RESIDENTIAL-STYLE HOMES FOR LONG-TERM CARE

SITRIN
The Help. The Hope. The Healing.
The Sitrin Model for Holistic Care
Institutional Transformation

Center for Health Care Design/ Pebble Project

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Research Champions

- Richard A. Wilson, LNHA, MSW, CEO of Charles T. Sitrin Health Care Center
- Jacqueline Warmuth, LNHA, MS, OTR/L, Director of Clinical Rehabilitation
- Patricia Hays, LNHA, MBA, Vice President of Community and Residential Services
Strategic Objectives

- Determine Effectiveness of Changes in an Evidence Based Practices Model
- Market Differentiation
- Industry Visibility
- Contribute to Basic Knowledge in Long Term Care Practices
- Partnering with Universities to Strengthen Possibilities for Future Collaborations
- Conformance with Regulatory Environment
Researchers

- William J. Thistleton, PhD, Department of Mathematics, SUNY Institute of Technology, Utica NY (Project Coordination, Data Analysis)
- Jacqueline Warmuth, LNHA, MS, OTR/L, Director of Clinical Rehabilitation (Institutional Knowledge and Coordination)
- Joanne Joseph, PhD, Department of Psychology, SUNY Institute of Technology, Utica NY (Cognitive and Affective Models, Methods, Instruments)
Research Foci

1. **Clinical Outcomes**: What benefits are derived by the elders due to the transformation from a traditional long term care facility to residential community model in cottage based setting?

2. **Patient Safety and Quality Assurance**: What are the affects on medicine dispensing errors and the pattern of use of psychotropic medications?
Research Foci

3. **Staff Stress, Job Satisfaction, and Effectiveness:** What are the changes in staff attitudes and behaviors, e.g. turnover, absenteeism, morale?

4. **Family Stress and Attitudes:** How are the families affected and how is the quality of their interactions with the residents affected?
Data Acquisition

- Regularly Acquired Institutional Data
  - Minimum Data Set (MDS) (Activities of Daily Living)
  - Medication Records
  - Currently working to understand what data are available and in what formats.
Data Acquisition

- MOSES (Multidimensional Observation Scale for Elderly Subjects)
- Health Professional Stress Inventory
- Nursing Home Nurse Aide Job Satisfaction Questionnaire (NHNA-JSQ)
- Satisfaction with Nursing Care and Work Assessment
- Strain in Nursing Care Assessment Scale
- Stamps and Piedmont Work Satisfaction Index
- Nursing Stress Scale
- Maslach and Jackson Burnout Inventory (MBI)
- Work Stressor Inventory (WSI)
- Work Environment Scale (WES)
Research Plan

- Groundwork During Fall 2007 And Spring 2008: Avenues Of Research Explored And Debated, Institutional Resources Investigated (Data And Personnel)
- Data Collected Fall 2008 And Spring 2009
- Data Analysis, Papers Written And Submitted Spring 2009
  - Sabbatical?
- Budget
Research Questions

- Is the psychological well being of the elders improved by the transformation?
  - Are their cognitive abilities enhanced?
  - Is their affective state enhanced?
- Can they perform more activities of daily living?
Research Questions

- Is there a change in the nature and quantity of administered medications?
  - Is there a reduction in the level of psychotropic drugs prescribed and administered?
- Is there demonstrably less frequency in medication dispensing errors?
- Is there a difference in the types of medication errors?
- Is there a reduction in medication costs?
Research Questions

- Does the transformation result in more visits from family and friends?
- What are perceptions of family about the quality of care enjoyed by the elders? (Focus group approach)
Staff Attitudes and Behaviors: Context

- Direct care workers provide a large portion of the daily human contact for geriatric residents.
- They are key in determining the elder’s social context and physical environment.
- Nursing assistants and licensed practical nurses have a one year turnover rate of 86%; registered nurses have a 55% rate (national trends).
- Quality of care declines as turnover increases.
- Affects on business model ($2200 CNA, $7000 RN)
- Job satisfaction and stress for nursing professions is under-researched; however, common stressors include workload, inadequate staff, and time pressure.
- Research also indicates under-utilization of skills and perceived lack of institutional respect to be significant stressors-Common reason for leaving reported by CNA: feeling unappreciated and devalued by management
Staff Attitudes and Behaviors: Context

- **Magnet Institutions** serve as employers of choice
  - Fewer hierarchical levels
  - More autonomy and control in decision making
  - Supervisory and coworker support
  - Therapeutic nurse-patient relationships
  - Reasonable work demands
  - Effective leadership

- New cottage environment should enhance these characteristics
Research Questions

- Does the cottage model result in higher satisfaction and lower stress in nursing staff?
- What is the effect of the new environment on the nature of the supportive role played by the supervisor?
- Is “perception of institutional respect” related to “intent to leave”?
- Does the new environment contribute to stability in staff (reduction in turnover)?
Research Funding

- Internally supported by Sitrin
  - Pebble Participation
  - Conferences
  - Paid Consultant
  - Staff Time
- Project is currently seeking external support
IRB Approval

- SUNY Institute of Technology IRB
- Parts of overall project likely exempt from IRB review (Common Rule - Aggregate Reporting of Institutional Data)
- Submission in September 2008
- Data Acquisition to Commence Late Fall 2008
Reporting of Results

Papers will be submitted for publication to

a) Health Care Design Magazine
b) The Gerontologist
c) Journal Of The American Geriatric Society.
d) Journal of the American Medical Directors Association
e) Journal of Gerontological Nursing
f) Journal of Applied Gerontology
Reporting of Results

- Journal of Nursing Scholarship
- Journal of Clinical Nursing
- Journal of Nursing Management
- Journal of Nursing Administration
- Journal of the Academy of Nurse Practitioners
- Research in Nursing and Health
- Medical Care
- Psychology and Aging
Reporting of Results

Internal technical reports for improvement of quality of care, staff management, family satisfaction

Advertising to donors and media

Pebble Meetings
Factors leading up to the expansion decision:

- Sitrin had seen a steady decline in occupancy rates for several years.
  - 2002-96%
  - 2003-95%
  - 2004-94%
  - 2005-93%
  - 2006-88%
- Competitors were building/renovating private rooms and baths.
- November 2005 NYS offered to gain access to other levels of care. Sitrin applied to trade 10% of current beds for Medicaid certified assisted living beds.
- June 2006, the state announced availability of Grant funds. Sitrin’s project was awarded $10.7 M for construction.
Financial Implications

- Polypharmacy Issues Addressed
- Increased Occupancy
- Regain Bed Hold Back
- Cedarbrook Assisted Living Facility (also under construction) will be a natural feeder for the SNF beds.
- Per state regulation, the construction enables the center to obtain a newly calculated Medicaid rate that will reflect current operational costs, (i.e higher reimbursement per bed).
- Initial projections are that the loss incurred for the facilities LTC business line will reduce by half the current level at the revised rate.
Financial Considerations

- Will the new facilities cost more or less?
- Long-term care costs will be cut by:
  - A decrease in 10% of supplies.
  - A decrease in 10% of food, plus we will convert to non-kosher foods, which will be a $100,000 savings/year.
  - Cost savings will occur at regional, state, and federal levels.
Financial Considerations

- Construction Costs
- Transition allows transfer from Skilled Nursing to Assisted Living
  - Assisted Living provides care at approx. 50% less than the SNF
  - Medicaid rate: those in need of traditional skilled care at a later date will have priority consideration for admission to the SNF.

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<tr>
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<th>Total Project Cost</th>
<th>Supportive Grant Funding</th>
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<tbody>
<tr>
<td>SNF</td>
<td>30 million</td>
<td>6.2 million</td>
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<tr>
<td>Cedarbrook Assisted Living</td>
<td>9 million</td>
<td>4.5 million</td>
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CEDARBROOK ASSISTED LIVING APARTMENTS

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Einhorn Yaffee Prescott
ARCHITECTURE & ENGINEERING PC

CONCEPT MASTER PLAN

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