



**THE CYPRUS INTERNATIONAL INSTITUTE OF MANAGEMENT**  
**COURSE UNIT DESCRIPTION**

Course Unit Title	<b>Performance Measurement &amp; Improvement of Healthcare Systems &amp; Providers</b>	
Course Unit Code	MA730	
Type of Unit	<b>Elective</b>	
Level of Course Unit	Second cycle	
Year of Study	First/second year	
Semester	On demand	
Number of ECTS Credits	4.5 ECTS	
Course Unit Objectives	The objective of this course is to help students gain a better understanding of performance measurement in health care and the importance of health informatics in supporting performance measurement systems. The course will provide an overview of different models for performance measurement, indicator development strategies and a discussion of issues specific to several stakeholder groups.	
Learning Outcomes	On completion of this course students are expected to:	
	CILO 1	Understand and critique the performance measurement frameworks and models that are currently being applied across the health care system, when and why to implement them (what to measure and why).
	CILO 2	Examine and compare alternative approaches to measuring the quality and safety of healthcare. Describe different methods for identifying, selecting and validating specific types of performance measures (how to measure).
	CILO 3	Collect and analyze relevant data to estimate the potential impact of health services interventions on health outcomes
	CILO 4	Develop a conceptual framework for a program evaluation, showing the hypothesized causal variables and the expected outcomes Identify potential sources of bias and problems with measurement reliability and validity
CILO 5	Implement performance measurement frameworks in a variety of healthcare settings (appropriateness, feasibility, and relevance of measures and frameworks) and identify areas for improvement	
Name of Lecturer(s)	Dr Irene Papanicolas, Associate Professor of Health Economics, LSE (TPC)	
Mode of delivery	Face to Face	
Prerequisites	Statistics & Quantitative Methods	
Course Content	Performance measurement frameworks and models that are currently being applied across the health care system	CILO 1
	Alternative approaches to measuring the quality and safety of healthcare. Selecting and validating performance measures	CILO 1, 2
	Data collection and analysis for estimating impact of health interventions on outcomes	CILO 3
	Frameworks for programme evaluation, causality, biases, reliability and validity.	CILO 4
	Applying performance measurement frameworks in different healthcare settings and identifying areas for improvement	CILO 5
Recommended or required reading	<u>Textbooks:</u> <ul style="list-style-type: none"> <li>• <u>The Measurement of Health Care Performance: A Primer from the CMSS</u></li> <li>• <u>Performance Improvement in Hospitals and Health Systems: Managing Analytics and Quality in Healthcare, 2nd Edition by James R. Langabeer II</u></li> </ul>	

	<ul style="list-style-type: none"> <li>• <u>Measurement and Analysis in Transforming Healthcare Deliver. Volume 2: Practical Applications to Engage and Align Providers and Consumers</u> Editors: Sax, Harry C. (Ed.)</li> </ul> <p><u>Optional textbook:</u></p> <ul style="list-style-type: none"> <li>• <u>Performance Management in Healthcare: From Key Performance Indicators to Balanced Scorecard (HIMSS Book Series) 2nd Edition, Kindle Edition by Bryan P. Bergeron</u></li> </ul> <p><u>Journal Articles:</u> <u>The Strategy That Will Fix Health Care by Michael E. Porter &amp; Thomas H. Lee, Harvard Business Review October 2013</u></p> <p><u>Online sources:</u></p> <ul style="list-style-type: none"> <li>• Performance Measurement for Health System Improvement Experiences, Challenges and Prospects Peter C. Smith, Elias Mossialos, Irene Papanicolas and Sheila Leatherman <a href="http://www.euro.who.int/_data/assets/pdf_file/0004/135976/E94887_Part_VI.pdf?ua=1">http://www.euro.who.int/_data/assets/pdf_file/0004/135976/E94887_Part_VI.pdf?ua=1</a></li> <li>• Performance Measures for Health Care Systems David R. Nerenz, Ph.D. Michigan State University Nancy Neil, Virginia Mason Medical Center Commissioned Paper for the Center for Health Management Research <a href="http://www.hret.org/chmr/resources/cp19b.pdf">http://www.hret.org/chmr/resources/cp19b.pdf</a></li> </ul>
Planned learning activities and teaching methods	Lectures; in-class discussion and debates; in-class exercises; problem sets; team work; video case studies, team presentations, interactive online learning via Moodle (quizzes, assignments, forums)
Assessment methods and criteria	Class Participation:20% In-class Exam: 80%
Language of Instruction	English
Work Placement(s)	Not applicable