NRC Health Presents

Taking Your Data and CreatingAction

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Agenda

- Review of Data
- Begin with the end in mind
- Root Cause Analysis
- S.M.A.R.T. goals
- Putting action into the goal

"What gets measured, gets improved."

—Peter Drucker

INC



2021 Resident Results



Resident NPS

Year:

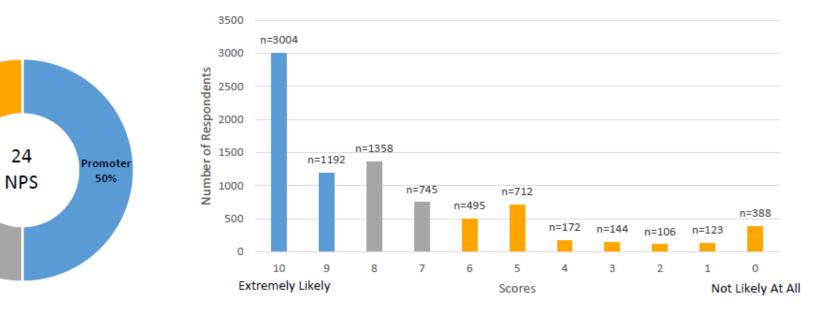
2021

Detractor 25%

Passive

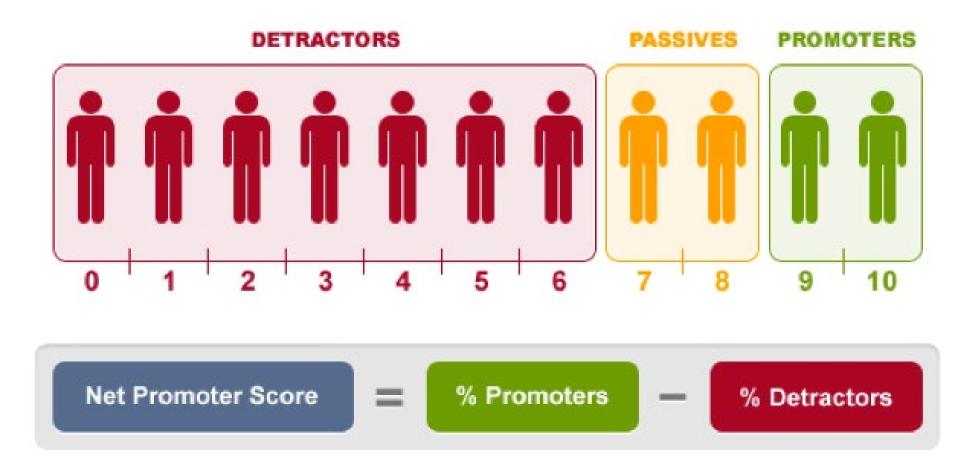
25%

How likely would you be to recommend this facility to your family and friends?





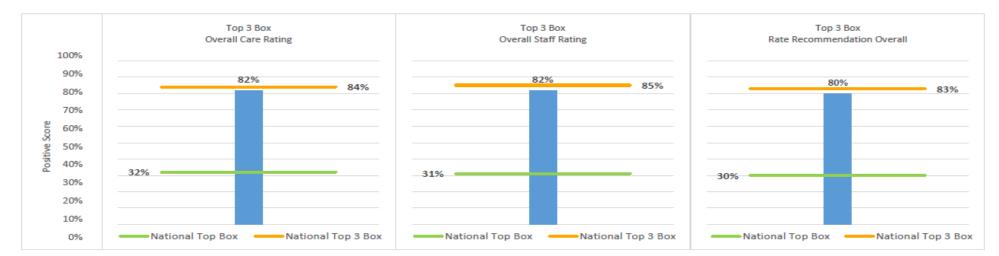
Net Promotor Score (NPS)





Resident Results - CoreQ

Overall State: Survey Type: Year: GA Resident 2021



Question	Responses					State Benchmarks	
Question	Excellent	Very Good	Good	Average	Poor	Тор Вох	Top 3 Box
Overall Care Rating	29%	29%	23%	14%	4%	29%	82%
Overall Staff Rating	28%	30%	24%	14%	3%	28%	82%
Rate Recommendation Overall	28%	30%	22%	14%	6%	28%	80%

Resident - Questions

Overall State: GA Survey Type: Resident Year: 2021

Question	Top 2 Box
Does you feel safe and secure here?	85%
Are staff aware of your important health needs?	80%
Are you treated with courtesy and respect?	80%
Do activities, services and programs support your health and wellbeing?	78%
Do you trust the staff?	78%
Do staff have the training and knowledge to meet your care needs?	78%
Does staff really care about you?	76%
Are you kept informed about services and care?	73%
Does staff respect your personal choices, routines and preferences?	76%
Does staff listen to you?	73%
Are your concerns responded to in a timely manner?	71%
Is the dining experience enjoyable?	64%

2 Box	Yes Definitely	es Mostly	Yes Somewhat		D	State Ben Top Box	chmarks Top 2 Box
5%	58%		26%	11%	4%	58%	85%
1%	47%		33%	16%	4%	47%	80%
1%	47%		33%	16%	4%	47%	80%
3%	46%		32%	16%	6%	46%	78%
3%	46%		32%	17%	5%	46%	78%
3%	45%		34%	17%	5%	45%	78%
5%	42%	34	1%	19%	5%	42%	76%
3%	41%	32%	<u>,</u>	18% 9	9%	41%	73%
5%	40%	359	6	18%	6%	40%	76%
3%	38%	35%		21%	6%	38%	73%
%	37%	34%		20% 9	9%	37%	71%
1%	35%	29%	21%	15%		35%	64%



Overall State: GA Survey Type: Resident Year: 2021

Priority	Question	Top Box Score	Respondent n-Size	Correlation
	Does staff really care about you?	42%	8,802	0.60
Low Top Box Score and High Correlation	Does staff listen to you?	38%	8,784	0.54
	Does staff respect your personal choices, routines and preferences?	40%	8,753	0.55
High Top Box Score and High Correlation	Do you trust the staff?		8,776	0.56
high top box score and high correlation	Are you treated with courtesy and respect?	47%	8,784	0.54
	Are your concerns responded to in a timely manner?	37%	8,774	0.53
Low Top Box Score and Low Correlation	Are you kept informed about services and care?	41%	8,775	0.51
	Is the dining experience enjoyable?	35%	8,661	0.47
	Are staff aware of your important health needs?	47%	8,766	0.49
High Top Box Score and Low Correlation	Do staff have the training and knowledge to meet your care needs?	45%	8,749	0.53
high rop box score and Low correlation	Do activities, services and programs support your health and wellbeing?	46%	8,733	0.49
	Does you feel safe and secure here?	58%	8,790	0.53

Resident Priorities

Primary Strengths

Primary Opportunities

- Trust the staff
- Treated with courtesy and respect
- Staff Cares About Me
- Choices/preferences
- Staff listens to me

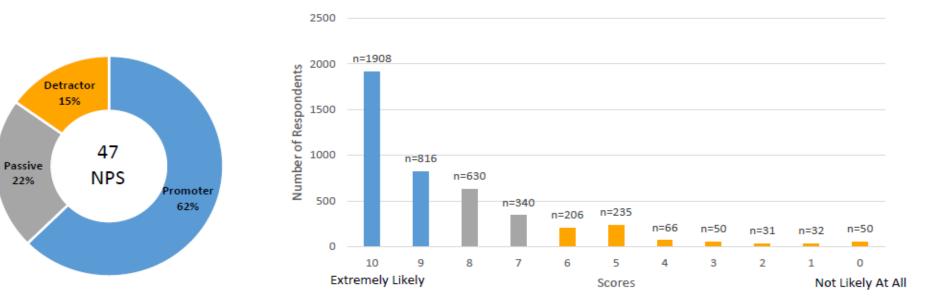
Top National Correlation - Concerns responded to timely

2021 Family Results



2021 Family NPS

How likely would you be to recommend this facility to your family and friends?





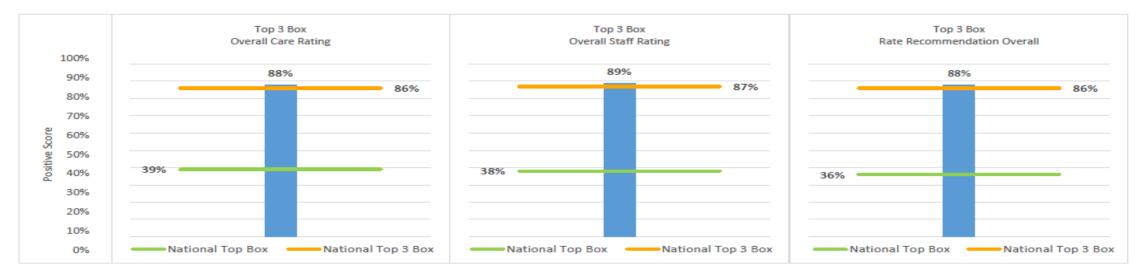
Family - CoreQ

GA

Family

2021

Overall State: Survey Type: Year:



Question		Responses					State Benchmarks	
	Excellent	Very Good	Good	Average	Poor	Top Box	Top 3 Box	
Overall Care Rating	42%	31%	15%	9%	2%	42%	88%	
Overall Staff Rating	41%	32%	16%	9%	2%	41%	89%	
Rate Recommendation Overall	40%	33%	16%	9%	3%	40%	88%	

2021 Family Questions

Overall State: GA Survey Type: Family Year: 2021

Question	Top 2 Box
Are you treated with courtesy and respect?	89%
Does your loved one is feel safe and secure here?	89%
Are staff aware of your loved ones personal health needs?	87%
Are you kept informed about your loved ones services and care?	85%
Do you trust the staff?	85%
Does staff really care about your loved one?	86%
Do staff have the training and knowledge to meet your loved ones care needs?	86%
Does staff listen to you?	84%
Are your concerns responded to in a timely manner?	83%
Does staff respect your loved ones personal choices, routines and preferences?	85%
Do activities, services and programs support your loved ones health and wellbeing?	82%
Is the dining experience enjoyable?	76%

Yes Definitely Yes Mostly		Yes Somewhat	No	b	1	State Ber Top Box	nchmarks Top 2 Box
62%		27%	9%	2%		62%	89%
62%		27%	9%	2%		62%	89%
58%		30%	119	<mark>6 2%</mark>		58%	87%
56%		29%	11%	3%		56%	85%
55%		30%	13%	2%		55%	85%
53%		33%	13%	2%		53%	86%
52%		34%	12%	2%		52%	86%
52%		32%	13%	2%		52%	84%
50%		33%	13%	4%		50%	83%
50%		35%	12%	3%		50%	85%
49%		33%	14%	4%		49%	82%
41%	35%		17%	7%		41%	76%

Family Priority Action Agenda

Primary Strengths

Primary Opportunities

- Staff is aware of health needs of loved one
- Staff trustworthy
- Safety of facility

- Staff cares about loved one
- Staff listens to me
- > Choices/preference
- Concerns responded to timely

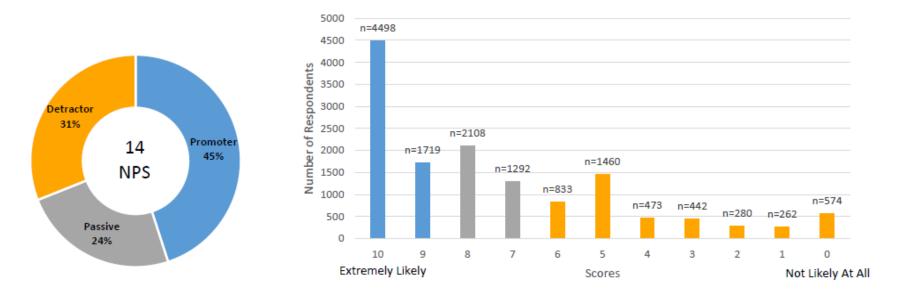


2021 Staff Member Results



2021 Associate NPS

Where 0 is the least likely and 10 is the most likely, how likely are you to recommend this organization as a place to work?





2021 Employee Questions

Question	Top 2 Box	
Do you have great relationships with the people you work with?	80%	
Do you have the training and support you need to do your job effectively?	76%	
At work, are you able to do what you do best every day?	76%	
Do you have the equipment and supplies you need to provide effective care?	73%	
Does this work environment inspire you to do your best work?	73%	
Does the person to whom you report create opportunities for your professional growth?	67%	
Do the people you work with treat each other with respect?	68%	
Does this organization value its employees?	59%	
Is there consistency in work processes among co- workders when providing care?	62%	
Is there effective communication among the people you work with?	60%	
Are workloads reasonable?	58%	

						State Ber	nchmarks
DX	Yes Definitely	Yes Mostly	Yes Some	what	No	Top Box	Top 2 Box
	47%		32%	169	<mark>6 4%</mark>	47%	80%
	45%		30%	18%	7%	45%	76%
	43%		33%	17%	7%	43%	76%
	41%	3	31%	18%	9%	41%	73%
	41%		32%	19%	8%	41%	73%
	39%	28%		19%	14%	39%	67%
	35%	34%		21%	10%	35%	68%
	32%	27%	23%		18%	32%	59%
	29%	33%	24	4%	14%	29%	62%
	29%	31%	24%	6	17%	29%	60%
	27%	31%	23%		19%	27%	58%

Employee Priority Action Agenda

Primary Strengths

Primary Opportunities

- Work environment inspires to do best work
- Able to do what you do best
- Opportunities for personal growth

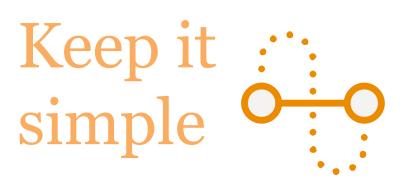
- Effective Communication
- Organization values employees
- Consistency in work processes



We Measured...Now what! How do I improve



Root Cause Analysis



What's the problem?

- Collect as much data and input as possible
- Ask 5 why's to find the root <u>causes</u>
- From causes find right solutions
- ✓ Set S.M.A.R.T. goals

Remember!



The end result is to reduce or eliminate the source of the primary problem, or root cause. This means that your RCA must remain a dynamic process vs a static one. In other words, don't get so tied up in the problem, that you accidentally by pass factors which caused the problem.



Step 1: What's the Problem

Each Community is unique..

- Look at your individual data
- Take your top 1 or 2 key drivers
- Don't loose focus by only looking at low scoring numbers.

Tre	nds:
Resid	
1.	Choices/preferences
2.	Staff listens
3.	Staff Cares
4.	Concerns responded to timely
Famil	y:
1.	Concerns responded to timely
2.	Staff listens
3.	Staff cares
4.	Choices/preferences
Assoc	ciates:
1.	Effective Communication
2.	Organization values employees
3.	Consistency in work processes
	, processes

Step 2: Collect as much data and input as possible

This is not a stand-alone exercise:

- Assemble a team small 5-7 people
 - Doesn't have to be leadership.
 - Everyone's opinion matters
- Share data
- Get Feedback have a discussion



Step 3: Ask 5 why's

Example: Management is slow to respond to family concerns

- → Why?
 - Management doesn't know there is a concern until a day or two later.
- → Why?
 - Most concerns are told to charge nurses or aides on the floor after management is gone.

→ Why?

- That is when most families visit.
- Why isn't concern told to management?
 - Most concerns once passed along are regarding residents needing help or questions regarding new medications, so management took it back to nursing to respond.
- Why didn't nurse handle issue to start when family had concern?
 - Family had voiced the concern and at times appeared angry so nursing said they would pass it on to management as a way to make family feel better.



Step 4: Find the right solution

→ There will be multiple solutions..



Step 5: Set Smart Goals

- To make sure your goals are clear and attainable, each one should be:
 - Specific
 - Measurable
 - Achievable
 - Relevant
 - Time bound





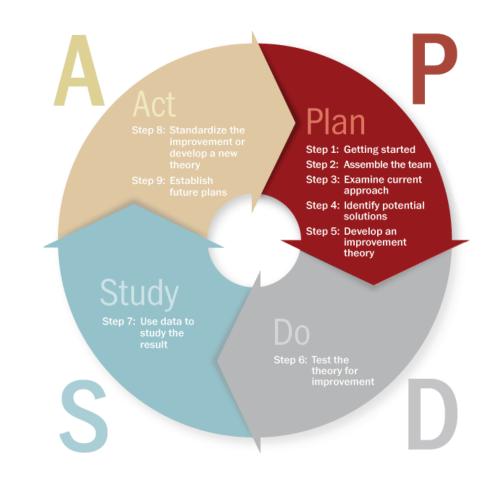
Let's make thing happen!





Plan

- •Take your solutions and review your smart goals.
- Choose one to implement
 - Don't choose the hardest one, have small victories
 - Start small, only one shift or one hall

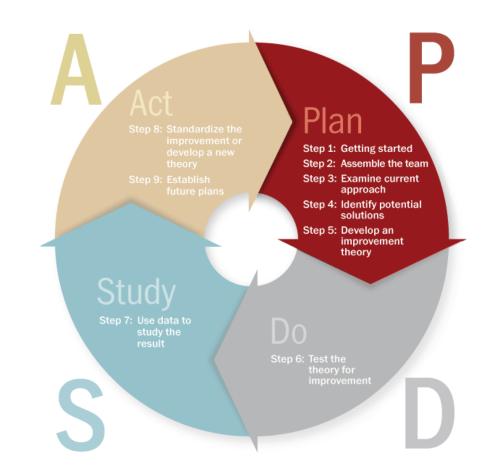




DO

Start process

- Keep it small and simple
- Only start once you have over communicated what you plan to do.
- Keep it aligned with a smart goal short timeline





Study

- Review your data metric from your S.M.A.R.T. goal
 - Focus groups are data too, doesn't have to be formal





Testing and Implementation

- Test on small scale
- Use short timeframes
- Test until you have confidence in new process use the circle!
- Goal is system wide change
- Over communication is the key to sustainability!

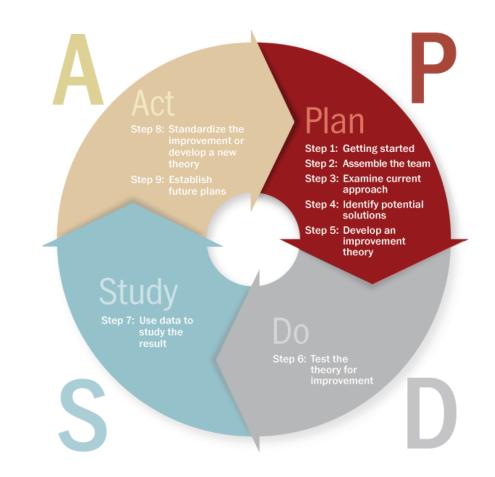






Act

- Tweak the things that didn't work, Set next steps
- Expand the things that did work
- •Communicate!





Key to success in driving improvement COMMUNICATION Productivity Strategy People Teamwork \bowtie Idea • Facts . Plan + o



Questions?

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INC HEALTH