

THE NATIONAL IMPERATIVE TO IMPROVE NURSING HOME QUALITY

Honoring Our Commitment to
Residents, Families, and Staff

National Consumer Voice for Quality Long-Term Care
Baltimore, Maryland
November 15, 2022



Statement of Task

- **Examine how our nation delivers, regulates, finances, and measures the quality of nursing home care.**
- **Delineate a framework and general principles for improving the quality of care in nursing homes.**
- **Consideration of COVID-19 pandemic.**

The Committee's Process

- 16 diverse members, plus Chair and NASEM staff
- 5 full committee meetings
- Multiple ad hoc meetings
- 6 public information-gathering sessions
- Online submission of narratives on resident, family, and nursing home staff experiences
- Literature review and synthesis of findings and conclusions
- External peer-review by 16 experts in variety of disciplines

First, the end...

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

The time to act is now.

Goals and Associated Recommendations



GOAL 1

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

GOAL 1: Recommendations

- Care planning
- Models of care
- Emergency preparedness and response
- Physical environment

GOAL 2

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

GOAL 2: Recommendations

- Competitive wages and benefits
- Staffing standards and expertise
- Empowerment of certified nursing assistants
- Education and training
- Data collection and research

GOAL 3

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

GOAL 3: Recommendations

- Collect, audit, and report detailed facility-level data on the finances, operations, and ownership of all nursing homes
- Data should be publicly available in real time
- Database should be searchable in a manner that allows for the assessment of quality by common owner or management company

GOAL 4

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

GOAL 4: Recommendations

- Adequacy of Medicaid payments
- Specific percentage of Medicare and Medicaid payments for direct-care services
- Value-based purchasing initiatives for long-term care
- Demonstration projects on alternative payment models
- Study of a federal long-term care benefit¹

¹One committee member declined to endorse this recommendation.

GOAL 5

Design a more effective and responsive system of
quality assurance

GOAL 5: Recommendations

- State surveys and CMS oversight
- Long-Term Care Ombudsman Program
- Transparency and accountability
- Certificate-of-need regulations and construction moratoria

GOAL 6

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

GOAL 6: Recommendations

- CAHPS measures of resident and family experience
- Enhancement and expansion of Care Compare
- Development and adoption of new measures
- Health equity strategy
- Technical assistance for quality improvement

GOAL 7

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

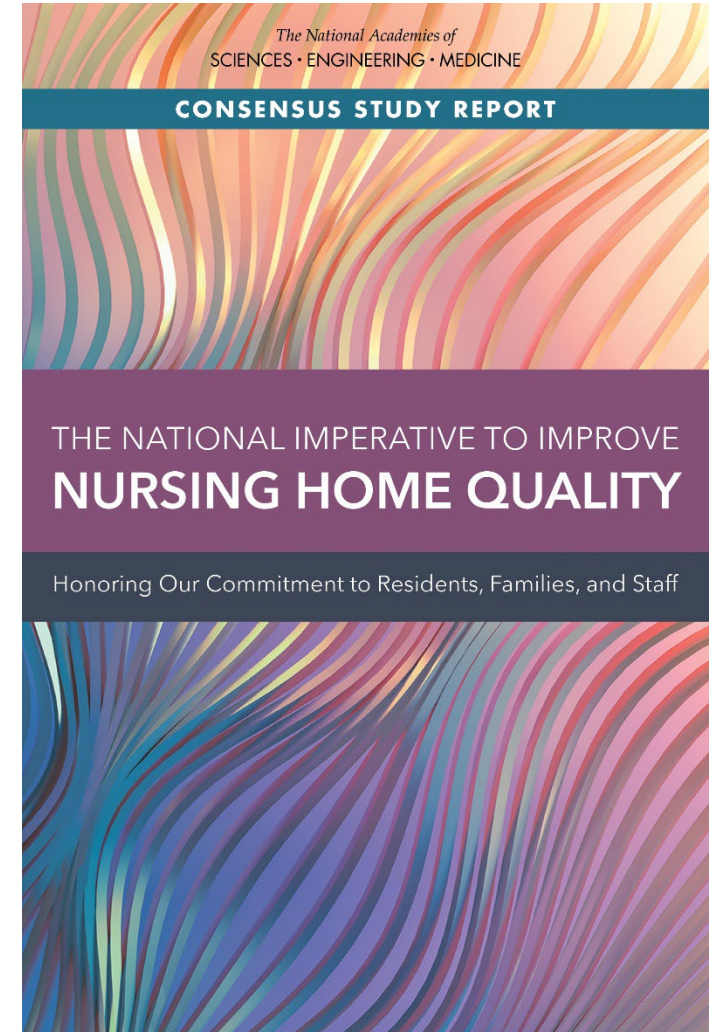
GOAL 7: Recommendations

- Pathways to provide financial incentives for EHR adoption
- Measures of HIT adoption and interoperability
- Perceptions of HIT usability
- Training in core HIT competencies

Thank You

More information can be found at:

www.nationalacademies.org/nursing-homes



“The pandemic has lifted the veil on what has been an invisible social ill for decades.”

- *Daughter and caregiver of two parents with dementia who needed nursing home care*

MOVING FORWARD

NURSING HOME QUALITY COALITION



The Consumer Voice Annual Conference
November 15th, 2022

Katie Smith Sloan, Executive Sponsor
Alice Bonner, Chair
Isaac Longobardi, Associate Director



Overview

- Background – previous speakers
- Progress to date
- Committee work – content development
- Policy Implications
- Next Steps



Building on the NASEM Report we will:

- Prioritize select NASEM recommendations
- Develop action plans leading to feasible, meaningful improvements in nursing home quality
- Create a sustainable collaborative to continue the work for decades to come



Overview of Workplan

We have a detailed two-year workplan



NURSING HOME QUALITY COALITION

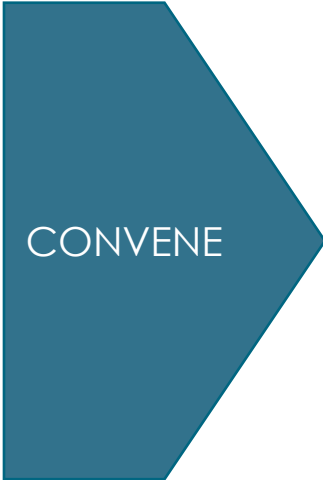
Phase One: CONVENE a coalition of diverse stakeholders, experts, and advocates.

Accountable: Alice Bonner, Chair, and Coalition Steering Committee

Activity	Timeline	Outcomes
Identify key partners and stakeholders.	Begin July 2022, and ongoing	People tracker created, revised, and used regularly throughout project.
Name co-chairs of committees and steering committee members at large.	By August 2022	Well-balanced group from diverse backgrounds with broad perspectives.
Name preliminary committee members (5-15 members/committee).	July-August 2022	Well-balanced group from diverse backgrounds, including nursing home residents and advocates, FP and NFP nursing homes, and policymakers.
Establish a group of subject matter experts (SMEs) that to consult either individually or in small groups.	August 2022	Experts represent diverse points of view and areas, including lived experience; able to speak to issues raised by co-chairs.
Set expectations, roles,	July 2022	Documents:

Our Journey

Phase 1
June-Sept 2022



Phase 2
**CURRENTLY
HERE**



Phase 3
Nov-March 2023



Phase 4
March 2023-May 2024



Develop a sustainable process
for continued collaboration



Phase #1: Convene and Engage

Dedicated committees
for each NASEM
recommendation
category

Steering committee
provides strategic
direction & cohesion

Stakeholders provide
crucial feedback &
insights, including
around testing





Phase #2: Prioritize and Phase #3: Create Action Plans

Preview of Committee Content and Policy
Direction (examples)



Nursing Home Finance and APMs – SWOT Analyses

Prioritization Poll Moving Forward Committee #4

Hi Committee #4:

You should have now – either during the last meeting or independently – been able to parse through the 6 SWOT analyses shared by Paul, Rick, Suzanne, Mary, Nora, and Rachel. (Thank you all for taking the time to complete these!) You can find them linked [here](#).



Ownership and Transparency – used Prioritization Guide

Is this Recommendation FEASIBLE?

Criteria	Low/Medium/High	Details to Consider	Notes
Likelihood of making significant progress in the next two years.	<input type="checkbox"/> High	Administration commitment to enact provisions of ACA?	MF can be key partner/resource to Administration
Additional staff or staff work-time required.	<input type="checkbox"/> High	Administration commitment to staffing interagency work?	Click or tap here to enter text.
Regulatory change (revisions, amendments, deletions) required.	<input type="checkbox"/> Medium	Issuing final rules.	Click or tap here to enter text.
Amount of testing required.	<input type="checkbox"/> Low	State-level examples?	MF could draft elements of idealized system
Potential incremental cost if implemented.	<input type="checkbox"/> Low		Click or tap here to enter text.
Other resources, technologies, efforts required to implement.	<input type="checkbox"/> Medium	Model after other systems of transparency and accountability in other sectors?	Click or tap here to enter text.
Existing or potential barriers that could limit progress or implementation.	<input type="checkbox"/> Medium	Bureaucratic inertia, lack of capacity at state and federal levels	Click or tap here to enter text.



Asked Committee for Preferences - Quality Measures and Experience of Care

NASEM Recommendation 6A: CMS should add the CAHPS measures of resident and family experience (i.e., the nursing home CAHPS surveys) to Care Compare

The committee has selected this recommendation as a primary area of focus in that it centers on measures of resident and family experience. That said, the committee does not plan to focus on CAHPS. While CAHPS does have value, the committee believes that it would be more fruitful and relevant to focus on two specific strategies:

1. To identify and test one or more resident experience of care measures. A non-exclusive example of such a measure is the Long-Term Care Quality of Life (LTC QoL) ([LTC-QoL: LTC-QoL Example](#)). To fulfill the committee's aims, any measure(s) that is selected must address each of the following elements:

1. "All my priorities have been addressed" (goals)
2. "In a manner acceptable to me" (preferences)
3. "To produce results that I value" (outcomes of care)

Process steps will include an environmental scan, assessment of the fit of measures, selection of measure(s), and testing.

2. To research and promote best practices in the adoption of nursing home resident councils.

Process steps will include an environmental scan and the development of a recommendation around the best means of promoting local adoption of this approach.

Committee and Workgroup Structure - HIT and Alignment with Goals of Care

MOVING FORWARD
NURSING HOME QUALITY COALITION

Committee #7 | Workgroup Plan

Workgroup #1: Measure Development
[Shared with Committee #6; In Collaboration with Workgroup #2 and Committee #1]

1. Develop measures for testing that:
 - Assess processes that are essential to the goal to "align care with the individual's goals and preferences" (GPP= goals, preferences, and priorities)
 - Process: How well is GPP data collected: timeliness, completeness, usability of data, efficiency, burden of collection
 - Process: How well is GPP data used in the care plan development process
 - Match interventions to prioritized goals
 - Identify prioritized goals that are matched to specific interventions (care plan efficiency)
 - Identify prioritized goals that are not matched to specific interventions (care plan deficiency)
 - Identify interventions that are not matched to prioritized goals (care plan inefficiency)
 - Match interventions to preferences
 - Identify interventions that align with preferences (intervention concordance)
 - Identify interventions that do not align with preferences (intervention discordance)
 - Identify interventions that have no associated preference(s) (incomplete care plan)
 - Measure outcomes that indicate care met the individual's GPP
 - Outcome: Assess the concordance between care delivered and prioritized goals
 - Identify prioritized goals that have been achieved with acceptable interventions
 - Identify prioritized goals that have been achieved with unacceptable interventions
 - Identify prioritized goals that have not been achieved
 - Ask the individual whether all three statements are true (universal outcome measure):
 - "All my priorities have been addressed" (goals)
 - "In a manner acceptable to me" (preferences)
 - "To produce results that I value" (outcomes of care)
2. Undertake an environmental scan to uncover currently available measures that might be applicable.

Priority One-Pager Review Process

Nov 11

Committees submit One-Pager drafts

We will send to steering committee members ahead of Nov 18th for review.

Nov 18

Steering Committee discussion. We will also ask for written comments.

Dec 2

Committees submit working One-Pagers

We will post on our website for public viewing and feedback.

Dec 6-14

Coalition holds 2 sessions for public comment, along with one for nursing home resident comments. We will also post a digital feedback form

Jan 2023

Committees submit updated One-Pagers, informed by discussions and public comments

We will share feedback summaries with the committees and the steering committee.

Communicate (ongoing)

Conferences, Newsletters, and
Coalition Events



Launching Our Newsletter

MOMENTUM will formally launch in November for all audiences.

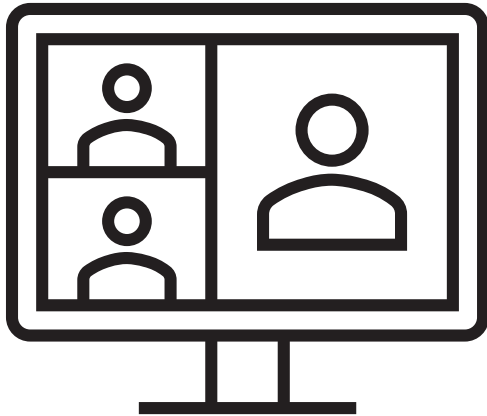




Conferences and other Appearances

- House Select Subcommittee on the Coronavirus Crisis, September 2022, Washington DC (testimony by Alice Bonner, David Grabowski, Jasmine Travers)
- LeadingAge Annual Meeting, October 2022, Denver, CO
- Gerontological Society of America Annual Meeting, November 2022, Indianapolis IN
- National Association of Long-Term Care Administrator Boards (NAB), November 2022, virtual
- The Consumer Voice Annual Conference, November 2022, Baltimore, MD
- IHI National Forum, December 2022, Orlando, FL

Coalition Conversations and Feedback Sessions



November 16th, 2 PM and 7 PM ET:
Open Discussion with the Chair and
other Coalition Leaders

December 8th, 2 PM ET, and December
13th, 12 PM ET: Priority One-Pager
Feedback Sessions

... And More to Come



Questions We Ask Audiences

- What gives you the most hope?
- What gives you the most concern?
- What advice do you have for the Coalition?



Audience Member Responses

➤ Hope:

Seeing national leaders coming together to address nursing home quality meaningfully, through specific actions.

➤ Concern:

Do we have enough time to develop Prioritized Recommendations?

How do we know that this won't be 'more of the same'? Will nursing homes be held accountable for how funds are spent?

➤ Advice:

Continue to be inclusive and transparent, build trust and promote will.



Phase #4: Engage and Test

Opportunities and Challenges



Opportunities and Challenges

- Diverse stakeholder engagement
- Workgroup formation and coordination with the seven committees
- Focus on nursing home residents, care partners/family members, direct care staff, advocacy organizations
- Ongoing communication
- Sustainability



Discussion

Alice Bonner, Chair

abonner@movingforwardcoalition.org

Isaac Longobardi, Associate Director

ilongobardi@movingforwardcoalition.org