

Pioneer Homes Leadership Team Strategic Plan, 2017-2020

<p style="text-align: center;">Purpose of Leadership Team</p> <ul style="list-style-type: none"> • To work collaboratively to address issues related to elders living in our homes and those in the community who need assisted living. • To provide an environment in our homes that is welcoming and supportive to all elders, families, and visitors alike. • To create policies and procedures that support the mission and vision of the Pioneer Homes and support the high quality of care Pioneer Homes are known for. • To make decisions regarding the operation of the Pioneer Homes. 	<p style="text-align: center;">3-Year Targets</p> <p style="text-align: center;">What progress do we want to make by 2020?</p> <ul style="list-style-type: none"> • Maintain occupancy rate of 93% • Track and increase transitions from Payment Assistance to 1915c Medicaid waivers for elders in level 3 • Increase revenue from the VA, Medicare, Medicaid, and other non-General Fund sources • Reduce number of medication errors • Increase utilization of Point, Click, Care to 75% • Increase ratio of elders served at higher levels of service 	
<p style="text-align: center;">Mission of Pioneer Homes</p> <p style="text-align: center;">Provide elder Alaskans a home and community, life through its final breath.</p> <p style="text-align: center;">Long-term Goals</p> <ol style="list-style-type: none"> 1. Provide the highest quality assisted living, specialized dementia care, and palliative care to residents in a consistent manner across all Pioneer Homes 2. Maximize the use of our facilities and resources to best meet the needs of Alaskans. 3. Be financially viable to sustain operations of the Pioneer Homes into the future. 4. Be a leader and model for elder and dementia care. 5. Invest in our staff and develop their skills and capacities to provide excellent care to Pioneer Home residents. 6. Engage with Alaska communities and statewide residents and leaders to sustain strong public support for Pioneer Homes. <p style="text-align: center;">Promise to Each Other</p> <ul style="list-style-type: none"> • Have each other's backs, create a supportive team. • Respect each other's work and positions in our organization. • Assign work groups, develop timelines, and achieve these goals and priorities. 	<p style="text-align: center;">3-Year Priorities</p>	<p style="text-align: center;">2017-18 Priorities</p>
	<p style="text-align: center;">Priority Area I: High Quality Standards of Resident Care + Continuous Quality Improvement (Lead: Emily, Team: Tamara Hackley, Heidi, Karen/Carol, Kathy, Julie, Carl, Tom)</p>	
	<ol style="list-style-type: none"> 1. Ensure care is person-centered, aligned with the Eden model of care and meets the requirements of the CMS March 2014 final rule for home and community-based services. 2. Adopt a common set of Division policies and procedures for use in all Pioneer Homes; reduce or eliminate stand-alone policies and procedures. 3. Ensure standard of care is the same for all residents and establish a single plan of care for use with every resident. 4. Develop a dashboard of quality measures using national benchmarks across all levels of service and use existing platforms to regularly monitor the indicators. 5. Improve relationships between Pioneer Homes and medical providers and facilities to improve transitions in care, management of medications, and define the role of the Pioneer Homes in the health care community. 6. Improve documentation of palliative and hospice care and identify opportunities for reimbursement and staff training. 7. Ensure HIPAA compliant sharing of patient information. 8. Create a Center for Excellence Team where the latest trends and findings or technology in memory care and elder care are disseminated to all six homes for possible inclusion into the daily care for elders. This team can also be the Staff Development Team which will work directly with all six education coordinators in each home. 9. Develop a standard process and documentation for care provided to elders and families, planning for the dying process. 	<ol style="list-style-type: none"> a. Develop a schedule for policy review and identify policies that must be completed by end of fiscal year. b. Develop and support a robust Continuous Quality Improvement team and use nurse consultant for support and oversight. Review Quality Assurance Tool (QAT) reports and citations to improve data collection: review definitions, standardize definitions across the Division, determine purpose, and discontinue data extracts that don't serve a purpose for the Division. Review MDS and Pro-Tracking and standardize information in PCC so Pro tracking can be used. Use Kardex and Care Plans consistently. Discuss how all homes are entering Critical Incident Reports so that there is consistency in reporting. c. Develop a plan to review regular quality indicators across the division and identify opportunities to implement prevention programs, for example, for falls and med errors. d. Provide a user-friendly secure avenue for communicating HIPAA protected information. e. Establish and implement common tools across Pioneer Homes for all residents for pre-admission, screening and assessment, and care plan development and monitoring, which is documented in the electronic health record. f. Identify rates of use of anti-psychotic drugs for each home and use of non-drug interventions for behavioral issues. Develop guidelines for PRN use of anti-psychotic drugs and tract PRN use separate from scheduled use. g. Review policies related to marijuana, alcohol, and tobacco use in Pioneer Homes. h. Ensure evidence based, best practices in recreational opportunities, start regular division wide activity meetings, incorporate documentation into PCC. i. Migrate Waitlist into PCC j. Implement a target bed turnover rate of 45 days or less

Core Values	3-Year Priorities	2017-18 Priorities
<ul style="list-style-type: none"> Center of Excellence and leader in dementia care. Ask “ ‘am I upholding the mission’ as a guide for all decisions big and small, so decisions are made as close as possible to the elder. Relevant to meet the current needs of elders, families and Alaska communities. When you walk in, it looks and feels like home. Honor and support elders and families. Celebrate meaningful activities, a recreation department differentiates PH and is a priority. 	Priority Area 2: Financial Sustainability (Co-leads: Clint, Amanda Team: Administrators, Lana only for pharmacy-related issues)	
	<ol style="list-style-type: none"> Identify the right mix of elders in each level of service to fully utilize Pioneer Home beds to diversify revenue sources and maximize non-general fund sources. Establish and implement clear policies for collections on past due payments. Identify special populations who may be served at Pioneer Homes and the business model for serving them such as Adult Day services, dedicated wing for people with SMI, leasing vacant units to senior housing providers or veteran’s housing providers, or childcare providers. Identify the cost of care for Pioneer Homes and a timeline for rate setting to reflect the cost of care, while recognizing that in statute, homes are not required to break even. Increase accountability for budget at the home and division level. Forecast elder population growth and care needs to identify supply and demand for Pioneer Homes. Work with Alaska Medicaid and local partners to identify a set of indicators to quantify cost avoidance/savings associated with Pioneer Homes care. 	<ol style="list-style-type: none"> Develop a comprehensive business model that looks at all aspects of providing services to create a long-term plan and methodology for rate increases, and to determine appropriate room and board rates; review levels of service definitions, and determine need for adding more levels and/or changing criteria for levels. Attain annual goals for occupancy. Develop a division-wide practice for forward planning to fill recently vacant beds. Secure outside resources to conduct an independent staffing study to ensure optimal staffing across the homes. Develop and implement an internal process for social workers to prioritize applications and assessments for 1915c Medicaid waivers. Review a separate daily rate for the Pioneer Homes or review cost based methodology and secure higher daily reimbursement rate as recommended by the LTC – Performance Review by PCG (2015) and the Alaska Legislative Audit Review (2015). Seek recognition from the VA for skilled nursing to designate L3 beds as skilled nursing to increase reimbursement. Secure donations in exchange for Head Start space in the Juneau home. Improve relationship with Alaska Mental Health Trust Authority and explore opportunities to expand funding and partnerships.
	Priority Area 3: Pharmacy and Medication Management (Lead: Lana, Team: Emily, Heidi, Karen/Carol, Grace, Doug, Mila, Julie)	
	<ol style="list-style-type: none"> Create standardized systems and processes. Fully utilize Point, Click, Care, the Electronic Health Record; evaluate cost-benefit of integrating Prodigy software with PCC to evaluate improved billing opportunities. Evaluate opportunities to consolidate pharmacy function amongst State-run 24-hour facilities. 	<ol style="list-style-type: none"> Standardize medication data entry across the division. Adopt a standard definition for medication errors for all homes to implement. Standardize forms, processes and communications used by Pharmacy and all six homes. Increase communication between Central Pharmacy, nursing and social work staff in Point, Click, Care and pharmacy-related policies and procedures. Define staff roles and responsibilities for addressing questions and educating elders, family members and responsible parties related to pharmacy. Update the pharmacy booklet, education packet and a Frequently Answered Questions resource for staff and elders upon admission. Implement a 28 day cycle fill. Relocate the pharmacy.
Priority Area 4: Staff Training and Development (Lead: Emily, Team: Tom, Marilyn, Carol, Jerri, Michelle, Rachel)		
<ol style="list-style-type: none"> Employ highly qualified individuals. Increase retention of quality employees, decrease turnaround time for separating non-quality employees, create opportunities for success within the recruitment and classification system which is currently working against us. Review staff performance against employment contracts and job descriptions. Develop an ongoing training plan for each job class that is consistent across the division. 	<ol style="list-style-type: none"> Create a Staff Development Team for the Division whose main function is the ensure that all staff in all the homes receive the same, consistent, quality training and education. Commit to completing staff performance evaluations on time in every home. Identify and implement best practice model in dementia care. Improve communication with staff from DOA Classification and DHSS Recruitment and identify strategies to improve recruitment and increase retention. Identify training, tools and strategies to help staff improve time management and task delegation to ensure staff are working to top of their licenses. 	

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	<ol style="list-style-type: none"> 3. Consider developing a “hire from within” atmosphere; promote multiple class positions to “work up the ladder”. 4. Continue association with Eden Alternative and identify best practices in Demetria care to begin shifting to. 5. Develop a plan to utilize key positions in the homes to address division priorities. 6. Implement a structured dementia training program (aside from the apprenticeship training) to create awareness and understanding for residents with dementia. 7. Maintain relationships with University of Alaska and other clinical practicum partners. 	<ol style="list-style-type: none"> f. Evaluate first year of implementation of CNA dementia-specialty apprenticeship to determine goals and strategies for continued implementation. g. Evaluate cost-benefit of training modules, CARES and Relias, to determine which to use going forward. h. Send Administrators and Activity Supervisors to a national elder and dementia care conference. i. Identify a common web-based staff scheduling tool to standardize scheduling across the division and to enable more flexible scheduling for staff. j. Create flexible staffing schedules and explore potential for intra-division and inter-agency trade. k. Work with private foundations to increase scholarship opportunities for CNA-level staff. l. Pharmacy will work with nursing and social services staff to improve coordination of workflow for medications.
Priority Area 5: Community Outreach and Engagement (Lead: Amanda, Team: Administrators, except Lana and Clint)		
	<ol style="list-style-type: none"> 1. Educate key constituencies, which include current, potential and former residents and their families; community members; community agencies; and, legislators and policy makers, about the mission and value of the Pioneer Homes, resulting in improved relationships and beneficial partnerships. 2. Promote healthy, active lifestyles through community wellness programs that invite community members into the homes and engage elder residents. 3. Enhance and highlight residents’ volunteer contributions in their communities. 4. Increase inter-generational opportunities including volunteering, space sharing with early childhood, student living and other opportunities. 5. Strengthen volunteer programs in each of the homes. 6. Collaborate with Pioneer Home Advisory Board to increase outreach and engagement. 7. Build community relationships to increase private philanthropic support. 	<ol style="list-style-type: none"> a. Request advisory board provide recommendations about community foundations and possible models for increasing private philanthropy. b. Increase collaboration with tribal partners for increasing tribal members in homes, increase tribal members as employees, and help train tribal health care workers. c. Seek opportunities to work with tribal partners to provide supports and/or housing or mentoring for care for Alaska Native elders. d. Ensure culturally appropriate activities and care are incorporated into the homes. e. Evaluate participation at housing and health fairs and other community events to maintain a strong community presence. f. Educate and inform Division of Retirement and Benefits, financial advisers, physicians’ offices, and hospitals about the application and waitlist process. g. Participate in community senior provider meetings to know what is happening in the community about elders. h. Invite speakers into the home to discuss aging-related topics with the residents. i. Finalize policies and procedures for inter-generational and live-in volunteer programs. j. Convene recreational therapists to identify standard framework for using volunteers in the homes. k. Implement regular cross division activity meetings.
Priority Area 6: Facility Maintenance and Renewal (Lead: Amanda, Team: Administrators, except Lana)		
	<ol style="list-style-type: none"> 1. Work with the Pioneer Home Advisory Board to review the long-term capital improvement plan to specify major repairs, replacements and facility upgrades and potential opportunities for new or replacement facilities. 2. Identify facility upgrades and modifications to allow homes to implement business model, included costs associated with projects. 	<ol style="list-style-type: none"> a. Maintain strong relationship with facilities for current and future needs b. Increase energy efficiency of homes. c. Identify potential funding sources for capital improvements including opportunities for bonding with local governments to expand and reconfigure facilities. d. Develop an internal equipment/facilities needs list that addresses health and safety concerns and is reviewed regularly for budget needs