

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Faculty Information: Faculty contact information and office hours can be found on the faculty profile page.

COURSE DESCRIPTION AND OUTCOMES

Course Description:

This course will introduce the student to healthcare management within a hospital or clinical setting. Students will gain an understanding of how to manage in the healthcare setting through planning, directing, and leadership responsibilities. Students will also learn about the importance of financing in achieving healthcare goals. Discussions will include addressing healthcare challenges and improving operations, making effective decisions, managing hospital staffing, managing financial obligations in the present leadership roles in healthcare, integrating the higher level of patient care based on current standards, and understanding how older models of management and leadership practices can be blended into contemporary practices within today's healthcare industry.

Course Overview:

This class is intended to educate healthcare professionals to meet the challenges and take advantage of the opportunities found in healthcare today. Many of the current challenges in healthcare today, such as increasing costs, decreasing profitability, inadequate access, and poor quality, to name a few, can be solved with more efficient operations. This class covers a broad spectrum of operations improvement programs and provides an overview of the significant environmental trends in the healthcare industry. This course will help you implement process improvement programs, techniques and tools in the healthcare environment, and help put processes in place to address the complex web of reimbursement systems, physician relations, workforce challenges, and governmental regulations. At the end of this course the student will be able to identify methods to improve the management and delivery of healthcare to increase the effectiveness and efficiency of tomorrow's healthcare system. Students will also have the opportunity to assess their personal strengths and career goals within healthcare operations management.

Course Learning Outcomes:

1. Explain the importance of budgeting and financial performance within healthcare operations management.
2. Evaluate how management and leadership practices in the U.S. healthcare setting are being used.
3. Compare and contrast various operations management models and their functions with healthcare settings.
4. Assess current healthcare policy and the implications of this policy on managing a healthcare facility.

5. Distinguish between the various roles of healthcare administration, executives, marketing strategies, and financial procedures within healthcare.

PARTICIPATION & ATTENDANCE

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

COURSE MATERIALS

Required:

McLaughlin, D. B., & Olson, J. R. (2017). *Healthcare operations management* (3rd ed.). Chicago, IL: Healthcare Administration Press. ISBN: 978-1-56793-851-7

NOTE: All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.

COURSE SCHEDULE

Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT and peer responses posted by Sunday at 11:59 p.m. MT. Late posts may not be awarded points.
- **Opening Exercises:** Take the Opening Exercise before reading each week's content to see which areas you will need to focus on. You may take these exercises as many times as you need. The Opening Exercises will not affect your final grade.
- **Mastery Exercises:** Students may access and retake Mastery Exercises through the last day of class until they achieve the scores they desire.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Chapters 1 & 2 in *Healthcare Operations Management*
- Nambiar, B., Hargreaves, D., Morroni, C., Heys, M., Crowe, S., Pagel, C., & Colbourn, T. (2017). Improving health-care quality in resource-poor settings. *Bulletin of the World Health Organization*, 95(1), 76-78.

- Singhai, S., Latko, B., & Pardo Martin, C. (2018). The future of healthcare: Finding the opportunities that lie beneath the uncertainty. Retrieved from <https://www.mckinsey.com/industries/healthcare-systems-and-services/our-insights/the-future-of-healthcare-finding-the-opportunities-that-lie-beneath-the-uncertainty>

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (55 points)

Choose one of the following two assignments to complete this week. **Do not complete both assignments.** Identify your assignment choice (Option #1 or Option #2) in the title of your submission.

Note that while there are two options for the Critical Thinking Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

Option #1: Ways to Improve Healthcare Operations

As you know, healthcare operations involve delivering consistent quality care or services. For example, review this video related to John Hopkins to see how they stay current in their outstanding quality care achievements. Once reviewed, in a paper format, discuss your current (or a colleague's) role in healthcare and address the following:

- Describe how your (or a colleague's) role relates to operations.
- Explain how your (or a colleague's) role addresses lowering cost for the entire organization.
- Explain how your (or a colleague's) role addresses safety for the entire organization.
- Provide two examples of ways to improve outcomes.

Your paper must meet the following requirements:

- 2-3 pages in length, not including the cover page and reference page.
- Follow the CSU-Global Guide to Writing and APA Requirements. Each paper should include an introduction, a body with at least two fully developed paragraphs, and a conclusion.
- Be clear and well-written using excellent grammar and style techniques. Be concise. Be logical. You are being graded in part on the quality of your writing. If you need assistance with your writing style, start with Tools for Effective Writing at the CSU-Global Library, accessible from the Library's homepage.
- Support your paper by using a minimum of two or three scholarly sources. The CSU-Global Library is a great place to find these resources.

Option #2: Ways to Improve Healthcare Operations

As you know, "healthcare operations" means delivering consistent quality care or services. For example, review this video related to John Hopkins to see how they stay current in their outstanding quality care achievements. Once reviewed, in a video format, discuss your current (or a colleague's) role in healthcare and address the following:

- Describe how your (or a colleague's) role relates to operations.
- Explain how your (or a colleague's) role addresses lowering cost for the entire organization.
- Explain how your (or a colleague's) role addresses safety for the entire organization.

- Provide two examples of ways to improve outcomes.

Your video must meet the following requirements:

- Be at least 3 minutes in length. Include or follow up with a reference page.
- Follow the CSU-Global Guide to Writing and APA Requirements.
- Be clear, professional, and have a professional tone.
- Support your assignment by using a minimum of two or three scholarly sources. The CSU-Global Library is a great place to find these resources.

Mastery Exercise (10 points)

Module 2

Readings

- Chapters 3 & 4 in *Healthcare Operations Management*
- Harden, J., & Upton, D. (2016). An introduction to the use of the balanced scorecard for performance evaluation by financial professionals. *Journal of Financial Service Professionals*, 70(2), 81–88.
- Jihan, Q., & Jordan, L. (2014). Quality and performance measurement: National efforts to improve quality of care through measurement development. *AANA Journal*, 82(3), 184–187.
- Rynes, S., & Bartunek, J. (2017). *Evidence-based management: Foundations, development, controversies and future*. Retrieved from <https://www.cebma.org/wp-content/uploads/Rynes-Bartunek-2017.pdf>

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (55 points)

Choose one of the following two assignments to complete this week. **Do not complete both assignments.** Identify your assignment choice (Option #1 or Option #2) in the title of your submission.

Note that while there are two options for the Critical Thinking Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

Option #1: Compare and Contrast Public Reporting on Health Systems

Understanding how we compare healthcare systems is important and quality scoring helps consumers determine choice of provider. Access the CMS Hospital Compare website, then compare and contrast three local or regional hospitals' quality scores within your county. Write a paper and answer the following:

- Were the hospitals equivalent in services and size?
- What data stood out to you the most? Why?
- Which hospital would you go to receive care? Why?
- Which hospital would you send your mother or father to? Did your answers differ? Why or why not?

Your paper must meet the following requirements:

- 2-3 pages in length, not including the cover page and reference page.
- Follow the CSU-Global Guide to Writing and APA Requirements. Each paper should include an introduction, a body with at least two fully developed paragraphs, and a conclusion.
- Be clear and well-written using excellent grammar and style techniques. Be concise. Be logical. You are being graded in part on the quality of your writing. If you need assistance with your writing style, start with Tools for Effective Writing at the CSU-Global Library, accessible from the Library's homepage.
- Support your paper by using a minimum of two or three scholarly sources. The CSU-Global Library is a great place to find these resources.

Option #2: Compare and Contrast Public Reporting on Health Systems

Understanding how we compare healthcare systems is important and quality scoring helps consumers determine their choice of provider. Access the CMS Hospital Compare website, then compare and contrast three local or regional hospitals' quality scores within your county. Prepare a PPT presentation, and utilizing key points and the notes section, answer the following:

- Were the hospitals equivalent in services and size?
- What data stood out to you the most? Why?
- Which hospital would you go to receive care? Why?
- Which hospital would you send your mother or father to? Did your answers differ? Why or why not?

Your PPT presentation must meet the following requirements:

- 5-6 slides in length, not including the cover slide and reference slide.
- Follow the CSU-Global Guide to Writing and APA Requirements. Each presentation should include a title slide, key point slides with notes section utilized, a conclusion slide, and a reference slide.
- Be clear and well-written using excellent grammar and style techniques. Be concise. Be logical. You are being graded in part on the quality of your writing. If you need assistance with your writing style, start with Tools for Effective Writing at the CSU-Global Library, accessible from the Library's homepage.
- Support your presentation by using a minimum of two or three scholarly sources. The CSU-Global Library is a great place to find these resources.

Mastery Exercise (10 points)

Module 3

Readings

- Chapters 6 & 7 in *Healthcare Operations Management*
- Akyürek, C. E., &. Sawalha, R., & Ide, S. (2015). Factors affecting the decision making process in healthcare institutions. *Academy of Strategic Management Journal*, 14, 1–14.
- Harden, H., & Fulop, L. (2015). The challenges of a relational leadership and the implications for efficacious decision-making in healthcare. *Asia Pacific Journal of Health Management*, 10(3), S151–S162.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (75 points)

Choose one of the following two assignments to complete this week. **Do not complete both assignments.** Identify your assignment choice (Option #1 or Option #2) in the title of your submission.

Note that while there are two options for the Critical Thinking Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

Option #1: Failure Mode Effects Analysis

The deliverable for this assignment is a paper and a completed Failure Mode Effects Analysis (FMEA). First, identify a common operational challenge (such as emergency room waiting time, operating room turn-over, timely patient discharge) in healthcare organizations and use the FMECA tool to identify potential failure modes. Then, for the top three modes, develop 2-3 tactics to prevent the failure. To assist you, here is a brief video on how to use a FMEA.

Your paper must meet the following requirements:

- 4-5 pages in length, not including the cover page and reference page.
- Follow the CSU-Global Guide to Writing and APA Requirements. Each paper should include an introduction, a body with at least two fully developed paragraphs, and a conclusion.
- Be clear and well-written using excellent grammar and style techniques. Be concise. Be logical. You are being graded in part on the quality of your writing. If you need assistance with your writing style, start with Tools for Effective Writing at the CSU-Global Library, accessible from the Library's homepage.
- Support your paper by using a minimum of two or three scholarly sources. The CSU-Global Library is a great place to find these resources.

Option #2: Force Field Analysis

The deliverable for this assignment is a paper and a completed Force Field Analysis. First, identify a common operational challenge (such as emergency room waiting time, operating room turn-over, timely patient discharge) in healthcare organizations and use the force field analysis tool to identify potential issues. Then, for the top issues, develop 2-3 tactics to address the challenges. Here are some amazing Examples of Force Field Analysis to assist you.

Your paper must meet the following requirements:

- 4-5 pages in length, not including the cover page and reference page.
- Follow the CSU-Global Guide to Writing and APA Requirements. Each paper should include an introduction, a body with at least two fully developed paragraphs, and a conclusion.
- Be clear and well-written using excellent grammar and style techniques. Be concise. Be logical. You are being graded in part on the quality of your writing. If you need assistance with your writing style, start with Tools for Effective Writing at the CSU-Global Library, accessible from the Library's homepage.
- Support your paper by using a minimum of two or three scholarly sources. The CSU-Global Library is a great place to find these resources.

Mastery Exercise (10 points)

Module 4

Readings

- Chapters 8, 9, & 10 in *Healthcare Operations Management*
- Honda, A., Bernardo, V., Gerolamo, M., & Davis, M. (2018). How lean six sigma principles improve hospital performance. *Quality Management Journal*, 25(2), 70–82.
- Kankanhalli, A., Hahn, J., Tan, S., & Gao, G. (2016). Big data and analytics in healthcare: Introduction to the special section. *Information Systems Frontiers*, 18(2), 233–235.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (55 points)

Choose one of the following two assignments to complete this week. **Do not complete both assignments.** Identify your assignment choice (Option #1 or Option #2) in the title of your submission.

Note that while there are two options for the Critical Thinking Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

Option #1: Designing Quality Measures

After reviewing the information within this module, and watching this brief overview on how to get quality aspects right in a project—describe what quality healthcare means to you as a customer? As a healthcare leader? If you were the CEO of a healthcare organization, how would you design quality measures so they were assessable?

Your paper must meet the following requirements:

- 2-3 pages in length, not including the cover page and reference page.
- Follow the CSU-Global Guide to Writing and APA Requirements. Each paper should include an introduction, a body with at least two fully developed paragraphs, and a conclusion.
- Be clear and well-written using excellent grammar and style techniques. Be concise. Be logical. You are being graded in part on the quality of your writing. If you need assistance with your writing style, start with Tools for Effective Writing at the CSU-Global Library, accessible from the Library's homepage.
- Support your paper by using a minimum of two or three scholarly sources. The CSU-Global Library is a great place to find these resources.

Option #2: Designing Quality Measures

After reviewing the information within this module, and watching this brief overview on how to get quality aspects right in a project—describe what quality healthcare means to you as a customer? As a healthcare leader? If you were the CEO of a healthcare organization, how would you design quality measures so they were assessable?

Your PPT presentation must meet the following requirements:

- 5-6 slides in length, not including the cover slide and reference slide.

- Follow the CSU-Global Guide to Writing and APA Requirements. Each presentation should include a title slide, key point slides with notes section utilized, a conclusion slide and a reference slide.
- Be clear and well-written using excellent grammar and style techniques. Be concise. Be logical. You are being graded in part on the quality of your writing. If you need assistance with your writing style, start with Tools for Effective Writing at the CSU-Global Library, accessible from the Library's homepage.
- Support your presentation by using a minimum of two or three scholarly sources. The CSU-Global Library is a great place to find these resources.

Mastery Exercise (10 points)

Portfolio Milestone (50 points)

Choose one of the following two assignments to complete this week. **Do not complete both assignments.** Identify your assignment choice (Option #1 or Option #2) in the title of your submission.

Note that while there are two options for the Portfolio Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

Option #1: Improving Emergency Room Patient Flow and Promoting Safer Care

In a Microsoft word document, submit a brief outline of your final paper and a list of at least three scholarly references that will be utilized for research. Include a title page, outline with brief descriptions, and reference page. Format your assignment and all references according to the CSU-Global Guide to Writing and APA.

Option #2: Improving Emergency Room Patient Flow and Promoting Safer Care

In a PPT presentation, submit a brief outline of your final presentation and a list of at least three scholarly references that will be utilized for research. Include a title slide, a slide with your outline and brief descriptions, and a reference slide. Format your assignment and all references according to the CSU-Global Guide to Writing and APA.

Module 5

Readings

- Chapters 5 & 11 in *Healthcare Operations Management*
- Davies, S., Schultz, E., Raven, M., Wang, N., Stocks, C., Delgado, M., & McDonald, K. (2017). Development and validation of the agency for healthcare research and quality measures of potentially preventable emergency department (ED) visits: The ED prevention quality Indicators for general health conditions. *Health Services Research, 52*(5), 1667–1684.
- Dias, J. M., Rocha, H., & Viana, A. (2018). Preface to the special issue on improving healthcare: New challenges, new approaches. *International Transactions in Operational Research, 25*(1), 3–6.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (75 points)

Choose one of the following two assignments to complete this week. **Do not complete both assignments.** Identify your assignment choice (Option #1 or Option #2) in the title of your submission.

Note that while there are two options for the Critical Thinking Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

Option #1: Project Management: Chartering

Review the Institute for Healthcare Improvement website. Select one of the triple aim quality improvement stories to review. The story will not provide all the details; however, enough information will be provided to allow you to create a project charter. There are two parts to this assignment:

First: Write a brief introduction defining project chartering, and why you chose the story you selected.

Second: Develop a project charter, which should include the mission, purpose, requirements, project manager, scope, milestones, stakeholder influences, other department participation, environmental and external constraints and assumptions, financial ROI, and the project sponsor. An example of a project charter can be found in your textbook on page 106 in Exhibit 5.6. You may need to add in fictitious information to complete this assignment.

Your paper must meet the following requirements:

- 4-5 pages in length, not including the cover page and reference page.
- Follow the CSU-Global Guide to Writing and APA Requirements. Each paper should include an introduction, a body with at least two fully developed paragraphs, and a conclusion.
- Be clear and well-written using excellent grammar and style techniques. Be concise. Be logical. You are being graded in part on the quality of your writing. If you need assistance with your writing style, start with Tools for Effective Writing at the CSU-Global Library, accessible from the Library's homepage.
- Support your paper by using a minimum of two or three scholarly sources. The CSU-Global Library is a great place to find these resources.

Option #2: Project Management: Setting-Up the Team

Review the information in the textbook and the online article, Setting Up a Project Team. Using the example of a mid-sized family practice clinic looking to change to a new electronic medical records system, write a paper that addresses the following questions:

- Who should be invited to participate in the project and why?
- Who are the stakeholders in the project?
- Why are these particular stakeholders important to the process?
- What is agile project management? (This may be a good question for which you conduct additional research in the CSU-Global library.)
- Would it be appropriate in this case?
- What should the formal communication plan include?

Your paper must meet the following requirements:

- 4-5 pages in length, not including the cover page and reference page.

- Follow the CSU-Global Guide to Writing and APA Requirements. Each paper should include an introduction, a body with at least two fully developed paragraphs, and a conclusion.
- Be clear and well-written using excellent grammar and style techniques. Be concise. Be logical. You are being graded in part on the quality of your writing. If you need assistance with your writing style, start with Tools for Effective Writing at the CSU-Global Library, accessible from the Library's homepage.
- Support your paper by using a minimum of two or three scholarly sources. The CSU-Global Library is a great place to find these resources.

Mastery Exercise (10 points)

Module 6

Readings

- Chapter 12 in *Healthcare Operations Management*
- Alves, L. F., Cagliuso Sr., N. V., & Dunne, W. J. (2015). Building the bridge between healthcare emergency management and daily operations. *Journal of Business Continuity & Emergency Planning, 9*(2), 137–148.
- Elalouf, A., & Wachtel, G. (2015). An alternative scheduling approach for improving patient-flow in emergency departments. *Operations Research for Health Care, 7*, 94–102.
- Mccaughey, D., Erwin, C., & Dellifrairie, J. (2015). Improving capacity management in the emergency department: A review of the literature, 2000-2012. *Journal of Healthcare Management, 60*(1), 63–77.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (55 points)

Choose one of the following two assignments to complete this week. **Do not complete both assignments.** Identify your assignment choice (Option #1 or Option #2) in the title of your submission.

Note that while there are two options for the Critical Thinking Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

Option #1: Capacity Management

You are the ER department manager, and the ER medical director for your hospital's emergency department is convinced that building a 10-bed addition will address the over-crowding problem that has plagued the hospital for the last five years. Write a brief memo addressed to the hospital CEO and chief of the medical staff in which you argue that spending \$6 million will not solve the problem. The memo should identify the root-causes of such issues and explain why a more comprehensive solution is needed. For example, one of the solutions may be an alternative scheduling model.

The memo should be well-written and meet the following requirements:

- 2-3 pages in length, not including the cover page and reference page.
- Follow the CSU-Global Guide to Writing and APA Requirements. Each paper should include an introduction, a body with at least two fully developed paragraphs, and a conclusion.

- Be clear and well-written using excellent grammar and style techniques. Be concise. Be logical. You are being graded in part on the quality of your writing. If you need assistance with your writing style, start with Tools for Effective Writing at the CSU-Global Library, accessible from the Library's homepage.
- Support your paper by using a minimum of two or three scholarly sources. The CSU-Global Library is a great place to find these resources.

Option #2: Capacity Management

You are the ER department manager, and the ER medical director for your hospital's emergency department is convinced that building a 10-bed addition will address the over-crowding problem that has plagued the hospital for the last five years. Prepare a brief PPT that you intend to present to the hospital CEO and chief of the medical staff in which you argue that spending \$6 million will not solve the problem. Your presentation should identify the root-causes of such issues and explain why a more comprehensive solution is needed. For example, one of the solutions may be an alternative scheduling model.

Your PPT presentation must meet the following requirements:

- 5-6 slides in length, not including the cover slide and reference slide.
- Follow the CSU-Global Guide to Writing and APA Requirements. Each presentation should include a title slide, key point slides with notes section utilized, a conclusion slide, and a reference slide.
- Be clear and well-written using excellent grammar and style techniques. Be concise. Be logical. You are being graded in part on the quality of your writing. If you need assistance with your writing style, start with Tools for Effective Writing at the CSU-Global Library, accessible from the Library's homepage.
- Support your presentation by using a minimum of two or three scholarly sources. The CSU-Global Library is a great place to find these resources.

Mastery Exercise (10 points)

Module 7

Readings

- Chapters 13 & 14 in *Healthcare Operations Management*
- Dobrzykowski, D. D., Mcfadden, K. L., & Vonderembse, M. A. (2016). Examining pathways to safety and financial performance in hospitals: A study of lean in professional service operations. *Journal of Operations Management*, 42–43(C), 39–51.
- Kwon, I. W. G., Kim, S. H., & Martin, D. G. (2016). Healthcare supply chain management; strategic areas for quality and financial improvement. *Technological Forecasting & Social Change*, 113, 422–428.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 8

Readings

- Chapter 15 in *Healthcare Operations Management*
- Régis, T. K. O., Gohr, C. F., & Santos, L. C. (2018). Lean healthcare implementation: Experiences and lessons learned from Brazilian hospitals. *RAE: Revista De Administração De Empresas*, 58(1), 30–43.
- Rutman, L., Stone, K., Reid, J., Woodward, G., & Migita, A. (2015). Improving patient flow using lean methodology: An emergency medicine experience. *Current Treatment Options in Pediatrics*, 1(4), 359–371. Retrieved from <https://link.springer.com/article/10.1007%2Fs40746-015-0038-0>

Opening Exercise (0 points)

Discussion (25 points)

Portfolio Project (300 points)

Choose one of the following two assignments to complete this week. **Do not complete both assignments.** Identify your assignment choice (Option #1 or Option #2) in the title of your submission.

Note that while there are two options for the Portfolio Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

Option #1: Improving Emergency Room Patient Flow and Promoting Safer Care

Drawing from the concepts learned during this course, write a paper that explores and applies the relevant operational tools and techniques to address the common operating issue presented below.

It will be critical to identify the key contributing factors, which are often numerous and intertwined. In developing solutions, you must give due consideration to possible second- and third-order effects. Where possible, you are encouraged to examine a local healthcare organization. For example, this may include interviewing organizational leaders and managers, examining issues and challenges, and analyzing data. In addition, here are some Tips to Reduce Waste in Your Operations, Optimizing Your Inventory, and Drive Continuous Process Improvement as you consider ways to resolve this issue.

Issue: Patient load is more than the staff or emergency room can handle. There is overcrowding and insufficient staffing, creating circumstances in which the patients may not be receiving optimal care.

Your paper must meet the following requirements:

- 6-8 pages in length, not including the cover page and reference page.
- Follow the CSU-Global Guide to Writing and APA Requirements. Each paper should include an introduction, a body with at least two fully developed paragraphs, and a conclusion.
- Be clear and well-written using excellent grammar and style techniques. Be concise. Be logical. You are being graded in part on the quality of your writing. If you need assistance with your writing style, start with Tools for Effective Writing at the CSU-Global Library, accessible from the Library's homepage.
- Support your paper by using a minimum of five scholarly sources. The CSU-Global Library is a great place to find these resources.

Option #2: Improving Emergency Room Patient Flow and Promoting Safer Care

Drawing from the concepts learned during this course, prepare a PPT presentation that explores and applies the relevant operational tools and techniques to address the common operating issue presented below.

It will be critical to identify the key contributing factors, which are often numerous and intertwined. In developing solutions, you must give due consideration to possible second- and third-order effects. Where possible, you are encouraged to examine a local healthcare organization. For example, this may include interviewing organizational leaders and managers, examining issues and challenges, and analyzing data. In addition, here are some [Tips to Reduce Waste in Your Operations](#), [Optimizing Your Inventory](#), and [Drive Continuous Process Improvement](#) as you consider ways to resolve this issue.

Issue: Patient load is more than the staff or emergency room can handle. There is overcrowding and insufficient staffing, creating circumstances in which the patients may not be receiving optimal care.

Your PPT presentation must meet the following requirements:

- 10-12 slides in length, not including the cover slide and reference slide.
- Follow the CSU-Global Guide to Writing and APA Requirements. Presentation should include a title slide, key point slides with notes, a conclusion slide, and a reference slide.
- Be clear and well-written using excellent grammar and style techniques. Be concise. Be logical. You are being graded in part on the quality of your writing. If you need assistance with your writing style, start with [Tools for Effective Writing](#) at the CSU-Global Library, accessible from the Library's homepage.
- Support your presentation by using a minimum of five scholarly sources. The CSU-Global Library is a great place to find these resources.

Mastery Exercise (10 points)

COURSE POLICIES

Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

Course Grading

20% Discussion Participation
0% Opening Exercises
8% Mastery Exercises
37% Critical Thinking Assignments
35% Final Portfolio Project

IN-CLASSROOM POLICIES

For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /repurposing your own work (see CSU-Global Guide to Writing & APA for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and internet resources.

Citing Sources with APA Style

All students are expected to follow the CSU-Global Guide to Writing & APA when citing in APA (based on the most recent APA style manual) for all assignments. A link to this guide should also be provided within most assignment descriptions in your course.

Disability Services Statement

CSU-Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults, or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.