

**The Maryland Department of Health's  
Responses to the DLS FY 2019 Chronic Hospitals Budget Analysis  
January 31, 2018 (House) and February 1, 2018 (Senate)**

*DLS agrees with the recommendation made in both reports and recommends the release of the restricted funds for the revised purpose. Additionally, DLS recommends committee narrative requesting the completed building assessment and feasibility study and MDH's plan for WMHC in consideration of that assessment and study. (pg. 13, 15)*

The Department concurs and appreciates the support for this vital work.

*DLS recommends restricting a portion of funds [\$289,139 GF] intended to provide contractual support to provide turnover relief, allowing DHHC to fill current vacancies. (pg. 14, 15)*

The Department respectfully disagrees with the recommendation because the restricted language would prevent DHHC from managing its own positions and budget most effectively.

While DHHC's vacancy rate is 7.6% as of January 2018, the rate reflects a three-year-low for DHHC when it has generally run an average annual vacancy rate of between 9% and 11%. The gap between DHHC's current vacancy rate and its FY 2019 budgeted turnover rate of 8.7% is only 2.5 full-time equivalent positions, a small margin that could easily disappear with a couple of retirements between now and when the fiscal year begins five months from now. If DHHC's vacancy rate increases beyond its budgeted turnover rate, the restricted language would effectively punish DHHC for its current success in filling positions because the \$289,139 GF would not be necessary for turnover relief and would revert unspent to the State General Fund.

Additionally, while DHHC continues its recruiting efforts for vacant PINs, the recruitments do not preclude the need to also hire contractual payroll staff. There are several benefits of using a limited number of contractual staff:

1. The hospital has benefited from hiring state service staff who have retired but express a desire to return to DHHC in a part-time contractual capacity. This allows staff and patients the advantage of having experienced staff working in hard-to-recruit positions with minimal training, while also providing mentorship to new employees. Over 50% of current contractual employees at DHHC are either retired from state service or also work full-time in PIN positions at another state facility.
2. Contractual payroll provides DHHC the ability to use part-time staff in hard-to-fill positions until full-time staff can be hired.
3. Contractual staff provide DHHC with flexibility in scheduling. If the census should increase or decrease for a period of several days, DHHC has the option of augmenting or decreasing staffing levels with contractual staff. In a state service position this is not an option.

4. Contractual staff provide DHHC with the ability to cover staffing needs during holidays and vacations.

**MARYLAND DEPARTMENT OF HEALTH**

**MARYLAND'S SPECIALTY HOSPITAL CENTERS**

*Deer's Head Hospital Center, Salisbury MD*

*Western Maryland Hospital Center, Hagerstown MD*

**Jinlene Chan, MD, MPH, Assistant Secretary**

**January 31 and February 1, 2018**

# Specialty Hospital Centers

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**100%**

Provide specialty hospital services  
for all Marylanders



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**\$47.0M** budget\*

**457.2** employees\*\*

\*FY19 allowance; \$42.7M GF, \$4.3M FF

\*\* 437.2 PINs, 20.02 contractual

## 2 Specialty Hospital Facilities

- Deer's Head Hospital Center
  - Western Maryland Hospital Center
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### Services Offered

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

*Specialty Hospitals*

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# Deer's Head Hospital Center

# Deer's Head Hospital Center

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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
- offers a renal dialysis program that is offered to both in and outpatients
- is licensed for 146 beds
- is budgeted for 48 beds in FY19



# Deer's Head Hospital Center

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## **Mission:**

DHHC is a thriving, person-centered healthcare organization, providing individualized care for our community through a multidisciplinary 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

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## 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



# Deer's Head Hospital Center

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## **Comprehensive Care Facility (CCF)/Skilled Nursing Facility (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

# Deer's Head Hospital Center

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## **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

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## Major Accomplishments:

- US News & World Reports—listed as one of Maryland's best long term care facilities
- CMS 5-Star rating for skilled nursing care
- Mid-Atlantic Patient Safety 5-Diamond rating for dialysis 2010 -2017
- NO acquired pressure ulcers for the last 23 months
- NO central line associated infections for FY17
- The KDU met or exceeded all nationally established benchmarks
- SERMA Award for decreasing employee injuries

# Deer's Head Hospital Center

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## Maryland Nursing Facility Family Survey:

- DHHC 9.1 out of 10 for overall care (statewide average is 8.1)
- 100% of Responsible Parties would recommend DHHC
- Staff and Administration 3.8 out of 4
- Autonomy and Resident Rights 3.8 out of 4

## Department of General Services mold remediation project underway

- Updates to the heating and air handling system
- Satisfactorily surveyed by CMS/OHCQ, Joint Commission, Maryland Occupational Safety and Health Administration

*Specialty Hospitals*

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# **Western Maryland Hospital Center**

# Western Maryland Hospital Center

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Western Maryland Hospital Center (WMHC) is a specialty hospital and comprehensive care facility that:

- has been operated by the State of Maryland since 1957
- provides a wide range of health and rehabilitative services
- is licensed for 123 beds
- is budgeted for 55 beds in FY19



# Western Maryland Hospital Center

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## **Mission:**

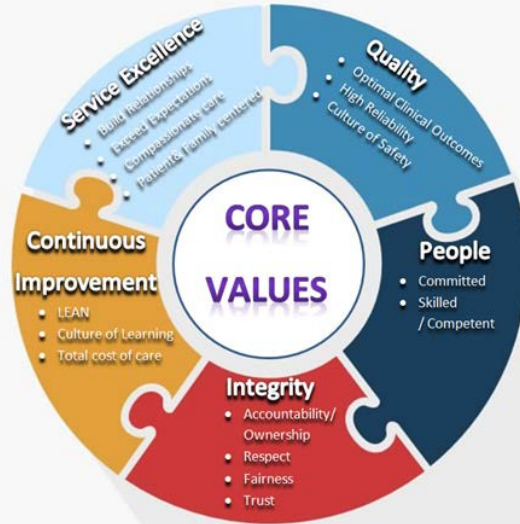
WMHC is a thriving specialized healthcare center delivering compassionate rehabilitation to clinically complex individuals in a therapeutic environment

## **Vision:**

WMHC will be known for providing the highest quality care and rehabilitation through the collaborative engagement of compassionate people and community partnerships

# Western Maryland Hospital Center

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## Core Values

- Quality
- People
- Integrity
- Continuous Improvement
- Service Excellence



# Western Maryland Hospital Center

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## **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. Telemetry service was added this past year, allowing the hospital to care for cardiac patients. The HIMP program is licensed for 60 beds. Includes Brain Injury Rehabilitation (BI)

# Western Maryland Hospital Center

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## **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

# Western Maryland Hospital Center

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## 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

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## Process Accomplishments in FY18:

- Overall customer satisfaction score of 94% (target is 88.6%)
- Zero falls (0%) with major injury (target is 1%)
- Medication errors 0.01% (target is 0.04%)
- Center-wide Antibiotic Stewardship Program
- Survey readiness culture
- Successful CARF survey in December (BI)
- LEAN processes:
  - Quality manager green belt certification in LEAN
  - CEO advanced LEAN certification from Virginia Mason Health System
  - WMHC is a participating member of the Regional LEAN Consortia

# Western Maryland Hospital Center

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## Facility Accomplishments in FY18:

- The facility main chiller was rebuilt in 2017—temporary processes were established to assure adequate and appropriate climate control for patients, residents, and employees throughout the summer months
- Implementation of computerized maintenance management system (“E-Work Orders”)
- Renovations to allow the addition of the dairy inspector offices and personnel
- Comp Care (2-East) shower room renovations
- Patient unit doors and stairway security upgrades (electronic locks for safety)

# WMHC Facility Planning

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- Urgent need for a modernized facility to provide important services
- Workgroup convened in the summer to consider public-private partnerships and other potential financing mechanisms
- Considered as part of the broader MDH Master Facilities Planning process
- Request the committee allow \$275,000 being held for the Brain Injury unit expansion be reallocated to conduct building and fiscal assessments