

Leadership Guide to QAPI Resources

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Objectives

- Identify resources available to support QAPI
- Describe the CMS “process” tools that may be used to implement and apply some of the basic principles of QAPI
- Understand the connection for each CMS process tool to the QAPI Five Elements
- Identify tools that might be helpful to start with

CMS QAPI Website

<http://go.cms.gov/Nhqapi>

The screenshot shows the top of the CMS.gov website. On the left is the CMS.gov logo with the tagline "Centers for Medicare & Medicaid Services". On the right is a search bar with the text "Learn about your healthcare options" and a "Search" button. Below the header is a horizontal navigation menu with seven yellow buttons: Medicare, Medicaid/CHIP, Medicare-Medicaid Coordination, Private Insurance, Innovation Center, Regulations & Guidance, and Research, Statistics, Data & Systems. Below the menu is a breadcrumb trail: Home > Medicare > Nursing Home Quality Assurance & Performance Improvement > QAPI.

The screenshot shows the main content area of the QAPI page. It features the heading "QAPI" in a large blue font, followed by the sub-heading "Quality Assurance & Performance Improvement" in bold black text. Below this is a paragraph of text: "Effective QAPI programs are critical to improving the quality of life, and quality of care and services delivered in nursing homes. Please visit us often, as materials on this website will expand over time."

The screenshot shows a sidebar titled "QAPI Tools & Resources". It contains several links, each with a blue arrow pointing to it from the left: "Tools", "Resources", "Newsbrief", "Volume 1", "Learn More", "QAPI Description and Background", "Stakeholder Engagement", and "Nursing Home Quality Initiatives - Frequently Asked Questions". At the bottom of the sidebar is a decorative fleur-de-lis symbol.

Featured video

The screenshot shows a video player interface. The video title is "Nursing Home QAPI – What's in it for You?". The video content shows a woman, Alice Bonner, PhD, RN, speaking. The video player includes a play button, a progress bar showing 0:00 / 9:34, and the YouTube logo.

QAPI

Five Elements

Five Elements

Element 1: Design and Scope

A QAPI program must be ongoing and comprehensive, dealing with the full range of services offered by the facility, including the full range of departments. When fully implemented, the QAPI program should address all systems of care and management practices, and should always include clinical care, quality of life, and resident choice. It aims for safety and high quality with all clinical interventions while emphasizing autonomy and choice in daily life for residents (or resident's agents). It utilizes the best available evidence to define and measure goals. Nursing homes will have in place a written QAPI plan adhering to these principles.

Element 2: Governance and Leadership

The governing body and/or administration of the nursing home develops a culture that involves leadership seeking input from facility staff, residents, and their families and/or representatives. The governing body assures adequate resources exist to conduct QAPI efforts. This includes designating one or more persons to be accountable for QAPI; developing leadership and facility-wide training on QAPI; and ensuring staff time, equipment, and technical training as needed. The Governing Body should foster a culture where QAPI is a priority by ensuring that policies are developed to sustain QAPI despite changes in personnel and turnover. Their responsibilities include, setting expectations around safety, quality, rights, choice, and respect by balancing safety with resident-centered rights and choice. The governing body ensures staff accountability, while creating an atmosphere where staff is comfortable identifying and reporting quality problems as well as opportunities for improvement.

Element 3: Feedback, Data Systems and Monitoring

The facility puts systems in place to monitor care and services, drawing data from multiple sources. Feedback systems actively incorporate input from staff, residents, families, and others as appropriate. This element includes using Performance Indicators to monitor a wide range of care processes and outcomes, and reviewing findings against benchmarks and/or targets the facility has established for performance. It also includes tracking, investigating, and monitoring Adverse Events that must be investigated every time they occur, and action plans implemented to prevent recurrences.

Element 4: Performance Improvement Projects (PIPs)

A Performance Improvement Project (PIP) is a concentrated effort on a particular problem in one area of the facility or facility wide; it involves gathering information systematically to clarify issues or problems, and intervening for improvements. The facility conducts PIPs to examine and improve care or services in areas that the facility identifies as needing attention. Areas that need attention will vary depending on the type of facility and the unique scope of services they provide.

Element 5: Systematic Analysis and Systemic Action

The facility uses a systematic approach to determine when in-depth analysis is needed to fully understand the problem, its causes, and implications of a change. The facility uses a thorough and highly organized/ structured approach to determine whether and how identified problems may be caused or exacerbated by the way care and services are organized or delivered. Additionally, facilities will be expected to develop policies and procedures and demonstrate proficiency in the use of Root Cause Analysis. Systemic Actions look comprehensively across all involved systems to prevent future events and promote sustained improvement. This element includes a focus on continual learning and continuous improvement.

CMS QAPI Website Resources

Nursing Home Quality Assurance & Performance Improvement

[QAPI Tools](#)

[QAPI Resources](#)

[QAPI Description and Background](#)

QAPI Resources

CMS strives to provide nursing home providers with access to resources (materials or websites) to support QAPI implementation. Use of these resources is not mandated by CMS for regulatory compliance nor will their use ensure regulatory compliance.

Guides to Quality

Getting Better All the Time: Working Together for Continuous Improvement

The Isabella Geriatric Center and Cobble Hill Health Center has developed a web manual on quality improvement approaches as a guide for nursing home caregivers. This is a particularly practical and lively resource that explains and illustrates performance monitoring and improvement approaches in ways that are understandable to most nursing home caregivers. Getting Better All the Time was written by Ann Wyatt, a social worker and nursing home administrator; it aims to present a model of quality improvement that integrates quality of care and quality life. [Click here to access Getting Better All the Time.](#)

Implementing Change in Long-Term Care: A Practical Guide to Transformation

This resource was prepared by Barbara Bowers and others with a grant from the Commonwealth Fund to the Pioneer Network. Although it deals with implementing culture change (not QAPI), it is a good resource on the change process. [Click here to access Implementing Change in Long Term Care.](#)

National Nursing Home Quality Care Collaborative Change Package

The National Nursing Home Quality Care Collaborative (NNHQCC) Change Package is a menu of strategies, change concepts, and specific actionable items that nursing homes can choose from to begin testing for purposes of improving residents' quality of life and care. The Change Package was originally intended for nursing homes participating in the National Nursing Home Quality Care Collaborative led by CMS and the Medicare Quality Improvement Organizations (QIOs), to improve care for the millions of nursing home residents across the country. The Change Package was developed from a series of ten site visits to nursing homes across the country, and the themes that emerged regarding how they approached quality and carried out their work. It focuses on the successful practices of high performing nursing homes. [Click here to access The NNHQCC Change Package.](#)

QAPI at a Glance

QAPI will take many nursing homes into a new realm in quality - a systematic, comprehensive, data-driven, proactive approach to performance management and improvement. This guide provides detailed information about the "nuts and bolts" of QAPI. We hope that QAPI at a Glance conveys a true sense of QAPI's exciting possibilities. Your QAPI results are generated from your own experiences, priority-setting, and team spirit. [Click here to access QAPI at a Glance.](#)

Useful Websites

Advancing Excellence in America's Nursing Homes

Supported by CMS, the Commonwealth Fund, and others, The Advancing Excellence Campaign provides tools and resources to improve nursing home care in clinical and organizational areas. [Click here to access the Advancing Excellence Campaign website.](#)



QAPI Process Tools

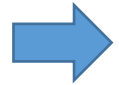
- Purpose: develop tools to guide and assist NHs to plan, implement, manage, and document QAPI
- Process:
 - Review theory and literature for QI processes and supporting tools
 - Identify needed tools to support nursing homes in QI processes
 - Develop or customize tools for nursing homes
 - Testing and revisions, with TEP, CMS, stakeholders, demonstration nursing homes

Process Tool Framework

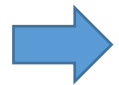
- A Process Tool Framework has been created to crosswalk each CMS Process Tool to the QAPI Five Elements.
- This framework includes a description of the purpose or goal for each tool that is hyperlinked within the framework.

QAPI Process Tools & Resources


<http://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/QAPI/Downloads/ProcessToolFramework.pdf>



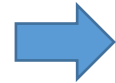
QAPI Five Elements	Goals	Tools
Element 1 – Design and Scope	Learn the basics of QAPI <ul style="list-style-type: none"> Review QAPI five elements Understand how QAPI coordinates with QAA 	QAPI Five Elements QAPI at a Glance QAPI News Brief - Volume 1
	Assess QAPI in your organization	QAPI Self-Assessment Tool
	Create a structure and plan to support QAPI	Guide to Developing Purpose, Guiding Principles and Scope for QAPI Guide for Developing a QAPI Plan
Element 2 – Governance and Leadership	Understand the QAPI business case	CMS Video: Nursing Home QAPI – What’s in it for you?
	Promote a fair and open culture where staff are comfortable identifying quality problems and opportunities <ul style="list-style-type: none"> Know your current culture Assess your individual skills, practice, attitude Create a learning organization that drives and reinforces a process for organizational change Distinguish between human error, at risk, and reckless behavior, and respond differently/ appropriately to each 	QAPI at a Glance QAPI News Brief - Volume 1



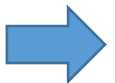
QAPI Process Tools & Resources, cont.

QAPI Five Elements	Goals	Tools
Element 2 – Governance and Leadership	Create a Culture that embraces the principles of QAPI	QAPI at a Glance QAPI News Brief - Volume 1 QAPI Leadership Rounding Tool
	Promote engagement and commitment of staff, residents and families in QAPI	QAPI at a Glance QAPI News Brief - Volume 1 Examples of Performance Objectives for Job Descriptions and Performance Reviews
	Involve residents and families <ul style="list-style-type: none"> Focus on the customer needs and expectations 	QAPI at a Glance QAPI News Brief - Volume 1
 Element 3 – Feedback, Data Systems and Monitoring	Use and make data meaningful <ul style="list-style-type: none"> Identify what you need to monitor Collect, track, and monitor measures/indicators Set goals, benchmarks, thresholds Identify gaps and opportunities Prioritize what you will work to improve Use data to drive decisions 	Measure/Indicator Development Worksheet Measure/Indicator Collection and Monitoring Plan Instructions to Develop a Dashboard Goal Setting Worksheet Prioritization Worksheet for Performance Improvement Projects

QAPI Process Tools & Resources, cont.



QAPI Five Elements	Goals	Tools
Element 4 – Performance Improvement Projects	Implement performance improvement projects <ul style="list-style-type: none"> Focus on topics that are meaningful and address the needs of residents and staff Charter PIP teams Support staff in being effective PIP team members. Use tools that support effective teamwork. Plan, implement, measure, monitor, and document changes, using a structured PI approach 	Worksheet to Create a PIP Charter PIP Launch Checklist: Helpful hints for project leaders, managers, and coordinators Plan-Do-Study-Act (PDSA) Cycle Template PIP Inventory Sustainability Decision Guide Brainstorming, Affinity Grouping, and Multi-Voting Tool
	Enhance QAPI communications	QAPI at a Glance Communications Plan Worksheet Storyboard Guide for PIPs Improvement Success Story Template
Element 5 – Systematic Analysis and Systemic Action	Understand and focus on organizational processes and systems <ul style="list-style-type: none"> Model and promote systems thinking Practice RCA – get to the root of problems Take action at the systems-level 	Guidance for Failure Mode and Effects Analysis (FMEA) Guidance for Root Cause Analysis (RCA) Flowcharting Five Whys Fishbone Diagram



Process Tools

- Element 1 – Design and Scope
 - QAPI Self-Assessment Tool
 - Guide to Developing Purpose, Guiding Principles and Scope for QAPI
 - Guide for Developing a QAPI Plan

Process Tools

- Element 2 – Governance and Leadership
 - QAPI Leadership Rounding Tool
 - Examples of Performance Objectives for Job Descriptions and Performance Reviews

Process Tools

- Element 3 – Feedback, Data Systems and Monitoring
 - Measure/Indicator Development Worksheet
 - Measure/Indicator Collection and Monitoring Plan
 - Instructions to Develop a Dashboard
 - Goal Setting Worksheet
 - Prioritization Worksheet for Performance Improvement Projects

Process Tools

- Element 4 – Performance Improvement Projects
 - Worksheet to Create a PIP Charter
 - PIP Launch Checklist: Helpful hints for project leaders, managers, and coordinators
 - Plan-Do-Study-Act (PDSA) Cycle Template
 - PIP Inventory
 - Sustainability Decision Guide
 - Brainstorming, Affinity Grouping, and Multi-Voting Tool
 - Communications Plan Worksheet
 - Storyboard Guide for PIPs
 - Improvement Success Story Template

Process Tools

- Element 5 – Systematic Analysis and Systemic Action
 - Guidance for Failure Mode and Effects Analysis (FMEA)
 - Guidance for Root Cause Analysis (RCA)
 - Flowcharting
 - Five Whys
 - Fishbone Diagram

QI Process Steps

Ideal

- Measure performance against goals
- Prioritize areas to improve
- Analyze the problem
- Consider options of what to change
- Choose option to implement
- Plan the change
- Implement
- Evaluate results

What often happens

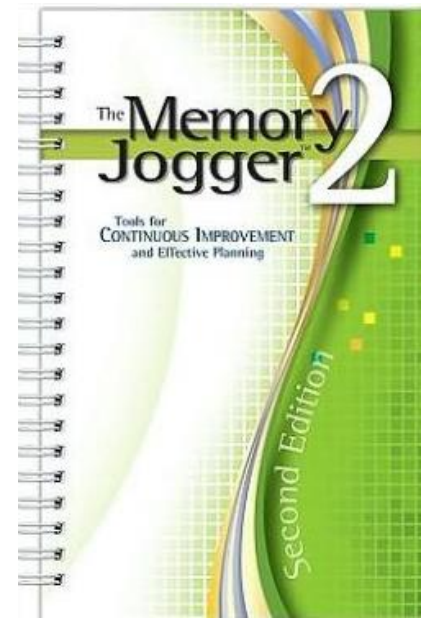
- Pick any thing to work on
- Think of an option
- Implement

Suggested Tools to Start With

- Instructions to develop a dashboard
- Prioritization tool
- Worksheet to create a performance improvement project charter

Other Common QI Tools

- In addition to the QAPI process tools available, also consider becoming skilled in using these tools as well
 - Run chart, control chart, pareto chart, scatter plot, histogram
 - Force field analysis, activity network diagram
 - Effective meetings: agendas, meeting notes, facilitation, norms and participant roles



Summary

- Use of tools can help teach QI processes.
 - Must still have knowledge of systems and critical thinking skills.
- QAPI demo finding: Facilities that systematically reviewed and studied the tools, and chose to use many of the suggested tools provided were able to implement QAPI more effectively and more quickly.