Beyond Process TO Patient Outcomes: A Comprehensive Scoping Review Exploring THE Evolution, Operationalization, Implementation Challenges, Enabling Factors, AND Demonstrable Impact OF Continuous Quality Improvement IN Complex Healthcare Environments

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Abstract

Continuous Quality Improvement (CQI) has emerged as a cornerstone methodology for enhancing healthcare delivery systems globally. Despite its widespread adoption, significant variations exist in how CQI is conceptualized, implemented, and evaluated across healthcare settings. This scoping review synthesizes the existing literature on CQI in healthcare to map its evolution, explore its operationalization frameworks, identify implementation challenges and enablers, and assess its demonstrable impact on patient outcomes and system performance. Using the Arksey and O'Malley framework,

supplemented by recent PRISMA-ScR guidelines, this review examines the multifaceted nature of CQI implementation in complex healthcare environments and highlights critical gaps in current understanding. Findings reveal a progressive shift from process-focused metrics toward patient-centered outcome measures, though significant barriers to effective implementation persist. The review identifies key enabling factors that facilitate successful CQI integration and documents evidence of positive impacts on clinical, operational, and experiential dimensions of care. These insights provide a comprehensive foundation for healthcare leaders, practitioners, and policymakers to advance CQI initiatives that genuinely transform healthcare delivery and improve patient outcomes.

1. INTRODUCTION

Healthcare systems worldwide face mounting pressures to deliver high-quality, cost-effective care amid increasing service demands, resource constraints, and evolving patient expectations (Institute of Medicine, 2001). The pursuit of quality has become a central imperative in healthcare reform efforts, with Continuous Quality Improvement (CQI) emerging as a dominant methodology for systematically enhancing care delivery processes and outcomes (Hill et al., 2020). Rooted in industrial quality management principles, CQI represents a philosophical and methodological approach to performance improvement characterized by its emphasis on systems thinking, data-driven decision making, and iterative process refinement (Singh & Singh, 2015).

The evolution of CQI in healthcare reflects broader shifts in quality paradigms—from individual practitioner competence to system-level performance, from inspection-based approaches to continuous monitoring and improvement, and from provider-centered to patient-centered conceptualizations of quality (Sheingold & Hahn, 2014). This evolution has been paralleled by growing recognition of healthcare's complexity as an adaptive system where quality emerges from multiple interconnected factors spanning clinical, operational, cultural, and contextual domains (Rubinstein et al., 2018).

Despite CQI's theoretical promise and widespread adoption, significant challenges persist in its practical implementation and in demonstrating its impact on meaningful patient outcomes. Variations in how CQI is conceptualized, operationalized, and evaluated across healthcare settings create barriers to knowledge translation and improvement science advancement (O'Neill et al., 2011). Moreover, while substantial literature addresses CQI's process impacts, evidence regarding its effects on patient outcomes remains more limited and inconsistent (Candas et al., 2016).

This comprehensive scoping review responds to these challenges by systematically mapping the landscape of CQI in healthcare contexts. Following the methodological framework proposed by Arksey and O'Malley (2005) and enhanced by recent PRISMA-ScR guidelines (Tricco et al., 2018; McGowan et al., 2020), this review explores four interconnected dimensions of CQI in healthcare:

1. The conceptual evolution of CQI from its industrial origins to healthcare-specific adaptations
2. Frameworks and models for CQI operationalization in diverse healthcare settings
3. Barriers and facilitating factors influencing CQI implementation and sustainability
4. Evidence of CQI's impact on clinical outcomes, patient experience, and system performance

By synthesizing this multidimensional view, the review aims to provide healthcare leaders, practitioners, researchers, and policymakers with comprehensive insights to guide more effective CQI initiatives and to advance the science of healthcare quality improvement.

2. METHODOLOGY

2.1 Study Design

This study employed a scoping review methodology based on the five-stage framework proposed by Arksey and O'Malley (2005): (1) identifying the research question, (2) identifying relevant studies, (3) selecting studies, (4) charting data, and (5) collating, summarizing, and reporting results. We incorporated enhancements to this framework suggested by Peters et al. (2021) and followed the PRISMA-ScR reporting guidelines (Tricco et al., 2018) to ensure methodological rigor and transparency.

2.2 Research Questions

The review was guided by four primary questions:

1. How has the conceptualization of CQI in healthcare evolved from its industrial origins, and what are its defining characteristics in contemporary healthcare settings?
2. What frameworks, models, and approaches are used to operationalize CQI across different healthcare contexts?
3. What barriers and facilitators influence the implementation and sustainability of CQI initiatives in complex healthcare environments?
4. What evidence exists regarding CQI's impact on patient outcomes, care experience, and healthcare system performance?

2.3 Search Strategy and Data Sources

A comprehensive search strategy was developed in consultation with a health sciences librarian. Electronic databases including MEDLINE, CINAHL, Embase, Web of Science, and the Cochrane Library were searched using combinations of terms related to continuous quality improvement, healthcare settings, implementation, and outcomes. The search strategy incorporated both controlled vocabulary (MeSH, CINAHL headings) and free-text terms.

Additional sources included reference lists of included studies, relevant systematic reviews, and targeted searches of organizational websites including the Agency for Healthcare Research and Quality, Institute for Healthcare Improvement, and World Health Organization. The search was not limited by date to capture the evolutionary aspects of CQI in healthcare.

2.4 Eligibility Criteria and Study Selection

Studies were included if they: (1) focused on CQI initiatives or programs in healthcare settings; (2) described conceptual aspects, implementation approaches,
barriers/facilitators, or outcomes of CQI; (3) were published in English; and (4) provided substantive information beyond simple description.

We included empirical studies of all designs (quantitative, qualitative, and mixed methods), theoretical papers, frameworks, conceptual analyses, and substantive reviews. Commentaries, editorials, and studies with insufficient detail about CQI conceptualization, implementation, or outcomes were excluded.

2.5 Data Extraction and Analysis

Data were extracted using a standardized form developed a priori and refined iteratively through pilot testing. Extracted elements included study characteristics (design, setting, population), CQI conceptual definitions and frameworks, implementation approaches, barriers and facilitators, measured outcomes, and reported impacts.

Analysis followed the approach recommended by the Joanna Briggs Institute (2014) for scoping reviews, involving narrative synthesis organized by thematic categories aligned with the research questions. We employed both deductive analysis based on pre-identified domains and inductive coding to capture emergent themes.

3. Conceptual Evolution of CQI in Healthcare

3.1 From Manufacturing to Medicine: Historical Foundations

The roots of CQI trace back to statistical process control methodologies developed by Walter Shewhart at Bell Laboratories in the 1920s (Shewhart, 1939/1986). Shewhart's systematic approach to variation reduction through the Plan-Do-Study-Act (PDSA) cycle—later popularized by W. Edwards Deming—laid the groundwork for modern quality improvement theory (Moen, 2009; Shewhart & Deming, 1967). These manufacturing-derived approaches were initially adapted to healthcare by pioneers like Avedis Donabedian, who established the structure-process-outcome framework that continues to guide healthcare quality assessment (Donabedian, 1966, 1980).

The formal introduction of CQI principles to healthcare organizations accelerated in the 1980s and early 1990s, with early adopters like LDS Hospital demonstrating their application to clinical care processes (Gardner et al., 1991; Kuperman et al., 1991). This period saw healthcare organizations increasingly embrace Total Quality Management (TQM) approaches from industry, though often with limited adaptation to healthcare's unique characteristics (Anderson et al., 1991; Gift, 1992).

3.2 Healthcare-Specific CQI Conceptualizations

As CQI matured within healthcare contexts, its conceptualization evolved beyond manufacturing-derived frameworks to address healthcare's distinctive complexity. Berwick (1992) articulated this evolution by distinguishing between traditional quality assurance approaches (focused on inspection and minimum standards) and CQI's emphasis on system optimization and continuous advancement beyond baseline expectations.

The Institute of Medicine's landmark report "Crossing the Quality Chasm" (2001) further refined healthcare quality conceptualization by establishing six aims—safety, effectiveness, patient-centeredness, timeliness, efficiency, and equity—that expanded quality improvement's scope beyond technical process considerations to encompass patient experience and system performance dimensions. This multidimensional view reflected growing recognition that healthcare quality emerges from complex interactions among clinical, organizational, and contextual factors (Lohr, 1991).

Contemporary conceptualizations of CQI in healthcare are increasingly characterized by several distinctive features:

1. **Systems orientation**: Viewing healthcare as an interconnected system rather than isolated components or individuals (McCalman et al., 2018)
2. **Data-driven improvement**: Emphasizing measurement and analysis as foundations for identifying improvement opportunities (AHRQ, 2022)
3. **Iterative process**: Employing structured cycles of planning, implementation, evaluation, and refinement (Radawski, 1999)
4. **Patient-centeredness**: Positioning patient needs, preferences, and outcomes as primary drivers of improvement efforts (Gardner & Mazza, 2012)
5. **Multidisciplinary collaboration**: Engaging diverse stakeholders across professional boundaries (Sibthorpe et al., 2016)
6. **Organizational learning**: Building capacity for adaptive change through continuous knowledge development (Loper et al., 2022)

This evolution reflects a progressive shift from narrow process optimization toward more holistic approaches addressing the multifaceted determinants of healthcare quality and value.

4. Operationalizing CQI in Healthcare Settings

4.1 Predominant Frameworks and Models

Our review identified several predominant frameworks for operationalizing CQI in healthcare settings, each offering distinct approaches while sharing core principles:

PDSA/PDCA Cycles: The Plan-Do-Study-Act (or Plan-Do-Check-Act) methodology remains the most widely utilized framework across healthcare settings, providing a structured approach to iterative improvement (Moen, 2009). This approach has been adapted for various scales—from small unit-based projects to organization-wide initiatives (Ryan, 2004).

Lean and Six Sigma: Manufacturing-derived methodologies focusing on waste reduction (Lean) and variation control (Six Sigma) have gained substantial traction in healthcare, particularly for operational efficiency improvement and error reduction (Singh & Singh, 2015). While effective for process standardization, these approaches have faced challenges in addressing healthcare's inherent complexity and professional autonomy concerns.

Clinical Microsystems: This framework focuses on improvement at the level of frontline care delivery units, emphasizing the importance of local context and interdisciplinary teamwork in quality improvement (Bennett & Crane, 2001). The microsystem approach recognizes that meaningful improvement must engage those directly involved in care delivery.

Comprehensive Primary Healthcare Frameworks: In primary care settings, CQI has increasingly been integrated with broader system transformation approaches, as exemplified by the WHO Operational Framework for Primary Health Care (WHO, 2020), which positions CQI within a comprehensive approach to healthcare system strengthening.

4.2 Implementation Approaches

Beyond formal frameworks, our review identified several implementation approaches that characterize CQI operationalization in practice:

Top-down vs. Bottom-up Initiation: CQI initiatives vary in their initiation point, with some driven by organizational leadership (top-down) and others emerging from frontline staff identifying improvement opportunities (bottom-up). Successful implementations often balance both approaches, with leadership providing resources and strategic direction while engaging frontline perspectives (Shortell et al., 1995).

Scope and Scale Considerations: CQI operationalization spans a continuum from focused projects addressing specific processes (e.g., medication administration) to comprehensive programs targeting system-wide transformation. While focused projects typically show more immediate results, broader approaches may better address underlying systemic factors affecting quality (VanValkenburgh, 2001).

Data Infrastructure Development: Effective CQI implementation requires robust data systems for baseline assessment, process monitoring, and outcome evaluation. Organizations have developed varying approaches to building this infrastructure, from dedicated quality departments to distributed data collection responsibilities (AHRQ, 2022).

Capacity Building Strategies: Sustainable CQI implementation depends on developing organizational capability through training, coaching, and experiential learning. Approaches range from traditional classroom instruction to embedded improvement advisors and collaborative learning networks (Loper et al., 2022).

4.3 Contextual Adaptation

A significant finding of our review is the critical importance of contextual adaptation in CQI operationalization. Generic CQI frameworks often require substantial modification to address specific healthcare settings' unique characteristics:

- **Setting-Specific Adaptations**: CQI implementation differs markedly across acute care, primary care, specialty care, and community health contexts, with varying emphases on

clinical processes, patient engagement, and system coordination (Goldstone, 1997; McCalman et al., 2018).

- **Resource-Based Modifications**: Organizations adapt CQI approaches based on available resources, with resource-constrained settings often employing more focused, pragmatic implementations compared to comprehensive programs in better-resourced environments (Rubinstein et al., 2018).
- **Cultural Alignment**: Successful operationalization requires alignment with existing organizational culture and professional values, with adaptations to accommodate varying perspectives among physicians, nurses, administrators, and other stakeholders (Rihal et al., 2006).

These findings highlight that effective CQI operationalization is not simply about selecting and implementing a standardized framework, but rather about thoughtfully adapting core principles to specific contexts while maintaining fidelity to fundamental CQI concepts.

5. Implementation Challenges and Enabling Factors

5.1 Common Barriers to CQI Implementation

Our analysis identified several categories of barriers that consistently challenge effective CQI implementation across healthcare settings:

Resource Constraints: Limited time, staffing, financial resources, and technical infrastructure frequently impede CQI efforts, particularly in resource-constrained settings (Candas et al., 2016). Competing organizational priorities often result in inadequate resource allocation for quality improvement activities.

Knowledge and Skill Gaps: Many healthcare organizations lack sufficient expertise in improvement methodologies, data analysis, and change management to effectively implement CQI (Hill et al., 2020). Traditional healthcare education has emphasized clinical knowledge over improvement science competencies (Greiner & Knebel, 2003).

Cultural Resistance: Professional cultures emphasizing individual autonomy, traditional hierarchies, and status quo preservation can create resistance to CQI's collaborative, data-driven approach (Shortell et al., 1995). Fear of blame or punitive responses to identified problems may discourage open discussion of improvement opportunities.

Data Challenges: Difficulties in data collection, management, analysis, and interpretation represent significant barriers to evidence-based improvement (O'Neill et al., 2011). Issues include fragmented information systems, measurement burden, and limited analytical capacity.

Leadership and Governance Issues: Inconsistent leadership engagement, frequent priority shifts, and governance structures that separate quality oversight from operational decision-making undermine sustained CQI implementation (Ade-Oshifogun & Dufelmeier, 2012).

Contextual Complexity: Healthcare's inherent complexity—with multiple interacting systems, diverse stakeholders, and varying patient needs—creates challenges for standardized improvement approaches (McCalman et al., 2018). External factors like regulatory requirements and payment models may misalign with improvement priorities.

5.2 Enabling Factors for Successful Implementation

Our review also identified critical enabling factors that facilitate successful CQI implementation:

Leadership Commitment: Strong, visible leadership support—from both executive and clinical leaders—emerges as perhaps the most essential enabler of successful CQI implementation (Shortell et al., 1995). This includes resource allocation, personal engagement in improvement activities, and alignment of organizational priorities with quality goals.

Robust Data Systems: Accessible, reliable data systems that provide timely, relevant information for improvement activities significantly enable effective CQI (AHRQ, 2022). This includes both technical infrastructure and analytical capabilities to translate data into actionable insights.

Capability Development: Systematic approaches to developing staff capability in improvement methodologies, change management, and data utilization strengthen implementation effectiveness (Loper et al., 2022). This includes formal training, mentoring, and experiential learning opportunities.

Supportive Organizational Culture: Cultures characterized by psychological safety, openness to change, teamwork, and continuous learning create environments where CQI can flourish (Sibthorpe et al., 2016). This includes non-punitive approaches to error and positive recognition for improvement efforts.

Strategic Alignment: Alignment of CQI initiatives with organizational strategy, external requirements (e.g., accreditation), and professional values enhances engagement and sustainability (Gardner & Mazza, 2012). Integration of quality improvement with operational management strengthens implementation.

Stakeholder Engagement: Meaningful involvement of diverse stakeholders—including frontline staff, physicians, patients, and community representatives—improves initiative relevance and reduces resistance (Candas et al., 2016). This engagement should span all improvement phases from planning through evaluation.

Adaptable Implementation Approaches: Flexibility in adapting improvement methodologies to local contexts while maintaining fidelity to core principles enables more effective implementation across diverse settings (McCalman et al., 2018).

These enabling factors interact synergistically, with the presence of multiple factors substantially increasing implementation success probability. Organizations that systematically address these factors create environments conducive to sustained quality improvement.

6. Impact of CQI on Healthcare Outcomes

6.1 Evidence of Clinical Impact

Our review found mixed but generally positive evidence regarding CQI's impact on clinical outcomes across healthcare settings:

Disease-Specific Outcomes: Studies demonstrate improvements in condition-specific outcomes for chronic diseases (diabetes, heart failure, asthma) and acute conditions following structured CQI implementations (Hill et al., 2020). For example, Rihal et al. (2006) documented significant improvements in cardiac care outcomes through physician-led CQI initiatives.

Safety Outcomes: Strong evidence supports CQI's effectiveness in reducing adverse events, including healthcare-associated infections, medication errors, and procedural complications (Bennett & Crane, 2001). These improvements typically result from standardized processes, enhanced communication, and system redesigns addressing root causes.

Mortality and Morbidity: Evidence regarding CQI's impact on mortality and major morbidity shows more variation, with some studies demonstrating significant improvements while others show minimal effect (O'Neill et al., 2011). Impact appears greatest when initiatives directly target high-risk processes with clear links to adverse outcomes.

Population Health Metrics: Emerging evidence suggests that comprehensive, sustained CQI programs can contribute to improvements in population-level health indicators, particularly in primary care and integrated delivery systems (McCalman et al., 2018).

6.2 Operational and System Performance Impact

Beyond clinical outcomes, our review identified substantial evidence of CQI's impact on operational and system performance dimensions:

Efficiency and Resource Utilization: Numerous studies demonstrate CQI's positive impact on operational efficiency, including reduced wait times, shorter lengths of stay, and more appropriate resource utilization (Ade-Oshifogun & Dufelmeier, 2012; Goldstone, 1997).

Care Coordination and Transitions: CQI initiatives targeting care coordination show improvements in handoff quality, information transfer, and transition planning (Institute of Medicine, 2001). These improvements are particularly evident in complex care environments involving multiple providers and settings.

Standardization and Reliability: Substantial evidence supports CQI's effectiveness in increasing process reliability through standardization of key clinical and operational workflows (Singh & Singh, 2015). This standardization reduces unwarranted variation while improving consistency in care delivery.

Access to Care: CQI approaches applied to access challenges have demonstrated improvements in appointment availability, referral processes, and service accessibility (WHO, 2020). These improvements often result from demand-supply balancing, queue management, and process redesign.

6.3 Patient Experience and Patient-Centered Outcomes

Our analysis revealed growing evidence regarding CQI's impact on patient experience and patient-centered outcomes:

Patient Satisfaction: Studies consistently demonstrate improvements in patient satisfaction following CQI initiatives focused on service delivery processes, communication, and responsiveness to patient needs (Rubinstein et al., 2018).

Patient-Reported Outcomes: Emerging evidence indicates positive impacts on patient-reported outcomes when CQI efforts specifically target these measures (Hill et al., 2020). This represents an evolution from traditional process-focused CQI to more outcome-oriented approaches.

Patient Engagement: CQI initiatives incorporating patient engagement components show improvements in patients' active participation in care, self-management capabilities, and treatment adherence (Gardner & Mazza, 2012).

Health Equity: Limited but growing evidence suggests that CQI approaches can contribute to reducing disparities when explicitly designed with equity considerations (Institute of Medicine, 2001). This includes targeted initiatives addressing access barriers and care variation across population groups.

6.4 Methodological Considerations in Assessing Impact

Our review identified important methodological considerations affecting interpretation of CQI impact evidence:

Attribution Challenges: Establishing direct causal relationships between CQI interventions and outcomes is complicated by healthcare's complex, multifactorial environment where multiple changes often occur simultaneously (O'Neill et al., 2011).

Measurement Issues: Variations in outcome definitions, measurement approaches, and timeframes create challenges for synthesizing and comparing results across studies (Candas et al., 2016).

Publication Bias: Positive results may be overrepresented in published literature, with unsuccessful initiatives less likely to be documented and disseminated (Hill et al., 2020).

Context Dependency: CQI effectiveness appears highly context-dependent, with similar methodologies yielding different results across settings based on implementation factors, organizational characteristics, and external influences (McCalman et al., 2018).

Despite these methodological challenges, the aggregate evidence supports CQI's positive impact across multiple outcome dimensions when implemented effectively with appropriate contextual adaptation.

7. DISCUSSION

7.1 Evolution Toward Outcomes Focus

Our review documents a significant evolutionary trend in CQI's conceptualization and application—from primarily process-focused improvement toward greater emphasis on meaningful patient outcomes. Early healthcare CQI efforts often concentrated on optimizing specific processes with assumed but unverified connections to outcomes (Gardner et al., 1991). Contemporary approaches increasingly link process improvements directly to patient-centered outcome measures, reflecting growing recognition that process optimization is necessary but insufficient for achieving healthcare's fundamental purpose (Institute of Medicine, 2001).

This evolution parallels broader shifts in healthcare quality paradigms—from provider-defined to patient-defined quality concepts, from fragmented to integrated care models, and from volume-based to value-based evaluation frameworks (Rubinstein et al., 2018). It represents maturation of CQI application in healthcare contexts, with growing sophistication in connecting improvement activities to healthcare's fundamental goals.

7.2 Implementation Science Insights

Our findings highlight CQI implementation as a complex intervention requiring contextual adaptation rather than standardized replication. This aligns with implementation science principles emphasizing that effectiveness depends not just on intervention design but on implementation processes tailored to specific contexts (Peters et al., 2021).

The identified barriers and facilitators provide a framework for anticipating and addressing implementation challenges. Particularly notable is the critical importance of aligning CQI with existing organizational culture while simultaneously fostering cultural elements that support continuous improvement (Sibthorpe et al., 2016). This bidirectional relationship between CQI and organizational culture represents both a significant challenge and opportunity for healthcare improvement.

7.3 Systems Perspective

A systems perspective emerges as increasingly essential for effective CQI implementation in complex healthcare environments. Our review reveals limitations of improvement approaches focused on isolated processes without addressing wider system interactions and constraints (McCalman et al., 2018). Successful CQI initiatives increasingly incorporate systems thinking—recognizing interdependencies among clinical, operational, and contextual factors affecting quality.

This systems orientation is particularly evident in comprehensive frameworks like the WHO Operational Framework for Primary Health Care (2020), which positions continuous improvement within broader health system strengthening efforts. Such integrated approaches acknowledge that sustainable quality improvement requires alignment among multiple system components, including governance structures, financing mechanisms, workforce capabilities, information systems, and service delivery models.

7.4 Research Gaps and Future Directions

Our review identifies several significant research gaps warranting further investigation:

1. **Long-term Impact**: Limited evidence exists regarding CQI's sustained impact beyond initial implementation periods. Longitudinal studies examining maintenance and evolution of improvements over extended timeframes would strengthen the evidence base.

2. **Context-Mechanism-Outcome Relationships**: More research is needed to understand specific mechanisms through which CQI affects outcomes in different contexts. Realist evaluation approaches could help identify what works, for whom, under what circumstances, and why.
3. **Economic Evaluation**: Few studies comprehensively assess CQI's economic impact, including implementation costs relative to outcome benefits. More robust economic analyses would support investment decisions and resource allocation.
4. **Equity Dimensions**: Research specifically examining how CQI approaches affect healthcare disparities and their potential to advance equity remains limited. This represents a critical area for future investigation.
5. **Patient and Community Engagement**: Further research is needed on effective approaches for meaningfully engaging patients and communities in CQI initiatives, particularly in diverse cultural and socioeconomic contexts.
These research priorities reflect the evolving nature of CQI in healthcare and the need for evidence that supports its advancement as both a science and practice.

8. CONCLUSION

This comprehensive scoping review reveals Continuous Quality Improvement as a dynamic, evolving approach that has progressively adapted to healthcare's unique characteristics while maintaining core principles of systematic, data-driven improvement. The evolution from narrow process optimization toward more holistic, outcome-oriented improvement approaches reflects growing recognition of healthcare's complexity and the multifaceted nature of quality.
Our findings highlight that successful CQI implementation requires more than methodological knowledge—it demands thoughtful attention to context, culture, leadership, capability development, and systems thinking. The evidence demonstrates CQI's potential to positively impact clinical outcomes, operational performance, and patient experience when these implementation factors are effectively addressed.
As healthcare systems worldwide face mounting challenges of accessibility, affordability, and quality, CQI offers a structured yet adaptable approach to systematic improvement. However, realizing its full potential requires moving beyond mechanical application of tools and techniques toward deeper engagement with the complex adaptive nature of healthcare systems. This involves embracing CQI not simply as a set of methods but as an organizational philosophy that positions continuous learning and improvement as fundamental to healthcare's purpose.
The path forward involves further integration of CQI with broader health system transformation efforts, stronger connections between process improvements and meaningful outcomes, and greater emphasis on equity and person-centeredness as essential quality dimensions. By addressing identified implementation challenges and building on enabling factors, healthcare organizations can advance CQI initiatives that genuinely transform care delivery and improve the health outcomes that matter most to patients and communities.

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