Managing Acuity in Assisted Living: A Community Health Approach

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A lot of us are rolling the dice every day....

....some of us are lucky....

....some of us are not.
Recent Headlines in Senior Living News

Nursing Home cited for neglect after 4 nurses fail to provide CPR

Senior living community penalized after resident with dementia elopes, dies

California assisted living community pays out $1.2 million after altercation causes resident fall, death

Death report: Grand Rapids, Minn., nursing home resident broke leg; no medical help alerted

Senior housing resident shot, charged after allegedly threatening staff with meat cleaver

Assisted living community under investigation after resident wanders, is found dead

Sources: McKnight’s Long Term Care; Senior Housing News; California Assisted Living Association; CAN; elder-abuse.com
How do we usually respond to such incidents?
Objectives

Discuss the reality of resident acuity

Explore a Community Health approach

Discover how identified risk drives clinical and operational practices and strategies
Assisted Living is a “Ticking Time Bomb”

• We used to have an image of assisted living as “Driving Miss Daisy”
• Assisted living has a more impaired population than the general belief
• “The big providers expect to have between a 35 and 40 percent return on revenues – I don’t know any industry that produces a 40% return on revenues – so they have to take all-comers to meet occupancy goals – if you’re not up at 90% or more you are not making money”
• “You are seeing rising acuity in terms of more health conditions and more impairments and ADLs – that means you’re going to need more staff and better-trained staff – this pulls you away from profitability of that 40% return – this is the conundrum”

Source: Catherine Hawes, Director of the Program on Aging and LTC Policy at Texas A&M University – FRONTLINE interview, July 2013
The Reality

We have moved rapidly from hospitality with healthcare to healthcare with hospitality.
87% of respondents acknowledged a surge in acuity levels in assisted living while 45% stated they did not know how to respond to the trend.
Are Your Customers Known or Strangers?

How well do you REALLY KNOW the people living in your community?
What Does Claims Data Tell Us?

# Claims by Business Line

## Frequency of Closed Claims by Bed Type

*There is no information about the level of care at CCRCs for two closed claims*

<table>
<thead>
<tr>
<th>Bed type</th>
<th>Percentage of insured beds</th>
<th>Percentage of closed claims</th>
</tr>
</thead>
<tbody>
<tr>
<td>SN</td>
<td>45.1%</td>
<td>80.7%</td>
</tr>
<tr>
<td>AL</td>
<td>29.9%</td>
<td>16.4%</td>
</tr>
<tr>
<td>IL</td>
<td>25.0%</td>
<td>2.8%</td>
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<tr>
<td>Unknown*</td>
<td>0.0%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

**SOURCE:** CNA Aging Services Claims Report for 2016
### Average Total Paid for Closed Claims by Bed Type

* There is no information about the level of care at CCRCs for two closed claims

<table>
<thead>
<tr>
<th>Bed Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>AL</td>
<td>$221,496</td>
</tr>
<tr>
<td>SN</td>
<td>$212,766</td>
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<tr>
<td>Unknown*</td>
<td>$206,470</td>
</tr>
<tr>
<td>IL</td>
<td>$123,825</td>
</tr>
</tbody>
</table>

**Overall average total paid:** $211,709

**SOURCE:** CNA Aging Services Claims Report for 2016
Claims Frequency

• Resident falls and pressure ulcers continue to be the most prevalent allegations

• Elopement, failure to follow physician orders, delay in seeking medical treatment, pressure ulcers and failure to inform the physician have the highest avg total paid

• While elopement and failure to follow physician orders are allegations with the highest paid claims, they are relatively infrequent

Avg Claim by Allegation

• Elopement continues to represent the highest avg total paid for closed claims while falls remain more in the middle

A Look at Falls Data Among Claims

The CNA Report provides helpful insight into falls management
Fall-Related Claims

Frequency of Resident Fall-related Closed Claims by Bed Type

Most fall-related claims involve skilled nursing.

Fall-Related Allegations - the WHY

Effect of Falls History

History of Previous Fall: Frequency of Closed Claims
Percentage of 601 closed claims

More than half of fall-related claims involve residents with a history of previous falls.

56.9%
- Resident had at least one previous fall
- 21.8% No information available
- 21.3% Resident had no previous history of falls

Falls Outcomes

Resident Falls by Outcome of Injury: Frequency of Closed Claims
Percentage of 601 closed claims

Death is the most common outcome for fall-related claims.

- 48.4% Death
- 27.6% Permanent partial disability
- 21.0% Temporary partial disability
- 1.7% Permanent total disability
- 1.3% Outcome not indicated

Falls = Highest % of Closed Claims in AL

Falls = Transition Events

What do we know about how a hospitalization affects a customer?
Data Study - Transition Events - 2015

- Transitions Data – 12 months – 4 provider organizations – 2,000 records
- #1 reason = fall or fall-related
- #2 reason – shortness of breath
- #3 reason - UTI
- Average length of leave away from the community – 12.8 days
- Average lost service revenue per leave - $1,300.00
- Total value of all lost service revenue for the study - $1.8 million

SOURCE: Eldermark Software/Bluestone Physicians; 2015 Transition Study; Mark Anderson, Consultant
A Community Health Approach

Let’s take a systems approach to community health...
Community Health

Senior Living Systems Influencing Community Health

- Clinical Assessment
- Plan of Care
- Diagnosis / Disease Process Management
- Staffing Model
- Business / Service Model
- Resident History Data – Event History; Diagnoses
- Resident Medical, Family, Resident Shared / Anecdotal Information
- Residence configuration; setting; lighting; distance to needs; etc.
- Environmental Factors
- Negotiated Risk Agreements
- Residence Decisions / Responsibilities
- Consumer / Resident Protection
- Operational / Clinical Policies & Procedures
- Continued Stay / Service Criteria
- Residency / Service Agreement
- Regulatory Oversight
- Applied Technology
- Nurse Call System; Alert Notifications
- Supervision and Accountability Systems
- Recruitment, Hiring, Orientation, Training Processes
- Licensed / Unlicensed Caregiver Competencies

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Assessment Influence in Community Health

ASSESSMENT
Knowing the Customer

PLAN or APPROACH to MANAGE

MONITORING, DOCUMENTING, DATA COLLECTING

DATA MEASURED & FEEDBACK TEACHING

POTENTIAL for COMMUNITY HEALTH
Adopting a “Community Health Model” Approach

- Site workforce working in conjunction with one another instead of one staff member coordinating care
- Site workforce collaborate with the greater health system and community resources in the management of resident needs
- Community approach to care based on a community health assessment
- Use available data to inform actions and decisions
Community Health Assessment - Consider:

- Prevalent diagnoses present in resident population
- Prevalent prescribed medications in use
- Prevalent incident events that impact resident well-being
- Overall activity level of resident population
- Overall use of assistive devices
- Other wellness indicators – smokers, social determinants, etc.

*Know what you’ve got so you can create a plan*
Promoting Community Health

• Earliest intervention opportunities help keep residents as healthy and safe as possible
• Enhanced communication & collaboration among care partners helps to keep residents healthy and safe
• Early identification and intervention management strategies can reduce resident hospitalization and help to better control resident turnover
What Story Does Your Data Tell?

• Risk assessments
• Fall rates
• Hospitalizations
• Customer satisfaction
• Etc.
Assessment Influence in Risk Management

ASSESSMENT
Risk Identified

Service Plan / Care Plan

Confirmed Provided Services – Linked to Expected Outcomes

DATA Measured & Monitored

Potential for Managing the RISK
Examples of Assessments for Consideration....

• Health History; Social History
  • Measure potential for future state
• Fall potential
• Behaviors
  • Cognition screening instruments
• Mental Illness
  • General Anxiety Disorder Screener – GAD-7 - anxiety
  • Psychometric Properties – PHQ-9 – depression
An Approach to Risk Management

Identifying the SYSTEMS that influence a risk event
What is Risk Management? - A Fancy Term for...

- C.Y.B.  Cover Your Behind
- K.E.S.  Keeping Everyone Safe
- D.G.T.  Don’t Get in Trouble
- H.T.E.  Hide The Evidence
What is Risk Management?

- Efforts to reduce or prevent types of risk, harm, or negative outcomes to the health and well-being of a customer.
- Efforts to identify and evaluate the potential for risk to reduce negative outcomes to customers, and then take preventative action to eliminate or reduce the level of negative outcomes following an event.
- QUESTION – what are some events or situations in your work where a risk management practice may be applicable?
Isn’t RISK MANAGEMENT just part of providing GOOD CARE?
Senior Living Systems Influencing a Customer Event
Systems to Manage Risk

- Services
- Environment
- Contracts & Agreements
- Staffing
- Reliability Programming
- Document & Communicate Negative Events
- Data & Quality Systems Measurement
Services – Program Components & Functions

• Components
  • Continued stay/admission criteria
  • Prescreening assessment
  • Master assessment
  • Service plan
  • Collect POA, Living Will, Guardianship, and related
  • Managing ongoing interventions effectively such as treatments, monitoring, etc.

• Functions
  • Ensures community can meet assessed needs
  • Dictates services to ensure needs are met and community is staffed to meet assessed needs
  • Ensure requirements/desires of resident are followed
  • Documentation of activities, measurement of effectiveness of implemented interventions
Environment – Program Components & Functions

• Components
  • Safe environment – common areas – indoors and outdoors
  • Resident residence/unit safety
  • Environment supports resident choice, independence, privacy, comfort

• Functions
  • Ensure common areas accessed by residents are designed for safe passage and free from hazards
  • Ensure residence/unit is arranged for safe movement and free from hazards
  • Ensure environment is least restrictive without compromise of safety
Contracts & Agreements – Program Components & Functions

• Components
  • Contracts and Agreements include disclosure of continued stay / admission criteria
  • Contracts and Agreements include explanation of billing and payment practices, requirements, responsibilities
  • Contracts and Agreements include explanation of policies for residents who can no longer pay privately

• Functions
  • Ensure resident / responsible party is informed and the record documents disclosure
Staffing – Program Components & Functions

- **Components**
  - System for determining level of staffing necessary to meet scheduled and unscheduled resident customer needs
  - System for recruitment, hiring, onboarding, and training = workforce possesses adequate competencies to meet care and service needs of resident customers
  - System to empower workforce with tools for when things go wrong = managing events like falls, med errors, urgent situations, etc.

- **Functions**
  - Ensure the workforce necessary to meet resident service demand are on duty 24/7
  - Ensure workforce is prepared and equipped to provide the level of care and service required to meet assessed needs of residents
  - Ensure workforce is prepared and equipped to manage urgent situations properly and consistently
Reliability Programming – Program Components & Functions

• Components
  • Routine review of areas of potential risk in the care of residents
    • Skin integrity
    • Vital signs
    • Fall risk assessment
    • Self-medication assessment
    • Other

• Functions
  • Ensure certain areas of potential risk are assessed, monitored and managed consistently, timely, and appropriately
Document & Communicate Negative Events -
Program Components & Functions

• Components
  • Systems to effectively communicate to pertinent parties incidents such as falls, elopements, allegations of abuse, medication errors, etc.
  • System and practice to show interest and caring to affected parties
  • Systems to keep pertinent workforce members informed

• Functions
  • Ensure that those who need to be informed for any reason are informed via appropriate and timely means of communication
  • Ensure that affected parties experience empathy and are treated with respect
  • Ensure that workforce members have the right information timely and understand their role in accessing and being aware of the information
Data & Quality Systems Measurement - Program Components & Functions

• Components
  • Perform routine self-audits of systems at least quarterly and apply root-cause analysis where indicated
  • Conduct satisfaction surveys for residents and workforce
  • Study results of anything measured
  • Track and trend resident events

• Functions
  • Ensure that systems and practices implemented to manage risk are working and providing the outcomes designed / intended
  • Ensure that the community conveys a message of commitment to satisfaction and that feedback will drive action for continuous quality improvement
  • Ensure that available data reports are linked to quality measures and risk management practices – ensure the availability of useful indicators for changes in policies, procedures, systems, and processes
  • Ensure the timely monitoring and action planning where indicated to mitigate risk opportunities and work toward positive outcomes
Suggested Content for Your Risk Management Program

Managing risk in the provision of care and services to customers
Your Plan and Process

• Conduct **risk assessments** to identify risk areas

• Use your assessment findings to develop monitoring and auditing plans to review your adherence to regulations, policies, and procedures

• Establish expectations that all employees and contracted workers will comply with the requirements established within your Risk Management Program

• Commit to the study of the results of anything you measure as an activity of your Program
Your Plan and Process

• Designate authority to oversee and manage the Risk Management Program to certain job descriptions of your organization

• Commit to a culture of compliance and encourage the asking of questions and the seeking of guidance and resources

• Encourage the reporting of suspected or known potential for risk

• QUESTION – what are some examples of where the reporting of suspected or known potential for risk exists?
Risk Management Program Content

A comprehensive and integrated program – strategies for consideration...
Senior Living Systems Influencing a Customer Event
Your Program Content - Knowing Your Limitations

• Policies and Procedures to ensure you are serving only customers that you are prepared to serve – ensuring you possess the competencies and resources necessary to meet customer needs
  
  • Establish criteria that is communicated to prospective and current customers to inform them of your care and services limitations
  
  • Establish comprehensive Assessment tools and practices to ensure you are properly evaluating the planned and unplanned needs of customers – includes how you establish and manage the plan of care
Your Program Content - Environment

• Goal is to support the independence of customers and to support a hazard-free, least-restrictive care and services environment

• Commitment to the use and application of safe and appropriate assistive devices – customers are assessed, educated, and monitored
  • Canes, walkers, wheelchairs, transfer poles, bed siderails, other...
Your Program Content - Workforce Preparedness

• Commitment to employment practices that ensure employees are properly screened, hired, trained, assessed and prepared for job-related competencies and regulatory authority requirements

• Commitment to monitoring your employees’ performance to ensure your workforce possesses the skills and abilities required to meet the care and services needs of your customers
Your Program Content - Urgent/Negative Situations

• Develop and practice policies and procedures to prepare your workforce in the management of urgent and negative situations, including how to manage negative communications
  • Includes the reporting, documenting and management of customer incidents and accidents
  • Includes the reporting, documenting and management of errors in your work
  • Includes how you manage and disseminate communications about negative situations
  • Includes a commitment to empathy and respect for those affected
Your Program Content - Contracts & Agreements

• Your organization works to ensure that certain language in your contracts and agreements contain information required for disclosure to your customers and other parties – a shared understanding creates shared commitment and collaboration
Your organization is committed to providing on-duty staffing consistent with the care and service demands of your customers. This commitment includes employees, contracted employees, and agency staffing personnel.
Applicable Technology to Achieve Your Goals

Available technology is designed to assist you in managing your risk and the increasing acuity in the senior living community.
Technology Solutions for Program Workflow

• The Electronic Health Record
  • Electronic assessments that will trigger services and plans where risk has been identified = plan of care strategies & interventions to manage risk
  • Triggered focus-driven care plans that include goals and measuring progress toward goals and effectiveness of interventions
  • Mobile technology that links caregivers to the health record to ensure caregivers have the right information at the right time in the provision of care and services to customers
Technology Solutions for Program Workflow

• Dashboards Reports and Data Reports
  • Real time data reports that inform the Nurse and Management of performance metrics across the spectrum of care and service provision
  • Provides real time feedback as to workforce performance
  • Enables informed decision-making and provides feedback as to progress toward goals and expected outcomes in the provision of care and services
Technology Solutions for Program Workflow

• Nurse Call & Communications System
  • Measures response time for customers’ requests for urgent assistance
  • Integrates equipment with signaling capability, i.e. motion sensors, wandering systems, etc.
  • Measures frequency of customer activation of urgent response system
  • Measures and reports overall performance of the workforce in managing customer activation of urgent response system
  • Enables voice or text communication by and between all caregivers
Technology Solutions for Program Workflow

• Electronic Incident Reporting in the Health Record
  • Provides for customer incident reporting, investigation and management
  • Provides for medication error reporting, investigation and management
  • Data reports enable robust quality program monitoring
A Sample Commitment Statement to Managing Risk

Our organization is committed to the management of risk in the provision of care and services to our customers.

We have adopted and implemented an integrated Risk Management Program designed to incorporate the processes and tools necessary to manage risk.
Sample POLICY Statement for Risk Management

The purpose of this organization’s Risk Management Program is to establish and practice standards and organizational behavior in the detection, identification, management, mitigation, and where possible, prevention of potential risk where it may be found.
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Questions – Comments - Discussion
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