Building the Capacity for QAPI Plans:

Performance Improvement Projects
GoToWebinar – The Questions Chat Box
GoToWebinar – Raise Hand Button
Set your audio option
Show-Me Quality Games

Recognizing your home’s achievements in Show-Me Quality: QAPI in Action

On the Way to Show-Me Quality Games Gold

[Number of homes at each level]

423

30

32

13

Gold

Silver

Bronze

Copper

Primaris Healthcare Business Solutions
Gold Level Homes

- Columbia Healthcare Center
- Cuba Manor
- Dixon Nursing & Rehab
- Eldon Nursing & Rehab
- Fulton Manor Care Center
- Glenwood Healthcare
- Hartville Care & Rehabilitation Center
- Kabul Nursing Home
- Lacoba Homes
- Madison Medical Center
- Mercy Skilled Nursing Center
- Pacific Care Center
- Villages of St. Peters
Show-Me Quality Games – ending June 1, 2014

5 Simple Steps to Gold:

1. Select improvement project, a project team, and send us a team photo.

2. Attend Show-Me Quality educational offerings.

3. Fill out the QAPI Self Assessment Tool.

4. Complete the Using PDSA for QAPI worksheet. Because quality improvement projects are always a work in progress, submit a second Using PDSA for QAPI worksheet.

5. Submit a story of your home’s success (or lessons learned).
Going for the Gold

- Find the complete program guide, worksheets for submission, and a short video detailing the program at http://primaris.org/services/quality-improvement-organization/show-me-quality-qapi-in-action

- Contact your Program Manager with questions!
Regional Affinity Groups

Watch for announcements
Upcoming Educational Events

- Regional QAPI meetings
- Music Therapy Session – cosponsored with MC5
- ASQ 2 day intensive training
- Outcomes Congress
Keeping You Up-to-Date: Monthly Newsletter

- Emailed
- QAPI-related tips
- Provider highlights: hear from colleagues about what works
- Updates on available tools, resources, and trainings
- Upcoming events
Keeping You Up-to-Date: On the Web

- Newsletters
- Event calendar
- Event registry
- Resources
- Archived webinars

www.primaris.org
CHANGING WITH THE SEASONS
PRIMARIS IS YOUR BEST RESOURCE

Winter: Shovel your way through change
Attend the six part webinar series on Building the Capacity for QAPI Plans.

Spring: Plant the seeds of knowledge
Attend regional, QAPI preparation learning sessions.

Summer: Reserve your ticket for change
Before the end of the year, sign up for new learning collaboratives.

Fall: Weather the storm
Exclusive new sessions begin only for those who sign up for learning collaboratives.
Our Show-Me Quality: QAPI in Action
Consultant Team

- Pam Guyer
  BS, LNHA

- Alexis Roam
  MSN, RN

- Judy Halley RN BC,
  BSN, LNHA

- Peggy Neale-Lewis
  BSN, RN, CPHQ

- Kent McGeeney
  LNHA, MPA, MSE
Performance Improvement Projects

The Key to QAPI Success
What QAPI will do for you!

- Help meet and exceed the customer’s expectations
- Improve patient care processes and systems
- Improve the organization’s daily operations
A solid QAPI program in your facility will:

- Engage front line staff to be the “fix”
- Create a culture of communication and input
- Make sure that improvements are about the system, not a person
- Create total community involvement
The Five Elements of QAPI

1. Design and Scope
2. Governance and Leadership
3. Feedback, Data Systems and Monitoring
4. Performance Improvement Projects (PIP)
5. Systematic Analysis
What is a PIP team?

- Formed and chartered by the Guiding Team (Steering Committee)
- Involves direct care staff
- Identifies the “why” behind a problem or potential concern through the use of root cause analysis and other methods
- Uses the PDSA cycle to create a working solution that staff will buy into and adopt
Polling Question

Do you involve small teams of direct caregivers in quality improvement projects in your home?

- Not yet
- Just starting
- On our way
- Doing great
Step One: Identify Potential Topics for a PIP

- Data is compiled and presented to the Guiding Team (Steering Committee)

- Guiding Team carefully analyzes the data and selects a topic/goal on which to focus
Step 2: Prioritize

- The question, “What are we trying to accomplish” will be discussed by the team
- Mission, vision, and values of the facility may be reviewed at this time
- Scope of services unique to the facility will be discussed
Step 3: The Goal

- The goal is a concentrated effort on a particular problem and is driven by the data.
- The goal is specific and targeted and will make sure the team keeps “their eye on the prize.”
- The goal is one that can be understood by PIP Team members.
Selecting a goal for the PIP team

- Based on the results of the data and subsequent discussions, the purpose or objective of the Performance Improvement Project is identified (Aim)
- Goal is written
**Goal Setting Worksheet**

*Directions:* Goal setting is important for any measurement related to performance improvement. This worksheet is intended to help QAPI teams establish appropriate goals for individual measures and also for performance improvement projects. Goals should be clearly stated and describe what the organization or team intends to accomplish. Use this worksheet to establish a goal by following the SMART formula outlined below. Note that setting a goal does not involve describing what steps will be taken to achieve the goal.

**Describe the business problem to be solved:**

**Use the SMART formula to develop a goal:**

**SPECIFIC**
Describe the goal in terms of 3 ‘W’ questions:

<table>
<thead>
<tr>
<th>What do we want to accomplish?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who will be involved/affected?</td>
</tr>
<tr>
<td>Where will it take place?</td>
</tr>
</tbody>
</table>

**MEASURABLE**
Describe how you will know if the goal is reached:

<table>
<thead>
<tr>
<th>What is the measure you will use?</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the current data figure (i.e., count, percent, rate) for that measure?</td>
</tr>
<tr>
<td>What do you want to increase/decrease that number to?</td>
</tr>
</tbody>
</table>
ATTAINABLE
Defend the rationale for setting the goal measure above:

Did you base the measure figure you want to attain on a particular best practice/average score/benchmark?

Is the goal measure set too low that it is not challenging enough?

Does the goal measure require a stretch without being too unreasonable?

RELEVANT

Briefly describe how the goal being set will address the business problem stated above.

TIME-BOUND
Define the timeline for achieving the goal:

What is the target date for achieving this goal?

Write a goal statement, based on the SMART elements above. The goal should be descriptive, yet concise enough that it can be easily communicated and remembered.

[Example: Increase the number of long-term residents with a vaccination against both influenza and pneumococcal disease documented in their medical record from 61 percent to 90 percent by December 31, 2011.]

Tip: It’s a good idea to post the written goal somewhere visible and regularly communicate the goal during meetings in order to stay focused and remind caregivers that everyone is working toward the same aim.
Simple goal/Aim example:

Problem to be solved:

- Frequent alarms detract from a homelike environment and may give staff a false sense of security

Goal/Aim of the PIP team:

- Decrease the percentage of residents with position change alarms used on the Elm Neighborhood by 25% by __/__/2014
Using the CASPER Report to identify goals

Problem identified during data review:

- CASPER Report – MDS Facility Level Quality Measure Report shows facility observed percent of antipsychotic med use for long term stay residents at 31.1%, which is at the 85% national group percentile
The purpose of this PIP is to identify the root cause for unnecessary antipsychotic medication use. The PIP team will determine and test the process changes necessary to sustain the following goal.

AIM of the PIP: All antipsychotic medications will be used only with an FDA approved indication, when necessary, for the resident’s highest level of functioning. These medications will be administered using a Gradual Dose Reduction plan while ensuring non pharmacological approaches are in place. Resident, family, and/or the responsible party’s input will be included.
Polling Question

Do you use data to identify quality improvement projects in your home?

- Just Starting
- On our way
- Almost there
- Doing great
Complete a PIP team charter

- Once the goal/aim has been determined by the guiding team, the next step is to begin work on the PIP team charter.

- Developed by the guiding team, the project charter is a written document that establishes the Performance Improvement Project and PIP team.
The Charter: A written document that clearly identifies...

- Goal (aim) of the PIP
- Timetable for the start and end of the PIP team
- Members of the Team
- Scope of the project
- Timing (deadlines)
- Milestones
- Team roles and responsibilities
The charter does NOT...

- Tell the team how to complete the work, rather tells them what are to trying to accomplish.
  - “Here’s how I want you to eliminate call lights.”

- Tell the PIP how to manage the day-to-day investigative details, rather sets goals and parameters creating an environment for input, creativity, and solutions.
Sample QAPI team charter

- Project name
- Team leader
- Team members and roles/responsibilities
- Aim statement: purpose and benchmark
- Sponsor
- Frequency of reporting
- Timelines/deadlines
- Other
New CMS charter tool

- Three page worksheet you can use to define key charter components helping to ensure goals are clear to the PIP team
- Breaks down the Performance Improvement Project into phase
- Helps identify possible barriers
- Sign off section for important approvals of the charter
**What is a project charter?** A project charter clearly establishes the goals, scope, timing, milestones, and team roles and responsibilities for an Improvement Project (PIP). The charter is typically developed by the QAPI team and then given to the team that will carry out the PIP, so that the PIP team has a clear understanding of what they are being asked to do. The charter is a valuable document because it helps a team stay focused. However, the charter does not tell the team how to complete the work; rather, it tells them what they are trying to accomplish.

Use this worksheet to define key charter components.

**PROJECT OVERVIEW**

**Name of project:**
*Example:* Reduction in use of position change alarms

**Problem to be solved:**
*Example:* Alarms going off frequently detract from a homelike environment and may give staff a false sense of security.

**Background leading up to the need for this project:**
*Example:* Residents and families have complained about the sound of alarms going off frequently. Staff feel pressure to do “something” when a resident falls.

*[Tip: Reference specific background documents, as needed.]*

**The goal(s) for this project:**
*Example:* Decrease the percentage of residents with position change alarms used on XX unit by 25% by XX/XX/XX.

*[Tip: See Goal Setting Worksheet]*

**Scope**—the boundary that tells where the project begins and ends.

The project scope **includes:**
*Example:* Use of position change alarms on XX unit.
### Recommended Project Time Table:

<table>
<thead>
<tr>
<th>PROJECT PHASE</th>
<th>START DATE</th>
<th>END DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiation: Project charter developed and approved</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning: Specific tasks and processes to achieve goals defined</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementation: Project carried out</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring: Project progress observed and results documented</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Closing: Project brought to a close and summary report written</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Project Team and Responsibilities:

<table>
<thead>
<tr>
<th>TITLE</th>
<th>ROLE</th>
<th>PERSON ASSIGNED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Sponsor</td>
<td>Provide overall direction and oversee financing for the project</td>
<td></td>
</tr>
<tr>
<td>Project Director</td>
<td>Coordinate, organize and direct all activities of the project team</td>
<td></td>
</tr>
<tr>
<td>Project Manager</td>
<td>Manage day-to-day project operations, including collecting and displaying data from the project</td>
<td></td>
</tr>
<tr>
<td>Team members*</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Choice of team members will likely be deferred to the project manager based on interest, involvement in the process, and availability.

### Material Resources Required for the Project (e.g., equipment, software, supplies):
### Barriers

<table>
<thead>
<tr>
<th>What could get in the way of success?</th>
<th>What could you do about this?</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Example:</em> A resident could fall and staff could automatically blame the lack of an alarm.</td>
<td><em>Example:</em> Educate staff on the lack of relationship between alarms and falls; collect data on removal of one alarm at a time.</td>
</tr>
<tr>
<td><em>Example:</em> Staff complaints of need for additional staff to watch everyone if alarms are removed.</td>
<td><em>Example:</em> Focus on anticipation of resident needs, and assess if additional hands-on-deck are needed during busy times on unit.</td>
</tr>
</tbody>
</table>

### PROJECT APPROVAL

The signatures of the people below relay an understanding and approval of the purpose and approach to this project. By signing this document you agree to establish this document as the formal Project Charter and sanction work to begin on the project as described within.

<table>
<thead>
<tr>
<th>TITLE</th>
<th>NAME</th>
<th>SIGNATURE</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrator</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Sponsor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Director*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Manager*</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*May not always have both roles.*
PIP team roles and responsibilities

Interdisciplinary and may include resident representation (as appropriate)

Defined Roles:

- Sponsor
- Project leader/director
- Project manager
- Note taker (document)
Sponsor

- A member of the guiding team
- Will serve as the liaison between the PIP and guiding teams
- Will “gently” observe some meetings to make sure they are functioning well and staying focused on charter goals
- Will not guide the decisions made
Sponsor

- Will ensure the PIP team is getting adequate recognition and has needed resources
- Will help identify training needs to the PIP team and ensure that it happens
- Will continually report back to the guiding team on progress
- May be asked to communicate with department managers and help get them on board
Project leader/director

- Plans and leads team meetings
- Coaches team members in their roles
- Acts as the facilitator
- Assumes accountability for the team’s actions and outcomes
- Works with team members to define methods and approaches
Ensures the Charter is being followed and team is focused

Will organize needed materials prior to meeting

Utilize team-building approaches to ensure team effectiveness: brainstorming, affinity grouping, multi-voting (CMS QAPI Tools)

Teams with sponsor for ongoing communication with guiding team, including team needs and progress
Project manager

- Develops and maintains project schedule
- Monitors progress and focus on timelines and deadlines
- Works with director/leader to ensure timelines and deadlines are met
- Works with director/leader to complete the project launch checklist
- Documents
Documenting

- All PIP team activities must be documented
- A team member will be selected to document/note take at all meetings
- Template should be developed and used
- The template must be used consistently and electronically filed if possible
## Using PDSA in Preparation for QAPI

<table>
<thead>
<tr>
<th>Nursing Home Name and Reporting Team:</th>
<th>Report Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Aim Statement:</td>
<td></td>
</tr>
<tr>
<td>Strategy:</td>
<td></td>
</tr>
<tr>
<td>Cycle Number:</td>
<td>Beginning Date:</td>
</tr>
<tr>
<td>We plan to...</td>
<td></td>
</tr>
<tr>
<td>In order to...</td>
<td></td>
</tr>
<tr>
<td>Prediction:</td>
<td></td>
</tr>
<tr>
<td>What we did was...</td>
<td></td>
</tr>
<tr>
<td>What happened was...</td>
<td></td>
</tr>
<tr>
<td>We learned that...</td>
<td></td>
</tr>
<tr>
<td>Surprises...</td>
<td></td>
</tr>
<tr>
<td>What decisions were made based on what was learned?</td>
<td></td>
</tr>
<tr>
<td>What we plan to do next is...</td>
<td></td>
</tr>
</tbody>
</table>
PIP team strategies: How to make it work

- Start with small projects that allow for early success
- Communicate successes throughout the facility
- Celebrate, honor, and recognize the PIP team members at every opportunity
- Allow for some fun
Polling Question

Do you implement team success strategies in your home and monitor for effectiveness?

- Just starting
- On our way
- Almost there
- Doing great
Not all will agree all the time

- Team members must be enthusiastic about the goal. They may not all agree on how to get there, but they must agree on where they are going!

- This may create some conflict.

- Some conflict, if managed, is good and even necessary in order to get all points of view to the front.

- The sponsor may need to work with the leader at times to help manage conflict.
Team rules to manage conflict

- Treat each other with mutual respect at all times
- All team members will contribute, and will listen respectfully to others
- Differences of opinion are desirable and encouraged, and can be expressed passionately and safely with this team
PIP team reporting requirements

- The guiding team will set up guidelines for reporting. It will include reporting timeframes and types of information to be reported. This information will be included in the charter.

- The sponsor may assume the lead role in communicating back to the guiding team, but the leader of the PIP team should also be involved.
Reporting

- Barriers and needs need to reported to the guiding team as soon as possible. Needs may include additional training on RCA and PDSA.

- At some point, the entire PIP team should be invited to the guiding team meeting to report each member’s experience while participating on the PIP team.
Why PIP teams work

- Build ownership throughout a community
- Give all employees a voice and an avenue to be heard
- Improve moral
- Create positive leaders which will help speed the processes of improvement
CMS website

New and update tools on charters and the Performance Improvement Team can be found at

Next Webinar (#6 in 6 part series)

Building the Capacity for QAPI: Changes That Stick

March 25, 2014

1 – 2 pm

https://www3.gotomeeting.com/register/201306278