Quality Assurance Performance Improvement (QAPI)

MN-DONA Fall Conference
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Breezy Point Resort

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Objectives

- Understand where to find existing resources to improve the quality of care, quality of life, and services in your nursing home
- Identify at least one resource to assist in the implementation of QAPI in your nursing home
- Identify one resource you can use to introduce QAPI principles into your day to day work

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Session Plan

- Overview of QAPI
- QAPI National Demonstration Project
- What did we learn that Nursing Directors should know?
- National Rollout
- Questions/Comments

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Overview of QAPI for Nursing Homes

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QAPI Background

- QAPI originated in Affordable Care Act (ACA)

- Section 6102 9 (c) of ACA requires:
  - Regulation (standards)
  - Technical assistance

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QAPI Definition

Quality Assurance and Performance Improvement (QAPI) is a data-driven and pro-active approach to quality improvement.

Activities of this comprehensive approach are designed to involve all members of an organization to continuously identify opportunities for improvement and address gaps in systems through planned interventions in order to improve the overall quality of the care and services delivered to nursing home residents.

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QA + PI = QAPI

	Quality Assurance	Performance Improvement
Motivation	Measuring compliance with standards	Continuously improving processes to meet and exceed standards
Means	Inspection	Prevention
Attitude	Required, reactive	Chosen, proactive
Focus	Outliers, *"bad apples"* Individuals	Processes or Systems
Scope	Medical/nursing care	Resident care
Responsibility	Few	All

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5 Elements of QAPI

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Action Steps

- Leadership Responsibility and Accountability
- Develop a Deliberate Approach to Teamwork
- Take your "QAPI" pulses with a Self-Assessment
- Identify Your Organization's Guiding Principles
- Develop Your QAPI Plan
- Develop Strategy for Collecting and Using QAPI Data
- Identify your Gaps and Opportunities
- Prioritize Quality Opportunities and Charter PIPs
- Plan, Conduct, and Document PIPs
- Get to the Root of the Problem
- Take Systemic Action

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QAPI National Demonstration Project

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Acknowledgements

- Based on work conducted under contract from CMS to University of Minnesota and Stratis Health, 2010 to 2013
  – Large teams at both sites

- Technical Expert Panel

- Nursing Home Division, CMS
  – Debra Lyons, CMS Project Officer

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QAPI Demo Quick Facts

- 17 volunteer nursing homes in 4 states
- 2 year project: 9/2011 – 8/2013
- Demo homes asked to:
  – Develop QAPI using CMS 5-element framework
  – Received Technical Assistance (TA)
    3 on-site visits, 6 on-line modules, 30 tools
  – Evaluated suggested tools, resources & training
  – Participated in a Learning Collaborative
    • 3 in-person meetings, 11 webinars, 19 newsletters

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Variation in Nursing Homes

- Freestanding, corporate, and multi-facility ownership
- Size
- Range of prior QI experience
- Five star ratings
- Urban and rural
- Culture change experience
- Staff turnover

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Variation in states

- Structure of industry, labor force, regulatory/reimbursement policy, and QIS/non-QIS states for survey process

- CA, FL, MA, MN

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Demo Purpose

- Learn from demo homes about QAPI implementation experiences
  - Strategies used
  - Pace and sustainability
  - Accomplishments and challenges
- Learn what tools, resources, TA, and learning approaches were helpful and how to improve them
- Identify case examples and begin to define "best practices"

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Early Lessons

- Almost all had made progress with QAPI plans
- 16 had one or more PIPs completed or in process
- 1 home experienced ownership, leadership, and quality challenges in first 3 months - made little progress in first demo year

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Early Lessons

- Implementing QAPI is complex
  – Required some shift in thinking
  – Use of structured tools helped
- Learning Collaborative helped
  – Brought structure, exposure to experts, interactions with peers, and momentum
- Nursing homes varied in initial approach
  – Awareness campaigns and self-education
  – Some emphasized PIPs

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Early Lessons

Implementation success not predicted by:
- Five star rating status
- Degree of culture change & person-centered care
- Extent of corporate resources for quality

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Early Lessons

- Culture change gave head start in resident and direct care staff involvement

  – But data systems often lacking

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Early Lessons

- Corporations with commitment to CQI or TQM had relevant material

  – But needed to make it individualized at facility level

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Demo Home Perspectives

- Practical approach to problem-solving
- Initially, the volume of tools and resources was overwhelming
- Early use of "QAPI at a Glance" can help bring perspective
- Concerns with survey process
- Suggested nursing homes and surveyors should learn about QAPI together

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Greatest Challenges

- Using data systematically to get a comprehensive overview of   performance
- Turning data into meaningful information
- Building in systematic resident and family input without bias

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Greatest Challenges

- Structuring PIPs—failure to use rapid cycle PDSAs

- Applying root cause analysis

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Greatest Challenges

- Using systems thinking in all quality efforts
- Breaking out of silos of disciplines, departments, and shifts to work system-wide

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What did we learn that Nursing Directors should know?

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Nursing Directors are often QAPI leads

- In almost half of the homes, the DON was the point-person for QAPI

- Several homes chose MDS Coordinator as lead

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Nursing Directors are often QAPI leads

- As QAPI leads, DONs found they could not, and should not, lead each project
  – Insufficient time
  – Need to grow other nursing leadership

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Roles for All Nurse Leaders

- Nursing Homes employ various nurse leaders
  - nursing directors, MDS coordinators, staff developers, clinical specialists/wound care, continence care/pain management, nurse hospital liaisons, managers

- All needed for QAPI
  - As educators, data managers, project leaders, trainers

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Tasks for Nurse Leaders

Within Nursing:

- Ensure awareness & training for all levels & shifts
- Ensure meaningful roles & opportunities for nursing assistants
- Work with staff to identify quality issues
- Enable nursing staff at all levels to be part of PIP teams
- Be willing to rethink nursing protocols as needed
- Instill climate of accountability yet freedom for staff to raise questions and acknowledge mistakes

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Tasks for Nurse Leaders

Within entire organization:

- Collaborate across disciplines
- QAPI actions should be facility-wide
- Think comprehensively: use a systems approach

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Special Challenge for Nursing

- Nursing is largest service in NHs
  - Danger of making QAPI a nursing quality focus rather than a planned and implemented focus across disciplines and departments
  - Must be committed to QAPI for it to work
  - Must incorporate into very busy routines
  - Nurses key link to physicians and quality of that interaction

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National Rollout

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QAPI at a Glance
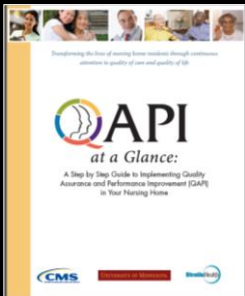
- Detail & examples in step-by-step guide.
- Can be resource for discussion, self-study & training.
- Contains tools & links.
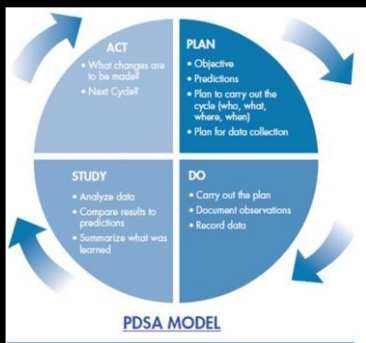- Available for download on new CMS website:

http://cms.gov/Medicare/Provider-Enrollment-and-Certification/QAPI/Downloads/QAPIAtaGlance.pdf

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CMS QAPI Website
http://go.cms.gov/Nhqapi

PDSA MODEL

Supports for QAPI

- Training materials
  - Core QAPI team
  - Front line staff
  - Train the trainer approaches
- QAPI Tools to implement each element
- CMS website launched
- Survey & Certification Memos

It Takes a Village

- Potential partners for roll-out
  - QIOs
  - Advancing Excellence LANES
  - State Trade Associations
  - Consumer advocacy groups
- Learning Collaboratives
  - Could be led by any partners & by NH corporations
- Professional associations (like NADONA)
  - Resources for specific content
  - Training resources

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Links to CMS Resources

CMS QAPI video on YouTube:

http://www.youtube.com/watch?feature=player_embedded&v=XjkNNEjO_Ec

CMS QAPI Website:

http://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/QAPI/NHQAPI.html

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Links to CMS Resources

Survey and Certification Memo 13-37-NH, June 7, 2013

Rollout of Quality Assurance and Performance Improvement (QAPI) Materials for Nursing Homes

http://www.cms.gov/Medicare/Provider-Enrollment-and Certification/SurveyCertificationGenInfo/Downloads/Survey-and-Cert-Letter-13-37.pdf

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Questions, Comments, and Dialogue

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Your Turn

- What will it take to implement QAPI where you work?

- What next steps will you consider to start QAPI in your nursing home?

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