

Putting Out Fires – Continuous Quality Improvement – Part 2

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Objectives

- Explain the systems perspective and core values and concepts of highly successful organizations.
- Discuss the continual quality improvement process through process evaluation using systematic approaches, deployment, integration, and learning.
- Describe the process for continual quality improvement through the evaluation process (learning,

QI Through Systems Perspective

- Systems perspective – involves viewing organization as interconnected whole where processes, people, and resources work together to achieve common goals
- Emphasis is on understanding relationships, dependencies, and feedback loops across organization to drive sustainable improvements

Core Principles of Systems Perspective

- Core principles include:
 - Holistic view of organization
 - Focus on processes and interactions
 - Feedback loops and learning
 - Data-driven decision-making
 - Cross-functional collaboration
 - Alignment with organizational goals

Core Principles of Systems Perspective

- Holistic view of organization –
 - All parts of organization are interdependent
 - Alignment across departments prevents silos
 - Changes in one area support other areas
- Focus on processes and interactions
 - Examines how workflows and systems interact
 - Identifies bottlenecks, redundancies, and inefficiencies across processes
 - Emphasizes end-to-end process optimization rather than isolated fixes

Core Principles of Systems Perspective

- Feedback loops and learning –
 - Implements mechanisms for continuous feedback
 - Encourages iterative improvements based on real-time data and stakeholder input
 - Leverages lessons learned to refine processes and prevent recurring issues
- Data-driven decision-making –
 - Uses analytics to uncover trends, predict outcomes, and assess interventions
 - Ensures data is accessible, accurate, and relevant across all levels of the organization

Core Principles of Systems Perspective

- Cross-functional collaboration –
 - Encourages teamwork and shared ownership of improvement initiatives
 - Breaks down silos to align goals and strategies across functions
- Alignment with organizational goals
 - Ensures that quality improvement initiatives align with strategic objectives
 - Balances short-term needs with long-term sustainability and growth

Steps to implement Quality Improvement through Systems Perspective

- Understand the system
- Define goals and metrics
- Engage stakeholders
- Implement change strategically
- Monitor and evaluate outcomes
- Integrate learning

Steps to implement Quality Improvement through Systems Perspective

- Understand the system
 - Map processes
 - Use tools like flowcharts or value stream mapping to visualize workflows and interdependencies
 - Identify key components
 - Highlight critical processes, resources, and stakeholders
 - Analyze relationships
 - Examine how inputs, outputs, and feedback affect overall performance
- Define goals and metrics
 - Align improvement initiatives with the organization's mission and vision
 - Develop SMART goals and key performance indicators (KPIs) that reflect system-wide priorities

Steps to implement Quality Improvement through Systems Perspective

- Engage stakeholders
 - Include leadership, employees, and customers in the improvement process
 - Foster a culture of shared responsibility and open communication
- Implement change strategically
 - Pilot changes in one area to test their impact on the system as a whole
 - Use iterative cycles like Plan-Do-Study/Check-Act (PDS(C)A) for gradual, measurable improvements

Steps to implement Quality Improvement through Systems Perspective

- Monitor and evaluate outcomes
 - Regularly assess the impact of changes on the system using real-time data
 - Adjust strategies as needed to optimize results
- Integrate learning
 - Document successes and failure to build organizational knowledge
 - Share insights across teams to foster a culture of continuous improvement

Benefits of Systems Perspective in QI

- Improved efficiency and effectiveness
 - Eliminates redundancies and optimizes resource utilization
 - Ensures that changes enhance, rather than hinder, overall performance
- Enhanced collaboration
 - Promotes teamwork and alignment across departments
 - Builds a unified approach to achieving goals

Benefits of Systems Perspective in QI

- Sustainability
 - Ensures improvements are scalable and adaptable to future challenges
 - Builds resilience by addressing root causes rather than symptoms
- Customer Satisfaction
 - Improves service delivery by focusing on seamless, end-to-end processes
 - Ensures consistent quality across all customer touchpoints

Benefits of Systems Perspective in QI

- Data-driven Culture
 - Encourages evidence-based decision-making
 - Provides actionable insights for continuous refinement

A systems perspective in quality improvement fosters a holistic, integrated approach to organizational excellence.

By focusing on the interplay of processes, people, and resources, organizations can achieve sustainable improvements, align efforts with strategic goals, and create a culture of innovation and collaboration.

Core Values and Concepts of Highly Successful Organizations

- Customer focus
- Leadership commitment
- Employee engagement and development
- Data-driven decision-making
- Innovation and agility
- Systems thinking
- Sustainability and social responsibility

Core Values and Concepts of Highly Successful Organizations

- Customer focus
 - Prioritize customer needs and satisfaction
 - Actively seek feedback to improve services/products
 - Build loyalty through exceptional value delivery
- Leadership commitment
 - Leaders act as role models, driving vision, values, and mission
 - Establish a culture of accountability and empowerment
 - Ensure alignment between strategy and execution

Core Values and Concepts of Highly Successful Organizations

- Employee engagement and development
 - Invest in employee training and professional growth
 - Foster a culture of collaboration and inclusivity
 - Recognize and reward contributions to organizational success
- Data-driven decision-making
 - Use analytics to understand trends and outcomes
 - Leverage key performance indicators (KPIs) to guide strategy
 - Continuously monitor and refine metrics to align with goals

Core Values and Concepts of Highly Successful Organizations

- Innovation and agility
 - Encourage creativity and experimentation
 - Adapt to changing environments with flexible strategies
 - Integrate technology to improve processes and outcomes
- Systems thinking
 - Understand how different components of the organization interrelate
 - Optimize workflows to achieve organizational synergy
 - Minimize silos by promoting cross-functional collaboration

Core Values and Concepts of Highly Successful Organizations

- Sustainability and social responsibility
 - Commit to ethical practices and community well-being
 - Incorporate environmental and social considerations into decisions
 - Align business goals with long-term societal impact

Continual Quality Improvement through Learning and Process Evaluation

- Establish a CQI framework
- Embed learning at all levels
- Leverage feedback loops
- Evaluate and optimize processes
- Implement key performance metrics
- Foster collaboration across teams
- Drive a culture of experimentation
- Adapt and scale improvements

Continual Quality Improvement through Learning and Process Evaluation

- Establish a CQI framework
 - Implement a formal quality improvement framework such as Plan-Do-Study/Check-Act (PDSA/PDCA) or Lean Six Sigma
 - Assign dedicated teams or roles to oversee CQI initiatives
 - Develop standard operating procedures (SOPs) to guide CQI activities
- Embed learning at all levels
 - Create a culture of continuous learning through training programs and workshops
 - Promote knowledge sharing across departments
 - Conduct regular after-action reviews to learn from successes and failures

Continual Quality Improvement through Learning and Process Evaluation

- Leverage feedback loops
 - Collect feedback from customers, employees, and stakeholders regularly
 - Use surveys, focus groups, and direct communication to identify improvement areas
 - Act promptly on feedback to build trust and credibility
- Evaluate and optimize processes
 - Map out current workflows to identify inefficiencies and redundancies
 - Use tools like root cause analysis to address systemic issues
 - Automate repetitive tasks to increase efficiency and accuracy

Continual Quality Improvement through Learning and Process Evaluation

- Implement key performance metrics
 - Define clear metrics for success at organizational, departmental, and individual levels
 - Regularly review performance data to identify trends and variances
 - Share results transparently to promote accountability and focus
- Foster collaboration across teams
 - Break down silos by encouraging cross-departmental initiatives
 - Use collaborative platforms for knowledge sharing and joint problem-solving
 - Celebrate collective achievements to reinforce teamwork

Continual Quality Improvement through Learning and Process Evaluation

- Drive a culture of experimentation
 - Test new ideas through pilot programs or controlled experiments
 - Evaluate outcomes systematically and scale successful innovations
 - Encourage risk-taking within a structured and supportive framework
- Adapt and scale improvements
 - Use lessons learned from CQI activities to refine policies and practices
 - Scale successful interventions across other parts of the organization
 - Document best practices to ensure long-term institutional knowledge

CQI through ADIL – Approach, Deployment, Integration, & Learning

- CQI is a structured approach to enhancing processes, services and outcomes in organizations
- By leveraging systematic approaches, deployment strategies, integration techniques, and learning methodologies, organizations can embed CQI at every level for sustained success
- Pillars include:
 - Systematic **Approach**
 - **Deployment**
 - **Integration**
 - **Learning**

CQI through ADIL – Systematic Approach

- Definition: a structured, methodical process to identify, analyze, and improve workflows, products, or services
 - Key elements:
 - Frameworks: uses established methodologies like Lean, Six Sigma, or PDSA/PDCA
 - Process Mapping: Visualize workflows to identify inefficiencies or bottlenecks
 - Root Cause Analysis: Investigate underlying causes of issues using tools like the 5 whys or Fishbone Diagrams
 - Standardization: Develop clear Standard Operating Procedures (SOPs) for consistency
 - Benefits:
 - Improves efficiency and reliability
 - Reduces variability and waste
 - Ensures repeatability of successful practices

CQI through ADIL – Deployment

- Definition: the execution and rollout of CQI initiatives across all organizational levels
 - Key elements:
 - Strategic Alignment: Ensure CQI goals align with organization's mission/vision
 - Leadership engagement: leaders champion CQI initiatives, providing resources and direction
 - Phased rollout: deploy initiatives incrementally, starting with pilot programs to refine strategies
 - Performance metrics: establish clear KPIs to monitor progress and impact
 - Best Practices:
 - Communicate the “why” behind CQI initiatives to build buy-in
 - Empower cross-functional teams to implement and oversee changes
 - Monitor deployment progress and adapt as needed
 - Benefits:
 - Encourages organization-wide participation
 - Enhances consistency and accountability
 - Accelerates adoption of quality improvement initiatives

CQI through ADIL – Integration

- Definition: embedding CQI principles into the fabric of the organization so that they become a natural part of operations
 - Key elements:
 - Policy development: incorporate CQI into policies, procedures, and job descriptions
 - Technology utilization: leverage tools like data analytics platforms, dashboards, and automated systems to support CQI
 - Cross-functional collaboration: break down silos by fostering teamwork and shared responsibility for improvement
 - Alignment across levels: ensure that CQI efforts are integrated from leadership to frontline staff
 - Best practices:
 - Create a unified vision for CQI and communicate it regularly
 - Train employees to recognize and act on improvement opportunities
 - Celebrate successes to reinforce the importance of integration
 - Benefits:
 - Ensures sustainability of CQI efforts
 - Builds a culture of continuous improvement
 - Promotes seamless collaboration and innovation

CQI through ADIL – Learning

- Definition: utilizing ongoing education, feedback, and reflection to drive improvements
 - Key elements:
 - Training programs: offer regular training sessions to build CQI skills among employees
 - Feedback mechanisms: use surveys, performance reviews, and customer feedback to identify improvement areas
 - Knowledge sharing: encourage sharing of best practices and lessons learned across teams
 - Data analysis: continuously evaluate data to inform decision-making and uncover trends
 - Best practices:
 - Conduct post-project reviews to capture lessons learned
 - Encourage a mindset of curiosity and adaptability
 - Reward innovative ideas and contributions to CQI
 - Benefits:
 - Drives innovation through collective learning
 - Encourages adaptability to changing conditions
 - Builds employee confidence and engagement

CQI through ADIL – Summary

- Combining systematic Approaches, Deployment, Integration, and Learning, CQI becomes dynamic and sustainable practice
- Each pillar reinforces the others, creating cycle of ongoing improvement that propels organizations toward excellence and resilience

Systematic Processes at Every Level

- Leadership level – establish strategic priorities and allocate resources to align with CQI goals
- Middle management – facilitate communication between leadership and frontline staff, ensuring goals translate into actionable steps
- Frontline staff – engage directly in process improvement activities, contributing insights from daily operations
- Organizational level – integrate quality improvement into strategic planning, budgeting, and performance evaluations

Systematic Processes

- Leadership
- Strategic planning
- Customer focus
- Measurement, analysis, and knowledge management
- Workforce
- Operations
- Achieving sustainable results

Leadership

- **Systematic Processes:**
 - Vision and mission alignment – develop, communicate, and regularly revisit the organization's vision, mission, and core values
 - Decision-making frameworks – use structured tools like decision trees, risk assessments, and scenario planning
 - Leadership development – implement programs to build leadership competencies and succession planning
 - Engagement and communication – establish regular forums (e.g., town halls, newsletters, etc.) for transparent communication and alignment with employees
 - Governance structures – maintain clear accountability through defined roles, committees, and performance evaluations
- **Impact:**
 - Ensures a unified direction and commitment to organizational goals
 - Builds trust and credibility across the organization

Strategic Planning

- Systematic Processes:
 - Environmental scanning – Use SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and PESTLE (Political, Economic, Social, Technological, Legal, Environmental) frameworks to inform planning
 - Goal setting – Define SMART (Specific, Measurable, Achievable, Relevant, Time-bound) objectives aligned with the mission
 - Resource Allocation – use zero-based budgeting or priority-based resource allocation models to fund strategic initiatives
 - Performance tracking – regularly review progress using dashboards and scorecards
 - Scenario planning – develop contingency plans for potential risks or disruptions
- Impact:
 - Facilitates proactive decision-making
 - Aligns resources with priorities for maximum impact

Customer Focus

- **Systematic Processes:**
 - Customer feedback loops – regularly gather insights through surveys, focus groups, and direct feedback mechanisms
 - Customer journey mapping – identify and optimize touchpoints to enhance customer experience
 - Complaint management systems – use structured systems to address and resolve customer issues efficiently
 - Personalize strategies – leverage data analytics to tailor services or products to customer needs
 - Customer retention metrics – track customer satisfaction scores and churn rates to guide improvements
- **Impact:**
 - Enhances customer loyalty and satisfaction
 - Builds a competitive advantage through superior service

Measurement, Analysis, and Knowledge Management

- Systematic Processes:
 - Data collection and reporting – implement automated systems to gather and report data consistently
 - Benchmarking – compare performance metrics with industry standards to identify gaps
 - Data analytics – use predictive analytics and trend analysis to guide decision-making
 - Knowledge repositories – create centralized systems for storing and sharing organizational knowledge
 - Continuous monitoring – employ real-time dashboards and KPIs to track progress
- Impact:
 - Enables data-driven decision-making
 - Ensures knowledge retention and accessibility

Workforce

- **Systematic Processes:**
 - Recruitment and Onboarding – use structured interview guides and onboarding programs to integrate new employees effectively
 - Training and development – implement continuous learning opportunities, including certifications and cross-training
 - Performance management – use 360-degree feedback and clear performance metrics for evaluations
 - Engagement surveys – regularly assess workforce satisfaction and engagement levels
 - Diversity and Inclusion – establish policies and practices that promote a diverse and inclusive work environment
- **Impact:**
 - Increases employee satisfaction and productivity
 - Builds a resilient and adaptable workforce

Operations

- **Systematic Processes:**
 - Process standardization – develop SOPs for critical workflows to ensure consistency
 - Lean methodologies – use tools like value stream mapping and reduce waste and optimize processes
 - Automation – integrate technology to streamline repetitive tasks and improve accuracy
 - Quality assurance – implement systems for regular audits and compliance checks
 - Supply chain management – use just-in-time (JIT) and inventory management systems to improve efficiency
- **Impact:**
 - Improves operational efficiency and cost-effectiveness
 - Ensures consistent delivery of high-quality products/services

Achieving Sustainable Results

- **Systematic Processes:**
 - Long-term planning – balance short-term goals with long-term sustainability strategies
 - Sustainability metrics – track environmental, social, and economic impact using standardized reporting frameworks like ESG (Environmental, Social, Governance)
 - Continuous Improvement Cycles – regularly revisit and refine strategies through PDSA/PDCA or similar methodologies
 - Stakeholder engagement – actively involve stakeholders in sustainability initiatives
 - Resilience planning – develop systems to respond to and recover from crises effectively
- **Impact:**
 - Promotes resilience and adaptability
 - Ensures sustained organizational success and stakeholder trusts

Systematic Processes Create Culture of Continuous Improvement

- Leadership
- Strategic planning
- Customer focus
- Measurement, analysis, and knowledge management
- Workforce
- Operations
- Achieving sustainable results

Key Areas to Include in QA and PI Programs

- QA & PI are critical for ensuring residents receive high-quality care and services
- Implementing a robust QA & PI program helps communities identify areas for improvement, ensure compliance with regulations, and enhance overall resident satisfaction
- List of areas to include in QA & PI efforts:
 - Resident Care and Safety
 - Staff Training and Competency
 - Regulatory Compliance
 - Resident and Family Satisfaction
 - Clinical Outcomes and Quality Indicators
 - Risk Management
 - Financial and Operational Efficiency

Areas to Include in QA & PI Efforts – Resident Care and Safety

- Assessment and care planning – ensure comprehensive and individualized care plans based on resident needs and preferences
- Falls prevention – implement fall risk assessments and preventative measures
- Infection control – monitor infection rates and adherence to infection prevention protocols
- Medication management – regular audits to ensure safe and accurate medication administration

Areas to Include in QA & PI Efforts – Staff Training and Competency

- Ongoing education – continuous training on best practices, regulatory compliance, and resident-centered care
- Competency evaluations – regular assessments of staff performance, including skills and knowledge in care provision
- Staff satisfaction – surveys and feedback mechanisms to assess staff morale and address any issues

Areas to Include in QA & PI Efforts – Regulatory Compliance

- Compliance with local, state, and federal regulations – regular audits to ensure adherence to guidelines, such as those set by CMS/CDC/state agencies or other regulatory bodies
- Survey readiness – preparing for unannounced inspections by keeping up with compliance and best practices
- Documentation standards – ensure accurate and timely documentation for care, services, and incidents

Areas to Include in QA & PI Efforts – Resident and Family Satisfaction

- Surveys and feedback – collect regular feedback from residents and their families on satisfaction, concerns, and suggestions
- Complaint resolution – develop clear protocols for handling and resolving complaints or grievances
- Engagement and activities – ensure that residents are involved in meaningful activities that promote their well-being

Areas to Include in QA & PI Efforts – Clinical Outcomes and Quality Indicators

- Clinical audits –
 - Monitor outcomes related to chronic conditions (e.g., diabetes, hypertension) and ensure appropriate care
- Readmission rates –
 - Track hospital readmissions and implement strategies to reduce unnecessary hospitalizations
- Pain management –
 - Ensure that residents' pain is appropriately assessed and managed

Areas to Include in QA & PI Efforts – Risk Management

- Incident reporting and analysis:
 - Track and analyze incidents (e.g., falls, medication errors) to identify patterns and implement corrective actions.
- Root cause analysis:
 - Use data to identify the root causes of issues and implement improvements.

Areas to Include in QA & PI Efforts – Financial and Operational Efficiency

- Cost management:
 - Ensure that resources are used efficiently without compromising quality of care.
- Operational audits:
 - Review processes for efficiency and effectiveness, such as staffing ratios and scheduling.
- Revenue cycle management:
 - Ensure accurate billing and reimbursement processes for services provided.

Tools and Resources to Support QA & PI

– Data Collection and Reporting Tools

- Electronic Health Records (EHR):
 - Platforms like PointClickCare, MatrixCare, or AODocs for documentation, care planning, and tracking clinical outcomes.
- Survey tools:
 - Tools like SurveyMonkey or Qualtrics to collect feedback from residents, families, and staff.
- Quality dashboards:
 - Use dashboards to track KPIs (Key Performance Indicators) and clinical quality measures in real-time.

Tools and Resources to Support QA & PI – Incident and Risk Management Software

- **RL Solutions:**
 - Incident reporting software that helps track and analyze incidents, complaints, and feedback.
- **CareFusion or RiskMaster:**
 - Tools for tracking medication errors, adverse events, and other risks.

Tools and Resources to Support QA & PI – Performance Improvement Methodologies

- PDSA (Plan-Do-Study-Act):
 - A continuous improvement model that helps identify, test, and implement improvements in a structured way.
- Lean Six Sigma:
 - Methodologies for improving processes and eliminating waste, improving efficiency, and reducing errors.
- Root Cause Analysis (RCA):
 - A systematic process for identifying underlying causes of incidents or failures and developing solutions.

Tools and Resources to Support QA & PI – Staff Training and Development Platforms

- Relias:
 - Offers online training courses and certifications for healthcare staff.
- MedBridge:
 - Provides continuing education and competency tracking for healthcare professionals.
- AHCA/NCAL (American Health Care Association/National Center for Assisted Living):
 - Offers various resources, training programs, and certifications to improve quality care, including ahcancaLED education portal.

Tools and Resources to Support QA & PI – Resident and Family Engagement Tools

- Kareo:
 - A platform for improving communication with families and tracking engagement with residents.
- LifeLoop:
 - A communication and activity management platform that helps track resident activities and family engagement.
- Resident and Family Satisfaction Surveys:
 - Tools for creating and analyzing satisfaction surveys.

Tools and Resources to Support QA & PI

– Quality Improvement Frameworks

- CMS Quality Improvement Organizations (QIOs):
 - Federal organizations that help long-term care providers improve care and services through training and technical assistance.
- The Joint Commission:
 - Provides accreditation and quality improvement resources for healthcare organizations, including senior living facilities.
- Agency for Healthcare Research and Quality (AHRQ)
 - Federal agency under DHHS that aims to improve quality, safety, efficiency, and effectiveness of healthcare to all Americans

Tools and Resources to Support QA & PI

– Benchmarking Tools

- National Quality Forum (NQF):
 - Offers quality measurement and benchmarking tools for long-term care providers.
- AHCA/NCAL's LTC Trend Tracker and LTC Data Cooperative:
 - Provides benchmarking data, tools, and resources to improve care and performance in senior living communities.

Tools and Resources to Support QA & PI

– Audit Tools and Checklists

- Compliance checklists:
 - Standardized checklists to ensure adherence to regulations and best practices.
- Internal audit tools:
 - Tools like AuditBoard or Gensuite for internal audits on operational and care processes.

By focusing on these key areas and utilizing these tools and resources, senior living and assisted living communities can improve their quality of care, ensure compliance, and provide better outcomes for residents.

The ongoing monitoring, evaluation, and improvement processes are essential to creating an environment where residents receive the best possible care.

Starting a QAPI Program

Starting a (QAPI) program involves several structured steps to ensure that the program is comprehensive, effective, and aligned with regulatory requirements.

Steps include:

- Understand QAPI framework
- Establish QAPI leadership team
- Conduct needs assessment
- Define QAPI goals and objectives
- Develop QAPI plan
- Train and educate staff
- Implement data collection and monitoring tools
- Implement Performance Improvement Projects (PIPs)
- Foster culture of continuous improvement
- Ensure ongoing evaluation and adjustments

Step 1– Understand the QAPI Framework

QAPI is a data-driven, systematic approach to improving the quality of care and services. The Centers for Medicare & Medicaid Services (CMS) outlines the key components of a QAPI program:

- Focus on systems and processes:
 - Address root causes of issues, not just symptoms.
- Data-driven decision-making:
 - Use data to identify areas for improvement and measure success.
- Involve all stakeholders:
 - Include staff, residents, families, and leadership in the improvement process.
- Ongoing improvement:
 - The program should be continuously evolving based on new data and insights.

Step 2 – Establish a QAPI Leadership Team

Form a multidisciplinary team responsible for overseeing the QAPI program. This team should include:

- Executive leadership (e.g., National Director of Quality Improvement)
- Clinical staff (e.g., nurses, physicians, and therapists)
- Operations staff (e.g., administrators, department heads)
- Resident and family representatives (for feedback and engagement)
- Data and quality experts (e.g., quality improvement coordinators, data analysts)

The leadership team will set the tone for the program, ensure buy-in from all levels of the organization, and allocate resources for QAPI initiatives.

Step 3 – Conduct a Needs Assessment

Before launching the QAPI program, conduct a comprehensive needs assessment to identify key areas that need improvement. This can be done through:

- Resident and family satisfaction surveys
- Staff feedback surveys
- Incident reports and analysis
- Review of clinical outcomes and performance metrics
- Regulatory compliance audits
- Review of past performance improvement efforts

This assessment will help you identify priority areas for improvement and guide the development of specific goals for the QAPI program.

Step 4 – Define QAPI Goals and Objectives

Based on the needs assessment, define clear, measurable goals and objectives for the QAPI program. These should align with your community's mission and focus on improving quality of care, resident satisfaction, and operational efficiency. Examples of QAPI goals might include:

- Reducing falls and improving fall prevention strategies
- Enhancing medication management and reducing medication errors
- Improving infection control measures
- Increasing staff training and competency
- Reducing hospital readmissions
- Enhancing resident engagement and satisfaction

Step 5 – Develop a QAPI Plan

Create a written QAPI plan that outlines the strategies, methods, and resources for achieving your goals. This plan should include:

- Priority areas for improvement: Based on the needs assessment.
- Specific, measurable objectives: These should be aligned with the goals of the program.
- Data collection and monitoring methods: Identify what data will be collected (e.g., clinical outcomes, satisfaction surveys, incident reports) and how it will be tracked.
- Action plans: Develop specific steps to address each identified issue, including who is responsible, timelines, and expected outcomes.
- Communication strategies: Ensure regular updates to all stakeholders, including staff, residents, and families.
- Evaluation process: Establish how the success of the QAPI program will be evaluated and adjusted over time.

Step 6 – Train and Educate Staff

Ensure that all staff members understand the QAPI program and their roles in its success. Provide training on:

- The principles of QAPI and continuous improvement
- How to collect and report data
- Problem-solving and root cause analysis techniques (e.g., PDSA, Lean Six Sigma)
- Communication and teamwork skills
- The importance of resident-centered care

Consider using online training platforms, workshops, and team meetings to keep staff engaged and informed.

Step 7 – Implement Data Collection and Monitoring Tools

Implement tools to track performance and collect data. This might include:

- Electronic Health Records (EHR) for tracking clinical outcomes and care planning.
- Incident reporting software (e.g., RL Solutions) for tracking safety events.
- Satisfaction surveys for residents, families, and staff to gauge perceptions of care and services.
- Quality dashboards for real-time tracking of KPIs and clinical metrics.

Ensure that data is consistently collected, reviewed, and analyzed to inform decision-making and improvement efforts.

Step 8 – Implement Performance Improvement Projects (PIPs)

Performance Improvement Projects (PIPs) are the core of a QAPI program. These are focused initiatives to address specific problems identified through data collection. Each PIP should follow a structured process:

- Define the problem: Use data to identify the issue clearly (e.g., high fall rates).
- Analyze the root cause: Use tools like root cause analysis (RCA) or Fishbone diagrams to understand why the problem exists.
- Develop solutions: Based on the analysis, develop targeted interventions (e.g., changes in fall prevention protocols).
- Test and implement solutions: Use the PDSA (Plan-Do-Study-Act) cycle to test changes, evaluate results, and make adjustments.
- Measure outcomes: Track whether the interventions lead to improvements (e.g., a decrease in fall rates).
- Sustain improvements: Once improvements are achieved, implement systems to maintain them long-term.

Step 9 – Foster a Culture of Continuous Improvement

QAPI is an ongoing process, and fostering a culture of continuous improvement is essential. Encourage staff to:

- Report issues and suggest improvements.
- Participate in regular quality improvement meetings and discussions.
- Engage in ongoing education and professional development.
- Celebrate successes and recognize improvements in quality of care.

Regularly evaluate the effectiveness of the QAPI program and make adjustments based on feedback, data, and changing needs.

Step 10 – Ensure Ongoing Evaluation and Adjustments

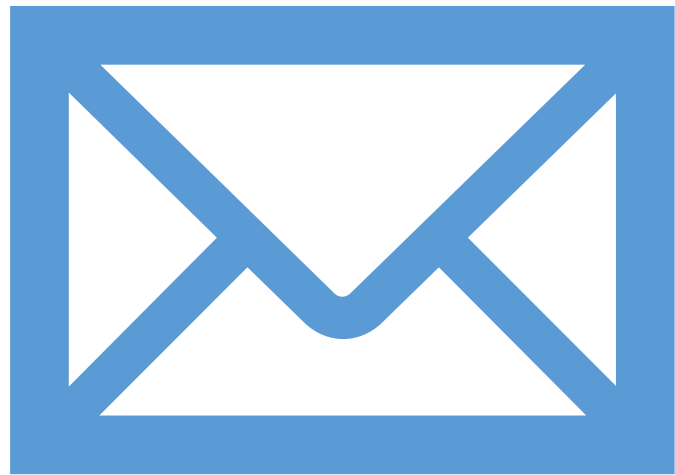
Continuously monitor and evaluate the effectiveness of the QAPI program:

- Use data to assess whether goals are being met.
- Adjust action plans based on performance and new insights.
- Conduct regular audits and surveys to ensure the program is on track.
- Share progress and outcomes with staff, residents, and families to maintain transparency and engagement.

By following these steps, you can build a strong foundation for a successful QAPI program that drives continuous improvement and enhances the quality of care in your senior living and assisted living community.

Resources to Support QAPI Program

- [CMS QAPI Resources](#)
- [AHCA/NCAL Quality Improvement Resources](#)
- [Lean Six Sigma in Healthcare](#)
- [PDSA Resources via Institute for Healthcare Improvement \(IHI\)](#)
- [National Quality Forum](#)
- [QAPI Certified Professional \(QCP\)](#)



Discussion & Questions?

Contact Information

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IMPROVING LIVES *by*
DELIVERING SOLUTIONS *for*
QUALITY CARE