



MANAGING RISK DURING THE CURRENT STAFFING CRISIS

PRESENTED BY MARY PECK, DIRECTOR, QI & COMPLIANCE, THE ARC ONTARIO

THE ARC ONTARIO

- Located in the Fingerlakes Region
- Serving over 700 individuals in various program areas
- 16 residential homes, 6 certified Day Hab Sites, Com Hab, SEMP, CBPV, Intensive Behavioral Services, Autism Services, Social Enterprises, Silver Connections (Aging Services)
- 400+ staff members

MITIGATING RISK IN THE CURRENT ENVIRONMENT

WHAT WE'RE DOING AT THE ARC ONTARIO

- Weekly Trainings for New Hires-Incident Management, Compliance and HIPAA, Therap Documentation, Ceridian, ImPowr, Information Technology
- New Supervisor Boot Camp-staff management strategies, Ceridian for supervisors, Applicant Pro, Relias for Supervisors
- HCBS Trainings for all staff
- Back to Basics-brushing up and reminding staff of the basics-when to call nursing, completing notifications paperwork for incidents, driver safety
- Software Systems-utilizing their full capabilities:
 - Tracking med errors, falls, injuries, medical follow up
 - Centralized scheduling for the residential program
 - HR Hub with all HR policies, benefit information, time off, etc.

RISK ASSESSMENT PROCESS

- Program specific risk assessments (recently reviewed by Bonadio) are sent to Directors at the end of each quarter.
- When returned to QI and Compliance, they are reviewed and a meeting is scheduled with the Program Director
- Program Director and QI staff brainstorm ideas to create processes that will help to mitigate identified risk in the program areas.
- Risk assessment forms are living documents and subject to change.

LEADERSHIP-COMMITTED TO EXCELLENCE

DO'S AND DON'TS

- Do-Be Transparent-regularly put out communications to staff to keep them updated on what's happening in the agency, in the community, and at the state level.
- Do-Allow staff to create solutions-allow staff to work across programs to assist each other, be flexible.
- Do-Be optimistic, it's contagious!
- Do-Walk the walk, show up every day, be reliable and make sure you are giving face time.
- Don't-Diminish-people really *are* stressed. People are doing more with less, and they are tired. Leaders who can show compassionate understanding while providing motivation are key.
- Don't-Lower standards. Continue to hold yourself and others accountable.

RISK STRATIFICATION

QUALITY MANAGEMENT PERSPECTIVE

Sarah Quist, Senior Director, Quality Assurance & Quality Improvement, Center for Disability Services

QUALITY ROLE

- **Oversee Regulatory Compliance**
- **Incident Management**
- **Quality Initiatives**

GETTING BACK TO BASICS AFTER COVID SHUT DOWN

- Holding quarterly quality initiatives meetings with each division on what we have done over the last quarter and where we are going
- Internal Surveys in the Programs
- Quality Reviews with Board Members
- Recognition events

QUARTERLY TRAINING SERIES

- Survey tips and tricks
- GER (internal incident reporting training)
- YTD survey results and trends
- HRC/ICC and informed consent training
- MIPS
- Mandated Reporter Refresher
- Incident Management training- managers

EXTERNAL SURVEY PROCESS
TRAINING AND TIPS



2022 Survey Cycle
Summary



Incident Management

Information for Administration on reporting, and agency roles on tracking, trending and closing the loop



**CONSENT
TRAINING**



General Event Reports Overview

PRAISE



PROMOTING RELATIONSHIPS AND IMPLEMENTING SAFE ENVIRONMENTS
MANDATED REPORTER

QUALITY IS SUPPORT

Everyone needs a support system. We cannot do this job alone and expect to succeed. Everyone needs some sort of support system on which to rely.



Staffing Challenges & Risk Management Strategies

Cara Starkweather, COO
Able2 Enhancing Potential Inc.

Able2 Enhancing Potential Inc.

- ▶ Able2 has been serving the Chemung, Schuyler and Steuben communities since 1950. The agency offers supports and advocacy for people with intellectual and developmental disabilities. We aim to enhance the potential of those we support by creating opportunities to live their best, inclusive life in the communities where they live. Able2 offers a wide range of services including:
 - ▶ Day and Community Habilitation
 - ▶ Dental, Occupational and Speech Therapy via our Article 28 Clinic
 - ▶ Supervised, Supported, and Intermediate Care Facility Residential Opportunities
 - ▶ Self-Directed Plan Assistance via Support Brokers
- ▶ Able2 maintains 11 residential homes which support approximately 75 individuals with disabilities. Nearly 100 individuals receive day or community habilitation which provides daily activities and community volunteer opportunities. Our Brokers support 100 families with self-direction. And last year, our clinic provided 3,284 Dental visits for Medicaid eligible individuals, 180 Speech Therapy sessions and 70 Occupational Therapy sessions. Able2 employees around 250 staff across these programs.

Challenges

- ▶ Turnover
- ▶ Small applicant pool
- ▶ Work requires specifically talented employees
- ▶ Many “like” agencies competing for qualified candidates
- ▶ Higher starting rates offered for generally viewed easier work
- ▶ Timeline between new hire to fully (or partially) functioning staff
- ▶ Increasing regulatory requirements & expectations
- ▶ Budgetary constraints
- ▶ Burnout
- ▶ ****The above have altered our view on what can be tolerated****

Risks

- ▶ Insufficient staffing to meet increasing needs of people supported
- ▶ Decreased opportunities and level of care, often just allowing for the bare minimum to be done
- ▶ Increased risk of incidents, regression, behavioral concerns
- ▶ Increased risk of documentation and/or billing errors
- ▶ Failure to meet regulatory requirements
- ▶ Not meeting or altering our own standards of quality care - stretched too thin
- ▶ Program closure
- ▶ Inability to stabilize workforce leading to continuing turnover

Solutions

▶ Utilize Technology!

- ▶ Able2 uses Litmos, an online learning platform, to reach various groups of staff for a variety of reasons, allowing us to:
 - ▶ Ensure communication or training is quickly received by intended parties
 - ▶ Within staffs' regularly scheduled hours
 - ▶ Adapt curriculum format to meet learning needs
 - ▶ Produce documentation records efficiently
- ▶ Continue to utilize virtual meetings to allow for:
 - ▶ Higher management presence without leaving their sites - often counted towards staffing minimums
 - ▶ Regular touch points to share important updates
 - ▶ Collective problem solving, encouragement, and support

Solutions

- ▶ Utilize Technology!
 - ▶ Able2 uses Therap's auditing features to streamline documentation review, provide feedback to programs, and ensure regulatory compliance.

List of Reports

Search Reports

Report Name:

Report Description:

Input Tags:

7 items found, displaying all items.

Report Name

- Demographic Report :: Top 10 Diagnosis**
This report will give a count of the number of admitted and enrolled individuals per ICD-10, listing only the top 10 diagnosis codes.
- Diagnosis Report :: all Individuals with the Program Enrollment and Discharge Date**
This report includes diagnosis details such as ICD 10 Diagnosis Code, ICD 10 Description, and Primary Diagnosis (Yes/No) along with basic details from the IDF such as Program Enrollment and Discharge Date.
- Diagnosis Report - All Active Individual (Without Program)**
This report contains diagnosis details for all active individuals.
- Diagnosis Report - all active Individual by Program**
This report contains diagnosis details for all active individuals per specified Program.
- Diagnosis Report - All Active Individual with Program**
List of Active individuals with all Diagnosis.
- ICD-10 Diagnosis Code Report**
This report contains a list of all ICD-10 codes for reference.
- IDF Report - Individuals by Diagnosis**
Basic individual details like age, gender, and zip code filtered for individuals who have a particular diagnosis.

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Solutions

- ▶ Support our Staff!
 - ▶ We provide visiting staff with essential site information in order to be functional
 - ▶ We're implementing a centralized staff schedule to identify where extra staff exist, their certifications (FA/CPR, AMAP, Driver), programs trained at, who is willing to pick up extra shifts
 - ▶ We continue to monitor COVID rates in our area and cases within programs in order to re-implement enhanced protective measures when needed
 - ▶ We look for ways to celebrate staff, big and small, finding our Workforce Champions and "growing them"
 - ▶ Realigning programs to ensure needs and supports are well matched.
 - ▶ Relinquish decision making control post-COVID by re-empowering supervisors and managers to make decisions in order to reset higher quality expectations.

Solutions

- ▶ Support Yourself!
 - ▶ Subscribe to newsletters, listservs, webinars
 - ▶ Participate in affiliate groups
 - ▶ Find your Resources - Look around this room, reach out and ask for help!

Thank You!

