



HCM520: QUALITY AND PERFORMANCE IMPROVEMENT IN HEALTHCARE

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 provides an in-depth examination of the relationships between healthcare quality and organizational performance. Students are introduced to quality improvement and patient safety theories, models, methods and tools that have an application in addressing the challenge of improving the quality and safety of healthcare systems.

COURSE OVERVIEW:

In this course, you will examine the relationships between healthcare quality and organizational performance management. You will explore major principles and concepts of quality as they are related to outcomes and outcomes measurement in providing patient safety. You will study the utilization and effectiveness of statistical tools in quality measurement, as well as analyze the impact of leadership and teamwork in creating a high-quality, sustainable organization. The focus of the course includes ensuring compliance with the standards of regulatory and accreditation organizations. You will be introduced to risk management and examine it across the organization. As the culmination of the course, you will devise a risk management plan, including a root-cause analysis, constructed to address risks in healthcare settings.

COURSE LEARNING OUTCOMES:

1. Integrate major principles and concepts used in defining and measuring quality.
2. Analyze the evolution of quality improvement, risk management, and patient safety initiatives conducted at varied environmental and structural levels within the US health care system.
3. Analyze foundational theories, principles, and processes of quality improvement and patient safety as they relate to healthcare and regulatory requirements.
4. Assess quality improvement models and methodologies to address various challenges in healthcare with an emphasis on improving quality and patient safety.
5. Explain statistical methods and tools used in quality measurement and improvement, including flowcharts, cause-and-effect diagrams, Pareto charts, and run charts.
6. Develop an original proposal for improving a quality or patient safety-related process using quality improvement and risk management techniques.

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:

Dlugacz, Y. D. (2017). *Introduction to health care quality: Theory, methods, and tools*. San Francisco, CA: Jossey-Bass. ISBN: 9781118777916

Jones & Bartlett Learning. (2019). *Navigate 2 scenario for health care delivery: Patient satisfaction* [Episode 3]. Burlington, MA: Jones & Bartlett. ISBN-13: 9781284321807

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 11:59 p.m. MT. Late posts may not be awarded points.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

MODULE 1

Readings

- Chapters 1 & 2 in *Introduction to Health Care Quality: Theory, Methods, and Tools*
- Bondevik, G. T., Hofoss, D., Husebo, B. S., Deilkas, E. C. T. (2017). Patient safety culture in Norwegian nursing homes. *BMC Health Services Research*, 17:424. Retrieved from <https://bmchealthservres.biomedcentral.com/articles/10.1186/s12913-017-2387-9>
- Zineldin, M., Zineldin, J., & Vasicheva, V. (2014). Approaches for reducing medical errors and increasing patient safety: TRM, quality and 5 qs method. *TQM Journal*, 26(1), 63-74.
- Sharma, A. E., & Grumbach, K. (2017). Engaging patients in primary care practice transformation: theory, evidence and practice. *Family Practice*, 34(3), 262–267. Retrieved from <https://academic.oup.com/fampra/article/34/3/262/2756194>

Discussion (25 points)

MODULE 2

Readings

- Chapters 4, 6, & 7 in *Introduction to Health Care Quality: Theory, Methods, and Tools*
- Casalino, L. P., Gans, D., Weber, R., Cea, M., Tuchovsky, A., Bishop, T. F., Miranda, Y., Frankel, B. A., Ziehl, K. B., Wong, M. M., & Evenson, T. B. (2016). US physician practices spend more than \$15.4 billion annually to report quality measures. *Health Affairs*, 35(3), 1-6. Retrieved from <https://www.hcp.med.harvard.edu/sites/default/files/MethodsHealth%20Aff-2016-Casalino-401-6.pdf>
- Salluh, J. I., Chiche, J. D., Reis, C. E., & Soares, M. (2018). New perspectives to improve critical care benchmarking. *Annals of Intensive Care*, 8(1), 17-19. Retrieved from <https://annalsofintensivecare.springeropen.com/track/pdf/10.1186/s13613-018-0363-0>

Discussion (25 points)

Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Article Review and Evaluation: Concept Map

Utilizing the CSU-Global library, locate and read three research articles on the topic of systems for managing quality improvement across healthcare organizations (e.g., Six Sigma, Lean manufacturing, Malcolm Baldrige National Quality Award [MBNQA], Benchmarking, ISO 9000). Two articles must be quantitative studies, and the third article must be a qualitative study.

Create a concept map that compares and contrasts the characteristics of the quality improvement systems represented in each article. Your concept map may include graphics such as diagrams, tables, or charts and must provide an evaluation of the effectiveness of the systems.

Your concept map should meet the following requirements:

- Clear and concise visual representation of the key strengths and weaknesses of each quality improvement system with cited support from the selected articles.
- Graphic representation of similarities and differences between each system.
- Evaluation of situations in which each system can and should be effectively applied.
- Full APA citations for articles under review formatted according to the CSU-Global Guide to Writing and APA Requirements. The CSU-Global Library is a good place to find these references.
- Tools you may wish to consider using to create your concept map include:
 - MindMaple,
 - Bubbl.us, or
 - EdrawSoft.

Submission Requirements:

- Depending on which tool you use to create your concept map, either submit your map file (document or image file) or submit a link to your map.
- Review the grading rubric to see how you will be graded for this assignment.

Option #2: Article Annotated Bibliography

Utilizing the CSU-Global library, locate and read three research articles on the topic of systems for managing quality improvement across healthcare organizations (e.g., Six Sigma, Lean manufacturing, Malcolm Baldrige National Quality Award [MBNQA], Benchmarking, ISO 9000). Two articles must be quantitative studies, and the third article must be a qualitative study.

- Create an annotated bibliography (see annotated bibliography guide) that summarizes the key points in each article.
- Assess the application of these quality improvement systems in healthcare environments.
- Reflect on how the article informs your learning or shapes your professional practices.

Submission Requirements:

Your annotated bibliography should meet the following requirements:

- Be three to four pages in length, not including the cover or reference pages.
- Be formatted according to the CSU-Global Guide to Writing and APA Requirements.
- Provide full APA citations for articles under review. These citations should serve as the headings for your annotated bibliography, each followed by article summary content. The CSU-Global Library is a good place to find these articles.
- Review the grading rubric to see how you will be graded for this assignment.

MODULE 3

Readings

- Chapter 3 in *Introduction to Health Care Quality: Theory, Methods, and Tools*
- Kristensen, S., Hammer, A., Bartels, P., Suñol, R., Groene, O., Thompson, C. A., Arah, O. A., Kutaj-Wasikowska, H., Michel, P., & Wagner, C. (2015). Quality management and perceptions of teamwork and safety climate in European hospitals. *International Journal for Quality in Health Care*, 27(6), 499–506. Retrieved from <https://academic.oup.com/intqhc/article/27/6/499/2357460>
- Patrnczak, J. M. (2016). Implementing servant leadership at Cleveland Clinic: A case study in organizational change. *Servant Leadership: Theory & Practice*, 2(1), 36-48. Retrieved from <https://csuepress.columbusstate.edu/cgi/viewcontent.cgi?article=1003&context=sltp>
- Smith, C. (2015). Exemplary leadership: How style and culture predict organizational outcomes. *Nursing Management (Springhouse)*, 46(3), 47-51. Retrieved from https://journals.lww.com/nursingmanagement/Fulltext/2015/03000/Exemplary_leadership__How_style_and_culture.10.aspxvvvv

Discussion (25 points)

Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: The Role of Nursing Leadership in Quality

Review the following scholarly article on the role of nurse leadership in managing quality initiatives in healthcare.

Find one additional article that also addresses nurse leadership within healthcare quality efforts.

Instructions:

- Write an essay that summarizes the role that nursing leadership plays in pursuing the goals of healthcare quality and the Quadruple Aim.
- Address at least three factors/bullet points that are shown on the diagram on page 205 of the linked article.
- Conclude with recommendations regarding how positive nurse leadership can be professionally fostered and applied in the workplace to improve healthcare quality goals.

Submission Requirements:

Your paper should meet the following requirements:

- Be three to four pages in length, not including the cover or reference pages.
- Be formatted according to the CSU-Global Guide to Writing and APA Requirements.
- Provide full APA citations for articles selected along with associated in-text citations. The CSU-Global Library is a good place to find these references.
- Utilize headings to organize the content in your work.
- Review the grading rubric to see how you will be graded for this assignment.

Option #2: Leadership Style Evaluation

Utilizing the CSU-Global library, locate and read three scholarly research articles on the role of leadership in managing quality initiatives in healthcare. Select articles that demonstrate three unique styles of leadership (e.g., servant, transformational, transactional, etc.).

Instructions:

- Create a PowerPoint, Google Slides, or Prezi presentation that compares and contrasts the leadership styles from the articles that you selected.
- With cited support from your articles, appraise how each style contributes positively to the healthcare environment, as well as the leadership challenges associated with each style.
- Use diagrams, graphics, and pictures to demonstrate your points or support the leadership styles presented.
- Conclude with a recommendation regarding how positive leadership can be professionally fostered and applied in the workplace.

Submission Requirements:

Your presentation should meet the following requirements:

- Be eight to 10 slides in length, not including the title or reference slides.
- Utilize headings to organize the content in your work.
- Be formatted according to the CSU-Global Guide to Writing and APA Requirements.
- Provide full APA citations for articles selected along with associated in-text citations. The CSU-Global Library is a good place to find these references.
- Include presentation notes for each slide to support the slide content. These may be a part of the PowerPoint or in a separate Word document.
- Note: if you submit this assignment as a PDF, the presentation notes are not visible to the instructor.
- Review the grading rubric to see how you will be graded for this assignment.

MODULE 4

Readings

- Chapter 8 in *Introduction to Health Care Quality: Theory, Methods, and Tools*
- Beattie, M., Murphy, D. J., Atherton, I., & Lauder, W. (2015). Instruments to measure patient experience of healthcare quality in hospitals: a systematic review. *Systematic Reviews*, 4(97), 1-21. Retrieved from <https://systematicreviewsjournal.biomedcentral.com/track/pdf/10.1186/s13643-015-0089-0>
- Jacobs, L. M., Brindis, C. D., Hughes, D., Kennedy, C. E., & Schmidt, L. A. (2018). Measuring consumer engagement: A review of tools and findings. *Journal for Healthcare Quality*, 40(3), 139-146. Retrieved from <https://cloudfront.escholarship.org/dist/prd/content/qt8rj1k526/qt8rj1k526.pdf>

Discussion (25 points)

Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Improving Patient Satisfaction

Complete the Jones & Bartlett Navigate 2 simulation scenario “Healthcare Delivery: Patient Satisfaction (Episode 3).”

Instructions:

- Access the site per the instructions located in the Course Information folder, titled: Jones & Bartlett Simulation Student Guide.
- Carefully review the simulation’s introductory information and instructions.
- After completing the simulation, capture a screen image of your quiz score and paste it into your assignment as an appendix. You must score 80% or higher on the quiz component to show understanding of the concepts and activities.
- Additionally, you must complete the final assessment, which asks you to make improvement recommendations to the CEO.
- Think about which issues should be prioritized and which issues may be part of a later plan.
- You need to include the specific components mentioned within the scenario.

Submission Requirements:

You may format this as an email, as shown within the simulation.

Your email should meet the following requirements:

- Be 500-700 words.
- A minimum of three references with associated in-text citations. The CSU-Global Library is a good place to find these references.
- Contain reference entries formatted according to the CSU-Global Guide to Writing and APA Requirements.
- Review the grading rubric to see how you will be graded for this assignment.

Option #2: Improving Patient Satisfaction: Business Report

Complete the Jones & Bartlett Navigate 2 simulation scenario “Healthcare Delivery: Patient Satisfaction (Episode 3).”

Instructions:

- Access the site per the instructions located in the Course Information folder, titled: Jones & Bartlett Simulation Student Guide.
- Carefully review the simulation's introductory information and instructions.
- After completing the simulation, capture a screen image of your quiz score and paste it into your assignment as an appendix. You must score 80% or higher on the quiz component to show understanding of the concepts and activities.
- Additionally, you must complete the final assessment, which asks you to make improvement recommendations to the CEO.
- Think about which issues should be prioritized and which issues may be part of a later plan.
- You need to include the specific components mentioned in the scenario.

Submission Requirements:

You should format this as a business report. Your business report should meet the following requirements:

- Be two to three pages in length in business report format, with the addition of a reference page.
- You may use the following examples to familiarize yourself with business report formatting:
 - Short Report Example
 - 6+ Examples of Short Reports
- Be formatted according to the CSU-Global Guide to Writing and APA Requirements.
- A minimum of three references with associated in-text citations. The CSU-Global Library is a good place to find these references.
- Review the grading rubric to see how you will be graded for this assignment.

MODULE 5

Readings

- Chapter 9 in *Introduction to Health Care Quality: Theory, Methods, and Tools*
- Hunter, S. B., Rutter, C. M., Ober, A. J., & Booth, M. S. (2017). Building capacity for continuous quality improvement (CQI): A pilot study. *Journal of Substance Abuse Treatment, 81*, 44-52.
- McLaughlin, N., Garrett, M. C., Emami, L., Foss, S. K., Klohn, J. L., & Martin, N. A. (2016). Integrating risk management data in quality improvement initiatives within an academic neurosurgery department. *Journal of Neurosurgery, 124*(1), 199-206. Retrieved from <http://thejns.org/doi/pdf/10.3171/2014.11.JNS132653>
- Mosadeghrad, A. M. (2015). Developing and validating a total quality management model for healthcare organisations. *TQM Journal, 27*(5), 544-564.

Discussion (25 points)

Career Development Criteria (90 points)

Options #1 & #2: Lifetime Employability

Lifetime Employability

As a professional in healthcare, capitalizing on your strengths will increase the quality of your work and interactions in the workplace.

Instructions:

1. Reflect on your strengths and respond to the following questions in a well-written, concise paper using specific examples to support your statements.
 - How do (or will) you use critical thinking in decision making and problem-solving as a professional in a healthcare environment?
 - What are the three most essential elements of personal and professional etiquette that should be employed in your career in healthcare?
 - What are your communication strengths and weaknesses? How can you capitalize on your communication strengths in the workplace?
 - What are your strengths and weaknesses related to the use of technology in the workplace? Are there specific tools that require more training for you to be successful?
 - What strategies do you employ to stay on-task and on-time in your professional life? How do you manage your professional goals?
2. Conclude with an evaluation of how your identified strengths and strategies will positively increase the quality of your work and interactions in the workplace as well as impact the quality of patient care.

Submission Requirements:

Your paper should meet the following requirements:

- Be three to four pages in length.
- Be formatted according to the CSU-Global Guide to Writing and APA Requirements.
- Review the grading rubric to see how you will be graded for this assignment.
- Use the CSU-Global Career Center to prepare for your career.

MODULE 6

Readings

- Chapter 5 in *Introduction to Health Care Quality: Theory, Methods, and Tools*
- Bender, M. (2016). Clinical nurse leader integration into practice: developing theory to guide best practice. *Journal of Professional Nursing*, 32(1), 32-40. Retrieved from <https://cloudfront.escholarship.org/dist/prd/content/qt6d32s0h7/qt6d32s0h7.pdf>
- Khan, A., Furtak, S. L., Melvin, P., Rogers, J. E., Schuster, M. A., & Landrigan, C. P. (2016). Parent-reported errors and adverse events in hospitalized children. *JAMA Pediatrics*, 170(4), e154608, 1-15. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5336322/pdf/nihms847322.pdf>
- Wang, H. F., Jin, J. F., Feng, X. Q., Huang, X., Zhu, L. L., Zhao, X. Y., & Zhou, Q. (2015). Quality improvements in decreasing medication administration errors made by nursing staff in an academic medical center hospital: A trend analysis during the journey to Joint Commission International accreditation and in the post-accreditation era. *Therapeutics and Clinical Risk Management*, 11, 393-406. Retrieved from <https://www.dovepress.com/quality-improvements-in-decreasing-medication-administration-errors-ma-peer-reviewed-fulltext-article-TCRM>

Discussion (25 points)

Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Healthcare Error Prevention Presentation

Use the CSU-Global Library, along with appropriate internet sources, to identify three real-world examples of healthcare errors that impacted patient safety within the past five years.

Use the readings and your knowledge of risk management and quality/performance improvement to analyze these errors and to prepare a presentation designed to inform a healthcare organization how to prevent these situations or events from occurring.

Instructions:

Your presentation must include:

- A concise summary of each healthcare error event.
- An analysis of the impact each event had on internal and external stakeholders.
- Recommendations to the healthcare organization for quality and performance improvements to prevent this situation or event from occurring.

Submission Requirements:

Your presentation should meet the following requirements:

- Be eight to 10 slides in length, not including the title or reference slides (via PowerPoint, Prezi, or Google Slides).
- Utilize headings to organize the content in your work.
- Be formatted according to the CSU-Global Guide to Writing and APA Requirements.
- Provide full APA citations for cited events/examples and support for prevention recommendations from a minimum of two scholarly articles in addition to course resources. The CSU-Global Library is a good place to find these references.
- Include presentation notes for each slide to support the slide content. These may be a part of the PowerPoint or in a separate Word document.
Note: If you submit this assignment as a PDF, the presentation notes are not visible to the instructor.
- Review the grading rubric to see how you will be graded for this assignment.

Option #2: Healthcare Error Assessment Report

Use the CSU-Global Library, along with appropriate internet sources, to identify a real-world example of a healthcare error that impacted patient safety within the past five years. Use the readings and your knowledge of risk management and quality/performance improvement to write a report to the Chief Executive and Board of Governors of this organization stating your assessment of the error and recommendations for improvement.

Instructions:

Your report should describe this situation and the impact on patient safety:

- Who was affected and how did it influence quality service delivery at this facility?
- How was this event handled by the healthcare leaders and internal stakeholders? By external stakeholders?
- What recommendations do you have for performance improvement to prevent this situation or event from reoccurring?

Submission Requirements:

Your report should meet the following requirements:

- Be three to four pages in length, not including the cover or reference pages.
- Be formatted according to the CSU-Global Guide to Writing and APA Requirements.
- Provide support for your statements with in-text citations from a minimum of four scholarly articles. Two of these sources may be from the class readings, textbook, or lectures, but two must be external. The CSU-Global Library is a good place to find these references.
- Utilize headings to organize the content in your work.

MODULE 7

Readings

- Brubakk, K., Vist, G. E., Bukholm, G., Barach, P., & Tjomsland, O. (2015). A systematic review of hospital accreditation: The challenges of measuring complex intervention effects. *BMC Health Services Research*, 15(1), 280-289.
- Centers for Medicare & Medicaid Services. (2018). *The hospital value-based purchasing (VBP) program*. Retrieved from <https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/Value-Based-Programs/HVBP/Hospital-Value-Based-Purchasing.html>
- Manning, W. J., Farrell, M. B., Bezold, L. I., Choi, J. Y., Cockcroft, K. M., Gornik, H. L., Jerome, S. D., Katanick, S. L., & Heller, G. V. (2015). How do noninvasive imaging facilities perceive the accreditation process? Results of an Intersocietal Accreditation Commission Survey. *Clinical Cardiology*, 38(7), 401–406. Retrieved from <http://onlinelibrary.wiley.com/doi/10.1002/clc.22408/full>
- The Joint Commission. (2018). *What is accreditation?* Retrieved from https://www.jointcommission.org/accreditation/accreditation_main.aspx

Discussion (25 points)

MODULE 8

Readings

- American Society for Healthcare Risk Management. (2018). *10 patient safety tips for hospitals*. Retrieved from <https://www.ahrq.gov/patients-consumers/diagnosis-treatment/hospitals-clinics/10-tips/index.html>
- Braithwaite, J., Wears, R. L., & Hollnagel, E. (2015). Resilient health care: Turning patient safety on its head. *International Journal for Quality in Health Care*, 27(5), 418-420. Retrieved from <https://academic.oup.com/intqhc/article/27/5/418/2357417/Resilient-health-care-turning-patient-safety-on>
- Canale, M. L. (2018). Implementation of a standardized handoff of anesthetized patients. *AANA Journal*, 86(2), 137–145.
- Tripathi, V., Stanton, C., Strobino, D., & Bartlett, L. (2015). Development and validation of an index to measure the quality of facility-based labor and delivery care processes in Sub-Saharan Africa. *PLOS One*, 10(6), 1-29. Retrieved from <http://journals.plos.org/plosone/article/file?id=10.1371/journal.pone.0129491&type=printable>
- Young, S., Dell, D., & Letnaunchyn, K. (2016). Alarm management: Decreasing alarm fatigue and noise levels in a pediatric PACU. *Journal of PeriAnesthesia Nursing*, Volume 31(4), e34-e35.

Discussion (25 points)

Portfolio Project (350 points)

Choose one of the following two Portfolio Projects to complete. Do not do both assignments. Identify your assignment choice in the title of your submission. Review the Portfolio Project grading rubric to understand how you will be graded on your project.

Option #1: Quality & Risk Management Plan

For your final Portfolio Project, you will write a paper based on the following case study scenario: Interim Bulletin: Wrong Route Administration of an Oral Drug into a Vein

Your goal is to address the areas of risk and quality improvement related to healthcare/medical errors, as well as to safeguard future patients from having their safety compromised like what occurred in this case study.

Instructions:

Your quality and risk management plan must include:

- A root-cause analysis;
- At least two recommendations for improvement;
- Identification of all employees' roles in your analysis;
- An assessment of what the facility can do going forward to create a culture of quality and safety;
- Quality, risk, and performance improvement diagrams and charts (e.g., a fishbone or other visual forms of root cause analysis, Pareto chart, tables, etc.) to support your analysis; and
- A commentary that relates the case broadly to what has been covered throughout the course and describes the roles played by quality and regulation to prevent occurrences such as the case described.

Submission Requirements:

Your paper should meet the following requirements:

- Be 10-12 pages in length, not including the cover or reference pages.
- Be formatted according to the CSU-Global Guide to Writing and APA Requirements.
- Provide support for your statements with in-text citations from a minimum of eight scholarly references. Four of these references must be from outside sources and four may be from course readings, lectures, and textbooks. The CSU-Global Library is a good place to find these references.
- Utilize headings to organize the content in your work.
- Review the grading rubric to see how you will be graded for this assignment.

Option #2: Quality Risk Management Presentation

For your final Portfolio Project, you will construct a PowerPoint, Prezi, or Google Slides presentation to be presented at the next meeting of the Quality and Risk Management Board at this hospital.

Please review the following case study scenario: Interim Bulletin: Wrong Route Administration of an Oral Drug into a Vein

Your presentation must address the areas of risk and quality improvement related to the healthcare/medical error, as well as to safeguard future patients from having their safety compromised in a manner similar to what occurred in this case study.

Instructions:

Your quality and risk management plan must include:

- A root-cause analysis;
- At least two recommendations for improvement;
- Identification of all employees' roles in your analysis;
- An assessment of what the facility can do going forward to create a culture of quality and safety;
- Quality, risk, and performance improvement diagrams and charts (e.g., a fishbone or other visual forms of root cause analysis, Pareto chart, tables, etc.) to support your analysis; and
- A commentary that relates the case broadly to what has been covered throughout the course and describes the roles played by quality and regulation to prevent occurrences such as the case described.

Submission Requirements:

Your presentation should meet the following requirements:

- Be 12-15 slides in length, not including the title or reference slides.
- Be formatted for a formal presentation including headings per slide, major points per slide, and presentation notes or embedded audio to supplement each slide provided as if you were doing the actual presentation.
- Be formatted according to the CSU-Global Guide to Writing and APA Requirements.
- Cite at least eight scholarly references. Four of these references must be from outside sources, and four may be from course readings, lectures, and textbooks. Include citations to support the statements made and for each of the references listed on your reference slide(s).
- Be submitted as a PowerPoint, Prezi, or Google Slides file or link to a presentation if hosted on another site. Do not submit the presentation as a PDF file.
- Review the grading rubric to see how you will be graded for this assignment.

COURSE POLICIES

Course Grading

20% Discussion Participation
45% Critical Thinking Assignments
35% Final Portfolio Project

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

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 and APA Requirements* 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 and APA Requirements* when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document 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 <mailto: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.