



Transition Guide
 for
*Applying Quality Management in Healthcare:
 A Systems Approach*
 Fourth Edition
 April 2017

<u>Chapter No.</u>	<u>Chapter Title</u>	<u>Changes</u>
1	Quality Management Fundamentals	Minor updates and revisions.
2	Role of Policy in Advancing Quality (formerly Chapter 8)	This chapter was moved closer to the beginning of the book to expand the reader's foundation in preparation for subsequent chapter content.
3	Characteristics of Complex Systems (formerly Chapter 2)	Minor updates and revisions.
4	Understanding System Behavior (formerly Chapter 3)	Revised discussion about how systematic structures affect performance.
5	Visualizing System Relationships (formerly Chapter 4)	Expanded discussion of how parts of the health services delivery system are interconnected. Coverage of the management implications of different system relationship models.
6	Establishing System Direction (formerly Chapter 5)	Minor updates and revisions.
7	Setting Improvement Goals In Complex Systems (formerly Chapter 6)	Minor updates and revisions.
8	Fostering a Culture of Collaboration and Teamwork (formerly Chapter 11)	Discussion of evidence-based strategies for improving collaboration and teamwork.
9	Measuring Process and System Performance (formerly Chapter 10)	Expanded discussion of types of measures and comprehensive measurement sets.
10	Using Data Analytics Techniques To Evaluate Performance – NEW CHAPTER	Coverage of using basic healthcare data analytics including application of statistical graphical methods for reporting measures; using descriptive analytics to understand current performance; and identifying common pitfalls associated with reporting measurement data. Some of these topics were covered briefly in the previous edition but much is new in this chapter dedicated to these topics.
11	Designing and Implementing Improvements (formerly Chapter 9)	Expanded discussion of different improvement models with accompanying examples. Additional information on the role of managers in overseeing improvement projects. Discussion of strategies for sustaining improvement gains.

12	Using Improvement Teams and Tools – NEW CHAPTER	Discussion of strategies for creating improvement project teams; the role of managers in team decision making; differentiating how, when and why to use various improvement tools; and what tools are best to use at each step of an improvement project. Some of this information was in the previous edition but it has been greatly expanded within this chapter dedicated to these important topics.
13	Making Healthcare Safer for Patients – NEW CHAPTER	Coverage of the types of human errors and error causes; the characteristics of high-reliability organizations; reactive and proactive patient safety improvement models; and the manager’s role in improving patient safety. Some of this information was in the previous edition but it has been greatly expanded within this chapter dedicated to these important topics.
Practice Lab	Exercises	Removed previous edition exercises 4 (Mental Models), 10 (Generational Differences), and 13 (Improving a Performance Gap: Case Study). Two new exercises have been added: Exercise 8 (Teamwork and Patient Safety) and Exercise 11 (Failure Mode and Effects Analysis).