



FOCUS POINT NEWSLETTER - February 5, 2021

CHC is Expanding QAPI Service through Technology – For years CHC has facilitated a coordinated quality improvement initiative with many clients known as “COR” – Clinical Operations Report. This is a collaborative process, uniquely designed for nursing homes and assisted living facilities, in which the facility collects and analyzes data on multiple variables [clinical and operational] and the findings are discussed with a CHC associate monthly followed by a detailed written report to the facility’s QAPI Committee. The intent of this process is to provide the facility with an “outside” set of eyes, to assist them in investigating variances from a systemic perspective and to augment their quality improvement initiatives. This year we have revised the data collection tool to be more reflective of current initiatives while keeping an eye of day-to-day operations that impact care and operations; enhancements include:

- The resource is integrated and shared through Microsoft Office SharePoint allowing more flexibility by the end user.
- Newly designed format allows capture of data at a neighborhood/unit level weekly with automatic upload to a monthly facility report
- Formulas have been refined and incorporated to assist with comparative analysis that is defined and will also allow the provider flexibility in defining specific periods of time.

We have over 30 different communities who are using this process and find it a valuable and cost-effective investment in their staff time and cost effectiveness. The value this interdisciplinary process is multifaceted and includes:

- In-depth look at trends and systems within the facility
- Investigation of unplanned variances / incidents
- A paradigm shift from being reactive to being proactive with reduction in resident risk and optimized outcomes and compliance

If you would like more information about this process, please contact Mary at mary@chileshealthcare.com

Quick Reference Resources

- [Revised list of F Tags](#) – list was updated August 2020; F-Tags in red italics may be subject to classification as substandard quality of care
- [CMS 802 Matrix for Providers](#) – update 11/25/2020 – includes revised CMS 802 form and instructions
- [LTCSP Procedure Guide \(cms.gov\)](#) – updated 11/25/2020 – includes step by step guide for surveyors to conduct survey process
- [LTC Survey Pathways – Updated 12/10/20](#) – this large zip file contains 40 different pathways for surveyors to use in determining facility compliance when conducting surveys -- <https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/GuidanceforLawsAndRegulations/Downloads/LTC-Survey-Pathways.zip>

Encouraging Employees to Grow as Leaders

Organizations desperately need people with leadership skills to lead many operational initiatives. Employees that step up and lead, often are reluctant because of the perceived risk to leading. There are three identified types of perceived risks that deter people from stepping up to lead:

1. Interpersonal risk: Leading might hurt their relationships with their colleagues.
2. Image risk: Concern that leading might make others think badly of them and view them as a know it all or aggressive. Employees generally claim to admire leaderships but actual engagement in leadership at make them look bad in the eyes of their peers.
3. Risk of being blamed: There is fear that those who step up will be held personally responsible for failures and may not have future opportunities.



How can we help employees grow past the perceived risks of stepping up to lead?

1. Go the extra mile to support your more risk-sensitive colleagues.
2. Manage conflict- and how people interpret it.
3. Find low-stakes opportunities for people to try out leadership.

By recognizing the risks that potential leaders face and managing their perceptions of those risks, organizations can nurture leadership contributions from more people in more places thus supporting both the organizations' own growth and that of their employees.



CHC Resources

CHC has developed a master list of current resources [sample policies, QAPI tools, educational formats, etc.] to assist nursing facilities and Virginia assisted living facilities to meet the needs of their residents and staff and to enhance compliance. These resources are based on current regulations and standards of care and are provided to you in a format that can be easily edited to reflect your current needs. We will continue to let you know of new resources as they are developed, but if you would like a comprehensive listing please contact Mary at

mary@chileshealthcare.com