How the program works
The AHCA/NCAL National Quality Awards Program is a progressive program that is based on the Baldrige Criteria for Performance Excellence. Participants move from the Bronze level, to Silver, and then ultimately to the Gold. Bronze recipients must demonstrate a groundwork for excellence by completing a self-assessment that outlays their organizational priorities and goals. Silver awardees outline their systematic approaches and demonstrate sustainable organizational and process results linked to their key customer requirements, success factors and challenges. Gold recipients represent an elite group by meeting all of the demands of the Baldrige Criteria, they demonstrate the achievement of high levels of performance over time in the areas of: leadership, strategic planning, customer and workforce, operations and knowledge management.

Totals From The Quality Award Program 2007-2016

**BRONZE**
Commitment to Quality
3,721 total awards

**SILVER**
Achievement in Quality
512 total awards

**GOLD**
Excellence in Quality
28 total awards

Where the Awardees Are
Percent of AHCA/NCAL Members Receiving a Quality Award, 2007-2016

- 41-57%
- 26-40%
- 16-25%
- 5-15%
i. Quality performance data from Nursing Home Compare and LTC Trend Tracker. The readmissions measure is PointRight Pro30 Rehospitalization and discharge to community is Trend Tracker's MDS-based measure. All measures reflect 2016-Q4, except discharge to community (2016-Q3). Performance difference is statistically significant (p<0.05) for all measures, except Discharge to Community.

ii. Star rating data from June 2017 release of Nursing Home Compare. Performance difference is statistically significant (p<0.05) for all measures.

### Quality Performance Measures

- **Percent better than national average**
  - Hospital Readmissions: 5%
  - Urinary Tract Infections: 12%
  - Off-Label Use of Antipsychotics: 15%
  - Falls: 4%
  - Pressure Ulcers: 12%
  - Discharge to Community: 1%

### Starpower

**Five Star Ratings**

#### Overall Five Star Rating

<table>
<thead>
<tr>
<th>Silver and Gold Recipients</th>
<th>The Nation</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 stars (40%)</td>
<td>5 stars (26%)</td>
</tr>
<tr>
<td>4 stars (27%)</td>
<td>4 stars (22%)</td>
</tr>
<tr>
<td>3 stars (14%)</td>
<td>3 stars (18%)</td>
</tr>
<tr>
<td>2 stars (12%)</td>
<td>2 stars (19%)</td>
</tr>
<tr>
<td>1 star (6%)</td>
<td>1 star (15%)</td>
</tr>
</tbody>
</table>

#### Survey

- **76%** (Quality Awards)
- **56%** (The Nation)

#### Staffing

- **80%** (Quality Awards)
- **75%** (The Nation)

#### Quality Metrics

- **86%** (Quality Awards)
- **77%** (The Nation)

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i. Quality performance data from Nursing Home Compare and LTC Trend Tracker. The readmissions measure is PointRight Pro30 Rehospitalization and discharge to community is Trend Tracker’s MDS-based measure. All measures reflect 2016-Q4, except discharge to community (2016-Q3). Performance difference is statistically significant (p<0.05) for all measures, except Discharge to Community.

ii. Star rating data from June 2017 release of Nursing Home Compare. Performance difference is statistically significant (p<0.05) for all measures.
Business Advantage for Owners iii
2012-2016 Silver and Gold Recipients vs. the Nation

**Occupancy Rate**
- Quality Awards: 85%
- The Nation: 81%

**Operating Margin**
- Quality Awards: 0.1%
- The Nation: -3.9%

**Bad Debt**
- Quality Awards: 45%
- The Nation: 73%

Facility Characteristics iv

<table>
<thead>
<tr>
<th>2012-2015 Silver and Gold Award Recipients</th>
<th>The Nation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ownership</strong></td>
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</tr>
<tr>
<td>For-Profit</td>
<td>87%</td>
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<tr>
<td>Not-For-Profit/Government</td>
<td>13%</td>
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<tr>
<td>For-Profit</td>
<td>82%</td>
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<tr>
<td>Not-For-Profit/Government</td>
<td>18%</td>
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<td><strong>Size</strong></td>
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<td>Average Beds</td>
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<tr>
<td>Average Beds</td>
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<td><strong>Location</strong></td>
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<tr>
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<tr>
<td>Rural</td>
<td>25%</td>
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<tr>
<td>Urban</td>
<td>72%</td>
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<tr>
<td>Rural</td>
<td>28%</td>
</tr>
</tbody>
</table>

iii. Financial data from FY2015 CMS Cost Reports. Operating Margin = (Operating Revenue – Operating Expenses) / Operating Revenue x 100. Bad Debt = Total Liabilities / Total Assets X 100. Occupancy Rate = Total Patient Days / Total Available Bed Days X 100. Performance difference is statistically significant (p<0.05) for all measures.
iv. Demographic data from June 2017 CMS Provider of Services file and FY2015 CMS Cost Reports