

# MOVING FORWARD

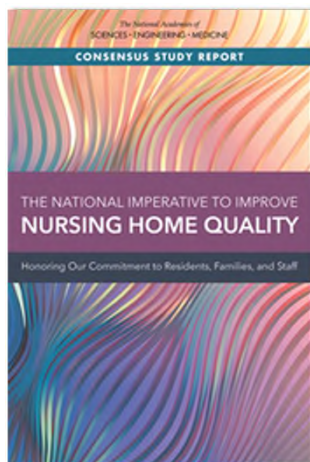
NURSING HOME QUALITY COALITION



Leaders Lead in  
Changing Nursing  
Home Culture

April 9<sup>th</sup>, 2024

Alice Bonner, Chair  
Doug Pace, Committee Co-Chair



The time to act is **now**.

The urgency to reform the ways in which care is financed, delivered, and regulated in nursing home settings is undeniable

## NASEM Report Goals

**Goal 1** Deliver **comprehensive, person-centered, equitable care** that ensures residents' health, quality of life, and safety; promotes autonomy; and manages risks

**Goal 2** Ensure a well-prepared, empowered, and appropriately compensated **workforce**

**Goal 3** Increase the **transparency and accountability** of finances, operations, and ownership

**Goal 4** Create a more rational and robust **financing system**

**Goal 5** Design a more effective and responsive system of **quality assurance**

**Goal 6** Expand and enhance **quality measurement and continuous quality improvement**

**Goal 7** Adopt **health information technology** in all nursing homes



## 9 Powerful Action Plans

Improving CNA Compensation with Medicaid Quality Incentive Payments	Expanding CNA Career Pathways	Enhancing Surveyor Training on Person-Centered Care
Designing a Targeted Nursing Home Recertification Survey	Increasing Ownership Data Transparency and Accountability	Financing Household Models and Physical Plant Improvements
Developing a Nursing Home Health IT Readiness Guide	Strengthening Resident Councils	Addressing Residents' Goals, Preferences & Priorities





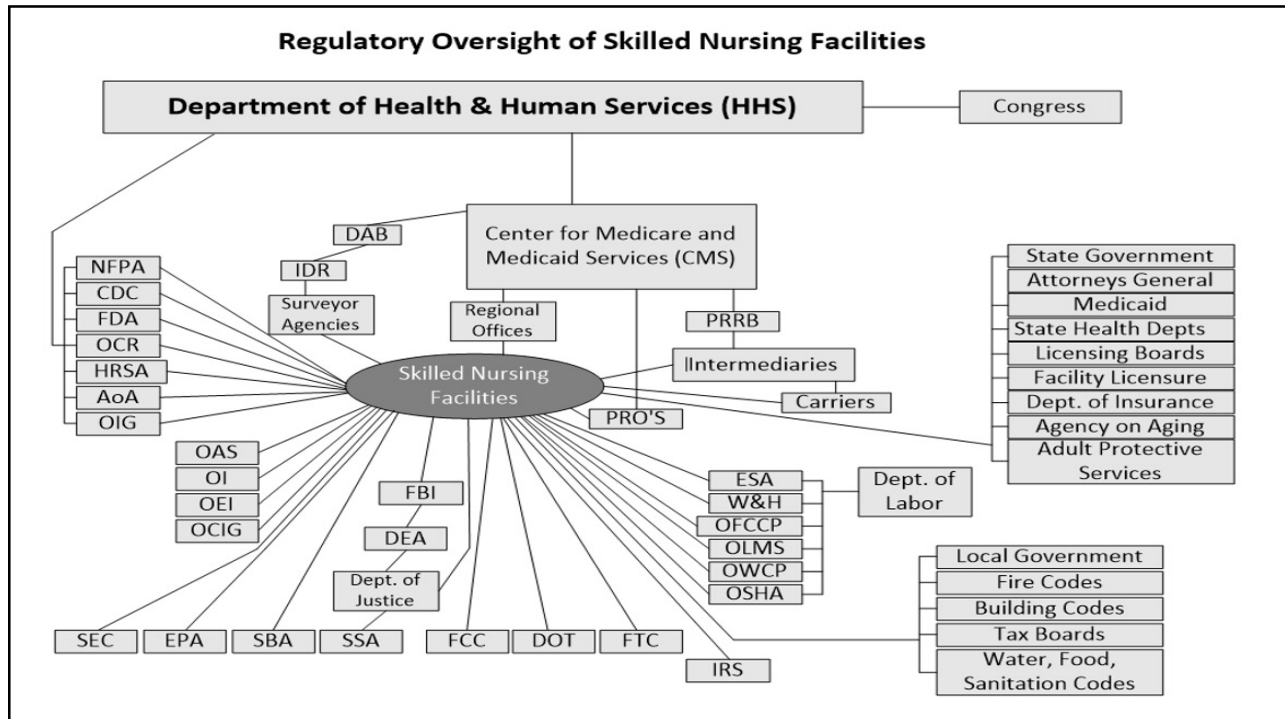
So – what did we learn today?

**QUALITY OF LIFE  
IS JUST AS IMPORTANT AS  
QUALITY OF CARE**



- Word Cloud

If you were a resident in a nursing home, what would be important to you?



## LTC Regulation in the US

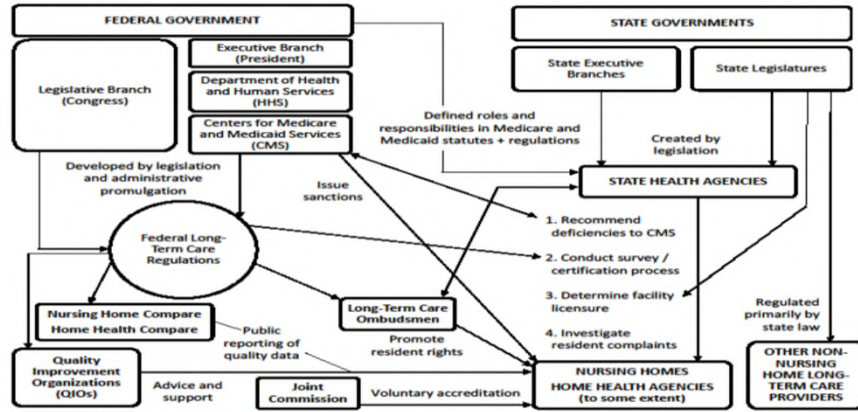
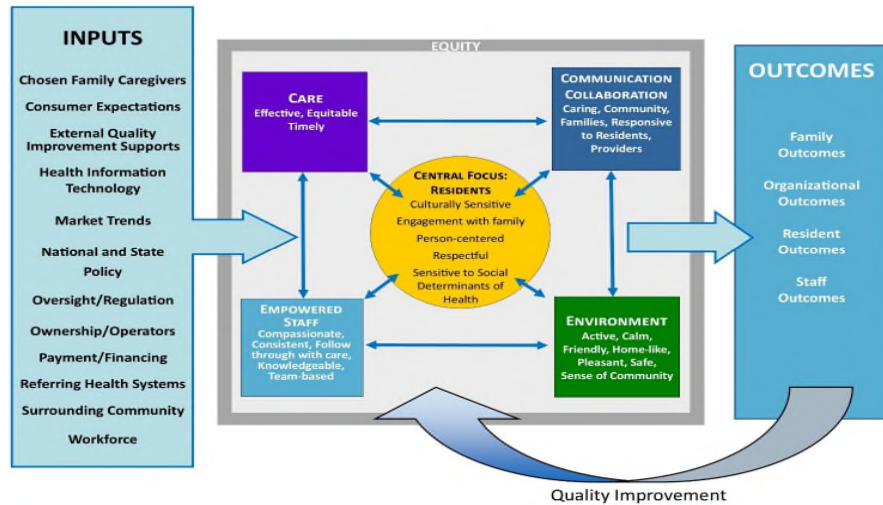


Figure 1: Graphical representation of some of the entities involved in LTC regulation in the United States.

## Conceptual Model of Nursing Home Quality



## Terminology to Consider

- Institutional vs home-like
- Nursing home vs Facility
- Person instead of Patient or Resident
- Person-Centered Care and Person-Directed Living
- Residents' Locus of Control over their daily lives
- Moving beyond older (outdated) regulations whenever possible



## How do nursing home culture and leadership influence each community?

- Role of CNAs
- Role and approach of RNs, LPNs, nurse managers, others
- How the inter-professional team functions – who should be engaged and how?
- Moving from 'tasks' and 'checking the boxes' to 'What are our fundamental values?' and 'What are we trying to achieve (what are peoples' goals)?' Example: increasing support and strengthening resident councils
- How do nursing homes demonstrate the basis of their culture? What do surveyors look for?



## Changing the Culture of Nursing Homes/Leadership Development

- Surveyors – Look at the culture of the nursing home
- Providers – Lead and develop a culture of stewardship & mentorship
- Staff – Be committed to REAL change



## Great Leaders Drive Change

### Benefits of Person-Centered Care

- Fewer behavioral symptoms
- Lower rates of boredom and less feelings of helplessness
- Increased sense of well-being



## Great Leaders Drive Change – Know the Person

- Individuals preferred name
- Cultural background
- Sleep habits
- What upsets the person
- What calms him or her down
- Normal daily structures or routines
- Other ideas?



## Individuals with Cognitive Challenges

- **48%** of nursing home residents have Alzheimer's or other dementias
- **75%** of surviving Alzheimer's disease patients diagnosed at age 70 will reside in a nursing home by age 80
- Compared to only **4%** of the general population surviving at age 80
- [alz.org/facts](https://www.alz.org/facts)







- Poll 1 –

### **What do you think would most improve person-centered dementia care?**

- Consistent assignment
- Less use of antipsychotic medications
- Increased training in dementia care
- Increase in non-pharmacological approaches for dementia related behaviors

### **National Partnership to Improve Dementia Care In Nursing Homes: Antipsychotic Medication Use Report**

#### **National**

2011 Q4 – 23.9%

2022 Q4 – 14.5%

% point difference -9.28

% change -38.9%

#### **Michigan**

2011 Q4 – 16.4%

2022 Q4 – 13.8%

% point difference -2.55

% change -15.5%

**Rank 17/51**



## Great Leaders Drive Change

### Observing and Responding to Behaviors

- Behavior is a form of nonverbal communication.
- To communicate a feeling, unmet need or intention.
- Triggered by the interaction between the person and his/her social and physical environment.



## Great Leaders Drive Change

### Observing and Responding to Behaviors

- It is important to identify the root cause of the behavior such as:
  - Pain
  - Thirst/Hunger
  - Need to go to the bathroom
  - Depression
  - Loneliness, helplessness, boredom
  - Difficulty expressing thoughts or feelings
  - Overstimulation
  - Others?



## Great Leaders Drive Change

### Strategies to Observe and Respond to Behaviors

- Validate the person's emotions
- Understand they may be expressing thoughts and feelings from their own reality, which may differ from generally acknowledged reality
- Use evidence-based therapies –
  - Music, pet, aroma, massage, reminiscence, others
- Ask others what works for them
- NEVER physically force the person to do something



Where and How does Quality Assurance Performance Improvement (QAPI) fit into a Nursing Home's Mission, Vision, Values?

How do leadership and QAPI fit together and mutually reinforce each other?



- Poll 2

### How far down the path are you in the QAPI Journey

- 1 – Just getting started
- 2 – Doing OK
- 3 – Going terrific



### Leadership Fundamentals

- What are three key principles that any of us could integrate into our practice and/or policy?
- How will those principles lead to improved care and staff support (nursing home staff or survey team support)?

## Three Key Take-Aways from Today

- Let's shift from institutional to non-institutional language. This helps to change culture, costs no money and is in some of the more recent CMS regulations.
- Let's shift from institutional approaches to focus on each individual. Individualized care and care plans that include the person's goals. This is also in CMS regulations.
- Focus on peoples' quality of life and highest practicable level of mental, physical, and psychosocial well-being. This is also in CMS regulations.



What is the *one thing* that you will do when you return to work to implement one meaningful change to improve team leadership and nursing home resident quality of life?



**Please Keep in Touch  
We want to hear from you!**

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**Thank you**