

PREFACE

Much of the dramatic change over the last few years can be categorized by one label—COVID-19. Without any overstatement, the COVID-19 pandemic has fundamentally changed our lives, and nowhere more profound than in healthcare. The disruption caused by this global health crisis has altered the way we communicate with communities, how we care for patients (both physically and virtually), and how public health, population health, and medical care intersect. To no one's surprise, there has been one constant, and that is quality.

The pandemic has heightened the importance of quality. Against the backdrop of this global infection, we have shined a brighter light on disparities in outcomes, we have shown how to meaningfully address population health, we have gotten better at measuring quality efficiently, and we have sharpened our focus on accelerating the pace of improvement. Because of the severity of the situation we have been in, quality is essential to ensure that everyone gets the best care and service possible, to achieve the highest health status. Quality is the compass pointing us to better healthcare and health.

This textbook provides a framework, strategies, and practical tactics to help all healthcare leaders learn, teach, and lead improvement efforts. This fifth edition of *The Healthcare Quality Book* has undergone a significant update, but once again, it boasts an all-star list of contributors with incredible expertise and breadth of experience. Like the healthcare field, this edition has been improved, reimaged, and redesigned. Organized into three sections, the book focuses on the foundation of healthcare quality (four chapters in part I), essential quality topics (five chapters in part II), and, finally, key strategies to effectively lead quality (five chapters in part III). Individually, and in the aggregate, this book is designed to be both an instructional guide and a conversation starter among all students of healthcare quality—that is, all current and future healthcare professionals.

Part I contains four chapters that together provide a foundation for understanding healthcare quality. In chapter 1, Maulik S. Joshi and Marianthi Hatzigeorgiou provide an overview of the major reports and findings of seminal quality work, including the six aims of quality: care that is safe, timely, effective, efficient, equitable, and patient centered. Cathy E. Duquette in chapter 2 dives deeper into important quality improvement tools and quality-oriented models that are essential for assessing and improving quality at the micro and macro

levels. In chapter 3, Briget de Graca, David Nicewander, Brent D. Stauffer, and David J. Ballard examine one of the most pervasive and significant issues in healthcare quality—clinical variation. They explain the concept, distinguish between warranted and unwarranted variation, and discuss quality improvement tools that can help manage and reduce unwarranted variation in medical practice. Davis Balestracci in chapter 4 discusses the true underpinning of quality—the ability to apply and understand the application of statistical analyses with data. At the end of this chapter, you will have a newfound appreciation of run charts as your friend.

Part II builds on this foundation and dives into a variety of integral quality topics with a greater degree of granularity. It starts with chapter 5, in which Craig Clapper and Tami Strong wonderfully articulate the key aspects of defining and implementing a culture of safety and high reliability, because, as we often hear, culture eats strategy for lunch. Deneen Richmond in chapters 6 and 7 provide the theories and practical actions to address health equity and population health, with a focus on social determinants of health. Her chapters are intentionally presented in this order as these topics complement each other in the goal of providing the best care, tailored for all people. Thomas H. Lee and Deirdre E. Mylod in chapter 8 are experts in discussing the salient issues of quality measurement, with a keen emphasis on patient experience. Finally, part II ends with another essential quality topic: value-based purchasing. In chapter 9, Lucy Liu, Rachel Zeldin, Julia Goldner, and Scott Ransom discuss how measurement and improvement can align with payment.

The chapters in part III put it all together for you as you lead quality improvement efforts. The foundation and the essential topics are only as good as their application; part III is all about how to lead, engage, and drive a culture of quality. To begin this section, Dan Schellenbarger, Bryce Bach, Hector Nelson, and Scott Ransom summarize the two most important elements of quality transformation—people and culture—in chapter 10. Chapter 11, by Michael D. Pugh, exquisitely details the why and how of dashboards and scorecards as critical leadership system tools for improvement and accountability. Chapter 12, written by Kathryn C. Peisert, describes the fiduciary responsibility of the board of directors and delineates its central role in quality. The board bears the ultimate responsibility for *everything* in the healthcare organization, including quality and safety. Saad Chaudhry in chapter 13 talks about the role of information technology, not just an influential tool, but also an enabling strategy for better outcomes. Kedar Mate and Dan Schummers bring the entire textbook together by providing three well-developed case studies of quality improvement in action, using all the building blocks from the foundation section and the essential topics.

We have learned a lot in healthcare quality in the last few years. The people we serve expect and demand that quality be improved, and faster. We

owe it to our patients and to our communities to make that happen. That will only happen if you, as a leader, develop a solid base of the knowledge, skills, and tools required to lead quality. Thank you for taking on this challenge and obligation.

In addition to being the editors of this book, we also use it extensively, whether for teaching in our own courses, as reference material, or for research. The most important use, however, is for leading improvement within our organizations. We greatly appreciate all the feedback we have received thus far, and we have used it to improve this textbook so that we can all be better leaders and healthcare providers.

Please contact us at doctormaulikjoshi@yahoo.com with your feedback on this edition. Your teaching, learning, and leadership are what will ultimately transform healthcare.

Maulik S. Joshi

Scott B. Ransom

Elizabeth R. Ransom

David B. Nash

Instructor Resources

This book's instructor resources include a test bank, PowerPoint summaries, and teaching aids for each chapter, including answers to the end-of-chapter study questions.

For the most up-to-date information about this book and its instructor resources, go to ache.org/HAP and search for the book's order code (2463!).

This book's instructor resources are available to instructors who adopt this book for use in their course. For access information, please email hapbooks@ache.org.