

FOREWORD

The quality landscape has changed dramatically since the first edition of *Applying Quality Management in Healthcare: A Process for Improvement* (2003). At that time the Institute of Medicine reports *To Err is Human* (1999) and *Crossing the Quality Chasm* (2001) were still relatively new and patient safety was in its early stages. The Premier Hospital Quality Incentive Demonstration (HQID), the precursor to today's value-based purchasing initiatives, was just getting started. Transparency was in its infancy.

Fast-forward to today. The concept of systems is widely embraced in healthcare and has become a cornerstone for driving improvements toward achieving the Institute for Health Improvement's Triple Aim. Perverse financial incentives, which punished organizations for reducing utilization by improving care, are being challenged with a wide array of innovative payment models that reward improvements in quality, safety, and health promotion. The numerous and often disparate parts of the U.S. healthcare system are working together to improve the health of populations, not just to care for sick individuals. The quality, safety, and systems concepts discussed in this book have become foundational, essential, and timeless. They may be applied to any type, size, level, or complexity of organizational forms.

I would like to thank the many students whom I have had the privilege to get to know, work with, and learn from as a result of writing and teaching with this text. I would also like to thank my mentor and friend, Dr. Arnold Kaluzny. I am delighted that Patrice Spath is collaborating on this fourth edition so that it may continue to bring value to future students.

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