

Pathway to Excellence® in Long Term Care Case Study

Wayne Health Care (DeMay Living Center)

Part of Rochester Regional Health, Wayne Health Care (DeMay Living Center) provides 24-hour skilled nursing senior care and health services to the communities of Western New York State. In recent years, the center faced a growing problem common to many long-term care organizations: a need to improve overall morale among facility staff. The not-for-profit center sought a solution that would involve its nurses and allow them to have their voices heard.

Nursing leaders found what they were looking for with ANCC's Pathway to Excellence in Long Term Care®, the first and only program that recognizes positive practice environments specifically in long-term care settings. Based on the Pathway Standards of an ideal practice environment, the program addresses the unique needs of long-term care organizations and their nursing staff. Among the features is the Nurse Survey, which gives nurses a voice in the application process and exemplifies the theme of empowerment intrinsic to the program.

Wayne Health Care earned the Pathway credential in 2022. As a result of the journey, front-line staff feel more involved in operational decisions that impact the facility. They are empowered to work together to problem-solve in an interprofessional approach. A newly formed shared governance council allows nursing staff to share their ideas and make changes they would like to see happen within the facility. In addition, residents feel an improvement in morale among the nursing team and benefit from the increased quality of care that results from adopting the Pathway culture.

Nurse-designed and nurse-led initiatives have directly improved outcomes:

- Pressure ulcers dropped from 6.5% to 5.1%
- Resident altercations, which were once prevalent, dropped by 75%

During the worst of the COVID-19 pandemic, three of the center's five units were quarantined and nearly two-thirds of staff members were out of work for at least 14 days. "We just naturally fell into the Pathway mindset," explains Kristina Butler, BSN, RN, Director, Long-Term Care Nursing. "It was one for all and all for one with the sole focus on keeping our residents safe. Staff could see that leaders were willing to step up and do anything they were asked and more."

Both the COVID experience and the Pathway framework brought the team closer together. They learned to work and communicate more effectively by always focusing on the residents.

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About Wayne Health Care/Rochester Regional Health

Wayne Health Care is part of Rochester Regional Health, an integrated health system committed to caring for the people living across Western, Central and Northern New York. Rochester Regional Health includes 9 hospitals, primary care and ambulatory centers, urgent care locations, senior living facilities, patient lab testing sites, global labs, and more. Specialists and care teams provide exceptional care in a full range of medical specialties. Learn more at: <https://www.rochesterregional.org/>

About the Pathway to Excellence® Program

The [Pathway to Excellence® Program](#) recognizes a health care organization's commitment to creating a positive nursing practice environment. The Pathway to Excellence in Long Term Care® program is the first to recognize this type of supportive work setting specifically in long-term care facilities. Pathway organizations focus on collaboration, career development, and accountable leadership to empower staff.

About ANCC

The mission of the [American Nurses Credentialing Center](#) (ANCC), a subsidiary of the American Nurses Association, is to promote excellence in nursing and health care globally through credentialing programs. ANCC's internationally renowned credentialing programs certify and recognize individual nurses in specialty practice areas. ANCC recognizes health care organizations that promote nursing excellence and quality patient outcomes while providing safe, positive work environments. In addition, ANCC accredits health care organizations that provide and approve continuing nursing education, accredits transition-to-practice programs, and prepares nurses for new practice roles. For more information about ANCC, visit us at nursingworld.org/ancc and follow us on [Twitter](#). ANCC is the only nurse credentialing organization to successfully achieve ISO 9001:2015 certification.