FHCA 2019 Annual Conference & Trade Show

CE Session #18 – National Quality Award Program: It's Not Just for Skilled Nursing Centers
Monday, August 5 – 12:30 to 1:30 p.m.
Celebration 9-10 – Assisted Living

Upon completion of this presentation, the learner will be able to:

- Learn the basic understanding of AHCA's National Quality Award Program and the Malcolm Baldrige Performance Excellence framework
- Identify four basic elements of Baldrige framework for performance excellence - Approach, Deployment, Learning and Integration
- Discuss seven areas of focus, including six process categories and one results category

Seminar Description:

American Health Care Association's (AHCA) National Quality Award Program is a journey of quality for the nation's long term care organizations, including assisted living facilities. For a long time, the National Quality Award Program has been perceived for only skilled nursing centers. In the recent years, more and more assisted living facilities have joined the program and received the recognition that they deserve. In 2018, the assisted living facility community was very excited when the very first assisted living facility Gold recipients in the nation were announced. This session will provide an overview of the program and award criteria requirements so Florida's assisted living facilities can start the journey and join the winners' circle.

Presenter Bio(s):

Julia Pratt is currently an Executive Director with Brooks Rehabilitation working within the Aging Services Division. Julia has served older adults for over 20 years since graduating from the University of North Florida with a Physical Therapy degree. Julia's passion for ensuring that all individuals have the highest level of participation in life has influenced her career in working within the skilled nursing and assisted living environments. Most recently, under her leadership, Julia's team at Brooks Bartram Lakes Assisted Living Facility has received the silver quality award.

Koko Okano is the Quality Improvement and Research Analyst with Florida Health Care Association. Koko is a Master Examiner and Team Leader for the AHCA National Quality Award Program and serves on the Board of Overseers of the program. Koko serves as an advanced examiner for the Governor's Sterling Award and on the board of examiners for the National Baldrige Program.
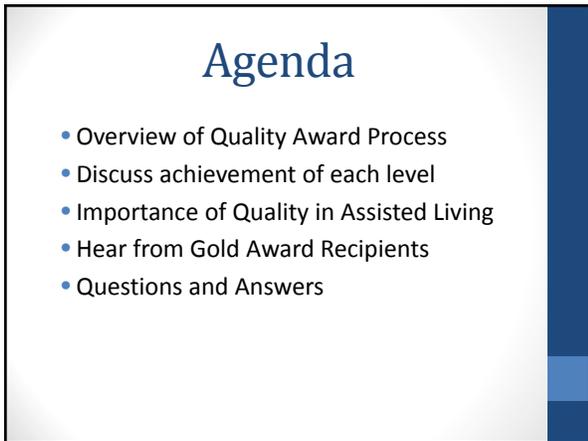
It's Not Just for
Skilled Nursing

Agenda

- Overview of Quality Award Process
- Discuss achievement of each level
- Importance of Quality in Assisted Living
- Hear from Gold Award Recipients
- Questions and Answers

Overview of Quality Award Process

Quality Award Program

- The Quality Award Program is the National AHCA/NCAL Quality Award recognition program for excellence and quality
- Based on the Baldrige Performance Excellence Program
- Has three levels of award: Bronze, Silver and Gold:

  Movement through the three awards assists organizations to improve the quality of the care provided

Baldrige Performance Excellence Framework

- Used in multiple settings – not just healthcare
- Focuses on performance management:
  - Operations
  - Workforce
  - Leadership
  - Strategy
  - Customers
  - Results

BALDRIGE
Performance Excellence Program

PDSA – Plan Do Study Act

Plan to carry out the cycle and obtain results: who, what, where, when

Act on what changes may need to be made and/or continue cycle

Do the plan, document observations and record the data

Study the data and compare to predictions

Plan

Do

Act

PDSA

Study
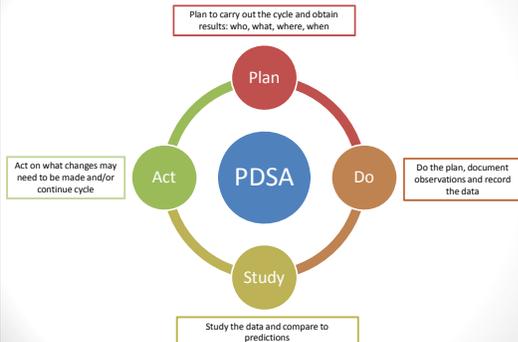
Using the Baldrige Mindset

Reacting to the Problem
Run with the hose and put the fire out

General Improvement Ideas
Install more hoses to get to the fire quickly and reduce the impact

Systematic Evaluation and Improvement
Eval which locations are susceptible to fire and install sensors/sprinklers

Learning and Strategic Improvement
Install systematic sensors/sprinklers that are activated by heat before a fire

Organizational Analysis and Innovation
Use fireproof/retardant materials and replace combustible liquids. Prevention is primary approach and shared with all

Baldrige Performance Excellence Program 2017. Department of Commerce. National Institute of Standards and Technology.

Quality Award Process

- The application process allows organizations to look at their systems and current processes, create benchmarks and identify areas of success as well as improvements using their individualized feedback report

- Applications are judged by trained examiners and feedback is provided to continue the path to excellence

Quality Award Application Tips

- Ensure you meet all deadlines as indicated
- All applications must be original
- Review the technical requirements carefully
- Answers should be in prose
- All criteria must be answered
- Graphs and tables must be legible

Bronze Award
Commitment to Quality

Bronze Quality Award Process

- The goal of this award level is to provide applicants with the tools and resources to achieve performance improvement through the introduction of the Baldrige criteria
- It will provide a framework for understanding an organization's use of performance improvement
- The Bronze criteria focuses on an organization's mission, vision, and key factors that lead to success
- The key areas of focus are on customer requirements and performance improvement, which may result in clearer priorities and better preparation for future goals
- Is the foundation for the Silver Award

Bronze Quality Award Steps

Application Packet Available

Intent to Apply Payment Due

Application and Payment Due

Application Reviewed by Bronze Examiner

Bronze Award Notification

Bronze Feedback Distribution

Bronze Quality Award Criteria

Organizational Description: What are your KEY organizational characteristics? Describe your organization's operating environment and your relationships with KEY PATIENT/RESIDENTS, CUSTOMERS, STAKEHOLDERS, suppliers, and PARTNERS.

- Organizational Environment: mission, vision, service offerings, key measures, workforce profiles, assets, competencies
- Organizational Relationships: customers, suppliers

Bronze Quality Award Criteria

Organizational Situation: What is your organization's strategic situation? Describe your organization's competitive environment, KEY STRATEGIC CHALLENGES and ADVANTAGES, and your system for performance improvement.

- Competitive Environment
- Strategic Context
- Performance Improvement System

First Step To Achieve Success

SUCCESS

Silver Award
Achievement in Quality

Silver Quality Award Process

- The goal of this award level is continue the journey in learning and developing effective processes to drive continuous improvement of performance and outcomes
- It will provide an in depth assessment of how an organization is effective in achieving quality outcomes and help develop the approaches for continuous improvement
- Must have the Bronze Award to apply
- The Silver application will focus on the seven Baldrige categories
- Is the next step toward the Gold Award

Silver Quality Award Steps

| Application Packet Available |
| Intent to Apply Payment Due |
| Application and Payment Due |
| Application Reviewed by Silver Examiner |
| Bronze Award Notification |
| Bronze Feedback Distribution |
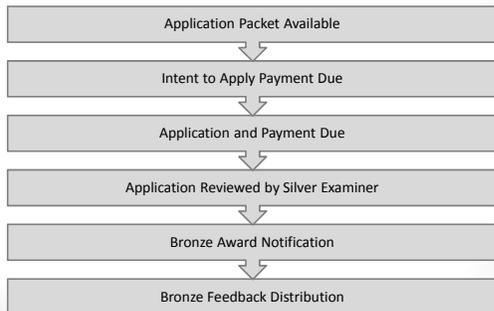
Silver Quality Award Scoring

To receive the award must have:
- Judges will use a minimum total score of points
- A minimum number of points must be in Categories 1-6 (process categories)
- A minimum number of points must be in Category 7 (results category)

Silver Quality Award Criteria

<u>Preface: Organizational Profile</u>: Organizational Description-Environment-Relationships-Situation, Competitive Environment, Strategic Context and Performance Improvement System
- Most of the content from the Bronze Application

1. <u>Leadership</u>: Senior Leadership, Governance and Societal Responsibilities
2. <u>Strategy</u>: Strategy Development and Implementation
3. <u>Customers</u>: Voice of the Customer and Customer Engagement
4. <u>Measurement, Analysis and Knowledge Management</u>: Measurement of Organizational Performance, Information and Knowledge Management
5. <u>Workforce</u>: Environment and Engagement
6. <u>Operations</u>: Work Processes and Operational Effectiveness
7. <u>Health Care and Process Results</u>: Health Care and Process Results, Customer Results, Workforce Results, Leadership and Survey Results, Financial and Market Results

Guidelines for Responding to Process Items (Cat 1-6)

- Understand the meaning of How
- Utilize Table of Expected Results
- Write with ADLI guidelines in mind
  - Have a systematic Approach
  - Show Deployment
  - Show Evidence of Learning
  - Show Integration
  - Show Results in Cat 7
- Demonstrate Focus and Consistency in responding to all areas of the criteria

Scoring Guidelines for Results

Baldrige Process Scoring Guidelines*

For Silver Award it is important to achieve scores at this level or higher

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Guidelines for Responding to Result Items (Cat 7)

- Ensure you include the most critical Organizational Performance results
- Address ALL required results
- Include data sources and at least three points of trend data
- Utilize ITLeC
  - Integration
  - Trends
  - Performance Levels
  - Comparisons
- Interpret all graph results
- Ensure comparisons are relevant
- Include results from items listed in Categories 1-6 (table of expected results)

Category 7 Requirements

- 7.1: Health Care and Process Results
  - 30 day readmission or Hospitalization rates
  - Antipsychotic rates
  - Another measure for ALF (five star for SNF)
- 7.2: Customer Results – Choose one of the following:
  - Overall Customer Satisfaction
  - Customer Willingness to Recommend to Others
  - CoreQ
- 7.3: Workforce Results
  - Staff Turnover or Staff Retention
  - Staffing data point for ALF (five star staffing measure for SNF)
- 7.4: Leadership and Governance Results
  - Two appropriate leadership or governance results
  - (for SNF use five star overall rating and five star survey measure rating)
- 7.5: Financial and Market Results
  - An appropriate measure

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Example of graph for Cat 7

7.2 Customer Results. *Name of facility* measures overall customer willingness to recommend by measuring resident survey response rates quarterly. Our data is compared to national peer average rates as measured on Myinnerview satisfaction tool. We utilize our QAPI process to track performance and identify items that need addressed. We have seen overall YTD improved results. See Table 3.1d Resident Survey Response Rate for processes taken to achieve goal and chart below for results.

2017 Quarterly Resident Survey Response Rate - Required

	Q2	Q3	Q4
Facility Name	55%	51%	70%
Goal	64%	64%	64%
National Peer Score	52%	60%	64%

Source: Myinnerview Satisfaction Tool

Second step to success!

Gold Award
Excellence in Quality

Gold Quality Award Process

- The goal of this award level is to apply the Baldrige criteria in its entirety to show superior performance in areas of leadership, strategic planning, and customer and staff satisfaction
- Must have the Silver Award to apply
- This Is the final step
- Awardees are considered the Best of the Best in their profession

Gold Quality Award Steps

- Application Packet Available
- Intent to Apply Payment Due
- Application and Payment Due
- Application Reviewed by Silver Examiner
- Bronze Award Notification
- Bronze Feedback Distribution

Gold Quality Award Scoring

To receive the award must establish **innovation** in all areas and:

- Judges will use a minimum total score of points
- A minimum number of points must be in Categories 1-6 (process categories)
- A minimum number of points must be in Category 7 (results category)

Gold Quality Award Criteria

Preface: Organizational Profile and Situation: Organizational Description-Environment-Relationships-Situation, Competitive Environment, Strategic Context and Performance Improvement System

1. Leadership: Senior Leadership, Governance and Societal Responsibilities
2. Strategy: Strategy Development and Implementation
3. Customers: Voice of the Customer and Customer Engagement
4. Measurement, Analysis and Knowledge Management: Measurement of Organizational Performance, Information and Knowledge Management
5. Workforce: Environment and Engagement
6. Operations: Work Processes and Operational Effectiveness
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Guidelines for Responding to Process Items (Cat 1-6)

- Three important things to keep in mind:
  - The Organizational Profile should paint the picture of what is most important to your organization
  - The important elements from the Organizational Profile should be reflected in the identified processes described in responses to the questions within Categories 1-6
  - The results are then reported in Category 7

* Missing information will be interpreted as a gap in your PERFORMANCE management system.

Scoring Guidelines for Results

Baldrige Process Scoring Guidelines*

(detailed scoring guideline table)

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Scoring Guidelines for Results

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Difference Between Silver and Gold

- Silver award recipients must illustrate they are on the path to innovation and learning
- Silver award recipients must achieve 300 points total with a minimum 151 points from categories 1-6 and a minimum 126 points from category 7

- Gold award recipients must demonstrate that true innovation and learning has occurred
- Gold award recipients must achieve 500 points total with a minimum 257.5 points from categories 1-6 and a minimum 202.5 points from category 7
- Gold award recipients will have a site visit if the above points are achieved AND/OR if the site requirements are met

Site Visit Requirements

- The organization demonstrates effective, systematic approaches that meet most of the Overall Process requirements and some Multiple level requirements for all the categories

- Evidence that senior leaders drive performance excellence, with effective, systematic approaches that meet most of the Overall requirements of item 1.1 including 1.1a(1), 1.1c(1) and 1.1c(2)

- Evidence that senior leaders demonstrate meaningful, value added change based on factual evaluation of at least one of the requirements in item 1.1

- The organization demonstrates fact-based evaluation and improvement (learning) of most of the criteria Process items (integrated with results)1

- Most of the criteria items contain approaches to meeting Process requirements in Categories 1-6 that are aligned with the Organizational Profile and other Process categories

Site Visit Requirements Con'd

- Results address most important Overall results requirements and they demonstrate both improving performance trends and good to very good relative performance against relevant (external) comparisons in most areas

- There are no patterns of adverse trends or poor performance in areas of importance to the Overall criteria requirements and the accomplishment of the organization's mission, as evidenced by the Organizational Profile and Process categories. An individual incident or isolated declining trend does not constitute a pattern

- The organization does not exhibit any "show stopper" issues, defined as an adverse condition that would diminish the reputation of the Quality Award Program if the organization were selected as a Gold-level recipient

- The organization's demonstrated overall performance, resulting from sustainable, systematic, effective processes, is among the best in the post-acute care profession and overall the applicant can serve as a role model for the industry

With strong determination and dedication success will happen!

Importance of Quality in Assisted Living

Impact to Assisted Living Facilities

- Proven <u>framework</u> for process improvement in clinical, quality and business areas
  - 90% of applicants report that they learn to apply the goals of improvement and excellence to achieve results
- Supports <u>structure</u> for state survey process

Impact to Assisted Living Facilities

- Research from AHCA/NCAL indicates that higher level award recipients, Silver and Gold, have <u>increased performance</u> in key quality outcome areas such as 30-day hospital readmission, off-label use of antipsychotics, occupancy rate, falls, pressure injuries and operating margin
- Promotes <u>team engagement</u> around a common vision
- Marketing ability and <u>recognition</u>
- **<u>Healthy and happy residents!</u>**

ALF Award Recipients

National Quality Award Program

Questions ?

Resources

- **National Quality Award Program Brochure**
- **Malcolm Baldrige National Quality Award Overview**
- **Baldrige Performance Excellence Program**
- **Baldrige Alliance for Performance Excellence**
- **Baldrige Foundation**