



MLN ConnectsTM

National Provider Call

National Partnership to Improve Dementia Care in Nursing Homes & Quality Assurance and Performance Improvement (QAPI)

March 10, 2015



The Medicare Learning Network®



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Agenda

- Welcome & Partnership updates
Michele Laughman, CMS
- QAPI overview & Adverse Events in nursing homes
Debra Lyons, CMS
Cathleen Lawrence, CMS
- Quality through Interdisciplinary Design
Doug Pace, Advancing Excellence
- Next steps
Michele Laughman, CMS

Welcome

Partnership Updates



MLN ConnectsTM

National Provider Call

Nursing Home Quality Assurance & Performance Improvement and Adverse Events

Debra Lyons, RN

Cathleen Lawrence, RN

CMS Division of Nursing Homes



Official Information Health Care
Professionals Can Trust

Agenda

- QAPI Overview
- CMS QAPI Efforts
- QAPI FAQs
- Adverse Events in Nursing Homes (NH)
- CMS Efforts to Reduce Adverse Events

QAPI Overview

Refresh my memory....

Section 6102(c) of Affordable Care Act

- Regulation
- Program of technical assistance for NHs
 - Tools & resources
 - Training materials

QAPI Overview

QAPI Overview

What is QAPI?

- Two mutually-reinforcing aspects of a quality management system:
 - Quality Assurance (QA) and
 - Performance Improvement (PI)
- Systematic, comprehensive, and data-driven approach
- Involves all nursing home stakeholders in practical and creative problem solving

QAPI Overview

What does that mean?

QAPI means a quality management system that ...

- Is ongoing, systematic, comprehensive, and data-driven
- Engages everyone in the facility to continuously identify problems and opportunities for improvement
- Develops interventions that address the underlying system, not only the symptom
- Continuously monitors performance

CMS QAPI Efforts

Nursing Home Providers

- Development & testing of QAPI tools and resources

QAPI Self-Assessment Tool

Directions: Use this tool as you begin work on QAPI and then for annual or semiannual evaluation of your organization's progress with QAPI. This tool should be completed with input from the entire QAPI team and organizational leadership. This is meant to be an honest reflection of your progress with QAPI. The results of this assessment will direct you to areas you need to work on in order to establish QAPI in your organization. You may find it helpful to add notes under each item as to why you rated yourself a certain way.

Date of Review: _____ Next review scheduled for: _____

Rate how closely each statement fits your organization

	Not started	Just starting	On our way	Almost there	Doing great
Our organization has developed principles guiding how QAPI will be incorporated into our culture and built into how we do our work. For example, we can say that QAPI is a method for approaching decision making and problem solving rather than considered as a separate program. Notes:					
Our organization has identified how all service lines and departments will utilize and be engaged in QAPI to plan and do their work. For example, we can say that all service lines and departments use data to make decisions and drive improvements, and use measurement to determine if improvement efforts were successful. Notes:					
Our organization has developed a written QAPI plan that contains the steps that the organization takes to identify, implement and sustain continuous improvements in all departments; and is revised on an ongoing basis. For example, a written plan that is done purely for compliance and not referenced would not meet the intent of a QAPI plan. Notes:					
Our board of directors and trustees (if applicable) are engaged in and supportive of the performance improvement work being done in our organization. For example, it would be evident from meeting minutes of the board or other leadership meetings that they are informed of what is being learned from the data, and they provide input on what initiatives should be considered. Other examples would be having leadership (board or executive leadership) representation on performance improvement projects or teams, and providing resources to support QAPI. Notes:					

Disclaimer: Use of this tool is not mandated by CMS for regulatory compliance nor does its completion

QAPI SELF-ASSESSMENT TOOL

CMS QAPI Efforts

Nursing Home Providers

- QAPI webpage <http://go.cms.gov/Nhqapi>

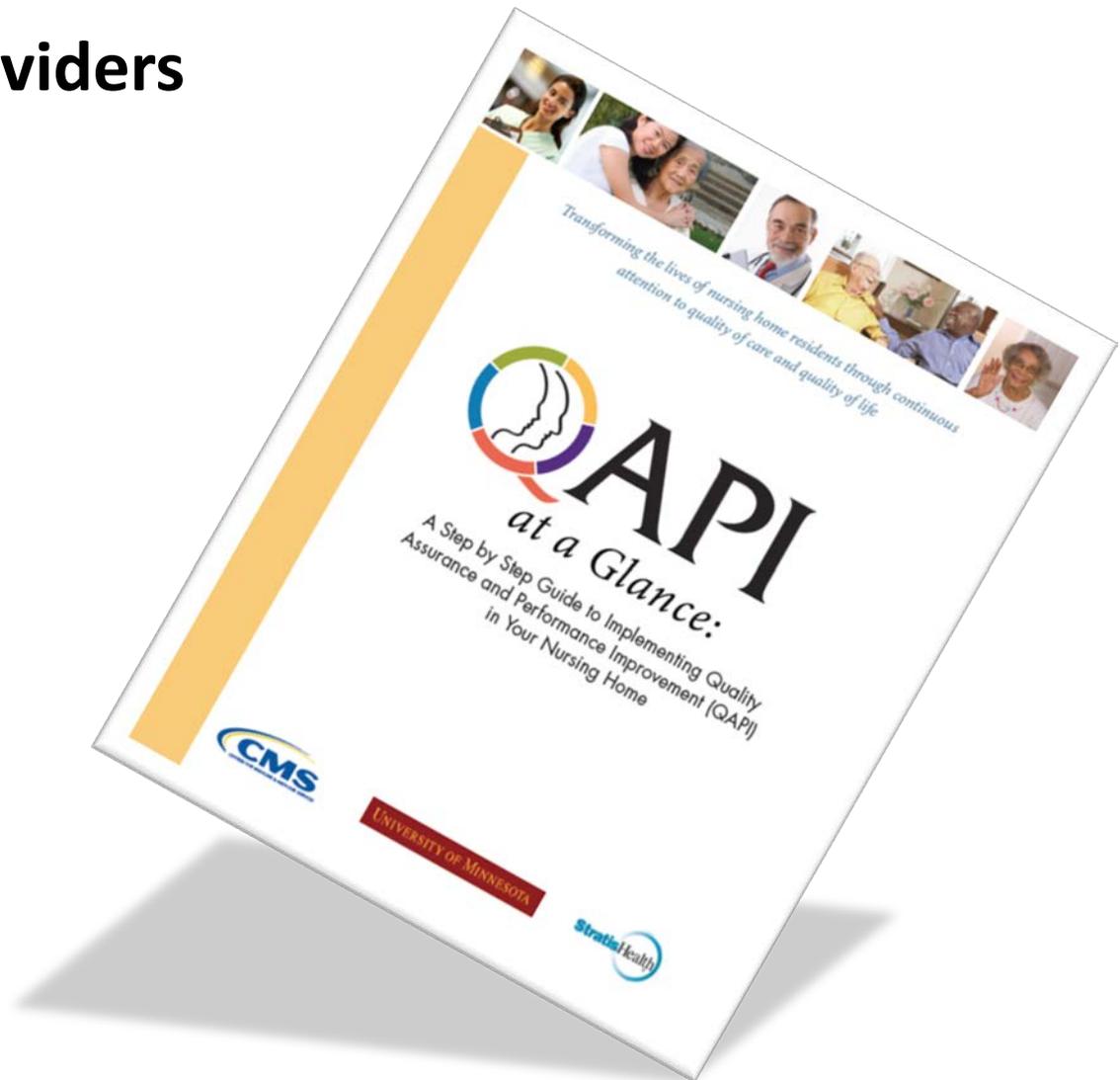


The screenshot displays the CMS.gov website's QAPI (Quality Assurance and Performance Improvement) page. At the top, the CMS.gov logo and navigation links are visible. A search bar is present with the text "Learn about your healthcare options". Below the navigation bar, a horizontal menu lists various CMS services: Medicare, Medicaid/CHIP, Medicare/Medicaid Coordination, Private Insurance, Innovation Center, Regulations and Guidance, Research, Statistics, Data and Systems, and Outreach and Education. The main content area features a large header for "QAPI Quality Assurance & Performance Improvement" with a sub-header "Quality Assurance & Performance Improvement". Below this, a paragraph states: "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." To the right of this text is an image of two people reviewing documents. Below the main header, there are two columns of content. The left column is titled "QAPI Tools & Resources" and lists links for "Tools", "Resources", "Newsbrief Volume 1", "Learn More", "QAPI Description and Background", and "Stakeholder Engagement". The right column is titled "Featured Video" and shows a video player with the title "Nursing Home QAPI – What's in it for You?". The video player includes a play button, a progress bar, and a timestamp of 0:00 / 1:34. Below the video player, the text "Nursing Home QAPI – What's in it for You?" is repeated.

CMS QAPI Efforts

Nursing Home Providers

- QAPI at a Glance



CMS QAPI Efforts

Nursing Home Providers

- NH QAPI webpage - <http://go.cms.gov/Nhqapi>
 - Learning Sessions
 - Section for Adverse Events
- National Nursing Home Quality Care Collaborative (NNHQCC) – Spring 2015
 - Quality Innovation Network – Quality Improvement Organizations recruiting nursing homes (open to all)
 - Training in QAPI, access to best practices, and peer to peer quality improvement forums

CMS QAPI Efforts

Nursing Home Residents, Families, and Consumer Advocates

Tools to empower and engage



CMS QAPI Efforts

Nursing Home Surveyors

- QAPI principles incorporated into Plan of Corrections (POC)
- Training on basic QAPI principles
- Interpretive Guidance (when regulation comes out)

QAPI FAQs

- What is expected of NHs now?
- How does QAPI fit with Quality Assessment and Assurance (QAA)?
- How does QAPI align with other initiatives (such as Advancing Excellence, Partnership for Dementia Care, NNHQCC, State Coalitions)?
- What about the forthcoming QAPI regulation?

QAPI FAQs

What is expected of nursing homes now?

- Nothing yet - Materials developed by CMS are **not mandatory** but they do assist nursing homes make the shift toward a more proactive, data-driven, systems-oriented, and sustained QAPI program
- Review introductory materials, start laying the foundation for QAPI
- Continue work to ensure the existing QAA regulation (F-520) is met
- QAPI materials can help with the work of the QAA committee

QAPI FAQs

How does QAPI fit with QAA?

- CMS expects the QAPI regulation will merge with and supplement or enhance the QAA regulation
- QAPI is about establishing the principles that support continuous, data-driven, systems-oriented quality management that can be sustained during transition
- Current tools align with QAPI principles while not conflicting with current regulations

QAPI FAQs

How does QAPI align with other initiatives?

- Current nursing home initiatives (like the Partnership to Improve Dementia Care, Advancing Excellence and the NNHQCC) provide excellent evidence-based tools, resources and QAPI principles that can help nursing homes improve systems in certain areas
- Remember that QAPI is broader and more comprehensive than topic-specific focused improvement areas

QAPI FAQs

What about the forthcoming QAPI regulation?

- Will be published for comment before it is finalized
- Track the progress of this regulation by periodically checking the Unified Agenda
- <http://www.reginfo.gov/public/>

Nursing Home QAPI

“Transforming the lives of nursing home residents through continuous attention to quality of care and quality of life”



Adverse Events in Nursing Homes

Adverse Events in Nursing Homes

Office of the Inspector General (OIG) Report: Adverse Events in Skilled Nursing Facilities: National Incidence among Medicare Beneficiaries

February, 2014

Adverse Events in Nursing Homes

OIG Findings:

- 1 in 3 Skilled Nursing Facility (SNF) beneficiaries harmed by an adverse event or temporary harm event within first 35 days of stay;
- Nearly 60% of those were preventable;
- 79% of adverse events caused an extended SNF stay or hospitalization;
- Half were re-hospitalized, costing Medicare \$208 million in one month

Adverse Events in Nursing Homes

Categories of Adverse Events:

- Medication Related-37%
- Resident Care Related-37%
- Infection Related-26%

CMS Efforts to Reduce Adverse Events

Facilitate “Call to Action” meeting to increase stakeholder engagement to reduce adverse events

- 9/23/14
- Kicked off for a series of calls/webinars
- Provider, professional, consumer organizations
- Goal to “Raise Awareness & Reduce Adverse Events”

CMS Efforts to Reduce Adverse Events

Collaborate with Agency for Healthcare Research and Quality (AHRQ) to help nursing homes recognize adverse events and precursor events that lead to serious injury

- Define Adverse Events
- Identify events, risk factors and triggers

CMS Efforts to Reduce Adverse Events

Focused Survey on Safety Systems

- Enhance surveyors' abilities to identify when preventable adverse events have occurred;
- Identify the extent to which nursing homes have systems in place to prevent adverse events;
- Based on the standard survey process in Appendix P;
- Enhances resident sample selection; and
- Tools based on OIG Trigger tool and guidance found in the State Operations Manual.
- Testing this summer

CMS Efforts to Reduce Adverse Events

Embed principles for reducing adverse events in the roll out of QAPI

- Definitions
- Potential events
- Systems for identifying, tracking, correcting, and evaluating

Additional Information

If you have questions about QAPI or Adverse Events, please feel free to email:

debra.lyons@cms.hhs.gov

cathleen.lawrence@cms.hhs.gov

You are also welcome to give the QAPI email address to anyone who has a question about NH QAPI:

Nhqapi@cms.hhs.gov



MLN ConnectsTM

National Provider Call

Quality through Interdisciplinary Design

Doug Pace, Executive Director
Advancing Excellence



Advancing Excellence (AE) Website

The screenshot shows the top portion of the Advancing Excellence website. The header is a teal bar with the logo on the left, which consists of a yellow triangle pointing up. To the right of the logo, the text reads "ADVANCING EXCELLENCE" in white, with "IN LONG-TERM CARE COLLABORATIVE" in smaller white text below it. Further right in the header are social media icons for Facebook, Twitter, and LinkedIn, followed by a "SEARCH" button with a dropdown arrow and a "SIGN IN" link. Below the header is a navigation menu with a home icon and the following items: "PARTICIPANTS", "PROGRESS", "RESOURCES", "GOALS", "ABOUT", and "CONTACT US", each with a dropdown arrow. The main content area features a large photograph of an elderly woman with white hair and glasses, smiling. To the right of the photo is a white text box with the heading "DEMENTIA CARE" and the text: "In 2012, CMS launched a national partnership to improve quality of care provided to individuals with dementia living in nursing homes." Below this text is a teal button with the text "CMS PARTNERSHIP TO IMPROVE DEMENTIA CARE". At the bottom of the main content area, there is a horizontal line with the text "VIEW THE LATEST PROGRAM ENROLLMENT RESULTS" centered below it. Below this line are three icons: a teal circle with a white house icon, a teal bar with a white person icon, and a teal bar with a white group of people icon, followed by a teal arrow pointing up and to the right.

AE Mission and Vision



ADVANCING
EXCELLENCE
IN LONG-TERM CARE
COLLABORATIVE

OUR MISSION

*Making
nursing homes
better places
to live, work
and visit*

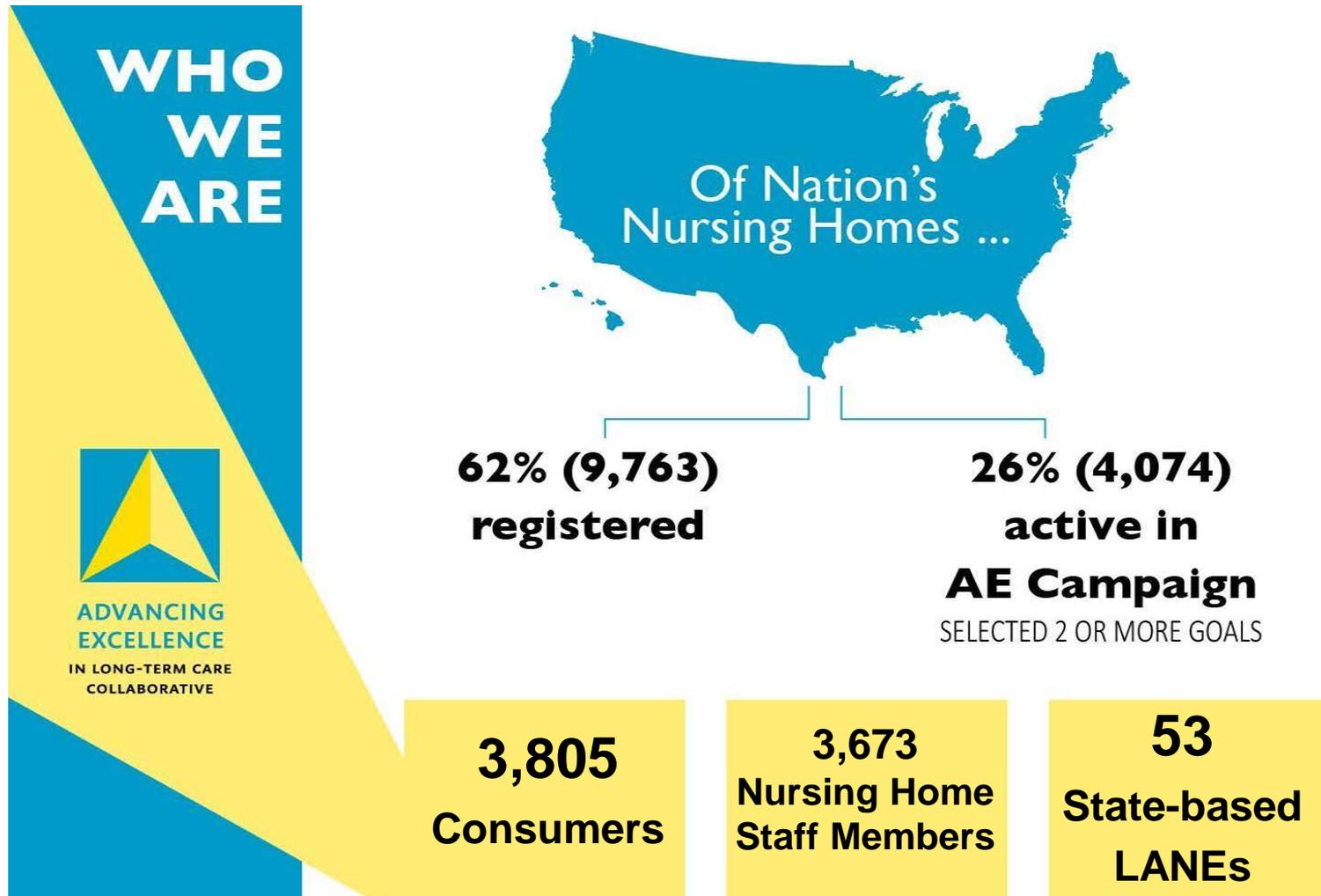
OUR VISION

Every nursing home resident in America experiences person-centered quality of life as a result of a stable and empowered workforce, dedicated to improving clinical and organizational outcomes, and engaging in open communication and transparency.

AE Campaign Overview

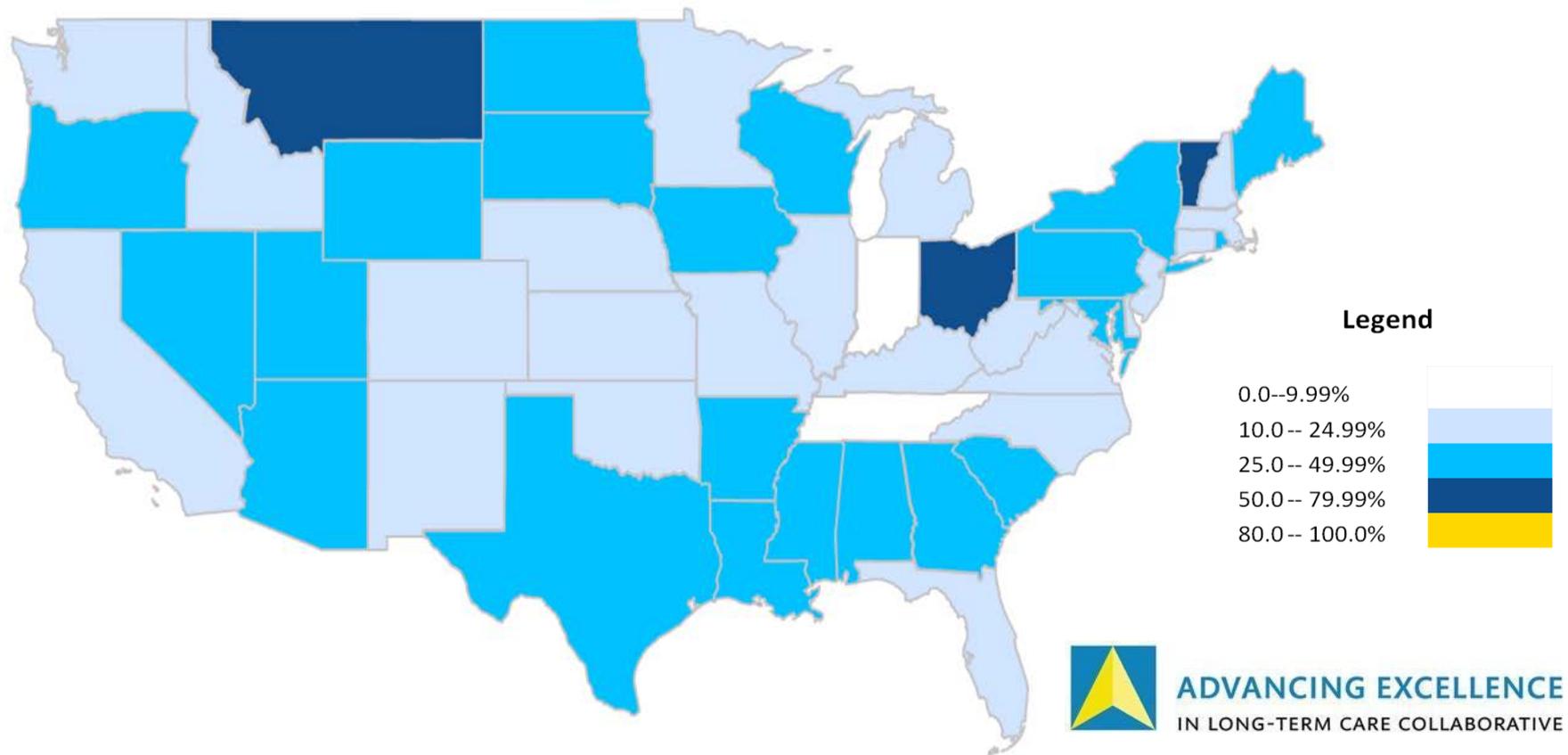
- Largest national coalition of stakeholders helping nursing homes improve care
- Voluntary for nursing homes
- **Free** online resources
- Based on measurement of meaningful goals
- **Data shows the AE Campaign works!**

Nursing Home Engagement



Nursing Home Engagement

**Nursing Homes that have chosen 2 goal minimum
+ Entered data for 6 or more consecutive months, July 2014**



Goals

4 Organizational Goals

5 Clinical Goals

Hospitalizations

Staff
Stability

Pressure
Ulcers

Medications
Antipsychotics

Consistent
Assignment

Infections
C. difficile

Mobility

Person-
Centered Care

Pain
Management

ADVANCING EXCELLENCE

AE and QAPI

New CMS **QAPI** requirements emphasize:

- Problem identification
- Data collection
- Root-cause analysis
- Performance measurement and tracking

AE and QAPI

Advancing Excellence Goals help nursing homes with **QAPI**

- Clinical, resident choice, organizational infrastructure topics (**QAPI Elements 1, 4**)
- Advancing Excellence's Circle of Success – Plan. Do. Study. Act. (PDSA) framework for systematic performance analysis leads to systemic action (**QAPI Element 5**)
- Data measurement and tracking tools (**QAPI Elements 3, 4, 5**)

AE Supports QAPI

Advancing Excellence Goals help nursing homes with QAPI

- Root-cause analysis tool: Probing questions (**QAPI Element 5**)
- Measures created from best available evidence (**QAPI Element 1**)
- Vetted resources to guide interventions (**QAPI Element 4**)
- Consumer, staff, leadership fact sheets (**QAPI Element 2**)

QA and PI

Quality Assurance	Performance Improvement
Reactive	Proactive
Episode or event-based	Aggregate data & patterns
Prevent recurrence	Optimize process
Sometimes anecdotal	Always measurable
Retrospective	Concurrent
Audit-based monitoring	Continuous monitoring
Sometimes punitive	Positive change

Tracking Tools Support QA and PI

- Easy view of individual records gives glance at resident level
- Individual data matrix to scan for patterns
- Summary information identifies opportunities for systems improvement

Goal Packages and Tracking Tools



ADVANCING EXCELLENCE
IN AMERICA'S NURSING HOMES

Advancing Excellence Goal Packages and Tracking Tools

AE packages include starter questions for a system-level root cause analysis; evidence-based interventions vetted by panels of national experts; and fact sheets for residents, families, staff and leadership specific to each goal area.

Tracking tools are designed to track processes as well as outcomes; users have access to trend graphs, and QIO may request data from AE to monitor their nursing homes' progress.

Advancing Excellence Goals						
	Mobility <i>includes MDS mobility items, falls, alarms and restraint tracking</i>	Medications <i>appropriate use of antipsychotic medications</i>	Hospitalizations <i>calculations and tracking for 4 outcomes & associated interventions (supports INTERACT or similar QI program)</i>	Pain	Pressure Ulcers	
QIN-QIO Evaluation Areas 11th SOW						
Mobility	★					
Antipsychotics		★				
Re-hospitalizations			★			
CMS Composite Score QMs						
Falls	★					
UTI						
Pain	★			★		
Pressure Ulcers	★				★	
Loss of Bowel/Bladder	★					
Catheterization						
Physical Restraints	★					
Activities of Daily Living	★					
Weight Loss						
Depression						
Antipsychotics		★				
Flu vaccine						
Pneumococcal vaccine						
Additional 11th SOW Task Alignments						
	Advancing Excellence Goals					
	Staff Stability	Consistent Assignment	Mobility <i>includes restraints</i>	Medications	Pressure Ulcers	C. difficile
Task C.2.6.3. Rapid cycle quality improvement suggested areas	★	★	★	★	★	★
	Advancing Excellence Goals					
	Person Centered Care Tracking Tool <i>complete protocol for using the colorful graphics produced by this tool for a Resident/Family Council-driven quality improvement projects is available</i>					
Task C.2.4. include residents and family members in quality improvement activities		★				
				For more information www.nhqualitycampaign.org		

Register and Participate

Registrants

Sign up.

Select 2 goals (1 from Clinical; 1 from Organizational).



Participants

Commit to Performance Improvement

Enter data on Advancing Excellence website for 6 consecutive months.

<https://www.nhqualitycampaign.org/>

Circle of Success



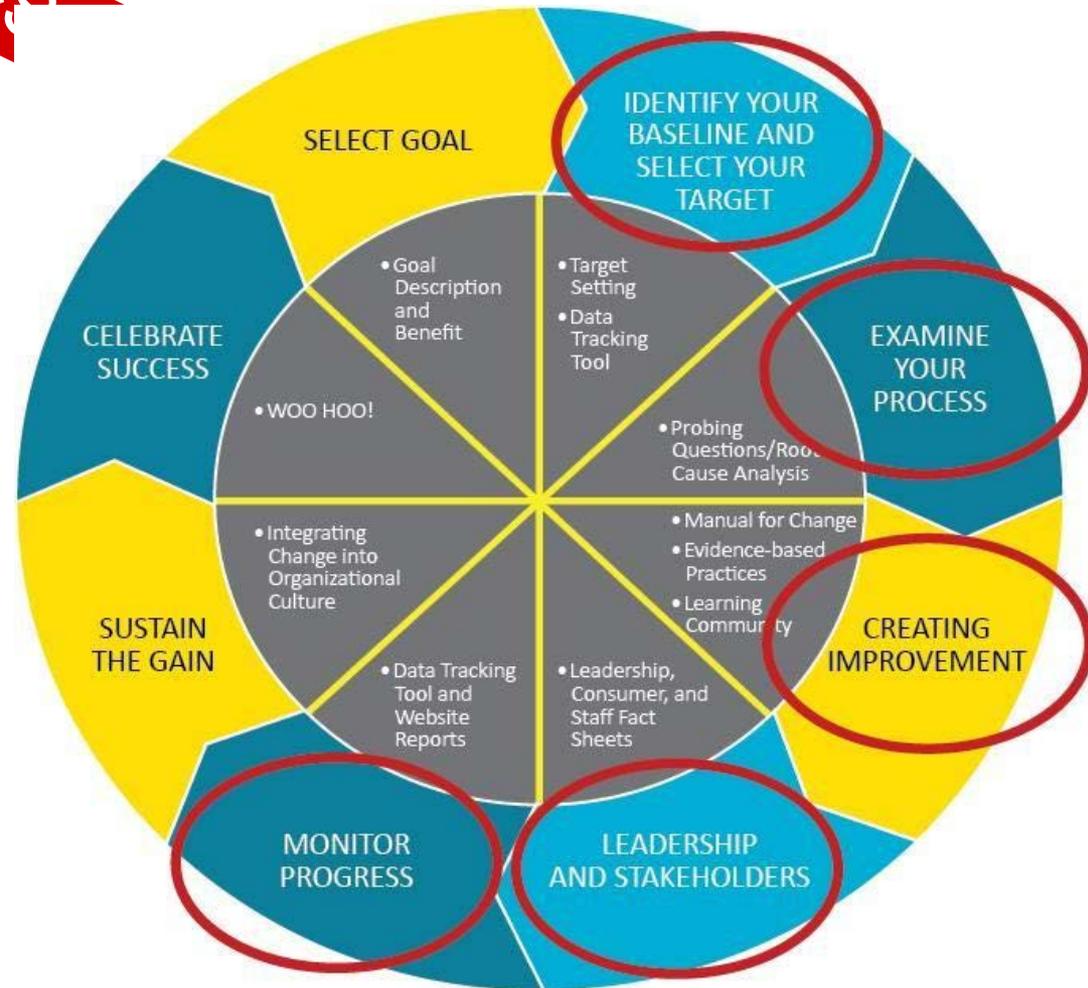
How do I know where I am?

Where do I want to be?

What processes are associated with my outcome?

When I change a process, how do I know it had the effect I wanted?

How am I doing compared to other nursing homes working on this goal?



Root-Cause Analysis

- Performs a comprehensive, system-based review of critical incidents and adverse health events
- Determines:
 - What happened?
 - Why did it happen?
 - What can be done to reduce likelihood of recurrence?

Root-Cause Analysis

- Systematic approach to problem solving
 - Identify issues as a team
 - Ask 5 ‘Why’ questions
 - Go beyond symptoms
 - Find root cause through dig of deeper layers
 - Identify relationships between different root causes

How Can You Get Involved?

- National. Voluntary. Aligned.
- Registered / Active Participant
 - Update profile
 - Select goals
 - Enter data

<https://www.nhqualitycampaign.org/>

Achieving Excellence Together



Reward excellence and boost staff stability.

You Make a Difference is an employee recognition program that lets you acknowledge achievements easily and systematically—anywhere, any time.



ADVANCING EXCELLENCE
IN AMERICA'S NURSING HOMES

Together we're achieving excellence

Foster a community dedicated to nursing home excellence. Inspire long-term commitment and professional loyalty by connecting with your staff in ways that are both meaningful and memorable.

Look for more information about the ***You Make A Difference*** employee recognition program in the Advancing Excellence newsletter, or on our website at www.aeltcc.org

Support and encourage your staff by recognizing them in meaningful ways.

Show your appreciation by personalizing greeting cards and virtual or printable certificates created with sincere, thoughtful messages and inspiring visual designs. Each can include a monetary incentive.

Celebrate our commitment and create a community of caring.



BUSINESS CONNECTIONS

Additional Information

Join us in making our nursing homes better places to live, work and visit!

<https://www.nhqualitycampaign.org/>

info@nhQualityCampaign.org

help@nhQualityCampaign.org



ADVANCING EXCELLENCE
IN LONG-TERM CARE COLLABORATIVE

Next Steps

Question & Answer Session

Acronyms in this Presentation

- AE: Advancing Excellence
- AHRQ: Agency for Healthcare Research and Quality
- NH: Nursing Home
- NNHQCC: National Nursing Home Quality Care Collaborative
- OIG: Office of the Inspector General
- PDSA: Plan. Do. Study. Act.
- POC: Plan of Corrections
- QAA: Quality Assessment and Assurance
- QAPI: Quality Assurance and Performance Improvement
- SNF: Skilled Nursing Facility

Evaluate Your Experience

- Please help us continue to improve the MLN Connects National Provider Call Program by providing your feedback about today's call.
- To complete the evaluation, visit <http://npc.blhtech.com/> and select the title for today's call.

Thank You!

- For more information about the MLN Connects National Provider Call Program, please visit <http://cms.gov/Outreach-and-Education/Outreach/NPC/index.html>.
- For more information about the Medicare Learning Network, please visit <http://cms.gov/Outreach-and-Education/Medicare-Learning-Network-MLN/MLNGenInfo/index.html>.
- For more information about the National Partnership to Improve Dementia Care in Nursing Homes, please visit <https://www.nhqualitycampaign.org/dementiaCare.aspx> or send inquiries to dnh_behavioralhealth@cms.hhs.gov.