



Building Leadership-Driven Quality Teams in Nursing Homes: A Multi-State QAPI Collaborative

The “Leading and Sustaining Systemic Change Collaborative” was an 18-month, multi-state initiative led by **atom Alliance** to help nursing homes develop and sustain high-functioning **QAPI (Quality Assurance and Performance Improvement)** teams. Supported by CMS and facilitated by Qsource Quality Advisors, this collaborative spanned **five states** and involved **940 long-term care facilities**.



Engagement Approach

The goal was to support administrators, DONs, and performance improvement leads in:

- Using QAPI principles to drive lasting organizational change
- Reducing key quality measure scores such as antipsychotic use, fall rates, and pain reporting
- Aligning facility goals with CMS Composite Quality Measures

The collaborative included:

- Quarterly virtual learning sessions (webinars) using IHI’s Model for Improvement
- Custom performance improvement projects (PIPs) driven by RCA tools and goal setting
- Peer sharing and storyboards that showcased real facility outcomes
- Planning for Collaborative 2 focusing on infection prevention and CDI reduction

Key Collaborative Outcomes

- Facilities used real-time data tracking, storyboard templates, and RCA tools to focus QAPI efforts
- Participating homes improved staff engagement, survey preparedness, and quality measure performance
- Peer-sharing and leadership-driven change were repeatedly cited as drivers of success

Facility Success Highlights

Jefferson County Nursing Home (TN)

Focus: Pain Management

Outcome: Reduced reported moderate/severe pain from 23–25% to 9%

Approach: Created standardized assessments, tracked monthly data, implemented non-pharmacologic strategies (e.g., heat/cold packs, ROM therapy)

TRCA Health & Rehab (TN)

Focus: Urinary Incontinence

Outcome: Improved resident dignity and reduced UTIs through nurse practitioner-led evaluations and use of bladder scanning equipment

Approach: Added continence-focused CNA team, consulted urology specialists, used Premarin/Estring protocols

Burns Nursing & Rehab (AL)

Focus: Antipsychotic Reduction

Outcome: Reduced antipsychotic usage from 44.3% to 25.2%

Approach: Used QAPI tools, medical director buy-in, CNA education, meaningful activities

