

Disclosure of Commercial Interests

The Gilster Group – Consultants with **30 years** of proven success in:

Person-centered memory care training and sustainable programs

Transform cultures for staff retention and improving customer satisfaction

Provide an organizational process designed to meet regulatory requirements and drive census

Author; “Changing Culture, Changing Care: SERVICE First” and “A Way of Life: Developing an Exemplary Dementia Program”

Proactive Leadership: Key to QAPI

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QAPI

- Quality Assurance (QA) is the process of meeting quality standards and care at an acceptable level
- Performance Improvement (PI) is continuously analyzing performance and developing systematic efforts to improve it

Five Elements of QAPI

- Element 1: Design and Scope
- Element 2: Governance and Leadership
- Element 3: Feedback, Data Systems and Monitoring
- Element 4: Performance Improvement Projects (PIPs)
- Element 5: Systematic Analysis and Systemic Action

QAPI Framework - 1st Element

- **Design and Scope**
 - Learn, assess QAPI in your organization
 - Create a **structure and plan** to support QAPI

QAPI Framework - 2nd Element

- **Governance and Leadership**
 - Business case and create culture that embraces QAPI
 - Create a structure and plan
 - Designate 1 or more persons to be accountable
 - **Promote a fair, open, comfortable culture** - staff identifying problems and opportunities
 - Know your culture
 - Assess your individual skills, practice, attitude
 - **Create a learning environment, change process**
 - Determine human error, at risk, reckless behavior
 - **Promote engagement/commitment- staff, residents, families**
 - Focus on customer needs and expectations

QAPI Framework - 3rd Element

- **Feedback, Data Systems and Monitoring**

- Identify what is to be monitored
- **Input from staff, residents, families, others**
- Collect, track, monitor measures/indicators
- Set goals, benchmarks
- Identify gaps and opportunities
- Prioritize items to be improved
- **Use data driven decisions**

QAPI Framework - 4th Element

- **Performance Improvement Projects (PIPs)**

- **Implement PIPs – focus on topics for residents and staff**
- Charter PIP teams – support staff/teamwork
- **Plan, implement, measure**, monitor, document changes (We say “Share outcomes/decisions”)
- Enhance QAPI Communication

QAPI Framework - 5th Element

- **Systematic Analysis and Systematic Action**

- **Focus on process and systems**
- Model and promote systems thinking
- Get to the root of the problem (RCA)
- Take action at the systems level

What systems do you have in place to get feedback?

How do you gather information, incidents, concerns, complaints from staff, residents and families?

By what method do you determine what to monitor and how?

Who is responsible?

How do you determine what and how to change?

In what way do you communicate results and system changes?

Proactive Leadership Key to QAPI

- Assess your individual skills, practice, attitude – culture/vision
- Create an organizational, **sustainable structure and plan** to support QAPI
- Focus on customer **needs and expectations** (staff, too)
- Create a **learning environment** - open to change
- Create a **fair, respectful, open**, comfortable, safe culture
- Promote engagement/commitment/**communication** - involve staff, residents, families
- Be **inclusive**, seek issues to be monitored – feedback and PIP's

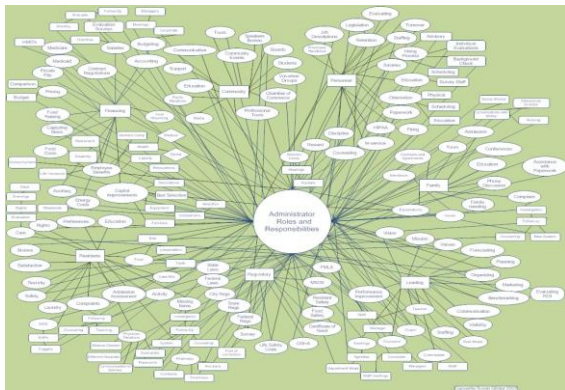
Leadership – Skills, Practice , Attitude

- What kind of a leader are you?
- Why did you choose long-term care?
- **What is your vision? (Is it shared?)**
- What is your attitude towards:
 - Staff, residents, families, other stakeholders?
 - Team player - hands-on work?
- What skills do you bring to the job?
- What are your expectations for performance, respect, choice, fairness, quality, safety?

Leadership Roles and Responsibilities

- QAPI requires an **interdepartmental, interdisciplinary** team
- Administrator responsibilities - overwhelming
- Leaders who try to manage it alone will fail
- **Leaders are only as good as the people they select, value, prepare, educate, empower and monitor**

Susan D. Gilster, PhD



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What is your organizational structure or plan?

Organizational/Leadership Frameworks

8 Steps (Kotter)	Leadership (Kouzes & Posner)	Baldrige Criteria for Performance Excellence – Concepts	S.E.R.V.I.C.E. Model (Gilster)	Core Principles (Senge)
A sense of urgency Never let up	Challenging the process	Customer Driven Excellence Focus on results, value	Service	Personal Vision
Vision	Inspiring a Shared Vision	Visionary Leadership Valuing employees/partners	Vision	Shared Vision
Empowerment	Enabling Others to Act	Organizational & Personal Learning Agility & Management for innovation and by fact	Education/Inclusion	Team Learning
Guiding Team	Encouraging the Heart	Social Responsibility	Respect	Mental Models
Communication Short-term Wins	Modeling the Way	Systems Perspective Focus on the Future	Communication & Enrichment	Personal Mastery

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Organizational Frameworks

- All models speak to having a vision
- Educate – continuous learning environment
- Educate, then Empower
- Every stakeholder has a voice, invite input
- Communication is critical
- Celebrate even small wins
- Model the way – if you don't care, they don't care

SERVICE – Systemic Model

SERVICE:

- Service orientation
- **Educate w expectations**
- Respect/appreciation
- Vision -shared
- **Inclusion – invite input**
- **Communication – key**
- Enrichment – care, celebrate, fun

Organizational Process Model



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What is your vision?

- Vision is “what” you are creating
- A “shared vision” created with staff - is a motivator and driver – all work for it
- No vision? Staff can’t follow - simply come to work, do their own thing and leave

Focus on customer needs and expectations (staff too)

What do they want?

What Customers Want

- Caring, concerned staff
 - Know the “person,” care about them
- Competency of staff – adequate levels
- Respectful staff and management

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What Customers Want

- Leader and management responsiveness
- **Every employee is a “touch point”**

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Employees – Top Drivers

- **Competitive pay/benefits**
- **Respect and appreciation**
- **Meaningful work – making a difference**
- **Caring leadership**
- **Education/training (expectations for performance)**

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Organizational Systems and Strategies for Team Engagement

Respect and Appreciation

- Lack of **respect** and **fairness** is why people leave – (supervisor/manager training)
- Respect for all to all, **even staff to staff**
- Demand it – “be respectful or leave”
- Does not “cost” anything

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Job Preparation and Orientation

- Orientation - thorough regardless of tenure
 - New building, new residents, new process
 - Facility and departmental orientation
- Performance expectations - how you expect them to work
 - “wear all hats, work together”

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Ongoing Education, Support, Communication – All Staff

- Routine, scheduled, **education, communication**, and support meetings – all departments, all shifts
- Create a learning environment - learn from each other – **relationship building**
- Establish an **open, honest, safe environment for staff** input – invite critique , concerns

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Ongoing Communication - All Staff

- In person, **routine and scheduled** - discuss problems, possible solutions, responsibilities, communicate decisions, plans
- Outcomes better, staff engaged - “The guy who sweeps the floor should pick the broom”
- Meetings keep you in touch with issues, morale, problems, needs - consistent message

Leadership Team Communication

- Weekly management meeting – one hour
- Discuss problems, solutions, plans responsibilities
- Retreats – long range planning

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Integrating Residents/Families

- Encourage input and involvement
- Routine family meetings
 - Agenda
 - Education, updates, social



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Evaluate current status – MEASURE – Quantitative and Qualitative



Continuous Quality Improvement

- Use concerns and complaints for change – document
- Prioritize
- Discuss and determine strategy – plan/PIP
- Implement – what, who, measures
- Monitor/evaluate
- Document change
- Communicate



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Plan, Do, Study, Act – (PDSA)

- Plan – what is issue, what can you do
 - *(Add: Study first - what, who, when, why?)*
 - Discuss with all staff and solicit ideas for change
- Do – create a plan, implement
 - *One change at a time*
- Study – study results, improvement?
 - Next steps for greater improvement
- Act – change or continue to evaluate
 - Communicate results to all - what and why

SERVICE Model Outcomes - QAPI Staff

- Studied all aspects from initial applicant contact
 - Hiring **process** – added steps over time
 - Extended **orientation**, vision – (service and “the best”
 - Ongoing **education** – never-ending programs
 - **Communication** - all staff/shifts - all voices
 - Mindful of need for support – stress, deaths, fun
 - Created staff survey – (68 items and comments)
- Outcomes: 93.5% retention rate (others cut 50%....)

QAPI – Leader’s Role

- QAPI requires organizational, global perspective
- QAPI requires an **interdepartmental** (interdisciplinary) team
- QAPI requires an organizational, **sustainable structure, plan, programs**
 - Education – all staff all shifts
 - Communication – routine, schedule, open, honest
 - Support programs, respect and appreciation
 - Celebrate wins, fun

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