

Contents

<u>Foreword to the third edition</u>	1
by Don Goldmann, MD	
<u>Foreword to the second edition</u>	3
by Maureen Bisognano, President Emerita and Senior Fellow	
<u>Foreword to the first edition</u>	5
by Paul Batalden, MD	
<u>Introduction</u>	7
<u>Chapter 1: Creating Teams to Close the Quality Gap</u>	11
Diagnosing a Health System That Is Ill.....	12
Finding the Quality Gap	12
Evidence-Based Improvement	14
The Model for Improvement.....	21
Summary.....	24
Study Questions.....	24
<u>Chapter 2: Finding Scientific Evidence for Clinical Improvement</u>	25
The Importance of Evidence-Based Practice	26
Formulating the Right Questions	29
Evaluating the Strength of Evidence	30
Choosing the Right Resource Based on the Question	33
Working with a Reference Librarian	33
Summary.....	36
Study Questions.....	36
<u>Chapter 3: Identifying a Focus for Improvement</u>	39
Step 1: Identifying an Improvement Area	40
Step 2: Narrowing the Focus of the Improvement Work	42
Step 3: Creating a Global Aim Statement.....	44
Summary.....	47
Study Questions.....	48

Chapter 4: Process Literacy and Systems in Health Care	51
Process Analysis.....	52
Process Analysis Methods	53
Culture, Context, and Systems	60
Summary.....	65
Study Questions.....	65
Chapter 5: Measurement Part 1:	67
Data Analysis for Decision Making in Health Care Objectives	
Contributing Author: Robert C. Lloyd, PhD	
Importance of Data for the Improvement of Health Care	68
Building Measurement Knowledge	71
Identifying a Balanced Set of Measures for Improvement.....	76
Displaying Measures for Analysis	83
Summary.....	83
Study Questions.....	85
Chapter 6: Measurement Part 2:	87
Using Run Charts and Statistical Process Control Charts to Gain Insight into Systems	
Contributing Author: Robert C. Lloyd, PhD	
QI Measurement—Evaluating Systems over Time	89
Run Chart and Statistical Process Control (SPC) Charts: The Basics	91
Common and Special-Cause Variation.....	93
Interpreting Run and Statistical Process Control Charts	94
Summary.....	104
Study Questions.....	104
Chapter 7: Understanding and Making Changes in a System	109
The Complexity of Systems Changes	110
Managing Changes in a System	113
Summary.....	127
Chapter 8: Spreading Improvements	129
Contributing Author: Marie W. Schall, MA	
Spread: Overview and Definition.....	130
Step 1: Setting a Foundation for Spread	132
Step 2: Developing an Initial Plan for Spread	133
Step 3: Carrying Out and Refining the Spread Plan.....	136
Summary.....	137
Chapter 9: Publishing, Presenting, and Teaching Quality Improvement	141
Using a Structured Framework to Design and Disseminate Improvement Work	142
Differentiating between Improvement and Research.....	147
General Principles for Educational Experiences in Health Care Improvement	150
Health Professional Development in the Improvement of Health Care Quality	154
Summary.....	157

<u>Appendix: Tools to Help Your Improvement</u>	159
<u>Improvement Project Worksheet</u>	159
<u>The Seven-Step Meeting Process</u>	159
<u>Team Roles</u>	162
<u>Team Charter</u>	163
<u>Readiness for Change</u>	164
<u>Stakeholder Assessment</u>	166
<u>Complex Adaptive System</u>	166
<u>Time Line</u>	168
<u>Communication Plan</u>	168
<u>Flowchart or Process Map</u>	171
<u>Cause-and-Effect Diagram</u>	171
<u>Tips for Developing a Survey and Collecting Real-Time Data</u>	173
<u>Change Concepts Worksheet</u>	175
<u>Plan–Do–Study–Act (PDSA) Worksheet</u>	176
<u>Team Evaluation</u>	176
<u>Creating a Storyboard</u>	176
<u>Index</u>	181