Goal 1 – Reducing Staff Turnover

- **What is the goal?** This goal says that nursing homes will take steps to minimize staff turnover in order to maintain a stable workforce to care for residents. The national target for nursing homes participating in this goal is a turnover rate of less than 65% for RNs, less than 65% for CNAs and less than 35% for LPNs.

- **What must my nursing home do if I select this goal?** To participate in this goal, you will log onto the Advancing Excellence website and download the Excel turnover calculator. The first time you use the form it will take a little time to enter all the information but after that, monthly calculations will be relatively easy. The spreadsheet will calculate the turnover rates for you and you can then enter those rates directly on the website on a monthly basis. The website will aggregate the data quarterly and provide you with graphs that you can use to monitor your staff turnover in your quality improvement activities.

- **What resources are available to my nursing home to help us?** Resources include an Implementation Guide (includes links to additional resources), Webinar, Consumer and Staff Fact sheets. To see these resources before choosing this goal, click here.

Goal 2 – Improving Consistent Assignment of Nursing Home Staff

- **What is the goal?** This goal says that being regularly cared for by the same caregiver is essential to quality of care and quality of life. In addition, it says that to maximize quality, as well as resident and staff relationships, the majority of Nursing Homes will employ “consistent assignment” of CNAs. The national target for nursing homes participating in this goal is for 85% of long stay residents to have a maximum of 8 CNA caregivers over a one month period of time and 85% of short stay residents to have a maximum 8 CNA caregivers over a two-week period.

- **What must my nursing home do if we select this goal?** Data Collection and Reporting tool is under construction. Please check back soon!

- **What resources are available to my nursing home to help us?** Resources include an Implementation Guide (includes links to additional resources), Webinar, Video, Consumer and Staff Fact sheets. To see these resources before choosing this goal, click here.
<table>
<thead>
<tr>
<th>Goal 3 - Reducing the Use of Daily Physical Restraints</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What is the goal?</strong> This goal says that nursing home residents are independent to the best of their ability and rarely experience daily physical restraints. The national target for nursing homes participating in this goal is to reduce the average use of daily restraints to less than or equal to 2%.</td>
</tr>
<tr>
<td><strong>What must nursing home do if I select this goal?</strong> To participate in this goal, you will need to review your Physical Restraints Quality Measure (QM) data and set a target for improvement. You are not required to do any data entry for this goal. Measurement uses the CMS publicly reported QMs.</td>
</tr>
<tr>
<td><strong>What resources are available to my nursing home to help us?</strong> Resources include an Implementation Guide (includes links to additional resources), Webinar, and Consumer and Staff Fact sheets, To see these resources before choosing this goal, click here.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 4 - Reducing High Risk Pressure Ulcers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What is the goal?</strong> This goal says that nursing home residents receive appropriate care to prevent and appropriately treat pressure ulcers when they develop. The national target for nursing homes participating in this goal is to reduce the average rate of high risk pressure ulcers to less than or equal to 9%.</td>
</tr>
<tr>
<td><strong>What must my nursing home do if we select this goal?</strong> To participate in this goal, you will need to review your High Risk Pressure Ulcer Quality Measure (QM) data and set a target for improvement. You are not required to do any data entry for this goal. Measurement uses the CMS publicly reported QMs.</td>
</tr>
<tr>
<td><strong>What resources are available to my nursing home to help us?</strong> Resources include an Implementation Guide (includes links to additional resources), Webinar, Video, and Consumer and Staff Fact sheets. To see these resources before choosing this goal, click here.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 5 – Improvement of Pain Management</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What is the goal?</strong> This goal says that nursing home residents will receive appropriate care to prevent and minimize episodes of moderate or severe pain. Objectives for long stay and short stay residents are slightly different. The national target for nursing homes participating in this goal is to reduce the average rate of moderate or severe pain for long-stay residents to less than or equal to 2% (Goal 5A), and for short-stay residents to less than or equal to 16% (Goal 5B). When you choose this goal, you will work on both 5A and 5B.</td>
</tr>
<tr>
<td><strong>What must my nursing home do if we select this goal?</strong> To participate in this goal, you will need to review your Chronic Care Pain and Post-Acute Care Pain Quality Measure (QM) data and set targets for improvement in each measure. You are not required to do any data entry for this goal. Measurement uses the CMS publicly reported QMs.</td>
</tr>
<tr>
<td><strong>What resources are available to my nursing home to help us?</strong> Resources include an Implementation Guide (includes links to additional resources), Webinar, Video, and Consumer and Staff Fact sheets, To see these resources before choosing this goal, click here.</td>
</tr>
</tbody>
</table>
## Goal 6 – Advance Care Planning

- **What is the goal?** This goal says following admission and prior to completing or updating the plan of care, all nursing home residents will have the opportunity to discuss their goals for care including their preferences for advance care planning with an appropriate member of the healthcare team. This goal has two distinct steps. The first step is to collect the data from all residents who are admitted or readmitted. A draft Advance Care Planning form and audit tool will be available for download that your nursing home can use to facilitate getting started. Once your nursing home has successfully implemented this step, you can advance to the second step, which requires reviewing data from the quarterly MDS. The national target for nursing homes participating in this goal is that at least 75% of newly admitted residents, re-admitted residents, and residents undergoing a quarterly care planning conference will have these discussions at least upon admission and annually and that these discussions will be recorded in their medical record.

- **What must my nursing home do if I select this goal?** To participate in this goal, you will need to collect data on a monthly basis and enter the data on the Advancing Excellence website. The monthly data collected during 2010 will be used to help develop national benchmarks. The website will aggregate the data quarterly and provide you with graphs that you can use to monitor your advance care planning activity in your quality improvement activities. Your progress will be measured through the end of 2011.

- **What resources are available to my nursing home to help us?** Resources include an Implementation Guide (includes links to additional resources), Consumer and Staff Fact sheets. To see these resources before choosing this goal, click here.

## Goal 7 – Assessing Resident and Family Satisfaction with the Quality of Care

- **What is the goal?** This goal says that almost all nursing homes will assess resident and family experience of care and incorporate this information into their quality improvement activities. The national target for nursing homes participating in this goal is that 85% of nursing homes will assess resident and family experience of care and that 90% will incorporate the results into their quality improvement efforts.

- **What must my nursing home do if we select this goal?** To participate in this goal, answers to a series of questions available directly on the website should be entered quarterly. Data collected during 2010 will be used to help develop national benchmarks. Your progress will be measured at the end of 2011.

- **What resources are available to my nursing home to help us?** Resources include an Implementation Guide (includes links to additional resources), Webinar, Consumer and Staff Fact sheets, and description of several available surveys. To see these resources before choosing this goal, click here.
| Goal 8 – Assessing Staff Satisfaction with the Work Environment to Inform Quality Improvement Activities |
|-------------------------------------------------|-------------------------------------------------|
| • **What is the goal?** This goal says that almost all nursing homes will assess staff satisfaction with their work environment at least annually and upon separation, and incorporate this information into their quality improvement activities. The national target for nursing homes participating in this goal is 75% of nursing homes will assess staff satisfaction with the work environment and that 85% will incorporate the results into their quality improvement efforts. |
| • **What must my nursing home do if we select this goal?** To participate in this goal, answers to a series of questions available directly on the website should be entered quarterly. Data collected during 2010 will be used to help develop national benchmarks. Your progress will be measured at the end of 201. |
| • **What resources are available to my nursing home to help us?** Resources include an Implementation Guide (includes links to additional resources), Consumer and Staff Fact sheets, and description of several available surveys (in the Implementation Guide). To see these resources before choosing this goal, click here. |
1. Why should my nursing home join the Advancing Excellence in America’s Nursing Homes Campaign?
   • You will have access to a wide and constantly expanding range of practical, evidence-based information, resources, and training materials to help you improve performance on the goals you select.
   • These web-based resources, provided free of charge, will help you with operational and clinical problem areas.
   • You will have access to resident-centered approaches to foster better communication and understanding between staff, residents, and families.
   • You will become part of an ongoing learning collaborative, sharing your own best practices and learning from other nursing homes what they’ve found that works.

2. What are the benefits to nursing homes for participating in Advancing Excellence?
   • You can improve staff retention and maintain staff stability, which saves money, improves efficiency, and contributes to better relationships between residents and their caregivers.
   • You can provide measurably better care, which actually costs less. (Studies have shown that it can cost as much as $19,000 to treat one stage 4 pressure ulcer.
   • You can have happier, more satisfied residents who will recommend your facility to others.
   • And, for nursing homes in states considering Pay for Performance reimbursement methodologies, you’ll be way ahead of the game.

3. Is there any advantage to signing up before January 31, 2010?
   • If your nursing home participated in the original Advancing Excellence Campaign, and if you re-enroll on or before January 31, 2010, you will be recognized as a “Charter
Member” of Advancing Excellence, a “badge of honor” to show your commitment to quality care.

4. Has the Campaign been successful?
   • Yes, nearly half of all nursing homes in the United States signed up for Phase 1 of Advancing Excellence.
   • Over two years of data show that for all four clinical quality measures (Reducing Restraints; Improving Pain Management for long-stay and for short-stay residents; and Reducing Pressure Ulcers), Campaign participants improved faster than non-participants.
   • In addition, homes that set a performance target for the goals they chose improved the most.

5. Does the Campaign duplicate other quality initiatives?
   • No, the Advancing Excellence Campaign does not duplicate other quality improvement initiatives, such as Quality First or the QIO program.
   • The Campaign works closely with other national nursing home quality initiatives to streamline efforts and to prevent duplication.
   • Advancing Excellence complements these programs, builds on their successes, and takes them to the next level – achieving measurable change across a broad spectrum of goal areas that will make a difference in care, cost, and quality.
   • Nursing homes that are already involved with quality improvement initiatives, such as Quality First, will find that joining Advancing Excellence will enhance your effectiveness. The Campaign provides state-of-the-art training materials, helps you identify and solve problems, and, with a minimal amount of data entry, helps you easily track your progress.

6. My nursing home is already registered in the Advancing Excellence Campaign. Do we need to re-enroll?
   • Yes. Because the goals and target setting processes have changed, you will need to re-enroll. You will need to update your demographic data, select goals, and set targets for your clinical goal(s). The process should take no longer than 10-15 minutes. You will have the opportunity to change goals through January 31, 2010. After that time, goals are set for the remainder of the campaign.

7. I participated in Phase 1 of the Campaign. What’s different about Phase 2?
   • All goals and targets are data-driven.
   • There are two new goals in Phase 2 of the Advancing Excellence Campaign:
     1. Advance Care Planning, and
     2. Staff Satisfaction
The two pain goals (for long-stay and short-stay residents) have been consolidated into one goal.

The order of goals is different in Phase 2, a change which reflects the manner in which nursing homes might choose to address the quality improvement process, i.e., setting the foundation for excellence in care by focusing on organizational goals first (reducing staff turnover and improving consistent assignment of nursing home staff).

Because setting targets results in more rapid improvement, target setting is an integral part of goal setting for every clinical goal in Phase 2.

The revised Campaign website is easier to navigate and directs users with ease through the registration process and on to valuable resources, many of which are either new or have been updated.

Standardized tools are now available to help you measure staff retention and consistent assignment, so you get more useful information.

8. I’ve forgotten my password. How can I get it?

- On the Nursing Home Registration log-on page, you will be asked if you have lost either your username and/or your password.
- You can then enter your username, your Medicare/Medicaid provider number, or your account’s e-mail address to retrieve the missing information.
- You will also be given an option to contact your state QIO organization for assistance.

9. I have not participated in the Advancing Excellence Campaign in the past. What’s the first thing I should do?

- Visit www.nhqualitycampaign.org
- Click on “Join Today” under “Nursing Home Registration.”

10. Do I have to have to select my goals when I register for the Campaign?

- Yes, at the time you register, you will select a minimum of three goals – one clinical goal, one organizational goal, and one additional goal from either of these categories.

11. How do I go about selecting my Campaign goals?

- Go to www.nhqualitycampaign.org
- Click on “Nursing Homes – Register Today” and update/enter your data
- When you reach the “Goals” page, click on each goal to reveal a description of the goal, how it is measured, and the resources that are available.
- Select at least three goals for your nursing home – at least one of the five organizational goals, one of the three clinical goals, and a third from either category.
- Be sure to choose goals that are meaningful for your nursing home.
12. Can I keep the same goals I had before?
- Yes, you can select the same goals you chose for the first phase of the Campaign.
- Please keep in mind that there are two new goals you can choose – Advance Care Planning and Staff Satisfaction.
- Remember that the two pain goals have been consolidated into one goal for Phase 2 of the Campaign, and that target-setting is now an integral part of every clinical goal selected.

13. Once I select goals, can I change them?
- You will be able to change goals until January 31, 2010.
- After that time, you will not be able to change your goals, although you will be able to change your targets and/or to add new goals.

14. When and how do I set targets for the goals I have selected? Will I be selecting targets for all the goals I select? Can I change my targets?
- You will set a target for each clinical goal you select at the time you register in the Campaign.
- The website provides data and recommendations regarding target-setting to guide you.
- If you do not set a target at the time you select a clinical goal, a target representing one 10 percentiles of improvement will be set for you.
- You will receive an e-mail from the Campaign website offering you an opportunity to reset your target each year of the campaign.
- You will be able to change your targets throughout the Campaign period.
- For organizational goals, target setting will become available in Year 2 of the campaign (2011).

15. Is there a cost associated with joining the Advancing Excellence Campaign?
- There is no cost involved in participating in this Campaign.
- Registration in Advancing Excellence and all technical resources are provided at no charge to participating nursing homes.

16. What kind of tools and technical assistance resources will be available to Campaign participants?
- A wide and constantly expanding range of resources are available on the Advancing Excellence website at www.nhqualitycampaign.org.
- These resources include: Webinars, implementation care guides, downloadable videos, consumer and staff fact sheets related to each Campaign goal, resident, family, and staff survey tools, and more.
17. How were these technical resources developed?

- The clinical resources were developed by the Campaign’s Technical Assistance Work Group which includes medical and nursing experts in long term care. The clinical resources are evidence-based and reflect state-of-the-art best practices. The consumer resources were developed by the Campaign’s Consumer Work Group which includes ombudsman, advocates, and others. And, the Staff resources including the Fact Sheets for Certified Nursing Assistants were developed by the Staff Involvement Work Group with adult educators, nursing home administrators, nurses, and other experts.

18. Where can I find the technical assistance resources?

- All of the Campaign’s technical assistance resources are located on its website at www.nhqualitycampaign.org. On the home page, click on “Resources, By Goal” on the tool bar at the top of the page.

19. How much time will it take to participate in Advancing Excellence?

- Registering in the Campaign may take as little as 10-15 minutes.
- Data on the clinical Quality Measures (Pressure Ulcers, Restraints, and Pain) is available to the Campaign through your MDS data entry, so will not require any data entry directly to the campaign on your part.
- Entering data for your organizational goal(s) on a monthly or quarterly basis will take less time as you become more familiar with the data-collection tools. The benefit is that you will receive immediate feedback concerning your progress.
- Additional participation time is what you would spend in improvement activities. You are likely to find that working toward your Advancing Excellence goals will become an integral part of your overall quality improvement efforts.

20. How much data entry will there be? Is there a lot of data reporting?

- For the clinical goals (Reducing the Use of Daily Physical Restraints; Reducing High Risk Pressure Ulcers; and Improvement of Pain Management), no data entry is required. Measurement uses the CMS publicly reported Quality Measures from your MDS.
- A limited amount of data entry will be required for the organizational goals.
- Data entry will begin on January 1, 2010.
- Tools will be provided to collect data for the organizational goals.
- Data will be entered monthly for:
  - Staff Turnover, using an Excel turnover calculator provided by the Campaign
  - Advance Care Planning, entering data directly onto the Campaign website
- Data will be entered quarterly on the Campaign website for:
  - Resident and Family Satisfaction
  - Staff Satisfaction
- For Consistent Assignment, a data collection and reporting tool is under construction.
21. **How will my progress in the Campaign be reported?**
   - Data on the clinical quality measures is posted on the Campaign website as soon as it is made available by CMS. It is the same data that is posted on [www.medicare.gov](http://www.medicare.gov).
   - Data on organizational goals is reported only to you when you log in.

22. **What is a LANE?**
   - A LANE (Local Area Networks of Excellence) is a statewide coalition of nursing home stakeholders that provide peer-support, information, best practices, and technical assistance to Campaign participants in their state.
   - LANEs are composed of the key statewide stakeholders in nursing home care, including QIO’s, State Survey Agencies, Ombudsmen, nursing home provider associations, consumers, and others.

23. **How can I contact my LANE?**
   - Go to the home page of Campaign website at [www.nhqualitycampaign.org](http://www.nhqualitycampaign.org), scroll to the About the Campaign link at the top of the page, and then select Find Local Support (LANEs).

24. **How can I learn more about the Campaign?**
   - Visit the Advancing Excellence Campaign website at [www.nhqualitycampaign.org](http://www.nhqualitycampaign.org).

25. **How often should I visit the website?**
   - New information including announcements of webinars and other Campaign activities, Campaign progress, and new resources go on the website every 1-2 weeks. It is the Campaign’s primary method of communication with Campaign participants.

26. **When can I enter my organizational goal data?** *(Answered 10.28.09)*
   - Data entry for the organizational goals will begin on January 31, 2010. This information is confidential and will not be shared.