

Syllabus

Course Overview

Course Overview

In this course, you will be exposed to valuable tools and processes for proactive health care leadership in addressing laws, industry standards, best practices, and ethical conduct expectations. You will examine political, legal, and regulatory issues that impact health care organizations and environments. You will analyze the effects of health care policy on health care practice and care delivery, with particular emphasis on the strategies used to monitor and maintain legal and regulatory compliance. As you immerse yourself in the content of the course, it will be helpful to consider how you as a health care leader will develop, implement, and evaluate organizational initiatives and interventions to ensure compliance with legal and regulatory standards. You will also identify and apply health care policy and care delivery concepts that promote organizational improvement. Using a systems-based approach you will consider how elements of policy, law, and regulation affect your current or future workplace. To effect positive organizational outcomes health care leaders integrate health care laws and standards, the organizational mission, strategic direction, interests of internal and external (or community) stakeholders, and specific code of ethics for all interprofessional disciplines.

Additionally, you will become familiar with how to present real-world executive care documents supported by scholarship, research, and evidence-based practice. The ability to construct concise, substantive executive briefs, communicating performance metrics, and presenting evidence-based recommendations to a variety of stakeholders are skills that will immediately translate into the workplace.

Health law and policy are defined and reinforced by the government as well as by professional associations related to care delivery. The Agency for Healthcare Research and Quality (AHRQ), a division of the U.S. Department of Health and Human Services (HHS), describes competencies for health care leadership that relate to health law, policy, and ethics. Additionally, industry professional associations, such as the American College of Healthcare Executives (ACHE) and the American Nurses Association (ANA), have also identified the need for sound, systems-based leadership toward the assurance of quality health.

The ACHE conveys the need for a "comprehensive strategy by which government, health care providers, consumers, and the industry as a whole could reduce preventable medical errors" (ACHE, 2017, para. 1). The ACHE statement adds, "Since the original IOM [Institute of Medicine] report, organizations such as the Agency for Healthcare Research and Quality, the Institute for Healthcare Improvement and The Joint Commission have focused on developing and promulgating best practices to improve patient safety" (ACHE, 2017, para. 1).

To this end, health care leaders are expected to be aware of laws, codes, principles, concepts, and ethical responsibilities related to quality care delivery from both individual and organizational perspectives. This course addresses legal and regulatory concepts, health care policy, industry practices within a systems perspective, and individual versus organizational roles and responsibilities for quality care delivery.

Throughout the course, you are provided with links to websites containing current information and resources from government and professional associations. You may wish to bookmark these sites to make it easier to monitor them for updates and changes.

The course closes with a personal reflection exercise including an ethics self-assessment tool offered by ACHE. The tool is not scored; rather, it serves as a confidential, individual assessment. Industry leaders are accountable to the communities in which they serve to provide ethical practice. To serve responsibly, leaders must remain vigilant in monitoring new health care needs, advocacy and policy roles, and industry standards, as well as regulatory and legal requirements and their associated ethical issues.

APA Style Resources

Capella uses the *Publication Manual of the American Psychological Association* (commonly referred to as the APA Manual) as its style guide for scholarly writing. Using a single publication manual ensures a consistent style across degrees, programs, and schools, and APA style is well respected and widely used in scholarly works and academic publications. For your program, Capella provides a selection of online resources designed to help you understand APA style and use it effectively. See Capella's [APA Module](#), which offers highlights that are designed to help you quickly understand the fundamentals you need to write a course paper that meets APA guidelines.

Assignments

Week 3: Complete an assessment and write a report for a senior leader that communicates your evaluation of current organizational or interprofessional team performance, with respect to prescribed benchmarks – 20% of your grade. **Scoring Guide**

Week 5: Propose an organizational policy and practice guidelines that you believe will lead to an improvement in quality and performance – 20% of your grade. **Scoring Guide**

Week 7: Develop a presentation of your Week 5 policy proposal for stakeholders – 20% of your grade. **Scoring Guide**

Week 9: Design a training session for a role group responsible for implementing your proposed policy and practice guidelines – 20% of your grade. **Scoring Guide**

Discussions

Participation in discussions and blogs will count for 20% of your final grade.

Week 1: Discuss the challenges associated with implementing a current health care law.

Week 2: Discuss dilemmas, controversies, or challenges associated with implementing the Affordable Care Act (ACA).

Week 3: Evaluate a health care organization's performance on metrics and benchmarks related to governmental and regulatory standards.

Week 4: Analyze an employment law related to health care and suggest a tool, system, or process that could help an organization ensure compliance with that law.

Week 6: Conduct a brief analysis of two strategic planning models.

Week 8: Discuss accountability for patient privacy and associated enforcement policies.

Week 9: Discuss training strategies associated with proposed policy and practice changes.

Week 10: Propose an ethical framework for decision making.

Reference

American College of Healthcare Executives. (2017). The healthcare executive's role in ensuring quality and patient safety. Retrieved from <https://www.ache.org/about-ache/our-story/our-commitments/policy-statements/healthcare-executives-role-in-ensuring-quality-and-safety>

Course Competencies

(Read Only)

To successfully complete this course, you will be expected to:

- 1 Analyze relevant health care laws, policies, and regulations; their application; and their effects on organizations, interprofessional teams, and professional practice.
- 2 Lead the development and implementation of ethical and culturally sensitive policies that improve health outcomes for individuals, organizations, and populations.
- 3 Evaluate relevant indicators of performance, such as benchmarks, research, and best practices, to inform health care laws and policies for patients, organizations, and populations.
- 4 Develop strategies to work collaboratively with policy makers, stakeholders, and colleagues to address environmental (governmental and regulatory) forces.
- 5 Produce clear, coherent, and professional written work, in accordance with Capella's writing standards.

Course Prerequisites

Syllabus >> Course Materials

Required

The materials listed below are required to complete the learning activities in this course.

Library

The following required readings are provided in the Capella University Library or linked directly in this course. To find specific readings by journal or book title, use [Journal and Book Locator](#). Refer to the [Journal and Book Locator library guide](#) to learn how to use this tool.

- Anthony, D. L., Appari, A., & Johnson, M. E. (2014). [Institutionalizing HIPAA compliance: Organizations and competing logics in U.S. health care \[PDF\]](#). *Journal of Health and Social Behavior*, 55(1), 108–124.
- Birk, S. (2014). [Quality, cost and accountable care models for the journey](#). *Healthcare Executive*, 29(3), 20–22, 24–28.
- Blendon, R. J., & Benson, J. M. (2017). [Public opinion about the future of the Affordable Care Act](#). *The New England Journal of Medicine*, 377(9), e12(1)–e12(7).
- Blumenthal, D. (2010). [Launching HITECH](#). *The New England Journal of Medicine*, 362(5), 382–385.
- Blumenthal, D., Abrams, M., & Nuzum, R. (2015). [The Affordable Care Act at 5 years](#). *The New England Journal of Medicine*, 372(25), 2451–2458.
- Butler, S. M. (2016). [The Future of the Affordable Care Act: Reassessment and revision](#). *JAMA*, 316(5), 495–497.
- Cabassa, L. J., Gomes, A. P., & Lewis-Fernandez, R. (2015). [What would it take? Stakeholders' views and preferences for implementing a health care manager program in community mental health clinics under health care reform \[PDF\]](#). *Medical Care Research and Review*, 72(1), 71–95.
- Centafont, D. (2014). [Contract management systems: An effective compliance tool](#). *Journal of Health Care Compliance*, 16(5), 41–42, 78.
- Dannapfel, P., Poksinska, B., & Thomas, K. (2014). [Dissemination strategy for Lean thinking in health care](#). *International Journal of Health Care Quality Assurance*, 27(5), 391–404.
- Gaffney, A., & McCormick, D. (2017). [The Affordable Care Act: Implications for health-care equity](#). *The Lancet*, 389(10077), 1442–1452.
- Gershengorn, H. B., Kocher, R., & Factor, P. (2014). [Management strategies to effect change in intensive care units: Lessons from the world of business: Part I. Targeting quality improvement initiatives](#). *Annals of the American Thoracic Society*, 11(2), 264–269.
- Grol, R., Wensing, M., Eccles, M., & Davis, D. (Eds.). (2013). [Improving patient care: The implementation of change in health care \(2nd ed.\)](#). Hoboken, NJ: John Wiley & Sons.
- Guillot, C. (2014). [Gauging the Affordable Care Act](#). *Internal Auditor*, 71(1), 54–59.
- Himmelstein, D. U., Lawless, R. M., Thorne, D., Foohey, P., & Woolhandler, S. (2019). [Medical bankruptcy: Still common despite the Affordable Care Act](#). *American Journal of Public Health*, 109(3), 431–433.
- Lachman, V. D. (2015). [The new 'Code of Ethics for Nurses With Interpretative Statements' \(2015\): Practical clinical application, part II](#). *Medsurg Nursing*, 24(5), 363–368.
- Levitt, L. (2017). [Is the Affordable Care Act imploding?](#) *JAMA*, 317(20), 2051–2052.
- Martin, E. J. (2015). [Healthcare policy legislation and administration: Patient Protection and Affordable Care Act of 2010](#). *Journal of Health and Human Services Administration*, 37(4), 407–411.
- Nippak, P., Veracion, J. I., Muia, M., Ikeda-Douglas, C. J., & Isaac, W. W. (2016). [Designing and evaluating a balanced scorecard for a health information management department in a Canadian urban non-teaching hospital \[PDF\]](#). *Health Informatics Journal*, 22(2), 102–139.
- Oliver, T. R. (Ed.). (2014). [Guide to U.S. health and health care policy](#). Thousand Oaks, CA: SAGE Publications.
- Siegel, M. (2015). [Risk-adjusted base payments can support the move to value](#). *Healthcare Financial Management*, 69(1), 38–41.
- Trastek, V. F., Hamilton, N. W., & Niles, E. E. (2014). [Leadership models in health care – A case for servant leadership](#). *Mayo Clinic Proceedings*, 89(3), 374–381.
- van Bulck, H. (2015). [Strategic business planning for small primary care practices in the affordable care era: A heuristic model](#). *International Journal of Business & Public Administration*, 12(2), 109–121.
- Vestal, K. (2013). [Change fatigue: A constant leadership challenge](#). *Nurse Leader*, 11(5), 10–11.
- Webb, E. (2014). [Commentary on the ISSOP policy statement on the UNCRC and health](#). *Child: Care, Health & Development*, 40(1), 4–6.

- Winland-Brown, J., Lachman, V. D., & Swanson, E. O. (2015). The new 'Code of Ethics for Nurses with Interpretive Statements' (2015): Practical clinical application, part I. *MedSurg Nursing*, 24(4), 268–271.

External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- American College of Healthcare Executives. (2016). Ethical decision making for healthcare executives. Retrieved from <https://www.ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics/ethical-decision-making-for-healthcare-executives>
- American College of Healthcare Executives. (2016). Health information confidentiality. Retrieved from <https://www.ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics/health-information-confidentiality>
- American College of Healthcare Executives. (2016). Promise making, keeping and rescinding. Retrieved from <https://www.ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics/promise-making-keeping-and-rescinding>
- American College of Healthcare Executives. (n.d.). ACHE code of ethics. Retrieved from <https://www.ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics>
- American College of Healthcare Executives. (n.d.). ACHE policy statements. Retrieved from <https://www.ache.org/about-ache/our-story/our-commitments/policy-statements>
- American College of Healthcare Executives. (n.d.). Ethics self-assessment. Retrieved from <https://www.ache.org/about-ache/our-story/our-commitments/ethics/ethics-self-assessment>
- American College of Healthcare Executives. (n.d.). Ethics toolkit. Retrieved from <https://www.ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics/creating-an-ethical-culture-within-the-healthcare-organization/ethics-toolkit>
- American Nurses Association. (n.d.). Health system transformation. Retrieved from <https://www.nursingworld.org/practice-policy/health-policy/health-system-reform/>
- Bosch, B., & Mansell, H. (2015). Interprofessional collaboration in health care: Lessons to be learned from competitive sports. *Canadian Pharmacists Journal*, 148(4), 176–179. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4530359/>
- Centers for Disease Control and Prevention. (2018). Performance management and quality improvement: Data and benchmarks. Retrieved from <https://www.cdc.gov/stltpublichealth/performance/data.html>
- Centers for Medicare & Medicaid Services. (2018). HIPAA basics for providers: Privacy, security, and breach notification rules [PDF]. Retrieved from <http://www.cms.gov/Outreach-and-Education/Medicare-Learning-Network-MLN/MLNProducts/Downloads/HIPAAPrivacyandSecurity.pdf>
- Centers for Medicare & Medicaid Services. (2019). Accountable care organizations (ACOs). Retrieved from <https://www.cms.gov/Medicare/Medicare-Fee-for-Service-Payment/ACO/index.html?redirect=/ACO/>
- Free Management Library. (n.d.). Basic overview of various strategic planning models. Retrieved from <http://managementhelp.org/strategicplanning/models.htm>
- Ghazisaeidi, M., Safdari, R., Torabi, M., Mirzaee, M., Farzi, J., & Goodini, A. (2015). Development of performance dashboards in healthcare sector: Key practical issues. *Acta Informatica Medica*, 23(5), 317–321. Retrieved from <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4639357/>
- Gliad, S., & Jackson, A. (2017). The future of the Affordable Care Act and insurance coverage. *American Journal of Public Health*, 107(4), 538–540. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5343718/>
- Gold, J. (2015). Accountable care organizations explained. Retrieved from <http://khn.org/news/aco-accountable-care-organization-faq/>
- Gordon, L., Modayil, M. V., Pavlik, J., & Morris, C. D. (2015). Collaboration with behavioral health care facilities to implement systemwide tobacco control policies — California, 2012. *Preventing Chronic Disease*, 12, E13. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4318685/>
- HealthCare.gov. (n.d.). Retrieved from <http://www.healthcare.gov/>
- Huerta T. R., Hefner J. L., Ford, E. W., McAlearney A. S., & Menachemi N. (2014). Hospital website rankings in the United States: Expanding benchmarks and standards for effective consumer engagement. *Journal of Medical Internet Research*. 16(2), e64. Retrieved from <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3961706/>
- National Learning Consortium. (2013). Change management in EHR implementation—Primer [PDF]. Retrieved from http://www.healthit.gov/sites/default/files/tools/nlc_changemanagementprimer.pdf
- NCQA. (n.d.). HEDIS measures and technical resources. Retrieved from <https://www.ncqa.org/hedis/measures/>
- Terzic-Supic, Z., Bjegovic-Mikanovic, V., Vukovic, D., Santric-Milicevic, M., Marinkovic, J., Vasic, V., & Laaser, U. (2015). Training hospital managers for strategic planning and management: A prospective study. *BMC Medical Education*, 15, 1–9. Retrieved from <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4355452/>
- The Joint Commission. (n.d.). Retrieved from <http://www.jointcommission.org/>
- U.S. Department of Health & Human Services. (n.d.). About the Affordable Care Act. Retrieved from <http://www.hhs.gov/healthcare/about-the-law/>
- U.S. Department of Health & Human Services. (n.d.). HIPAA for professionals. Retrieved from <http://www.hhs.gov/hipaa/for-professionals/index.html>
- U.S. Department of Health & Human Services. (n.d.). Special topics in health information privacy. Retrieved from <http://www.hhs.gov/ocr/privacy/hipaa/understanding/special/>

Suggested

The following materials are recommended to provide you with a better understanding of the topics in this course. These materials are not required to complete the course, but they are aligned to course activities and assessments and are highly recommended for your use.

Optional

The following optional materials are offered to provide you with a better understanding of the topics in this course. These materials are not required to complete the course.

Unit 1 >> Health Care Policy and Law Overview

Introduction

Changes Affecting Health Care

How many changes in health care policies and laws come to mind that have affected your life or those of someone you know? Have they been positive or negative changes? What do you see as the future with regard to the most pressing health care issues in our society? For example, universal health care, lack of sufficient health care workers, extreme costs for services, and people living longer.

Take a moment to consider what the current and future state will look like.

Health care leaders must understand and comply with industry-specific laws, as well as general employment laws. Health care is a dynamic, complex, and heavily regulated industry. For this reason, you will be expected to constantly scan the external environment for emerging laws, new regulations, and changing industry standards.

This week, you will explore the U.S. health care industry as a whole, how the legal system works, and how policy is implemented. You may discover that as new policies are enacted into law, ambiguity regarding interpretation of various facets of the law may occur. Sometimes, new laws conflict with preexisting laws and regulations, or unexpected implementation issues arise, which may warrant further clarification from lawmakers. Adding partisan politics and social media to the mix can further complicate understanding of the process and buy-in from stakeholders.

To-Do List

- **Discussion:** Discuss the challenges associated with implementing a current health care law.
- **What You Need to Know:** Learn about U.S. health care policy and the ACA.

Learning Activities

u01s1 - Activity Overviews

Discussion Overview

Select and analyze a health care law, and identify challenges associated with its implementation.

u01s2 - What You Need to Know

Health Policy and Law

- Oliver, T. R. (Ed.). (2014). *Guide to U.S. health and health care policy*. Thousand Oaks, CA: SAGE Publications.
 - Read Chapters 1 and 2, pages 9–35, for background and foundational information regarding health policy in the United States.
- [HealthCare.gov](http://www.healthcare.gov/). (n.d.). Retrieved from <http://www.healthcare.gov/>
 - Search this website for information on access to health insurance.
- American Nurses Association. (n.d.). [Health system transformation](https://www.nursingworld.org/practice-policy/health-policy/health-system-reform/). Retrieved from <https://www.nursingworld.org/practice-policy/health-policy/health-system-reform/>

- Visit this web page for information about health care reform, policy, and advocacy. Some resources are free, others require membership. Skimming through the free resources might help you with this week's discussion question.

In 2009 and 2010, the health care industry and its related regulations and legislation underwent great upheaval and evolution as the ACA was enacted. The following resources offer information about the ACA and its implementation:

- U.S. Department of Health & Human Services. (n.d.). [About the Affordable Care Act](http://www.hhs.gov/healthcare/about-the-law/). Retrieved from <http://www.hhs.gov/healthcare/about-the-law/>
- Gold, J. (2015). [Accountable care organizations explained](http://khn.org/news/aco-accountable-care-organization-faq/). Retrieved from <http://khn.org/news/aco-accountable-care-organization-faq/>
 - Read this article for an explanation of accountable care organizations and how they relate to the ACA. You are not required to watch the video.

Complete the [Health Care Law Terminology](#) interactive exercise to review and test yourself on some of the terminology used in this course.

u01d1 - Write Your Discussion Post

Note: Remember to adhere to the requirements for initial discussion posts and responses addressed in the Discussions section of the Course Policies and Expectations presentation on the homepage.

Health Care Law Analysis

Locate and read a health care law. You may use this week's readings to find a law to research, or use another law with which you are familiar. Please make a concerted attempt to post on a law that has not yet been presented by a colleague in this forum. Analyze the law and identify 1–3 challenges associated with its implementation. Examples of questions you might ask are:

- What are the challenges in implementing this law?
- Does it conflict with other laws?
- Does it cause inequities with different populations?

Remember to cite the readings, resources, and research you have used in the development of your post.

Response Guidelines

Read and respond to the posts of your colleagues. Try to comment on those that have had few or no responses thus far. In preparing each response, address the following questions:

- Do you agree with the challenges your colleague identified? Why or why not?
- Do you see other challenges with implementing your colleague's selected health care law?

Course Resources

Graduate Discussion Participation Scoring Guide

Unit 2 >> Health Care Law: Implementation

Introduction

Health Care Laws Affecting Your Practice

How many health care laws can you name that affect your practice in your current workplace or, perhaps, in a future workplace? How do they affect your daily work? How many regulatory agencies oversee the types of services your health care organization provides? Which regulatory agencies apply to your workplace setting? Are you familiar with the process of complying with those agencies to maintain certification? You might be overwhelmed as you consider these broad questions.

Have you ever visited the Centers for Medicare & Medicaid Services (CMS) website? What about the White House website? Have you explored the HHS website? Are you familiar with the Joint Commission web offerings, particularly as they relate to current National Patient Safety Goals (NPSGs)? Have you ever participated in a compliance audit at your place of employment?

This week, you will be challenged to identify credible sources for the examination of health care laws, and to identify relevant resources that pertain to your work setting. Additionally, you will consider dilemmas, controversies, or areas of challenge associated with the ACA. You may wish to visit with a supervisor, colleague, or a health care leader in a different department to gain additional current insights on the ACA. Developing the habit of periodically visiting websites related to government and industry standards is a valuable, proactive health care leadership practice. As you conduct independent research, you might consider bookmarking federal and state websites relevant to your practice setting.

To-Do List

- **Discussion:** Discuss dilemmas, controversies, or challenges associated with implementing the ACA.
- **What You Need to Know:** Review background information about important governmental health organizations in the United States, and examine a strategy for implementing the ACA.
- **Prepare:** Prepare for the upcoming activities in Week 3, in which you will evaluate current organizational performance with respect to benchmarks set forth by government laws and policies at the local, state, and federal levels.

Learning Activities

u02s1 - Activity Overviews

Discussion Overview

Analyze two dilemmas, controversies, or challenges associated with implementing the ACA, presenting more than one perspective on the issues (for example, consider both the pros and cons).

u02s2 - What You Need to Know

Read the following:

- Oliver, T. R. (Ed.). (2014). *Guide to U.S. health and health care policy*. Thousand Oaks, CA: SAGE Publications.
 - Chapters 3 and 4, pages 39–63, for background on some of the important governmental health organizations in the United States.
- Birk, S. (2014). *Quality, cost and accountable care models for the journey*. *Healthcare Executive*, 29(3), 20–22, 24–28.
 - In this article, Susan Birk identifies the accountable care organization (ACO) model as a strategy for implementing the ACA and analyzes shared savings and pioneer programs. She also focuses on integrating services into larger health systems and using value-based projects.

u02d1 - Write Your Discussion Post

Note: Remember to adhere to the requirements for initial discussion posts and responses addressed in the Discussions section of the Course Policies and Expectations presentation on the homepage.

ACA Analysis

Analyze two dilemmas, controversies, or challenges associated with implementing the ACA. Present more than one perspective on the issues (for example, consider both pros and cons).

Remember to cite the readings, resources, and research you have used in the development of your post.

Response Guidelines

Read and respond to the posts of your colleagues. Try to comment on those that have had few or no responses thus far. In preparing each response, address the following questions:

- Were the dilemmas, controversies, or challenges discussed by your colleague similar to the ones you chose?
- What do you see as your colleague's strongest arguments?

Course Resources

Graduate Discussion Participation Scoring Guide

u02s3 - Prepare: Dashboard Metrics Evaluation

In Week 3, you will be evaluating health care dashboard metrics. In preparation for that work, read the following articles, which will further your understanding of the significance of benchmarking in health care as it relates to quality of care, regulatory and government policies, and the law.

- Ghazisaeidi, M., Safdari, R., Torabi, M., Mirzaee, M., Farzi, J., & Goodini, A. (2015). Development of performance dashboards in healthcare sector: Key practical issues. *Acta Informatica Medica*, 23(5), 317–321. Retrieved from <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4639357/>
- Huerta T. R., Hefner J. L., Ford, E. W., McAlearney A. S., & Menachemi N. (2014). Hospital website rankings in the United States: Expanding benchmarks and standards for effective consumer engagement. *Journal of Medical Internet Research*. 16(2), e64. Retrieved from <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3961706/>
- Martin, E. J. (2015). Healthcare policy legislation and administration: Patient Protection and Affordable Care Act of 2010. *Journal of Health and Human Services Administration*, 37(4), 407–411.
- Nippak, P., Veracion, J. I., Muia, M., Ikeda-Douglas, C. J., & Isaac, W. W. (2016). Designing and evaluating a balanced scorecard for a health information management department in a Canadian urban non-teaching hospital [PDF]. *Health Informatics Journal*, 22(2), 102–139.

In preparing specifically for the assignment in Week 3, you may wish to:

- Review the assignment instructions and scoring guide to ensure you understand the work you will be asked to complete and how it will be assessed.
- Conduct sufficient research of the scholarly and professional literature to inform your work and meet scholarly expectations for supporting evidence.
- Reflect on the readings, discussions, and other activities you have completed so far and consider how the content of these activities might inform your approach to this assignment.
- Ask your instructor any questions you have at this time about the assignment.
- Begin drafting your report. The assessment portion of the assignment includes questions that will be easier for you to answer if you have already drafted your report.

Note: Remember that you can submit all, or a portion of, your draft report to [Smarthinking](#) for feedback, before you submit the final version for this assignment. If you plan on using this free service, be mindful of the turnaround time of 24–48 hours for receiving feedback.

Unit 3 >> Health Care Standards, Quality, and Benchmarking

Introduction

Quality of Care

The Institute of Medicine (now the National Academy of Medicine) defines health care quality as "the degree to which health care services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge."

What are your expectations when you seek health care services? What kinds of outcomes are desired? How would you feel if the quality of care you received did not meet those standards?

This week, you will have a chance to develop your understanding of what quality care entails in the era of health care reform and how quality in health care connects to the standards set by relevant federal, state, and local laws and policies. Additionally, you will be asked to understand relevant benchmarks that result from these laws and policies and how they relate to quality care and regulatory standards. To demonstrate your understanding of these concepts, you will be asked to interpret organization or team performance by analyzing metrics presented in a dashboard and by determining where issues might arise for an organization or team.

To-Do List

- **Discussion:** Evaluate a health care organization's performance on metrics and benchmarks related to governmental and regulatory standards.
- **Assignment:** Take an assessment and write a report for a senior leader that communicates your evaluation of current organizational or interprofessional team performance, with respect to prescribed benchmarks.
- **What You Need to Know:** Learn about benchmarking in health care as it relates to quality of care, safety, regulatory and government policies, and the law.
- **Interactive Learning Module:** Complete the Dashboard and Health Care Benchmark Evaluation multimedia simulation.
- **Exam:** Complete an online assessment on the Authess platform.

Learning Activities

u03s1 - Activity Overviews

Discussion Overview

Write a brief evaluation of the metrics in a health care organization's performance dashboard. Evaluate the facility's performance on metrics and benchmarks related to standards that have been set down in various federal, state, and local laws and policies.

Assignment Overview

Take an assessment and write a report for a senior leader that communicates your evaluation of current organizational or interprofessional team performance, with respect to prescribed benchmarks set forth by government laws and policies at the local, state, and federal levels. In addition, advocate for ethical and sustainable action to address benchmark underperformance and explain the potential for improving the overall quality of care and performance, as reflected on a performance dashboard.

u03s2 - What You Need to Know

In addition to the readings you completed in Week 2, complete the following additional readings that will help you in completing this week's discussion activity and assignment:

- Oliver, T. R. (Ed.). (2014). *Guide to U.S. health and health care policy*. Thousand Oaks, CA: SAGE Publications.
 - Read Chapter 16, pages 213–223, for information on quality care and safety.
- NCQA. (n.d.). *HEDIS measures and technical resources*. Retrieved from <https://www.ncqa.org/hedis/measures/>
 - This web page provides information about the Healthcare Effectiveness Data and Information Set (HEDIS) and other performance measures, which could provide useful information for incorporation into this week's discussion and assignment.
- Centers for Disease Control and Prevention. (2018). *Performance management and quality improvement: Data and benchmarks*. Retrieved from <https://www.cdc.gov/stltpublichealth/performance/data.html>
 - Explore this web page that presents the Centers for Disease Control and Prevention's perspective on why performance and quality measures are important for patient safety and the bottom line in health care.

u03d1 - Write Your Discussion Post

Note: Remember to adhere to the requirements for initial discussion posts and responses addressed in the Discussions section of the Course Policies and Expectations presentation on the homepage.

Evaluating Health Care Dashboards

This week, you will submit your Dashboard Metrics Evaluation assignment. For your evaluation, you will use the medical center dashboard data presented in this week's Interactive Learning Module, the Dashboard and Health Care Benchmark Evaluation multimedia activity. You must evaluate the facility's performance on metrics and benchmarks related to standards that have been set down in various federal, state, and local laws and policies.

For this discussion, write a brief evaluation of the metrics in the dashboard. In your evaluation, be sure to address the following:

- What metrics show that benchmarks and standards are being met?
 - What are the local, state, or federal health care policies or laws that set these standards and benchmarks?
- What metrics show that benchmarks and standards are not being met?
 - What are the local, state, or federal health care policies or laws that set these standards and benchmarks?
 - What are some potential reasons and challenges you would suggest that may have contributed to underperformance?
 - General challenges presented by implementation of relevant federal, state, and local laws and policies.
 - Specific challenges that could be related to the health care context (environment, size of the organization, potential organizational resources, the population the organization likely serves, et cetera) that could have contributed to under-performance.

Remember to cite the readings, resources, and research you have used in the development of your post.

Response Guidelines

Read and respond to the posts of your colleagues. Try to comment on those that have had few or no responses thus far. In preparing each response, address the following points:

- How was your evaluation of the dashboard similar to or different from those of your colleague?
- Did you link performance metrics to different the local, state, or federal health care policies or laws than your colleague did?

In addition, comment on the suggested reasons and challenges that may have contributed to underperformance presented by your colleague. Also, provide one additional suggestion that your colleague did not address.

Course Resources

Graduate Discussion Participation Scoring Guide

u03v1 - Interactive Learning Module: Dashboard and Health Care Benchmark Evaluation

Complete the Dashboard and Health Care Benchmark Evaluation media simulation. Use the data presented in the simulation as the basis for your assignment this week.

Course Resources

[Dashboard and Health Care Benchmark Evaluation](#) | Transcript

u03a1 - Dashboard Metrics Evaluation

Introduction

In the era of health care reform, many of the laws and policies set forth by government at the local, state, and federal levels have specific performance benchmarks related to care delivery outcomes that organizations must achieve. It is critical for organizational success that the interprofessional care team is able to understand reports and dashboards that display the metrics related to performance and compliance benchmarks.

Maintaining standards and promoting quality in modern health care are crucial, not only for the care of patients but also for the continuing success and financial viability of health care organizations. In the era of health care reform, health care leaders must understand what quality care entails and how

quality in health care connects to the standards set forth by relevant federal, state, and local laws and policies. An understanding of relevant benchmarks that result from these laws and policies, and how they relate to quality care and regulatory standards, is also vitally important.

Health care is a dynamic, complex, and heavily regulated industry. For this reason, you will be expected to constantly scan the external environment for emerging laws, new regulations, and changing industry standards. You may discover that as new policies are enacted into law, ambiguity in interpretation of various facets of the law may occur. Sometimes, new laws conflict with preexisting laws and regulations, or unexpected implementation issues arise, which may warrant further clarification from lawmakers. Adding partisan politics and social media to the mix can further complicate understanding of the process and buy-in from stakeholders.

Instructions

This is a two-part assignment.

- **Part 1: Authess Assessment.** Complete an online assessment on the Authess platform. The assessment evaluates your understanding of basic concepts of quality improvement in health care and your ability to interpret and evaluate health care data and metrics and make recommendations for improvement. **Note:** Many questions in this assessment directly reflect content to include in your written report.
- **Part 2: Written Report.** Write a report for a senior leader that communicates your evaluation of current organizational or interprofessional team performance, with respect to prescribed benchmarks set forth by government laws and policies at the local, state, and federal levels. In addition, advocate for ethical and sustainable action to address benchmark underperformance and explain the potential for improving the overall quality of care and performance, as reflected on a performance dashboard.

To complete this assignment:

1. Review the performance dashboard metrics in the Dashboard and Health Care Benchmark Evaluation media simulation, as well as relevant local, state, and federal laws and policies. Consider the metrics that are falling short of the prescribed benchmarks. **Note:** The writing you do as part of the simulation could serve as a starting point to build upon for this assignment.
2. Read the Report Requirements below and draft your report before taking the Authess assessment. This step is highly recommended although not required; the assessment includes questions that will be easier to answer if you have already drafted your report.
3. When you are ready to take the assessment, go to the Authess Assessment in this week's activities to access and complete the assessment on the Authess platform. If you have drafted your report, have your draft available to use while completing the assessment.
4. After completing the assessment, return to this assignment to finalize and submit your written report. Structure your report so that it will be easy for a colleague or supervisor to locate the information they need, and be sure to cite the relevant health care policies or laws when evaluating metric performance against established benchmarks.

Example assignment: You may use the [Week 3 Assignment Example \[PDF\]](#) to give you an idea of what a Proficient or higher rating on the scoring guide would look like.

Report Requirements

The report requirements outlined below correspond to the scoring guide criteria, so be sure to address each main point. Read the performance-level descriptions for each criterion to see how your work will be assessed. In addition, be sure to note the requirements for document format and length and for supporting evidence.

- Evaluate dashboard metrics associated with benchmarks set forth by local, state, or federal health care laws or policies.
 - Which metrics are not meeting the benchmark for the organization?
 - What are the local, state, or federal health care policies or laws that establish these benchmarks?
 - What conclusions can you draw from your evaluation?
 - Are there any unknowns, missing information, unanswered questions, or areas of uncertainty where additional information could improve your evaluation?
- Analyze one challenge that meeting prescribed benchmarks can pose for a health care organization or interprofessional team.
 - Consider the following examples:
 - Organizational mission and vision.
 - Resources.
 - Staffing.
 - Financial: Operational and capital funding.
 - Logistical considerations: Physical space.
 - Support services (any ancillary department that gives support to a specific care unit in the organization, such as pharmacy, cleaning services, dietary, et cetera).
 - Cultural diversity in the community.
 - Staff skills.
 - Procedures and processes.
 - Address the following:
 - Why do the challenges you identified contribute, potentially, to benchmark underperformance?
 - What assumptions underlie your conclusions?

- Evaluate a benchmark underperformance in a health care organization or interprofessional team that has the potential for greatly improving overall quality or performance.
 - Focus on the benchmark you chose to target for improvement. Which metric is underperforming its benchmark by the greatest degree?
 - State the benchmark underperformance that is the most widespread throughout the organization or interprofessional team.
 - State the benchmark that affects the greatest number of patients.
 - Include how this underperformance will affect the community that the organization serves.
 - Include the greatest opportunity to improve the overall quality of care or performance of the organization or interprofessional team and, ultimately, to improve patient outcomes, as you think about the issue and the current poor benchmark outcomes.
- Advocate for ethical and sustainable action, directed toward an appropriate group of stakeholders, to address a benchmark underperformance.
 - Who would be an appropriate group of stakeholders to act on improving your identified benchmark metric?
 - Why should the stakeholder group take action?
 - What are some ethical actions the stakeholder group could take that support improved benchmark performance?
- Organize content so ideas flow logically with smooth transitions.
 - Proofread your report, before you submit it, to minimize errors that could distract readers and make it more difficult for them to focus on the substance of your evaluation and analysis.
- Support main points, assertions, arguments, conclusions, or recommendations with relevant and credible evidence.
 - Be sure to apply correct APA formatting to source citations and references.

Report Format and Length

Format your report using APA style.

- Use the [APA Style Paper Template \[DOCX\]](#). An [APA Style Paper Tutorial \[DOCX\]](#) is also provided to help you in writing and formatting your report. Be sure to include:
 - A title page and references page. An abstract is not required.
 - A running head on all pages.
 - Appropriate section headings.
- Your report should be 3–5 pages in length, not including the title page and references page.

Supporting Evidence

Cite 4–6 credible sources from peer-reviewed journals or professional industry publications to support your analysis of challenges, evaluation of potential for improvement, and your advocacy for ethical action.

Note: Your instructor may use the [Writing Feedback Tool](#) when grading this assignment. The Writing Feedback Tool is designed to provide you with guidance and resources to develop your writing based on five core skills. You will find writing feedback in the Scoring Guide for the assignment, once your work has been evaluated. Learn more about the Writing Feedback Tool on the course Tools and Resources page.

Portfolio Prompt: You may choose to save your report to your [ePortfolio](#).

Competencies Measured

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies and assignment criteria:

- Competency 1: Analyze relevant health care laws, policies, and regulations; their application; and their effects on organizations, interprofessional teams, and professional practice.
 - Analyze challenges that meeting prescribed benchmarks can pose for a health care organization or interprofessional team.
- Competency 2: Lead the development and implementation of ethical and culturally sensitive policies that improve health outcomes for individuals, organizations, and populations.
 - Advocate for ethical and sustainable action, directed toward an appropriate group of stakeholders, to address a benchmark underperformance.
- Competency 3: Evaluate relevant indicators of performance, such as benchmarks, research, and best practices, to inform health care laws and policies for patients, organizations, and populations.
 - Evaluate dashboard metrics associated with benchmarks set forth by local, state, or federal health care laws or policies.
 - Evaluate a benchmark underperformance in a health care organization or interprofessional team that has the potential for greatly improving overall quality or performance.
- Competency 5: Produce clear, coherent, and professional written work, in accordance with Capella's writing standards.
 - Organize content so ideas flow logically with smooth transitions.
 - Support main points, assertions, arguments, conclusions, or recommendations with relevant and credible evidence.

u03v2 - Exam: Authess Assessment

Click the **Go to Assessment** button to launch an assessment provided on the Authess platform. This assessment is part of the Dashboard Metrics Evaluation assignment due this week. Please review the assignment instructions before beginning the assessment.

Refer to the Authess information in the Tools and Resources for support and information about Authess.

Unit 4 >> Compliance Tools for Health Care Leaders

Introduction

Trust, Safety, and Superb Quality of Care

Compliance in the health care industry has become incredibly important as we are immersed in the *era of accountability*. This culture is the foundation of health care provider-patient trust, appropriate use of resources, and provision of the highest quality of care possible.

How important is this to you? Is trust, safety and superb quality of care your right as a consumer?

The number of laws, such as ACA and HIPAA, that set out strict compliance guidelines for health care organizations and practitioners seems likely to increase. With so many different compliance and regulatory considerations, it can be difficult for leaders in health care professions to track all the data.

This week, you will have the opportunity to engage with resources, strategies, technology, and tools that could be used to help ensure compliance related to performance benchmarks or relevant laws and policies. Additionally, you will be provided with an overview of some relevant employment laws and how these tools can help ensure that an organization is compliant and that employees understand their rights.

To-Do List

- **Discussion:** Analyze an employment law related to health care and suggest a tool, system, or process that could help an organization ensure compliance with that law.
- **What You Need to Know:** Examine a variety of perspectives on the ACA and gain insight into the benefits of a robust contract management system as an effective compliance tool.
- **Prepare:** Prepare for the upcoming assignment in Week 5.

Learning Activities

u04s1 - Activity Overviews

Discussion Overview

Organizations must ensure they are compliant with applicable health care employment laws. For this discussion, analyze an employment law related to health care and discuss the challenges an organization faces in complying with the law. In addition, suggest a tool, system, or process that could help with compliance.

u04s2 - What You Need to Know

The ACA has a direct impact on practice guidelines, policies, and the success and sustainability of health care organizations. The following articles present a variety of perspectives on the ACA:

- Blendon, R. J., & Benson, J. M. (2017). Public opinion about the future of the Affordable Care Act. *The New England Journal of Medicine*, 377(9), e12(1)–e12(7).

- Butler, S. M. (2016). The Future of the Affordable Care Act: Reassessment and revision. *JAMA*, 316(5), 495–497.
- Gaffney, A., & McCormick, D. (2017). The Affordable Care Act: Implications for health-care equity. *The Lancet*, 389(10077), 1442–1452.
- Gliad, S., & Jackson, A. (2017). The future of the Affordable Care Act and insurance coverage. *American Journal of Public Health*, 107(4), 538–540. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5343718/>
- Guiliot, C. (2014). Gauging the Affordable Care Act. *Internal Auditor*, 71(1), 54–59.
- Himmelstein, D. U., Lawless, R. M., Thorne, D., Foohey, P., & Woolhandler, S. (2019). Medical bankruptcy: Still common despite the Affordable Care Act. *American Journal of Public Health*, 109(3), 431–433.
- Levitt, L. (2017). Is the Affordable Care Act imploding? *JAMA*, 317(20), 2051–2052.

Health care organizations typically have hundreds or even thousands of different contracts for different reasons, parties, terms and clauses, termination regulations, and more. It is imperative that there be a robust contract management system to establish and maintain order for all agreements from a legal and regulatory perspective. This article provides insight on the benefits such a system can offer.

- Centafont, D. (2014). Contract management systems: An effective compliance tool. *Journal of Health Care Compliance*, 16(5), 41–42, 78.

u04d1 - Write Your Discussion Post

Note: Remember to adhere to the requirements for initial discussion posts and responses addressed in the Discussions section of the Course Policies and Expectations presentation on the homepage.

Employment Law Compliance and Organizational Health

There are many laws that govern employment processes, employer rights and responsibilities, as well as the rights and responsibilities of employees. Organizations must work to ensure they are compliant with these numerous relevant laws, which can be a challenge. If possible, for this discussion try to write about a different law, or aspect of a law, than those addressed by your colleagues.

In your initial post:

- Include an analysis of an employment law relevant to health care. Provide a summary of the law and address the following:
 - What must an organization do to be compliant with this law?
 - What does the law say about the rights and responsibilities of employers?
 - What does the law say about the rights and responsibilities of employees?
 - How does this law pose compliance challenges for two different roles within an organization (such as executives, administrators, nurses, doctors, or human resources)?
- Suggest a tool, system, or process that could help an organization ensure it is compliant with the law you analyzed.
 - What does the tool, system, or process help to track and report? How would it help an organization ensure compliance?
 - What role within the organization would most likely benefit from using this tool, system, or process?

Remember to cite the readings, resources, and research you have used in the development of your post.

Response Guidelines

Read and respond to the posts of your colleagues. Try to comment on those that have had few or no responses thus far. In preparing each response, address the following points:

- Comment on how compliance with the law your colleague wrote about works in your organization.
- Suggest any additional, relevant challenges for the organization that your colleague might consider.
- Suggest a different tool, system, or process that you believe could help an organization ensure compliance with your colleague's chosen laws.
- Describe, if applicable, your experience of using the tool, system, or process that your colleague has suggested, especially how it contributed or detracted from your work.

Course Resources

Graduate Discussion Participation Scoring Guide

u04s3 - Prepare: Policy Proposal

In your upcoming assignment in Week 5, you will propose a new organizational policy and practice guidelines that will help lead to an improvement in quality and associated with the benchmark metric underperformance you advocated for improving in Week 3.

To prepare for the assignment, you may wish to:

- Review the assignment instructions and scoring guide to ensure you understand the work you will be asked to complete and how it will be assessed.
- Review the benchmark metric you advocated for your Week 3 assignment to improve the overall quality of care and performance of an organization or team.
- Conduct sufficient research of the scholarly and professional literature to inform your work and meet scholarly expectations for supporting evidence.
- Reflect on the readings, discussions, and other activities you have completed so far, and consider how the content of these activities might inform your approach to this assignment.
- Ask your instructor any questions you have at this time about the assignment.

Note: Remember that you can submit all, or a portion of, your draft policy proposal to [Smarthinking](#) for feedback, before you submit the final version for this assignment. If you plan on using this free service, be mindful of the turnaround time of 24–48 hours for receiving feedback.

Unit 5 >> Health Policy Positions and Collaboration

Introduction

Health Care Dashboards

As students from elementary school to the present, we have been scored and monitored with a grading system of some type, right? It is a snapshot of how we are progressing and performing.

Health care standards are fundamentally the same, and dashboards are the information tools used to monitor how an organization is doing overall. In the current climate, dashboard metrics are transparent and available to anyone to view.

How important is that to the public, in your view?

This week, you will propose an institutional policy designed to improve performance toward benchmarks prescribed by a federal, state, or local law. This proposal will build on the work that you did for your Dashboard Metrics Evaluation assignment in Week 3. A key aspect of success is your ability to look at evidence, best practices, and the literature, and to synthesize multiple sources into concise, evidence-based strategies to create the policy, in an effort to improve the quality and performance of the organization. You will also have the opportunity to examine strategies for collaborating with colleagues to develop a policy proposal.

To-Do List

- **Assignment:** Propose an organizational policy and practice guidelines that you believe will lead to an improvement in quality and performance.
- **What You Need to Know:** Learn how different viewpoints from multiple disciplines can facilitate teamwork and contribute to optimal decision making.

Learning Activities

u05s1 - Activity Overviews

Assignment Overview

Propose a new organizational policy and practice guidelines for improving quality and performance associated with the benchmark metric underperformance you advocated for improving in Week 3.

u05s2 - What You Need to Know

Collaboration through interprofessional and interdisciplinary teamwork is critical to the success of health care organizations in the current environment. The following three articles will further your understanding of how different viewpoints from multiple disciplines can facilitate teamwork and contribute to optimal decision making.

- Bosch, B., & Mansell, H. (2015). [Interprofessional collaboration in health care: Lessons to be learned from competitive sports](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4530359/). *Canadian Pharmacists Journal*, 148(4), 176–179. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4530359/>
- Gordon, L., Modayil, M. V., Pavlik, J., & Morris, C. D. (2015). [Collaboration with behavioral health care facilities to implement systemwide tobacco control policies — California, 2012](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4318685/). *Preventing Chronic Disease*, 12, E13. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4318685/>
- Webb, E. (2014). [Commentary on the ISSOP policy statement on the UNCRC and health](#). *Child: Care, Health & Development*, 40(1), 4–6.

The [Problem Identification and Policy Development](#) multimedia activity enables you to practice identifying problems within health care systems and the types of policies and stakeholders who could help drive improvements.

The [Organizational Ethics Decision-Making Process](#) interactive exercise will walk you through an ethical decision-making scenario. It may give you some ideas about how to incorporate ethical consideration into your policy, as well as give you some stakeholder engagement and policy implementation ideas for the assignments in Weeks 7 and 9.

u05a1 - Policy Proposal

Introduction

In advocating for institutional policy changes related to local, state, or federal health care laws or policies, health leaders must be able to develop and present clear and well-written policy and practice guideline proposals that will enable a team, a unit, or an organization as a whole to resolve relevant performance issues and bring about improvements in the quality and safety of health care. This assessment offers you an opportunity to take the lead in proposing such changes.

As a master's-level health care practitioner, you have a valuable viewpoint and voice to bring to discussions about policy development, both inside and outside your care setting. Developing policy for internal purposes can be a valuable process toward quality and safety improvement, as well as ensuring compliance with various health care regulatory pressures. This assignment offers you an opportunity to take the lead in proposing such changes.

Instructions

Propose an organizational policy and practice guidelines that you believe will lead to an improvement in quality and performance associated with the benchmark underperformance you advocated for improving in Week 3. Be precise, professional, and persuasive in demonstrating the merit of your proposed actions.

Example assignment: You may use the [Week 5 Assignment Example \[PDF\]](#) to give you an idea of what a Proficient or higher rating on the scoring guide would look like.

Requirements

The policy proposal requirements outlined below correspond to the scoring guide criteria, so be sure to address each main point. Read the performance-level descriptions for each criterion to see how your work will be assessed. In addition, be sure to note the requirements for document format and length and for supporting evidence.

- Explain the need for creating a policy and practice guidelines to address a shortfall in meeting a benchmark metric prescribed by local, state, or federal health care policies or laws.
 - What is the current benchmark for the organization and the numeric score for the underperformance?
 - How is the benchmark underperformance potentially affecting the provision of quality care or the operations of the organization?
 - What are the potential repercussions of not making any changes?
 - What evidence supports your conclusions?
- Recommend ethical, evidence-based practice guidelines to improve targeted benchmark performance prescribed by applicable local, state, or federal health care policies or laws.
 - What does the evidence-based literature suggest are potential strategies to improve performance for your targeted benchmark?
 - How would these strategies ensure performance improvement or compliance with applicable local, state, or federal health care policy or law?
 - How would you propose to apply these strategies in the context of Eagle Creek Hospital or your own practice setting?

- How can you ensure that these strategies are ethical and culturally inclusive in their application?
- Analyze the potential effects of environmental factors on your recommended practice guidelines.
 - What regulatory considerations could affect your recommended guidelines?
 - What resources could affect your recommended guidelines (staffing, financial, and logistical considerations, or support services)?
- Explain why particular stakeholders and groups must be involved in further development and implementation of your proposed policy and practice guidelines.
 - Why is it important to engage these stakeholders and groups?
 - How can their participation produce a stronger policy and facilitate its implementation?
- Organize content so ideas flow logically with smooth transitions.
 - Proofread your proposal, before you submit it, to minimize errors that could distract readers and make it more difficult for them to focus on the substance of your proposal.
- Use paraphrasing and summarization to represent ideas from external sources.
 - Be sure to apply correct APA formatting to source citations and references.

Policy Proposal Format and Length

It may be helpful to use a template or format for your proposal that is used in your current organization. The risk management or quality department could be a good resource for finding an appropriate template or format. If you are not currently in practice, or your organization does not have these resources, many appropriate templates are freely available on the Internet.

Your policy should be succinct (about one paragraph). Overall, your proposal should be 4–6 pages in length.

Supporting Evidence

Cite 3–5 references to relevant research, case studies, or best practices to support your analysis and recommendations.

Note: Your instructor may use the [Writing Feedback Tool](#) when grading this assignment. The Writing Feedback Tool is designed to provide you with guidance and resources to develop your writing based on five core skills. You will find writing feedback in the Scoring Guide for the assignment, once your work has been evaluated. Learn more about the Writing Feedback Tool on the course Tools and Resources page.

Portfolio Prompt: You may choose to save your policy proposal to your [ePortfolio](#).

Competencies Measured

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies and assignment criteria:

- Competency 1: Analyze relevant health care laws, policies, and regulations; their application; and their effects on organizations, interprofessional teams, and professional practice.
 - Analyze the potential effects of environmental factors on recommended practice guidelines.
- Competency 2: Lead the development and implementation of ethical and culturally sensitive policies that improve health outcomes for individuals, organizations, and populations.
 - Recommend ethical, evidence-based practice guidelines to improve targeted benchmark performance prescribed by applicable local, state, or federal health care policies or laws.
- Competency 3: Evaluate relevant indicators of performance, such as benchmarks, research, and best practices, to inform health care laws and policies for patients, organizations, and populations.
 - Explain the need for creating a policy and practice guidelines to address a shortfall in meeting a benchmark metric prescribed by local, state, or federal health care policies or laws.
- Competency 4: Develop strategies to work collaboratively with policy makers, stakeholders, and colleagues to address environmental (governmental and regulatory) forces.
 - Explain why particular stakeholders and groups must be involved in further development and implementation of a proposed policy and practice guidelines.
- Competency 5: Produce clear, coherent, and professional written work, in accordance with Capella's writing standards.
 - Organize content so ideas flow logically with smooth transitions.
 - Use paraphrasing and summarization to represent ideas from external sources.

Unit 6 >> Strategic Planning for Compliance and Quality Improvement

Introduction

Strategic Vision

Abraham Lincoln said that the best way to predict the future is to create it.

A common denominator found in successful businesses is the ability to envision what success looks like in the future and determine what the steps are to get there.

Without a vision, do you think it is possible for an organization to achieve its goals?

Strategic planning is an important skill for health care leaders. Compliance and quality improvement at the organizational level is not just about today, tomorrow, or even next week. It is about having a plan for compliance and quality that stretches 5–10 years into the future and ensures the stability and security of the organization. This week, you will be introduced to strategic planning models and work on applying them in health care. Additionally, you will explore how strategic planning strategies can help contribute to compliance and quality improvement.

To-Do List

- **Discussion:** Conduct a brief analysis of two strategic planning models.
- **What You Need to Know:** Learn about strategic planning, organizational mission, vision and core values, and how an organization will achieve its goals.
- **Prepare:** Prepare for the upcoming assignment in Week 7.

Learning Activities

u06s1 - Activity Overviews

Discussion Overview

Strategic planning models can help current and aspiring health care leaders develop short- and long-term plans for their team, department, or organization. For this week's discussion, you will examine two strategic planning models and how they might be applied to create a long-term plan for a team, department, or organization.

u06s2 - What You Need to Know

Read the following:

- Oliver, T. R. (Ed.). (2014). *Guide to U.S. health and health care policy*. Thousand Oaks, CA: SAGE Publications.
 - Read Chapter 12, pages 157–164, which offers guidelines for the establishment and implementation of programs that provide the optimal environment for safe and effective patient care.
- van Bulck, H. (2015). *Strategic business planning for small primary care practices in the affordable care era: A heuristic model*. *International Journal of Business & Public Administration*, 12(2), 109–121.

The following resources address key strategic issues; organizational mission, vision, and core values; and how an organization will achieve its goals. The success and sustainability of health care organizations are contingent on the strategic imperatives that will improve consumer confidence and ultimately gain the support of all stakeholders. These resources also present solid examples of what success looks like in the current environment:

- Free Management Library. (n.d.). *Basic overview of various strategic planning models*. Retrieved from <http://managementhelp.org/strategicplanning/models.htm>
 - This web page gives a brief summary of six different strategic planning models. It is not specific to health care, but it may help you to determine which models you wish to research further for your discussion post.
- National Learning Consortium. (2013). *Change management in EHR implementation—Primer* [PDF]. Retrieved from http://www.healthit.gov/sites/default/files/tools/nlc_changemanagementprimer.pdf
 - This primer could provide useful background in change management principles as well as implementation strategies. Although dated, skimming this document could provide you with useful information to help complete this week's discussion.
- Terzic-Supic, Z., Bjegovic-Mikanovic, V., Vukovic, D., Santric-Milicevic, M., Marinkovic, J., Vasic, V., & Laaser, U. (2015). *Training hospital managers for strategic planning and management: A prospective study*. *BMC Medical Education*, 15, 1–9. Retrieved from <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4355452/>

u06d1 - Write Your Discussion Post

Note: Remember to adhere to the requirements for initial discussion posts and responses addressed in the Discussions section of the Course Policies and Expectations presentation on the homepage.

Strategic Planning Model Analysis

Strategic planning models can help current and aspiring health care leaders develop short- and long-term plans for their team, department, or organization. By establishing and communicating a long-term vision, leaders can help those around them better understand the direction of the team, department, or organization, and support the rationale for certain short-term and immediate decisions.

For this discussion, identify and conduct a brief analysis of two of the strategic planning models discussed presented in this week's readings. Think about how you might apply each model in the organization in which you currently work or in the medical center from the Dashboard and Health Care Benchmark Evaluation media simulation in Week 3. Write a separate analysis for each model. Each analysis should be a minimum of 100 words in length and should include the following:

- A brief explanation of the strategic planning model.
- An explanation of the benefits and strengths of the model.
- An explanation of the challenges of using the model.
- A brief analysis of how well the strategic model could be applied to create a long-term plan for a team, department, or organization, within the context you are considering.

Remember to cite the readings, resources, and research you have used in the development of your post.

Response Guidelines

Read and respond to the posts of your colleagues. Try to comment on those that have had few or no responses thus far. In preparing each response, address the following points:

- Relate a personal experience you have had using one of the strategic planning models that your colleague presented.
- Compare and contrast your analysis of the model with your colleague's analysis, if you analyzed the same strategic planning models as your colleague.
- Propose a potential solution to one or more of the challenges that your colleague identified in applying one of the strategic models.

Course Resources

Graduate Discussion Participation Scoring Guide

u06s3 - Prepare: Policy Proposal Presentation

In your upcoming assignment in Week 7, you will record an audio presentation for one of the stakeholder groups identified in your Week 5 policy proposal that addresses current performance shortfalls, the reasons why the new policy and practice guidelines are needed to eliminate those shortfalls, and how the group's work will benefit from the changes.

To prepare for the assignment, you are encouraged to take advantage of the following Kaltura and PowerPoint resources and tutorials, as needed.

- [Conquering Death by PowerPoint: The Seven Rules of Proper Visual Design](#).
 - This media presentation is a useful primer on presentation design.
 - Approximate duration: 45:00.
- [Creating a Presentation: A Guide to Writing and Speaking](#).
 - This media presentation addresses the primary areas involved in creating effective audiovisual presentations. You can return to this resource throughout the process of creating your presentation to view the tutorial appropriate for you at each stage.
- [PowerPoint Presentations Library Guide](#).

- This library guide provides links to PowerPoint and other presentation software resources.
- [SoNHS Professional Presentation Guidelines \[PPTX\]](#).
 - This slide presentation, designed by the School of Nursing and Health Sciences, offers valuable tips and links and serves as template that you may use to create a PowerPoint presentation.
- [Using Kaltura](#).
 - This Campus resource provides information and links about using this courseroom tool. For information on how to use Kaltura, go to the Audio and Video in This Course section of the Tools and Resources page.

In addition, you may wish to:

- Review the assignment instructions and scoring guide to ensure you understand the work you will be asked to complete and how it will be assessed.
- Review your Week 5 Policy Proposal assignment. Think about how you can modify your proposal to make it more persuasive and effective in your presentation.
- Allow sufficient time to rehearse your video before your assignment is due next week.
- Be sure that your recording equipment and software works and that you know how to record and upload your video.
- Ask your instructor any questions you have at this time about the assignment.

Note: Remember that you can submit all, or a portion of, your draft policy proposal presentation to [Smarthinking](#) for feedback, before you submit the final version for this assignment. If you plan on using this free service, be mindful of the turnaround time of 24–48 hours for receiving feedback.

Unit 7 >> Change Leadership and Stakeholder Buy-In for Policy Improvement

Introduction

Health Care Stakeholders

Merriam-Webster's online dictionary defines a stakeholder as one who is involved in or affected by a course of action.

Who are the stakeholders in health care? How many can you think of?

This week, you will be presented with resources that will help to increase your understanding and competence in change leadership strategies. Specifically, the focus will be on strategies that help with cultivating buy-in from stakeholders, so that improvements can be made. This focus will help you with this week's assignment, which will be to turn your Week 5 Policy Proposal into a presentation for a group of hypothetical stakeholders. The goal of the presentation is to be informative and persuasive about the need for, and benefits of, making a change in institutional policy, in order to improve quality and performance.

To-Do List

- **Assignment:** Develop a presentation of your Week 5 Policy Proposal for stakeholders.
- **What You Need to Know:** Examine strategies for leading change and involving stakeholders in the decision-making process.
- **Interactive Learning Module:** Complete the Building Buy-In and Communicating With Stakeholders simulation.

Learning Activities

u07s1 - Activity Overviews

Assignment Overview

Record an audio presentation for one of the stakeholder groups identified in your Week 5 policy proposal that addresses current performance shortfalls, the reasons why new policy and practice guidelines are needed to eliminate those shortfalls, and how the group's work will benefit from the changes.

u07s2 - What You Need to Know

Read the following:

- Cabassa, L. J., Gomes, A. P., & Lewis-Fernandez, R. (2015). [What would it take? Stakeholders' views and preferences for implementing a health care manager program in community mental health clinics under health care reform \[PDF\]](#). *Medical Care Research and Review*, 72(1), 71–95.
 - Examine the differences in strategies used by different stakeholders and providers in communities and other organizations. It may help you to complete this week's assignment.
- Trastek, V. F., Hamilton, N. W., & Niles, E. E. (2014). [Leadership models in health care – A case for servant leadership](#). *Mayo Clinic Proceedings*, 89(3), 374–381.
 - Learn about the many competing stakeholders in health care and the importance of taking into consideration all who are affected by decisions.
- Vestal, K. (2013). [Change fatigue: A constant leadership challenge](#). *Nurse Leader*, 11(5), 10–11.
 - This article points to practical things a leader can do to ensure that change occurs, while also balancing the day-to-day process, and illustrates that change can be incremental.

u07v1 - Interactive Learning Module: Communicating With Stakeholders

Complete the Building Buy-In and Communicating With Stakeholders simulation.

This simulation will allow you to walk through the preparation and communication that is done prior to giving a presentation to a group of stakeholders. It will give you the opportunity to reflect on determining stakeholders' wants and needs, as well as how to craft messaging that appeals to specific stakeholders.

u07a1 - Policy Proposal Presentation

Introduction

It's important that health care leaders be able to clearly articulate policy positions and recommendations and garner buy in and support from stakeholder groups for policy and practice changes in their organizations. Unfortunately, effective communication is often lacking. Consequently, it's important for health care leaders, when leading change, to ensure that clear and open communication is ongoing and informative.

An important aspect of change leadership is the ability to address diverse groups of stakeholders and create buy in and support for your ideas and proposals for change. This assessment provides you with an opportunity to demonstrate and hone these skills.

Instructions

Record a slide presentation, with audio voiceover, for one of the stakeholder groups you identified in your Assessment 2 Policy Proposal. Inform the group of current performance shortfalls, introduce the proposed policy, explain why the policy is needed, and present policy-driven practice guidelines to resolve the performance issue. You must also obtain buy-in from the group by explaining the positive effects of the policy and practice guidelines on their work.

Example assignment: You may use the [Week 7 Assignment Example \[PDF\]](#) to give you an idea of what a Proficient or higher rating on the scoring guide would look like.

Requirements

The presentation requirements outlined below correspond to the scoring guide criteria, so be sure to address each main point. Read the performance-level descriptions for each criterion to see how your work will be assessed. In addition, be sure to note the requirements for presentation format and length and for supporting evidence.

- Summarize your proposed organizational policy and practice guidelines.
 - Identify applicable local, state, or federal health care policy or law that prescribes relevant performance benchmarks that your policy proposal addresses.

- Keep your audience in mind when creating this summary.
- Interpret, for stakeholders, the relevant benchmark metrics that illustrate the need for the proposed policy and practice guidelines.
 - Make sure this is a brief review of the evaluation you completed in your Assessment 1 Dashboard Metrics Evaluation.
 - Make sure you are interpreting the dashboard metrics in a way that is understandable and meaningful to the stakeholders to whom you are presenting.
- Explain how your proposed policy and practice guidelines will affect how the stakeholder group does its work.
 - How might your proposal alter certain tasks or how the stakeholder group performs them?
 - How might your proposal affect the stakeholder group's workload?
 - How might your proposal alter the responsibilities of the stakeholder group?
 - How might your proposal improve working conditions for the stakeholder group?
- Explain how your proposed policy and practice guidelines will improve quality and outcomes for the stakeholder group.
 - How are your proposed changes going to improve the quality of the stakeholder group's work?
 - How will these improvements enable the stakeholder group to be more successful?
 - What evidence supports your conclusions or presents alternative perspectives?
- Present strategies for collaborating with the stakeholder group to implement your proposed policy and practice guidelines.
 - What role will the stakeholder group play in implementing your proposal?
 - Why is the stakeholder group and their collaboration important for successful implementation?
- Deliver a persuasive, coherent, and effective audiovisual presentation.
 - Address the anticipated needs and concerns of your audience.
 - Stay focused on key policy provisions and the impact of practice guidelines on the group.
 - Adhere to presentation best practices.
 - Proofread your presentation slides to minimize errors that could distract the audience and make it more difficult for them to focus on the substance of your proposed policy and practice guidelines.

Presentation Format and Length

You may use Microsoft PowerPoint or other suitable presentation software to create your slides. If you elect to use an application other than PowerPoint, check with your faculty to avoid potential file compatibility issues.

If using PowerPoint to create your presentation slides, you may use the [SoNHS Professional Presentation Guidelines \[PPTX\]](#) as a template.

Be sure that your slide deck includes the following slides:

- Title slide.
 - Presentation title.
 - Your name.
 - Date.
 - Course number and title.
- References (at the end of your presentation). Apply current APA formatting to all citations and references.

Your slide deck should consist of 8–12 slides, **not including** a title and references slide.

Note: If you have technical difficulties in recording your audio, you may, in place of the audio, provide a complete script of what you intended to say in the notes section of each slide. If you require the use of assistive technology or alternative communication methods to participate in this activity, please contact DisabilityServices@Capella.edu to request accommodations.

Supporting Evidence

Cite 3–5 sources of scholarly, professional, or policy evidence to support your analysis and recommendations.

Portfolio Prompt: You may choose to save your presentation to your [ePortfolio](#).

Competencies Measured

By successfully completing this assessment, you will demonstrate your proficiency in the course competencies through the following assessment scoring guide criteria:

- Competency 1: Analyze relevant health care laws, policies, and regulations; their application; and their effects on organizations, interprofessional teams, and professional practice.
 - Explain how a proposed policy and practice guidelines will affect how a stakeholder group does its work.
- Competency 2: Lead the development and implementation of ethical and culturally sensitive policies that improve health outcomes for individuals, organizations, and populations.
 - Summarize a proposed organizational policy and practice guidelines.

- Explain how a proposed policy and practice guidelines will improve quality and outcomes for a stakeholder group.
- Competency 3: Evaluate relevant indicators of performance, such as benchmarks, research, and best practices, to inform health care laws and policies for patients, organizations, and populations.
 - Interpret, for stakeholders, the relevant benchmark metrics that illustrate the need for a proposed policy and practice guidelines.
- Competency 4: Develop strategies to work collaboratively with policy makers, stakeholders, and colleagues to address environmental (governmental and regulatory) forces.
 - Present strategies for collaborating with a stakeholder group to implement a proposed policy and practice guidelines.
 - Deliver a persuasive, coherent, and effective audiovisual presentation.

Unit 8 >> Risk Management and Health Care Organizations

Introduction

Do No Harm

"Do no harm" is part of the Hippocratic Oath that serves as a contract for physicians to work toward the benefit of the public's health.

Errors in health care do occur, however. A good health care risk management plan is paramount to reduction of harm to patients and all those served.

This week, you will conduct independent research on ACOs. You may explore the criteria for participation as an ACO, reporting requirements, and related special challenges, such as benchmarking data. The goal this week is to address the role of health care leaders in establishing and maintaining accountability for patient privacy and organizational quality.

To-Do List

- **Discussion:** Discuss accountability for patient privacy and associated enforcement policies.
- **What You Need to Know:** Further your understanding of ACOs and major health care regulatory agencies.
- **Prepare:** Prepare for the upcoming assignment in Week 9.

Learning Activities

u08s1 - Activity Overviews

Discussion Overview

Research HIPAA and HITECH legislation. Discuss the issue of patient privacy and the effects of enforcement on health care organizations.

u08s2 - What You Need to Know

Read the following:

- Grol, R., Wensing, M., Eccles, M., & Davis, D. (Eds.). (2013). *Improving patient care: The implementation of change in health care* (2nd ed.). Hoboken, NJ: John Wiley & Sons.
 - Chapter 16, pages 254–265, which provides information on patient safety and risk prevention.
- Blumenthal, D., Abrams, M., & Nuzum, R. (2015). *The Affordable Care Act at 5 years*. *The New England Journal of Medicine*, 372(25), 2451–2458.
 - This article covers the implementation and effects of two aspects of the ACA—expansion of health insurance and reforms of the health care delivery system.
- Siegel, M. (2015). *Risk-adjusted base payments can support the move to value*. *Healthcare Financial Management*, 69(1), 38–41.
 - How risk-adjusted payments are becoming part of the value-based payment models that are one aspect of financial planning models under the ACA.

- Anthony, D. L., Appari, A., & Johnson, M. E. (2014). [Institutionalizing HIPAA compliance: Organizations and competing logics in U.S. health care \[PDF\]](#). *Journal of Health and Social Behavior*, 55(1), 108–124.
 - Examine how organizational strategies and environments influence compliance with regard to health records.
- Blumenthal, D. (2010). [Launching HITECH](#). *The New England Journal of Medicine*, 362(5), 382–385.
 - This article, which remains useful and relevant today, addresses how the HITECH Act sets down guidelines for meaningful use of electronic health records and fosters continued innovation in health care information technology.

The following resources will further your understanding of the major health care regulatory agencies. They include the Joint Commission, CMS, and HHS. Compare the similarities and differences between these three major agencies that directly correlate with regulatory mandates, reimbursement, and accreditation of organizations. Leaders must understand the various requirements for which health care organizations are accountable.

- [The Joint Commission](#). (n.d.). Retrieved from <http://www.jointcommission.org/>
- Centers for Medicare & Medicaid Services. (2019). [Accountable care organizations \(ACOs\)](#). Retrieved from <https://www.cms.gov/Medicare/Medicare-Fee-for-Service-Payment/ACO/index.html?redirect=/ACO/>
- Centers for Medicare & Medicaid Services. (2018). [HIPAA basics for providers: Privacy, security, and breach notification rules \[PDF\]](#). Retrieved from <http://www.cms.gov/Outreach-and-Education/Medicare-Learning-Network-MLN/MLNProducts/Downloads/HIPAAPrivacyandSecurity.pdf>
- U.S. Department of Health & Human Services. (n.d.). [HIPAA for professionals](#). Retrieved from <http://www.hhs.gov/hipaa/for-professionals/index.html>
- U.S. Department of Health & Human Services. (n.d.). [Special topics in health information privacy](#). Retrieved from <http://www.hhs.gov/ocr/privacy/hipaa/understanding/special/>

u08d1 - Write Your Discussion Post

Note: Remember to adhere to the requirements for initial discussion posts and responses addressed in the Discussions section of the Course Policies and Expectations presentation on the homepage.

HIPAA, HITECH, and Confidentiality Violations

Conduct research on HIPAA and HITECH, and discuss the implications of confidentiality violations on behalf of an individual or an organization. Look at how HIPAA and HITECH policies are enforced. How could this affect your current or future workplace?

Remember to cite the readings, resources, and research you have used in the development of your post.

Response Guidelines

Read and respond to the posts of your colleagues. Try to comment on those that have had few or no responses thus far. In preparing each response, address the following points:

- What are the lessons you learned from your colleague's discoveries?
- How could you use these findings in your current or future work environment?

Course Resources

Graduate Discussion Participation Scoring Guide

u08s3 - Prepare: Training Session for Policy Implementation

In your upcoming assignment in Week 8, you will develop training strategies and an annotated agenda for a training session that will prepare a selected role group to succeed in implementing your proposed organizational policy and practice guidelines.

When trying to implement a change in how people will be doing their work, it is important to ensure they not only understand what they are expected to do and how they should go about it, but also to create buy-in so that they willingly embrace policy, process, and practice changes.

To prepare for the assignment, you may wish to:

- Review the assignment instructions and scoring guide to ensure you understand the work you will be asked to complete and how it will be assessed.
- Start thinking about potential evidence-based training strategies and activities.
- Conduct sufficient research of the scholarly and professional literature to inform your work and meet scholarly expectations for supporting evidence.
- Reflect on the readings, discussions, and other activities you have completed so far, and consider how the content of these activities might inform your approach to this assignment.
- Ask your instructor any questions you have at this time about the assignment.

Note: Remember that you can submit all, or a portion of, your draft strategy summary and annotated training agenda to [Smarthinking](#) for feedback, before you submit the final version for this assignment. If you plan on using this free service, be mindful of the turnaround time of 24–48 hours for receiving feedback.

Unit 9 >> Leading and Collaborating to Implement Change to Ensure Compliance and Improvement

Introduction

Leading Change

Think back to a time when a change was implemented in your work place, or perhaps your personal life. Was the change sustainable? Why or why not? What were some strategies for implementation that did, or did not, work well?

Think about what is critical to success in gaining stakeholder buy-in for process improvement.

Training and educating those within an organization who will be responsible for implementing and working with changes in institutional policy is a critical step in ensuring that prescribed changes have their intended benefit. A leader in a health care profession must be able to execute leadership, management, and educational strategies to ensure that colleagues and subordinates will be prepared to do the work that is asked of them.

This week, you will develop training strategies and an annotated agenda for a training session that will prepare a selected role group to succeed in implementing your proposed organizational policy and practice guidelines.

To-Do List

- **Discussion:** Discuss training strategies associated with proposed policy and practice changes.
- **Assignment:** Design a training session for a role group responsible for implementing your proposed policy and practice guidelines.
- **What You Need to Know:** Learn about quality and performance improvement strategies.

Learning Activities

u09s1 - Activity Overviews

Discussion Overview

Successful quality improvement initiatives depend on stakeholders embracing policy, process, and practice changes. This week's discussion will assist you in designing a training session that will help ensure a smooth rollout and implementation of your proposed policy and practice guidelines.

Assignment Overview

Develop training strategies and an annotated agenda for a training session that will prepare a selected role group to succeed in implementing your proposed organizational policy and practice guidelines.

u09s2 - What You Need to Know

Ongoing quality and performance improvement in health care is crucial for sustainability. As technology improvements lead to better outcomes, consumer expectations rise. Health literacy has created an informed customer, and the patient experience is a measurement directly related to reimbursement for hospitals and health care organizations.

Performance improvement strategies that have been applicable in manufacturing and automotive industries are now commonplace in health care. Leaders must understand their critical role in continuous improvement in their organizations.

Read the following articles to gain a better understanding of performance improvement strategies:

- Dannapfel, P., Poksinska, B., & Thomas, K. (2014). Dissemination strategy for Lean thinking in health care. *International Journal of Health Care Quality Assurance*, 27(5), 391–404.
- Gershengorn, H. B., Kocher, R., & Factor, P. (2014). Management strategies to effect change in intensive care units: Lessons from the world of business: Part I. Targeting quality improvement initiatives. *Annals of the American Thoracic Society*, 11(2), 264–269.
 - The first part of this article discusses data displays. The second part discusses four quality improvement tools, which may be helpful in completing this week's assignment.

The Training Session Best Practices multimedia activity provides an opportunity for you to check your knowledge of training best practices, before you begin this week's assignment.

u09d1 - Write Your Discussion Post

Note: Remember to adhere to the requirements for initial discussion posts and responses addressed in the Discussions section of the Course Policies and Expectations presentation on the homepage.

Training for Quality Improvement

When trying to implement a change in how people will be doing their work, it is important to ensure that they not only understand what they are expected to do and how they should go about it, but also to create buy-in so that relevant stakeholders willingly embrace policy, process, and practice changes.

This discussion is intended to help you prepare to complete this week's Training Session for Policy Implementation assignment. The groups, policies, and training strategies you write about in this discussion should help inform your work in the assignment.

For this discussion, address the following in your initial post:

- Identify the group that the training strategies will target.
- Provide a brief description of the new internal policy or practices that the training will address and an explanation of three different training strategies, each of which should include:
 - A description of the training strategy.
- Include, if relevant, a citation to illustrate the strategy's successful application in a similar context.
 - A brief explanation of how the strategy will help to prepare the trainees to implement the new internal policy or practice.
 - A brief explanation of how the proposed training strategy could help to create buy-in from the group.

Remember to cite the readings, resources, and research you have used in the development of your post.

Response Guidelines

Read and respond to the posts of your colleagues. Try to comment on those that have had few or no responses thus far. In preparing your response, address the following points:

- Suggest a new strategy that your colleague has not presented but that you suggest could be useful for their training session.
- Ask a probing question to further clarify the intent of one of the training strategies that your colleague has presented.
- Relate a personal experience that you had as a trainee with one of the strategies proposed by your colleague. How effective was that strategy?

Course Resources

Graduate Discussion Participation Scoring Guide

u09a1 - Training Session for Policy Implementation

Introduction

Training and educating those within an organization who are responsible for implementing and working with changes in organizational policy is a critical step in ensuring that prescribed changes have their intended benefit. A leader in a health care profession must be able to apply effective leadership, management, and educational strategies to ensure that colleagues and subordinates will be prepared to do the work that is asked of them.

As a master's-level health care practitioner, you may be asked to design training sessions to help ensure the smooth implementation of any number of initiatives in your health care setting. The ability to create an agenda that will ensure your training goals will be met, and will fit into the allotted time, is a valuable skill for preparing colleagues to be successful in their practice.

This assignment offers you an opportunity to develop and implement effective educational strategies.

Instructions

To help ensure a smooth rollout and implementation of your proposed policy and practice guidelines, design a training session for one of the role groups in the organization that will be responsible for implementation.

- Write a brief summary of your strategies for working with your chosen role group.
- Explain how this training session will help prepare the group to succeed in implementing your proposed policy and practice guidelines, and why you chose this group to pilot your proposal.
- Prepare an annotated agenda for a two-hour training session.

During this training session, you will want to ensure that the individuals you are training understand the new policy and practice guidelines. You will need them to buy-into the importance of the policy in improving the quality of care or outcomes and their key role in successful policy implementation. You must help them acquire the knowledge and skills they need to be successful in implementing the policy and practice guidelines.

Example assignment: You may use the [Week 9 Assignment Example \[PDF\]](#) to give you an idea of what a Proficient or higher rating on the scoring guide would look like.

As outcomes of this training session, participants are expected to:

- Understand the organizational policy and practice guidelines to be implemented.
- Understand the importance of the policy to improving quality or outcomes.
- Understand that, as a group, they are key to successful implementation.
- Possess the necessary knowledge and skills for successful implementation.

Requirements

The strategy summary and annotated training agenda requirements outlined below correspond to the scoring guide criteria, so be sure to address each main point. Read the performance-level descriptions for each criterion to see how your work will be assessed. In addition, be sure to note the requirements for document format and length and for supporting evidence.

- Summarize evidence-based strategies for working with the role group to obtain their buy-in and prepare them to implement the new policy and apply the associated practice guidelines to their work.
 - Why will these strategies be effective?
 - What measures might provide early indications of success?
- Explain the impact of the new policy and practice guidelines.
 - How they will be implemented?
 - How will they affect the daily work routines and responsibilities of the role group?
- Justify the importance of the new policy and practice guidelines with regard to improving the quality of care or outcomes related to the role group's work.
 - How will the policy and guidelines help improve the quality of care or outcomes?
- Explain the role group's importance in implementing the new policy and practice guidelines.
 - Why is the work and buy-in of the role group important for successful implementation?
 - How could you help the group feel empowered by their involvement during implementation?
- Determine appropriate and effective instructional content, learning activities, and materials for the training session.
 - How will each proposed activity on your agenda support learning and skill development?
 - Can you complete the training within the allotted two hours?
- Organize content so ideas flow logically with smooth transitions.

- Proofread your strategy summary and training agenda, before you submit it, to minimize errors that could distract readers and make it more difficult for them to focus on the substance of your strategies.
- Support main points, assertions, arguments, conclusions, or recommendations with relevant and credible evidence.
 - Be sure to apply correct APA formatting to source citations and references.

Strategy Summary and Training Agenda Format and Length

Format your document using APA style.

- Use the [APA Style Paper Template \[DOCX\]](#). An [APA Style Paper Tutorial \[DOCX\]](#) is also provided to help you in writing and formatting your strategy summary and agenda. Be sure to include:
 - A title page and references page. An abstract is not required.
 - A running head on all pages.
 - Appropriate section headings.
- Your strategy summary and agenda should be 2–5 pages in length, not including the title page and references page.

Supporting Evidence

Cite 2–4 external sources to support your strategies for working with the group you have identified and generating their buy-in, as well as for your approach to the training session, activities, and materials.

Note: Your instructor may use the [Writing Feedback Tool](#) when grading this assignment. The Writing Feedback Tool is designed to provide you with guidance and resources to develop your writing based on five core skills. You will find writing feedback in the Scoring Guide for the assignment, once your work has been evaluated. Learn more about the Writing Feedback Tool on the course Tools and Resources page.

Portfolio Prompt: You may choose to save your report to your [ePortfolio](#).

Competencies Measured

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies and assignment criteria:

- Competency 1: Analyze relevant health care laws, policies, and regulations; their application; and their effects on organizations, interprofessional teams, and professional practice.
 - Explain the impact of a new policy and practice guidelines.
- Competency 2: Lead the development and implementation of ethical and culturally sensitive policies that improve health outcomes for individuals, organizations, and populations.
 - Justify the importance of a new policy and practice guidelines with regard to improving the quality of care or outcomes related to a selected role group's work.
 - Determine appropriate and effective instructional content, learning activities, and materials for a training session.
- Competency 4: Develop strategies to work collaboratively with policy makers, stakeholders, and colleagues to address environmental (governmental and regulatory) forces.
 - Summarize evidence-based strategies for working with a selected role group to promote their buy-in and prepare them to implement a new policy and apply associated practice guidelines to their work.
 - Explain a selected role group's importance in implementing a new policy and practice guidelines.
- Competency 5: Produce clear, coherent, and professional written work, in accordance with Capella's writing standards.
 - Organize content so ideas flow logically with smooth transitions.
 - Support main points, assertions, arguments, conclusions, or recommendations with relevant and credible evidence.

Unit 10 >> Reflections on Health Care Law and Policy

Introduction

Ethical Standards

Consider finishing this sentence: Ethical standards in health care are important because . . .

This week, you will consider not only the minimum legal and industry standards, but your leadership role in ensuring that stakeholder interests and the organizational mission are respected. To this end, you are held accountable to expected standards as a health care leader. These standards are reflected in various position statements and the code of ethics of the ACHE.

As you conclude the course, you will be challenged to identify an ethical decision-making framework relevant in your current or future practice setting, and to share with colleagues the resources that you have discovered from your independent research. The goal this week is to consider policy, law, standards, and ethics from a systems-based perspective, and to appreciate the inherent, multifaceted accountability in health care leadership roles.

To-Do List

- **Discussion:** Propose an ethical framework for decision making.
- **What You Need to Know:** Further your understanding of ethical standards and compliance issues.
- **Review:** Review the ACHE ethical policy statements and complete an ethics self-assessment.

Learning Activities

u10s1 - Activity Overviews

Discussion Overview

Based on this week's readings and your ethics self-assessment, propose a decision-making framework that may be used in addressing policy or law dilemmas.

u10s2 - What You Need to Know

Establishing good ethical standards in health care organizations and facilities is mandatory to meet compliance with federal and state standards in the treatment of patients and for facility operations.

Read the following articles and policy statements for a comprehensive understanding of the development and maintenance of ethical standards.

- American College of Healthcare Executives. (n.d.). [ACHE code of ethics](https://www.ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics). Retrieved from <https://www.ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics>
 - Read the Preamble.
- Lachman, V. D. (2015). *The new 'Code of Ethics for Nurses With Interpretative Statements' (2015): Practical clinical application, part II. Medsurg Nursing, 24*(5), 363–368.
- Winland-Brown, J., Lachman, V. D., & Swanson, E. O. (2015). *The new 'Code of Ethics for Nurses with Interpretive Statements' (2015): Practical clinical application, part I. Medsurg Nursing, 24*(4), 268–271.

Explore the ethics resources compiled in this toolkit:

- American College of Healthcare Executives. (n.d.). [Ethics toolkit](https://www.ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics/creating-an-ethical-culture-within-the-healthcare-organization/ethics-toolkit). Retrieved from <https://www.ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics/creating-an-ethical-culture-within-the-healthcare-organization/ethics-toolkit>

Policy statements:

- American College of Healthcare Executives. (n.d.). [ACHE policy statements](https://www.ache.org/about-ache/our-story/our-commitments/policy-statements). Retrieved from <https://www.ache.org/about-ache/our-story/our-commitments/policy-statements>
 - Scan this list of policy statements and read those that have the most relevance for you.
- American College of Healthcare Executives. (2016). [Ethical decision making for healthcare executives](https://www.ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics/ethical-decision-making-for-healthcare-executives). Retrieved from <https://www.ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics/ethical-decision-making-for-healthcare-executives>
- American College of Healthcare Executives. (2016). [Health information confidentiality](https://www.ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics/health-information-confidentiality). Retrieved from <https://www.ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics/health-information-confidentiality>
- American College of Healthcare Executives. (2016). [Promise making, keeping and rescinding](https://www.ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics/promise-making-keeping-and-rescinding). Retrieved from <https://www.ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics/promise-making-keeping-and-rescinding>

u10s3 - Review: Health Care Ethics Research and Self-Assessment

Review the ACHE ethical policy statements, then take the following ethics self-assessment:

- American College of Healthcare Executives. (n.d.). [Ethics self-assessment](https://www.ache.org/about-ache/our-story/our-commitments/ethics/ethics-self-assessment). Retrieved from <https://www.ache.org/about-ache/our-story/our-commitments/ethics/ethics-self-assessment>

This survey contains 65 questions that cover all ethical aspects of a health administrator's role. The results of your assessment will only be seen by you, and should remain confidential. Following completion of the self-assessment, identify 3–5 key areas of professional ethics which may need attention or monitoring in your work setting or profession. You will use your findings in this week's discussion.

u10d1 - Write Your Discussion Post

Note: Remember to adhere to the requirements for initial discussion posts and responses addressed in the Discussions section of the Course Policies and Expectations presentation on the homepage.

Ethics and Decision Making

Propose an ethical framework for decision making that may be used in cases of policy or law dilemmas. Consider this week's readings and the 3–5 key areas of professional ethics you identified in the Health Care Ethics Research and Self-Assessment activity that may need attention or monitoring in your practice setting. Please make a concerted effort to provide a resource or content that has not already been posted by a learner in this forum.

Remember to cite the readings, resources, and research you have used in the development of your post.

Response Guidelines

Read and respond to the posts of your colleagues. Try to comment on those that have had few or no responses thus far. In preparing your response, address the following points:

- Compare and contrast any of the ethical frameworks proposed by your colleagues with the one you have proposed.
- Relate an example of a scenario relative to the content of the frameworks discussed by your colleagues and how it correlates with professional ethics principles.
- Share an example of a policy or law dilemma and discuss possible ethical resolutions.

Course Resources

Graduate Discussion Participation Scoring Guide