Strategies to Promote Quality Assurance and Performance Improvement (QAPI) in Nursing Homes

Reported in QIN-QIO January 2016 C.2 Deliverables in response to: "Identify methodology used to spread adoption of QAPI as framework for collaboratives. Distinguish if certain strategies are more successful with one-star homes."

Promote QAPI in Sessions and Meetings

- Share information to support integration of QAPI.
  - IHI Breakthrough Collaborative Model: http://www.ihi.org/resources/Pages/HowtoImprove/default.aspx
  - QAPI at a Glance: https://www.cms.gov/medicare/provider-enrollment-and-certification/qapi/downloads/qapiataglance.pdf
  - Kotter's Eight Steps for Effective Change: http://www.kotterinternational.com/the-8-step-process-for-leading-change/
  - TeamSTEPPS: http://www.ahrq.gov/professionals/education/curriculum-tools/teamstepps/index.html
- Conduct face-to-face meetings with nursing home leaders that demonstrate the use of selected tools.
  - For example, review their charter to support their QAPI plan overall and individual Performance Improvement Plans (PIP): https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/QAPI/Downloads/ProcessToolFramework.pdf.
  - Walk through the self-assessment step by step, focusing on areas where there are questions: https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/QAPI/downloads/QAPISelfAssessment.pdf.
- Assist nursing homes in selecting strategies from the National Nursing Home Quality Care Collaborative (NNHQCC) Change Package.
- Assign QAPI strategies and/or tools as Learning Session pre-work.
  - Start or complete a PIP, identifying successes and barriers.
  - Identify and use a video (TED talk or YouTube) that discusses ways good leaders help people feel safe sharing ideas in a group.
  - Request nursing homes view recorded sessions on QAPI, such as "Introduction to QAPI," http://qioprogram.org/resources/content/introduction-qapi, or "Role of Tools in QAPI," http://qioprogram.org/resources/content/role-tools-qapi, and then complete or update their own QAPI self-assessment.
  - Request nursing homes come prepared to share their best practices and QAPI implementation strategies.
- Feature QAPI strategies in Learning Sessions.
  - Highlight the importance of engaging residents as part of QAPI, for example, viewing "A Resident's Perspective on Quality Improvement and Person-Centered Care," https://youtu.be/P5AwdwSlWlw.
  - Facilitate small groups that are assigned a scenario and asked to write SMART goals: https://www.cms.gov/medicare/provider-enrollment-and-certification/qapi/downloads/qapigoalsetting.pdf.

- Co-present with a Five Star, Top 10% nursing home on successes and barriers/challenges in implementing QAPI.
- Provide educational opportunities at conferences or meetings focusing on QAPI topics, such as:
  - Leadership strategies for empowering performance improvement
  - Planning, conducting, and documenting PIPs
  - Effectively conducting root cause analysis to identify improvement opportunities for PIPs
  - Tips to integrate the critical components of data collection, the model for improvement and Plan-Do-Study-Act (PDSA)
  - Using data to identify areas of opportunity, monitor, and benchmark performance
  - Pilot testing changes using PDSA cycles before launching facility-wide changes
  - Reducing readmissions, including discussion of INTERACT
- Host monthly calls and quarterly in-person meetings.

Build Capacity for QAPI
- Organize affinity groups of Medical Directors or Directors of Nursing/support staff to support collaborative efforts to discuss methods for putting best practices into action, how to understand data, and developing Performance Improvement Projects.
- Develop electronic versions of the self-assessment in Word, Excel, or Survey Monkey. Categorize the topics by the five QAPI elements to help highlight areas of need.
- Send monthly memos and/or facilitate individual teleconferences with nursing home teams to discuss composite score reports, reinforcing use of the QAPI tools.
- Educate nursing home staff on monitoring data and implementing small tests of change, celebrating short-term wins – acknowledging progress towards goals and recognizing successes (even if they seem "small") is important.
- Support nursing homes as they submit performance improvement project applications as part of their state's Nursing Home Pay for Performance (P4P). Ensure applications are supported by data.
- Establish a listserv for collaborative participants and ask peer coach nursing homes to contribute to discussions and provide responses to questions posed on the listserv.
- Use a listserv or electronic newsletter as a venue to share nursing home QAPI best practices, success stories, and lessons learned.
- Encourage facilities to include direct care staff in PIP activities and in creating team charters.
- Maintain regular contact to help nursing homes stay on track with QAPI.
- Post recorded Learning Sessions that include QAPI strategies on QIN-QIO websites to enable new collaborative members to view webinars and complete activities as they join the collaborative.
- Ask nursing homes to complete a mock survey. Then focus on one area of improvement related to the quality measures as reflected in the survey. Assist the nursing homes to complete a goal-setting worksheet, root cause analysis, and initial start of a PDSA.

Support One-Star Nursing Homes with QAPI Engagement
- Connect peer coaches with low performing nursing homes to assist with QAPI implementation using an all teach–all learn approach.
- Provide hard copies of *QAPI at a Glance*.
- In-person, practical, hands-on instruction has been found to be valued and reportedly preferred.
- Personally call to invite nursing home staff to attend Learning Sessions and webinars.
- Review the basics of quality improvement and data with one-star nursing homes, including topics such as:

- o MDS reports and how to use them
- o Definitions of numerators/denominators
- o Measure specifications and how to understand the measures
- o Why looking at data over time is important
- o What is root cause analysis and when to use it
- o What is a PDSA and tips for conducting small tests of change
- o How quality measures and composite score affect the one star rating
- Provide technical support to help nursing homes develop strategies that will improve star rating and composite score.
- Walk one- and two-star homes through a very basic PIP, breaking the process into smaller steps to not overwhelm the nursing home teams. Identify a low-hanging-fruit area for improvement that has a good probability of a quick and easy outcome that is meaningful to staff and resident populations. Follow up with frequent teleconference calls to keep the nursing home team moving forward.