



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

**April 18, 2016**

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**Update on State Psychiatric Hospitals:**

**Tim Keck, Interim Secretary, KDADS**

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**Osawatomie State Hospital**

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# Osawatomie State Hospital (OSH)

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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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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 Riggini Consulting, LLC
  - Evaluation of health records systems
  - Chart review
  - Compliance support
  - Policy review & development
  - Staff training

# Recruitment and Retention

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- 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



**Larned State Hospital**

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# LSH Leadership

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- 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

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- 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

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- 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