



Top 10 Ideas to Involve All Staff in Advancing Excellence

Advancing Excellence in America's Nursing Homes is a national campaign to improve the quality life and care for residents and staff. The participation of nursing homes staff in Advancing Excellence is essential to achieving the campaign's quality goals.

Successful nursing homes tell us that one of the first steps on their road for excellence is involving and listening to staff. They name their process differently—culture change, person-centered care, Quality First, etc. And, sometimes they use different guides. But the common element is that staff from all physical parts of the home, all time slots, and all job descriptions and disciplines are actively asked about improving care and quality.

We have gathered some great ideas on how to involve your staff in your home's Advancing Excellence campaign. We have also posted on the Advancing Excellence Web site (www.nhqualitycampaign.org) more information and details for some of these ideas. We hope that this list helps jump-start and support your efforts for excellence in the lives of the people who live and work in your nursing home.

Top 10 ideas to involve all nursing homes staff in Advancing Excellence:

- 1.** How to Distribute Advancing Excellence Campaign Information with Your Employees' Paychecks
- 2&3.** Communicate Your Facility Campaign Goals and Progress to Staff
- 4.** Hold 10-Minute Stand-Up Meetings with Staff
- 5.** Top 10 Ideas for an Advancing Excellence Kick-off Event
- 6.** How to Form an Advancing Excellence Campaign Committee
- 7.** How to Celebrate Your Nursing Home's Advancing Excellence Progress
- 8.** How to Create an Advancing Excellence Campaign Recognition Program in Your Nursing Home
- 9.** Provide Staff with Talking Points on the Campaign for Discussion with Residents and Families
- 10.** Sample Articles for Your Employee Newsletter about Advancing Excellence

Please feel free to use, modify, add and tailor these ideas for your community. You can also use them to start discussions with your staff, and together, plan your strategy for bringing all staff on board.

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Advancing Excellence in America's Nursing Homes is a national campaign to improve the quality of care and life for the country's 1.5 million people receiving care in nursing homes. Nursing homes, their staff and consumers can join in this effort by working on the campaign goals, designed to improve quality.

www.nhqualitycampaign.org

Introduction

[Advancing Excellence in America's Nursing Homes](#) is a campaign is designed to improve the quality of life for both nursing home residents and the staff who serve them. The campaign is led by an unprecedented broad-based coalition of organizations representing nursing home providers, nurses, caregivers/support staff, medical directors, quality improvement experts, consumers, government agencies and foundations.

We all believe that every person and every organization has an important role and responsibility in making this campaign successful—by bringing excellence to every nursing home in America. High quality nursing home care—where each resident gets personalized, appropriate care – is important to all of us. Nursing home residents, their families and people who may someday choose a nursing home should be able to expect the best possible care and quality of life. Nursing home staff members deserve the satisfaction of knowing that their hard work contributes to high quality of care and quality of life for residents.

The *Advancing Excellence in America's Nursing Homes* campaign is the first national effort to measure quality by setting measurable “clinical quality goals” and “organizational improvement goals.” Every nursing facility may participate by voluntarily pledging to focus on three or more goals. Nursing homes that participate will have free access to assistance and information from quality experts to help them meet their targeted goals. Over 20 national organizations and 48 statewide groups are participating in this campaign.

Clinical quality goals focus on health care issues that are familiar to many—reducing pressure ulcers, reducing physical restraints and improving pain management. Four organizational improvement goals are believed to be basic to achieving excellence—establishing targets for improving quality, assessing resident and family satisfaction, increasing staff retention and improving consistent assignment.



How to Distribute Advancing Excellence Campaign Information with your Employees' Paychecks

Sample #1: To announce campaign

Advancing Excellence in [Name of Your Home]

With your help, [name of home] has selected three excellence goals to work on. Your continued help, ideas, observations and brains are needed to:

- List selected goal
- List selected goal
- List selected goal

For more information about how you can help, contact [fill in name of person] or come to the next AE team meeting on 00/00/08 in [name location] at time.

Sample #2: To announce goals' progress

Goal Report for Advancing Excellence in [Name of Your Home]

With your amazing help and skills, [name of home] has made great progress on our three excellence goals. Specifically, our progress to date is:

- More relief from pain among our residents; only two residents reported severe pain last month.
- More effectively treatment of pressure ulcers; no stage #2s have gone to #3.
- Successful implementation of consistent assignment on Gettysburg and Philly wings on all three shifts. Work starts on Albany and Bay wings next week.

And the resident council has noticed the changes. The President reports, "I know the changes have been hard for some, but the residents and families are very happy to see the same faces and caring hearts. Thanks and keep it up."

For more information about how staff can become involve in the campaign, go to <http://nhqualitycampaign.org/files/NursingHomeStaffInvolvementFactSheet.pdf>



Communicate Your Facility Campaign Goals and Progress to Staff

Staff involvement is a core component of successfully attaining the Advancing Excellence in America's Nursing Homes Campaign goals your facility has set.

Communicating the goals, and the progress toward meeting them, is critical to having the staff fully involved.

Sample templates for communicating the goals and progress for each of the Campaign's eight goals follow.

1. The templates can be used as designed, or they can be modified for your specific facility.
2. The templates are designed to report the same or similar data that is measured for the Campaign goals.
3. The templates are designed to share with employees only, in an area that is not accessible to residents and family; however, you may choose to share this data with them.
4. To make the best use of these templates, all posted data should be discussed with the employees shortly before or after each posting.
5. We recommend that you update the postings monthly, except for goal #1, pressure ulcers. We recommend updating this information weekly.
6. Keeping posted information current confirms to your staff that you are committed to improvement.
7. Consult with your corporate management, board of directors, etc. if you have questions about posting any of the data.
8. See the *Top 10 Ideas to Involve All Staff* for more ideas for involving staff in your Campaign activity.

Template Instructions for *Communicating Your Facility Campaign Goals and Progress to Staff*

Goal #1 – Pressure Ulcers

1. Use the weekly “skin” report to complete this template.
2. The “Our Goal” is the percentage rate of **in-house** pressure ulcers you have set for your facility.
3. The “Our Rate this week” is the **in-house** pressure ulcer rate calculated from the weekly skin report.
4. Replace [State] with your state.
5. The state and national averages can be obtained from the Advancing Excellence in America’s Nursing Homes website, http://www.nhqualitycampaign.org/star_index.aspx?controls=states_map.
6. Enter the actual number of pressure ulcers in the table. Notice that it is separated by in-house, those that developed in the facility; and admitted, those that were present at the time of admission.
7. Enter the data from the previous three weeks.
8. Discuss this data with your staff with each updated posting.

Goal #2 – Restraint Use

1. Use the restraint data collected for your Restraint Committee or QA committee to complete this template.
2. The “Our Goal” is the percentage rate of restraint use you have set for your facility.
3. The “Our Rate this month” is the restraint use rate calculated for your Restraint Committee or QA committee.
4. Replace [State] with your state.
5. The state and national averages can be obtained from the Advancing Excellence in America’s Nursing Homes website, http://www.nhqualitycampaign.org/star_index.aspx?controls=states_map.
6. Enter the total number of restraints in use in your facility.
7. Enter the data from the previous three months.
8. Discuss this data with your staff with each updated posting.

Goal #3 – Pain Management, Long Term Residents

1. Use data from your facility’s most recent composite MDS report to complete this template.
2. The “Our Goal” is the overall percentage rate of moderate and severe pain you have set for your facility.
3. The “Our Rate this month” is the pain rate calculated from the MDS data.
4. Replace [State] with your state.
5. The state and national averages can be obtained from the Advancing Excellence in America’s Nursing Homes website, http://www.nhqualitycampaign.org/star_index.aspx?controls=states_map.
6. Enter the actual number of residents with moderate and severe pain in the table.
7. Enter the data from the previous three months.
8. Discuss this data with your staff with each updated posting.

Goal #4 - Pain Management, Short Stay Residents

1. Use data from your facility’s most recent composite MDS report to complete this template.
2. The “Our Goal” is the overall percentage rate of moderate and severe pain you have set for your facility.
3. The “Our Rate this month” is the pain rate calculated from the MDS data.
4. Replace [State] with your state.
5. The state and national averages can be obtained from the Advancing Excellence in America’s Nursing Homes website, http://www.nhqualitycampaign.org/star_index.aspx?controls=states_map.
6. Enter the actual number of residents with moderate and severe pain in the table.

7. Enter the data from the previous three months.
8. Discuss this data with your staff with each updated posting.

Goal #5 – Establishing Goals

1. **This template is to be used by all facilities. It informs the staff of which goals your facility is committed to improving. It changes only if you change goals.**
2. Delete the goals you have not signed up for on the Advancing Excellence in America's Nursing Homes website, <http://www.nhqualitycampaign.org>. This will leave only the goals that you are working on for the Campaign and their data, which is tracked on the Campaign website.
3. Delete the directions on the template.
4. Enter your facility specific goal for each of the goals.
5. Enter the current rate for each of the goals.
6. Use the specific goal templates for the goals listed.
7. Discuss the data with your staff with each updated posting.

Goal #6 – Resident and Family Satisfaction

1. Use data from your most recent resident/family satisfaction survey to complete this template.
2. Sample survey resources can be found at <http://www.nhqualitycampaign.org/files/SATISFACTION%20TOOL%20MATRIX.pdf>.
3. Enter the satisfaction rate. If you have not completed a survey, enter "Not Available."
4. Enter the completion date of the last survey, or the future date you plan to have completed a survey.
5. If you have completed a survey, enter the top ranked "Most satisfied" and "Least satisfied."
6. If you have not completed the survey, leave the "Most satisfied" and "Least satisfied" areas blank.
7. Discuss this data with your staff with each updated posting.

Goal #7 – Staff Retention

1. Two different sample templates are offered for this goal.
2. Use a staff tracking and trending report to complete either of these templates. A *Calculation of Turnover Workbook* is available on the Advancing Excellence in America's Nursing Homes website, http://www.nhqualitycampaign.org/star_index.aspx?controls=nhTechAssist under Nursing Home Resources.
3. The "Our Rate this month" (overall, RN, LPN, and CNA) is the turnover rate calculated from the staff tracking and trending report. This data is entered on both sample templates.
4. Replace [State] with your state.
5. The state and national averages can be obtained from the Advancing Excellence in America's Nursing Homes website, http://www.nhqualitycampaign.org/star_index.aspx?controls=states_map.
6. If using the more detailed template, enter the actual number of RNs, LPNS and CNAs hired within the last month. Enter the number of vacancies for each position at the end of the reporting month.
7. Enter the data from the previous three months.
8. Discuss this data with your staff with each updated posting.

Goal #8 – Consistent Assignment

1. Use a Consistent Assignment tracking and trending report to complete this template. A tracking and trending tool is available at <http://www.health.ri.gov/hsr/facilities/icp/ConsistentAssignmentChangeIdeas.pdf>.
2. The "Our Goal" is the percentage rate of consistent assignments you have set for your facility.
3. The "Our Rate this month" is the consistent assignment rate calculated from the tracking and trending report.
4. Replace [State] with your state.
5. The state and national averages can be obtained from the Advancing Excellence in America's Nursing Homes website, http://www.nhqualitycampaign.org/star_index.aspx?controls=states_map.

6. Change the “Unit/Hall” categories to reflect your facility.
7. Enter the percentage rates for each unit/hall that you are tracking. Leave the other unit/halls blank.
8. Enter the data from the previous three months.
9. Discuss this data with your staff with each updated posting.



[Insert Facility Name]

GOAL #1
Reducing Pressure Ulcers

Week ending _____

Our Goal _____ Our Rate this week _____

[State] average _____ National average _____

	Stage 1 (In-house)	Stage 2 (In-house)	Stage 3 (In-house)	Stage 4 (In-house)	Stage 1 (Acquired)	Stage 2 (Acquired)	Stage 3 (Acquired)	Stage 4 (Acquired)
This week (Week 1)								
Last week (Week 2)								
Week 3								
Week 4								

Tips for preventing and/or healing pressure ulcers:

1. Know which residents are at risk for developing pressure ulcers
2. Assess residents' skin daily when providing care and report changes to the nurse
3. Help residents to be repositioned as needed
4. Encourage residents to be involved in exercise programs
5. Assist residents to get enough to eat and drink
6. Notify the nurse if you notice a change in the resident's behavior



[Insert Facility Name]

GOAL #2
Reducing Daily Restraint Use

Month _____

Our Goal _____ Our Rate this month _____

[State] average _____ National average _____

	TOTAL # Restraints	Bedrails	Specialty Beds	Lap Cushions	Lap Trays	Lap Belts	Specialty Chairs	Other
This month (Month 1)								
Last month (Month 2)								
Month 3								
Month 4								

Tips for reducing restraint use:

1. Anticipate residents' needs (hunger, thirst, bathroom)
2. Ask residents regularly about pain
3. Encourage and support residents involvement in favorite activities
4. Notify the nurse if you notice a change in a resident's behavior



[Insert Facility Name]

GOAL #3

Improving pain management in long-term residents

Month _____

Our Goal _____ Our Rate this month _____

[State] average _____ National average _____

	MODERATE PAIN Daily	MODERATE PAIN Less than Daily	SEVERE PAIN Daily	SEVERE PAIN Less than Daily
This month (Month 1)				
Last month (Month 2)				
Month 3				
Month 4				

Tips for managing resident pain:

1. Know which residents have chronic pain
2. Ask residents regularly if they have any pain
3. Observe residents who can't communicate, for signs of pain (changes in mood, appetite, etc.)
4. Learn and use what works best for individual residents to relieve their pain
5. Notify the nurse if you notice a change in a resident's behavior



[Insert Facility Name]

GOAL #4

Improving pain management in short-stay residents

Month _____

Our Goal _____ Our Rate this month _____

[State] average _____ National average _____

	MODERATE PAIN Daily	MODERATE PAIN Less than Daily	SEVERE PAIN Daily	SEVERE PAIN Less than Daily
This month (Month 1)				
Last month (Month 2)				
Month 3				
Month 4				

Tips for managing resident pain:

1. Recognize that short term residents often have acute pain
2. Know which residents have chronic pain
3. Ask residents regularly if they have any pain
4. Observe residents who can't communicate for signs of pain
5. Notify the nurse if you notice a change in a resident's behavior



[Insert Facility Name]

GOAL #5

Establishing Individualized Goals for Improved Care

Date _____

Our current goals are:

- Reducing high risk pressure ulcers**
Our goal _____ Start rate _____

- Reducing the use of daily physical restraints**
Our goal _____ Start rate _____

- Improving pain management for longer term residents**
Our goal _____ Start rate _____

- Improving pain management for short stay residents**
Our goal _____ Start rate _____

- Establishing individual targets for improving quality**

- Assessing resident and family satisfaction with the quality of care**
Our goal _____ Start rate _____

- Increasing staff retention (decreasing turnover rate)**
Our goal _____ Start rate _____

- Improving consistent assignment of nursing home staff**
Our goal _____ Start rate _____

Directions: Delete the goals that you are not working on. Then delete this sentence.



[Insert Facility Name]

GOAL #6

Assessing Resident and Family Satisfaction

Our current satisfaction rate _____

Date of survey completion _____

Areas most satisfied with:

1. _____
2. _____
3. _____
4. _____
5. _____

Areas least satisfied with:

1. _____
2. _____
3. _____
4. _____
5. _____

Tips for improving resident/family satisfaction:

1. Learn individual preferences and needs for each resident
2. Respond to any concerns or complaints timely
3. Use your facility concern/complaint system
4. If you can't fix a concern/complaint, find out who can and ask that person to address the issue



[Insert Facility Name]

**GOAL #7
Improving Staff Retention**

Month _____

Our OVERALL Goal _____

Our OVERALL Turnover Rate this month _____

RN Turnover Rate this month _____

LPN Turnover Rate this month _____

CNA Turnover Rate this month _____

[State] average _____ National average _____

	RNs Hired	RN Vacancies	LPNs Hired	LPN Vacancies	CNAs Hired	CNA Vacancies
This month (Month 1)						
Last month (Month 2)						
Month 3						
Month 4						

Tips for improving staff retention:

1. Treat new employees the same as you would new residents
2. Take pride in your work, and others will too
3. Have good communication among all shifts and among all departments
4. Have fun each day
5. Replace blame with “how can I help to fix the problem?”



GOAL #7
Improving Staff Retention

Month _____

Our OVERALL Goal _____

Our OVERALL Turnover Rate this month _____

[State] average _____ **National average** _____

	RN Turnover rate	LPN Turnover rate	CNA Turnover rate
This month (Month 1)			
Last month (Month 2)			
Month 3			
Month 4			

Tips for improving staff retention:

1. Treat new employees the same as you would new residents
2. Take pride in your work, and others will too
3. Have good communication among all shifts and among all departments
4. Have fun each day
5. Replace blame with “how can I help to fix the problem?”



[Insert Facility Name]

GOAL #8
Consistent Nursing Assignments

Month _____

Our Goal _____ **Our Rate this month** _____

[State] average _____ **National average** _____

	Entire Facility	Unit/Hall 1	Unit/Hall 2	Unit/Hall 3	Unit/Hall 4	Unit/Hall 5
This month (Month 1)						
Last month (Month 2)						
Month 3						
Month 4						

Tips for achieving consistent assignments:

1. Be open to new ideas
2. Give consistent assignments a chance
3. Actively participate in the changes being made, offering suggestions to fix the problems you see
4. Recognize the benefits for residents, families and staff



Hold 10-Minute Stand-Up Meetings with Staff

Engaging the staff so that your nursing home attains its goals is crucial. Once the staff is engaged, they should be kept informed to maintain their focus. Nursing home leaders have a variety of mechanisms to achieve this effect. Leaders may choose to: post results, incorporate the information into quality assurance activities and/or address progress during the organizations stand-up communications meetings. Below are three approaches leaders may choose to use to inform during stand-up.

Once Weekly Stand-Up

Given that time is of the essence and that a wide variety of information must be covered, it is recommended that nursing home leadership focus their comments on the goal that has had the greatest improvement and the goal that has the greatest potential for improvement. As a caveat, it will be essential to ensure that progress on other goals is posted so that each member of the organization can grasp the overall progress.

Three-Times-a-Week Stand-Up

In a three-times-a-week format, leaders can sandwich the data. During the Monday stand-up meeting, the focus could be on the goal that demonstrated the greatest improvement. It will also be beneficial for leaders to explain what actions are required to sustain the current level of achievement, or actions that are likely to continue advancement. This information may set the tone for the remaining weeks efforts.

During the Wednesday stand-up meeting, it is recommended that nursing home leaders address the goal that has the greatest potential for improvement. It may be beneficial to invest a few minutes to gain feedback from the staff as to why the goal is not advancing, and their recommended approaches/actions to move it forward toward excellence. Leaders are encouraged to transition from this discussion by commenting on their degree of confidence in the ability to achieve the given goal.

It is encouraged to use the Friday stand-up as an opportunity to pair achievements with specific staff, departments or shifts as appropriate. This action will combine acknowledgement of progress on a particular goal while actively demonstrating the value of staff involvement. In addition, this approach gives the staff an opportunity to conclude the week with a sense of accomplishment.

Five-Times-a-Week Stand-Up

The benefit of a daily stand-up is that nursing home leadership may elect to cycle through the specific set of goals selected by the home. It is recommended that the nursing home staff continue this process until attainment. If the home elected to focus specific energy on a smaller number of goals then it may be of virtue to use attainment as a signal to select a new goal for implementation.



Top 10 Ideas for an Advancing Excellence Kick-off Event

1. Ask the resident and/or family councils to host the event, to welcome people to the area, and to open the presentation.
2. Invite the home's "governing board" to explain the home's history and mission in service to your local community. A re-cap of the home's "pioneer" achievements could be the focus of this part of the event.
3. If your home is organized, invite the union steward or other local officials to talk about their support of the Advancing Excellence campaign and their support for the goals and targets selected.
4. Ask the state's QIO to participate by attending with posters explaining clinical goals and the stories of success in other homes. Or, ask the QIO for its ideas on how to kick-off the Advancing Excellence campaign.
5. Ask the local Ombudsman to participate by assisting the resident or family council in their work, being a part of the welcoming committee to the event, or in some fashion.
6. Invite the local area agency on aging to set up a booth to answer questions from the attendees about Medicare, Medicaid and other aging services programs.
7. Consider making the event a "community event" by asking residents, families, staff and the home's vendors to bring their families to a picnic, ice cream social, afternoon tea, talent show, carnival or other party with "excellence" as the theme.
8. Invite elected political leaders (mayor, county commissioners, state legislators, federal legislators, etc.) to the event. Pair the elected leaders with a resident and frontline staff member for a tour of the home and explain the Advancing Excellence campaign as well.
9. As for food and refreshments, ask the dietary department to cater the event using favorite resident recipes. Or, ask the home's vendors to cater the event with in the selected theme—an afternoon tea leads to tea and crumpets; a carnival leads to funnel cakes and cotton candy.
10. Invite the local "film" class or public TV station to videotape the event. To connect with family and friends who cannot attend, make the videotape available through *YouTube* or on the nursing home's Web site.



How to Form an Advancing Excellence Campaign Committee

It is very worthwhile to make the effort to form an Advancing Excellence Committee. Having people from all levels of the organization, departments, disciplines and from your governing Board as well as from your resident and family councils participate allows you to get input and buy-in from these groups. It helps people understand the many relationships that exist between organizational units and processes, and the impact of these relationships on quality, productivity and cost. It also makes the value of the committee apparent.

Here are some ways that the committee can add value:

- More synergistic process design and problem solving
- Objective analysis of problems and opportunities
- Promotion of cross-functional understanding
- Improved quality and productivity
- Greater productivity
- Reduced operating costs
- Increased commitment to the organization's mission
- More flexible response to change
- Increased ownership and stewardship
- Reduced turnover and absenteeism

In addition, individuals gain the following benefits from serving on committees:

- Enhanced problem-solving skills
- Increased knowledge of business processes
- New skills for future leadership roles
- Increased quality of work life
- Feelings of satisfaction and fulfillment
- A sense of being part of something greater than what one could accomplish alone¹

The committee will be most effective if it includes the:

- Administrator
- Director of Nursing
- Medical Director
- Department heads
- Frontline caregivers from all shifts and disciplines including environmental and food service departments

¹ Duke Okes and Russell T. Westcott, editors, *Certified Quality Managers Handbook: Second edition*, ASQ Quality Press, 2001, Pages 37-41

- Mid-level managers and supervisors
- Unit nurses
- Residents
- Family members
- Members of your governing Board

The committee should include staff that are both senior and junior in seniority in the facility:

- If the committee only includes representatives from management, then how will frontline staff be empowered?
- If the committee is only representative of nursing, then how can cross-discipline collaboration occur?
- If the committee only includes long-term experienced staff, then how can new ideas and energy in your organization be tapped?
- Finally, if the committee only includes frontline workers, then how can they commit the whole organization to the achievement of the goals of Advancing Excellence?

Consider allowing groups to pick their own leaders through a democratic process. As a result, the members of the committee will have some authority to speak for their group. For this committee to be effective, the members of the committee need to have roles and responsibilities between meetings, such as communicating with their departments and disciplines about the importance of achieving the Advancing Excellence Campaign's goals.

The committee needs to work through a process, which should include:

- Describing the purpose of the committee.
- Establishing the measurable results desired and the timeline for achieving those results.
- Determining the level of decision-making authority of the committee.
- Clarifying the important roles played by each member of the committee.
 - Who are the co-chairs? One of these should be from the line staff.
 - Who will facilitate the meeting?
 - Who is the scribe?
 - Who is the timekeeper?
- Determining the resources available to the committee.
 - Special training or information to be given to the committee?
 - Designated advisors, trainers, facilitators, etc.?
 - Working capital budget.
 - Clerical or other personnel support.
- Clarify expectations for communication and reporting.

Tips for effective meetings:

- Have a regularly scheduled time and day.
- Start and end on time.
- Circulate minutes from the previous meeting to committee members prior to each meeting.
- Develop an agenda for each meeting with input from members of the committee.



How to Celebrate Your Nursing Home's Advancing Excellence Progress

One way to show to your staff that working to achieve the goals of Advancing excellence is important to your nursing home's residents is by starting a program, which celebrates the progress you are making in achieving your goals. A celebration program can create a spirit of community in your nursing home.

It is important that your Advancing Excellence Committee initiates the program and that all members of the Committee be personally involved. The celebrations should be public and become woven into the culture of your nursing home. The Committee should be present at all of these celebrations.

Here are some ways to plan celebrations:

- Have regularly scheduled celebrations, not just a one-time event.
- Use the ideas in *Top 10 Ideas for an Advancing Excellence Kick-off Event* as a way to begin discussions about celebrations that would be right for your home.



How to Create an Advancing Excellence Campaign Recognition Program in Your Nursing Home

An Advancing Excellence recognition program is a way of showing that your nursing home expects the best of everyone. The Advancing Excellence Campaign is a great vehicle for doing this because when the “goals” are chosen by your nursing home, it focuses the staffs’ attention on what is expected of them. By giving recognition to staff working in an exemplary way, it reinforces that this initiative is important to the organization.

A successful recognition program will personalize the recognition given to people. This will differentiate this program from previous quality improvement efforts.

Spend more time than you are accustomed to walking the halls of your nursing home and meeting with individuals and small groups of people. Give verbal approval to people in front of their peers.

Use other visible awards such as certificates, plaques and other tangible objects. Try giving a spontaneous award from time to time to acknowledge people who are going the extra mile.

Consider inviting people to an Advancing Excellence Committee meeting or sharing a meal. Consider starting one of the following:

- Advancing Excellence Champion of the Month award celebrated with a photograph of the individual in your lobby.
- A column in your newsletter featuring a story about individuals whose support of the campaign warrants recognition.
- Consider just taking the time to work along side the person and offer some assistance with their work.
- Write someone up for exceptional work.
- Create special buttons or pins for people to wear who are on the committee or who have made a significant contribution to achieving the campaigns goals.



Provide Staff with Talking Points on the Campaign for Discussions with Residents and Families

Providing your staff with talking points about your nursing home's participation in the Advancing Excellence campaign has two important benefits:

- It helps involve your staff in the campaign.
- It ensures that residents and their families know how committed you are to improving quality.

The first step in this process is to meet with staff to review and discuss the overall campaign goals and the specific quality goals you have chosen. See *Hold 10-minute Stand-Up Meetings* for ideas on organizing these meetings. This discussion about the goals should not be a one-time conversation but should be incorporated into meetings involving care planning, quality measures and staff responsibilities.

The next step is to prepare talking points the staff can use to discuss the campaign with residents and families. One way of accomplishing this is have a small group of direct care workers and other caregiving staff develop the talking points. Since they have day-to-day relationships with residents and know them well, their input would be very valuable in helping to focus on what's important to residents regarding quality measures.

This work group can then present it to your Advancing Excellence committee or another larger group for approval. Once this is achieved, staff can begin talking with residents about the campaign and the home's specific goals.

Here are some ideas of what to include in the talking points:

- Advancing Excellence Campaign description.
- The eight goals, why they are important, how they improve quality of life and quality of care.
- The specific goals of the home.
- What changes the home is making to reach their quality goals.
- How residents and consumers can help.
- We are all partners in caring.



Sample Articles for Your Employee Newsletter about Advancing Excellence

Staff Newsletter Article Sample #1—To announce and help in selection of goals

[Name of home] is joining the national Advancing Excellence (AE) in America's Nursing Home Campaign. We believe that the campaign shares our commitment to quality for the residents, families and staff here at [name of home].

The AE campaign is a coalition-based campaign to improve the quality of life for residents and staff in America's nursing homes. The Campaign's national leaders believe it will strengthen the public trust in nursing home care by focusing on quality improvement and self-regulation.

The campaign acknowledges the critical role of nursing home staff and consumers in improving quality of care and quality of life for nursing home residents. We share that belief.

The campaign's excellence goals are:

1. Reducing high risk pressure ulcers
2. Reducing the use of daily physical restraints
3. Improving pain management for longer term nursing home residents
4. Improving pain management for short stay, post-acute nursing home residents
5. Establishing individual targets for improving quality
6. Assessing resident and family satisfaction with the quality of care
7. Increasing staff retention
8. Improving consistent assignment of nursing home staff, so that residents regularly receive care from the same caregivers.

We would like to include all staff in selecting the three goals we want to work on first. This discussion will be part of all department meetings in the next month. You can also fill out a general comment card or talk directly with your supervisor. **[Or fill in the various methods your facility wants to use to collect input.]** I am particularly interested in understanding why you picked the particular goal or goals for us to work on.

Staff Newsletter Article Sample #2—To announce selected goals and seek input on how to reach goals

Thanks to all the great input from you, **[name of the home]** has selected our Advancing Excellence (AE) Goals. The AE campaign here at **[home name]** and nationally is designed to improve the quality of life for residents and staff in America's nursing homes.

Your commitment to improving the care and quality of life experienced by the residents of **[your home]** showed through once again in this discussion. Our AE goals are:

[Name your goals here]

Even with all the great work you do now, we have room for improvement in these areas. For example, for our first goal, we are better than both the state and federal averages for **[fill in the issue.]** Our goal is to exceed the state average. And, in our second goal, while we are better than the average home in the state, our team has decided that we can **[fill in your target—i.e. reduce the rate to half the state standard].** And, finally, in third goal, we want to reduce turnover among RNs, LPNs, and CNAs by half in the next year.

Now, it is time to hear your ideas on how we meet the targets. This discussion will be part of all department meetings in the next month. You can also fill out a general comment card or talk directly with your supervisor. **[Or fill in the various methods your facility wants to use to collect input.]** I am particularly interested in understanding why you picked the particular goal or goals for us to work on.

Again, we will most successful with your input.