

## Examples of Performance Objectives for Job Descriptions and Performance Reviews



**Directions:** All job positions in the organization should be oriented to support quality assurance and performance improvement (QAPI) efforts. Below are various examples, both for specific positions and general staff roles, which could be used in revising or developing job descriptions and performance review objectives. Many examples are provided below; do not feel you need to use all of these. Feel free to add, revise, or remove items as appropriate for your organization.

### **Job Role: Owner / Board Director / Member of the Governing Body**

- Assume accountability for ensuring that quality assurance and performance Improvement (QAPI) is defined, implemented, and given high priority in the overall management of facility operations.
- Provide overall direction on QAPI goals for the organization.
- Ensure that adequate resources are allocated for training on QAPI and for the implementation and measurement of QAPI initiatives.

### **Job Role: Nursing Home Administrator**

- Receive direction from the owner/board of directors on QAPI goals and clearly communicate these to staff.
- Communicate regularly on the progress of QAPI work to the owner/board of directors, employees and other stakeholders.
- Establish overall QAPI objectives for the organization and assign responsibility for their fulfillment.
- Accept responsibility and oversee development of QAPI plan, including policies for ensuring that QAPI activities are given high priority in the overall management of facility operations.
- Foster an organization-wide commitment to quality assurance and performance improvement both verbally and non-verbally (i.e., via actions and attitude).
- Allocate sufficient financial, material and human resources, including training, to carry out QAPI activities.
- Ensure QAPI in the organization includes a mechanism for obtaining resident and family input to consider as potential areas for improvement.
- Create and maintain a consistent process (e.g., scheduled rounding, active participation on quality committee) to stay informed of all QAPI efforts underway including their progress and achievements.
- Provide oversight and enthusiastic support of QAPI activities.

### **Job Role: Director of Quality / Quality Leader / QAPI Coordinator**

- Report to and receive direction from the Nursing Home Administrator on overall QAPI objectives for the organization.
- Be knowledgeable in data collection, data analysis methodology, and performance improvement methods needed to support and lead QAPI.

- Identify opportunities for improvement through analysis of data, observation of operations and consultation with leadership, staff, residents, families, and other stakeholders.
- Organize and facilitate the quality committee and its meetings by guiding discussion around performance measures, and prioritizing and developing quality efforts.
- Identify staff training needs to support QAPI.
- Lead performance improvement projects and provide education and coaching in order to build needed skills in others to lead PIPs.
- Create processes to design and charter performance improvement projects that includes establishment of indicators of success.
- Coach staff, management, and practitioners on how to problem solve, including how to analyze causes and contributing factors.
- Identify resources and tools to support improvement efforts.
- Work with the administrator to secure resources for performance improvement work. Manage the financial, material and human resources allocated to carry out QAPI work.
- Encourage staff member involvement in QAPI.
- Coordinate with directors/managers to ensure QAPI efforts are integrated into all operations and departments, including staff responsibilities.
- Identify and manage potential barriers to the success of QAPI efforts.
- Assist teams working on QAPI efforts to identify any unintended consequences of changes that are put in place in order to avoid negative impact on overall performance.
- Communicate regularly on the progress of QAPI work to leadership and staff, including the progress of performance improvement projects.
- Design a process for and conduct an evaluation of QAPI efforts (at least annually). Facilitate a discussion within the quality committee for this annual review.

***Job Role: Department Directors (e.g., Director of Nursing, Rehab, Dietary, etc.)***

- Receive direction from the Nursing Home Administrator on overall QAPI objectives for the organization.
- Be knowledgeable in data collection, data analysis methodology, and performance improvement methods needed to support and lead performance improvement projects.
- Identify opportunities for improvement through analysis of data, observation of operations, and consultation with leadership and staff.
- Collaborate with the quality committee and senior leaders to prioritize and develop QAPI efforts.
- Lead performance improvement projects and provide education and coaching in order to build needed skills in others to lead PIPs.
- Participate in multidisciplinary QAPI activities.

***Job Role: Medical Director***

- Be an active member of the organization's quality committee and any team(s) that have specific responsibilities related to QAPI.
- Be knowledgeable in data collection, data analysis methodology, and performance improvement methods needed to support QAPI.
- Play an active role in reviewing and analyzing data in order to identify opportunities for improvement
- Provide input into prioritization of improvement opportunities.
- Assist facility in maintaining focus on systems and processes of care.
- Coach and mentor staff as needed to avoid focus on individual behavior over systems and processes.

***Job Role: General Staff***

- Recognize your role as part of the QAPI efforts of your organization.
- Attend trainings to build understanding and capacity to undertake QAPI work.
- Carry out QAPI roles and responsibilities as assigned.
- Follow established policies and procedures in support of QAPI efforts.
- Look for and share with leadership ideas for improvement in the organization.
- Communicate to leadership upon witnessing a positive outcome of a QAPI project or detecting barriers preventing project success.
- Support QAPI efforts both verbally and non-verbally (i.e., via actions and attitude), including adjusting performance and practice in accordance with QAPI initiatives and findings.