



QAPI Plan Workshop: Session 4

Take Me to Your Leader

Review

You have written...

- How you are going to write goals
- Your Scope of Service Statement
- Your lists for:
 - Clinical care
 - Quality of life
 - Resident choices
 - Care transitions
- The inclusion statement for the “Fantastic 4” above
- Your list of:
 - Data sources
 - Evidence sources
 - Best practices sources
- Your statement for using the above



From the Top! (Action Steps)

- Success in QAPI hinges on engagement and support from top level management
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Integration of Top Level (Action Steps)

- Describe top level management and/or BOD
 - Responsibilities (engaged and supportive)
 - Accountability (sustainability and coordination)
- Brainstorm and list HOW – examples could be:
 - QAPI work discussed in board meetings
 - Data review with leadership
 - Outcomes of QAPI PIPs shared at board meetings
 - Input from leadership on PIP selections
 - Resource review for overall QAPI foundation
 - Resource review for individual QAPI PIPs
 - And.... and...
- Write a statement with all of this included

Integration of Top Level, cont.

Example:

- “The BOD for _____ NH will be engaged and supportive of the QAPI foundation as evidenced by providing appropriate and adequate resourcing through needs assessments, providing input to the Steering Committee regarding QAPI activities and prioritizing projects (and... and...). The BOD will be accountable for assuring QAPI will be a sustainable foundation for decision making and problem solving for the facility through coordination and supporting the facility Steering Committee through reviewing and providing feedback on outcomes of the various PIPs, providing benchmarks for data reported, (and... and...).

Integration of Top Level, cont.

Describe in a statement how QAPI activities will be reported to this top level management/BOD.

Include WHO has this responsibility (title). Example:

- “The facility administrator has responsibility and is accountable to the board of directors for ensuring that QAPI is implemented throughout _____ NH. QAPI activities and discussion will be a standing item on our board of director meeting agendas. The administrator will attend all board of director meetings, report on and solicit input on all QAPI activities on a regular basis. The administrator is responsible for assuring that all QAPI activities and data review is provided to the BOD quarterly.”

Sustainability – Part 1 (Action Steps)

- In a statement, name (one or more team members) who is/are accountable for QAPI
 - Leadership
 - Coordination
- In a statement, name the Steering Committee members who provide QAPI
 - Structure
 - Core support

Don't list names, only list positions

Sustainability – Part 1, cont.

Examples:

- “The leadership and coordination for the QAPI foundation for _____ NH will be known as the Steering Committee and will be comprised of the following:
 - Medical Director
 - Facility Administrator (or other leadership representative)
 - Director of Nursing
 - And...
 - And...

Sustainability – Part 1, cont.

Or...

- All department managers, the administrator, the director of nursing, infection control and prevention officer, medical director, consulting pharmacist, resident and/or family representatives (if appropriate), and three additional staff will provide QAPI leadership by being on the QAA committee. The three general staff members will be chosen from staff that have direct care and/or service responsibilities, including nursing assistants, nurses, housekeeping aides, maintenance workers, and dietary aides. The three general staff will serve a one-year commitment and the positions will be rotated among staff to ensure as many persons as possible have the opportunity to serve on the committee. Participating residents and/or family members will receive confidentiality training prior to participating in any QAPI activity.

Sustainability – Part 1, cont.

- In a statement, describe how the Steering Committee will work together, communicate and coordinate QAPI activities:
 - Frequency of Steering Committee meetings
 - Method of Steering Committee communication between meetings (email listserv, communication book, blog or intranet forum, etc.)
 - Designate method of documenting plans, discussions, activities
 - And... and...

Sustainability – Part 1, cont.

Example:

- “The Steering Committee will meet monthly and as needed. QAPI activities and outcomes will be on the agenda of every staff meeting and shared with residents and family members through their respective councils and monthly newsletter. The minutes from all meetings will be posted throughout the organization. The Steering Committee will communicate through an intra-departmental listserv between scheduled meetings, maintained by the facility administrator or designee.
- The Steering Committee will have responsibility for reviewing data, suggestions, and input from residents, staff, family members, and other stakeholders. The Steering Committee will prioritize opportunities for improvement and determine which performance improvement projects will be initiated. When an issue or problem is identified that is not systemic and does not require a performance improvement project, the Steering Committee will decide how to correct the issue or problem. These corrections may include an easy decision, corrective action plan, or rapid improvement cycle.
- The committee will solicit individuals from the organization to participate in performance improvement projects. The committee will monitor progress, provide input, and ensure the individuals involved in the project have the resources they need. The Steering Committee will use a charter for all QAPI projects.”

Sustainability – Part 2 (Action Steps)

- Plan for HOW you will be providing education on QAPI
 - Developing leadership
 - Facility-wide education
 - Outside QAPI Training (like from the QIO or CMS)
 - Internal QAPI information
 - Mailings
 - Posters
 - In-services
 - Discussions at care conferences
 - Discussions during team huddles
 - And... and....
- Include all stakeholders (residents, families, staff, consultants, etc.)
- Draft statement regarding how your facility will educate on QAPI

Sustainability – Part 2, cont.

Example:

- “QAPI principles will be introduced to staff, volunteers, board members, residents, families, and contractors upon plan completion by the Steering Committee. This education will occur through meetings, mailings, a QAPI information board and during council sessions, etc.”

Sustainability – Part 3 (Action Steps)

- Write a statement to describe QAPI as a priority
- Input must be obtained from top-level leadership
- Must be written as a commitment – because that’s what it is!
- Ideas to include in this priority statement:
 - Caregivers to be given adequate time, equipment and technical training for QAPI
 - QAPI being the decision-making approach
 - QAPI being the problem-solving approach

Sustainability – Part 3, cont.

Example:

- “Our organization’s written QAPI plan is a priority and provides guidance for our overall quality improvement program. Quality assurance performance improvement principles will drive the decision making problem-solving method within our organization. Decisions will be made to promote excellence in quality of care, quality of life, resident choice, person directed care, and resident transitions. Focus areas will include all systems that affect resident and family satisfaction, quality of care and services provided, and all areas that affect the quality of life for persons living and working in our organization.
- The administrator will assure that the QAPI plan is reviewed minimally on an annual basis by the Steering Committee. Revisions will be made to the plan ongoing, as the need arises, to reflect current practices within our organization. These revisions will be made by the Steering Committee. Revisions to the QAPI plan will be communicated as they occur to board members, residents, families, and staff through meetings and newsletters.”

Sustainability – Part 4 (Action Steps)

- Brainstorm session for categories of resources such as:
 - Time
 - Money
 - Staffing
 - Equipment
 - And... and
- Remember this is in general – each QAPI project will vary in amounts necessary
- Fluid “working” document, meaning you can add as you determine other categories of resources
- Write a statement indicating how you will determine if the resources are adequate:
 - Discuss methods for each category
 - Choose realistic measurement methods
 - Ideas: Resident/family/staff interviews, Five-Star Rating, budget reviews, equipment maintenance logs, etc.

Sustainability – Part 4, cont.

Example:

- “The administrator and financial officer will establish a budget to ensure that QAPI activities are supported. These expenses may include, but are not limited to, staff time for being involved in Performance Improvement Projects and meetings, monies needed for improvement projects, staff training and education, etc. This budget will be reviewed on a monthly basis by the administrator and revised as necessary. The Steering Committee will work to review budgetary needs and share decision making regarding individual performance improvement projects.”

Sustainability – Part 5 (Action Steps)

- Prepare to address in a statement how to obtain and maintain caregiver proficiency in QAPI
- First step: Becoming proficient in QAPI
 - Lesson plan developed from completed QAPI plan
 - Current staff trained
 - Place training in orientation program
- Second step: Maintaining proficiency
 - Re-vamping lesson plan with changes (fluid!)
 - Plans for re-training – how often, who is required to attend
 - Evaluation of effectiveness – Is everyone getting better at it? How do we know this?
 - Using tools effectively
 - Problems getting solved?
 - No more endless meetings to be meeting about the meeting?
- This statement will include a description of how the team will consistently use:
 - Process improvement tools
 - Systemic change techniques

Sustainability – Part 5, cont.

Example:

- “QAPI principles and staff responsibilities related to QAPI and ongoing quality improvement will be included in orientation for all new employees. All staff will participate in ongoing annual QAPI training from both internal and/or external sources, which will include quality improvement principles and practices, advancing leadership roles, how to identify areas for improvement, updates on current performance improvement projects, and how staff can be involved in performance improvement projects. Families, residents and other members of our team will receive QAPI updates via our facility newsletter, council meetings, and informational flyers on our QAPI information board located in the front lobby.”

Action Items



- Write a statement describing top level management's (TLM) responsibilities and accountability, including role details
- Write a statement describing who will report to TLM and how
- Write who TLM is and who is on the Steering Committee
- Write statement about Steering Committee details
- Write education plan statement
- Write QAPI priority statement
- Write resource list statement, addressing adequacy, etc.
- Write caregiver proficiency statement

I'm Glad This One is Over!



Next Time...

- Data
- Data
- And more data
- Oh... and monitoring



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Discussion



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