

ROCK COUNTY, WISCONSIN

NOTE: Time



**AD HOC ADVISORY COMMITTEE ON THE FUTURE OF ROCK HAVEN
THURSDAY – MARCH 5, 2020 - 3:00 P.M.
ROCK HAVEN CONFERENCE ROOM**

Agenda

1. Call to Order
2. Adoption of Agenda
3. Approval of Minutes – January 8, 2020 and January 23, 2020
4. Summary of Committee Meetings
5. Options for Next Steps
6. Update on Nursing Home Administrator Recruitment
7. Citizen Participation, Communications, Announcements, Information
8. Adjournment

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AD HOC ADVISORY COMMITTEE ON THE FUTURE OF ROCK HAVEN
Minutes – January 8, 2020

Call to Order. Chair Mawhinney called the meeting of the Ad Hoc Advisory Committee on the Future of Rock Haven to order at 3:00 P.M. on Wednesday, January 8, 2020, in the Rock Haven Classroom.

Committee Members Present. Supervisors Mawhinney, Leavy, Richard, Rashkin (at 3:01 P.M.); Ron Combs and Diane Pillard.

Committee Members Absent: Supervisor Brill.

Staff Members Present. Josh Smith, County Administrator; Michelle Lynch, Sara Beran, Angela Besaw, Sherry Gunderson, Shari Burnett, Kimberley Rueth, Rock Haven staff.

Others Present: Supervisors Podzilni, Brien, Bostwick and Schulz; Rob Wilkinson, AARP, GWAAR, WAAN, ADRC Advisory Committee; Charlotte Smith; Juli Brandt and Luanne Leverentz, Department of Health, Division of Quality Assurance, Regional Field Office.

Approval of Agenda. Ms. Pillard moved approval of the agenda, second by Mr. Combs. ADOPTED.

Overview of Nursing Home Regulations and Survey Process. Ms. Brandt and Ms. Leverentz went over the survey process, explained some of the things they look for/at, such as nursing care, maintenance, safety codes, diets, health care, medications, laundry, policies and procedures, etc. They said the past year or so things have changed with the surveys being computerized, new requirements (they now must speak with everyone in the building), and information is sent to a portal and then comes back to them – to name a few. She explained the survey process; how census is a determining factor on how many people are sent; that, normally, they come anytime between nine and fifteen months, unless there is a complaint; that a normal survey would take about four days and four staff for a building the size of Rock Haven; various ways a complaint can be sent; and after a complaint is received they will be sent anytime between two days and sixty days depending on the complaint.

Ms. Brandt and Ms. Leverentz explained the fining process, the levels of harm, and that they have no control over CMS.

Supervisor Richard asked about the star rating. Ms. Brandt said RN staffing is a big piece, there must be an RN there at all times, seven days a week. Supervisor Richard said he heard there can only be a percentage in each star rating. Ms. Brandt said there is some truth in that.

Supervisor Leavy asked about citations. Ms. Brandt said CMS determines the cost of the citation and she is not sure how they do this.

Supervisor Rashkin asked how long it would take to notice changes. Ms. Brandt said the changes have effected this as well, but feels it would be reasonable to see changes within a year or so.

Ms. Gunderson said when they stopped loading data for the changes the rating was froze at the level at that time. She added that it takes three years to drop a bad rating.

Supervisor Rashkin asked what the signs are of a bad rating. Ms. Brandt said there are three years of data on two different focus areas. She added that if any of her facilities are on the list she will call and meet with the facility regarding the three year data and how to improve these concerns, how it can be fixed, a plan of correction, and possibly bring in outside help. She said the frequency, type of cite, etc. affect the star rating.

Supervisor Richard asked about the citation results and the underlying reasons. Ms. Brandt said a lack of follow-through. She added that it is easier to get to a five star rating than it is to remain at that level. Staff has to be committed, engaged, etc., and comfortable with talking to upper management on things to improve. She said she holds a couple workshops each year on expectations and where they fall within the region, state and nation. She said that if something happens the facility should call her and she would work with them on what should be done.

Ms. Brandt and Ms. Leverentz handed out copies of the *Southern Regional Office top Ten Federal Health Citations 2019*, *Wisconsin Top Ten Federal Health Citations 2019*, and *Top Ten Federal Health Citations – Nation, State, Regional Office 2019* reports (attached) and went over them. Ms. Brandt said some of the hardest hits to the rating are ones related to the kitchen, such as using non-pasteurized eggs and not cooking them to a hard consistency, or dust on the hood over the stove.

Comparisons with other Nursing Homes. Mr. Smith said there are comparisons in the packet on what other nursing homes have experienced and where Wisconsin falls within this list.

Wages and Workforce Information. Mr. Smith referred to Appendix C - Pay Range and Job Classification for 2019 and said CNAs are Pay Range 25, with pay starting at \$13.54 and going to \$17.51. He said the County Board will be considering a 3% wage increase in 2020. He added that we are still waiting for information to come back on how this compares in the area.

Mr. Smith said there is a 2018 Workforce Survey from LeadingAge Wisconsin on Long-Term and Residential Care Providers in the packet and this shows we are about the same as the state.

Ms. Pillard asked about the question asked at the last meeting on turnover rate. Mr. Smith referred to the memo dated 1/6/20 from Jodie Surber, and said page 3 shows turnover is close to what we thought at 52.9%.

Supervisor Rashkin said, through social media, higher wages are a top concern and asked how this fits with what we have. Mr. Smith said, according to Blackhawk Technical College, \$15 is a good wage for a CNA.

Ms. Pillard said one of the things the employees are dissatisfied with is the mandated overtime. Ms. Gunderson said mandated overtime is very common with nursing homes as there needs to be a certain number of staff so residents are safe. Ms. Pillard asked if there is a pool of subs to call on. Ms. Gunderson said they do have a pool but there are vacancies.

Supervisor Richard moved to table items 7. Employee Engagement Survey Results, 8. Exit Interviews Summary, and 9. Rock Haven Sick Leave Policy, second by Supervisor Leavy. TABLED to the next meeting.

Citizen Participation, Communications, Announcements, Information. Ms. Burnett handed out copies of the Attendance Policy for Dane County and the Rock Haven Attendance and Tardy Policy. The Committee said this is under item 9 and was tabled to the next meeting.

Mr. Smith said he spoke with Betty Shaw and she wanted the Committee to know that her sister-in-law is at Rock Haven and they feel the care she is receiving is outstanding.

Committee Requests and Motions. Mr. Smith said items 7, 8 and 9, as well as mandates will be on the next agenda.

The Committee decided on January 23, 2020 at 3:00 P.M. for the next meeting.

Adjournment. Supervisor Rashkin moved adjournment at 4:38 P.M., second by Mr. Combs.
ADOPTED.

Respectfully submitted,

Marilyn Bondehagen
Office Coordinator.

NOT OFFICIAL UNTIL APPROVED BY COMMITTEE.



AD HOC ADVISORY COMMITTEE ON THE FUTURE OF ROCK HAVEN
Minutes – January 23, 2020

Call to Order. Chair Mawhinney called the meeting of the Ad Hoc Advisory Committee on the Future of Rock Haven to order at 3:00 P.M. on Thursday, January 23, 2020, in the Rock Haven Classroom.

Committee Members Present. Supervisors Mawhinney, Brill, Richard, Rashkin; and Ron Combs.

Committee Members Absent: Supervisor Leavy and Diane Pillard.

Staff Members Present. Josh Smith, County Administrator; Jodie Surber, Analyst; Sherry Gunderson, Michelle Lynch, Sara Beran, Angela Besaw, Shari Burnett, Angela Breneman, Ashley Kabor, Pamela Jacobson, Jeanne Mueller and Renae Thompson, Rock Haven staff.

Others Present: Supervisor Podzilni.

Approval of Agenda. Mr. Combs moved approval of the agenda, second by Supervisor Brill. ADOPTED.

Approval of Minutes - January 8, 2020. Chair Mawhinney said we would delete this item.

Employee Engagement Survey Results. Mr. Smith went over the Rock Haven Employee Engagement Survey Results of the culture and trust statements.

Exit Interviews Summary. Mr. Smith went over the Rock Haven survey results, covering 2016 – 2019, summarizing the exit interviews, personnel changes/turnover, new hires, longevity, and attendance.

Rock Haven Sick Leave Policy and Mandation Information. Mr. Smith and Ms. Gunderson discussed the various attendance and tardy policies since 2013 as well as the copy of the Dane County policy handed out at the last meeting. Mr. Smith asked the Committee if they would like him to try to obtain copies of other counties policies. There was discussion with staff on absences and tardiness, how it was handled and how things are getting better. Ms. Gunderson said the goal was to discourage those employees who would use a sick day as soon as they earned one. Supervisor Richard referred to it as “punishing all because of abuse by a few”. Ms. Burnett added that FMLA is also abused.

Citizen Participation, Communications, Announcements, Information. Ms. Burnett brought up the number of absentee write-ups reported being lower than the ones she was aware of.

Supervisor Rashkin asked what the one thing is that effects morale the most. Comments were sick leave, people being treated the same, be a team player, and appreciate each other.

Supervisor Rashkin asked about team building. Ms. Gunderson said she has seen tremendous team work the last few days. She added that once employees understood a situation they all worked

together to rectify it. A number of staff said this has improved with the addition of Ms. Gunderson and Ms. Beran.

Ms. Besaw said she sees mandation both a blessing and a curse. It is dangerous to be short staffed as staff would have double the residents. Ms. Jacobson said she had heard some of the newer CNAs say we are very lucky Rock Haven mandates.

Supervisor Rashkin asked about the payroll data that had been requested. Ms. Gunderson said payroll has been very busy but they will be getting it to us, though she is not too sure if it will be very much help. She said an employee can punch in but stop and do other things before reporting to their job. She added that this is a work related problem and not a tardy problem.

Supervisor Richard asked if there are questions we should be asking, but are not being asked. Ms. Thompson said one thing she sees the managers need to do is to focus on learning about their staff, from the minute they arrive to when they leave for the day. She said they have had color training to understand each type of person, and how to approach them, but a course in communication and the best way to interact with staff. She said they would need more money in staff education to do this. Ms. Gunderson said about 15 months ago the facility switched from classroom to computer courses and there is no longer staff interaction there. She said Relias is not as good a thing as what had been originally thought. Ms. Gunderson said she feels doing a "focus of the month" as well as a refresher, and fire drills would help staff retain information more and they would also have interaction with each other to help them think of themselves as being part of a team. She said they do have a training budget, which they will be running over the budgeted amount.

Ms. Gunderson said they will tackle compliance issues first.

Next Steps. Supervisor Richard asked if an external consultant should be hired. Staff said they do not feel this is necessary at this time, and that it seems things have been improving since Ms. Gunderson came back.

Supervisor Rashkin asked about doing a survey. Mr. Smith said there will be another employee survey in August. He added they will be doing a recruitment for a Nursing Home Administrator, and with this change the upcoming survey in August may not be a good one to use.

Ms. Gunderson said there will be suggestion boxes for staff to put written suggestions in. She added that five new employees have been hired, so things are moving along.

Supervisor Richard asked for a summary of all the meetings to date on the next agenda.

Chair Mawhinney asked if a consultant should be brought in or if that is on hold. Mr. Combs said he thought it sounded like that is on hold for now.

Mr. Combs said he still does not fully understand mandation and what triggers it. Ms. Gunderson said if an employee cannot make it to work they call in about two hours prior to the start of their shift, the census is looked at, and they contact another employee to give them as much time as possible, or see if someone else would be willing to take the shift.

The Committee decided on March 5, 2020 at 2:00 P.M. for the next meeting.

Adjournment. Supervisor Rashkin moved adjournment at 4:17 P.M., second by Supervisor Brill. ADOPTED.

Respectfully submitted,

Marilyn Bondehagen
Office Coordinator.

NOT OFFICIAL UNTIL APPROVED BY COMMITTEE.

Ad Hoc Committee on the Future of Rock Haven
Summary of Meetings and Options for Next Steps
March 5, 2020

Background

At the request of the members of the Ad Hoc Committee on the Future of Rock Haven, this document summarizes the Committee's meetings as a way to help the Committee decide future agenda topics and timing.

Also included are several options that can serve to initiate a discussion about next steps.

Summary of Meetings

The Committee has held four meetings between November 14, 2019, and January 23, 2020. Rather than summarize each meeting separately, which can be found in the minutes to these meetings, the following attempts to summarize the discussion by the major topics, which may have been discussed across multiple meetings.

Star Rating System

The Committee discussed the Star Rating system at multiple meetings. As of December 2019, Rock Haven's Star Ratings on the five-point system were as follows:

- Overall Quality—2 stars
- Health Inspection—1 star
- Quality Measures—3 stars
- Staffing—5 stars
- RN Staffing—5 stars

These ratings are determined using a complex formula that ranks all nursing homes in the state against one another so that there will always be facilities that have a low ranking. Because surveys are taken into account in the health inspection rating for 3 years, it will take some time to improve. The Committee expressed interest in improving the ratings, but given the amount of time and the measurement against all facilities statewide, this was determined to be a long-term effort.

Nursing Home Regulation and Survey Process

The Committee received an explanation of the state regulatory process.

- An annual survey at Rock Haven would take 4 staff about 4 days to complete.
- The annual survey cycle is between 9-15 months.
- Complaints are investigated between 2-60 days, depending on level of concern.
- The scope and severity grid is used to determine the level of citation, including substandard quality of care and immediate jeopardy.
- The federal Centers for Medicare and Medicaid Services (CMS) determines any amounts of forfeitures.
- Typical citations in the Southern Region include those related to food preparation, infection control, and use of psychotropic medications.

In three annual surveys between October 2016 and September 2019, Rock Haven received between 6 and 9 citations, whereas the Wisconsin average was between 6 and 7.

Workplace Climate (Employee Engagement, Exit Interviews)

Employee engagement survey results over the last 4 years have identified trust with senior leaders and communication in the facility to be the top two areas of concern by staff. This confirms the results of the Pathway engagement from 2016. Non-supervisors ranked scores lower than supervisors. The engagement surveys have also identified that Rock Haven staff are more satisfied with compensation and benefits than other Rock County employees.

Because only 29 individuals completed an exit interview over the last 4 years, it is difficult to generalize this data. However, responses were similar to results of the engagement survey ranking communication and fair treatment of employees as low and benefits as a positive.

Wage and Benefit Comparisons

Rock Haven's starting wage for CNAs is \$13.94 per hour. Of the 6 local nursing homes that responded to our inquiry, only Lakeland (Walworth County) paid a higher starting wage, while two facilities had a higher wage at the top end of the wage scale. Staff from Blackhawk Tech indicated \$15 was a good starting wage for CNAs. For RNs, 2 facilities reported a higher starting wage and 1 reported a higher wage at the top end of the wage scale. A recent study from Leading Age indicated that statewide the median starting wage for caregiver positions was \$11.00/hour.

Turnover

Overall turnover at Rock Haven ranged from 15.2% in 2017 to 38.5% in 2019, including a 52.9% turnover rate for CNAs. Over the last three years, between 26% and 54% of new hires left within their first year.

Some of this can be attributable to a challenging labor market. A recent study from Leading Age identified that statewide, 20% of caregiver positions are unfilled. However, based on the information presented on workplace climate and comparative wage and benefit information, it is reasonable to assume turnover may be as or more related to a challenging work environment. Despite this, 30% of Rock Haven staff have worked there for 15 years or more.

Leave Policies

The Committee reviewed leave policies for the last several years and heard staff complaints regarding how sick leave absences are counted against them, even when they have accrued sick leave balances to use. Mandation can be both positive (it leads to higher staffing levels, more staff present to provide care, and a higher star rating) and negative (staff typically dislike extensive mandations and/or do not appreciate the process). The Committee has asked for more detailed analysis of mandations, which has yet to be completed.

Options for Next Steps

In addition to considering an analysis of mandation data when it becomes available, there are *at least* three options to consider for the Committee's next steps.

- 1) Continue with Phase I by contracting with a consultant to further explore and document staff concerns about climate, culture, and practices.

Advantages:

- Would provide additional information and current perspectives of staff.
- Consultant may be able to provide some recommendations.

Disadvantages:

- Pathway did similar engagement in 2016.
- Some staff indicated at a Committee meeting they did not think it was necessary at this time.
- Would take time to identify a consultant, contract for services, and receive results of engagement.

- 2) Extend the timing of completing Phase I to allow the new Nursing Home Administrator time to assess the environment and provide input before determining next steps.

Advantages:

- Would allow new facility leadership to weigh in on culture and climate issues, as well as identify their approach to management of the facility.

Disadvantages:

- Would delay Committee process for finalizing recommendations to the County Board.
- Would prolong the timeline for uncertainty, potentially contributing to the anxiety of the staff and public on a final outcome.

- 3) Proceed to Phase II, which per the County Board resolution "will consider the range of potential opportunities to improve services to residents, which may include realigning current resources, collaborating with other organizations in a regional or public-private model, transferring ownership, or other options as identified by the Committee."

Advantages:

- Would allow Committee to continue to move forward with the charge given to it by the County Board, including by beginning to gather comparative information on decisions made by other nursing homes in similar situations, other organizational models, and a list of possible options.

Disadvantages:

- May create some anxiety among current staff, who may not understand whether there has been an outcome from Phase I.
- Commencing this phase in the middle of recruitment for a Nursing Home Administrator may seem premature or send mixed messages, including to candidates.