

Pinal/Gila Long Term Care Department Strategic Business Plan

Vision

Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.

COUNTY MISSION

Pinal County Government protects and enhances its citizens' quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.

DEPARTMENT MISSION

The mission of Pinal/Gila Long Term Care department is to provide comprehensive and coordinated healthcare services to elderly and/or physically disabled individuals who have difficulty taking care of themselves both financially and physically so they can live independently as long as possible while maintaining an optimal level of health.

ISSUE STATEMENTS

Issue 1 – Economic Crisis

The continuing economic crisis and its negative impact on funding for healthcare services, combined with increased obligations to stakeholders will, if not addressed, result in:

- Decreased member access to healthcare services
- Deterioration in members' health
- Loss of community based support program which provides in home services to prevent premature institutionalization

Issue 2 – Data Collection

Increasing performance measure and data collection requirements (or expectations) at the State level has exceeded the department's capacity to manage these requirements and will, if not addressed, result in:

- Diminished ability to focus on member issues and positive health outcomes
- Continued decline in clinical indicators due to inaccurate measurement

Issue 3 – Communication and Collaboration

The continuation of poor internal and external communication and collaboration compounded by department growth and external demands will, if not addressed, result in:

- Inefficient work practices
- Diminished capacity to proactively address issues
- Compromised data collection processes
- A decrease in staff morale
- Dissatisfied contracted providers

Issue 4 – Provider Network Gaps

The increasing frequency of gaps in our local services provider network combined with anticipated change in the demographics of new customers will, if not addressed, result in:

- Decreased access to basic healthcare services
- An inability to respond to changing customers expectation regarding healthcare services
- Separation from family and support systems due to out-of-County placements

STRATEGIC GOALS

Strategic Goal 1: Optimal Health Status (Issues 1,2,3,4)

By 2011, Pinal/Gila Long Term Care members will maintain an optimal health status and level of independence, as evidenced by:

- 76% of Pinal/Members will continue to remain in the community with supportive services
- 100% of the healthcare clinical indicator standards as defined by AHCCCS and Pinal/Gila Long Term Care, will be met

Strategic Goal 2: Financial Viability (Issues 1, 4)

By 2011, Pinal/Gila Long Term Care members will continue to receive enhanced benefits, community programs will continue to be funded, and stakeholders will continue to be supported, as evidenced by:

- Maintaining an average Medical Loss ratio of 90% or higher
- Maintaining an administrative expense ratio at or below the State standards (currently at 8%)
- Maintaining an equity per member level of \$2,000 or more 100% of the time

Strategic Goal 3: Provider Network (Issues 1, 4)

By 2012, Pinal/Gila Long Term Care members will enjoy increased member choice in the availability and accessibility of appropriate contracted, local provider services, as evidenced by:

- An increase in the number of licensed healthcare facilities:
 - Hospitals: from 1 to 2
 - Skilled nursing homes: from 1 to 2
 - Outpatient clinics: from 46 to 51
- A 7% increase in the number of Primary Care Physicians from 42 to 45

CROSS CUTTING ISSUES

Issue: #2 – Data Collection; #3 – Communication and Collaboration

Goal: #1 – Optimal Health Status

Cross Cutting With: Horizon Home Care

Need(s): Collaborate with Horizon Home Care (HHC) to assure timely provision of quality supportive and medical services so that Long Term Care members maintain an optimal health status and level of independence

DEPARTMENT ORGANIZATION

1. Administrative Program

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- 1.2. Reserved, page 9
- 1.3. Training Activity, page 10
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2. Provider Network Management Program

- 2.1. Utilization Management Activity, page 15
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3. Healthcare Benefits Management Program

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- 3.2. Long Term Care Benefits Activity, page 18

4. Quality Assurance Program

- 4.1. Continuous Quality Assurance Activity, page 19

PROGRAMS

Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Key Results

- 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
- 85% of training dollars spent that directly align to County or Department strategic goals
- 100% of record series managed in compliance with legal and policy requirements
- 95% of department vehicles with preventative maintenance performed as scheduled
- 95% of department vehicles operated more than 10,000 miles per year
- 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods.
- 100% of applicable Key Results achieved
- 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Long Term Care Department.

Provider Network Management Program

Purpose Statement The purpose of the Provider Management Program is to provide authorization and contracting services to providers so they can deliver quality care to our members.

- Key Results**
- 99% of standard authorization requests will be processed within 14 days
 - 100% increase in hospitals in the County (from 1 to 2)
 - 100% increase in Skilled Nursing Facilities in the County (from 1 to 2)
 - 5% increase in outpatient clinics in the County (from 46 to 48)
 - 3% increase in Primary Care Physicians in the County (from 42 to 43)
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Healthcare Benefits Management Program

Purpose Statement The purpose of the Healthcare Benefits Management Program is to provide medical advisory and healthcare services to Long Term Care members so they can maintain an optimal level of independence and health status.

- Key Results**
- 90% of Pinal/Gila Long Term Care members over the age of 18 will have a documented advance directive
 - 76% of members will continue to remain in the community with supportive services

Quality Assurance Program

Purpose Statement The purpose of the Quality Assurance Program is to provide results of monitoring, reporting, review, evaluation, education and intervention services to Arizona Health Care Cost Containment System (AHCCCS) and Pinal/Gila Long Term Care so they can determine the standard of care being provided.

Key Results

- 83% of Pinal/Gila Long Term Care members with diabetes between the ages of 18 and 75 (inclusive) will have a documented hemoglobin A1C assessment

ACTIVITIES

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.1: Human Resources Activity

Activity Purpose Statement The purpose of the Human Resource Activity is to provide employee selection, evaluation and support services to department management so they can manage, evaluate, and retain a qualified and diverse workforce.

Activity Services

- Candidate Selection Recommendations
- Job Postings
- Policy Interpretations
- Employee Relations Management
- Employee Interviews
- Grievance hearings
- Employee Inquiry Responses
- Performance Appraisals/ Evaluations
- Employee Assistance Referrals
- Employee Orientation Sessions
- Exit Interviews
- Personnel Reports
- Policy and Procedure Updates
- Employee Awards
- “Silent Whistle” Investigations

Family of Measures

Results

1. 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
(# of employee appraisals submitted by due date/total # of appraisals)

Outputs

1. 90 employee appraisals submitted on/by due date

Demands

1. 90 employee appraisals anticipated to be submitted

Efficiencies

N/A

Activity Manager(s) • Donna Beedle

Activity Budget \$x,xxx,xxx

Section 1.2: Reserved

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.3: Training Activity

Activity Purpose Statement The purpose of the Training Activity is to provide department specific training services to employees so they can more effectively meet the County and/or department strategic goals.

Activity Services

- Training Sessions
- Safety Training Sessions
- Employee Handbooks
- Training Assessments
- Training Records
- Training Schedules/Arrangements

Family of Measures

Results

1. 85% of training dollars spent that directly align to County or Department strategic goals
(# of training dollars spent that directly align to County or Department strategic goals/ total number of training dollars spent)

Outputs

1. ____ Training \$ spent that directly aligns to County or Department strategic goals

Demands

2. ____ Training \$ anticipated to be spent that directly aligns to County or Department strategic goals

Efficiencies

1. \$ Training Activity expenditures per training session attended

Activity Manager(s)

- Donna Beedle

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.4: Records Management Activity

Activity Purpose Statement The purpose of the Records Management Activity is to provide record retention, disposal and retrieval services to departments so they can access, provide, retain and dispose of records in a timely manner and as legally required.

Activity Services

- Record Archives
- Record Disposals
- Record Disposition Authorizations
- Records Destruction List
- Records Inventory
- Records Requests Responses

Family of Measures

Results

1. 100% of records series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives
(# of records series managed in compliance with legal and policy requirements/ total # of record series managed)

Outputs

1. 5 record series in compliance with legal and policy requirements

Demands

1. 5 record series anticipated to be in compliance with legal and policy requirements

Efficiencies

1. \$ Records Management Activity expenditure per record series in compliance with legal and policy requirements

Activity Manager(s)

- Donna Beedle
- Kathy Carroll

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.5: Vehicle Management Activity

Activity Purpose Statement The purpose of the Vehicle Management Activity is to provide maintenance scheduling, reporting and vehicle requirement definition services to the department so they can have cost effective and safe vehicles.

Activity Services

- Vehicle Maintenance and Repair Service Schedules
- Vehicle Utilization Reports
- Maintenance Records
- Fleet Credit Card Usage Reports
- Vehicle Usage Assessment

Family of Measures

Results

1. 95% of department vehicles with preventative maintenance performed as scheduled (# of department vehicles with preventative maintenance performed as scheduled/ total department vehicles)
2. 95% of department vehicles operated more than 10,000 miles per year (# of department vehicles operated more than 10,000 miles per year/ total department vehicles)

Outputs

1. 5 department vehicles operated
2. 5 department vehicles operated more than 10,000 miles a year

Demands

1. 5 department vehicles anticipated to be operated

Efficiencies

1. \$ Vehicle Management Activity expenditure per vehicle operated

Activity Manager(s)

- Donna Beedle
- Kathy Carroll

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.6: Financial Services Activity

Activity Purpose Statement The purpose of the Financial Services Activity is to provide financial, budget information and purchasing services to department managers so they can ensure appropriate allocation, acquisition, utilization and control of County resources and stay within their budget at the activity level.

Activity Services	<ul style="list-style-type: none">Grant ReportsGrant ApplicationsGrant Programmatic Progress ReportsPayment AuthorizationsEmployee Reimbursement Authorizations	<ul style="list-style-type: none">Year-end Accounting RecordsCash ReceiptsBudget ProposalSpending RequestsAppropriation AdjustmentsExpenditure ProjectionsPerformance Reports
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Family of Measures

Results

- 90% of non-construction payment authorizations (purchase orders) entered into the system within three business days of receipt of goods.
(# of payment authorizations entered on the date of receipt of goods/total payment authorizations)

Outputs

- 450 payment authorizations received within three business days of physical receipt of item(s)

Demands

- 450 payment authorizations anticipated to be entered into the system

Efficiencies

- \$ Financial Services Activity per payment authorization entered within three business days

Activity Manager(s)

- Donna Beedle

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.7: Department Director Activity

Activity Purpose Statement The purpose of the Department Director Activity is to provide results oriented leadership and management services to Pinal County residents and businesses so they can benefit from effective and efficient County services.

Activity Services

- Reports
- Direction
- Employee Supervision Meeting
- Inquiry Responses
- Strategic Business Plans
- Issue Resolutions
- Special Projects
- Budgets
- Department Structures
- Policies/Procedures
- Employee Evaluations
- Program Evaluations
- Recommendations
- Leadership
- Financial Reports
- Statistical Data Reports
- Community Networking Contacts
- Health Services Advisory Group Collaborations

Family of Measures

Results

1. 100% of applicable Key Results achieved
(# of key results achieved/total # of key results)
2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Pinal/Gila Long Term Care Department.
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)

Outputs

1. 495 customers responding to the department survey

Demands

1. 550 customers expected to respond to the survey

Efficiencies

1. \$ Department expenditures per customer served

Activity Manager(s) • Donna Beedle

Activity Budget \$x,xxx,xxx

2. Provider Network Management Program

Purpose Statement The purpose of the Provider Management Program is to provide authorization and contracting services to providers so they can deliver quality care to our members.

Section 2.1: Utilization Management Activity

Activity Purpose Statement The purpose of the Utilization Management Activity is to provide authorization of requests for covered Health and Home Care services to providers so they can receive timely authorization for services they provide to our members.

Activity Services	<ul style="list-style-type: none">• Medical Service Authorizations• Member Appeals Reviews• Authorization Reports• Case Manager Authorizations• Utilization Reports	<ul style="list-style-type: none">• Drug Utilization Reports• Hospitalization Reviews• Referrals• Notice of Action Letters• Telephonic Responses• Service Plans
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Family of Measures

Results

1. 99% standard authorization requests processed within 14 days
(# standard authorization requests processed within 14 days/total # standard authorization processed)
2. 90% expedited authorization requests processed within 3 days
(# expedited authorization requests processed within 3 days/total # standard authorization processed)

Outputs

1. 35,500 authorizations processed.

Demands

1. 35,500 authorizations expected to be processed.

Efficiencies

1. Total activity \$ expenditure per authorization processed.

Activity Manager(s)	<ul style="list-style-type: none">• Lynne Braatz
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Activity Budget	\$x,xxx,xxx
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2. Provider Network Management Program

Purpose Statement The purpose of the Provider Management Program is to provide authorization and contracting services to providers so they can deliver quality care to our members.

Section 2.2: Provider Network Activity

Activity Purpose Statement The purpose of the Provider Network Activity is to provide additional contracted, local healthcare providers (hospitals, skilled nursing homes, outpatient clinics and physicians) to Long Term Care members so they have expanded access to care.

Activity Services

- Provider Evaluations Reports
- Provider Networks Reports
- Credentialed Providers
- Provider Monitoring Reports
- New Provider Contracts
- Processed Claims
- Provider Education Materials (website, provider manual, newsletters)

Family of Measures

Results

1. 100% increase in hospitals in the County (from 1 to 2)
(# of hospitals this year - # of hospitals last year / # of hospitals last year)
2. 100% increase in Skilled Nursing Facilities in the County (from 1 to 2)
(# of SNFs this year - # of SNFs last year / # of SNFs last year)
3. 5% increase in outpatient clinics in the County (from 46 to 48)
(# of clinics this year - # of clinics last year / # of clinics last year)
4. 3% increase in Primary Care Physicians in the County (from 42 to 43)
(# of PCPs this year - # of PCPs last year / # of PCPs last year)
5. 95% of providers have claims processed within 30 days
(# providers having claims processed within 30 days/total # providers having claims processed)
6. 90% of annual contracts that are amended/renewed before expiration date
(# of annual contracts amended or renewed before expiration date/by total # of renewable contracts)

Outputs

1. 104,000 claims processed
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Demands

1. 104,000 claims expected to be processed
-

Efficiencies

1. Total Activity \$ per claim processed
-

Activity Manager(s) • Susan Murphy

Activity Budget \$X,XXX,XXX

3. Healthcare Benefits Management Program

Purpose Statement The purpose of the Healthcare Benefits Management Program is to provide medical advisory and healthcare services to Long Term Care members so they can maintain an optimal level of independence and health status.

Section 3.1: Healthcare Management Activity

Activity Purpose Statement The purpose of the Healthcare Management Activity is to provide advisory and consultation services to our members so they can have an optimal treatment plan that incorporates the healthcare recommendations provided.

Activity Services	<ul style="list-style-type: none"> • Advance Directives • Osteoporosis Disease Action Plans • Diabetic Disease Management Interventions • Influenza Vaccinations
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Family of Measures	<p><u>Results</u></p> <p>1. 90% of Pinal/Gila Long Term Care members over the age of 18 will have documented advance directives* (# of Pinal/Gila Long Term Care members over the age of 18 having an advance directive in their member file/the # of member files reviewed)</p> <p>* Advance Directives are encouraged by the State for every member over the age of 18. Ideally, the goal is that members will document their desired treatment plan so that their wishes are adhered to should they ever get to a point where they cannot communicate their wishes or desired care.</p>
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	<p><u>Outputs</u></p> <p>1. 1,372 Pinal/Gila Long Term Care members over 18 years of age having a documented advance directive</p>
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	<p><u>Demands</u></p> <p>1. 1,525 Pinal/Gila Long Term Care members over 18 years of age expected to have documented advance directives</p>
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	<p><u>Efficiencies</u></p> <p>1. \$ expenditure per Pinal/Gila Long Term Care members over 18 years of age having documented advance directives</p>
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Activity Manager(s)	<ul style="list-style-type: none"> • Jakenna Lebsock • Connie Mueller
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Activity Budget	\$x,xxx,xxx
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3. Healthcare Benefits Management Program

Purpose Statement The purpose of the Healthcare Benefits Management Program is to provide medical advisory and healthcare services to Long Term Care members so they can maintain an optimal level of independence and health status.

Section 3.2: Long Term Care Benefits Activity

Activity Purpose Statement The purpose of the Long Term Care Benefits Activity is to provide medical, behavioral, nursing home, community based, and member advocacy & education services to members so they can maintain an optimal health status and level of independence*.

* Optimal independence and health status means that the member is allowed to live in the least restrictive environment possible (their community – ie their home or an Assisted Living Facility, typically with supportive services)

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|--------------------------|---|--|
| Activity Services | <ul style="list-style-type: none"> • Medical & Behavioral Health Services <ul style="list-style-type: none"> ○ Physician ○ In patient Care ○ Emergency Transportation & Treatment ○ Medical Equipment & Supplies ○ Prescriptions ○ Outpatient Care • Nursing Home Placements | <ul style="list-style-type: none"> • Home & Community Based Services <ul style="list-style-type: none"> ○ In Home Care ○ Assisted Living Facility Placements ○ Adult Day Care • Member Advocacy & Education Programs <ul style="list-style-type: none"> ○ Member Handbooks & Newsletters ○ Website ○ Case Management ○ Interpreter Services |
|--------------------------|---|--|

Family of Measures

- Results
1. 76% of members will continue to remain in the community with supportive services
(# members who continue to remain in community/total # of members)

- Outputs
1. 1,160 members in the community

- Demands
1. 1,160 members expected to be in the community

- Efficiencies
1. Total activity \$ expenditure per member in the community

Activity Manager(s) • Jennifer Kelly

Activity Budget \$x,xxx,xxx

4. Quality Assurance Program

Purpose Statement The purpose of the Quality Assurance Program is to provide results of monitoring, reporting, review, evaluation, education and intervention services to Arizona Health Care Cost Containment System (AHCCCS) and Pinal/Gila Long Term Care so they can determine the standard of care being provided.

Section 4.1: Continuous Quality Assurance Activity

Activity Purpose Statement The purpose of the Continuous Quality Assurance (CQA) Activity is to provide results of monitoring, reporting, review, evaluation, education and intervention services to AHCCCS and Pinal/Gila Long Term Care so they can document contract compliance and ensure members are given the opportunity to achieve optimal health status.

Activity Services	<ul style="list-style-type: none"> • Complaint Resolutions • Performance Improvement Plans • Inter-rater Reliability Reports • Provider Pay for Performance Incentives • Quality of Care Concerns Determinations 	<ul style="list-style-type: none"> • Provider Surveys • Corrective Action Plans • Member Satisfaction Surveys • Peer Reviews • Concern Reports • Provider Education Presentations • Quality Reports
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Results*

1. 60% of Pinal/Gila Long Term Care members with Diabetes between the age of 18 and 75 inclusive will have a documented annual retinal exam
(# of Pinal/Gila Long Term Care members between the age of 18 and 75 inclusive that have an annual retinal exam report in their member file/# of member files reviewed)
2. 83% of Pinal/Gila Long Term Care members with diabetes between the age of 18 and 75 inclusive will have a documented hemoglobin A1C assessment
(# of Pinal/Gila Long Term Care members between the ages of 18 and 75 inclusive that have a Hemoglobin A1C lab report in their file divided by # of member files reviewed)
3. 77% of Pinal/Gila Long Term Care members with diabetes between the ages of 18 and 75 inclusive will have a documented Lipid Screen
(# of Pinal/Gila Long Term Care members with diabetes between the ages of 18 and 75 inclusive that have a Lipid Screen lab report in their member files divided by member files reviewed)

* The three result measures are the three most prominent outcomes that are outlined in P/GLTC's Diabetes Performance Improvement Plan (PIP). All three are integral to providing quality care to our diabetic members and all measures represent the standard of care required by AHCCCS for the given population.

Outputs

1. 261 of Pinal/Gila Long Term Care diabetic members receiving Hemoglobin A1C assessment

Demands

1. 315 Pinal/Gila Long Term Care diabetic members expected to receive Hemoglobin A1C assessment

Efficiencies

1. Total \$ Activity expenditure per Pinal/Gila Long Term Care diabetic members served

Activity Manager(s) • **Connie Mueller**

Activity Budget \$x,xxx,xxx