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PHCA Excellence in Quality Award  
Overview

- Recognition of member commitment to quality improvement
- QAPI focused for 3 years
- New in 2016
  - Focus on implementing a Quality Culture
  - Focus on Quality in Assisted Living and Personal Care
  - Applications were submitted online
  - Record number of applications
  - Scoring metric was utilizing with emphasis on process development and sustainability
    - Feedback is available upon request
  - Awards expanded to include two additional levels:
    - Recognition in Quality
    - Honorable Mention
    - Category Winners

PHCA Quality

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## Members Receiving Recognition in Quality Certificates

- Highland Park Care Center,
- Manor Care Kingston East, HCR Manor Care
- Manor Care Montgomeryville, HCR Manor Care
- Colonial Manor Nursing and Rehabilitation Center, Wilmac Corp
- Lancashire Hall, Wilmac Corp
- Hempfield Manor Care, HCF
- Laurelwood Care Center, Grane
- Brookside Center—Nationwide Healthcare Services
- Immaculate Mary Center for Rehabilitation & Healthcare, Center Management
- Mount Vernon of Elizabeth—Five Star Senior Living
- Country Meadows Retirement Communities
- Franciscan Manor—Five Star Senior Living
- Amber Springs at Laurel Wood Care Center, Grane



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## Members Receiving an Honorable Mention

- Quality Life Services
  - Developing leaders as an effective strategy to improve quality
- Overlook Green, Five Star Senior Living
  - Improved survey compliance and reduction in repeat deficiencies
- Brandywine Hall, Genesis Healthcare
  - Improved effectiveness of the QAPI team
- Willowcrest, Einstein Health Care Network
  - Best practice in quality for high tech care
- Renaissance Healthcare and Rehabilitation Center, Nationwide
  - Effective use of Resident Centered Care to Improve Quality

[Invited to Share Their Quality Stories—Best Practice Session at the PHCA Quality Symposium, May 23, 2017.](#)



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## 2016 PHCA Excellence in Quality Award Categories

- Best Practice in Decreasing a PHCA Quality Measure
- Best Practice in Quality—Integrating Technology
- Best Practice in Quality Assisted Living and Personal Care
- Best Practice in Establishing a Quality Culture



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### Quality Measures in PHCA 2015-2016 Plan

Reduce the use of long stay antipsychotics to 18% by Q4 2015.
Maintain the average rate of new or worsening short stay pressure ulcers at 0.75% by Q4 2015.
Reduce the 30-day risk-adjusted re-hospitalization rate to 17.6% by end of Q4 2015.
Increase the risk-adjusted discharge to community rate to 60.0% by the end of 2015.
Maintain the average rate of long stay pain at 9.5% or less by Q4 2015.

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### Excellence in Quality Awards—Best Practice in Decreasing a PHCA Quality Measure



Hanover Hill Nursing and  
Rehabilitation Center  
**WILMAC**



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### Quality Project

- **Problem defined:** Reduce hospitalizations, particularly 30-day re-hospitalizations in long-stay and short-stay residents
- **Goals included:**
  - Decrease rates to below National Benchmarks
  - Improve Quality of Care and Quality of Life for residents



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### Steps Taken to Identify Causes of Rehospitalizations

- Analyze each transfer out of the facility
  - Interact
  - PointRight Logistics System
- Identify Trends
  - Physician After-hour Calls
  - Unit
  - Diagnosis
  - Family Preference
  - Nursing Care and Interventions Prior to Transfer




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### Implementing Change

- Morning rounds are conducted daily with resident conditions and/or change in status discussions
- In-house Diagnostic Procedures are discussed as part of looking at interventions and the plan of care
- Focused on improved advanced care planning
- Ensuring resident “wishes” are known prior to Physician Notification
- New role of a Nurse Navigator was implemented to assist with care within the facility and to monitor resident post discharge to the community
- Established a goal based on National Benchmark
- Monitor monthly for progress
- Data is reported based on goal and benchmark



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### Challenges and Modifications

<p style="text-align: center;"><u>Challenges</u></p> <ul style="list-style-type: none"> <li>• Family Preferences</li> <li>• Resident Expectations</li> <li>• Refusal to address code status</li> <li>• Denial of prognosis</li> <li>• Denial of continued stay coverage through commercial insurance precipitates early discharge</li> </ul>	<p style="text-align: center;"><u>Modifications</u></p> <ul style="list-style-type: none"> <li>• Collaboration with the local ER                             <ul style="list-style-type: none"> <li>◦ Discuss goal and services available at the nursing center.</li> <li>◦ Change in Communication Eval <u>not admit</u></li> </ul> </li> <li>• Evaluated infection control processes</li> <li>• Staff education—IV Training</li> <li>• Respiratory Therapy Services utilized in-house at the onset of symptoms.</li> </ul>
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### Building Sustainability

- Early Detection
- Ensuring Nursing Competency
  - Assessment
  - Interventions
  - Skills
- Care Planning and Family Engagement
- Continue to use a systematic approach
  - Role of Interact



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### Demonstrating Results



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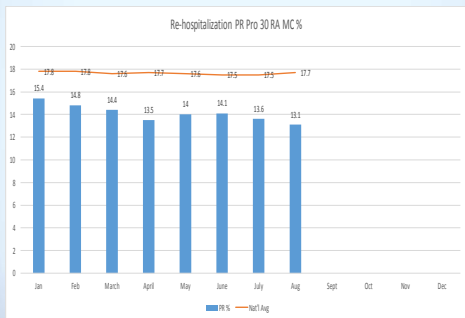
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### Re-hospitalization – PR30 Risk Adjusted Medicare Percentage



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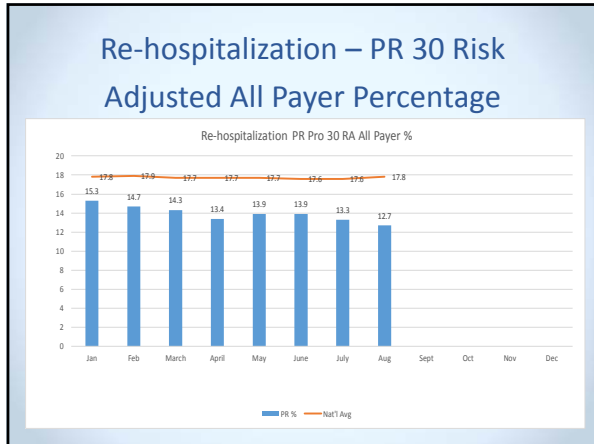
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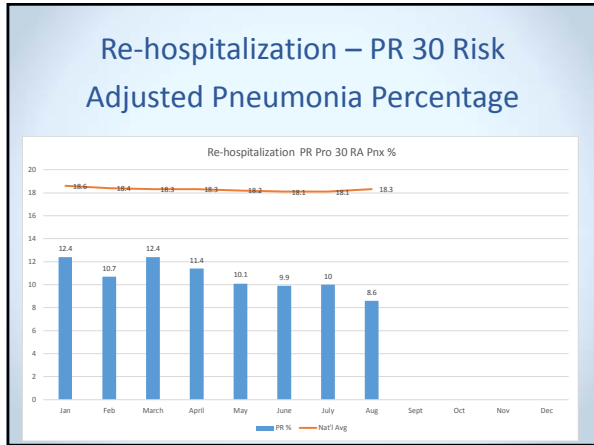
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 FIVE STAR SENIOR LIVING

MT. VERNON OF SOUTH PARK



 PHCA Quality

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### Quality Project

- **Project Defined:** Reduce hospitalization rates
- **Root Cause Analysis:** Revealed that lack of early detection in resident changes on a consistent basis were contributing to rehospitalizations

 PHCA Quality

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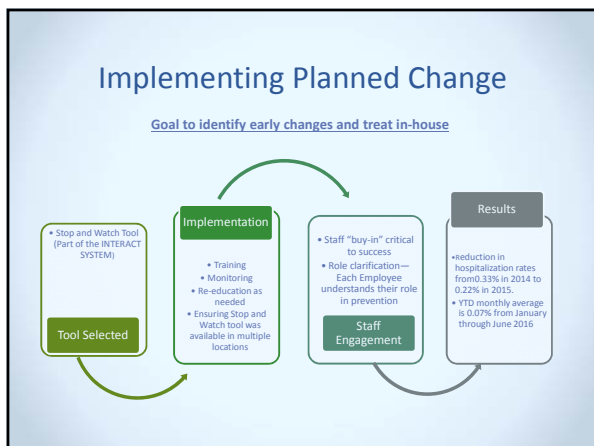
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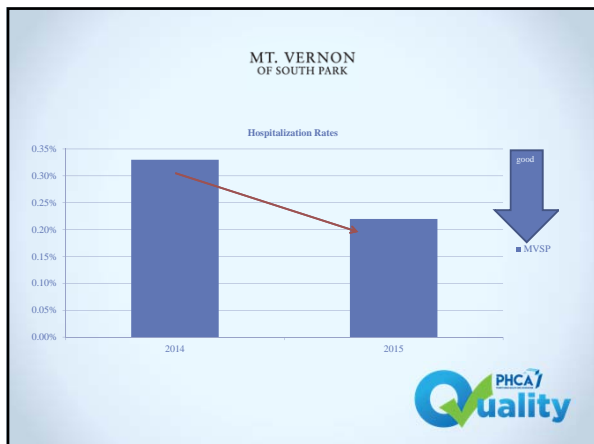
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### Root Cause Analysis and the Five Whys

- Help identify the root cause of a problem.
- Determine the relationship between different root causes of a problem.
- One of the simplest tools; easy to complete without statistical analysis.
- **When Is 5 Whys Most Useful?**
- When problems involve human factors or interactions.
- In day-to-day business life; can be used within or without a Six Sigma project.
- **How to Complete the 5 Whys**
- Write down the specific problem. Writing the issue helps you formalize the problem and describe it completely. It also helps a team focus on the same problem.
- Ask Why the problem happens and write the answer down below the problem.
- If the answer you just provided doesn't identify the root cause of the problem that you wrote down in Step 1, ask Why again and write that answer down.
- Loop back to step 3 until the team is in agreement that the problem's root cause is identified. Again, this may take fewer or more times than five Whys.

PHCA Quality

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### The 5 Whys: A Root Cause Analysis Technique

By [Katie Kupersmith](#), [Paul Mulvey](#), and [Kate McGreey](#) from [Business Analysis For Dummies](#)

- “Why” is such a powerful question that it’s the basis for a root cause analysis technique called the 5 whys.
- The thought is that by the time you ask a stakeholder “Why?” 5 times, you generally have arrived at the root cause. Consider this example:
  - Q: “Why did you submit a purchase requisition for \$750?”  
A: “Because we need to purchase 150 staplers!”
  - Q: “Why do you need to purchase 150 staplers?”  
A: “Because our agents need to staple the pages of the driver’s license application together.”
  - Q: “Why do they need to staple those pages together?”  
A: “Because we need to keep the two pages together. When we received the new printer, it changed the default setting from double-sided to single-sided printing, and now we print out two pages rather than one.”
- So now you’ve figured out the real problem: It’s the printer settings for the network printer, and it has nothing to do with the stapler.
- The business created a solution to the problem, but they’re fixing it the wrong way. And you didn’t even need all 5 whys!



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### Excellence in Quality Awards—Integrating Technology



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 a tradition of caring



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### Quality Project Wound Telemedicine

- **Project Defined:** Decreased in-house and community acquired pressure ulcers
- **Root Cause Analysis:** Revealed a gap in physician expertise in the diagnosis and treatment of wounds



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### Process Implemented

- The nursing center after exploring several options decided to implement telemedicine.
- An iPad is utilized to make wound rounds with a physician and a wound nurse
- Weekly rounds are conducted at the same time and day
- During rounds wounds are assessed including measurements and depth of wound



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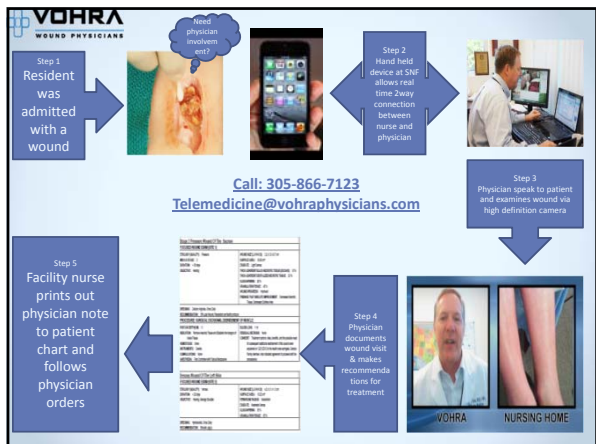
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### Challenges Impacted Success

- Initially local physicians and primary care physicians were resistant to the program
  - The telemedicine physicians provided doctor-to-doctor education to assist with adoption
- Families and residents also were sometimes fearful of the technology
  - Education was provided

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### Demonstrating Results

- The program was implemented approximately 6 months ago
- Wounds at the nursing center have been decreased
- CASPER Data revealed
  - Short-stay wounds have been reduced to a National Group percentile of 0%
  - Long-stay wounds have been reduced from 37% to 28% percentile

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THANK YOU  
to  
PHCA  
and  
  
HCF  
MANAGEMENT, INC.  
*a tradition of caring*



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What is a culture of quality?

- **Quality culture** is a set of group values that guide how improvements are made to everyday working practices and consequent outputs. explanatory context.
- Harvard business defines a “true culture of quality” as an environment in which employees not only follow quality guidelines but also consistently see others taking quality-focused actions, hear others talking about quality, and feel quality all around them.



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Excellence in  
Quality Awards—Best Practice in  
Establishing a Quality Culture



Advancing quality. Improving lives.



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## Quality Project

- **Problem defined:**
  - In 2015, the nursing center was ranked as a two star in Quality Measures.
  - The interdisciplinary team identified that improvement was needed and that transformation was necessary.
- **Root Cause Analysis (RCA):**
  - RCA revealed a knowledge deficit on scoring of the different measures and that further education was needed
  - Interventions were implemented after the problems were identified.



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## Action Plan

<u>Action Steps</u>	<u>What Changed?</u>
<ul style="list-style-type: none"><li>• Education was completed by the QI Consultants</li><li>• Each measure was then reviewed and prioritized</li><li>• Daily interdisciplinary meetings occur and problem areas are discussed and interventions are implemented.</li><li>• Monthly interdisciplinary meetings occur and all measures are reviewed. Areas above 70% become a team focus</li></ul>	<ul style="list-style-type: none"><li>• The interdisciplinary team has become more proactive by identifying potential problems and initiating interventions, before the problem areas trigger.</li><li>• Quality measures are reviewed on a monthly basis rather than quarterly.</li><li>• Benchmarks and/or thresholds are established.</li><li>• Adverse events are tracked, investigated and monitored.</li></ul>

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## Challenges and Sustainability

- Adaptations of schedules can be challenging.
- Remain focused and ensure follow through.
- Realize that problems exist and will continue to exist, solicit input from staff, residents, families.
- Promote administration staff to be involved with the residents on a daily basis. The more eyes ensuring quality the better.
- CMS continues move the goal posts by adding new QMs and rebasing which impact the Star Rating
  - Goal remains the same--Achieve those outcomes faster and at a lower cost=quality




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## Demonstrating Results

The Altoona Center for Nursing Care has maintained a five star rating and continues to track, investigate and monitor.

Nursing Home Compare Rating for QMs--9/22/2016

CMS Five Star Rating	Altoona	State	National
Percentage of short-stay residents who self-report moderate to severe pain. <i>Lower percentages are better.</i>	0.9%	18.1%	16.9%
Percentage of short-stay residents with pressure ulcers that are new or worsened. <i>Lower percentages are better.</i>	0.6%	1.3%	1.3%
Percentage of short-stay residents assessed and given, appropriately, the seasonal influenza vaccine. <i>Higher percentages are better.</i>	90.2%	82.3%	80.1%
Percentage of short-stay residents assessed and given, appropriately, the pneumococcal vaccine. <i>Higher percentages are better.</i>	93.8%	82.3%	81.4%
Percentage of short-stay residents who newly received an antipsychotic medication. <i>Lower percentages are better.</i>	4.3%	2.0%	2.2%

Our number one goal is to ensure quality and focus on resident and family satisfaction.

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## Tips for Sharing Your Quality Story

- Understand Your Audience
  - What is important to them?
- Clearly define the problem being described
- Understand the Elements of the Quality Measure
- Establish measurable goals
- Utilize Comparative Data
- Ensure Root Cause Analysis is thorough
- Engage staff
- Deployment of interventions
- Monitor and continue to learn
- Share your success!




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