Graduate Course Syllabus

HCM 630: Healthcare Quality

Center: Online

Credits: 3

Course Prerequisites

None

Course Description

Healthcare quality is one of the important drivers of reform in the U.S. healthcare system. This course introduces students to the foundational principles and techniques of quality management. The course explains the central components and importance of quality, and the tools and techniques to continuously measure, assess, improve, and transform the healthcare system. Key topics in quality management include: regulatory mandates and accreditation standards, performance measurement and improvement, methods for redesign of healthcare processes, patient safety and strategies to reduce healthcare errors, and the role of information management systems and technology in healthcare.

Course Outcomes

- Determine the importance of diverse and synergistic roles among stakeholders in promoting and managing quality and creating a culture of patient safety that contributes to the transformation of healthcare
- Determine appropriate strategies for implementing technology to aid in the identification and evaluation of quality improvement opportunities and management within healthcare settings
- Evaluate management of continuous quality improvement for its implications in advancing patient care delivery via safe, timely, equitable, efficient, effective, and patient-centered care
- Propose strategies for integrating comprehensive implementation and alignment of healthcare quality improvement into internal operational structures and processes
- Recommend appropriate methods for effectively managing continuous quality improvement within healthcare settings
- Justify the increasing importance of and emphasis on continuous quality improvement as it pertains to patient safety, reimbursement, and delivery of healthcare services in the United States

Required Materials

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

Sollecito, W. A., & Johnson, J. K. (2020). *McLaughlin & Kaluzny's continuous quality improvement in health care* (5th ed.). Burlington, MA: Jones & Bartlett Learning. ISBN: 978-1-284-12659-4

American Psychological Association. (2020). *Publication manual of the American Psychological Association* (7th ed.). ISBN: 978-1-4338-3216-1

Diversity, Equity, and Inclusion

As indicated in our core values, SNHU is committed to "embrace diversity where we encourage and respect diverse identities, ideas, and perspectives by honoring difference, amplifying belonging, engaging civilly, and breaking down barriers to bring our mission to life."

This may or will be reflected in SNHU's curriculum as we embrace and practice diversity, equity, and inclusion (DEI) to provide the most transformative experience for our students, faculty, and staff. Because topics pertaining to DEI can be sensitive, please remember that embodying and practicing diversity, equity, and inclusion is one of our core values that you will encounter throughout the academic experience. In higher education, we are expected to think and engage critically. Use a growth mindset to embrace the diverse readings, course assignments, and experiences of your peers and faculty.

For more information about DEI at SNHU, please visit our website at the [Office of Diversity and Inclusion](#).

Instructor Availability and Response Time

Your class interaction with the instructor and your classmates will take place on a regular, ongoing basis. Your instructor will be actively engaged within the course throughout the week. You will normally communicate with your instructor in the weekly discussions or the General Questions discussion topic so that your questions and the instructor's answers benefit the entire class. You should feel free, however, to communicate with your instructor via SNHU email at any time, particularly when you want to discuss something of a personal or sensitive nature. Your instructor will generally provide a response within 24 hours. Instructors will post grades and feedback (as applicable) within seven days of an assignment's due date, or within seven days of a late submission.

Grade Distribution

Assignment Category	Number of Graded Items	Point Value per Item	Total Points
Discussions	5	25	125
Journals	5	30	150
Short Papers	2	50	100
Final Project Milestones	4	65	260
Healthcare Quality Improvement Plan	1	365	365
			Total Course Points: 1,000

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: Graduate

Grade	Numerical Equivalent	Points
A	93–100	4.00
A-	90–92	3.67
B+	87–89	3.33
B	83–86	3.00
B-	80–82	2.67
C+	77–79	2.33
C	73–76	2.00
F	0–72	0.00
I	Incomplete	
IF	Incomplete/Failure *	
W	Withdrawn	

* Please refer to the policy page for information on the incomplete grade process.

Grading Guides

Specific activity directions, grading guides, posting requirements, and additional deadlines can be found in the Assignments and Rubrics section of the course.

Weekly Assignment Schedule

All reading and assignment information can be found within each module of the course. Assignments and discussion posts during the first week of each term are due by 11:59 p.m. Eastern Time. Assignments and discussion posts for the remainder of the term are due by 11:59 p.m. of the student's local time zone.

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

Module	Topics and Assignments
1	The Global Evolution of CQI, Factors Influencing, and Integrating Implementation *Continuous Quality Improvement in Health Care* and PowerPoint presentations, Chapters 1, 2 and 3 1-1 Journal: Areas of Interest 1-2 Discussion: Japanese Quality Influences
2	Lean and Six Sigma Management and Team Effectiveness *Continuous Quality Improvement in Health Care* and PowerPoint presentations, Chapters 5 and 6 2-1 Discussion: Leadership 2-2 Final Project Milestone One: Introduction
3	Understanding Variation Tools and the Role of the Patient in CQI *Continuous Quality Improvement in Health Care* and PowerPoint presentations, Chapters 4 and 7 3-1 Journal: Healthgrades and Patient Safety Ratings; Implementing Outcomes 3-2 Short Paper: HCAHPS Survey Score

Module	Topics and Assignments
4	A Social Marketing Approach *Continuous Quality Improvement in Health Care* and PowerPoint presentation, Chapter 8 4-1 Discussion: Patient Influence 4-2 Final Project Milestone Two: Force Field Analysis
5	Assessing Risk and Harm *Continuous Quality Improvement in Health Care* and PowerPoint presentation, Chapter 9 5-1 Journal: Reflection, Improving Patient Satisfaction 5-2 Short Paper: Quality Improvement 5-3 Milestone Three: Begin Work
6	Classification and Reduction of Errors *Continuous Quality Improvement in Health Care* and PowerPoint presentation, Chapter 10 6-1 Final Project Milestone Three: PDSA
7	Improving Quality and Safety *Continuous Quality Improvement in Health Care* and PowerPoint presentation, Review Chapter 9 7-1 Discussion: Quality and Costs 7-2 Journal: Reflection, Interrelationship
8	Continuous Quality Improvement in U.S. Organizations *Continuous Quality Improvement in Health Care* and PowerPoint presentation, Chapter 11 8-1 Discussion: Public Health Implications 8-2 Final Project Milestone Four: Conclusion
9	Health Service Accreditation *Continuous Quality Improvement in Health Care* and PowerPoint presentation, Chapter 12 9-1 Final Project Submission: Healthcare Quality Improvement Plan
10	QI in Low- and Middle-Income Countries and Future Trends and Challenges *Continuous Quality Improvement in Health Care* and PowerPoint presentations, Chapters 13 and 14 10-1 Journal: Reflection, Models for Quality Improvement

Attendance Policy

Online students are required to submit a graded assignment/discussion during the first week of class. If a student does not submit a graded assignment/discussion during the first week of class, the student is automatically dropped 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 Student Handbook

Review the student handbook.

ADA/504 Compliance Statement

Southern New Hampshire University (SNHU) is dedicated to providing equal access to individuals with disabilities in

accordance with Section 504 of the Rehabilitation Act of 1973 and with Title III of the Americans with Disabilities Act (ADA) of 1990, as amended by the Americans with Disabilities Act Amendments Act (ADAAA) of 2008.

SNHU prohibits unlawful discrimination on the basis of disability and takes action to prevent such discrimination by providing reasonable accommodations to eligible individuals with disabilities. The university has adopted this policy to provide for prompt and equitable resolution of complaints regarding any action prohibited by Section 504, the ADA, or the ADAAA.

For questions about **support services, documentation guidelines, general disability issues, or pregnancy accommodations**, please visit the [Online Accessibility Center](#) (OAC).

As a student, you must complete an interactive intake process, with supporting documentation, in order to be granted accommodations. Once reasonable accommodations are approved by the OAC, you will receive an accommodations letter. You are then responsible for sharing the letter with your instructor. Accommodations are not retroactive.

If you feel you've been subject to discrimination on the basis of disability, by any party, you may file a complaint or grievance. For more information on the ADA/504 Grievance Policy, go to the [Disability and Accessibility Services](#) website.

Academic Integrity 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 integrity 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 Withdrawal Policy
Review the [full withdrawal policy](#).

Southern New Hampshire University Policies
More information about SNHU policies can be found on the [policy page](#).