

Application Number: 999

Key Factors Worksheet

P.1a Organizational Environment

For-profit, privately held organization - Has corporate headquarters and 23 facilities in Pennsylvania, Kentucky, Tennessee, and Virginia; facilities known for sense of societal responsibility

Care Model - Centered on advancing seniors' independence and quality of life; Focus on Aging Actively Consortium's (AAC's) dimensions of wellness: emotional, intellectual/cognitive, physical, spiritual, social, professional/vocational, and environmental

Mission, Vision, Values (Figure P.1-2) - Mission: Provide ageless care and timeless living to individuals in a homelike environment that supports their lifestyles and need for care with dignity and respect
Vision: Be among the top 10% of Skilled Nursing Facilities (SNFs) and Assisted Living Facilities (ALFs) and be a top choice for care
Values: Agility, Patience, Empathy, and excellence (APEX)

Core Competencies (Figure P.1-2) - Designing, innovating, and managing facilities to support various lifestyles and deliver excellent clinical outcomes;
Developing clinical and service competencies for a caring and exceptional staff;
Designing and delivering rehabilitation services to support residents' activities of daily living;
Creating an educational environment to support a sense of mastery for residents

SNF Facilities, Seg., & Service Offerings (P.1-1) - All Medicare and Medicaid certified;
6 facilities offering post-acute care; 1,941 beds, including 48 post-acute beds;
SNF Segments:
Long-term medical care for chronic illness (e.g., diabetes, multiple sclerosis, respiratory diseases);
Alzheimer's disease and other dementia care;
Traumatic brain injury (TBI) care;
Post-acute/post-hospital care (e.g., follow-up for knee surgery, hip replacement, stroke care, acute illness)

ALF Facilities, Seg. and Service Offerings (P.1-1) - State regulated; each paired with and sharing the medical director of an SNF;
350 apartments;
ALF Service Offerings (assisted living):
Assistance with activities of daily living; case management; medication monitoring and support; 24-hour staff/emergency response;
Transportation, laundry, housekeeping, maintenance, and personal care services; wellness education; wellness and recreational activities;
Private dining rooms and restaurant-style dining

Highly Regulated (Figure P.1-4) - CMS, State Department of Health, HHS, OIG, ORC, Medicaid Inspector General, Fire Marshall, US Dept. Labor, EEOC, OSHA, JC (9 SNFs have optional JC and other 14 opted out);
Quality Measures for nursing home care used by Medicare

Assets - Include corporate headquarters, 23 buildings, 35 buses, EMR, video surveillance, kitchen equipment, electric beds, lifts, full sprinkler systems are in four of the facilities with asbestos; also there is planned asbestos cleanup of \$7.6M, etc

Employee and Workforce Demographics (Figure P.1-3) - 3,718 employees; F 86%, M 14%;

< 20 1% 21–39 32% 40–59 56% > 60 11% ;

Caucasian 74%, African American 15%, Hispanic 8%, other 3% ;

No HS degree 1%, HS diploma 48% , some college 41%, college degrees 10%;

Nursing: 76% (RN 13%, LPN 10%, CNA 53%), other professional 8%, other technical 3%, service 9%, office/clerical 4% ;

< 1 year, 15%; 1–10 years, 54%; 11–25 years, 25%; < 26 years, 6% ;

Full-time, 53%; part-time, 29%; per diem, 18%

Day, 72%; evening, 16%; night, 12% ;

91% of employees live in communities surrounding facilities;

Physicians from partner groups and under contract, as well as community-based attending physicians and nurse practitioners – applicant views physicians as partners and collaborators who participate in strategic planning and improvement activities;

700 volunteers help residents use technology, administer surveys, transport residents to therapy, support special events at the facilities;

No bargaining units

Workforce Engagement Factors - Good work environment;

Good benefits;

Positive relationships with coworkers;

Pride in the organization;

A voice in resident care

Workforce Health and Safety Requirements - Protection for exposure to communicable diseases;

Protection from injury while assisting and lifting residents;

Support in managing residents (including agitated residents);

Support for a healthy lifestyle;

A voice in resident care

P.1b Organizational Relationships

P.2a Competitive Environment

P.2b Strategic Context

P.2c PERFORMANCE Improvement System