Quality Awards- Bridging the Gap from Bronze to Silver

Lori Heiner, RN, MN
Assisted Living Program Specialist

Learning Objectives

- The participant will understand the three tiers of the quality awards
- The participant will have a basic understanding of the overview and structure of each silver criteria item
- The participant will learn roadblocks to submitting an award-winning application
- The participant will be provided resources to assist in completing the silver application

What Is Quality?
Definition of Quality

- "Striving to provide the best service possible and exceeding the expectations of staff, and most importantly, residents and their families"
- "Quality is a journey that has no end"
- "Improving our work is our work"
- "I can't put it in words, but I know it when I see it"

The Institute of Medicine defines health care quality by six attributes:

- Safety - patients should not be harmed by the care that is intended to help them
- Patient-Centered - care should be based on individual needs
- Timely - waits and delays in care should be reduced
- Effective - care should be evidence-based
- Efficient - reduce waste
- Equitable - care should be equal for all people

Definition of Quality Assurance

Any systematic process for ensuring quality during the successive steps in developing a product or service
History Of Quality Awards

In 2017 Washington had:
- 3 Silver Award Winners
  - 2 Assisted Living / 1 Skilled Nursing Facility
- 7 Bronze Award Winners
  - 2 Assisted Living / 5 Skilled Nursing Facilities

History of Quality Awards

In 2017 Idaho had:
- 1 Silver Award Winner
  - Assisted Living
- 1 Bronze Award Winner
  - Assisted Living

Bronze Award - Commitment to Quality

Applicants are assessed by their ability to describe links between their mission, key customers and strategic position and to show evidence of successful improvements driven by their performance improvement system.

Bronze level DESCRIBES who you are as a company
- Mission, Vision, Values
- Outlines your plan to improve your processes
- Identifies your key challenges
- Give results to demonstrate the ability to achieve a performance measure
Silver Award – Achievement in Quality

- Applicants provide an extensive self-assessment of their systematic approaches and the deployment of those approaches. Applicants must describe performance measures and sustainable organizational and process results that are linked to their key customer requirements, success factors and challenges.
- How do you look ahead to lead into the future accounting for your current strategic challenges and advantages.

Gold Award – Excellence in Quality

- Applicants must demonstrate that they are achieving high levels of performance over time in the areas of:
  - Health care, customer satisfaction, operational finances, workforce, processes and leadership.
- Applicants must detail their approach, deployment of programs, and level and consistency of results.
- There is an actual on-site visit to the facility by the examiner. Facilities must show how they are using the criteria to become a high performing organization.

What is the Cost of NOT Planning Strategically?

![Closed Sign](image)
How Does Your Agency Measure Success?

What’s In It For Me?

— Recipients Show Better Than Average National Results In...
  - Hospital Readmissions: 4%
  - UTI: 13%
  - Off Label Use of Antipsychotics: 13%
  - Falls: 5%
  - Pressure Ulcers: 15%
  - Discharge to Community: 1%
  - Higher Occupancy Rates: 4%
  - Higher Operating Margin: 3.5%

Oh Yes... There’s More!

— Esteemed Recognition
  - Award Recipients receive a promotional packet for their own marketing and are featured by AHCA/NCAL in a national news release.
  - Recognized at the AHCA/NCAL Annual Convention and Expo.
  - Receive feedback by a team of trained examiners.
How is Silver Different?

A focus on **Processes**

- **Approach**: designing and selecting effective processes, methods and measures
  - Show your approaches are **systematic**, and repeatable.
  - Show how, by using your approach, you can gather data which is then evaluated and used to LEARN, share knowledge, and improve.

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**Learning**: assessing your progress and capturing new knowledge including looking for opportunities for improvement and innovation

- Your processes should include evaluation and improvement cycles. Improvements should be shared with appropriate units of the organization. Describe if you changed a process to improve an outcome.
How is Silver Different?

- **Deployment**: implementing your approach consistently across the organization
- **Summarize how your approaches are implemented in different parts of your organization**

How is Silver Different?

- **Integration**: aligning your approach with your organization’s needs ensuring that your measures, information, and improvement systems complement each other across processes and work units, and harmonizing processes and operations across your organization to achieve key organization wide goals.

Each Process Section

Each Process Section is evaluated on the presence of:
- Alignment
- Learning
- Deployment
- Integration

And the maturity of it. Each component has to be present to move to the next band of the point scale.
How is Silver Different?

A focus on RESULTS
- 10 Required Results
- 30 Day Re-hospitalization
- Antipsychotic Rate
- Overall Customer Satisfaction
- Customer Willingness to Recommend to Others
- Staff Turnover/Retention
- Financial and/or Market Results

How is Silver Different?

A focus on LINKAGES
- The connection between processes and the results you achieve
- The need for data in the strategic planning process and for improving operations
- The connection between workforce planning and strategic planning
- The need for resident, customer, and market knowledge in establishing your strategy and action plans
- The connection between your action plans and any changes needed in your work systems

Where to Begin?

- READ YOUR APPLICATION
- KNOW YOUR DATES
- Form a team
- Make a plan
- Attend WHCA training- optional but encouraged
- Intent to apply- optional but encouraged
- Write your package
- Submit your package
Recertification Policy

- If you have earned the Bronze Award you have three years to apply to receive a Silver Award.
- If within 3 years you apply and don't receive an award but you meet the minimum requirements, your clock resets for another 3 years. The clock is reset each time a submitted application meets minimum requirements.
- If you do not apply or if you apply and do not meet minimum requirements after 3 years, you become a past recipient and need to restart the process with a Bronze application.
- Past recipients can be found on the AHCA website.

Application Fees And Deadlines

- Intent to Apply Fee: $150
- Intent to Apply Fee Deadline: Thursday, November 9th, 2017, at 8pm EST
- Silver Application Fee with intent to apply fee: $800
- Silver Application without intent to apply fee: $1350
- Application and Payment Deadline: Thursday, January 25, 2018, at 8pm EST

THE SILVER – 3 Distinct Parts

1. Organizational Profile - not graded
2. Health Care Criteria - 6 sections, each with 2 subparts
   - Need a minimum of 151 points (requires meeting basic criteria requirements at least in the early stage of deployment and beginning to evaluate and improve in some of the criteria)
3. Results – 5 sections
   - Need a minimum of 126 points (requires good levels and use of some comparative data)
   - 300 total points required to earn the Silver Award
Organizational Profile

- Very important piece to think through.
- This is the roadmap to your success.
- Dials in to “what is important”
- Similar to your bronze level responses. Use as a framework but some edits will be needed to meet the criteria.
- Snapshot of your organization, the key influences on how it operates, and your competitive environment.
- Helps you identify gaps in key information and focus on key performance requirements and results.
- It sets the context for and allows you to address unique aspects of your organization.

Process Criteria

- Consists of six sections that will focus on different areas but each will describe, based on what is identified as important in the organizational profile.
- This is WHAT we do... And this is HOW we do it.
- And now one step further... HOW do we evaluate that WHAT we are doing and HOW we are doing it is the most effective way.

Evolution of a Bicycle

- https://www.youtube.com/watch?v=MT8x1jq2U
If organizations fail to anticipate or prepare for fundamental changes, they may lose valuable lead time and momentum to combat changes when they do occur. These fundamental elements of business are customer expectations, employee morale, regulatory requirements, competitive pressures, and economic changes, and they're always in flux.

Often businesses achieve a level of success and then stall. Strategic planning helps you avoid the stall and get off the plateau you find yourself on.

Accidental success is dangerous. Succeeding without a plan is possible, and plenty of examples exist of businesses that have achieved financial success without a plan. If you're one of them, consider yourself lucky, but ask this question: “Could we have grown and become even more successful if we’d organized a little better?” I’m willing to bet your answer is “yes.”

Another danger is that the lack of a strategic plan negatively impacts the attitude of an organization’s team. Employees who see aimlessness within an organization have no sense of a greater purpose. People need a reason to come to work every day (besides the paycheck).

Lack of direction results in morale problems because, as far as your employees are concerned, the future is uncertain, unpredictable, and out of control. These depressing conclusions can only be seen as a threat to employment, which negatively impacts productivity.

A Focus on Improvement

The purpose of the Baldrige framework is to help your organization improve and achieve excellence. The questions in the Education Criteria help you explore how you are accomplishing your organization’s mission and key objectives in seven critical areas:

- Leadership
- Strategy
- Customers
- Measurement, analysis, and knowledge management
- Workforce
- Operations
- Results
Process Criteria

- Basic Item Requirement
- Overall Item Requirement

Process Criteria - Section 1
Leadership – 120 Points

- Leadership
- Basic Item Requirement:
  - HOW do your SENIOR LEADERS lead the organization?
- Overall Item Requirements:
  - HOW do SENIOR LEADERS deploy the VISION and VALUES through your leadership system?
  - HOW do they communicate and engage with KEY CUSTOMERS and the workforce?
  - HOW do their actions create an environment for success?
  - HOW do you evaluate and improve the effectiveness of the processes they use to meet the requirements for item 1.1
Process Criteria - Section 1

Governance and Societal Responsibilities

Basic Item Requirement:
- HOW do you govern your organization and fulfill your societal responsibilities?

Overall Item Requirements:
- HOW do you evaluate the PERFORMANCE of your SENIOR LEADERS?
- HOW do you ensure ETHICAL BEHAVIOR in all interactions?
- HOW do you actively support your KEY communities?
- HOW do you evaluate and improve the effectiveness of the processes you use to meet the requirements of item 1.2?

Process Criteria - Section 2

Strategy – 85 Points

Basic Item Requirement:
- HOW do you conduct strategic planning to develop your STRATEGY?

Overall Item Requirements:
- How does your strategy development PROCESS incorporate INNOVATION?
- What are your organization's KEY STRATEGIC OBJECTIVES, their related GOALS, the timetable for achieving them, and how do they align to your STRATEGIC ADVANTAGES and CHALLENGES?
Process Criteria - Section 3
Customers- 85 Points

- Voice of the Customer
- **Basic Item Requirement:**
  - HOW do you obtain information from your RESIDENTS and CUSTOMERS?
- **Overall Item Requirements:**
  - HOW do you listen and interact with RESIDENTS and CUSTOMERS to obtain actionable information?
  - HOW do you determine RESIDENT and CUSTOMER satisfaction, dissatisfaction, and ENGAGEMENT?
  - HOW do you evaluate and improve the effectiveness of the processes you use to meet the requirements of item 3.3?

Process Criteria - Section 3

- **Customer Engagement**
- **Basic Item Requirement:**
  - HOW do you engage CUSTOMERS by serving their needs and building and managing relationships?
- **Overall Item Requirements:**
  - HOW do you determine your HEALTHCARE SERVICE offerings?
  - HOW do enable RESIDENTS and CUSTOMERS to seek information and support?
  - HOW do you manage RESIDENT and CUSTOMER complaints to resolve them promptly?
  - HOW do you evaluate and improve the effectiveness of the processes you use to meet the requirements of item 3.2?

Process Criteria - Section 4
Measurement, Analysis, Knowledge Management- 90 Points

- Measurement, Analysis, and Improvement of Organizational Performance
- **Basic Item Requirement:**
  - HOW do you use DATA to measure, and then improve organizational PERFORMANCE?
- **Overall Item Requirements:**
  - HOW do you use COMPARATIVE DATA to support fact-based decision making and assess your organization's relative performance?
  - HOW do you review your organization's PERFORMANCE and use the review findings to identify priorities for continuous improvement?
  - What are your KEY PERFORMANCE INDICATORS you use to track daily operations and overall organizational performance? (Table)
  - HOW do you evaluate and improve the effectiveness of the processes you use to meet the requirements of item 4.4?
Process Criteria - Section 4
Measurement, Analysis, Improvement

- Basic Item Requirement:
  - HOW do you manage your information and organizational KNOWLEDGE ASSETS?

- Overall Item Requirements:
  - HOW do you measure the availability and quality of organizational DATA?
  - HOW do you share best practices in your organization to promote learning and improvement?
  - HOW do you evaluate and improve the effectiveness of the processes used to manage your information and knowledge assets required by item 4.2?

Process Criteria - Section 5
Workforce - 85 Points

- Workforce Environment
  - Basic Item Requirement:
    - HOW do you build an EFFECTIVE and supportive WORKFORCE environment?
  - Overall Item Requirements:
    - HOW do you assess WORKFORCE CAPABILITY and CAPACITY needs?
    - HOW do you recruit and hire new WORKFORCE members and retain the new and current WORKFORCE members?
    - HOW do you prepare your WORKFORCE for changing CAPABILITY and CAPACITY needs?
    - HOW do you evaluate and improve the effectiveness of the processes you use to meet the requirements of item 5.1

Process Criteria - Section 5
Workforce Engagement

- Workforce Engagement
  - Basic Item Requirement:
    - HOW do you engage your WORKFORCE to achieve a HIGH-PERFORMANCE work environment?
  - Overall Item Requirements:
    - HOW does your performance management system support HIGH PERFORMANCE and WORKFORCE ENGAGEMENT?
    - HOW do you identify the drivers of WORKFORCE ENGAGEMENT?
    - HOW do you assess WORKFORCE engagement?
    - HOW does your LEARNING and development system support the organization’s needs and the development of your WORKFORCE, including leaders?
    - HOW do you evaluate and improve the effectiveness of the processes you use to meet the requirements in item 5.2?
Process Criteria - Section 6
Operations- 85 Points

Work Processes
- Basic Item Requirement:
  HOW do you design and manage and improve your KEY WORK PROCESSES used to deliver HEALTH CARE services?
- Overall Item Requirements:
  What are your organization’s KEY WORK PROCESSES used to deliver HEALTH CARE services, and HOW do you determine their KEY requirements?
  HOW does your day to day operation of KEY WORK PROCESSES ensure that they consistently met KEY requirements?
  HOW do you consider each RESIDENT’s expectations?
  HOW do you evaluate and the effectiveness of the processes required by Item 6.1?

Operational Effectiveness
- Basic Item Requirement:
  HOW do you ensure EFFECTIVE management of your operations?
- Overall Item Requirements:
  HOW do you control overall costs of your operations?
  HOW do you ensure the reliability, security, and cybersecurity of sensitive or privileged DATA and information?
  HOW do you provide a safe operating environment for the WORKFORCE, RESIDENTS and CUSTOMERS?
  HOW do you ensure that your organization and your information systems are prepared for potential disasters or emergencies?
  HOW do you evaluate and improve the effectiveness of the processes you use to meet the requirements in Item 6.2?

Section 7: Results- 450 Points

- Heavily weighted section- Need 156 points
  If your processes are working as good as you say they are, your results will be a reflection of your good planning and preparing.
  Do you have the data collected for the required and your showcase results now (only providing the required results will not give enough points)?
  Or do you need to hold off a year and gather data before submitting your application?
Results

- Required Results - must write REQUIRED next to the results that are required
- 7.1) Health care and PROCESS RESULTS:
  - Antipsychotic rates, 30 day hospital readmission, error reduction, meal tray delivery or call light response time
- 7.2) Customer-focused RESULTS:
  - Overall customer satisfaction or Customer willingness to recommend
- 7.3) Workforce-focused RESULTS:
  - Staff turnover/retention

**Remember the results you choose should align with the description from the organizational profile**

Results

For each section:
- Include results for what you showcase in your process sections
- The examiner will look for "expected" results based on your information
- This is your time to show off your hard work
- Pressure injury reduction
- Infection control measures
- Staff development achievements
- Shortened rehab stays
Strong Results Have Good…

- Levels - is this a meaningful measurement?
- Trends over time - are they going in a positive direction?
- Comparisons - how do you compare to your competition?
- You must indicate the source of your comparative data
- Expected results - are they accounted for in your results? If not, it counts against you.
- If you report random results they will neither hurt or help you. Just takes up space in your 26 pages.

Results – Trends and Comparisons

- Results should show a trend. A trend must be a minimum of 3 data points.
- Obviously you want a favorable trend, i.e. “things are improving over a course of time.”
- If it is not a REQUIRED result and it is not a favorable trend you may not want to include it in your application and don’t mention it in your process items.
- Show a comparison whenever you can. For AL this can be difficult so get creative.
- Comparison cannot be facilities within your corporation. Look outside your network. Comparisons to state and national data is best unless you are looking at market growth or something specific to your geographical area.
- No need for comparisons if you are at top range for your measurement, i.e. 0 falls, or 100% customer satisfaction.

Red Flag Words and Phrases

“We REGULARLY review” – What does this mean?
“Senior leaders ENCOURAGE” – Yes, but does it actually happen?
“Workers STRIVE to learn procedures” – How do you show they do understand?
“A committee was formed” – Is there a disciplined consistent process the committee follows?
“Are ABLE to” – Being ABLE is not the same as DOING.
Tips For Success

- Know the definitions for key terms used in the criteria
- Use a step-by-step process to describe how to the examiner
- Charts, tables, and diagrams are a great way to save space - just make sure they are understandable to the examiner
- Do not wait till the last minute to complete - unlikely you will be successful
- Use a team to complete the application process but only one author. Different writing styles can make it sound disjointed to the examiner.
- Read the question carefully - answer the questions as worded and address all the components
- Cross-reference to other sections in the application as appropriate

Now That’s Funny...

A man rubbed a bottle and a genie came out. “OK,” he said, “What’s your wish?” The man said, “I want all ladies to love me.” Very well! said the genie, clapping his hands. POOF! The man turned into a bar of chocolate.

QUESTIONS?