

DEREE COLLEGE SYLLABUS FOR:		US CREDITS: 3/0/3								
HM 3110 – DELIVERY OF HEALTHCARE QUALITY SERVICES – LEVEL 5		UK CREDITS: 15								
(June 2015)										
PREREQUISITES:	HM 1001 Introduction to Healthcare Management									
CATALOG DESCRIPTION:	Concepts, tools, issues and applications surrounding healthcare quality services delivery, including patient centered care, patient safety, performance improvement, cost, measurement and improvement of the patient experience.									
RATIONALE:	The key to quality and effective service delivery in the healthcare sector is centering all efforts on the needs of patients as consumers. With healthcare revolving around the patient, service delivery, deployment of services and sustainability are key issues for healthcare providers which need to be understood in terms of a local and a global perspective.									
LEARNING OUTCOMES:	<p>As a result of taking this module, the student should be able to:</p> <ol style="list-style-type: none"> 1. Demonstrate an understanding of the role of patient centered care in the delivery of healthcare quality services. 2. Explain the application of quality, safety and performance improvement to the measurement and improvement of the patient experience and from the perspective of the patient as a consumer of healthcare services. 3. Apply critical thinking to assess delivery, deployment and sustainability in healthcare services provision. 									
METHOD OF TEACHING AND LEARNING:	<p>In congruence with the teaching and learning strategy of the college, the following tools are used:</p> <ul style="list-style-type: none"> ➤ Class lectures ➤ Discussion and analysis of cases. ➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor, where they can ask questions and go over lecture material, case studies, and project. ➤ Use of a Blackboard learning platform, where instructors post lecture notes, assignment instructions, timely announcements, as well as additional resources. 									
ASSESSMENT:	<p>Summative:</p> <table border="1"> <tr> <td>Coursework (case-based written assignment) (1,300 – 1,500 words)</td> <td style="text-align: center;">40%</td> </tr> <tr> <td>Final Examination (essay-type questions)</td> <td style="text-align: center;">60%</td> </tr> </table> <p>Formative:</p> <table border="1"> <tr> <td>Cases, tests, coursework preparation</td> <td style="text-align: center;">0%</td> </tr> <tr> <td> </td> <td> </td> </tr> </table> <p>The formative assessments aims to prepare students for the examination. The coursework tests Learning Outcome 3. The final examination tests Learning Outcomes 1 and 2.</p> <p>Students are required to resit failed assessments in this module.</p>		Coursework (case-based written assignment) (1,300 – 1,500 words)	40%	Final Examination (essay-type questions)	60%	Cases, tests, coursework preparation	0%		
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Final Examination (essay-type questions)	60%									
Cases, tests, coursework preparation	0%									
INDICATIVE READING:	REQUIRED READING: Ransom, E.R., Joshi, M.S., Nash, D.B., & Ransom, S.B. (2008, 2 nd Edition). <i>The Healthcare Quality Book: Vision, Strategy, Tools</i> . USA:									

Health Administration Press.

RECOMMENDED READING:

• **A. BOOKS**

- Dean, M.L. (2013). *Lean Healthcare Deployment and Sustainability*. USA: McGraw-Hill Education.
- Goonan, K.J., Muzikowski, J.A., & Stoltz, P.K. (2009). *Journey to Excellence: How Baldrige Health Care Leaders Succeed*. USA: ASQ Quality Press.
- Gottwald, M. (2014). *Clinical Governance: Improving The Quality Of Healthcare For Patients And Service Users*. UK: Open University Press.
- Mark, G. & Swartz, J. (2013). *The Executive Guide to Healthcare Kaizen: Leadership for a Continuously Learning and Improving Organization*. USA: Productivity Press
- Michelli, J. (2011). *Prescription for Excellence: Leadership Lessons for Creating a World Class Customer Experience from UCLA Health System*. USA: The McGraw-Hill Companies.
- Sollecito, W.A., & Johnson, J.K. (2011, 4th Edition). *Mclaughlin And Kaluzny's Continuous Quality Improvement In Health Care*. USA: Jones & Bartlett Learning.
- Ziebland, S., Coulter, A., Calabrese, J.D., & Locoock, L. (2013). *Understanding and Using Health Experiences: Improving patient care*. UK: Oxford University Press.

B. ARTICLES

- Aldhizer, G. R., & Juras, P. (2015). Improving the Effectiveness and Efficiency of Healthcare Delivery Systems. *CPA Journal*, 85(1), 66-71.
- Arevshatian, L., Shantz, A., & Alfes, K. (2014). Perceptions of HRM practices, safety and quality in healthcare: The mediating role of engagement. *Academy of Management Annual Meeting Proceedings*, 103-108. doi:10.5465/AMBPP.2014.50
- Avery, M., Fulop, L., Clark, E., Fisher, R., Gapp, R., Guzman, G., & Vecchio, N. (2012). Towards an Enhanced Framework for Improvement in Quality Healthcare: A thematic analysis of outstanding achievement outcomes in hospital and health service accreditation. *Asia Pacific Journal of Health Management*, 7(2), 79-85.
- Dight, C., & Peters, H. (2015). Sign up to Safety: developing a safety improvement plan. *Nursing Management - UK*, 22(1), 20-24.
- Ikuma, L. H., & Nahmens, I. (2014). Making safety an integral part of 5S in healthcare. *Work*, 47(2), 243-251. doi:10.3233/WOR-121576
- Macfarlane, M. A. (2014). Sustainable Competitive Advantage for Accountable Care Organizations. *Journal of Healthcare Management*, 59(4), 263-271.
- Mannon, M. (2014). Lean Healthcare and Quality Management: The Experience of ThedaCare. *Quality Management Journal*, 21(1), 7-10.
- McFadden, K. L., Jung Y.L., Gowen III, C. R., & Sharp, B. M. (2014). Linking Quality Improvement Practices to Knowledge Management Capabilities. *Quality Management Journal*, 21(1), 42-58.
- McNichol, E. (2012). Patient-led innovation in healthcare: The value of the 'user' perspective. *International Journal of Healthcare Management*, 5(4), 216-222. doi:10.1179/2047971912Y.0000000020

	<ul style="list-style-type: none"> • Pentescu, A., Orzan, M., Stefanescu, C. D., & Orzan, O. A. (2014). Modeling patient satisfaction in healthcare. <i>Economic Computation & Economic Cybernetics Studies & Research</i>, 48(4), 145-158. • Prabhakar, K. (2014). Service Quality in Healthcare Sector: An Exploratory Study on Hospitals. <i>IUP Journal of Marketing Management</i>, 13(1), 7-28. • Renedo, A., Marston, C. A., Spyridonidis, D., & Barlow, J. (2015). Patient and Public Involvement in Healthcare Quality Improvement: How organizations can help patients and professionals to collaborate. <i>Public Management Review</i>, 17(1), 17-34. doi:10.1080/14719037.2014.881535 •
<p>INDICATIVE MATERIAL: (e.g. audiovisual, digital material, etc.)</p>	<p>REQUIRED MATERIAL:</p> <p>RECOMMENDED MATERIAL:</p> <ul style="list-style-type: none"> • Journal of Healthcare Leadership • Journal of Healthcare Management • International Journal of Healthcare Management
<p>COMMUNICATION REQUIREMENTS:</p>	<p>Individual projects submitted in Word using appropriate terminology.</p>
<p>SOFTWARE REQUIREMENTS:</p>	<p>Blackboard, MS Office, search engines</p>
<p>WWW RESOURCES:</p>	<p>http://www.jointcommissioninternational.org/ (Joint Commission International)</p> <p>www.who.org (World Health Organization)</p> <p>http://www.jointcommission.org/ (The Joint Commission)</p> <p>https://www.ache.org/ (American College of Healthcare Executives)</p> <p>http://www.projecthope.org/</p> <p>www.statistics.gr (Office for National Statistics – Greece)</p> <p>www.eurostat.eu (EU Statistical Office)</p> <p>http://www.oecd.org (OECD)</p> <p>http://www.european-hospital.com/en/home/index.html (European Hospital)</p>
<p>INDICATIVE CONTENT:</p>	<ol style="list-style-type: none"> 1. Healthcare services provision/delivery and the patient 2. Basic concepts in healthcare quality services delivery 3. Variation in practices and implications for service delivery 4. Performance improvement in healthcare service delivery: foundations, processes, tools, and knowledge transfer techniques 5. Milestones and measurements 6. Data collection and tools in healthcare service delivery

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| | <p>performance improvement</p> <ol style="list-style-type: none">7. Provider profiling based on service quality8. Measuring and improving patient experiences of care9. Dashboards and Scorecards: Tools for creating alignment in services provision10. Patient safety11. Leading for quality12. Organizational infrastructure and staffing in healthcare quality services delivery13. Implementing quality as the core organizational strategy14. Implementing quality improvements: Changing behaviour15. How purchasers select and purchase for quality16. Accreditation: Its role in driving accountability in healthcare |
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