

Advancing Excellence

in America's Nursing Homes



The Campaign Advance

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Highlights of Each Goal

Goal 1, Staff Turnover: Nursing homes will be expected to take steps to minimize staff turnover amongst RNs, LPNs and CNAs and other essential staff. A sample objective for this goal is that by the end of 2011, the average annual CNA turnover rate for participants will be at or below 65%.

Goal 2, Consistent Assignment: A sample objective for this goal is that by the end of 2011, 50% of nursing homes selecting this goal will practice consistent assignment in accordance with the definition established by Advancing Excellence.

Goal 3, Restraints: Nursing home residents are independent to the best of their ability and rarely experience daily physical restraints. A sample objective of this goal is that by the end of 2011, 50% of nursing homes participating will report restraint rates less than 1%.

Goal 4, Pressure Ulcers: Nursing home residents receive appropriate care to prevent and treat pressure ulcers when they develop. A sample objective of this goal is that by the end of 2011, 30% of nursing homes will report rates at or below 6%.

Goal 5, Pain: A two-part goal with objectives for long stay and short stay being slightly different. For example, sample objectives for long and short stay residents state that by the end of 2011 30% of nursing homes will regularly report rates of moderate to severe pain for long stay residents at or below 1%; the rate for short stay residents will be at or below 7%.

Goal 6, Advance Care Planning: Following admission and prior to completing or updating the plan of care, all nursing home residents will have the opportunity to discuss their goals for care, including their preferences for advance care planning, with an appropriate member of the healthcare team. Those preferences should be recorded in their medical record and used in the development of their plan of care.

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. A core objective for this goal is that, by the end of 2011, the national average of nursing homes that regularly assess resident experience of care and incorporate the results into their quality improvement activities will exceed 85%.

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. A core objective for this goal is that, by the end of 2011, the national average of nursing homes that regularly assess staff satisfaction and incorporate the results into their quality improvement activities will exceed 75%.

Advancing Excellence Update

Coalition Members Build Momentum for Future Success

The Advancing Excellence Steering Committee (SC) convened for its regularly scheduled face-to-face meeting in September in Washington, DC. Of special note, this was the first meeting since our colleagues from the Colorado Foundation for Medical Care (CFMC) -- that's the CO QIO -- joined us as official

partners. CFMC was granted the CMS special services contract to support the Advancing Excellence (AE) campaign and will be providing services to keep the web up and running and refreshed, and collecting, analyzing and reporting campaign data.

Preserving Critical Access Nursing Homes

Dr. Vince Mor, Brown University, was a main presenter at the all day meeting, Dr. Mor has done groundbreaking research on the problem of disparities in nursing home care faced by many minority residents and communities. His data surprised the Steering Committee members in terms of the extent of the problem of disparities. To help advance the topic, The Commonwealth Fund has made a grant to Massachusetts Long Term Care Foundation, Alice Bonner, PhD, RN, Executive Director, part of which was to develop pilots to help the AE LANEs reach out to assist minority, usually resource poor nursing homes.

"One of the problems we've been wrestling with is what to call this initiative in order to frame it positively," challenged AE Chair Mary Jane Koren, MD, MPH. Thus, the Campaign will call its project "Preserving Critical Access Nursing Homes." These homes often have serious quality issues and close at a much higher rate than homes elsewhere, yet they represent a vital resource for the underserved communities in which they are located. Within the long term care community, it is well known that it is "location" that counts most when choosing a nursing home. Closer to home means people can receive nursing home care and still be close to their families. Not to mention, these nursing homes also represent an important source of jobs within the community. Helping them improve their performance needs to be an AE priority.

The meeting agenda also included updates on the status of AE's new and revised goals, which, thanks to Deb Bakerjian PhD, MSN, FNP and her intrepid Goals Taskforce, are just about ready for roll out and launch -- see "goals" article in this newsletter for more on this topic.

Guests at the September SC meeting included:

- Janet Brock of CMS, who has championed the cause of AE behind the scenes and been instrumental to our receiving the ongoing support which the CFMC contract represents.
- Kelly Anderson, also from CMS (the communications division) was there to learn more about AE. She'll be helping us get the word out about the progress we're making.
- And a voice familiar to us from our bi-weekly SC calls, Marilyn Rierson from the Patient Safety QIOSC, was able to attend as well.
- Also in attendance, two representatives from the Veteran's Administration (VA), Christa Hojlo and Lisa Minor. This was particularly exciting since the hope is that the VA will become official members of our AE coalition. As a provider who operates about 160 or so nursing homes, which they call Community Living Centers, plays a major role with the State Veteran's Homes, and holds contracts with many community nursing homes the SC feels they should be part of the campaign. The meeting also provided the

opportunity to welcome new member to the SC - John Weir who is the ombudsman for Michigan.

- Janet Firshein, of Burness Communications, who described the plan to help the campaign gain greater recognition in the media, both national and local, and to assist the Communications Work Group, which serves as a resource to many of our other workgroups.

In addition, there were four visitors from Ontario, Canada, who came to DC hoping to learn from our experiences as they launch their own nursing home quality campaign. Indeed, they felt the trip valuable.

As usual, time ran out with lots of information shared. Check the Campaign Web site for more details.

LANE Happenings

LANE Outreach a Constant Priority

In early August, Advancing Excellence Field Director Carol Benner was heading off to Franklin, Tennessee, while Barbara Pilgram, Associate Field Director, was in Georgia, taking the Advancing Excellence Campaign "show on the road".

Carol was a featured speaker at the annual meeting of TNAHSA, the Tennessee affiliate of the American Association of Homes and Services for the Aging. The theme of this year's meeting, "Changing Lives," was well aligned with Carol's presentation about the ongoing efforts of the Advancing Excellence campaign to enhance quality of life for nursing home residents and staff. During her workshop, Carol took her audience on-line to visit the Advancing Excellence Web site, where nursing home administrators were able to experience first-hand the interactivity of the Web site and to witness its numerous technical assistance resources.

Meanwhile, Barbara was conducting a series of presentations about Advancing Excellence for audiences in Macon, Stockbridge, Tifton and Cartersville, Georgia. The Georgia Health Care Association (GHCA), the Georgia affiliate of the American Health Care Association, hosted a round of daylong conferences in August for their affiliated nursing homes in central and southern Georgia, with the Advancing Excellence campaign the focus of each morning session. Barbara spoke with more than 100 GHCA members about the history and current status of the Advancing Excellence Campaign; the performance of Georgia's nursing homes on the Campaign's goals; and the future direction of the Campaign. According to Mendee Rock, Vice President of GHCA's Membership Services who organized the programs, "We are very excited about the future and believe that Advancing Excellence will help Georgia's facilities and the people we serve."

Recruitment Update

Calling All Staff! All Shifts! **Individual Nursing Home Staff Urged to Participate**

It's true. Recruiting facility staff is one of the Campaign's best-kept secrets. In addition, we want to change it to become one of the Campaign's greatest achievements.

Advancing Excellence is the first quality initiative that recognizes that having nursing home employees as members has the potential to more positively impact the quality improvement efforts of nursing homes.

We all know that nursing home staff from all departments, and all shifts, is a vital component of the quality of care and quality of life provided to those who live in nursing homes. They are the ones who interact with the residents daily and provide 90% of all care and services.

In addition, research has found that employees who are actively involved in their nursing home's quality improvement activities are more productive, provide better care, have more job satisfaction, and are less likely to leave their job.

As the Campaign has worked on revising its' goals and planning for the future, how to include frontline staff in more of the Campaign activities has received a lot of attention.

So stay tuned. The Campaign will be actively recruiting all staff to sign up as members of the Campaign. More resources designed specifically for frontline staff will be available, including Fact Sheets for each goal with specific information for nurse aides.

Still wondering why individual employees should join if your nursing home is a member?

- They will receive their own regular updates related to Campaign activities
- They will get personalized invitations to participate in Campaign activities
- They will be notified of opportunities for professional development
- They will receive ideas specific to their position for quality improvement, including those specific to the goals your nursing home may be working on
- They become a member of a national quality initiative that has helped its' nursing home members improve the quality of care and quality of life of their residents

Survey Informs Next Phase of Campaign

Advancing Excellence surveyed Campaign participants this summer to determine how well the Campaign meets their needs and to identify areas for improvement. Here are highlights of some preliminary findings. Among survey respondents:

- The majority of participating nursing homes improved outcomes on the goals they selected
- Use of the Campaign's technical resources was high and these tools were rated as extremely valuable
- Most indicated that nursing home staff had participated in the Campaign's education programs
- Approximately 75% of respondents were familiar with their state's Local Area Network for Excellence (LANE)
- Areas for improvement include building awareness of the resources available through the Campaign Web site and LANEs

This feedback is invaluable, particularly as the Campaign transitions into its next phase this month and launches new goals.

Campaign participants are encouraged to [log into the Campaign Web site](#) update their profiles and renew their goals. Now is also an ideal time for nursing homes to [join the Campaign](#), if they have yet to do so. The [evidence](#) is clear... nursing homes participating in Advancing Excellence are improving the quality of care and quality of life of their residents and creating a better working environment for staff.