

LTC Leadership-- *Leaders influence people--by providing purpose, direction and motivation—while operating to accomplish the mission and improving the organization.*

The Rally Cry
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Objectives

Discussion Today:

- The changing environment of health & healthcare.
- Role of Leadership in Establishing Vision and Strategic Goals.
- Role of Leadership in Achieving the Goals.

Transformation Change

- *“This is a question of transforming current patterns of medicine, health and healthcare into a system that will empower individuals with the knowledge to take control of their health and, when necessary their own healthcare.”*
- *“Reforming is a process of trying to make the current pattern work. Transforming is developing a new and very different pattern.”*

Saving Lives & Saving Money Newt Gingrich

Transformational Change

- *“As medical science and technology have advanced at a rapid pace, however, the health care delivery system has floundered in its ability to provide consistently high-quality care to all Americans.”*
- *“But we are also confident that this higher level of quality cannot be achieved by further stressing current systems of care. The current care systems cannot do the job. Trying harder will not work. Changing the systems of care will.”*

*A New Health System for
the 21st Century*
Institute of Medicine Study

Key Drives of Change

- Public Discontent
 - 2,000,000 Hospital & 1,500,000 Nursing Home Induced Illnesses Annually
 - 98,000 Deaths in Hospitals each Year Due to Medical Error
 - 90,000 Hospital Acquired Infection, Nursing Homes Unknown
- Financing
 - Unsustainable Trend of Increasing Cost of Healthcare
- Complexity of Current System
 - Average Consumer Cannot Understand
 - Acute Care Focus
 - Illness vs. Health
- Technological Innovation
 - ATM of Healthcare
- Demographics of An Aging Society

If we are to be a part of the future we must be part of the change.

Focusing on Long-Term Care

Quality LTC is Measured in 3 Key Performance Categories

- Clinical Outcomes
- Customer Satisfaction
 - Internal
 - External
- Sustainability

The Changing Environment of LTC

- Leadership Culture
 - The Old Way, Regulatory Driven Model/Reactive
 - The New Way--Quality Management and Proactive Internal Controls to Sustain Compliance & Achieve Quality Outcomes is the Expectation
 - Team-Based Management

The Changing Environment of LTC


- Customer Focus
 - Culture Change
 - Person-Centered Care
 - IOM New Rules - Healthcare for the 21st Century
 - Revisions to the State Operations Manual
 - Quality Initiative in 2006--*Advancing Excellence in America's Nursing Homes*
 - Public Disclosure Quality Outcomes and Customer Satisfaction

The Changing Environment of LTC

- Workforce
 - Demographics of an Aging America
 - Pipeline
 - Healthcare Professional
 - Nursing Shortage
 - Physician
 - Education
 - Characteristics
 - Employee Satisfaction

The Changing Environment of LTC

- Financial
 - 13% GDP
 - Stability of the Model
 - Resources & Care Delivery \$\$\$
 - Reward for improvement in performance;
 - Value-Based Purchasing (P4P)
 - Post-Acute Reform
 - Uniform Assessment
 - Performance Measures
 - Episode vs. Site of Service
 - Cost Factor



Healthcare leaders need a vision of what is possible and necessary for future success.

Role of Senior Leaders

- Establish the Vision & Value System Based on Performance Improvement Model
- Create Culture that:
 - Values the Individual and,
 - Supports an Environment for Measuring & Delivering Quality Results
- Set Strategic Goals for Activities to be Undertaken
 - Design & Implement the Tactics
 - Align Efforts Within the Organization including Team-Based Management
- Provide Resources
- Remove Obstacles for Clinicians
- Require Adherence of Expected Practices

Leadership Culture

Goal # 1:

Continuous Quality Assessment & Quality Assurance is embedded into the day-to-day operations, or “it’s the way we provide purpose, direction and motivation for the organization.

Definitions:

- Quality Assessment - an evaluation of a process and/or outcomes of a process to determine if a defined standard of quality is being achieved.
- Quality Assurance - the organizational structure, processes, and procedures designed to ensure that care practices are consistently applied and the Facility meets or exceeds an expected standard of quality. Includes Continuous Quality Improvement.

Key Principles

- We must have an effective quality management system to achieve performance excellence.
- Organizational goals are systems-driven including: care management, financial objectives, human resources, business processes.
- We must have a way to determine best practices and protocols so we can benchmark for improvement.
- Committed leadership is essential to quality results and organizational performance.
- Systematic quality management leads to sustained compliance and trust.

Achieving the Goal

- Implement a facility management model based on the principles of continuous performance improvement.
 - Data driven, identifies improvement opportunities, develops improvement plans, is proactive, continuous and seeks to improve core process and outcomes.
- Team-based leadership aligns accountabilities, activities, resources and establishes the collection of data elements.
 - Cross-functional teams are critical
 - Individual *plus team* held accountable
- Integration of Core Processes
 - Utilizes a process to ensure tools and protocols are followed.
 - Employ a process to improve when below a threshold.
 - Initiatives dove-tail together – not at cross purposes.
 - Process to monitor and implement change

Achieving the Goal

- Continuous evaluation of facility systems with objectives of
 - Keeping systems functioning well
 - Preventing problems from arising to extent possible
 - When problems arise, correcting them. Not limited to just care issues but facility wide.
- Identifying Improvement Opportunities
 - Analyze data about performance based on strategic objectives
 - Opportunities should not be limited to “problems,” should also keep facility/company moving forward with current practice, continually improving systems

Customer-Focus

Goal # 2:
Create a Model of Care Delivery that Sustains an Individual's Quality of Life by Offering Individual Control & Choice.

Key Principle:
 Residents/Patients and families have a set of rights:

- Includes not only the basic rights; but has a new customer-focus on choice, dignity, respect and self-determination that meet their personal needs.

Role of Senior Leaders

- ❑ Develop and communicate a quality-focused vision and mission statement
- ❑ Ensure that facility leaders meet profession and leadership competencies
- ❑ Conduct customer satisfaction surveys
- ❑ Develop policies and procedures for handling consumer and employee concerns
- ❑ Continuously monitor and adapt quality processes for performance excellence

Achieving the Goal

Principles of Person-Centered Care

- ❑ Every person has strengths, gifts, & contributions to offer.
- ❑ Every person has hopes, dreams & desires.
- ❑ Each person, & those who love the person, are the primary authorities on his or her life.
- ❑ Every person has the ability to express preference & to make choices.
- ❑ A person's choices & preferences shall always be considered.
- ❑ Natural supports can help improve the persons' quality of life.
- ❑ Person-Centered Care is a continuing process of: listening, trying things, seeing how they work, changing things as needed.
- ❑ Person-Centered Care is an ATTITUDE not a procedure.

Achieving the Goal

Institute of Medicine-New Rules

- ❑ Care is customized/individualized according to patient needs and value
 - Focuses on measuring and delivering quality
 - Understands quality reduces cost
- ❑ The patient is the source of control
 - Capacity for choice and preference.
 - Shared decision making
- ❑ Knowledge is shared and information flow is known
 - Clinicians and residents communicate effectively
 - Clinical staff communicate effectively
 - Clinical care design and delivery includes all relevant individuals

Achieving the Goal IOM New Rules (Cont'd)

- The system of care is standardized evidence-based practice that reduces variation in care processes
 - Anticipates resident needs and is proactive not reactive to events
 - Resident safety is a key component of the system-avoids harm
 - Health oriented
 - Incorporates the principles of quality management
- Care is consistent among clinicians
- Technology supports overtime care delivery (EHR)
- Care is consistent across sectors.

Customer-Focus Quality Initiative--2006

Advancing Excellence in America's Nursing Homes

- "Create an environment where high quality nursing home care is an expectation for every American" Mark B. McClellan, Ph.D.
- Two Year campaign to improve quality of life for residents and staff:
 - Ensure that CQI is comprehensive, sustainable & customer-focused.
 - Improvement of Clinical Care
 - Incorporate nursing home resident & family satisfaction in CQI efforts.
 - Increase staff retention to allow for more consistent care for nursing home residents.

Customer-Focus

- Advancing Quality Campaign-Measurable Goals:
 - Reduction in high risk pressure ulcers
 - Reduction in use of restraints
 - Improvement in pain management
 - Setting individual quality improvement targets
 - Implementing resident/family satisfaction surveys
 - Measuring staff turnover and implementing programs to reduce
 - Adoption of consistent assignments

Workforce

Goal # 3:

Improving the Quality and Availability of Staff to Support Long-Term Care Services through Recruitment/Retention, Training and Education Programs.

Key Principle:

- Healthcare quality affects everyone in the community and skilled jobs are needed for economic growth and stability.

Achieving the Goal

- Create a system of attraction, retention and education of LTC personnel
 - Community Outreach Programs
 - Partnerships—Department of Labor
 - Involvement in Elementary & Secondary Education Programs
- Adapting to the Changing Culture of Workforce
 - Focus Groups
 - Clearly defined roles and responsibilities.
- Employee Satisfaction Surveys are conducted and incorporated into quality assessment & assurance
- System to recognize and reward exceptional performance

Financial Stewardship

Goal # 4:

Develop an economically sustainable, politically implementable, quality based, LTC financing system.

Key Principles:

- Health care should be safe, effective, patient-centered, timely, efficient, and equitable.
- Payment policies should encourage innovation and;
- Reward for improvement in performance.

Achieving the Goal Value-Based Purchasing

Understand, What's Necessary

- Provides for financial incentives to participating nursing facilities that meet certain standards of quality care.
 - Exceptionally High Quality
 - Show Significant Improvement
- Financed from gains in efficiency

Achieving the Goal Value-Based Purchasing

□ Domains

- Staffing (RN, PPD, Turnover)
- Appropriate Hospitalizations
 - *(Hospitalizations that stem from medical conditions thought to be largely avoidable and/or manageable if the conditions are treated in a timely manner are deemed inappropriate)*
- Clinical Outcome Measures (MDS)
- Survey Deficiencies
- Other Process
- Other Structure
- Customer Experience ?

How do effective
leaders accomplish
these goals?

