



The Pep Rally

Tying It All Together

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Today's Discussion

- Brief Review of the Leadership Series
- Discuss the development & dissemination of the facility/corporate vision, mission, goals and objectives.
- Using current expectations: Advancing Quality in America's (your) Nursing Home and STAR (Setting Target, Achieving Results) and CMS 2007 Action Plan.
- Provide a better understanding of the meaning and the critical role of leadership in supporting change in the nursing home environment.

"Tying it Together"

LTC Leadership Series

- The Rally Cry
 - Leadership Development
 - Empowerment at All Levels
 - Transformational Change
- Nursing Leadership
 - Person-Centered Care
 - Essential Roles
 - Nurses as Care Team Builders
- Workforce Stability
 - Foundation for Systems Improvement
 - Achieving staff stability and productivity using team-based management strategies.

How do leaders effectively tie this all together?

What's Necessary

- Team-Based Management
- Quality Improvement (QA&A)
- Quality Initiatives
- A Plan
- Communication Strategy

Step One: Team-Based Management

- Teams
 - Work collaboratively in changing environments
 - Establish rapport and gain buy-in, support and commitment
 - Motivate others to do more
 - Dissolve or overcome resistance
 - Create positive partnerships critical for success

Team-Based Management (cont'd)

Team-Based Management

- What are we trying to accomplish?
 - Who is on the team?
 - How often do we meet?
 - How are we held accountable?
 - How do we communicate?

Step Two: Develop the Mission and Vision

- Vision
 - What do we want to be?
 - What will we look like when we are successful?
- Mission
 - How will we get there?
 - Why do we exist?
- Step back from day-to-day activities
- Think about today
- Think about the future
- Talk with your team
- What do we need to do today and how will we accommodate to the future?

Step Three: Effective QI Processes

- **Quality Improvement Committee**
(Quality Assessment and Assurance)
 - Evaluation of a process and/or outcomes of process
 - Comprehensive
 - Customer-focused
 - Sustainable
 - Structure, processes and procedures are designed to ensure that business/care practices are consistently applied.

Step Three: Effective QI Processes (cont'd)

- **Team-Based Leadership Process**
 - Define Objectives
 - Clarify Roles & Responsibilities
 - Create Performance Standards
 - Understand, Support & Educate QI System
- **QI Committee Analyze Reports/Information**
 - Assigns QI Teams
 - Teams conducts Team Problem Solving Session
 - Team uses 4-step Problem Solving Process
 - Root-Cause
 - Hypothesis
 - Action
 - Monitor, Evaluation

Step Three: Effective QI Processes (cont'd)

- Systems That Work
- Systems that Work Together
- Proactive Leadership
- Expected Outcomes
- Good Survey Results
- Satisfied Customers
- Competent & Satisfied Staff
- Trust

Step Four: Develop the Goals and Objectives

- Goals - Long term
- Objectives - Short term
- Set Performance Targets
- Baseline (Gap Analysis)
- Projects
- Tactics, Timelines & Accountabilities
- Measures

Step Four: Develop the Goals and Objectives (cont'd)

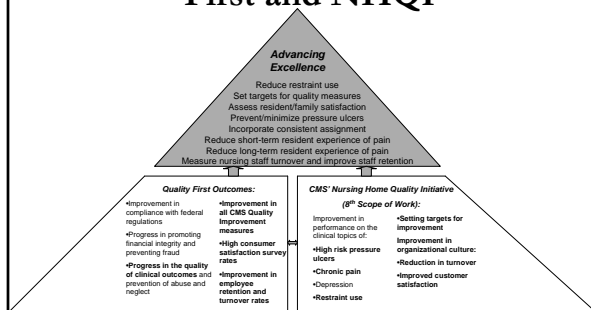
- Tools and Resources (2006-2007)
 - Advancing Quality in America's Nursing Homes
 - Quality First
 - STAR--Setting Targets, Achieving Results
 - CMS 2007 Action Plan for Nursing Homes — including survey, standards and enforcement processes, quality improvement, value based purchasing & new interpretative guidelines.

Quality Initiative

Advancing Quality Campaign-Measurable Goals:

- Clinical Outcome Focus
 - Reduction in high risk pressure ulcers
 - Reduction in daily use of restraints
 - Improvement in pain management long stay resident
 - Improvement in pain management among post acute residents
- Organizational Improvement Goals
 - Setting individual quality improvement targets
 - Implementing resident/family satisfaction surveys
 - Measuring staff turnover and implementing programs to reduce
 - Adoption of consistent assignments

Advancing Excellence, Quality First and NHQI



Advancing Excellence, Quality First and NHQI

Advancing Excellence

Reduce restraint use
 Set targets for quality measures
 Assess resident/family satisfaction
 Prevent/minimize pressure ulcers
 Incorporate consistent assignment
 Reduce short-term resident experience of pain
 Reduce long-term resident experience of pain
 Measure nursing staff turnover and improve staff retention

Quality First Outcomes:

- Improvement in compliance with federal regulations
- Progress in promoting financial integrity and preventing fraud
- Progress in the quality of clinical outcomes and prevention of abuse and neglect
- Improvement in all CMS Quality Improvement measures
- High consumer satisfaction survey rates
- Improvement in employee retention and turnover rates

CMS' Nursing Home Quality Initiative

(8th Scope of Work):

- Improvement in performance on the clinical topics of:
- High risk pressure ulcers
 - Chronic pain
 - Depression
 - Restraint use
- Setting targets for improvement
 - Improvement in organizational culture:
 - Reduction in turnover
 - Improved customer satisfaction



Step Five: The Plan

- **The Plan**
 - **Customer Service**
 - **Resident/Patient Care**
 - **Quality of Life**
 - **Human Resources**
 - **People**
 - **Revenue growth**
 - **Growth & Learning**
 - **Finance**
 - **Business Results**

Focus	Goal Objective	Measure	Target	Baseline Measure
Customer Service	Improve Clinical Outcomes	Pressure Ulcer QI Pain QI Survey Results	3% 2% < 6, no harm	8% 10% 10 def. SQC
Revenue Growth	Improve Medicare Utilization	Average Daily Census Medicare	15 %	16%
Human Resources	Improve Employee Retention .	Turnover	30%	50%
Business Results	Improve Cash Collection	Days Sales Outstanding	32 days	36 days

Goal Objective	Project	Tactic	Owner & Timeline	Measure
Improve Clinical Outcomes	Revise care Management System PU & Pain	Implement New System Design and use process management.	Director of Nursing & Team 90 days	3% Pressure Ulcers 2% of Residents Pain Annual Survey
Resident directed care	Implement Consistent Assignments	Staffing patterns Interview Schedule	6 months	
Reduced Turnover	Employee Satisfaction Survey	Select Administer Communicate Action Plan	Admin Staff Dev. Team 6 months	30%
	New Orientation Programs	Revise 5 days Mentor Program	90 days	

Final Thoughts On The Plan

“People think that they measure what they get. In fact, they get what they measure” *Peter Drucker*

- Actionable
- Easily understood and communicated
- Quantifiable and recordable
- Reinforces expected practice
- Avoid making it complicated

Critical Role of Leadership

- Focused Leadership
- Strategic Management, Focus Priorities
- Caring Leadership
- Communication
- Understand & Support Change
- Implement System to Monitor (Keeps Score)
- Review Results, Leads Team Problem Solving
- Leaders “Walk the Talk” and Accountable

*Provider,
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My Innerview*
