

MGT 518 Quality in Healthcare

Term: Winter 2021
Credits: 4 quarter credits
Instructors: James Huntzicker, Ph.D. (huntzicj@ohsu.edu)

Course meets online: Monday, January 4, 2021 - Friday, March 19, 2021

Face-to-Face Dates: Saturday, January 9, 2021 9am -2pm
Saturday, March 6, 2021 9am -2pm

Required Materials

The Improvement Guide: A Practical Approach to Enhancing Organizational Performance

- **Author:** Langley, et al.
- **Publisher:** Jossey-Bass
- **Edition:** 2nd Edition
- **ISBN:** 0470192410
- **Price:** \$70.00
- **Available via OHSU library:** <https://ebookcentral.proquest.com/lib/ohsu/detail.action?docID=468716>

NOTE: Physical copies of this text are in very low supply at Amazon (~20). Try the publisher, Wiley's, website. Alternatively, Kindle edition available and acceptable for use in class.

Understanding Patient Safety

- **Author:** Wachter, Robert
- **Publisher:** McGraw Hill Lange
- **Edition:** 3rd edition
- **ISBN:** 1259860248
- **Price:** \$54.00
- **Available via OHSU library:** <https://accessmedicine.mhmedical.com/book.aspx?bookid=2203>

Additional readings will be supplied in Sakai.

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

Additional Information

In this course you will do a quality improvement project that relates to some actual issue in your workplace environment unless this is not possible because of COVID-19 concerns. If not possible, then you can do a personal

improvement project. If you are doing a workplace issue, it can address either a clinical, administrative, or business issue.

You can do your project either individually or with another student in the class. An important task is to select the particular quality issue that you will address, and we would like you to begin thinking about that now. You might want to consult your manager or colleagues about appropriate issues to address. Remember that according to the National Academy of Medicine there are six dimensions of quality: safe, effective, patient-centered, efficient, timely, and equitable. Your project should address one of these dimensions.

Some issues that have been previously addressed in this course include the following:

- Improve experience of patients served by the Division of Surgical Oncology by optimizing phone service
- Improve charge capture for procedures done in the Medical ICU
- Increase the number of patients that fill out paperwork in advance and decrease the time in the waiting room without the unintended consequence of increasing total visit time.
- Decrease the number of providers who wait until Day 21 to complete their outstanding medical records.
- Reduce the number of gram stain interpretation errors made by the Core Laboratory.
- Reduce patient wait times.

An appropriate issue for the project in this course should be one that meets the following criteria:

1. **It is something that is measurable as a time series. (The key words here are “measurable” and “time.”)** For example, if you are trying to reduce the number of dropped phone calls in your clinic, you would *measure* the number of dropped calls per day for 10 or more days and then plot these daily data as a *time series* chart. (This is a run chart.) You would then make some sort of intervention to reduce the number of dropped calls and plot the post-intervention data as a continuation of your run chart to see if an improvement resulted.
2. **You have the ability to make changes in the process that defines the issue.**
3. **You can do the quality improvement project in a 10-week period.** This means that the project should be **simple and have a modest scope.**

Finally, you might find this video helpful.

- [Quality Improvement in Healthcare](#)