

**MBA C736
Quality Management in Health Services
Fall 2021 Course Outline**

**Health Policy & Management Area
DeGroote School of Business
McMaster University**

COURSE OBJECTIVE

The objective of this course is to equip future health services managers with the fundamental knowledge and skills necessary to improve quality of care and patient safety.

COURSE AND INSTRUCTOR CONTACT INFORMATION

**Live lectures (Virtual): Wednesdays
7:00pm – 10:00pm**

Dr. James Chan
chanj142@mcmaster.ca

Office Hours: 5pm to 7pm
before class on Weds by appointment

Teaching Assistant
Nicole Rakowski rakowsna@mcmaster.ca
rakowsna@mcmaster.ca

Course Website <http://avenue.mcmaster.ca>

COURSE ELEMENTS

Credit Value:	3	Leadership:	Yes	IT skills:	No	Global view:	Yes
Avenue:	Yes	Ethics:	Yes	Numeracy:	Yes	Written skills:	Yes
Participation:	Yes	Innovation:	Yes	Group work:	Yes	Oral skills:	Yes
Evidence-based:	Yes	Experiential:	Yes	Final Exam:	No	Guest speaker(s):	Yes

COURSE DESCRIPTION

Quality and safety problems in healthcare continue to result in harm to patients/clients and cost healthcare systems billions of dollars. The objective of this course is to equip future health services managers with the fundamental knowledge and skills necessary to improve quality of care and patient safety. The course will examine improvement concepts, methods, and tools, and show how they have been put into effect in various healthcare organizations. Students will build knowledge of the technical, psychological, social, and political aspects of quality improvement. Emphasis will be placed on examining quality from multiple levels of analysis and multiple perspectives using a 'systems thinking' approach. This course is taught using a combination of lectures, case studies, collaborative in-class exercises, guest speaker(s), and student presentations.

Course content is divided into five learning modules over thirteen weeks. The Modules and weekly course topics are summarized below:

Module 1: Introduction to Quality Management in Health Services

Week 1: Introducing Quality in Health Care

Week 2: The Accelerated Model for Improvement

Week 3: Lean and the Toyota Production System

Module 2: Quality Improvement Methods and Techniques

Week 4: Analyzing & Improving Work Processes

Week 5: Understanding Data Variation and Control Charts

Module 3: Patient Safety

Week 6: Examining Patient Safety in Canada: Data, Evidence & Legislation

Week 7: Analyzing and Disclosing Patient Safety Incidents

Module 4: Quality Improvement Leadership

Week 8: Culture, Change Management, & Implementation

Week 9: Stakeholder Engagement (Patients, Families, Staff, Board of Directors)

Module 5: Quality Measurement & Evaluation

Week 10: Methods & Indicators for Quality & Safety

Week 11: Evaluation Methods and Accreditation

Module 6: A Systems Lens for Quality Improvement

Week 12: Systems Thinking and the Context for Quality and Safety

Week 13: Group Presentations and Course Wrap Up

Please refer to the “Course Schedule & Assignments” document which will be posted on A2L for a detailed week-by-week description of the readings and discussion questions. Students should become familiar with A2L and complete the first week’s reading as early as possible.

LEARNING OUTCOMES

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

- Explain the fundamental principles and state of the evidence on quality improvement
- Analyze work processes and performance using key quality improvement tools (e.g., process maps, fishbone diagrams, control charts)
- Identify effective strategies for gaining knowledge about patients, and engaging them in quality improvement
- Explain the value of systems thinking for improving quality and safety
- Identify effective strategies for fostering an organizational context and culture that supports quality and safety
- Understand the legislative frameworks that govern quality and safety in Ontario
- Analyze the strengths and weaknesses of different approaches for improving quality and safety

REQUIRED COURSE MATERIALS AND READINGS

All course content, including lectures, readings, and case materials, can be accessed at no cost using the web-based course management system, *Avenue to Learn*: <http://avenue.mcmaster.ca>

EVALUATION

Components and Weights

<u>Component</u>	<u>Worth</u>	
Quiz #1 (individual)	15%	Due Oct 6
Process Analysis and Improvement Paper (individual)	30%	Due Oct 27
Quiz #2 (individual)	15%	Due Nov 3
Quality Improvement Charter (group)	20%	Due Dec 1
Quality Improvement Initiative Presentation (group)	20%	Due Dec 8
		100%

A detailed description of the evaluation components will be posted on *Avenue to Learn*.

Grade Scale

All assignments will receive a letter grade. Final grades will be calculated using the median numerical score for each letter grade as shown in the conversion scheme below.

LETTER GRADE	PERCENT	MEDIAN PERCENT
A+	90-100	95
A	85-89	87
A-	80-84	82
B+	75-79	77
B	70-74	72
B-	60-69	65
F	00-59	0

Penalty for Late Submission

All assignments must be submitted online using *Avenue to Learn* by **midnight** on the due date. Late assignments will receive a penalty of **five percentage points per 24 hours**. For example, if a paper graded A (87) was three days late, it would be subject to a penalty of fifteen percentage points to B (72).

I recognize that there may be valid reasons for late assignments. In order for these reasons to be accepted without penalty, the instructor must be notified prior to the due date and supporting documentation must be provided. Requests for extensions will not be considered within 48 hours of the deadline except under exceptional circumstances.

Communication and Feedback

Each week students will have the opportunity to ask questions or make requests of the instructor in relation to the course. Students are also encouraged to provide feedback on various aspects each day's class. The instructor will respond to student feedback and use student feedback to improve the course in real-time.

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Please do not use the Avenue to Learn messaging system. Emails regarding course issues should NOT be sent to the Administrative Assistant.

ACADEMIC DISHONESTY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university. It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at: www.mcmaster.ca/academicintegrity. The following illustrates only three forms of academic dishonesty: (1) Plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained; (2) Improper collaboration in group work; and (3) Copying or using unauthorized aids in tests and examinations

If you have conducted a project or assignment for another course on a similar topic to the one you propose to do for this course you are required to obtain instructor permission in advance of proceeding with the topic. This is to ensure that projects or assignments are sufficiently different from one another. If in doubt, please contact the instructor.

STUDENT ACCESSIBILITY SERVICES

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes by setting up an appointment with the instructor. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is: <http://sas.mcmaster.ca>

POTENTIAL MODIFICATION TO THE COURSE

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your registration and continuous participation (e.g. on *Avenue to Learn*, in the classroom, etc.) to the various learning activities of MBA C736 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any others that may be announced during lecture and/or on *Avenue to Learn*. **It is your responsibility to read this course outline, to familiarize yourself with the course policies outlined here and on *Avenue to Learn*, and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.