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Nota di contenuto	Health Care Quality Management: Tools and Applications; Copyright; Contents; Figures and Tables; Preface; What the Book Will Not Discuss; The Central Idea of the Text; Overview of the Book; Acknowledgments; The Author; Part 1: The State of Quality Management in Health Care; Chapter 1: Quality in Health Care; Introduction; The Goal of Quality Management; Defining Quality; Defining Health Care Quality; Quality Pioneers in Health Care; Ignaz Semmelweis (1818-1865); Florence Nightingale (1820-1910); Ernest Codman (1869-1940); Requisite Skills for Improving Health Care Evolution of Production Processes Quality Control in Industry; Walter Shewhart (1891-1967); W. Edwards Deming (1900-1993); Kaoru Ishikawa (1915-1989); Evolution of Quality Management; System Thinking; Summary; References; Chapter 2: Error and Variation; Introduction; The Medical Decision-Making Process; Human Error and James Reason; Small Area Variations and John Wennberg; John Wennberg; Practice Guidelines and Brent James; The Structure-Process-Outcome Paradigm; The Three Faces of Quality; Underuse, Overuse, and Misuse; Controlling Variation and Improving Outcomes; Summary; References

Chapter 3: Regulating the Quality and Quantity of Health Care  
Introduction; Licensure, Accreditation, and Credentialing; Occupational  
Licensing; Suspended Licenses; Licensing of Facilities; Accreditation;  
Credentialing; Malpractice; The Economics of Health Care Markets;  
Demand and Supply of Medical Services; The Decision to Purchase; The  
Demand Curve; The Decision to Produce; The Supply Curve; Health  
Insurance and Moral Hazard; Copayments; Caveats; Supplier-Induced  
Demand and the Target Income Hypothesis; A Brief History of Health  
Care Financing in the United States  
Reimbursement Methodologies and Operating Incentives  
Reimbursement and Overuse, Underuse, and Misuse; Return on  
Investment on Delivering High-Quality Care; Revenue; Cost of  
Treatment; Cost of Quality Improvement; Impact on Net Income; Pay for  
Performance and the CMS Quality Initiative; Summary; References; Part  
2: Quality Management Tools; Chapter 4: Process Analysis Tools;  
Introduction; Tools to Identify Problems; Pareto Charts; Stratification  
Charts; Histograms; Check Sheets; Tools to Identify Causes; Cause and  
Effect Diagrams; Cause and Effect Example: Medication Error; Scatter  
Diagrams  
Flowcharts Tools to Identify Solutions; Multivoting; Q-sort; Tool to  
Monitor Progress; Run Chart; Summary; References; Chapter 5: Root  
Cause Analysis; Introduction; Root Cause Analysis; The Goal of RCA and  
Types of Error; Why Do Errors Occur?; Classifying Error; The Causes of  
Error; The Root Causes of Medical Events; Types of Root Cause  
Analyses; Single-Event Analysis; Data Collection Techniques; Data  
Analysis and Identifying a Cause; Implementing Corrective or Preventive  
Action; Multiple-Event Analysis; Data Collection; Data Analysis;  
Implementing Preventative Action  
Adding Cases to the Adverse Event Data Base

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Sommario/riassunto

Increasingly health care organizations are challenged to improve patient outcomes, redesign business processes, and execute quality and risk management initiatives. Health Care Quality Management offers an introduction to the field and practice of quality management, provides hands-on experience with Excel and other tools, and shows how these principles are adopted by health care organizations to improve patient outcomes and program quality. The book includes case studies to illustrate how patient outcomes have been improved and business processes redesigned to achieve improvements in

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