

Session #: T05

Staffing Best Practices for High Quality Care & Lower Costs

Mark Woodka
CEO
OnShift

mwoodka@onshift.com

Shelly Szarek-Skodny, CEO – Health Care Services
Century Oak Care Center
President, Ohio Person Centered Care Coalition
shelly.szarekskodny@centuryoakcarecenter.com



Objectives:

- Explain how to provide higher quality care by aligning staffing levels to resident needs
- Boost morale by engaging employees in staffing
- Evaluate staffing practices to stay on budget and reduce costly overtime



Today's Focus In LTPAC

 FIVE STAR QUALITY RATING CHANGES

 RISING RESIDENT ACUITY

 FOCUS ON QUALITY & OUTCOMES



Factors Leading to Five Star Rating System Changes

- 2009: 38% received 4 or 5 star rating, by 2014 increased to 54%
- Quality measure ratings increased since transition to MDS 3.0
- Trends have raised questions about the validity of self reported QM and staffing data
- NYT article “Medicare Star Ratings Allow Nursing Homes to Game the System”

Year	1 Star	2 Star	3 Star	4 Star	5 Star
2009	27%	29%	21%	18%	5%
2010	25%	27%	21%	20%	7%
2011	23%	25%	21%	21%	10%
2012	14%	18%	21%	28%	19%
2013	11%	15%	21%	31%	22%
2014	9%	13%	21%	35%	22%

Five Star Quality Rating Changes

- 2 Quality Measures added
 - Antipsychotic use of short stay & long stay patients/residents
- Focused staffing & MDS surveys
- Payroll-based staffing reporting
 - Quarterly electronic reports
 - Full implementation by end of 2016
 - \$11M in funding approved in the Improving Medicare Post-Acute Care Transformation Act (IMPACT) of 2014

“The inclusion of verified staffing information based on payroll data is especially important, as staffing levels are often the best proxy for quality.”

Cheryl Phillips, M. D.
Senior Vice President of Public Policy and Advocacy,
LeadingAge

Adjustments To Rating Methodology

- Increase the number of points necessary to earn four or five stars on the QM rating
- Revisions to the scoring algorithm for the overall staffing rating
 - A four-star rating on either the RN or total nurse staffing rating is required to achieve an overall staffing rating of four stars

Why Does Your Five Star Rating Matter?

- Consumer information
- Payors, hospital executives and ACOs – network development
- Hospital discharge planners
- Quality monitoring
- Payment incentives and penalties



Winds of Change

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Focus On Quality



Five-Star Quality Rated
by Centers for Medicare and Medicaid Services

2 New Quality Measures

- Antipsychotic use of short stay & long stay patients/residents



- Safely Reduce Hospital Readmissions
- Increase Customer Satisfaction
- Increase Staff Safety
- Safely Reduce the Off-Label Use of Antipsychotics

Current Status of State Medicaid Expansion Decisions



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Rising Resident Acuity

- Skilled nursing care centers
 - Emphasis on sub-acute, complex medical care
 - 95% of post acute stay require assistance with 4 or 5 activities
 - 86% of long-stay residents require assistance with 4 or 5 activities
 - 61% of long-stay residents have dementia
- Assisted living
 - 38% receive assistance with 3 or more ADLs



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Elements of Proper Staffing for Acuity

Things To Consider

SCOPE OF SERVICES PROVIDED

NURSING WORKLOAD

VOLUME & ACTIVITY



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Allow For Activity

- Evaluate potential activity in advance
 - 1 day ahead
 - At the start of every shift
 - Review trends, patterns
- Manage activity like an employee absence
 - Establish a policy
 - Identify potential replacements
 - Utilize your float pool
 - Consider non-overtime employees first
 - Share extra shifts fairly
 - Balance within existing staffing levels



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Align Schedules With Workload

- Determine time for care
 - Your time based standards
 - STRIVE data
- Levels of acuity
 - Group based on similar characteristics of care
 - Define breakpoints for each level, by position
 - i.e. low, medium, high
- Balance schedules to avoid burnout



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Tighten the Resident/Staff Connection

- Consistent Assignment
 - Educate staff, residents, families
 - Consider “best fit” pairings
 - Make contingency plans
 - Don’t overload high acuity cases
 - Continually monitor & assess



Key Benefits of Consistent Assignment

Key Benefits	
Residents receive better care	Residents feel more safe and secure
Fewer call-offs	Staff are less likely to call-off because residents may miss them
Staff feel valued and empowered	Staff feel more accountability and responsibility for their clients
Strong foundation for person-directed care	Residents form bonds with caregivers
More familiarity with residents' needs	Staff become familiar with and can anticipate resident needs and desires



Studies show:

↓ **29%** in turnover

After 1 year of using the consistent assignment model

Campbell S. "Primary nursing: It works in long-term care." Journal of Gerontological Nursing



Employee-Centric Policies & Practices

“Worker-centric policies contribute to engagement and profits.”

Workplace Options Research



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Focus on Engagement

- Survey your staff
- Start a *Mentor Program*
- Involve staff in hiring
- Be fair & transparent
- Empower employees
- Reduce administrative tasks



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Engage From Day 1

- New staff members have a two-day orientation
- Set up a mentor program
 - Nurse in charge sets up each new employee’s schedule, teaches them how to read it, connects them with their mentor
 - Follows up with new hire throughout first few weeks
- Managers and supervisors must make new hires a priority
 - Discuss new staff at morning stand-up



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Keep Employees Engaged

- Rewards & incentives
 - Awards program
 - \$200/refer a friend
 - Sports tickets, gift cards, etc.
- Senior leadership town hall meetings with associates
 - Supervisors not in the room!
- Have the fortitude to move along those who are *disengaged*




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Eaton Assessment Tool

What a difference management makes!

- Five patterns associated with low nursing home turnover
 - High-quality leadership, offering recognition & feedback
 - Organizational culture that is communicated
 - HR practices that support staff stability
 - Practices to build on employees' motivation
 - Adequate staff and resources to do the job well





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Engagement Pays Off

- Lower turnover
 - 18% engaged employees vs. 49% disengaged
- Lower absenteeism
- 147% higher earnings per share

Engaged employees lead to higher
Service & Quality
Employee Productivity
Customer Satisfaction
Employee Retention
Company Profit



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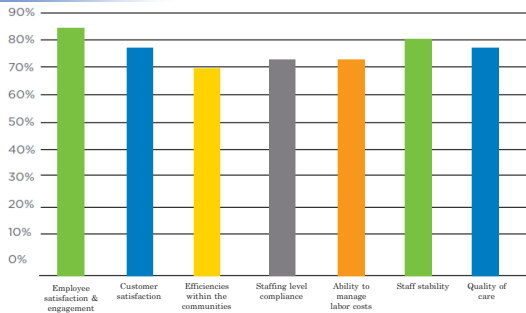
Source: Gallup

Employee Scheduling

- Give staff more control over their schedule
 - Identify work preferences & availability
- Make scheduling transparent
- Offer convenient mobile access
- Work in repeatable schedules



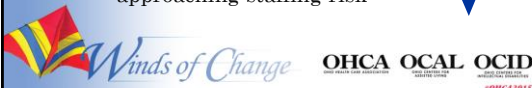
Impact Of Scheduling*



* Workforce Insights: Get Ahead! OnShift & McKnight's Long-Term Care News, 2015

Always Know Where You Stand

- Evaluate staffing requirements every shift
 - Historical HPPD reviews – too late to fix the problem
- Keep management informed
 - Alert management when approaching staffing risk



Get Predictable & Flexible

- Adjust staff as needed
 - Cancel shifts or call in staff as needed
 - Re-allocate staff to direct care positions - be sure this is documented
- Correlate labor staffed to needs based on estimated future census



Manage Labor Costs

Eliminate Overstaffing

- Adjust to census change
- Reduce unnecessary extra hours/shifts

Control Overtime

- Get predictable
- Call-offs: go to non-OT first
- Understand what causes your OT

Minimize Punch Variances

- Look out for clock riders!
- Compare punch ins/outs with schedule
- Adjust throughout the day



How Much is .1 PPD Worth?

Overscheduling Reduction	Annual Savings, Single Facility
.1 PPD	\$75,600
.2 PPD	\$151,200

If your labor budget is 3.2 HPPD and you schedule at 3.3 HPPD, you have the opportunity to save \$75,600 a year.



How Much is 1% Overtime Worth?

Overtime Rate Reduction %	Annual Savings, Single Facility (100 beds)
1%	\$24,000 – \$60,000
5%	\$120,000 - \$300,000



“What proved to be even more exciting was that I turned around and reinvested \$1.8 million of those dollars back into the centers’ staffing models to enhance my nursing hours per patient day and increase my professional nursing staff mix.”

Dale Zaletel, Senior Operations Consultant, Post-Acute Strategist & Former CEO of Lexington Health Network



Explore Technology

- Automate scheduling & labor management
- Integrate hiring, scheduling, time-clock, clinical systems
- Staff to resident need, acuity levels
- Get predictive & proactive
- Get timely reports on staffing levels



“Smartphones are the lifeline for many of our staff members.”

Diane Geis, EVP of Human Resources, Altercare of Ohio



Key Benefits Of Proper Staffing

Higher Quality Care	<ul style="list-style-type: none">• Positive outcomes• Lower hospital readmissions
Revenue Enhancements	<ul style="list-style-type: none">• Higher occupancy, more post-acute residents• Higher quality & reimbursements
Five-Star Rating	<ul style="list-style-type: none">• Higher ratings based on staffing
Performance Improvements	<ul style="list-style-type: none">• Clinicians have more time for care• Higher staff satisfaction
More Marketable Story	<ul style="list-style-type: none">• You have a better story to tell• Attract new families, residents

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Q & A

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