



Implementation Guide:

Goal 5: Establishing Individual Targets for Improving Quality

This Implementation Guide provides efficient, consistent, evidence-based approaches to setting quality targets in the nursing home.

www.nhqualitycampaign.org

ADVANCING EXCELLENCE IN AMERICA'S NURSING HOMES

A Campaign to Improve Quality of Life for Residents and Staff

Advancing Excellence in America's Nursing Homes is a coalition based, two-year campaign that launched in September 2006. The campaign is reinvigorating efforts to improve the quality of care and quality of life for those living or recuperating in America's nursing homes.

The campaign's unprecedented coalition includes long-term care providers, caregivers, medical and quality improvement experts, government agencies, consumers and others. Together, we are building on the success of other quality initiatives, including Quality First, the Nursing Home Quality Initiative (NHQI), the culture change movement, and other quality initiatives.

Founding Organizations:

Alliance for Quality Nursing Home Care

American Association of Homes and Services for the Aging

American Association of Nurse Assessment Coordinators

American College of Healthcare Administrators

American Health Care Association

American Medical Directors Association

Centers for Medicare & Medicaid Services and its contractors, the Quality Improvement Organizations

National Association of Health Care Assistants

National Citizen's Coalition for Nursing Home Reform

National Commission for Quality Long-Term Care

The Commonwealth Fund

The Evangelical Lutheran Good Samaritan Society





Goal 5: Establishing Individual Targets for Improving Quality

Goal 5: Most nursing homes will set individualized targets for clinical quality improvement.

Objectives – By September 2008:

- a) 90% of nursing homes will set annual clinical quality targets using the Setting Targets Achieving Results (STAR) web site at www.nhqi-star.org.
- b) 50% of nursing homes will set annual targets for clinical quality improvement that are at least 25% lower than their rate at that time.

ICON KEY

	Recognition/Assessment
	Cause Identification
	Management
	Monitoring

The icons in the box to the left will be used throughout this guide to help identify those processes related to key evidence-based approaches.

Approach to Implementation

A nursing home working to set improvement targets should follow these steps:



Recognition / Assessment

1. *Identify quality target setting as an area for potential improvement in nursing home performance.*
 - Based on nursing home quality improvement data, quality measures, survey results, review of actual resident cases, comparison to benchmarks, etc.
2. *Identify authoritative information available about setting quality targets and using the Nursing Home Setting Targets Achieving Results (STAR) Site to do so.*
 - Review references listed in the *Target Setting Resources*, as well as reliable and evidence-based information about setting quality targets from the literature and from relevant professional associations and organizations.
 - Identify ways to distinguish the reliability of information about setting quality targets (i.e., how to separate valid ideas from myths and misconceptions about the topic).
3. *Identify current approaches to setting quality targets in the nursing home.*

For an overview of the process, see the *Target Setting Process Review Tool* and related *Target Setting Flow Diagram*.

 - Are the nursing home's approaches consistent with the steps identified in the *Target Setting Process Framework*?
 - Identify the nursing home's current approach to setting quality targets, and the basis for that approach.
 - Who in the nursing home decides on whether and how to set quality targets, and what approaches do they use?
4. *Identify areas for improvement in processes and practices.*

Using the information gathered in Steps 2 and 3 above, compare current with desirable approaches to setting quality targets. Address the following:

 - Check whether current nursing home policies / protocols are consistent with desirable approaches.
 - Check whether desirable approaches are being followed consistently.
 - Identify whether anyone has been reviewing and comparing current approaches to setting quality targets to desirable ones.

Approach to Implementation (cont.)

- Have issues related to quality oversight and setting quality targets been identified previously? Were they followed up on? Has the nursing home previously evaluated its performance and taken steps to improve?

Cause Identification



5. *Identify the causes of issues related to setting quality targets, including root causes of undesirable variations in performance and practice.*

- Identify issues and practices that are inhibiting setting quality targets.
- Identify underlying causes (including root causes) of, and factors related to, not setting valid quality targets.
- Identify reasons given by those who do not adequately follow desirable approaches.

Management



6. *Reinforce optimal practice and performance.*

- Continually promote “doing the right thing in the right way.”
- Follow the steps of the *Target Setting Process Framework*, throughout the nursing home.
- Identify and use tools and resources to help implement the steps and address related issues.
- Based on information and data collected about the organization and the processes and results related to setting quality targets, reinforce systems and processes that are already optimal.

7. *Implement necessary changes.*

- Address underlying causes (including root causes) of the challenges and obstacles to the nursing home’s capacity to set valid quality targets.
- Implement pertinent generic and cause-specific interventions.
- Address issues of individual performance and practice that could be improved by setting quality targets.
- Refer to *Target Setting Resources* for resources and tools that can help to address this goal.

Approach to Implementation (cont.)

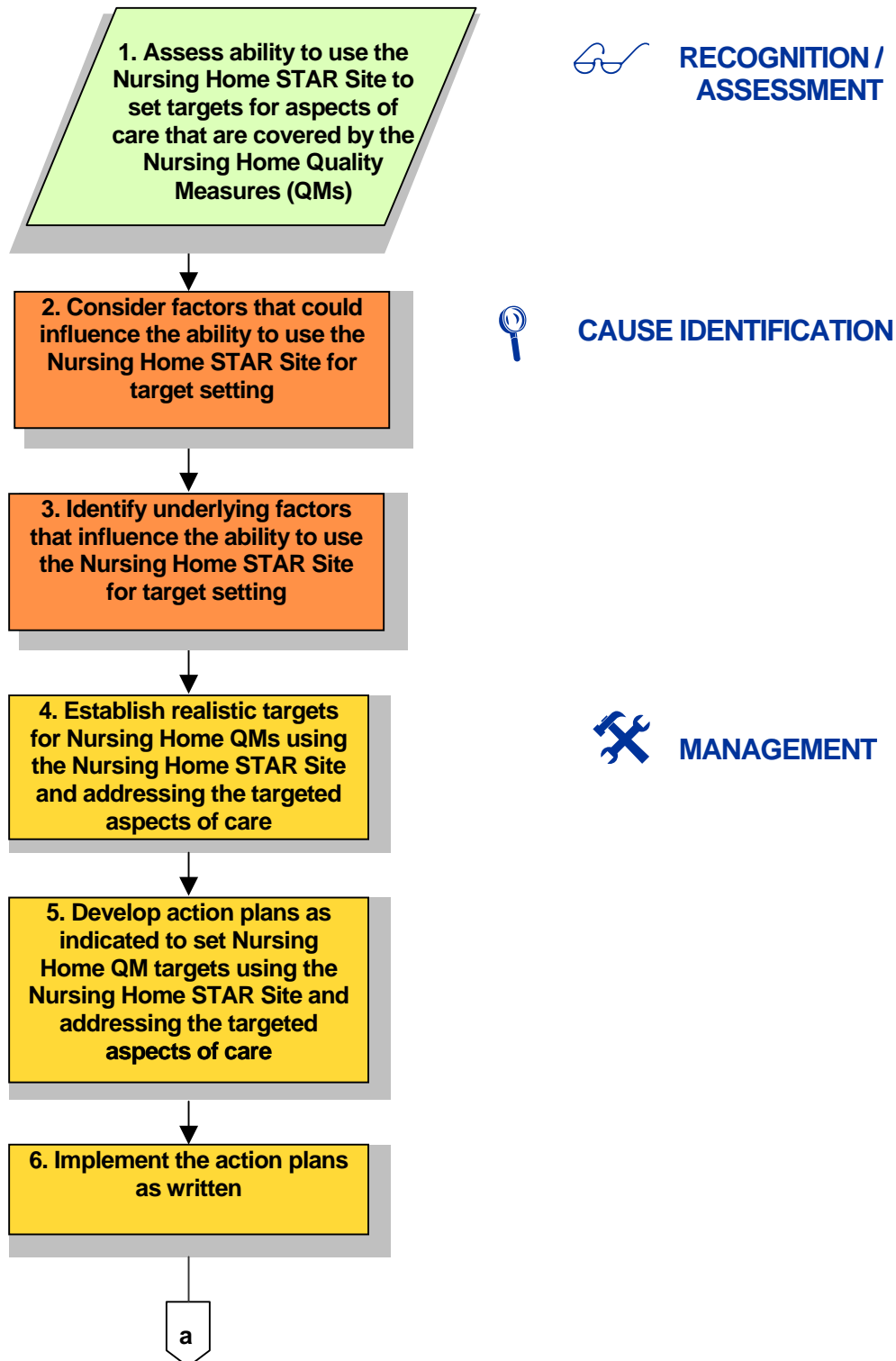
Monitoring



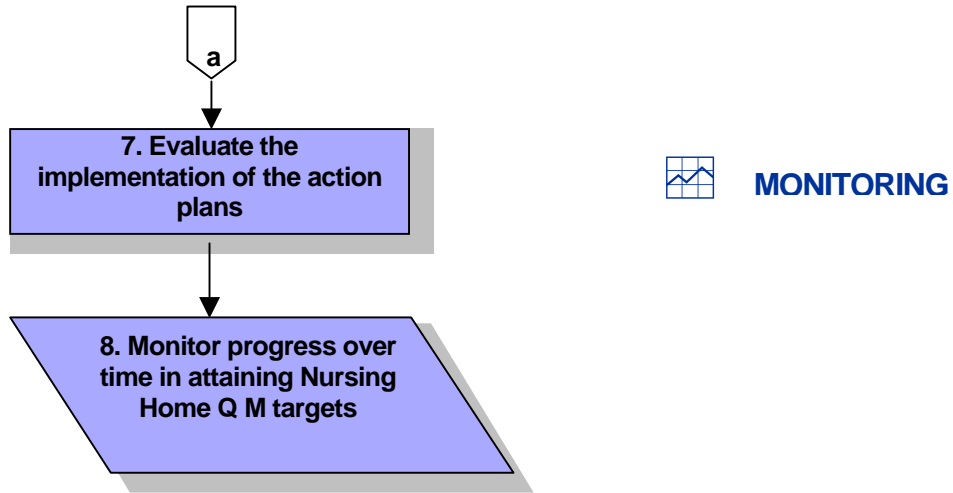
8. *Reevaluate performance, practices and results.*

- Recheck for progress towards getting “the right thing done consistently in the right way.”
- Use the *Target Setting Process Review Tool* to identify whether all key steps are being followed.
- Use the *Target Setting Process Framework* and related references and resources from Steps 2-4 above, and repeat Steps 2-7 (Recognition / Assessment, Cause Identification, and Management) until processes and practices are optimal.
- Continue to collect data on results and processes.
- Evaluate whether changes in process and practice have helped attain desired results.
- Adjust approaches as necessary.


Flow Diagram – Target Setting Process Framework




Flow Diagram – Target Setting Process Framework (cont.)




TARGET SETTING PROCESS FRAMEWORK

PROCESS STEP	EXPECTATIONS	RATIONALE
 PROBLEM RECOGNITION / ASSESSMENT		
<p>1. Assess ability to use the Nursing Home STAR Site to set targets for aspects of care that are covered by the publicly reported Nursing Home Quality Measures (QMs).</p>	<ul style="list-style-type: none"> - The nursing home systematically assesses its ability to use the Nursing Home STAR Site to set performance targets. This assessment may include (but is not limited to): <ul style="list-style-type: none"> • How it currently collects and evaluates data regarding aspects of care and operations covered by the QMs. • How it currently determines goals for improving performance in areas covered by the QMs. • How frequently it reviews its performance in relation to the QMs. - The nursing home also assesses the following: <ul style="list-style-type: none"> • Whether any of its current goals and plans may affect its ability to participate in setting targets on the Nursing Home STAR Site. • Whether or not staff and management have recognized the need for additional performance improvement. • Whether it currently has an effective quality improvement process in place to address its performance in the aspects of care or operations covered by the QMs. - The nursing home may also choose to use the STAR Site for setting targets for additional QMs, including depression and chronic pain. 	<ul style="list-style-type: none"> - A systematic, standardized assessment process is critical if the nursing home intends to set targets for quality improvement efforts, including the use of STAR. - Identifying areas for improvement and setting measurable goals are key steps toward implementing a plan or vision for the nursing home. Setting targets can increase awareness about topic areas and help the nursing home focus resources on specific clinical topic areas. - Setting targets can also motivate nursing home staff to raise the bar for quality. - The targets can be integrated into the nursing home's current quality improvement activities.

TARGET SETTING PROCESS FRAMEWORK (cont.)

PROCESS STEP	EXPECTATIONS	RATIONALE
 CAUSE IDENTIFICATION		
<p>2. Consider factors that could influence the ability to use the Nursing Home STAR Site for target setting.</p>	<ul style="list-style-type: none"> - The nursing home reviews known factors (already identified or suspected) that are affecting its ability to use the Nursing Home STAR Site for target setting. This may include (but not be limited to): <ul style="list-style-type: none"> • Information systems (computers, hardware, software, etc.). • Internet availability. • Leadership and staff stability. • Leadership and staff attitudes / directives / desires. • Time and resource commitment. • QIO involvement / participation. - From the above known factors, the nursing home identifies significant trends and patterns. 	<ul style="list-style-type: none"> - Identifying factors that contribute to the ability to use the Nursing Home STAR Site helps to: <ul style="list-style-type: none"> • Enhance the likelihood of setting an attainable goal. • Ensure involvement of all essential parties. • Identify formal and informal structures that are present, and that are needed.
<p>3. Identify underlying factors that influence the ability to use the Nursing Home STAR Site for target setting.</p>	<ul style="list-style-type: none"> - The nursing home reviews the above information, notes any trends and patterns, and identifies factors that influence their ability to use the Nursing Home STAR Site for target setting. - To help identify these underlying causes, the nursing home may also: <ul style="list-style-type: none"> • Conduct additional fact gathering to identify 	<ul style="list-style-type: none"> - Specific interventions targeted to resolve underlying causes could make successful target setting more likely. - Nursing home leaders may not understand how the STAR Site can help them with their quality improvement efforts. - A nursing home may not have access to information systems to allow for


TARGET SETTING PROCESS FRAMEWORK (cont.)

PROCESS STEP	EXPECTATIONS	RATIONALE
CAUSE IDENTIFICATION (cont.)		
	<p>example, reluctance to identify QM targets to outsiders or inadequate understanding of what target data will be used for.</p> <ul style="list-style-type: none"> • Conduct a root cause analysis of a specific trend or pattern (for example, if the nursing home's information systems will not permit use of the Nursing Home STAR Site for target setting), to help allow attempted correction of the situation. 	<p>Exchange of information, or they may limit access to parties that are not involved in quality improvement processes.</p> <ul style="list-style-type: none"> - Root cause analysis can help to identify the reason and allow for correction of the situation.
 MANAGEMENT		
<p>4. Establish realistic targets for QMs, using the Nursing Home STAR Site.</p>	<ul style="list-style-type: none"> - The nursing home establishes realistic targets for identified QMs using the Nursing Home STAR Site. Establishing realistic targets includes the following: <ul style="list-style-type: none"> • Use the existing Nursing Home STAR Site Toolkit. • Assess the most recent QI/QM reports or QM scores (reported on Nursing Home Compare (www.medicare.gov/nhcompare)). • Compare current QM data to national and state benchmarks. • Determine and set realistic QM targets that represent improvement compared to most recent QMs. 	<ul style="list-style-type: none"> - The nursing home must understand both their current position and their ultimate goal in relation to the QMs. - Target setting allows the nursing home to envision potential achievements through their quality improvement efforts. - The nursing home should access the www.nhqi-star.org web site for the Nursing Home STAR Site Toolkit and other resource information.

TARGET SETTING PROCESS FRAMEWORK (cont.)

PROCESS STEP	EXPECTATIONS	RATIONALE
MANAGEMENT (cont.)		
<p>5. Develop an action plan as indicated to:</p> <ul style="list-style-type: none"> • Set QM targets using the Nursing Home STAR Site. • Appropriately address the aspect of care (restraints, pressure ulcers, etc.) or other topics for which it has set targets. 	<ul style="list-style-type: none"> - The nursing home also uses the appropriate topic specific <i>Process Framework</i> to develop specific action plans related to each QM target. - Involving both operational and clinical leadership, the nursing home uses the findings identified through the cause identification step (Step #3) to help develop an action plan to use the Nursing Home STAR Site. 	<ul style="list-style-type: none"> - The <i>Process Frameworks</i> are the broad “roadmaps” (an outline of key processes to try to meet campaign goals). - The action plan, adapted to the nursing home’s situation, and based on the <i>Process Frameworks</i>, covers nursing home-specific implementation details. - The nursing home should use external resources as needed to help it establish and implement an action plan for specific QM targets.
<p>6. Implement the action plans as written.</p>	<ul style="list-style-type: none"> - Action plans include (but are not limited to) the following: <ul style="list-style-type: none"> • Incorporate the plan of action into the nursing home’s overall QI activities. • Identify specific interventions to be implemented. • Identify specific time frames for completing the interventions. • Identify staff responsible for implementing the interventions within the identified time frames. - The nursing home communicates to staff (and to residents and families as appropriate) action plan goals, interventions, time frames, and responsible parties. 	<ul style="list-style-type: none"> - Appropriate parties need to know how they are expected to help accomplish the goals that will allow the nursing home to meet established targets. - All parties involved in an action plan should have an opportunity to ask questions and provide feedback while the plans are being implemented.

TARGET SETTING PROCESS FRAMEWORK (cont.)

PROCESS STEP	EXPECTATIONS	RATIONALE
	<ul style="list-style-type: none"> - The nursing home gives involved parties a copy of the action plan as appropriate. 	
<p> MONITORING</p>		
<p>7. Evaluate the implementation of the action plans.</p>	<ul style="list-style-type: none"> - The nursing home evaluates the effectiveness of its action plan implementation. - The nursing home uses QM scores to help it evaluate progress in achieving established targets. - As appropriate, the nursing home reevaluates its action plan implementation between scheduled evaluation times; for example, as questions arise and implementation barriers are identified. For example: <ul style="list-style-type: none"> • Are interventions being implemented as written? • Are interventions being implemented within the identified time frames? • Are the responsible parties implementing interventions? • What unanticipated barriers have been identified during implementation of the action plan? - The nursing home updates and revises the action plans as determined through the evaluation process. 	<ul style="list-style-type: none"> - Action plans should be working documents that are modified as needed. - Evaluation of action plans allows the nursing home to determine if it is on the “right track” or needs to take a different path to achieve the objectives that will enable them to meet the established QM targets. - Barriers commonly arise as action plans are being implemented, which may require revisions in the plan in order to achieve established objectives.





TARGET SETTING PROCESS FRAMEWORK (cont.)

PROCESS STEP	EXPECTATIONS	RATIONALE
MONITORING (cont.)		
8. Monitor progress over time in attaining QM targets.	<ul style="list-style-type: none"> - After implementing the action plan, the nursing home monitors periodically whether they continue to meet or exceed QM targets. - The nursing home uses the Nursing Home STAR Site to help review their QM target data, progress, trends, etc. 	<ul style="list-style-type: none"> - By monitoring such information, the nursing home can assess whether or not they have achieved their established QM targets.

TARGET SETTING PROCESS REVIEW TOOL

Abstraction Date:			
Nursing home Name:		Nursing home Address:	

Identify targets set on the STAR Site:	Target goals:
Physical Restraints	
High-Risk Pressure Ulcers	
Depression	
Chronic Pain	

 RECOGNITION/ASSESSMENT				
		YES	NO	N/A
1.	Does the nursing home have the capacity to use the Nursing Home STAR Site to systematically set and assess performance targets?			
2.	Does the nursing home currently collect data on performance targets routinely?			
3.	Does the nursing home incorporate the Nursing Home STAR Site targets into their Quality Improvement activities?			
 CAUSE IDENTIFICATION				
		YES	NO	N/A
4.	Does the nursing home identify factors that affect its capacity to use the Nursing Home STAR Site?			
5.	Has the nursing home identified any factors that affect its capacity to use the Nursing Home STAR Site?			
6.	Has the nursing home sought the root causes of any identified trends or patterns?			
 TREATMENT/MANAGEMENT				
		YES	NO	N/A
7.	Has the nursing home set realistic, measurable and manageable targets related to using the Nursing Home STAR Site?			
8.	Has the nursing home implemented action plans to try to meet its STAR targets?			
9.	Did staff communicate and provide a copy of the action plan to all involved parties (residents, families, and staff)?			
 MONITORING				
		YES	NO	N/A
10.	Does the nursing home use the Nursing Home STAR Site to help review their targets, progress, trends, etc.?			
11.	Are the plans evaluated periodically to monitor progress, identify unanticipated barriers, and make updates where needed?			

TARGET SETTING RESOURCES

RESOURCE	LOCATION	CONTACT INFORMATION
Manuals		
Setting Targets – Achieving Results	MedQIC	MedQIC is an Internet resource. Questions related to Nursing Home content can be directed to: Teresa M. Mota, RN or Paula Mottshaw Quality Partners of Rhode Island 235 Promenade Street Suite 500, Box 18 Providence, Rhode Island 02908 Phone: (401) 528-3200
Tools		
Setting Targets – Achieving Results	Nursing Home STAR Site	STAR is an Internet resource. Questions related to STAR may directed to your state's quality improvement organization (QIO). General phone numbers and websites for state QIOs are available electronically by clicking here: American Health Quality Association's (AHQA) QIO Locator .
Literature / Latest Research		
Target Setting Literature Listing	MedQIC	MedQIC is an Internet resource. Questions related to Nursing Home content can be directed to: Teresa M. Mota, RN or Paula Mottshaw Quality Partners of Rhode Island 235 Promenade Street Suite 500, Box 18 Providence, Rhode Island 02908 Phone: (401) 528-3200

TARGET SETTING RESOURCES (cont.)

RESOURCE	LOCATION	CONTACT INFORMATION
Specialty Organizations and Links		
Achievable Benchmark of Care (ABC™) - University of Alabama/AHRQ	UAB - Center for Outcomes and Effectiveness Research & Education	Norman W. Weissman, Ph.D. Professor and Director Center for Outcomes and Effectiveness Research and Education (COERE) The University of Alabama at Birmingham 412 Medical Towers 1717 11th Avenue South Birmingham, AL 35205-4785 Email: weissman@uab.edu