

MGT 611: MEASUREMENT AND MANAGEMENT OF QUALITY

INSTRUCTOR : Dr. Corinne M. Karuppan
OFFICE: Glass Hall, #417
OFFICE HRS.: Monday: 10:00 a.m. – 12:00 p.m.
Tuesday: 5:30 – 6:30 p.m.
Thursday: 10:00 – 11:00 a.m.; 1:00 – 2:00 p.m.
& by appointment
PHONE: 836-6671 (Office) & 836-5415 (Dept.)
E-MAIL: CKaruppan@missouristate.edu

COURSE OBJECTIVES:

The purpose of this course is to teach students how to design, manage, and control health quality systems. A major emphasis will be on controlling health care costs through a reduction of waste and defects. Students will learn a variety of quality tools and quantitative techniques aimed at measuring performance and foster continuous improvement.

A major objective of this course is to link theory to practice. At the end of the course, students should be able to:

- Develop strategies for continuous improvement;
- Build quality into each step of the processes found along the clinical path;
- Learn principles and techniques of data collection, measurement, and analysis;
- Improve patient safety and experience of care;
- Learn the roles of technology in improving quality;

READINGS:

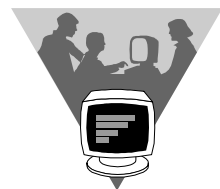


TEXT : QUALITY HEALTH CARE: A Guide to Developing and Using Indicators

AUTHOR: Robert Lloyd
PUBLISHER: Jones and Bartlett

A list of articles/cases will also be provided.

ASSIGNMENTS:



From time to time, routine assignments will be given. Assignments **will be due as announced**. Assignments must be **clearly** written. **No** late assignments (on time: on the due date, at the beginning of class) will be accepted. Some in-class assignments will be given. There is **no** make-up for these assignments.

PROJECTS:



A live project will be assigned to teams. This project will be performed at St. John's Health System. It may involve the design of plans to reduce infections, six-sigma implementation, assessment of compliance to best practices, and/or data collection and analysis. Each team will have to select a project manager to interact with the client. This project will be competitive in nature. The project will be graded by both the client and the instructor.

Each team member's contribution to the project will be assessed by the other teammates. This information will be factored into the team member's grade. You are **all** expected to contribute equally. Typing and developing graphs from other members' data are useful activities but do **not** constitute meaningful, intellectual contributions. Detailed activity logs will be required from each team member. A team member may be "fired" at any time during the project. This member will have to complete the project on his/her own.

EXAMS:



Exams will place an emphasis on understanding important concepts and principles and on the application of these concepts and principles. All exams may include concepts covered up to the time of the exam. Moreover, for examination purposes, you are responsible for all assigned material covered in lectures and class discussions. The final exam will not be comprehensive. **Please be aware**

that there is no "curving."

Usually, corrected exams will be returned within two weeks and, following discussion in class, will not be returned. The instructor will save old exams two weeks into the following semester, at which time they will be destroyed.

All students are expected to take the exams as scheduled. A makeup will be scheduled close to the regular exam date if failure to take the exam is due to participation in university-sanctioned activities and programs, personal illness, or special family circumstances. Proper documentation will be required in ALL the abovementioned cases. Otherwise, makeup exams will be given along with the next exam.

ACADEMIC HONESTY:

Missouri State University is a community of scholars committed to developing educated persons who accept the responsibility to practice personal and academic integrity. You are responsible for knowing and following the university's student honor code, *Student Academic Integrity Policies and Procedures*, available at <http://www.missouristate.edu/provost/AcademicIntegrity.html> and also available at the Reserves Desk in Meyer Library. Any student participating in any form of academic dishonesty will be subject to sanctions as described in this policy.

You are expected to do your **own work on all assignments and tests**. Students violating this policy will receive a failing grade for the course. The consequences of exams being stolen prior to being handed out will apply to the whole class.

POLICY ISSUES: Cell Phones and Behavior

The use by students of cell phones, pagers, or similar communication devices during scheduled classes is prohibited. All such devices must be turned off or put in a silent mode and cannot be taken out during class. At the discretion of the instructor, exception to this policy is possible in special circumstances. See

<http://www.missouristate.edu/provost/Policies/default.htm> for complete policy.

Sanctions for violation of this policy will involve dismissal from the class. In testing situations, the use of cell phones or similar communication devices may lead also to a charge of academic dishonesty and additional sanctions under the *Student Academic Integrity Policies and Procedures*.

Leaving the classroom before the end of class is disruptive. If a student absolutely needs to do so, he/she should obtain permission before or at the beginning of class.

Students caught sleeping in class or reading material not related to the subject matter under discussion will be asked to leave and/or marked as ABSENT for the class period.

Rudeness will NOT be tolerated. Students have to learn how to control their emotions. Outbursts, sarcastic comments, improper behavior in class, and rude e-mails will result in a penalty for the student. This penalty is at the instructor's discretion.

NONDISCRIMINATION CLAUSE:

Missouri State University is an equal opportunity/affirmative action institution, and maintains a grievance procedure available to any person who believes he or she has been discriminated against. At all times, it is your right to address inquiries or concerns about possible discrimination to the Office of Equity and Diversity, Siceluff Hall 296, (417) 836-4252. Other types of concerns (i.e., concerns of an academic nature) should be discussed directly with your instructor and can also be brought to the attention of your instructor's Department Head.

DISABILITY ACCOMMODATION:

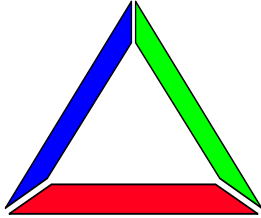
To request academic accommodations for a disability, contact the Director of Disability Services, Plaster Student Union, Suite 405, (417) 836-4192 or (417) 836-6792 (TTY),

<http://www.missouristate.edu/disability>. Students are required to provide documentation of disability to Disability Services prior to receiving accommodations. Disability Services refers some types of accommodation requests to the Learning Diagnostic Clinic, which also provides diagnostic testing for learning and psychological disabilities. For information about testing, contact the Director of the Learning Diagnostic Clinic, (417) 836-4787, <http://psychology.missouristate.edu/lcd/>.

ATTENDANCE:

Attendance will be taken every class period. It is **your responsibility** to keep up with the material and stay in touch with your team. Although there is no penalty for poor attendance, students have to realize that missing a single class is equivalent to missing a week of classes. If you miss class, you are **personally** responsible for obtaining the materials presented during your absence. Please do not send me e-mails asking for what you missed!

GRADES:



Grades are **earned**, not given. Students who are genuinely concerned with their grades are encouraged to work toward superior grades through: 1) preparation before class (reading assigned materials), 2) participation during class, and 3) consultation with the instructor after class or during office hours (when uncertainty about a concept causes concern).

GRADING:

Points will be assigned to various activities as follows:

<u>ACTIVITY</u>	<u>POINTS</u>
EXAM I	100
EXAM II	100
FINAL EXAM	100
PROJECT	200
PRESENTATION	50
ASSIGNMENTS	100

TOTAL POINTS AVAILABLE 650

TENTATIVE SCHEDULE OF TOPICS

DATE	<u>TOPIC</u>	READING ASSIGNMENT
1/16	<ul style="list-style-type: none">• Introduction• The Cumulative Model• Quality Function Deployment (QFD)• Continuous Improvement and Reengineering	Chapter 1
1/23	<ul style="list-style-type: none">• Measuring the Voice of the Customer• Data Collection Methods• Scales	Chapter 2 Handouts
1/30	<ul style="list-style-type: none">• Questionnaire Design• Reliability and Validity Speaker	Chapter 3 Handouts
2/6	<ul style="list-style-type: none">• Sampling• Linking the Voice of the Customer to the Voice of the Process -- Indicators• SERVQUAL	Chapter 3
2/13	<ul style="list-style-type: none">• SERVQUAL (continued)• Descriptive Statistics and Basic Graphs	

DATE	<u>TOPIC</u>	READING ASSIGNMENT
2/20	<ul style="list-style-type: none"> • Strategic Dashboards – Balanced Scorecards • Benchmarking • Process Analysis Tools 	Chapter 4
2/27	<p style="text-align: center;">EXAM I</p> <ul style="list-style-type: none"> • Variation • Statistical Process Control 	Chapters 5 and 6
3/6	<ul style="list-style-type: none"> • SPC (Continued) • Six-Sigma Speaker 	Chapter 7
3/13	<ul style="list-style-type: none"> • Design of Experiments • Data Analysis 	Handouts
3/20	SPRING BREAK!!	
3/27	<ul style="list-style-type: none"> • Lean Concepts • Business Process Management Case: Virginia Mason Medical Center 	Handouts
4/3	<ul style="list-style-type: none"> • Practice and Projects <p style="text-align: center;">EXAM II</p>	
4/10	<ul style="list-style-type: none"> • Process Flows • Theory of Constraints 	Handouts
4/17	<ul style="list-style-type: none"> • Process Flows (continued) <p>Case: University Health Services: Walk-In Clinic</p>	
4/24	<ul style="list-style-type: none"> • Organizational Transformation • Awards 	Chapter 8
5/1	<ul style="list-style-type: none"> • Information Technology and Quality <p>Speaker: Robin Gann, MHA</p>	Handouts
5/8	<ul style="list-style-type: none"> • Presentations 	

Final Exam: Tuesday, May 15, 8:00 – 10:00 p.m.