

## Pleasant Valley Employee Survey Project

### FACT: OUR EMPLOYEES ARE OUR GREATEST ASSET !!

#### Background

- October 2008, we identified issues involving employee morale.
- December 2008, County personnel office and a team of PV employees designed an employee survey in an attempt to identify problem areas and develop strategies for a more positive work environment.
- The final survey consisted of 55 multiple-choice questions and 5, open ended short answer questions.
- January 2009, 177 of 192 employees completed the surveys.
- February 2009, the county personnel office and county IT department tabulated the survey results.
- From March 3 – March 18, the County Safety Officer went over the results of the survey in approximately 12 different sessions, covering all shifts.
- March 19-23, PV administrator met with departments individually to go over department specific survey results.
- On March 24, the County Personnel Officer, Safety Officer and PV administrator reviewed the results further with department directors.

#### Major Findings

- The employees derive much satisfaction out of their work in assisting our residents.
- Overall, the employees are satisfied with their pay and benefit levels.
- Communication was identified as a problem.
- Perception that some facility policies were not being applied consistently.
- Some employees identified management trust as an issue.
- Some staff indicated that they were not feeling valued or respected.

Out of our March 24 department meeting, the following initial strategies were developed to address the above issues:

- Each team / department will convene a 4-5 minute meeting in their department at the beginning of each shift to communicate any relevant information.
- Convene quarterly general employee meetings with administration, 1<sup>st</sup> one scheduled for Friday, April 3.
- Review and update key facility policies. Specifically attendance, dress code and building security.

- Regularly scheduled (bi-monthly or quarterly) department meetings with administration to discuss any concerns or issues.
- Quarterly informational newsletter for staff and residents.
- Develop formal strategies to make new employees feel more comfortable in their new environment.
- Invest in supervisory training regarding effective communications and productivity.
- Resurvey employees in 18-24 months.
- Ongoing review and evaluation.

HEALTH COMMITTEE MEETING:  
PLEASANT VALLEY:

3/25/2009

UPDATE TO 2008 NET GAIN AS REPORTED AT JANUARY'S MEETING:

**1 2008 NET GAIN AS PREVIOUSLY REPORTED: 2,211,703.00**

**2 RETIREMENT ADJUSTMENT CREDIT: 79,187.00**

THE COUNTY'S PAYROLL SYSTEM CALCULATES THE  
RETIREMENT EXPENSE AS A PERCENTAGE OF PAYROLL  
AND THEN RECONCILES THE EXPENSE TO THE ACTUAL  
RETIREMENT BILL

**3 JUDGEMENT AND CLAIMS PAYABLE ADJUSTMENT (133,046.00)**

BENETECH UPDATES THE RESERVE BALANCE  
WHICH INCLUDES INDEMNITY (COMP WAGES), MEDICAL  
EXPENSES AND OTHER EXPENSES (LEGAL FEES,  
DOCTOR TESTIMONY, INDEPENDENT MEDICAL EXAM)  
THIS IS AN ADDITIONAL EXPENSE FOR PLEASANT VALLEY  
AND INCREASES OUR JUDGEMENT AND CLAIMS  
LIABILITY

ADJUSTED 2008 NET GAIN: 2,157,844.00

UPDATE ON THE 2009 MEDICAID RATE:

1 NEW INTERIM 2009 MEDICAID RATE: 149.38

DEPT OF HEALTH REMOVED THE \$10.86 TRANSITION REBASING  
ADJUSTMENT ADD ON AND DID NOT ADD ON ANY INFLATION  
FACTOR INCREASE FOR 2009

(THE TRANSITION REBASING ADJUSTMENT WAS AN INCREASE TO  
OUR RATES BASED ON ACTUAL YEAR 2002 COSTS INSTEAD  
OF 1983 COSTS TRENDED FORWARD TO 2002)--THE TRENDED  
INFLATION FACTOR USED BY DOH WAS TOO LOW

2 THE NEW 2009 MEDICAID RATE IS BASICALLY THE 2008 MEDICAID  
RATE WITH THE TRANSITION REBASING ADJUSTMENT REMOVED

3 WE STARTED BILLING WITH THIS NEW RATE FOR FEBRUARY

4 JANUARY 2009 WAS PAID AT \$161.32--(THE 2008 MEDICAID RATE)

DEPT OF HEALTH NOTIFIED US THEY WILL TAKE BACK-----  
100 MEDICAID RESIDENTS X 31 DAYS IN JANUARY X (161.32-149.38)

37,000.00

5 FOR 2009 MEDICAID BUDGETED REVENUES: WE USED A RATE OF \$169.00

6 \$184.83---THE INITIAL 2009 MEDICAID RATE THE DEPT OF HEALTH SENT US  
(\$184.83-\$149.38)=\$35.45 REDUCTION

	A	B	C	D	E
1		<b>Pleasant Valley</b>		<b>Budget to Actual</b>	
2		<b>As of FEBRUARY 28, 2009</b>			
3					
4	<b>Revenues (net)</b>		<b>MONTHLY</b>		
5		<b>Actual</b>	<b>BUDGET</b>	<b>Annual Budgeted</b>	<b>Balance Due</b>
6	<b>Nursing Home</b>				
7					
8	Private	274,400	221,433	1,328,600	1,054,200
9	Medicare	62,009	133,767	802,600	740,591
10	IGT MONIES	0		2,531,388	2,531,388
11	Medicaid	876,346	1,031,667	6,190,000	5,313,654
12	Medicaid rate: \$161.32---2008 RATE: JANUARY--2009 WAS PAID AT THIS RATE (DEPT. OF HEALTH NOTIFIED US				
13	THEY WILL TAKE BACK \$30,000 FROM THE NEXT MEDICAID CHECK)				
14	THE DEPT OF HEALTH ISSUED THE 2009 INTERIM RATE OF: \$149.38 ( DOH REMOVED THE \$10.86 TRANSITION				
15	REBASING ADJUSTMENT AND DID NOT ADD ON ANY TREND FACTOR INCREASE)				
16	THE 2009 MEDICAID RATE IS BASICALLY THE 2008 RATE WITH THE REBASING TRANSITION ADJ REMOVED.				
17	BUDGETED MEDICAID RATE FOR 2009----\$169.00				
18	Medicaid rate: NEW: \$184.83---2009 INITIAL RATE-(DOH ORIGINAL CALCULATION)BEFORE PROPOSED BUDGET CUTS				
19	<b>Total Nursing Home</b>	<b>1,212,755</b>	<b>1,386,867</b>	<b>10,852,588</b>	<b>9,639,833</b>
20					
21	<b>NOTES:</b>				
22					
23	<b>Adult Home</b>				
24	Private	46,920	50,000	300,000	253,080
25	Home Relief	150,326	135,000	810,000	659,674
26	Home Relief--settlement	0	0	0	0
27					
28	<b>Total Adult Home</b>	<b>197,246</b>	<b>185,000</b>	<b>1,110,000</b>	<b>912,754</b>
29					
30					
31					
32	<b>Adult Day Care</b>				
33	Private	8,040	18,333	110,000	101,960
34	Medicaid	71,931	101,667	610,000	538,069
35	Transportation	33,363	0	0	(33,363)
36					
37	<b>Total Day Health</b>	<b>113,334</b>	<b>120,000</b>	<b>720,000</b>	<b>606,666</b>
38	<b>PER LINDA TROMBLEY(ADULT DAY CARE DIRECTOR)-REASONS WHY DAYCARE VISITS WERE DOWN</b>				
39	<b>4--ADULT HOME RESIDENTS COULDN'T GO DOWN TO DAYCARE(QUARANTINED--UPPER RESPIRATORY)-2 WEEKS</b>				
40	<b>4--DAYCARE REGISTRANTS--COULDN'T COME FROM HOME (GASTROINTESTINAL VIRUS)</b>				
41	<b>CLOSED---2 SNOW DAYS</b>				
42	Other Revenue	129,598	116,117	696,700	567,102
43					
44	<b>TOTAL NET REVENUE</b>	<b>1,652,933</b>	<b>1,807,983</b>	<b>13,379,288</b>	<b>11,726,355</b>
45					
46					
47					
48	<b>(Profit/Loss)-Year to Date:</b>	<b>2/28/2009</b>		<b>Revenues Include:</b>	
49	<b>Revenues:</b>	<b>1,652,933</b>			
50	<b>Expenses:</b>	<b>(1,563,518)</b>			
51	<b>GAIN</b>	<b>89,415</b>			
52					
53					
54	<b>(Profit/Loss)-Year to Date:</b>	<b>2/29/2008</b>		<b>JANUARY 2008 REVENUES INCLUDE:</b>	
55	<b>Revenues:</b>	<b>1,657,910</b>		<b>2008 COUNTY SUBSIDY OF: \$125,567.00</b>	
56	<b>Expenses:</b>	<b>(1,671,477)</b>			
57	<b>GAIN:</b>	<b>(13,567)</b>			

Pleasant Valley: HEALTH COMMITTEE MEETING March 25, 2009  
**CASH FLOW SUMMARY -----THROUGH DECEMBER 31, 2009**

1 **CASH BALANCE AS OF TODAY(3-25-2009) 1,500,000.00**

LAST YEAR AT THIS TIME-- CASH BALANCE WAS---  
 583,000--INCLUDING LOANS(561,000) AND (125,567)  
 SUBSIDY FROM COUNTY

<b>MONIES PV OWES COUNTY:</b>	<b>AS REPORTED LAST MEETING</b>	<b>PAID</b>	<b>NEW AMTS OWED TO COUNTY</b>	<b>BAL DUE TO COUNTY</b>
2006 RETIREMENT	464,000.00	(464,000.00)		0.00
2007 LOAN FROM COUNTY-(FOR OPERATIONS)	400,000.00	(400,000.00)		0.00
2007--RETIRES HEALTH	308,995.00	(308,995.00)		0.00
2007--RETIREMENT	461,966.00	(461,966.00)		0.00
2008-LOAN FROM COUNTY-(FOR 2007 COMP)	161,062.00	(161,062.00)		0.00
2008-COUNTY SUBSIDY	125,567.00	(125,567.00)		0.00
PUBLIC GRANT MONIES	101,763.00	(101,763.00)		0.00
2008 INDIRECT COSTS	135,000.00	(135,000.00)		0.00
2009 INDIRECT COSTS	140,000.00			140,000.00
2008 WORKERS COMP	152,328.00	(152,328.00)		0.00
INTEREST ON MONIES LOANED TO PLEASANT VALLEY	59,991.00	(59,991.00)		0.00
2008--RETIRES HEALTH	268,050.55	(268,050.55)		0.00
2008--RETIREMENT	408,568.00	(408,568.00)		0.00
2009--WORKERS COMP	154,011.00			154,011.00
<b>TOTALS:</b>	<b>3,341,301.55</b>	<b>(3,047,290.55)</b>	<b>0.00</b>	<b>294,011.00</b>

2009 PV OWES COUNTY

3 **MONIES OWED TO PLEASANT VALLEY:**

	<b>AS REPORTED LAST MEETING</b>	<b>AMTS RECEIVED SINCE LAST MEETING</b>	<b>BALANCE DUE TO PV</b>
A IGT MONIES: NOVEMBER(2008) INSTALLMENT	2,531,390.00	2,531,390.00	0.00
B IGT MONIES: MARCH(2009) INSTALLMENT-----NOW JULY-2009	2,531,390.00	0.00	2,531,390.00
C 2006-DISADVANTAGE FUNDS	400,000.00	393,000.00	7,000.00
D 2008--GRANT MONEY FOR PUBLIC HOMES:---ORIGINAL(350,000)--NOW REDUCED TO	101,763.00	101,763.00	0.00
E BASE YEAR UPDATE FOR--2007 AND 2008	525,000.00	525,000.00	0.00
F 2007--DISADVANTAGE FUNDS	400,000.00	439,000.00	(39,000.00)
G MEDICAID RATE APPEALS--RESULTING FROM MEDICAID AUDIT---(200,000)	100,000.00	23,000.00	0.00
<b>TOTALS:</b>	<b>6,589,543.00</b>	<b>4,013,153.00</b>	<b>2,499,390.00</b>

JEANNE STILL WORKING ON GETTING THIS STRAIGHTENED OUT

PLEASANT VALLEY  
CASH FLOW PROJECTION THROUGH DECEMBER 31, 2009

## 2009 CASH FLOW SUMMARY

MONTH	RECEIPTS	DISBURSEMENTS	BALANCE
Dec-2008		BALANCE FORWARD	1,944,387.04
Jan-2009	809,000.00	(1,259,231.00) RET-HEALTH/INDIRECT COSTS	1,494,156
Feb-2009	791,570.00	(844,733.00)	1,440,993
Mar-2009	772,140.00	(837,097.00)	1,376,036
Apr-2009	769,140.00	(1,104,913.00) ALZ --BOND	1,040,263
May-2009	769,140.00	(838,261.00)	971,142
Jun-2009	772,140.00	(844,127.00)	899,155
Jul-2009	3,269,140.00	(1,100,108.00) IGT FUNDS 3 payrolls	3,068,187
Aug-2009	771,640.00	(881,590.00)	2,958,237
Sep-2009	771,640.00	(843,526.00)	2,886,351
Oct-2009	772,140.00	(891,375.00)	2,767,116
Nov-2009	770,290.00	(840,241.00)	2,697,165
Dec-2009	769,640.00	(2,014,453.00) 3 payrolls (see *note below)	1,452,352
<b>ESTIMATED CASH BALANCE AS OF DECEMBER 31, 2009 (using interim 2009 medicaid rate of 149.38)</b>			<b>1,452,352</b>
<b>ESTIMATED CASH BALANCE AS OF 12/31/09 AS REPORTED LAST MEETING (using medicaid rate of 162.27)</b>			<b>1,870,882</b>

\*NOTE: DECEMBER 2009 DISBURSEMENTS INCLUDES 2009 RETIREMENT (500,000) AND 2009 RETIREES HEALTH (268,000) THESE EXPENSES ARE USUALLY PAID IN THE NEXT YEAR (2010) HOWEVER, I INCLUDED THEM IN HERE