

# Cumberland County Commissioners' Finance Meeting

## Minutes

Wednesday, March 13, 2019 - 1:30 PM  
Commissioners Hearing Room  
Courthouse, Carlisle PA

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**Present:** Commissioners Vince DiFilippo, Jim Hertzler, Gary Eichelberger; Sandy Moyle, Chief Clerk; Florence Ford, Deputy Chief Clerk; Samantha Krepps, Communications; Bob Aims, Claremont Nursing & Rehabilitation Center; Holly Sherman, Human Resources; Theresa Kissinger, Administrative Technician/Recording Secretary.

**Public Comment:** None

### Topics for Discussion:

- **CNRC Presentation:** Bob Aims reviewed Claremont Nursing & Rehabilitation Centers Analysis & Plan. (see attached)

Commissioner DiFilippo asked how many beds are in the Tower Building. Bob stated that there are about 150 beds.

Commissioner Hertzler asked what Optum was. Bob stated that it is a management advanced care. This means that a patient could be taken care of by a Nurse Practitioner on staff at the Nursing Home verses going to the hospital.

Commissioner Hertzler asked Bob if there was a way to re-align the staff to fix the problem of CNA shortages for the transitions unit. Bob said re-aligning the staff is not feasible because we are not just short staffed on transitions; we are short staffed everywhere else. He said that the best way to do this would be shut down a floor. Commissioner Hertzler asked if we were meeting the state's requirement with the level of nursing. Bob state that we were just barely meeting the requirements.

Commissioner Hertzler said if we are hosting the HACC classes at Claremont are we receiving any benefits. Bob stated that we are getting exposure; they see us, and see what we have to offer.

Commissioner Hertzler asked Bob how he planned to cut the agency spending down by October. He said by recruitment of hiring our own nurses, Human Resources is reaching out to nursing classes, high schools and having job fairs. Commissioner Hertzler said that we need to come up with a way to attract new employees to come work at Claremont.

Commissioner DiFilippo asked does the collective bargaining agreement set the salary rates for the CNA nurses. Holly Sherman said yes most of them. Commissioner DiFilippo asked if we offered sign on bonuses would that cause an issue. Holly said that any compensation we would have to enter into an agreement with them. Commissioner Hertzler said at some point he would like the opportunity to meet with our Labor Counsel to discuss issues relative to the contract.

Chief Clerk, Sandy Moyle asked Bob when he prepared his SWOT Analysis on identifying his strengths and weaknesses did he involve the doctors, nurses, staff and patients in gathering all the information. He said he has talked to new and existing patients and what he observes every day. He also circulated this to his management team, directors and nursing leadership. Sandy said that she is used to seeing SWOT Analysis with four columns with your weaknesses, strengths, opportunities and threats, and thinks based on that it could become part of the marketing plan so everyone has access to it.

Commissioner Eichelberger thinks that there is more issues then who is paying twenty cents more, he said we have heard repeatedly it not about the money it's the tension among the employees. He asked if the employees value each other. He said I know we are doing exit interviews but don't feel like we know enough of what is really going on. Holly said that an employee's engagement survey has been handed out and completed by the Nursing Home employee and Human Resources is compiling the data. Discussion on the data survey will be discussed at the March 26, 2019 CNRC Board Meeting. Commissioner DiFilippo asked what the main objective was to the survey. She said just to get feedback to what the employees perceive is going on.

**Other Business:** None

**Adjourn:** There being no further business to come before the Board, Commissioner Eichelberger made a motion to Adjourn.

Respectfully Submitted,  
Theresa Kissinger,  
Administrative Technician

# CNRC ANALYSIS AND PLAN

GOALS, PROCESS TO ACHIEVE AND  
SWOT ISSUES

MARCH 2019

# CNRC ANALYSIS AND PLAN

- GOALS

- HIGHEST QUALITY PROVIDER OF SKILLED AND REHABILITATION CARE MEASURED BY RESIDENT AND FAMILY SATISFACTION, STAR RATING, QUALITY MEASURES AND SURVEY RESULTS (11 HEALTH, 11 L.S.)
- MEETING COMMUNITY AND REFERRAL SOURCE NEEDS – CURRENTLY TURNING REFERRALS AWAY
- PROVIDING SERVICES IN A FISCALLY-RESPONSIBLE MANNER AS DETERMINED BY CUMBERLAND COUNTY
- OPTIMIZE REVENUE WITHIN BOTH PATIENT-DRIVEN PAYMENT MODEL (PDPM) AND MANAGED MEDICAID

# CNRC ANALYSIS AND PLAN

- STRENGTHS

- COUNTY INSTITUTION/LEGACY

- WELL-KNOWN, LONG HISTORY OF SUPPORTING THE POOR/INDIGENT, INCLUDING FARMING AND CEMETERY
    - CLINICAL PROGRAMMING – RECOGNIZED FOR REHAB AND MEMORY CARE – AWARDED STATE GRANT FOR TRAINING AND EQUIPMENT
    - COMMUNITY SUPPORT – FRIENDS, AUXILIARY, CHURCHES, SCHOOLS, MILITARY, VOLUNTEER AGENCIES
    - HACC TRAINING SITE, PROVIDED 1-2 TRAINERS, 1 POTENTIAL B/U
    - DEVELOPING REIMBURSEMENT SKILLS TO OPTIMIZE REVENUE WITH PDPM AND MANAGED MEDICAID (KAIROS) – STAFF TRAINING ON PROPER CODING AND CARE MANAGEMENT ARE KEYS TO REIMBURSEMENT
    - USING STATE OF ART QUALITY REVIEW PROGRAM – ABAQIS. FEEL THAT CONTRIBUTED TO POSITIVE SURVEY RESULTS
    - POSITIVE REPUTATION AND WELL-KNOWN IN COMMUNITY
    - EXPERIENCED LEADERSHIP, TENURE IN DEPARTMENT DIRECTORS

# CNRC ANALYSIS AND PLAN

- WEAKNESSES

- HANDS-ON STAFFING NOT CURRENTLY OPTIMAL

- HPPD 2019 BUDGET 3.57; JANUARY 3.38, FEBRUARY 3.15, MARCH 11 – 3.04, 12 – 2.86
    - 2018 AVERAGE 3.43, 2017 3.63, 2016 3.19
    - INCREASING USE OF AGENCY AND OT – POTENTIAL NEGATIVE EFFECT ON QUALITY, CONCERNS

- MARKED DIFFERENCE BETWEEN TOWER ROOMS (SMALLER, DATED) AND C, HH AND TRANSITIONS (BRIGHTER, LARGER, NEWER)

# CNRC ANALYSIS AND PLAN

- OPPORTUNITIES
  - NEW THERAPY COMPANY STARTING, CAN BETTER INTEGRATE WITH PDPM AND MANAGED MEDICAID REIMBURSEMENT OPTIMIZATION. ALSO GOOD CONTACTS WITH HOME HEALTH AND LTACHs  
FURTHER CLINICAL TRAINING ON SPECIALTY CARE (LVAD, TPN, TRACHS)
  - USE PUBLIC STATUS TO RESEARCH OTHER BUSINESS LINES (MEDICAL PAROLEE LTC, MENTAL HEALTH)
  - OFFERING HEALTH SERVICES (FLU SHOTS, CPR) TO OTHER COUNTY EMPLOYEES
  - CONTINUE TO OFFER/EXPAND HACC TRAINING TO ENTICE NEW CNAs
  - EXPAND/ENHANCE MENTOR PROGRAM, INCLUDING ALL DEPARTMENTS
  - IMPROVE LOBBY AREA WITH LIGHTER FINISHES, BETTER LIGHTING, NEW FURNITURE AND INCLUDE FACILITY VIDEO

# CNRC ANALYSIS AND PLAN

- THREATS

- SKILLED REFERRALS CONVERTED TO ADMISSIONS LIMITED BY STAFFING
- TOWER BUILDING POTENTIAL FOR NON-CONFORMANCE
- CARE QUALITY AFFECTED BY LOW STAFFING FROM AGENCY AND OT USE – JANUARY AGENCY \$107K, FEBRUARY \$95K



# CNRC ANALYSIS AND PLAN

- PROCESSES TO ACHIEVE GOALS

- MAINTAIN STAFFING IN ORDER TO KEEP SKILLED CENSUS AT 20 BUDGETED. 'PROFIT' FROM SKILLED ~\$150/DAY. RECEIVE ONGOING REFERRAL REQUESTS. ADEQUATE STAFFING LEVEL NEEDED TO CONTINUE QUALITY.

  - GOAL – CONSISTENT SKILLED CENSUS 20 (BUDGET) BY JUNE

- CONTINUE SPENDING OVER BUDGET FOR AGENCY AND BONUSES TO MAINTAIN MINIMUM/CLOSER TO BUDGETED PPD. YTD FEBRUARY AGENCY BUDGET \$145K, SPENT \$201K. 2018 AGENCY BUDGETED \$50K, SPENT \$249K. ANTICIPATE CONTINUING SPEND RATE FOR AT LEAST 6 MONTHS AS STAFFING PROGRAMS BELOW PRODUCE RESULTS.

  - GOAL – CUT CURRENT \$100K/MONTH AGENCY SPEND RATE TO \$50K BY JULY, \$25K BY OCTOBER

- STABILIZE STAFFING THROUGH CENSUS REDUCTION – REDUCING TOWER FLOOR BY HALF

  - SUCH REDUCTION WOULD REQUIRE 50 SKILLED CENSUS TO MEET BUDGET– NOT ATTAINABLE - BUT CENSUS REDUCTION MAY BE UNAVOIDABLE

# CNRC ANALYSIS AND PLAN

- STABILIZE STAFFING THROUGH RECRUITMENT/RETENTION
  - RESPONDING TO IDENTIFIED NEEDS – GOAL - WILL RESPOND TO SURVEY RESULTS WHEN AVAILABLE
  - CONTINUE ‘GROW OUR OWN’ PROGRAM (4 CNAs FROM SUPPORT SERVICES) – GOAL – 8 ADDITIONAL CNAs FROM IN-HOUSE BY YE
  - CONTINUE JOB FAIRS, VISITING SCHOOLS, IMPROVING APPLICATION PROCESS
  - CONTINUE TO PROMOTE ‘TRUE’ PAY (INCLUDING BENEFITS) TO PROSPECTIVE STAFF – GOAL – ADD TO ALL EMPLOYMENT ADVERTISING NOW
  - CONTINUE EXPANDING (TO ALL DEPARTMENTS) AND IMPROVING MENTORING PROGRAM – GOAL – ALL MENTORING PROGRAMS OPERATIONAL BY JUNE
- OPTIMIZE REIMBURSEMENT THROUGH EFFECTIVE CONTRACT REVIEW (KAIROS) AND FOCUSED REFERRAL COSTING (ADMISSIONS AND REIMBURSEMENT SPECIALIST)

# CNRC ANALYSIS AND PLAN

- OPTIMIZE REIMBURSEMENT FROM BOTH MANAGED MEDICAID (IMPLEMENTATION 1/20) AND PDPM (IMPLEMENTATION 10/19) THROUGH EFFECTIVE EHR, STAFF DOCUMENTATION/EDUCATION, THERAPY COORDINATION – GOAL – NEW THERAPY EDUCATION BY APRIL, STAFF EDUCATION ONGOING PDPM TRAINING - AUGUST MANAGED MEDICAID TRAINING - OCTOBER
- STAFF EDUCATION ON PROPER CODING – GOAL - ONGOING
- NEW THERAPY COMPANY EDUCATION ON NEED FOR SCREENING IS NOT ‘TROLLING’ – GOAL – APRIL AND ONGOING
- PARTNER WITH BUNDLED PAYMENT PROVIDERS (FUSION 5 AND OIP) – GOAL – ONGOING AND EXPANDING THROUGH REFERRAL SOLICITATION

# CNRC ANALYSIS AND PLAN

- DEDICATED SUPPORT SERVICES WITH MORE INTEGRATION – HR – IMMEDIATE EMPLOYEE EXIT AND SURVEY RESULTS – GOAL – BETTER INTEGRATION BY MAY AND ONGOING
- DEDICATED SUPPORT SERVICES WITH MORE INTEGRATION - IMTO – AS SYSTEMS BECOME MORE ELECTRONIC AND INTEGRATED WITH OUTSIDE VENDORS – GOAL – BETTER INTEGRATION BY MAY AND ONGOING
- REDEFINE THE CONTRACT PROCESS SO TO STREAMLINE FOR ROUTINE/REPEATING CONTRACTS LIKE HOSPICE – GOAL - JUNE
- INCREASE OPTUM PARTICIPATION TO INCREASE REVENUE (70 MEMBERS VS. CURRENT 41 ADDS ~\$50K) AND EXPENSE AVOIDENCE (SUPPLIES, DENTAL, EYE, ETC.) – GOAL – 55 MEMBERS BY JULY, 60 BY OCTOBER
- OFFERING PAID CNA TRAINING TO PUBLIC WITH VIGOROUS VETTING AND PERFORMANCE REQUIREMENTS – GOAL – START BY JUNE