

CLAREMONT NURSING AND REHABILITATION CENTER

MINUTES

Tuesday, May 26, 2015, 10:00 a.m.
Commissioners' Hearing Room

Present: Commissioners Barbara Cross and Jim Hertzler; Larry Thomas, Chief Clerk; Sandy Moyle, Deputy Chief Clerk/Meetings Manager; John Belko, Premier Healthcare Resources; Helen Schultz, Marketing, Claremont Nursing Rehabilitation Center (CNRC); Leisa Spence, Director of Nursing, CNRC; Lynette McCulloch, Finance, Claremont Nursing Rehabilitation Center; Dana Best, Finance; Elizabeth Bouch, Human Resources; Beth Chornak, Enterprise Resource Planning (ERP); Dr. Kenneth Harm; John Lopp, Facilities; Kimberly Kelly-Clutter, Denise McQuown-Hatter, Affinity Health Services; and Ruth Ann Ciecierski, Recording Secretary.

Absent: Commissioner Gary Eichelberger

Call to Order: Commissioner Cross called the meeting to order.

Roll Call: Commissioners Cross and Hertzler were present.

Public Comment: None

Approval of Minutes:

Commissioner Hertzler moved to approve the April 27, 2015 Claremont Nursing Rehabilitation Center Board Meeting minutes. Commissioner Cross seconded the motion and it unanimously carried.

50 Day Update from Affinity: Kimberly Kelly-Clutter and Denise McQuown-Hatter, Affinity Health Services, presented a PowerPoint Presentation on The First Quarterly Overview on the analysis of data for information to evaluate the process of CNRC (see attached). The Affinity contract was effective in April, 2015 for one year with an option for renewal. Ms. Kelly-Clutter explained the process on how they are proceeding with the engagement and reviewed the presentation. The highlighted slides included: Process, Financial Solvency Performance Measure, Departmental Efficiencies, Skilled Mix Medicare Costs/Contracts, Market Analysis, and Benchmarks/Trends. Chief Clerk Thomas stated that this process is a good mirror to evaluate how CNRC is looking in the market and provides a good basis for information on the scorecard. There was some discussion on the sale of county homes and how the funding is affected when they are sold and privatized due to a different reimbursement system.

Financial Report – April, 2015:

- **Admissions and Referrals:** Lynette McCulloch reviewed the Summary of Referrals and Admissions Report for April, 2015 (see attached). She reported that there were 77 referrals which resulted in 27 admissions (22 were short term, primarily in skilled areas); 17 discharges; 9 deaths; and 28 denials. Out of the denials, 14 were behavioral, and within those, 10 were psychiatric type situations, 2 were substance and 2 were dementia. Ms. McCulloch stated that the denials were discussed at their Quality Measures Meeting on May 22, 2015 and there was discussion on how it is a balancing act to decide between a denial and admission of a patient on psych medications and how it affects the quality measures.
- **Medical Assistance (MA) Approvals:** Ms. McCulloch reported that there were 7 MA Approved, 17 MA Pending at County Assistance Office (CAO) and 20 Pending in-house. She reported that as of 4/30/15, the Medicare Part A (MCA) census was at 21 and as of today it is at 19.

CNRC Staffing Including Request for Approval of Certified Nursing Assistant (CNA) Training Program: Ms. Bouch gave an update on some items that she and Ms. Spence have been working on to increase staff and decrease overtime:

- The American Federation of State, County and Municipal Employees (AFSCME) Union has agreed to utilize alternative discipline in lieu of suspension days for employees, which will be a cost savings to the County.
- They are looking at changing the requirements for the PRNs (Pro Re Nata) by increasing their workload to four shifts per pay period.
- CNRC will be hosting a Job Fair next month to help generate some interest with the new rate increase for CNAs. Individuals who worked for CNRC in the past were contacted to let them know the starting rate has increased.
- They are looking at creative ways of changing the shift times.
- They are working with Bob Shively at Public Safety for ways to utilize the Everbridge System for filling shifts for CNRC.

- **Certified Nursing Assistant (CNA) Training Program:** Another idea that was discussed was recruiting from within. Some of the employees in laundry, housekeeping and dietary stated that they would be interested in being CNAs, but they don't have the money for the class. Presently CNRC reimburses CNAs \$1,000 for the 17 day class after they are employed for six months. The new idea would be to offer paying the cost of the class up front and to have the CNAs sign a year contract stating that they would not leave CNRC for one year, and if they do, the money will be recouped through their paycheck. Ms. Bouch stated that she will meet with the employees who might be interested and come to a Commissioners' Meeting with the numbers and costs. She stated that even if they lost some employees to the CNA positions, it is much easier to fill the housekeeping, laundry and dietary positions.

Financial Report – April 2015

- **Fund Balance:** Ms. McCulloch reported that the Fund Balance for April, 2015 YTD has a loss of \$89,000, reducing the fund balance (see attached). She stated that the Fund Balance is running favorable to budget in revenues and expenses; however, we had previously (prior to April) been exceeding the budget significantly enough that we were maintaining an increase in equity during 2015. The Nursing Hours Per Patient Day (NHPPD) was significantly impacted because of the low census.
- **Picture Date:** The May 1, 2015 Picture Date is being calculated right now and they have until June 15, 2015 to finalize it. Mr. Belko predicts that it will probably go up because it took a significant decrease down to .88.
- **Average Bed Days Per Month:** Ms. McCulloch reported that for the month of April, census was budgeted at 264, but came in at 264.13 (see attached). She stated that with the Medicare A and Commercial Insurance combined, we were 4.3 average bed days short of the budget for Skilled bed days. Private Pay is running well above the budget for the year. The actual room and board revenue for the month of April has dropped below the budgeted revenue by \$65,000.
- **Transitions Census/Admissions:** Ms. McCulloch reported on the Census/Admissions report for Transitions (see attached). In the month of April, there were 20 beds budgeted and filled for each of the 30 days in April and we had 17.73 beds filled in the Transitions area, resulting in 2.27. The budgeted admissions for the month of April in Transitions was budgeted at 20, we had 19, so we are falling behind in the month of April by one admission.

- **Resident Revenue:** Ms. McCulloch reviewed the Revenue report for April (see attached). She reported that they are 348 bed days YTD. The revenue per bed day is over budget by 1.76 but, below last month's YTD which was over by 4.52. Overall, revenue is below budget for the year.
- **Analyticals:** Ms. McCulloch reviewed the Analyticals Report (see attached). She reported that NHPPD is unfavorable to budget by \$42,000, 3.53 vs. budget of 3.46, due to the low census in April. She stated that the loss YTD is \$89,000, but we are exceeding the budget at this point in time.
- **Accounts Receivable (AR):** Ms. McCulloch reviewed the Accounts Receivable charts (see attached). She reported that the AR in April over 120 days is \$468K or 12%. The P4P Goal was to be under 15% of the total AR being over 120 days, but recommended that to adjust it lower. The total AR for April 2015 is \$3,830,522.

Other Business/Discussion

- **Status of Administrator Search:** Mr. Belko reported that after screening a dozen candidates, it was narrowed down to three that will be moving forward for interviews incurring next week with the selection team. A decision is expected to be made by the first week of June, and since all three are employed, the candidate would need to give a 30 day notice, so July would tentatively be the start date for the new Administrator.
- **Marketing Plan/Admission Strategy:** Mr. Belko presented a PowerPoint presentation on *Claremont's 2015 Marketing Plan* (see attached). He stated that Claremont is the second largest Skilled Nursing Facility (SNF) in Cumberland County and he reviewed demographic facts that are favorable to long-term care at Claremont. He stated that Cumberland County has had a 3.5 percent increase in the population since 2010 and the County residents who are 65 and over are increasing. Some highlights of the presentation were Major Goals for 2015, Key Metrics to Measure Success, Strategies and Tasks Identified to Accomplish Goals/Objectives, and a Marketing Worksheet. He stated that the major goals are to attain an average daily census of 270; position CNRC as a long-term expert in Geriatric Care; develop a partnership with River Health ACO before December 31, 2015; and recruit a psychiatrist before December 31, 2015. There was some discussion on using River Health Accountable Care Organization (ACO) as a preferred partner over another organization.
- **Customer Satisfaction Survey:** Ms. Schultz presented a PowerPoint presentation on the *Resident Satisfaction Surveys from April 24 to May 20, 2015*, in the Transitions Rehab Unit only (see attached). She stated there were 14 discharges during that time period and they received 7 completed surveys back. The survey questions asked the individuals to rate their experience on the Admission Process, Nursing Services, Pain Management, Environment, Food, Activities, Social Services, Therapy, Physician Issues, Reasons for Selecting Transitions, and Potential Recommendations. Overall, the survey results reflected a positive experience with the best advertising being word of mouth for high quality care at Transitions.

There was discussion on how many times a doctor is required to see the residents. Dr. Harm stated that his goal is to visit the residents two times a week, but he is only required to see them once a month. Some of the residents expect to see a doctor daily, so communication needs to be relayed to them how often a doctor will be provided onsite for visits.

- **Status of Bed Sale:** Due to time constraints, this item was put on hold until the next meeting.
- **Antipsychotic Drugs:** Dr. Harm reported that he attended a one-day seminar presented by a nursing home auditor and stated that it was an excellent course on behavior thinking about how to approach people before they are put on psychotropic drugs. He stated that they came away with some improved ideas on behavioral things they will be sending to the staff and physicians. Ms. Spence stated that although they are trying to reduce using antipsychotics, they will never fully get rid of the drugs in the facility due to the makeup of the residents with diseases and mental illnesses. She stated that taking a resident off the drugs who is hypoactive would be the worst thing they could do for them. They need to have the residents on those medications to keep them stable, otherwise they would be a threat and harm to themselves as well as staff. Chief Clerk Thomas suggested using the *Clinical Best Practice Guidelines* to produce the best results. Dr. Harm stated that they have to maintain a balance between treating residents with medications or not. The main point is that the individuals are being monitored and continue to be treated in the best way possible. There was discussion on why the County Nursing Facilities have a higher rate of antipsychotic drug use and Mr. Belko explained that *For Profit Nursing Homes* do not usually have Alzheimer's units like the County Nursing Homes, so the numbers are higher for us even though we are compared the same.
- **Status of Outreach Program Policy:** Due to time constraints, this item was put on hold until the next meeting.
- **Request for Approval of DME Policy:** Ms. McCulloch stated that they are ready to proceed with the Durable Medical Equipment (DME) policy and it will be on the next Commissioners' Workshop for discussion.
- **Endowment Update:** Due to time constraints, this item was put on hold until the next meeting.
- **Kronos Update:** Ms. Chomak provided an update on the Kronos Advance Scheduler System. She reported that they met with Ms. Spence and the schedulers to work out some issues and made some updates to correct the issues. The schedulers have been utilizing the Kronos call list to fill in schedules that would cost the least amount of money. They will be meeting with the nursing home staff to develop a draft of the reports needed to monitor the overtime. She stated that they are hoping to have the draft for the next meeting and begin using the reports on July 4, 2015.
- **Hartford Insurance Results:** Due to time constraints, this item was put on hold until the next meeting.
- **Top 2-5 Complaints of Month:** Mr. Belko reported on two complaints. The first one is a continuation of what was discussed last month regarding a resident's family who was very dissatisfied. The meetings are continuing and are being coordinated with the Department of Health. The second complaint is in regards to a man who is a resident in the facility and there are some issues where the wife wants to take the husband home. Elder Law is involved in the case.
- **Update on any/all significant (reportable) incidents:** Chief Clerk Thomas stated that Mr. Belko is continuing to keep him updated on any reportable incidents.

- **50 Day Update from Premier:** Due to time constraints, this item was put on hold until the next meeting.

- **Future Agenda Items:**
 - I. Utilization Management Review (UMR) Report: Ms. McCulloch reported that the UMR would be an item on next month's agenda.
 - II. Kronos Scheduling – how to avoid holiday issues.
 - III. Proposed Revenue Rates 15-16 & Disproportionate Share Revenue.

Adjournment: There being no further business to come before the Board, the meeting was adjourned.

Respectfully Submitted,

Ruth Ann Ciecierski
Administrative Assistant