

Implementation Guide:

Goal 1: Reducing High Risk Pressure Ulcers

This Implementation Guide provides efficient, consistent, evidence-based approaches to address the prevention and minimization of pressure ulcers.

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ADVANCING EXCELLENCE IN AMERICA'S NURSING HOMES

A Campaign to Improve Quality of Life for Residents and Staff

Advancing Excellence in America's Nursing Homes is a coalition based, two-year campaign that launched in September 2006. The campaign is reinvigorating efforts to improve the quality of care and quality of life for those living or recuperating in America's nursing homes.

The campaign's unprecedented coalition includes long-term care providers, caregivers, medical and quality improvement experts, government agencies, consumers and others. Together, we are building on the success of other quality initiatives, including Quality First, the Nursing Home Quality Initiative (NHQI), the culture change movement, and other quality initiatives.

Founding Organizations:

Alliance for Quality Nursing Home Care

American Association of Homes and Services for the Aging

American Association of Nurse Assessment Coordinators

American College of Healthcare Administrators

American Health Care Association

American Medical Directors Association

Centers for Medicare & Medicaid Services and its contractors, the Quality Improvement Organizations

National Association of Health Care Assistants

National Citizen's Coalition for Nursing Home Reform

National Commission for Quality Long-Term Care

The Commonwealth Fund

The Evangelical Lutheran Good Samaritan Society



Goal 1: Reducing High Risk Pressure Ulcers

Nursing home residents receive appropriate care to prevent and minimize pressure ulcers.

Objectives - By September 2008:

- a) The national average for high risk pressure ulcers is below 10%
- b) 30% of nursing homes will regularly report rates of high risk pressure ulcers below 6%
- c) No nursing home will report a rate of high risk pressure ulcers that exceeds 24%
- d) Compared to June 2006, approximately 50,000 fewer residents will have pressure ulcers

		ICON KEY	
	6.~	Recognition/Assessment	
_	P Cause Identification		
	★ Management		
	Monitoring		

The icons in the box to the left will be used throughout this guide to help identify those processes related to key evidence-based approaches.



Approach to Implementation

A nursing home working to reduce the incidence and prevalence of pressure ulcers should follow these steps.



Recognition / Assessment

- 1. Identify pressure ulcer prevention and care as an area for potential improvement in performance and practice.
 - Based on nursing home quality improvement data, quality measures, survey results, review of actual resident cases, comparison to benchmarks, etc.
- 2. Identify authoritative information available for the topic.
 - Review references listed in the "Pressure Ulcer Resources," as well as reliable and evidence-based information about preventing and managing pressure ulcers from the literature and from relevant professional associations and organizations.
 - Identify ways to distinguish the reliability of information about preventing and managing pressure ulcers (i.e., how to separate valid ideas from myths and misconceptions about the topic).
- 3. Identify current processes and practices in the nursing home. For an overview of the process, see *Pressure Ulcer Process Review Tool* and *Flow Diagram*.
 - Are the nursing home's approaches consistent with the steps identified in the Pressure Ulcer Care Process Framework?
 - Identify the nursing home's current approach to preventing and managing pressure ulcers, and the basis for that approach.
 - Who in the nursing home decides how to try to prevent and manage pressure ulcers, and what approaches do they use?
- 4. Identify areas for improvement in processes and practices. Using the information gathered in Steps 2 and 3 above, compare current with desirable approaches to preventing and managing pressure ulcers. Address the following:
 - Check whether current nursing home policies / protocols are consistent with desirable approaches.
 - Check whether desirable approaches are being followed consistently.
 - Identify whether anyone has been reviewing and comparing current approaches to preventing and managing pressure ulcers to desirable ones.



Approach to Implementation (cont.)

Have issues related to preventing and managing pressure ulcers been identified previously? Were they followed up on? Has the nursing home previously evaluated its performance and taken steps to improve?



Cause Identification

- 5. Identify the causes of issues related to pressure ulcer prevention and care, including root causes of undesirable variations in performance and practice.
 - Identify issues and practices that are inhibiting the prevention and healing of pressure ulcers.
 - Identify underlying causes (including root causes) of, and factors related to, undesirable approaches to preventing and managing pressure ulcers in the nursing home.
 - Identify reasons given by those who do not adequately follow desirable approaches.



Management

- 6. Reinforce optimal practice and performance.
 - Continually promote "doing the right thing in the right way."
 - Follow the steps of the Pressure Ulcer Care Process Framework, throughout the nursing home.
 - Identify and use tools and resources to help implement the steps and address related issues.
 - Based on information and data collected about the organization and the processes and results related to preventing and managing pressure ulcers, reinforce systems and processes that are already optimal.
- 7. Implement necessary changes.
 - Address underlying causes (including root causes) of the challenges and obstacles to the nursing home's capacity to prevent and manage pressure ulcers.
 - Implement pertinent generic and cause-specific interventions.
 - Address issues of individual performance and practice that could be improved in trying to prevent and resolve pressure ulcers.
 - Refer to the Pressure Ulcer Resources for resources and tools that can help to address this goal.



Approach to Implementation (cont.)

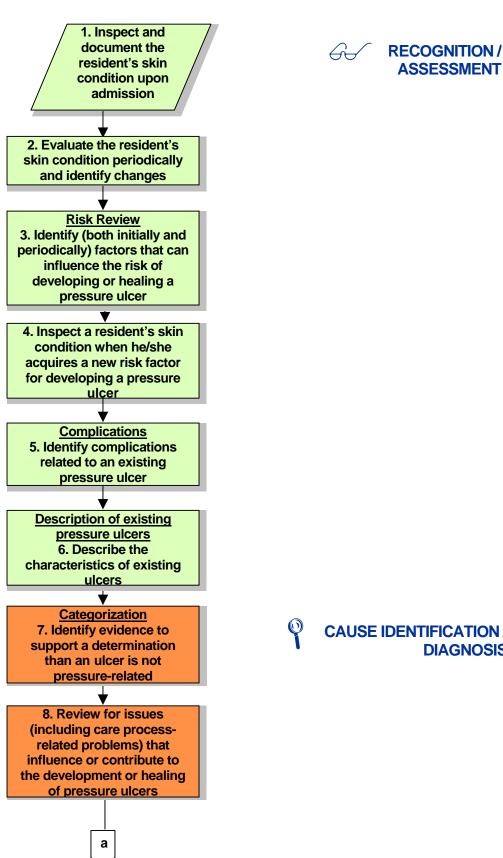


Monitoring

- 8. Reevaluate performance, practices and results.
- Recheck for progress towards getting "the right thing done consistently in the right way."
- Use the Pressure Ulcer Process Review Tool to identify whether all key steps are being followed.
- Use the Pressure Ulcer Care Process Framework and related references and resources from Steps 2-4 above, and repeat Steps 2-7 (Recognition / Assessment, Cause Identification, and Management) until processes and practices are optimal.
- Continue to collect data on results and processes.
- Evaluate whether changes in process and practice have helped attain desired results.
- Adjust approaches as necessary.

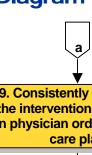


Flow Diagram - Pressure Ulcer Process Framework





Flow Diagram - Pressure Ulcer Process Framework (cont.)



9. Consistently implement the interventions identified in physician orders and the care plan

10. Implement interventions that are consistent with a resident's goals, values, needs, wishes, risk factors, and related medical conditions

11. Address factors identified as being related to the development, presence, or healing of a pressure ulcer

Pressure reduction 12. Use relevant pressure reduction methods in accordance with established principles

13. Turn and reposition the resident based on an individualized plan

Management of Ulcers 14. Consistently manage specific aspects of care of a resident with a pressure

15. Monitor the progress of existing pressure ulcers, and adjust interventions based on relevant factors

Review of non-healing wounds 16. In residents with non-healing or progressively deteriorating wounds, assess for factors that might impede healing, and either adjust interventions accordingly or justify continuing current interventions



MONITORING



PRESSURE ULCER PROCESS FRAMEWORK

CARE PROCESS STEP PROBLEM RECOGNITION / AS	EXPECTATIONS	RATIONALE
1. Inspect and document the resident's skin condition upon admission. Output Description:	 Staff systematically assesses the skin condition of all residents, in a manner that respects their dignity and minimizes unnecessary exposure. Staff identifies and documents any existing pressure ulcers and other skin breakdown, in enough detail to permit additional assessment and management to occur. Staff systematically inspect and document a resident's skin condition from head to foot within 24 hours of admission, seeking the presence of pressure ulcers of any stage. Staff review transfer documents and medical records to identify interventions that have been provided to existing pressure ulcers noted on admission. 	 The skin is one of the body's organs, and both influences and is influenced by each person's physical condition and functional and psychosocial status. While exposure of the individual is necessary for a thorough assessment, it should be done in a dignified manner in the proper context of getting to know the individual. Timely identification of the presence of skin damage and risk factors permits implementation of pertinent interventions. Careful, thorough skin assessment is important to help identify pressure ulcers, especially Stage 1, to allow timely and appropriate interventions. Information about many aspects of an individual and their current condition is pertinent to addressing risks and problems related to the skin.



CARE PROCESS STEP	EXPECTATIONS	RATIONALE					
PROBLEM RECOGNITION / ASSESS	PROBLEM RECOGNITION / ASSESSMENT (cont.)						
Evaluate the resident's skin condition periodically and identify changes.	 Staff inspects the resident's skin at least approximately weekly for the presence of pressure ulcers or other skin breakdown. Staff inspects and document skin condition within 24 hours of arrival or return from another facility. Staff regularly inspects skin over bony prominences for residents at risk for skin breakdown. 	 Many risk factors persist indefinitely in frail and chronically ill individuals. Subsequent changes in a resident's condition may increase his/her potential for skin breakdown. 					
Risk Review 3. Identify (both initially and periodically) factors that can influence the risk of developing or healing a pressure ulcer.	 Staff looks for specific physical and functional factors associated with the risk of developing a pressure ulcer or known to influence the healing of pressure ulcers. 	Factors associated with an increased risk of developing a pressure ulcer and those that influence healing of existing pressure ulcer					
4. Inspect a resident's skin condition when he/she acquires a new risk factor for developing a pressure ulcer	 Staff re-evaluates a resident's skin when he/she develops a new risk factor known to be associated with an increased risk of skin breakdown. For example, a decline in level of consciousness or a weight loss of 5 pounds compared to the previous month would suggest a skin assessment at the next scheduled check, or in the interim. 	 New risk factors may become apparent at any time, especially within the first several days after admission or after a change in condition. Changes in a resident's medical condition, function, and psychosocial status can increase the potential for skin breakdown. 					



CARE PROCESS STEP	EXPECTATIONS	RATIONALE
Complications 5. Identify complications related to an existing pressure ulcer.	- Staff, in conjunction with the resident and family, seek and identify physical complications and functional and psychological consequences related to an existing pressure ulcer; for example, pain, cellulitis (soft tissue infection around the ulcer), osteomyelitis, or social isolation.	 Pressure ulcers may have associated physical, functional, and psychological complications, which may be managed effectively once they are identified. Open pressure ulcers usually are colonized with bacteria, but may not be infected. Osteomyelitis may be present without specific signs or symptoms, and may be a cause of constantly draining or nonhealing wounds.
Description of existing pressure ulcers 6. Describe the characteristics of existing ulcers.	- Staff describe and document a pressure ulcer's key characteristics including size, location, depth and stage, the presence or absence of necrosis and slough, tunneling or sinus tract(s), and exudate, and note the condition of the wound bed including evidence of healing such as granulation (where visible), the presence of eschar, and the status of surrounding skin.	 Documented assessment of these parameters over time helps identify the progress of pressure ulcer healing or deterioration. Appropriate pressure ulcer treatment is related to these various parameters.



CARE PROCESS STEP	EXPECTATIONS	RATIONALE
PROBLEM RECOGNITION / ASSESS	SMENT (cont.)	
	- Staff identifies factors that indicate pressure ulcer healing or deterioration.	 Wound debridement may enlarge a wound by removing nonviable tissue, but such a change in size does not indicate worsening. Wound sizes may be influenced by position, edema, and additional factors.
CAUSE IDENTIFICATION / DIAG	NOSIS	
Categorization 7. Identify evidence to support a determination that an ulcer is not pressure-related.	 Staff collect and assess information, in conjunction with the practitioner, that helps determine the likely category (arterial ulcer, venous ulcer, etc.) and causes of an ulcer The staff or practitioner document the basis for conclusions that an ulcer is not pressure-related. As needed, a health care practitioner evaluates the evidence to help determine whether an ulcer was pressure-related or due to another cause. 	 Various conditions can cause skin breakdown. Different kinds of ulcers have defining characteristics and related factors that help determine their origin.



CARE PROCESS STEP	EXPECTATIONS	RATIONALE
CAUSE IDENTIFICATION / DIAGNOS	SIS (cont.)	
8. Review for issues (including care process-related problems) that influence or contribute to the development or healing of pressure ulcers.	 The staff and management look for problems or gaps in performance of specific tasks (assessment, repositioning, etc.) related to pressure ulcer care that could increase the risk of acquiring, or impede healing of a pressure ulcer. 	- For example, individuals who cannot relieve pressure independently or who cannot address other relevant risk factors require others to provide essential elements of care. Therefore, some of those at risk for a pressure ulcer may require repositioning or other assistance based on individualized need and plan of care.
* MANAGEMENT / TREATMENT		
9. Consistently implement the interventions identified in physician orders and the care plan.	 Staff individualizes the approaches to prevent and treat pressure ulcers and manage pressure ulcer risk factors. Relevant procedures and protocols are applied consistently and correctly. 	 Reasonable approaches to prevent and treat pressure ulcers have been identified. For example, excessive friction and shearing can cause skin damage, and a soft tissue infection of the tissue around a wound may impact healing. Both generic and individualized interventions are appropriate for individuals with pressure ulcers or pressure ulcer risks.



CARE PROCESS STEP	EXPECTATIONS	RATIONALE				
MANAGEMENT / TREATMENT (cont.)						
10. Implement interventions that are consistent with a resident's needs, risk factors, related medical conditions, goals, values and wishes.	 Staff with the practitioner's input, identify realistic goals for ulcer management. There is a rationale for these interventions and treatment plan, including situations where healing is not the goal. 	 Pressure ulcers should show progress towards healing within 2 to 4 weeks, but may be delayed by various factors, such as active medical conditions and complications, that influence the likelihood and rate of pressure ulcer healing. Sometimes (for example, end of life situations) healing of a pressure ulcer is not feasible or is not the primary goal of care. Interventions should be consistent with currently accepted practices, or the staff and practitioner should be able to explain why they deviated from those approaches. 				
11. Address factors identified as being related to the development, presence, or healing of a pressure ulcer.	 The staff and practitioner address physical, functional, and psychosocial issues that affect, and are affected by, having a pressure ulcer, such as pain, decreased mobility, dependency for eating, continence, pressure reduction, fluid and electrolyte imbalance, and medication- related anorexia or lethargy. 	 Skin condition and integrity relates to overall medical, functional, and psychosocial status. Various conditions and impairments can predispose to developing skin breakdown or inhibit wound healing. Some factors influencing the 				



CARE PROCESS STEP	EXPECTATIONS	RATIONALE				
MANAGEMENT / TREATMENT (cont.)						
	 If ulcer healing is not anticipated, the staff and/or practitioner identify and document factors (for example, underlying medical conditions) that they identify as impeding their ability to heal a pressure ulcer. 	development or healing of pressure ulcers are correctable, while others may be only partially correctable or may worsen despite interventions.				
Pressure reduction 12. The staff uses relevant pressure reduction methods in accordance with established principles.	- Staff initiates pressure reduction measures consistent with relevant principles; for example, the number of available turning surfaces and the ability of the resident to maintain a position.	Pressure reduction is a key component of pressure ulcer prevention and healing.				
13. The staff turn and reposition the resident based on an individualized plan.	 For a resident with a pressure ulcer or who is at risk for pressure ulcers, staff develops an individualized approach to turning and repositioning. If staff believe that limitations (e.g., a resident's inability or unwillingness to cooperate) prevents them from consistently achieving or maintaining an effective change in position or pressure reductions, they attempt to address these limitations and document related efforts. 	 A consistent effort to reduce pressure on vulnerable or affected areas is desirable, although the optimal frequency of turning and positioning has not been precisely identified. Repositioning decreases the time spent in one position, and pressure reducing surfaces reduce pressure intensity. Current guidelines suggest repositioning at-risk individuals approximately every 				



CARE PROCESS STEP	EXPECTATIONS	RATIONALE					
MANAGEMENT / TREATMENT (conf	MANAGEMENT / TREATMENT (cont.)						
Management of ulcers		two hours while in bed and approximately hourly while seated. Individual tissue tolerance should be considered.					
14. Consistently manage specific aspects of care of a resident with a pressure ulcer	 Staff provides specific aspects of pressure ulcer care in accordance with relevant protocols or procedures, which are based on generally accepted recommendations relevant to the long-term care population. Staff tries to maintain stable body weight, or indicate why this is not feasible (for example, for someone who has major underlying medical illnesses) or desirable (for example, in someone who is overweight and on a planned weight loss program). 	 Some of the approaches to pressure ulcer care have a strong evidence basis; others are based on consensus or a combination of evidence and consensus. A consistent approach to wound care should help attain desirable outcomes. Although various options exist for most aspects of wound care, some of them have been shown not to work or to actually be problematic. Other than basic caloric support to try to maintain stable weight and a multivitamin, additional nutritional interventions in the absence of specific identified deficits are of unproven benefit for individuals with pressure ulcers. 					
MONITORING							
Monitor the progress of existing pressure ulcers, and adjust	The staff reassesses an existing pressure ulcer approximately weekly.	Consistent review and description helps identify whether a wound is healing and					



CARE PROCESS STEP	EXPECTATIONS	RATIONALE			
MONITORING (cont.)					
interventions based on relevant factors.	 Staff describes pressure ulcers consistent with the initial evaluation, and compares findings over time. The staff and practitioner address relevant factors such as the extent of healing, pressure ulcer characteristics, any wound complications, medical stability and complications, and overall prognosis. The staff and practitioner explain decisions to change, maintain, or stop various interventions, based on the nursing home's procedures or protocols and on resident-specific factors. 	factors that may inhibit their progress. Complications may (but do not necessarily) require a change in management. Several methods of wound measurement allow for assessing the progress of healing; for example, the PUSH tool and others. Resident goals and wishes, such as those that may be stated in advance care directives, are pertinent to treatment decisions.			
Review of non-healing wounds 16. In residents with non-healing or progressively deteriorating wounds, assess for factors that might impede healing, and either adjust interventions accordingly or justify continuing current interventions.	- The staff and physician consider medical, mechanical, procedural, and other factors that could affect healing, including inadequate turning and positioning, additional or different approaches to pressure reduction, and the presence of cellulitis or osteomyelitis.	 Factors that are identified as inhibiting healing should be addressed unless there are valid clinical reasons for not doing so. Some factors that influence the healing of a pressure ulcer may be more treatable than others. 			



PRESSURE ULCER PROCESS REVIEW TOOL

	raction Date:						
Nurs			Nursing				
home Nam			home Address:				
			Address.				
<i>&</i>	RECOGNITION/ASSESS	MENT					
					YES	NO	N/A
1.	Did the staff inspect and do						
2.	return from another nursing Did the staff assess the high						
	admission?	nest staged pressu	re dicer within	11 24 110uis 01			
3.	Did the staff and/or practition						
	periodically and identify sign						
4.	Did the staff and/or practition individual's risk of developing						
	pressure ulcers, bowel or bl						
	cognitive impairment, bed/c						
5.	Did the staff and practitione possible?	r address those ide	entified risk fa	ctors, to the extent			
6.	If the resident acquired a ne	w risk factor for de	veloning a nr	essure ulcer did			
0.	the staff inspect and docum						
	(including detailed description		·	,			
7.	Did the staff and practitione existing pressure ulcer?	r seek and identify	complication	s related to an			
8.	Did the staff and/or practition	ner describe the ch	aracteristics	of existing ulcers			
0.	(staging, size, epithelializati						
	sinus tracts, undermining, tunneling, etc.)?						
0 C	CAUSE IDENTIFICATION						
					YES	NO	NA
9.	Did the staff and/or practition that an ulcer was not pressu		ce to support	any determination			
10.	Did the staff and management		elated proce	sses that could			
	influence or contribute to the						
% T	REATMENT/MANAGEME	NT					
7					YES	NO	N/A
11.	Did staff consistently impler	ment and document	tintervention	s identified in			
	physician orders and the ca						
12.	Were interventions consiste		needs, risk f	actors, related			
12	medical conditions, goals, v		othodo in ac	oordonoo with			
13.	Did the staff use relevant pr						
	pertinent standards, including bed and chair support surfaces, and turning and positioning?						
	MONITORING						
					VEC	NO	N/A
					YES	NO	14/1
14.	Did the staff and practitione		ess of existin	g ulcers and adjust		NO	1471
	interventions based on rele	vant factors?				NO	
14. 15.	interventions based on relevant Did the staff and/or practition of the fourth week after administration.	vant factors? oner document impr nission or its onset,	ovement of t	he ulcer by the end		NO	
	interventions based on released bid the staff and/or practition	vant factors? oner document impr nission or its onset,	ovement of t	he ulcer by the end		NO	



PRESSURE ULCER RESOURCES

RESOURCE	LOCATION	CONTACT INFORMATION			
Recommended Clinical Practice Guidelines					
Pressure Ulcers/Pressure Ulcer Therapy Companion	American Medical Directors Association	10480 Little Patuxent Parkway, Suite 760 Columbia, MD 21044 Phone: (800) 876-2632			
Wound Ostomy and Continence Nurses Guideline for the Prevention and Treatment of Pressure Ulcers	Wound Ostomy and Continence Nurses Society	WOCN 15000 Commerce Parkway Suite C Mt. Laurel, NJ 08054 888/224-WOCN Fax 856/439-0525			
Agency for Healthcare Research and Quality (formerly Agency for Health Care Policy and Research) Guidelines for Prediction and Prevention of Pressure Ulcers and Treatment of Pressure Ulcers	National Library of Medicine - Prediction and Prevention National Library of Medicine - Treatment	8600 Rockville Pike Building 38A Bethesda, MD 20894 Phone: (301) 496-2475			
Wound Ostomy and Continence Nurses Guideline for the Prevention and Treatment of Pressure Ulcers	Wound Ostomy and Continence Nurses Society	WOCN 15000 Commerce Parkway Suite C Mt. Laurel, NJ 08054 888/224-WOCN Fax 856/439-0525			
Clinical Tools					
PUSH Tool	National Pressure Ulcer Advisory Panel	1255 Twenty-Third Street NW, Suite 200, Washington, DC 20037 Phone: (202) 521-6789			



PRESSURE ULCER RESOURCES (cont.)

RESOURCE	LOCATION	CONTACT INFORMATION		
Clinical Tools (cont.)				
Norton Scale	National Library of Medicine	8600 Rockville Pike Building 38A Bethesda, MD 20894 Phone: (301) 496-2475		
Braden Scale	Prevention Plus	Prevention Plus is an Internet resource. General email may be sent to: Jball79686@aol.com		
Pressure Ulcer Record	MedQIC			
Pressure Ulcer Presentation	MedQIC	MedQIC is an Internet resource. Questions		
Shared Tools Related to Pressure Ulcers Pocket Guide for Pressure Ulcers Clinical Fact Sheet-Quick Assessment of Pressure Ulcers Pressure Ulcer Jeopardy Pressure Ulcer Framework	 MedQIC - Pocket Guide MedQIC - Fact Sheet MedQIC - Pressure Ulcer Jeopardy MedQIC - Framework 	related to Nursing Home content can be directed to: Teresa M. Mota, RN or Paula Mottshaw Quality Partners of Rhode Island 235 Promenade Street Suite 500, Box 18 Providence, Rhode Island 02908 Phone: (401) 528-3200		
Quality Improvement Tools				
Quality Indicators for Prevention and Management of Pressure Ulcers in Vulnerable Elders	Assessing Care of Vulnerable Elders (ACOVE)	Barbara Bates-Jensen PhD, RN, CWOCN, UCLA Borun Center for Gerontological Research, 7150 Tampa Avenue, Reseda, CA 91335.		



PRESSURE ULCER RESOURCES (cont.)

RESOURCE	LOCATION	CONTACT INFORMATION		
Clinical Tools (cont.)				
Pressure Ulcer Collaborative Framework	MedQIC			
Essential Systems for Quality Care	MedQIC	MedQIC is an Internet resource. Questions related to Nursing Home content can be directed to: Teresa M. Mota, RN or Paula Mottshaw Quality Partners of Rhode Island 235 Promenade Street Suite 500, Box 18 Providence, Rhode Island 02908 Phone: (401) 528-3200		
Facility-Assessment Checklists	MedQIC			
Communicating with Physicians	MedQIC			
Informational Resources				
MDS 2.0 Resident Assessment Protocol for Pressure Ulcers	CMS - MDS 2.0 for Nursing Homes - Appendix C (pp. 84-86)	Centers for Medicare & Medicaid Services 7500 Security Boulevard Baltimore, MD 21244 Phone: (877) 267-2323		
Federal Regulation Related to Pressure Ulcers – F314	State Operations Manual Appendix PP (pp.152-183)			
Clinical Overview	MedQIC	MedQIC is an Internet resource. Questions related to Nursing Home content can be directed to: Teresa M. Mota, RN or Paula Mottshaw		
Other Clinical Resources	MedQIC			
Pressure Ulcer Fast Facts	MedQIC			
Quality Measure Information		Quality Partners of Rhode Island		
Pressure Ulcer Quality Measure	MedQIC	235 Promenade Street		
Literature / Latest Research		Suite 500, Box 18 Providence, Rhode Island 02908		
Pressure Ulcer Literature Listing	<u>MedQIC</u>	Phone: (401) 528-3200		



PRESSURE ULCER RESOURCES (cont.)

RESOURCE	LOCATION	CONTACT INFORMATION
Specialty Organizations and Links		
AHCA Quality First Guide to Nursing Home Performance Measures	American Health Care Association	1201 L Street, N.W. Washington, DC 20005 Phone: (202) 842-4444
Pressure Ulcers: Guidelines for Prevention, Assessment, and Treatment	hcPro healthcare Marketplace	200 Hoods Lane Marblehead, MA 01945 Phone: (877) 727-1728
Pressure Ulcer Prevention Education Module	The Borun Center	7150 Tampa Avenue Reseda, CA 91335 Phone: (818) 774-3347
Pressure Ulcer Education Module (Requires registration)	The Wound Institute	3909 Hulen Street Fort Worth, TX 76107 Phone: (800) 441-8227