Undergraduate Course Syllabus

HCM 430: Healthcare Quality Management

Center: Online

Credits: 3

Course Prerequisites

Acceptance into the Undergraduate Program

Course Description

The goal of this course is to introduce students to the management of operations and explore how healthcare organizations can use advanced methods to improve healthcare processes, delivery, and outcomes. Specific focus will be on analyzing cycle times (e.g., patient wait times), measuring productivity, streamlining process flows, tracking outcomes and performance metrics, and generally improving health management processes and health outcomes. The process improvement will be measured by how it can improve quality of care and safety of healthcare delivery, reduce waste, and reduce costs. The role of technology and innovative approaches in improving continuing quality improvement in healthcare delivery will be presented.

Course Outcomes

- Demonstrate an understanding of the complexity of health operations
- Use analytical tools and software to help identify problems while simplifying and streamlining decision processes
- Apply tools of operations management and data analysis to improve efficiency, quality, and safety in healthcare delivery
- Work collaboratively within an inter-professional team to manage and re-engineer the healthcare process flows
- Distinguish existing commercial applications and tools that improve quality and safety in healthcare delivery
- Design and evaluate studies to improve continuous quality improvement in healthcare delivery in collaboration with appropriate stakeholders
- Ensure that the system produces quality patient care

Required Materials

Using your learning resources is critical to your success in this course. Please purchase directly through SNHU's online bookstore, MBS Direct, rather than any other vendor. Purchasing directly from the bookstore ensures that you will obtain the correct materials and that the Help Desk, your advisor, and the instructor can provide you with support if you have problems.

American Psychological Association. (2009). *Publication manual of the American Psychological Association* (6th
Ed.). Washington, DC. ISBN: 978-1-4338-0561-5

Fleming Fallon, L., Jr., Begun, J. W., & Riley, W. J. (2013). *Managing health organizations for quality and
performance*. Burlington, MA: Jones and Bartlett. ISBN: 978-1-4496-5327-9

Instructor Availability and Response Time

Your class interaction with your instructor and your classmates will take place in Blackboard on a regular, ongoing
basis. Your instructor will be active in Blackboard at least five days a week, and you will normally communicate
with your instructor in the open Blackboard discussion forum so that your questions and the instructor's answers
benefit the entire class. You should send emails directly to your instructor only when you need to discuss
something of a personal or sensitive nature, and in those cases your instructor will generally provide a response
within 24 hours.

Grade Distribution

Assignment Category	Number of Graded Items	Point Value per Item	Total Points
Getting Started	1	3	3
Discussions	5	4	20
Journals	3	4	12
Case Studies	4	5	20
SWOT Analysis	1	15	15
Peer Review	1	5	5
Quizzes	3	5	15
Paper	1	10	10
		Total Course Points:	100

This course may also contain practice activities. The purpose of these non-graded activities is to assist you in
mastering the learning outcomes in the graded activity items listed above.

University Grading System: Undergraduate

Grade	Numerical Equivalent	Points	Total Points. 100 Points Equivalent	
			Lower	Upper
A	93-100	4	93	100
A-	90-92	3.67	90	92
B+	87-89	3.33	87	89
B	83-86	3	83	86
B-	80-82	2.67	80	82
C+	77-79	2.33	77	79
C	73-76	2	73	76
C-	70-72	1.67	70	72
D+	67-69	1.33	67	69
D	60-66	1	60	66
F	0-59	0	0	59
I	Incomplete			
IF	Incomplete/Failure*			
IP	In Progress (past end of term)			
W	Withdrawn			

*Incomplete and Incomplete/Failure: Any student requesting an "I" grade must complete a Student Petition and Contract for a Grade of Incomplete and submit it to the proper offices prior to the final day of the term/semester. The petition will specify a deadline by which the coursework must be completed. The incomplete automatically becomes an "IF" if work has not been completed and a grade has not been submitted by the specific deadline.

Grading Guides
Specific activity directions, grading guides, posting requirements, and additional deadlines can be found in the Course Information area in the Assignment Guidelines and Rubrics folder.

Weekly Assignment Schedule
The Learning Modules area in Blackboard contains one module folder for each week of the course. All reading and assignment information can be found in the folders. All assignments are due by 11:59 p.m. Eastern Time on the last day of the module week.

In addition to the textbook readings that are listed, there may be additional required resources within each module in Blackboard.

Module	Topics and Assignments
1	Management and Policy
	Fallon et al. (2013): Chapters 1 and 2
	1-1 Discussion: Getting Started
	1-2 Reflection Journal: Management of Quality Control
	1-3 Case Study: Management Decisions in Health Organizations
2	Strategic Planning
	Fallon et al. (2013): Chapters 3, 4, and 5
	2-1 Discussion
	2-2 Team Assignments
	2-3 Case Study: The Chemical Spill
3	Organizing: Organizational Dynamics
	Fallon et al. (2013): Chapters 6, 7, and 8
	3-1 SWOT Analysis First Draft and Peer Review
	3-2 Case Study
	3-3 Quiz
4	Organizing Improvement in Culture, Self, and Others
	Fallon et al. (2013): Chapters 9, 10, and 11
	4-1 SWOT Analysis Submission
	4-2 SWOT Analysis First Draft and Peer Review
	4-3 Discussion: Facilitating Improvement and Development
5	Facilitating Through Collaboration
	Fallon et al. (2013): Chapters 12 and 13
	5-1 Discussion: Collaboration and Teamwork
	5-2 Reflection Journal: Communication Style
6	Control Through Management of Organizational Performance and Finance
	Fallon et al. (2013): Chapters 14, 15, and 16
	6-1 Discussion
	6-2 Paper: Affording Quality Improvement Initiatives
	6-3 Quiz
7	Managing Organizational Change
	Fallon et al. (2013): Chapter 17
	7-1 Discussion: Resisting Change
	7-2 Case Study: Managing Change
8	Leading the Way as a Healthcare Manager
	Fallon et al. (2013): Chapter 18
	8-1 Reflection Journal
	8-2 Quiz

Attendance Policy

Online students are required to post to the Blackboard discussion board during the first week of class. If a student does not submit a posting to the discussion board during the first week of class, the student is automatically withdrawn from the course for non-participation. Review the full attendance policy.

Late Assignments Policy

Meeting assigned due dates is critical for demonstrating progress and ensuring appropriate time for instructor feedback on assignments. Students are expected to submit their assignments on or before the due date. Review the full late assignment policy.

SNHU College of Online and Continuing Education Guide to Student Success

Review the guide to student success.

Diversity and Disability Statement

The College of Online and Continuing Education (COCE) at SNHU values diversity and inclusion. SNHU strives to create inclusive and welcoming academic environments. If there are aspects of the instruction or design of this course that present barriers to your inclusion, please notify the Disability Resource Center (DRC) as soon as possible. We will work with you and your instructor to address needs and concerns.

We encourage all students with known or suspected physical, medical, sensory, psychiatric, and/or learning disabilities to register with the Disability Resource Center (DRC) in order to assess learning needs and take advantage of available academic accommodations and support services. We look forward to hearing from you. Our contact information is below.

Disability Resource Center (DRC)
(877) 591-4723 (select option 4)
(877) 520-8916 (fax)
drc@snhu.edu

We welcome COCE students, faculty, and staff to consult with the Disability Resource Center (DRC) on disability-related questions or concerns.

Academic Honesty Policy

Southern New Hampshire University requires all students to adhere to high standards of integrity in their academic work. Activities such as plagiarism and cheating are not condoned by the university. Review the full academic honesty policy.

Copyright Policy

Southern New Hampshire University abides by the provisions of United States Copyright Act (Title 17 of the United States Code). Any person who infringes the copyright law is liable. Review the full copyright policy.

SNHU College of Online and Continuing Education Withdrawal Policy

Review the full withdrawal policy.

Southern New Hampshire University Policies

More information about SNHU policies can be found on the policy page.