PBJ Five-Star Success

WEBINAR | JUN 21, 2022

Critical Payroll-Based Journal Strategies for Rhode Island SNFs

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simple.
a Netsmart solution

Your Speakers

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Live poll

What grade would you give your organization for overall PBJ compliance and reporting?

- A
- B
- C
- D
- F
- Not sure

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Payroll-Based Journal (PBJ) Status

Skilled Nursing Facilities Quarterly Staffing Submission to CMS

Historical Summary

- October 2016: CMS launches PBJ submission requirement
- January 2022: weekend HRD and turnover measures are published on Care Compare
- July 2022: weekend HRD and turnover measures will be included in the Five-Star Quality Rating System

Industry Trends

- Consistent, accurate reporting has proven to be a real challenge
- COVID-19 Public Health Emergency demands
- Global nursing staffing challenges
- CMS PBJ audits
- Technical solutions are a game-changer

Staffing Five-Star – Nursing Staff

RN staff

- Registered Nurse Director of Nursing
- Registered Nurse with Administrative Duties
- Registered Nurse

Currently:
all RN positions equally weighted
all LPN and aide positions equally weighted

Total Nursing staff

- Registered Nurse Director of Nursing
- Registered Nurse with Administrative Duties
- Registered Nurse
- Licensed Practical/Vocational Nurse with Administrative Duties
- Licensed Practical/Vocational Nurse
- Certified Nurse Aide
- Nurse Aide in Training
- Medication Aide/Technician

Staffing Five-Star – Rating Fundamentals

The components

- Census
- Nursing Hours
- Acuity (case-mix, expected HPRD)
- National Average

The components

- The intersection of RN Rating and Total Nurse Staffing Rating

The calculation

(Reported Hours / Case-Mix HPRD) X National Average = **Adjusted HPRD**

Overall Staffing Hours and Rating

RN Rating		Total Nurse Staffing Rating (RN, LPN and Nurse Aide)				
		1	2	3	4	5
		< 3.108	3.108 - 3.579	3.580 - 4.037	4.038 - 4.407	≥ 4.408
1	< 0.317	★	★	★★	★★	★★★
2	0.317 - 0.507	★★	★★	★★	★★★	★★★
3	0.508 - 0.730	★★	★★★	★★★	★★★	★★★★
4	0.731 - 1.048	★★★	★★★	★★★★	★★★★	★★★★
5	≥ 1.049	★★★	★★★★	★★★★	★★★★★	★★★★★

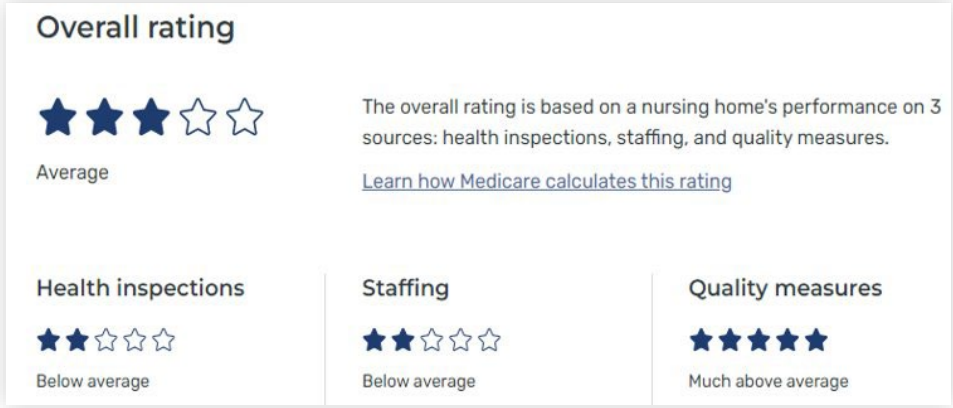
Note: Adjusted staffing values are rounded to the three decimal places before the cut points are applied.

PBJ Best Practices

Two objectives:

Regulatory compliance

Five-Star strategy



PBJ Best Practices

There is no substitute for manually reviewing and editing your data

Regulatory compliance

- Data format / collection of data from all sources (xml)
- Completion
  - choose best staff
  - review and edit data
  - verify that it is audit-proof
    - 3rd party resources
    - software tools
    - manually
- Centralized vs. decentralized approach for multi-facility organizations
- Timely submissions
- Submit more frequently

PBJ Best Practices

Five-Star strategy

- Know the rules
  - meal breaks
  - midnight split
  - hours
- Know your data (Track HRD & Acuity)
- Know how your star rating is calculated
- Know your competition (Benchmarking)
- Know your goals

	PBJ Reporting Quarter	Nursing Home Compare Five-Star Rating		
		RN Staffing	Total Nurse Staffing	Overall Staffing
⊕	2021 4th Quarter (7/1/2021 - 9/30/2021)	★★☆☆☆	★★★★★	★★★☆☆

Automatic ★ One-Star ★ Rules

- Gap (>4%) in hours reported vs. validated in audit = ★
- 4 or more days in a quarter with 0 (zero) RN hours = ★
- Failure to submit PBJ by submission deadline = ★
  - Submission system is disabled promptly at the deadline
  - Plus all staffing ratios removed from Care Compare
- Failure to respond to an audit request = ★
- Failure to submit requested documentation in audit = ★

Top PBJ Mistakes

1. Not removing meal breaks for all employees
2. Submitting overnight hours by shift start or end date
3. Underestimating the importance of census and acuity
4. Not auditing your data before submitting
5. Waiting until the last minute to submit

Simplifying PBJ

Four easy steps:

1 – Assemble Staffing Data

2 – Validate PBJ Data

3 – Predict Five-Star

4 – Submit Report

1 – Assemble Staffing Data

Upload all staffing hours

- Payroll file(s)
- Agency/Contract file(s)
- Exempt staff

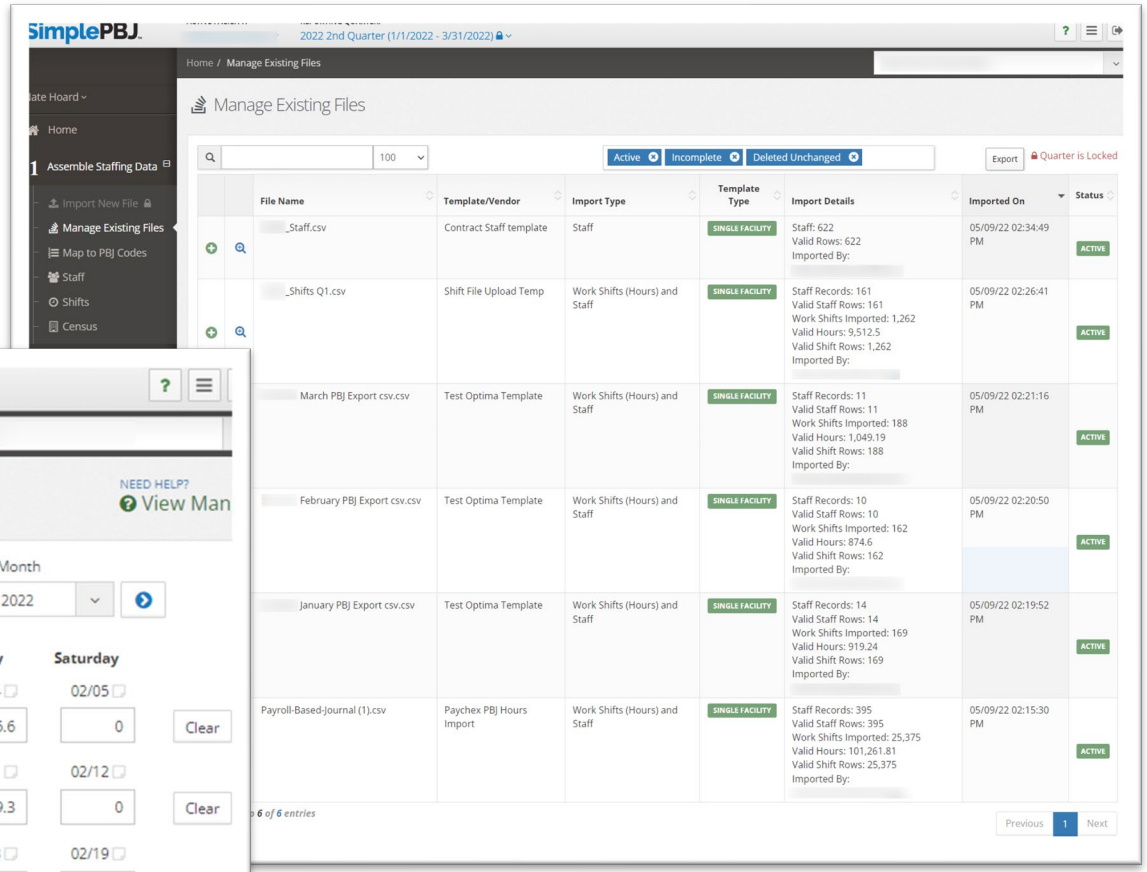
Centralize all data

- See all hours in one place
- Avoid fragmented data
- Avoid manual entry if possible

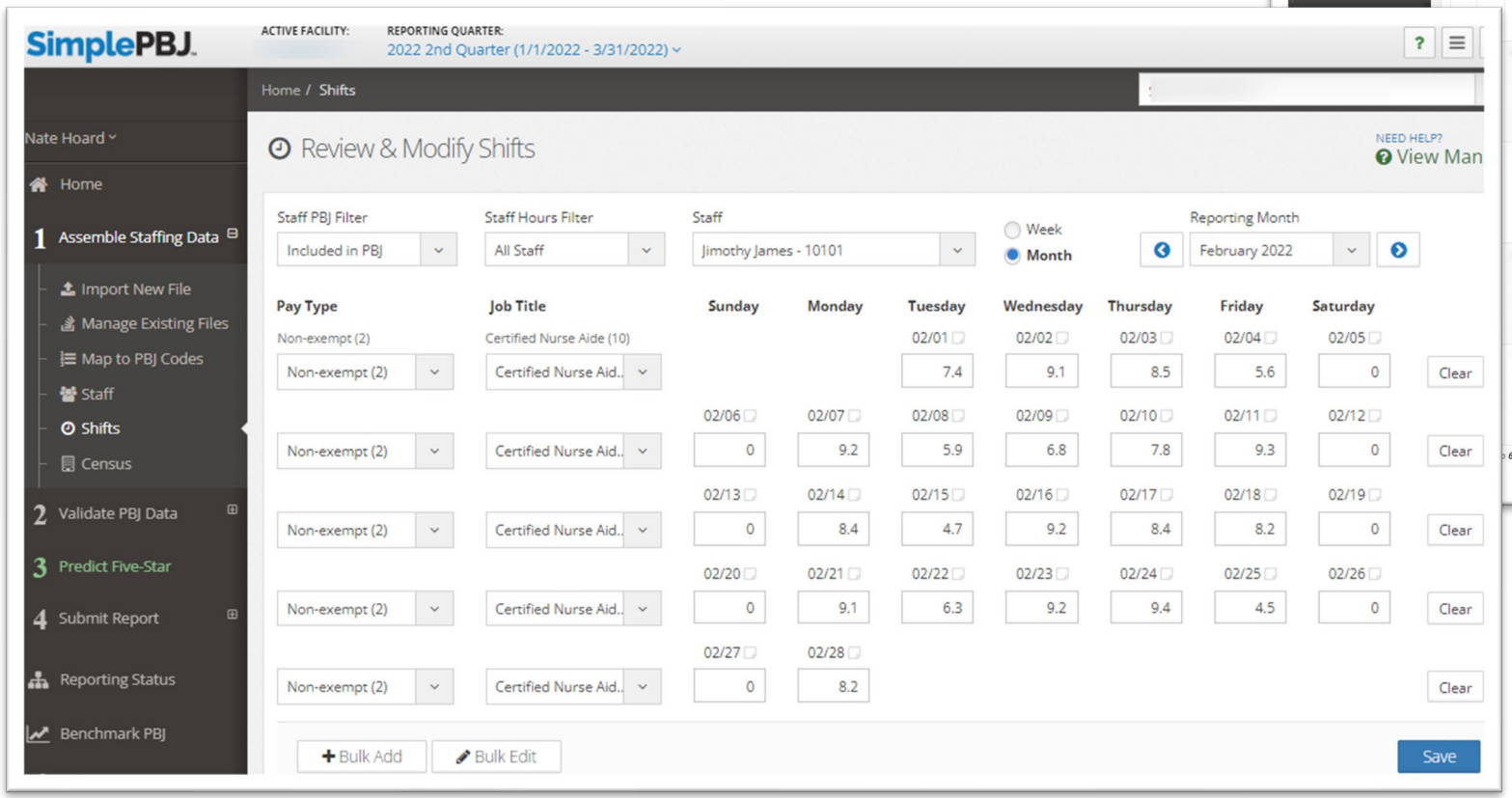
SimplePBJ Example

Assembling Data

Import bulk shift files



Customize and edit shifts

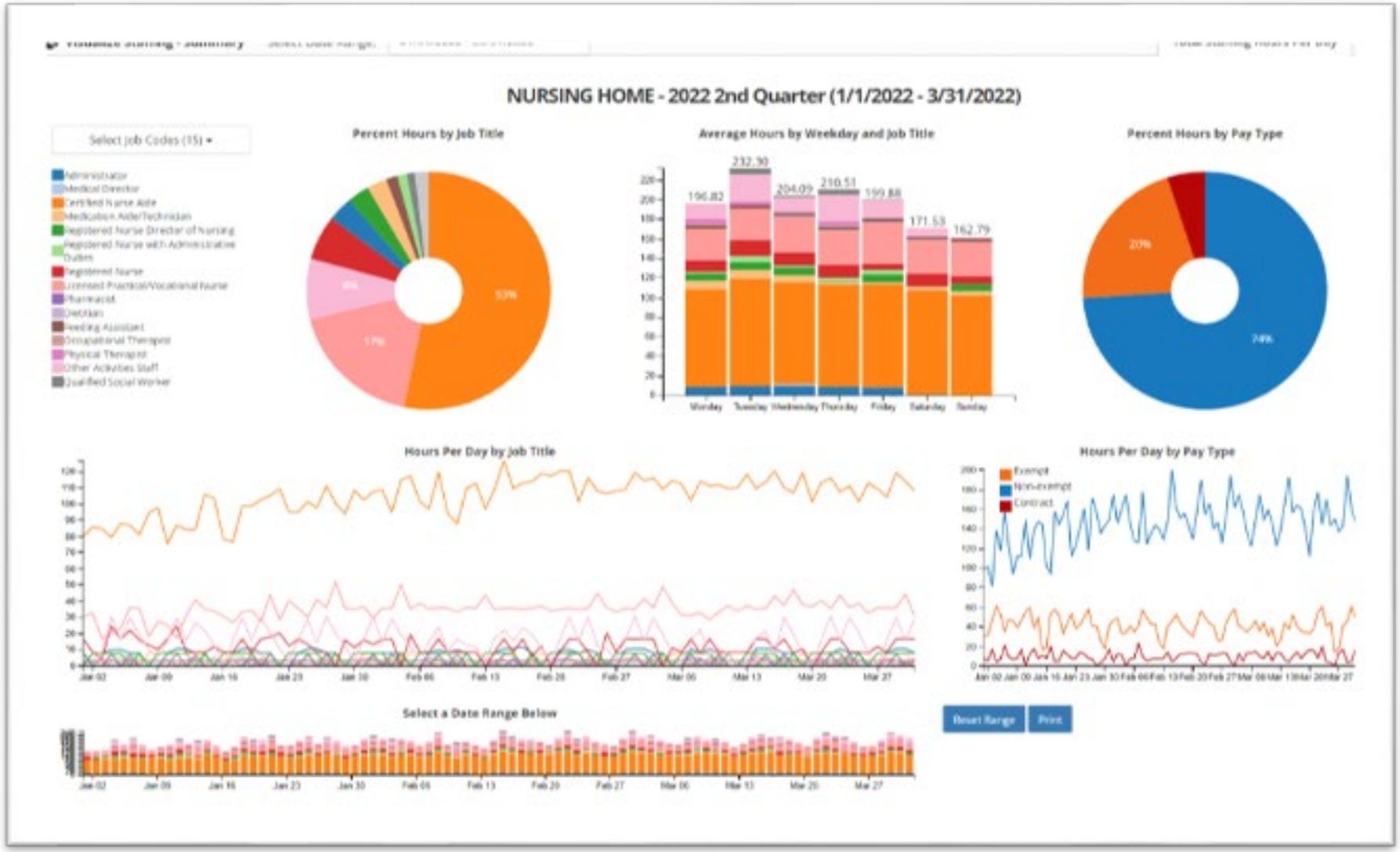


2 – Validate PBJ Data

- Analyze/Scrub your entire PBJ dataset
- Review for data issues
- Be sure PTO/Holiday hours are not included
- Review for F-Tags or Audit Risks
- Know your HRD metrics
- Include all required Job Titles

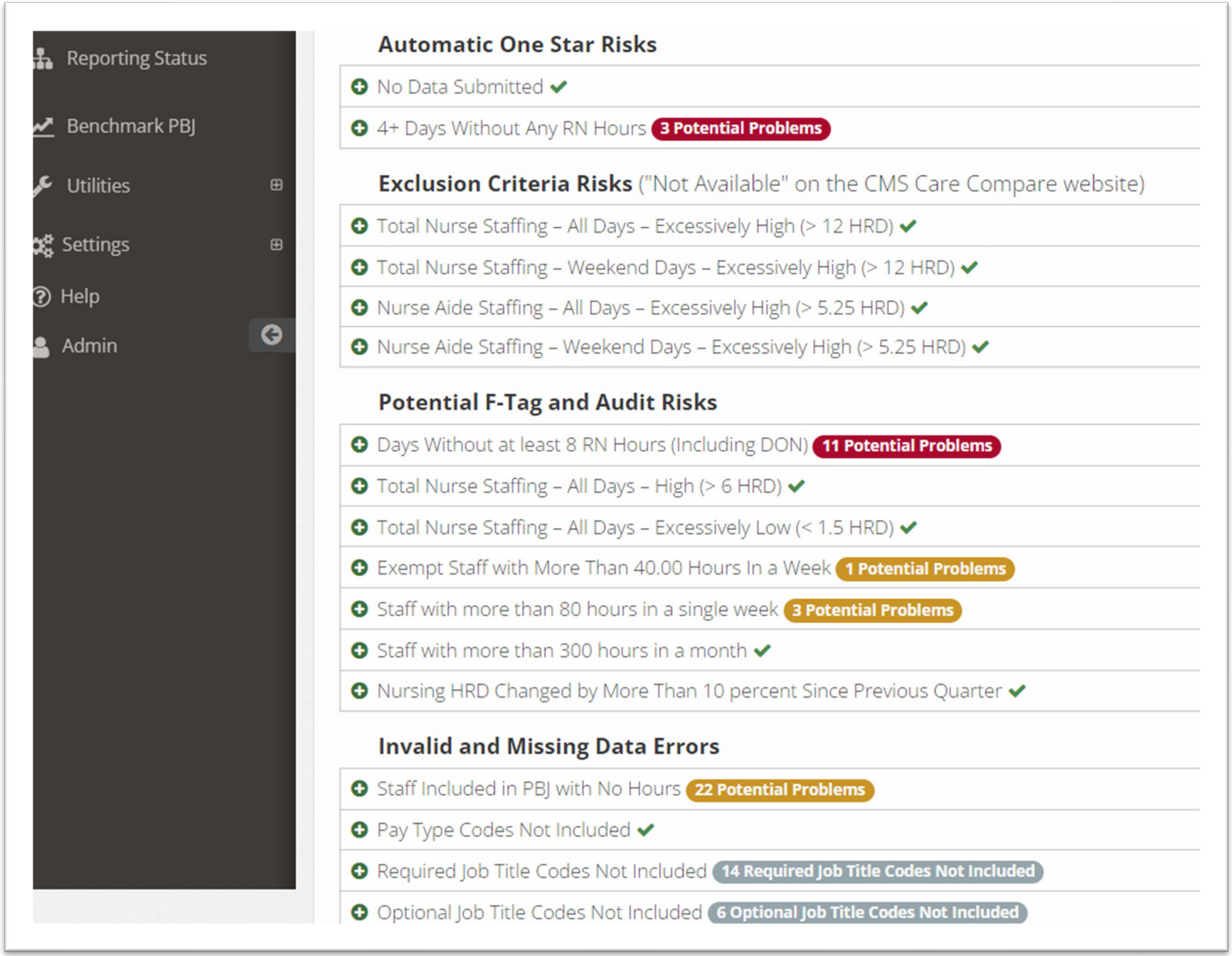
SimplePBJ Example

Visual Staffing Summary



SimplePBJ Example

Validation & Error Checking



3 – Predict Five-Star

Don’t wait for CMS to deliver the news

- Know your predicted Five-Star score each quarter
- Know the impact of your predicted staffing score on your overall Five-Star
- Determine the distance between the closest cut points
- Understand your Case-Mix impact on Five-Star

SimplePBJ Example

Predictions and Goals

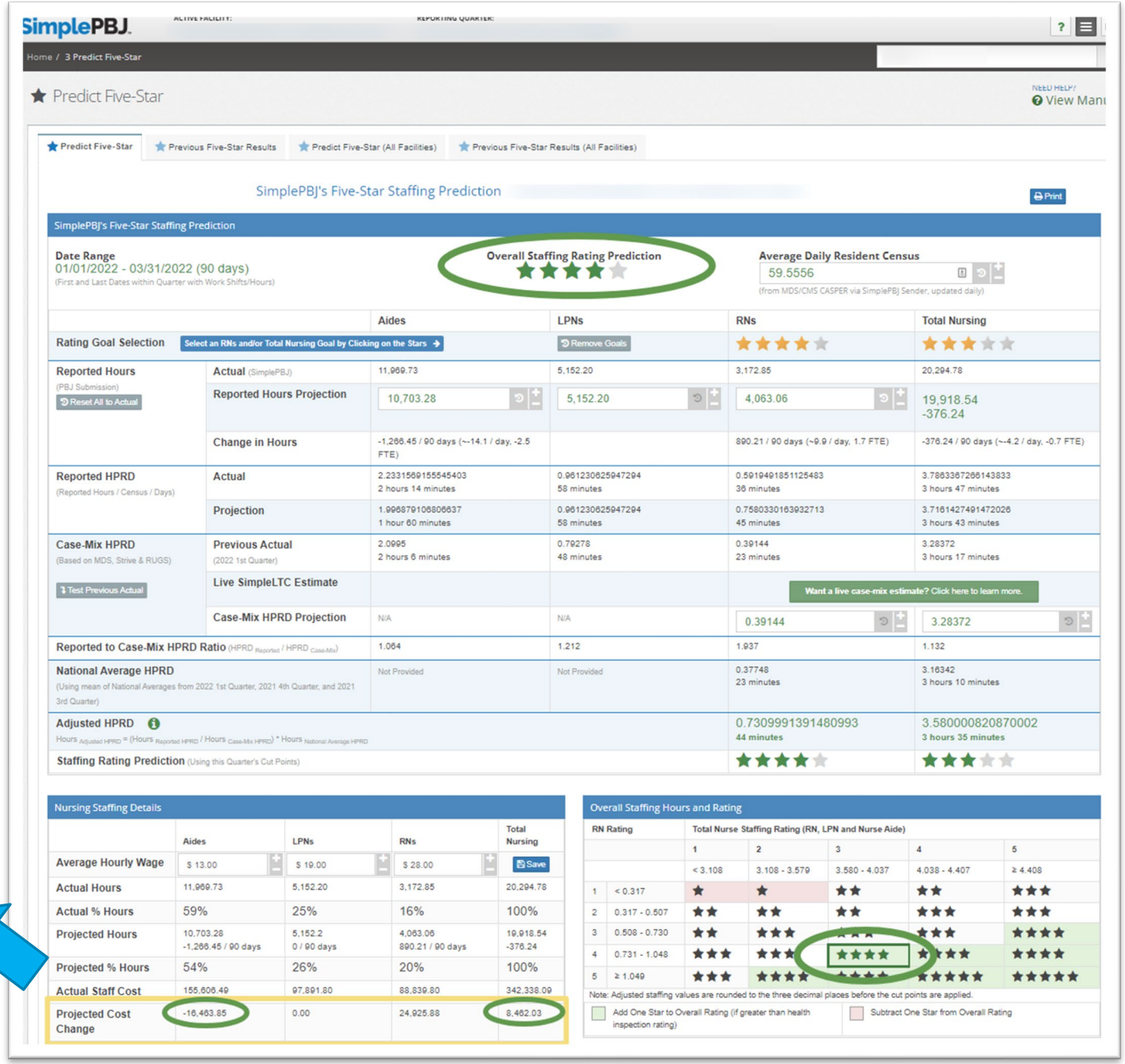
Case study:

This facility has a ★★★ overall staffing rating.

It is potentially $9k away (3% of their total staffing cost) from jumping to a ★★★★ overall staffing rating, with the possibility of improving their **Five-Star Overall Rating**.

Nursing Staffing Details

	Aides	LPNs	RNs	Total Nursing
Average Hourly Wage	$ 13.00	$ 19.00	$ 28.00	Save
Actual Hours	11,969.73	5,152.20	3,172.85	20,294.78
Actual % Hours	59%	25%	16%	100%
Projected Hours	10,703.28 -1,266.45 / 90 days	5,152.2 0 / 90 days	4,063.06 890.21 / 90 days	19,918.54 -376.24
Projected % Hours	54%	26%	20%	100%
Actual Staff Cost	155,606.49	97,891.80	88,839.80	342,338.09
Projected Cost Change	-16,463.85	0.00	24,925.88	8,462.03



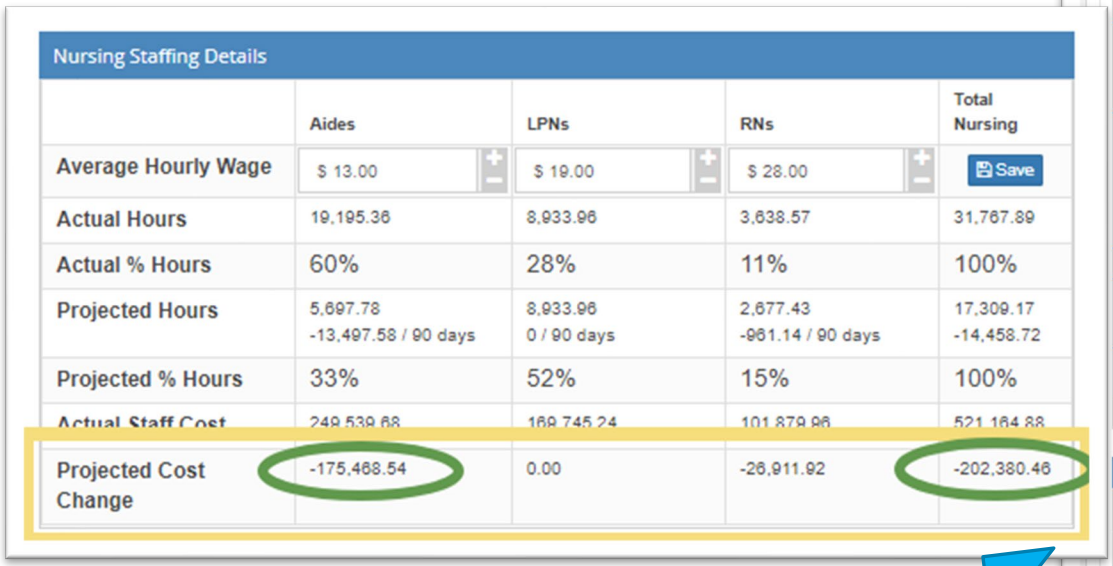
SimplePBJ Example

Overstaffing Example

Case study:

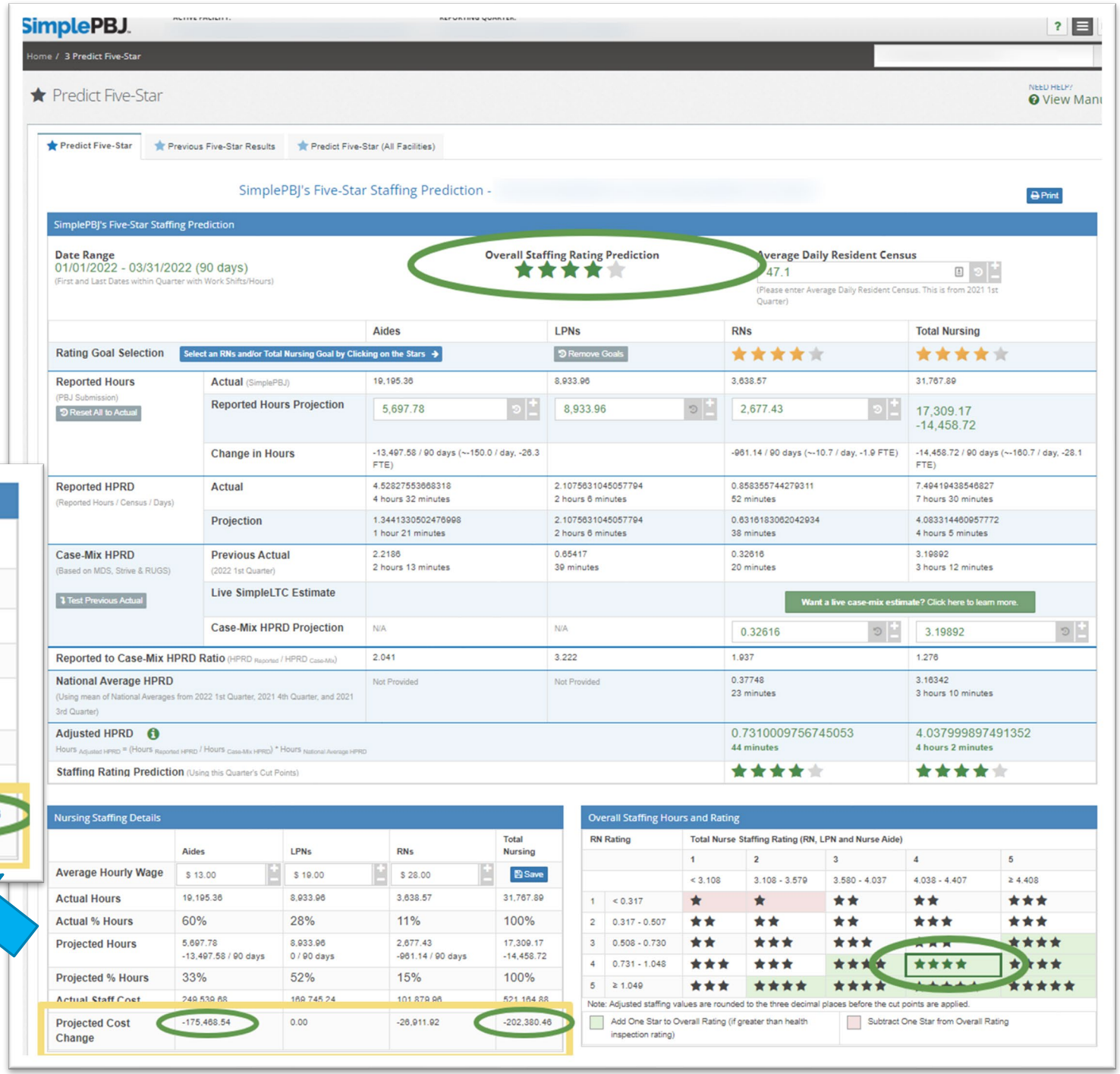
This facility has a ★★★★ overall staffing rating.

This SimplePBJ tool identifies that it is $200k over the staffing threshold for the same ★★★★ score.



Nursing Staffing Details

	Aides	LPNs	RNs	Total Nursing
Average Hourly Wage	$ 13.00	$ 19.00	$ 28.00	Save
Actual Hours	19,195.36	8,933.96	3,638.57	31,767.89
Actual % Hours	60%	28%	11%	100%
Projected Hours	5,697.78 -13,497.58 / 90 days	8,933.96 0 / 90 days	2,677.43 -961.14 / 90 days	17,309.17 -14,458.72
Projected % Hours	33%	52%	15%	100%
Actual Staff Cost	249,539.68	169,745.24	101,879.96	521,164.88
Projected Cost Change	-175,468.54	0.00	-26,911.92	-202,380.46



SimplePBJ

Home / 3 Predict Five-Star

Predict Five-Star

Predict Five-Star | Previous Five-Star Results | Predict Five-Star (All Facilities)

SimplePBJ's Five-Star Staffing Prediction -

Print

SimplePBJ's Five-Star Staffing Prediction

Date Range
01/01/2022 - 03/31/2022 (90 days)
(First and Last Dates within Quarter with Work Shifts/Hours)

Overall Staffing Rating Prediction

Average Daily Resident Census
47.1
(Please enter Average Daily Resident Census. This is from 2021 1st Quarter)

		Aides	LPNs	RNs	Total Nursing
Rating Goal Selection		Select an RNs and/or Total Nursing Goal by Clicking on the Stars	Remove Goals	★★★★☆	★★★★☆
Reported Hours (PBJ Submission) Reset All to Actual	Actual (SimplePBJ)	19,195.36	8,933.96	3,638.57	31,767.89
	Reported Hours Projection	5,697.78	8,933.96	2,677.43	17,309.17 -14,458.72
	Change in Hours	-13,497.58 / 90 days (~-150.0 / day, -26.3 FTE)		-961.14 / 90 days (~-10.7 / day, -1.9 FTE)	-14,458.72 / 90 days (~-160.7 / day, -28.1 FTE)
Reported HPRD (Reported Hours / Census / Days)	Actual	4.52827553668318 4 hours 32 minutes	2.1075631045057794 2 hours 6 minutes	0.858355744279311 52 minutes	7.49419438546827 7 hours 30 minutes
	Projection	1.3441330502478998 1 hour 21 minutes	2.1075631045057794 2 hours 6 minutes	0.6316183062042934 38 minutes	4.083314460957772 4 hours 5 minutes
Case-Mix HPRD (Based on MDS, Strive & RUGS) Test Previous Actual	Previous Actual (2022 1st Quarter)	2.2186 2 hours 13 minutes	0.65417 39 minutes	0.32616 20 minutes	3.19892 3 hours 12 minutes
	Live SimpleLTC Estimate			Want a live case-mix estimate? Click here to learn more.	
	Case-Mix HPRD Projection	N/A	N/A	0.32616	3.19892
Reported to Case-Mix HPRD Ratio (HPRD Reported / HPRD Case-Mix)		2.041	3.222	1.937	1.276
National Average HPRD (Using mean of National Averages from 2022 1st Quarter, 2021 4th Quarter, and 2021 3rd Quarter)		Not Provided	Not Provided	0.37748 23 minutes	3.16342 3 hours 10 minutes
Adjusted HPRD (Hours Adjusted HPRD = (Hours Reported HPRD / Hours Case-Mix HPRD) * Hours National Average HPRD)				0.7310009756745053 44 minutes	4.037999897491352 4 hours 2 minutes
Staffing Rating Prediction (Using this Quarter's Cut Points)				★★★★☆	★★★★☆

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4	0.731 - 1.048	★★★	★★★	★★★★	★★★★	★★★★
5	≥ 1.049	★★★	★★★★	★★★★	★★★★★	★★★★★

Note: Adjusted staffing values are rounded to the three decimal places before the cut points are applied.

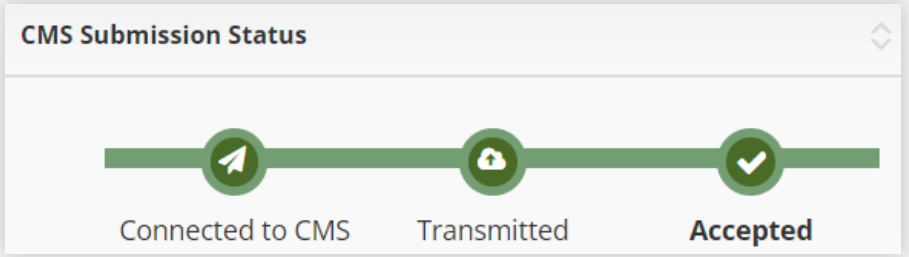
Add One Star to Overall Rating (if greater than health inspection rating)

Subtract One Star from Overall Rating

4 – Submit Report

- Manage your quarterly submission
- Don’t wait until last minute
- Ensure compliance
- Gather documentation
  - CMS Final Validation Report
  - Analysis Report
  - Five-Star Prediction

SimplePBJ Visual Workflow:



What's new with PBJ?

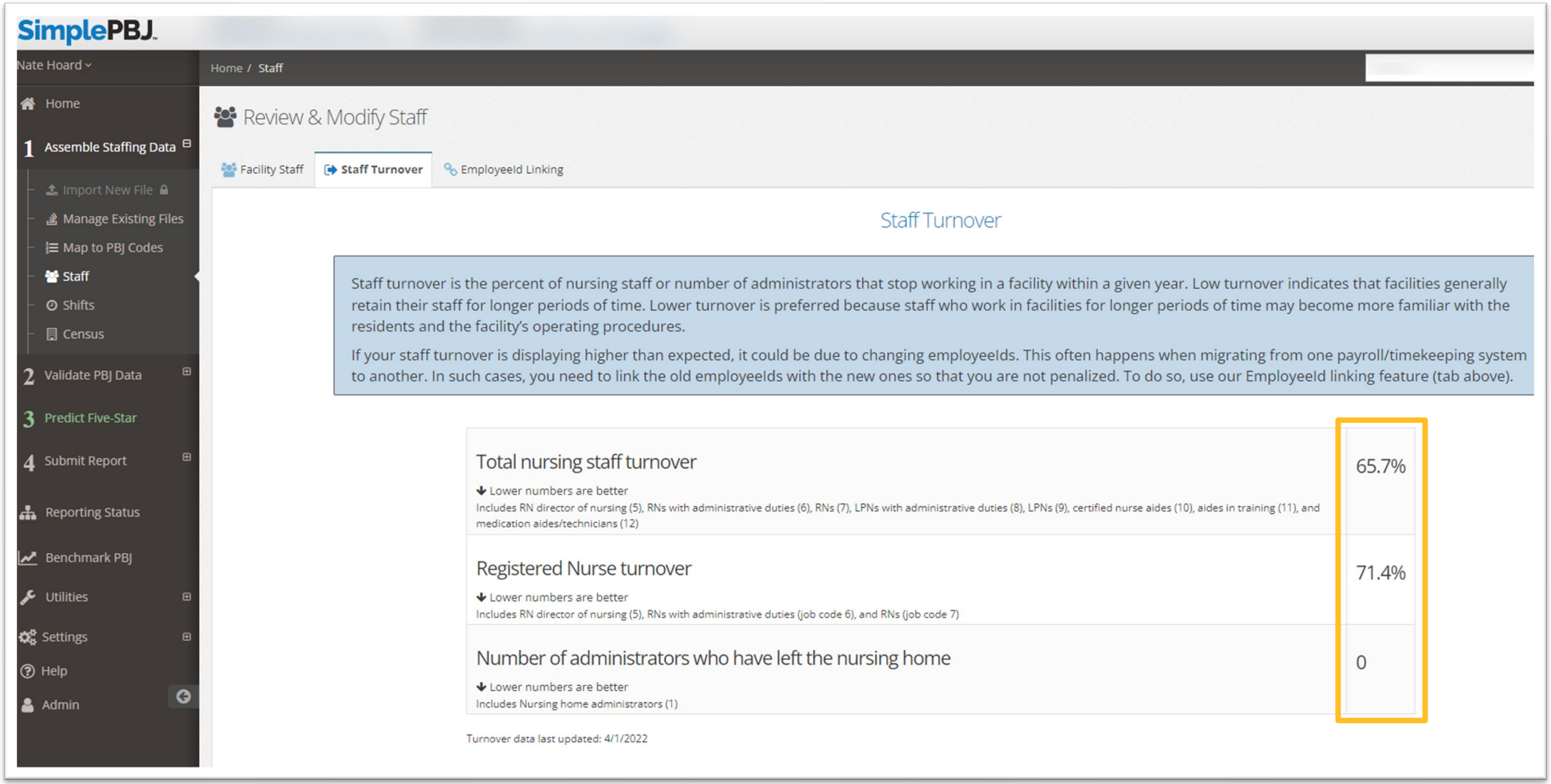
Staff turnover reporting is here

- Weekend staffing (Total Nurse and RN HRD on weekends over the quarter
- Staff turnover (percentage of nursing staff and number of administrators that stopped working in a 12-month period)
- Detailed staffing data: Employee-level staffing data

What can SNFs do now?

- Verify Employee ID consistency in PBJ submissions
- Submit Employee ID Linking files if necessary
- Audit your weekend staffing hours (look for consistency compared to weekdays)
- Waiting for new Technical Specs for Five-Star to digest impact

SimplePBJ Example *Staff Turnover (per CMS data)*



Other Considerations

Previous OIG and GAO report recommendations:

Importance of non-nurse staffing data

- CMS' inclusion of administrators in staffing turnover is a likely indication of this

Non-nurse staff mentioned:

- Administrators
- Medical directors
- Dietitians
- Pharmacists
- Social workers
- Activity staff

As CMS continues to "further enhance the information available to consumers, residents and families" through data transparency, these non-nurse staff may eventually find a seat at the PBJ table.

Takeaways

- PBJ data will continue to be incorporated into future measurements
- CMS will define measures for staff turnover & weekend HRD and will impact Five-Star beginning in July
- CMS will continue to implement processes to provide useful staffing information to strengthen oversight and increase transparency

- Thriving SNF organizations don't just meet basic PBJ requirements, they understand how the Five-Star is calculated, they set goals, and manage their staffing ratios on an ongoing basis
- A successful Five-Star strategy starts with an integrated, interdisciplinary approach

SimplePBJ™

Your one-stop shop for PBJ success

Assemble, validate and submit your PBJ

Predict Staffing Five-Star ratings

Submit PBJ reports with one click

Benchmark results against other facilities

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Questions & Answers

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