

Advancing Excellence

in America's Nursing Homes



Campaign Recruitment and Registration Tips for Local Area Networks of Excellence (LANEs)

April 2011

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Recruitment Stories and Resources

State LANE Specific Ideas, Resources and Tools

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Introduction

The Advancing Excellence in America's Nursing Homes Campaign (the Campaign) was created in 2006 and has grown to what is now the largest voluntary coalition of nursing home stakeholders in the country. Today, representatives from 30 national organizations, including government, consumer, provider, practitioner, quality improvement, foundation and others meet regularly for the sole purpose of making nursing homes better places to live, to work and to visit. While the Board of Directors of the Campaign is responsible to create policy, provide overall direction, and devise national technical assistance tools, the Campaign relies on a national network of stakeholders at the state level – Local Area Networks of Excellence (LANEs) – to provide the infrastructure to work directly with nursing homes and achieve Campaign goals.

This guide provides practical resources, tips and tools to enable LANEs to achieve high levels of nursing home registration. Some of the very successful LANEs have shared their strategies, tools and resources in the appendix of this guide.

Definitions:

- **Recruitment** is the process of enlisting new members (nursing homes, consumers and nursing home staff) to participate in the Campaign.
- **Registration and Enrollment** are interchangeable terms and refer to the formal process of signing up on the Advancing Excellence Campaign website to participate in the Campaign.
- **Re-registration** and **re-enrollment** apply to nursing homes that participated in Phase 1 of the Campaign and then signed up again for Phase 2. If a nursing home re-registered prior to January 1, 2010, it met the criteria to become a “Charter” member of the Campaign.

The Role of the LANE with Nursing Home Recruitment and Registration

- Develop and distribute recruitment materials to nursing homes that describe and explain the benefits of registration and participation in the Campaign.
- Share any focus goals identified by the State LANE with the nursing homes.
- Provide technical and one-on-one assistance to nursing homes through the registration process.

- Help problem-solve with passwords, target setting, and navigation of the Campaign website.
- Notify nursing homes of any educational offerings or LANE activities relevant to the Campaign.
- Respond to needs of registered nursing homes in a timely manner.
- Explain the Campaign website and be able to demonstrate downloading of tools and data-entry.

Making the Case for Registration – LANE Convener Talking Points

- Phase 2 of the Campaign focuses on clinical and organizational issues that national nursing home leaders, including CMS, advocates and provider organizations, have identified as meaningful and of concern to consumers and the public. Many nursing homes already are striving to improve in these areas; the Campaign provides FREE evidenced-based resources to help them.
- Nursing homes can benefit from Campaign resources to enhance their internal quality improvement efforts, especially during the transition to the new MDS Quality Measures.
- The Affordable Care Act mandates that nursing homes soon will have to have a Quality Assurance/Performance Improvement (QAPI) program in place. The Campaign will help nursing homes prepare for this requirement.
- Many states have already or will develop pay-for-performance initiatives. Key components of these programs are similar to AE Goals.
- Campaign resources help nursing homes identify areas that need improvement and provide guidance and tools to achieve their targeted clinical and organizational goals.
- The Campaign's tools and resources are user-friendly, evidence-based and part of a complete package that can be used with all levels of staff in the nursing home and with consumers and family members.
- The Campaign complements other initiatives, such as Culture Change Movement, QIO work, and Quality First.
- Improving staff stability will decrease staff turnover, reduce costs and improve care.
- Improvement on any of the Campaign goals will improve customer satisfaction.

- The Campaign provides resources to create a stronger, happier, and more stable workforce.
- As a part of the national Advancing Excellence effort, nursing homes will have access to up-to-date quality improvement materials as they are developed.

Common Reasons Nursing Homes Do Not Register for the Campaign

Even after you have talked about all the positive points about the Campaign, you may encounter some resistance or difficulties about joining. The following are some examples:

- *I've never heard of it.* Let me tell you all about it. First of all, almost half of all nursing homes have already joined. The Campaign is a coalition of all major nursing home stakeholders, including CMS, the provider associations and consumers. These groups got together to do something positive about nursing home quality....
- *Why should I join? I'm already working on these goals.* That's great that you are already working on the goals. All the more reason to join the Campaign and get credit for it. The Campaign does require minimal data entry. However, let me show you what you get after you enter the data....
- *The Campaign is duplicative of other quality improvement initiatives.* The Campaign isn't duplicative of other QI efforts; it complements them! The Campaign partners with CMS, the Pioneer Network, and the provider associations to make sure that all of our goals are aligned and that we are all working on the same page. For example, working on the staff stability and consistent assignment goals will help with your culture change journey. Working on pressure ulcers and restraints helps you with the State Survey Agency and the GPRA goals.
- *I can already use all of the AE resources without registering.* That's all the more reason for registering! Learn when the resources change and take advantage of the newsletter that talks about best practices already being used by Campaign participants.
- *"I don't have time." "The staff is too busy to enter data."* Hopefully you are already doing internal QI. AE should fit right in with your QI program. The AE data collection tools are the most user-friendly available. All are Excel spreadsheets and automatically calculate rates for you. Data entry on the computer isn't as time consuming as you may think. For most of the goals, you only enter two or three data points and the rest of the calculations are done for you.
- *I don't know how to register.* I can show you....
- *I'm already registered.* Let's check....

- *I thought I registered....* Let me help you check and see if you answered all the questions. Sometimes, if you haven't chosen three goals or haven't answered a question, it will not finish the registration.
- *Oh, I didn't know I had to re-register for Phase 2.* Let's do that now....
- *I don't have my User ID or Password.* I can help you....

Strategies to Increase Recruitment

The appendix provides sample materials of several state LANEs that have been successful with recruitment. Take this information and modify it for your LANE! Here are some more hints:

- Log into the Campaign website with the LANE Convener password and download a spreadsheet identifying nursing homes in your state that have registered. Use the list to target the nursing homes that haven't registered. Personal Contacts are KEY – phone calls, in-person discussions and personal e-mails work best.
- Send a letter – an invitation to join the Campaign – to unregistered nursing homes. Have ALL LANE members sign the letter.
- Periodically, the Campaign sends out a list of a state's "incomplete registrations." Call these homes and help them finish the process.
- Set a LANE goal for registration, i.e. 75% of all homes in the state within a certain period of time. Make recruitment a responsibility of all LANE members including the QIO, nursing home associations, state survey agency and ombudsman. Develop a plan so nursing homes hear from a variety of LANE members.
- Keep track of and report your state percentage and real numbers of registration to providers through newsletters and other means.
- Keep the Campaign "in front" of nursing homes and use every opportunity to mention the Campaign – education sessions, exhibits, newsletters, websites, etc.
- Create a listserv to personally communicate with statewide participants.
- Provide incentives to participants. For example, give AE participants a discount on educational programs.
- Celebrate successes!

Registration Process

The registration process is quick and easy. New registrants will log in to www.nhqualitycampaign.org and click on the Enroll Now button. Registrants for Phase 1 of the Campaign (October 2006 – December 2009) that have not yet re-enrolled will need to find their old password information and log in to the AE website to re-enroll. The local QIO can provide password assistance.

There are three sections to registration: collection of demographic data and contact information, selection of goals and target-setting.

- **Collection of Demographic Data.** For this part, nursing homes will need their Medicare/Medicaid provider number and contact information for two key nursing home staff. Nursing homes will be asked to create a username and passcode. These should be easy to remember, and be shared with the nursing home administrator for safe-keeping.

Nursing homes will also be asked two questions important to you as the LANE. First, they will be asked if they want to share the goals they select with the LANE. A “yes” answer is encouraged so you can plan educational programs to fit their needs. Second, as the Campaign from time to time will have special projects needing participants, they will be asked if they would like to participate in pilot or demonstration projects. When the Campaign is seeking volunteers, you will have a ready list of potential participants.

- **Nursing Home Goal Selection.** To participate in the Campaign, nursing homes must select at least three goals – one clinical goal, one organizational goal, and one other of the nursing home’s choice. Goal selection should reflect areas in the nursing home that can benefit from improvement. To select goals, nursing homes should:
 - Review quality improvement data to determine which of the AE goals could most benefit from Campaign participation – pain, pressure ulcers, or restraints. For example, if the restraint rate is high, choose it. If pressure ulcer rate is not high, select a different clinical goal.
 - Review organizational work place practices – staff stability, consistent assignment, care planning, resident and staff satisfaction – and determine which of the AE organizational goals could most benefit from the Campaign. Achieving organizational goals can help improve clinical measures.

Goals can be added at any time, but they cannot be deleted or changed. For example, if a nursing home achieves its restraint target, it can add the pressure ulcer goal. Periodically, the Campaign allows nursing homes to “reset” or change goals. The reason for limiting the constant adding and subtracting of goals is to maintain some order in the measurement process.

- **Target-setting.** Target-setting is a critical part of the registration process. The Campaign has already demonstrated that participating nursing homes that select a goal and set a target improve at faster rates than all other groups. Therefore, nursing homes should review their data, compare themselves to national and state averages (if the data are available), and decide what is a reasonable and achievable target.

For example, if the nursing home's Q3 2010 pressure ulcer rate was 14% and the national average is 11%, it may not make sense to choose a 3% decrease for a 6-month goal. A 1.5% decrease may be much more reasonable and achievable.

Currently, the CMS Quality Measures (QMs) are dark and there is no publically reported data. Nursing homes should use a data collection tool (AE has one!), calculate its own rate and then set a goal based on its own quality improvement performance.

What Happens After Registration?

After a nursing home successfully registers, the LANE Convener is notified via email. This presents a perfect opportunity for the LANE to reach out to the staff of the newly enrolled nursing home. For example, send a "welcome to the campaign" email and/or call the nursing home and offer resources. Most importantly, it's a good opportunity to tell the nursing home about your LANE work and how you and the LANE can be of help in the future.

Campaign Goal Data Entry

Measurement is a vital component of both the Campaign and an effective quality improvement program. But for one reason or another, it is one of the hardest processes to teach nursing homes. Therefore, the Campaign has made it easy for nursing homes to collect data and to monitor their performance. There are data collection tools for Goals 1 through 6 (Staff Turnover, Consistent Assignment, Restraints, Pressure Ulcers, Pain and Advance Care Planning). The Campaign recommends tools for Goals 7 and 8 (staff and resident satisfaction). These tools are all excellent for internal quality improvement.

Currently, nursing homes can enter data for the organizational goals on the AE website. This allows the nursing home to compare itself to other nursing homes across the country in a confidential way. It is crucial to teach nursing homes how to collect data for these goals and to emphasize the importance of entering data on the AE website on a regular basis. Data-entry can be as frequent as monthly; the Campaign suggests data-entry on at least a quarterly basis.

There is currently no data-entry for the clinical goals. Prior to Quarter 3, 2010, the Campaign depended on the CMS QMs to monitor nursing home performance. With the transition to the MDS 3.0 there are no public quality measures for nursing homes to use as performance measures. These measures will not return until spring, 2012 or later. For this

reason, it is critical for nursing homes to collect data through their own QI programs and monitor their performance.

Quality Improvement Organization (QIO) Password Reset Responsibilities

The most common problems encountered by nursing homes when registering result from their attempted use of outdated user IDs and the need to reset passwords.

QIO staff in each state has agreed to help nursing homes and LANEs reset passwords. A listing of the QIO contacts (for password resets) can be found on the Campaign website. If you are the designated QIO contact and need instructions for resetting passwords, please contact the national Advancing Excellence staff.

This is a vitally important function to facilitate nursing home registration in the Campaign. In some states the QIO is the LANE Convener. If not, the LANE convener should work with the QIO to ensure the password resetting process is seamless and not a deterrent to a nursing home's registration.

LANE Convener Passwords

LANE Conveners have special/specific passwords allowing them to access information, data and spreadsheets about their state's nursing homes that have registered for the Advancing Excellence Campaign. The information that can be accessed by the LANE Convener includes data on goals selected, nursing home contacts, data entry for goals and many other pieces of information. To have a password assigned or reset, please contact Advancing Excellence staff.

Recruitment of Nursing Home Staff and Consumers

The Campaign strongly encourages nursing home staff, residents, family members and consumers to register and participate in the Campaign. There is a section on the website specifically for this purpose. Staff and consumers who sign up for the Campaign receive periodic newsletters and emails about Campaign activities. LANEs should encourage staff and consumers to explore the AE website and take note of the Consumer and Staff Fact Sheets. There is also a Consumer Guide to help consumers become active in the Campaign.

Sample Survey Agency and/or LANE – Campaign Recruitment Letter Template

Date:

To: All _____(name your state) Nursing Homes

From:

RE: Advancing Excellence in America’s Nursing Homes Campaign

The four-year-old Advancing Excellence in America’s Nursing Homes Campaign (the Campaign) moved into Phase 2 and has launched new and revised goals and an improved website www.nhqualitycampaign.org to provide nursing home leaders like you with new resources and other materials to help advance your quality improvement activities. Nursing homes that had been in the first phase of the campaign need to re-enroll by updating your facility profile and selecting a new set of goals. We, of course, are also looking to sign up new Campaign members. Experience has shown the value of the campaign to providers. We hope other nursing homes will join now and become part of a growing movement to identify and work on quality goals to keep your residents healthier and more satisfied.

Why join? Nearly half of the nation’s nursing homes joined the Campaign during the first phase and the results have been very promising. Campaign participants that chose to focus on reducing the use of physical restraints, reducing the prevalence of pressure ulcers and controlling symptoms of pain, improved at a significantly faster rate than nursing homes that did not participate in the Campaign. There are tangible benefits for homes as well: improving staff retention and maintaining staff stability saves money, improves efficiency as well as outcomes and contributes to better relationships between residents and their caregivers.

Phase 2 of the campaign started on January 1, 2010 and runs through the end of 2011. Nursing homes may register for the campaign at any time by going to the campaign website www.nhqualitycampaign.org. Both new and existing participants will benefit from being part of the “new” Advancing Excellence Campaign, which neither duplicates nor conflicts with existing quality improvement (QI) requirements nor other QI initiatives. With the national quality measures going dark due to the implementation of MDS 3.0, it is very important for nursing homes to be carefully tracking their own quality performance. Advancing Excellence provides evidence-based tools and many more resources to help you and your staff’s quality improvement efforts. Registration is voluntary and all of the campaign resources are free. Please go to the Campaign website and explore the many resources the campaign has to offer. We hope you decide to join the Advancing Excellence Campaign. We look forward to working with you on achieving these important quality goals. If you have any questions or need assistance registering for the campaign, please contact _____(LANE Contact).

ARKANSAS - 100% Registration

Submitted by Carole Ault cault@uams.edu

The LANE Convener contacted every nursing home to offer registration assistance. Every home in the State was contacted at least once and some as many as 3-6 times. The LANE Convener asked to talk with the administrator of the nursing home to discuss the Advancing Excellence Campaign and the registration process. Repeat calls were often necessary to sort out usernames and passwords. This is an ongoing challenge for nursing homes. Obtaining passwords through the QIO is not a difficult task, but it can slow the process and delay registration. In addition to direct nursing home contact, the LANE Convener also spoke to the Arkansas Health Care Association Board Members, and gave Power Point presentations to groups including the trade associations. The Convener spoke with individuals at meetings to personally introduce herself, to find out their knowledge of AE and encourage them to re-enroll. E-mails were sent with enrollment process instructions and this information was also included in the Arkansas Advancing Excellence Campaign Newsletter.

After achieving 100% enrollment, the LANE (Arkansas Coalition for Nursing Home Excellence) sent every home a certificate, a decal and a banner template reflecting its involvement with the Advancing Excellence Campaign. This was completed in May of 2010 when the Governor of Arkansas signed a proclamation declaring May 10 – 14, 2010 Advancing Excellence in America's Nursing Homes Week, recognizing the state's standing as a national leader in improving the quality of care in nursing homes.

A sample recruitment document, shared by the Arkansas LANE, follows on the next page.



Advancing Excellence in America's Nursing Homes *New Campaign*

Nursing Homes participating in Advancing Excellence Campaign have better outcomes.

Outcomes are better when targets are set!

Good care costs less and Pay for Performance is right around the corner!!!!

The *Campaign*, launched in 2006, was initially planned as a two-year effort. Because of its success, the Campaign leaders decided to launch a second phase of the Campaign in October 2009 with new goals added to decrease staff turnover, use of consistent staffing and measurement of resident and staff satisfaction.

Advancing Excellence Campaign is asking for us to RE-COMMIT & select a minimum of 3 goals from the following list – One Clinical Goal, 1 Organizational Goal and 1 additional Goal

- | | | | |
|---|---|---|---|
| 1 | Decrease Staff Turnover (Organizational) * | 5 | Improve Pain Management (Clinical) |
| 2 | Use of Consistent Staff Assignment (Organizational) | 6 | Increase Advance Care Planning (Organizational) |
| 3 | Decrease Use of Restraints (Clinical) * | 7 | Measure Resident/Family Satisfaction (Organizational) |
| 4 | Decrease Number of Pressure Ulcers (Clinical) * | 8 | Measure Staff Satisfaction (Organizational) |

Here's How to Re-Enroll In

Advancing Excellence in America's Nursing Homes Campaign Phase II

- 1 Go to www.nhqualitycampaign.org
- 2 On the right side of the home page, click on "Re-Enroll Now!"
- 3 In the second paragraph, click on "logging in."
- 4 Enter your username and password. (If you cannot remember your username and/or password, follow the instructions on the bottom of the page.) or
Please Call Carol Compas at AFMC/QIO (501) 212-8712 or (501)212-8714
- 5 Click on "Update My Profile."
 - Review the information contained in your profile and edit as needed.
 - Be sure to check the appropriate box to indicate if you are interested in having your goals shared with AR Advancing Excellence.
 - Be sure to check the appropriate box to indicate if you wish to participate in pilot improvement efforts.
 - Click on "Update" to capture this information. Return to Home.
- 6 Click on "Update my Goal Selection," choose a minimum of three goals (one organizational; one clinical' and one from either category.) Click "Save and Continue."
- 7 Click "Set my Targets" and set targets for each clinical goal you have selected. If you do not select a target, a default target will be set automatically. You will receive an email about this target and be offered the opportunity to modify it.

**Indicates Advancing Excellence Goals that Arkansas will be recommending and working on as a state*

GEORGIA - 100% Registration

LANE Co-Conveners:

Joanne Grubbs	jgrubbs@ghca.info	678-289-6555
Linda Kluge	lkluge@gmcf.org	678-527-3675
Anne Hernandez	ahernandez@gmcf.org	678-527-3444

For Phase 1, the Georgia LANE was close to 100% recruitment in the AE Campaign. The group was determined to achieve 100% participation in Phase 2. Some of the ways the LANE promoted recruitment efforts are:

- The GHCA got the word out about the Campaign in newsletters and by persistently calling and faxing its members.
- The Aging Services of GA Executive Director contacted his members and encouraged them to sign up.
- The LANE, especially the association representatives, worked with chains at the corporate level to engage all nursing homes.
- The QIO presented information about the Campaign and registration at eight regional fall council meetings.
- The QIO worked directly with nursing home leaders in resetting hundreds of passwords.
- The QIO sent out emails every week to NHs to encourage registration and goal setting.
- The QIO held four consecutive weekly conference calls to get folks started.
- The State LTC Ombudsman called nursing homes to get them on board.
- The LANE used the AE Campaign lists that were provided and checked them often to see who had/had not signed up.
- The LANE sent emails to all who had signed up – thanking them – and presented each of them with a certificate suitable for framing and a door decal.
- The LANE borrowed national exhibit materials.

By truly working together, all of these efforts resulted in a partnership of trust and respect among the LANE members.

Following are some sample documents shared by the Georgia LANE

Georgia LANE Sample e-mail

Thank you for your interest in the Advancing Excellence Campaign. The Mission of the Advancing Excellence in America's Nursing Homes Campaign is to help nursing homes achieve excellence in the quality of care and quality of life for the more than 1.5 million residents of America's nursing homes.

I've included some materials that might be of interest to you. Be sure to visit the website for news and resources regarding the Campaign. www.nhqualitycampaign.org.

Thanks again for your support!

Sample Invitation to Join in Campaign Conference Call

During the recent GHCA Council tour around Georgia, we discussed plans for updates to the Advancing Excellence in America's Nursing Homes Campaign. This requires a recommitment to the Campaign and includes revision of goals, ability to set your targets and access valuable resources on one website. GHCA and GMCF are sponsoring calls for nursing homes and interested community partners to explain the changes in the Campaign and review the website features.

Please join us during one of these calls:

November 4.....11:00 a.m.

November 5.....2:00 p.m.

November 9.....2:00 p.m.

To join the call:

Call 866-_____

Enter the meeting number * _____ *

(Be sure to press the * before and after the number.)

Please call in at least 5 minutes before the start of the meeting and mute your phone using *6* after announcing yourself.

Attached is the call flyer with details and a slide set of topics that will be discussed during the call.

We hope you can join one of these calls!

Sample Georgia Enrollment Update Status Report

*** Advancing Excellence Georgia Re-Enrollment Status ***

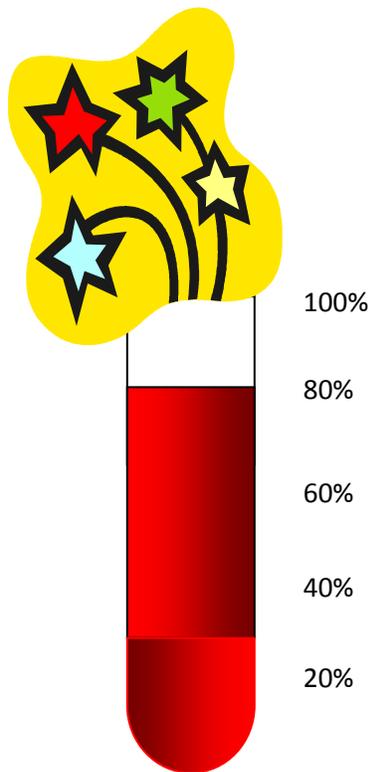
Another great week! Georgia continues to **lead the nation** in our enrollment rate with 80% of our nursing homes enrolled. Commitment to Advancing Excellence in America's Nursing Homes is a commitment to quality of life and care for people. **If you haven't re-enrolled yet, please take the time today to do so.**

Enroll or re-enroll by visiting the Campaign website at www.nhqualitycampaign.org and choose the blue button at the top right of the screen. If you need assistance with enrollment, please email us at dkennedy@gmcf.org and include your phone number.

Please remember - You must choose your goals and set targets in order to complete your registration as a nursing home. Some of you have updated your profile but until you choose goals/set targets your registration is not counted.



Georgia Re-Enrollment Progress



KANSAS – 84.7% Registration

LANE Co-Conveners:

Kim Hensley	khensley@ksqio.sdps.org	785-273-2552
Judy Bagby	jabagby@medicallodges.com	620-988-0997

The Kansas LANE utilized all LANE members by having them assist KS providers with either re-registering for phase 2 of the Campaign, or completing their initial registration. The three trade associations in Kansas: Kansas Adult Care Executives (KACE), Kansas Association of Homes and Services for the Aging (KAHSA), and Kansas Health Care Association (KHCA), all made use of member listings, web pages, newsletters, and conferences to carry the message and assist providers with the process of registration. QIO staff attended conferences to sign providers up during breaks, etc. The Kansas Foundation for Medical Care (KFMC-QIO) used the Campaign materials and adapted them for Kansas with the assistance of the Kansas Department on Aging (KDOA-SSA). For example, recruitment materials that may have featured mountain scenes were customized and changed to better reflect the locale by showing hay bales, prairies, and wheat fields. The various participating agencies and associations distributed different flyers to grab the attention of their members. Both KFMC and KDOA used their email listservs to send information.

LANE members made 1:1 phone calls to nursing homes to encourage and assist them with registration. The QIO handled resetting passwords for members as necessary, as well as entering all registrations received via email or fax. The KS LANE used a tool enabling facilities to complete it in .pdf format, and then clicking a link to email their registration form directly to the QIO. The LANE also contacted and worked with all corporate nursing homes in the state to assist in getting all of their homes registered.

Others involved were the Kansas Ombudsman office which had its Ombudsmen and volunteers ask facilities about their participation when they were onsite at facilities; Kansas Advocates for Better Care, who reached out to legislators as well as consumers regarding the AE campaign; Kansas Physical Therapy Association which included information in its newsletter; DPA Associates who educated providers on the Campaign when making consulting visits or during presentations; and CMS Regional Office staff who assisted in development of our action plan.

Overall, repetition in the message and 1:1 assistance were the key factors in Kansas for our recruitment success.

Following is a sample recruitment document shared by the Kansas LANE.

Stand Up for Quality



Earn Recognition for your Quality Efforts!

Sign up NOW at www.nhqualitycampaign.org



Kansas Local Area Network for Excellence



MAINE – 87.2% Registration

LANE Co-Conveners:

Holly Harmon	holly.harmon@lchcare.org	207-563-4612
Megan Stiles	mstiles@mehca.org	207-623-1146

The Maine LANE formed a committee of 3 key individuals to work on recruitment and registration starting in January, 2010. This group met often and strategically broke down the list of nursing homes that were not registered for Phase 2 of the Campaign, with each person assuming full responsibility to personally contact and assist in the registration. In-person visits, phone calls and e-mails were sent to the Administrators and Directors of Nursing in each unregistered Maine nursing home. The LANE/CCC group was kept apprised monthly of registration progress with e-mails and at face-to-face LANE meetings. The Maine Health Care Association placed weekly e-newsletter articles about Phase 2 of the Campaign, featured Campaign tools and resources and updated their members of registration progress. Additionally, Maine Health Care Association's Quality Committee administers a Maine Long Term Care Quality Improvement Certification (the Certification) that must be renewed every two years. One of the criteria to qualify for the Certification is the nursing home must register for the Advancing Excellence Campaign. The LANE Convener always followed up with an e-mail to all new registrants educating them about the Maine LANE and available resources.

Copies of the Certification application and the Maine Welcome e-mail follow.



Maine Health Care Association

Quality Improvement Certification Application 2010-2011

For Internal Use:
Date Received by MHCA:

Initial Certification:

Re-Certification:

Application Submission Date: _____

Facility Name: _____

Administrator Name: _____

Mailing Address: _____

Administrators E-Mail Address: _____

Telephone: _____

Fax: _____

Facility Type: NF/SNF Multi-Level Assisted Housing

NF/SNF Facilities Only:

1. Has your facility had an Immediate Jeopardy survey finding within the past year? (Scope and Severity Finding of J, K or L) Yes No
NOTE: Facilities with Immediate Jeopardy (IJ) survey findings will be asked to reapply following an IJ-free annual survey.

2. Has your facility had a F520 Quality Assessment and Assurance (QAA) Citation during the past year?
 Yes No
If Yes, please explain on a separate sheet

Requirements For All Facilities – Residential Care and NF/SNF:

1. Resident Satisfaction Survey:

Our facility has conducted Resident / Family Satisfaction Survey at least annually

Please name survey tool/company utilized: _____

2. Quality Improvement Process:

Our facility has established a formal and functional Quality Improvement Process

1. Employee Satisfaction Efforts:

Our facility is working to improve employee satisfaction and turnover by the following means (at least two are required for certification):

- Our facility has attached proof that it is tracking employee turnover rates at least quarterly
- Our facility has attached proof that we conduct employee satisfaction surveys
- Our facility offers the services of an Employee Assistance Program (EAP)
- Our facility has implemented a formal mentoring program (Please describe on a separate sheet)
- Our facility has instituted a recognition program (Please describe on a separate sheet)
- Our facility is engaged with workforce improvement activities (Please describe on a separate sheet)
- Our facility has implemented other employee satisfaction and turnover reduction solutions (Please describe on a separate sheet)

2. Culture Change Efforts:

Our facility demonstrates we are educating staff, residents and families on culture change and/or implementing suggested culture change improvements (at least two are required for certification):

- We have provided culture change education to our staff (Please describe on a separate sheet)
- We consistently utilize primary C.N.A. assignments (Please describe on a separate sheet)
- We have engaged residents and families in culture change (Please describe on a separate sheet)
- We have changed caregiving practices to support resident centered care (Please describe on a separate sheet)
- We have conducted an assessment of the facility utilizing the Artifacts of Culture Change checklist
- We have changed dining practices to better serve residents (Please describe on a separate sheet)
- Our facility is engaged in “culture change” improvement activities (Examples: Eden Alternative, Pioneer Network, Creating Household Model of Care. Please describe on a separate sheet of paper)

Additional Requirements for NF/SNF Facilities only:

- Our facility is registered for and participates in the Advancing Excellence Campaign and selected at least 3 of 8 goals to work on <http://www.nhqualitycampaign.org/>

Thank You! You have just completed the Certification Application,



Welcome!

On behalf of Maine's Local Area of Network Excellence (LANE) we would like to welcome you and your facility to the Advancing Excellence in America's Nursing Homes campaign. Advancing Excellence is designed to improve quality of life for both nursing home residents and staff.

Nursing homes across the U.S. are joining the campaign by choosing three of eight campaign goals to focus on and make improvements. Each participating nursing home will track its indicators on www.nhqualitycampaign.org. Nursing homes in the campaign have access to technical assistance for improving care.

Below you will find several suggested ideas your facility may take to get started with the campaign.

FIRST STEPS

Notify staff, residents, families, and stakeholders that you have joined the campaign.

- Host a staff meeting and tell everyone about the campaign and the goals you selected.
- Include an article in your newsletter.
- Call Maine Health Care Association if you would like to schedule a formal presentation on Advancing Excellence for your facility and/or community

Begin planning improvement projects for the three or more goals you selected.

- Form quality improvement teams, as appropriate.
- Participate in Maine Health Care Association's offer to provide one FREE annual resident satisfaction assessment survey through My InnerView by calling 623-1146.
- Decide how to "start small" to test changes before they are spread throughout the whole organization.
- Use the process improvement tools and resources from the QIO to help plan your projects. http://www.nhcqf.org/QI_Services/NursingHomes/nursing_home_Tools.htm
- Call Northeast Health Care Quality Improvement Organization (Maine's QIO) at 800-772-0151, Ext. 172. They will provide guidance and direction as needed for your QI projects.
- Look up LANE members on www.nhqualitycampaign.org. Our LANE organizations are there to help you succeed.

ONGOING

- Spread the results of your small-scale pilot projects on change ideas to additional units, or house-wide.
- Continue to review data to determine whether changes have resulted in improvements.
- Participate in related educational events as they become available.
- Celebrate your successes!

Maine's Local Area of Excellence (LANE) provide supports for Advancing Excellence in America's Nursing Homes

Tammy Rolfe, LANE Convener
Maine Health Care Association
317 State Street
Augusta, ME 04330
(207) 623-1146

NEBRASKA - 64.3% Registration

LANE Co-Conveners:

Keri McDermott	kmcdermott@neqio.sdps.org	402-476-1399
Sherri Hill	shill2@neqio.sdps.org	402-476-1399

Nebraska's recruitment efforts included giving presentations on the Campaign to attendees of statewide trade association conventions. Presentations focused on the value of the Campaign and tools offered to Campaign participants. LANE members staffed exhibit booths at trade association events to share information on the Campaign, stimulate participation and to assist with registration. The Nebraska LANE partnered with Southeast Community College to develop an educational DVD focused on pressure ulcer prevention. The DVD was made available to all Nebraska nursing homes enrolled in Phase II of the Campaign. The DVD was used as an incentive for participation and helped with recruitment. Newsletter articles on the Campaign have been included in numerous stakeholder publications throughout the state to spread the value of participation and give credit to those nursing homes enrolled. In addition, LANE members shared information on the AE Campaign with nursing homes that are not currently enrolled.

NEW MEXICO - 67.1% Registration

LANE Co-Conveners:

Elayne Villa	evilla@nmqio.sdps.org	505-998-9758
Boyd Kleefisch	bkleefisch@nmqio.sdps.org	505-998-9743

New Mexico's recruitment efforts consisted of:

- The QIO meeting with corporate leaders to sign up their facilities.
- Creating a friendly competition among corporations to see who would sign up all their facilities first.
- The New Mexico Health Care Association (NMHCA) informing its members of the new campaign in its weekly newsletter.
- The QIO informing all nursing homes of the new Phase of the Campaign in its bi-weekly newsletter.
- Regularly sending personal emails to those nursing homes not yet registered.
- Having QIO and NMHCA staffs call nursing home administrators and repeat phone calls if no response.
- The QIO helping reset passwords and walking new administrators through the registration process.

OKLAHOMA- 50% Registration

LANE Co-Conveners:

Marietta Lynch	mmlynch@oahcp.org	405-524-8338
Becky Moore	rmoore@oahcp.org	405-524-8338

The Oklahoma LANE continues to work toward a goal of 60% registration in their state using some of the following strategies:

- Setting up an Advancing Excellence enrollment booth with computers and printers to assist nursing homes to sign up, set goals and targets at an OAHCP convention.
- Printing and including flyers for convention participant bags which informed them of the Campaign enrollment booth and specifying the location of the booth.
- A LANE member – The National Association of Health Care Assistants (NAHCA) donated 2 free C.N.A. registrations for an upcoming Oklahoma conference and these were given away at the convention booth as an enrollment incentive.
- OACHP's fall conference is scheduled to have an Advancing Excellence Campaign educational track.
- The LANE has asked all trade association members to set up the enrollment booth and provide education at their 2011 conferences.
- The LANE has sent out list serve news articles and happenings with the Oklahoma Campaign and LANE.
- The LANE is looking to combine Oklahoma Culture Change Coalition topics in upcoming educational tracks.
- The LANE is actively educating nursing homes about the new Campaign tools on the AE Website.

RHODE ISLAND – 100% Registration

LANE Convener:

Nelia Odom nodom@riqio.sdps.org 401-528-3212

In phase 1 Rhode Island achieved a high percentage rate of Advancing Excellence in Americas Nursing Homes enrollment and continued to reach out to those who had not yet registered. When it came time to enroll in phase 2, the LANE was determined to achieve 100%.

For phase 2 the LANE staff simply made phone calls to those already enrolled and explained phase 2, updated contact info and where necessary, re-set passwords. In some cases the LANE staff had to be on the phone and website simultaneously to ensure that the nursing home had indeed re-enrolled. To nursing homes that were first-time enrollees we sent a packet of information similar to the one used when the LANE first began recruitment. The packet about the Campaign included:

- A cover letter
- Campaign summary
- List of those NHs that had re-enrolled – this was just about everyone
- Small brochure with the language found on the A&E website

Additionally:

- The LANE hosted booths at the trade association meetings, learning sessions hosted by colleagues, annual meetings, and senior expos.
- Conducted regional meetings hosted by participating NHs and had the host talk about how the Campaign is part of its efforts.
- Conducted presentations for friends and family nights.
- Conducted presentations to the resident councils.
- Provided education to the state surveyors.
- The Ombudsman sent a letter of support to each of the 9,500 nursing home residents in the state telling them about the Campaign and if their home was not participating, to encourage it to enroll.
- Brochures were mailed to Nursing Home Administrators and Directors of Nursing (DONs)
- Postings were placed on the following listservs: QIO, Associations, DOH, Ombudsman
- Enlisted the assistance of the culture change coalition and other long term care leaders and asked if they could call any of their colleagues and discuss the benefits of the Campaign. The LANE provided these people with a list of those nursing homes that had not enrolled.

- Placed articles in a resident/family focused circular. This circular is distributed to all nursing homes and is available at the exit of local supermarkets.

Once a nursing home was enrolled, the LANE:

- Provided a template press releases for the nursing home to post in its local papers indicating “We are part of Advancing Excellence”
- Provided certificates of participation, a window decal, posters and pins.

SOUTH DAKOTA - 100% Registration

LANE Co-Conveners:

Holly Beving	hbeving@sdqio.sdps.org	605-228-9594
Ryan Sailor	rsailor@sdqio.sdps.org	605-336-3505 ext 4108

One thing the South Dakota LANE Convener felt was valuable, was when the last few nursing homes were contacted and some seemed not eager to sign up, the Convener let them know we were shooting for 100% registration. The convener also let them know they were the last one or two left to sign up. The Convener felt that involving the two state nursing home associations worked well and the LANE was even able to ask the president of the associations to make a few calls to encourage nursing homes to be part of a state-wide movement to show the country how committed South Dakota is to Advancing Excellence.

Other key recruitment activities included:

- Inviting an Advancing Excellence National Representative to present to state nursing home associations to explain the Campaign and how participation in it can benefit facilities.
- Enlisting a call blitz with the state association to recruit facilities. (Having association presidents make a few calls also helped!)
- Conveners called non-member facilities, educated them about the program and how it could benefit them.

The South Dakota LANE Convener recommended that when calling a nursing home, ask the contact person at the nursing home to turn on the computer and go to the Advancing Excellence website and then walk through the registration process while on the call. Conveners should seek to make the registration process as easy as possible.

VIRGINIA - 53% Registration

LANE Co-Conveners:

Sheila McLean	SMcLean@vaqio.sdps.org	804-289-5336
Carla Thomas	cthomas@vaqio.sdps.org	804-289-5318

Virginia's LANE has used frequent newsletter articles to communicate with nursing homes about the Campaign. The LANE Conveners have provided some examples of seasonal articles promoting AE that ran in trade association newsletters. A "corporate template" was developed for corporate nursing home leadership use to send to their facilities.

Following are articles and resources used by the Virginia LANE to promote recruitment.

Sample Virginia LANE emails sent to facilities:

Sample 1:

Dear _____,

Thank you for recently visiting The Advancing Excellence in America's Nursing Homes Campaign website. Upon review of our records, we see that your facility registration is not complete. Incomplete registration may be due to either not specifying your goals with targets, or selecting all clinical or organizational goals rather than 1 clinical goal, 1 organizational goal & 1 selection of your choice (as required)

Your registration will not be complete until you set targets for your selected goals. Attached is a detailed description of each goal and an account guide and tip sheet that may be helpful for registration.

[*Click here to join the Campaign!*](#) To verify your facility's campaign status, simply click on the "Find Participants" link on the [*Advancing Excellence homepage*](#). If assistance is needed, please call 804-289-5320 or contact Sheila McLean at smclean@vaqio.sdps.org or Carla Thomas at cthomas2@vaqio.sdps.org.

Sample 2:

Dear _____,

The Advancing Excellence in America's Nursing Homes Campaign is the largest initiative of its kind, a nationwide effort to make nursing homes better places to live, work and visit. Nursing homes that participate in the Campaign are experiencing significant improvements, reducing their prevalence of pressure ulcers, decreasing their use of physical restraints, and treating pain more effectively than those that have not joined.

Did You Know...?

It's not too late to sign up for Phase II of Advancing Excellence. For your convenience you will find attached an overview of the goals; each active campaign facility must select at least three goals.

[*Click here to update your campaign status!*](#) To verify your facility's campaign status, simply click on the "Find Participants" link on the [*Advancing Excellence homepage*](#). If assistance is needed, please call 804-289-5320 or contact Sheila McLean at smclean@vaqio.sdps.org or Carla Thomas at cthomas2@vaqio.sdps.org.

Sample Virginia Recruitment Letter:



Spring is here and “Virginia is in Bloom”...

Commitment to Advancing Excellence in America's Nursing Homes Campaign is a commitment to your residents, your staff and your community.

Forty-nine percent of Virginia's nursing homes are currently enrolled in Phase II of the Advancing Excellence Campaign. Are you one of them? If you haven't re-enrolled since your initial participation in Phase I or even if you have never enrolled, it's not too late to show your commitment today.

Enroll or re-enroll by visiting the campaign website at www.nhqualitycampaign.org and choose the “Re-Enroll Now” link on the home page. You can verify your facility's campaign status by choosing the “Find Participants” link. Each active campaign facility needs to choose at least three goals for enrollment to be complete and active. If you need assistance with enrollment, please email Sheila McLean at smclean@vaqio.sdps.org, Carla Thomas at cthomas2@vaqio.sdps.org or call 804-289-5320 and ask for Advancing Excellence assistance.

Be a part of this “blossoming” campaign today!

Sample Corporate Recruitment Letter – Provided by VA LANE

[insert date]

Dear [Facility],

The *Advancing Excellence in America’s Nursing Homes* campaign is the first voluntary national effort to help Nursing Homes measurably improve care. [CORPORATION], as an organization dedicated to a “resident first” environment, believes in the Campaign’s central message — we, as a multi-facility long-term care provider, have a role and a responsibility when it comes to improving quality long-term care.

Launched in the fall of 2006, *Advancing Excellence* is supported by all three provider associations, NCCNHR, CMS as well as by a broad spectrum of professional and other stakeholder groups. This effort is the first of its kind to join the entire long-term care profession — including [CORPORATION] — for a common mission: prove with hard data the long-term care industry is committed to quality improvement.

It is clear that providing a quality environment in all we do is the most important way we can succeed as a business. It is not only the right thing to do, but will assist us in carrying out our mission.

To that end, I am putting forth a challenge to each of our facilities. Because of the importance of this initiative, I am asking each administrator to become familiar with the details of the Campaign, register your organization by [insert deadline date], and begin participation in the Campaign.

Advancing Excellence in America’s Nursing Homes measures quality efforts many of our facilities are already working on, looking at some of the same clinical quality improvement goals, while adding concrete measures and new organizational improvement goals aimed at improving customer satisfaction and staffing retention. One of the added benefits to joining the Campaign is that your commitment to quality will be publicly acknowledged.

The *Advancing Excellence in America’s Nursing Homes* campaign is fully supported by the Centers for Medicare & Medicaid Services (CMS). It is important to remember, however, that CMS will not have access to the Campaign data or individual provider data information, except what is already available on Nursing Home Compare.

Signing up for the Campaign is easy. Start by visiting www.nhqualitycampaign.org and choose “RE-ENROLL NOW” link. *Remember, joining the Campaign is not automatic—**sign up today!***

General questions about the Campaign, assistance or the information on its Web site may be directed to VHQC at (804) 289-5320 or smclean@vaqio.sdps.org.

Thanks for all that you do each and every day to ensure that a quality living and working environment exists in each [CORPORATION] community across the country.

Sincerely,

[insert Principle’s name]

[insert Principle’s title]

WEST VIRGINIA – 64.5% Registration

LANE Co-Conveners:

Mary Agnes Argento
Deatra Adkins

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304-346-9864 ext 4215
304-346-4575

The West Virginia LANE Convener states that recruitment levels are due to the LANE members working together. The Health Care Association in cooperation with the QIO contacted homes and discussed the Campaign with nursing home providers at every possible opportunity. The Association is very well respected among the state's nursing home providers, and this convener states that it was a big plus having its support and name connected with the Campaign.

West Virginia's nursing homes are devoted to quality improvement and truly making the home a better place to live and work. The LANE conveners believe this attitude has helped their State achieve such a high recruitment rate. The team approach was a key element of their success. The Health Care Association made recruitment a priority. Both the QIO and the Association approached each home with information about the Campaign and expressed this was an extension of their ongoing efforts of quality improvement. Any time there was contact with a home or corporation, the opportunity was used to discuss the Campaign. The LANE created a display that was used during conventions to feature the number of homes recruited and to list the name of the participating home. The display served as a little competitive device to bolster recruitment efforts. Information on the Campaign was also shared with the West Virginia Ombudsman staff as well as Survey and Certification officials. Information about the Campaign was included in newsletters, emails, and LANE member organization websites and is also attributed to having contributed to their success.