



Where Recovery Starts and New Friendships Begin.

Strategic Plan Update

May 27, 2010

Agenda

- Project Background
- Project Goals
- Strategic Planning Retreat Discussion
- Findings and Recommendations
- Critical Goal Categories
- Next Steps

Project Background

- In 2010, Board of Trustees (BOT) began the strategic planning process
- LW Consulting was engaged in 2010 to assist Citizens and the BOT in planning
 - Limited operations assessment
 - Retreat facilitation
 - Develop Strategic Plan
- Retreat conducted March 15, 2010

Project Goals

- ❑ Clearly define the mission of Citizens Care and Rehab. Center (CCRC)
- ❑ Establish realistic goals and objectives consistent with that mission within CCRC's capacity for implementation
- ❑ Provides clearer focus of organization top priorities, producing more efficiency and effectiveness
- ❑ Determine work group for accountability and timelines for implementation of the critical goals
- ❑ Communicate those goals and objectives to Citizen's constituents

Retreat Discussion

For our organization to be successful, we must be especially good at the following activities:

- ❑ Customer service
- ❑ Providing the best health care
- ❑ Fiscal responsibility
- ❑ Communicating top down and to the community
- ❑ Navigating the changing political environment
- ❑ Flexibility to change
- ❑ Valuing our employees
- ❑ Navigating the changing reimbursement and regulatory environments
- ❑ Maintaining a strong, trusting team
- ❑ Developing and maintaining partnerships – referrals sources and community
- ❑ Marketing as a preferred provider
- ❑ Instilling a sense of stability

Retreat Discussion

- Mission and values
- Organizational structure
- Internal policies and procedures
- Regulatory environment
- CCRC's relationship with Montevue, the County, County Administration
- External environment
- Resident centered care
- Successfully opening the new buildings

LWCI Findings and Recommendations

Mission, Values

- Consider an update to the CCRC mission statement that clearly defines CCRC's future purpose
 - Drivers for mission were suggested
 - Sample mission statements were collected
- Identify the values that CCRC expects
 - Behaviors that exemplify each value
- Create a work group to recommend an updated mission statement and values

LWCI Findings and Recommendations

Product Offerings

Facility	Occupancy	Total Beds	Private Rooms	Semi-Private Rooms	3-Bed Rooms	Short Term Rehab	Memory Support	Vent
Citizens Care and Rehab Center	80%	170	4	20	42	0	0	0
College View Center	90%	119	12	53	1	0	0	0
Glade Valley Nursing & Rehab Center	97%	124	8	58	0	45	36	0
Golden LivingCenter - Frederick	97%	120	12	54	0	30	30	0
Northampton Manor Health Care Center	90%	196	4	96	0	0	0	0
St Catherine's Nursing Center	100%	76	12	32	0	0	0	0
Vindobona Nursing Center		65	4	14	5	0	0	0
Homewood at Crumland Farms		122	56	64	0	0	45	0
Average Without Citizens	95%	117	15	53	3	38	37	0
Citizens New Building		170	74	48	0	32	42	12

- ❑ CCRC will have largest number of private rooms
- ❑ One of three facilities with short term rehab unit
- ❑ The only facility with a vent unit

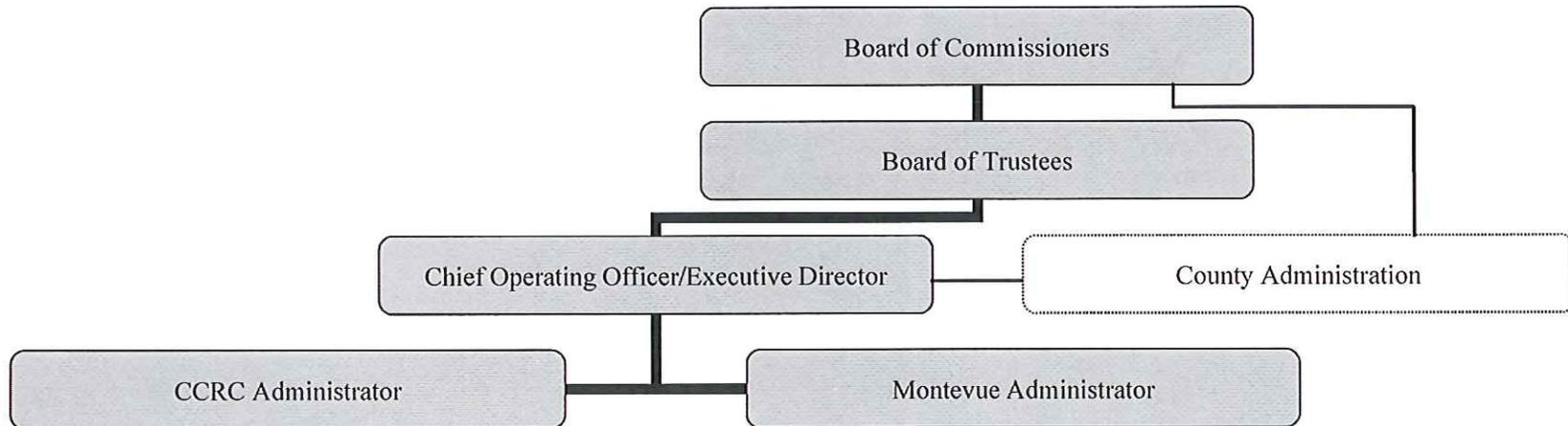
LWCI Findings and Recommendations

Successful County Home

- ❑ What is required for CCRC to be viewed as a successful county home?
 - Break even operations to avoid tax payer burden
 - Leadership that can navigate the political streams and unite the goals of CCRC with the goals of the County
- ❑ Leadership that unites all sides (CCRC, Montevue, Commissioners, BOT, County Administration)
- ❑ Achieving understanding and co-existing with county systems to meet nursing facility regulations and demands

LWCI Findings and Recommendations

Organizational Structure



- ❑ Consider a model with a Chief Operating Officer, an overarching leader
 - Interface between county administration, BOT and facilities
 - Balance and communicate needs of CCRC, Montevue, BOT, Commissioners and County
 - Integrate services between CCRC and Montevue

LWCI Findings and Recommendations

Referral Sources

- All reported favorable experiences in working with CCRC
- Referral source needs
 - Options for placing vent patients
 - More closed/safe dementia units with trained staff
 - Placement for wound vac patients
 - Placement for dialysis patients
 - Placement for bariatric patients

LWCI Findings and Recommendations

Nursing

	Nurse Staffing		
	Personnel PPD	Other PPD	Total PPD
Average	\$ 105.14	\$9.77	\$114.91
Citizens	\$ 152.37	\$1.44	\$153.81
(Over)/Under Average	\$ (47.23)	\$8.33	\$(38.90)

- ❑ Nursing hours per patient day 3.5 – 37
- ❑ Wage rates and benefits may be contributing to excess cost
- ❑ Re-evaluate positions, job duties
- ❑ Evaluate administrative positions
- ❑ Aggressively manage worker comp injury for reductions
- ❑ Consider impact on resident care before making reductions

LWCI Findings and Recommendations

Employee Benefits

	Paid Vacation Days per Year RN's/LPN's			Paid Vacation Days per Year Other			Sick Leave		
	0 - 2 Yrs	2 - 10 Yrs	> 10 Yrs	0 - 2 Yrs	2 - 10 Yrs	> 10 Yrs	Mngmt.	RN's/LPN's	Other
Average	12.00	14.80	20.80	9.60	11.60	24.00	10.00	10.00	10.00
Citizens	9.75	16.25	22.75	9.75	16.25	22.75	16.25	16.25	16.25
(Over)/Under Average	2.25	(1.45)	(1.95)	(0.15)	(4.65)	1.25	(6.25)	(6.25)	(6.25)

- ❑ CCRC benefits are 49.63% of salary compared with benchmark of 35%-40%
- ❑ Restructure Benefits (5% decrease = \$400,000)
 - Consider unique needs of health care setting
- ❑ Complete market analysis to assess change options

LWCI Findings and Recommendations

Revenue - Private Rates

Facility	Occupancy	Skilled			Short Term Rehab			Memory Support		
		P	SP	Other	P	SP	Other	P	SP	Other
Citizens Care and Rehab Center	85%	\$ 210.00	\$ 200.00	\$ 190.00						
College View Center	90%	\$ 236.00	\$ 232.00	\$ 226.00						
Glade Valley Nursing & Rehab Center	97%	\$ 282.00	\$ 272.00		\$ 282.00	\$ 272.00		\$ 260.00	\$ 250.00	
Golden LivingCenter - Frederick	97%	\$ 239.00	\$ 225.00		\$ 239.00	\$ 225.00		\$ 239.00	\$ 225.00	
Northampton Manor Health Care Center	90%	\$ 214.00	\$ 204.00							
St Catherine's Nursing Center	100%	\$ 256.00	\$ 227.00							
Vindobona Nursing Center	0%	NR	NR	NR						
Homewood at Crumland Farms	0%	\$ 287.00	\$ 270.00					\$ 287.00	\$ 270.00	
Average Without Citizens		\$ 252.33	\$ 238.33	\$ 226.00	\$ 260.50	\$ 248.50		\$ 262.00	\$ 248.33	
Over/(Under) Average		(\$42.33)	(\$38.33)	(\$36.00)						

- ❑ Rate adjustments are in process
- ❑ Increasing Private Rate by \$40/day equates to \$368,000 annually

LWCI Findings and Recommendations

Revenue – Other

- Medicare Part B therapy utilizations
 - Increase Medicare B utilization to be more in line with benchmark facilities at \$2,500 per Part B bed
- Fill empty beds
 - Creative marketing using new facility
 - Filling 10 beds at current private rate will yield annual revenue of \$766,500

LWCI Findings and Recommendations

Technology

- Utilize technology to gain operating efficiencies
 - Full implementation of electronic billing
 - Electronic health records
 - Integration of county systems and nursing facility systems

LWCI Findings and Recommendations

New Facilities and Culture Change

- Prepare and plan for successful transition in 2011
 - Finalize unit definition
 - Transition plan
 - Communication plan
- Change policies, procedures and systems to adapt to care model focused on the resident
- Train staff on resident focused customer service approach

Summary

Critical Goal Categories

1. Increase Occupancy to 90%
2. Build A Cohesive Team To Include Commissioners, Board of Trustees, County Administration, Montevue, CCRC Leadership Team, Residents And Families
3. Restructure Employee Compensation at CCRC
4. Implement Cost Savings Measures
5. Enhance Technology
6. Successfully Open New Building
7. Adapt Care Model and Service Delivery for Culture Change
8. Create Community Involvement Program

Next Steps

- Final definition of critical goal sub-tasks
 - Finalize work groups and champions
 - Finalize time lines for completion
- Finalize dashboard for monitoring results
- Obtain external resource assistance as needed to complete goals
- Strategic Plan implementation over next five years