



## HSC 350: Continuous Quality Improvement

*Online*

Semester:  
Day(s):  
Time(s):  
Classroom:  
Instructor:  
Office Hours:  
Office Location:  
Phone Number:  
Email:

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Here

**Prerequisite/Co-requisites: None**

### Course Description

This course introduces the basic principles associated with Continuous Quality Improvement (CQI). The student will learn to process and identify quality problems inherent in all health care organizations. Through textbook materials and supplemental readings or web links, the development of a personal continuous quality improvement project utilizing CQI tools, and assessment of current events, students will learn the value of CQI in personal health and today's health care systems.



#### Course Goal:

To introduce the basic principles associated with Continuous Quality Improvement (CQI).



#### Required Text

- Advanced Performance Improvement in Health Care: Principles and Methods, (SBN 13: 978-0-7637-6449-4) by Donald E. Lighter, © 2011 Jones and Bartlett
- Other Recommended Resources:

- Explore and review for Personal CQI Project:  
[http://www.a4hi.org/docs/Neuhauser\\_personal\\_improvement\\_project\\_workbook.pdf](http://www.a4hi.org/docs/Neuhauser_personal_improvement_project_workbook.pdf)
- The Memory Jogger II: A Pocket Guide of Tools for Continuous Improvement and Effective Planning, (ISBN 978-1-57681-113-9) by Michael Brassard and Ritter., © 1994 GOAL/QPC
- Measuring Quality Improvement in Healthcare, (SBN 0-527-76293-8) by Raymond G. Carey and Lloyd Robert C., ©2001 American Society for Quality, quality Press
- "To Err is Human: Building a Safer Health System", Institute of Medicine, committee on Quality of Health Care in America, © 1999 National Academy Press
- Advancing Excellence in America's Nursing Homes-  
<https://www.nhqualitycampaign.org>



### Grading Policy

Your performance in this course is assessed using multiple, varied methods in the areas listed below and based on the expectations as described in the syllabus and outlined in assessment scoring guides or rubrics. If you do not understand the expectations, it is your responsibility to ask the instructor questions.

Please Refer to Grading Criteria located in Course Document Section on Blackboard for Standards for Evaluating Quality and Grade for Weekly Posts. Those who do not participate in the discussion/ assignment for every chapter will receive a zero score for that week which will impact their final average. Note: a computer crash is not a valid excuse for failure to participate, complete a test or quiz or submit your semester project. Be sure to back up your work in several places and budget your time according to deadlines.

Discussion Board Participation	20%
Midterm Research Paper (week 8)	20%
Personal CQI Project (week 11)	20%
Quizzes / Final (weeks 4, 10 and 15)	20%
CQI Project (week 13)	20%
Total:	100%

### Grading Key

93-100 = A	80-82 = B-	67-69 = D+
90-92 = A	77-79 = C+	63-66 = D
87-89 = B+	73-76 = C	60-62 = D-
83-86 = B	70-72 = C-	Below 60 = F



### Assessment Methods

This section of the syllabus contains a listing with brief descriptions of the assessment methods for this course. They are designed to align with the student-learning outcomes and provide you with varied ways to demonstrate mastery of the course content. Additional instructions and related scoring guides or rubrics are posted to Blackboard.

**Blackboard**

<i>Learning Outcomes</i>	<i>Assessment Methods</i>
Articulate the impact of various quality leaders on modern quality improvement practices.	Research papers Final CQI Project
Demonstrate understanding of basic tools and techniques utilized in CQI.	
Demonstrate understanding of the value of culture, leadership, and teamwork in successful CQI implementation.	
Interpret and explain policy within regulatory framework of the healthcare industry focusing on CQI.	
Demonstrate the skills necessary to successfully complete CQI in long-term care.	



**Discussion Board Participation (20%):** The quality of posts to the graded discussion board will result in 0 to 100 points per week. Each post to the discussion board should contribute to the discussion. Your posts should enhance and continue thread topics; demonstrate what you have absorbed from text readings or website review. Posts that simply agree with other post or thread discussion will not receive full credit. Discussion board grading will be based on your ability to demonstrate understanding of the required reading and exploration of weekly assigned website review. You will receive little to no credit for posts that do not add value to the discussion. You are required to respond to the "parent post" each week no later than Tuesday by 11:59 p.m. unless otherwise posted.



**Midterm Research Paper (20%):** Define transformational leadership and its characteristics. Discuss why transformational leadership and forming the right teams are important in developing a culture that embraces continuous quality improvement and excellence. **(Refer to Assignment Details on Blackboard).**



**Personal CQI Project (20%):** The student will select a personal improvement process utilizing the references and resources as a guide and specify the measurable

goal, how you collected data and evidence of your data collection. Students will demonstrate and include the utilization of at least (2) CQI tools (example, Fishbone Diagram, graphs, control chart). Examples may include Increase Exercise, Improve Healthy Eating Habits, Improve Money Saving Habits, Improve Time Management Skills, Increase Calcium Intake, Increase Time with Family, learn a 'new' Hobby, Eliminate a Behavior. **(Refer to Assignment Details on Blackboard).**



**CQI Project (20%):** Each student will submit a Quality Improvement project outline that highlights one of the Six AIMS identified in by the Institute of Medicine's report (Safe, Effective, Patient-Centered, Timely, Efficient, Equitable) or one of the nine priority goals identified by the National Nursing Home Quality Improvement (NNHQI) Campaign Goals (Consistent Assignment, Hospitalizations, Person Centered Care, Staff Stability, Dementia Care and Psychotropic Medications, Infections, Mobility, Pain, or Pressure Ulcers) and outline each step of Plan, Do, Study, Act (PDSA) model in the project design. **(Refer to Assignment Details on Blackboard).**



**Quizzes/Finals (15%):** All quizzes must include detailed, well written and referenced responses.

## Course Outline / Class Schedule\*

Week	Topic(s) Covered	Responsibilities & Requirements Readings are to be completed prior to Blackboard Discussion	Assignments Assessment Method
<b><u>Week 1</u></b>	WELCOME!!! Introduction Overview Review All Assignments, Syllabus	Introductions & Sharing Professional Goals & Background Explore & Review weekly unit 1 documents	Discussion Board
<b><u>Week 2</u></b>	Business Case for Quality	Chapter 1 Please read: To Err is Human 1999 report brief.pdf (156.46 KB) See Articles in Weekly Units Explore & Review and be prepared for discussion: <a href="http://www.ihl.org">www.ihl.org</a> Review & Listen to video: Be prepared for discussion & sharing: <a href="http://www.iom.edu/Reports/2013/Partnering-with-Patients-to-Drive-Shared-Decisions-Better-Value-and-Care-Improvement.aspx">http://www.iom.edu/Reports/2013/Partnering-with-Patients-to-Drive-Shared-Decisions-Better-Value-and-Care-Improvement.aspx</a>	Discussion Board
<b><u>Week 3</u></b>	Teamwork and Teams	Chapter 2 Review weekly documents; <a href="http://www.infed.org/thinkers/senge.htm">http://www.infed.org/thinkers/senge.htm</a>	Discussion Board
<b><u>Week 4</u></b>	Process Tools	Chapter 3 Explore & Review: Resources used in defining, describing the Process Tools for CQI <a href="http://www.hospitalcompare.hhs.gov">www.hospitalcompare.hhs.gov</a> <a href="http://www.hrsa.gov/quality/toolbox/methodology/qualityimprovement/">http://www.hrsa.gov/quality/toolbox/methodology/qualityimprovement/</a> <a href="http://leanman.hubpages.com/hub/Continuous-quality-Improvement-Quality-Tools">http://leanman.hubpages.com/hub/Continuous-quality-Improvement-Quality-Tools</a>	<b><u>Quiz #1</u></b> via email
<b><u>Week 5</u></b>	Information Resources QI Programs-Patient Safety, Quality of Care, Quality of Life	Chapter 4 Explore <a href="http://www.healthgrades.com">www.healthgrades.com</a> <a href="http://www.hrsa.gov/quality/toolbox/methodology/qualityimprovement/">http://www.hrsa.gov/quality/toolbox/methodology/qualityimprovement/</a> Send your topic via email for your Personal CQI Project. – You need to collect 4 weeks of data	Discussion Board  <b><u>Personal CQI Topic Due</u></b>
<b><u>Week 6</u></b>	Regulatory Oversight 6 AIMS	Explore & Review: <a href="http://www.jointcommission.org">www.jointcommission.org</a> , <a href="http://www.cms.hhs.gov">www.cms.hhs.gov</a> , <a href="http://www.ct.gov/dph">www.ct.gov/dph</a>	Discussion board
<b><u>Week 7</u></b>	Patient Safety Making Health Care Safer	Explore & Review: <a href="http://www.npfs.org">www.npfs.org</a> <a href="http://www.justculture.org">www.justculture.org</a>	Discussion board

<b><u>Week 8</u></b>	Midterm	Midterm Research Essay Paper Transformational Leadership & Developing a Culture of Excellence	<b><u>Midterm Due</u></b> Discussion Board Post and Share your findings from doing the essay paper
<b><u>Week 9</u></b>	Statistical Thinking & Analysis	Chapter 5 pages 173-178 only Explore & Review <a href="http://www.nahq.org">www.nahq.org</a> <a href="http://www.nahq.org">http://www.nahq.org</a>	Discussion board
<b><u>Week 10</u></b>	Standardization Lean Kaizen	Chapter 6 Explore <a href="http://www.lean.org">www.lean.org</a> <a href="http://www.juran.com/industries_health_care_index.html">www.juran.com/industries_health_care_index.html</a>	<b><u>Quiz #2</u></b> via email
<b><u>Week 11</u></b>	Personal CQI Presentations Six Sigma	Personal CQI Project Due Chapter 7 <a href="http://www.isixsigma.com/new-to-six-sigma/getting-started/what-six-sigma">www.isixsigma.com/new-to-six-sigma/getting-started/what-six-sigma</a> Explore Six Sigma & Lean on You Tube	<b><u>PERSONAL CQI PROJECT</u></b> Post and Share your outcomes from doing the project
<b><u>Week 12</u></b>	Alignment and Integration of PI Systems	Chapter 8 Explore <a href="http://www.baldrige.nist.gov">www.baldrige.nist.gov</a> & <a href="http://www.qualityforum.org">www.qualityforum.org</a>	Discussion board
<b><u>Week 13</u></b>	CQI Project Due	<b>CQI PROJECT DUE</b>	<b><u>Semester Final Project</u></b>
<b><u>Week 14</u></b>	Course Review	Final Exam Preparation	<b><u>Final</u></b> via email
<b><u>Week 15</u></b>		CONGRATULATIONS!!! Final Exam Due by <b>date</b>  Please submit Course Evaluations	

*\*This syllabus is subject to change. Changes, if any, will be announced in class and on Blackboard.  
Be sure to check Blackboard and your Goodwin email regularly!*



## Class Policies



**Blackboard:** Blackboard contains class materials such as PowerPoints, worksheets, media, and links for submitting assignments. Be sure to **check Blackboard often** to stay up to date on announcements, new course materials, and other important information. **All assignments must be submitted on Blackboard.**

\*BB issues contact [bbsupport@goodwin.edu](mailto:bbsupport@goodwin.edu) or call 860-913-2152



**Late Assignments:** Per department policy, all work is expected to be handed in on time. Any work submitted to the instructor after the due date will result in a zero for that particular assignment. Late assignments or make-up exams are not permitted except when there are documented extenuating circumstances (i.e., medical and family emergencies), and the instructor has been notified 24 hours before or after the deadline. In circumstances in which the instructor permits a make-up exam, the format of the exam is at the discretion of the instructor.



**Technology:** Online components are not compatible with smartphones or tablets. Firefox is the recommended browser when using blackboard. For Blackboard technical problems in the course, refer to the helpdesk under the Technical Support Tab.

Access to all computer systems, networks and electronic devices owned by Goodwin University imposes certain responsibilities and obligations to all faculty, staff and students. The university's technology policy outlines the acceptable usage for all computers and peripherals, network resources, telephones and all other electronic devices owned and maintained by Goodwin University. Users failing to adhere to this policy may face disciplinary actions by Goodwin University and/or local and federal law enforcement agencies. The complete technology policy is located on the Goodwin website <http://www.goodwin.edu/pdfs/policies/technologypolicy.pdf> and in the student handbook.



**Course Decorum:** We will create a positive environment in the classroom. There is an expectation of respect and professionalism (i.e., demonstrate respect for instructors, peers, and self, participate in classroom activities, and follow course and university policies).



**Communication and E-mail:** Students are expected to communicate in a professional manner (i.e., verbal, written, and electronic). I will send course updates and announcements through Blackboard so please **check your Goodwin e-mail account regularly.**



**APA Style:** This course follows APA style format for all written assignments. All written assignments must be produced using software that is compatible with Blackboard. Assessment of written assignments will include use of APA format, writing, grammar, quotations, and references. APA Style Central is also available at <http://apastylecentral.apa.org/>, the course Blackboard shell, and through the Hoffman Family Library.

Expectations for Written Work: The following are basic expectations for all written work:

1. One-inch margin for all sides of the page (e.g., top, bottom, left, and right side of the page).
2. The font is 12 point.
3. The paper is double spaced.
4. The first page of the paper includes:
  - ✓ Your full name
  - ✓ The date of submission



**Plagiarism:** Plagiarism is using someone else's words or images as your own without citing or giving credit back to the originator and is not allowed (see academic integrity). Please cite all work or a zero will be recorded. Wikipedia or any other wiki site, about.com, ask.com, answers.com, etc. are not reliable sources and are not accepted as valid sources

- All discussions are run through SafeAssign (plagiarism checker) weekly.



### Attendance:

Students are expected to be prepared to participate on Discussion Board, Essay Assignments and all the required responsibilities as outlined for this course. Late tests and assignments may result in a lowered grade. Make-up tests will be given at the instructor's discretion. Success in one's career is almost as dependent on professional behavior as on one's academic knowledge and abilities. Students are expected to exhibit professional behavior in all activities associated with this course. All written assignments are to be submitted on the designated due date. Full credit will be given only for work submitted on time. It is understood that emergencies can arise making

this expectation difficult. Should this rare need occur, it will affect your grade for the assignment.

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## Student Support Services



### **Academic Success Center & The Math Lab:**

The Academic Success Center is located in room 209 and The Math Lab is located in room 219 of the River Campus. Both centers are staffed with Peer and Professional tutors that students can see on a walk-in or appointment basis. The centers provide students with consistent support and guidance throughout the learning process and encourage students to be actively involved. This is done through one-on-one, group tutoring and Academic Skills Workshops.

### **Academic Success Center & Math Lab Hours:**

Monday-Friday 8am-9pm

Saturday 8am-2:30pm

To make a tutoring appointment please call 860-913-2090, email [ASCStaff@goodwin.edu](mailto:ASCStaff@goodwin.edu) or walk into either center

### **eTutoring:**

Goodwin University offers eTutoring services through an agreement with the Connecticut Distance Learning Consortium (CTDLC). Students using the eTutoring platform may work with an eTutor in a live session or may submit a question or course assignment for an instructor to correct and/or provide feedback. eTutoring offers instruction, guidance and resources to help each student succeed. Specific information concerning eTutoring is located on the Academic Success Center webpage: [http://www.goodwin.edu/academic\\_success\\_center/](http://www.goodwin.edu/academic_success_center/)

### **Testing:**

The ASC also provides testing services for those who have missed a test in their class or who have accommodations approved by the Office of AccessAbility Services. Students must talk to their teachers to test in the ASC. Students with accommodations may have their tests proctored in alternate locations. The Academic Success Center provides two testing rooms for students to make up tests that have been previously dropped off by their instructor. These rooms are located in the center.

### **Scheduling Exams:**

Students should contact the Academic Success Center to schedule an appointment in advance. Students can walk-in or call 860-913-2090 to schedule their exam. It is strongly recommended that students reserve a testing room in advance and confirm that their exam has been delivered to the center.

Students are also welcome to take their test without reserving a room; however, if both rooms are occupied or if they are scheduled to be occupied before the student would finish their test (given the time allotted by their teacher), the student will be unable to take their test and will instead be asked to make a reservation or to return when a room becomes available.

### **Library Services:**

Read the following paragraph or download the Hoffman Family Library APP to your phone! The Hoffman Family Library is open seven days a week (7am-9:30pm Monday to Thursday, 7-9 Fridays, 8-4 Weekends). Librarians are on site during all open hours to help students conduct research, find valuable resources, and create citations. There are many ways to get help from a librarian: call 860-913-2042, text ASKGOOD and your question to 66746, email [GoodwinLibraryPersonnel@goodwin.edu](mailto:GoodwinLibraryPersonnel@goodwin.edu), click the "Ask a Librarian" button on the library web site, or just walk in. The campus library offers computers, Wi-Fi, group study rooms, a quiet atmosphere, and an ever-growing collection of resources. The majority of the library's resources are available online 24/7 via the web site <http://www.goodwin.edu/library>. Through the web site students can access the research databases and find helpful guides and tutorials on where to find good resources for any subject, tips on how to write great papers with proper citation and formatting, and much more.

### **Counseling Services:**



Counseling services are free, confidential and available to currently enrolled students. Students visit counseling services for a variety of reasons, including:

- Mental Health: anxiety, depression, low self-esteem, mood disorders
- Relationships: family, friends, partner, bereavement
- Financial: medical, housing, food, employment
- Physical: poor body image, sexual orientation, gender identity, eating disorder
- Academic: lack of study skills, struggling with a learning disability or yet to be identified, challenges with a professor, not getting accepted into your career choice, low GPA

Please visit the website for further details: <http://www.goodwin.edu/counseling/>

- Also on the Counseling page you will find a tab on the left labeled “Resources” that offers many links to supports that may be helpful as well

### **Goodwin University Policies**

These general academic policies of Goodwin University may be found on the university web site at <http://www.goodwin.edu/academics/policies.asp> . Additional information may be found in the university catalog at [http://www.goodwin.edu/academics/undergraduate\\_catalogs.asp](http://www.goodwin.edu/academics/undergraduate_catalogs.asp) . Please make it a point to familiarize yourself with the university policies. Additional academic regulations may be found at [http://www.goodwin.edu/2014\\_2015\\_Catalog/](http://www.goodwin.edu/2014_2015_Catalog/)

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### **Goodwin University Policies and Services**

**This course adheres to all policies outlined in the Goodwin University catalog.**

General academic policies of Goodwin University may be found on the university web site at and in the university catalog at <http://www.goodwin.edu/academics/catalogs.asp>.

Student services information may be found on the Goodwin University website at <http://www.goodwin.edu/student-services/> and <http://www.goodwin.edu/library/>.