Course ID	Course Description	Course Objectives
EMMM 6140/7140 **Managing Quality and Outcomes for Competitive Advantage**	Health care organizations are facing increasing pressure to document quality measures as they relate to patient care. The Institute of Medicine report "To Err is Human" (1999) outlined some of the serious deficiencies of the current health care system, emphasizing the relative risk of health care services. Physicians have traditionally been the judges of quality and the determination of outcomes has been left to professional societies. However, outside interests including regulators, payers and patients have demanded better documentation of outcomes. Physician executives are being called upon to play important roles in health care organizations as they develop the systems to measure outcomes, report results and improve care systems. They will require knowledge of quality improvement tools such as PDCA cycles, process variation, evidence-based practices and disease management. Finally, they will need to facilitate implementation of improvement strategies. This two (2) credit course will explore the areas of quality and outcomes from the perspective of the physician executive. The course will be conducted as a series of in-class sessions exploring topics ranging from change management to current concepts of pay-for-performance. Class sessions will involve both interactive presentations and case discussions around actual clinical applications. Students will be required to apply course material in a practical final course project.	**1.** Compare principles of leadership as they are applied to change management **2.** Discover variation as it relates to both management and clinical processes **3.** Define clinical quality and list characteristics of optimal clinical redesign **4.** Apply current models of clinical improvement including PDCA cycles, six sigma and lean production **5.** Define parameters of patient safety and high frequency injury sources **6.** Incorporate characteristics of high reliability organizations as they might apply to health care organizations **7.** Design elements of a safety culture **8.** Predict patterns of potential error and corrective interventions in clinical decision making **9.** Promote appropriate IT applications (such as EMR and computer physician order entry systems) **10.** Develop implementation strategies as they relate to IT applications **11.** Define evidence-based medicine (EBM) as it relates to clinical judgment and patient preference **12.** Compare and contrast EBM with clinical practice guidelines **13.** Interpret levels of evidence as they apply to the medical literature **14.** Design effective disease management programs **15.** Discuss data transparency as it applies to the current quality improvement environment **16.** Review current and potential future directions in pay-for-performance initiatives