

STRATEGY 7:

CONSTRUCT SOLID

BUSINESS PRACTICES

THAT SUPPORT YOUR PURPOSE



Change Concepts

- 7.a Seek strategic and creative approaches to expand your resource base to meet your mission and serve your residents.**
- 7.b Maximize your efficiency.**
- 7.c Ensure you are making the most of your physical assets.**

7.a Change Concept: Seek strategic and creative approaches to expand your resource base to meet your mission and serve your residents.

Action Items

Support new revenue streams

- 7.a.1** Be a valued partner to payers and other parts of the health care system by demonstrating the high quality of care you provide, opening the doors to your participation in new care delivery and payment models. For example, Accountable Care Organizations, bundled payment programs, readmissions initiatives.
- 7.a.2** Engage senior leadership in exploring opportunities to search for alternative revenue streams that are in line with the facility's values and mission. Make the case; provide a cost/benefit analysis, use visuals, etc. Make it fun, whoever comes up with the best idea wins a prize.
- 7.a.3** Regularly review community needs, for example, physical, occupational, speech or respiratory therapy. Ask your referral sources about service gaps and unmet community needs.
- 7.a.4** Seek grants/research opportunities, both private and public, to generate revenue. Maintain relationships with potential funders. Keep funders updated on the status of projects.
- 7.a.5** Explore innovative ideas to generate revenue. For example, lease unused space, create an office for a dentist, and lease the rooftop for cell phone tower.
- 7.a.6** Make financial information available to staff so they understand what has an effect on revenues and expenses. Encourage staff involvement in identifying opportunities for additional revenue (no silly questions; letting them know their thoughts count; safe to speak up and be involved).

Increase referrals

- 7.a.7** Create an internal referral program for staff and residents/families to increase the number of residents.

- 7.a.8** Focus on fast result channels to increase the number of residents: professional referrals: hospice agencies, assisted living communities, home health agencies.
- 7.a.9** Develop and execute a master marketing/outreach plan and calendar to create a demand for services offered.
- 7.a.10** Develop statistics on the average length of stay (ALOS) per diagnosis, re-hospitalization rate, best practices, 5 star rating, etc. and share with hospitals, physician groups, and other referral sources as part of marketing materials.
- 7.a.11** Routinely use resident satisfaction survey and follow up on issues and concerns to have data to share with prospective residents and the community.
- 7.a.12** Develop an anti-attrition program with the goal to have zero dissatisfied ratings (not related to medical, financial, death).



Fundraising

- 7.a.13** Develop relationships with families for help in fundraising to provide needed equipment and materials.
- 7.a.14** Include the surrounding community in developing creative ways to fundraise.
- 7.a.15** Generate a list of equipment and materials that your organization needs, for example, walkers, wheelchairs, clothing or art materials for recreational activities. Share this list with potential donors.
- 7.a.16** Include a recreational wish list (for example, games, art supplies, gardening materials, services, areas of expertise) in community accessible places (for example, website, family/community newsletter) with instructions on how people can donate to your organization.
- 7.a.17** Create an event to draw community financial support, involving all staff. For example, fundraisers, yard sales, or a garden tour.

7.b Change Concept: Maximize your efficiency.

Action Items

Realize potential cost savings

- 7.b.1** Make investments in items and services that will reduce costs over time. For example, more efficient heating/cooling, lighting, solar panels, water saving plumbing products, recycling and medical waste disposal.
- 7.b.2** Engage utility providers to audit the facility for cost savings and rebate opportunities.
- 7.b.3** Creatively review budget for potential cost savings. For example, review expenses related to vehicles for resident transportation.
- 7.b.4** Closely monitor scheduling and hours worked. For example, monitor and avoid penalty pay, overtime, and use of agency staff in order to reduce costs and increase efficiency.
- 7.b.5** Create opportunities for staff to be involved in ideas for cost savings without compromising service.

- 7.b.6** Assess impact of cost savings ideas on staff (routine, care practices, etc.) prior to making decisions. Think about unintended consequences.
- 7.b.7** Negotiate prices for products and services. Buy in bulk. Seek opportunities through trade associations or other consortia to achieve group volume discounts.

Manage revenue

- 7.b.8** Meet with resident/family upon admission to discuss finances including insurance, billing, and other financial matters, to identify resources to cover your costs.
- 7.b.9** Analyze the receivables balance by payer source to identify issues related to a specific revenue stream.
- 7.b.10** Validate (chart audit) processes to ensure accuracy of billing. (Consistent accurate and complete documentation is foundational to reimbursement commensurate to the work performed.)
- 7.b.11** Invest in staff instead of paying for turnover. Ensure staffing dollars are spent on current staff rather than on the costs of turnover or agency staff.



7.c Change Concept: Ensure you are making the most of your physical assets.

Action Items

- 7.c.1** Solicit resident and family feedback on the physical environment and explore opportunities for improvement.
- 7.c.2** Offer adequate outdoor spaces to provide opportunities for residents, family and staff. If spaces are not being used, find out why and make improvements.
- 7.c.3** Create meaningful living spaces that residents actually use in their daily lives, such as gardens and kitchens.
- 7.c.4** Critically analyze noise and constant light to identify opportunities to reduce resident confusion and promote a strong sense of safety.
- 7.c.5** Re-Invest in building upgrades to keep them modern and efficient.
- 7.c.6** Provide a room maintenance checklist to track cleaning and maintenance needs (and procedures) with a record of what was done and when. Have a checklist for room readiness when a new person moves in.
- 7.c.7** Have a 'room of the day' for housekeeping. Each day, one room is thoroughly cleaned, rotating through all resident rooms.
- 7.c.8** Create maintenance request forms and a process to submit and follow up on those so that items are addressed quickly.
- 7.c.9** Schedule managers to round with staff regularly checking to see that all areas are clean and equipment needs met.
- 7.c.10** Have supplies (lotions, combs, toothpaste, Kleenex, blue pads, disposable briefs, etc.) available where most efficient (on each unit, or in each room) as opposed to a central location in order to reduce staff time required to obtain supplies.

- 7.c.11** Encourage residents and their families to make their living space work for them. Personalize rooms with residents' belongings. Make adjustments so residents can reach their belongings and function as independently as their physical abilities allow. Allow refrigerators in residents' rooms.
- 7.c.12** Make shower/bathing areas comfortable, warm, and home-like. Have residents' preferred toiletries/ personal products. Provide large bath towels and/or robes to maximize comfort, privacy, and warmth.
- 7.c.13** Equip kitchens in each living area with the equipment and supplies needed to meet residents' customary routines for eating.
- 7.c.14** Use bedding, pillows, and mattresses that are comfortable.
- 7.c.15** Ensure necessary equipment is readily available, well maintained and in good working order. Do this by creating a system where all staff members are responsible for and have workable systems for being able to notify maintenance staff of problems. For example, if a certified nursing assistant notices there is little hot water, this should be reported to maintenance for immediate repair. Have a system for maintenance to update staff on the state of repairs and to ensure that resolutions are effective.

Use this extra space to jot down brilliant ideas and action items!



Attachment 1.

Success Story Template

Directions: Use this template to share a brief story of a change your nursing home made that lead to a demonstrable improvement. Documenting success stories is useful for a number of reasons:

1. it provides a historical record of efforts undertaken by your organization that produced positive results;
2. it promotes taking the time to celebrate achievements;
3. it assists in pinpointing important messages to communicate to stakeholders; and
4. it can relay important lessons for others wishing to emulate your success and establish your organization as a model leader.

Share this story with your state’s Quality Innovation Network (QIN) Quality Improvement Organization (QIO). For a listing of QIN-QIOs, see <http://www.qioprogram.org/contact>.

Note: This abbreviated Success Story Template was adapted from CMS’s QAPI tool entitled Success Story Template that is available at <http://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/QAPI/Downloads/ProcessTool-Framework.pdf>

Success Story Template	
Organization name and location	
Name and contact information for person submitting the story (phone, email)	
Departments represented on the team that worked on this improvement	
What change did you make? Identify Change Concept(s) and Actionable Item(s) utilized. Describe briefly what you did and how you did it.	
What positive outcomes resulted from the change? Share your goals and how you measured the improvement – both data and reactions (stories) from those affected by the change.	