

MED INF - DL 404 Syllabus

Jay M. Anderson

Healthcare Enterprise Operations

Spring 2010

Contact Information:

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Course Description:

This course examines the core operations of the acute care setting (in hospital) incorporating principles of operations management and identifying the unique information technology needs required for hospital operations. Scope includes patient access services, ambulatory care, clinical practice, nursing services, personnel and staffing, and finance. Prerequisite: MED INF 401 or permission of instructor.

Text:

The primary text for the course will be The Well-Managed Healthcare Organization 6th Edition by John R. Griffith and Kenneth R. White. Readings will be assigned in advance of each class. Additionally, a course packet will be provided with case studies to supplement the text. These will be available via the bookstore.

Software: Microsoft excel and Power Point (or equivalents)

Prerequisites: MED INF 401 or permission of instructor.

Learning Goals: The goals of this course are to:

- acquire a working knowledge of the core operations of hospital organizations
- develop an understanding of the role of information technology within hospital operations
- equip students with the critical thinking skills required to analyze and improve hospital operations.

Evaluation:

The final grade for the course will be based on the following activities: class participation (10%), homework (15%), group presentation (25% each), mid term test (25%) and final exam (25%).

Participation will be three factors: attendance, preparation for course by reading materials, discussion board activity, and engagement during course presentations and case discussions.

Group presentations will evaluate on the content of the presentation, format of presentation, depth of analysis of the issues, and thoughtfulness of the solutions and or recommendations.

The tests will be un-proctored exams.

Discussion Board Etiquette: The purpose of Discussion Boards is to allow students to freely exchange ideas and participation is highly encouraged. It is important that we always remain respectful of one another's viewpoints and positions and, when necessary, agree to disagree, respectfully. While active and frequent participation is encouraged, cluttering a Discussion Board with inappropriate, irrelevant, or insignificant material will not earn additional points and may result in receiving less than full credit. Although frequency is not unimportant, content of the message is paramount. Please remember to cite all sources – when relevant – in order to avoid plagiarism.

Proctored Assessment:

There is no proctored assessment requirement in this course.

Grading Scale: Grading will be conducted on a curve. Grading scale A, A-, B+, B, B-, C+, C, DNP

Attendance: This course is mostly asynchronous, meaning that we will not meet at a particular time each week. Even though we will not be meeting face-to-face in a physical classroom, attendance at the 10 synchronous sessions and participation on Discussion Boards are required and paramount to your success in this class.

Late Work: All work is to be completed on-time. If work cannot be completed on-time instructor should be informed at the earliest time possible of the situation. The instructor retains the right to modify grades as deemed appropriate based on the situation. It is expected that a significant penalty will apply to late work.

Learning Groups:

By the end of session three students will form into groups of 3-4 (instructor will help to form groups as necessary). Groups are required to present on a single topic which analyzes a current topic within hospital operations. The presentation will provide a recommendation to a theoretical hospital board of directors. Topic selections must be approved by the instructor by the end of session three.

Academic Integrity at Northwestern: Students are required to comply with University regulations regarding academic integrity. If you are in doubt about what constitutes academic dishonesty, speak with your instructor or graduate coordinator before the assignment is due and/or examine the University web site. Academic dishonesty includes, but is not limited to, cheating on an exam, obtaining an unfair advantage, and plagiarism (e.g., taking material from readings without citation or copying another student's paper). Failure to maintain academic integrity will result in a grade sanction, possibly as severe as failing and being required to retake the course, and could lead to a suspension or expulsion from the program. Further penalties may apply. For more information, visit:

http://www.scs.northwestern.edu/student/issues/academic_integrity.cfm

Plagiarism is one form of academic dishonesty. Students can familiarize themselves with the definition and examples of plagiarism, by visiting the site <http://www.northwestern.edu/uacc/plagiar.html>. Myriad other sources can be found online, as well.

Some assignments in this course may be required to be submitted through SafeAssign, a plagiarism detection and education tool. You can find an explanation of the tool [here](#). In brief, SafeAssign compares the submitted assignment to millions of documents in very large databases. It then generates a report showing the extent to which text within a paper is very similar or identical to pre-existing sources. The user can then see how or whether the flagged text is cited appropriately, if at all. SafeAssign also returns a percentage score, indicating the percentage of the submitted paper that is similar or identical to pre-existing sources. High scores are not necessarily bad, nor do they necessarily indicate plagiarism, since the score doesn't take into account how or whether material is cited. (If a paper consisted of just one long quote that was cited appropriately, the score would be 100%. This wouldn't be plagiarism, due to the appropriate citation. However, just submitting one long quote would probably be a pretty bad paper.) Low scores are not necessarily good, nor do they necessarily indicate a lack of plagiarism. (If a 50-page paper had all original material, except for one short quote that was not cited, the score might be around 1%. But, not citing a quotation would still be plagiarism.)

SafeAssign includes an option in which the student can submit a paper and see the resultant report before submitting it to the instructor as a final copy. This ideally will help students better understand and avoid plagiarism.

Other Processes and Policies: Please refer to your SCS student handbook at <http://www.scs.northwestern.edu/grad/information/handbook.cfm> for additional course and program processes and policies.

Course Schedule

Important Note: Changes may occur to the syllabus at the instructor's discretion. When changes are made, students will be notified via an announcement in Blackboard.

Session 1

Learning Objectives:

Governance and the Role of the Board of Directors

This session will cover an overview of hospital operations and the responsibility of boards to govern the operations. We will review the tools utilized by boards to monitor performance at the system level and the mechanisms for improvement. Components to be reviewed are:

Key performance indicators (KPI's)
Goal setting
Improvement methodologies & strategies

IT Components:

Performance dashboards

Course Content:

*Reading – For this session please read: Chapters 1 - 4 from *The Well-Managed Healthcare Organization*, by John R. Griffith and Kenneth R. White*

[A Lifesaving Checklist](#) (29 Kb)

[To Err is Human Executive Summary](#) (310.115 Kb)

Discussion Board

Each Session you are required to participate in all Discussion Board forums. Your participation in both posting and responding to other students' comments is graded. For this week's discussion topic(s), visit the Discussion Board in Blackboard.

Assignment

There is no assignment for this session.

Sync Session

Monday 7-9pm

Session 2

Learning Objectives:

After this session, the student will be able to:

- Identify the core operations of running an inpatient unit from a nursing and physician perspective
- Identify the four aspects of quality care
- Explain the uses of an electronic health record

Course Content:

This session will review the core operations of running an inpatient unit from a nursing and physician perspective.

Key components to be reviewed:

Nurse staffing
Physician coverage models
Elements of quality care (Safe, Effective, Timely, Coordinated)

IT Components:

Electronic health record
RN staffing programs

Reading –

Chapters 5-7 from *The Well-Managed Healthcare Organization*, by John R. Griffith and Kenneth R. White
[Crossing the Quality Chasm: A New Health System for the 21st Century](#) (401.614 Kb)
[Patient Safety and the "Just Culture": A Primer for Health Care Executives](#) (153.809 Kb)

Discussion Board

Each Session you are required to participate in all Discussion Board forums. Your participation in both posting and responding to other students' comments is graded. For this week's discussion topic(s), visit the Discussion Board in Blackboard.

Assignment

Case: Intermountain Health Care HBS Case 9-603-66

Sync Session

Monday 7-9pm

Session 3

Learning Objectives:

- Recognize the entire scope of diagnostic testing and treatment operations including radiology, cardiac services, physical and occupational therapy
- Explain the use of IT components such as scheduling software, dictation services and result reporting

Course Content:

This session will review the entire scope of diagnostic testing and treatment operations including radiology, cardiac services, physical and occupational therapy.

Key components to be reviewed:

Scheduling of services (Inpatient & Outpatient)

Access
Wait-time
Report turnaround time
Utilization

I.T. Components:

Scheduling software
Dictation services
Result reporting

Reading –

Chapter 8 from *The Well-Managed Healthcare Organization*, by John R. Griffith and Kenneth R. White

Discussion Board

Each Session you are required to participate in all Discussion Board forums. Your participation in both posting and responding to other students' comments is graded. For this week's discussion topic(s), visit the Discussion Board in Blackboard.

Assignment

D&T Assignment

Sync Session

Monday 7-9pm

Session 4

Learning Objectives:

By the end of this session, you will be able to:

- Recognize the support services operations required to manage an acute care hospital including pharmacy, laboratory, and blood bank services
- Explain the use of pharmacy and laboratory operational systems

Course Content:

This session will review the support services operations required to manage an acute care hospital including pharmacy, laboratory, and blood bank services.

Key components to be reviewed:

Pharmacist coverage
P&T committee roles
Speciman handling (surgical pathology, fluid, blood, cryo)
Results reporting
Medication reconciliation

IT Components:

Pharmacy & Laboratory operational systems

Reading –

[I.T. Shores Up Defenses Against Medication Errors](#) (13.95 Kb)

Discussion Board

Each Session you are required to participate in all Discussion Board forums. Your participation in both posting and responding to other students' comments is graded. For this week's discussion topic(s), visit the Discussion Board in Blackboard.

Assignment

- Children's Hospital and Clinics HBS Case 9-302-050
- Groups and projects selected

Sync Session

Monday 7-9pm

Session 5

Learning Objectives:

By the end of this session, you will be able to:

- Recognize the scope of operating room and labor & delivery operations
- Explain the use of IT components such as OR scheduling, preference lists, and fetal monitoring

Course Content:

This session will review the operating room and labor and delivery operations.

Key components to be reviewed:

Scheduling processes
Pre-op, intra-op and post operative care
Central sterile supply services
Triage and labor & delivery
Cesarean, induced and augmented deliveries

IT Components:

OR scheduling
Preference lists
Fetal monitoring

Reading –

[AORN Staffing Recommendations](#) (2.488 Mb)
[Tomorrow's Operating Room to Harness Net, RFID](#)
Review Time-out Video

Discussion Board

Each Session you are required to participate in all Discussion Board forums. Your participation in both posting and responding to other students' comments is graded. For this week's discussion topic(s), visit the Discussion Board in Blackboard.

Assignment

- OR Staffing
- Virginia Mason Medical Center HBS Case 9-606-044

Sync Session

Monday 7-9pm

Session 6

Learning Objectives:

By the end of this session, you will be able to:

- Recognize the scope of operations within an Emergency Department and the admission, discharge and transfer processes
- Explain the use of IT components such as triage systems, ED patient tracking, and tele-tracking

Course Content:

This session will review the operations within Emergency Department and the admission, discharge and transfer processes.

Key components to be reviewed:

Emergency department triage
Urgent care
Emergency room care process
Bed assignment process
Bed turn-over process
Patient transport

IT Components:

Triage systems
ED Patient tracking
Tele-tracking

Reading –

Chapter 8 from *The Well-Managed Healthcare Organization*, by John R. Griffith and Kenneth R. White

Discussion Board

Each Session you are required to participate in all Discussion Board forums. Your participation in both posting and responding to other students' comments is graded. For this week's discussion topic(s), visit the Discussion Board in Blackboard.

Assignment

Mid-Term

Sync Session

Monday 7-9pm

Session 7

Learning Objectives:

- Understand how to develop and interpret macro operational analytics for hospitals

Course Content:

This session will review the common macro analysis systems utilized to interpret hospital operations.

Key components to be reviewed:

COTH Report
MEDPAR Data
Solucient ACTION OI
Productivity measures
Cost reports

I.T. Components:

Operational databases

Reading – None

Discussion Board

Each Session you are required to participate in all Discussion Board forums. Your participation in both posting and responding to other students' comments is graded. For this week's discussion topic(s), visit the Discussion Board in Blackboard.

Assignment

Cambridge Hospital Community Health Network – The Primary Care Unit HBS Case 9-100-054

Sync Session
Monday 7-9pm

Session 8

Learning Objectives:

- Understand the operations within Revenue Cycle

Course Content:

This session will review the key operations within the revenue cycle:

- Scheduling, Registration, Billing & Collections

Reading – None

Discussion Board

Each Session you are required to participate in all Discussion Board forums. Your participation in both posting and responding to other students' comments is graded. For this week's discussion topic(s), visit the Discussion Board in Blackboard.

Assignment

None

Sync Session
Monday 7-9pm

Session 9

Learning Objectives: Group Presentations

Reading – None

Discussion Board

N/A

Assignment

- Group Presentations

Sync Session
Monday 7-9pm

Session 10

Learning Objectives: Group Presentations

Reading – None

Discussion Board

N/A

Assignment

- Final Exam (CareGroup HBS Case 9-303-097)

Sync Session

Monday 7-9pm