COURSE TITLE: Performance Improvement

COURSE PREFIX AND NO. HDIM 2030   LEC  4.5   LAB 0   CREDIT HOURS 4.5

COURSE DESCRIPTION:

The course encompasses the investigation of peer review in healthcare, the components of quality management programs in healthcare organizations including quality/performance improvement, utilization management, risk management, safety and credentialing.

COURSE PREREQUISITE (S): HDIM 2010 and HDIM 2020

RATIONALE:

Students gain the knowledge needed to work in the performance improvement aspects of healthcare organizations. Potential career opportunities are available in this area for HDIM graduates.

REQUIRED TEXTBOOK (S) and/or MATERIALS:

1. Quality and Performance Improvement in Healthcare, sixth edition
   ISBN: 9781584264750
   Publisher: AHIMA Press
   Author: Patricia L. Shaw, MEd, RHIA, FAHIMA, Darcy Carter, MHA, RHIA,
   ISBN: 9781929955473
   Publisher: Brown-Spath Associates
   Author: Spath
   Copyright: 2013
3. Fundamental of Healthcare Quality Management
   ISBN: 9781929955466
   Publisher: Brown-Spath Assoc
   Author: Spath
   Copyright: 2013

Attached course outline written by: Dawn Goodsell Date: 11/12

Outline revised by: Dawn Goodsell (Kelly Hajek) Date: 1/2017 – Mar 2019

Effective Date: 13/SP – 18/SP Date: Mar 2019

Academic Dean: Dr. Stacey Ocander Date: 11/13 – Mar 2019

Revised 7/24/2018
COURSE OBJECTIVES:

Upon successful completion of this course, students will be able to:

1. Explain the cyclical nature of performance improvement activities as well as terminology and standards common to performance improvement.
2. Describe the contributions that team charters, team roles, ground rules, listening, and questioning can make to improve the effectiveness of improvement teams.
3. Identify the differences between internal and external customers and discuss how customers’ perspectives are important to the performance improvement process.
4. Identify four core processes or elements in the care, treatment, and services of patients and recognize the common means by which healthcare organizations monitor and improve the quality of these elements of care.
5. Discuss the roles that clinical practice guidelines and evidence-based medical play in standardizing patient-care.
6. Discuss why the control of infection is so important in healthcare organizations, differentiate healthcare-associated infections from community-acquired infection, and explain the various approaches that healthcare organizations use to incorporate risk reduction strategies regarding the occurrence of infection.
7. Explain the process of monitoring and reporting medication errors and adverse drug events, and discuss patient safety issues and the legal consequences associated with medication errors and adverse drug events.
8. Explain performance improvement perspectives of accreditation, certification, and licensure organizations
9. Identify specific knowledge and skills required for team leadership

TOPICAL UNIT OUTLINE/UNIT OBJECTIVES:

UNIT I: INTRODUCTION TO PERFORMANCE IMPROVEMENT

A. Performance improvement as a cyclical process
B. Monitoring performances through data collection
C. Team-based performance improvement processes
D. Continuous improvement builds continuous monitoring: steps to success
E. Real-Life Examples
F. QI Toolbox Techniques
   1. Brainstorming
   2. Affinity Diagrams
   3. Nominal Group Technique
UNIT II: USING TEAMWORK IN PERFORMANCE IMPROVEMENT

A. Effective Teams and Team Composition
   1. Team roles
   2. Team charters
   3. Mission, vision, and values statements
   4. Ground Rules for Meetings Led by the Facilitator
   5. Problem-Solving Techniques, Listening, and Questioning
   6. People Issues

B. Data Collection Tools
   1. Check Sheets
   2. Types of Data
   3. Statistical Analysis
   4. Data Display Tools
   5. Histograms
   6. Pareto Charts
   7. Pie Charts
   8. Line Charts
   9. Control Charts

X. Advanced Statistical Analysis

UNIT III: COMMUNICATING PERFORMANCE IMPROVEMENT ACTIVITIES AND RECOMMENDATIONS

A. Minutes
B. Reports
C. Storytelling
D. Measuring Customer Satisfaction
   1. Types of Customers
   2. Monitoring and improving customer satisfaction: steps to success
   4. External customers of a food services department
   5. Internal and external customers of a pathology laboratory
   6. QI toolbox techniques
   7. Survey design
   8. Interview design

UNIT IV: REFINING THE CONTINUUM OF CARE

A. Healthcare in the United States
B. Refining the Continuum of Care: Steps to Success
C. QI Toolbox Techniques
   1. Indicators
   2. Gant Charts

D. Improving the provision of care, treatment, and services
   1. Patient care process cycle
   2. Optimizing patient care: steps to success
   3. Focus on patient safety: national patient safety goals
   4. National standardization of care processes
   5. Measuring the effectiveness of managed care organizations
   6. Consumer advocacy groups
   7. The Joint Commission consumer protection initiatives
   8. Long-term care and home health care monitoring
   9. QI Toolbox Techniques

Revised 7/24/2018
UNIT V: PREVENTING AND CONTROLLING INFECTIOUS DISEASE

A. Managing the infectious disease experience
   1. Steps to success
   2. QI toolbox Techniques

E. Decreasing risk exposure: steps to success
   1. QI Toolbox Techniques
   2. Robust Process Improvement

J. Building a safe medication management system
   1. Steps to success
   2. QI Toolbox Techniques

UNIT VI: MANAGING THE ENVIRONMENT OF CARE

A. Improving the environment of care: steps to success
B. Criteria for an annual evaluation
   1. Information collection and evaluation system
   2. QI toolbox technique

H. Developing staff and human resources
   1. Steps to Success
   2. QI toolbox technique

I. Management of performance improvement programs
   1. Leading performance improvement activities
   2. Managing the board of directors’ PI activities
   3. Other resources for performance improvement programs
   4. Standing committee of the medical staff
   5. Performance improvement education
   6. Formal quality management structures

UNIT VII: NAVIGATING THE ACCREDITATION, CERTIFICATION, OR LICENSURE PROCESS

A. Healthcare accreditation, certification, and licensure standards
B. The Joint Commission and Its Accreditation Activities
C. Commission on Accreditation of Rehabilitation Facilities
D. American Osteopathic Association
E. National Committee for Quality Assurance
F. Accreditation Association for Ambulatory Health Care
G. CMS Conditions of Participation
H. State Licensure
I. Development of policies and procedures to meet multiple standards and regulations
J. Surviving the survey process
K. Accreditation of acute care and other facilities: The Joint Commission
L. Public Disclosure
M. Certification and licensure of long-term care facilities: State Departments of Health
N. Accreditation of psychiatric and rehabilitation care facilities: Commission on Accreditation of Rehabilitation Facilities
O. Certification: Compliance with the CMS Conditions of Participation
R. Implementing Effective Information Management Tools for Performance Improvement
   1. Transformation of data into knowledge
   2. Data repositories

Revised 7/24/2018
3. Intranet-based communication technologies
4. Standardization and support of information management tools
5. Information warehouses
6. Comparative performance data
7. Information resources management professionals
8. Joint Commission Information Management Standards

UNIT VIII: MANAGING HEALTHCARE PERFORMANCE IMPROVEMENT PROJECTS

A. Project Management and Organizational Structure
B. Project Life Cycle
C. Initiation
D. Sponsorship
E. Team Member Selection
F. Mission Statement
G. Project Phases and Processes
H. Team Group Dynamics
I. Leadership
J. Planning
K. Design
L. Gantt Charts
M. PERT Charts
N. Execution
O. Measurement Techniques
P. Closure
Q. Evaluation and Control
R. Real-Life Example
S. Why Projects Fall
T. Case Study
U. The Three Phases of Change
   1. Change Management
   2. Identifying the Losses
   3. Acknowledging the Losses
   4. Providing Information and Asking for Feedback
   5. Marking the Endings
   6. Managing the Transition
   7. Clarifying and Reinforcing the Beginning
   8. Celebrating the Successes
   9. Case Study

UNIT IX: DEVELOPING THE PERFORMANCE IMPROVEMENT PLAN

A. Strategic Planning
B. Performance Improvement Plan Design
C. Implementing the Performance Improvement Plan
D. Case Study
E. Evaluating the Performance Improvement Program
   1. Components of Program Review
   2. Executive summary
   3. Overview
   4. Performance Improvement structure
   5. Improvement Opportunities
   6. Patient-Focused Improvement
7. Organizational Improvements
8. Ongoing Measurements
9. Comparative Summary Measurements
10. Performance Improvement Team Activities
11. Other PI Review Tools
12. Customer Satisfaction
13. Risk Exposure and Patient Safety Assessment
14. Human Resources
15. Accreditation and Licensure
16. PI Program Effectiveness and Recommendations
17. Case Study

UNIT X: LEGAL IMPLICATIONS OF PERFORMANCE IMPROVEMENT

A. Avoidance of Risk from a Malpractice Perspective
B. Tort Law
C. Four Basic Elements of Negligence or Malpractice
   1. Duty to use due care
   2. Breach of duty
   3. Damages
   4. Causation
D. The Organized Medical Staff
E. Peer Review Protection
F. Immunity from Liability
G. Occurrence Reports and Sentinel Events
H. Responsibility for Disclosing Adverse Events to the Patient or Patient’s Family
I. Distinguishing Quality Improvement from Research
J. Public Health Activities
K. Predicting the Future of Performance Improvement in Healthcare
   1. Differing Views on PI in Healthcare
   2. Emerging Trends in Healthcare PI
   3. Information Systems/Information Technology
   4. Data Confidentiality and Overload
   5. Handheld Technologies
   6. Cyberg Technology
   7. Artificial Intelligence
   8. Internet Use in Healthcare
   9. Payment Systems
  10. Managed Care and Prospective Payment Systems
  11. Six Sigma
  12. Systems Thinking
  13. DRGs and Systems Thinking
  14. Systems Engineering
  15. Systems Design Tools
  16. System Analysis Tools
  17. Systems Control Tools
  18. Evidence-Based Management
  19. Fiction, Fad, Or Fundamental
  20. Virtuoso Teams
  21. ISO 9000 Certification
  22. Theory of Constraints
  23. Case Study

Revised 7/24/2018
COURSE REQUIREMENTS/EVALUATION:

Upon successful completion of this course, students will have gained the knowledge needed to work in a healthcare facility and be able to understand the importance of quality management and performance improvement when dealing with facilities, physicians, long-term care, and other sectors dealing with healthcare.

OUTCOME ASSESSMENTS

1. Explain the process of monitoring and reporting medication errors and adverse drug events, and discuss patient safety issues and the legal consequences associated with medication errors and adverse drug events.
2. Explain performance improvement perspectives of accreditation, certification, and licensure organizations
3. Identify specific knowledge and skills required for team leadership

<table>
<thead>
<tr>
<th>COURSE OBJECTIVES</th>
<th>ASSESSMENT MEASURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Explain the cyclical nature of performance improvement activities as well as terminology and standards common to performance improvement.</td>
<td>Exercises, test and research</td>
</tr>
<tr>
<td>2. Describe the contributions that team charters, team roles, ground rules, listening, and questioning can make to improve the effectiveness of improvement teams.</td>
<td>Exercises, test and research</td>
</tr>
<tr>
<td>3. Identify the differences between internal and external customers and discuss how customers’ perspectives are important to the performance improvement process.</td>
<td>Exercises, test and research</td>
</tr>
<tr>
<td>4. Identify four core processes or elements in the care, treatment, and services of patients and recognize the common means by which healthcare organizations monitor and improve the quality of these elements of care.</td>
<td>Exercises, test and research</td>
</tr>
<tr>
<td>5. Discuss the roles that clinical practice guidelines and evidence-based medical play in standardizing patient-care</td>
<td>Exercises, test and research</td>
</tr>
<tr>
<td>6. Discuss why the control of infection is so important in healthcare organizations, differentiate healthcare-associated infections from community-acquired infection, and explain the various approaches that healthcare organizations use to incorporate risk reduction strategies regarding the occurrence of infection.</td>
<td>Exercises, test and research</td>
</tr>
<tr>
<td>7. Explain the process of monitoring and reporting medication errors and adverse drug events, and discuss patient safety issues and the legal consequences associated with medication errors and adverse drug events.</td>
<td>Exercises, test and research</td>
</tr>
<tr>
<td>8. Explain performance improvement perspectives of accreditation, certification, and licensure organizations.</td>
<td>Exercises, test and research</td>
</tr>
<tr>
<td>9. Identify specific knowledge and skills required for team leadership</td>
<td>Exercises, test and research</td>
</tr>
</tbody>
</table>

Revised 7/24/2018
<table>
<thead>
<tr>
<th>WEEK</th>
<th>ASSIGNMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Begin Module 1 assignments are due by the beginning of Module 2</td>
</tr>
<tr>
<td>2</td>
<td>All Module 1 assignments due- Begin Module 2</td>
</tr>
<tr>
<td>3</td>
<td>All Module 2 assignments due- Begin Module 3</td>
</tr>
<tr>
<td>4</td>
<td>All Module 3 assignments due- Begin Module 4</td>
</tr>
<tr>
<td>5</td>
<td>All Module 4 assignments due- Begin Module 5</td>
</tr>
<tr>
<td>6</td>
<td>All Module 5 assignments due- Begin Module 6</td>
</tr>
<tr>
<td>7</td>
<td>All Module 6 assignments due- Begin Module 7</td>
</tr>
<tr>
<td>8</td>
<td>All Module 7 assignments due- Begin Module 8</td>
</tr>
<tr>
<td>9</td>
<td>All Module 8 assignments- Begin Module 9</td>
</tr>
<tr>
<td>10</td>
<td>All Module 9 assignments due- Begin Module 10</td>
</tr>
<tr>
<td>11</td>
<td>All Module 10 is due-</td>
</tr>
</tbody>
</table>