

The Journey to Continuous Improvement

The AHCA/NCAL Quality Award Journey to Continuous Improvement



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AHCA/NCAL Quality Award Judge

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Session Objectives:

- Understand the 3 levels of the AHCA/NCAL Quality Award Program
- Learn how organizational self-analysis can improve performance and outcomes
- Recognize the importance of continuous quality improvement
- Identify ways to use the Quality Award Criteria as a management tool

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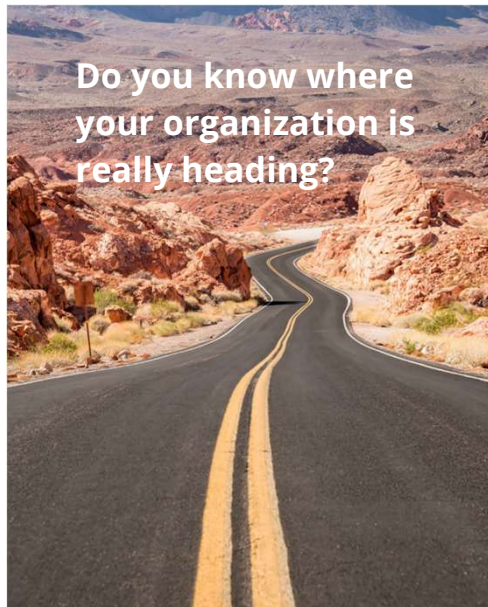
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Getting to know you:

- Award recipients? Bronze or Silver?
- Administrators/DONS/Others Team members?
- Potential Quality Award Applicants?

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BEGINNING THE JOURNEY

A GREAT JOURNEY BEGINS WITH A PLAN!

PLAN:

CREATE A SUCCESSFUL ORGANIZATION
THAT DELIVERS QUALITY OUTCOMES AND
FOSTERS AN ENVIRONMENT OF
CONTINUOUS IMPROVEMENT.

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Why take the Journey?

Silver and Gold Quality Award recipients outperform their peers and lead the nation.

- 57% more likely to be an Overall 5 Star Center than the nation
- 3% better performance than the national average on falls
- 7% lower RN turnover than the nation.
- 9% better performance than the national average on the use of off-label antipsychotics

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How is your organizational sense of direction?

GPS gone a little haywire?



- Each day is a new adventure
- No real sense of where you're going
- Going in too many different directions
- Team is not on the same page
- Difficult to measure success
- Problems get fixed but not resolved

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Could you use a new map to success?

A clear path to a new direction

- Everyone is on the same page
- There is an organizational plan
- The plan is geared to outcomes
- Outcomes can be measured
- Problems are fully resolved
- Employees are engaged
- Customers are satisfied



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AHCA/NCAL QUALITY AWARD PROGRAM

The Quality Journey starts here

- Established in 1996 and is now the largest Baldrige-based program in the U.S.
- Provides a pathway for providers to journey towards performance excellence and continuous improvement
- The program is based on the core values and criteria of the [Baldrige Performance Excellence Program](#).



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AHCA/NCAL QUALITY AWARD PROGRAM

The Journey to Performance Excellence

Bronze Award - Commitment to Quality The goal of this award level is to provide applicants with the tools and resources they need to achieve performance improvement by completing a self-assessment that outlays their organizational priorities and goals. **(2,158 recipients to date)**

Silver Award - Achievement in Quality Applicants continue to learn and develop effective, systematic approaches and demonstrate sustainable organizational and process results linked to key customer requirements, success factors and challenges. **(749 recipients to date)**

Gold Award - Excellence in Quality Applicants meet the demands of the full Baldrige Criteria by demonstrating and achieving high levels of performance in the areas of leadership, strategic planning, customer and workforce, operations and knowledge management. **(49 recipients to date)**



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AHCA/NCAL QUALITY AWARD PROGRAM

What will you find on the Journey?

- The three levels of the award are a set of progressively higher standards for performance.
- By moving through the three award levels, organizations will improve the quality of the care and services they provide.
- National, external validation of high quality care and services – great information to share with your consumers, stakeholders and referral sources.



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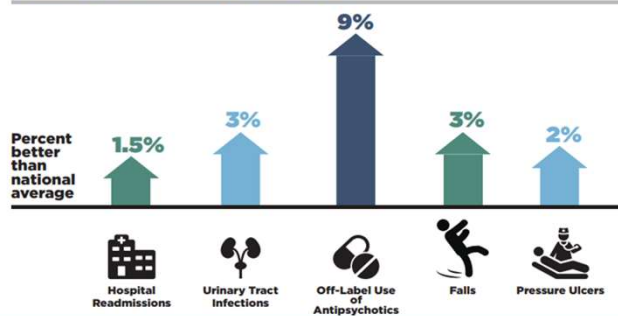
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AHCA/NCAL QUALITY AWARD PROGRAM

Destination: Better results and outcomes!

Superior Outcomes: Silver and Gold recipients perform better than national average in key quality measure outcomes.

Quality Performance Measures ⁱ



i. Quality performance data from CMS Care Compare and LTC Trend Tracker. Measures reflect data through Q3 2022. Performance difference is statistically significant (p<0.05) for all antipsychotics and readmissions.

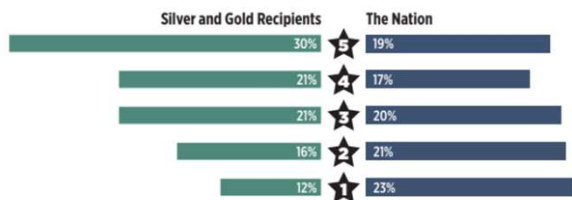


AHCA/NCAL QUALITY AWARD PROGRAM

Destination: Better results and outcomes!

Starpower ⁱⁱ
Five Star Ratings

Overall Five Star Rating



Superior Outcomes: Silver and Gold recipients achieve higher 5-star ratings based on award recipients from 2017-2022.

ii. Star rating data from February 2023 release of Nursing Home Compare. Performance difference is statistically significant (p<0.05) for all measures.



AHCA/NCAL QUALITY AWARD PROGRAM

Destination: Better results and outcomes!

Superior Outcomes: Silver and Gold recipients attain greater sustainability through improved occupancy and financial performance.

Business Advantage for Owners ⁱⁱⁱ

Active Silver and Gold Recipients vs. the Nation



iii. Financial data from FY2021 CMS Cost Reports and staff turnover from Payroll Based-Journal (Q3 2021-Q2 2022). Operating Margin = (Operating Revenue – Operating Expenses) / Operating Revenue x 100.) Occupancy Rate = Residents Weekly / Licensed Beds x 100. Performance difference is statistically significant (p<0.05) for all measures.






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AHCA/NCAL QUALITY AWARD PROGRAM

Destination: Better results and outcomes!

What does a continuously improving organization look like?

Facility Characteristics ^{iv}

	Active Silver and Gold Award Recipients	The Nation
 Ownership	69% For-Profit 31% Not-For-Profit/ Government	71% For-Profit 29% Not-For-Profit/ Government
 Size	112 Average Beds	106 Average Beds
 Location	75% Urban 25% Rural	72% Urban 28% Rural

Quality Award Recipients look a lot like **YOU** – different settings, different organizational structures, same goals for successful quality care!

iv. Demographic data from February 2023 Nursing Home Compare.



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AHCA/NCAL QUALITY AWARD PROGRAM

How does this process help your facility?

Performance Improvement: A proven framework that organizations can use to make improvements in any clinical, quality or other operational outcome area. *90 percent of applicants* identify performance improvement as a primary reason in applying for an award.

Team Engagement: Bring your team together for one common goal achieving desired results and quality outcomes through continuous learning and improvement. The application process is a team building activity to engage staff across all levels of your organization.

Regulatory Demands: The criteria keeps providers focused on improvements that meet regulatory demands such as Quality Measure improvement, Five Star ratings, QAPI, and FRA requirements, and CMS RoP.



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AHCA/NCAL QUALITY AWARD PROGRAM

Key Areas of Focus on the Journey

- Resident and Family engagement and satisfaction
- Strong and effective leadership practices
- Teams-based approaches
- Use of data and feedback to achieve outcomes
- Proactive evaluation and improvement of processes
- Meaningful change and innovation using best practices



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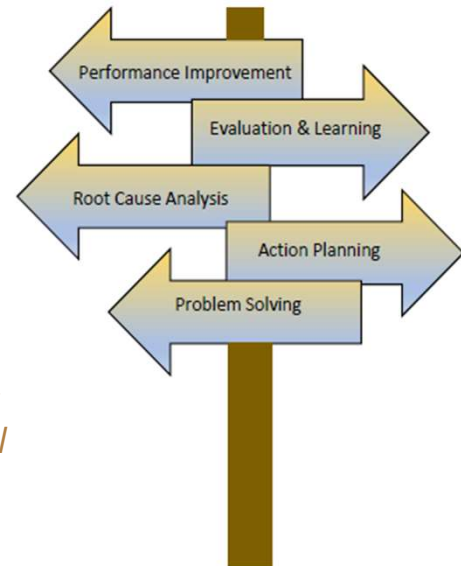
The Continuing Quality Journey

Directional sign posts to quality

Performance Improvement System:

The Criteria asks the key question: (P.2c)

“What are the key elements of your performance improvement system, including your processes for evaluation and improvement of key organizational projects and processes?”



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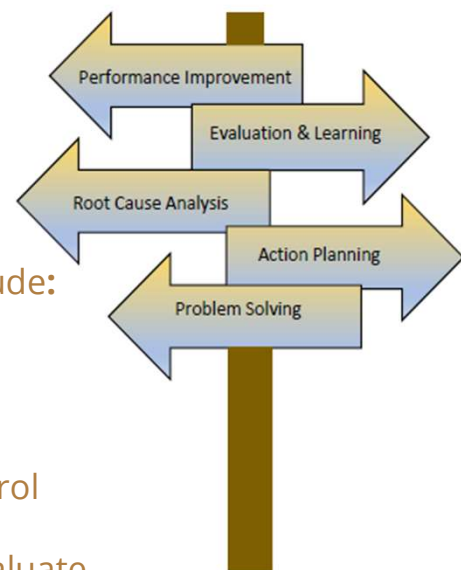
The Continuing Quality Journey

Directional sign posts to quality

Performance Improvement System

No one single model or method, examples include:

- **P-D-S-A or P-D-C-A**
Plan, Do, Study (Check), Act
- **DMAIC (Lean Six Sigma model)**
Define, Measure, Analyze, Improve, Control
- **F-A-D-E**
Focus, Analyze, Develop, Execute and Evaluate



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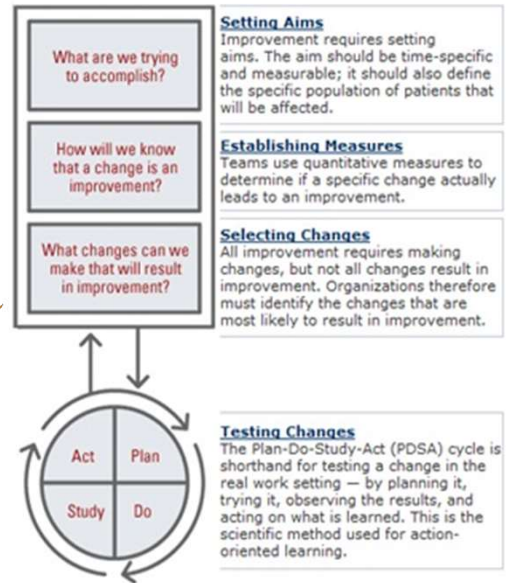
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The Continuing Quality Journey

Directional sign posts to quality

Performance Improvement System

- Can be any model or method you choose
- Will drive systematic, effective improvement of processes and systems
- Must encourage cycles of evaluation and improvement
- Guide action plan development
- Achieve Organizational Learning
- Generate quality outcomes and results



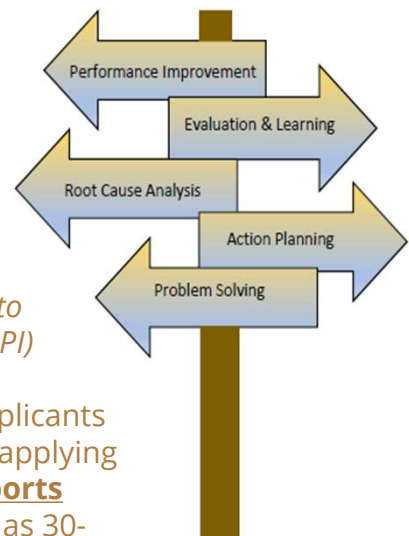
The Continuing Quality Journey

Directional sign posts to quality

CMS Quality Assessment and Performance Improvement (QAPI) requirement

“QAPI will take many nursing homes into a new realm in quality - a systematic, comprehensive, data-driven, proactive approach to performance management and improvement.” (CMS.gov- NH QAPI)

AHCA research indicates that 90 percent of Quality Award applicants identify **performance improvement** as a primary reason in applying for an award. Silver and Gold recipients have **data that supports superior performance in key quality outcome areas** such as 30-day hospital readmission, off-label use of antipsychotics, Five-Star ratings, occupancy rate, and operating margin.



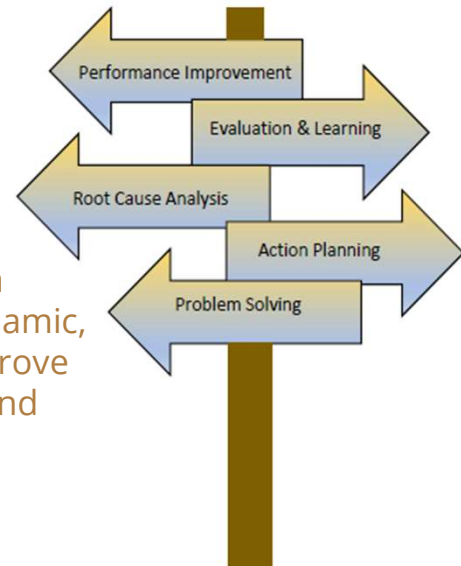
The Continuing Quality Journey

Directional sign posts to quality

Performance Improvement System

Your performance improvement system must be a systematic and defined approach; it must be a dynamic, "living" process that you and your team use to improve and change, to drive innovation, solve problems, and create action plans throughout the organization.

Why is this important for you and your organization?



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The Continuing Quality Journey

Directional sign posts to quality

The *Quality Award Criteria* focuses on processes – the methods used to do your work and improve.

Approach: How do you accomplish your organization's work?

Deployment: How are your processes used within your organization? Does your team understand the process, goal?

Learning: How well have you evaluated and improved your key approaches and processes? Is it working?

Integration: How do your processes align with your organizational needs and goals to achieve sustainability?



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The Continuing Quality Journey

Award Criteria are a management tool

The *Criteria* are a systems approach to managing your organization to achieve success and improve organizational performance.



It focuses on 11 Core Values and Concepts and Management tools.

- Systems perspective
- Visionary leadership
- Patient-focused excellence
- Valuing people
- Organizational learning
- Focus on success
- Managing for innovation
- Management by fact
- Societal responsibility and community health
- Ethics and transparency
- Delivering value and results

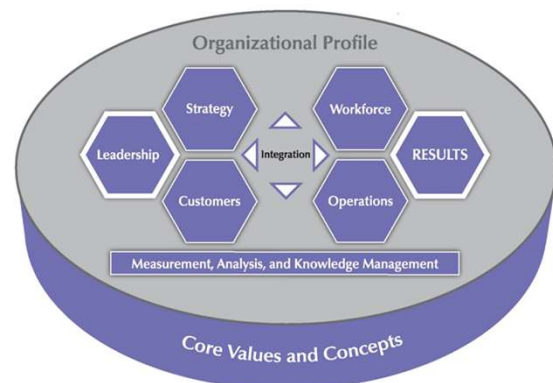
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Award Criteria are a management tool

- *Outcome-focused*
- *Evidence-based*
- *Systematic management model*
- *Leading edge, validated leadership*
- *Performance driven practice*



From Baldridge Performance Excellence Program, 2017-2018 Baldridge Excellence Framework: A Systemic Approach to Improving Your Organization's Performance (Health Care). Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. <https://www.nist.gov/baldridge>.

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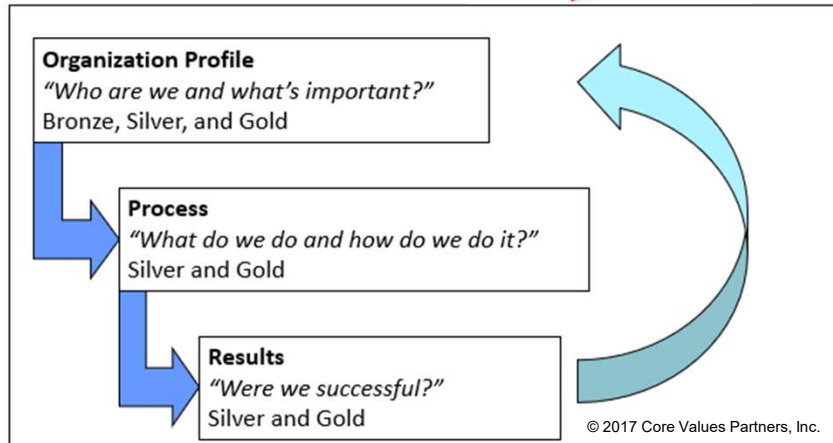
Award Criteria are a management tool



Award Criteria (Baldrige)
Management Document
Components

a.k.a.

Your AHCA/NCAL Quality
Award Application!



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Why take the Journey? Recipient Outcomes

Gold Quality Award recipients are model organizations that demonstrate high-quality performance resulting from **sustainable, systematic, and effective processes**. These centers are among the best role-model organizations in long-term care. Some examples of role-model performance:

- **97%** of patients and families recommend the center to others
- **100%** of employees would recommend the center to others as a good employer and to a family member for care

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The Continuing Quality Journey

Navigating the Journey- how's your GPS working?

Is your organization focused on:

- Systematic, effective processes, approaches, systems
- Strategic goals and objectives
- Action planning and development
- Organizational learning
- Cycles of evaluation and improvement
- Quality outcomes and results



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The Continuing Quality Journey

Navigating the Criteria - how's your GPS working?

What is "Systematic and Effective?"

"Systematic" indicates an approach that is well-ordered, repeatable and uses data and information in a way that makes learning possible.

"Effective" defines how well an approach fulfills its purpose."



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The Continuing Quality Journey

Navigating the Journey – how's your GPS working?

Strategic advantages and challenges guide organizational strategic objectives and goals

Strategic advantage – what you do best

Strategic challenge – what stands in your way

Strategic objectives – what you plan to capitalize on advantages and overcome challenges

Strategic goals – Future performance levels that are developed to attain your strategic objectives.



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The Continuing Quality Journey

Navigating the Journey– how's your GPS working?

What is action planning and development?

- Specific actions to meet goals and objectives
- Critical to effectively implementing strategy
- Defines training and resources needed
- Establishes key measures for success
- Aligns key measures with desired outcomes
- Creates a path to organizational growth
- Leads to improvement and meaningful change



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The Continuing Quality Journey

Navigating the Journey- how's your GPS working?

Organizational learning is NOT training!

Learning is defined as:

"New knowledge or skills acquired through evaluation, study, experience, and innovation."



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Navigating the Journey- how's your GPS working?

What is the difference between organizational learning and education and training?

"Learning" is an **organizational** activity that leads to improvement or innovation and creates best practices and generates new ideas for change.

Education and training are individual activities that provide developmental opportunities and encourages individual growth in the workforce.



Learning improves outcomes. Education and training improve workforce capability.

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The Continuing Quality Journey

Navigating the Journey- how's your GPS working?

Cycles of evaluation and improvement – what does this mean?

Cycles of evaluation and improvement use fact-based data and information to create systematic, organizational results that lead to innovation, enhance organizational capability and capacity, and accelerate continuous improvement and meaningful change.



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Navigating the Journey- how's your GPS working?

It is worth repeating, the Criteria asks this key question: (P.2c)

“What are the key elements of your PERFORMANCE IMPROVEMENT SYSTEM, including your processes for EVALUATION AND IMPROVEMENT of key organizational projects and processes?”

Does your organization actively use this system to make changes and improvements?



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Navigating the Journey- how's your GPS working?

How would you describe your current organizational direction?

Are you "Accidentally Awesome"?
or
Are you "Intentionally Improving"?



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Cycles of Evaluation and Improvement help:

Define what you are trying to accomplish – set goals that are **Specific, Measurable, Attainable, Relevant, and Time-Based**.

Identify when a change is an improvement – use **Quantitative Measures** to determine changes are leading to improvement

Recognize that improvement requires change – identify changes that result in **Organizational Improvements** understanding not all changes are improvements.



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The Continuing Quality Journey

Merge ahead . . . The journey to excellent outcomes

Aligning the AHCA/NCAL process with the Regulatory environment

- ACHA/NCAL Award Criteria
- CMS QAPI Plan
- CMS Facility Resource Assessment



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The Continuing Quality Journey

Merge ahead . . . The journey to excellent outcomes

ACHA/NCAL Award Criteria Categories

Organizational Profile

Key factors, competitive situation

Category 1- Leadership

- 1.1 Senior Leadership
- 1.2 Governance and Societal Responsibility

Category 2 - Strategy

- 2.1 Strategy Development
- 2.2 Strategy Implementation

Category 3 - Customer

- 3.1 Voice of the Customer
- 3.2 Customer Engagement

Category 4 - Measurement, Analysis, & Knowledge Mgmt

- 4.1 Measurement, Analysis and Performance
- 4.2 Information and Knowledge Management

Category 5 - Workforce

- 5.1 Workforce Environment
- 5.2 Workforce Engagement

Category 6 - Operations

- 6.1 Work Processes
- 6.2 Operational Effectiveness



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The Continuing Quality Journey

Merge ahead . . . The journey to excellent outcomes

CMS QAPI Plan Elements

Element 1: Design and Scope...

Element 2: Governance and Leadership ...

Element 3: Feedback, Data Systems, and Monitoring ...

Element 4: Performance Improvement Projects (PIPs)...

Element 5: Systematic Analysis and Systemic Action.



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The Continuing Quality Journey

Merge ahead . . . The journey to excellent outcomes

CMS Facility Resource Assessment Requirements

Part 1: Resident Profile – types, care needs

Part 2: Services and care required based on resident needs

Part 3: Resources (staff, training, etc.) needed for care daily and in emergencies

Part 4: Synthesize and use the assessment findings and data

Part 5: Evaluate processes and plan for future assessments



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The Continuing Quality Journey

Merge ahead . . . The journey to excellent outcomes

AHCA/NCAL – QAPI – FRA Crosswalk



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The Continuing Quality Journey

Merge ahead . . . The journey to excellent outcomes

- The AHCA/NCAL Quality Award Criteria is a roadmap to excellence that provides organizational alignment
- Leadership must drive and support the overall performance excellence strategy
- Effective alignment of improvement efforts leads to better results – and competitive advantage
- Your organization should use the Criteria to *focus, align, and accelerate* your performance excellence efforts
- *Organizations that have made the greatest progress (improved results) are the ones that view the Criteria as an management improvement tool, not as an Award application*



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The Continuing Quality Journey

Are we there yet? Why should you apply?

The AHCA/NCAL Quality Award process can help...

- ...hold your organization *accountable*
- ...*sustain* your organization
- ...*align* your organization
- ...*improve* your organization
- ...*recruit* to your organization
- ...*reward and recognize* your organization
- ...provide a *common language*



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Why take the Journey? Award Recipient Wisdom

"The quality journey has strengthened the systematic processes that lead to improved evaluation, learning, and innovation. These improvements have increased the quality in all aspects of the day-to-day operations and in turn have resulted in greater team and customer satisfaction."

- Heritage of Bel-Air 2020 Quality Award Gold Recipient

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2024 AHCA/NCAL Quality Award Program:

AHCA/NCAL National Quality Award Program Portal - Login to view, write, and submit your Bronze and Silver Quality Award Applications.

Dates to remember:

Intent to Apply - August 15-November 16, 2023

Application Deadline - January 25, 2024

Available now:

2024 Bronze, Silver, and Gold AHCA/NCAL Award Criteria Packets at www.ahcancal.org/Quality/National-Quality-Award-Program

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AHCA/NCAL Quality Award Program:

Panel of Judges (2018-present)

Master Examiner (2012-2017)

Senior Examiner (2008-2011)

Quality Award Recipient: Bronze (2008, 2016); Silver (2009, 2017);

Gold (2014)

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Presentation resources:

AHCA/NCAL Quality Award Program,
www.ahcancal.org/quality_improvement/quality_award

Baldrige Excellence Framework, Health Care
www.nist.gov/Baldrige/healthcare

Core Values Partners, Inc., Paul Grizzell, President
www.corevaluespartners.com

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