

2015

HESA 101-01 Quality Management and Performance Improvement

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Alexander, Eileen, "HESA 101-01 Quality Management and Performance Improvement" (2015). *Health Services Administration Syllabi Fall 2015*. Paper 2.
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HESA 380: Quality Management and Performance Improvement
Fall 2015

Department of Health Services Administration
College of Social Sciences, Health, and Education
Xavier University

Schedule: WF 300-415pm **with modification for site visits and team activities**

Classroom: Conaton Learning Center 406

Credit Hours: Three Undergraduate Credit Hours

Prerequisites: HESA120

Faculty: Eileen S. Alexander, PhD
Assistant Professor, Health Services Administration

Office: Schott Hall, Room 411

Office Hours: **Walk-in** Tuesday 0800-0900 and before or after class
By appointment janzen@xavier.edu or Alexandere2@xavier.edu
If the door is shut, or I am with another student, you may go to Ms. Janzen's office near the elevator and she will check with me so that you can be assured of a meeting time. I am here often. If you are in class during my routine office hours, you can make an appointment at a more convenient time. Please come to office hours to request grade review or changes in person. Ms. Judy Janzen Med, Schott 404 janzen@xavier.edu
Please meet with me prior to listing me as a reference, and I'll share information about the process with you. Videoconferencing with Zoom is possible if you are out of town during breaks.

Open Lab: TBD

Office Phone: (513)745-4957

E-mail: alexandere2@xavier.edu
Type "HESA380" (no space between) and your last name in the subject header- this will color code and flag your email for follow up. It is helpful to state the name of the assignment, as listed in the syllabus, in the body of the email.

Teaching Assistant: Zachary Oglesby, BS, MHSA student oglesbyz@xavier.edu

Office: Schott Hall, Room 411

HESA380 is a service learning course and we gratefully acknowledge the contributions of our partners:

Program Director: Dr. Rick Browne PhD brownef@xavier.edu

Program Administrator: Ms. Judy Janzen MEd, Schott 404 janzen@xavier.edu

Health Services Administration Librarian: Ms. Marty Ferrell Ferrell@xavier.edu

Xavier Writing Center: Conaton Learning Center- recommend Patrick Adams (MHSA student), if available

XU Information Technology grant 2015

XU Center for Innovation http://www.eventbrite.com/e/open-house-celebrating-the-launch-ignition-of-the-x-space-xavier-university-center-for-innovation-tickets-15183250511?fb_action_ids=10205632295032518&fb_action_types=og.shares

XU Eigel Center for Community Engagement Faculty Academy 2015

Primary Health Solutions, specifically, Peggy Vasquez, RN, Director of Quality Improvement and Compliance

Teaching assistance and Microsoft Surface tablets:

Thanks to a generous grant from Xavier IT, we will map processes, collect, analyze and graph data on site. Students are individually responsible for tablets that are signed out to them.

Spreadsheet Platforms: Excel is available without charge to Xavier students, faculty and staff.

HESA380 Course Description (from the Xavier University Catalog):

“Understand and manage quality principles and process management systems in the context of contemporary quality systems, their history and commitment to customer focus. This course gives students a broad based understanding of quality principles, management systems, place present day quality systems and initiatives in historical context, and manage and modify quality systems to maintain customer focus.”

HSA DEPARTMENT LEVEL Mission Statement (2011): Please see XU HSA Student Handbook

In keeping with its Catholic, Jesuit tradition, the mission of the Department of Health Services Administration at Xavier University is to educate knowledgeable, highly skilled, values-oriented future leaders who will contribute to the health of society by continuously improving the management of health related organizations. HSA will accomplish its mission through:

- Challenging students in the classroom and in applied field experiences including internships and administrative residencies
- Developing internal and external collaborative relationships with academicians and with health care practitioners which lead to innovations in teaching as well as in the delivery of health services
- Incorporating research, scholarship, and collaborative projects into the classroom experiences and field work.

UNIVERSITY LEVEL UNDERGRADUATE POLICIES: <http://catalog.xavier.edu/content.php?catoid=17&navoid=832>

ACCOMMODATIONS

If you have a disability for which you require accommodation in order to give your best academic performance in this course, please notify the instructor. You should consult or register with the Learning Assistance Center (513-745-3280) so that together you can work to develop methods of addressing needed accommodations in this class.

**HOT TOPIC! Academic Honesty: Read this section in the XU Catalogue, linked above.
Please ask if you have questions regarding intellectual property rights.**

Canvas:

Supplemental articles/chapters outside of the class, assignment descriptions and the syllabus will be available via Canvas. Reports must pass the Turnitin feature of Canvas.

HOT TOPIC! Attendance: Read the XU Catalog, linked above

Note: Reasonable attendance at all class meetings is expected. If a student is unable to attend a class, **the responsibility of missed class content is the sole responsibility of the student.** Tests and written assignments include assigned readings, media, class content and discussions.

[http://catalog.xavier.edu/content.php?catoid=17&navoid=832#Undergraduate Grading System](http://catalog.xavier.edu/content.php?catoid=17&navoid=832#Undergraduate_Grading_System)

Grading Scale (Note: 0.55% will be rounded up):

A	94-100
A-	90-93
B+	87-89
B	83-86
B-	80-82
C+	77-79
C	73-76
C-	70-72
D+	67-69
D	60-66
F	below

BSHSA LEVEL POLICIES:

HOT TOPIC! Attendance: BSHSA Program Policies:

Note: Reasonable attendance at all class meetings is expected. If a student is unable to attend a class, **the responsibility of missed class content is the sole responsibility of the student.** Tests and written assignments include assigned readings, media, class content and discussions.

Excused absences, such as medical visits, funerals, legal proceedings, have documentation. To be excused, documentation must be received in the HSA Administrative Office **within one week of your return to classes.** EACH unexcused absence will result in a **1.5% reduction of your FINAL grade.** For extended needs, please make appointments to discuss with your instructor and the Director.

This means that you are expected to be at class. If for some reason you cannot be at class on a particular day, please make sure to notify your professor **ahead of time and arrange to obtain any information you may have missed (as you'll be held accountable for it) and make up missed assignments within one week of your return.**

You get 2 class periods absent with no questions asked, because class meets 2 times per week. However, one site visit counts as 2 class periods and, unfortunately, cannot be made up. However, if you are absent an additional class period, you will need to present documentation **within one week** as to why you missed class in order to have it excused. EACH unexcused absence will result in a **1.5% reduction of your FINAL grade.** It is at the discretion of the instructor whether or not to excuse an absence, regardless of documentation. You are also expected to be punctual in coming to class.

Participation: Active participation is expected and includes:

- Attendance
- Punctuality
- Sharing information and perspectives
- Being active in small group and team activities
- Showing respect to your classmates, guests, faculty, staff, community partners, the public
- **Planned reflection outside of class ~3-8 hours per week, i.e., homework**
- Use of XU resources in and outside of class
- Community engagement
- Business casual dress for speakers and a Thank You email to speakers afterwards

Frequently asked questions:

How do I know if my absence is excused?

If you are ill, you have a doctor's note or bill for healthcare services. If you attend a funeral, you have a program, obituary or holy card. If you have a required activity for another class or university sponsored athletic event, you will have a memo from the professor or program director.

If the absence may be excused, how long do I have to bring documentation to Ms. Janzen?

One week

How long do I have to make up work?

One week from your return

How many unexcused absences are allowed?

You may miss 3 class periods, because this class meets 3 times per week.

What happens if I have more than 3 unexcused absences?

If you are absent an additional class period, EACH unexcused absence will result in a 1.5% reduction of your FINAL grade. For example, if you are absent 10 times during the semester, without documentation, your grade will be reduced by 10.5%, i.e., your final grade will drop a full letter grade!

Should I email the professor or Ms. Janzen if I'm ill or delayed and will not be in class?

Please email us, so that we know you are safe. In addition, Ms. Janzen can notify several professors at once, if needed. This does not excuse your absence, however.

INSTRUCTOR LEVEL and COURSE SPECIFIC POLICIES:

The syllabus and schedule are subject to change. Site visits and speakers are TBD.

Citations: Type into Google Scholar to find citations. Here is an example:

MLA Knickman, James R., and Anthony R. Kovner. *Jonas and Kovner's Health Care Delivery in the United States*. Springer Publishing Company, 2015.

APA Knickman, J. R., & Kovner, A. R. (2015). *Jonas and Kovner's Health Care Delivery in the United States*. Springer Publishing Company.

Chicago Knickman, James R., and Anthony R. Kovner. *Jonas and Kovner's Health Care Delivery in the United States*. Springer Publishing Company, 2015.

PubMed Advanced search is recommended.

Refworks or EndNote bibliographic management software is recommended.

Our HSA Librarian is available to help you.

Assignments:

All assignments will have a description that is available via Canvas. The assigned dates noted in the course schedule above are intended to help you stay on track with completing your work for this course. Assignment descriptions will be available by the assigned date at the latest, but will likely be available before that date as well. All case studies, papers, and the group project should be written utilizing APA format. The library provides a good resource on APA format via the following website: http://www.xavier.edu/library/help/apa_guide.pdf. Also, RefWorks available via the library website is a tool that can assist you in creating reference pages in APA format.

Headers and filenames:

Write or type your **first name, last name** in the upper right header of any written work, exams. Name any files LastName_HESA"course number"_"assignment"_date

Canvas:

Individual and team reflections and reports must pass the Turnitin feature of Canvas.

Late Assignment Policy:

Late assignments will accrue a penalty of 10% per day the assignment is late. An assignment is considered one day late if it is submitted past the identified due date/time. It is considered two days late if it is submitted any more than 24 hours past the identified due date/time, and so forth. This includes weekends! Once an assignment is more than 10 days late, it will become a zero and will not be accepted for credit.

Student requests for an extension for an assignment must be received no less than 48 hours before the assigned due date/time. Extensions are not guaranteed, and are at the discretion of the instructor. Extensions may include a late penalty.

Confidentiality:

Students will maintain confidentiality of any information pertaining to our community healthcare partner or their clients. Review HIPAA regulations carefully, and ask questions!

References and Letters of Recommendation: It is an honor to help you further your aspirations. Please meet with me prior to listing me as a reference, and I'll share information about the process with you.

Table 1: Objectives, SLO's, Competency Level, and Assessment			
Course Objectives	Student Learning Outcome	Minimum expected level of competence	Method of assessment
Apply, analyze business and health care statistical and financial data	Be able to <i>use</i> quantitative and qualitative skills to analyze business and health care statistical and financial data [BSHSA SLO 1.]	2– Competent: Able to analyze statistical and financial data, and can make some basic interpretations of the results.	Exam 2; Quantitative analyses; Report
Describe quality principles and process management systems	Be able to discuss the complexity of coordinating health care services and their related services to improve quality, access and to contain costs [BSHSA SLO 6.]	2– Competent: Displays an understanding of health care coordination and how it may be used to improve quality, access and cost containment.	Team Project Plan; Analytic Output; Working and Final Report
Present written, graphic and oral report	Be able to <i>present</i> information using appropriate oral and technology skills [BSHSA SLO 11.]	2– Competent: Individual graphic presentation is based on logical order of scholarly background literature and supportable conclusions. Materials are mostly error-free. Presentation contributes to the receiver's ability to make decisions. Presentation is delivered well.	Team Project, Report and Presentation
Interact respectfully and effectively	Be able to <i>interact</i> respectfully and effectively with team members and with teams [BSHSA SLO 12.]	2– Competent: Individual attends all group meetings or is absent minimally (and with good reason/notification), completes their assigned roles with high quality work, and contributes strongly to the team.	Team Activity, Project and Presentation
Discern the impact of regulatory bodies on management, improvement and community effects of healthcare access and reimbursement	Be able to discuss the impact of regulatory bodies on management [BSHSA SLO 15.]	2– Competent: Possesses basic knowledge of regulatory bodies, and demonstrates an understanding of how such bodies impact management.	Exam 1; Team Project Plan; Final Report; Presentation
Plan and execute process improvement methods to address and improve community needs	Be able to describe and discuss different management theories and approaches, motivation, conflict resolution, and planning [BSHSA SLO 17.]	2– Competent: Able to describe and discuss full range management theories and approaches, motivation, conflict resolution, and planning.	Exams; Team Activity, Project Plan; Final Report; Presentation

Table 2: Academic calendar http://www.xavier.edu/registrar/calendars/academic-calendar-2015-2016.cfm#Fall				
Week	Dates <i>Holiday notes</i>	Module	Presentation topic, Readings, Documents, Speakers, Case/topic Reviews: "Xplore, Xplain, Xperience"	Assignment/Project due date Site visit & activity dates TBD
1	August 26, 28	PART 1	Syllabus, team building; confidentiality; Quality principles and process management systems Part 1	
			Article: Tribus, The Germ Theory of Management Chapter: Guo, Quality Management manual, Chapters 1 & 2	
			In class team activity 1	
2	September 2, 4	PART 1	Quality principles and process management systems Part 1	
			Chapters: Provost_Murray_Ch1	
			Scholtes, et al., The Team Handbook Ch6	
			In class team activity 2	
3	<i>FYI: Sept 7 No classes: Labor Day holiday</i>			
	Sept 9, 11	PART 1	Flipping the classroom Quality principles and process management systems Part 1: Team Phases	
			Impact of regulatory bodies on management; improvement and community effects of healthcare access and reimbursement: CMS reimbursement & Meaningful Use Phase 3: our problem statement	
			Scholtes, et al., The Team Handbook Ch4, Tools	
4	Sept 16, 18	PART 1	Worksheets for site visit	Project site visit Meet in the Schott Hall Admissions SIDE lobby by the restrooms; return to XU
			Design Thinking activity at XU Center for Innovation w/ Dr Merrill	XU Center for Innovation Dana & F. Xavier Way
			Project site visit	
5	Sept 23, 25	PART 1		Exam 1
			The PI Plan Read Chapter: Scholtes, et al., The Team Handbook, Chapter 5: Building an Improvement Plan	
6	Sept 30, Oct 2	PART 2	Process Map to Plan	
7	October 7	PART 2	Baseline data and graphics	Assignment1 due

			Open "lab" Schott407 or 411	
	October 9 No class Fall break			
8	Oct 14, 16			Project site visit
			Project site visit	
9	Oct 21, 23	PART 2	<p>Team Charter to Detailed Process Map to Plan Reread Chapter 5 Understanding Variation watch website3 in place of reading 1 hr- do this before Wednesday speaker Ms. RaNae Wright: RaNae Wright, MHA Small and Rural Hospital Coaching Division Leader Studer Group ranae.wright@studergroup.com t 513-236-9092</p> <p>For those ready to lead, we introduce the 2015 Studer Conferences. New look. New feel. Same great results. Learn more at studergroup.com/conferences</p>	<p>Project site visit Shadow staff, complete process map Meet in the Schott Hall Admissions SIDE lobby by the restrooms; return to XU by</p> <p>After Wednesday's speaker- write a thank you email to Ms. Wright</p>
			<p>More tools: diagrams for key drivers, cause & effect (website1) http://www.ihl.org/education/IHIOpenSchool/resources/Pages/Activities/GoldmannDriver.aspx</p> <p>flowchart2, Pareto analysis (website2) http://www.ihl.org/education/IHIOpenSchool/resources/Pages/BobLloydWhiteboard.aspx</p> <p>Understanding Variation (website3) http://www.ihl.org/education/WebTraining/OnlineDemand/Run_ControlCharts/Pages/default.aspx</p>	
			Project site visit	
10	Oct 28, 30	PART 2	Process Map to Plan: Putting it all together	Written Plan due
11	November 4, 6	PART 2	Optional class: review or help with Plan on	Reminder: open labs available Written Plan due Exam 2
12	Nov 11, 13	PART 3	Tools for Reporting Data: Assignment 2	Assignment2 due
			Open lab	
13	Nov 18, 20	PART 3	Presenting & reporting data How will we know if the change is an improvement?	Final Section 1 Team Report

14	Nov 23	PART 3	Team reports review and revision	Final Full Team Report due Presentation due
	Nov 25-29 No class Thanksgiving!			
15	December 2, 4	PART 3	Team presentations	
			Team presentations practice: Date loc Bever Team Date loc Middletown Team Date loc West Team	Presentation (practice) in class
			Team presentations practice: Date loc Bever Team Date loc Middletown Team Date loc West Team	
16	Dec 9, 11	PART 3	Site visit presentation	Project site visit for presentation to community partners Meet in the Schott Hall Admissions SIDE lobby by the restrooms; return to XU
			Debriefing and course evaluation	Debrief of project
Final Exam Week				Scheduled Friday 12/18 200pm There will not be a final exam.

Table 3: Brief description of assignments				
Weeks	Part	Assignment	Description	
1-5	Part 1	Team Activity	Attend Design Thinking activity at XU Center for Innovation w/ Dr Merrill	
		Exam	quality principles and process management systems; impact of regulatory bodies on management; improvement and community effects of healthcare access and reimbursement: CMS reimbursement & Meaningful Use Phase 3	
		Project site visit	Attend & participate: we will visit clinics, meet staff & map process	
6-11	Part 2	Assignment1	Use process improvement tools to create graphics showing summary statistics and variation in healthcare data	
		Exam	analysis & variation in health care statistical and financial data; impact of regulatory bodies on management, improvement and community effects of healthcare access and reimbursement: colorectal cancer screening	
		Project site visit	Attend & participate: we will visit clinics, meet staff & facilitate their determination of process improvement strategies	
		Project site visit	Organize, attend & participate visit to your team's clinic, work with staff to facilitate their determination of process improvement strategies	

		Plan.docx	Plan and execute process improvement methods to address and improve community needs	
12-16	Part 3	Assignment2	Use process improvement tools to create graphics showing improvement in summary statistics and variation in healthcare data	
		TeamReport	Team report of process improvement methods used to address and improve colorectal cancer screening rates in adults served by a Butler County HC provider with multiple clinic sites	
		TeamPresentation	Team presentation of report	
		Project site visit presentation	Team presentation of above to a Butler County HC provider with multiple clinic sites	

Table 4: Final grading weights

Weeks	Part	Assignment	Points	Percent
Continuous		Attendance	±	±
1-5	Part 1	Team Activity	100	10%
		Exam1	100	10%
		Project site visit	50	5%
6-11	Part 2	Quantitative Assignment1	50	5%
		Exam2	100	10%
		Project site visit	50	5%
		Project site visit	50	5%
		Plan	100	10%
12-16	Part 3	Quantitative Assignment2	100	10%
		TeamReport	100	10%
		TeamPresentation	100	10%
		Project site visit presentation	100	10%
	Total		1000	100%