



Engaging Staff in QAPI

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May 10, 2018



MAINE VETERANS' HOMES

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Engaging Staff in QAPI

Presented by,

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Chief Operations Officer

Learning Objectives

- ★ **Identify strategies for building leadership commitment for staff participation in QAPI**
- ★ **Develop a plan to lay the foundation for QAPI and active engagement of your team**
- ★ **Describe structural elements of QAPI and strategies for building accountability**

Maine Veterans' Homes

Who We Are

- ★ Independent non-profit organization
- ★ 6 facilities located in small urban and rural areas
- ★ Multi-level facilities and one freestanding Assisted Living
- ★ Exclusively serve Veterans, spouses, and Gold Star parents
- ★ No State appropriations



Leadership

- ★ **Organizational culture of improvement**
- ★ **Commitment for front-line staff participation**
 - ★ Strategic priority
 - ★ Accountability system for front-line staff participation
 - ★ Merit-based incentives and career ladders
 - ★ Ensuring resources
 - ★ Strategies to free up staff time for participation



Leadership

- ★ Building skills at each level of the organization
- ★ Facilitation
- ★ Quality improvement tools
 - ★ PDCA
 - ★ RCA
- ★ Data analysis



Laying the Foundation

- ★ QAPI Education for the Workforce
 - ★ Orientation for new hires
 - ★ What is QAPI
 - ★ Guiding principles
 - ★ Incorporated into daily practices
 - ★ Expectations of staff for participation
 - ★ Annual refresher

QAPI Guiding Principles

- ★ In our organization, QAPI includes all employees, all departments and all services provided.
- ★ QAPI has a prominent role in our management and Board functions.
- ★ Our organization uses quality assurance and performance improvement to make informed decisions and guide our day-to-day operations.
- ★ The outcome of QAPI in our organization is the quality of care and the quality of life of our residents within a framework of Person Directed Care and the recognition that **Veterans are Unique.**
- ★ QAPI focuses on systems and process. The emphasis is on identifying system gaps rather than on blaming individuals.
- ★ Our organization has a culture that supports **Honesty and Integrity** by encouraging employees to identify errors or system breakdown.
- ★ Our decisions to improve will be guided by data, in conjunction with individual care and choice, which includes the input and experience of caregivers, residents, health care practitioners, families and other stakeholders.
- ★ Our organization sets goals for performance and measures progress toward those goals with a focus on **Leading the Way** within our industry and sustaining a culture of **Excellence.**
- ★ Our organization supports performance improvement by encouraging our employees to **Respect** and support each other as well as be accountable for their own professional performance and practice.
- ★ MVH encourages collaboration and **Team** sharing of best practices across the organization and to celebrate successes.

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Laying the Foundation

- ★ Annual QAPI plan
 - ★ QAPI Self Assessment
- ★ Quality Priorities
 - ★ Board of Trustees
 - ★ Leadership buy-in
- ★ Town Hall Meetings
 - ★ 3 sessions per year
 - ★ Strategic quality priorities
 - ★ Data sharing via Dashboard
 - ★ Front-line staff role in supporting strategic quality priorities



Foundation

- ★ Focused Education on QI methodology
- ★ RCA, PDSA cycles, process and outcome measures, data analysis
- ★ Periodic/scheduled training
- ★ Just in time
(when needed for PIP team)
- ★ Coaching



Structure

★ Structure for QAPI

- ★ Identifying and prioritizing potential topics for PIPs
- ★ Chartering team
- ★ PIP team structure and meetings
 - ★ Facilitation
 - ★ Scheduling
 - ★ Roles and responsibilities for RCA, PDSA, data collection, reporting, etc.
- ★ Accountability to QAPI workgroup – reporting progress and outcomes



Successes and challenges

★ Challenges

- ★ Staffing
- ★ Competing priorities
- ★ Learning Curve
- ★ Finding a champion and skilled facilitator

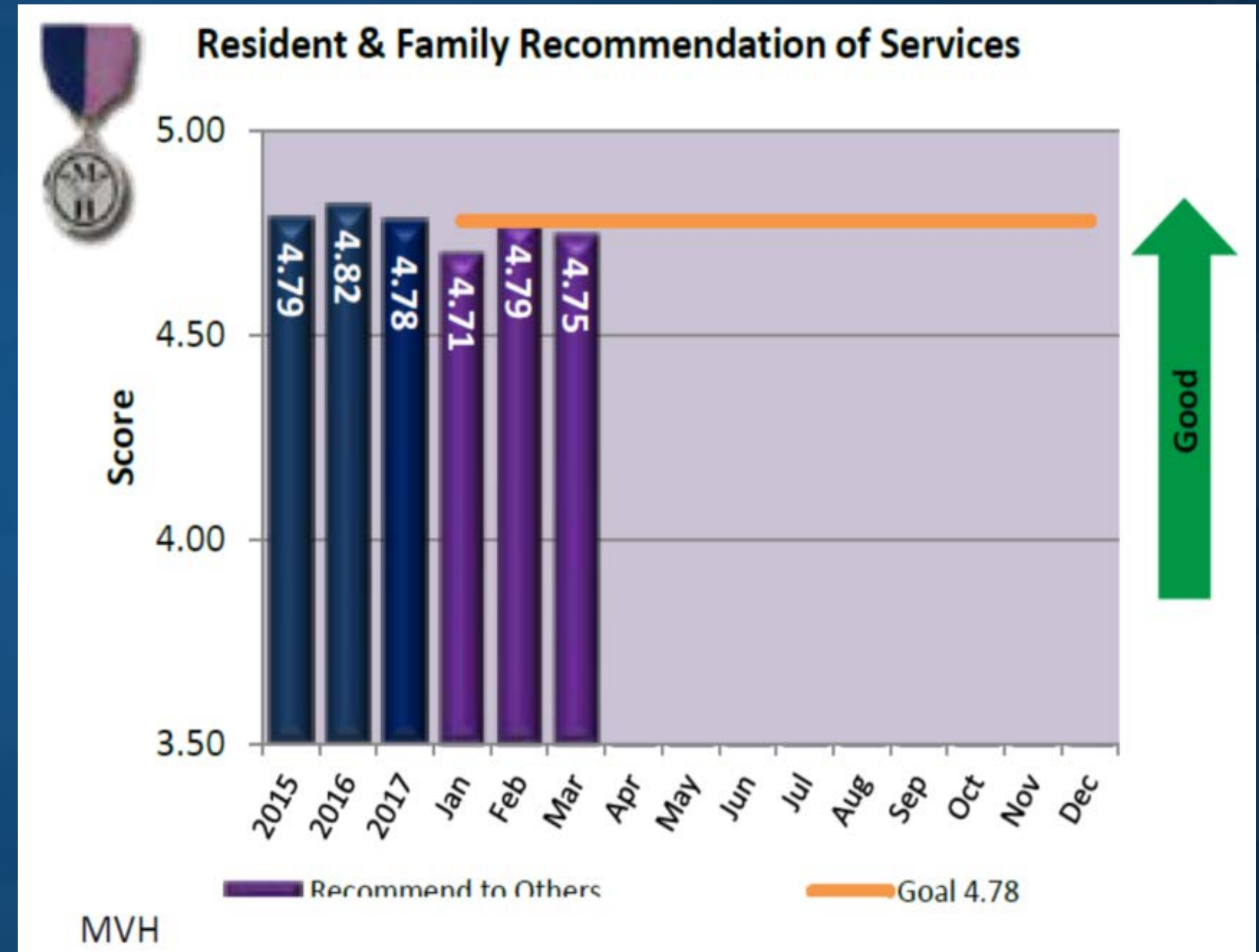


Successes and challenges

★ Successes

- ★ 2017 Best Places to Work in Maine
- ★ AHCA Quality Award Winners
- ★ Improved clinical outcomes
- ★ Engaged staff

Happy Staff = Happy Residents





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Questions?

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