



QAPI Plan Workshop: Session 6

PIP, PIP!

Review

- Write a list of data sources
- Write how the data will be collected
- Write how often the data will be collected
- Write how the data will be communicated

OR

- Develop the overall QAPI dashboard



What the PIP?

- PIP – Performance Improvement Project
- A concentrated effort on a particular problem in one area of a facility or facility-wide by:
 - Clarifying issues through systematically gathering data, dissecting problems, getting to the root
 - Identifying challenges
 - Intervening for improvement as needed with specific, tested and effective solutions using Plan, Do, Study, Act (PDSA) or similar process

PIP General Guidelines – Action Steps

- Generalized statement for the overall plan
- Can be as specific or generalized as you want
- Summarizes reasons why you will use PIPs
- Include:
 - Systematic approach
 - Mechanism for positive change
 - Quality of life and quality of care impact
 - High level goals (maybe from your mission/vision?)
 - Sustainability

Overall PIP Statement

Example:

Our organization will conduct Performance Improvement Projects that are designed to take a systematic approach to revise and improve care or services in areas that we identify as needing attention. We will conduct PIPs that will lead to changes and guide corrective actions in our systems, which cross multiple departments and have impact on the quality of life and quality of care for residents living in our community. We will conduct PIPs that will improve care and service delivery, increase efficiencies, lead to improved staff and resident outcomes, and lead to greater staff, resident and family satisfaction. An important aspect of our PIPs is a plan to determine the effectiveness of our performance improvement activities and whether the improvement is sustained.

PIP Topics – Action Steps

- Think about how topics will be chosen
(Looks like a job for the data list?)
- Write a general statement to that effect. Example:
 - The Steering Committee will review data and input on a monthly basis to look for potential topics for PIPs. We will monitor and analyze data, and review feedback and input from residents, staff, families, volunteers, providers and stakeholders. We will look at issues, concerns and areas that need improvement as well as areas that will improve the quality of life and quality of care and services for the residents living and staying in our community.

Prioritizing PIPs – Action Steps



- Describe the criteria for prioritizing PIP
- Look at areas that are:
 - High risk (IJ, Actual Harm, Substandard Care, etc.)
 - High volume (Widespread)
 - Problem prone (I’M ALWAYS PUTTING OUT THIS FIRE!)
- Resource: [Prioritizing Worksheet for PIPs](#)

PIP Prioritization Example

Example:

The Steering Committee will prioritize topics for PIPs based on the current needs of the residents and our organization. Priority will be given to areas we define as high-risk to residents and staff, high-prevalence, or high-volume areas, and areas that are problem-prone. The Steering Committee will use the CMS *Prioritizing Worksheet for Performance Improvement Projects* to prioritize PIPs. Consideration will be given to include staff most affected by the PIP. Anticipated training needs will be discussed as well as other resources to complete the PIP. The Steering Committee will provide guidance on how to address issues that arise and need immediate corrective action.

PIP Charters – Action Steps

- Do all PIPs need charters?
 - Yes, if you want them to succeed
- Wait... what is a charter?
- A charter is a document that provides an overview of the project and serves as a guide to the desired project outcome
 - Basically, it is a roadmap for each project
- Resource: PIP Charter Worksheet

Developing PIP Charter Example

Example:

A project charter will be developed for each Performance Improvement Project at the beginning of the project that clearly establishes the goals, scope, timing, milestones, team roles and responsibilities. The PIP charter will be developed by the Steering Committee and will be given to the team that will carry out the PIP.

Other Tools for Charter PIPs



- Existing standards or guidelines
- Measures that can be used to monitor progress
- Quality measures publicly reported on Nursing Home Compare
- Evidence-based practices
- Projects that require systemic changes
- Projects that require environmental changes
- Projects affecting staff

Designating the PIP – Action Steps

- General statement about:
 - Characteristics (interdisciplinary, resident/family representation, designated team leaders, etc.)
 - Assembling the team
 - Ensuring the commitment is there (i.e., replacing direct care staff during meetings)

Designating the PIP Team

Example:

When designating a PIP team, the Steering Committee will consider and give opportunity to all staff in the organization. The Steering Committee will ensure that the team is interdisciplinary, there is representation from each job role that is affected by the project, and resident and/or family member representation is included, if appropriate. When chosen to participate on a PIP team, staff with direct care responsibilities will be replaced so that the needs of residents continue to be met. A team leader will be selected by the Steering Committee that has the ability to coordinate, organize and direct the work. The team will be accountable to the Steering Committee.

Expectations of the PIP Team – Action Steps

- Charter is the roadmap...
- General statement about the expectations for every PIP
- Certain quality improvement tools you require:
 - Brainstorming guidelines?
 - Root cause analysis tools?
 - PDSA (Plan-Do-Study-Act) tool?
 - And... and...?

Expectations of the PIP Team

Example:

The PIP teams will consider each PIP a learning process. The team will follow steps and processes that are needed for any quality improvement project. The responsibilities for the PIP teams will be to determine what information is needed for the PIP and how to obtain the information. They will determine a timeline based on the PIP charter. Requests for needed supplies, staff availability, and equipment will be made to the Steering Committee. The Steering Committee will respond in a timely manner to ensure momentum is maintained. The team will use root cause analysis to ensure that the root cause and contributing factors are identified. PDSA cycles will be used for rapid intervention testing and implementation. The team will select and/or create measurement tools to ensure that the changes they are implementing are having the desired effect.

Communicating PIPs – Action Steps

- Documenting AND communicating results
- How will you communicate PIPs to everyone?
 - Dashboard?
 - Posters?
 - QAPI Board?
 - And... and?
- How will you document all PIPs for easy reference?
- Resource: PIP Inventory

PIP Communication

Example:

For ongoing monitoring of the PIP, we will use the CMS *PIP Inventory* to include milestones, PDSAs, outcomes and other lessons learned from the PIP. Information about PIPs will be shared via our quality improvement dashboard, quarterly newsletter provided to all residents, families, and staff, and discussed during the QAPI agenda items on all staff, resident and family monthly meetings.

Systemic Approach – Action Steps

- Spaghetti approach or...
- Systemic approach – fully understanding the root cause of a problem and all systems involved
- Various scientific methodologies:
 - Model for Improvement (Associates in Process Improvement)
 - Six Sigma (Motorola Company)
 - LEAN Approach (Toyota)
 - Total Quality Management
 - And... And...
- LOTS of tools you can include in your statement:
 - Fishbone diagrams
 - Flowcharting
 - 5 “Whys”
 - And... and...
- Generalized statement about the approach used in your organization

Systemic Approach

Example:

Our facility uses a systematic approach to determine when in-depth analysis is needed to fully understand identified problems, causes of the problems, and implications of a change. To get at the underlying cause(s) of an issue, we bring teams together to identify the root cause and contributing factors using the 5 Whys, flowcharting and fishbone diagrams

Sustainability of Effective Approaches – Action Steps

- General statement to address sustainability and potential cause/effect issues
- Think big – system level (chair alarm example)
- Ideas that impact sustainability:
 - PDSA cycles to identify “unintended” results
 - Policy/procedure changes
 - Education of staff (residents, families, etc.?)
 - Updated orientation
- Include evaluation of sustainability

Sustainability

Example:

To prevent future events and promote sustained improvement, our organization develops actions to address the identified root cause and/or contributing factors of an issue/event that will affect change at the systems level. We use Plan-Do-Study-Act cycles to test actions and recognize and address “unintended” consequences of planned changes. To ensure the planned interventions are implemented and effective in making and sustaining improvements, our organization may choose indicators/measures that tie directly to the new action and conducts ongoing periodic measurement/review to ensure that the new action has been adopted and is performed consistently.

Evaluation Method – Action Steps

- Remember that QAPI Self Assessment?
- Generalized statement about your QAPI Plan formal evaluation
- How often?
- Who is responsible?
- Communication of results?
- Resource: Revision Tracking Form

Evaluation

Example:

Our facility realizes the importance of the QAPI plan being a living tool, designed to be updated and changed as our improvement evolves. Our Steering Committee will complete the QAPI Self Assessment twice per year and utilize the results for plan evaluation as needed. The QAPI plan will be reviewed/revised at least annually by the Steering Committee to reflect our expanding skills and to increase the positive impact the QAPI foundation has on those we serve. Changes made to the plan will be communicated as needed to the staff, residents, families and others through mailings, posting on the QAPI communication board (and...and).

Establish Your Plan – Action Steps

- Date the COMPLETED plan
- Put the date for review on your next year's calendar
- Oh... did I say completed???
- YES, I DID!!!

Breathe...



Action Steps



- Write PIP General Statement
- Write PIP Topic Statement
- Write PIP Prioritizing Statement
- Write PIP Charter Statement
- Write PIP Designation Statement
- Write PIP Expectations Statement
- Write PIP Communications Statement
- Write Systemic Approach Statement
- Write Sustainability Statement
- Write Evaluation Statement
- Date plan and PUT IT ON YOUR CALENDAR
- BREATHE

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Discussion



This material was prepared by Quality Insights, the Medicare Quality Innovation Network-Quality Improvement Organization for West Virginia, Pennsylvania, Delaware, New Jersey and Louisiana under contract with the Centers for Medicare & Medicaid Services (CMS), an agency of the U.S. Department of Health and Human Services. The contents presented do not necessarily reflect CMS policy. Publication number QI-C2-072017a