

Advancing Excellence

in America's Nursing Homes



The Campaign Advance

In This Issue

[Phase 2 Goals](#)

[Staff Turnover](#)

[Consistent Assignment](#)

[Physical Restraints](#)

[Pressure Ulcers](#)

[Pain Management](#)

[Advance Care Planning](#)

[Resident/Family Satisfaction](#)

[Staff Satisfaction](#)

[LANE Happenings](#)

[Staff Involvement](#)

Quick Links

[Join the Campaign](#)

[Newsletter Archive](#)

[More About the Campaign](#)

[For the Media](#)

[Contact Us](#)

Issue: 13

November 2009

A Challenge from the Chair

By Mary Jane Koren, MD, MPH
Chair, Advancing Excellence Campaign

The three-year-old Advancing Excellence in America's Nursing Homes campaign has moved to Phase II with the launching of new and revised goals, accompanied by an improved Web site www.nhqualitycampaign.org that provides nursing home leaders with excellent resources to help achieve their quality improvement goals. Nursing homes that have been with the Campaign since Phase I will need to re-enroll by updating their profile, selecting at least three of eight goals (these can be those you currently have) and set quality targets - setting targets is a new feature of every goal.

Nursing homes that re-enroll by January 31, 2010 will receive special recognition and designation as a Charter Member, a badge of honor to show that you've been with the Campaign since Phase I and are continuing your commitment to Advancing Excellence. We hope non-participating nursing homes will join us and become part of a growing movement to identify and work on quality goals to keep your residents healthier and everyone, including staff, more satisfied.

Why re-register or join for the first time? Nearly half of the nation's nursing homes — nearly 7,500 — joined the Campaign during its first phase and the results have been very promising. Campaign participants that chose to focus on reducing use of physical restraints, reducing the prevalence of pressure ulcers and controlling pain, improved at a significantly faster rate than other nursing homes. There are tangible benefits for nursing homes as well: improving staff retention and maintaining staff stability saves money, improves efficiency as well as outcomes and contributes to better relationships between residents and their caregivers. If you have participated in the past, please tell your colleagues about the campaign.

Join Our List

[Join Our Mailing List!](#)

We added two new goals for you to select, Advance Care Planning and Measuring Staff Satisfaction, and have revised several of the existing goals, to make it easier for you to measure and track your progress. We also have updated the Web site's many resources, including a new best practice - CNA Fact Sheets - to help nursing homes more effectively engage certified nursing assistants in quality improvement activities.

Both new and existing participants will benefit from being part of the "new" Advancing Excellence campaign, which neither duplicates nor conflicts with existing QI requirements or other QI initiatives. Please go to our Web site www.nhqualitycampaign.org and explore what the Campaign has to offer. We hope you decide to re-register or to be a first time joiner with the Advancing Excellence campaign. We look forward to working with you on achieving these important quality goals. If you have any questions, please contact quality@aaahsa.org.

Advancing Excellence Update

Advancing Excellence Phase II Goals & Notes

Following are the Advancing Excellence Phase II Goals. Each goal has multiple objectives and this summary includes only the first objective; click to the Advancing Excellence Web page for all the objectives for each goal. Some of the objectives have "Parts A and B" so be sure to note those in your review. Every goal now includes a target-setting requirement; as well as a state-wide objective for improved quality which is for LANEs only. Resources for each goal include an Implementation Guide, Webinar, Video, Consumer and Staff Fact Sheets and links to additional resources. To preview resources for each goal, [click here](#).

Goal 1, Staff Turnover

Nursing homes will take steps to minimize staff turnover in order to maintain a stable workforce to care for residents.

Objective #1 – The average annual turnover rate for the following positions reported by nursing homes participating in this goal will be: RNs at or below 65%; LPNs at or below 35%; and CNAs at or below 65%; to be achieved by Quarter 4, 2011. To view additional objectives, [click here](#).

Quick Takes:

- This goal now expands beyond just the CNAs and recognizes that other staff members including licensed nurses, DONs/DNSs, and Administrators are also critical to the success of the organization and the improvement in resident outcomes.
- Stability and longevity in key leadership positions is a great messaging opportunity.
- Nursing homes will enter data on a monthly basis directly to the AE Web site using the staff turnover worksheet which calculates CNAs, LPNs, RNs turnover separately.

Goal 2, Consistent Assignment

Being regularly cared for by the same caregiver is essential to quality of care and quality of life. To maximize quality, as well as resident and staff relationships, the majority of Nursing Homes will employ "consistent assignment" of front line staff.

Objective #1 – 50% of nursing homes selecting this goal will have adopted "consistent assignment" among CNAs defined as 85% of long stay residents in a nursing home have a maximum of eight (8) CNA caregivers over a one-month period of time. In addition, 85% of short stay residents in a NH will have a maximum of eight (8) CNA caregivers over a two (2) week period; to be achieved by Quarter 4, 2011. To view additional objectives, [click here](#).

Quick Takes:

- This goal expands beyond CNAs and is inclusive of licensed nurses, DONs/DNSs, and Administrators.
- Nursing homes will enter data directly on to Web site using the consistent assignment worksheet or enter the calculations by hand.

Goal 3, Physical Restraints

Nursing home residents are independent to the best of their ability and rarely experience daily physical restraints.

Objective #1 – The national average of daily use of physical restraints will be at or below 2%; to be achieved by Quarter 4, 2011. To view additional objectives, [click here](#).

Quick Takes:

- Nursing homes made major gains in the first phase of the Campaign.
- The second phase of AE is an opportunity for the long term care community to bring the national and state averages for physical restraint use down to less than or equal to 2%.
- Many nursing homes are already at the minimum and 0% is not unusual.

Goal 4, Pressure Ulcers

Nursing home residents receive appropriate care to prevent and appropriately treat pressure ulcers when they develop.

Objective #1 – The national average for high risk pressure ulcers will be at or below 9%; to be achieved by Quarter 4, 2011. To view additional objectives, [click here](#).

Quick Takes:

- Specific tools on the new Advancing Excellence Web site will help lead nursing home staffs through simple quality improvement steps.
- The AE Web site will start to include ways to work with local hospitals on reducing pressure ulcers in patients discharged from hospitals.
- MDS 3.0 will allow nursing homes to separate out residents with pressure ulcers upon admission.

Goal 5, Pain Management

Nursing home residents will receive appropriate care to prevent and minimize episodes of moderate or severe pain. Objectives for long stay and short stay are slightly different.

Goal 5A: Long Stay – longer than 90 days – nursing home residents will receive appropriate care to prevent and minimize episodes of moderate or severe pain.

Goal 5B: Short Stay – People who come from a hospital to a nursing home for a stay will receive appropriate care to prevent and minimize episodes of moderate or severe pain.

Objectives #1 –

Long Stay -The national average of moderate or severe pain experienced by long stay residents will be at or below 2%; to be achieved by Quarter 4, 2011.

Short Stay - The national average of moderate or severe pain experienced by post-acute care patients will be at or below 16%; to be achieved by Quarter 4, 2011. To view additional objectives, [click here](#).

Quick Takes:

- New F-tag 309 provides updated standards requiring a comprehensive pain management program. Choosing this goal will help nursing homes to be in compliance if they use the tools and links provided in the pain section.
- All of the materials have been reviewed to be compliant with CMS survey and certification requirements.
- The new MDS 3.0 will also have changes related to pain management; AE tools have documented where those changes are currently.

Goal 6, Advance Care Planning

All nursing home residents will have the opportunity to discuss preferences with an appropriate member of the healthcare team on Advance Care Planning and to have their decisions documented and followed.

Objectives #1 A & B – Among all nursing homes participating in this goal, the average of the reported percent of residents having discussions regarding their goals for care and having those goals recorded in their medical record and plan of care will be at or above 85% for **(A)** newly admitted or re-admitted residents and **(B)** residents having those discussions during their quarterly care planning conference. To view additional objectives, [click here](#).

Quick Takes:

- This is a great opportunity to be on the cutting edge of incorporating a more meaningful process for advance care planning.
- MDS 3.0 drops all of the advance care planning from Section A.
- AE will be seeking volunteer nursing homes to pilot specific tools and processes for this goal.

Goal 7, Resident/Family Satisfaction

Almost all Nursing Homes will assess resident and family experience of care and incorporate this information into their quality improvement activities.

Objective #1 – The national average of nursing homes that regularly assess (A) residents and (B) families' experience of care and incorporate the results into their quality improvement activities will exceed 85%. To view additional objectives, [click here](#).

Quick Takes:

- Advancing Excellence's Web site will provide Nursing homes leaders with free guidance on using valid and reliable survey instruments and to compare the surveys based on the type of questions that are asked.
- The Web site also provides an opportunity to give feedback on specific QI methods and to share your successes with nursing home staff across the nation.

Goal 8, Staff Satisfaction

Almost all Nursing Homes will assess staff satisfaction with their work environment at least annually and upon separation and incorporate this information into their quality improvement activities.

Objectives–

- **Objective A1 By 4Q 2010:** The national average of nursing homes that regularly assess staff satisfaction and incorporate the results into their quality improvement activities will exceed 75%.
- **Objective A2 By 4Q 2011:** The national average of nursing homes that regularly assess staff satisfaction and incorporate the results into their quality improvement activities will exceed 85%.

To view additional objectives, [click here](#).

LANE Happenings

California LANE's Recruitment Efforts Booming

The California LANE has pulled out all the stops in efforts to promote the Advancing Excellence in America's Nursing Homes Campaign and to encourage nursing homes throughout the state to register or re-enroll.

During biweekly LANE meetings, key nursing home stakeholders have designed recruitment materials that include an adaptation of the Michigan LANE's "Stand Up For Quality" flyer, an impressive two-page document that encourages California's 1,200 nursing homes to join the Advancing Excellence Campaign and "earn recognition" for their quality improvement efforts.

A list of the "Top Ten Reasons to Join the Campaign" includes compelling messages about enhancing quality of life, improving staff morale, lowering operating costs, sharing best practices, and accessing free and convenient resources and training. You can view this flyer, and other California LANE recruitment resources, at www.hsag.com/canursinghomes/default.aspx.

LANE members will be offering computerized, on-site Campaign sign-ups during a November healthcare convention for which 2,000 nursing home representatives have already registered. The LANE is presenting quarterly webinars on many of the Campaign's eight goals and will be conducting an Advancing Excellence "traveling education series" to help spread the word.

Periodically, memos have been sent to nursing home leaders throughout the state about the value of the Campaign and the benefits of participation. Articles about the Campaign are already appearing in newsletters and on websites. In addition, a welcome letter and certificate of participation will be going out to nursing homes enrolling in the Campaign to help connect them with Campaign resources.

This multi-faceted recruitment approach should position the California LANE well to live up to the slogan "Advancing Excellence - Alive and Well in California" and to achieve the LANE goal of doubling the number of California nursing homes participating in the Advancing Excellence Campaign. For more information, contact jwieckowski@hsag.com.

Staff Involvement

Looking for Commitment, Engagement from Employees? Look to AE!

Listen to what nursing home staff are saying about the Campaign!

Listen to the voice of a CNA:

"My experience on Advancing Excellence has given me the opportunity to voice my opinions on many important issues pertaining to my career as a CNA. The knowledge I have learned from Advancing Excellence has opened my eyes and increased my awareness of all departments in the nursing home atmosphere, making me a better team player. On the clinical side, Advancing Excellence has many great resources to offer, training programs and educational materials that can benefit every department in the nursing home. I personally would highly recommend anyone in this profession to become a part of the Advancing Excellence campaign." – Debbie Pitts, CNA for 41 years

Listen to the voice of a facility leader:

"We think it is great that employees have the opportunity to join AE as individual members. We believe this has contributed to a no deficiency survey and the staff involvement has positively impacted the stability of our staff."
– Clark Moody, Administrator