

***Advancing Excellence in  
America's Nursing Homes  
Making Nursing Homes Better Places  
to Live, Work and Visit!***

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**Iowa  
Advancing Excellence  
Overview  
October 26, 2011**



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## Campaign Website:

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## Campaign Overview

- Largest national coalition (30 organizations) of nursing home stakeholders working together to help nursing homes improve care
- Voluntary for nursing homes (over 48% registered!)
- Based on measurement of meaningful goals
- Initially a two-year campaign started in 2006
- Incorporated in 2010 and recognized as 501(c)(3) in 2011

*The data show that it works!*



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## Board of Directors

### ***Voting Members***

- Alliance for Quality Nursing Home Care
- Alzheimer's Association
- American Academy of Nursing -- Expert Panel on Aging
- American Association for Long Term Care Nursing (AALTC)
- American Association of Nurse Assessment Coordinators (AANAC)
- American College of Health Care Administrators (ACHCA)
- American Health Care Association (AHCA)
- American Health Quality Association (AHQA)
- AMDA – Long Term Care
- LeadingAge (formerly AAHSA)
- National Association of Health Care Assistants (NAHCA)
- National Consumer Voice for Long Term Care
- The Commonwealth Fund
- The Evangelical Lutheran Good Samaritan Society

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- Association of Health Facility Survey Agencies (AHFSA)
  - Foundation of the National Association of Boards of Examiners of LTC Administrators (NAB)
  - Gerontological Advance Practice Nurses Association (GAPNA)
  - Hartford Institute for Geriatric Nursing
  - National Association of Directors of Nursing Administration in Long Term Care (NADONA/LTC)
  - National Association of State Long-Term Care Ombudsman Programs (NASOP)
  - National Gerontological Nursing Association (NGNA)
  - PHI
  - Pioneer Network
  - Service Employees International Union (SEIU)
- Non-voting/Government Members***
- Administration on Aging
  - Agency for Healthcare Research and Quality (AHRQ)
  - Assistant Secretary for Policy and Evaluation (ASPE)
  - Centers for Disease Control and Prevention (CDC)
  - Centers for Medicare & Medicaid Services (CMS) and its contractors, the Quality Improvement Organizations (QIOs) and State Survey Agencies
  - Department of Veteran's Affairs

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## Purpose of the Advancing Excellence in America's Nursing Homes Campaign

*Helps make nursing homes  
better places to live,  
to work, and to visit.*



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## How?

- Provides free, practical and evidence-based QA/PI resources to support quality improvement efforts in America's nursing homes.
- Commits support to those on the frontlines of nursing home care and encourages engagement of frontline staff.
- Promotes open communication and transparency among families, residents, and nursing home staff.



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## Campaign Benefits

- **Focuses** on meaningful issues that the public cares about
- **Increases** staff retention and focus
- **Better** relationships in the nursing home
- **Improves** satisfaction (staff/resident/family)
- **Saves** money due to improved quality and staff retention
- **Prepares** for Pay-for-Performance
- **Brings** many stakeholders to the table
- **Complements** other initiatives
- ***Gets nursing homes ready for QAPI***



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## Culture Change and Advancing Excellence

- Leadership
- Person-Centered
- Organizational Goals cross-over
- Complement one another
  - AE focuses on the science of change (QA/PI)
  - Culture change focuses on the psychology

***Must have both!!!***



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## Advancing Excellence Phase 2 Goals

1. Staff  
Turnover

3. Physical  
Restraints

5. Pain

7. Resident  
Satisfaction

2. Consistent  
Assignment

4. Pressure  
Ulcers

6. Advance  
Care  
Planning

8. Staff  
Satisfaction

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## How It Works

- Nursing Homes register
- Pick at least 3 Goals – 1 Clinical, 1 Organization and 3<sup>rd</sup> of your choice (may pick all 8 goals)
- Set targets
- Use the resources and tools
- Track and Trend your data – Share the results
- Enter Data for selected organizational goals at prescribed intervals (monthly/quarterly)
- Consumers and Direct Care staff can register as well



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## Registration Starts the Quality Improvement Process

- **Choose meaningful topics to work on.** NH will need to choose 3 goals – 1 clinical, 1 organizational and 1 more from either group
  - Review your own nursing home data
  - Choose goals in areas that need to improve
    - If restraint rate is high, choose it! If pressure ulcer rate is high, choose it!
    - Organizational goals can help improve clinical measures.
- **Set targets that are reasonable and achievable**



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## How To Register

- First Time Registrants – Make sure you have your Medicare Provider Number Handy
- Re-Registrants – You may need assistance resetting your password – contact your LANE Convener!
- Follow the steps on the following Slides
- Once you select a Goal it cannot be change it until the next phase of the Campaign (around April 2012)



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**Advancing Excellence**  
Front Page Registering for the First time

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**Profile and first screen for new participants**

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Welcome, Guest
Home | Login | Help

Login Page  
To Re-enroll

HOME
ABOUT THE CAMPAIGN
RESOURCES
PROGRESS
FOR PARTICIPANTS

[Register Today!](#)

**Login**

Username:

Password:

**Forgot your username or password?**

[I know my username.](#)

[I know my Medicare/Medicaid provider number.](#)

[I know my account's email address.](#)

If you are a nursing home and are unable to use the above links to obtain your username/password, please contact your state [LANE](#) Convener for assistance.

If you are a LANE and are unable to use the above links to obtain your username/password, please email [help@nhqualitycampaign.org](mailto:help@nhqualitycampaign.org) with your request along with state, name, and organization.

If you are a nursing home and are unable to use the above links to obtain your username/password, please contact your state [Quality Improvement Organization \(QIO\)](#) for assistance.

Home | Login | Contact Us | Logo and Disclaimer | Accessibility
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I would like to receive periodic campaign updates.

**Secondary Contact Information**

**First name:**

**Last name:**

**Title:**

**Telephone #:**

**Fax #:**

**Email Address:**

**Re enter Email Address:**

I would like to receive periodic campaign updates.

**Person Submitting This Form**

If the person submitting this information is not the Key Contact listed above, please complete the following.

**First name:**

**Last name:**

**Email Address:**

**Website User Name and Password Set-up**

Please ensure that both primary and secondary contacts have access to this nursing home username and password.

**\*User Name:**  [Your User Name should contain 3-8 alphanumeric characters and should NOT include single or double quotation marks.]

**\*Password\***

**\*Re-type Password:**

**LANE Support and Pilot Participation**

My nursing home would like to share my goal selection with my state LANE to assist in tailoring support and interventions for my nursing home. [What is a LANE?](#)

Please note, aside from publicly available data, individual performance and targets will not be released.

My nursing home is interested in being involved in pilot projects (potentially including pressure ulcers, physical restraints, health disparities, and/or others).

Update Profile  
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←

Option to share goals with LANEs

←

Option to participate in pilot projects

homes make a difference in the lives of residents and staff.

HOME ABOUT THE CAMPAIGN RESOURCES PROGRESS FOR PARTICIPANTS

**Update My Goal Selection**

To participate in the Campaign, you need to select at least three goals, including one of the three clinical goals (3,4 or 5) and one of the five organizational goals (1,2,6,7,8). The third goal can come from either group. It's important to choose a goal that is meaningful to your nursing home. For example, if you are doing well with restraints, but not well with pressure ulcers, it would make sense to work on Goal 4: Pressure Ulcers. Similarly, if you have a high staff turnover rate, you may want to select Goal 1. Doing well with the organizational goals may improve your clinical outcomes.

Click on any of the goals below to see what will be expected of the nursing home and also the resources that will be available to you.

After January 31, 2010, you will not be able to change your goals, but you will be able to add more.

SEARCH POWERED BY GOOGLE

Select Goal	Goal Description (click on goals to view full descriptions)
<input checked="" type="checkbox"/>	Goal 1 - Staff Turnover
<input checked="" type="checkbox"/>	Goal 2 - Consistent Assignment
<input type="checkbox"/>	Goal 3 - Restraints
<input checked="" type="checkbox"/>	Goal 4 - Pressure Ulcers

[View my nursing home's scores for the high risk pressure ulcers Quality Measure \(QM\)](#)

- This goal says that nursing home residents receive appropriate care to prevent and appropriately treat pressure ulcers when they develop. The national target for nursing homes participating in this goal is to reduce the average rate of high risk pressure ulcers to less than or equal to 9%.
- To participate in this goal, you will need to review your High Risk Pressure Ulcer Quality Measure (QM) data and set a target for improvement. You are not required to do any data entry for this goal. Measurement uses the CMS publicly reported QMs.
- Resources include an Implementation Guide (includes links to additional resources), Webinar, Video, and Consumer and Staff Fact sheets. To see these resources before choosing this goal, [click here](#).

**NHs can learn about the goal before selection**

View data  
About the goal  
Expectations  
Measurement  
View Resources

Advancing Excellence in America's Nursing Homes - Windows Internet Explorer

http://www.nhqualitycampaign.org/staging3/mydataprint.aspx?controls=mydataprint&t=highriskpu&f=p=y&f=c=y

**My Data Comparison - High-Risk Pressure Ulcers**

Percent of High-Risk Residents Who Have Pressure Sores

Year	Quarter	NH Score
2007	1	18
2007	2	11
2007	3	3
2007	4	3
2008	1	5
2008	2	6
2008	3	4
2008	4	7
2009	1	

View NH data to review trend and current score based on CMS Quality Measures

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## The Campaign Resources

**Resources for each Campaign goal include:**

- **Implementation Guide**
- **Webinar**
- **Fact sheet for consumers**
- **Fact sheet for CNAs**

**Additional resources include:**

- **Videos**
- **Research references**

**Resources to be updated in 2012**



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## Advancing Excellence Tools

- Staff Turnover Calculator
- Consistent Assignment Calculator
- Pressure Ulcer Monitoring Tool
- Restraint Monitoring Tool
- Pain Monitoring Tool
- Advance Care Plan Monitoring Tool
- Suggested tools for measuring Staff Satisfaction and Resident/Family Satisfaction



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## Campaign Tools

- Evidence-based, tried and tested...they work!
- Developed by experts
- Similar to one another and user-friendly
- Excel worksheets
- Simple how-to instructions
- Calculations, trend graphs and charts built-in
- Downloadable and ready to use
- Complimentary materials for consumers, CNAs
- Free



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## Simple as 1-2-3

1. View Webex training tool for tutorial on tool use.
2. Download the Excel Tool and use it to monitor progress monthly
3. Enter data from tool monthly into Campaign Website.

*Be sure to SAVE the Excel Spreadsheet to your computer!*

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## What is a LANE? (Local Area Network of Excellence)



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## How the Campaign Works

### Board of Directors

- Sets Goals
- Develops Resources
- Provides Support

### Statewide LANES

- Recruit nursing homes
- Coordinates statewide activities
- Provides support



### NURSING HOME

- Registers for the Campaign and selects three goals
- Uses Campaign method for QA/PI

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## Core LANE Members

1. Quality Improvement Organizations (QIOs)
  2. State Survey Agencies
  3. Ombudsmen
  4. Nursing home associations (AHCA and AAHSA affiliates)
  5. Culture Change Coalitions
- Other: Individuals or Organizations**

– DONs, Medical Directors, Administrators, CNAs, Geriatric Nurses, Alzheimer Associations, AAA's, Residents, Families



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## Iowa 's LANE

Iowa has 26% (115) Nursing Homes registered

### LANE Co-Conveners

Char Teed 800-383-2856 x 6261

[cteedy@iaqio.sdps.org](mailto:cteedy@iaqio.sdps.org)

Joyce Taylor 515-457-3730

[jtaylor@iaqio.sdps.org](mailto:jtaylor@iaqio.sdps.org)

Amy Fletcher 515-440-8232

[afletcher@iaqio.sdps.org](mailto:afletcher@iaqio.sdps.org)



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## Iowa 's Data: Phase 1 & 2 of the Advancing Excellence Campaign



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### Phase 1 – Iowa

	National	Iowa
Recruitment	47.4%	61.9%
Pressure Ulcers	11.8%	8.1%
Restraints	3.7%	1.5%
Chronic Pain	3.6%	3.7%
Acute Pain	19.5%	23.8%

Data are from the AE Campaign website as of 9/09 and the CMS list of 4000 nursing homes used by QIOs in the 9thSOW. Clinical measures are QMs from Q1 2009. The pressure ulcer QM is for residents at high risk for developing pressure ulcers. Recruitment data is from website's real-time clickable map. [For the clinical measures, lower numbers are better; for recruitment and target setting, higher numbers are better.](#) For all rankings "1" is the best, "50" is worst.

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## Phase 2 – Iowa

	National Q3 2010	Iowa (Q3 2010)
Recruitment	47.1%	27.4%
Pressure Ulcers	10.3%	7.2%
Restraints	2.6%	1.3%
Chronic Pain	3.2%	3.6%
Acute Pain	19.1%	24.3%

Data are from the AE Campaign website as of 3/11. Clinical measures are QMs from Q3 2010. The pressure ulcer QM is for residents at high risk for developing pressure ulcers. Recruitment data is from website's real-time clickable map. [For the clinical measures, lower numbers are better; for recruitment higher numbers are better.](#)

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## Phase 2 Registration Data – Iowa

Phase 2 (October 22, 2009 - December 31, 2011)	Iowa	Nation
Participating nursing homes:	121	7569
Percentage of participating nursing homes**:	27.4%	48.3%
Ranking of goals selected by nursing homes***:	#1 = Goal 5 Pain #2 = Goal 4 Pressure Ulcers #3 = Goal 7 Res/Family Satisfaction #4 = Goal 1 Staff Turnover #5 = Goal 8 Staff Satisfaction #6 = Goal 2 Consistent Assignment #7 = Goal 3 Restraints #8 = Goal 6 Advance Care Planning	#1 = Goal 5 #2 = Goal 4 #3 = Goal 7 #4 = Goal 1 #5 = Goal 8 #6 = Goal 3 #7 = Goal 2 #8 = Goal 6
Participating consumers:	19	3087
Participating nursing home staff:	29	2018

Goals are: Goal 1 - Staff Turnover; Goal 2 - Consistent Assignment; Goal 3 - Restraints; Goal 4 - Pressure Ulcers; Goal 5 - Pain; Goal 6 - Advance Care Planning; Goal 7 - Resident/Family Satisfaction; Goal 8 - Staff Satisfaction

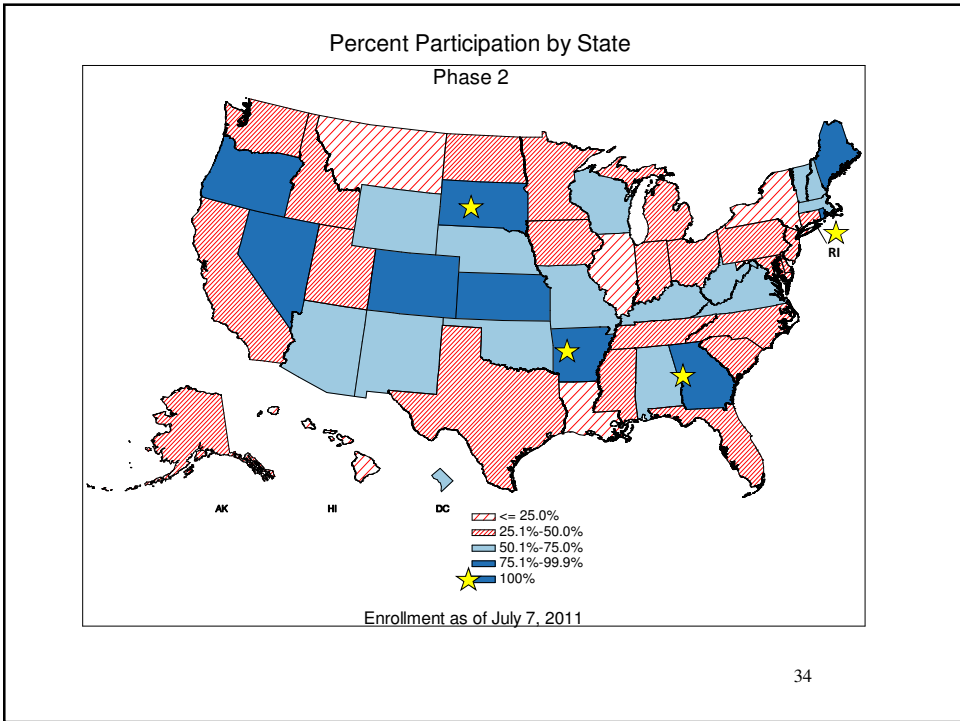
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## Goal Data Entry – Iowa

Goal	Number of IA Nursing Homes Selecting Goal	Number of IA Nursing Homes Submitting Data	Percent of IA Nursing Homes Submitting Data	National Percent of Nursing Homes Submitting Data
Goal 1: Staff Turnover	57	9	15.8%	14.5%
Goal 2: Consistent Assignment	42	2	4.8%	9.7%
Goal 6: Advance Care Planning	20	1	5%	8.1%
Goal 7: Resident and Family Satisfaction	63	0	0%	4.5%
Goal 8: Staff Satisfaction	48	2	4.2%	4.4%

As of 9/29/11

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## Why is Nursing Home QA/PI Important?

1. It's the right thing to do
2. Affordable Care Act strengthens QA/PI requirements in nursing homes
3. With the shift to MDS 3.0 and the change in quality measures, nursing homes are more accountable than ever for quality.



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## QA/PI is Coming

CMS is kicking it up a notch!

Not letting go of Quality Assurance

Adding Performance Improvement



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## Current QAA Guidance

- The existing Quality Assessment and Assurance (QAA) provision at 42 CFR, Part 483.75(o) specifies the QAA committee composition and frequency of meetings in nursing facilities and requires facilities to develop and implement appropriate plans of action to correct identified quality deficiencies. This provision provides a rule but not the details as to the means and methods taken to implement the QAA regulations

[https://www.cms.gov/SurveyCertificationGenInfo/05\\_QAPI.asp](https://www.cms.gov/SurveyCertificationGenInfo/05_QAPI.asp)



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## Quality Assurance/Performance Improvement (QA/PI)

- The Affordable Care Act, Section 6102 requires CMS to strengthen QA requirements in nursing homes
- CMS must provide technical assistance to nursing homes in order to meet new requirements.
- Law requires implementation by December 31, 2011
- QA/PI Plans must be submitted to HHS Secretary one year later



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### Quality Assurance

- Reactive
- Single episode
- Organizational mistake
- Prevents something from happening again
- Sometimes anecdotal
- Retrospective
- Monitoring based on audit
- Sometimes punitive

### Performance Improvement

- Proactive
- Aggregate Data
- Organizational process
- Improves overall performance
- Always measureable
- Concurrent
- Monitoring is continuous
- Positive change



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## Techniques are the same...

- Identify *meaningful* area for improvement – things people care about!
- Benchmark/measure the starting point
- Decide what the target or improvement will be
- Figure out what processes will impact change
- Choose a solution that makes sense
- Implement the solution
- Use “Plan-Do-Study-Act Cycle” for improvement
- Monitor



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## Performance Improvement

- Is always measurable  
(We can measure many things)
- Always looks at a population/unit  
(It does not look at specific issue with specific resident)



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## Example of QA

- A resident who is confined to bed suddenly has a broken leg.  
“We’re going to QA that...”
- A long-term resident gains 10 pounds in 2 weeks.  
“We’re going to QA that”



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## Example of PI

- Our pressure ulcer rate is 13% or 2% above the national average. “Let’s improve our performance by 2% in the next 12 months.”



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## *An Example...*

- Catoctin Hall has 16 residents. Most are cognitively impaired. The nursing home is short-staffed and has a number of call-outs on the evening shift for this particular unit. The manager is always pulling from other areas to cover this unit.
- The Restraint Committee just reported to the QA Committee that in the last quarter, 8 of the residents on this unit experienced daily use of restraints.



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## *An Example...*

- What's happening with care planning process?
- Why did it take so long to notice that so many resident have restraints?
- Doesn't sound like the staff know the residents.
- What would it take to do consistent assignment on this unit?



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## Performance Improvement

Our families like consistent assignment, but wish we could do better. Right now, the residents on 2 units have no more than 10 CNAs per week working with them. We want to get that down to 8.



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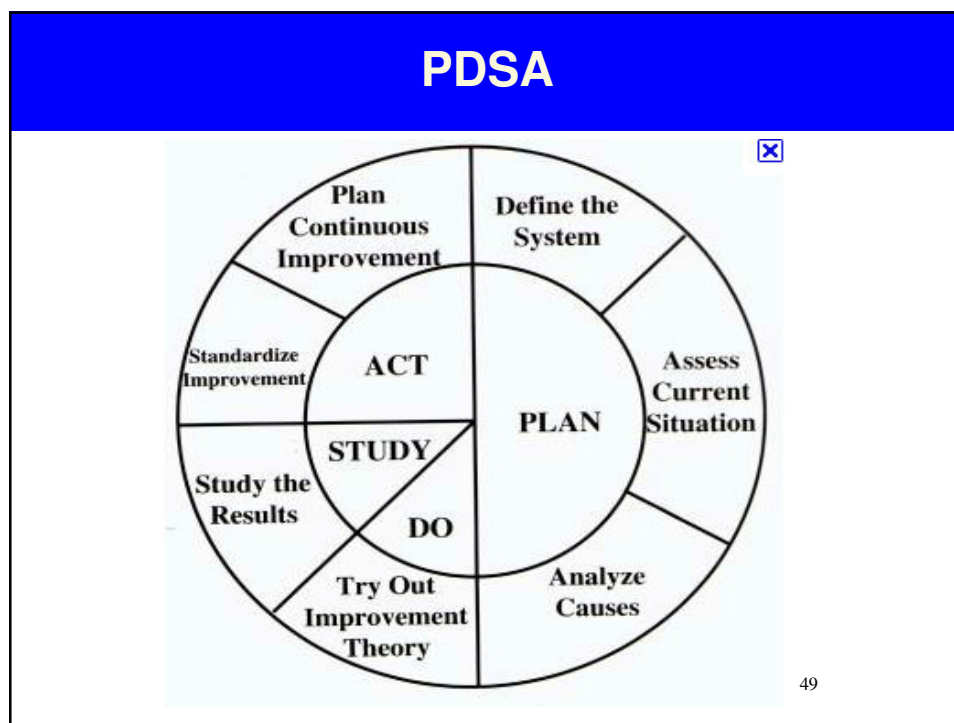
## Model for Improvement

- Aims are time-specific and measurable
- Dependent on change
- Uses PDSA cycle to test small changes




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## What's Next?

- QIO 10<sup>th</sup> Scope of Work
- Advancing Excellence and QAPI
- New Goals Starting January 2012
- Further Integration of AE with CMS Initiatives



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## Take Away Action Steps

- Get Registered for the Campaign!
- Get Involved and Talk About Nursing Home Quality!
- Visit the Campaign website frequently to check out new resources
- Teach Nursing Home Staff and Consumers about use of the tools and resources
- Nursing Homes - Enter Their Organizational Goal data into the website at prescribed intervals
- Get your residents and staff registered and involved with the campaign



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## Tool and Resource Use Demonstration



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**Questions So Far??**



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**Thank You!**



**Tammy Rolfe**  
[trolfe@leadingage.org](mailto:trolfe@leadingage.org)  
**207-242-5386**

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