

King Saud University
College of Business Administration
Department of Health Administration - Masters` Program

PA 505 –The Quality of Healthcare
First Semester 1437/ 1438

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Course Description:

This course covers the issues of measuring, managing and improving the quality of health care. The course investigates the components of quality improvement programs in health care facilities, including quality assessment, performance improvement, continuous quality improvement utilization management, risk management and critical/clinical pathways.

This course will be divided into two parts; *the first part* will focus on explaining the meaning of quality in healthcare and Quality Management from a systems perspective. *The second part* of the course will cover Donabedian model as a framework to understand the measurement of performance in healthcare using indicators as a mean to assess care quality.

General Course Learning Objectives:

Gain a deep understanding for the development of the science of studying and measuring variation in daily work and the application of that work to the improvement of patient care. This understanding will include:

- Initial work done outside of health care;
- Current efforts in health care;
- Future needs to further develop this field in health care.

Specific Course Learning Objectives:

1. Demonstrate an understanding of the varied dimensions of healthcare quality.
2. Describe the three primary quality management activities: measurement, assessment, and improvement;
3. Describe external forces that influence quality management activities in healthcare organizations.
4. Describe common performance measures of healthcare services;
5. Recognize aspects of organizational culture that influence the effectiveness of quality management,
6. Discuss strategies for overcoming environmental characteristics inhospitable to quality improvement.
7. Describe how quality improvement tools are used throughout an improvement project,
8. Explain the difference between improvement models and improvement tools.

9. Discuss how the effectiveness of improvement actions is measured and how gains are sustained.
10. Discuss common performance improvement models; recognize the similarities and differences among improvement models.

| Topics to be Covered | | |
|---|--------------------|----------------------|
| List of Topics | No of Weeks | Contact hours |
| Introduction Quality Management in Healthcare | 1 | 3 |
| Quality Management Building Blocks | 2 | 6 |
| Measuring Performance | 2 | 6 |
| Evaluating Performance | 2 | 6 |
| Continuous Improvement | 1 | 3 |
| Performance Improvement Tools | 1 | 3 |
| Improvement Project Team | 1 | 3 |
| Improving Patient Safety | 2 | 6 |
| Achieving Reliable Quality and Safety | 1 | 3 |
| Managing the Use of Healthcare Resources | 1 | 3 |
| Organizing for Quality | 1 | 3 |

Student Projects:

As the knowledge in all domains of healthcare grows, so does the need to apply the knowledge to solve complex organizational problems—ideally by using a proactive (rather than reactive) approach and often by including teams of professionals from many academic and professional disciplines. Diverse teams bring the diverse skills needed to select and apply appropriate analytical tools for improvement. As the team concept of care delivery evolves, providers must emphasize the conceptual foundations of healthcare quality and embrace a culture of accountability for the quality and safety of the patient experience. The project will give students an opportunity to find a quality related problem; link the topic to a clinical or administrative process; display, analyze, and interpret this problem; and summarize conclusions. Students will be encouraged to use data from their own work, as this assignment will have highest utility when applied to an existing opportunity. Students will work in groups. Groups who do not have existing topic will be expected to alert the instructor **during the first or second week of class**. This will enable the course instructor to assist groups in finding a topic to analyze and report.

Readings:

- **Beaufort B. Longest, Jr., Kurt J. Darr** Managing Health Services Organizations and Systems, Sixth Edition (MHSOS)Sixth Edition, Health Professions Press; Sixth edition (May 22, 2014).
- **Patrice L. Spath** Introduction to Healthcare Quality Management, 2nd Edition. Health Administration Press; 2 edition (July 23, 2013).
- **Maulik S. Joshi, Elizabeth R. Ransom, David B. Nash, and Scott B. Ransom, *The Healthcare Quality Book, Third Edition***, Health Administration Press; 2 edition (July 23, 2013).

Grading:

5 %.....Attendance and punctuality
15%..... Group Measurement Project
20 %..... Mid-term exam I
20%.....Mid-term exam II
40%.....Final Exam