

**The Department of Health and Mental Hygiene's
Responses to the DLS FY 2018 Chronic Hospitals Budget Analysis
February 23, 2017 (House) and February 24, 2017 (Senate)**

As there is no operational funding for either [a Traumatic Brain Injury or detox] project in the fiscal 2018 allowance, the Department of Legislative Services (DLS) recommends withholding \$275,000 of the appropriation until DHMH works with hospital management to submit a plan on which project is best suited for the needs of the hospital and the community and how it intends to fund operations of that program. (pg. 11)

DHMH plans to use the 2018 allowance to make structural changes to vacant unit to allow for expansion of the Traumatic Brain Injury program. The program has identified additional demand for the brain trauma waived services. Management believes that it will take most of 2018 to make the necessary physical plant changes and anticipates seeking additional operational funding for the expansion in the FY 2019 budget.

DHMH and management have had informal discussions regarding the conversion of currently licensed hospital beds to detox residential treatment beds. Although there continues to be a need for detoxification and residential treatment the transition in this facility would require extensive physical plant modifications, new staffing patterns, and a prolonged licensing process. Moreover this would represent a significant departure from the mission and current service delivery of WMHC.

Since DHMH intends to move forward with the expansion of the Traumatic Brain Injury program as initially planned, DHMH respectfully disagrees with DLS' recommendation to add budget bill language requesting a plan to expand and fund operating costs for a new or existing program.



CHANGING
Maryland
for the Better

Maryland's Specialty Hospital Centers

Deer's Head Hospital Center, Salisbury MD
Western Maryland Hospital Center, Hagerstown MD

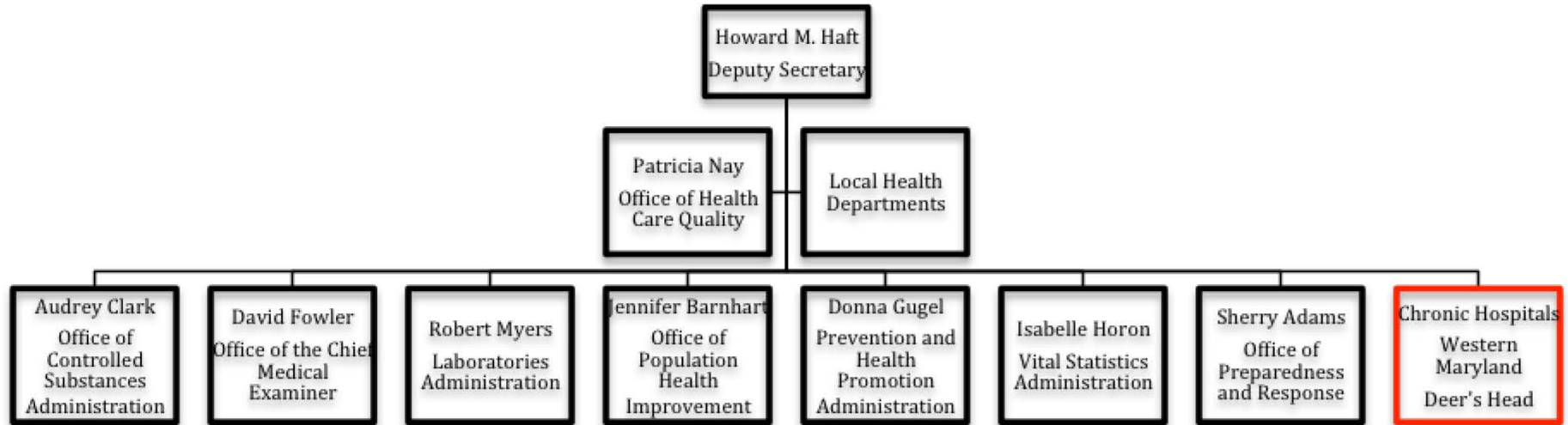
Dennis R. Schrader, Secretary

Howard Haft, MD, MMM, CPE, FACPE, Deputy Secretary

February 23 and 24, 2017



Public Health Services Overview






Maryland's Specialty Hospital Centers

100%

Provide specialty hospital services
for all Marylanders



  **\$48.5M** budget*
 **486.5** employees**

*FY18 allowance; \$44.5M GF, \$4M FF

** 467.3 PINs, 19.2 contractual

2 Specialty Hospital Facilities

Deer's Head Hospital Center
Western Maryland Hospital Center



Services Offered

- Long-Term Care Hospital Services
- Traumatic Brain Injury Services
- Kidney/Renal Dialysis Services
- Comprehensive Care Services



Deer's Head Hospital Center

- Deer's Head Hospital Center (DHHC) is a specialty hospital and comprehensive care facility that offers:
 - Long Term Care Hospital and Skilled Nursing inpatient programs
 - A renal dialysis program that is offered to both in and outpatients
- DHHC is licensed for 146 beds and budgeted for 51 beds in FY 2018.



Deer's Head Hospital Center

Mission

Deer's Head Hospital Center is a thriving, person centered healthcare organization, providing individualized care for our community through a multidisciplinary team approach.

Vision

We will be an innovative community full of vitality in which all are welcomed and empowered to contribute their ideas and talents. We envision a collaborative healing environment where each of us is known, respected, valued, and has purpose: a place where our patients, residents, families, volunteers and employees want to be.





Deer's Head Hospital Center

Specialty- Chronic/Long Term Care Hospital (LTCH)

Provides continuous and intensive medical, nursing, physician, and rehabilitative care to medically complex patients whose severity of illness or injury requires intensity of services following an acute hospital stay. Patients are admitted from acute care hospitals from central Maryland and all Eastern Shore counties.

Comprehensive Care CCF/SNF

Functions as a step-down unit for our chronic hospital. Licensed as a long term care facility, the DHHC CCF provides comprehensive medical and professional nursing management, complex medical management, brain injury and dementia management, wound management, peritoneal dialysis and hemodialysis to patients who are admitted from our chronic hospital unit as well as from community hospitals.

Kidney (Renal) Dialysis Program KDU

Improves quality and accessibility of treatment to end stage renal disease population with complex medical and social issues. This service is provided to both DHHC inpatients and community outpatients.





Deer's Head Hospital Center

Accomplishments

- 2016 Maryland Nursing Facility Family Survey:
 - DHHC 9.1 for overall care (statewide average is 8.1 out of 10)
 - 100% of Responsible Parties would recommend DHHC.
 - Staff and Administration 3.8 out of 4
 - Autonomy and Resident Rights 3.8 out of 4
- SERMA Award for decreasing employee injuries, #1 of 3 in State
- CMS 5 Star rating for skilled nursing care
- Maintained the KDU Mid-Atlantic Patient Safety five diamond rating for the sixth year in a row.
- No DHHC-acquired pressure ulcers 11 out of 12 months
- The Kidney Dialysis Unit exceeded all adequacy goals for FY16



Western Maryland Hospital Center

- Western Maryland Hospital Center (WMHC) is a specialty hospital and comprehensive care facility operated by the State of Maryland since 1957. WMHC provides a wide range of health and rehabilitative services for the residents of Maryland.
- WMHC is licensed for 123 beds and budgeted for 55 beds in FY 2018.



Western Maryland Hospital Center

Mission & Vision:

- Provide patient-centered, comprehensive healthcare and rehabilitation services for the clinically complex patient and resident.
- Our exceptional people and healing environment will provide high quality care and comfort in mind, body, and spirit to those lives we touch.

Core Competencies:

Quality
Compassion
Accountability
Communication

Focus Areas:

Workforce
Quality
Customer
Finance





Western Maryland Hospital Center

Specialty Hospital – High Intensity Medical Program (HIMP)

Provides intensive medical care and rehabilitation to medically complex patients requiring frequent physician intervention and rehabilitation services. WMHC's vent weaning program is the only one of its kind in western Maryland. The program is licensed for 60 beds (includes BI).

Brain Injury Rehabilitation Program (BI)

Provides acute rehabilitation for those returning home and transitional care for those accessing the Brain Injury Waiver Program. It addresses the medical, cognitive, social, emotional, spiritual, and behavioral aspects of brain injury in a calm, home-like atmosphere. A waiting list typically exists for this program. The FY 18 budget includes new funding to expand the unit.

Comprehensive Care

Provides skilled nursing services, rehabilitation, and ventilator management to community residents requiring services, including those under 50 and those without any means of payment. The program cares for ventilator dependent and complex medical patients as well as traditional SNF with ambulatory residents. The combined Comp Care units are licensed for 63 beds.



Western Maryland Hospital Center

Through contractual relationships with area specialty physicians, WMHC offers specialty clinic services to its patients and residents. They include:

- Wound Clinic services
- Infectious Disease services
- Pulmonary Clinic services
- Podiatry Clinic services
- Dental Clinic services
- GYN Clinic services
- Prosthetic Clinic (in collaboration with a local prosthetic provider)



Western Maryland Hospital Center

Accomplishments in FY 2017

- Successful OHCQ survey of Comp Care in November. Six surveyors were on-site for four days. WMHC received positive feedback from surveyors regarding clinical care and facility cleanliness.
- Successful informal agreement reached between WMHC and a local nephrologist group (three physician group) to provide on-going coverage for in-patient renal dialysis.
- A new state-of-the-art, patient call-bell system has been installed on Comp Care which will allow for differentiation of ventilator alarms.
- Cardiac telemetry has been installed on the HIMP unit. The presence of this equipment/technology allows WMHC to accept and treat patients with cardiac medications and cardiac diagnoses.
- Restructured the Patient Transport program at WMHC to provide greater efficiencies and assure greater accountability. New vehicles added to the facility transport fleet.



Western Maryland Hospital Center

Accomplishments in FY 2017

- New leadership was hired during the fiscal year including the CNO, the NHA, and the DON of Comp Care. This lengthy search produced the right candidates with the right skill-set and experience (effective communication skills, passionate about patient safety and patient experience, engaged and present leadership style).
- The two Comp Care units, both running at 50% occupancy, were combined to create one unit. This improved efficiencies and facilitated improvements in patient experience and in employee satisfaction by consolidating resources.
 - The facility main sewer line (8" pipe in sub-basement) was replaced on August 24, 2016 in response to a large and progressive crack in the cast iron sewer pipe. The main water intake line valves were also repaired simultaneously. This proactive controlled intervention prevented a catastrophic infrastructure failure of the facility sewer system.
 - All units received high customer satisfaction scores.

