PREFACE

At the start of the COVID-19 pandemic in 2020, supplies of personal protective equipment and ventilators were inadequate. Many other breakdowns in patient care systems became apparent as hospitals quickly revamped processes to meet the critical needs of patients with COVID while caring for patients with other conditions. It was a daily struggle to deal with less-than-ideal systems. This book covers the concepts and techniques necessary for improving the systems that are so vital to the daily work of clinicians and the outcomes of patient care.

Anyone directly or indirectly involved in overseeing healthcare quality and safety or improving processes involved in patient care will find this book useful. The audience for this book includes senior leaders, department managers, supervisors, and frontline staff. While the word manager is often found in the chapters, it is not intended to narrow the audience or the purpose of the book.

Changes from the Fourth Edition

As was the fourth edition, it is divided into three sections. In section 1, two chapters in the fourth edition (chapters 3 and 5) have been merged into a revised chapter 3, titled “Recognizing System Complexity and Relationships.” A new chapter 5 has been added in section 2, “Creating a Supportive Environment,” that consolidates and expands on topics previously found throughout several chapters in the fourth edition. In addition, a new topic—accountability—has been added to this chapter. The chapter on teamwork and collaboration immediately follows this new chapter instead of ending the section as it did in the fourth edition. In all chapters, material has been updated and new website resources and suggested readings added.

Section 1 provides managers with an overview of quality management and how it applies to the systems of healthcare delivery. Chapter 2 covers the many external forces influencing internal quality-management activities of healthcare organizations. During the height of the pandemic, it became clear that the systems of healthcare needed improving. This realization leads to the
discussion of systems thinking and management of dynamic complexity in chapter 3. Changing systems of care requires an understanding of systematic structure and managerial decisions affecting system behavior; these topics are addressed in chapter 4.

Section 2 contains four chapters that describe the environment needed to support quality improvements and the goal setting necessary to guide organizational activities. The new chapter 5 outlines three behavioral characteristics that advance success: continuous improvement, high reliability, and accountability. Teamwork and collaboration, covered in chapter 6, are two more characteristics needed to support quality healthcare delivery. Chapters 7 and 8 explore how an organization identifies its value and purpose and establishes improvement goals.

As in the fourth edition, section 3 contains the nuts and bolts of quality management. Instructors will find much of the same material in this edition, with some updates and additions. The basics of performance measurement, assessment, and improvement are covered in chapters 9 through 12. Chapter 13 describes how these concepts apply to patient safety. The section on high reliability previously in chapter 13 has been moved to chapter 5 to introduce students to this characteristic earlier in the book.

Health Administration Press offers educators the opportunity to build custom textbooks comprising chapters from several different books. To accommodate this service, the chapters in the fifth edition of this book have been written to stand alone as much as possible. Within each chapter, references to material in other chapters have been minimized, or the concepts summarized and repeated when necessary.

**Resources**

Listed at the end of each chapter are companion readings and web resources. Instructors can expand students’ learning experience by assigning a companion reading or directing them to explore one or more of the online resources. These readings and websites are particularly useful in chapter 10, on data analysis techniques, if instructors want to cover more than just basic concepts. The web resources also provide instructors and students with sources of the most current information on relevant quality management and patient safety topics.

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Instructor Resources

This book’s instructor resources include explanations of the exercises, a test bank, and PowerPoint slides.

For the most up-to-date information about this book and its instructor resources, go to ache.org/HAP and browse for the book’s order number: 24421.

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.

Student Resources

For students, end-of-chapter exercises and web resources are available on this book’s companion website at ache.org/HAP/Spath5e.