

Attachment A: CMS Certification - FY18 Supplemental Request

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Items Needed	Type of Cost	Est. Cost	Est. Time to Complete	Notes
Rehabilitation Contract (PT/OT)	Ongoing	\$ 115,000.00	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	Ongoing	\$ 100,000.00	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	One-Time	\$ 40,000.00		Initial procurement request made in February of 2017; Unable to make prediction of timeline at this point.
Initial Implementation Costs	One-Time	\$ 40,000.00		
Ongoing Service	Ongoing	\$ 11,000.00		
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	One-Time	\$ 50,000.00		
EMR Training - Phase II Functionality Training for Nursing Staff	One-Time	\$ 50,000.00		
EMR Biometrics Upgrades	One-Time	\$ 100,000.00		
Life Safety Door Capital Project - 40 rooms	One-Time	\$ 120,000.00	9 months	Capital maintenance project required in order to comply with LSC Section 19.2.2.2.5.1, LSC Section 12.2.2.6; 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	One-Time	\$ 20,000.00	9 months	Fire safety upgrades required; identified in LARA walk through
Therapy Equipment for CMS Rehabilitation Services	One-time	\$ 75,000.00	5 months	Replacement of non-compliant and outdated therapy equipment necessary for the provision of rehabilitation services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)	Ongoing	\$ 92,000.00	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.
Director of Social Work	Ongoing	\$ 65,000.00	4 months	Conversion of one (1) FTE social worker position to Social Work Manager (\$25,000) and conversion of .5 FTE social worker to 1 FTE social worker (\$40,000)
MDS Nurse (1 FTE)	Ongoing	\$ 125,000.00	3 months	Addition of 1 FTE, RN-12, Salary + Benefits
Dietician (.5 FTE)	Ongoing	\$ 80,000.00	3 months	Addition of .5 FTE (Part-Time), Salary + Benefits
Health Information Manager - EMR (1 FTE)	Ongoing	\$ 135,000.00	4 months	Addition of 1 FTE, Nurse Manager Essential to supervise and ensure required EMR documentation
Unit Clerks (3 FTE)	Ongoing	\$ 275,000.00	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 (.5 FTE)	Ongoing	\$ 65,000.00	6 months	.5 FTE, Salary + Benefits Critical position/function identified in LARA walk through
Security System Upgrades	One-Time	\$ 200,000.00	12 months	Critical safety system upgrades identified in LARA walk through
Additional RCAs (CENAs) - 12 FTE	Ongoing	\$ 848,720.00	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
		\$ 2,566,720.00		
		\$ (800,000.00)		
		<u>\$ 1,766,720.00</u>		

CMS Certification/Quality Improvement Funding Breakdown
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Year	Status	Appropriation Bill	Description	Amount	Type	Notes
FY16 SUPPLEMENTAL	Approved	PA 268 OF 2016	DJJHV Staffing Increase	\$200,000	Ongoing	Partial funding for basic to skilled staffing
FY16 SUPPLEMENTAL	Approved	PA 268 OF 2016	Medicaid Consultant (Both Homes)	\$1,200,000	One-time	LTC Contract
FY17 APPROPRIATION BILL	Approved	PA 268 OF 2016	Governor, Senate, and House recommended \$1,120,000 GF/GP to adjust nurse staffing level and renovate home to Medicaid specifications (DJJHV)	\$1,120,000	Ongoing	\$600,000 increased staffing \$512,000 facility improvements
FY18 APPROPRIATION BILL	Approved	PA 107 OF 2017	Governor, Senate and House recommended \$800,000 GF/GP for increased staffing to support ongoing effort to establish Medicaid certification for the DJJHV. (Requested but did not receive \$120,000 for training)	\$800,000	Ongoing	Requested \$1.9 million, see attachment B
FY18 SUPPLEMENTAL Executive Recommendation	Pending	X	To provide GF/GP support for continued staffing, safety and security upgrades to the DJ Jacobetti Home for Veterans for the ongoing pursuit of CMS certification.	\$1,766,700	see notes	Both Ongoing (\$1.1 million); One-Time (Remaining)
FY19 EXECUTIVE RECOMMENDATION	Pending	X	To provide GF/GP funding for continued staffing at the DJJHV.	\$1,111,720	*Ongoing But See FY18 Supp Request	*** Ongoing funding requested for FY18 Supp.

\$6,198,420

Total Appropriated (To Date)	
<i>Ongoing</i>	\$2,120,000
<i>One-Time</i>	\$1,200,000
	\$3,320,000

Additional Funding Requested but not yet appropriated	
<i>Ongoing</i>	\$1,111,720
<i>One-Time</i>	\$654,980
	\$1,766,700

TOTAL if Approved	\$5,086,700
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CMS Certification/Quality Improvement/Life Safety Efforts - Status Tracking

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<i>Description</i>		<i>Status</i>	<i>Est. Date of Completion</i>	<i>Recommended/Necessary for Quality Improvement or Life Safety</i>	<i>Required for Initial CMS Certification/Ongoing Compliance?</i>	<i>Additional Funding Necessary/Requested?</i>
Facilities & Grounds Improvements & Changes						
Unit Conversions	Conversion of four (4) large units into seven (7) smaller units, in order to facilitate more home-like environment aligned with industry best-practice.	Complete	X	Strongly Recommended <i>Quality Improvement</i>	Yes	FY17 PA 268 of 2016
Opening of New Unit	Converted former domiciliary unit (2 West) to a nursing unit to facilitate above unit conversion.	Complete	X	Strongly Recommended <i>Quality Improvement</i>	Yes	FY17 PA 268 of 2016
Room Conversions	Conversion of multiple rooms to accommodate service needs on units, including soiled and clean utility rooms, care conference rooms, and additional equipment storage	Complete	X	Strongly Recommended <i>Quality Improvement</i>	Yes	FY17 PA 268 of 2016
Member Room Adjustments	The Home has approximately 40 rooms which require door modification to alter the swing direction to comply with life safety codes related to means of egress. WO being developed for DTMB Construction to bid out and complete the door modifications required.	Funding Requested Pending Approval	<i>TBD based on funding availability</i>	Strongly Recommended <i>Quality Improvement</i>	Yes	FY18 Supplemental (Pending)
On-Unit Dining	The Home began process of creating on-unit dining for members starting in April 2017) with the facility's 2 North unit. Goal: gradual conversion to provide on-unit dining on all units.	In Progress	<i>Gradual conversion based on SM funding availability and operational feasibility</i>	Strongly Recommended <i>Quality Improvement</i>	Yes	<i>Currently attempting to utilize existing special maintenance funding available. May require additional funding for full conversion</i>
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.	Funding Requested Pending Approval	<i>TBD based on funding availability</i>	Necessary <i>Life Safety</i>	Yes	FY18 Supplemental Pending
Fire Penetrations/Stopplings	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	Funding Requested Pending Approval	<i>TBD based on funding availability</i>	Necessary <i>Life Safety</i>	Yes	FY18 Supplemental Pending
Therapy Equipment	Replacement of non-compliant and outdated therapy equipment necessary for the provision of rehabilitation services	Funding Requested Pending Approval	<i>TBD</i>	Strongly Recommended <i>Quality Improvement</i>	Yes	FY18 Supplemental Pending
Room Size(s) Review*	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.	<i>TBD</i>	<i>TBD</i>	TBD	TBD <i>but likely requires waiver</i>	<i>*TBD</i>

CMS Certification/Quality Improvement/Life Safety Efforts - Status Tracking

Description	Status	Est. Date of Completion	Recommended/Necessary for Quality Improvement or Life Safety	Required for Initial CMS Certification/Ongoing Compliance?	Additional Funding Necessary/Requested?
Reorganization Efforts & Staffing Increases					
Admissions Coordinator/Staff <i>Job Function Realignment</i>	When replacing vacant position, reorganized and made adjustments to existing position responsibilities to accommodate implementation of Quality Assurance & Performance Improvement (QAPI)	Complete	X	Necessary Life Safety & Quality Improvement	Yes Realigned resources to free up existing operational funding
Activity Director & Aides <i>Staffing Augmentation</i>	Hired (1) Activities Director Hired (3) new ATAs to support increasing the Home's activities programs	Complete	X	Necessary Life Safety & Quality Improvement	Yes FY16 Supp; FY17 PA 268 of 2016 (Partially Funded) FY18 PA 107 of 2017 (Partially Funded)
New Direct Care Staff <i>Staffing Augmentation & Job Function Realignment</i>	Hired multiple new RCAs, LPNs, and RNs and continue to recruit additional nursing staff to augment direct care staffing. Converted (3) LPN positions to RCA positions to support getting caregivers in the facility.	Partial Funding Approved, Remaining Funding Pending Approval	TBD	Necessary Life Safety & Quality Improvement	Yes FY16 Supp; FY17 PA 268 of 2016 (Partially Funded) FY18 PA 107 of 2017 (Partially Funded) FY18 Supplemental (Pending)
QAPI Coordinator - <i>Job Function Realignment</i>	Internal restructure has allowed existing employee to focus on the development of QAPI Program. Employee is currently pursuing the required certification	Complete		Strongly Recommended Life Safety & Quality Improvement	Yes Realigned resources to free up existing operational funding
Director of Compliance and Clinical Outcomes (.5 FTE) <i>New Position</i>	.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. Position would provide support across all facilities in State	Funding Requested Pending Approval	TBD	Strongly Recommended Life Safety & Quality Improvement	Yes FY18 Supplemental Pending
Director of Social Work <i>Job Function Realignment + Staffing Augmentation</i>	Conversion of one (1) FTE social worker position to Social Work Manager (\$25,000) and conversion of .5 FTE social worker to 1 FTE social worker (\$40,000)	Funding Requested Pending Approval	TBD	Necessary Life Safety & Quality Improvement	Yes FY18 Supplemental Pending
MDS Nurse <i>Staffing Augmentation</i>	Addition of 1 FTE, RN-12 to ensure appropriate documentation of quality of care reporting requirements	Funding Requested Pending Approval	TBD	Necessary Life Safety & Quality Improvement	Yes FY18 Supplemental Pending
Dietician <i>Staffing Augmentation</i>	Addition of .5 FTE (Part-Time) necessary to enhance dietary services provided	Funding Requested Pending Approval	TBD	Strongly Recommended Life Safety & Quality Improvement	Yes FY18 Supplemental Pending
Health Information Manager - Electronic Medical Records <i>New Position</i>	Addition of 1 FTE, Nurse Manager; essential to supervise and ensure required EMR documentation related to quality of care and billing	Funding Requested Pending Approval	TBD	Strongly Recommended Life Safety & Quality Improvement	Yes FY18 Supplemental Pending
Unit Clerks (3 FTE) <i>Staffing Augmentation</i>	3 FTE of on-unit support for direct care nursing staff to assist with administrative and critical documentation functions	Funding Requested Pending Approval	TBD	Strongly Recommended Life Safety & Quality Improvement	Yes FY18 Supplemental Pending
Fire Safety Inspector <i>New Position</i>	.5 FTE to facilitate compliance with life safety codes; critical position/function identified in LARA walk-through	Funding Requested Pending Approval	TBD	Necessary Life Safety & Quality Improvement	Yes FY18 Supplemental Pending
Efforts to Align Caregiver Pool with Smaller Unit Sizes - Contract Negotiation	Rebid entire AFSCME caregiver pool, to align staffing with conversion to seven small units; changed the manner in which vacations are scheduled (seniority by shift, not entire labor pool).	Complete	X	Strongly Recommended Life Safety & Quality Improvement	Yes
Efforts to Align Caregiver Pool with Smaller Unit Sizes - Reorganization	Developing different organizational structure for Registered Nurses to accommodate the change to (7) smaller units and drive ownership and accountability of units.	In Progress	10/1/2018	Strongly Recommended Life Safety & Quality Improvement	Yes

Description	Status	Est. Date of Completion	Recommended/Necessary for Quality Improvement or Life Safety	Required for Initial CMS Certification/Ongoing Compliance?	Additional Funding Necessary/Requested?
Comprehensive Review and Update of all Relevant Rules, Policies and Procedures					
Established Updated Visitor Check-In Policy & Procedures (security)	Developed & implemented a new visitor policy, changing the way the Home has handled families, friends, contractors, and media visitors, Working to procure electronic login system.	Complete	X	Necessary Life Safety & Quality Improvement	Yes
Administrative Rules	Existing Administrative Rules require rewrite, in order to prevent conflict with CMS standards & regulations.	In Progress	10/1/2018	Strongly Recommended Quality Improvement	Yes
Home Policies	Continuing to modify existing policies to meet CMS standards and regulations.	In Progress	10/1/2018	Necessary Quality Improvement	Yes
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.	In Progress	10/1/2018	Necessary Quality Improvement	Yes
Emergency Preparedness	Home needs to develop and implement enhanced Emergency Preparedness policies, practices, and community partnerships to meet CMS standards and regulations.	In Progress	7/1/2018	Necessary Life Safety & Quality Improvement	Yes
Updated Admissions Procedures	Culturally changed the method in which we handle admissions with challenging behaviors, taking a further in-depth look at whether or not we can truly care for and meet the needs of the applicant, which has resulted in more denials of admissions. Continuing to review admissions process to improve process.	In Progress	10/1/2018	Necessary Quality Improvement	Yes
Business Office Process Improvement & Realignment Efforts					
Reporting Structure Assessment and Reorganization	Assessment of optimal reporting structure and reorganization of Business Office Functions of the Home to facilitate consistency and alignment internally and with other Homes in system.	In Progress	FY19	Necessary Quality Improvement	Yes
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.	In Progress	FY19	Necessary Quality Improvement	Yes
Consolidated Billing Contract or Billing Specialist FTE	Full reimbursement for eligible services require retention of CMS billing specialist or procurement of consolidated billing contract in order to document and optimize reimbursements.	Funding Requested Pending Approval	TBD		Yes FY18 Supplemental Pending
IT Modernization Efforts					
Electronic Medical Records	Continued efforts (MVHS, DTMB-IT, Cantata, etc) to improve functionality of the electronic medical records system to facilitate quality and frequency of documentation..	In Progress		Necessary Life Safety & Quality Improvement	Yes
Documentation-Focused IT Improvement/Enhancement Efforts	MVHS, DTMB efforts on MI-VET Project to improve system accessibility/enhance documentation capabilities: consolidate/integrate all existing databases between the two SVH; pursue biometric/pendant style login ability with EMRsystem	In Progress		Necessary Life Safety & Quality Improvement	Yes
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		X	Yes
UpToDate	Secured UpToDate subscription to provide clinical decision support resources for the Home's physicians and physician extenders	Complete	X	Necessary Life Safety & Quality Improvement	Yes Realigned resources to free up existing operational funding
Phase II EMR Training	Initial EMR training for staff completed during implementation phase, approximately (2) years ago. Additional onsite training is required to further improve utilization/documentation.	Funding Requested Pending Approval	TBD	Necessary Life Safety & Quality Improvement	Yes FY18 Supplemental Pending
CMS EMR Training & Modifications	EMR provider previously indicated that, should Home become CMS certified, a number of system changes/adjustments and additional staff training would be necessary.	Funding Requested Pending Approval	TBD	X	Yes FY18 Supplemental Pending

CMS Certification/Quality Improvement/Life Safety Efforts - Status Tracking

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Scheduling & Payroll-Based Journaling Software	Software necessary to improve functionality of scheduling processes to meet CMS-required payroll-based journal reporting	Funding Requested Pending Approval	TBD	Strongly Recommended Quality Improvement	Yes FY18 Supplemental Pending
Other Operational Improvement Efforts					
Expanded Member Activities Services	Added member activities services in effort to improve quality-of-life and encourage person-centered care.	Complete	X	Strongly Recommended Quality Improvement	Yes
Regulatory & Quality Assurance Training for Staff	Trainings included • Root Cause Analysis, • Medication Errors, Significant Medication Errors, Drug Storage & Labeling • Side Rails Safety • Abuse & Neglect, Elder Justice Act • Pharmacy Services, Drug Regimen Review • Infection Control • Medicare Bootcamp • System-Wide CPR Certification of all Direct Care Staff	Complete w/ continuing education	X	Necessary Life Safety & Quality Improvement	Yes FY16 Supplemental Funding PA 268 of 2016
QAPI Coordinator Certification	Identified and began training staff member selected to lead effort of Quality Assurance and Performance Improvement (QAPI) initiative, a requirement of CMS. Employee is pursuing the proper certification.	Complete	X	Necessary Life Safety & Quality Improvement	Yes
Therapy Services Contract Augmentation	Need to solicit contractor to provide Medicare compliant therapy services on site. Additionally, need contractual modification for existing contractor to be able to meet needs of increase in referrals.	Funding Requested Pending Approval	TBD	Strongly Recommended Quality Improvement	Yes FY18 Supplemental Pending

Attachment B: FY18 Investment Summary
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Ongoing Investments	
Rehabilitation Contract (PT/OT)	\$ 115,000
Consolidated Billing Contract or Billing Specialist FTE	\$ 100,000
Scheduling & Payroll-Based Journaling Software - Contract	\$ 11,000
Director of Compliance and Clinical Outcomes (1 FTE)	\$ 92,000
Director of Social Work	\$ 65,000
MDS Nurse (1 FTE)	\$ 125,000
Dietician (.5 FTE)	\$ 80,000
Health Information Manager - EMR (1 FTE)	\$ 135,000
Unit Clerks (3 FTE)	\$ 275,000
Fire Safety Inspector	\$ 65,000
Additional RCAs (CENAs) - 12 FTE	\$ 848,720
TOTAL	\$ 1,911,720
<i>FY18 CSB Adjustment for RCAs (12 FTE)</i>	\$ <i>(800,000)</i>
FY18 Supplemental CSB Request for CMS Certification	\$ 1,111,720

One-Time Investments	
Scheduling & Payroll-Based Journaling Software	\$ 40,000.00
EMR Training - Reimbursement Methodology and Documentation	\$ 50,000.00
EMR Training - Phase II Functionality Training for Nursing Staff	\$ 50,000.00
EMR Biometrics Upgrades	\$ 100,000.00
Life Safety Door Capital Project - 40 rooms	\$ 120,000.00
HILTI Fire Safety Upgrades	\$ 20,000.00
Therapy Equipment for CMS Rehabilitation Services	\$ 75,000.00
Security System Upgrades	\$ 200,000.00
TOTAL	\$ 655,000.00