

## **Instructor Resources Sample**

This is a sample of the instructor materials for *Introduction to Healthcare Quality Management, Fourth Edition*, by Patrice L. Spath, MA, RHIT, and Kenneth DeVane, MBA, MS

The complete instructor materials include the following:

- Test bank
- PowerPoint slides
- Answers to the in-book discussion questions
- A case study
- A PDF of the American College of Healthcare Executives/NPSF Lucian Leape Institute guide titled *Leading a Culture of Safety: A Blueprint for Success*.

This sample includes the materials for chapter 1.

If you adopt this text, you will be given access to the complete materials. To obtain access, e-mail your request to [hapbooks@ache.org](mailto:hapbooks@ache.org) and include the following information in your message:

- Book title
- Your name and institution name
- Title of the course for which the book was adopted and the season the course is taught
- Course level (graduate, undergraduate, or continuing education) and expected enrollment
- The use of the text (primary, supplemental, or recommended reading)
- A contact name and phone number/e-mail address we can use to verify your employment as an instructor

You will receive an e-mail containing access information after we have verified your instructor status. Thank you for your interest in this text and the accompanying instructor resources.

## **Digital and Alternative Formats**

Individual chapters of this book are available for instructors to create customized textbooks or course packs at [XanEdu/AcademicPub](https://www.xanadu.com/). For more information about pricing and availability, please visit one of these preferred partners or contact Health Administration Press at [hapbooks@ache.org](mailto:hapbooks@ache.org).



# Introduction to Healthcare Quality Management Fourth Edition

## Focus on Quality

# Quality Is About

- Meeting customers' needs and expectations
- Managing and continuously improving services

# What Is Quality?

- An attribute of a product or service
- The cost of a product or service is indirectly related to its perceived quality

# Reliability

- An important ingredient of quality
- Probability that a system will perform properly over time
  - Many healthcare processes are considered unreliable

# Uniqueness of Healthcare

- The cost-quality connection (value) is hard for consumers to judge
- Many consumers are shielded from the actual costs – making value judgment more difficult

# What Is Healthcare Quality?

Quality attribute similarities and differences for stakeholder groups

<b>Consumers</b>	<b>Right treatments Good outcomes Good interactions with caregivers Clean and pleasant environment Best technology</b>
<b>Purchasers</b>	<b>Same as consumers – with more emphasis on costs and cost effectiveness</b>
<b>Providers</b>	<b>Same as consumers and purchasers – with additional emphasis on avoiding litigation</b>

# 1990 Institute of Medicine Definition

## What Is Healthcare Quality?

Quality of care is the degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge.

*Source:* Institute of Medicine. 1990. *Medicare: A Strategy for Quality Assurance: Volume I*, edited by K. N. Lohr. Washington, DC: National Academies Press



# Six Key Quality Dimensions

1. Safe
2. Effective
3. Patient centered
4. Timely
5. Efficient
6. Equitable

Source: Institute of Medicine. 2001. *Crossing the Quality Chasm: A New Health System for the 21st Century*. Washington, DC: National Academies Press.

# Consumers' Quality Expectations: Which Are Most Important to You?

- Don't kill me
- Do help me and don't hurt me
- Don't make me feel helpless
- Don't keep me waiting
- Don't waste resources—mine or anyone else's

Source: Berwick, D. M. 2005. "My Right Knee." *Annals of Internal Medicine* 142 (2): 121–25.

# The State of Healthcare Quality

- Annually the HHS releases reports on the quality of healthcare in the U.S.
- The National Quality Strategy focuses on six priorities:
  1. Patient safety
  2. Person- and family-centered care
  3. Communication and coordination of care
  4. Preventive care
  5. Community health
  6. Care affordability

# IHI Triple Aim

- **Better Care:** Improve the overall quality, by making healthcare more patient-centered, reliable, accessible, and safe.
- **Healthy People/Healthy Communities:** Improve the health of the US population by supporting proven interventions to address behavioral, social, and environmental determinants of health in addition to delivering higher-quality care.
- **Affordable Care:** Reduce the cost of quality healthcare for individuals, families, employers, and government.

# Achieving Quality Priorities

Healthcare organizations must have a **planned** and **systematic** approach for meeting the quality expectations of stakeholders

### **Answers to Discussion Questions**

- 1. In your opinion, which companies provide superior customer service? Which companies provide average or mediocre customer service? Name the factors most important to you when judging the quality of a company's customer service.**

Quality customer service means different things to different people. Thus, answers to this question will vary. There is no right or wrong answer. Look for factors that fall into the following categories:

- Meets or does not meet my personal standards
- Fulfills or does not fulfill my needs
- Meets or does not meet my expectations
- Will likely meet or not meet my future needs and expectations

Customer service that exceeds the student's preconceived idea about the quality of that service is likely to be judged as superior. Modify this discussion question by asking students to compare and contrast customer service at superior non-healthcare companies with customer service in most healthcare organizations.

- 2. Think about your most recent healthcare encounter. What aspects of the care or service were you pleased with? What could have been done better?**

The purpose of this discussion question is to engage students in thinking about the concept of healthcare quality in a more personal way. Their answers will depend on their own experiences and perceptions of quality during their healthcare encounter. Encourage students to be as specific as possible in answering this question, as their answer will serve as the basis for responding to questions in future chapters.

Note: Expand this discussion question by having students first read the following article: Berwick, D. M. 2005. "My Right Knee." *Annals of Internal Medicine* 142 (2): 121–25. (Available online: [www.ncbi.nlm.nih.gov/pmc/articles/PMC1765768/pdf/v012p000i2.pdf](http://www.ncbi.nlm.nih.gov/pmc/articles/PMC1765768/pdf/v012p000i2.pdf)) Ask students to explain which of Dr. Berwick's quality requirements were met and which were not met during their recent healthcare encounter. Dr. Berwick's quality requirements are listed at the end of the chapter; however, students need to read the entire article to appreciate the intent behind the requirements.

- 3. How does the reliability of healthcare services affect the quality of care you receive? What type of healthcare services do you find to be the least reliable in delivering a quality product? What type do you find the most reliable?**

This question is intended to test students' understanding of the concept of reliability. Reliable healthcare services are those that have consistently good performance (in terms of quality and safety). When healthcare services do not have a high level of reliability recipients of

# Introduction to Healthcare Quality Management, Fourth Edition

Spath & DeVane

## Chapter 1: Focus on Quality

those services are more likely to receive poor quality or unsafe services. What students find to be least and most reliable will depend on their personal experiences. If this question is used in an online discussion forum or an in-class discussion, the instructor can share his or her opinions with personal experience examples.

Chapter 9 covers the concept of reliability in greater depth. At the point in the course, students should become aware of the importance of reliability as a dimension of healthcare quality.

Note: On the Joint Commission Center for Transforming Healthcare website ([www.centerfortransforminghealthcare.org](http://www.centerfortransforminghealthcare.org)) instructors will find various materials covering healthcare reliability including a short video entitled “Why High Reliability Matters” which could be used shared with to students to expand this discussion question.

- 4. Which National Quality Strategy priority is most important to you as a healthcare consumer, and why? Which priority do you believe is most important to providers, and why? Which priority do you believe is most important to health insurance companies, and why? Which priority do you believe will be the most difficult to achieve, and why?**

The primary purpose of this question is to familiarize students with the current priorities in the National Quality Strategy. Instructors should look for evidence that students reviewed the current priorities and made a reasonable argument in support of their choices. There is no particular right or wrong answer.

Note: Instructors will find slides and other materials on the National Quality Strategy website (<https://www.ahrq.gov/workingforquality/index.html>) that can be used to support this discussion question.

### **Additional resources/teaching aids:**

1. The YouTube video entitled, “Six Dimensions of Healthcare Quality” covers the quality dimensions described in the IOM report, *Crossing the Quality Chasm* (see Critical Concept 1.1). This video can provide an introduction to the dimensions. It could also be used as starting point for in-class or online discussions. The video can be found at: <https://youtu.be/QexTk38euzY>
2. There are several videos on YouTube about the IHI Triple Aim. This concept of healthcare quality is often found in the literature and also discussed in the quality programs in healthcare organizations. Use one of these videos to further acquaint students with the Triple Aim beyond what is discussed in chapter 1.