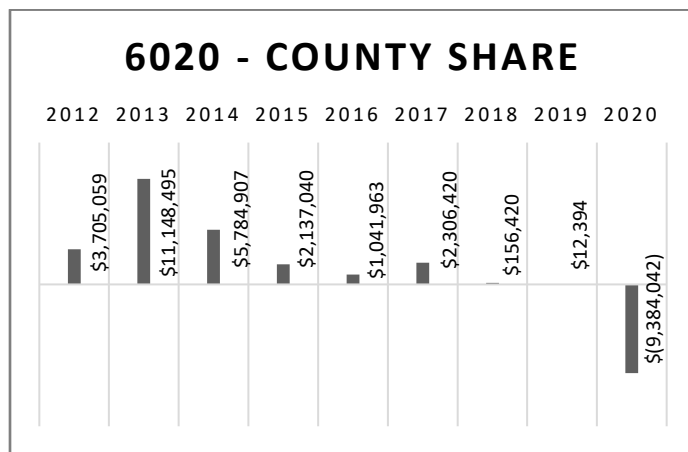


SHAKER PLACE REHABILITATION AND NURSING CENTER 6020



MISSION STATEMENT

The Department of Residential Health Care Facilities provides excellence in long term care services to the people of Albany County and surrounding areas. The Department will provide a nurturing atmosphere staffed by qualified and compassionate individuals who are able to offer innovative health care through complex medical services and a comprehensive approach. The Department's vision is a community integrated health care continuum in which every individual is a valued member.

WHO WE SERVE

Shaker Place Rehabilitation and Nursing Center, formerly the Albany County Nursing Home, is a licensed, fully staffed, round-the-clock, residential skilled nursing facility serving Albany County and the surrounding areas. We help our residents live with dignity in a comfortable and safe home-like setting. Our programs include skilled nursing and long-term care services, rehabilitation therapies, medical services, and memory care services, whether a resident's stay be short or long-term. We have a reputation as leaders in the marketplace for serving residents who might otherwise not normally be considered for private sector admission, such as those needing mental health services, those with behavioral problems, residents with advanced dementia, and even those with clinically complex conditions. We accept private payment, Medicare and Medicaid. We raise our standard of care by balancing a healthy and generous, yet reasonable discretionary admission policy.

ABOUT OUR DEPARTMENT

Shaker Place provides skilled nursing services at the highest possible level of quality and care for those it is privileged to serve. That level of care is evident as we help our residents maintain their sense of self and self-worth. We accept private payment, Medicare, Medicaid, and other third-party insurers such as Empire Blue Cross and CDPHP. We also contract with the Veterans' Administration for long-term care services for those who qualify. Organizationally, the nursing home consists of twelve departments that provide care, clinical and supplemental services. These departments are: Nursing, Physical, Occupational, Speech and Respiratory Therapy, Food and Nutrition, Social Work, Therapeutic and Leisure Time Activities, Medicine, Environmental Services, Administration, and Business. Currently we employ approximately 275 professionals whose compassionate care makes us who we are.

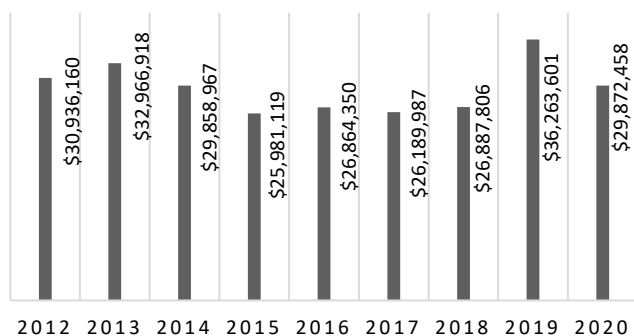
2019 ACCOMPLISHMENTS AND CHALLENGES

- Recruitment of experienced and knowledgeable nursing personnel continues to be a challenge. With the approval of the Albany County Legislature and the County Executive, we created a partnership with a local nursing school, underwriting the participants educational tuition, providing they commit to a two year employment agreement. Even though this contract is in place, it has not proven to be fruitful, but we will continue to work with the nursing school in recruiting potential Certified Nursing Assistants.
- Revised our Quality Assurance program to reflect the changes made by CMS Final Rule utilizing Quality Assurance Performance Improvement (QAPI) practices.
- In an effort to improve Quality Outcomes, we have commenced our contractual relationship with National Research Corporation that will survey our residents, families and staff to determine their satisfaction with the services being provided by trending results that will create a planned approach to improve Quality of Care and staff relationship.
- We commenced the renovation and new addition to our nursing home. It is expected that the first phase, which includes the opening of three resident units with approximately 125 licensed beds, will go online late 2019 and the project is expected to be completed in the Summer of 2020. Once the nursing home project is completed, the nursing home will conform to all Federal, State and ADA requirements.

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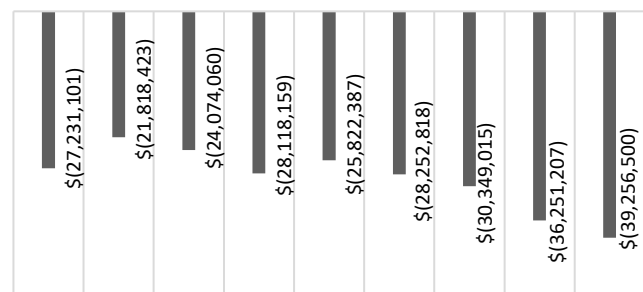
- Implemented the Electronic Medical Record system that will enable the clinical staff to electronically document and maintain medical information. This system has permitted us to interface with outside company's software programs including pharmacy, laboratory and radiology.
- In an effort to alleviate the challenges of billing to third parties, such as Medicare, Medicaid and other managed care organizations, we have outsourced receivables and bad debt recovery.
- Worked on staff culture change and accountability that is still a work in progress.
- Monitored internal financial data for revenue and expense run rates to budget.
- Implemented clinical driven programs with the Medical Director and the Director of Nursing Service that have minimized the use of psychotropic and antibiotic medications, reduced resident falls and injury, increased attending physician visitation to residents, admitted residents with high acuity medical needs and provided daily monitoring to residents that require acute medical interventions and was able to reach our goal of 4 Stars in Quality Centers for Medicare & Medicaid Services Measures.
- Successfully negotiated the 1199SEIU Registered Nurse and Service and Maintenance Worker Unit Collective Bargaining Agreements through the year 2023.
- Successfully negotiated the NYSUT Collective Bargaining Agreement for our professional staff that will expire in December 2022.
- Maintained, a smoke free nursing home, both internally and externally.
- Created internship programs with local Colleges and Agencies that include Glenmont Job Corps, the College of St. Rose, Schenectady County Community College and BOCES for Certified Nursing Assistants, Licensed Practical Nurses, Dieticians, Therapists, Medical Records, Security, Cooks and Maintenance.
- Implemented a new Emergency Preparedness Plan that was approved by the New York State Department of Health.
- Coordinated consulting services with the nursing home's accounting firm, which enables us to monitor receivables and expenses against Budget on a monthly basis.
- Implemented educational programs to improve the skills and knowledge of staff that will mandate positive resident outcomes and compliance to NYSDOH and CMS Final Rule regulations. These programs will result from the findings/conclusions of the Advanced Training Initiative and the Foundation of Quality Care Resident Survey Program. With the retention of qualified staff and program conclusions, it will be our goal to improve the quality of care and reduce the number of deficiencies.
- The nursing home will work toward maintaining a staff compliment that maximizes efficiencies and productivity while reducing overtime.
- Improve customer service to residents, families and the public through customer satisfaction surveys.
- Implemented the monitoring systems that govern time abuse and compliance to personnel policies.
- Implement government changes to IDC-10 and e-prescribing.

6020 - APPROPRIATIONS



6020 - REVENUE

2012 2013 2014 2015 2016 2017 2018 2019 2020



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2020 GOALS AND PERFORMANCE TARGETS

- Implement our name and address change to Shaker Place Rehabilitation and Nursing Center, 100 Heritage Lane that includes revision of all contracts, licenses, correspondence and notification to all agencies.
- Work with our media company to implement our name change and logo into all documents and community relationships.
- Revise as necessary, policies and procedures that will incorporate the renovation and new construction of our nursing home to better serve our residents and staff responsibilities.
- Implement an employment campaign for Certified Nursing Assistants utilizing the restructuring of our annualized salary that is now based on experience.
- Implement the new reimbursement system known as PDPM that will commence in October 2019.
- Continue to work with clinical staff and MDS (Minimum Data Set) consultants to ensure that the care being delivered to our residents is being properly reimbursed with the goal of increasing case mix by 5
- Evaluate and revise Civil Service Job descriptions with the cooperation of department heads so job duties and qualifications reflect the work that needs to be performed.
- Collaborate with our consulting nursing quality company, recently retained to enhance knowledge, skills and management governance of the nursing staff.
- Continue our participation with Albany Medical Center and the Alliance PPS's to transform the Medicaid delivery system.
- Create a workable plan that will allow us to utilize the highrise for Albany County Service
- Implement the improved Therapeutic Recreational Programs with the oversight and coordination of Occupational Therapy that will understand the needs of our residents, utilizing modalities to ensure resident independence.
- Utilizing the approved Capital Plan and the securing of a Bond, we will purchase new property-care vehicles and a bus for our residents that will provide modern transportation to outside events. All nursing home vehicles will be replaced over a 2 year period.

SUMMARY OF BUDGET CHANGES

The Shaker Place Rehabilitation and Nursing Center will continue its efforts to maintain a balanced budget. We believe that the renovation and new construction project that is scheduled to open this summer will alleviate some of our occupancy challenges. With the implementation of the 1199 SEIU and NYSUT collective bargaining agreements, we will be able to stabilize our budget for staffing. With the impact of these collective bargaining agreements and the completion of our renovation and new construction in 2020, our budget will be balanced. It will be our goal to fill budgeted positions as needed to provide quality of care to our residents. In addition, we will continue to monitor industry norms for salary structure to ensure that we are competitive in the healthcare market place, and at the same time understanding our obligation to budget and the Albany County tax payer.

Shaker Place Rehabilitation and Nursing Center participates in projects with local Girl Scout troops. While earning their badges and gaining valuable life skills, the Scouts have helped enrich the lives of our residents. Over the past year, the Scouts have organized a party for our residents, participating in games with the residents and a picture booth. They have also planned and participated in projects such as researching flowers and plants and planting a garden with residents. They also created a table top garden for indoor plants, which our resident continue to enjoy all year.