

Indiana University Purdue University Indianapolis
School of Public and Environmental Affairs

H 615: Healthcare Outcomes & Decision Making

Spring 2006
Wednesdays 5:45-8:25
Nursing Building: NU 202

Instructor: Karlene M. Kerfoot, PhD, RN, CNA, FAAN
KKerfoot@Clarian.org

317-962-1404 office 317-312-8080 Page (in emergencies)
317-997-7283 Cell (in emergencies) 317-917-8798 Home

Assistant: Joyce Crowe, 317-962-1404 JCrowe@Clarian.org
Office: IU: 1602 MH: B 121

Office Hours: Wednesdays 4:30-5:30. as scheduled. Others as scheduled.

Description: As our society raises the expectations about quality healthcare and patient safety, the healthcare leaders of the future will be judged increasingly on their ability to drive and achieve quality outcomes. This course is an introduction to evidence-based quality and patient safety programs. Included will be content about effective and ineffective leadership in quality and patient safety, the necessary skills to lead, and tools to measure quality. A discussion of the future of quality and patient safety will conclude the course.

Objectives:

- Develop a working knowledge of the history and present state of evidence-based quality in Healthcare
- Describe the leadership essentials and accountabilities necessary to lead quality efforts in healthcare.
- Develop the knowledge base to create the culture of quality in healthcare
- Obtain the skills to build the infrastructure for quality-component parts
- Build a working knowledge of the tools for measuring, monitoring and achieving stated outcomes.
- Forecast trends in quality in the next 3-5 years.

Required Texts:

- Ransom, S., M. Joshi, & D. Nash. (2004) *The Healthcare Quality Book*. Chicago: Health Administration Press.
- Langley, G. (1996) *Improvement Guide A Practical Approach to Enhancing Organizational Performance*. 1996
- Readings as assigned

Grading:

Class participation and contribution	20%
Case Study write ups (5)	25%
Analysis Papers (2-10% each)	20%
Final Quality Project Report	35%

Grades will be awarded on the following scale:

93-100%=A	90-95%=A-
87-89% =B+	83-86%=B
80-82% =B-	77-79%=C+
73-76% = C	70-72%=C-

Below 73%-Does not meet degree requirements

All Students are expected to observe the Indiana University honor code in all portions of this class. Plagiarism or any other form of cheating or deception will not be tolerated. Policies regarding P/F, W marks and I are provided in the APEA Graduate Programs Bulletin. Policies regarding academic dishonesty are described in the IUPUI Code of Student Rights, responsibilities, and Conduct available electronically at www.hoosiers.iupui.edu/studcode/stucode.htm.

Attendance Policy:

All students are expected to attend all sessions. Class participation grades will be lowered for unexcused absences.

Unit I: Leadership Essentials***January 11:***

Class Organization
History of Healthcare Quality
Present Situation
Managing Outcomes

January 18:

Quality as a Core Organizational Strategy
The Business Case for Quality
 Quantifying Outcomes
The case for quality as a financial imperative
Evidence Based Leadership/Management Practice
Evidence-based/research based quality programs
 Research utilization and quality

Assignment:

Ransom et. al, Chapters 1-4, 13.
Assigned Readings
Case Study Handout *Due January 18*

Unit II: Creating the Culture

January 25:

Role of the CEO
Board Involvement in Quality
Elements of a Culture of Quality

February 1:

Patient Safety and Quality
Creating the Culture of Safety for Patients and Staff
High Reliability Organizations

Assignment:

Ransom et. al., Chapter 15
Assigned Readings
Case Study II. *Due February 1*

Unit III: Building the Infrastructure

February 1

Building a Quality Plan
 Clinical Quality
 Support Departments
 Business Departments

Mission
Strategy
Chapters
Compliance

February 8

Characteristics of High Performing Quality Organizations
Review Characteristics of High Performing Quality Organizations
Microsystems and their effect on quality.

February 15

External Regulators of Quality
 Role of professional organizations
 Role of Quality Organizations
 Role of Consortiums
 Regulatory Bodies

February 22

External Awards of Organizational Quality

Magnet

Baldrige

US News & World Report

Other

Politics of Quality

Assignment Due:

***Analysis of a healthcare organization known nationally
for quality.***

5 pages

March 1

Patient Safety

Patient Safety

Medical Error Reporting

High Reliability Organizations

Patient Safety Coalitions

Risk Management

March 8

Internal Quality

Medical Staff Quality

Practice Variation

Protocols/Pathways

Peer Review

Departmental Quality Measures

Business Quality Measures

March 15-Spring Break

March 22

Internal Quality continued

Patient Satisfaction

Risk Management

March 29

Information Technology and Quality

April 5

Human Resources and Quality

Employer of Choice Designation

Other Designations

Employee Satisfaction

Employee Safety

Employee Turnover
Staffing and Quality
Hiring Practices

April 12

Purchasers and Quality

Assignment:

Ransom et al., Chapters 14, 11, 12, 16, 17, 18,
Assigned Readings
Case Study III

Assignment Due: Analysis of a local healthcare organization.

Unit IV: Utilizing Tools

April 19

“Tool School”

Assignment:

Ransom et. al., Chapters 7, 10,
Langley
Assigned Readings
Case Study IV

Unit V: Monitoring and Achieving Outcomes-Evaluation

April 26

Quantifying Outcomes

External Reports

Internal Reports

Decision Support

Patient Outcome Indicators

Clinical Outcomes

Efficiency Outcomes (e.g. wait times)

Patient Satisfaction/Loyalty Outcomes

Other

Assignment:

Ransom et. al., Chapters 5, 6, 8, 9, 19
Assigned Readings
Case Study V

Final Project Due

Unit VI: Future-Mega trends

May 3

Raising the bar

Changing the professional culture

MDs

Other professions

Leaders/Managers

Public Reporting

Pay for Performance

Assignment:

Assigned Readings