



# Quality Assurance and Process Improvement a.k.a. QAPI

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# Objectives

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- Share how Centra PACE monitors its QAPI plan
- Share how Centra PACE has determined projects and developed the goals to determine success
- Share how Centra PACE documents their success

# Centra PACE



# Who are you?

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A. Clinic

B. Home Care

C. Social Work

D. Quality

# QAPI Plan

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- Team Approach
- 42 CFR § 460.132
- Commitment to our Organizational Pillars of Success: People, Efficiency, Service, Quality, Finance
- Commitment to our Organizational Operational Code of Ethics to prevent Fraud, Waste, and Abuse

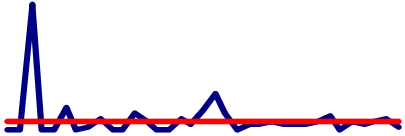
# Monitor It

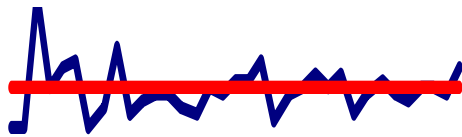
PACE Federal Street Key Quality Indicator Report  
Quarter 4, 2011

Census Growth				Vaccination Rates (Physiological & Clinical Well-Being)				Alternative Care			
Target	Q411	YTD	Total Participant Trend Feb'09 to Dec'11	Target	Q411	YTD	Percent FN Vax Feb'09 to Dec'11	Target	Q411	YTD	Percent Hospital Feb'09 to Dec'11
Total Participants:	125	87	87					No. of Hospitalizations	0	12	41
No. of Referrals (Eligible and Ineligible)	10	82	240					No. of Readmissions within 30 Days	0	2	6
Enrollments:	5	12	42					No. Hospital Days	0	37	118
Disenrollments:	0	3	11					Hospital Days as Percent of Part. Days	0.5%	0.5%	0.5%
Prospective Enrollees that declined:	0	1	2					No. of Psych Hospitalizations	0	0	2
								No. Psych Hospital Days	0	6	17
Permanent LTC Placement	1	6	9					Psych Days as Percent of Part. Days	0.1%	0.1%	0.06%
Percentage LTC Placement	<1%	6.9%	10.3%					No. of SNF Admissions	0	5	17
Permanent ALF Placement	5	2	8					No. SNF Days	0	61	305
Percentage ALF Placement	< 4%	2.3%	9.2%					No. SNF Days as Percent of Participant Days	0.6%	0.8%	1.1%
Deaths:	N/A	4	14					No. of NF Admissions (Med Respite)	0	3	17
Participant Days	N/A	7850	27,908					No. NF Days (Med. Respite + Res.)	0	407	1173
								No. NF Days as Percent of Participant Days	1.3%	5.2%	4.2%
End of Life				Falls				No. of ALF Admissions (Med Respite)			
Target	Q411	YTD	Participants w/ End of Life Decisions Feb'09 to Dec'11	Target	Q411	YTD	Falls (Days) Rate Trend Feb'09 to Dec'11	Target	Q411	YTD	Percent ALF Feb'09 to Dec'11
Participants w/ DNR	N/A	69%	69%	Number of falls	<1	52	198	No. ALF Days as Percent of Participant Days	3.2%	10.7%	11.5%
Include DNR, Wishes, AD	100%	100%	100%	Falls Rate per 1000 Participant Days	≤ 6.85	6.62	7.09	Total No. ALF Days (Med Respite + Res)	0	841	3208
				Falls Rate per 100 Participant Months (Target: DataPACE2 Q409 Peer Avg)	≤ 11.52	20.31	21.59	No. Emergency Visits	0	24	76
				Falls with Injury	0	21	61	Emergency Visits per 1000 Part. Days	2.79	3.06	2.72
				Falls with Injury Rate per 1000 Participant Days	≤ 1.47	2.68	2.19				
				Fall at Home	0	32	100				
				Fall at Day Health Center	0	1	14				
				Fall getting into Van	0	0	4				
				Fall at Nursing Home	0	7	16				
				Fall at Assisted Living	0	12	60				
Grievances				Medication Errors				Infection Control			
Target	Q411	YTD	Grievance Rate Trend Feb'09 to Dec'11	Target	Q411	YTD	Med Error Rate Trend Feb'09 to Dec'11	Target	Nov'11	YTD	Infection Rate Feb'09 to Nov'11
Number of Grievances	N/A	5	39	Number of Errors	<1	29	84	Wound Infections	0	0	0
Grievance Rate per 1000 Part. Days	2.50	0.64	1.40	Med. Errors per 1000 Participant Days	≤ 5.0	3.69	3.01	Infections per 1000 participant days	0.24	0.00	0.00
No. Grievances Resolved	N/A	5	39					UTI	0	0	5
Grievances Resolved w/in seven days	≥ 95%	100%	95%					Infections per 1000 participant days	0.43	0.00	0.20
Leading Grievance Type:								Bronchitis/Pneumonia/Respiratory	0	1	14
Responsive to needs	N/A	3	12					Infections per 1000 participant days	0.39	0.13	0.56
								Other (Pink eye, lice, scabies, etc)	0	1	4
								Infections per 1000 participant days	0.05	0.39	0.16
Appeals				Pressure Ulcers				Emotional/ Mental Health Status			
Target	Q411	YTD	Appeal Rate Trend Feb'09 to Nov'11	Target	Q411	Prev.	Acquired Pressure Ulcer Rate Trend Feb'09 to Dec'11	Target	Q411	YTD	Depress Scale Jan'10 to Dec'11
Number of Appeals	N/A	0	1	Number of Participants w/ Acquired Pressure Ulcers	0	3	3	Depress. Scale Completed at 6 mo. Asseess	100%	100%	100%
Appeal Rate per 1000 Participant Days	1.00	0.00	0.04	Percentage of Participants w/ Acquired Pressure Ulcers	<1%	3%	3%	Number of Participants Eligible	N/A	33	116
								Depress. Scale Completed at Initial Asseess	100%	67%	81%
								Number of Participants Eligible	N/A	11	37
								Number of Participants w/ Score >5	N/A	6	17
								Percentage of Participants w/ Score >5 with Depression Addressed	100%	100%	100%
Participant Satisfaction (Quality of Life)				Unusual Incidents/Level 2 Events				Promptness of Service Delivery			
Target	Q311	YTD	Satisfaction Rate of Excellent or Good Responses Q109 to Q311	Target	Q411	YTD	Unusual Incident Rate Trend Feb'09 to Oct'11	Target	Q411	YTD	Service Delivery Dec'10 to Dec'11
Overall Satisfaction Rate of Excellent or Good Responses	≥ 95%	90%	90%	Number of Unusual Incidents	0	2	11	Percentage of Approved Participant/Family Requests Documented in chart	100%	71%	76%
Opportunities: Clinic Experience		81%	86%	Unusual events per 1000 Part. Days	<1.0	0.25	0.39				
Overall Satisfaction with Respite Rate of Excellent or Good Responses (YTD)	≥ 95%	92%	92%	Fall with major injury	N/A	1	9				
Opportunities: Facility meeting Participant's needs		86%	86%								
Functional Status (Tinetti Score)				Restraint							
Target	Q411	YTD	Percent w/o Tinetti Score Decline Sep'09 to Dec'11	Target	Q411	YTD	Restraint Prev Feb'09 to Dec'11				
Percent of appropriate participants w/ increase from init. assessment to dx.	TBD	92%	97%	No. of Participants restrained	1	2	2				
Percent w/o decline of 3+ pts at 3mo	TBD	100%	96%	Percentage of Participants restrained	1%	2%	2%				
Effectiveness Contract Services				Cognitive Ability							
Target	Sep'11	YTD	Contract Services Jun'09 to Sep'11	Target	Q411	YTD	6 mo. MMSE Jul'09 to Dec'11				
Percentage of attendance by contract personal care assistants	≥ 95%	99%	98%	Percentage of participant's mini-mental exam done semi-annual reassessment	100%	100%	98%				
				Percentage of participants w/o a decline of > 5 pt in MMSE at semi-annual	Ref.85%	87%	88%				
Nutrition				Social/Behavioral Functions							
Reference	Q411	YTD	Weight change Mar'09 to Dec'11	Reference	Q411	YTD	Percent Meeting Therapy at 6mo Reassess Jul'11 to Dec'11				
Percentage of participants weight >5% change at 30 days	5%	0%	2%	Percentage of Recreation Therapy Goals either Met or On Going	70%	89%	89%				
Percentage of participants weight >7.5% change at 90 days	5%	1%	3%								
Percentage of participants weight >10% change at 180 days	5%	1%	2%								

## Determine Projects: Hospitalization

- April 2009 – no process in place
- Quality Tool: Root Cause analysis helped us focus on ED and Family
- Targets set in 2011 based on previous year's data
- Completed in December, 2011 (Special Causes)

Alternative Care	Target	Dec'11	YTD	Percent Hospital Feb 09 to Dec'11
No. of Hospitalizations	0	4	41	
No. of Readmissions within 30 Days	0	0	6	
No. Hospital Days	0	7	118	
Hospital Days as Percent of Part. Days	0.5%	0.3%	0.5%	

	Target	Dec'11	YTD	ED Visits Feb'09 to Dec'11
No. Emergency Visits	0	11	76	
Emergency Visits per 1000 Part. Days	2.79	4.08	2.72	

# Project Documentation

## Hospitalization Process Improvement

### DEFINE

Using a RCA, analyze and develop a hospitalization process that identifies PACE participant to reduce duplication of services.

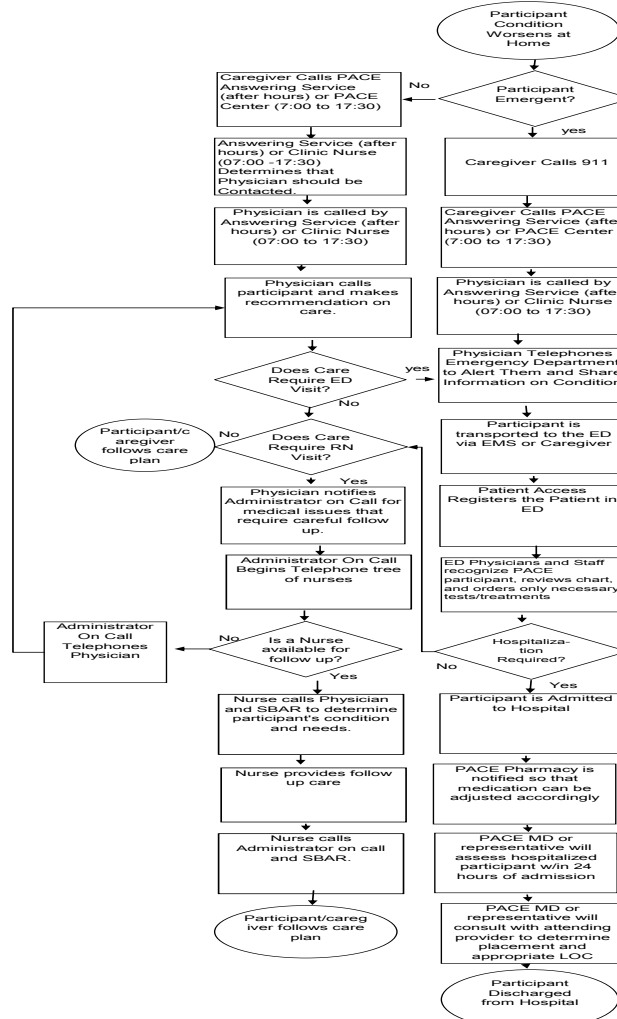
### MEASURE

- Percentage of Participants identified as PACE by Admission Staff: Q1=63% or 5/8 participants
- Percentage of Participants identified as PACE in ED documentation: Q1=25% or 2/8 participants
- Percentage of Participants identified as PACE in H&P or Progress Notes w/in 48 hours of admission: Q1=75% or 3/4 participants



### ANALYZE

PACE Participant Hospitalization Root Cause Analysis : 10/18/09 Participant Admission

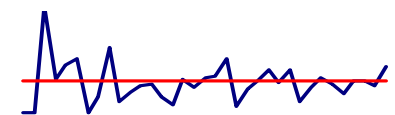


### IMPROVE

- Educate Participants and Families to Call PACE before calling EMS for non-emergent conditions.
- Educate Admission Staff on PACE
- Educate ED Staff on PACE
- "Stop Light" reference tool for participant and family
- Indepth analysis for ED Admissions
- ED Admissions Rate reported at Monthly Participant Council Meeting

### CONTROL

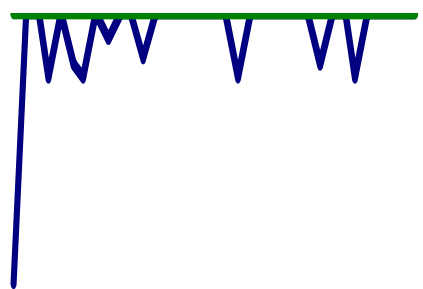
ED Visits Feb'09 to Dec'11





## Determine Projects: End of Life/ Hospice

- January 2010– no standardized process in place
- Quality Tool: SIPOC Diagram
- Targets set to optimize participant care
- Completed in December, 2011

End of Life	Target	Dec'11	YTD	Participants w/ End of Life Decisions Feb'09 to Dec'11
Participants w/ DNR	N/A	69%	69%	
Participants w/ end of life decisions	100%	100%	100%	

# Project Documentation

## Hospice Care Team

### DEFINE

Centra PACE is committed to honor the participant's end of life wishes and that the participant's death is with dignity.

Centra PACE Hospice Care is defined as a participant and/or participant family who have chosen care focusing on end of life.

- SIPOC Diagram Attached

### MEASURE

Hospice / Comfort Care Orders Written  
Do Not Resuscitate (DNR) CODE Status  
PACE RN Visitation  
Spiritual Care and Support Plan  
Education on end of life including symptoms of Dying  
PACE Social Work Interaction  
Care Giver Support and Preparedness  
Funeral and Burial Arrangements

### IMPROVE

- Staff Education for end of life issues: Care, Pain, Spiritual Needs, and from a Physician's perspective.
- Develop screening tool
- Develop Policy

### CONTROL

- Review measures as part of Death Review
- End of Life Decisions

Feb'09 to Dec'11



### ANALYZE

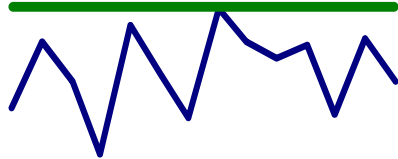
- Participants with Advance Directives
- Participants identified as Hospice
- Recurrent hospitalizations w/in 30 days w/o significant improvement in status.



## Determine Projects: Request for Services

- November 2010– CMS Presentation
- Great at getting requests to table; not so good at getting them documented w/in one week. Biggest Challenge is documenting specialty visits.
- On going 2012

Service Delivery Dec'10 to Jan'12			
Promptness of Service Delivery	Target	Jan'11	YTD
Percentage of Approved Participant/Family Requests Documented in chart	100%	70%	70%



# Project Documentation

## Request for Services

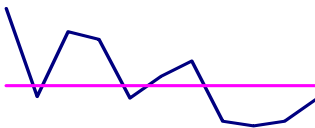
### DEFINE

Assure that participant or designated representative are resolved in a timely manner:

- Requests determined to be Emergent are resolved as soon as possible.
- Non-emergent requests are brought to the team and resolved within 72 hours.
  - This time frame may be extended if additional information is needed by the participant, representative, or IDT team.
- If a request is granted, the participant will be notified and it will be implemented expeditiously
- If a request is not granted, the participant will be notified and informed of their right to appeal in writing.

### MEASURE

Nov'10 Requests: 62 per 100 participants  
YTD Requests: 70 per 100 participants  
Jan'10 to Nov'10



### ANALYZE

Jan'10 to Nov'10:

- 62% of requests were from participants or designated representatives.
- 69% of participant/designated representatives were approved.
- 66% of participant/designated representatives requests were DME, medical (including dental appointments), and home care.
- One appeal resulted from denial and it was upheld by independent reviewer.
- No statistics for emergent
- No statistics for requests completed within 72 hours
- No statistics for requests extended 5 days
- Documentation of implementation not tracked.



### IMPROVE

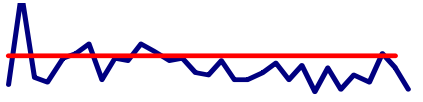
- Policy updated to include compromise.
- Team is focusing on improving documentation with weekly updates.
- Assure Documentation of informing participants of Specialty Provider Visits to be done by newly hired Administrative Secretary
- RAD Sheet Implemented
- Team Strategic Goal

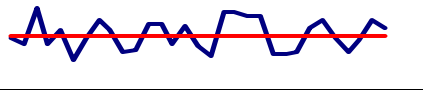



### CONTROL

- Rate of requests from participants or designated representatives per 100 participants (reported weekly at morning meeting)
- Percentage of approved requests from participants or designated representatives (reported weekly at morning meeting).
- Percentage of approved requests with documented implementation (Key Quality Indicator Report)  
Service Delivery Dec'10 to Dec'11




# Project Selection: Data Driven

Medication Errors	Target	Jan'12	YTD	Med Error Rate Trend Jul'09 to Jan'12
Number of Errors	<1	3	3	
Med. Errors per 1000 Participant Days	≤ 5.0	1.18	1.18	

Falls	Target	Jan'12	YTD	Falls (Days) Rate Trend Jul '09 to Jan'12
Number of falls	<1	20	20	
Falls Rate per 1000 Participant Days	≤ 6.85	7.87	7.87	
Falls Rate per 100 Participant Months (Target: DataPACE2 Q409 Peer Avg)	≤ 11.52	24.39	24.39	
Falls with Injury	0	11	11	
Falls with Injury Rate per 1000 Participant Days	≤ 1.47	4.33	4.33	
Fall at Home	0	15	15	
Fall at Day Health Center	0	0	0	
Fall getting into Van	0	1	1	
Fall at Nursing Home	0	2	2	
Fall at Assisted Living	0	1	1	

# Determine Projects: Improve Clinic Flow

- Listening to your participants
- Quality Tools: Affinity Diagram, 5S, Time Study
- On going 2012

Participant Satisfaction (Quality of Life)		Target	Q411	YTD	Satisfaction Rate of Excellent or Good Responses Q109 to Q411
Overall Satisfaction Rate of Excellent or Good Responses	≥ 95%	89%	90%		
Opportunities: Clinic Experience		85%	86%		
Overall Satisfaction with Respite Rate of Excellent or Good Responses (YTD)	≥ 95%	n=0	n=0		
Opportunities: Facility meeting Participant's needs					

# Project Documentation

## Improving Clinic Flow

### Define:

The PACE Clinic Team, including the Physician, Nurses, and Medical Assistant will improve the clinic flow as evidenced by improved staff and participant satisfaction by December 2012.

### Measure:

YTD Participant Satisfaction with Clinic Experience: 86%  
(Satisfied defined as "Good/Excellent")

2011 Clinic Staff Separation Rate: 11%  
(Includes Voluntary & Involuntary as defined by NDNQI)

YTD Percentage of Specialist Provider Appointments Made w/in 1 week: 67%  
(Appointments requested by Participants/Family and approved by the team have documentation in the participant chart within 1 week of PACE Team approval.)

### Analyze:

**Barriers to Clinic Flow**

CMS Audits-Preparation for State/Fed Audits  
Dr. slow-Poor typist  
Billing and Coding  
Ck in meds and MAR review  
Hard Sticks (Blood)  
Hard to judge time needed for each patient  
Priority changes per patient  
Supplies/medication not available-missing qtips,bandaids or correct wound care in another room  
Interruptions-telephone, staff, other patients.  
Extremely busy-too many participants coming at one time  
Schedule not always complete-walk-ins  
Distractions-telephone, staff, other patients  
Too many phone calls that are sent to the clinic that should not go to the clinic  
Medicine administering interrupts schedule  
Demanding hypochondriac patients  
Unannounced family showing up/calls from family members  
Revolving door participants wandering in unannounced  
Paperwork needed in Respite  
Greensheet done in clinic for Home health coordinator  
Home health nursing and clinic team -is there a duplication of services?  
Streamline who does what; who follows through? Seeing patients that could be triaged.  
Meeting in middle of day (staff meetings/ educational programs) need to be worked into schedule  
IDT Meetings 2 hours x 2  
Do we need more recognition and praise?  
Sometimes it feels like the clinic works in a silo-so busy / don't see the light of day  
Feel too much load to participate with celebrations  
Lack of consistency  
Just bringing participant in without confirming with nurse  
New staff and staffing need (absorbing duties)  
Task oriented/nurse  
1st of the month-new patient codes, new medication orders  
Outgrown old processes  
Scheduling/changing outside appointments  
Clerical work as well as clinical work for RN  
Need defined roles-who will do what and when/who will check off that it has been completed (missed/duplicated)  
Prepwork Last Minute-Information not available/over 50% of patients have cognitive impairment/many not reliable  
Unplanned visits/emergent visits/i.e. post falls,ED,hospitalization. Last minute assessments for new enrollees  
On set illness visit (i.e. Leffell)  
Electronic Medical Record is not user friendly/wasn't designed for PACE  
2 computer systems HAC and McKesson Portal (documents in 2 systems)  
Computer Challenges-Takes time to learn system  
Floor plan in the clinic a problem? Doesn't feel right / no privacy  
Same in/out-space designated for drive thru-(pts ub w/c) lab nebs opens up workspace  
Size of clinic-physically land locked/distraction of Johnson Health OB/Peds  
Materials-right ones  
Goals/Documentation-Too much documentation-Documentation (regulatory)  
Patient Arrival/Departure Bus Times-some have small window/patient not available  
Regulatory visit/Needed or Scheduled Assessments/frail elderly patients need more time

### Top Five Barriers Agreed On / Identified in Achieving a Good Flow in the Clinic

Physical Layout (floor plan) not conducive to flow

Too many interruptions

Documentation-2 system

Unplanned visits-last minute needs

Patient not available



### Improve:

Administrative secretary will schedule specialty provider appointments; team member started December 5.

Project Specialist will be educated to enter codes for billing.

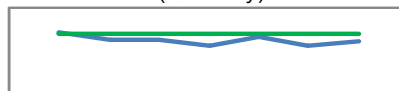
LPN position request changed to Medical Assistant; team member starts December 19.

Medication Technician position will replace C.N.A. to assist in medication administration while maintaining budgeted FTE's and maintaining required participant to staff ratio.

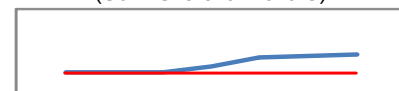
Telephone screening tool to reduce interruptions and assist in returning calls during designated periods

### Control:

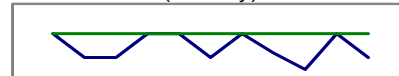
Participant Satisfaction Goal: 95%  
(Quarterly)



Separation Rate Goal: 0%  
(Sum Chart: 6 months)



Specialist Provider Appt Goal: 100%  
(Monthly)



# Project Documentation

## Improving Clinic Flow

### Define:

The PACE Clinic Team, including the Physician, Nurses, and Medical Assistant will improve the clinic flow as evidenced by improved staff and participant satisfaction by December 2012.

### Measure:

YTD Participant Satisfaction with Clinic Experience: 86%

(Satisfied defined as "Good/Excellent")

2011 Clinic Staff Separation Rate: 11%  
(Includes Voluntary & Involuntary as defined by NDNQI)

YTD Percentage of Specialist Provider Appointments Made w/in 1 week: 67%  
(Appointments requested by Participants/Family and approved by the team have documentation in the participant chart within 1 week of PACE Team approval.)

### Analyze:

Sum of Minutes	
Activity	Total
Computer	2:41
Exam Room	2:14
Lunch	2:10
Office	2:10
Out	1:45
Nursing	1:27
Interruption	1:16
Med Admin	1:14
Administrative	0:46
Vitals	0:39
Duty - Lunch	0:30
Board	0:29
Paperwork	0:28
Blood Draw	0:26
Telephone	0:23
Gloucom	0:22
Transport	0:21
Self Serve	0:21
Physician	0:20
Specimen	0:09
Clean	0:07
Set up	0:05
Complaints	0:04
Share	0:01
Grand Total	20:28



### Improve:

Accomplishments:

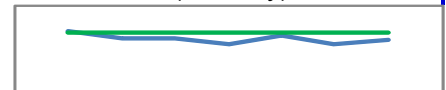
- Reorganization of cabinets
- Vital Signs machine repaired
- Kit for Ear
- Mirror
- Needle boxes moved
- Counter rearranged: dirty/clean
- Sanitizing between participants
- Roles defined

On order: COW, Trash cans, files

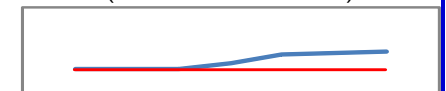
Action Item: Develop criteria for phone and email communications

### Control:

Participant Satisfaction Goal: 95%  
(Quarterly)



Separation Rate Goal: 0%  
(Sum Chart: 6 months)




Specialist Provider Appt Goal: 100%  
(Monthly)





## Mini Project Selection/Level 2

- October 2011 – NPA Presentation
- Detailed analysis of all participants
- Clarified tracking to acquired/prevalence rates
- Level 2 Debriefing Question: Verification of Wound Checks

Pressure Ulcers	Target	Jan'12	Prev.	Acquired Pressure Ulcer Rate Trend Jul'09 to Jan'12
Number of Participants w/ Acquired Pressure Ulcers	0	3	4	
Percentage of Participants w/ Acquired Pressure Ulcers	<1%	4%	5%	


# Mini Project Selection/ Hot Topics

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- National Quality Forum: National Priorities Partnership
- IHI: Starr Initiative
- Healthcare Reform Issues
- Readmissions within 30 Days
- Quality Tool: Beg, borrow, and steal

## Corrective Actions Required: New Process

- Use of buckle guard
- Quality Tools: \_\_\_\_\_

Restraint	Target	Jan'12	YTD	Restraint Prev Jul'09 to Jan'12
No. of Participants restrained	1	2	2	
Percentage of Participants restrained	1%	2%	2%	

# Document in Minutes/Fix in Chart





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## Chart reviews:

- One of two six month transportation assessments does not identify participant as using a buckle guard
- Neither chart had a transportation goal addressing restraint.
- Neither chart had a physician goal addressing restraint.
- Neither chart had regular documentation of successful use of restraints by transportation and that no injuries or interventions were needed.

# Corrective Actions Required: Response to Situation

- Increase in clinic visits
- Quality Tools: \_\_\_\_\_
- Will probably put a trigger tool in place in October, 2012.

Infection Control	Target	Jan'11	YTD	Infection Rate Jul'09 to Jan'12
Wound Infections	0	0	0	
Infections per 1000 participant days	0.24	0.00	0.00	
UTI	0	1	1	
Infections per 1000 participant days	0.43	0.39	0.39	
Bronchitis/Pneumonia/Respiratory	0	16	16	
Infections per 1000 participant days	0.39	6.29	6.29	
Other (Pink eye, lice, scabies, etc)	0	1	1	
Infections per 1000 participant days	0.05	0.39	0.39	

# Documented in Minutes

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Please review the following plan of action to address the number of participants diagnosed with upper respiratory infections and pneumonia:

## Participants:

1. Participants presenting with cough and flu like symptoms will be asked to wear a mask and will be seen in the clinic as quickly as possible.
2. A flu swab will be obtained and positive results will be reported to infection control.
3. A treatment plan will be developed which includes home care services (offered OUTSIDE of the day program). Participants should remain at home at least 24 hours after the symptoms have subsided.
4. Participants calling out with respiratory symptoms will be seen by the home health nurse as soon as possible and based on assessment will be brought into the clinic or treated at home, with additional PCA support if indicated.
5. Participants and families will be educated by clinic team to stay at home if they have a cold or increased congestion to prevent the spread of virus/bacteria to other participants.

# Documented in the Minutes

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## Environment of Care:

1. Standard precautions with hand hygiene.
2. All tables in the dayroom, quiet room and garden room are cleaned with germicidal cleaner by staff during the day and housekeeping staff in the evening.
3. Seats in the buses will be wiped down with cavi-wipes weekly and prn if there is visible soiling.

## Staff:

1. Will be ask to stay at home with PTO if they have an elevated temperature. They are ask not to return to work until 24 hours after their fever has returned to normal.
2. Will be ask to wear a mask and use exceptional hand hygiene when providing direct patient care (dayroom, clinic, therapy, and transport teams) if they are coughing and exhibit cold like symptoms.

# Conclusion

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- Centra PACE monitors its QAPI plan, using data presented in a dashboard format
- Projects are determined in response to lack of standardization, learning from others, Level 2 events, hot topics, new processes, and specific situations.
- Success is data driven and documented in project summary or minutes.