

QAPI Aspects of Leadership During COVID-19

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QAPI



Using COVID Data to Optimize Care

- **Structural measures** –

- the organizational *capacity* to prevent and handle an outbreak

- **Process measures** –

- *performance* necessary to prevent the virus from getting in, contain and mitigate the spread if it does, and care for those who test positive and negative

- **Outcome measures** –

- *Positive cases, deaths, recovered*

Structural Measures

- Staffing
 - Total hours per day
 - Total nursing hours per day
 - Total RN hours per day
- FT RN - Infection Preventionist
- # of vacant positions
- # of shifts worked by agency staff
- # of shifts understaffed

Structural Measures

- Days of PPE on hand
- Environmental capacity to cohort
- Contract with a reliable lab that delivers timely results

Process Measures

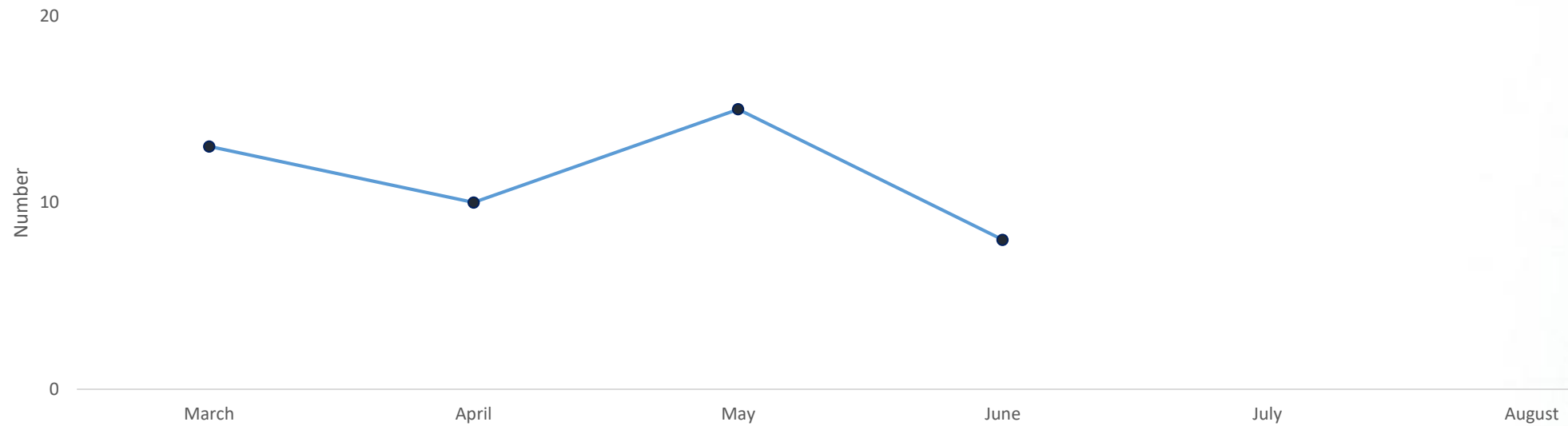
- The % of people entering the SNF that are properly screened
- The % of staff who completed competency testing
- The % of staff Consistently Assigned to sections or wings
- The % of staff still working two jobs
- Weekly self-assessment of preparedness score
- The % of advanced symptoms surveillance checks complete
- The % of staff and residents tested this week

Outcome Measures

- The Coronavirus test positivity rate
- The % of positive residents and staff who have recovered
- Number of Hospitalizations
- Number of Deaths
- Dept of Health Focused IC inspection results
- Other Clinical outcomes
- Grievances

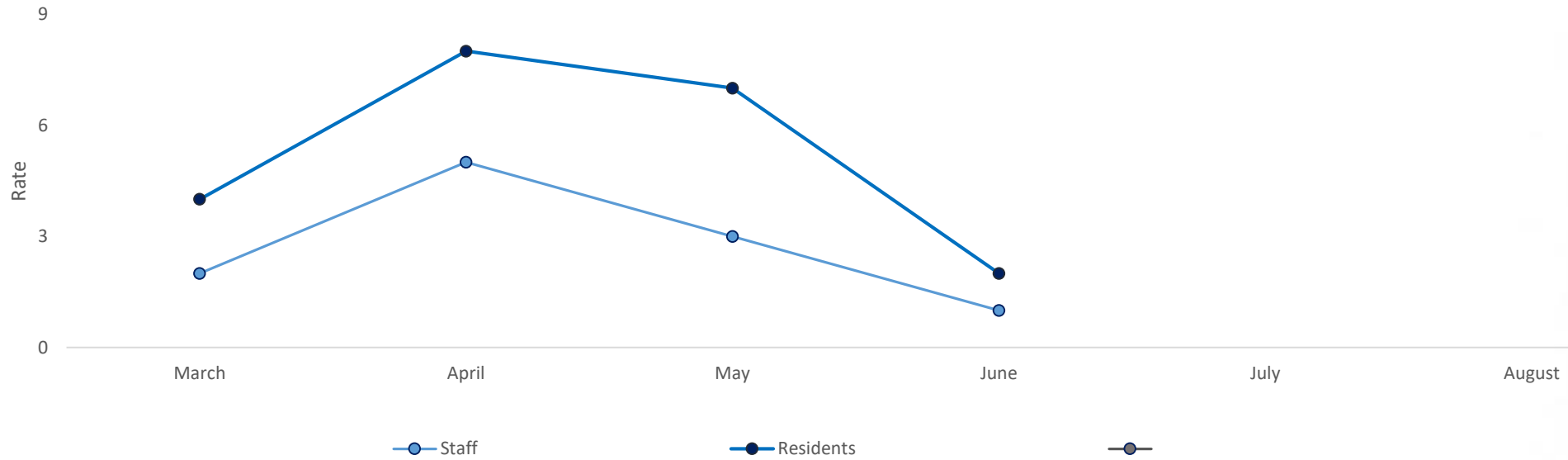
Outcome Measure

Number of New Hospitalization



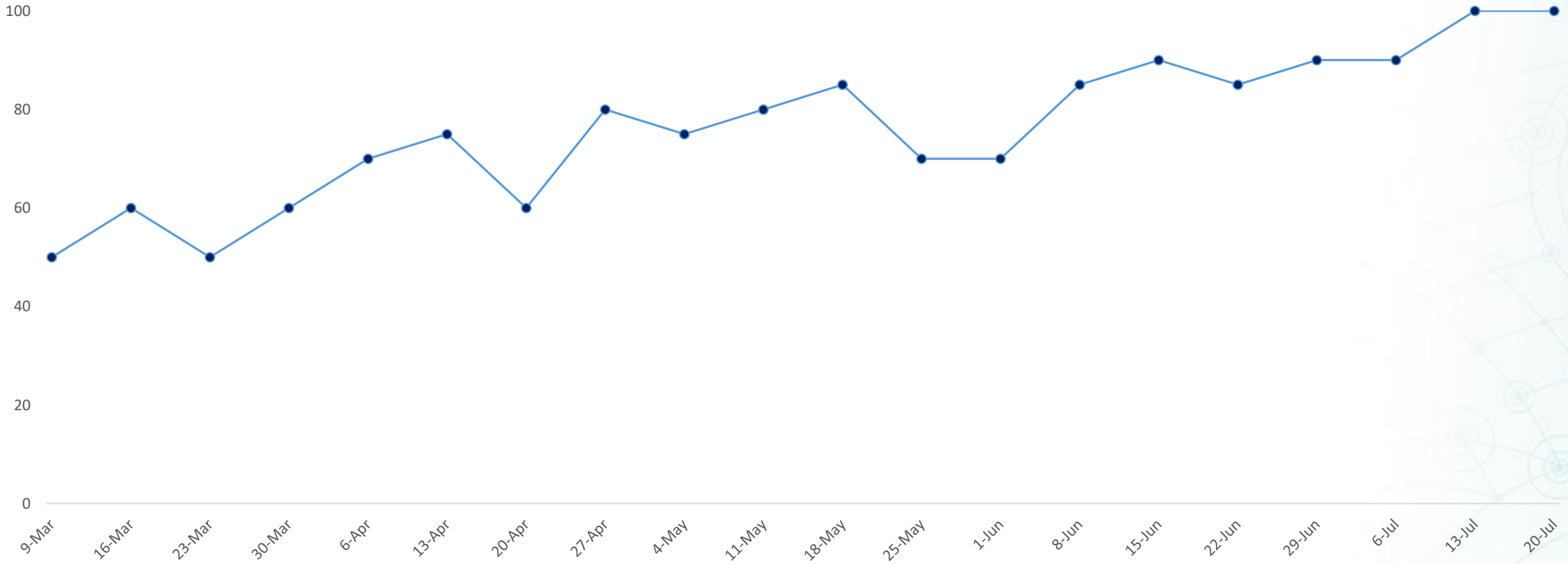
Outcome Measure

COVID-19 Test Positivity Rate



Process Measure

Percentage of Staff Properly Screened Before Clocking In



Other Key Variables Related to Outbreaks

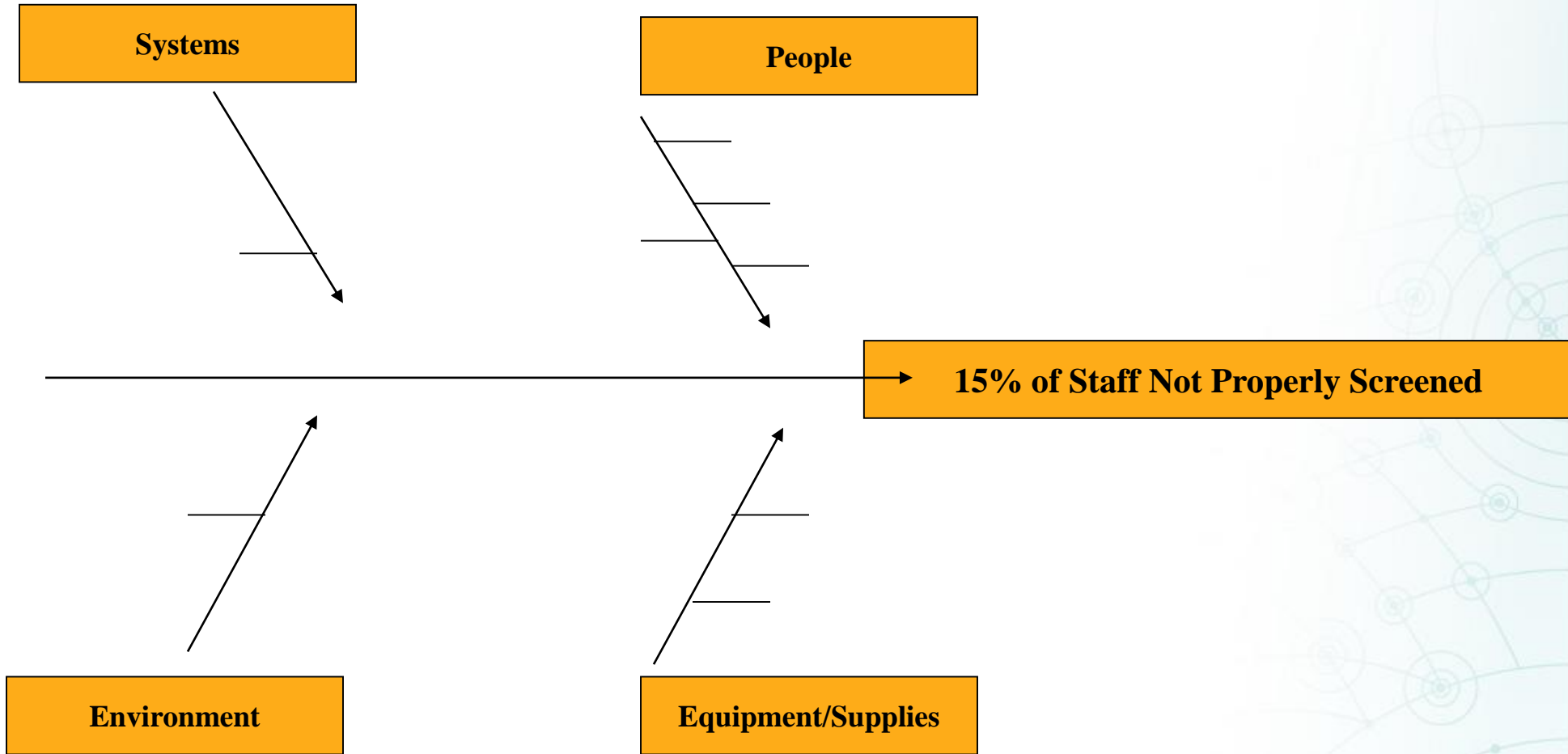
- Over 100 beds
- Serving Medicaid, Blacks and Latinos
- Located in a low-income zip code
- Low 5 Star Rating
- Low 5 Star Rating for RN Hours and Nursing Hours
- No Infection Preventionist on Staff
- Deficiencies on Targeted Infection Control Survey

QAPI Steering Committee Identifies Priorities

- Carefully monitors metrics
- Utilizes a formal method of prioritization
- Reflects on potential Scope and Severity of problem
- Considers residents, families, staff, customers
- Selects and assigns PIPs based on prioritization
- Ensures staff are engaged in root cause analysis, identifying solutions

Performance Improvement Projects (PIPs)

- Interdisciplinary work groups carry out PIPs –
 - Assigned by QAPI Steering Committee
 - Concentrated effort
 - Gather information and conduct RCA
 - Test changes for improvements
 - Report back to QAPI Steering Committee



Root-Causes Analysis

QAPI Leadership Paradigm

- Causes are many
 - Solutions multi-faceted
- Root cause analysis - a path to knowledge
- Stakeholders involved
- Need cooperation

PIP Workgroup Tests Changes to Fix Causes

1. Plans what to change
2. Carries out a change
3. Determines if it worked
4. Tweaks it to make it even better
5. Carries out a refined change
6. Determines if it worked, if it did...
7. Shares the successful PIP with QAPI Steering Committee
8. Implements plan and then spreads the successful change

Small Changes Matter

“If you can’t change something big, change something small.”

Don Berwick

QAPI Is Important During COVID-19

- A checklist for effective leadership
- Enhances competence
- Promotes collaborative effort
- Triggers leaders to include staff
- Keeps leaders humble
- Improves outcomes / saves lives

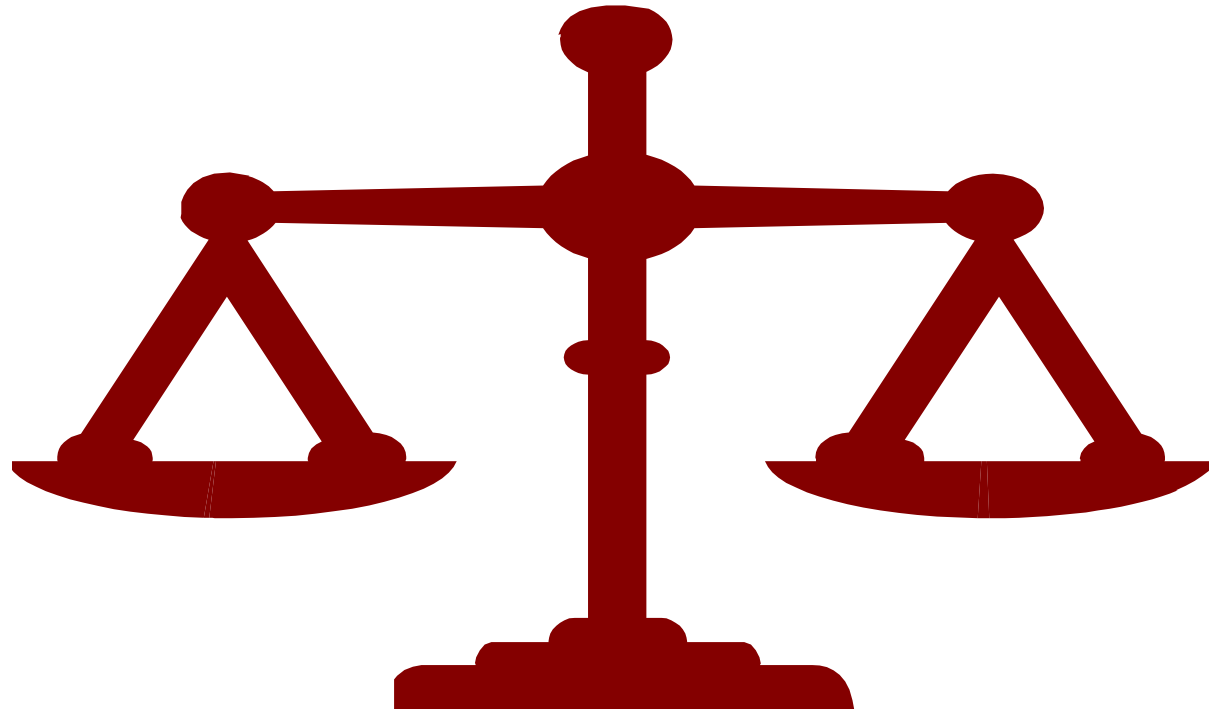
QAPI Triggers Staff Engagement

- ***Discretionary effort*** and attention to detail that employees put into their jobs right now
- Want the organization to succeed
- Feel connected –
 - Emotionally
 - Socially
 - Spiritually

Employees are Engaged When Leaders Are Engaged

- Leaders are engaged and optimistic
- Leaders understand their role
- Leaders over-communicate
- Leaders foster trust
- Leaders make people feel valued

Balancing Organizational Performance with Compassion



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