

Advancing Excellence

in America's Nursing Homes



The Campaign Advance

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Issue: 11

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Eight Goals Nearly Ready for "Prime Time"

With a target roll out date now set for late September or early October, a few goals are still in the final stages of refinement by the Goals Task Force, chaired by Debra Bakerjian representing the [Gerontological Advanced Practice Nurses Association](#) (GAPNA) on the Advancing Excellence (AE) [Steering Committee](#). In anticipation of the roll out, all participants are asked to visit the AE home [Web site](#) and update their nursing home's profile. If you encounter any technical problems updating your profile, contact help@nhqualitycampaign.org. To review the eight goals, [click here](#).

Advancing Excellence Update

Turn Up the Volume on Advancing Excellence

The Advancing Excellence (AE) campaign offers ideas to help participating nursing homes communicate effectively with their staff about Advancing Excellence. These tactics work with other stakeholders as well, such as residents, families, vendors, the local community etc. To access the material, "*Top 10 Ideas to Involve All Staff in Advancing Excellence*," [click here](#). Typical ideas, with samples and templates, include:

- Announce and explain the Campaign and the chosen goals during all staff meetings. Tell all who the Advancing Excellence contact person is.
- Publicize progress towards the goals. Celebrate when you reach each goal.
- Hold 10 minute "Standup Meetings" that keeps staff engaged.

- Hold an in-house forum about Advancing Excellence and include members from the staff, residents, families, and local community. Make it a "big deal."
- Recognize success and individual achievement with an "Advancing Excellence Recognition Program."
- Provide "Talking Points" about the Campaign.
- Communicate by using the nursing home's newsletter, other publications, and the nursing home's Web site.

Go to the Advancing Excellence Web site, www.nhqualitycampaign.org for sample materials and templates. If nursing home leaders are not involved in and enthused by participation in Advancing Excellence, chances are the staff will feel the same way. Therefore, the message is clear - Communicate! Communicate! Communicate!

LANE Happenings

LANE Gets Stimulus Funds

The LANE Convener for Washington State, the Washington State Long Term Care Ombudsman Program (WSLTCOP), recently secured \$150,000 in funding through the American Recovery and Reinvestment Act (ARRA). The funds will be available for a 15-month pilot project supporting LTC workforce development toward improving the recruitment and retention of South King County's nursing home workforce, including certified nursing assistants. Nursing homes will have an opportunity to apply for stipends to support their efforts in these areas: Implementing or expanding the use of consistent assignment; establishing peer mentoring programs; promoting workforce education (specialized dementia care); removing barriers to employment (e.g. English as a second language classes) or other proposals related to staff retention.

An eligibility requirement for participation will be current registration in the Advancing Excellence Campaign; one of the key indicators of success is likely to be data regarding staff turnover that is tracked on the Advancing Excellence Web site.

For information, contact Ms. Carolyn Edmonds, WA State LANE convener, at carolyne@multi-servicecenter.com.

LTC Nursing

Overcoming Barriers, Advancing Opportunities

Long term care is adapting to a resident-centered care environment. This change poses a number of dilemmas for nurses. But, there's a lot out there to help. Read about these issues and the opportunities they bring in the position paper, [Nurses Involvement in Culture Change: Overcoming Barriers, Advancing Opportunities](#). Many Advancing Excellence [Steering Committee](#) organizations collaborated in writing this paper, most notably the [Hartford Institute](#) (*Sarah Burger*) and the [Pioneer Network](#) (*Bonnie Kantor*) with funding from the [Commonwealth Fund](#) (*Mary Jane Koren*). If the above link does not work, you can

access the issue paper at <http://hartfordign.org> and click on "Policy," then Position Papers and Briefs.

Nursing Home Success Stories

All Staff on Deck for Pain Management

For Lena DeMiles, Advancing Excellence is the key to quality improvement.

DeMiles is the director of nursing for Laurel Ridge Rehabilitation and Nursing Center in Jamaica Plain, Mass., which joined Advancing Excellence in 2007. DeMiles selected chronic pain, acute pain and consistent staffing as the goals for her facility and immediately set to implementing strategies for improving pain management and measuring how the home was doing.

For pain management, DeMiles says that Laurel Ridge uses a team approach where any member of the care team can and should ask a resident how significant their pain is on a scale of 1 to 10. Anyone who reports pain over a score of four is reassessed throughout the day so physicians and therapists can be consulted quickly.

DeMiles looks up her quality indicators and quality measures around pain each month and uses the Advancing Excellence Web site to track Laurel Ridge's progress and benchmark against other nursing homes.

"I bring the data to our morning meeting," DeMiles said. "The whole team reviews the data and anybody - it could be an activity person - can be involved in assessing pain. Housekeeping and Maintenance have also become an integral part of the team. It's not just for nursing any more."

DeMiles also put consistent staffing by floor in place when Laurel Ridge joined Advancing Excellence. Her nursing home has three floors and staff is almost never assigned to a different floor from their base assignment. Staff sometimes bristles at the census on their floor is particularly high, but DeMiles reminds them that they are likely to have a lighter load on other weeks.

To monitor her success, she tracks the assignments of four employees to see if they were ever assigned to different floors. In most cases, the facility scores 100 percent for consistent assignment.

"I can't remember the last time I floated a nurse to another floor," DeMiles said.

DeMiles encourages other nursing homes to join Advancing Excellence and emphasizes that the campaign's framework and tools are enormously helpful for making improvements.

"I would tell other nursing homes that you have to be faithful to Advancing Excellence, and it can make a great difference," DeMiles said. "Our building bought in and now we can't let go."

To share your story, please contact Lauren Shaham at lshaham@aahsa.org.

Recruitment Update

Campaign Survey Seeks Participant Input

With the Advancing Excellence campaign gearing up for the launch of new and revised goals this fall (anticipated in September 2009), the input from current participants is essential to evaluate how the Campaign has met your needs and to identify areas for improvement. If you received an email asking you to complete the survey, please respond and offer your perspective on how the Campaign can make even greater strides toward Advancing Excellence in America's Nursing Homes.

If you have questions about the survey or have lost the email that you received, please contact Barbara Pilgram at (bpilgram@aahsa.org.)

Tips & Tactics

How to Improve Staff Satisfaction from Those Doing It

In the words of [Otto Von Bismarck](#), "Some people say that they learn by experience. I prefer to profit by others experience." He might also have said "it is more efficient that way." That's why AE Steering Committee member the [American Health Care Association](#) (AHCA) recently published the paper, *Improving Staff Satisfaction: What Nursing Home Leaders are Doing*, to share best practices for improving staff satisfaction in key operational areas. These improvements may contribute to higher staff satisfaction, increased retention, improved work practices and improved attitudes toward service excellence. Many of the change ideas are backed by evidence-based research, while others have been effective for many nursing home leaders who have contributed to this effort. To access the paper, [click here](#).

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