

Quality and Quality Awards

A Baldrige-Based Approach

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6. Operations

WORK PROCESSES AND OPERATIONAL EFFECTIVENESS

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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.

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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



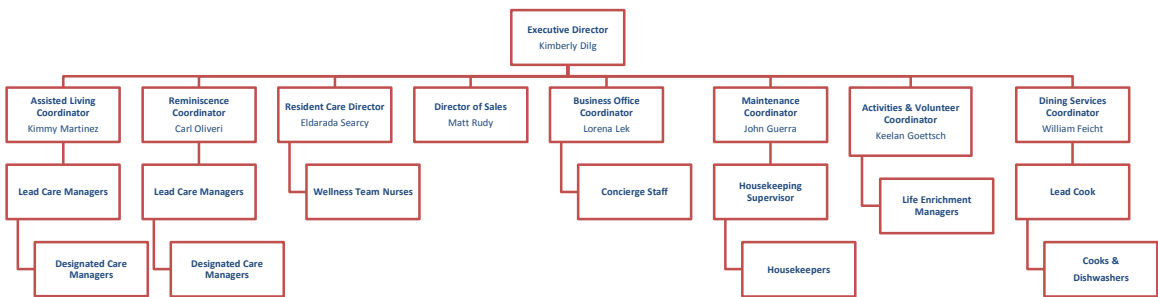
- 2014 QAPI Rollout
- 2015 Bronze Award
- 2016 Silver Award
- 2017 Gold Preparation
- 2018 Gold Application

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

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

- Design key work processes to deliver health care
- Manage key work processes to deliver health care
- Improve key work processes to deliver health care

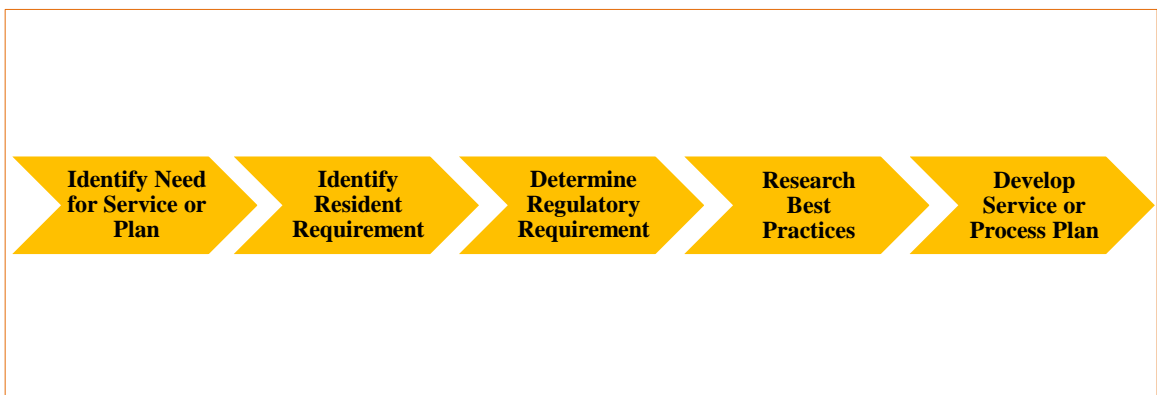
Overall

- Key work processes
- How key work process requirements are determined
- How day-to-day operation of key work processes ensure they meet requirements
- Consider each patient/resident's expectations

Learning - Evaluate and improve the requirements above



Key Health Service and Process Design



Processes, Requirements, and Outcomes

Figure 6.1-1 Process	Process Requirements	Measurement
Care Delivery	Individualized, timely, safe, accurate	POC Task Completion, Satisfaction with Care
Programming	Variety, purposeful, engaging, enabling	Attendance at Activities, Satisfaction with Activities
Dining	Choices, presentation, temperature, timely, therapeutic	Satisfaction with Dining, Tableside Accuracy and Delivery Report
Medication Management	Privacy, timely, accurate	Medication Errors, HIPAA violations



Process Improvement



6.2 Operation Effectiveness

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

- Ensure effective management of operations

Overall

- Control costs of operation
- Ensure reliability of sensitive or privileged data and information
- Ensure security of sensitive or privileged data and information
- Ensure cybersecurity of sensitive or privileged data and information
- Provide safe workplace and environment
- Prepare for potential disasters or emergencies

Learning - Evaluate and improve the requirements above



Prevention and Preparedness



Results



Sample Results Provided

- **7.1a- Healthcare-** falls, pressure ulcers, weight loss, infections, **anti-psychotic usage (required), and re-hospitalizations (required)**
- **7.1b-Process Effectiveness-** medication errors, meal service delivery times, average call response times, training completion, POC task documentation %, assessment completion timeliness, cost reductions
- **7.2-Customer-** resident/family satisfaction responses, engagement responses, participation rates, complaints, CoreQ, **** Note- overall satisfaction/willingness to recommend and/or CoreQ are required results**
- **7.3 Workforce-** team member satisfaction responses, engagement responses, participation rates, injuries/DART, turnover/retention **(required)**
- **7.4 Leadership-** responses related to leadership from satisfaction and engagement surveys, audit findings, regulatory survey outcomes/citations, strategy implementation results
- **7.5 Financial/Market-** revenue/expense, house profit, net operating income, “bad debt”, average daily rate \$, YOY growth, occupancy





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

Contact Email: qualityaward@ahca.org



Thank You!

Kimberly Dilg, Executive Director
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