



MGT 518 Quality in Healthcare

Winter 2017 Syllabus

Course Description	In this course students will gain a hands-on understanding of quality and process improvement methodologies that are relevant to healthcare and will apply that understanding to quality/process/performance improvement projects in their workplaces. Students should bring a project from their workplace that is suitable for addressing in the 10-week timeframe of this course. Students are welcome to contact Jim Huntzicker huntzicj@ohsu.edu in advance to discuss possible projects for this course.								
Credit Hours	4 credits								
Faculty Information	<p>Jim Huntzicker, PhD Professor and Head, OHSU Division of Management Phone 503-346-0365 huntzicj@ohsu.edu</p> <p>Tina Foss, MS Healthcare Management Director of Clinical Operations for the Department of Anesthesiology & Perioperative Medicine fosst@ohsu.edu</p> <p>You are encouraged to keep in touch with us throughout the course via e-mail (please be sure to put “MGT 518” in the subject line) and telephone. Please note that confidential or sensitive issues should be communicated to us by telephone or e-mail. If you have a questions or want to schedule a telephone conference with us, email us and we will find a mutually agreeable time. During the week, we will normally reply to your emails within 24 hours, and offer feedback on your written assignments within one week.</p>								
General Course Meeting Information	<p>This course meets online Monday, January 9 through Friday, March 24, 2017.</p> <p>We will meet in person twice in the term:</p> <table><tr><td>Saturday, January 14</td><td>9:15am – 2pm</td><td>CDRC 3200</td></tr><tr><td>Saturday, March 11</td><td>9:15am – 2pm</td><td>CDRC 3200</td></tr></table> <p>The remainder of the coursework is offered online through Sakai.</p>			Saturday, January 14	9:15am – 2pm	CDRC 3200	Saturday, March 11	9:15am – 2pm	CDRC 3200
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Required Texts	<p>Langley, Moen, Nolan, Nolan, Norman, & Provost (2009), <i>The Improvement Guide: A Practical Approach to Enhancing Organizational Performance</i>, 2nd Ed. Jossey-Bass. ISBN-13: 978-0470192412. MSRP \$70.00</p> <p>Wachter, Robert (2012), <i>Understanding Patient Safety</i>, 2nd Ed. McGraw Hill Lange, ISBN-13: 978-0071765787, ISBN-10: 0071765786 MSRP \$49.00</p>								

Pricing for textbooks may vary by retailer. Additional information about pricing, electronic options (e.g., Kindle), rentals, and used copies is available through online vendors.

Additional materials will be available in Sakai and listed in Course Materials. Students are encouraged to keep copies of readings and links they may want to use in the future as the materials will no longer be available once the course is complete.

Course Objectives Upon successful completion of this course, students will be able to design and execute a quality improvement project in their workplaces.

Alignment with Program Learning Goals and Objectives

LG1: Healthcare Systems and Policies

- **LO1:** Describe specific and relevant stakeholders in the healthcare system and define their stakes.
- **LO2:** Describe and assess how those stakeholders operate in a mutually influencing system.
- **LO3:** Analyze the potential short- and long-term implications (intended and unintended) of healthcare policy and operations decisions.

LG2: Strategic Decisions

- **LO1:** Identify and define problems with consideration of uncertainties and risks.
- **LO2:** Critically evaluate information.
- **LO3:** Make decisions and evidence-based recommendations that improve outcomes.

Attendance Requirements Attendance at the face-to-face sessions is required as is participation in the online component of the course. Students are expected to be present and participate in discussions in a professional and respectful manner.

Weekly Class Workflow The course will consist of the elements listed below. Detailed instructions for each week can be found in Sakai Course Materials.

- Two face-to-face sessions
- Weekly modules
 - Reading/viewing assignments
 - Forum discussion
- Weekly (but not every week) written assignments
- Project
 - PowerPoint presentation
 - Reflection paper

Forum Discussion:

The purpose of the forums is to deepen your learning by understanding how the other members of your forum group see the particular issues for this week. Each of you will see these issues through the context of your own experience, and sharing your views with each other will significantly enhance your learning. For the forums you will post into the small group to which you have been assigned.

Forums consist of an initial posting, which is your personal answer to the weekly forum question, plus subsequent discussion. In all instances you can best make your point with concise (i.e., not long!), thoughtful statements.

- **Initial posting:** Please address the forum question in a **one paragraph posting** to your Forum Group.

- The first person posting should initiate the thread.
- Subsequent initial postings by group members **should be in the same thread** and should be entered using the **Reply to Initial Message** button.
- **Initial postings due end-of-day Wednesday.**
- **Discussion:** The discussion is intended to deepen your understanding as to how the material relates to your own individual situation and those of the other members of your group. **To get full credit for the forum, you should post a total of at least two subsequent comments relating to the posting of others in your group.** To reply to a specific comment, use the **Reply** button on the comment to which you are replying. If you are responding to the thread in general, use the **Reply to Initial Message** button.
 - **The discussion is to be completed by end-of-day Sunday.**
- **Grading Rubric:**
 - 3 points for a substantial initial posting
 - Up to 5 points total. **To get the full 5 points, you should post a total of at least two subsequent comments relating to the posting of others in your group.**

Written Assignments and Project: The written deliverables are listed below. These are to be submitted through **Sakai Submissions**.

- Improvement project charter
- Baseline data for improvement project
- Project PDSA Form through Data Collection Plan
- Run chart of data with interpretation for Cycle #1
- Completely filled-out PDSA Form for Cycle #1
- Run chart of data with interpretation for Cycle #2
- Completely filled-out PDSA Form for Cycle #2
- Project PDSA Form through Data Collection Plan for Cycle #3
- PowerPoint presentation of project outcomes
- Reflection paper on project

Grading Policy

Grades are based on the following criteria:

A	95-100%	B-	80-82%	D+	67-69%
A-	90-94%	C+	77-79%	D	63-67%
B+	87-89%	C	73-76%	D-	60-62%
B	83-86%	C-	70-72%	F	Below 60%

Graduate credit will be granted for a class grade of C or better, however a class grade below B is cause for serious concern.

Grading Policy: Your final grade will be determined based on the following:

5% Sakai Profile

10% Final Project Presentation

20% Forum Discussion

30% Weekly (but not every week) project reports

35% Project reflection paper

Your written assignments will be graded based on how well you have done in addressing the assignment questions, applying the course material, AND expressing yourself clearly, succinctly, and insightfully. It is possible on a case-by-case basis to negotiate an extension of a due date if circumstances are such that you need more time to complete an assignment. We encourage you, however, to keep to the assignment timeline as it is easy to get overwhelmed when you get behind. Please contact us by e-mail if you want to request an extension of time. We would like all assignments uploaded to us using the Submissions tool in Sakai. They should be .doc, .docx, .rtf, or .pdf files. We would prefer no font smaller than 11 point.

Grades are due to the Registrar's Office one week after the end of the term. Students will find official grades posted in [SIS](#) by Friday, April 7. If at this time you do not see your grades in SIS, please contact the Division at 503-346-0375.

Copyright Information

Every reasonable effort has been made to protect the copyright requirements of materials used in this course. Class participants are warned not to copy, audio, or videotape in violation of copyright laws. Journal articles will be kept on reserve at the library or online for student access. Copyright law does allow for making one personal copy of each article from the original article. This limit also applies to electronic sources.

To comply with the fair use doctrine of the US copyright law, Sakai course sites close three weeks after grades are posted with the Registrar. Please be sure to download all course material you wish to keep before this time.

Syllabus Changes & Retention

This syllabus is not to be considered a contract between the student and the Division of Management. It is recognized that changes may be made as the need arises. Students are responsible for keeping a copy of the course syllabus for their records. **PLEASE NOTE: the course outline posted on Sakai will have the most up to date information.**

Student Access

Our program is committed to all students achieving their potential. If you have a disability or think you may have a disability (physical, learning, hearing, vision, psychological) which may need a reasonable accommodation please contact Student Access at (503) 494-0082 or e-mail at studentaccess@ohsu.edu to discuss your needs.

You can also find more information [here](#). Because accommodations can take time to implement, it is important to have this discussion as soon as possible. All information regarding a student's disability is kept in accordance with relevant state and federal laws.

Commitment to Equity and Inclusion

Oregon Health & Science University is committed to creating and fostering a learning and working environment based on open communication and mutual respect. If you encounter sexual harassment, sexual misconduct, sexual assault, or discrimination based on race, color, religion, age, national origin or ancestry, veteran or military status, sex, marital status, pregnancy or parenting status, sexual orientation, gender identity, disability or any other protected status please contact the Affirmative Action and Equal Opportunity Department at 503-494-5148 or aaeo@ohsu.edu.

Inquiries about Title IX compliance or sex/gender discrimination and harassment may be directed to the **OHSU Title IX Coordinator** at 503-494-0258 or titleix@ohsu.edu.

Inclement Weather Policy

When the weather forecast calls for ice or snow, call the OHSU Alert Line, 503 494-9021, for information regarding weather conditions that may affect operations at OHSU. See this [website](#) for details. For more information specific to the Division, please visit our [website](#).

Academic Honesty

Course participants are expected to maintain academic honesty in their course work. Submission of previously published solutions or answers (sections or in total) as one's own work will not receive credit. Literature and resources (including Internet resources) employed in fulfilling assignments must be cited. Phrases, sentences or paragraphs from other sources, including the participant's own previous writings may only be used with explicit attribution and citation of source.

To uphold the principles and practice of academic honesty, faculty members at OHSU may use originality checking systems such as *Turnitin* to compare a student's submitted work against multiple sources. More information about Turnitin and plagiarism can be found online through [OHSU's Teaching & Learning Center](#).

Use of Sakai

This course will have an online component, which can be accessed through Sakai, OHSU's online course management system. OHSU's Sakai software is supported by the Sakai Help Desk. The Help Desk offers technical and user support seven days a week: Monday through Friday from 8 a.m. to 9 p.m. Pacific Time and weekends and holidays from noon until 5 p.m. Pacific Time. You can contact the Help Desk using their [web-based form](#), or via e-mail at sakai@ohsu.edu, or by phone at 1-877-972-5249.

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About Your Instructors

Jim Huntzicker, PhD, is Professor in the Division of Management in the OHSU School of Medicine. He has Ph.D. in Chemistry from University of California-Berkeley and a Masters in Health Leadership from McGill University. Jim has held a variety of managerial and academic positions at Oregon Graduate Institute and OHSU.

Tina Foss, MS, is the Clinical Operations Director for the Department of Anesthesiology and Perioperative Medicine. She is also serving as a member of the Leadership Team within Perioperative Services that is focusing on implementing LEAN throughout the organization. Prior to her employment with OHSU she worked for eight years as the Executive Manager for a large multi-location medical practice within the Portland area. She completed her M.S. Degree in Healthcare Management from OHSU Division of Management in June of 2014. She also obtained a Bachelor's of Science in Healthcare Administration from George Fox University and a Bachelor's Degree in Biology from Baylor University. "I accidentally discovered my passion for process improvement and learning to use advanced Lean in Healthcare during the completion of my Masters, and I am excited about sharing that with others."