conforms to CSU-Global Guide to Writing & APA
- Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Performance Measurement and Consumers

The Centers for Medicare & Medicaid Services (CMS) Hospital Compare website (https://www.medicare.gov/hospitalcompare/search.html) allows you to compare performance at hospitals throughout the United States. Go to this site and search for hospitals within 100 miles of your location.

First, identify two specific measures for any of the following broad categories of measures: structure, process, and outcomes (both clinical and customer service). Which hospital rates highest?

Next, explore the CMS Hospital Compare website and review the various measurement categories. Which two performance measures are most important to consumers of healthcare services? Which performance measures are least important to consumers? Explain your selections.

The paper should be well-written and meet the following requirements:

- Four pages in length (excluding title and reference pages)
- Conforms to CSU-Global Guide to Writing & APA
- Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Module 3
CRITICAL THINKING ASSIGNMENT (95 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Improvement Model Memo**

For this assignment, select one of the following performance opportunities:

- Patients experience long wait times and delays for outpatient diagnostic services.
- A large number of hospitalized patients develop a wound infection following surgery.

Next, select a specific improvement model (such as PDSA, RCI, FOCUS-PDCA, FADE, Lean, and Six Sigma) to address your chosen opportunity.

Write a memo addressed to the CEO of the organization, explaining why the model you chose would work best for that opportunity.

The memo should be well-written and meet the following requirements:

- Two pages (single-spaced) in length
- Include at least three references from the peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.
- Conforms to CSU-Global Guide to Writing & APA.

**Option #2: Improvement Model Presentation**

For this assignment, select one of the following performance opportunities:

- Patients’ overall satisfaction with the emotional support provided by nurses is lower than the satisfaction levels reported for other hospitals.
- In a pediatric clinic, many Spanish-speaking patients are unable to communicate by phone with the receptionists and caregivers because of language barriers.

Next, select a specific improvement model (such as PDSA, RCI, FOCUS-PDCA, FADE, Lean, and Six Sigma) to address your chosen opportunity.

Develop a PowerPoint presentation that you will deliver to the senior management team that explains why your chosen model would work best for that opportunity.

The presentation must meet the following requirements:

- 10 slides in length (excluding title and reference slides)
- Each slide must provide detailed speakers notes—a minimum of 100 words. Notes must draw from and cite relevant reference materials.
- Presentations must adhere to academic integrity standards; limited use of direct quotes, proper paraphrasing, citing sources, etc.
- Include at least three references from the peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.
- Conforms to CSU-Global Guide to Writing & APA.
Module 4

PORTFOLIO PROJECT MILESTONE (worth 25 points of the Portfolio Project)

Submit a Bibliography

Review the requirements for the Portfolio Project. Prepare and submit a bibliography of research sources that you plan to use for the Portfolio Project. The bibliography should include at least six credible reference sources, including at least one peer-reviewed article from the CSU-Global Library. The bibliography entries must be formatted per the CSU-Global Guide to Writing & APA.

This submission is worth 25 points of your Portfolio Project, which is due in Module 8. Additionally, you will be expected to account for the instructor's feedback in the final version of the Portfolio Project assignment.

Be sure to indicate which Portfolio Project option you selected.

Module 5

CRITICAL THINKING ASSIGNMENT (90 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Clinical Improvement Opportunities

Scenario:

You are the director of quality in a 100-bed hospital. The organization has identified three clinical improvement opportunities: reduce surgical site infections, reduce patient falls, and improve compliance with congestive heart failure clinical guidelines.

For this assignment, select one of these clinical improvement opportunities. Your task, as sponsor and team facilitator, is to develop a robust team charter (see exhibit 7.2 in our textbook).

• First, research the opportunity you selected to understand how progressive organizations have addressed the challenge.
• Next, determine and justify the size of the team and identify the specific positions (to include physicians) that you would include as members. Describe the role of each member.
• Then, craft a robust problem statement and team charter.
• Finally, create a draft agenda and Gantt chart or timeline (select just one) for the first meeting of the team.

The paper should be well-written and meet the following requirements:

• Four pages in length (excluding title page, reference list and exhibits)
• The team charter, draft agenda, and Gantt chart / timeline should be included as exhibits in the paper, but thoroughly discussed and justified in the body of the paper.
• Include at least three references from the peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.
• Conforms to CSU-Global Guide to Writing & APA.
Option #2: Process Improvement Opportunities

Scenario:

You are the director of quality in a 200-bed hospital. The organization has identified three process improvement opportunities: improve collection of patient advance directives, emergency department wait times, and discharge of patients before noon.

For this assignment, select one of these process opportunities. Your task, as sponsor and team facilitator, is to develop a robust team charter (see exhibit 7.2 in our textbook).

- First, research the opportunity you selected to understand how progressive organizations have addressed the challenge.
- Next, determine and justify the size of the team and identify the specific positions (to include physicians) that you would include as members. Describe the role of each member.
- Then, craft a robust problem statement and team charter.
- Finally, create a draft agenda and Gantt chart or timeline (select just one) for the first meeting of the team.

The paper should be well-written and meet the following requirements:

- Four pages in length (excluding title page, reference list and exhibits)
- The team charter, draft agenda, and Gantt chart / timeline should be included as exhibits in the paper, but thoroughly discussed and justified in the body of the paper.
- Include at least three references from the peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.
- Conforms to CSU-Global Guide to Writing & APA.

Module 6

CRITICAL THINKING ASSIGNMENT (95 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Risk Reduction: Preventing Wrong-Site Surgeries

First, read the description of the wrong-site surgery event in Critical Concept 8.2 and the root causes identified by the team who conducted the RCA.

Then, conduct a literature review and internet search for risk reduction strategies aimed at preventing wrong-site surgeries.

For this assignment, you will write a memo addressed to the Chief Nursing Officer. Explain and justify four to six specific strategies that could best prevent a similar event from occurring.

The memo should be well-written and meet the following requirements:

- Two pages (single-spaced) in length
- Include at least three references from the peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.
- Conforms to CSU-Global Guide to Writing & APA.
Option #2: Risk Reduction: Preventing and Managing Heel Ulcerations

First, read the failed improvement project discussed in the case study in chapter 9 of the textbook.

Then, conduct a literature review and Internet search for risk reduction strategies aimed at preventing and managing heel ulcerations.

For this assignment, you will write a brief memo addressed to the Chief Nursing Officer. In the memo, identify and discuss two or three specific process changes that could be implemented to achieve 80% to 90% reliability in preventing and managing heel ulcerations. Then identify and discuss two or three additional process changes that would be needed to reach 95% reliability. Finally, discuss how you would measure the effectiveness of the changes.

The memo should be well-written and meet the following requirements:

- Two pages (single-spaced) in length
- Include at least three references from the peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.
- Conforms to CSU-Global Guide to Writing & APA.

Module 8

PORTFOLIO PROJECT (325 points)
Choose one of the following two options to complete for the Portfolio Project. Do not do both assignments. Identify your project choice in the title of your submission.

Option #1: Medical Errors

Submit a paper that identifies and examines two distinct types of sentinel events that frequently occur in healthcare organizations. The error types that you select must be significantly different; for example, patient suicide and wrong-site surgery.

In writing this paper, you should consider and address (as necessary) the following:

- Identify, compare, and contrast the system factors that influence organizational performance.
- Identify, compare, and contrast the processes and techniques that can be used to investigate, prevent, and control these types of events now and in the future.
- Identify, compare, and contrast the measures that can be used to assess the performance of the organization and the risk management plan in this area as it relates to patient safety.

Your paper should be well-written and meet the following requirements:

- Eight to 10 pages in length.
- Include at least six references from the peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.
- Conforms to CSU-Global Guide to Writing & APA.

Option #2: Clinical Quality

The CEO of a large hospital is informed that her hospital’s performance on the Hospital Quality Alliance (HQA) performance indicators is significantly below that of other hospitals in the state.
Submit a paper that first explains the performance measures for any two clinical areas that are part of the HQA program (congestive heart failure, pneumonia, or acute myocardial infarction). Then, explore likely issues with poor performance, and offer no fewer than five tactics that can be employed to improve performance.

In writing this paper, you should consider and address (as necessary) the following:

- Identify, compare, and contrast the system factors that influence organizational performance.
- Identify, compare, and contrast the processes and techniques that can be used to investigate, prevent, and control these types of events now and in the future.
- Identify, compare, and contrast the measures that can be used to assess the performance of the organization and the risk management plan in this area as it relates to patient safety.

Your paper should be well-written and meet the following requirements:

- Eight to 10 pages in length.
- Include at least six references from the peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.
- Conforms to CSU-Global Guide to Writing & APA.

Course Policies

Course Grading

20% Discussion Participation
0% Opening Exercises
8% Mastery Exercises
37% Critical Thinking Assignments
35% Final Portfolio Project

Grading Scale and Policies

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<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>95.0 – 100</td>
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<tr>
<td>A-</td>
<td>90.0 – 94.9</td>
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<tr>
<td>B+</td>
<td>86.7 – 89.9</td>
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<tr>
<td>B</td>
<td>83.3 – 86.6</td>
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<tr>
<td>B-</td>
<td>80.0 – 83.2</td>
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<tr>
<td>C+</td>
<td>75.0 – 79.9</td>
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<td>C</td>
<td>70.0 – 74.9</td>
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<td>D</td>
<td>60.0 – 69.9</td>
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<td>F</td>
<td>59.9 or below</td>
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In-Classroom Policies

For information on late work and incomplete grade policies, please refer to our In-Classroom Student Policies and Guidelines or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /re-purposing your own work (see CSU-Global Guide to Writing and APA Requirements for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.
Citing Sources with APA Style
All students are expected to follow the *CSU-Global Guide to Writing and APA Requirements* when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document should also be provided within most assignment descriptions in your course.

Disability Services Statement
CSU–Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette
Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom.

If you have concerns about something that has been said, please let your instructor know.