

ANCC Pathway to Excellence in Long Term Care[®]: Helping LTC Facilities Set Themselves Apart to Attract Key Partners

The American Nurses Credentialing Center (ANCC) Pathway to Excellence in Long Term Care[®] (PTE-LTC) Program is the first of its kind to recognize and credential long-term care organizations that promote frontline engagement, nurses' participation and empowerment—essential elements for creating culture change and sustaining a positive practice environment.

The PTE-LTC designation can help long-term care facilities become more successful in positioning themselves as attractive strategic partners. PTE-LTC designation provides validation by objective external review to ensure that the long-term care facility has essential structures and processes in place and uses evidence-based practices to ensure the highest quality of resident care.

“Being designated as a Pathway to Excellence in Long Term Care facility helps strengthen our position with hospitals and healthcare systems as we evolve into accountable care organizations. The designation objectively validates to external entities that our organization has the correct structure and processes in place to support quality, best practices, a culture of safety, and innovation. The designation has given us a competitive edge in the marketplace and provided added credibility beyond other competing facilities.”

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What Is Pathway to Excellence in Long Term Care?

The Pathway to Excellence in Long Term Care Program recognizes long-term care organizations that successfully meet the standards that are essential to a positive nursing practice environment. The following domains covered by the Pathway standards are important for successful participation in accountable care organizations (ACOs):¹

- Leadership
 - Nursing shared governance
 - Effective director of nursing leadership
 - Professional development opportunities
 - Competent and accountable nurse managers
- Teamwork and collaborative relationships
- Process improvement
 - Safety monitoring for residents and staff
 - Mechanisms to address care and practice concerns
 - A quality program and evidence-based practices



How Do Pathway Standards Support Accountable Care Organizations?

Pathway program standards contribute to the ACO goals of reducing cost and improving quality by emphasizing factors that have been linked to lower turnover of registered nurses and nursing assistants and to better resident care:

- **Turnover.** The PTE-LTC Program emphasizes positive environmental factors associated with reduced turnover and improved retention, including participation in decision-making, training opportunities, and comprehensive employee benefits.²
- **Job satisfaction.** Pathway standards emphasize positive environmental factors associated with job satisfaction, such as shared decision-making, supervisory support, having work valued and rewarded, and greater levels of quality improvement implementation.³
- **Resident care.** Pathway standards emphasize positive environmental factors associated with better quality measures and fewer deficiencies, including nursing staff participation and input to decision-making, collaborative relationships, and supervisor support.⁴

Make the investment and set your organization apart as an attractive ACO partner with the Pathway to Excellence in Long Term Care designation.

For more information, visit <http://www.nursecredentialing.org/LongTermCareProgram>.

References

¹2010 Committee on Research. (2010). *Accountable Care Organizations: An AHA Synthesis Report*. Chicago: American Hospital Association. Available at <http://www.hret.org/accountable/index.shtml>; Devers & Berenson (2009). Can Accountable Care Organizations Improve the Value of Health Care by Solving the Cost and Quality Quandaries? *Robert Wood Johnson Foundation*. Available at <http://www.rwjf.org/qualityequality/product.jsp?id=50609>.

²Castle et al. (2007). Job satisfaction of nurse aides in nursing homes: Intent to leave and turnover. *The Gerontologist*, 47(2), 193-204; Hunt et al. (2012). Registered nurse retention strategies in nursing homes: A two-factor perspective. *Health Care Management Review*, 37(3), 246-256; Kash et al. (2010). Exploring factors association with turnover among Registered Nurse (RN) supervisors in nursing homes. *Journal of Applied Gerontology*, 29(1), 107-127; Temple et al. (2009). Exploring correlates of turnover among nursing assistants in the National Nursing Home Survey. *Health Care Management Review*, 34(2), 182-190.

³Berlowitz et al. (2003). Quality improvement implementation in the nursing home. *Health Services Research*, 38(1 Pt 1), 65-83; Choi et al. (2012). Nursing practice environment and registered nurses' job satisfaction in nursing homes. *Gerontologist*, 52(4), 484-392; Probst et al. (2010). The relationship between workplace environment and job satisfaction among nursing assistants: Findings from a national survey. *Journal of the American Medical Directors Association*, 11(4), 246-252.

⁴Castle & Decker (2011). Top management leadership style and quality of care in nursing homes. *The Gerontologist*, 51(5), 630-642; Flynn et al. (2010). Effects of nursing practice environments on quality outcomes in nursing homes. *Journal of the American Geriatric Society*, 58(12), 2401-2406; Temkin-Greener et al. (2009). Measuring work environment and performance in nursing homes. *Medical Care*, 47(4), 482-491.