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 is an in-depth examination of the relationships between healthcare quality and organizational performance. Students are introduced to quality improvement and patient safety theories, models, methods and tools that have an application on addressing the challenge of improving the quality and safety of the healthcare system.

COURSE OVERVIEW:
In this course, you will examine the relationships between healthcare quality and organizational performance management. You will explore major principles and concepts of quality as they are related to outcomes and outcomes measurement in providing patient safety. You will study the utilization and effectiveness of statistical tools in quality measurement, as well as analyze the impact of leadership and teamwork in creating a high-quality, sustainable organization. The focus of the course includes ensuring compliance with the standards of regulatory and accreditation organizations. You will be introduced to risk management and examine it across the organization. As the culmination of the course, you will devise a risk management plan, including a root-cause analysis, constructed to address risks in healthcare settings.

COURSE LEARNING OUTCOMES:
1. Integrate major principles and concepts used in defining and measuring quality.
2. Analyze the evolution of quality improvement, risk management, and patient safety initiatives conducted at varied environmental and structural levels within the US health care system.
3. Analyze foundational theories, principles, and processes of quality improvement and patient safety as they relate to healthcare and regulatory requirements.
4. Assess quality improvement models and methodologies to address various challenges in healthcare with an emphasis on improving quality and patient safety.
5. Explain statistical methods and tools used in quality measurement and improvement, including flowcharts, cause-and-effect diagrams, Pareto charts, and run charts.
6. Develop an original proposal for improving a quality or patient safety-related process using risk management techniques.

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.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

**WEEKLY READING AND ASSIGNMENT DETAILS**

**MODULE 1**

**Readings**

- Chapters 1 & 2 in *Introduction to Health Care Quality: Theory, Methods, and Tools*

**Discussion (25 points)**

**Critical Thinking (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: Case Study: Emergency Department Congestion**

Access and read Emergency Department Congestion at Saintemarie University Hospital, linked in the assignment. Then write a paper that critically analyzes and reflects on the questions #2, #3, and #4 posed at the end of the case study; you may consider your own experiences in healthcare, but you must also include scholarly sources to support your points.
Your paper should meet the following requirements:

- Be 3-4 pages in length, not including the cover or reference pages.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Include a minimum of three references with associated in-text citations. The CSU-Global Library is a good place to find these references.
- Include headings for each of the five discussion questions at the end of the case study to organize the content in your work.

Option 2: Case Study: Emergency Department Congestion

Access and read Emergency Department Congestion at Saintemarie University Hospital, linked in the assignment. Then write a business report to Marc Dupont, CEO of the hospital, in order to synthesize your answers to questions #2, #3, and #4 located at the end of the case study. You also need to include an infographic detailing the major concerns of the case study, along with proposed changes for improvement.

Your business report should meet the following requirements:

- Be 2-3 pages in length in business report format with the addition of a reference page. You may use the following example to familiarize yourself with business report formatting: http://dailyenglish24.blogspot.com/2014/06/short-report-example-sample.html.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- A minimum of three references with associated in-text citations. The CSU-Global Library is a good place to find these references.
- You may use the following sites to create your infographic: Piktochart or Infogram (sites are linked in assignment).

Module 2

Readings

- Chapters 4, 6, & 7 in Introduction to Health Care Quality: Theory, Methods, and Tools

Discussion (25 points)

Critical Thinking (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: Article Review and Evaluation: Concept Map

Utilizing the CSU-Global library, locate and read three research articles on the topic of systems for managing quality improvement across healthcare organizations [e.g., Six Sigma, Lean manufacturing, Malcolm Baldridge National Quality Award (MBNQA), and Benchmarking, ISO 9000]. Two articles must be quantitative studies, and the third article must be a qualitative study.
Create a concept map that compares and contrasts the characteristics of the quality improvement systems represented in each article. Your concept map may include graphics such as diagrams, tables, or charts and must provide an evaluation of the effectiveness of the systems.

Your concept map should meet the following requirements:
- clear and concise visual representation of the key strengths and weaknesses of each quality improvement system with cited support from the selected articles;
- graphic representation of similarities and differences between each system;
- evaluation of situations in which each system can and should be effectively applied;
- full APA citations for articles under review, formatted according to the CSU-Global Guide to Writing and APA. The CSU-Global Library is a good place to find these references; and
- tools you may wish to consider using to create your concept map include: Mindmapple, Bubbl, or EDraw.

Depending on which tool you use to create your concept map, either submit your map file (document or image file) or a link to your map.

Option 2: Article Review and Evaluation: Annotated Bibliography

Utilizing the CSU-Global library, locate and read three research articles on the topic of systems for managing quality improvement across healthcare organizations [e.g. Six Sigma, Lean manufacturing, Malcolm Baldrige National Quality Award (MBNQA), Benchmarking, and ISO 9000]. Two articles must be quantitative studies and the third article must be a qualitative study.

Create an annotated bibliography (see annotated bibliography guide) that summarizes the key points in each article, assesses the application of these quality improvement systems in healthcare environments, and reflects on how the article informs your learning or shapes your professional practices.

Your annotated bibliography should meet the following requirements:
- Be 3-4 pages in length, not including the cover or reference pages.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Provide full APA citations for articles under review. These citations should serve as the headings for your annotated bibliography, each followed by article summary content. The CSU-Global Library is a good place to find these articles.

Module 3
Readings
- Chapter 3 in Introduction to Health Care Quality: Theory, Methods, and Tools
**Discussion (25 points)**

**Critical Thinking (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: Personal Leadership Style**

Utilizing the CSU-Global library, locate and read three scholarly research articles on the role of leadership in managing quality initiatives in healthcare. Select articles that demonstrate three unique styles of leadership (e.g., servant, transformational, and transactional).

Then write an essay that briefly summarizes the three articles and how they relate to healthcare leaders. Describe the leadership theory from one of your selected articles that most closely reflects your current (or future) leadership style and compare/contrast it to another style you have seen used (or read about) by leaders in healthcare settings from these articles. What would you change? What impact does this leadership style have on the healthcare environment? How would you go about changing or developing your leadership style?

Your paper should meet the following requirements:
- Be 3-4 pages in length, not including the cover or reference pages.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Provide full APA references for articles selected along with associated in-text citations. The CSU-Global Library is a good place to find these references.
- Utilize headings to organize the content in your work.

**Option 2: Leadership Style Evaluation**

Utilizing the CSU-Global library, locate and read three scholarly research articles on the role of leadership in managing quality initiatives in healthcare. Select articles that demonstrate three unique styles of leadership (e.g., servant, transformational, and transactional).

Create a PowerPoint, Google Slides, or Prezi presentation that compares and contrasts the leadership styles from the articles that you selected. With cited support from your articles, appraise how each style contributes positively to the healthcare environment as well as the leadership challenges associated with each style. Use diagrams, graphics, and pictures to demonstrate your points or support the leadership styles presented. Conclude with a recommendation regarding how positive leadership can be professionally fostered and applied in the workplace.

Your presentation should meet the following requirements:
- Be 8-10 slides in length, not including the title or reference slides.
- Utilize headings to organize the content in your work.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Provide full APA citations for articles selected along with associated in-text citations. The CSU-Global Library is a good place to find these references.
- Include presentation notes for each slide to support the slide content. These may be a part of the PowerPoint or in a separate Word document. [Note: if you submit this assignment as a pdf, the presentation notes are not visible to the instructor.]

**Module 4**

**Readings**
Discussion (25 points)

Module 5

Readings

- Chapter 9 in Introduction to Health Care Quality: Theory, Methods, and Tools

Discussion (25 points)

Career Development Criteria (90 points)

Options 1 & 2: Lifetime Employability

As a professional in healthcare, capitalizing on your strengths will increase the quality of your work and interactions in the workplace. Reflect on your strengths and respond to the following questions in a well-written, concise paper using specific examples to support your statements.

- How do (or will) you use critical thinking in decision making and problem-solving as a professional in a healthcare environment?
- What are the three most essential elements of personal and professional etiquette that should be employed in your career in healthcare?
- What are your communication strengths and weaknesses? How can you capitalize on your communication strengths in the workplace?
- What are your strengths and weaknesses related to use of technology in the workplace? Are there specific tools that require more training for you to be successful?
- What strategies do you employ to stay on-task and on-time in your professional life? How do you manage your professional goals?

Conclude with an evaluation of how your identified strengths and strategies will positively increase the quality of your work and interactions in the workplace as well as impact the quality of patient care.

Your paper should meet the following requirements:

- Be 3-4 pages in length.
- Be formatted according to the CSU-Global Guide to Writing and APA.
The Student Career Center in the Student Portal is a good place to begin your research. Click the Student Career Center tab in the Portal Dashboard at the top of the page for access. Ask your instructor for assistance if you need help accessing the Student Career Center.

The CSU-Global Library is also a good place to find career relevant resources in the healthcare industry. Be sure to cite and reference any resources you use.

**Module 6**

**Readings**

- Chapter 5 in *Introduction to Health Care Quality: Theory, Methods, and Tools*

**Discussion (25 points)**

**Critical Thinking (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: Healthcare Error Prevention Presentation**

Use the CSU-Global Library and the internet to identify a minimum of three real-world examples of healthcare errors that impacted patient safety. Use the readings and your knowledge of risk management and quality/performance improvement to analyze these errors and to prepare a presentation designed to inform a healthcare organization about how to prevent these situations or events from occurring. Your presentation must include:

- a concise summary of each healthcare error event;
- an analysis of the impact each event had on internal and external stakeholders; and
- recommendations to the healthcare organization for quality and performance improvements to prevent this situation or event from reoccurring.

Your presentation should meet the following requirements:

- Be 8-10 slides in length, not including the title or reference slides.
- Utilize headings to organize the content in your work.
- Be formatted according to the *CSU-Global Guide to Writing and APA*.
- Provide full APA citations for cited events/examples and support for prevention recommendations from a minimum of four scholarly articles—two of these sources may be from the class readings, textbook, or lectures, but two must be external. The CSU-Global Library is a good place to find these resources.
• Include presentation notes for each slide to support the slide content. These may be a part of the PowerPoint or in a separate Word document. [Note: if you submit this assignment as a pdf, the presentation notes are not visible to the instructor.]

Option 2: Healthcare Error Assessment Report

Use the CSU-Global Library and the internet to identify a real-world example of a healthcare error that impacted patient safety. Use the readings and your knowledge of risk management and quality/performance improvement to write a report to the Chief Executive and Board of Governors of this organization stating your assessment and recommendations for improvement. Your report should describe this situation and the impact on patient safety:

• Who was affected and how did it influence quality service delivery at this facility?
• How was this event handled by the healthcare leaders and internal stakeholders? By external stakeholders?
• What recommendations do you have for performance improvement to prevent this situation or event from reoccurring?

Your report should meet the following requirements:
• Be 3-4 pages in length, not including the cover or reference pages.
• Be formatted according to the CSU-Global Guide to Writing and APA.
• Provide support for your statements with in-text citations from a minimum of four scholarly articles—two of these sources may be from the class readings, textbook, or lectures, but two must be external. The CSU-Global Library is a good place to find these resources.
• Utilize headings to organize the content in your work.

Module 7

Readings


Discussion (25 points)

Module 8

Readings


**Discussion (25 points)**

**Portfolio Project (350 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: Quality Risk Management Plan**

For your final Portfolio Project, you will write a paper detailing a risk management plan based on the case study scenario, HBR Case Medication Management at ACME Medical Center, linked in the assignment. Your goal is to address the areas of risk and healthcare/medical error and to safeguard future patients from having their safety compromised in a manner like what occurred in this case study.

Your risk management plan must include:
- a root-cause analysis;
- at least three recommendation(s) for improvement;
- identification of all employees’ roles in your analysis;
- an assessment of what the facility can do to create a culture of quality and safety;
- quality, risk, and performance improvement diagrams and charts (e.g., a fishbone or other visual forms of root cause analysis; Pareto chart or tables, for example) to support your analysis; and
- commentary that relates the case broadly to what you have learned throughout the course and describes the roles played by quality and regulation to prevent occurrences such as the case described.

Your paper should meet the following requirements:
- Be 10-12 pages in length, not including the cover or reference pages.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Provide support for your statements with in-text citations from a minimum of eight scholarly references—four of these references must be from outside sources and four must be from course readings, lectures, and textbooks. The CSU-Global Library is a good place to find these references.
- Utilize headings to organize the content in your work.

**Option 2: Quality Risk Management Presentation**

For your final Portfolio Project, you will construct a PowerPoint, Prezi, or Google Slides presentation to be presented at the next meeting of the Quality and Risk Management Board at the hospital in the article HBR Case Medication Management at ACME Medical Center, linked in the assignment. Your presentation must address the areas of risk and healthcare/medical error as well as plans to safeguard future patients from having their safety compromised in a manner like what occurred in this case study.
Your risk management presentation must include:

- a root-cause analysis;
- at least three recommendation(s) for improvement;
- identification of all employees’ roles in your analysis;
- an assessment of what the facility can do to create a culture of quality and safety;
- quality, risk, and performance improvement diagrams and charts (e.g., a fishbone or other visual forms of root cause analysis; Pareto chart or tables, for example) to support your analysis; and
- commentary that relates the case broadly to what you have learned throughout the course and describes the roles played by quality and regulation to prevent occurrences such as the case described.

Your presentation should meet the following requirements:

- Be 12-15 slides in length, not including the title or reference slides.
- Be formatted for a formal presentation including headings per slide, major points per slide, and presentation notes—or embedded audio to supplement each slide provided as if you were doing the actual presentation.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Cite at least eight scholarly references. Four of these references must be from outside sources, and four must be from course readings, lectures, and textbooks. Include citations to support the statements made and for each of the references listed on your reference slide(s).
- Be submitted as a PowerPoint file or link to presentation if hosted on another site (such as YouTube). Do not submit presentation as a pdf file.
COURSE POLICIES

Course Grading

20% Discussion Participation
45% Critical Thinking Assignments
35% Final Portfolio Project

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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 / repurposing 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.