HOUSE APPROPRIATIONS SUBCOMMITTEE: MILITARY & VETERANS AFFAIRS

October 11, 2017

Director, James Redford
MVHS CEO, Brad Slagle

Overview:
Michigan Veterans' Facility Authority

- Board of Director's Appointments
- CMS Certification Timeline: D.J. Jacobetti
- Construction Timelines: Detroit & Grand Rapids
- Staffing Timeline & Proposed Spend Plans

Board of Director's

A nine-member board governs the Michigan Veterans' Facility Authority, and consists of the Director of the Department of Military and Veterans Affairs and eight members appointed by the Governor who have professional knowledge, skill or experience in long-term care, health care licensure or finance or medicine.

One year after the second facility operated by the authority is open and housing veterans, the director of the department shall then serve as a nonvoting member of the board. A new member who is a veteran who has professional knowledge, skill, or experience in long-term care, health care licensure or finance, or medicine shall be appointed by the governor with the advice and consent of the senate.

Board of Director's Terms

- *Serving an initial one-year term expiring April 15, 2018:* ***John Thorhauer***
- *Serving an initial two-year term expiring April 15, 2019:* ***Andrew (Rocky) Raczkowski, David Rutledge***
- *Serving an initial three-year term expiring April 15, 2020:* ***Mary Kummer Naber, MaryAnne Shannon***
- *Serving an initial four-year term expiring April 15, 2021:* ***Paul Potter, David Henry, Spencer Hoover***
- *Serving as the Representative for the Department of Military & Veterans Affairs Director:* ***James Redford***

CMS Certification Update: DJJHV Areas of Focus

- Facilities & Grounds
- Staffing & Organization
- Operations
- Upgrades & Staffing Requirements
- Target Date

CMS Certification: D.J. Jacobetti

Facilities and Grounds Status

Facilities & Grounds		Status
Nurse Call System	The Home's current Nurse Call System was installed in 1982, and is obsolete and requires replacement. The Home is working with DTMB-IT procurement to attain a new system that is compatible with the current Code Alert Wander Management system.	In Progress
Member Room Adjustments	The Home has approximately 40 rooms which require action to either replace the door frames and alter the swing direction, or turn these rooms into single rooms (which would inherently mean a significant drop in revenue and permission would be required from the USDVA). WO being developed for DTMB Construction to bid out and complete the door modifications required.	TBD
On-Unit Dining	The Home has begun the process of creating on-unit dining for members. A MOP was submitted 4/14/2017 to create on-unit dining on the 2 North unit. This process is currently in the design review phase with DTMB Facilities. Eventually, the desire is to have all units have on-unit dining available.	In Progress
Multiple Facility Changes	With conversion to (7) small units, created soiled & clean utility rooms on each unit, storage rooms on most units to de-clutter hallways (requirement), and conference rooms on each unit to allow care conferences to take place on the unit, close to the primary caregivers who know the member best.	Complete
Smoking Area	Need to conduct physical DTMB Facilities project to move the existing smoking area, or determine a different approach to handling smoking at the Home	TBD

CMS Certification: D.J. Jacobetti

Facilities and Grounds Status Continued

Opened New Unit	Opened a new wing of the building to members, in the conversion to (7) smaller units, to allow a more home-like environment. All previous rooms on this wing were vacant, requiring significant remodel, equipment moves, furniture moves, member moves, etc.	Complete
Site Security	The Home is working to develop a card-reader access solution for the entire facility, similar to the existing security feature at GRHV, that would restrict access in the large number of entrances to card-holders.	TBD
Fire Penetrations/Stoppings	Need to contract with a HILTE certified service to go through entire building and close all fire penetrations. Need to make other modifications as necessary to meet CMS requirements	TBD
Parking	With the increase in staffing, inherently needed, and also required to meet the "sufficient staffing" requirement by CMS, parking for families, staff, and visitors is becoming an issue . This issue is magnified in winter months due to snow removal operations.	TBD
Air Handling Units	Some remaining are 1960s vintage models, which will require replacement	TBD
Room Size(s)	Current rooms raise some concern of how surveyors would interpret some regulations, given the fact that most rooms do not afford the space for a resident to have a comfortable and/or reclining chair, which is a CMS requirement.	TBD

CMS Certification: D.J. Jacobetti

Staffing & Organization Status

Staffing & Organization		
New Facilities Director	Hired to replace retirement	Complete
New Admissions Coordinator	Hired to replace existing, due to organizational implementation of Quality Assurance & Performance Improvement (QAPI)	Complete
New Receptionist	Hired to replace vacated position	Complete
New Clinic Scheduler	Hired to replace retirement	Complete
New Groundskeeper	Hired to support improvement and beautification of the facility's grounds	Complete
New Financial Analyst	Hired temporary position to support a leave of absence	Complete
New Activity Aides	Hired (4) new ATAs to support increasing the Home's activities programs	Complete
New Direct Care Staff	Hired multiple new RCAs, LPNs, and RNs. Home is still actively attempting to recruit and attract qualified LPNs, and has been largely unsuccessful in attracting qualified applicants for the approximate 10 remaining LPN vacancies. Converted (3) LPN positions to RCA positions to support getting caregivers in the facility.	In Progress
QAPI Coordinator	Internal restructure has allowed existing employee to focus on the development of QAPI Program. Employee is currently pursuing the required certification	In Progress
Nursing Structure	Developing different organizational structure for Registered Nurses to accommodate the change to (7) smaller units and drive ownership and accountability of units.	In Progress

CMS Certification: D.J. Jacobetti

Staffing & Organization Status Continued

Rebid Entire Caregiver Labor Pool	Rebid all LPNs and RCAs in the facility; Changed the model by which vacations are granted going to seniority by shift, instead of the historic practice of seniority by entire barganing unit.	Complete
Business Office Reporting Structure	Need to determine, following the implementation of SIGMA, the optimal reporting structure for the Business Office Functions of the Home. The GRHV Business Office reports through DTMB-FS, while the DJJHV Business Office reports through DMVA.	TBD
Employee of the Quarter Program	Reinvigorated/re-implemented Employee of the Quarter Program	Complete
New Training Coordinator	Need to hire a new RN trainer to replace retirement in November 2017	In Progress
New Unit Clerk	Need to develop position and hire a unit clerk to assist with nursing, physicians, and scheduling.	TBD
New Health Information Officer	Need to develop position and hire a Health Information Officer to be the facilities Electronic Medical Records specialist	TBD
New Dietician	Need a new dietician on a part time basis (job market dependent) and will soon require a dietician due to the eventual retirement of the Home's full-time dietician	In Progress
Medical Director / Providers	Need to determine future of medical directorship at the facility; A vacancy of previous FT Medical Director resulted in the Home achieving a PT Medical Director who is working out of class until April 2018; Home needs to determine future of the position, and future of provision of services at the Home	TBD

CMS Certification: D.J. Jacobetti

Operations Status

Operations		
Activities Expansion	Hired an Activities Director to increase the activities programs in the Home and meet CMS standards.	Complete
Regulatory Trainings	Consultants on site 40 hours/week supporting training & education on CMS regulations, surveyors interpretations, and the Home's conversion of culture to CMS compliance. Trainings to date have included topics such as abuse & neglect, elopement, root cause analysis, drug storage & labeling, pharmacy services, infection control, etc.	In Progress
Medicare Boot Camp	Held on-site "Medicare Boot Camp" through a contracted provider, educating approximately 40 staff on Medicare billing and regulations.	Complete
CPR Certification	Home is actively working to get all Activities Aides, RCAs, and LPNs CPR certified.	In Progress
Financial Transition	Need to develop financial transition plan for all existing members of the Home, and how their financial situations, eligibility, etc., will be handled the day the Home becomes certified.	TBD
Consolidated Billing	Need to determine method through which consolidated billing for services will be achieved, and hire and FTE or contract those services.	TBD
Therapy Services	Need to solicit contractor to provide Medicare compliant therapy services on site. Additionally, need contractual modification for exisiting contractor to be able to meet needs of increase in referrals.	TBD
Administrative Rules	Existing Administrative Rules require rewrite, in order to prevent conflict with CMS standards & regulations.	TBD
Home Policies	Continuing to modify exisiting policies to meet CMS standards and regulations.	In Progress
Board Policies	Following change of the Administrative Rules, need to modify applicable Board Policies to reflect the changes in the Administrative Rules, and thus be CMS compliant.	TBD
Emergency Preparedness	Home needs to develop and implement enhanced Emergency Preparedness policies, practices, and community partnerships to meet CMS standards and regulations.	TBD
Electronic Medical Records	Home is continuing to work with DTMB-IT, Cantata, and any necessary parties to improve functionality of the electronic medical records system, with the ultimate intent of making the system "easy to use" and increase the quality and frequency of documentation: a requirement for CMS standards.	In Progress

CMS Certification: D.J. Jacobetti

Operations Status Continued

MI-VET Project	Home is working with DTMB-IT on MI-VET Project, to move all exisiting databases between the two State Veteran Homes, to one structure, while also pursuing a biometric or pendant style login ability with the electronic medical records system, in order to allow easy access to the system.	In Progress
Compliance Store	Home is actively working to purchase subscription to "The Compliance Store," a "one-stop-shop" for a wide variety of CMS resources.	In Progress
Lean Process Improvement	Home is utilizing LPI to establish effective documentation standards.	In Progress
Behavioral Care Solutions	Attained Behavioral Care Solutions (BCS) on site. Service provides a full-time on site social worker, access to mental health professionals and resources, and services to assist the Home in better managing challenging behaviors. Continuing to integrate BCS and Behavioral Care Conferences into the Home's operating environment.	Complete
Visitor Login	Established visitor login policy and procedure (also pursuing computerized system)	Complete
Food Service Changes	Worked with DMVA procurement to change the exisiting food services contract to be able to move to a census based pricing system	Complete
UpToDate	Secured UpToDate subscription to provide clinical decision support resources for the Home's physicians and physician extenders.	Complete
SIGMA Financial	Learning a completely new financial, purchasing, accounting, time & expense, etc. system	In Progress
SIGMA Time	Converting, in waves, employees from paper timesheet process to SIGMA entry, while simultaneously converting managers to approve time in SIGMA	In Progress
Documentation	Improve documentation across RNs, LPNs, RCAs, ATAs, SWs, and all other care providers to meet CMS standards of documentation	In Progress
Phase II EMR Training	EMR was implemented and trained on approximately (2) years ago. Home staff has learned what they could, and continue to learn. Nonetheless, now that they are significantly more familiar with the system than immediately after it was implemented, more onsite training is required.	TBD
CMS EMR Training & Modifications	The EMR provider explained upon install that if the Home were to ever go CMS, significant changes would need to be made and re-training would need to be conducted. Home must not only schedule this training, but determine in collaboration with DTMB-IT and Cantata, the changes necessary and the schedule for training employees.	TBD

CMS Certification: D.J. Jacobetti

Upgrades & Staffing Requirements

Items Needed	Est. Time to Complete	Notes
Rehabilitation Contract (PT/OT)	6 months	Certification requires provision of rehabilitation services and documentation of services that would require an increase in service provision under existing rehabilitation contract.
Consolidated Billing Contract or Billing Specialist FTE	9-12 months	Full reimbursement for eligible services require retention of CMS billing specialist or procurement of consolidated billing contract in order to document and optimize reimbursements.
Scheduling & Payroll-Based Journaling Software		Initial procurement request made in February of 2017; Unable to make predicition of timeline at this point.
Initial Implementation Costs		
Ongoing Service		
Ongoing EMR Improvements & Training	12 months	Additional training for staff necessary to ensure provision of services eligible for reimbursement are properly recognized, documented and coded. Failure to provide training will result in underbilling for eligible services and potential fines for non-compliance with CMS regulations.
EMR Training - Reimbursement Methodology and Documentation		
EMR Training - Phase II Functionality Training for Nursing Staff		
EMR Biometrics Upgrades		
Life Safety Door Capital Project - 40 rooms	9 months	Capital maintenance project required in order to comply with LSC Section 19.2.2.2.5.1, LSC Section 12.2.2.2.6; Timeline based on assumption that it will be challenging to find local contractor in Marquette to complete work quickly, due to current market. 2 N Dining project was submitted to DMTB in April 2017 and is anticipated being completed in January/February of 2018.
HILTI Fire Safety Upgrades	9 months	Fire safety upgrades required; identified in LARA walk through
Therapy Equipment for CMS Rehabilitation Services	5 months	Replacement of non-compliant and outdated therapy equipment necessary for the provision of rehabilitation services
Director of Compliance and Clinical Outcomes (.5 FTE)	4 months	.5 of 1 FTE. Position identified as critical to development of robust compliance program, essential to provide oversight necessary minimize risk of CMS fines; lawsuits.

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Upgrades & Staffing Requirements

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Director of Social Work	4 months	Conversion of one (1) FTE social worker position to Social Work Manager ($25,000) and conversation of .5 FTE social worker to 1 FTE social worked ($40,000)
MDS Nurse (1 FTE)	3 months	Addition of 1 FTE, RN-12, Salary + Benefits
Dietician (.5 FTE)	3 months	Addition of .5 FTE (Part-Time), Salary + Benefits
Health Information Manager - EMR (1 FTE)	4 months	Addition of 1 FTE, Nurse Manager Essential to supervise and ensure required EMR documentation
Unit Clerks (3 FTE)	4 months	3 FTE, Salary + Benefits = $91,540 On-unit support for direct care nursing staff to assist with administrative and documentation functions.
Fire Safety Inspector	6 months	.5 FTE, Salary + Benefits Critical position/function identified in LARA walk through
Security System Upgrades	12 months	Critical safety system upgrades identified in LARA walk through
Additional RCAs (CENAs) - 12 FTE	8 months	Additional direct care nursing staff, required for CMS staffing requirements. Previously identified in FY17 supplemental budget request. $800,000 toward this staffing provided in FY18 base, see offset below
NOTE:		
Additional LPNs - 10 currently vacant (3 temporarily converted to RCAs)	Unknown -	Have been unable to recruit adequate LPNs to fill vacancies over the past 24 months

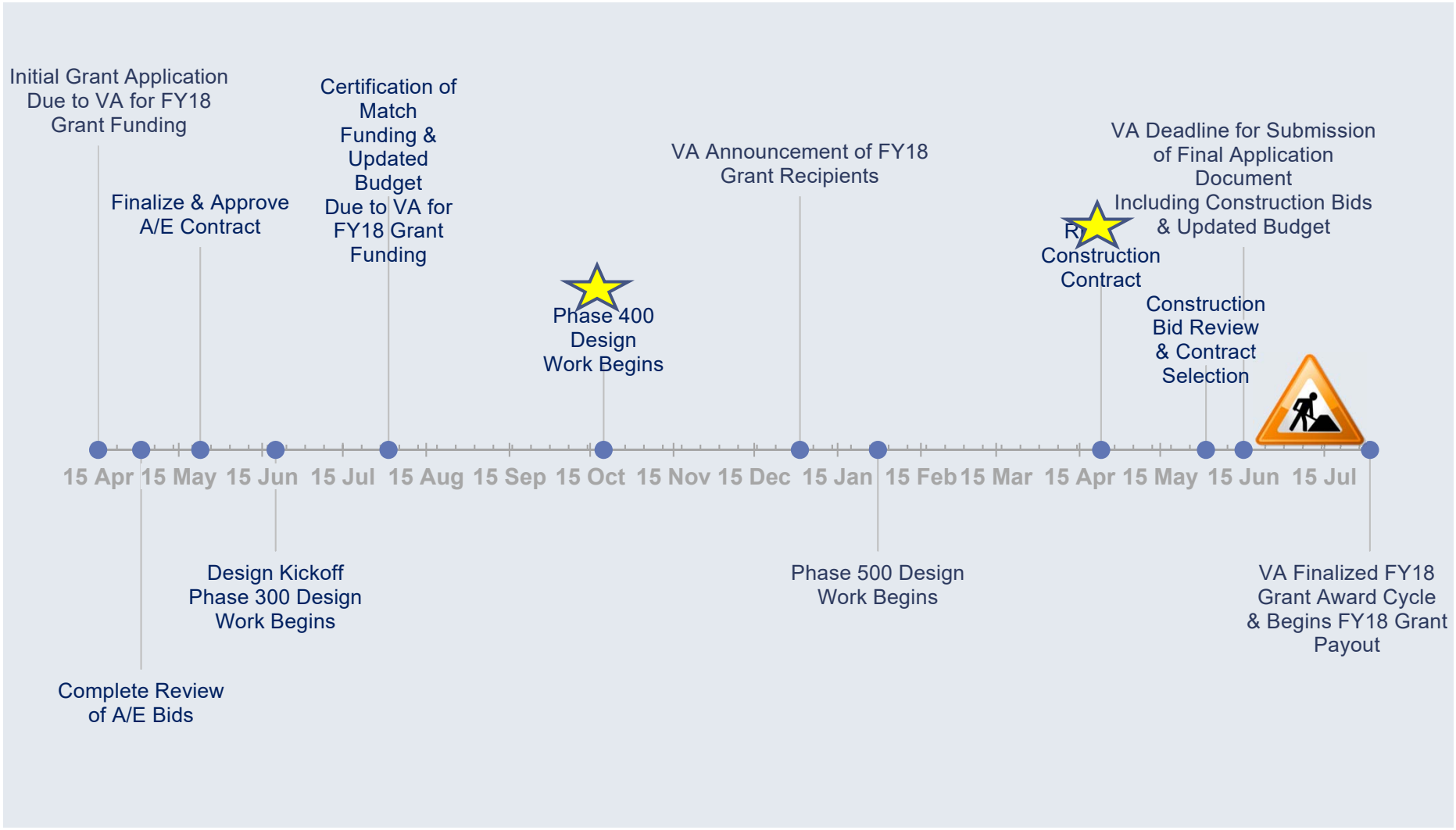
VA Construction Grant Updates Areas of Focus

- Grant Timeline
- Construction Timeline
- Site Location & Design
- Staffing Timeline & Associated Costs
- Anticipated Administrative & Contractual Costs

VA Construction Grant Timeline

Milestone	FY18 Grant	FY19 Grant
Initial Application ***Major requirement/s:*** Schematic Design (~15%) Financial Estimates (variance limited to 10%) Needs Assessment Financial Projections	**April 2017** *FY17 Q3*	**April 2018** *FY18 Q3*
Final Application ***Major requirement/s:*** Certificate of matching funds	**August 2017** *FY17 Q4*	**August 2018** *FY18 Q4*
Priority List Release & Grant Award Notification *Provisional award pending submission final application materials by due date.*	**~January 2018** *FY18 Q2*	**~January 2019** *FY19 Q2*
Final Grant Award **Major requirement/s:** Final drawings & specifications (100%) Bid results Final budget	**June/July 2018** *FY18 Q3*	**June/July 2019** *FY19 Q3*
Construction Duration: ~18-24 months	*Earliest Start:* **Summer 2018** *FY18 Q3/Q4*	*Earliest Start:* **Summer 2019** *FY18 Q3/Q4*
CMS & VA Certification Process Duration: ~6 months	**December 2019 – June 2020** *FY20 Q1 – FY20 Q3*	**December 2021 – June 2022** *FY21 Q1 – FY21 Q3*

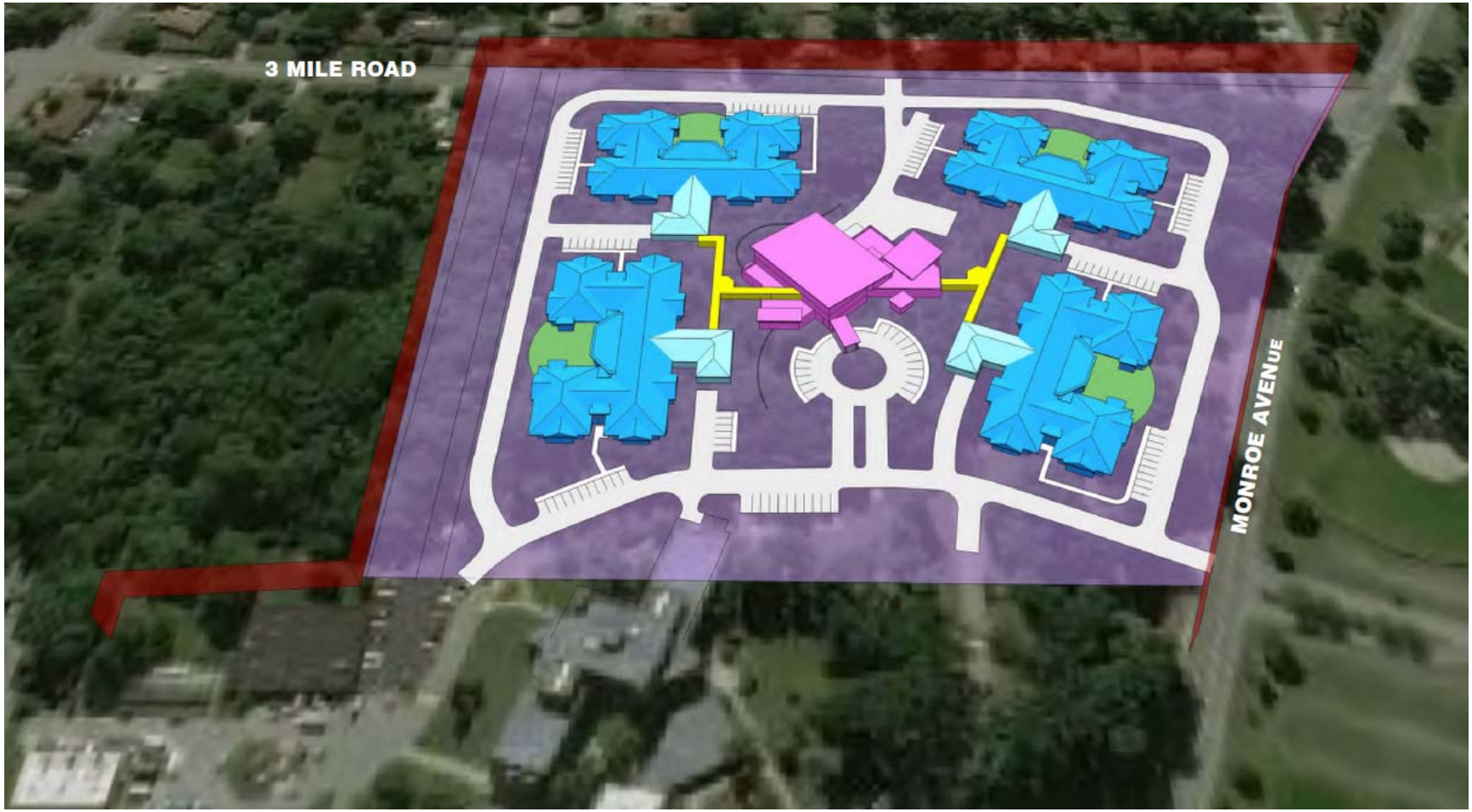
Construction Timeline



Grand Rapids Site Location

Grand Rapids Layout

Grand Rapids Layout



Community Center: First Floor

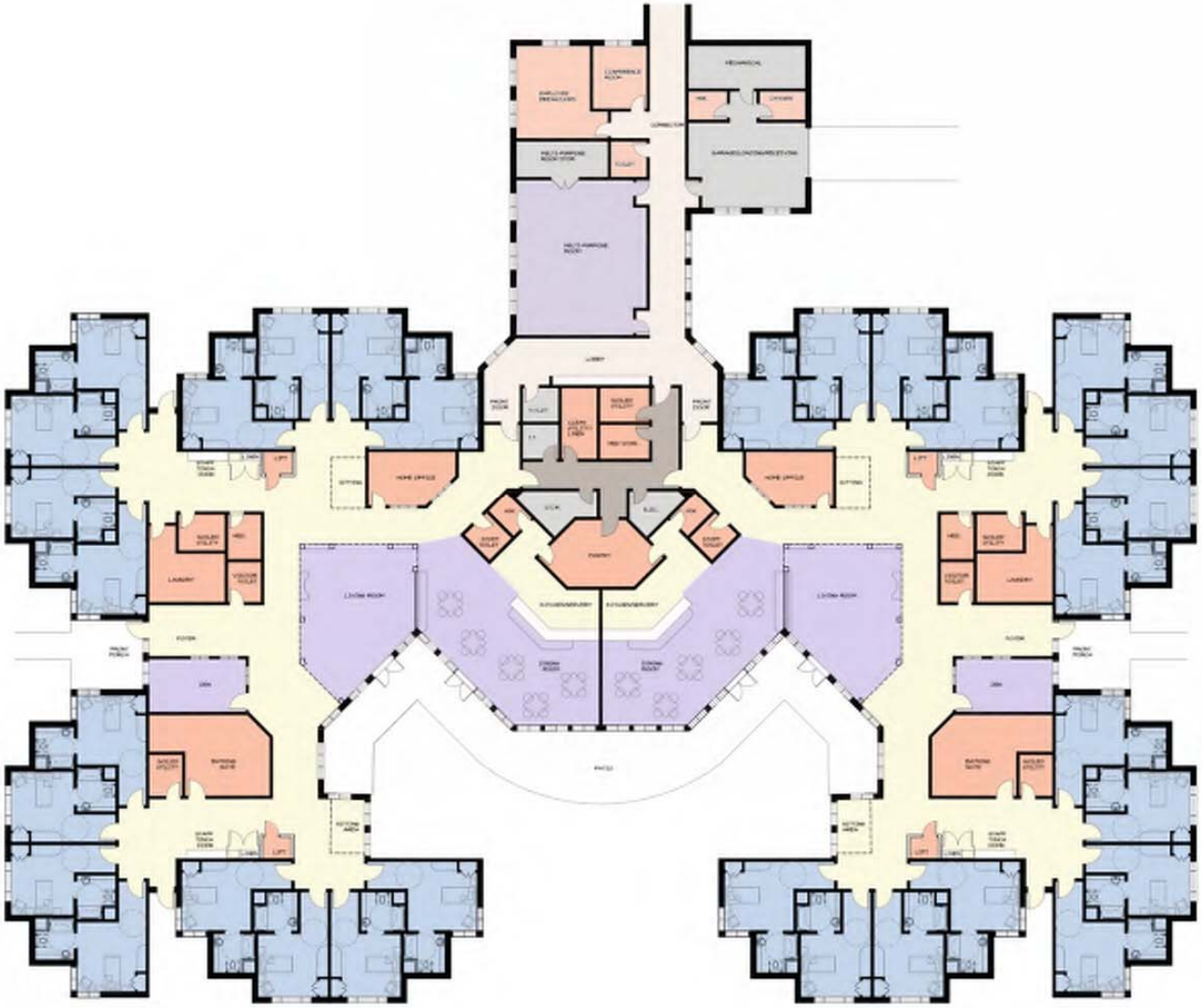
Community Center: Second Floor

Office Space Checklist:

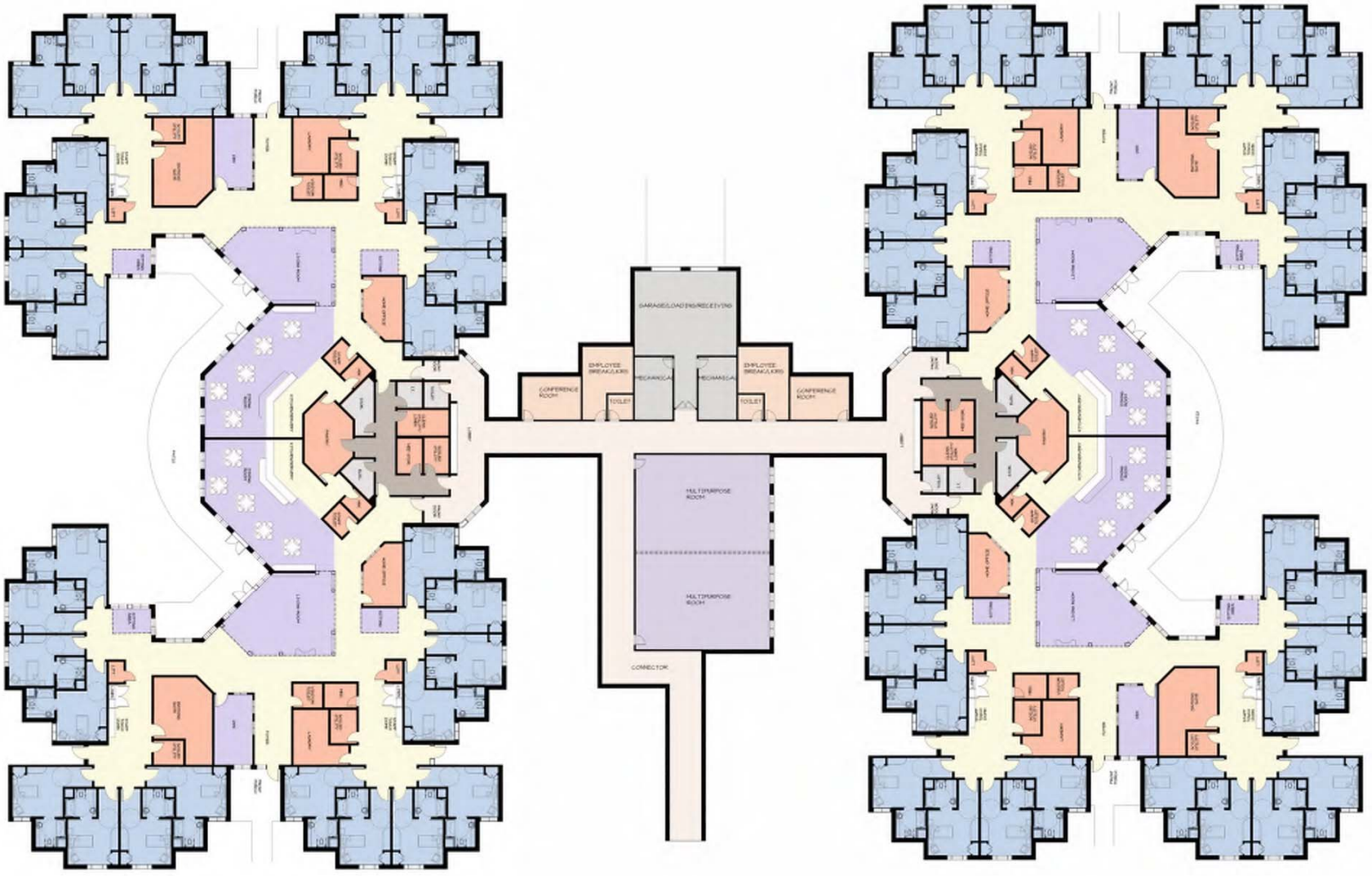
Social Worker (2)
Behavior Therapy (1)
Team Work (1)
Activity Director (1)
Medical Records (1)
Copy/Print (1)
Admissions (1)
H.R. (1)
Business Office (1)
Director of Clinical (1)
Administrators Office (1)
Conference/Training (1)
Staff Development (1)
I.T. Training (1)
Training Office (1)
Consultation (1)

Community Center Entrance Rendering

Small House Design



Small House Design: Complete Unit



Site Layout/Small House Rendering

Staffing Timeline & Proposed Spend Plans

Position	CS Classification	Est. Salary	Salary + Fringe	Start Month	Start Year	FY '18 Actual	FY '19 Actual	
Chief Executive Officer	Unclassified	$ 240,000	$ 380,000	January	2018	$ 285,000	$ 380,000	*
Director of Construction & Environmental Management	State Assistant Administrator 15	$ 113,947	$ 205,000	January	2018	$ 170,833	$ 205,000	
Deputy Director - MVFA	State Administrative Manager 16	$ 119,120	$ 215,000	February	2018	$ 143,333	$ 215,000	
Executive Assistant	Executive Secretary 12	$ 62,988	$ 114,000	February	2018	$ 76,000	$ 114,000	*
Development Coordinator	Departmental Specialist 13	$ 79,431	$ 140,000	August	2018	$ 23,333	$ 140,000	
Director of Compliance & Quality Outcomes	State Administrative Manager 16	$ 119,120	$ 215,000	December	2018	$ 179,166	$ 215,000	*
Chief Operating Officer	State Bureau Administrator 18	$ 140,060	$ 255,000	March	2019	$ -	$ 148,750	*
Office Manager	Office Supervisor 11	$ 62,988	$ 114,000	March	2019	$ -	$ 66,500	*
IT Specialist	Information Technology Specialist 14	$ 91,533	$ 165,000	May	2019	$ -	$ 68,750	*
Purchasing Specialist	Buyer Specialist 13	$ 79,431	$ 140,000	May	2019	$ -	$ 58,333	*
Office Assistant 1	General Office Assistant 7	$ 47,948	$ 85,000	May	2019	$ -	$ 35,416	*
Director of Business & Financial Services	State Administrative Manager 16	$ 119,120	$ 215,000	June	2019	$ -	$ 71,666	*
Human Resources Specialist	Human Resource Specialist 13	$ 79,431	$ 140,000	June	2019	$ -	$ 46,666	*
Director of Public Relations & Development	State Administrative Manager 15	$ 113,947	$ 205,000	October	2019	$ -	$ -	
Assistant Director of Training & Education	Nurse Consultant 13	$ 85,219	$ 155,000	October	2019	$ -	$ -	*
Assistant Director of Clinical Reimbursements	Regulation Specialist 14	$ 87,564	$ 160,000	October	2019	$ -	$ -	*
Assistant Director of Nutrition Services	Nutrition/Food Management Consultant 13	$ 85,219	$ 155,000	October	2019	$ -	$ -	*
Public Relations Coordinator	Departmental Analyst 11	$ 67,416	$ 122,000	October	2019	$ -	$ -	
Office Assistant 2	General Office Assistant 7	$ 47,948	$ 85,000	December	2019	$ -		*
Financial Analyst	Financial Analyst 11	$ 67,416	$ 120,000	December	2019	$ -	$ -	*
						$ 877,665	$ 1,765,081	
* = replacing similar positions that already exist so full salary and fringe cost will be partially offset								

Anticipated Administrative & Contractual Services Costs: FY ’18/’19

Expenditure	
Financial & auditing services	$75,000
Legal & insurance	$75,000
Human resource support services	$75,000
IT services	$200,000
Technical service contracts	$125,000
Lease, building maintenance, utilities	$150,000
Travel & training	$200,000
Desktops, smart devices	$35,000
Equipment purchase & rental	$50,000
Supplies, printing & postage	$25,000
Other CSSM	$75,000
Total	$1,085,000

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