

# Quality and Quality Awards

## A Baldrige-Based Approach

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Living

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## 5. Workforce Focus

### WORKFORCE ENVIRONMENT AND ENGAGEMENT

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# Financial Disclosure

I have served as a paid Appeal Reviewer within the past 2 years.

I have no conflicts of interest to disclose.

I have no financial interest in any product or service discussed in this presentation.

Alana M. Wolfe



## Learning Objectives

1. Recognize the Category criteria concepts and content.
2. Identify Best Practices for Centers and Quality Award applications
3. Identify your center's approaches and where they are applicable within the application.
4. Understand the requirements for description of your processes.



## From Bronze to Silver to Gold

The first step in the National Quality Award Program is the Bronze application, also known as the Organizational Profile, which describes the key business factors of your organization.

The second step in the National Quality Award Program is the Silver – Achievement in Quality Award. A requirement of the program is to receive a Bronze – Commitment to Quality Award before applying at the Silver level. At this level, applicants continue to learn and develop effective approaches that help improve performance and health care outcomes. The Silver guidelines are based on the Baldrige Health Care Criteria for Performance Excellence. In addition to the Organizational Profile, applicants provide a thorough assessment of their systematic approaches and the deployment of these approaches. The Silver program provides a clear pathway for recipients moving to the Gold – Excellence in Quality Award.



## Why the QA Journey?



- Sunrise Senior Living Initiative
- Baldrige Criteria of Performance Excellence – assess our performance
- Means to differentiate our community in an extremely competitive market



# Sunrise of Gurnee- 2018 Gold AL Recipient



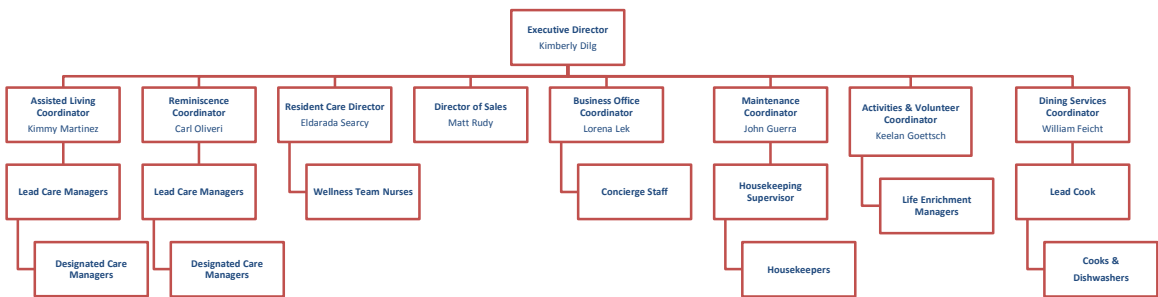
- 2014 QAPI Rollout
- 2015 Bronze Award
- 2016 Silver Award
- 2017 Gold Preparation
- 2018 Gold Application

**Learnings Along the Way:**

- Strategic Challenges/Advantages
- Documented Strategic Plan
- Leadership Succession Planning
- Stand Up Agenda Revision
- Resident Council Satisfaction Progress Reviews
- Buddy System for Team Members
- External Comparisons for TM and Experience
- Survey Results



## An Amazing Team- 80 members




KEY BENEFITS

<p><b>Increased Understanding and Value of Metrics</b></p> <p>“Measure what you manage, manage what you measure”</p>	<p><b>Team Engagement</b></p> <ul style="list-style-type: none"> <li>• Introduction of QAPI</li> <li>• Training</li> <li>• Application of Knowledge</li> <li>• Driven by results/outcomes</li> </ul>	<p><b>Celebrating Achievements</b></p> <ul style="list-style-type: none"> <li>• Increased Satisfaction</li> <li>• Contributing Viable Solutions – Joy in Service</li> <li>• Differentiator/leader in providing “best in class” care</li> <li>• Servant leadership</li> </ul>	<p><b>Structure of Baldrige Framework</b></p> <ul style="list-style-type: none"> <li>• Leadership</li> <li>• Strategy</li> <li>• Customer Experience</li> <li>• Work Force</li> <li>• Operations</li> <li>• Results</li> </ul>
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<p><b>External Market</b></p> <ul style="list-style-type: none"> <li>• Recognition as a leader</li> <li>• Curiosity about our culture and processes</li> <li>• Influential in customer buying decisions</li> <li>• Increased exposure and awareness to professional partners</li> </ul>	<p><b>Improved Methods</b></p> <ul style="list-style-type: none"> <li>• Gathering data</li> <li>• Retaining / organizing</li> <li>• Analyzing metrics</li> <li>• Accessibility</li> <li>• Trending for comparisons</li> </ul>	<p><b>APIE – Embedded in our Culture</b></p> <ul style="list-style-type: none"> <li>• Assessment</li> <li>• Planning</li> <li>• Implementation</li> <li>• Evaluation</li> </ul> 	<p><b>ADLI</b></p> <ul style="list-style-type: none"> <li>• Approach</li> <li>• Deployment</li> <li>• Learning</li> <li>• Integration</li> </ul>
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## 5.1 Workforce Environment

**Basic**—*Basic response that may include introduction to overall responses below.*

- Build an effective workforce environment
- Build a supportive workforce environment

### **Overall**

- Assess workforce capability needs
- Assess workforce capacity needs
- Recruit new workforce
- Hire new workforce
- Retain new and current workforce
- Prepare workforce for changing capacity and capability needs

**Learning - Evaluate and improve the requirements above**



## Capability and Capacity

Getting the right people, the right numbers, with the right skills to do the job-

Simple, right?



# Recruitment, Hiring, and Retention

**Figure 5.1-1 New Workforce Strategies**

Recruitment	Hiring Process	Placement	Retention
<ul style="list-style-type: none"> <li>• SoG Website</li> <li>• Regional Recruiter</li> <li>• Career websites</li> <li>• Craigslist</li> <li>• Job Fairs (host and attendee)</li> <li>• Nursing School/Tech College</li> <li>• TM Referral Program</li> <li>• Volunteer Conversion</li> </ul>	<ol style="list-style-type: none"> <li>1. Group Interview</li> <li>2. Department Coordinator 1:1</li> <li>3. Job Preview</li> <li>4. ED Interview</li> <li>5. Conditional Job Offer</li> <li>6. Pre-employment Screening (background, drug, fingerprinting, reference check)</li> <li>7. Establish Hire Date</li> </ol>	<ul style="list-style-type: none"> <li>• Per Department &amp;/or Neighborhood</li> <li>• Based on need</li> <li>• Based on licensure requirements</li> <li>• Based on “fit”</li> <li>• New TM interest</li> <li>• Scheduling availability</li> </ul>	<ul style="list-style-type: none"> <li>• Cross-training</li> <li>• Mentoring</li> <li>• Promotion Within</li> <li>• Continuing Education</li> <li>• Tuition Reimbursement</li> <li>• DCIT Program</li> <li>• EDIT Program</li> <li>• Cluster Leaders</li> <li>• Job Coach</li> <li>• Stretch Assignments</li> <li>• Retention Bonus</li> <li>• Anniversary celebrations</li> </ul>

## Barriers



- Time
- Tenure of team
- Cost
- Understanding of QAPI/ PIP
- Ownership
- Perceived lack of empowerment
- Understanding Baldrige criteria/language

## 5.2 Workforce Engagement

**Basic**—Basic response that may include introduction to overall responses below.

- Engage workforce to achieve high performance

### **Overall**

- How performance management system supports high performance
- How performance management system supports workforce engagement
- Identify drivers of workforce engagement
- Assess workforce engagement
- How learning and development system supports the organization's needs
- How learning and development system supports development of workforce
- How learning and development system supports development of leaders

**Learning - Evaluate and improve the requirements above**

## Our Team Members

**Record Participation in the annual  
Your Voice Counts**

**Highest Engagement Score**

Increased Retention Overall

Decreased Turnover

Involved in Our Processes-

- Attend the ISP Conferences
- FUN Committee
- TM Referral Recruitment
- TM Retention
- TM Education
- Contribute Ideas and Suggestions
- **Believe in the Orange** Booklet





# Organizational Culture

## Team Member Credo

- Provide Excellent Service
- Embrace Diversity
- Encourage Team Spirit
- Celebrate the Achievements of Others
- Assume the Best Intentions
- Show Respect for All



## Performance Management and Development

**Figure 5.2-2  
Learning and Development System  
Address of Organizational Needs  
and Personal Development**

	Competency Testing	Skills and Shadow Testing	Sunrise University	Town Hall Education	Policy Update Inservice	Program Rollouts	Abuse/ Code of Conduct	Action Experience Inservice	Learning Channel	EDIT & DCIT
Core competencies	X	X	X						X	X
Strategic Challenges					X	X				X
Action Plans			X			X			X	X
Performance Improvement	X	X		X						
Organizational Change/Innovation					X	X				
Ethical Healthcare/Business Practice				X	X		X		X	
Focus on Customers						X		X		
Workforce Desires/Interest				X				X		
Reinforcement of new knowledge/skills	X	X	X						X	





## Overcoming Barriers

- Review framework criteria
- Consultation with clarification of criteria
- Identify processes, data, and team members
- Timelines for completing each category
- Review with team for feedback
- Consultation for feedback
- Visual progress / metrics to engage team members
- Budget planning/ adjustments

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## Quality Award Portal

*Our newest resource for Quality Award Applicants, Recipients, and Examiners!*

### **Applicants**

View, write, and submit your Quality Award applications and associated fees.

### **Examiners**

Submit an Examiner application and review applications once selected.



**Log in and get started today!** <https://ahcancal.smartsimple.com>

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# Become a Quality Award Examiner - Apply Today!

## Examiner Benefits Include:

- ✓ Networking
- ✓ Professional Development
- ✓ Continuing Education Units (CEU's)
- ✓ In- Person and Virtual Education in Baldrige Criteria
- ✓ Role in Improving Long Term Care Performance
- ✓ Discounted Registration at AHCA/NCAL conferences

## Getting Started

Quality Award Website: [www.ahcancal.org/qualityaward](http://www.ahcancal.org/qualityaward)

Contact Email: [qualityaward@ahca.org](mailto:qualityaward@ahca.org)

