Instructor
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Office Hours: <mark>By appointment only</mark>
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Course Information

NOTE: *This is an online course. Students must be able and willing to fully commit the time and effort necessary to get all assignments completed in the time allotted and by stated deadlines. In addition, enrolled students must have access to a computer, the internet and the required textbook from DAY 1 that the class begins. **Students will not be allowed to submit late assignments due to internet or computer failure or due to not having access to the required textbook.** Commitment and time management will be necessary for students to complete the required assignments and ultimately succeed in this course.*

Office Hours and Communication
This course utilizes a **3 Before Me** communication structure. With that in mind, please be sure that you 1) Check the Syllabus, and 2) Check the Course Calendar/Blackboard and 3) Utilize the "Ask a Classmate" Discussion Board prior to reaching out to me for clarification regarding course assignments or due dates.

All class communication between student and professor will be conducted via WKU email. When you send an e-mail, you must include the Course Information in the Subject line of the e-mail. In order to ensure timely processing of e-mails, please allow 48-72 hours between e-mails prior to sending a duplicate request. Please make sure that you write your e-mails in a professional manner (no texting language/shorthand).

Keep in mind that sometimes student requests require additional research prior to a response. In these cases, it may take longer to respond to your request fully. On average, I get over 300 e-mails a day. I will answer all e-mails in the order in which they are received. In addition, sometimes I get multiple e-mails regarding the same question/issue. In those cases, I will respond by posting a Course Announcement on Blackboard and I may not respond to each student individually.

Required Texts:
Spath, P.L. (2018). *Introduction to Healthcare Quality Management*, 3rd Ed. Chicago, IL: Health Administration Press.
ISBN: 978-1567939859

Fischer-Wright, H. (2017). *Back to Balance: The Art, Science, and Business of Medicine.* New York, NY: Disruption Books.
ISBN: 978-1633310148

Optional (Recommended Text):
American Psychological Association. (2009). *Publication Manual of the American Psychological Association* (6th ed.). Washington, D.C.: American Psychological Association (APA).
ISBN: 978-1433805615

Additional Resources:
Current Articles from Peer Reviewed sources will be provided in addition to required readings from the textbook. It is encouraged that students are actively engaged in current healthcare events through the following sources:

- **Modern Healthcare** – will e-mail a daily and weekly summary
- **Health Affairs** – online peer reviewed healthcare journal
- **Wall Street Journal** – publishes current legislative changes in an objective manner related to healthcare
- **New York Times** – publishes current legislative climate related to healthcare.
- **Health Financial Management Association** – publishes peer reviewed articles related to the payment structure of healthcare facilities

Course Description:
This course deals with the application of quality management techniques with special emphasis on the types of populations, facilities, and expectations involved in a variety of health care settings.

Course Objectives & Overview:
The purpose of this course is to: develop professional awareness of the role of quality and major quality issues in the healthcare system; demonstrate an understanding of the practical definition of quality and tools for quality measurement, evaluation, and improvement in different levels of care; and analyze real life and contemporary problems as well as policy related to quality.

Prior to this course, students are expected to know and understand:
1. The basic structure of the healthcare system, how the health system is organized, and the various stakeholders in the healthcare system. This information is taught in HCA 340.
2. How to perform scholarly research to find information to support one's perspectives/theories/assumptions. Students should be familiar with APA formatting and the requirements for citing references both in-text and in the references page. These skills are taught in English 300 and English 306.
3. How to apply critical thinking skills to assess problems and situations outside of just what is presented. Analytical thinking is a key component to Quality Improvement and Management.

Upon completion of this course, students should be able to:
1. Describe healthcare quality management and evaluate its key components.
2. Determine major factors impacting the quality of health care.
3. Demonstrate competence in the use of tools/methods for measuring and improving healthcare quality.
4. Review research that applies to health care quality.
5. Develop a foundation for ongoing inquiry in health care quality.

Course Schedule:
See Course Calendar for full calendar details. This calendar is a living document, meaning changes may be made as we go throughout the course. It is the responsibility of the student to check Blackboard frequently to ensure that changes have not been made to the Course Calendar.

Participation:
Students are expected to actively participate within the course. In the event that the university cancels classes, such as for severe weather, students will be expected to continue with readings as originally scheduled. As this is an online course, all assignments or exams will still be due on the original date scheduled in the event of a University closing.

Class Policies:
1. The instructor reserves the right to alter the course schedule, assignments, reports, grading scale, and evaluation methods depending on class performance or other circumstances.
2. All correspondence will be through WKU email and blackboard. It is the student's responsibility to check their email and blackboard site regularly. Any communication sent from the student to the Instructor, must include the Course Information in the subject line.
3. Late assignments **will not be accepted** unless prior approval has been received from the Instructor. If you are unable to complete an assignment, you **MUST** notify me via email **before the assignment is due**. If an extension is granted, the e-mail response will contain the extension guidelines. Extensions are only granted under extenuating circumstances as deemed by the Instructor. Students may be asked to furnish documentation to support requests for extensions if requested by the instructor.
4. Exceptions or late submissions will not be allowed for inability to access a computer, internet, required textbook, travel or personal events even if associated with WKU or other courses. Any computer failures, submission errors or internet access connection problems will not be acceptable excuses for late assignments or incomplete exams/quizzes. Every student is responsible to submit assignments in a timely manner to avoid these issues.
5. Assignments must be submitted via blackboard unless otherwise noted. Assignments are due by *11:59 PM CST* on the date specified on your calendar.

6. Specific formatting requirements for papers and assignments will be given for each assignment. Failure to adhere to these requirements will result in a deduction in the overall grade. Students are required to submit assignments in a Word Document (.doc/.docx) or Presentation (.pptx) file based on the assignment. Students are provided with a free copy of MS Office 365 as part of your student enrollment. Students are encouraged to utilize MS Office to complete all assignments. When assignments are converted from Google Docs/Slides or Pages/Keynote, the formatting does not always convert to the correct document format. If the document cannot be opened, it will receive a grade of zero for that assignment.
7. Cheating and plagiarism of any kind will not be tolerated in this course. Suspicion of either of these offenses will result in a failing grade for the assignment or assessment given. The instructor reserves the right to report all instances of cheating or plagiarism to the university as appropriate or necessary. See the WKU Policy on Plagiarism below for more detailed information.
8. If you have any questions or need assistance, please contact me via email. I will respond to all emails within 48 hours during the week and 72 hours on weekends. Sending multiple e-mails within the 48-72 hour window limits my ability to respond to each request quickly, so please only send a second e-mail if 72 hours has passed and you received no response.
9. Do not send an e-mail stating *"I thought I submitted an item but I received a grade of zero"*. It shows on both the student view of Blackboard and the instructor's view if you have a submitted item awaiting a grade. Students are responsible to verify that a submission went through – not the Instructor. If you submit something and it doesn't go through, email me immediately. Not after the due date has passed
10. ***The Instructor will refer students to the above notice if an e-mail is received with an attached assignment after a due date has passed. The assignment will not be accepted.***

Course Content and Evaluation

Course Assignments/Requirements:
1. **Homework Assignments:** These short assignments will be used to ensure student understanding of individual course chapters and modules. These will be provided in each module through the duration of the core content section of this lecture class. Homework assignments are between three (3) to six (6) pages long. These assignments are written in APA format, 12-point Times New Roman font, and are single-spaced with 1" margins. The Homework Assignments are graded utilizing the ***Assignment Grading Criteria*** located on the Blackboard.

2. **Discussion Boards:** will be utilized to provide further discussion and collaboration between classmates on additional readings/articles outside of the core readings for the course. These will be provided in each module throughout the duration of the core content section of this lecture class. In order to receive full credit, each student is required to respond to any posted questions, statements, or activities and then comment on at least two (2) of their peers' responses. Discussion board posts are graded by the ***Discussion Board Rubric*** which is embedded within the forum in Blackboard.
3. **Quizzes:** In order to ensure students are actively studying the material, quizzes will be assigned throughout the semester to test student knowledge without resources available for reference. Quizzes will be administered on Blackboard utilizing ***Respondus Lockdown Browser***. Quizzes will be combination of multiple choice, true/false, and short answer questions. Students will have two (2) hours for each quiz. Once a student starts a quiz it must be completed in one setting. The quiz will automatically submit when the time limit expires. Quiz questions are randomized based on a larger pool of questions to ensure that no two students will receive the exact same quiz. Quizzes are expected to be completed independently. The inability to type fast is not a valid reason to be granted a time extension on assessments. If a time extension is needed, students are encouraged to seek assistance from the Student Accessibility Resource Center located in Downing Student Union. For more information on Accommodations, see the WKU Accommodation Policy below.
4. **Assignments**: Students will be assigned various assignments throughout the semester that will serve to reinforce the material in the textbook, presented in the course notes, and will require students to analyze current healthcare research and knowledge to critically think and expand their knowledge of core concepts. assignments are between three (3) to six (6) pages long. These assignments are written in APA format, 12-point Times New Roman font, and are single-spaced with 1" margins. Assignments are graded utilizing the ***Assignment Grading Criteria*** located on the Blackboard.
5. **Examinations**: A total of three exams will be given that cover material from the text, lectures, and online discussions. The exams will primarily contain short answer and essay format. The Final Exam is cumulative and will include all material discussed throughout the course and posted on the Blackboard Course Site. Exams will be administered in-class on Blackboard utilizing ***Respondus Lockdown Browser***: Students will have three (3) hours for each exam. Once a student starts an exam it must be completed in one setting. The exam will automatically submit when the time limit expires. Exam questions are randomized based on a larger pool of questions to ensure that no two students will receive the exact same quiz. Exams are expected to be completed independently and without use of course resources/notes. The inability to type fast is not a valid reason to be granted a time extension on assessments. If a time extension is needed, students are encouraged to seek assistance from the Student Accessibility Resource Center located in Downing Student Union. For more information on Accommodations, see the WKU Accommodation Policy below.

6. **Case Study:** A comprehensive case study assignment will be given to students in the form of a group project to encourage team work and application of the knowledge learned in the course. The Case Study will require students to apply knowledge from the entire course and counts as a portion of the total final grade. This assignment will require groups to present an eight (8) – twelve (12) page Executive Brief. The Case Analysis must be written in APA format, 12-point Times New Roman font, and single-spaced with 1" margins. Further guidelines regarding this project will be released later in the semester. The Case Analysis will be graded utilizing the *Case Study Grading Criteria*, which can be found on the Blackboard course site.

Grading/Evaluation:
The standard university grading scale will be used: 90-100 (A); 80-90 (B); 70-79 (C); 60-69 (D); below 60 (F).

The official gradebook for the course is kept in Excel by the Instructor. The Blackboard gradebook is only utilized for immediate grade feedback for ease of student view. To ensure fairness of grade assignments, grades are not curved/adjusted. Grades are calculated based on the points received in each category and then totaled to determine the final grade for the course.

If a student has a question about their grade, they must submit their concerns in writing via WKU e-mail. Students are to be professional in their requests for additional feedback or grade adjustments. The Instructor reserves the right to send unprofessional communications to the Program Director for further response.

E-mails regarding Final Grades questions will not be answered until after final grades are posted. If an e-mail regarding Final Grades is received while the University is closed for break/holidays, the Instructor will respond when the University resumes regular hours of operation. For details on the University Schedule, please visit the WKU website and view the Academic Calendar.

Assignments and Assessments for this course are as follows:

Homework	600 points (100 points each)
Discussion Boards	150 points (25 points each)
Quizzes	200 points (100 points each)
Assignments	400 points (100 points each)
Case Study	150 points
Case Presentation	100 points
Examinations	200 points (100 each)
TOTAL	**1,800 points**

WKU Policies for Academic Integrity and Success

WKU Policy on Plagiarism:
To represent written work taken from another source as one's own is plagiarism. Plagiarism is a serious offense. The academic work of a student must be his/her own. One must give any author credit for source material borrowed from him/her. To lift content directly from a source without giving credit is a flagrant act. To present a borrowed passage without reference to the source after having changed a few words is also plagiarism. Student work may be checked by plagiarism detection software at the instructor's discretion.

WKU Policy on Cheating:
No student shall receive or give assistance not authorized by the instructor in taking an examination or in the preparation of an essay, laboratory report, problem assignment or other project, which is submitted for purposes of grade determination.

WKU Title IX Statement:
Western Kentucky University (WKU) is committed to supporting faculty, staff and students by upholding WKU's Title IX Sexual Misconduct/Assault Policy (#0.2070) at https://wku.edu/eoo/documents/titleix/wkutitleixpolicyandgrievanceprocedure.pdf and Discrimination and Harassment Policy (#0.2040) at https://wku.edu/policies/hr_policies/ 2040_discrimination_harassment_policy.pdf.

Under these policies, discrimination, harassment and/or sexual misconduct based on sex/gender are prohibited. If you experience an incident of sex/gender-based discrimination, harassment and/or sexual misconduct, you are encouraged to report it to the Title IX Coordinator, Andrea Anderson, 270-745-5398 or Title IX Investigators, Michael Crowe, 270-745-5429 or Joshua Hayes, 270-745-5121.
Please note that while you may report an incident of sex/gender based discrimination, harassment and/or sexual misconduct to a faculty member, WKU faculty are "Responsible Employees" of the University and **MUST** report what you share to WKU's Title IX Coordinator or Title IX Investigator. If you would like to speak with someone who may be able to afford you confidentiality, you may contact WKU's Counseling and Testing Center at 270-745-3159.

Students with Disabilities Who Require Accommodations:
In compliance with university policy, students with disabilities who require accommodations (academic adjustments and/or auxiliary aids or services) for this course must contact the Office for Student Disability Services in Downing University Center A-200. The OFSDS telephone number is (270) 745-5004; TTY is (270) 745-3030. Per university policy, please DO NOT request accommodations directly from the professor or instructor without a letter of accommodation from the Office for Student Disability Services.

The requirements outlined above may be subject to change by the instructor
Contact juliana.hawkins@wku.edu with any questions.