

# Applying Quality Management in Healthcare: A Systems Approach, 5th ed.

## WEB RESOURCES

### Chapter 1

Agency for Healthcare Research and Quality: [www.ahrq.gov](http://www.ahrq.gov)

American College of Healthcare Executives: [www.ache.org](http://www.ache.org)

American Society for Quality: [www.asq.org](http://www.asq.org)

National Association for Healthcare Quality: [www.nahq.org](http://www.nahq.org)

Public Health Foundation: [www.phf.org](http://www.phf.org)

### Chapter 2

#### *Accreditation*

Accreditation Association for Ambulatory Health Care (AAAH): [www.aaahc.org](http://www.aaahc.org)

Center for Improvement in Healthcare Quality (CIHQ): <http://cihq.org>

College of American Pathologists (CAP): [www.cap.org](http://www.cap.org)

Commission on Accreditation of Rehabilitation Facilities (CARF): [www.carf.org](http://www.carf.org)

Commission on Cancer: [www.facs.org/quality-programs/cancer/coc](http://www.facs.org/quality-programs/cancer/coc)

Community Health Accreditation Program (CHAP): [www.chapinc.org](http://www.chapinc.org)

DNV GL: [www.dnvgl.us/assurance/healthcare/index.html](http://www.dnvgl.us/assurance/healthcare/index.html)

Healthcare Facilities Accreditation Program (HFAP): [www.hfap.org](http://www.hfap.org)

Institute for Medical Quality: [www.imq.org](http://www.imq.org)

The Joint Commission: [www.jointcommission.org](http://www.jointcommission.org)

National Committee for Quality Assurance (NCQA): [www.ncqa.org](http://www.ncqa.org)

National Public Health Performance Standards Program (NPHPSP):

[www.cdc.gov/publichealthgateway/nphps/index.html](http://www.cdc.gov/publichealthgateway/nphps/index.html)

Public Health Accreditation Board (PHAB): [www.phaboard.org](http://www.phaboard.org)

URAC (formerly the Utilization Review Accreditation Commission): [www.urac.org](http://www.urac.org)

#### *Reports*

CMS Innovation Center: <https://innovation.cms.gov>

Medicare provider performance data: [www.medicare.gov/forms-help-resources/find-compare-doctors-hospitals-other-providers](http://www.medicare.gov/forms-help-resources/find-compare-doctors-hospitals-other-providers)

The Joint Commission Quality Check: [www.qualitycheck.org](http://www.qualitycheck.org)

National Cancer Database: [www.facs.org/quality%20programs/cancer/ncdb](http://www.facs.org/quality%20programs/cancer/ncdb)

#### *Federal Policymakers*

CMS Quality Improvement Programs: [www.qioprogram.org](http://www.qioprogram.org)

National Quality Strategy: [www.ahrq.gov/workingforquality](http://www.ahrq.gov/workingforquality)

Affordable Care Act of 2010: [www.hhs.gov/healthcare/](http://www.hhs.gov/healthcare/)

### Chapter 3

Applied Systems Thinking: <http://appliedsystemsthinking.com>

Baldrige Performance Excellence Program Healthcare and National Quality Award Winners: [www.nist.gov/baldrige/award-recipients](http://www.nist.gov/baldrige/award-recipients)

Institute for Excellence in Health and Social Systems: <https://clinicalmicrosystem.org/about/>

### Chapter 4

*Systems* (open-access journal): [www.mdpi.com/journal/systems](http://www.mdpi.com/journal/systems)

Institute for Systemic Leadership: [www.systemicleadershipinstitute.org](http://www.systemicleadershipinstitute.org)

### Chapter 5

American College of Healthcare Executives: [www.ache.org](http://www.ache.org)

American Hospital Association, Great Boards: [www.greatboards.org](http://www.greatboards.org)

Healthcare Leadership Council: [www.hlc.org](http://www.hlc.org)

National Center for Healthcare Leadership: [www.nchl.org](http://www.nchl.org)

### Chapter 6

Agency for Healthcare Research and Quality. “Team Strategies and Tools to Enhance Performance and Patient Safety (TeamSTEPPS)”: [www.ahrq.gov/teamstepps/](http://www.ahrq.gov/teamstepps/)  
———. “Module 14: Creating Quality Improvement Teams and QI Plans.” Practice Facilitation Handbook. [www.ahrq.gov/ncepcr/tools/pf-handbook/mod14.html](http://www.ahrq.gov/ncepcr/tools/pf-handbook/mod14.html)

Curtis, C. “Teach Your Team to Expect Success.” Harvard Business Review.

<https://hbr.org/2016/06/teach-your-team-to-expect-success>

Keirse: <http://keirse.com/default.aspx>

Public Health Foundation. “Readiness Matrix for Cross-Sector Collaboration.”

[www.phf.org/resourcestools/Pages/Readiness\\_Matrix\\_for\\_Cross\\_Sector\\_Collaboration.aspx](http://www.phf.org/resourcestools/Pages/Readiness_Matrix_for_Cross_Sector_Collaboration.aspx)

### Chapter 7

Center for Community Health and Development, University of Kansas. “An Overview of Strategic Planning or ‘VMOSA’ (Vision, Mission, Objectives, Strategies, and Action Plans): <https://ctb.ku.edu/en/table-of-contents/structure/strategic-planning/vmosa/main>

Mind Tools. “Mission Statements and Vision Statements: Unleashing the Power of Purpose.”

[www.mindtools.com/pages/article/newLDR\\_90.htm](http://www.mindtools.com/pages/article/newLDR_90.htm)

### Chapter 8

Goal Setting Basics: [www.goalsettingbasics.com](http://www.goalsettingbasics.com)

Mind Tools: [www.mindtools.com](http://www.mindtools.com)

SMART Goals Examples for Work: <https://notejoy.com/resources/smart-goals-examples-for-work>

## Chapter 9

Agency for Healthcare Research and Quality. Clinical Outcome Measures for Behavioral and Physical Healthcare Settings: <https://integrationacademy.ahrq.gov/expert-insight/measures>

———. Quality Indicators: [www.qualityindicators.ahrq.gov](http://www.qualityindicators.ahrq.gov)

American Academy of Family Physicians. Quality Measures: [www.aafp.org/family-physician/practice-and-career/managing-your-practice/quality-measures.html](http://www.aafp.org/family-physician/practice-and-career/managing-your-practice/quality-measures.html)

Centers for Medicare & Medicaid Services. Meaningful Measures Framework:

[www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-](http://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/QualityInitiativesGenInfo/CMS-Quality-Strategy)

[Instruments/QualityInitiativesGenInfo/CMS-Quality-Strategy](http://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/QualityInitiativesGenInfo/CMS-Quality-Strategy)

———. Measures Inventory Tool: [https://cmit.cms.gov/CMIT\\_public/ListMeasures](https://cmit.cms.gov/CMIT_public/ListMeasures)

———. QualityNet: [www.qualitynet.org](http://www.qualitynet.org)

National Committee for Quality Assurance. HEDIS Measures for Health Plans:

[www.ncqa.org/hedis/](http://www.ncqa.org/hedis/)

National Quality Forum: [www.qualityforum.org](http://www.qualityforum.org)

## Chapter 10

Managing Data for Performance Improvement:

[www.hrsa.gov/sites/default/files/quality/toolbox/508pdfs/managingdataperformanceimprovement.pdf](http://www.hrsa.gov/sites/default/files/quality/toolbox/508pdfs/managingdataperformanceimprovement.pdf)

Statistical Thinking for Managerial Decisions: <http://home.ubalt.edu/ntsbarsh/Business-stat/opre504.htm>

## Chapter 11

American College of Cardiology. “QI Tool Kit”: <https://cvquality.acc.org/clinical-toolkits/qi-toolkit>

American Society for Quality: <http://asq.org/learn-about-quality>

Institute for Healthcare Improvement: [www.ihl.org](http://www.ihl.org)

Minnesota Department of Health. “PDSA: Plan-Do-Study-Act”:

[www.health.state.mn.us/communities/practice/resources/phqitoolbox/pdsa.html](http://www.health.state.mn.us/communities/practice/resources/phqitoolbox/pdsa.html)

*NEJM Catalyst*. “What Is Lean Healthcare?”:

<https://catalyst.nejm.org/doi/full/10.1056/CAT.18.0193>

Pollard, M., and N. S. Mohta. “Implementing 54,000+ Ideas in a Culture of Continuous

Improvement.” *NEJM Catalyst*. <https://catalyst.nejm.org/doi/full/10.1056/CAT.20.0455>

## Chapter 12

Agency for Healthcare Research and Quality workflow tools: <https://digital.ahrq.gov/health-it-tools-and-resources/evaluation-resources/workflow-assessment-health-it-toolkit/all-workflow-tools>

Institute for Healthcare Improvement: [www.ihl.org](http://www.ihl.org)

Minnesota Department of Health quality improvement resources and tools:

[www.health.state.mn.us/communities/practice/resources/phqitoolbox/index.html](http://www.health.state.mn.us/communities/practice/resources/phqitoolbox/index.html)

Public Health Foundation quality improvement tools for team management:

[www.phf.org/programs/QIttools/Pages/Quality\\_Improvement\\_Team\\_Management\\_Tools.aspx](http://www.phf.org/programs/QIttools/Pages/Quality_Improvement_Team_Management_Tools.aspx)

## **Chapter 13**

Agency for Healthcare Research and Quality Patient Safety Network: <https://psnet.ahrq.gov>

American College of Healthcare Executives, Leading for Safety: <http://safety.ache.org/>

Institute for Healthcare Improvement: [www.ihf.org/Topics/PatientSafety/Pages/default.aspx](http://www.ihf.org/Topics/PatientSafety/Pages/default.aspx)

Institute for Safe Medication Practices: [www.ismp.org](http://www.ismp.org)

Leapfrog Group: What is Patient Safety? (video): [www.youtube.com/watch?v=6Bbsqq2UMEE](http://www.youtube.com/watch?v=6Bbsqq2UMEE)

Minnesota State Department of Health Patient Safety Resources for Providers:

[www.health.state.mn.us/facilities/patientsafety/adverseevents/provider.html](http://www.health.state.mn.us/facilities/patientsafety/adverseevents/provider.html)

The Joint Commission on patient safety: [www.jointcommission.org/topics/patient\\_safety.aspx](http://www.jointcommission.org/topics/patient_safety.aspx)

Veterans Administration National Center for Patient Safety: [www.patientsafety.va.gov](http://www.patientsafety.va.gov)