The Quality Journey
Via QAPI

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WHY FOCUS ON QUALITY?

- Mission statements and anecdotes are not enough
- New models for care delivery and payment
- Heightened consumerism, more knowledgeable customers
- Focus on maintaining independence and functional capacity and outcomes
- Increasing, more comprehensive regulations
COMPONENTS OF QUALITY

- Process
  We cannot produce consistent results and minimize variance without processes
- Root Cause
  To improve results, we must address the root cause, not symptoms
- Data and Trends
  We cannot manage (or improve) what we cannot measure
OBJECTIVES

Participants understand:

- The basic elements of QAPI (Quality Assurance and Performance Improvement)
- The role of measuring key indicators: data and trends
- Process improvement and are ready to initiate PIPs (Process Improvement Plans)
- The process for sustaining results and consistently delivering quality care
It Is All About Process

“IF YOU CAN’T DESCRIBE WHAT YOU ARE DOING AS A PROCESS, YOU DON’T KNOW WHAT YOU ARE DOING”
DEMING
Quality Assurance and Performance Improvement

**KEY POINTS:**

- CMS origin - response to survey deficiencies and repeat issues
- States adopting new regulations mandating Quality Program
- Not just clinical, applicable to all operations, care/services, sales, human resources, financial and management practices
- Prevention and Proactive - catching issues early
KEY ELEMENTS:

- Data and Trend Driven - not anecdotal, not beliefs
- Process focused
- No Blame - about process, not people
- Root Cause Analysis of the issue
- PIPs - structured method to improve results
- Involves front-line and “close to the issue” team members
- Producing and sustaining consistent results, outcomes
Quality Culture - Importance of Data and Trends

You cannot manage, what you cannot measure

- Decisions are made based on data - not anecdotal information or pure speculation
- What is a trend?
  - Three or more data points going in same direction
- What do trends tell us?
  - Provides a context and how we are measuring up to our goals and benchmarks
  - Example - Falls with Injury
Why Analyze Trends?

- Trends helps us select issues for improvement - process improvement plans

- Trends help improvement teams formulate objectives by depicting how well (or poorly) a process is performing

- Trends gives direction as we work on improvement, and information about the impact of particular changes
QAPI MEETINGS and PIPs

- Recommend regularly scheduled meetings
- Ensure multi-disciplinary involvement in meetings
- Review key indicators: clinical and non-clinical
- Select an issue not meeting established standards or targets
- Form a PIP task force to focus on improving the indicator selected
- PIP task force conducts a root cause analysis, and develops the improvement plan that will be initiated and measured
PIP Considerations

When Considering a PIP

- Problem Prone
- High Volume
- High Risk
- High Cost
- Survey/regulatory generated
- Important to Customers
- *Example: trash versus UTIs*
Process Improvement and PIP Challenges

- Focusing on a system, not a process
- Not clearly defining an issue or opportunity
- Not starting with data or knowledge of the data
- Not investing in the Root Cause Analysis step
- Not including the requisite frontline team members
- Not measuring and monitoring the new/improved process
- Not focusing on sustaining the process
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<th>Cause</th>
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Small Group PIP Exercise

- Select an issue
- Determine who will be on the PIP committee
- Conduct a root cause analysis (fish diagrams are on the tables)
- Select a main causal factor or “bone”
- Outline the “new” or “revised” process (which addresses the causal factor)
- Discuss the training plan
- Outline the measurement process once the new process is initiated (who, what, when, where)
- Discuss how the results or outcomes will be monitored and sustained
- Report back to the larger group, highlighting each step
PIP - Table Group Exercises

- Falls with injuries
- Resident elopements
- High use of antipsychotics
- Inconsistent/slow response to call lights
- High incidence of skin tears or bruises
- High incidence of UTIs
- Medication errors
- Inconsistent food temperatures
- Laundry missing/not being returned to correct residents
- Excessive use of overtime
- Low attendance at training sessions/meetings
- Turnover of a key position
- Lack of resident participation in activities
Thank you for joining the Quality Journey

Remember:

If you are not keeping score, you are just practicing!

Vince Lombardi