

# Moving the Dial on Quality QAPI

WHCA Winter Conference,  
February 17, 2012



**Qualis Health:** Private non-profit organization, established 1974

**Our Mission:** To generate, apply and disseminate knowledge to improve the quality of healthcare delivery and health outcomes

**Our Vision:** To be recognized for leadership, innovation and excellence in improving the health of individuals and populations

**Our Goals:**

- Promoting efficiency and reliability in care delivery
- Supporting care coordination and improving care transitions
- Leveraging health information technology to improve care

**Our Reach:** Qualis Health services directly influence care delivered to approximately 10 million people across the US



## Medicare QIO Program Priorities 2011-2014

### Beneficiary and Family Centered Care

- Statutorily mandated QIO case review activities (complaints and appeals) and patient/family engagement activities

### Improving Individual Patient Care

- Reducing healthcare-associated infections and conditions (HAIs, HACs) and adverse drug events
- Quality reporting and improvement

### Integrating Care for Populations and Communities

- Reducing unnecessary rehospitalizations by engaging communities to improve care transitions

### Improving Health for Populations and Communities

- Deploying Patient-Centered Medical Home methods and HIT-oriented workflow to promote preventive services and improve cardiovascular health



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## The Moral Test

“The moral test of government is how it treats those who are in the dawn of life, the children; those who are in the twilight of life, the aged; and those in the shadows of life, the sick, the needy and the handicapped.”

Senator Humphrey's dedication to HHS Headquarters in  
Washington DC, Nov 4, 1977



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## Six Dimensions of Quality in Healthcare

- Safe
- Effective
- Patient-Centered
- Timely
- **Efficient (waste of \$, ideas, energy)**
- Equitable

Crossing the Quality Chasm: A New Health System for the 21st Century, IOM Report, March 1, 2001



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## Efficiency (Cost)

- \$1 Trillion every year wasted
    - Overtreatment
    - **Failures of coordination**
    - **Failures of reliability**
    - Administrative complexity
    - Pricing failures
    - Fraud and abuse
- } **Nursing Home Alert: Lots of opportunities for improvement**

Dr. Donald M. Berwick Keynote Presentation, December 7, 2011  
IHI 23rd Annual National Forum on Quality Improvement in Health Care



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Better healthcare at lower  
cost through quality  
improvement



## QAPI for Nursing Homes

- Adds Performance Improvement (PI) to existing Quality Assurance (QA)
- **Involves all members of organization to continuously identify opportunities for improvement and address gaps in systems (culture shift)**
- Data-driven and pro-active



## Tennis Ball Game

- Each person represents a step in the resident admission process
- Rules
  - No one drops the ball (start over)
  - Sequence of steps is the same for each visit
  - The ball starts and ends with the same person



## Affordable Care Act

- QAPI required in Affordable Care Act (enacted March 2010)
- Law requires CMS to establish QAPI program standards and provide technical assistance
- **CMS is launching QAPI *before* final rule**
  - Better chance of sensible rules
  - Notice of proposed rules expected early 2013



## Context

- QAPI programs already exist in other Federally certified programs
  - Hospitals, transplant programs, dialysis centers, ambulatory care, hospice, etc.
- Will be consistent with other settings
- **Will take into account issues that are unique to nursing homes**  
(questionnaires and a demonstration project)



## Taking Your Needs Into Account

- Nursing Home QI Questionnaires
  - Nationally representative sample (4,200 NHs)
  - Summer 2012
    - Baseline
    - Potential barriers to implementing quality programs
  - Summer 2013 (demo project ends)
    - Assess development of QAPI systems
    - Identify types of technical assistance needed
    - Assess potential impact of that technical assistance



## QAPI Demonstration Project Sept 2011 – Sept 2013

- Goal
  - Test and learn what support nursing homes need to implement QAPI
- Design
  - Four states (CA, FL, MA, MN)
  - 17 volunteer nursing homes
- Activities
  - Individually tailored technical assistance
  - Tools and resources provided
  - Learning and Action Collaborative



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## QAPI Web-Based Resource Library

- Supports target audiences
  - Providers
  - Consumers
  - Regulators
- Process and topic-specific
- Ongoing content updates
- Links relevant to nursing home QAPI



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## QAPI National Rollout Plans

- Engage national and state stakeholders
- Web resource library – goes live early fall 2012
- Share case examples
- Encourage Learning & Action Collaboratives with partner organizations
  - **CMS funding QIOs for 18-month statewide Collaborative starting fall 2012**
  - Decrease healthcare associated conditions and improve staff stability through performance improvement



## Lead the Culture Shift

*All the while...*

- Remember the patient
- Help those who care for others



## Communication and Teamwork

### *Old Way*

- No skills training or practice
- No standard practices
- Belief that adherence to policies and procedures are sufficient



## Communication and Teamwork

### *New Way*

- Skill training and practice
- Standard practices
- Knowledge that behind P & P is a more complex process that relies on social interaction and safety culture

Video clip



## Responding to Deficiencies

### *Old Way*

- Train/blame/shame
- View adverse event as a single isolated incident fixed by training
- Focus on perfection of the individual doing the work with the assumption that systems are perfectly designed



## Responding to Deficiencies

### *New Way*

- Systems approach
- Use the event to inform us of risk in our systems (ask 5-Why's)
- Design Safe Systems
- Manage behavioral choices (Just Culture)



## Responding to Deficiencies *New Way*

- Even competent professional make mistakes and may develop unhealthy norms (short cuts and routine rule violations)
- Console the error, coach the at-risk behavior, punish the reckless



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The screenshot shows the Amazon.com product page for a red inflatable ring cushion. The page includes the Amazon logo, navigation links, a search bar, and product details. The product is titled 'Carex Inflatable Ring Cushion, Rubber' by Carex Health Brands. It has a 4.5-star rating from 64 customer reviews and 12 likes. The list price is \$18.64, and the current price is \$10.54, which is eligible for free super saver shipping on orders over \$25. The product is in stock and ships from and sold by Amazon.com. A promotional message indicates it can be delivered Friday, January 27th, if ordered within the next 0 hours and 11 minutes. There are 26 new units available for \$7.81.

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**26 new** from \$7.81



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## High staff turnover

### *Old Way*

- Accept as inevitable
- Track trends over time and hope for better

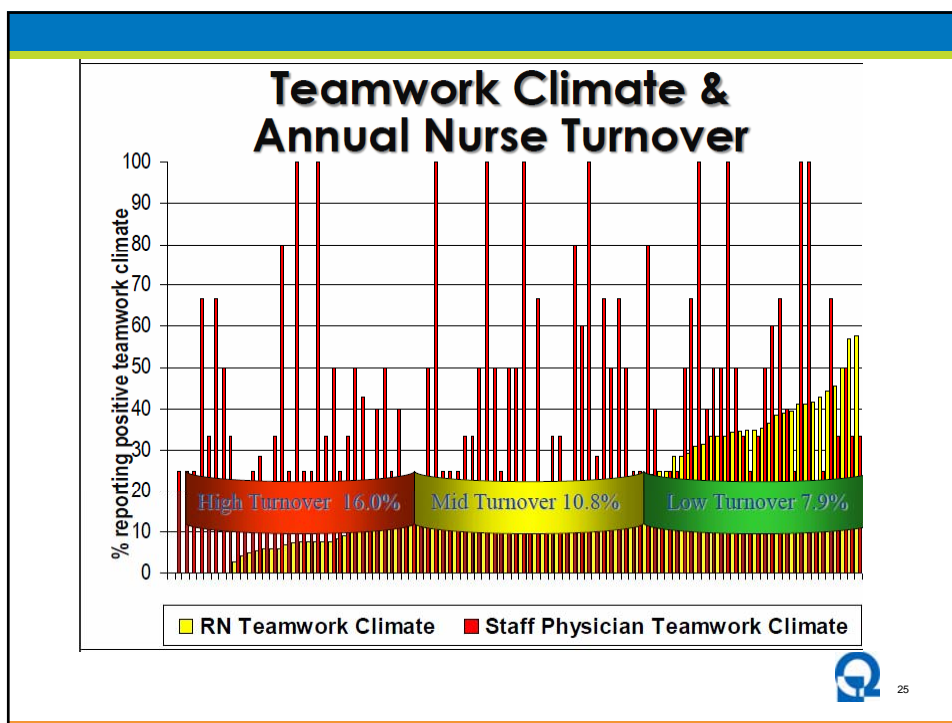


## High staff turnover

### *New Way*

- Staff retention as a **key strategy**
- Monitor trends at all staff levels
- Learn and apply evidence-based practices





## Will You Lead the Culture Shift ?

- Support Communication and Teamwork
- Create a Learning Culture
- Design Safe Systems
- Manage Behavioral Choices

Culture is behavior over time



## Five Elements of QAPI

- Design and Scope
- Governance and Leadership
- Feedback, Data Systems and Monitoring
- Performance Improvement Projects
- Systematic Analysis and Systemic Action



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