Robert G. Bethell Joint Committee on Home and Community Based Services and KanCare Oversight

April 18, 2016
Update on State Psychiatric Hospitals:

Tim Keck, Interim Secretary, KDADS
Osawatomie State Hospital
Osawatomie State Hospital (OSH)

Improvements from the past year continue:

• Established Coordinated Care Clinic and Unit Care Clinics
• Implemented Violence Risk Screening-10 as part of triage process to plan for early interventions for patients exhibiting violent behavior prior to admission
• New pharmacy computer program for medication management
• Purchased personal safety alarms for all employees and trained staff on proper use
• Added 16 Safety and Security Officers positions to enhance response on evening and overnight shifts – 13 have been filled
• Formed hospital leadership team comprised of at least 50% clinicians
OSH Medicare Certification

• Filed formal appeal of de-certification Jan. 26
  – Lengthy legal process with Departmental Appeals Board (DAB) of US Department of Health and Human Services
  – Expensive, time consuming and rarely successful
  – Must counter ALL findings in order to overturn decision

• Focusing on re-certification
Re-certification

• Signed contract to utilize KB Behavioral Healthcare Consulting, LLC, in preparation to re-apply for certification
  – Highly specialized with CMS experience and solid record of expedited re-certification
  – Alleviates pressure of “survey fatigue” on OSH staff and allows them to focus on patient care
  – Consultant team at OSH approximately every other week

• Staffing is greatest challenge
  – Patterns need to be increased as soon as possible
  – Nursing has biggest shortage
Re-certification Timeline

- Goal is to be ready for CMS survey by summer
- Two surveys necessary for re-certification
  - Revisit to confirm correction of termination findings
  - Full survey for certification
Preparation for Re-certification

- Enacting final plans to comply with CMS requirement of separate hospitals for certified and licensed beds
  - Osawatomie State Hospital – Certified will be 60 renovated beds in Adair A1 and A2
  - Osawatomie State Hospital – Licensed will be remaining beds licensed by KDHE
- Separation deals with CMS certification for billing purposes only, not the level or type of care
- Reformed admission process to accommodate both “hospitals”
OSH Certified

- Completed training for department leaders on new treatment plan format
- Risk Management and Performance Improvement updated incident investigations and develop plans to improve investigative process
- Crisis Prevention Intervention training
- Minor renovations to accommodate better space for patients/visitors and staff documentation
  - Physical layout changes would allow nursing staff to be responsive to direct care workers in floor area while completing written aspects of supervisory duties
  - Modifications are relatively simple and most are being done in-house
- Review medical monitoring and discharge processes
Nursing Staff

• Nursing has highest vacancy rates: Licensed Practical Nurses and Registered Nurses

• Recruit in Kansas City – Johnson County market
  – Nursing shortages in the area
  – OSH starting salary for RNs was 9% below average

• Implemented 10% pay increase for RNs late last month
  – Previous starting salary of $25.05/hour raised to $28.44/hour
  – Improves ability to recruit and retain this discipline in a highly competitive market
  – Good response with 4 applicants the day after announcement
  – 4 RNs will have transferred from PRN to full-time by the first of May
Operating Budget

• Revenue shortages outside cost of decertification
  – Increased expenses first half of FY16 to meet and maintain CMS requirements for physical construction and increased staffing rounds prior to renovations
  – Savings from staffing vacancies exceed by overtime and contract labor expenses

• Seeking to increase reimbursement revenue through in-service training on documentation with MCOs at OSH, as well as LSH, to improve billing practices
Budget

• Additional $2 million for recertification and staffing in budget
  – Focus on salaries
  – Recruitment as well as contract staff providing temporary coverage while full-time employment is increased

• Extending Osawatomie Temporary Census Diversion Funds (contract beds) through end of FY16
Staffing

- Maintaining adequate staffing, but overtime is higher than desirable and contract labor is more expensive than full-time employees
- Regular employee meetings to discuss staffing issues, CMS certification and potential public-private partnership
- Staff show strong commitment to hospital and dedication to patients
- Viola Riggin Consulting, LLC
  - Evaluation of health records systems
  - Chart review
  - Compliance support
  - Policy review & development
  - Staff training
Recruitment and Retention

- 63 hired this year, including:
  - 29 MHDDTs (12 were temps recruited)
  - Masters-level Director of Nursing
  - Director of Social Work
  - Director of Health Information Management
  - Information Technology Manager
  - 4 physicians

- Receive daily reports of training and professional development opportunities

- Renewing Licensed Mental Health Technician (LMHT) program this summer, pending Board of Nursing approval
  - 7 staff completed the course last year and were certified
  - 9 individuals interested in enrollment
KanCare

Larned State Hospital
Bill Rein, KDADS Commissioner of Behavioral Health Services, assumed responsibility as Interim Superintendent on March 2.

As of April 11, Chris Mattingly is on board as Interim Superintendent for approximately 6 months.

- Specialist in hospital transformation, most recently at El Dorado
- Continue improvements while assisting in recruiting permanent Superintendent
Staffing

• Phased-in transfer of 60 Department of Corrections inmates from LSH to allow staff movement to other hospital units
  – Patients will continue to receive behavioral healthcare through DOC
  – Provides staffing flexibility for approximately 25 individuals

• Additional $1 million for staffing in budget allowed modification of shift differential policy
Initiatives

- Facilitating voluntary overtime from staff in other disciplines and employees of DOC’s Larned Correctional Mental Health Facility
- Worked with KOSE to develop equitable mandate/pull process
- Streamlined new employee orientation to provide effective training without preventing new staff from practicing the work for which they were hired
- Revising employee recognition program to ensure reflection of peer evaluation
- Working to enhance day care benefits
- Creating a cross-discipline leadership team to ensure that all facets of the hospital have a voice in decision-making
- Reconstituting LMHT class
- Implementing mentoring program