



PERFORMANCE
MEASURE
SURVEY

**Findings from the NCAL 2013 Assisted Living
Performance Measures Survey**

December 2013

NCAL.
NATIONAL CENTER FOR ASSISTED LIVING

Key Findings

- 90.5% of assisted living communities measured resident and family satisfaction
- 80.3% of assisted living communities measured employee satisfaction
- 95.8% had a licensed nurse available to the staff and residents 24 hours a day, either on-site or on-call
- 86.7% of assisted living communities had a resident council that met at least quarterly
- 97.8% of assisted living communities reviewed incident reports for residents
- 97.6% of assisted living communities reviewed incident reports for staff
- 88.8% of assisted living communities had a safety committee
- 99.2% of assisted living communities conducted criminal background checks on new all employees
- 87.5% of assisted living communities tracked retention and turnover
- 70.3% of assisted living communities conducted exit interviews for quality improvement purposes
- 95.1% of assisted living communities had a mission statement

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Introduction

In order to collect data to determine the progress of improving quality in assisted living communities (ALCs), The National Center for Assisted Living (NCAL) conducted its fourth annual Assisted Living Performance Measures Survey in 2013. NCAL plans to continue its data collection efforts in coming years to generate valuable data that will show the performance measure trends and patterns for the assisted living profession.

This survey has questions regarding residents and the operational performance of assisted living communities. These operational performance domains include employee satisfaction and development. These areas are all important to improving the quality of care delivered to residents. In 2012, additional questions were included in the survey focusing on workforce issues to expand the scope of data collection and provide valuable information to strengthen our workforce.

The survey for this study (see Appendix A) was posted online via Survey Monkey and sent out to NCAL members in the mail. The survey was designed to collect data on performance measures that fit all states' current regulatory frameworks. The ten domains included in this survey are: resident and family satisfaction, employee satisfaction, census/ occupancy rate, resident councils, family councils, strategic plan to support mission and vision statements, safety programs, nurse availability, staff retention, and state criminal background checks. Data on employee vacancy, retention and turnover, is collected in a separate profession-wide survey. Many of these questions relate directly to the AHCA/NCAL Quality Initiative for Assisted Living. The Quality Initiative has four goals: safely reduce hospital readmissions, safely reduce off-label use of antipsychotics, improve customer satisfaction, and improve staff stability. To learn more about the Quality Initiative for Assisted Living visit <http://qualityinitiative.ncal.org>.

Participation in this survey was limited to members of NCAL. The response rate of this survey was approximately 26.3% of NCAL's membership, up slightly from 23% in 2012. The number of participants in this study is limited due to the nature of online and mail surveys. Despite the size limitation of the survey, this study still reveals some positive information about improving the quality for residents in assisted living communities nationwide.

NCAL announced a new collaboration in 2013 with the New Jersey Hospital Association's Patient Safety Organization (PSO) to form the National Patient Safety Organization for Assisted Living. Beginning in 2014 this PSO will collect these new clinical measures that contribute to the resident's quality of care within the assisted living community. The measures include hospital readmissions, off-label use of antipsychotics, falls, pressure ulcers, and others. To learn more about the PSO or to join visit ncalpsa.org.

Respondents

There were 840 respondents, with the majority of respondents from the Midwest region (50.3%) (see Table 1). Select results are presented in the report by regions used by the United States Census Bureau: Midwest, Northeast, West, and South (see Figure 1). In the West, South, and Northeast regions the majority of ALCs have 51-100 beds. In the Midwest region the majority of respondents were from ALCs with 50 or less beds (see Figure 2 and Table 2). Over half of the respondents had occupancy rates above 90% and less than 20% of respondents had occupancy rates below 85% (see Table 3).

Table 1. Respondents by U.S. census region

Region	Number of Respondents	Percentage of Total Respondents
Midwest	423	50.3%
Northeast	162	19.3
South	73	8.7
West	154	18.3
Missing State	28	3.3
Total	840	100%

Figure 1. Census regions of the United States

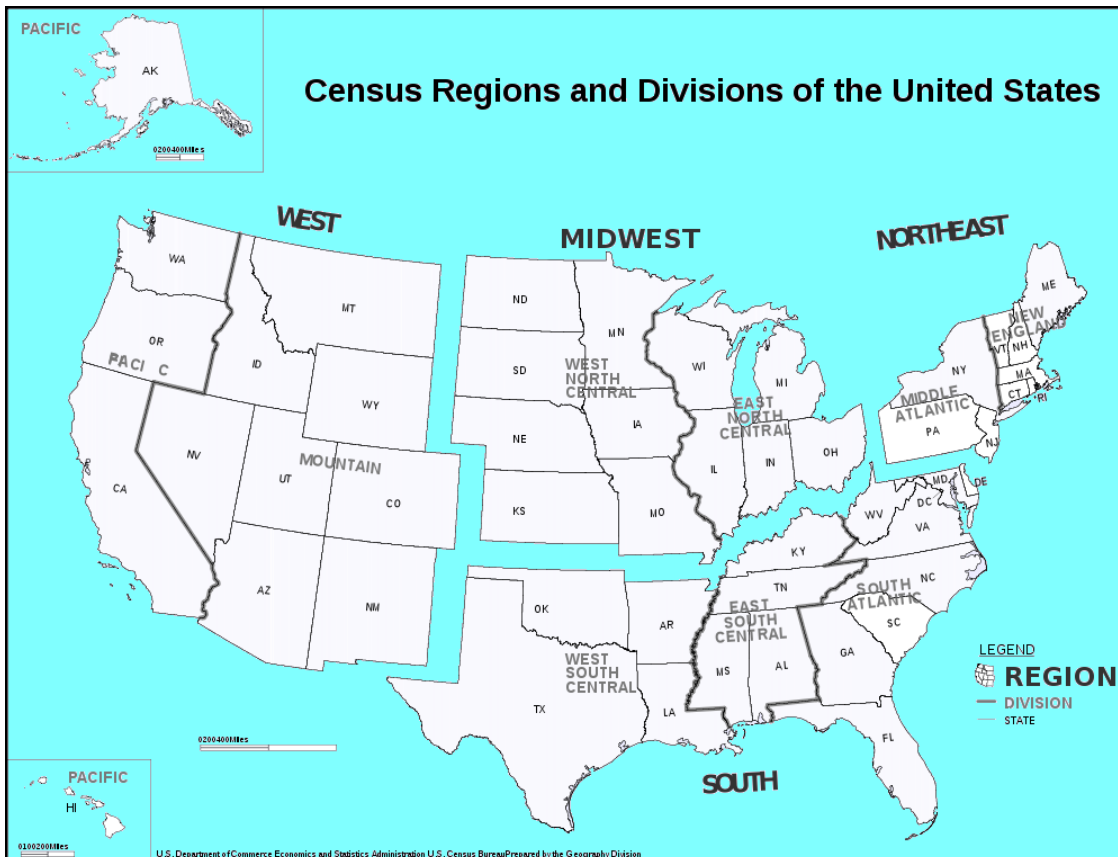


Figure 2. Size of assisted living communities (ALCs) by region

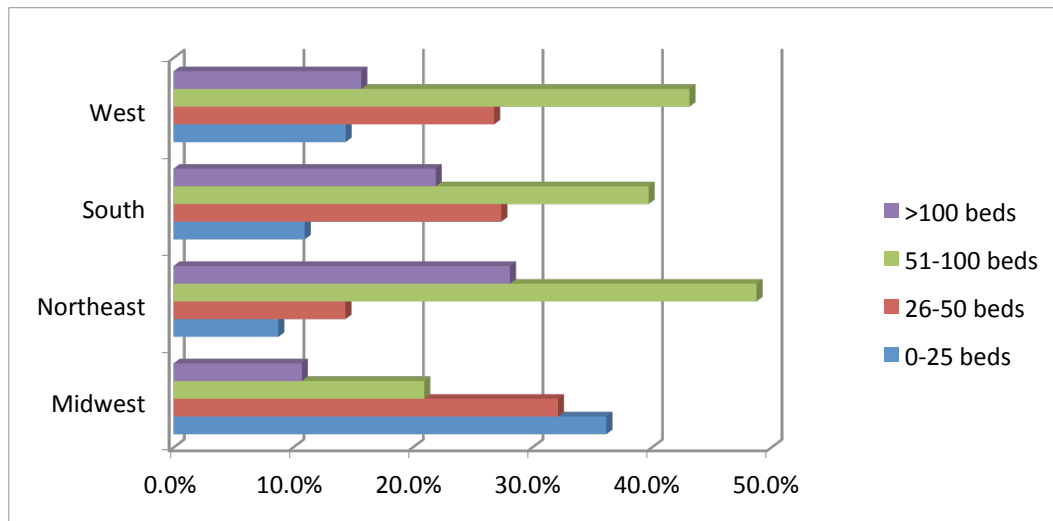


Table 2. Size of assisted living communities (ALCs) by region

	Midwest	Northeast	South	West
0-25 beds	36.2%	8.8%	11.0%	14.4%
26-50 beds	32.1	14.4	27.4	26.8
51 -100 beds	21.0	48.8	39.7	43.1
> 100 beds	10.7	28.1	21.9	15.7
Total	100.0	100.0	100.0	100.0

Table 3. Occupancy rate for respondents

Occupancy Rate	Percentage of ALCs in this Study ¹
96-100%	35.3%
91-95%	31.6
85-90%	18.3
80-84%	3.8
Less than 80%	11.0

Note: ¹21 respondents were missing census data and excluded from this count

Data analysis

Analyses were conducted using STATA Version 11 (StataCorp, 2009). Logistic regression models were used to explore the associations between employee satisfaction and programs to support employees. All logistic regression models included region the ALC was located, census and size of ALC.

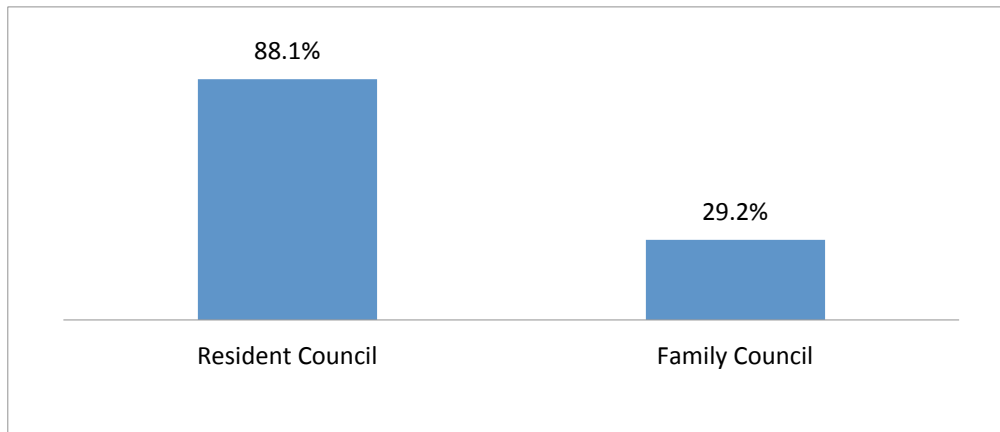
Residents

Overall 90.5% of respondents measured resident and family satisfaction (see Table 4). Of the respondents, 86.7% had a resident council and 29.2% had a family council (see Figure 3). It is not uncommon in communities that support only residents with dementia to have family councils in lieu of resident councils. Resident councils and resident satisfaction are both very important in assisted living. Improving resident and family satisfaction is one of the four goals of the AHCA/NCAL Quality Initiative for Assisted Living. Resident satisfaction has been found to be associated with higher staff satisfaction (Sikorska-Simmons, 2006). One study found participation in social activities, including resident councils, by assisted living residents was associated with quality of life (Mitchell & Kemp, 2000).

Table 4. Resident and family measures.

	Number of Respondents	Percent of Respondents
Measures resident and family satisfaction	753	90.5%
Community has resident council	719	86.7
Community leadership meets with leaders of the resident council	643	78.1
Family council	243	29.2
Community leadership meets with leaders of the family council	238	30.2

Figure 3. Percentage of ALCs that have a resident council and family council



Employees

Staff stability is important to quality care and is one of the four goals of the AHCA/NCAL Quality Initiative for Assisted Living. Measuring employee satisfaction is an important element to staff stability along with recognition program and mentoring programs. Of the respondents, 80.3% measured employee satisfaction utilizing either an internal survey or outside organization (see Table 5). Almost 100% of respondents provide formal on-going training for all employees (97.8%) and a formal orientation program for new employees (97.7%) (see Table 5). Peer mentor programs have become a popular way for communities to support staff development and improve retention. Over half of the respondents indicated they have a mentoring program available for employees (52.3%) (see Table 5).

Analyses utilizing logistic regression models to explore associations between measurement of employee satisfaction and implementation of programs to support employees provided interesting results. All logistic regression models included the region where the assisted living community was located, census of ALC, and size of ALC. Respondents who measured employee satisfaction were over three times more likely to have a formal employee recognition program (OR = 3.43, $p < 0.001$), 2.04 ($p < 0.001$) times more likely to have an employee mentor program, and 2.78 ($p < 0.001$) times more likely to conduct exit interviews for quality improvement purposes. These analyses demonstrate an association of measuring employee satisfaction and implementation of programs aimed at supporting employees.

Table 5. Assisted living community employee measures

	Number of Respondents	Percent of Respondents
Measures employee satisfaction	663	80.3%
Formal orientation program for new employees	811	97.7
Tracks retention and turnover of employees	722	87.5
Formal on-going training program for all employees	810	97.8
Formal employee recognition program	620	75.0
Career ladders/lattices available	488	59.4
Mentoring program available	430	52.3
Employee assistance programs available	531	64.0
Exit interviews conducted for quality improvement	584	70.3

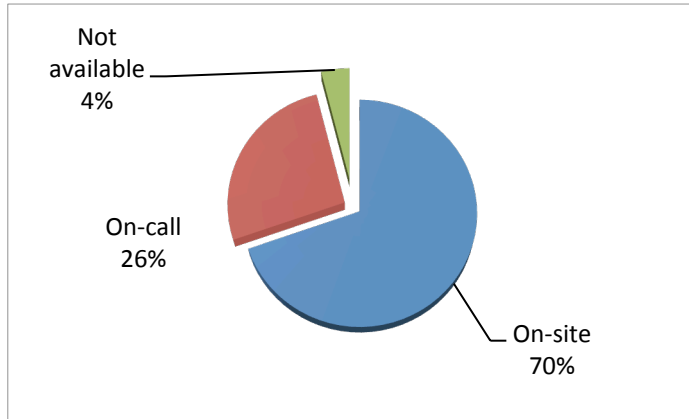
Assisted Living Community Operations

Assisted living operations are vital to quality of care and life for residents. Almost 100% (95.8%) of respondents had a licensed nurse available to both staff and residents 24 hours a day (see Table 6). Of the communities with a licensed nurse available, 70% had a nurse on-site and 26% had a nurse on-call (see Figure 6). The majority of respondents indicated the community has a safety committee (88.8%) and reviews incident reports for residents (97.8%), staff (93.5%), and families/volunteers (86.9%) (see Table 6). Almost 100% of respondents (99.2%) report conducting criminal background checks on all new employees.

Table 6. Assisted living community operation measures.

	Number of Respondents	Percent of Respondents
Has a mission statement	792	95.1%
Staff trained on mission statement	749	92.0
Has a vision statement	592	71.2
Staff trained on vision statement	560	81.9
Strategic plan that incorporates mission and vision statements	524	64.3
Strategic plan incorporates performance data collected by community	403	66.1
Staff trained on strategic plan	420	72.3
Reviews incident reports for residents	814	97.8
Monitors and tracks employee safety	821	98.4
Community reviews incident reports for staff	811	97.6
Tracks incident reports for family members and/or volunteers	718	86.9
Has a safety committee	740	88.8
Safety committee meets at least quarterly to review data	714	93.6
Staff training conducted on results of safety committee's findings	695	93.5
Licensed nurse available to the staff and residents 24 hours a day	793	95.8
Criminal background checks conducted on all new employees	825	99.2

Figure 6. Availability of a Nurse 24 hours a day



Discussion

This is an exciting time for quality in assisted living with the continued implementation of the AHCA/NCAL Quality Initiative for Assisted Living and the new National Patient Safety Organization for Assisted Living (PSO) launching to collect clinical performance measures. Results in this study support the dedication to quality by NCAL members. New this year were analyses exploring the relationship between measuring employee satisfaction and implementation of programs to support employees. Results demonstrated ALCs that measure employee satisfaction are also more likely to have implemented programs to recognize and support their employees. Most likely, the communities that have implemented such programs are eager to measure the results of these programs. As our respondents have demonstrated, quality improvement doesn't end at implementation of a program but is continued through measuring the results of the implementation of the program for continuous quality improvement. Results from the 2012 and 2013 Performance Measures Surveys are very similar. Selected measures with comparison data from the two years can be found at the end of this report (see appendix B).

References

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- Sikorska-Simmons, E. (2006). Linking Resident Satisfaction to Staff Perceptions of the Work Environment in Assisted Living: A Multilevel Analysis. *The Gerontologist*, 46(5), 590-598. doi: 10.1093/geront/46.5.590
- StataCorp. (2009). College Station, TX: StataCorp LP.

Appendix A

2013 Performance Measure Survey



NCAL 2013 Performance Measure Survey. Please circle your answer(s).

1. Please identify how your assisted living community measures resident and family satisfaction. Circle all that apply.

- a) My Innerview
- b) Different outside organization
- c) Internal satisfaction survey
- d) Do not currently measure satisfaction

2. Please identify how your assisted living community measures employee satisfaction. Circle all that apply.

- a) My Innerview
- b) Different outside organization
- c) Internal satisfaction survey
- d) Do not currently measure satisfaction

3. What was your the average census/occupancy rate for December 2012?

- a) 96 - 100%
- b) 91 - 95%
- c) 85 - 90%
- d) 80 – 84%
- e) Less than 80%

4. Does the community have a resident council that meets at least quarterly and encourages resident participation?

- a) Yes

b) No

5. Does the community leadership meet regularly with the leaders of the resident council?

a) Yes

b) No

6. Does the community have a family council that meets at least quarterly and encourages family participation?

a) Yes

b) No

7. Does the community leadership meet regularly with the leaders of the family council?

a) Yes

b) No

8. Does your community have a mission statement? (A mission statement is the statement of purpose for your company.)

a) Yes

b) No

9. If you answered “yes” to question 8, is your staff trained on the mission statement?

a) Yes

b) No

10. Does your community have a vision statement? (A vision statement is a statement of what an organization wants or strives to be.)

a) Yes

b) No

11. If you answered “yes” to question 10, is your staff trained on the vision statement?

- a) Yes
- b) No

12. Do you have a strategic plan that incorporates these statements? (A strategic plan is a guide for an organization which defines the organization's actions for the direction the organization would like to move toward. This includes the mission and vision of the organization.)

- a) Yes
- b) No

13. If you answered “yes” to question 12, does your strategic plan incorporate performance data collected by the community?

- a) Yes
- b) No

14. If you answered “yes” to question 12, is your staff trained on the goals of the strategic plan?

- a) Yes
- b) No

15. Does your community review incident reports for residents?

- a) Yes
- b) No

16. Do you monitor and track employee safety?

- a) Yes
- b) No

17. Does your community review incident reports for staff?

- a) Yes
- b) No

18. Does your community track incident reports for family members and/or volunteers?

- a) Yes
- b) No

19. Does your community have a safety committee?

- a) Yes
- b) No

20. If you answered "yes" to 19, does your safety committee meet at least quarterly to review incident reports and available data to identify trends and patterns of risk?

- a) Yes
- b) No

21. If you answered "yes" to question 20, do you conduct staff training as a result of that analysis?

- a) Yes
- b) No

22. Do you have a licensed nurse available to the staff and residents 24 hours a day?

- a) Yes
- b) No

23. If you answered "yes" to 22, please mark all that apply:

- a) On-site
- b) Pager
- c) Beeper
- d) Telephone

24. Does your community conduct criminal background checks on all new employees?

- a) Yes
- b) No

25. Do you have a formal orientation program for new employees?

- a) Yes
- b) No

26. Does your organization track retention/turnover of employees?

- a) Yes
- b) No

27. Do you have a formal on-going training program for all employees?

- a) Yes
- b) No

28. Do you offer a formal employee recognition program?

- a) Yes
- b) No

29. Do you offer career ladders/lattices for employees? (A career ladder describes progression from entry level positions to higher pay level positions, so job growth is vertical. A career lattice enables employees to move in different directions, not necessarily just up the career ladder but to other positions at the same level which are commonly referred to as horizontal career moves.)

- a) Yes
- b) No

30. Do you offer a mentoring program for staff?

- a) Yes
- b) No

31. Do you offer an employee assistance program? (Employee assistance programs are generally programs offered by companies to assist employees with personal problems that may impact their job performance. This includes benefits like short-term counseling.)

- a) Yes
- b) No

32. Do you conduct staff exit interviews for quality improvement purposes?

- a) Yes
- b) No

33. What is the size of your community?

- a) 0 - 25 beds
- b) 26 - 50 beds
- c) 51 - 100 beds
- d) >100 beds

34. Please enter your community's name and address below:

Community Name: _____

Address: _____

Address 2: _____

City/Town: _____

State: _____

ZIP: _____

35. Person completing survey: _____

Name: _____

Email Address: _____

Phone Number: _____

Appendix B

Comparing Selected Performance Measures Between Surveys 2013 vs. 2012

Item	Year	
	2012	2013
The percentage of ALCs that measures resident and family satisfaction	91.1%	90.5%
The percentage of ALCs that measure employee satisfaction	80.6	80.3
The percentage of ALCs that have a resident council	90.5	86.7
The percentage of ALCs that have a family council	35.5	29.2
The percentage of ALCs that have a mission statement	95.8	95.1
The percentage of ALCs that have a vision statement	69.7	71.2
The percentage of ALCs that have a strategic plan that incorporates their mission and vision statement	69.3	64.3
The percentage of ALCs that review incident reports for residents	98.3	97.8
The percentage of ALCs that track incident reports for staff	96.7	97.6
The percentage of ALCs that have a safety committee	84.1	93.6
The percentage of ALCs that have a licensed nurse available to staff and residents 24 hours a day	96.8	95.8
The percentage of ALCs that conduct criminal background checks on all new employees	98.7	99.2

