QAPI Affinity Group Session III

Chartering a Performance Improvement Project

Penny Imes, Project Coordinator
Patty Austin, Project Coordinator
Cristen Carson, Project Coordinator
Tamara Nelson, Project Coordinator

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Steps Leading to the Creation of a Charter

- Analyze data sources

- Identify performance gaps and areas for improvement

- Prioritize the areas you have identified for improvement

- Select the area to improve

- Move to complete a charter

Purpose of a Charter

- Charters are designed to create the skeleton for your performance improvement project (PIP)
- Charters establish:
  - Goals
  - Scope
  - Timing
  - Milestones
  - Team roles and responsibilities
- Typically developed by the QAPI team and then given to the to team that will carry out the project
- Helps PIP team stay focused
- Does not tell the team how to complete the work, only what they are trying to accomplish

Worksheet to Create a PIP Charter

- **Project Overview**
  - Name your project
  - State the problem to be solved
  - What lead to identifying the need
  - What is the goal for the project
  - What is the scope, where will the project begin and end

Worksheet to Create a PIP Charter, cont.

- **Project Time Table**
  - This area will be updated as the project progresses. Begin by entering anticipated dates to keep the focus of the team moving toward a goal.

- **Project Team and Responsibilities**
  - Choose a Project Sponsor
  - Choose a Project Director
  - Choose a Project Manager
  - Team member selection will likely be deferred to the project manager

- **List material resources required**

PROJECT APPROACH

Recommended Project Time Table:

PROJECT PHASE	START DATE	END DATE
Initiation: Project charter developed and approved		
Planning: Specific tasks and processes to achieve goals defined		
Implementation: Project carried out		
Monitoring: Project progress observed and results documented		
Closing: Project brought to a close and summary report written		

Project Team and Responsibilities:

TITLE	ROLE	PERSON ASSIGNED
Project Sponsor	Provide overall direction and oversee financing for the project	
Project Director	Coordinate, organize and direct all activities of the project team	
Project Manager	Manage day-to-day project operations, including collecting and displaying data from the project	
Team members*		

*Choice of team members will likely be deferred to the project manager based on interest, involvement in the process, and availability.

Material Resources Required for the Project (e.g., equipment, software, supplies):

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Worksheet to Create a PIP Charter, cont.

- **Barriers**
  - What could get in the way of success?
  - List possible solutions to anticipated problems.
- **Project Approval**
  - Signatures of team leaders indicate an understanding and approval of the purpose and approach to this project.
  - Signatures also signify agreement to establishing the document as the formal Project Charter and sanction work to begin as described.
  - Every project may not have both a director and manager. One person may fill both roles.

Barriers

What could get in the way of success?	What could you do about this?
Example: A resident could fall and staff could automatically blame the lack of an alarm.	*Example:* Educate staff on the lack of relationship between alarms and falls; collect data on removal of one alarm at a time.
Example: Staff complaints of need for additional staff to watch everyone if alarms are removed.	*Example:* Focus on anticipation of resident needs, and assess if additional hands-on-deck are needed during busy times on unit.

PROJECT APPROVAL

The signatures of the people below relay an understanding and approval of the purpose and approach to this project. By signing this document you agree to establish this document as the formal Project Charter and sanction work to begin on the project as described within.

TITLE	NAME	SIGNATURE	DATE
Administrator			
Project Sponsor			
Project Director*			
Project Manager*			

*May not always have both roles.

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Selecting the Performance Improvement Team

- The **Project Director** coordinates, organizes and directs all activities of the team.

- The **Project Sponsor** is in a leadership role within the facility. This person helps the project director by providing resources and assisting with problem solving.

- The **Project Manager** manages the day to day operations, including collecting and displaying data. Will need a skill set that speaks to the problem at hand.

- **Team Members** should be those in a position to explore the problem – this means those closest to the issue. Consider ancillary staff as well as residents and families when appropriate.

Identifying Barriers

- The process of identifying potential barriers to success is vital to decreasing the potential for failure.

- Anticipating problems and planning solutions before they occur will decrease team stress and increase the likelihood of a positive outcome.

- Brainstorming can help to identify barriers

Brainstorming Procedure

- In a small or large group, select a leader and a recorder (they may be the same person).

- Define the problem or idea to be brainstormed.

- Set up the rules for the session. They should include:
  - Everyone is allowed to contribute
  - No one will insult, demean, or evaluate another participant or his/her response
  - No answer is wrong
  - Each answer is recorded unless it is a repeat
  - A time limit is set, and the group will stop when that time is up

Brainstorming Procedure, cont.

- Start the brainstorming. The leader will call on members of the group to share their answers. The recorder should write down all responses, if possible, so everyone can see them. Once you have finished brainstorming, go through the results and begin evaluating the responses. Some initial qualities to look for when examining the responses include:
  - Grouping like concepts together and looking for answers that are repeated or similar
  - Eliminating responses that definitely do not fit
  - Discussing the remaining responses as a group (after list has been narrowed)
- Remember to create potential solutions to the results of the brainstorming process. The solutions may be devised by further brainstorming or using a more direct method.

Summary of Concepts Covered

- Steps leading to the creation of a charter

- Define charter

- Sections of the Worksheet to Create a Performance Improvement Charter

- Creation of a Performance Improvement Team

- Brainstorming for potential barriers

What Is Next?

- Creating a Performance Improvement Project
- PIP Worksheet
- Goal Setting Worksheet
- AIM Statements
- Measuring Improvement
- Process Mapping/Flowcharting

Discussion