Moving to a Higher Level:
How Collaboration and Cooperation
Can Improve Nursing Home Quality
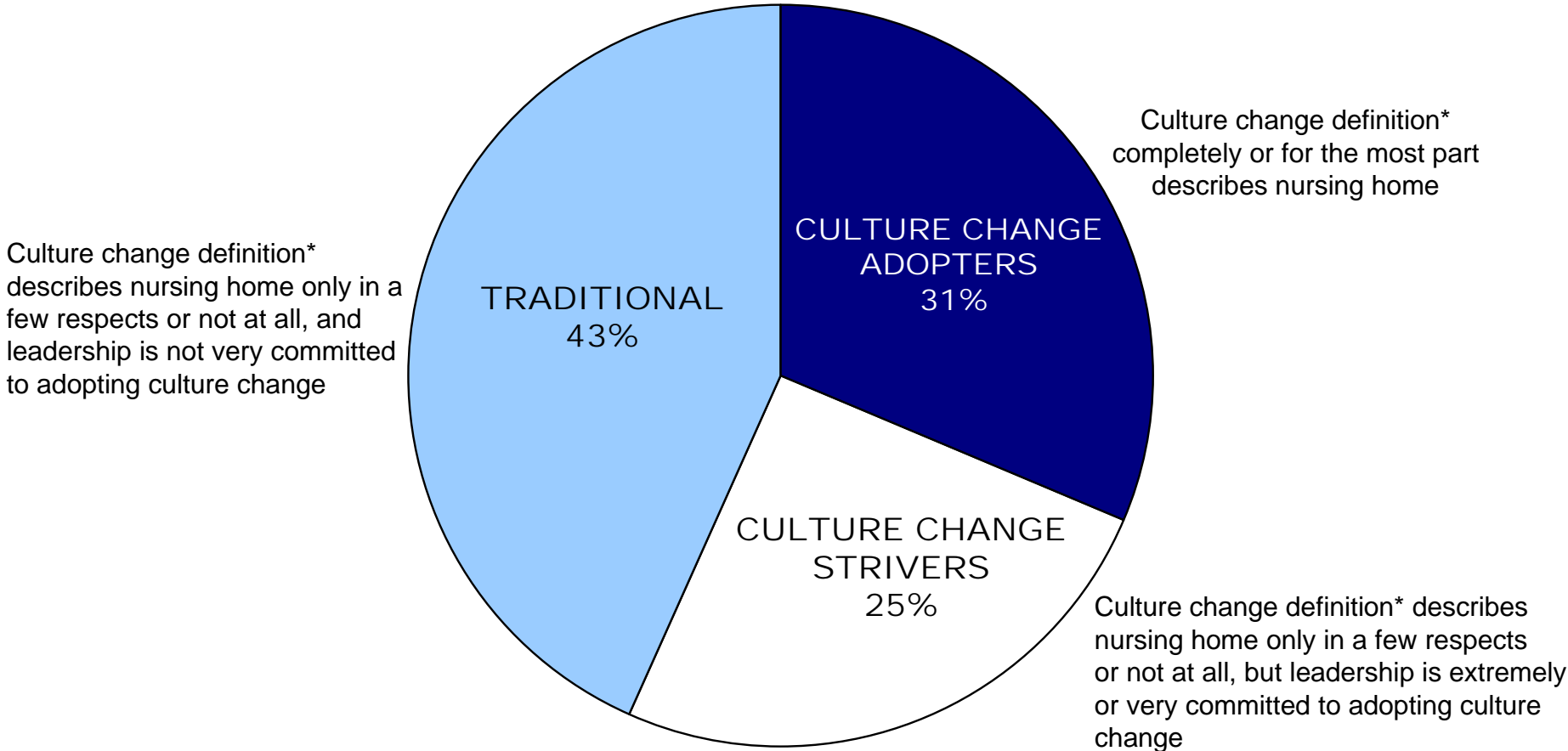
Charts to accompany written testimony

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U.S. House of Representatives
Committee on Energy and Commerce
Subcommittee on Oversight and Investigations

May 15, 2008
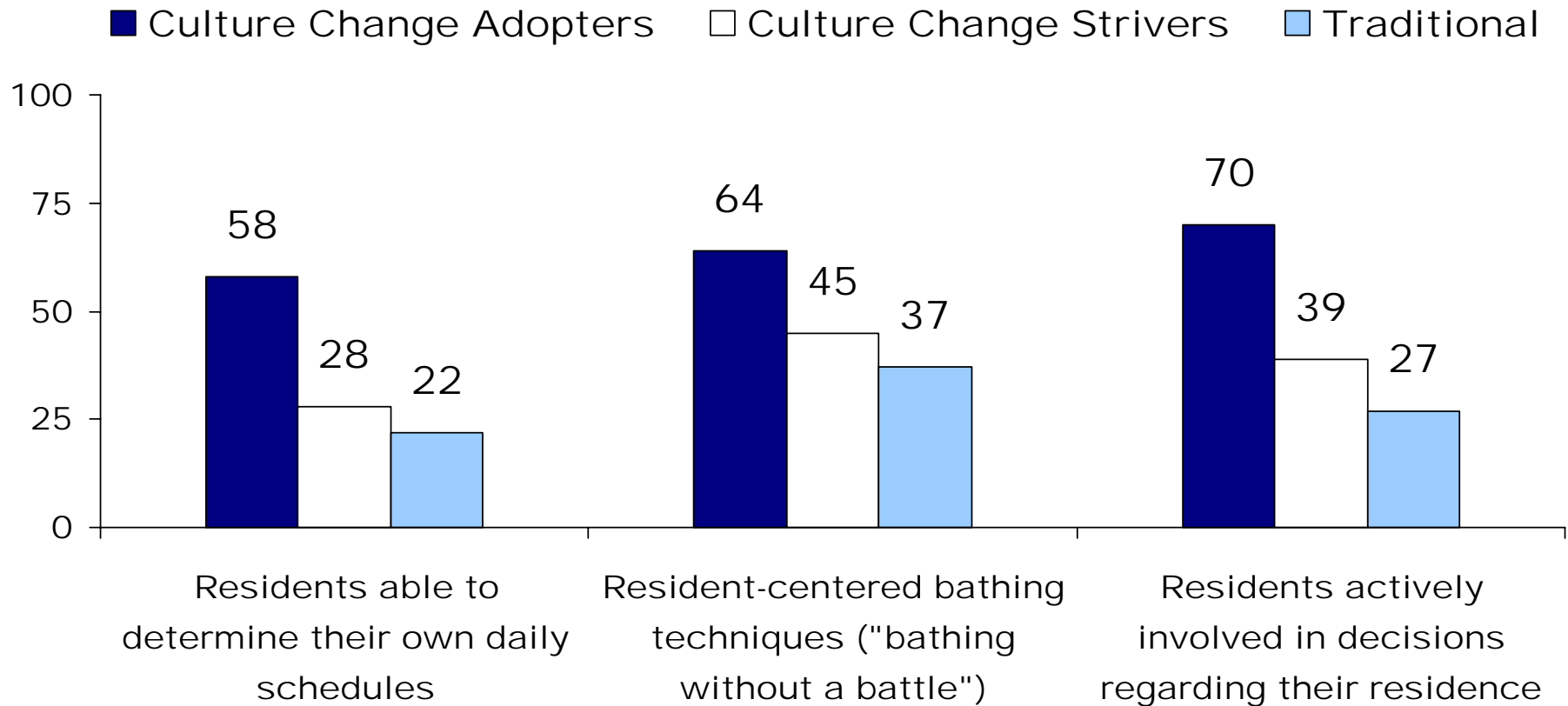
Figure 1. Nursing Home Adoption of Culture Change, 2007

Distribution of Combined Measures of Facility Engagement in and Leadership Commitment to Culture Change or a Resident-Centered Approach*

Culture change definition*
completely or for the most part
describes nursing home

CULTURE CHANGE ADOPTERS 31%

Culture change definition*
describes nursing home only in a
few respects or not at all, and
leadership is not very committed
to adopting culture change

TRADITIONAL 43%

CULTURE CHANGE STRIVERS 25%

Culture change definition* describes
nursing home only in a few respects
or not at all, but leadership is extremely
or very committed to adopting culture
change

*Culture change or a resident-centered approach means an organization that has home and work environments in which: care and all resident-related activities are decided by the resident; living environment is designed to be a home rather than institution; close relationships exist between residents, family members, staff, and community; work is organized to support and allow all staff to respond to residents' needs and desires; management allows collaborative and group decision making; and processes/measures are used for continuous quality improvement.

Source: The Commonwealth Fund 2007 National Survey of Nursing Homes.

Figure 2. Residents' Ability to Determine Their Own Daily Schedules and Make Decisions Varies Widely Between Culture Change Adopters and Traditional Nursing Homes

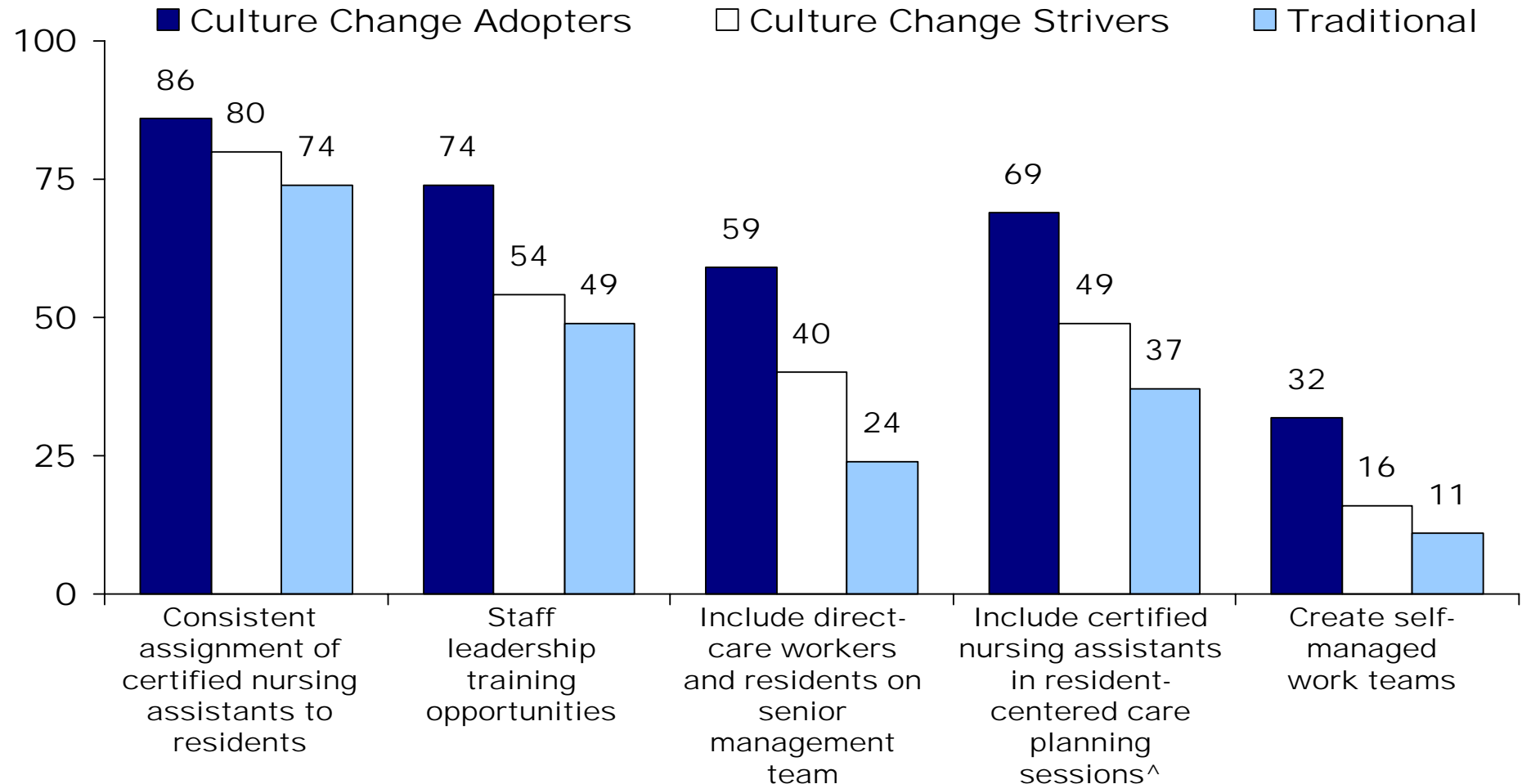**Percent of facilities indicating they are currently implementing the following initiatives**

■ **Culture Change Adopters**   □ **Culture Change Strivers**   ■ **Traditional**

Culture Change Adopters=culture change definition completely or for most part describes nursing home. Culture Change Strivers= culture change definition describes nursing home only in a few respects or not at all but leadership is very/extremely committed to the adoption of culture change. Traditional=culture change definition describes nursing home only in a few respects or not at all AND leadership is less than very/extremely committed to the adoption of culture change.

Figure 3. Traditional Nursing Homes Lag Behind Culture Change Adopters in Staff Leadership, Empowerment, and Autonomy

Percent of facilities indicating they are currently implementing the following initiatives

■ Culture Change Adopters   □ Culture Change Strivers   ■ Traditional

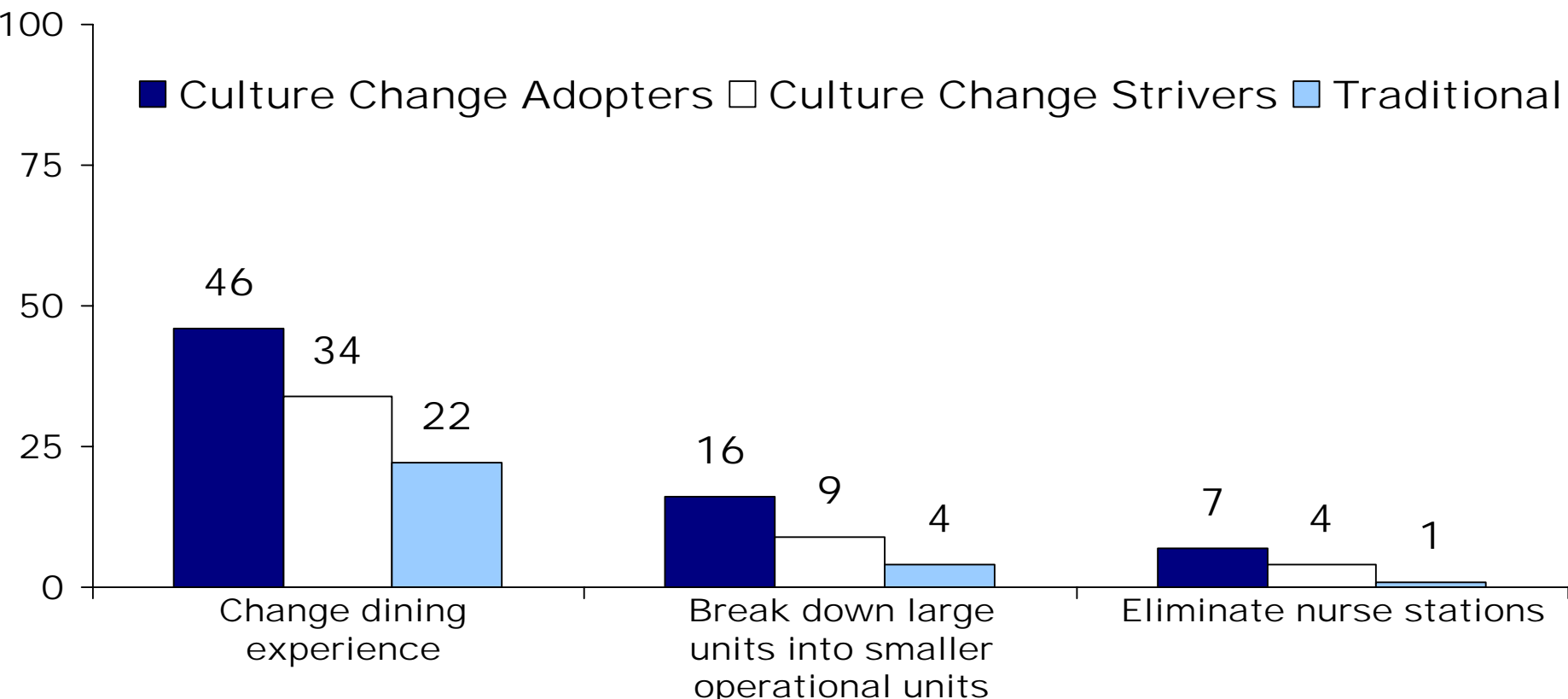|	Culture Change Adopters	Culture Change Strivers	Traditional
Consistent assignment of certified nursing assistants to residents	86	80	74
Staff leadership training opportunities	74	54	49
Include direct-care workers and residents on senior management team	59	40	24
Include certified nursing assistants in resident-centered care planning sessions^	69	49	37
Create self-managed work teams	32	16	11

Culture Change Adopters=culture change definition completely or for most part describes nursing home. Culture Change Strivers= culture change definition describes nursing home only in a few respects or not at all but leadership is very/extremely committed to the adoption of culture change. Traditional=culture change definition describes nursing home only in a few respects or not at all AND leadership is less than very/extremely committed to the adoption of culture change.

^ For instance, utilizing the "I Care" or "First Person" approach.

Source: The Commonwealth Fund 2007 National Survey of Nursing Homes.

Figure 4. Few Nursing Homes Have Changed Their Physical Environments, but Nearly Half of Culture Change Adopters Have Altered the Dining Experience

Percent of facilities indicating they are implementing the following initiatives

■ Culture Change Adopters □ Culture Change Strivers ■ Traditional

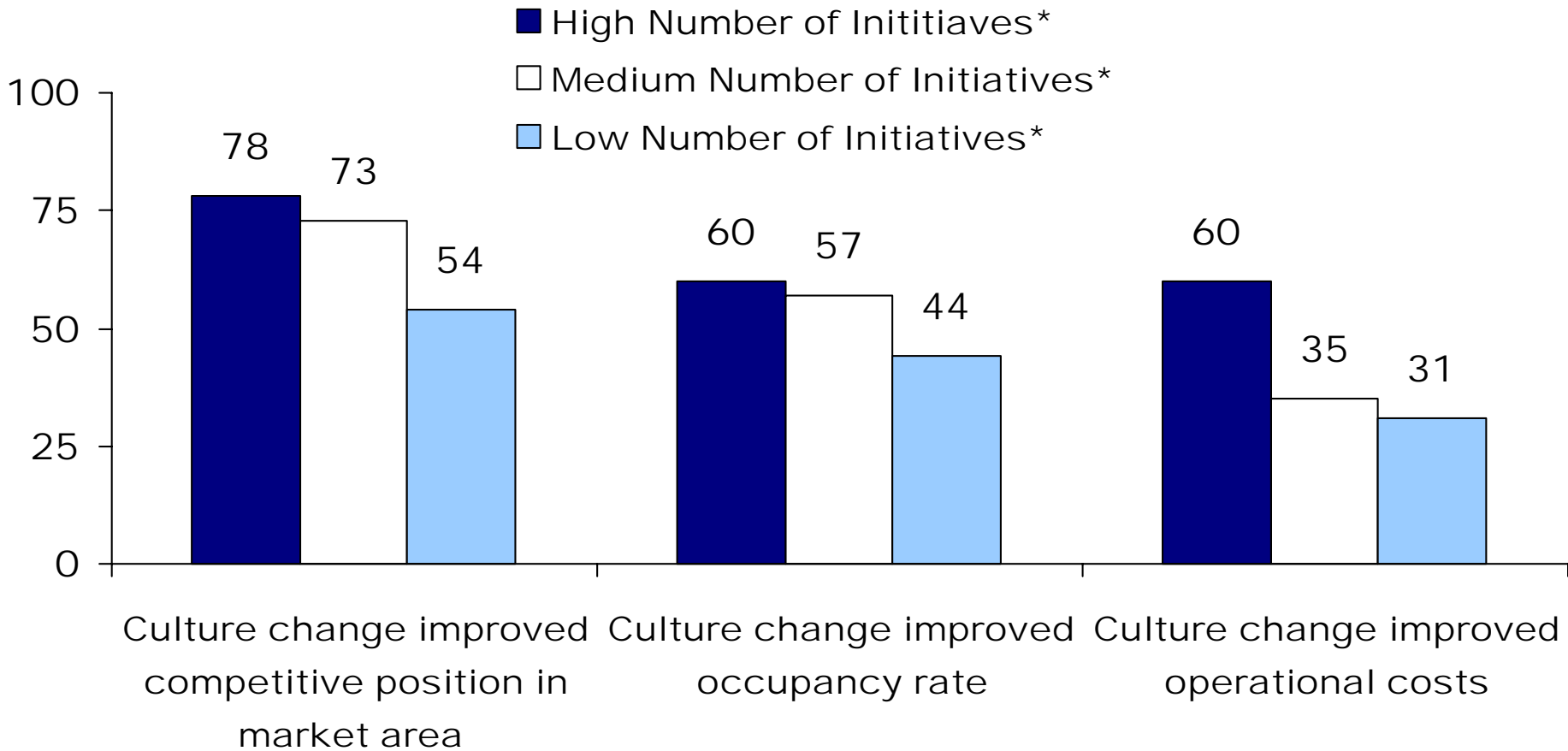|	Change dining experience	Break down large units into smaller operational units	Eliminate nurse stations
Culture Change Adopters	46	16	7
Culture Change Strivers	34	9	4
Traditional	22	4	1

Culture Change Adopters=culture change definition completely or for most part describes nursing home. Culture Change Strivers= culture change definition describes nursing home only in a few respects or not at all but leadership is very/extremely committed to the adoption of culture change. Traditional=culture change definition describes nursing home only in a few respects or not at all AND leadership is less than very/extremely committed to the adoption of culture change.

Figure 5. Improvements in Business and Operations are Greatest in Homes That Have More Culture Change Initiatives Under Way*

Base: Definition of culture change describes this nursing home completely, for the most part, or in a few respects

Percent of nursing homes indicating that culture change has had the following impacts

■ High Number of Inititiaves*

□ Medium Number of Initiatives*

■ Low Number of Initiatives*

Culture change improved competitive position in market area: 78, 73, 54

Culture change improved occupancy rate: 60, 57, 44
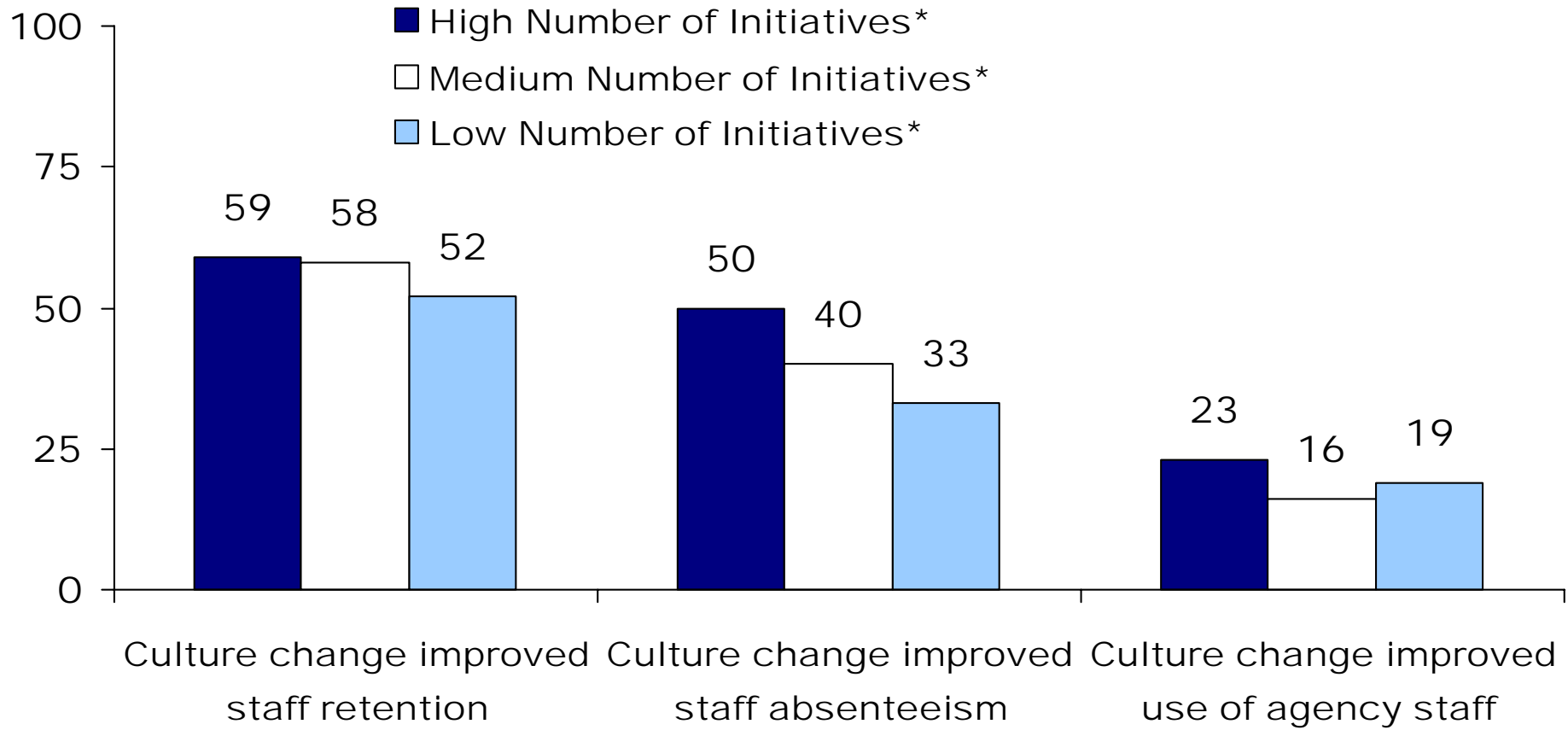
Culture change improved operational costs: 60, 35, 31

*Respondents were asked whether their home was currently implementing any of eleven different resident-centered, staff, or physical environment initiatives associated with culture change. High=7 or more initiatives; Medium=4 to 6 initiatives; Low=3 or less initiatives.

Source: The Commonwealth Fund 2007 National Survey of Nursing Homes.

Figure 6. Staffing Improvements Are Greatest in Homes That Have More Culture Change Initiatives Under Way*

Base: Definition of culture change describes this nursing home completely, for the most part, or in a few respects

Percent of facilities indicating that culture change has had the following impacts

Legend:
- ■ High Number of Initiatives*
- □ Medium Number of Initiatives*
- ■ Low Number of Initiatives*

	Culture change improved staff retention	Culture change improved staff absenteeism	Culture change improved use of agency staff
High Number of Initiatives*	59	50	23
Medium Number of Initiatives*	58	40	16
Low Number of Initiatives*	52	33	19

*Respondents were asked whether their home was currently implementing any of eleven different resident-centered, staff, or physical environment initiatives associated with culture change. High=7 or more initiatives; Medium=4 to 6 initiatives; Low=3 or less initiatives.

Source: The Commonwealth Fund 2007 National Survey of Nursing Homes.

# Figure 7. Culture Change Adopters Receive Fewer Citations for Violations Than Non-Adopters*
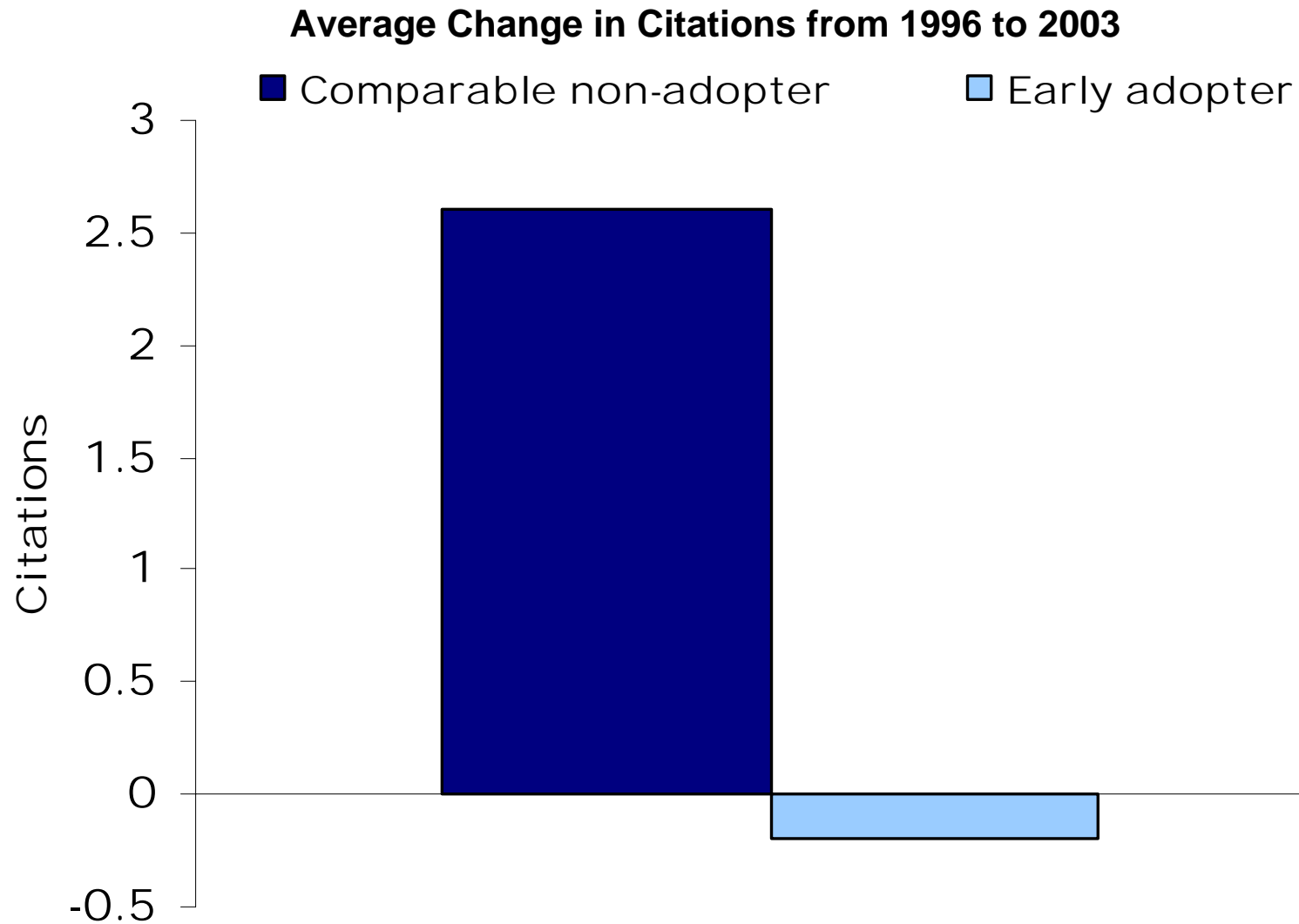
Average Change in Citations from 1996 to 2003

Source: *Elliot, A. (2007). *Preliminary Research Supports Nursing Home Culture Change Movement* (available from Pioneer Network, http://www.pioneernetwork.net/news-and-events/PreliminaryResearchSupportsNursingHome.php)

Figure 8. Culture Change Adopters Have More Positive Operating Margins

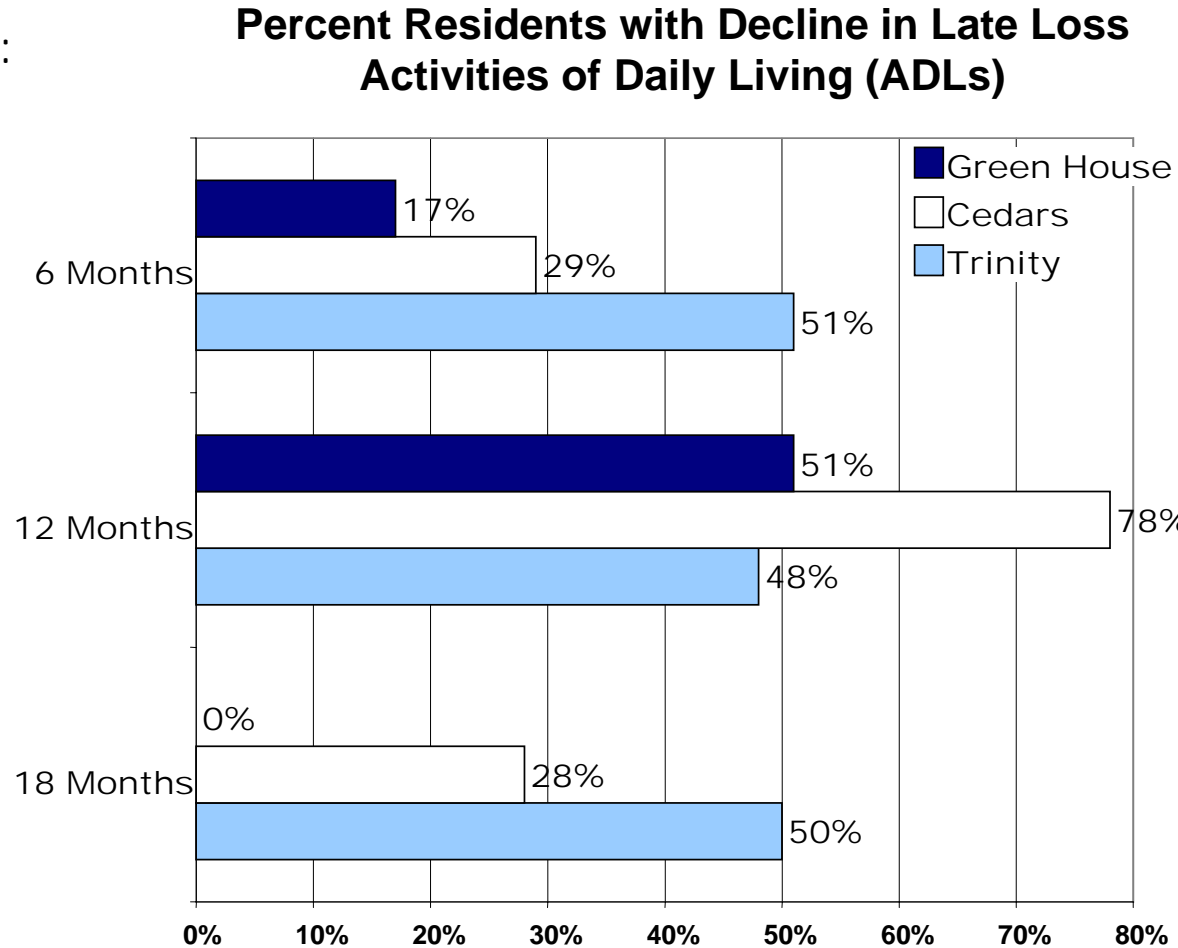## Average Change in Operating Margin from 1996 to 2003

■ **Comparable non-adopter**   □ **Early adopter**

Source: *Elliot, A. (2007). *Preliminary Research Supports Nursing Home Culture Change Movement* (available from Pioneer Network, http://www.pioneernetwork.net/news-and-events/PreliminaryResearchSupportsNursingHome.php)
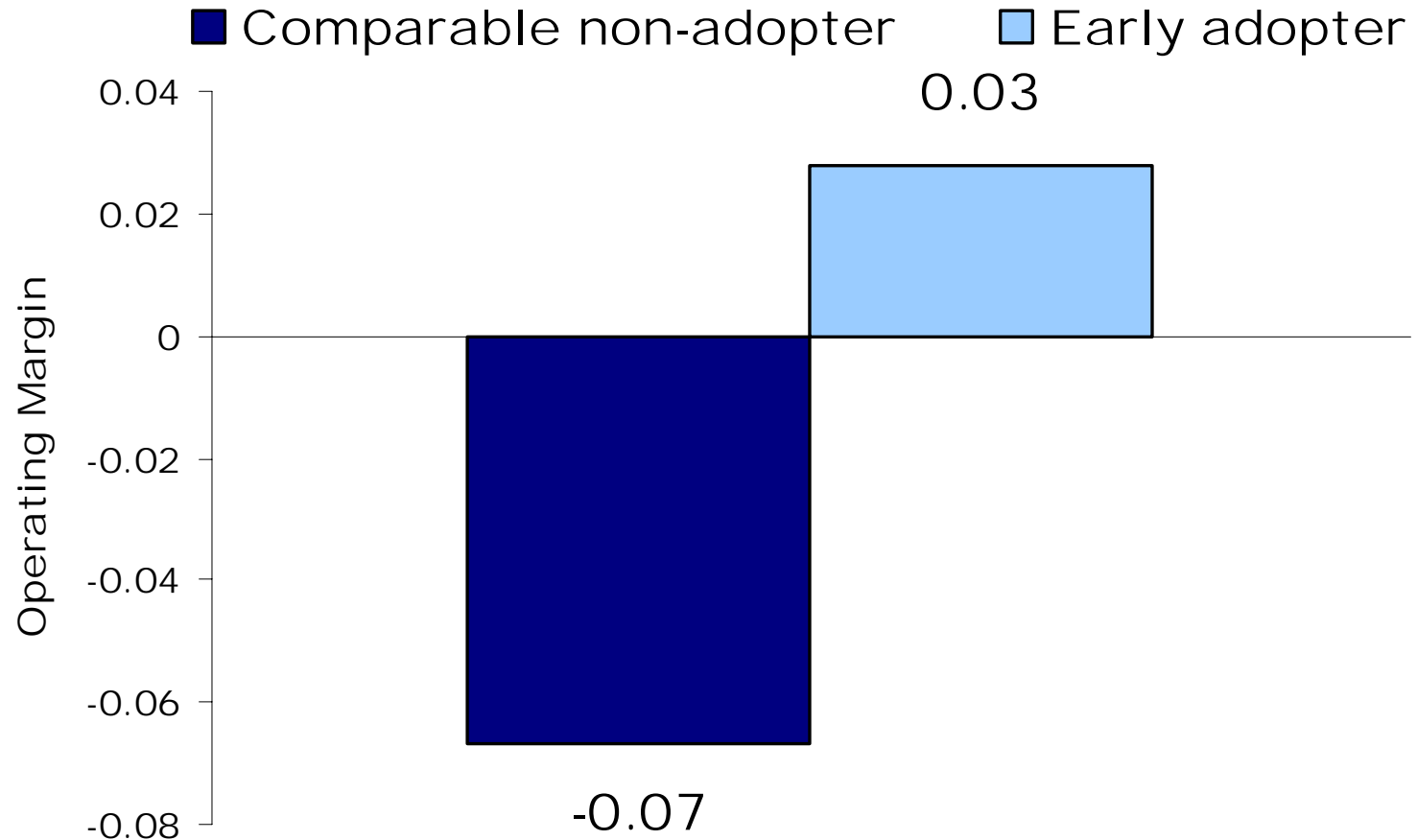
Figure 9. Residents and Staff of the First Green House* Have Positive Outcomes

Green House residents had:
- A better quality of life
- Greater satisfaction
- Better or equal outcomes

Green House staff felt:
- More empowered to assist residents
- Knew residents better
- Greater intrinsic and extrinsic job satisfaction
- Wanted to remain in the job

Percent Residents with Decline in Late Loss Activities of Daily Living (ADLs)

Legend:
- Green House
- Cedars
- Trinity

6 Months:
- Green House: 17%
- Cedars: 29%
- Trinity: 51%

12 Months:
- Green House: 51%
- Cedars: 78%
- Trinity: 48%

18 Months:
- Green House: 0%
- Cedars: 28%
- Trinity: 50%

* A Green House is a small group nursing home for 10 residents.
The first one was in Tupelo, MS.

Figure 10a. Nursing Home Participation in the Nursing Home Quality Campaign:
State Participation as of May 8, 2008

RI

DC

Percent Participation

- 0% – 25%
- 26% – 50%
- 51% – 75%
- 76% – 100%
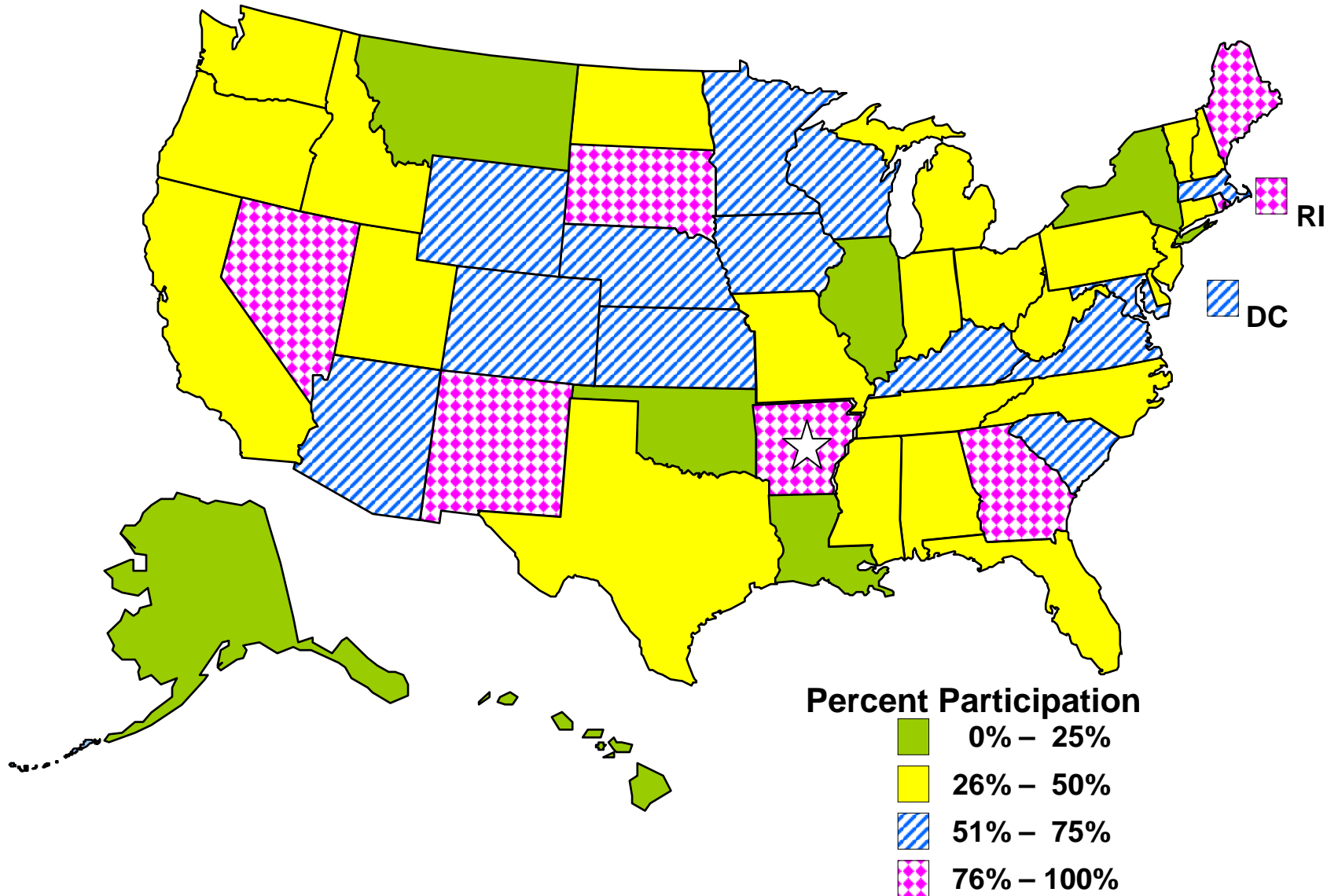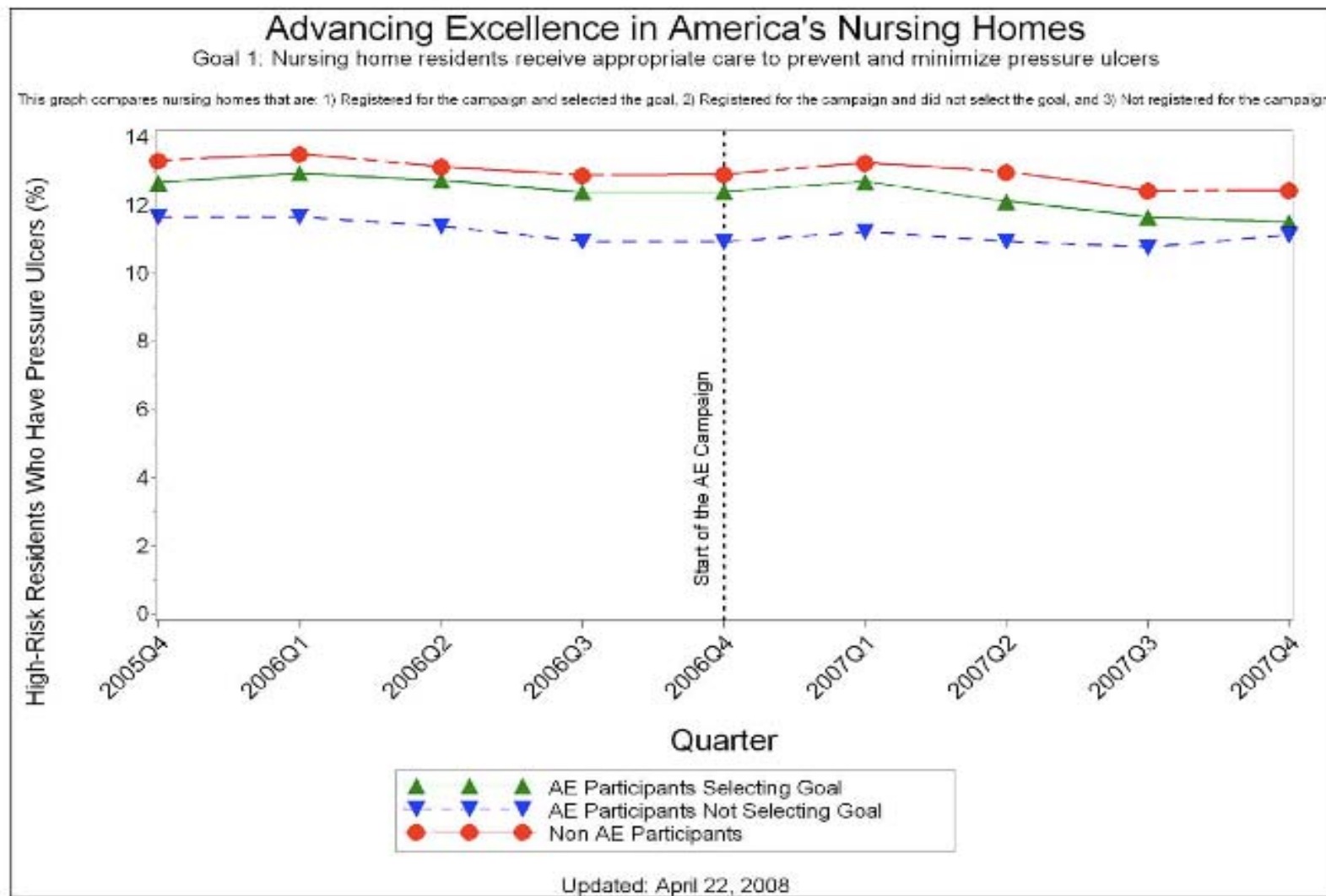
Figure 10b. Nursing Home Participation in the Nursing Home Quality Campaign: State Participation as of May 8, 2008

AK	6.70%	KY	52.70%	NY	18.00%
AL	47.80%	LA	23.30%	OH	44.60%
AR	100.00%	MA	67.50%	OK	22.60%
AZ	62.20%	MD	53.80%	OR	35.50%
CA	25.50%	ME	82.30%	PA	49.20%
CO	69.00%	MI	27.50%	RI	87.20%
CT	38.10%	MN	51.40%	SC	51.40%
DC	60.00%	MO	44.10%	SD	88.20%
DE	47.70%	MS	29.40%	TN	38.40%
FL	32.70%	MT	17.40%	TX	34.30%
GA	96.40%	NC	37.10%	UT	44.10%
HI	17.00%	ND	36.10%	VA	65.30%
IA	50.60%	NE	59.70%	VT	37.50%
ID	35.10%	NH	45.70%	WA	48.30%
IL	20.80%	NJ	30.70%	WI	56.50%
IN	32.10%	NM	91.70%	WV	45.00%
KS	64.20%	NV	81.30%	WY	51.30%

Figure 11. Campaign Participants are Lowering Pressure-Ulcer Rates Faster Than Non-Participants

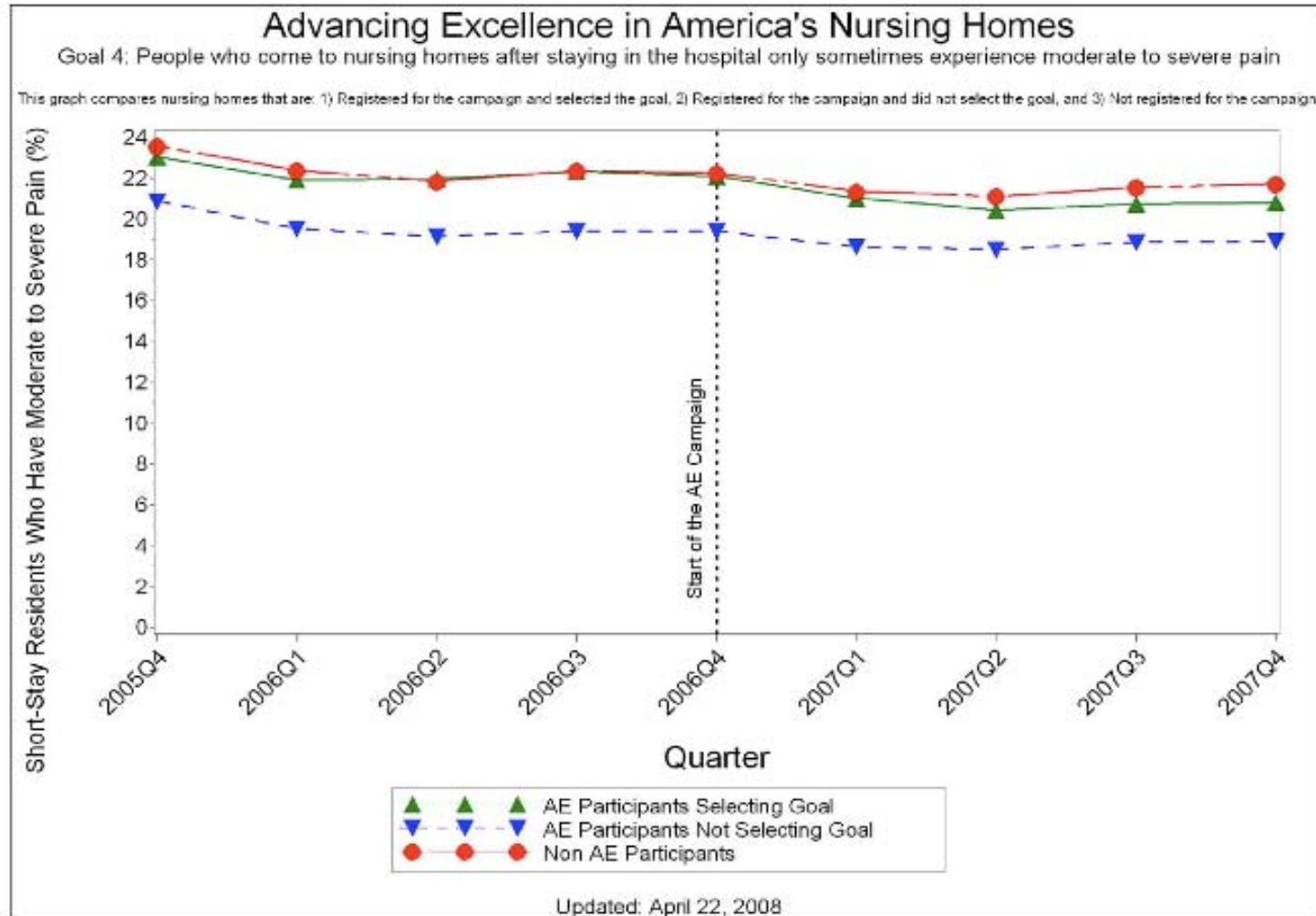## Advancing Excellence in America's Nursing Homes

Goal 1: Nursing home residents receive appropriate care to prevent and minimize pressure ulcers

This graph compares nursing homes that are: 1) Registered for the campaign and selected the goal, 2) Registered for the campaign and did not select the goal, and 3) Not registered for the campaign.

Y-axis: High-Risk Residents Who Have Pressure Ulcers (%)

X-axis (Quarter): 2005Q4, 2006Q1, 2006Q2, 2006Q3, 2006Q4, 2007Q1, 2007Q2, 2007Q3, 2007Q4

Start of the AE Campaign

Legend:
- ▲ AE Participants Selecting Goal
- ▼ AE Participants Not Selecting Goal
- ● Non AE Participants

Updated: April 22, 2008

Figure 12. Campaign Participants Are Eliminating Restraint Use More Rapidly Than Non-Participants

Advancing Excellence in America's Nursing Homes
Goal 2: Nursing home residents are independent to the best of their ability and rarely experience daily physical restraints

This graph compares nursing homes that are: 1) Registered for the campaign and selected the goal, 2) Registered for the campaign and did not select the goal, and 3) Not registered for the campaign.

Legend:
- ▲ AE Participants Selecting Goal
- ▼ AE Participants Not Selecting Goal
- ● Non AE Participants

Updated: April 22, 2008

Figure 13. Campaign Homes Are Improving Pain Management for Long-Stay Residents Faster Than Are Non-Campaign Homes

## Advancing Excellence in America's Nursing Homes

Goal 3. Nursing home residents who live in a nursing home longer than 90 days infrequently experience moderate or severe pain

This graph compares nursing homes that are: 1) Registered for the campaign and selected the goal, 2) Registered for the campaign and did not select the goal, and 3) Not registered for the campaign.

Legend:
- ▲ AE Participants Selecting Goal
- ▼ AE Participants Not Selecting Goal
- ● Non AE Participants

Y-axis: Long-Stay Residents Who Have Moderate to Severe Pain (%)
X-axis: Quarter (2005Q4, 2006Q1, 2006Q2, 2006Q3, 2006Q4, 2007Q1, 2007Q2, 2007Q3, 2007Q4)

Vertical line: Start of the AE Campaign

Updated: April 22, 2008

Figure 14. Campaign Homes Are Improving Pain Management for Post-Acute Care Residents Faster Than Are Non-Campaign Homes

Figure 15. The Nursing Home Quality Campaign Is Showing Results

Nursing Homes that Select Physical Restraint Goal Show Greater Improvement
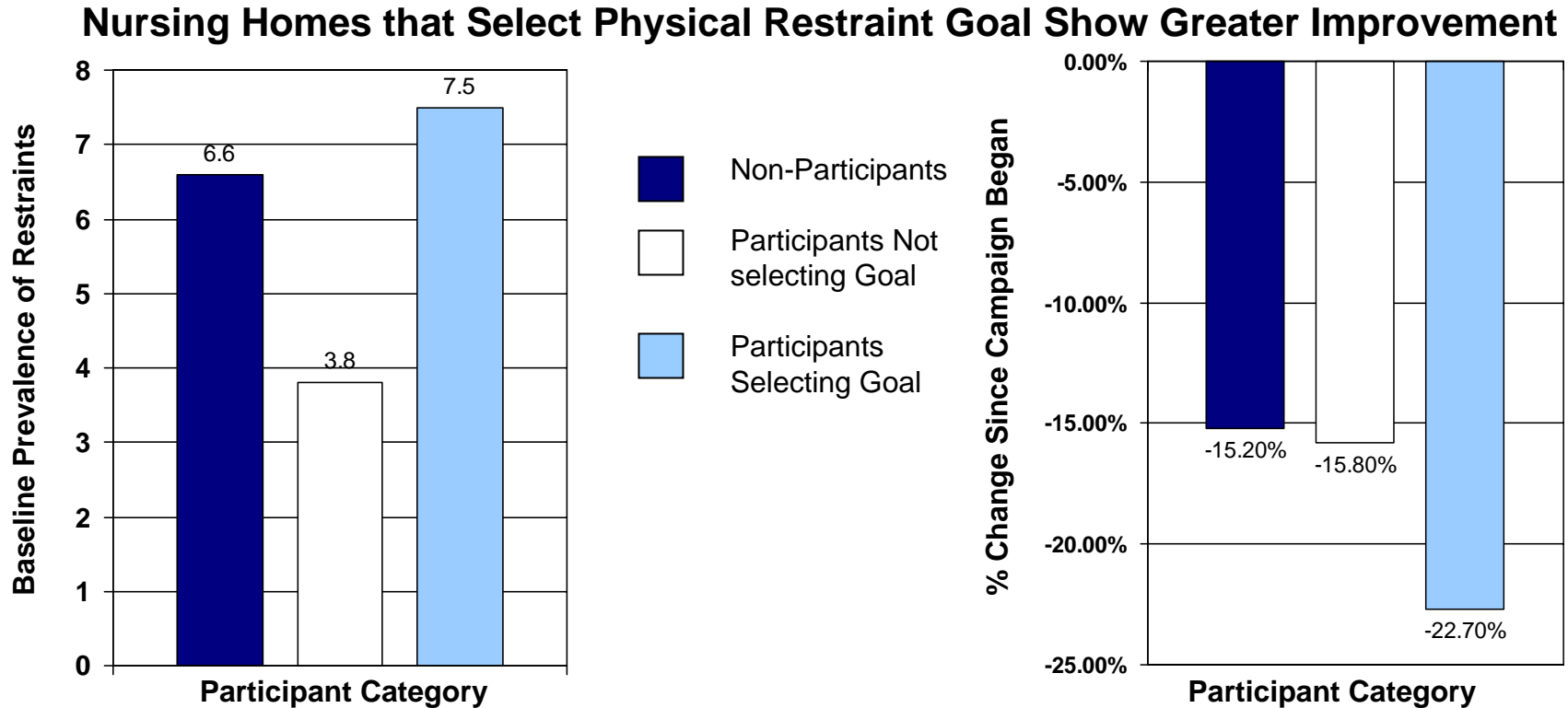
- 6808 nursing homes (43%) have joined the Campaign*
- Significant representation of for-profit facilities is seen
- Improvements are being seen in other goal areas too
- Given positive trends the Campaign will continue past its original 2 year timeframe

Figure 16. Advancing Excellence in America's Nursing Homes: Progress Toward Goals

Progress Toward National Goal, By Participation and Target-Setting (Campaign results after year 1)
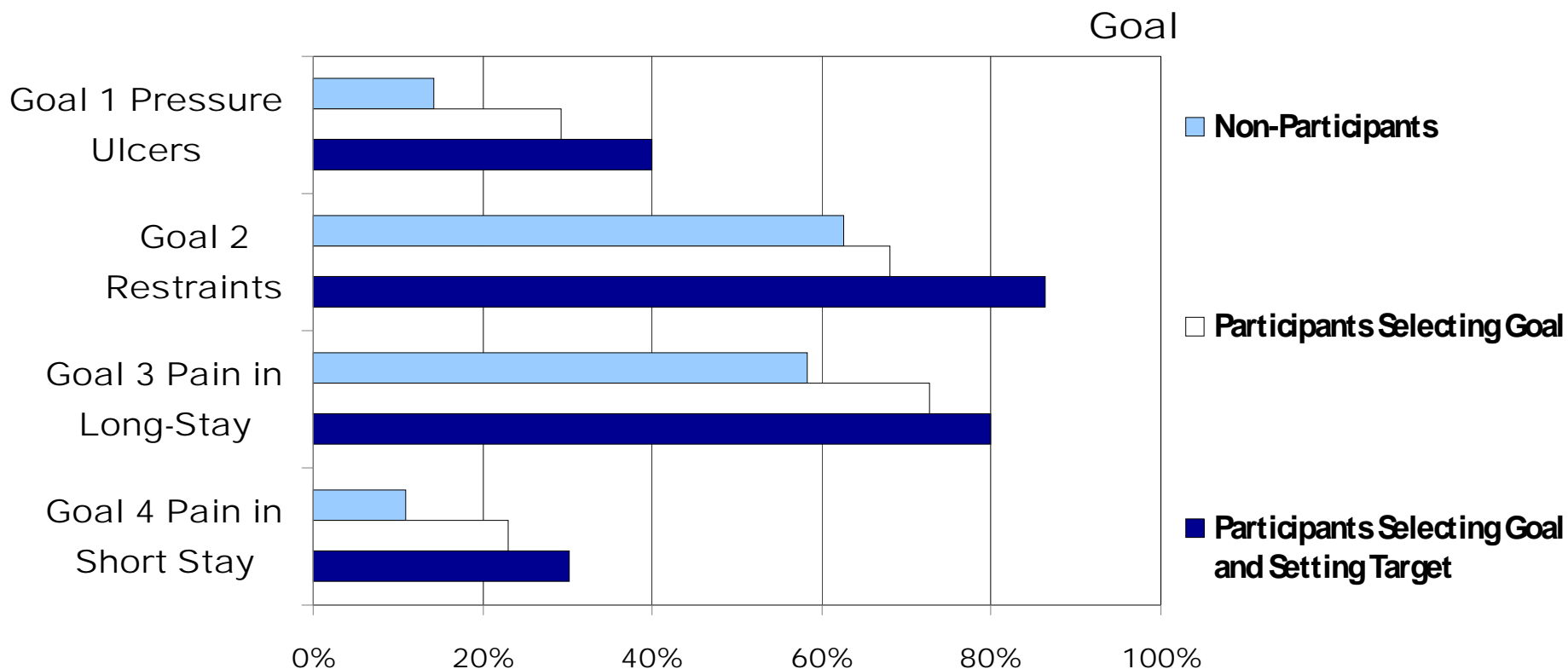
Goal

- ◼ (light blue) Non-Participants
- ☐ Participants Selecting Goal
- ◼ (dark blue) Participants Selecting Goal and Setting Target

Categories (y-axis): Goal 1 Pressure Ulcers, Goal 2 Restraints, Goal 3 Pain in Long-Stay, Goal 4 Pain in Short Stay

X-axis: 0%, 20%, 40%, 60%, 80%, 100%

Figure 17. Advancing Excellence in America's Nursing Homes: Progress Toward Goals, Part 2

Progress Toward National Goal By Campaign Participation: Results 2006 Q3 to 2007 Q4
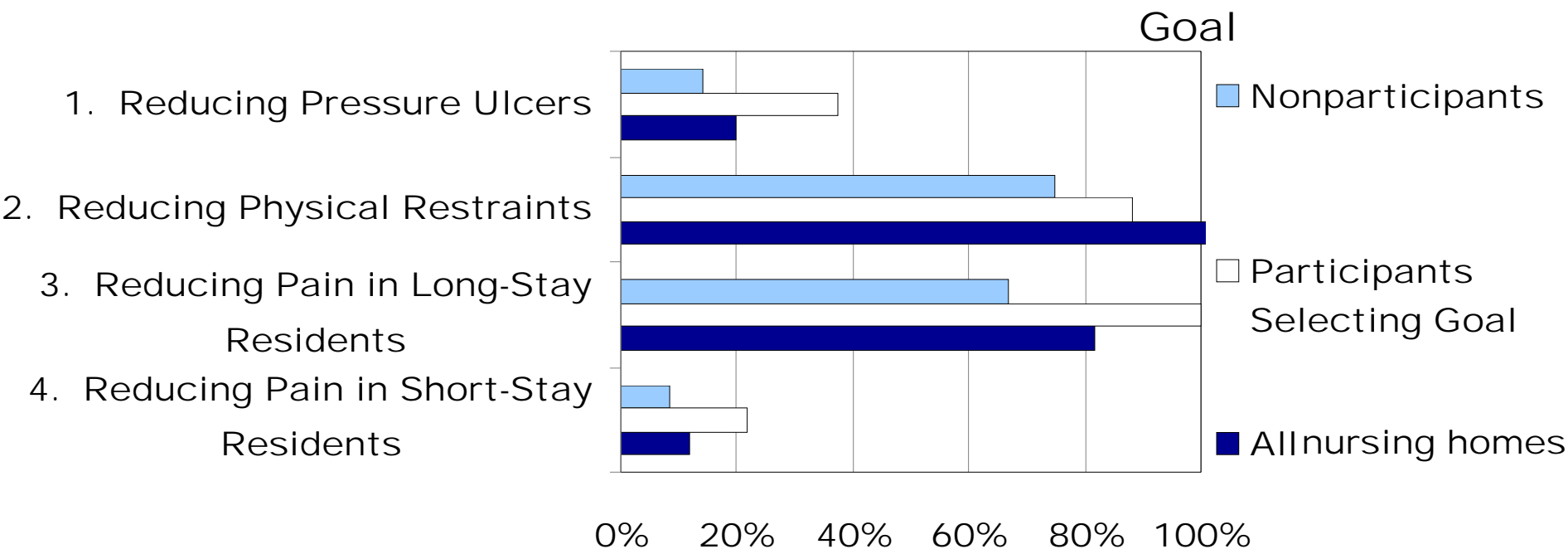
Goal

Chart categories:
- 1. Reducing Pressure Ulcers
- 2. Reducing Physical Restraints
- 3. Reducing Pain in Long-Stay Residents
- 4. Reducing Pain in Short-Stay Residents

X-axis: 0% 20% 40% 60% 80% 100%

Legend:
- Nonparticipants
- Participants Selecting Goal
- All nursing homes

Advancing Excellence in America's Nursing Homes: Summary of Results

- **Ongoing improvement toward five Campaign goals**
- **Goal selection associated with faster improvement**
- **Target selection associated with faster improvement**
- **Goal 2—reducing physical restraints—achieved national target for:**
  - **Objective A, restraint use at or below 5% (at 4.9%)**
  - **Objective B, 50% of homes with restraint use below 3%**
- **Goal 3, reducing pain for long-stay residents: near national target for:**
  - **Objective A, national average at or below 4% (at 4.2%)**
  - **Objective B, 30% below 2% (~35% have met threshold)**

Advancing Excellence in America's Nursing Homes: Summary of Results, Part 2

- **The number of frail nursing home residents is on the rise**
  - **More short-stay residents**
  - **More residents at high risk for pressure ulcers**
  - → **Challenge for achieving absolute reduction in numbers (Objectives C and D for all goals)**
- **Majority of facilities have not set targets**