

PBJ Five-Star Success

WEBINAR | JUN 21, 2022

Critical Payroll-Based
Journal Strategies for
Rhode Island SNFs



rihca

simple.
a Netsmart solution

Your Speakers



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Client Alignment,
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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

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 calculation

$(\text{Reported Hours} / \text{Case-Mix HPRD}) \times \text{National Average} = \text{Adjusted HPRD}$

The components

- The intersection of RN Rating and Total Nurse Staffing Rating

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



Overall rating



Average

The overall rating is based on a nursing home's performance on 3 sources: health inspections, staffing, and quality measures.

[Learn how Medicare calculates this rating](#)

Health inspections



Below average

Staffing



Below average

Quality measures



Much above average

PBJ Best Practices

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

There is no substitute for manually reviewing and editing your data

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

		Nursing Home Compare Five-Star Rating		
PBJ Reporting Quarter		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

The screenshot shows the 'Review & Modify Shifts' interface. At the top, it displays 'ACTIVE FACILITY: REPORTING QUARTER: 2022 2nd Quarter (1/1/2022 - 3/31/2022)'. The left sidebar contains navigation options: Home, Assemble Staffing Data, Import New File, Manage Existing Files, Map to PBJ Codes, Staff, Shifts, and Census. The main area features filters for Staff PBJ (Included in PBJ), Staff Hours (All Staff), and Staff (Jimothy James - 10101). It also includes a 'Reporting Month' selector set to February 2022. The central part of the interface is a calendar grid with columns for days of the week and rows for dates. Each date cell contains a grid of shift options with 'Pay Type' and 'Job Title' dropdowns. For example, on Tuesday 02/01, there is a shift for 'Non-exempt (2)' 'Certified Nurse Aide (10)' with 7.4 hours. At the bottom, there are 'Bulk Add', 'Bulk Edit', and 'Save' buttons.

The screenshot shows the 'Manage Existing Files' interface. It features a search bar and filters for 'Active', 'Incomplete', and 'Deleted/Unchanged'. Below is a table listing imported files with columns for File Name, Template/Vendor, Import Type, Template Type, Import Details, Imported On, and Status. The table contains several entries, including Staff.csv, Shifts Q1.csv, March PBJ Export.csv, February PBJ Export.csv, January PBJ Export.csv, and Payroll-Based-Journal (1).csv. Each entry provides details on staff records, valid rows, and hours imported. The interface also includes an 'Export' button and a 'Quarter is Locked' indicator.

File Name	Template/Vendor	Import Type	Template Type	Import Details	Imported On	Status
Staff.csv	Contract Staff template	Staff	SINGLE FACILITY	Staff: 622 Valid Rows: 622 Imported By:	05/09/22 02:34:49 PM	ACTIVE
Shifts Q1.csv	Shift File Upload Temp	Work Shifts (Hours) and Staff	SINGLE FACILITY	Staff Records: 161 Valid Staff Rows: 161 Work Shifts Imported: 1,262 Valid Hours: 9,512.5 Valid Shift Rows: 1,262 Imported By:	05/09/22 02:26:41 PM	ACTIVE
March PBJ Export.csv.csv	Test Optima Template	Work Shifts (Hours) and Staff	SINGLE FACILITY	Staff Records: 11 Valid Staff Rows: 11 Work Shifts Imported: 188 Valid Hours: 1,049.19 Valid Shift Rows: 188 Imported By:	05/09/22 02:21:16 PM	ACTIVE
February PBJ Export.csv.csv	Test Optima Template	Work Shifts (Hours) and Staff	SINGLE FACILITY	Staff Records: 10 Valid Staff Rows: 10 Work Shifts Imported: 162 Valid Hours: 874.6 Valid Shift Rows: 162 Imported By:	05/09/22 02:20:50 PM	ACTIVE
January PBJ Export.csv.csv	Test Optima Template	Work Shifts (Hours) and Staff	SINGLE FACILITY	Staff Records: 14 Valid Staff Rows: 14 Work Shifts Imported: 169 Valid Hours: 919.24 Valid Shift Rows: 169 Imported By:	05/09/22 02:19:52 PM	ACTIVE
Payroll-Based-Journal (1).csv	Paychex PBJ Hours Import	Work Shifts (Hours) and Staff	SINGLE FACILITY	Staff Records: 395 Valid Staff Rows: 395 Work Shifts Imported: 25,375 Valid Hours: 101,261.81 Valid Shift Rows: 25,375 Imported By:	05/09/22 02:15:30 PM	ACTIVE

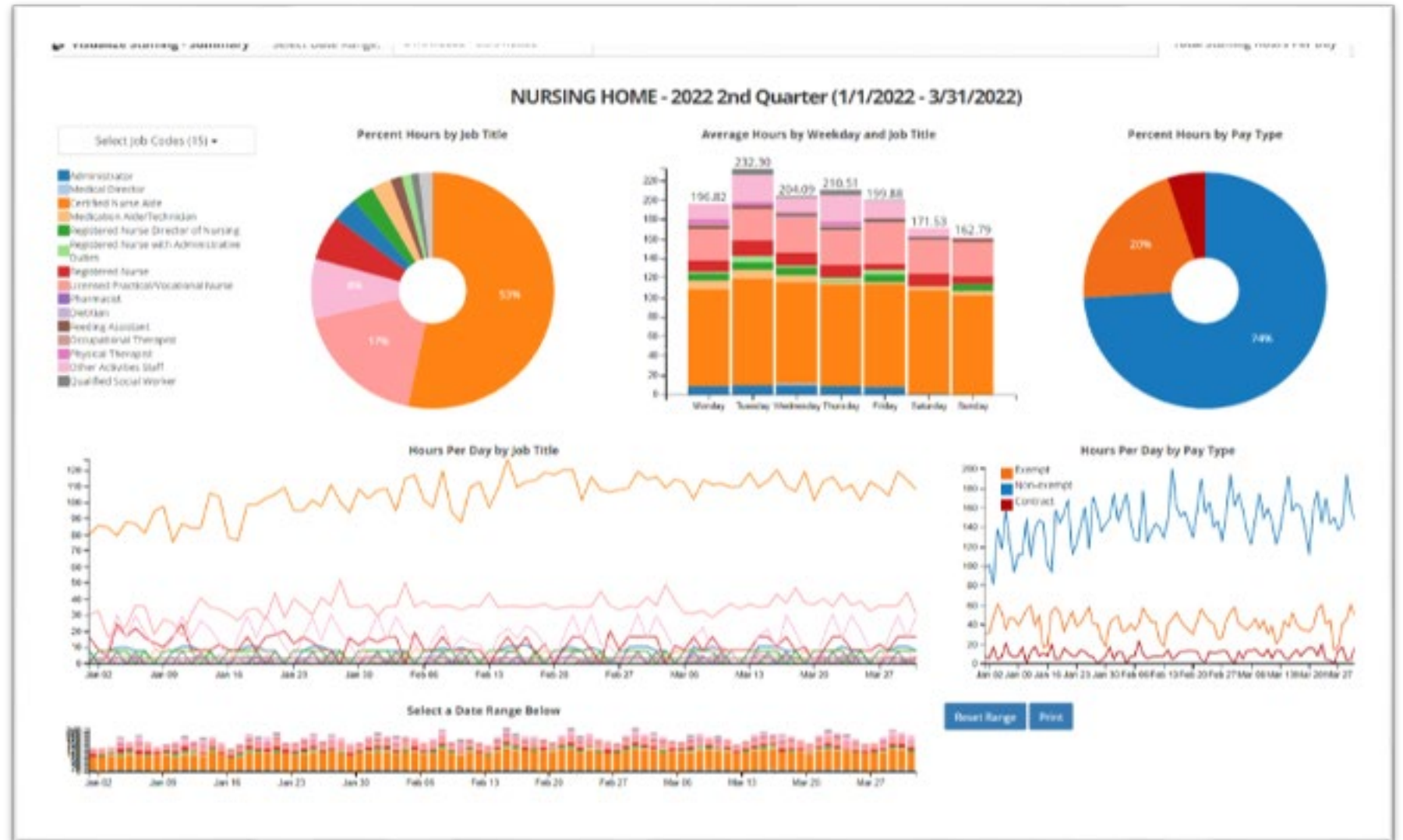
2 – Validate PBJ Data

- 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



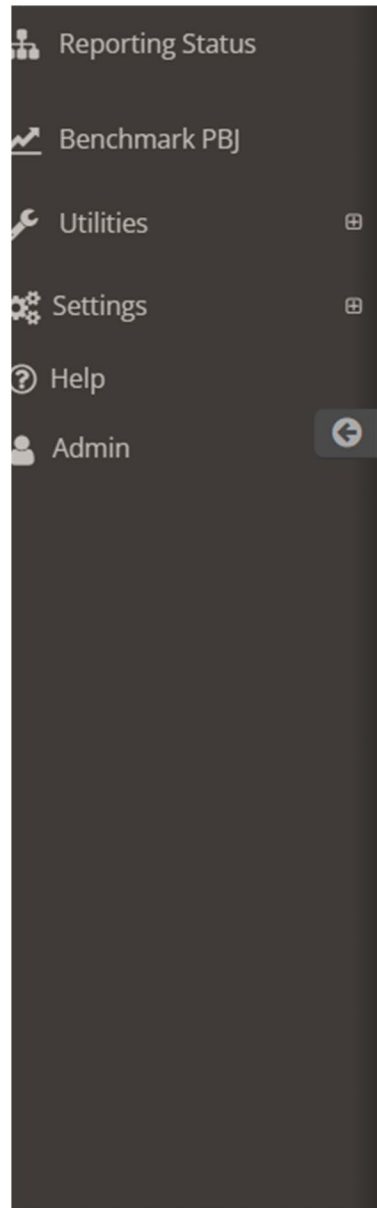
SimplePBJ Example

Visual Staffing
Summary



SimplePBJ Example

Validation & Error Checking



Automatic One Star Risks

- + No Data Submitted ✓
- + 4+ Days Without Any RN Hours **3 Potential Problems**

Exclusion Criteria Risks ("Not Available" on the CMS Care Compare website)

- + Total Nurse Staffing - All Days - Excessively High (> 12 HRD) ✓
- + Total Nurse Staffing - Weekend Days - Excessively High (> 12 HRD) ✓
- + Nurse Aide Staffing - All Days - Excessively High (> 5.25 HRD) ✓
- + Nurse Aide Staffing - Weekend Days - Excessively High (> 5.25 HRD) ✓

Potential F-Tag and Audit Risks

- + Days Without at least 8 RN Hours (Including DON) **11 Potential Problems**
- + Total Nurse Staffing - All Days - High (> 6 HRD) ✓
- + Total Nurse Staffing - All Days - Excessively Low (< 1.5 HRD) ✓
- + Exempt Staff with More Than 40.00 Hours In a Week **1 Potential Problems**
- + Staff with more than 80 hours in a single week **3 Potential Problems**
- + Staff with more than 300 hours in a month ✓
- + Nursing HRD Changed by More Than 10 percent Since Previous Quarter ✓

Invalid and Missing Data Errors

- + Staff Included in PBJ with No Hours **22 Potential Problems**
- + Pay Type Codes Not Included ✓
- + Required Job Title Codes Not Included **14 Required Job Title Codes Not Included**
- + Optional Job Title Codes Not Included **6 Optional Job Title Codes Not Included**

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

Overall Staffing Rating Prediction



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	<input type="button" value="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's Five-Star Staffing Prediction

Date Range: 01/01/2022 - 03/31/2022 (90 days)

Overall Staffing Rating Prediction: ★★★☆☆

Average Daily Resident Census: 59.5556

	Aides	LPNs	RNs	Total Nursing
Reported Hours	11,969.73	5,152.20	3,172.85	20,294.78
Reported Hours Projection	10,703.28	5,152.20	4,063.06	19,918.54 -376.24
Change in Hours	-1,266.45 / 90 days (-14.1 / day, -2.5 FTE)		890.21 / 90 days (-9.9 / day, 1.7 FTE)	-376.24 / 90 days (-4.2 / day, -0.7 FTE)
Reported HPRD	2.2331569155545403 2 hours 14 minutes	0.901230025947294 58 minutes	0.5919491851125483 36 minutes	3.7863367266143833 3 hours 47 minutes
Projection	1.996879106806637 1 hour 60 minutes	0.901230025947294 58 minutes	0.7580330163932713 45 minutes	3.7161427491472026 3 hours 43 minutes
Case-Mix HPRD	2.0995 2 hours 6 minutes	0.79278 48 minutes	0.39144 23 minutes	3.28372 3 hours 17 minutes
Case-Mix HPRD Projection	N/A	N/A	0.39144	3.28372
Reported to Case-Mix HPRD Ratio	1.064	1.212	1.937	1.132
National Average HPRD	Not Provided	Not Provided	0.37748 23 minutes	3.16342 3 hours 10 minutes
Adjusted HPRD	0.7309991391480993 44 minutes			3.58000820870002 3 hours 35 minutes
Staffing Rating Prediction	★★★★★			★★★★★

Nursing Staffing Details				
	Aides	LPNs	RNs	Total Nursing
Average Hourly Wage	\$ 13.00	\$ 19.00	\$ 28.00	<input type="button" value="Save"/>
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Projected Cost Change	-16,463.85	0.00	24,925.88	8,462.03

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.

Legend: Add One Star to Overall Rating (if greater than health inspection rating) Subtract One Star from Overall Rating

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.

SimplePBJ's Five-Star Staffing Prediction - Print

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)

Rating Goal Selection	Aides	LPNs	RNs	Total Nursing
Select an RNs and/or Total Nursing Goal by Clicking on the Stars →			★★★★★	★★★★★
Reported Hours <small>(PBJ Submission)</small>	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
Change in Hours	-13,497.58 / 90 days (~-150.0 / day, -28.3 FTE)		-961.14 / 90 days (~-10.7 / day, -1.9 FTE)	-14,458.72 / 90 days (~-160.7 / day, -28.1 FTE)
Reported HPRD <small>(Reported Hours / Census / Days)</small>	Actual: 4.52827553668318 4 hours 32 minutes	2.1075631045057794 2 hours 6 minutes	0.858355744279311 52 minutes	7.49419438548827 7 hours 30 minutes
Projection	1.3441330502470998 1 hour 21 minutes	2.1075631045057794 2 hours 6 minutes	0.6318183062042934 38 minutes	4.083314460957772 4 hours 5 minutes
Case-Mix HPRD <small>(Based on MDS, Strive & RUGS)</small>	Previous Actual (2022 1st Quarter): 2.2188 2 hours 13 minutes	0.65417 39 minutes	0.32616 20 minutes	3.19892 3 hours 12 minutes
Live SimpleLTC Estimate				
Case-Mix HPRD Projection	N/A	N/A	0.32616	3.19892
Reported to Case-Mix HPRD Ratio <small>(HPRD Reported / HPRD Case-Mix)</small>	2.041	3.222	1.937	1.276
National Average HPRD <small>(Using mean of National Averages from 2022 1st Quarter, 2021 4th Quarter, and 2021 3rd Quarter)</small>	Not Provided	Not Provided	0.37748 23 minutes	3.16342 3 hours 10 minutes
Adjusted HPRD <small>Hours Adjusted HPRD = (Hours Reported HPRD / Hours Case-Mix HPRD) * Hours National Average HPRD</small>			0.7310009756745053 44 minutes	4.037999897491352 4 hours 2 minutes
Staffing Rating Prediction <small>(Using this Quarter's Cut Points)</small>			★★★★★	★★★★★

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

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
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5	≥ 1.049	★★★★★	★★★★★★	★★★★★★★	★★★★★★★★

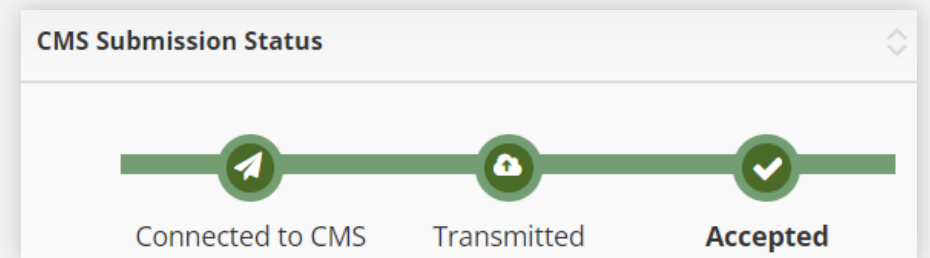
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4 – Submit Report

- 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)*

The screenshot shows the SimplePBJ web application interface. The left sidebar contains a navigation menu with items: Home, Assemble Staffing Data (with sub-items: Import New File, Manage Existing Files, Map to PBJ Codes, Staff, Shifts, Census), Validate PBJ Data, Predict Five-Star, Submit Report, Reporting Status, Benchmark PBJ, Utilities, Settings, Help, and Admin. The main content area is titled 'Review & Modify Staff' and includes tabs for 'Facility Staff', 'Staff Turnover' (selected), and 'Employeeid Linking'. A blue informational box explains staff turnover and provides a tip about linking employee IDs. Below this is a table of turnover metrics with values highlighted in a yellow box.

Metric	Value
Total nursing staff turnover	65.7%
Registered Nurse turnover	71.4%
Number of administrators who have left the nursing home	0

Turnover data last updated: 4/1/2022

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

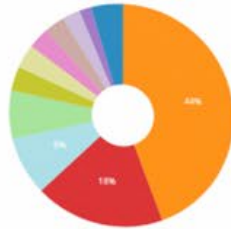
[Get your free demo](#)

Bluffview Nursing Home – 2018 3rd Quarter (4/1/2018–6/30/2018)

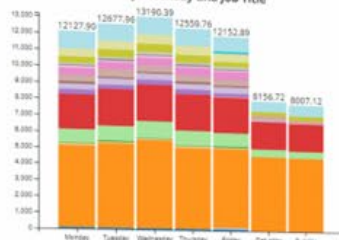
Select Job Codes (20) ▾

- Administrator
- Other Physician
- Certified Nurse Aide
- Registered Nurse Director of Nursing
- Registered Nurse
- Licensed Practical/Vocational Nurse
- Pharmacist
- Chiropractor
- Occupational Therapist
- Occupational Therapy Assistant
- Physical Therapist
- Physical Therapy Assistant
- Physical Therapy Aide
- Speech/Language Pathologist
- Qualified Activities Professional
- Other Activities Staff
- Qualified Social Worker
- Dietist (optional)
- Housekeeping Service Worker (optional)

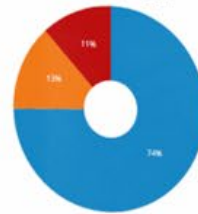
Percent Hours by Job Title



Hours by Weekday and Job Title



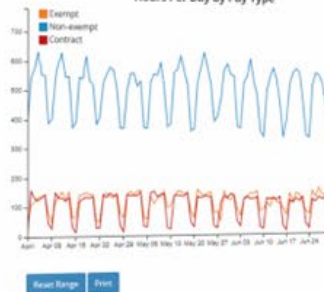
Percent Hours by Pay Type



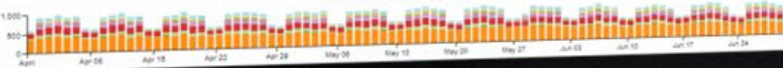
Hours Per Day by Job Title



Hours Per Day by Pay Type



Select Date Range Below



Reset Range | Exit

Questions & Answers



Thank you for attending!



Webinar recording and slides available at

simpleltd.com/rhode-island-pbj