

**University of Florida**  
**College of Public Health & Health Professions Syllabus**  
**HSA 6385: Performance Management for Health Care Managers (3 credit hours)**  
 Spring 2019 | Class location: Room G301A | Meeting times: Tuesday 1:55 – 4:55pm  
 Delivery Format: On-Campus  
 Course Website: elearning.ufl.edu (Canvas)

**COURSE DETAILS:**

Instructor

Name: Kea Turner, PhD, MPH, MA  
 Office: HPNP 3114  
 Phone: 352-273-6064  
 Email: kea.turner@phhp.ufl.edu  
 Office Hours: Tuesdays 1-1:55pm and appointment  
 Preferred Communications: Email to instructor

Teaching Assistant

Name: None

Textbooks

Joshi, M., Nash, D. B., & Ransom, S. B. (2008). *The healthcare quality book: vision, strategy, and tools*. E. R. Ransom (Ed.). Chicago:: Health Administration Press.

Langley, G. J., Moen, R. D., Nolan, K. M., Nolan, T. W., Norman, C. L., & Provost, L. P. (2009). *The improvement guide: a practical approach to enhancing organizational performance*. John Wiley & Sons.

Prerequisites

None

**PURPOSE AND OUTCOME:**

Course Overview

This course will introduce students to quality of care and quality improvement. Students will gain an understanding of how health care quality is defined and measured and how to identify and monitor quality problems, and plan, implement, and sustain quality improvement interventions.

Course Objectives and/or Goals

Upon successful completion of the course, students will be able to:

1. Understand conceptual and operational definitions of quality of care from the perspectives of healthcare systems, providers, and patients in the US
2. Appraise a healthcare organization to identify quality problems and root causes
3. Apply data collection and statistical tools to monitor quality problems in healthcare organizations
4. Develop a quality improvement intervention for a healthcare organization

Instructional Methods

The course is housed in UF e-Learning in Canvas. This course uses a combination of lecture and seminar with guest lectures. Regular class attendance is absolutely critical to be successful in HSA 6385. While

course readings and class presentations are posted on Canvas, understanding the material requires active participation in class and group discussions and detailed note-taking.

**DESCRIPTION OF COURSE CONTENT:**

**Topical Outline/Course Schedule**

All reading assignments including supplemental readings should be read prior to class to facilitate your learning and class discussions. If you miss class, it is your responsibility to obtain notes, handouts, and summary of the lesson/class activities from the missed class. The syllabus and course schedule is subject to revision. Confirm deadlines in class and always check Canvas for updates.

| <b>Week and Date(s)</b> | <b>To</b>   |
|-------------------------|---|
| Week 1 (1/8)            | <u>To</u><br><br><u>Le</u><br><br>1)<br>2)<br>3)<br>4)<br><u>Ac</u> |
| Week 2 (1/15)           | <u>To</u><br><br><u>Le</u><br><br><u>Ac</u>                         |
| Week 3 (1/22)           | <u>To</u><br><br><u>Le</u>  |

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Week 4 (1/29)

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Week 5 (2/5)

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| Week 6 (2/12)  | To<br>Le<br>Ac        |
|                |                       |
| Week 7 (2/19)  | To                    |
| Week 8 (2/26)  | To                    |
| Week 9 (3/5)   | NC                    |
| Week 10 (3/12) | Gu<br>Ch<br>Att<br>To |
|                |                       |
| Week 11 (3/19) | To<br>Ac              |

|                |    |
|----------------|----|
|                |    |
| Week 12 (3/26) | To |
| Week 13 (4/2)  | To |
|                |    |
| Week 14 (4/9)  | To |
| Week 15 (4/16) | To |
| Week 16 (4/23) | Ac |

## Course Materials and Technology

### Course Materials

In addition to textbooks listed above, there are several readings for the course which will be listed in the course schedule.

### Technology

Required Equipment: Computer with high-speed Internet access and use of a supported browser. To access this course, you will use your Gatorlink ID and password to login to the course (via Canvas).

For technical support for this class, please contact the UF Help Desk at:

- [Learning-support@ufl.edu](mailto:Learning-support@ufl.edu)
- (352) 392-HELP - select option 2
- <https://lss.at.ufl.edu/help.shtml>

## ACADEMIC REQUIREMENTS AND GRADING

### Assignments

#### Issue Brief

Students will be required to write a 2-3 page issue brief that analyzes the root causes of a health care quality problem.

#### Quizzes

At the conclusion of each module, you will take an in-person quiz that assesses your knowledge of the course readings and lectures. If course attendance is low, the instructor may add additional quizzes to the syllabus.

#### Group Program Plan

Throughout the semester, students will submit various sections of a program plan for a quality improvement project. The final program plan will be submitted at the end of the semester.

#### Group Presentation

At the end of the semester, students will present on the key components of their program plan.

#### Group Peer Assessment Form

Students will be required to assess the contributions of each group member. The instructor may deduct points from a students' grade if they are rated as contributing less than 75% of the time by the majority of their group members.

#### Grading

| Requirement        | Due date   | Points or % of final grade<br>(% must sum to 100%) |
|--------------------|--|--|
| Issue brief        | Word version due at 5pm on 2/12<br>See instructions and rubric for details<br><i>Grading:</i> Scored out of 100 points | 20   |
| Quizzes            | Dates vary; see course schedule above<br><i>Grading:</i> Scored out of 100 points                                      | 20   |
| Group Program Plan | Word version due 4/23/19 at 5pm<br>See instructions and rubric for details<br><i>Grading:</i> Scored out of 100 points | 40   |

|   |   |    |
|---|---|----|
| Group Presentation and peer assessment form | PDF copy of presentation and peer feedback form due 4/23/19 at 5pm.<br>See instructions and rubric for details<br><i>Grading:</i> Scored out of 100 points. | 20 |
|---|---|----|

Point system used (i.e., how do course points translate into letter grades).

**Example:**

|                      |               |              |              |              |              |              |              |              |              |              |              |                 |
|----------------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-----------------|
| <b>Points earned</b> | <b>93-100</b> | <b>90-92</b> | <b>87-89</b> | <b>83-86</b> | <b>80-82</b> | <b>77-79</b> | <b>73-76</b> | <b>70-72</b> | <b>67-69</b> | <b>63-66</b> | <b>60-62</b> | <b>Below 60</b> |
| <b>Letter Grade</b>  | A             | A-           | B+           | B            | B-           | C+           | C            | C-           | D+           | D            | D-           | E               |

Please be aware that a C- is not an acceptable grade for graduate students. The GPA for graduate students must be 3.0 in all 5000 level courses and above to graduate. A grade of C counts toward a graduate degree only if a sufficient number of credits in courses numbered 5000 or higher have been earned with a B+ or higher. In addition, the Bachelor of Health Science Program does not use C- grades.

|                     |          |           |           |          |           |           |          |           |           |          |           |          |           |          |           |            |
|---------------------|----------|-----------|-----------|----------|-----------|-----------|----------|-----------|-----------|----------|-----------|----------|-----------|----------|-----------|------------|
| <b>Letter Grade</b> | <b>A</b> | <b>A-</b> | <b>B+</b> | <b>B</b> | <b>B-</b> | <b>C+</b> | <b>C</b> | <b>C-</b> | <b>D+</b> | <b>D</b> | <b>D-</b> | <b>E</b> | <b>WF</b> | <b>I</b> | <b>NG</b> | <b>S-U</b> |
| <b>Grade Points</b> | 4.0      | 3.67      | 3.33      | 3.0      | 2.67      | 2.33      | 2.0      | 1.67      | 1.33      | 1.0      | 0.67      | 0.0      | 0.0       | 0.0      | 0.0       | 0.0        |

For greater detail on the meaning of letter grades and university policies related to them, see the Registrar's Grade Policy regulations at:

<http://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

### Exam Policy

#### Policy Related to Make up Exams or Other Work

Any requests for make-ups due to technical issues MUST be accompanied by the ticket number received from LSS when the problem was reported to them. The ticket number will document the time and date of the problem. You MUST e-mail me within 24 hours of the technical difficulty if you wish to request a make-up.

#### Policy Related to Required Class Attendance

Please note all faculty are bound by the UF policy for excused absences. For information regarding the UF Attendance Policy see the Registrar website for additional details:

<https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>

Excused absences must be consistent with university policies in the Graduate Catalog (<http://gradcatalog.ufl.edu/content.php?catoid=10&navoid=2020#attendance>) and require appropriate documentation. Additional information can be found here:

<https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>

#### Policy Related to Guests Attending Class:

Only registered students are permitted to attend class. However, we recognize that students who are caretakers may face occasional unexpected challenges creating attendance barriers. Therefore, by

exception, a department chair or his or her designee (e.g., instructors) may grant a student permission to bring a guest(s) for a total of two class sessions per semester. This is two sessions total across all courses. No further extensions will be granted. Please note that guests are **not** permitted to attend either cadaver or wet labs. Students are responsible for course material regardless of attendance. For additional information, please review the Classroom Guests of Students policy in its entirety. Link to full policy: <http://facstaff.php.ufl.edu/services/resourceguide/getstarted.htm>

### **Late Assignments:**

Graders will not contact you about missing or incomplete assignments. It is your responsibility to check that the correct assignment has been submitted to Canvas on time. In rare cases, the instructor may accept a late assignment (e.g., bereavement, illness). If one team member is out, please ensure another team member is able to submit the assignment on time.

## **STUDENT EXPECTATIONS, ROLES, AND OPPORTUNITIES FOR INPUT**

### **Expectations Regarding Course Behavior**

It is important to attend all classes, take detailed notes, and actively participate in class and group discussions in order to succeed in the course. It is also critical for students to work together effectively in a team. The course will go over common behaviors that make individuals good team members. Finally, students are expected to be engaged and respectful of the instructor and guest speakers.

### **Communication Guidelines**

Please email the instructor with any questions that you have. Please allow a 2-day business response time.

If you have an urgent concern, feel free to call my office line.

### **Academic Integrity**

Students are expected to act in accordance with the University of Florida policy on academic integrity. As a student at the University of Florida, you have committed yourself to uphold the Honor Code, which includes the following pledge:

**“We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.”**

You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida, the following pledge is either required or implied:

**“On my honor, I have neither given nor received unauthorized aid in doing this assignment.”**

It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code. Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for consideration of disciplinary action. For additional information regarding Academic Integrity, please see Student Conduct and Honor Code or the Graduate Student Website for additional details:

<https://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>

<http://gradschool.ufl.edu/students/introduction.html>

Please remember cheating, lying, misrepresentation, or plagiarism in any form is unacceptable and inexcusable behavior.

### **Online Faculty Course Evaluation Process**

Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at <https://evaluations.ufl.edu>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at



<https://evaluations.ufl.edu/results/>.

## **SUPPORT SERVICES**

### **Accommodations for Students with Disabilities**

If you require classroom accommodation because of a disability, it is strongly recommended you register with the Dean of Students Office <http://www.dso.ufl.edu> within the first week of class or as soon as you believe you might be eligible for accommodations. The Dean of Students Office will provide documentation of accommodations to you, which you must then give to me as the instructor of the course to receive accommodations. Please do this as soon as possible after you receive the letter. Students with disabilities should follow this procedure as early as possible in the semester. The College is committed to providing reasonable accommodations to assist students in their coursework.

### **Counseling and Student Health**

Students sometimes experience stress from academic expectations and/or personal and interpersonal issues that may interfere with their academic performance. If you find yourself facing issues that have the potential to or are already negatively affecting your coursework, you are encouraged to talk with an instructor and/or seek help through University resources available to you.

- The Counseling and Wellness Center 352-392-1575 offers a variety of support services such as psychological assessment and intervention and assistance for math and test anxiety. Visit their web site for more information: <http://www.counseling.ufl.edu>. On line and in person assistance is available.
- You Matter We Care website: <http://www.umatter.ufl.edu/>. If you are feeling overwhelmed or stressed, you can reach out for help through the You Matter We Care website, which is staffed by Dean of Students and Counseling Center personnel.
- The Student Health Care Center at Shands is a satellite clinic of the main Student Health Care Center located on Fletcher Drive on campus. Student Health at Shands offers a variety of clinical services. The clinic is located on the second floor of the Dental Tower in the Health Science Center. For more information, contact the clinic at 392-0627 or check out the web site at: <https://shcc.ufl.edu/>
- Crisis intervention is always available 24/7 from:  
Alachua County Crisis Center:  
(352) 264-6789  
<http://www.alachuacounty.us/DEPTS/CSS/CRISISCENTER/Pages/CrisisCenter.aspx>

Do not wait until you reach a crisis to come in and talk with us. We have helped many students through stressful situations impacting their academic performance. You are not alone so do not be afraid to ask for assistance.

### **Inclusive Learning Environment**

Public health and health professions are based on the belief in human dignity and on respect for the individual. As we share our personal beliefs inside or outside of the classroom, it is always with the understanding that we value and respect diversity of background, experience, and opinion, where every individual feels valued. We believe in, and promote, openness and tolerance of differences in ethnicity and culture, and we respect differing personal, spiritual, religious and political values. We further believe that celebrating such diversity enriches the quality of the educational experiences we provide our students and enhances our own personal and professional relationships. We embrace The University of Florida's Non-Discrimination Policy, which reads, "The University shall actively promote equal opportunity policies and practices conforming to laws against discrimination. The University is committed to non-discrimination with respect to race, creed, color, religion, age, disability, sex, sexual orientation, gender identity and expression, marital status, national origin, political opinions or affiliations, genetic information and veteran status as protected under the Vietnam Era Veterans' Readjustment Assistance Act." If you have questions or concerns about your rights and responsibilities for inclusive learning environment, please see your instructor or refer to the Office of Multicultural & Diversity Affairs website: [www.multicultural.ufl.edu](http://www.multicultural.ufl.edu)

