

CLINICAL EXCELLENCE  
& QUALITY REPORT 2016





Leading the Strategic Direction of Change  
in Health Care Delivery

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## Our Mission

Elim Park is a not-for-profit Life Plan Community (formerly known as a Continuing Care Retirement Community), whose mission is to provide quality care through comprehensive wellness programs and medical facilities for our residents in a Christ-centered environment.

Elim Park looks upon its mission as an extension of the Church ministry within the Baptist General Conference (now also known as Converge Northeast) and gives admission priority to its members. Residents are encouraged to grow spiritually as they live out their lives at a level of wellness and independence appropriate to their individual situation.

## Who We Serve

With over 100 years of experience delivering quality health care, Elim Park Health Care Center proudly provides a variety of inpatient and outpatient services. Changes in 2016 allowed us to bring the Post-Acute Care census up to 45-beds delivering superior short-term rehabilitation. The long-term skilled residents are enjoying their redesigned 45-bed space, renamed The Pines.

The Residence at Elim Park, formerly referred to as the Residential Care Home, continues to deliver safety, security and access to all campus amenities. This unique setting affords 42 residents their freedom and support as needed.

Outpatient Therapy was expanded in 2016. Elim Park residents and those from the greater Cheshire community are encouraged to take advantage of two outpatient settings, either in the Fitness Center which boasts a beautiful indoor pool or the rehabilitation gym in the health care center.

All are welcome to take advantage of our 5-Star inpatient and outpatient care.

## Admissions

Providing comprehensive care for recovery and restoration of function, Elim Park accepts transfers from acute care settings following illness or injury. A responsive admissions team will coordinate with the referring hospital for appropriate timing for readmission, while making themselves available for patient and family questions.



**Dear Friends,**

**Leading the strategic direction in the delivery of health care services, Elim Park continues to provide quality patient-focused care dedicated to clinical excellence.**

The Health Care Center is moving the bar forward and leading in our field in both practice and reputation. This allows us to focus on our high utilization and demand for services, while maintaining key variables such as consistent low hospital readmission rates and quality patient-directed care. Such results have made us receive **national recognition by U.S. News and World Report**, in addition to receiving an excellent annual state survey and our **continued 5-star rating by CMS**. The result of all these factors equates to excellent "word of mouth."

You will see our outstanding performance outcomes in the pages to follow as you read our 3rd Annual Clinical Excellence and Quality Report for the Health Care Center at Elim Park.

**Elim Park Health Care Center continues to be a leader in our industry by:**

- Becoming a preferred provider in four major and trusted health care systems throughout Connecticut.
- Increasing the number of beds in our short-term rehabilitation, otherwise known as Post-Acute Care, to meet the continued increased demand from our customers and better serve the clinical rehabilitation needs of our region.
- Acquiring additional land surrounding our campus and preparing for the redesign in the manner in which we deliver the future of health care services on our campus.

**The Health Care Leadership Team has worked exceedingly hard to expand our clinical capabilities.** This is important to our Board of Directors and the Executive Leadership Team, as they recognize the importance of responsible investments for the future of our organization.

- Elim Park has now increased internal/geriatric physician and APRN to daily coverage. This has allowed us the ability to provide access to other physician sub-specialty services on the campus.
- We are also in the process of designing a model that will provide the necessary continuity for providing our residents of Elim Park Place access to primary care physician/APRN services on campus. All of these components matter and are necessary to exceed customer expectations and obtain **the best clinical outcomes**.
- In addition, we have made great strides in the reduction of infection rates and length of patient stay through the relationship of a nationally renowned clinician in the training and protocol management of clinical staff in the area of urinary disease and incontinent care. **The Health Care Center provides higher staffing ratios than both the Connecticut and National averages** in both rehabilitation therapy and nursing service disciplines. You will see the impact of this reflected positively in our patient satisfaction scores.

The future of health care services continues to constantly change for all of us aligned with key outside partnerships like our acute care hospitals and home health care resources with a strong focus towards excellence performance in the care of our patients. I promise these relationships will be extremely beneficial as you witness the continued commitment to being the best in Connecticut and leading through these changes in the delivery of health care services at Elim Park. I personally wish each of you a great year in 2017.

All My Best,

**Chris Newton, MHA, LNHA**  
Administrator of Health Services

# Patient Satisfaction

Measuring satisfaction and paying attention to the results is imperative to improving patient-directed care. Our social work team encourages patients and their families to return the survey as a part of a facility-wide performance improvement initiative. The increase in survey results allows departments to implement change and to provide their teams with thoughtful, actionable feedback.

## 2016 Post-Acute Care Satisfaction Comparison

	CT %	NAT'L %		ELIM PARK%
Overall Satisfaction	93	88		98
Recommend to Others	93	88		98
Quality of Medical Care	93	88		96
Treatment by Staff	98	95		99
Admissions Assistance	96	93		98
Responsiveness by Social Work	94	89		97
RN/LPN Care	96	91		99

My InnerView by National Research Corporation is a Leading Age partner and administers surveys with results comparing over 30 aspects of care to similar care providers across the United States. Elim Park Health Care continually scores above the national average as shown here using the scores submitted by former patients who chose Excellent and Good ratings.

## Elim Park Creates a Dining Work Group

Satisfying varied tastes and personal choices, where meals are concerned, is an industry-wide challenge. Surveys administered after months of gathering feedback and implementing improvements to the chef-prepared meal options resulted in these much improved satisfaction rates:



86%

I am able to request a substitute meal choice

100%

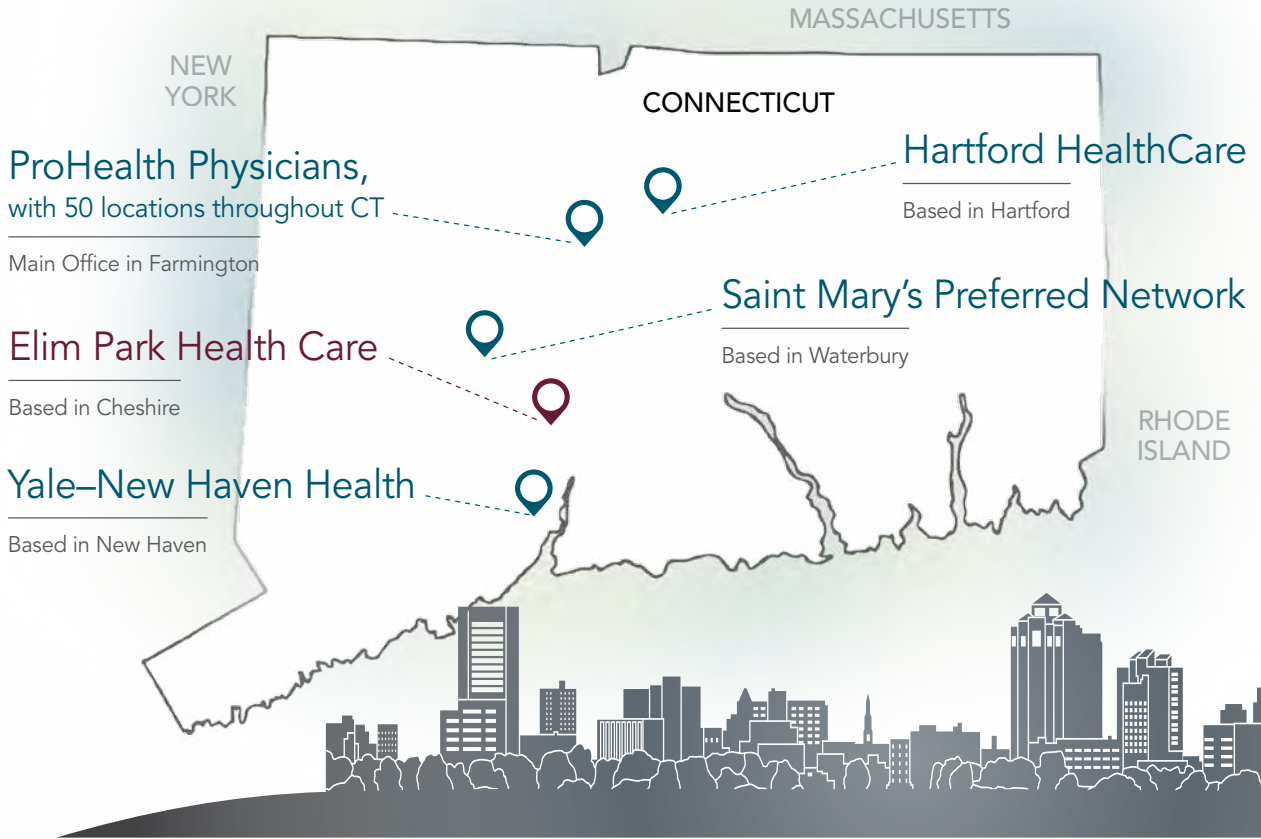
I am offered a wide variety of food choices

100%

Quality and temperature are acceptable

## Preferred Provider Networks

Elim Park has been chosen to collaborate with multiple health care systems. Based on outstanding outcomes, proven rehabilitation expertise and our 5-Star CMS rating, we were welcomed into four prestigious Preferred Provider Networks:



### One of Connecticut's

largest acute care hospitals used data provided by CMS in a complex algorithm analysis. Of the 57 skilled nursing facilities included, Elim Park Health Care was determined to be the BEST overall provider.

**SHORTEST LENGTH OF STAY**

Ranked 5th out of 57

**BEST POST-ACUTE PROVIDER**

in this analysis



1 of ONLY 4

**RANKED A 5-STAR PROVIDER**

**#1 LOWEST READMISSION**

rate for all causes

# Quality Measures



**Five-Star Quality Rated Overall**  
by Centers for Medicare and Medicaid Services

## Choose Excellence. Choose 5-Stars.

### 5-Star Quality Rated by Centers for Medicare and Medicaid Services

Elim Park Health Care proudly achieved the prestigious 5-Star Rating in 2016. This national rating system compares all skilled nursing facilities and rates providers using quality measures, staffing ratios and health inspection results. Elim Park is one of the few facilities which can hold all aspects of their patient care up to this gold standard. Elim Park is Cheshire's only 5-Star Rated facility.

Facility specific information is submitted monthly to Centers for Medicare and Medicaid Services (CMS). Nursing Home Compare, as a part of medicare.gov, conducts a rigorous data analysis and awards the ratings.



*Pictured above:  
Adedayo Adetola, MD,  
and Michele Arteaga, RN,  
care for patients on the  
short-term rehab unit at Elim  
Park Health Care Center.*



## Elim Park Health Care Center Honored to be Named a *U.S. News & World Report* Best Nursing Home

The designation of a *U.S. News & World Report* Best Nursing Home for 2016-17 represents only 13% of all homes in the U.S. The designation of Best Nursing Home is given only to facilities that demonstrate appropriate use of key services and consistent performance in national quality measures. To qualify as a Best Nursing Home this year, facilities had to earn an average of 4.5 stars or better during the reporting period.



## Antibiotic Stewardship Program

Elim Park Health Care Center created a multidisciplinary team to address the needs of residents related to appropriate medication administration. Our team has established best practice to benefit every resident and follows the CDC's extensive research and nationally recognized Antibiotic Stewardship Program (ASP). By optimizing "the treatment of infections and reducing adverse events associated with antibiotic use, these programs help clinicians improve the quality of patient care and improve patient safety through increased infection cure rates, reduced treatment failures, and increased frequency of correct prescribing for therapy and prophylaxis."\*

\* [www.cdc.gov/getsmart/healthcare/implementation/core-elements.html](http://www.cdc.gov/getsmart/healthcare/implementation/core-elements.html)

## Team Members:

- Pharmacy
- Infection Preventionist
- Medical Director
- Administrator
- Director of Nursing Services

## Successful Outcomes:

- Decreasing the use of multi resistant drugs
- Increased compliance with protocol driven prescribing
- Earliest conversion from intravenous to oral administration



## Expert Care, Delivered by Experts

Since urinary tract infections are the highest incidence of infection found in skilled nursing facilities, Elim Park contracts with a nationally renowned incontinence nurse practitioner to perform assessments and provide inservicing for staff. Martha Klay, RN, MSN, APRN provided education to certified nurses' aides alongside nursing staff, and were followed by facility wide protocols related to identifying signs and symptoms and empowering staff to initiate treatment. The staff understands that incontinence is not a disease but rather a symptom of other conditions, and if the causes of these conditions can be determined and addressed, then urinary incontinence can be treated, thus eliminating many of the adverse effects leading to other conditions and infections can be eliminated.

## Community Immunity Makes an Impact

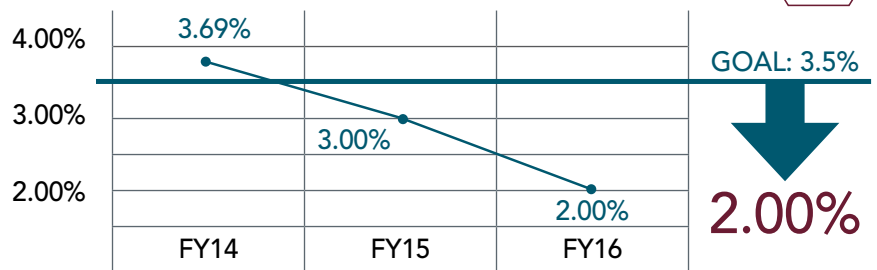
Vaccine compliance can make a major change in the environment of care, both when receiving and delivering services in a post-acute setting. Elim Park has taken an appropriately aggressive approach to maintain a healthy campus for patients, residents, staff and visitors alike. This is demonstrated by the decrease in the annual infection rate.

### Wellness Initiatives & Illness Prevention strategies include:

- Flu vaccine compliance 100% with long-term residents
- Pneumococcal vaccine compliance increased to 100% with long-term residents
- Vaccine documentation compliance with short-term patients
- Staff flu vaccines administered free of charge
- Resident and Family Education Program delivered by advance trained staff



### Health care associated infection rate at Elim Park Health Care Center

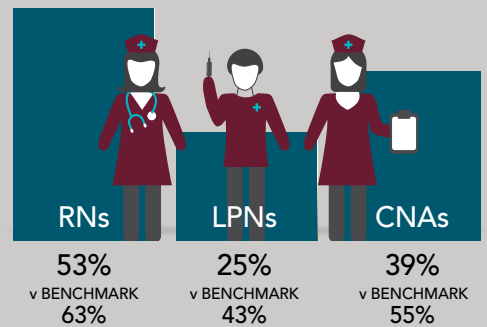


<https://www.vaccines.gov/basics/protection/index.html>

## Staff Consistency is Best Clinical Practice

Elim Park Health Care Center recognizes the advantages of dependable staff assignments. By working to keep less variability in assignments, staff from CNA to RN, can develop better rapport, notice subtle changes with residents and better establish resident-directed and individualized care routines. All staff are coached to report information in care conferences, watch for variations and act as empowered teams throughout the care facility.

### Staffing at Elim Park Exceeds Benchmark



\*Note the lower the number the better

# Clinical Capabilities, Readmission & Occupancy

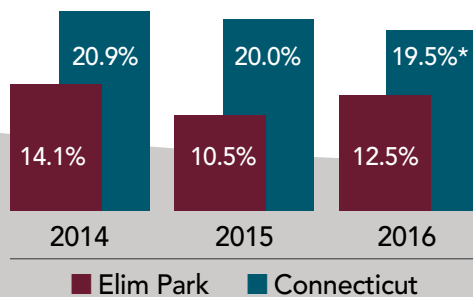
## Clinical Capabilities

By purposefully developing the capacity of our nursing and medical teams, Elim Park was able to act nimbly and with flexibility in 2016. We listened to our customers and converted 15 long-term beds to short-term rehabilitation beds. The national trend of aging in place allows folks to remain in their homes with increased services, and permits our short-term beds to be utilized by those recovering from illness or post-operative hospital stays. The staff better manages patient care and keeps readmissions rates down by providing:

- Medical support 7 days a week
- Lab and x-ray with four hour turnaround
- Diagnostics; ultrasound, echocardiograms, electrocardiograms, Doppler ultrasound and swallow studies
- Social work and psychiatry services
- Physical therapy (PT), occupational therapy (OT), speech-language pathology (SLP) and aquatic therapy
- Nursing for frequent vitals, strict intake and output monitoring, blood glucose monitoring, nebulizer treatments, incentive spirometry
- IV meds and fluids, peripherally inserted central catheter (PICC), surgical drain management, and analgesic pumps
- Clysis for hydration and total parenteral nutrition (TPN)

## Readmission Rates

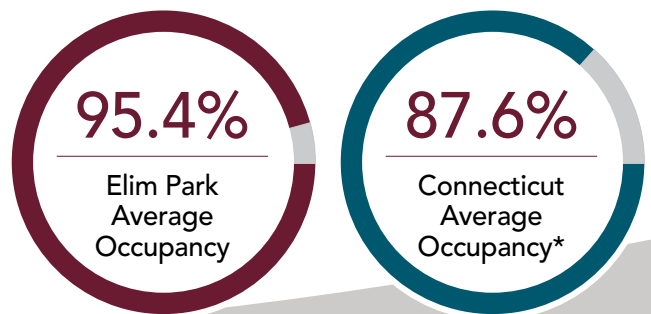
Additional clinical capabilities allow the Elim Park team to successfully keep readmissions from happening. By having nurses, medical staff, social workers, therapists, and administrative support, the patients and their families continue to benefit from Elim Park's continually low readmission rates. Through education, SBAR communication compliance (situation, background, assessment, recommendation) and consistent staffing, the patients remain in our care, successfully complete their rehab and are discharged home.



\*CMS study of Connecticut skilled nursing facilities accepting between 100-600 admissions using all-cause readmission rate.

## Quality Drives Outstanding Occupancy

Keeping on with a tradition of being one of the most sought after health care providers in central Connecticut, Elim Park performed well above the states average for bed usage. Elim Park Health Care beds were highly pursued and utilized.



\*National Center for Health Statistics. Health, United States, 2015: With Special Feature on Racial and Ethnic Health Disparities. Hyattsville, MD. 2016. CT average uses latest data available 2014.

# Life Enrichment

## Music & Memory

Grounded in extensive research, Music & Memory helps people living with a wide range of cognitive and physical challenges to find renewed joy in life through musical favorites\*. The Elim Park team received a grant to kick off the purchase of iPods and begin a music library this past year, and members from therapy, administration, nursing and Life Enrichment received training.



**98%**  
resident participation  
in the Music &  
Memory  
program



This music based program, as well as all of the Life Enrichment programs, is geared to benefit residents by:

- Reducing depression and anxiety
- Moderating pain
- Tapping into deep memories
- Improving quality of life
- Creating happier, more social residents
- Encouraging receptiveness to care and family visits
- Reducing reliance on anti-psychotic and pain medications

\*[musicandmemory.org](http://musicandmemory.org)

Months into participating in the Music & Memory program, a memory-impaired resident called her daughter by name for the first time in years.

*Pictured at left: Residents enjoy visits from Elim Park's facility dog Bailey, pictured here with Shirley Michel.*



## Collaborative Multidisciplinary Falls Task Force


Falls happen all too frequently, especially with the elderly in long-term care settings. Of the 1.6 million residents in U.S. nursing facilities, approximately half fall annually. About 1 in 3 of those who fall will fall two or more times in a year. Fall-related injuries decrease the resident's quality of life and ability to function. Residents who fall without injury often develop a fear of falling that leads to self-imposed limitation of activity\*. Elim Park is proactively reducing falls by implementing person-centered interventions and by proactively screening residents, processes created by nursing, therapy and the Life Enrichment Team. If a fall does occur, circumstances are reviewed by the physical therapist and recommendations are made.

\* [www.ahrq.gov/professionals/systems/long-term-care/resources/injuries/fallspix](http://www.ahrq.gov/professionals/systems/long-term-care/resources/injuries/fallspix)

# Rehabilitation & Functional Outcomes

While experienced staff and technology are two key motivators when choosing a post-acute care provider, more and more, patients are looking for the data to back up the promise of recovery. Elim Park Rehabilitation has always recognized the importance of tracking and analyzing data to reinforce improvements and demonstrate outcomes to our constituents. Our computerized software allows a tremendous amount of tracking with minimal time by staff. Therapists can focus more time and attention to individualized plans of care, learning about our patients' goals and interests, and place an emphasis on successful discharge planning, using Safe Transitions®.

Safe Transitions® is a comprehensive tool used throughout the inpatient post-acute stay by physical therapy (PT), occupational therapy (OT), and speech-language pathology (SLP) staff, to efficiently discharge the majority of our patients' home; where they safely stay and return to their previous activities. The patient and caregivers are actively involved in activities of daily living (ADL) and life skill sessions, using teach back or demonstration method, which is critical to successful transition.



**Tools of the discharge trade:**

- Health Literacy
- Teach Back Techniques
- Post Discharge Follow-Up
- Organize next level of care services
- Problem Solving Steps

## 2016 Post-Acute Care Satisfaction Comparison

	CT %	NAT'L %		ELIM PARK%
Quality of PT Services	91	91		99
Rehabilitation Therapy	92	88		99
Arranging of Services/Equipment	95	90		100
Progress Toward Rehab Goals	96	92		100

## Growing Outpatient Services for the Greater Cheshire Community

The Rehabilitation Department at Elim Park proudly delivers outstanding therapy services for outpatients in two spacious locations. Whether you are working in the rehabilitation gym located in the health care center or in the newly created satellite space in the beautiful Fitness Center, you are in capable and experienced hands. Both comfortable locations boast a variety of equipment where you are supported by highly trained physical, occupational and speech therapists. Many residents of the Elim Park

Place apartment homes, as well as clients referred from the greater Cheshire community, take advantage of these personalized therapy options, including aquatic therapy, and have excellent recovery rates.



*Pictured above: Julianne Nowie, PTA works with a resident in the pool at Elim Park.*

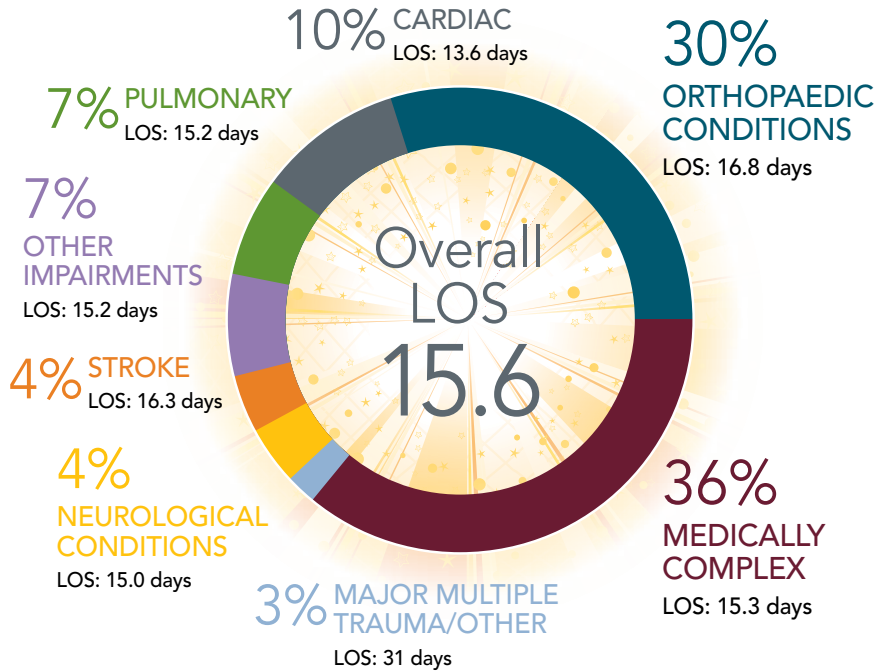
**FY16  
OUTPATIENT  
THERAPY VISITS**  
from FY15



## Rehabilitation Patients & Average Length of Stay (LOS)



**80%**  
DISCHARGE  
TO HOME



## Every Minute Counts!

PHYSICAL  
**643,352**  
THERAPY

OCCUPATIONAL  
**492,294**  
THERAPY

SPEECH-  
LANGUAGE  
**77,381**  
PATHOLOGY

**1.2** MILLION  
MINUTES/YR

## Minutes of Therapy

When every minute counts, you get the most from your care at Elim Park. According to CMS, Elim Park delivers 3 times the amount of daily therapy compared to the national average, and 2.25 times more than CT average.

For a facility with less beds than most, Elim Park Rehabilitation is delivering 1.2 million minutes of therapy per year, and that is only counting the inpatients on a short-term rehab stay!



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Elim Park is Cheshire's premier Life Plan Community (formerly known as a Continuing Care Retirement Community). In addition to the Health Care Center, Elim Park offers 258 apartment homes at Elim Park Place, performing arts at Nelson Hall, and a robust outpatient therapy program. Our comfortable and beautiful campus features wellness programming and an indoor pool, gracious outdoor patio and gardens, and a newly remodeled health care center.

All are welcome at Elim Park Health Care Center. Take a tour with our caring staff and experience all that we have to offer, including our new *Oasis*, which houses *The Elim Park Baking Co.* and *The Spring House Bistro, Market and Conservatory (Formal Dining)* located adjacent to the health care center.



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**Five-Star Quality Rated Overall**  
by Centers for Medicare and Medicaid Services



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