

## **Table of Contents**

---

Copyright .....	1
Table of Contents .....	3
Greetings! .....	7
Introduction .....	9
How To Use This Guide .....	11
Chapter One .....	13
QAPI: Medicare Condition of Participation 418.58 .....	14
CMS Required Reporting of Quality Data .....	19
Mandatory Reporting .....	20
QAPI Checklists .....	21
Performance Improvement Projects Checklist .....	23
Selecting Outcomes and Components of Quality .....	24
Ten Components of Quality – Taken from the National Hospice and Palliative Care Association .....	26
Organization-Specific Notes and Ideas .....	27
Chapter Two .....	29
Performance Monitoring vs. Performance Improvement .....	30
Routine Measurement of Indicators .....	31
Planning Steps and Tools .....	35
Tips for Constructing a Matrix .....	37
Prioritization of Important Processes – Example .....	40
Sample Quality Assessment and Performance Improvement (QAPI) Plan .....	45
Staff Functions Related to QAPI .....	50
Creating a QAPI Culture .....	52
A Culture of Quality and Performance Improvement Gives You Confidence! .....	54
QAPI and the Interdisciplinary Group .....	55
Cycle of Care .....	56
QAPI Feedback Loop .....	57
Changes in Expectations for the IDG .....	58
Organization-Specific Notes and Ideas .....	59
Chapter Three .....	61
Deciding on Tools to Use .....	62
Teams .....	63
Storyboarding .....	64
Brainstorming .....	65
Multi-Voting .....	67
Affinity Diagram .....	68
Data Collection .....	69
Avoiding Some Data Collection Pitfalls .....	73
QAPI Data Collection Audit Tool .....	74
Data Retrieval Form .....	77
Hospice Quality Measurement Tools .....	78
Edmonton Symptom Assessment System (ESAS) .....	79
Body Diagram .....	81
ESAS Numerical Scale .....	82

Data Collection Tools .....	83
Infection Control Observation Form .....	84
Data Collection Tools .....	86
After-Hours Calls (Sample) .....	87
Orientation/Competency Review (Sample) .....	88
Checksheet .....	89
Data Analysis .....	90
Run Chart .....	91
Flowchart .....	92
Common Flowchart Symbols .....	93
Avoiding the Pitfalls .....	94
Analyzing a Flowchart .....	95
Cause/Effect Analysis .....	97
Fishbone-Type Cause/Effect Diagram .....	98
Cause/Effect Analysis Uses .....	99
Histogram and Variation .....	100
Pareto Chart .....	102
Use Data to Make Comparisons .....	104
Action Planning .....	105
Example Planning Grid Improvement Activities .....	106
Plan for Corrective Action .....	107
Plan-Do-Study-Act (P-D-S-A) .....	108
The P-D-S-A Cycle .....	109
Additional Cycles Necessary to Test Changes .....	110
Planning for Multiple P-D-S-A Cycles .....	111
The P-D-S-A Model and Implementation Tools .....	113
Miscellaneous Forms and Tools .....	114
Process Improvement Worksheet .....	115
QAPI Program Evaluation Tool .....	117
Organization-Specific Notes and Ideas .....	118
I-M-P-R-O-V-E: Seven Steps to Problem-Solving .....	119
Chapter Four .....	121
Performance Improvement Project (PIP) .....	122
Performance Improvement Project Form .....	124
P-D-S-A Worksheet: Testing Incremental Change .....	126
Organization-Specific Notes and Ideas .....	129
Chapter Five .....	131
Example 1: Referral Source Satisfaction .....	132
QAPI Prioritization Grid .....	134
P-D-S-A Worksheet: Testing Incremental Change .....	135
QAPI Data Collection Audit Tool .....	139
QAPI Data Collection Audit Tool .....	144
P-D-S-A Worksheet: Testing Incremental Change .....	146
QAPI Data Collection Audit Tool .....	150
QAPI Data Collection Audit Tool .....	152
Example 2: 48-Hour Pain Level .....	155
QAPI Prioritization Grid .....	157

P-D-S-A Worksheet: Testing Incremental Change .....	158
QAPI Data Collection Audit Tool .....	162
QAPI Data Collection Audit Tool .....	165
P-D-S-A Worksheet: Testing Incremental Change .....	168
QAPI Data Collection Audit Tool .....	172
P-D-S-A Worksheet: Testing Incremental Change .....	175
QAPI Data Collection Audit Tool .....	179
Organization-Specific Notes and Ideas .....	182
Chapter Six .....	183
Web Resources .....	185
Glossary .....	187
Suggested Reading .....	191