



SCHOOL OF INFORMATICS AND COMPUTING

INDIANA UNIVERSITY
Department of BioHealth Informatics
IUPUI

HIM-M120

Data Organization and Presentation in the Healthcare Environment

Campus Based Spring 2019

Section No.: _____ *Credit Hours:* 3

Location: Campus Based

Instructor: _____

Office Hours: Tuesday

Office: 719 Indiana Ave, Suite 370A Indianapolis IN 46202

Phone: _____

Email: Instructor will respond to emails within 48 hours during the week. However, this response may be delayed over weekend/holidays.

Prerequisites: HIM-M110 or an approved substitute course.

COURSE DESCRIPTION

Students will study and apply problem solving, decision analysis and data presentation techniques used in healthcare data representation for both internal and external users. ICD and CPT classification systems will be modeled and analyzed utilizing spreadsheets.

Required Text:

- Text: Shelly Cashman Series Microsoft Excel 2016: Comprehensive (at the bookstore and other places)
ISBN-13:978133725105
- Handouts: Additional handouts may be required. Instructor will provide information on obtaining this material.
- Online Materials: www.cengagebrain.com
- SAM (OPTIONAL): This text is available with SAM 2016 Exam questions, offering multiple choice, true/false, and fill-in-the-blank questions that map directly to the learning objectives covered in each Module. If you have a SAM account, login at www.cengage.com/sam2016. To obtain a SAM account, visit www.cengagebrain.com or contact your instructor or bookstore for additional information.

Course Outcomes:

At the conclusion of this course the HIM student will be able to:

- Create professional looking documents in MS Excel
- Perform simple desktop publishing tasks
- Produce multi-page documents with an array of attributes.
- Build sophisticated spreadsheet applications
- Format these spreadsheets for easier interpretations
- Create and format charts
- Plan, design, and create a relational database
- Produce queries, forms, and reports to enhance the input and display of data
- Modify queries with calculated fields
- Use creative techniques to produce professional looking presentations
- Insert various media in presentations to hold viewer's interest
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Core Competencies: Updated CAHIIM Model Curriculum 2014

Subdomain III.C. Analytics and Decision Support

1. Apply analytical results to facilitate decision-making
 - * Data display, power point, and dashboards (3)
2. Apply data extraction methodologies
 - * Healthcare statistical formulas (LOS, death, birth, and infection rates); Data capture tools and technologies (forms, computer screens, templates, other health record documentation tools; clinical, financial, and administrative) (3)
3. Recommend organizational action based on knowledge obtained from data exploration and mining (5)
4. Analyze clinical data to identify trends that demonstrate quality, safety, and effectiveness of healthcare
 - * Descriptive statistics (mean, standard deviation, ranges, and percentiles); Inferential statistics (T-tests, ANOVA, regression analysis, reliability, and validity); Epidemiological applications (4)
5. Apply knowledge of database querying and data exploration and mining techniques to facilitate information retrieval (3)
6. Evaluate administrative reports using appropriate software (5)

RBT: Revised Bloom's Taxonomy; Profiles of Learning for Undergraduate Success (PLUS)

A comprehensive final examination covers all student learning outcomes.

Semester specific student learning outcomes are in boldface.

A. Communicator

1. **Evaluates Information**
2. **Listens Actively**
3. **Builds Relationships**
4. **Convey Ideas Effectively**

B. Problem Solver

1. **Thinks Critically**
2. **Collaborates**
3. **Analyzes, Synthesizes, and Evaluates**
4. **Perseveres**

C. Innovator

1. **Investigates**
2. **Creates/Designs**
3. **Confronts Challenges**
4. **Makes Decisions**

D. Community Contributor

1. **Builds Community**
2. **Respectfully Engages Own and Other Cultures**
3. **Behaves Ethically**
4. **Anticipates Consequences**

Learning Outcomes:

Subdomain III.C. Analytics and Decision Support	RBT	PLUS	Assignment
1. Apply analytical results to facilitate decision-making	4	3.4	Pg, EX 233 Assign-25, Wk 5 Spreadsheet Project # 4
	2	3.4	Pg, EX 425 Assign-25, Wk 8 Spreadsheet Project # 7
2. Apply data extraction methodologies	3	3.1	Pg, EX 174 Assign-25, Wk 4 Spreadsheet Project # 3
3. Analyze organizational action based on knowledge obtained from data exploration and mining	5	2.3	Pg, EX 608 Assign-25, Wk 12 Spreadsheet Formulation #10
	1	2.3	Pg, EX 50 Assign-25, Wk 2 Spreadsheet Formulation #1
4. Analyze clinical data to identify trends that demonstrate quality, safety, and effectiveness of healthcare	5	2.3	Pg, EX 486 Assign-25, Wk 10 Spreadsheet Project # 8
	3	2.3	Pg, EX 106 Assign-25, Wk 3 Spreadsheet Formulation #2
	6	2.3	Pg, EX 296 Assign-25, Wk 6 Spreadsheet Project # 5
5. Apply knowledge of database querying and data exploration and mining techniques to facilitate information retrieval	4	3.1	Pg, EX 359 Assign-25, Wk 7 Spreadsheet Project # 6
	5	3.1	Pg, EX 546 Assign-25, Wk 11 Spreadsheet Formulation #9
6. Evaluate administrative reports using appropriate software	5	2.3	Pg, EX 681 Assign-25, Wk 13 Spreadsheet Formulation #11

Upon the conclusion of this course, students will be able to:

1. Creating worksheet and chart.
2. Creating Formulas functions and formatting.
3. Working with large worksheet, charting and what-if analysis.
4. Working with Financial functions, data tables, amortization schedule.
5. Working with multiple worksheet and workbook.
6. Creating Sorting and querying a table.
7. Creating templates, importing data, and working with smart art, Images and screenshots.
8. Working with trendlines, pivot tables, pivot charts, and slicers.
9. Formula Auditing, data validation and complex problem solving.
10. Data analysis with power tools and creating macros.
11. User interface, visual basics for application (VBA), and collaboration.

Software used:

Microsoft Excel 2016: Comprehensive textbook assumes a typical installation of Microsoft Office Professional 2016 and Microsoft Windows 10. The instructor for this course will be conforming to the requirements stated by the textbook to ensure consistency in design and instruction.

At a **minimum**, students should have these applications installed on their computer prior to the start of the course:

- Microsoft Excel 2016
- Microsoft Word 2016
- Microsoft Access 2016

Students may download Microsoft Office 2016 free from IUWare:

<https://iuware.iu.edu/search?q=Office%202016>

Deliverables Schedule

Week	Assignment	R B T	PLU S	Start	Time	Due
Week 1	Syllabus Quiz & Certificate Assignment			Sunday, January 14, 2018	5:00 PM	Sunday, January 21, 2018
Week 2	Pg, EX 50 Assign-25	1	2.3	Sunday, January 21, 2018		Sunday, January 28, 2018
Week 3	Pg, EX 106 Assign-25	3	2.3	Sunday, January 28, 2018		Sunday, February 4, 2018
Week 4	Quiz 1 (20) & Pg, EX 174 Assign-25	2	3.1	Sunday, February 4, 2018		Sunday, February 11, 2018
Week 5	Pg, EX 233 Assign-25	4	3.4	Sunday, February 11, 2018		Sunday, February 18, 2018
Week 6	Quiz 2 (20) & Pg, EX 296 Assign-25	6	2.6	Sunday, February 18, 2018		Sunday, February 25, 2018
Week 7	Pg, EX 359 Assign-25	4	3.1	Sunday, February 25, 2018		Sunday, March 4, 2018
Week 8	Midterm & Pg, EX 425 Assign-25	2	3.4	Sunday, March 4, 2018		Sunday, March 18, 2018
Week 9	Spring break					
Week 10	Pg, EX 486 Assign-25	5	2.3	Sunday, March 18, 2018		Sunday, March 25, 2018
Week 11	Quiz 3 (20) Pg, EX 546 Assign-25	5	3.1	Sunday, March 25, 2018		Sunday, April 1, 2018
Week 12	Pg, EX 608 Assign-25	4	2.3	Sunday, April 1, 2018		Sunday, April 8, 2018
Week 13	Pg, EX 681 Assign-25	5	2.3	Sunday, April 8, 2018		Sunday, April 15, 2018
Week 14	Final Exam			Sunday, April 15, 2018		Sunday, April 22, 2018

Students may purchase Windows 10 Ultimate Edition for \$20.00 from campus bookstores. More information on this product can be found here: <https://iuware.iu.edu/Windows/Title/2977>

INSTRUCTOR'S GRADING CRITERIA/TIMETABLE

All course material submitted on time will be graded within 7 days of their due date (the Sunday of the following unit). Approved late work will be graded within 5 days of the submission date.

Assessment	Points Each	Total Points	PUL Assessed
Spreadsheet Formulations	11	275	1B, 2, 3
Quizzes	4	75	2, 3
Midterm Exam	1	100	2, 3
Final Exam	1	100	1B, 2, 3
Total Points		550	

Grading Scale:

A < 100% to 93% **Extraordinarily high achievement, quality of work; shows command of the subject matter**
A- < 93% to 90% **shows command of the subject matter**
B+ < 90% to 87% **shows command of the subject matter**
B < 87% to 83% **Mastery and fulfillment of all course requirements; good, acceptable work**
B- < 83% to 80% **good, acceptable work**
C+ < 80% to 77% **good, acceptable work**
C < 77% to 73% **Minimally acceptable performance and quality of work**

C- < 73% to 70% *Unacceptable work/Failure*
D+ < 70% to 67% *Unacceptable work/Failure*
D < 67% to 63% *Unacceptable work/Failure*
D- < 63% to 60% *Unacceptable work/Failure*
F < 60% to 0% *Unacceptable work/Failure*

EXPECTATIONS, GUIDELINES, AND POLICIES

LATE WORK POLICY: late work will not be accepted unless there are clear and compelling extenuating circumstances.

Extenuating Circumstances: If you have extenuating circumstances that prevent you from completing coursework or participating in the class, please contact your instructor to make alternative arrangements. The possibility of alternative arrangements is at the discretion of your instructor and/or administration. Active communication is the key to overcoming any hurdles you may encounter during the semester. It is your responsibility to inform your instructor (ahead of time, unless emergency circumstances prevent doing so) of extenuating circumstances that might prevent you from completing work by the assigned deadline. In those situations, your instructor will work with you to establish alternative deadlines without late penalty. Prior notification does not automatically result in granting alternative arrangements and/or a waiver of the late penalties.

Please note that evaluation of extenuating circumstances is at the discretion of your instructor and/or administration and documentation may be required for verification of the extenuating circumstance. Examples of extenuating circumstances may include but are not limited to: personal/family member hospitalization, childbirth or other medical emergencies, death in the family, weather/environmental evacuation due to fire/hurricane/tornado/earthquake/tsunami, or active military assignment where Internet connectivity is unavailable for an extended time period.

Computer-related issues and Internet connectivity issues are not considered extenuating circumstances.

Incomplete:

The instructor may assign an Incomplete (I) grade only if at least 75% of the required coursework has been completed at passing quality and holding you to previously established time limits would result in unjust hardship to you. All unfinished work must be completed by the date set by the instructor. Left unchanged, an Incomplete automatically

becomes an F after one year. <http://registrar.iupui.edu/incomp.html>

Deliverables:

You are responsible for completing each deliverable (e.g., assignment, quiz) by its deadline and submitting it by the specified method. Deadlines are outlined in the syllabus or in supplementary documents accessible through CANVAS. Should you miss a class, you are still responsible for completing the deliverable and for finding out what was covered in class, including any new or modified deliverable. Please see late policy above.

All assignments will be posted in CANVAS with a COMPLETION DUE DATE. Assignments will not be opened for review nor will grades be posted until after each assignment due date. When you take a test using the CANVAS Quizzes tool, it is a good idea to create a screenshot of your submitted test. This screenshot serves as additional proof that you completed and submitted your test in the event of CANVAS technical issues. If there is a dispute regarding an assessment (test) or assignment submitted after the assigned due date and time, the above method will be the only accepted proof that an assignment or assessment (test) was submitted.

Note: To avoid the loss of points for assignments and/or assessments (tests) submitted through CANVAS please read the following information carefully: All assignments submitted through the CANVAS “Assignment” tab automatically generate an e-mail notification. This notification is sent directly to your primary e-mail account. Students will be required to present a copy of this e-mail notification to the instructor if there is a dispute regarding an assignment submission. Therefore, it is highly recommended that students maintain a file, either electronic or on paper, for each assignment submission notification received. For your information, you cannot save your assignments/work via CANVAS Test and Survey tool and come back to it at a later time. Once an assignment has been submitted it will be graded as is, so be very careful that the assignment you submit is the version you want graded. Be sure you are submitting the correct, complete assignment.

Distance Education and On-Line Etiquette:

When taking a course online, it is important to remember that an online classroom is still a classroom. Though the courses may be online, appropriate classroom behavior is still mandatory. Inappropriate discussion responses will not be tolerated and disciplinary action will be taken according to the guidelines outlined in the Code of Student Rights, Responsibilities and Conduct. Remember to maintain current anti-virus protection programs and avoid forwarding email attachments from outside sources that you are uncertain of. Instructor sections in CANVAS include syllabus, announcements, messages, resources, roster, grade book, tests and surveys.

Changes Corrections and Omissions:

The instructor reserves the right to make changes as necessary to the syllabus and the class schedule. If changes are necessitated during the term of the course, the instructor will immediately notify students of such changes and nature of change(s) on CANVAS Announcements

Assignments:

All assignments including materials to be read, homework to be submitted for grading, project to be graded, and tests are listed in the Assignments tab of CANVAS with page numbers, supporting materials, and due dates. **All work will be submitted by 5:00 pm Eastern Time Zone on the date specified with the assignment.**

Grading Information:

Students enrolled in the HIM Plan of Study must maintain a minimum grade of C in all courses. If a student fails to maintain a minimum grade of C the student must retake the course(s) in which a grade of C was not achieved. Students in the HIM program must maintain a minimum grade of C in all courses. If a student fails to maintain a minimum grade of C in a course(s), during the first semester in which a student fails to meet the minimum grade requirement h/she will be placed on Academic Probation retroactive to the semester in which the grade(s) was received. If a student fails to meet the minimum grade required of a C during any subsequent semester, the student will be placed on Academic Probation for a second time, retroactive to the semester in which the grade(s) was received and will be dismissed from the HIM program (see Academic Probation Policy – Professional Program). Faculty will update the CANVAS grade book at the beginning of each semester to reflect the HIM grading scale. You are responsible for keeping track of your own grades. **There are no extra credit assignments.** Please note there is no rounding up of grades on individual assignments and final grades. The academic expectation is that grades recorded in the grade book should reflect the overall quality and depth of the student's knowledge and understanding of the assigned material.

ASSIGNMENTS/PROJECTS

Assignments and/or Projects require you to submit coursework via CANVAS. Coursework will be graded according to either the rubric below or assignment-specific rubrics found in the course. Assignments and/or Projects are due on their due date specified with each assignment in the Assignments tab of CANVAS. **ALL ASSIGNMENTS AND/OR PROJECTS MUST BE SUBMITTED VIA CANVAS TO ENSURE CREDIT.**

CODE OF CONDUCT

All students should aspire to the highest standards of academic integrity. Using another student's work on an assignment, cheating on a test, not quoting or citing references correctly, or any other form of dishonesty or plagiarism shall result in a

grade of zero on the item and possibly an F in the course. Incidences of academic misconduct shall be referred to the Department Chair and repeated violations shall result in dismissal from the program.

All students are responsible for reading, understanding, and applying the Code of Student Rights, Responsibilities and Conduct and in particular the section on academic misconduct. Refer to The Code > Responsibilities > Academic Misconduct at <http://www.indiana.edu/~code/>. All students must also successfully complete the Indiana University Department of Education “How to Recognize Plagiarism” Tutorial and Test. <https://www.indiana.edu/~istd> you must document the difference between your writing and that of others. Use quotation marks in addition to a citation, page number, and reference whenever writing someone else’s words (e.g., following the Publication Manual of the American Psychological Association). To detect plagiarism instructors apply a range of methods, including Turnitin.com. <http://www.ulib.iupui.edu/libinfo/turnitin>

Academic Misconduct:

1. **Cheating:** Cheating is considered to be an attempt to use or provide unauthorized assistance, materials, information, or study aids in any form and in any academic exercise or environment.
 - a. A student must not use external assistance on any “in-class” or “take-home” examination, unless the instructor specifically has authorized external assistance. This prohibition includes, but is not limited to, the use of tutors, books, notes, calculators, computers, and wireless communication devices.
 - b. A student must not use another person as a substitute in the taking of an examination or quiz, nor allow other persons to conduct research or to prepare work, without advanced authorization from the instructor to whom the work is being submitted.
 - c. A student must not use materials from a commercial term paper company, files of papers prepared by other persons, or submit documents found on the Internet.
 - d. A student must not collaborate with other persons on a particular project and submit a copy of a written report that is represented explicitly or implicitly as the student’s individual work.
 - e. A student must not use any unauthorized assistance in a laboratory, at a computer terminal, or on fieldwork.
 - f. A student must not steal examinations or other course materials, including but not limited to, physical copies and photographic or electronic images.
 - g. A student must not submit substantial portions of the same academic work for credit or honors more than once without permission of the instructor or program to whom the work is being submitted.
 - h. A student must not, without authorization, alter a grade or score in any way, nor alter answers on a returned exam or assignment for credit.
2. **Fabrication:** A student must not falsify or invent any information or data in an academic exercise including, but not limited to, records or reports, laboratory results, and citation to the sources of information.
3. **Plagiarism:** Plagiarism is defined as presenting someone else’s work, including the work of other students, as one’s own. Any ideas or materials taken from another source for either written or oral use must be fully acknowledged, unless the information is common knowledge. What is considered “common knowledge” may differ from course to course.
 - a. A student must not adopt or reproduce ideas, opinions, theories, formulas, graphics, or pictures of another person without acknowledgment.
 - b. A student must give credit to the originality of others and acknowledge indebtedness whenever:
 1. directly quoting another person’s actual words, whether oral or written;
 2. using another person’s ideas, opinions, or theories;
 3. paraphrasing the words, ideas, opinions, or theories of others, whether oral or written;
 4. borrowing facts, statistics, or illustrative material; or
 5. offering materials assembled or collected by others in the form of projects or collections without acknowledgment
4. **Interference:** A student must not steal, change, destroy, or impede another student’s work, nor should the student unjustly attempt, through a bribe, a promise of favors or threats, to affect any student’s grade or the evaluation of academic performance. Impeding another student’s work includes, but is not limited to, the theft, defacement, or mutilation of resources so as to deprive others of the information they contain.
5. **Violation of Course Rules:** A student must not violate course rules established by a department, the course syllabus, verbal or written instructions, or the course materials that are rationally related to the content of the course or to the

enhancement of the learning process in the course.

6. **Facilitating Academic Dishonesty:** A student must not intentionally or knowingly help or attempt to help another student to commit an act of academic misconduct, nor allow another student to use his or her work or resources to commit an act of misconduct.

OTHER POLICIES

1. **Right to revise:** The instructor reserves the right to make changes to this syllabus as necessary and, in such an event, will notify students of the changes immediately.
2. **IUPUI course policies:** A number of campus policies governing IUPUI courses may be found at the following link: http://registrar.iupui.edu/course_policies.html
3. **Classroom civility:** To maintain an effective and inclusive learning environment, it is important to be an attentive and respectful participant in lectures, discussions, group work, and other classroom exercises. Thus, unnecessary disruptions should be avoided, such as ringing cell phones engagement in private conversations and other unrelated activities. Cell phones, media players, or any noisy devices should be turned off during a class. Texting, surfing the Internet, and posting to Facebook or Twitter during class are generally not permitted. Laptop use may be permitted if it is used for taking notes or conducting class activities. Students should check with the instructor about permissible devices in class. IUPUI nurtures and promotes “a campus climate that seeks, values, and cultivates diversity in all of its forms and that provides conditions necessary for all campus community members to feel welcomed, supported, included, and valued” (IUPUI Strategic Initiative 9). IUPUI prohibits “discrimination against anyone for reasons of race, color, religion, national origin, sex, sexual orientation, marital status, age, disability, or [veteran] status” (Office of Equal Opportunity). Profanity or derogatory comments about the instructor, fellow students, invited speakers or other classroom visitors, or any members of the campus community shall not be tolerated. A violation of this rule shall result in a warning and, if the offense continues, possible disciplinary action.
4. **Bringing children to class:** To ensure an effective learning environment, children are not permitted to attend class with their parents, guardians, or childcare providers.
5. **Course Evaluation Policy:** Course evaluations provide vital information for improving the quality of courses and programs. Students are required to complete one course and instructor evaluation for each section in which they are enrolled at the School of Informatics and Computing. This requirement has three exceptions: (a) The student has withdrawn from the course; (b) only one student is enrolled in the section (in which case anonymity is impossible); and (c) the section is a laboratory that must be taken with a course having a different section number. Course evaluations are completed at <https://soic.iupui.edu/app/course-eval/>. Course evaluations are open from the eleventh week. Course evaluations are anonymous, which means that no one can view the name of the student completing the evaluation. In addition, no one can view the evaluation itself until after the instructor has submitted the final grades for the course. In small sections, demographic information should be left blank, if it could be used to identify the student. A course evaluation must close before the grade for that course can be released. To ensure students have had ample opportunity to complete the evaluation, an uncompleted course evaluation could delay the release of the grade for up to a week.
6. **Communication:** The instructor should respond to emails within 48 hours, excluding weekends and holidays, and announce periods of extended absence in advance. The instructor should provide weekly office hours or accept appointments for face-to-face, telephone, or teleconferenced meetings.
7. **Email:** Indiana University uses your IU email account as an official means of communication, and students should check it daily for pertinent information. Although you may have your IU email forwarded to an outside email account, please email faculty and staff from your IU email account.
8. **Disabilities Policy:** In compliance with the Americans with Disabilities Act (ADA), all qualified students enrolled in this course are entitled to reasonable accommodations. Please notify the instructor during the first week of class of accommodations needed for the course. Students requiring accommodations because of a disability must register with Adaptive Educational Services (AES) and complete the appropriate AES-issued before receiving accommodations. The AES office is located at UC 100, Taylor Hall (Email: aes@iupui.edu, Tel. 317 274-3241). Visit <http://aes.iupui.edu> for more information.
9. **Administrative Withdrawal:** A basic requirement of this course is that students participate in all class discussions and conscientiously complete all required course activities and/or assignments. If a student is unable to attend, participate in, or complete an assignment on time, it is the student’s responsibility to inform the instructor. If a student misses more than half of the required activities within the first 25% of the course without contacting the instructor, the

student may be administratively withdrawn from this course. Administrative withdrawal may have academic, financial, and financial aid implications. Administrative withdrawal will take place after the full refund period, and a student who has been administratively withdrawn from a course is ineligible for a tuition refund. Contact the instructor with questions concerning administrative withdrawal.

10. **Emergency Preparedness:** Safety on campus is everyone's responsibility. Know what to do in an emergency so that you can protect yourself and others. For specific information, visit the emergency management website. <http://protect.iu.edu/emergency>
11. **Student Advocate:** The Student Advocate provides assistance to students with personal, financial, and academic issues. The Student Advocate Office is located in the Campus Center, Suite 350. The Student Advocate may also be contacted by phone at 317-274-4431 or by email at studvoc@iupui.edu. For more information visit <http://studentaffairs.iupui.edu/advocate>.
12. **Counseling and Psychological Services (CAPS):** Students seeking counseling or other psychological services should contact the CAPS office by phone at 274-2548 or [email at capsindy@iupui.edu](mailto:email_at_capsindy@iupui.edu). For more information visit <http://life.iupui.edu/caps/>.

MISSION STATEMENT

The Mission of IUPUI is to provide for its constituents excellence in

- Teaching and Learning;
- Research, Scholarship, and Creative Activity; and
- Civic Engagement.

With each of these core activities characterized by

- Collaboration within and across disciplines and with the community;
- A commitment to ensuring diversity; and
- Pursuit of best practices.

IUPUI's mission is derived from and aligned with the principal components— Communities of Learning, Responsibilities of Excellence, Accountability and Best Practices—of Indiana University's Strategic Directions Charter.

STATEMENT OF VALUES

IUPUI values the commitment of students to learning; of faculty to the highest standards of teaching, scholarship, and service; and of staff to the highest standards of service. IUPUI recognizes students as partners in learning. IUPUI values the opportunities afforded by its location in Indiana's capital city and is committed to serving the needs of its community. Thus, IUPUI students, faculty, and staff are involved in the community, both to provide educational programs and patient care and to apply learning to community needs through service. As a leader in fostering collaborative relationships, IUPUI values collegiality, cooperation, creativity, innovation, and entrepreneurship as well as honesty, integrity, and support for open inquiry and dissemination of findings. IUPUI is committed to the personal and professional development of its students, faculty, and staff and to continuous improvement of its programs and service