

THE NATIONAL IMPERATIVE TO IMPROVE NURSING HOME QUALITY

Honoring Our Commitment to
Residents, Families, and Staff

A webinar sponsored by the Health Sciences Section of the
Gerontological Society of America

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CONSENSUS STUDY REPORT

THE NATIONAL IMPERATIVE TO IMPROVE
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Committee Members

- **Betty R. Ferrell**, (*Chair*), City of Hope National Medical Center
- **Gregory L. Alexander**, Columbia University School of Nursing
- **Mary Ersek**, University of Pennsylvania Schools of Nursing and Medicine; and Department of Veterans Affairs
- **Colleen Galambos**, University of Wisconsin-Milwaukee; and Medical College of Wisconsin
- **David C. Grabowski**, Harvard Medical School
- **Kathy Greenlee**, Greenlee Global LLC
- **Lisa Kaplowitz**, Virginia Department of Health
- **R. Tamara Konetzka**, University of Chicago
- **Christine Mueller**, University of Minnesota School of Nursing
- **Marilyn J. Rantz**, University of Missouri Sinclair School of Nursing
- **Debra Saliba**, University of California, Los Angeles Borun Center; Veterans Affairs, Los Angeles GRECC; and RAND Corporation
- **William Scanlon**, West Health
- **Philip D. Sloane**, University of North Carolina at Chapel Hill
- **David G. Stevenson**, Vanderbilt University School of Medicine
- **Jasmine L. Travers**, NYU Rory Meyers College of Nursing
- **Reginald Tucker-Seeley**, ZERO-The End of Prostate Cancer; and University of Southern California
- **Rachel M. Werner**, University of Pennsylvania Leonard Davis Institute of Health Economics; and Crescenzo Veterans Affairs Medical Center

Study Sponsors

- The John A. Hartford Foundation
- Commonwealth Fund
- The Sephardic Foundation on Aging
- Jewish Healthcare Foundation
- The Fan Fox & Leslie R. Samuels Foundation

Study Context

- Unique role of nursing homes
- *Improving the Quality of Care in Nursing Homes* (IOM, 1986)
- OBRA '87
- COVID-19

“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*

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

- 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

Overarching Conclusions

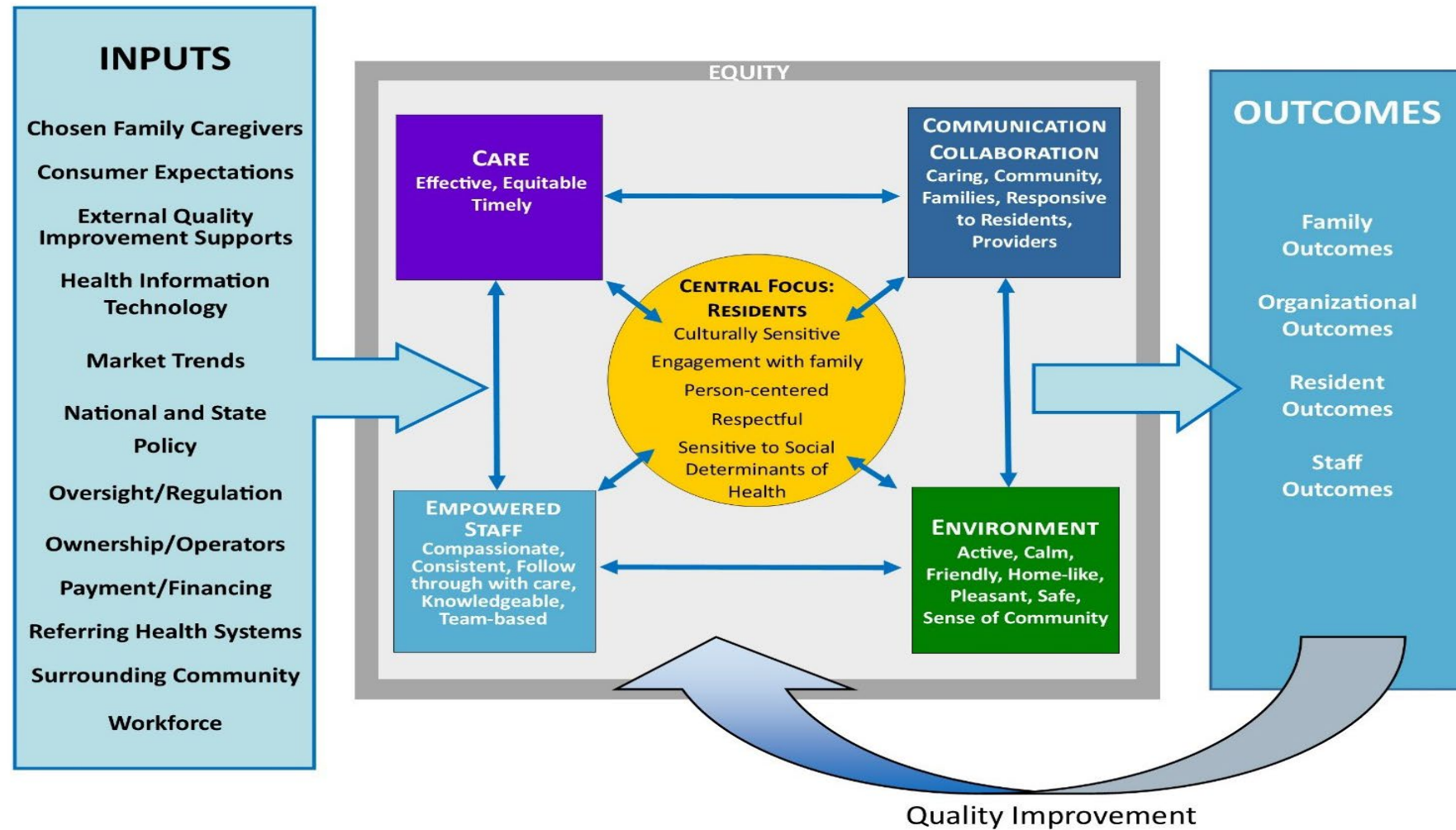
1. The way in which the United States finances, delivers, and regulates care in nursing home settings is **ineffective, inefficient, fragmented, and unsustainable**.
2. Immediate action to **initiate fundamental change** is necessary.
3. Stakeholders need to **make clear a shared commitment** to the care of nursing home residents.
4. Ensure that quality improvement initiatives are implemented using strategies that **do not exacerbate disparities** in resource allocation, quality of care, or resident outcomes.

Continued

Overarching Conclusions *(continued)*

5. **High-quality research** is needed to advance the quality of care in nursing homes.
6. The nursing home sector has suffered for many decades from both **underinvestment in ensuring the quality of care** and a **lack of accountability** for how resources are allocated.
7. All relevant federal agencies need to be granted the **authority and resources** from the U.S. Congress to implement the recommendations of this report.

Conceptual Model of Nursing Home Quality



Committee's Vision

The committee's vision of nursing home quality is that ***residents of nursing homes receive care in a safe environment that honors their values and preferences, addresses goals of care, promotes equity, and assesses benefits and risks of care and treatments.***

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

Resident, Family, and Staff Perspectives

- “While the [nursing home] company website and PR touted their commitment to person-centered care and treating residents like their own family, the facility was never able to provide even the most basic, routine services uniformly and consistently.”
- *Anonymous, St. Louis, Missouri*
- “There is no quality of care/quality of life...and worse, person-centered care is next to impossible. Aides and nurses do not want to be short/quick but residents are now just a box on the checklist to be done.”
- *M.K*

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**

Resident, Family, and Staff Perspectives

- “There are so many types of facilities I have been in and no matter what, staffing is what makes or breaks it.”
- K.S.
- “The reality is that the staff is underpaid, overworked, under supported, and insufficiently trained to care for residents.”
- *Family member, Wilmington, North Carolina*

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**

Resident, Family, and Staff Perspectives

- “My mother had a private room because she paid out of pocket, spending the last \$200,000 of my parents’ lifetime savings before depleting her bank account.”
 - *Daughter and family caregiver of two parents with dementia who needed nursing home care*

GOAL 4: Recommendations

- Study of a federal long-term care benefit¹
- 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

¹One committee member declined to endorse this recommendation.

GOAL 5

Design a more effective and responsive system of
quality assurance

Resident, Family, and Staff Perspectives

- “Quality of care, quality of life, and fundamental resident rights to a safe and dignified existence mean very little without regulations and strong enforcement.”
 - *Kathy Bradley, Family Member and Founder, CEO, and Board President of Our Mother’s Voice*
- “We need actual regulation—surprise visits and regular visits from inspectors and real penalties for violations (and information made available to the public).”
 - *Family Member, Berkeley, California*

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**

Resident, Family, and Staff Perspectives

- “Metrics for quality of life or wellbeing—this is critical. There need to be incentives to push care towards what matters to older adults and nursing home residents.”
 - *Physician and researcher from Amherst, MA who has worked in long-term care facilities*

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

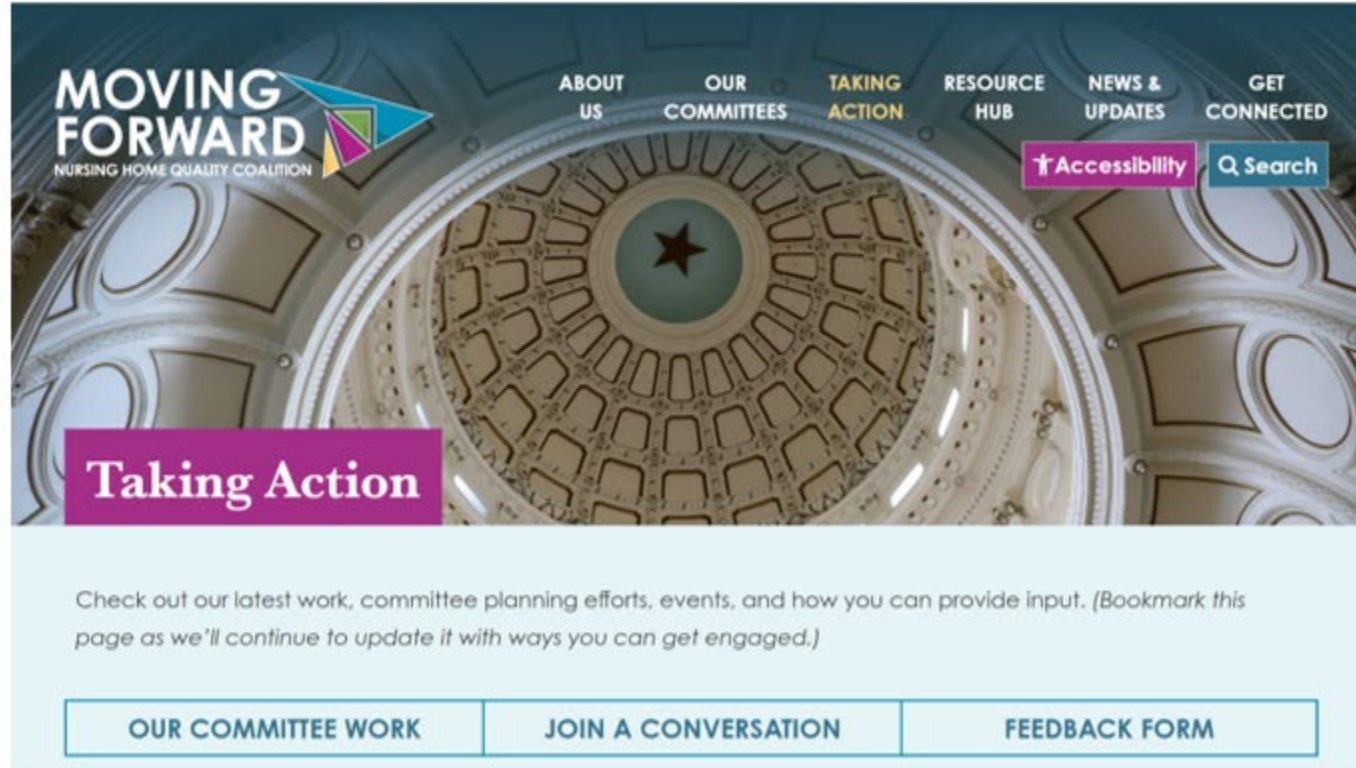
GOAL 7

**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

Moving Forward



The screenshot shows the top portion of a website. The background is a photograph of a large, ornate dome with a star in the center. In the top left corner, the logo reads "MOVING FORWARD" in large white letters, with "NURSING HOME QUALITY COALITION" in smaller text below it, and a colorful arrow graphic to the right. A navigation menu is positioned at the top right, with links for "ABOUT US", "OUR COMMITTEES", "TAKING ACTION" (highlighted in yellow), "RESOURCE HUB", "NEWS & UPDATES", and "GET CONNECTED". Below the navigation are two buttons: "Accessibility" (with an upward arrow icon) and "Search" (with a magnifying glass icon). A large purple banner with the text "Taking Action" is overlaid on the lower part of the dome image. Below the banner, a light blue box contains the text: "Check out our latest work, committee planning efforts, events, and how you can provide input. (Bookmark this page as we'll continue to update it with ways you can get engaged.)" At the bottom of this box are three buttons: "OUR COMMITTEE WORK", "JOIN A CONVERSATION", and "FEEDBACK FORM".

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Moving Forward



Our Committee Work

Phase 2: Prioritization – Complete

Our seven committees have selected an initial set of priorities to test and promote over the next 18 months. Each committee has selected a short-term recommendation to improve residents' quality of life. Many committees have also identified a longer term project requiring more time.

We solicited feedback on these priorities in December 2022. Join us on [January 11, 2023](#) to hear what we learned.

Please click on the images below to download and review each committee's priorities.



Phase 3: Action Plan Development (December 2022 – April 2023)

With input from our Steering Committee and a diverse representation of voices from those who attended feedback sessions in December, committees are now actively developing their Action Plans.

We anticipate these plans will be completed by April/May 2023 at which time we likely will be hosting review sessions.

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IN CONCLUSION

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.

Thank You

More information can be found at:

www.nationalacademies.org/nursing-homes

<https://movingforwardcoalition.org/taking-action/>

Forthcoming issue: J. Amer. Ger. Society
Aging & Public Policy (implementation of
each goal)

