

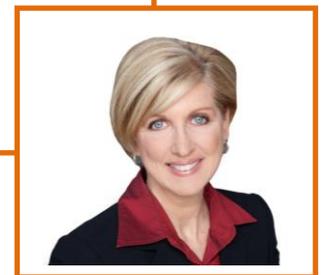
The Value-Based Purchasing Vaccine

How Pursuit of Nursing Excellence
Inoculates Hospitals to Maximize VBP
Reimbursement



HealthLinx® | 1404 Goodale Blvd, Suite 400, Columbus Ohio 43212 | 800-980-4820 | www.HealthLinx.com

Committed To
Your Positive
Financial
Impact



Kathleen Yhlen
MSN, RN, NE-BC



Introduction

Nursing excellence is an essential piece of the reimbursement equation in the Accountable Care Act's Value-based Purchasing (VBP) program. VBP links a portion of the hospital's reimbursement to patient satisfaction scores, clinical process measures and quality outcome measures. Nursing care contributes to almost every one of these measures. Now that money is attached to these measures, nursing value is vital. Nurses have the most contact with patients around the clock and are therefore in a unique position to impact their satisfaction and ensure their safety. Creating an environment of nursing excellence therefore has implications for hospital reimbursement.

What is VBP?

The Centers for Medicare and Medicaid Services (CMS) implemented the Hospital Value-based Purchasing (VBP) program to reward acute care hospitals with incentive payments for the quality of care they provide to Medicare patients. Conversely, hospitals that do not meet designated quality levels are penalized and lose reimbursement dollars. The VBP program utilizes a total performance score to determine reimbursement. This score is based on three measurements: clinical processes, patient experience and outcome measures. (*See Table 1*) The days of receiving reimbursement based solely on the quantity of services hospitals provide are gone. VBP is an effort to create incentives for hospitals to provide better patient care.



VBP and its Connection to Nursing Excellence

Nurses play an essential role in the delivery of high quality, safe patient care. Of all members of the healthcare team, nurses spend the most time with patients and are uniquely positioned to impact their safety and satisfaction. As nursing interventions are linked to preventing many of the targeted hospital-acquired complications (Rutherford, 2010), it stands to reason that creating an environment of nursing excellence would maximize VBP reimbursement. Two solutions to create and sustain an environment of nursing excellence are to conduct a comprehensive nursing assessment and to consider pursuing the American Nurses Credentialing Center's (ANCC) Magnet® designation.

How to Combat the Risks of VBP

Hospitals focusing on overall satisfaction, and thus their VBP and Medicare reimbursement, would likely see the greatest impact by engaging in improvements to nursing care. (Wolosin, Ayala and Fulton, 2012) Creating and sustaining organizational nursing excellence is essential, and conducting a formal assessment of nursing excellence is a great place to start. The assessment should include a review of key organizational documents, for example, strategic and quality plans. Next, review selected outcomes, including nurse-sensitive indicators, core measures, work index measures, patient satisfaction, staff satisfaction and workplace safety measures. Assess the organization for structures to ensure direct-care nurses are involved in decision making that affects their practice environment and patient care. Finally, assess organizational leadership to ensure the right people are in the right positions to accomplish strategic goals.



Another method to improve nursing care is to implement the Magnet® model as a framework to create work environments that support excellence in nursing practice. Research supports Magnet® as a mechanism to ensure that hospitals and healthcare facilities are keeping their focus on the right strategies to improve organizational, nursing and patient care outcomes. The ANCC's Magnet® designation brings organizations several benefits, including improved safety, reduced costs and better patient outcomes. (ANCC, 2014) Imbedded in the Magnet® framework is a focus on improved patient outcomes, as evidenced by not only meeting, but exceeding, national quality benchmarks in patient satisfaction and nursing quality indicators. (ANCC, 2008) Implementing a Magnet® framework can not only earn a healthcare organization the highly coveted Magnet® designation, it can also improve patient outcomes and simultaneously support efforts to maximize VBP reimbursement.



Table 1

VBP Alignment To Nursing Excellence		
VBP Scored Measures	Nursing Impact	Alignment with Magnet® Components
<p>Clinical Process Care Measures</p> <ul style="list-style-type: none"> • Acute Myocardial Infarction (AMI) • Heart Failure (HF) • Immunizations (IMM) • Pneumonia (PN) • Surgical Care Improvement Project (SCIP) 	Yes	<p>Exemplary Professional Practice Component (EP)</p> <p>EP4, Nurses create partnerships with patients and families to establish goals and plans for delivery of patient centered care</p> <p>EP5, Nurses are involved in interprofessional collaborative practice that ensures care coordination and continuity of patient care</p> <p>EP6, Nurses incorporate specialty standards and guidelines into delivery of care</p> <p>EP12, Nurses assume leadership roles in collaborative interprofessional activities to improve the quality of care</p> <p>Structural Empowerment (SE)</p> <p>SE4EO, Professional development activities are designed to improve the professional practice of nursing or patient outcomes</p>
<p>Patient Experience Care Measures for HCAHPS</p> <ul style="list-style-type: none"> • Communication with Nurses • Communication with Doctors • Responsiveness of Hospital Staff • Pain Management • Communication about Medicines • Cleanliness/Quietness of hospital environment • Discharge information • Overall rating of hospital 	Yes	<p>Exemplary Professional Practice Component (EP)</p> <p>EP23EO, Patient satisfaction data (related to nursing care) outperform the mean of the national database used</p>
<p>Outcome Measures</p> <ul style="list-style-type: none"> • Acute myocardial infarction (AMI) 30-day mortality rate • Heart Failure (HF) 30-day mortality rate • Pneumonia (PN) 30-day mortality rate • Complication/patient safety for selected indicators (composite) • Catheter-associated urinary tract infection (CAUTI) • Central line-associated blood stream infection (CLABSI) • Surgical site infection (SSI) 	Yes	<p>Exemplary Professional Practice Component (EP)</p> <p>EP12, Nurses assume leadership roles in collaborative interprofessional activities to improve the quality of care</p> <p>EP22EO, Nurse-sensitive clinical indicator data outperform the mean or median of the national database used</p>



Implications for the CNO

Given that nursing care is directly linked to nearly every measure scored in the VBP program, chief nursing officers must create nursing excellence environments to maximize reimbursement. Consider doing the following:

- Conduct an organizational nursing excellence needs assessment
- Pursue Magnet® designation
- Ensure nurses have the adequate resources and support to provide patient care
- Develop policies to improve patient satisfaction with nursing care
- Engage in leadership development
- Evaluate staffing levels

Implications for the MPD

- Provide education on nursing excellence and Magnet® designation
- Encourage action planning to improve patient satisfaction with nursing care
- Encourage action planning to improve nursing quality indicators
- Utilize nursing satisfaction surveys to assess and identify areas for improvement

Intervention

One solution to increase reimbursement in the VBP program is to develop a strategic plan for nursing excellence. Healthcare organizations can begin with a nursing excellence assessment and action plan, and then consider implementing the Magnet® framework and pursuing designation. A dose of nursing excellence can improve patient satisfaction and outcomes! *See the Nursing Excellence Vaccine Package Insert for more details.*



Nursing Excellence Vaccine Package Insert

Indications and Usage

For healthcare organizations reporting quality data for reimbursement

Dosage and Administration

Prior to Administration

Conduct a nursing excellence needs assessment

Analyze gaps in nursing excellence

Develop a strategic plan

Administration

Inject nursing excellence framework such as the ANCC Magnet® components into the organization

1. Transitional Leadership (TL)
2. Structural Empowerment (SE)
3. Exemplary Professional Practice (EP)
4. New Knowledge, Innovations & Improvements (NK)
5. Empirical Outcomes (EO)

Warnings and Precautions

The pursuit of nursing excellence could lead to:

1. Increased reimbursement
2. Satisfied patients
3. Engaged nurses leading to better patient outcomes

Contraindications/Adverse Reactions

No known contraindications or adverse reactions have been reported

Research/Studies

Nursing research studies conclude that Magnet ® hospitals provide superior patient care and have lower mortality rates

Who needs a nursing excellence vaccine this season?

Organizations at high risk for developing serious complications:

1. Increased rates of hospital-acquired conditions (HAPU, CAUTI, CLABSI)
2. Low patient satisfaction scores

Vaccine Effectiveness

The benefits of pursuing nursing excellence include improved safety, reduced costs and excellent patient outcomes



For more information about how Nursing Excellence aligns with Value-based Purchasing requirements, contact:

Gina Boring

AVP of Nursing Excellence

gboring@healthlinx.com

1-800-980-4820 ext. 238

Lamar Love

Manager of Client Solutions – Nursing Excellence

llove@healthlinx.com

1-800-980-4820 ext.327



References

ANCC. (2008). Recognizing nursing excellence: Application manual: Magnet recognition program. Silver Springs, MD: American Nurses Credentialing Center

ANCC. (2014). 2014 Magnet Application Manual. Silver Springs, MD: American Nurses Credentialing Center

Centers for Medicare and Medicaid Services retrieved March 18, 2014 from http://www.cms.gov/Outreach-and-Education/Medicare-Learning-Network-MLN/MLNProducts/Downloads/Hospital_VBPurchasing_Fact_Sheet_ICN907664.pdf

Rutherford, R. (2010). The valuation of nursing begins with identifying value drivers. *Journal of Nursing Administration*, 40(3), (115-119.

Wolosin, R., Ayala, L., & Fulton, B.R. (2012). Nursing care, inpatient satisfaction and value-based purchasing. *Journal of Nursing Administration*, 42(6), 321-325.

MAGNET[®], Magnet Recognition Program[®], ANCC[®], Magnet[®], and the Magnet Journey[®] are registered trademarks of the American Nurses Credentialing Center. The products and services of HealthLinx[®] are neither sponsored nor endorsed by ANCC. All Rights Reserved.



To learn about other related solutions, please review our Resource Library located here:

[RESOURCE LIBRARY](#)

[Request A
Complimentary
Consultation Today](#)

HealthLinx[®] | 1404 Goodale Blvd, Suite 400, Columbus Ohio 43212 | 800-980-4820 | www.HealthLinx.com

