Process Improvement in Health Administration  HLTH-5150

Meeting Times

Classroom instructions
Thursday 5:00pm - 9:00pm
Zoom

Contact Information

Wilbur Gayden
Email: wilburgayden52@webster.edu
Office: 5012571604
Phone: 5019515204

You can also reach me at wilbur.gayden@va.gov

Description

This course is designed to provide graduate students studying Health Administration with a working knowledge of performance tools, current quality measures, and patient safety issues. Healthcare organizations fully recognize that incorporating quality improvement in an organization’s vision, mission, and operations can enhance processes, prevent failure, improve quality, and enhance patient experiences.

Requisites
HLTH 5100 Statistics for Health Administration.

Outcomes

Course Learning Outcomes

- Learn which Performance Improvement tool(s) are optimal for a given improvement opportunity (e.g., Lean vs. Failure Mode Effect Analysis vs. Root Cause Analysis).
- Develop a working knowledge of the following performance tools: Plan-Do-Study-Act/, Lean techniques, Failure Mode Effect Analysis, and Root Cause Analysis.
- Describe the use of charts and graphs to interpret quality measures and to promote performance improvement.
- Organize a Project Improvement project using the Plan-Do-Study-Act/Adjust cycle.
- Perform a Root Cause Analysis.
- Understand how Pro efforts have evolved to specifically address patient safety, such as Comprehensive Unit-based Safety Programs and the WHO Surgical Checklist.
- Describe the needs for and impact of quality and patient safety information.

Competencies

- Leading and Managing - Hold self and others responsible for organizational mission, vision, and goals
- Quantitative Analysis - Analyze and interpret quantitative information
- Strategic Planning - Develop and discuss a strategic plan for a healthcare organization
- Health Policy - Define the operational and economic impact of select health policies on the delivery of health care services

Required Textbook

Health Care Operations Management
Materials


Institute for Healthcare Improvement site

http://www.ihi.org/resources/Pages/Tools/Patient-Safety-Essentials-Toolkit.aspx

Deliverables

Quizzes

The student will complete a quiz in the first 30 minutes of class (5:00 - 5:30pm). It will come directly from the required book. First quiz is 30 points on night 1, the remainder of the quizzes are 10 points each.

It is important that you log into the class on time, each night, and have your book available the 1st night and each class thereafter. If you log in after 5:30pm, you will not be allowed to take the quiz and will have to complete a 2 page essay on a Process Improvement subject to get the make up points.

Group Project: Root Cause Analysis

Groups of students will perform a Root Cause Analysis (RCA) in class. Participation is mandatory. Students will take turns leading the RCA Team and be graded upon their participation.

Individual Project: Mid-Term

Students will design a Process Improvement Project using the Plan-Do-Check-Act (PDCA) model including a Process Flow Chart & Cause and Effect Diagram. The PIP should be based upon at least one metric (Numerator/Denominator) & data analysis.

Individual: Paper

Each student will write a paper comparing, contrasting & explaining when to use the following Performance Improvement Models and Tools: FEMA, Root Cause & Analysis PDCA and Cause and Effect diagram.

We will discuss in class.

Exams: Final exam

There will be one final exam. The final exam will consist of multiple choice and essay questions. The exam will be taken electronically through the CANVAS quiz portal. Be prepared to log in to your Canvas account to take the exam.

The exam will be open book.

Your Process Improvement Plan will serve as your mid-term.

Class Participation and Points structure

<table>
<thead>
<tr>
<th>Item</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quizzes in class (30pts night 1, 10pts each after)</td>
<td>90</td>
</tr>
<tr>
<td>Group Project</td>
<td>20</td>
</tr>
<tr>
<td>Individual Process Improvement Plan</td>
<td>100</td>
</tr>
<tr>
<td>Individual Paper</td>
<td>100</td>
</tr>
<tr>
<td>Final Exam</td>
<td>100</td>
</tr>
<tr>
<td>Total Points</td>
<td>390</td>
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</tbody>
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Evaluation

Criteria

- 93% and above: A
- 90% to 92%: A-
- 87% to 89%: B+
- 84% to 86%: B
- 80% to 83%: B-
- 70% to 79%: C
- Below 70%: F

The GRADUATE catalog provides these guidelines and grading options:

- A/A-: Superior graduate work
- B+/B-: Satisfactory graduate work
- C: Work that is barely adequate as graduate level performance
- CR: Work that is performed as satisfactory graduate work (B- or better). A grade of 'CR' is reserved for courses designated by a department, involving internships, a thesis, practicum, or specified courses.
- F: Work that is unsatisfactory
- I: Incomplete work
- ZF: An incomplete which was not completed within one year of the end of the course. ZF is treated the same as an F or NC for all cases involving G.P.A., academic warning, probation, and dismissal.
- IP: in progress
- NR: Not reported
- W: Withdrawn from the course

Schedule

<table>
<thead>
<tr>
<th>When</th>
<th>Topic</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classroom</td>
<td>Fundamentals of Improvement</td>
<td>• Quiz (Open Book)</td>
</tr>
<tr>
<td>instructions</td>
<td></td>
<td>• Syllabus Review</td>
</tr>
<tr>
<td>Week 1</td>
<td></td>
<td>• Class introductions</td>
</tr>
<tr>
<td>Zoom</td>
<td></td>
<td>• Chapter 1: The challenges and opportunities to leading and managing an organization</td>
</tr>
<tr>
<td></td>
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<td>• Chapter 2: Health Care Today - History and background of process improvement</td>
</tr>
<tr>
<td>Classroom</td>
<td>The Model for Improvement: Your Engine for Change</td>
<td>• Quiz</td>
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<tr>
<td>instructions</td>
<td></td>
<td>• Chapter 3: The value of evidence based medicine</td>
</tr>
<tr>
<td>Week 2</td>
<td></td>
<td>• Chapter 4: Strategic Planning: Developing healthcare plans</td>
</tr>
<tr>
<td>Zoom</td>
<td></td>
<td>• Chapter 6: Root Cause and Analysis and Process Improvement Tools, FMEA</td>
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<tr>
<td>Classroom</td>
<td>Measuring for Improvement</td>
<td>• Quiz</td>
</tr>
<tr>
<td>instructions</td>
<td></td>
<td>• Chapter 9: Using Plan-Do-Study-Act, Analyze Quantitative Information, Impact of Quality and Patient safety</td>
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<tr>
<td>Week 3</td>
<td></td>
<td>• Chapter 10: Performance Improvement Tools</td>
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<tr>
<td>Zoom</td>
<td></td>
<td>• Chapter 11: Process Improvement Tools, Plan-Do-Study-Act, Root Cause Analysis</td>
</tr>
<tr>
<td>Mid Term</td>
<td>Group Project and Mid-term</td>
<td>• Group Project</td>
</tr>
<tr>
<td>Week 4</td>
<td></td>
<td>• Discuss and complete Individual Project (Mid-Term)</td>
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<tr>
<td>Zoom</td>
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<tr>
<td>Classroom</td>
<td>Health Care Deliver and Management</td>
<td>• Quiz</td>
</tr>
<tr>
<td>Instructions</td>
<td></td>
<td>• Chapter 12: Scheduling and Health Care Delivery</td>
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<tr>
<td>Week 5</td>
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<td>• Chapter 13: Supply Chain Management, Economic Impact on Health Care Delivery,</td>
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<tr>
<td>When</td>
<td>Topic</td>
<td>Notes</td>
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</tbody>
</table>
| Classroom       | Operations Management       | • Quiz  
| Instructions    |                             | • Chapter 14: Operational Management  
| Week 6 Zoom     |                             | • Chapter 15: Putting it all together      |
| Classroom       | Operational Excellence      | • Quiz  
| Instructions    |                             | • Review Joint Commission Website  
| Week 7 Zoom     |                             | • Cause and Effect Diagram  
|                 |                             | • Group break out (RCA exercises) |
| Classroom       | Operational Excellence Cont.| • Quiz  
| Instructions    |                             | • Discover Institute for Healthcare Improvement site  
| Week 8 Zoom     |                             | • Group Break out (FMEA exercise)  
|                 |                             | • Individual Paper due  
|                 |                             | • Review for Final Exam |
| Final Exam      | Final Exam                  |                                                                      |
| Week 9 Zoom     |                             |                                                                      |

**Course Policies**

Makeup exams will be given under circumstances approved by the instructor.

This syllabus may be revised at the discretion of the instructor without the prior notification or consent of the student. The schedule below presents an approximate expectation of course progress. The instructor reserves the right to add, delete, or modify any weeks of this schedule. The instructor also reserves the right to change the overall course grade weighting. Any changes will be announced in class.

If you miss class you are responsible for getting notes and assignments.

**Institutional Policies**

**Academic Policies**

Academic policies provide students with important rights and responsibilities. Students are expected to familiarize themselves with all academic policies that apply to them. Academic policies for undergraduate students can be found in the Undergraduate Studies Catalog; graduate students should review the Graduate Studies Catalog.

**Undergraduate Studies Catalog**

The Undergraduate Studies Catalog contains academic policies that apply to all undergraduate students. The academic policies and information section of the catalog contains important information related to attendance, conduct, academic honesty, grades, and more. If you are an undergraduate student, please review the catalog each academic year. The current Undergraduate Studies Catalog is at:


**Graduate Studies Catalog**

The Graduate Studies Catalog contains academic policies that apply to all graduate students. The academic policies section of the catalog contains important information related to conduct, academic honesty, grades, and more. If you are a graduate student, please review the catalog each academic year. The current Graduate Studies Catalog is at:

[http://www.webster.edu/catalog/current/graduate-catalog/](http://www.webster.edu/catalog/current/graduate-catalog/)

**Grading**

The Grades section of the academic catalog outlines the various grading systems courses may use, including the information about the final grade reported for this class.

[Undergraduate](http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html#grading)
Graduate
http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html#grades

Incomplete

There are important policies that govern grades of Incomplete (I), including the circumstances under which Incomplete grades are granted, deadlines for completion, and consequences should the remaining course work not be completed. It is the responsibility of a student who requests an Incomplete to ensure that he/she understands and follows the policies.

Grade Appeals

Instructors are responsible for assigning grades, and student should discuss grade issues with the instructor. Policies and procedures for appealing grades are available in the appropriate catalog.

Academic Honesty Policy

Webster University is committed to academic excellence. As part of our Statement of Ethics, we strive to preserve academic honor and integrity by repudiating all forms of academic and intellectual dishonesty, including cheating, plagiarism and all other forms of academic dishonesty. Academic dishonesty is unacceptable and is subject to a disciplinary response. Students are encouraged to talk to instructors about any questions they may have regarding how to properly credit others’ work, including paraphrasing, quoting, and citation formatting. The university reserves the right to utilize electronic databases, such as Turnitin.com, to assist faculty and students with their academic work.

The University’s Academic Honesty Policy is published in academic catalogs:

Undergraduate
http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html

Graduate
http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html

As a part of the University commitment to academic excellence, the Academic Resource Center provides student resources to become better acquainted with academic honesty and the tools to prevent plagiarism in its many forms:

http://www.webster.edu/arc/plagiarism_prevention/ (http://www.webster.edu/arc/plagiarism_prevention/)

Statement of Ethics

Webster University strives to be a center of academic excellence. The University makes every effort to ensure the following:

• The opportunity for students to learn and inquire freely
• The protection of intellectual freedom and the rights of professors to teach
• The advancement of knowledge through scholarly pursuits and relevant dialogue

To review Webster University's statement of ethics, see the Undergraduate Studies Catalog and the Graduate and Studies Catalog:

Undergraduate
http://www.webster.edu/catalog/current/undergraduate-catalog/overview.html#ethics

Graduate
http://www.webster.edu/catalog/current/graduate-catalog/ethics.html

Contact Hours for this Course

It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, the content must be covered at another time.

Important Academic Resources

Academic Accommodations

Webster University makes every effort to accommodate individuals with academic/learning, health, physical and psychological disabilities. To obtain accommodations, students must identify themselves and provide documentation from a qualified professional or agency to the appropriate campus designee or the Academic ADA Coordinator at the main campus. The Academic ADA Coordinator may be reached at
314-266-7700 or disability@webster.edu (mailto:disability@webster.edu).

If you have already identified as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor of the accommodations you will require for this class at the beginning of the course.

Academic Resource Center

Additional support and resources may be accessed through the Academic Resource Center (ARC). Support and resources include academic counseling, accommodations, assistive technology, peer tutoring, plagiarism prevention, testing center services, and writing coaching. Visit www.webster.edu/arc (http://www.webster.edu/arc) or Loretto Hall 40 on the main campus for more information.

Student Success Portal

Webster University’s Student Success Portal, powered by Starfish, is a communications tool to connect students with faculty members and campus support services. It allows faculty and staff members to communicate with you regarding academic achievements as well as areas where support may be helpful. You may use the portal to contact faculty and staff members for assistance and to arrange meetings. Activity in the portal will be communicated to your Webster University email account. The Student Success Portal is available via your course home page in WorldClassRoom or via Connections. Learn more about the Student Success Portal at http://www.webster.edu/success/students.html (http://www.webster.edu/success/students.html).

University Library

Webster University Library is dedicated to supporting the research needs and intellectual pursuits of students throughout the University’s worldwide network. Resources include print and electronic books, journal articles, online databases, DVDs and streaming video, CDs and streaming music, datasets, and other specialized information. Services include providing materials at no cost and research help for basic questions to in-depth exploration of resources. The gateway to all of these resources and services is http://library.webster.edu (http://library.webster.edu). For support navigating the library’s resources, see http://libanswers.webster.edu/ (http://libanswers.webster.edu/) for the many ways to contact library staff.

Drops and Withdrawals

Drop and withdrawal policies dictate processes for students who wish to unenroll from a course. Students must take proactive steps to unenroll; informing the instructor is not sufficient, nor is failing to attend. In the early days of the term or semester, students may DROP a course with no notation on their student record. After the DROP deadline, students may WITHDRAW from a course; in the case of a WITHDRAW, a grade of W appears on the student record. After the WITHDRAW deadline, students may not unenroll from a course. Policies and a calendar of deadlines for DROP and WITHDRAW are at:

Undergraduate

Graduate

Academic Calendar - http://www.webster.edu/academics/academic-calendar/ (http://www.webster.edu/academics/academic-calendar/)

Current tuition rates, policies, and procedures, including details of pro-rated tuition refunds, are available in the "Tuition, Fees, and Refunds" section of Webster’s Academic Catalogs:

Undergraduate

Graduate
http://www.webster.edu/catalog/current/graduate-catalog/tuition.html (http://www.webster.edu/catalog/current/graduate-catalog/tuition.html)

Student Handbook and Other Important Policies

Student handbook and other non-academic policies may apply to you and may impact your experience in this class. Such policies include the student code of conduct, privacy, technology and communications, and more. Please review the handbook each year and be aware of policies that apply to you. The handbook is available at:


Sexual Assault, Harassment, and Other Sexual Offenses
Webster University makes every effort to educate the community to prevent sexual assault, harassment, and other sexual offenses from occurring, and is committed to providing support to those affected when this behavior does occur. To access information and resources or to review the Policy on Sexual Assault, Harassment, and Other Sexual Offenses, visit:

[http://www.webster.edu/sexual-misconduct/](http://www.webster.edu/sexual-misconduct/)

### Research on Human Subjects

The Webster University Institutional Review Committee (IRB) is responsible for the review of all research on human subjects. The IRB process applies to all Webster University faculty, staff, and students and must be completed prior to any contact with human subjects. For more information on the IRB, visit:

[http://www.webster.edu/irb/index.html](http://www.webster.edu/irb/index.html)

### Course Evaluations

At the end of this course, you will have the opportunity to provide feedback about your experience. Your input is extremely valuable to the university, your instructor, and the department that offers this course. Please provide your honest and thoughtful evaluation, as it helps the university to provide the best experience possible for all of its students.

### Important Technology Information

**Connections Accounts**

Webster University provides all students, faculty, and staff with a University email account through Connections. Students are expected to activate their Connections account and regularly check incoming University email. Students may choose to have their University email forwarded to an alternate email address. Connections account holders can call the Help Desk (314-246-5995 or toll free at 1-866-435-7270) for assistance with this setup. Instructions are also provided on the Information Technology website at:

[http://www.webster.edu/technology/service-desk/](http://www.webster.edu/technology/service-desk/)

**WorldClassRoom**

WorldClassRoom is Webster’s Learning Content Management System (LMS). Your instructor may use WorldClassRoom to deliver important information, to hold class activities, to communicate grades and feedback, and more. WorldClassRoom is available using your Connections ID at:

[https://worldclassroom.webster.edu/](https://worldclassroom.webster.edu/)

**Webster Alerts**

Webster Alerts is the University’s preferred emergency mass notification service, available free to current students, faculty, and staff at all US campuses. By registering a valid cell phone number and email address, you will receive urgent campus text, voice mail and email communications. Valuable information concerning a range of incidents affecting you - from weather-related campus closures, class delays and cancellations, to more serious or life-threatening events - are immediately and simultaneously delivered through multiple communication channels. To register for Webster Alerts, visit:

[http://www.webster.edu/technology/services/webster-alerts/](http://www.webster.edu/technology/services/webster-alerts/)

### Campus Information

### Additional Items

**Key Dates**

**Term Dates:**

- Jan 4, 2021 - Mar 5, 2021
- Jan 1, 2020: Last day to Register
- Jan 8, 2021: Last day to Drop
- Feb 12, 2021: Last day to Withdraw
- Mar 12, 2020: Grades Due
Holidays:

- No Holidays during this period