

Continuous Quality Improvement Initiatives

Georgia Nursing Home Quality Initiative

Description

The Georgia Nursing Home Quality Initiative, which began in 2003, focuses on raising the quality of care received by residents in the state's nursing homes. Key stakeholders—including the Department of Community Health, nursing home providers, AARP, the Georgia for-profit and not-for-profit associations, the quality improvement organization and the Alzheimer's Association—created the program to have one initiative that met the goals and objectives of all the state's different quality programs. They formed workgroups to focus on a different quality aspect. My InnerView was considered as a software package that could help measure quality. Based on the data collected by this system, they could then target trainings all over the state to address areas of low quality.

The group held district meetings and invited the administrator and director of nursing of each provider to attend the meetings to recruit organizations. The participating facilities collect data via My InnerView, a Web-based data entry program measuring a common set of key performance factors (clinical indicators, workforce performance metrics and satisfaction of employees, residents and family members). The information is analyzed and provided to the facilities monthly, enabling them to take quicker action to improve care and satisfaction. The Quality Initiative group gets aggregate quality indicator scores twice a year and, based on that data, the initiative addresses weak areas via trainings.

In the first year, the primary round of data went to the initiative's quality committee. The next year, the initiative focused on the weak parts, such as restraints and pressure ulcers. They also found that facilities were weak in leadership and supervisory skills. They started trainings with RNs, then opened it up to other supervisors. There were about 36 training courses total.

The group has had positive results. They have made significant improvements on restraints, and they have seen tremendous stories around resident and employee satisfaction. Some facilities have been able to keep turnover down and improve retention. However, there has not been as much improvement in pressure ulcers.

The state initially used \$600,000-\$700,000 of CMP funds to pay for the costs of implementing the initiative for the first three years, citing it as a quality exercise and quoting OBRA. Most of these funds went to training and paying for My InnerView.

To cover the rest of the money needed for trainings, each nursing home had to be willing to cover the cost for My InnerView. All facilities have paid for the program through June 2009; they are billed \$2,000 per year for the program. The Georgia Health Care Association (GHCA, the for-profit association for long-term care providers in Georgia) handles the money and pays My InnerView. A small amount is kept aside for the trainings. Participants have been charged \$2,000 every year from year one. If they meet the criteria—which includes attending the trainings, submitting the data monthly and participating in the family satisfaction survey—they get the money back. The entire program costs the average facility in Georgia \$200 per month. Approaching it in this way has kept the non-GHCA members involved, thus the initiative's far reach in the state.

As a partner, the state paid for the first year. After that, AARP contributed \$75,000 to train for leadership skills, and the state provided another year of funding. After three years, the state said it could not provide additional funding.

The second component of the initiative is the Georgia Nursing Home Incentive Model or Georgia's Quality Incentive Rate System. This initiative provides incentive payments to eligible facilities based on quality indicators. Started in 2007, the program is a collaboration between GHCA, My InnerView and the Centers for Medicaid and Medicare Services (CMS) and also involves the Department of Health and providers.

The facilities are required to meet the following criteria to participate:

- ♦ Participate in the Georgia Nursing Home Quality Initiative and submit monthly My InnerView data.
- ♦ Conduct a family satisfaction survey at least annually.
- ♦ Conduct an employee satisfaction survey at least annually.

Eligible facilities are scored on eight criteria based on the quality measures from My InnerView and CMS data. Facilities must receive three points from the following:

- ♦ At least one point from the CMS metrics (percent of high-risk long-stay residents who have pressure sores, percent of long-stay residents who are physically restrained, percent of long-stay residents who have moderate to severe pain and percent of short-stay residents who have moderate to severe pain).
- ♦ Exceeding the threshold of 85 percent or higher of “good” or “excellent” ratings on the family satisfaction question “would you recommend this facility?”
- ♦ Participation in the employee satisfaction survey.
- ♦ Above the state average on either RN/LPN stability or certified nursing assistant stability.

One additional point may be awarded for exceeding the threshold of another CMS metric not listed above. The total points awarded based on CMS metrics cannot exceed two.

Medicaid provides a quality add-on incentive to eligible facilities that meet the above criteria. The quality add-on equals a one-percent increase in the routine component of the Georgia daily Medicaid rate. Facilities are reviewed every 90 days to determine if they have met the requirements for additional quality payments.

Overall, approximately \$3.5 million has been invested so far, partially funded by the state, the facilities and AARP over the past three to four years.

Resources

For information about the family satisfaction report and the Georgia Department of Community Health Nursing Home Incentive Model, visit [Georgia Health Care Association Web site](#)

[Press release on the Quality Initiative Program](#)

For more information about [My InnerView Web site](#) for more information about the surveys

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North Carolina Family Satisfaction Surveys

Description

The North Carolina Health Care Facilities Association, the association of for-profit providers in the state, established a two-year quality project to enhance the quality of care and life for the 42,000 residents in North Carolina. The association sought the project from the Division of Health Service Regulation because it saw a gap in empirical evidence of family satisfaction in nursing facilities. The purpose of the project is to systematically collect and analyze data to develop and conduct initiatives, training, etc. to improve the quality of care and life for residents in nursing facilities. Nursing facilities enter data into My InnerView, a Web-based data entry and reporting program measuring a common set of key performance factors such as clinical indicators, workforce performance metrics and satisfaction of employees, residents and family members. The project started in April 2007.

The first component is annual surveys, through My InnerView, on family satisfaction of quality of life, quality of care, quality of service and overall satisfaction. The second component, derived from survey data, consists of internal and external quality improvement efforts. The state and individual nursing facilities can compare satisfaction results among nursing homes in North Carolina and other nursing homes in the nation that participate in My InnerView. The nursing homes can observe changes over time and make decisions based on the data. The comparative data helps to address quality issues that are important to the organization. In addition, information gained by the statewide summary report guides topic selections for training and education sessions. The educational sessions are available to all skilled nursing facilities in North Carolina.

The goal is for 75 percent of the licensed homes to participate in the program by submitting satisfaction surveys to participate in either or both of the learning sessions.

The two-year project is funded through \$288,360 in CMP monies.

Resources

For information about the family satisfaction survey, visit the [My InnerView Web Site](#)

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Vermont Statewide Resident Satisfaction Survey

Description

In 2000, Vermont implemented a voluntary, statewide resident satisfaction survey, in which approximately half of the nursing homes participate. The survey is administered once a year and to short-term residents on discharge. Some of the survey measures include overall satisfaction and satisfaction with admissions, dining, rooms, maintenance, nurses, nurse aides, housekeeping, activities and finances.

The Department of Disabilities, Aging and Independent Living posts on its Web site the results of each individual facility compared to the state average, as well as the facilities that chose not to participate. Each facility is provided a comprehensive report, and the state works with facilities on the areas that need to be improved.

The Department of Disabilities, Aging and Independent Living supports the survey through a grant to the Vermont Health Care Association, which administers it. The grant is for one year, not to exceed \$50,000. Plans are to renew this grant annually.

The survey is a useful tool for providers to assess their progress and areas for improvement. Since the results are publicly available, it also can help consumers in selecting a nursing home.

Resources

For information about the resident satisfaction survey, visit the [My InnerView Web site](#)

Visit the [Department of Disabilities, Aging and Independent Living Web site](#) for posting of the resident satisfaction survey results

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