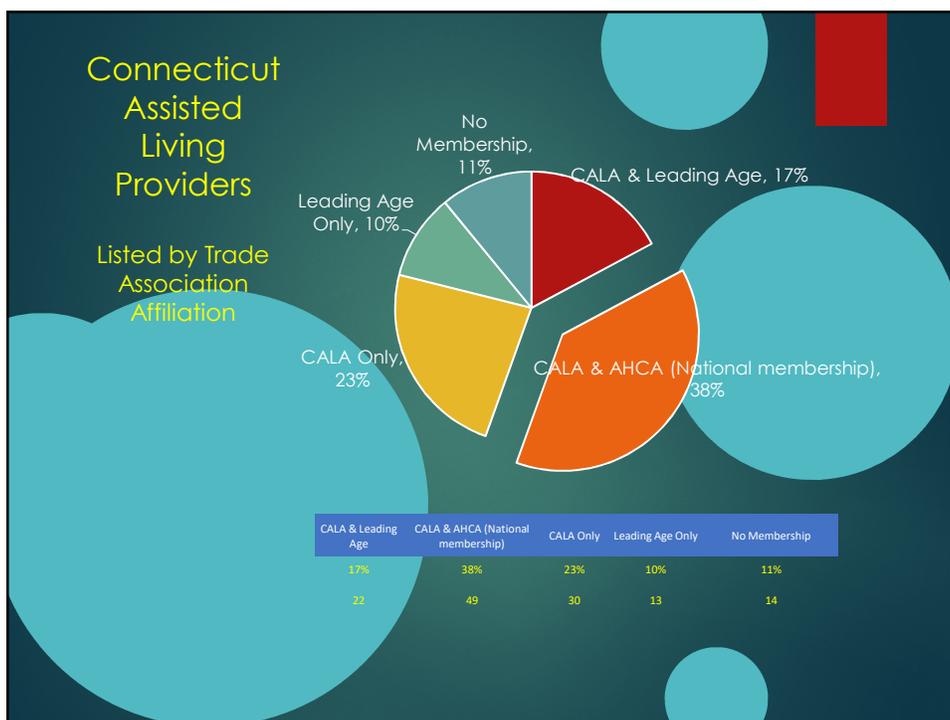
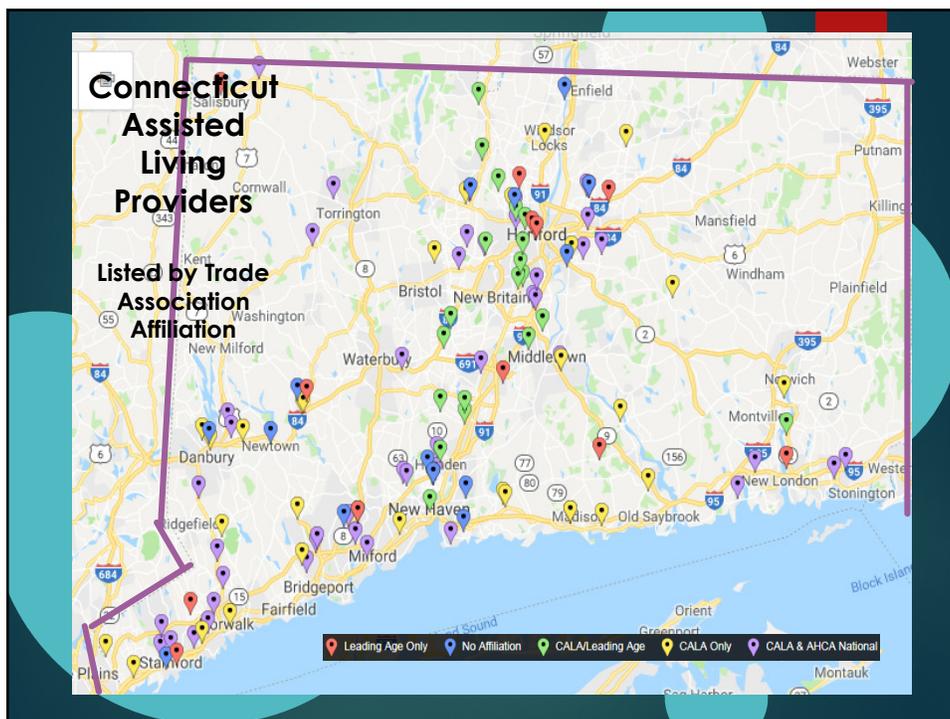


# CT Center for Assisted Living (CCAL)

Wednesday,  
November 14, 2018

## History of Assisted Living in Connecticut

- ▶ **January 26, 1995**
  - ▶ Introduction of DPH Assisted Living regulation at first CALA conference "From Concept to Reality" Held at the Waterbury Sheraton – Presented by DPH and the Advisory Committee on CCRC's. Co-sponsored by CANPFA, CT Association for Home Care, CAHCF, CT Association of Adult Day Centers, National Association of Senior Living Industries, and the Assisted Living Facilities Association of America
- ▶ **May 1995**
  - ▶ Formation of the Connecticut Assisted Living Association
- ▶ **1992-1995**
  - ▶ Working group formed to develop Connecticut's Assisted Living regulations
- ▶ **Dec. 21, 1991**
  - ▶ Edith Prague (then Gov. Weicker's Commissioner on Aging) calls Law Firm Murtha Cullina (Atty. Martha Meng) to request meeting to discuss new concept of Assisted Living. George Prouty, David Vail, Edith Prague, and Atty. Meng meet with DPH Commissioner Susan Addis, Department of Consumer Protection Commissioner Gloria Shaffer, Steve Bongard, Chairman of Commission on Hospitals and Health Care (now OHCA)
- ▶ **1981**
  - ▶ Paul and Terry Klaassen open first Sunrise Assisted Living home in Oakton, VA and coin the term "Assisted Living."



## Membership Benefits of CALA

- ▶ Communication regarding **Connecticut-specific** public policy advocacy
- ▶ **Education** opportunities designed for senior housing and service providers
  - ▶ Routine seminars
  - ▶ Annual meeting with surveyors of DPH (Full house every year)
  - ▶ Annual Executive Director Training Course
  - ▶ Annual SALSAs Training Course
  - ▶ Co-branding with Alzheimer's Association CT Chapter forming Connecticut Leadership in Dementia Care (CLDC) Certification
- ▶ Multiple annual **awards** events which celebrate and spotlight both member and resident accomplishment
  - ▶ Resident Achievement award
  - ▶ Chef Challenge
  - ▶ Community Awards
- ▶ Peer-based **committees** (SALSAs Committee) and proactive quality initiatives that promote and support best practices
- ▶ Efforts to create **public awareness** of assisted living as a senior housing and service option
  - ▶ Partnership with Hartford Courant, sponsoring the CALA trade show and developing the annual Assisted Living resource guide
- ▶ State affiliate of **Argentum** – the leading national trade association serving companies that own, operate, and support professionally managed senior living communities

## CT Center for Assisted Living Opportunities...

- ▶ Provide AL providers with **best practices** in areas such as:
 

|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Governance and Admin</li> <li>• Advanced Directives/End of Life</li> <li>• Move Out/Discharge Law</li> <li>• Resident Lease Agreements</li> <li>• Regional Mutual Aid Plan</li> <li>• Crisis Communication</li> </ul> | <ul style="list-style-type: none"> <li>• Resident Care</li> <li>• Clinically Complex Scenarios</li> <li>• Reduction of Antipsychotics</li> <li>• Resident Assessment Tools</li> <li>• Falls Risk Assessment Tools</li> <li>• Elopement Prevention</li> </ul> |
|--|--|

## National Center for Assisted Living NCAL (1 of 2)

- ▶ **NCAL** organization, structure and membership
- ▶ **Governance**
- ▶ National **Priorities**
- ▶ Capitol Hill **Advocacy**-Washington DC and membership engagement
- ▶ Following National **Trends**
  - ▶ Regulations
  - ▶ Demographics

## National Center for Assisted Living NCAL (2 of 2)

- ▶ **Quality and Data Solutions**
  - ▶ Establishment of **National Quality Initiatives**
  - ▶ **Long Term Care Trend Tracker**
  - ▶ The AHCA/NCAL National **Quality Award** Program, based on the core values and criteria of the Baldrige Performance Excellence Program
  - ▶ Measuring performance with AL **Cost Calculator**
- ▶ **Professional Education, Development and Recognition**

## CT Center for Assisted Living

### Next steps:

- ▶ **Membership Activity**
  - ▶ Actively register and enroll AL providers
    - ▶ State based providers
    - ▶ National/Regional providers who are NCAL members in other states
- ▶ **Governance and administrative structure**
  - ▶ Establish by-laws
  - ▶ Develop Governance (structure, positions, duties)
  - ▶ Establish strategic direction
- ▶ **Member Support Initiatives**
  - ▶ Essential committees
  - ▶ Educational opportunities
  - ▶ Relationship with DPH
  - ▶ Regulatory initiatives scheduled for 2020

## ARBORS of HOP BROOK

On the road to Quality, a detour was taken...

- ▶ **CCAC/CARF Accreditation**
  - ▶ Commission on Accreditation of Rehabilitation Facilities (CARF)
- ▶ **What is CARF/CCAC accreditation and why is it important?**
  - ▶ The Continuing Care Accreditation Commission (CCAC), which was acquired by the Commission on Accreditation of Rehabilitation Facilities (CARF) in 2003, is the nation's only accrediting body for continuing care retirement communities (CCRCs).
- ▶ **CCAL/NCAL WILL MAKE YOU BETTER**

# Featured Guests

- ▶ **Helen Crunk**
  - ▶ Executive Director, Pemberly Place
  - ▶ Vice Chair, National Center for Assisted Living
- ▶ **Peggy Connorton**
  - ▶ Director, Skilled Nursing Operations, Covenant Retirement Communities

## The National Center for Assisted Living

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Helen Crunk  
NCAL Vice Chair

**NCAL**  
NATIONAL CENTER FOR ASSISTED LIVING



## Who We Are

### NCAL's Mission Statement

NCAL's mission is to lead the assisted living profession through public policy advocacy, knowledge, education and professional development.

### NCAL's Vision Statement

NCAL is dedicated to promoting high quality, principle-driven assisted living care and services with a steadfast commitment to excellence, innovation and the advancement of person-centered care.



## What We Do

- Federation model
  - 50 AHCA state affiliates
  - 45 NCAL state affiliates
- Members
  - 1 million SNFs beds
  - 240,000 ALs beds
- Voice in Washington
- Leader on Quality





## A Growing Membership

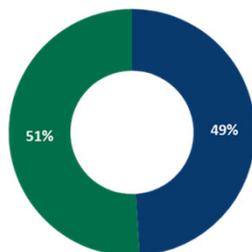


## A Diverse Membership

### Size

NCAL Membership

■ Independent Owner ■ Multi Facility Org

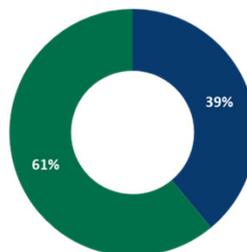


INDEPENDENT OWNER =  
10 OR FEWER FACILITIES

### Ownership

NCAL Membership

■ Not for Profit ■ For Profit





## NCAL Governance

- **NCAL Board of Directors**
  - Three Officers: Chair, Vice Chair, Secretary/Treasurer
  - 14 At-Large Members
  - Reps from state affiliates, ABMs, & AHCA Board
  - Develops policy positions, annual dues rates and budget
  - Votes in NCAL Board elections
- **NCAL State Leaders**
  - Designated by each state affiliate
  - May serve on NCAL committees
  - Votes in NCAL Board elections



## Ways to Engage

### **Committees & Workgroups**

- Customer Relations
- Finance and Policy
- Quality
- Workforce (with AHCA)
- Risk Management Work Group

### **Constituency Groups**

- Senior Living Executive Council
- Assisted Living Independent Owner Council

### **Leadership Training**

- AHCA/NCAL Future Leaders Program





## How We Win

- Being right on policy
  - Proactively taking solutions to the Hill
  - Leading with quality improvement
- Being a political and lobbying powerhouse
  - Engaging key members of Congress on assisted living



## NCAL's Priorities



Prevent federal regulation of assisted living



Protect Medicaid for HCBS



Increase participation in quality & data solutions





## Why Should Long Term Care... Care?

| Republicans  | Democrats  | Divided Government   |
|--|--|--|
| <ul style="list-style-type: none"> <li>• Favor less regulation</li> <li>• May cut programs like Medicare &amp; Medicaid</li> </ul> | <ul style="list-style-type: none"> <li>• Favor more regulation</li> <li>• Usually protect Medicare &amp; Medicaid</li> </ul> | <ul style="list-style-type: none"> <li>• Little gets accomplished</li> </ul> |

- Federal implications for ALs
  - SNF federal regulations could be copied by the states for AL
  - Requirements for HCBS Medicaid providers (AL) could be copied for state licensure requirements/regulations





## Committees with Jurisdiction over Assisted Living

### SENATE

- Special Committee on Aging
- Senate Finance

### HOUSE

- Energy and Commerce
- Ways and Means



## Agencies That Can Impact Assisted Living

- CMS
- DOL
- ACL
- OSHA

- HUD
- NLRB
- DOJ
- EPA
- FDA





## NCAL's Policy Work

- Assisted Living State Regulatory Review
- Medicaid Advocacy
  - HCBS Final Rule
- New payment models
  - Managed care
- Risk management and compliance



## NCAL's Plan

- Continue to monitor all committees/key members of Congress with potential threats to assisted living
- Continue our political and lobbying activity
  - Educate members of Congress about AL
  - Develop relationships
  - Reinforce our quality message
- Coordinate with other stakeholders





## How You Can Help

- Come to Congressional Briefing
- Grassroots - Become an advocate
  - <http://cqrcengage.com/ahca/home>
- Host a community tour for your member of Congress
  - For tips, contact AHCA's Matt Smyth: [msmyth@ahca.org](mailto:msmyth@ahca.org)

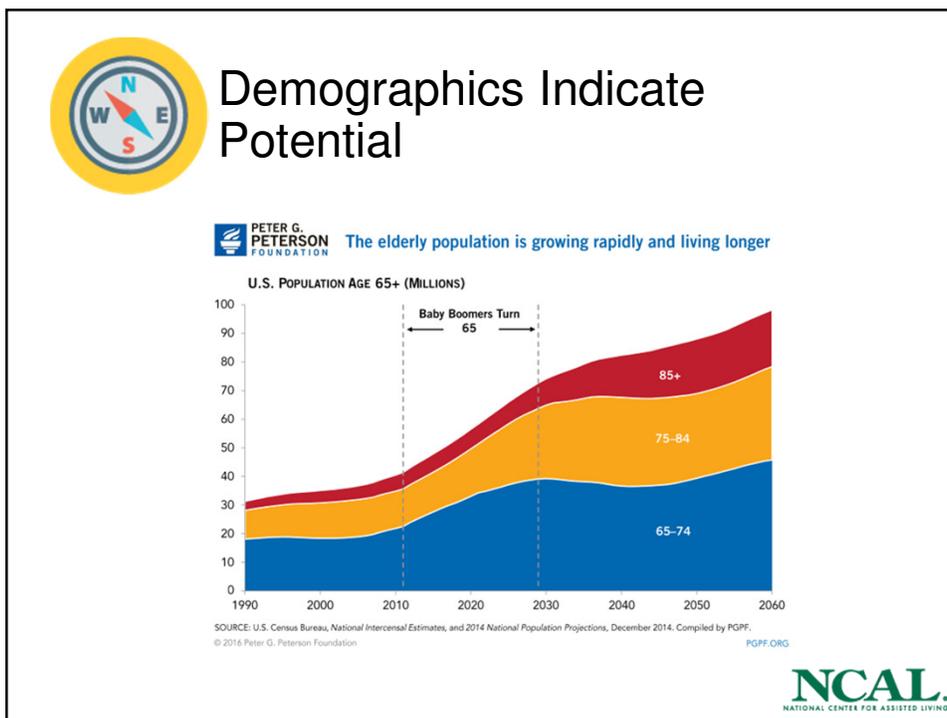
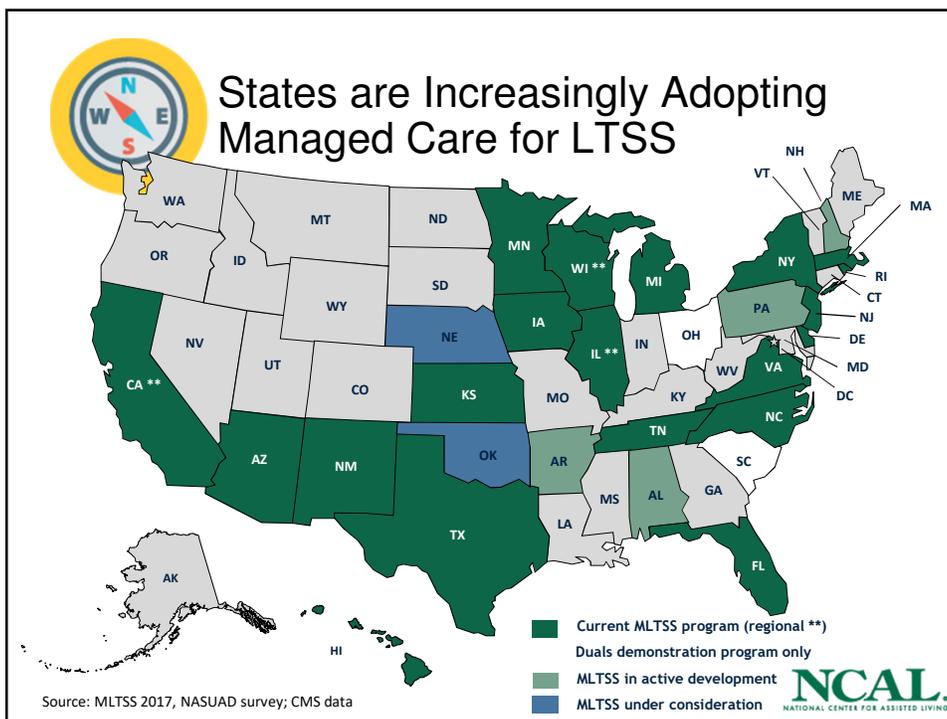


## Increasing State AL Regulations

- 29 states updated AL regs between June 2017 - June 2018
- Most common change – staff training and requirements
  - 9 states: CO, FL, LA, NH, NC, OH, OK, OR, TX
- Additional changes:
  - Residents Rights
  - Abuse and neglect
  - Emergency Preparedness

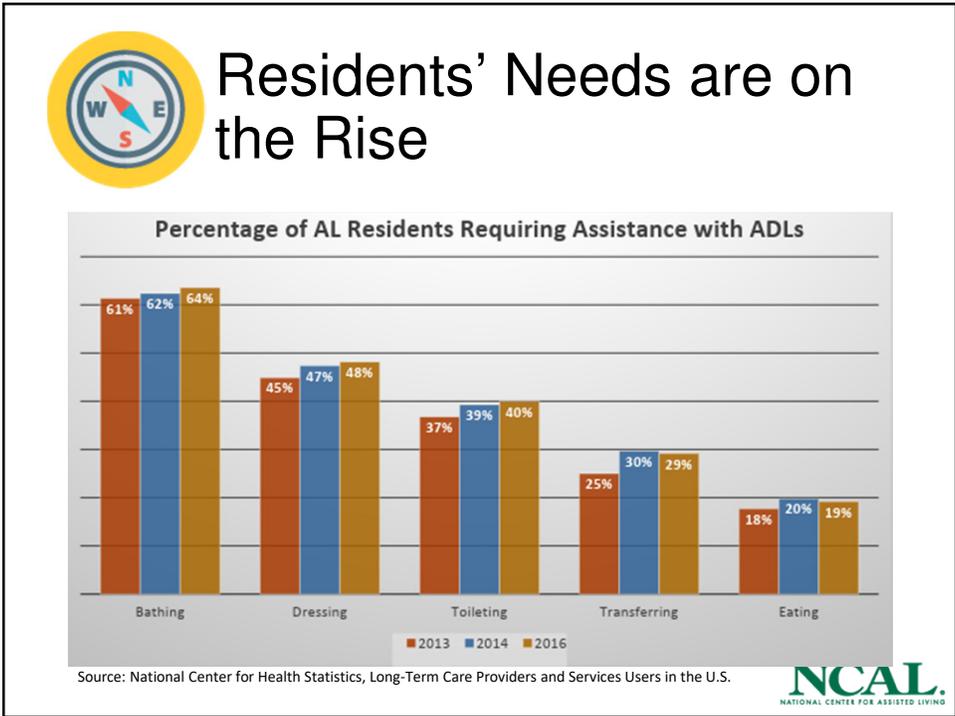
Source: NCAL's 2018 State Regulatory Review

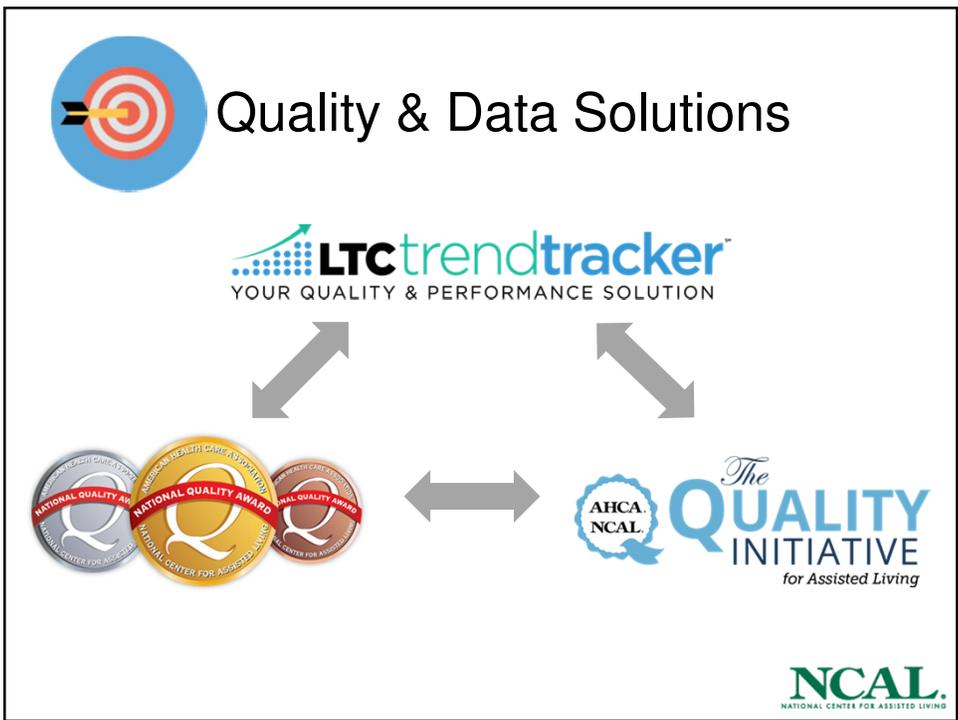
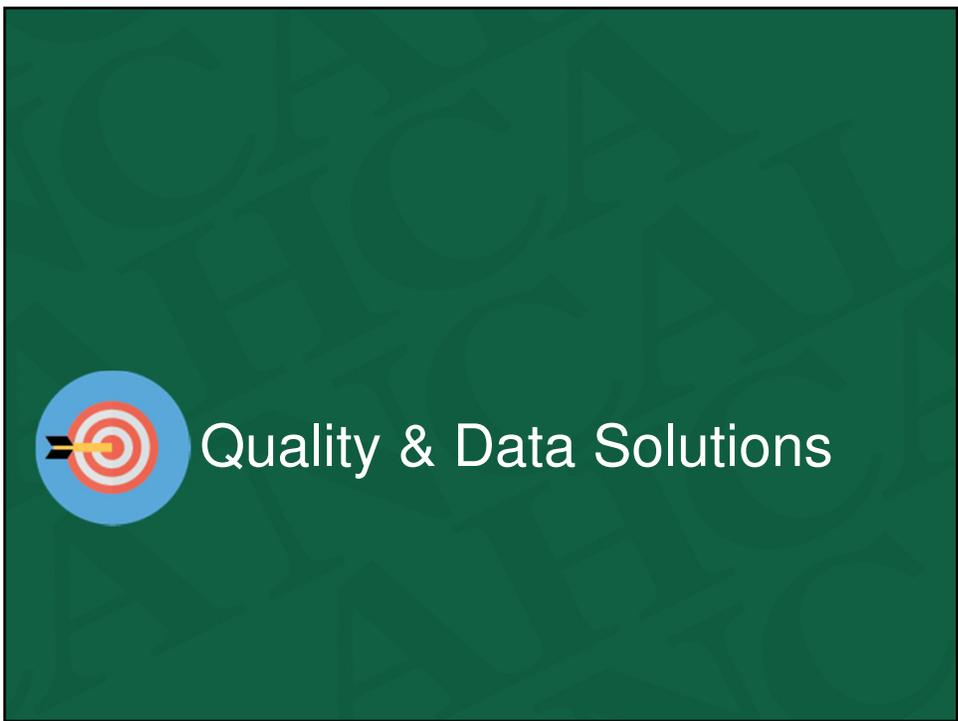






## But Growth Also Presents Potential Challenges







## Quality Initiative Goals

|   |  |                    |                                  |
|---|--|--------------------|----------------------------------|
|  | <b>Staff Stability</b><br>Reduce turnover among direct care staff to a rate of   | <b>50% or less</b> | <b>ORGANIZATIONAL EXCELLENCE</b> |
|  | <b>Customer Satisfaction</b><br>Residents and/or family members are satisfied with their experience                    | <b>90% or more</b> |                                  |
|  | <b>Hospital Readmissions</b><br>Safely reduce hospital readmissions within 30 days of hospital discharges to a rate of | <b>20% or less</b> | <b>RESIDENT OUTCOMES</b>         |
|  | <b>Antipsychotics</b><br>Safely reduce the off-label use of antipsychotics to a rate of                                | <b>15% or less</b> |                                  |

<http://QualityInitiative.ncal.org>




## How to Measure?

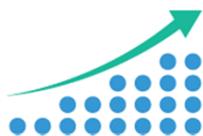


YOUR QUALITY & PERFORMANCE SOLUTION



[www.LTCTrendTracker.com](http://www.LTCTrendTracker.com)



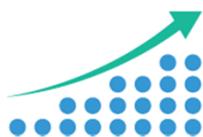


## Benefits of LTC Trend Tracker

- Uniform data - everyone's using the same math
- Comparative data
  - Set your own peer groups including state, region, nation
- Use for AHCA/NCAL Quality Award applications
  - Requires comparative data for Silver and Gold levels
- Market your community
- Share with potential consumers and referral sources (e.g., discharge planners)
- Identify areas for improvement
- Get staff invested
- **It's included in your NCAL membership.**

[www.LTCTrendTracker.com](http://www.LTCTrendTracker.com)

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## Features of LTC Trend Tracker

- Assisted Living Dashboard
  - See progress on all quality measures
  - Highlight up to 4 metrics
  - Add in your specific goals
- Save and schedule reports
- Customize to your needs
  - View individual communities, divisions or your entire organization
  - Select peer groups (type of provider, bed size, area)
  - Choose time-frames (monthly, quarterly, 6-month, yearly)

[www.LTCTrendTracker.com](http://www.LTCTrendTracker.com)

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## AHCA/NCAL National Quality Award Program

- Pathway for providers to journey towards performance excellence
- Based on the core values and criteria of the Baldrige Performance Excellence Program
- Member communities may apply for three progressive levels of awards:
  - Bronze - Commitment to Quality
  - Silver - Achievement in Quality
  - Gold - Excellence in Quality

<http://QA.ahcanca.org>

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## Value of the Quality Awards

- Performance Improvement
  - Be intentional – understand your processes & procedures
  - Make your organization better
  - Prepare for regulatory demands
- Staff Motivator
  - Morale booster - creates a culture of excellence throughout the organization
- Esteemed Recognition
  - External validation at a local and national level
  - Market to your potential residents and family members

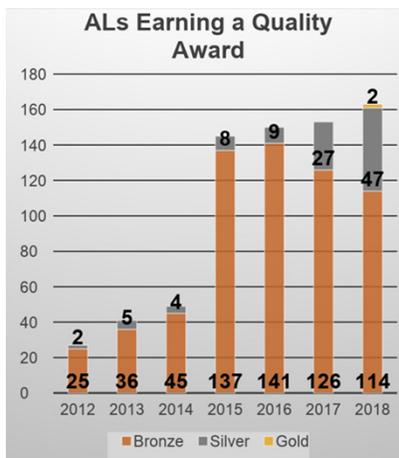
<http://QA.ahcanca.org>

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## Value of the Quality Awards

- Silver & Gold recipients have better
  - Survey scores and fewer deficiencies
  - Quality Measures
  - Five-Star Ratings
  - Rehospitalization rates
  - Staff retention & less turnover
  - Occupancy



<http://QA.ahcancal.org>



## It's About the Journey



<http://QA.ahcancal.org>



# The AHCA Quality Award: Perspective of a Recipient/Participant

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Chanté Drasdis, CASP, MHA, NHA  
Executive Director, Arbors of Hop Brook



## Introduction



2008-2010  
Assisted our Health Care Center with successful  
Bronze, Silver, Gold Award application

First in CT, first single site operator to achieve  
Gold.



2016  
Successfully obtained Bronze Award at our IL/AL  
component of CCRC.

2016 first AL award winners in CT  
Only CCRC to obtain award across the continuum.



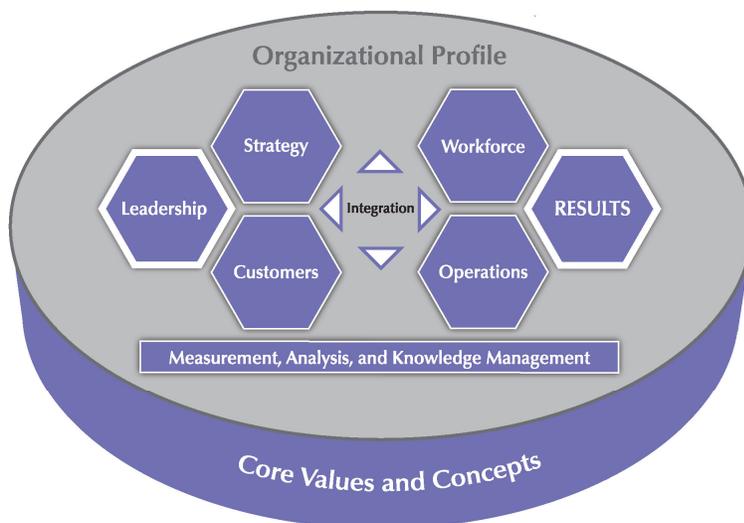
# AHCA/NCAL National Quality Award Program

## Mission:

Promote and support the application of continuous quality improvement in AHCA/NCAL member organizations

- Launched in 1996
- Based on the *Baldrige Performance Excellence Program*

## Program Criteria



From Baldrige Performance Excellence Program. 2017. 2017-2018 Baldrige Excellence Framework: A Systems Approach to Improving Your Organization's Performance (Health Care). Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. <https://www.nist.gov/baldrige>.

## Our Experience

The quality award process provided the pathway & the foundation to identify successes & communicate performance excellence by quantifiable indicators.

The process brought the team together around performance practices and capabilities, and helped incorporate our mission statement and stakeholder needs.

The award is source of great pride & accomplishment for our entire organization.

## AHCA Quality Award Benefits

- Reaffirm your mission, goals & customer expectations
- Assess and maximize your facility's strengths
- Apply systematic approaches that produce results
- Validate and secure links between continuous improvement, quality & customer satisfaction
- Increase your performance management



## AL Cost Calculator

- New NCAL member benefit
- Resident assessment tool with 25 different categories
- Calculates monthly costs for direct care (licensed and unlicensed) per resident with completed assessment form
- Ability to factor in anticipated company costs
  - licensed and unlicensed wages
  - taxes and benefits
- Allocates total monthly care costs per community
  - Multi-facility companies can compare costs per community over time
- Customizable graphs of cost data across the organization

right **STAFF**  
right **SKILLS**  
right **PLACE**  
right **TIME**

[www.alcostcalculator.org](http://www.alcostcalculator.org)



## Thought Leadership Events, Education, Programs and Additional Benefits



## AHCA/NCAL Conferences

- Quality Summit
  - March 18-20, 2019
  - Tampa, Florida
- Congressional Briefing
  - June 3-4, 2019
  - Washington, DC
- Independent Owners Conference
  - March 20-22, 2019
  - Tampa, Florida
- Convention & Expo
  - October 13-16, 2019
  - Orlando, FL
  - NCAL Day - October 13<sup>th</sup>



## ahcancalED

- Exclusive AHCA/NCAL online learning management system
- Access
  - Resources
  - Training materials
  - Webinars on-demand

<https://educate.ahcancal.org>





## Awards Programs

- AHCA/NCAL National Quality Award Program
- Jan Thayer Pioneer Award
- NCAL Awards Program
  - Administrator of the Year
  - Nurse of the Year
  - Noble Caregiver of the Year
  - National Assisted Living Week® Programming



## Preferred Provider Programs

- Designed to help cut costs on products and services
- Exclusive member benefit discounts
- Start saving today on:
  - Employee Health Benefit Programs
  - General and Professional Liability Insurance
  - Gero Nurse Prep
  - Assisted Living Certification
  - Dementia Training Programs
  - Discounted Shipping Program
  - Energy Savings Programs





## LTC Career Center

- Online job board network for LTC employers and talent
  - **Employers:** Network of millions of members of more than 300 prestigious health care professional societies and associations.
  - **Job Seekers:** Career opportunities from quality employers. Free resource for any health care professionals

[www.ahcanca.org/careers](http://www.ahcanca.org/careers)

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## Questions?



## A Provider's Perspective Peggy Connorton Covenant Retirement Communities



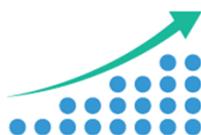
## Why are a member of AHCA/NCAL

- Covenant Retirement Communities has 14 communities in 9 states
- Membership allows us to be prepared for changes in regulations
- Utilize the AHCA/NCAL tools-
  - Quality Award
  - LTC Trend Tracker
  - Involved in committees



## Quality Award-AL

- Allows for us to start applying performance excellence
  - We are getting away from a compliance program to a quality program
- Allows for a strategic thinking mindset
- One of our AL Directors who is starting the Bronze application
  - This allows me to start thinking about how quality impacts the business
  - The questions in the application are going to make me and my team better leaders and have better outcomes for our residents



## LTC Trend Tracker

- We use the LTC Trend Tracker tool as the basis of our QAPI program in AL
- NCAL measures-
  - We trend monthly and enter in to the LTC Trend Tracker Systems
  - Hold the campuses accountable at the national level



