

# Horizon Home Care Strategic Business Plan

## Vision

**Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.**

### COUNTY MISSION

**Pinal County Government protects and enhances its citizens' quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.**

### DEPARTMENT MISSION

The mission of Horizon Home Care is to provide home health and caregiver services to clients and their families so they can remain safely at home.

### ISSUE STATEMENTS

#### **Issue 1: Decreasing Reimbursements**

Recognizing the decrease in reimbursements due to State and Federal cost containment initiatives, will if not addressed result in:

- Decrease in service hours to customers
- Decrease in services provided
- Decrease in full-time staff
- Decrease in employee morale
- Decrease in profitability
- Potential need to reduce service area
- Decreased ability for patients to pay for service

## **Issue 2: Growth and Staff**

The rapid growth in the over 60 population in Pinal & Gila Counties combined with an aging workforce will continue to increase the need to maintain qualified staff to deliver medical and non-medical home care services, will if not addressed result in:

- Decreased ability to market services
- Decrease ability to produce revenue
- Inability to meet demand/referrals
- Reduce quality of service
- Licensure deficiencies
- Loss of contracts

## **Issue 3: Market Share**

The continued need to foster relationships and market services to P/GLTC and other referral sources, will have not addressed result in:

- Decreased referrals/revenue
- Fragmented services
- Decreased market share
- Negative growth

## **Issue 4: Technology**

The increasing demands for state of the art technologies by home care consumers and health care entities combined with the continued need for adequate facilities to administer services, will if not addressed, result in:

- Decreased consumer and health care entity satisfaction
- Decreased ability to interact efficiently with paying sources
- Decrease in referrals
- Decreased ability to manage business information

## STRATEGIC GOALS

### Strategic Goal 1 – Timely Quality Care

Horizon Home Care consumers will benefit from timely, quality care as evidenced by:

- By 2012, 90% of home Caregiver service consumers indicate that they are satisfied/very satisfied with services received
- By 2010, 90% of home Caregiver consumers receive initial visit within 5 business days or less
- By 2010, 90% of respondents indicate that they are satisfied/very satisfied with licensed home health services
- By 2010, 90% of skilled nursing referrals receive initial consultation within 48 hours or less from acceptance of referral

### Strategic Goal 2 - Market Share/Profitability

Horizon Home Care will increase its market share and improve profitability as evidenced by:

- By 2010, 47% increase in Medicare episodes from 180 to 265
- By 2010, 6% increase in Medicaid Home Health visits from 2328 to 2467
- By 2010, 150% increase in Non-Medicare, Non-Medicaid insurance referrals from 16 to 40
- By 2010, 3% increase in Medicaid Caregiver hours from 220,805 to 227,429
- By 2010, 10% increase of Lifeline placements from 225 to 248

## CROSS CUTTING ISSUES

**Issues:** Authorization of Home Care Services Process & Payment for Services Provided

**Strategic Goal - #2** Market Share/Profitability

**Cross Cutting With:** Long Term Care

**Need(s):** Improved coordination of authorization/payment process between PGLTC & Horizon Home Care

**Issues:** Home Care Worker Recruitment

**Strategic Goal – #1:** Timely Quality Care & # 2: Market Share/Profitability

**Cross Cutting With:** Human Resources

**Need(s):** Delays in the HR hiring process affects Horizon's ability to provide services/accept and respond to new referrals.

## DEPARTMENT ORGANIZATION

### **1. Administrative Program**

- 1.1. Human Resources Activity, *page 7*
- 1.2. Training Activity, *page 8*
- 1.3. Records Management Activity, *page 9*
- 1.4. Vehicle Management Activity, *page 10*
- 1.5. Financial Services Activity, *page 11*
- 1.6. Department Director Activity, *page 12*

### **2. Internal Operations and Marketing Program**

- 2.1. Marketing and Network Outreach Activity, *page 13*
- 2.2. Internal Operations and Reporting Activity, *page 14*

### **3. Home Care Program**

- 3.1. Caregiver Activity, *page 15*
- 3.2. Home Health Activity, *page 16*

## PROGRAMS

### *Administrative Program*

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### **Key Results**

- 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
- 85% of training dollars spent that directly align to County or Department strategic goals
- 100% of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives.
- 95% of department vehicles with preventative maintenance performed as scheduled
- 95% of department vehicles operated more than 10,000 miles per year
- 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods.
- 100% of applicable Key Results achieved
- 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Horizon Home Care Department.

### ***Internal Operations and Marketing Program***

**Purpose Statement** The purpose of the Internal Operations and Marketing program is to provide internal process coordination of referral development services to county management, staff, and referral sources so they can make informed decisions and deliver services to customers.

**Key Results**

- 30% increase in Medicare episodes from 180 to 234

---

### ***Home Care Program***

**Purpose Statement** The purpose of the Home Care program is to provide home health and caregiver services to clients and their families so they can remain safely at home.

**Key Results**

- 85% of respondents that indicate satisfied/very satisfied with licensed home health services
- 85% of home Caregiver consumers receiving initial visit within 5 business days. (performed by case managers)

# ACTIVITIES

## 1. Administrative Program

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### Section 1.1. Human Resources Activity

**Activity Purpose Statement** The purpose of the Human Resource Activity is to provide employee selection, evaluation and support services to department management so they can manage, evaluate, and retain a qualified and diverse workforce.

<b>Activity Services</b>	<ul style="list-style-type: none"> <li>• Candidate Selection Recommendations</li> <li>• Job Postings</li> <li>• Policy Interpretations</li> <li>• Employee Relations Management</li> <li>• Employee Interviews</li> <li>• Grievance hearings</li> <li>• Employee Inquiry Responses</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Appraisals/ Evaluations</li> <li>• Employee Assistance Referrals</li> <li>• Employee Orientation Sessions</li> <li>• Exit Interviews</li> <li>• Personnel Reports</li> <li>• Policy and Procedure Updates</li> <li>• Employee Awards</li> <li>• “Silent Whistle” Investigations</li> </ul>
--------------------------	---	---

<b>Family of Measures</b>	<p><u>Results</u></p> <p>1. 98% of all employee appraisals will be submitted to Human Resources by the end of January due date (# of employee appraisals submitted by due date/total # of appraisals)</p> <hr/> <p><u>Outputs</u></p> <p>1. 20 employee appraisals submitted on/by due date</p> <hr/> <p><u>Demands</u></p> <p>1. 20 employee appraisals anticipated to be submitted</p> <hr/> <p><u>Efficiencies</u></p> <p>N/A</p>
---------------------------	--

**Activity Manager(s)** • Robyn Neagle

**Activity Budget** \$x,xxx,xxx

## Section 1.2: Reserved

## 1. Administrative Program

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### Section 1.3.. Training Activity

**Activity Purpose Statement** The purpose of the Training Activity is to provide department specific training services to employees so they can more effectively meet the County and/or department strategic goal.

---

<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Training Sessions</li><li>• Safety Training Sessions</li><li>• Employee Handbooks</li></ul>	<ul style="list-style-type: none"><li>• Training Assessments</li><li>• Training Records</li><li>• Training Schedules/Arrangements</li></ul>
--------------------------	---	---

---

**Family of Measures**

Results

1. 85% of training dollars spent that directly align to County or Department strategic goals. (# of training dollars spent that directly align to County or Department strategic goals / total number of training dollars spent)

---

Outputs

2. Training \$ spent that directly align to County or Department strategic goals

---

Demands

3. Training \$ spent that directly align to County or Department strategic goals anticipated to be spent

---

Efficiencies

4. Training Activity \$ spent that directly align to County or Department strategic goals

---

**Activity Manager(s)**

- **Robyn Neagle**

---

**Activity Budget** \$x,xxx,xxx

---

## ***1. Administrative Program***

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### ***Section 1.4. Records Management Activity***

**Activity Purpose Statement** The purpose of the Records Management Activity is to provide record retention, disposal and retrieval services to departments so they can access, provide, retain and dispose of records in a timely manner and as legally required.

---

**Activity Services**

- Record Archives
- Record Disposals
- Record Disposition Authorizations
- Records Destruction List
- Records Inventory
- Records Requests Responses

---

**Family of Measures**

**Results**

1. 100% of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives.  
(# of record series managed in compliance with legal and policy requirements / total # of records series managed)

---

**Outputs**

2. \*# record series in compliance with legal and policy requirements  
\* data is not currently available; it will be collected over the next six months and added to the plan once a baseline is established

---

**Demands**

3. \* # record series anticipated to be in compliance with legal and policy requirements

---

**Efficiencies**

4. Records Management Activity \$ expenditure per record series in compliance with legal and policy requirements

---

**Activity Manager(s)**

- **Robyn Neagle**

---

**Activity Budget** \$x,xxx,xxx

---

## ***1. Administrative Program***

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### ***Section 1.5. Vehicle Management Activity***

**Activity Purpose Statement** The purpose of the Vehicle Management Activity is to provide maintenance scheduling, reporting and vehicle requirement definition services to the department so they can have cost effective and safe vehicles.

---

**Activity Services**

- Vehicle Maintenance and Repair Service Schedules
- Vehicle Utilization Reports
- Maintenance Records
- Fleet Credit Card Usage Reports
- Vehicle Usage Assessment

---

**Family of Measures**

**Results**

1. 95% of department vehicles with preventative maintenance performed as scheduled (# of department vehicles with preventative maintenance performed as scheduled/ total department vehicles)
  2. 95% of department vehicles operated more than 10,000 miles per year (# of department vehicles operated more than 10,000 miles per year/ total department vehicles)
- 

**Outputs**

1. 7 department vehicles operated
- 

**Demands**

1. 7 department vehicles anticipated to be operated
  2. 6 department vehicles operated more than 10000 miles a year
- 

**Efficiencies**

1. \$ Vehicle Management Activity expenditure per vehicle operated
- 

**Activity Manager(s)** • Alina Mangru

---

**Activity Budget** \$x,xxx,xxx

---

## 1. Administrative Program

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### Section 1.6. Financial Services

**Activity Purpose Statement** The purpose of the Financial Services Activity is to provide financial, budget information and purchasing services to department managers so they can ensure appropriate allocation, acquisition, utilization and control of County resources and stay within their budget at the activity level.

<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Grant Reports</li><li>• Grant Applications</li><li>• Grant Programmatic Progress Reports</li><li>• Payment Authorizations</li><li>• Employee Reimbursement Authorizations</li></ul>	<ul style="list-style-type: none"><li>• Year-end Accounting Records</li><li>• Cash Receipts</li><li>• Budget Proposal</li><li>• Spending Requests</li><li>• Appropriation Adjustments</li><li>• Expenditure Projections</li><li>• Performance Reports</li></ul>
--------------------------	---	---

**Family of Measures**

Results

1. 90% of non-construction payment authorizations (requisitions) entered into the system within three business days of receipt of goods.  
(# of payment authorizations entered on the date of receipt of goods/total payment authorizations)

Outputs

1. 304 payment authorizations received within three business days of physical receipt of item(s)

Demands

1. 304 payment authorizations (requisitions) anticipated to be entered into the system

Efficiencies

1. \$ Financial Services Activity per payment authorization entered within three business days

**Activity Manager(s)**

- **Robyn Neagle**

**Activity Budget** \$x,xxx,xxx

## 1. Administrative Program

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### 1.7. Department Director Activity

**Activity Purpose Statement** The purpose of the Department Director Activity is to provide results oriented leadership and management services to Pinal County residents and businesses so they can benefit from effective and efficient County services.

---

<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Reports</li><li>• Direction</li><li>• Employee Supervision Meeting</li><li>• Inquiry Responses</li><li>• Strategic Business Plans</li><li>• Issue Resolutions</li><li>• Special Projects</li></ul>	<ul style="list-style-type: none"><li>• Budgets</li><li>• Department Structures</li><li>• Policies/Procedures</li><li>• Employee Evaluations</li><li>• Program Evaluations</li><li>• Recommendations</li><li>• Leadership</li></ul>
--------------------------	--	---

---

#### Family of Measures

##### Results

1. 100% of applicable Key Results achieved  
(# of applicable key results achieved/total # of applicable key results)
  2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by Horizon Home Care Department.  
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)
- 

##### Outputs

1. \* customers responding to the department survey  
(Target will be provided from survey results)
- 

##### Demands

1. \* customers expected to respond to the survey  
(Target will be provided from survey results)
- 

##### Efficiencies

1. \$ Department expenditures per customer served
- 

**Activity Manager(s)** • Donna Valkos

---

**Activity Budget** \$x,xxx,xxx

---

## 2. Internal Operations and Marketing Program

**Purpose Statement** The purpose of the Internal Operations and Marketing program is to provide internal process coordination of referral development services to county management, staff, and referral sources so they can make informed decisions and deliver services to customers.

### Section 2.1: Marketing and Network Outreach Activity

**Activity Purpose Statement** The purpose of the marketing and network outreach activity is to provide knowledge and information of home care services to referral sources, other health care agencies and the public so they can have the necessary information to refer clients so they can receive services.

<b>Activity Services</b>	<ul style="list-style-type: none"> <li>• Health Fairs</li> <li>• Senior Communities Visits</li> <li>• M.D. Office Visits</li> <li>• Hospital Marketing Visits</li> <li>• Aging Providers Visits</li> <li>• DME &amp; Infusion Delivery Coordinations</li> <li>• Consultant Services</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing Brochure</li> <li>• Client Surveys</li> <li>• Marketing Newsletters</li> <li>• Marketing “Give-Aways”</li> <li>• Referral Informational Packets</li> <li>• Vaccination Coordination Clinics *</li> <li>• New Referrals</li> </ul>
--------------------------	--	--

<b>Family of Measures</b>	<p><u>Results</u></p> <ol style="list-style-type: none"> <li>1. 30% increase in Medicare episodes from 180 to 234 [TY Medicare episodes-LY Medicare episodes/LY Medicare episodes]</li> <li>2. 3% increase in Medicaid Home Health visits from 2328 to 2398 [TY Medicaid Home Health visits-LY Medicaid Home Health visits/LY Medicaid Home Health visits]</li> <li>3. 100% increase in Non-Medicare, Non-Medicaid insurance referrals from 16 to 32 [TY Non-Medicare, Non Medicaid insurance referrals-LY Non-Medicare, Non Medicaid insurance referrals/LY Non-Medicare, Non Medicaid insurance referrals]</li> <li>4. 2% increase in Medicaid Caregiver hours from 220,805 to 225,221 [TY Medicaid Caregiver hours-LY Medicaid Caregiver hours/LY Medicaid Caregiver hours]</li> <li>5. 85% of referral sources responding to survey that they were satisfied or very satisfied with the services provided [# of Survey respondents satisfied or very satisfied/total # of survey respondents]</li> </ol>
---------------------------	--

Outputs

1. 59 marketing contacts

Demands

1. 15 marketing contacts anticipated to be made

Efficiencies

1. Total Activity \$ expenditure per new referral provided

<b>Activity Manager(s)</b>	<ul style="list-style-type: none"> <li>• Robyn Neagle</li> <li>• Sam Mendoza</li> <li>• Terry Lewis</li> </ul>
----------------------------	--

**Activity Budget** \$x,xxx,xxx

## 2. Internal Operations and Marketing Program

**Purpose Statement** The purpose of the Internal Operations and Marketing program is to provide internal process coordination of referral development services to county management, staff, and referral sources so they can make informed decisions and deliver services to customers.

### Section 2.2: Internal Operations and Reporting Activity

**Activity Purpose Statement** The purpose of the internal operations and reporting activity is to provide leadership, staff coordination and client/contract file management services to county management, staff, referral sources so County management and referral sources have timely information to make informed decisions and staff has the information necessary to deliver services.

**Activity Services**

- ER/COOP Compliance Records
- Skilled Nursing Training Sessions
- Home Support Reports
- Administrative Reports
- Nursing Reports
- Technical Consultation
- Telephone Inquiry Responses
- Electronic Inquiry Responses
- Staff Meetings
- Internal Operations Services
- Internal Operations Services
- Facilities Services
- Purchasing Services
- Scheduling Coordinations
- Medical Records Audits
- Healthcare Services Coordination
- Client Files
- Medical Records
- Licensure/Contract Compliance Records

Support Equipment Orders

**Family of Measures**

Results  
95% of revenue collected each month per Horizon Budget  
[revenue collected in a month/total revenue projected in budget for the month]

Outputs  
1. \$4,774,998 in actual revenue collected for Horizon

Demands  
1. \$5,026,314 in revenues anticipated to be collected per budget for Horizon

Efficiencies  
1. \$ Total activity \$ revenue collected each month per Horizon budget

**Activity Manager(s)** • Alina Mangru

**Activity Budget** \$x,xxx,xxx

### 3. Home Care Program

**Purpose Statement** The purpose of the Home Care program is to provide home health and caregiver services to clients and their families so they can remain safely at home.

#### Section 3.1: Home Health Department Activity

**Activity Purpose Statement** The purpose of the Home Health Department activity is to provide skilled home care, case management and coordination of services to the clients of Horizon Home Care so they can achieve the primary stated goal in their individualized plan of care.

**Activity Services**

<ul style="list-style-type: none"> <li>• Skilled Occupational Therapy Visits</li> <li>• Skilled Educational Sessions</li> <li>• Skilled Speech Therapy</li> <li>• Nursing Observation &amp; Monitoring Visits</li> <li>• Skilled Medical Social Worker Visits</li> <li>• Skilled Physical Therapy Visits</li> <li>• Skilled Admission Consultations</li> <li>• Email Inquiry Responses</li> <li>• Medical Supplies for Patient Deliveries</li> <li>• Skilled speech therapy visits</li> </ul>	<ul style="list-style-type: none"> <li>• Skilled Nursing High Tech Visits (IV, PICC lines, Central lines)</li> <li>• Skilled Nursing Low Tech Visits (Wellness checks, Medi-set set up)</li> <li>• Skilled Nursing “Hands On” Visits (Wound Care, Change Foley Catheters, Injections, Blood Draws)</li> <li>• Telephone Inquiry Responses</li> <li>• Skilled Home Health Aide Visits</li> <li>• Nursing Supervisory Visits for LPN’s &amp; Home Health Aides</li> <li>• Vaccinations</li> <li>• Case Management Services</li> </ul>
---	---

**Family of Measures**

Results

1. 85% of clients who achieve the primary stated goal in their individualized plan of care.  
[ # of clients who achieve the primary stated goal in their individualized plan of care/ total number of clients]
2. 85% of respondents that indicate satisfied/very satisfied with licensed home health services  
[Survey]
3. 85% of skilled nursing referrals receiving initial consultation within 48 hours or less from acceptance of referral.  
[# of skilled nursing referrals receiving initial consultation within 48 hours or less/ total # of skilled nursing referral initial consultations]

Outputs

1. 193 clients admitted

Demands

1. 203 client referrals anticipated

Efficiencies

1. Total activity \$ expenditure per skilled nursing referral receiving an initial consultation within 48 hours.

**Activity Manager(s)**

- **Sam Mendoza**
- 

**Activity Budget** \$x,xxx,xxx

### 3. Home Care Program

**Purpose Statement** The purpose of the Home Care program is to provide home health and caregiver services to clients and their families so they can remain safely at home.

#### Section 3.2: Caregiver Activity

**Activity Purpose Statement** The purpose of the Caregiver activity is to provide respite, housekeeping, and personal care services to individuals in need of assistance so that they can receive basic services to enable them to remain in their home.

**Activity Services**

- Prescription Drug Errands
- Grocery Errands
- Home Support Training Sessions
- Home Support Personal Care Services
- Home Support Phone Consultations
- Home Support Housekeeping Duties
- Telephone Inquiry Responses
- Home Support appointments
- Client Meals
- Home Support Disease Management Services
- Email Inquiry Responses
- Medical Alert System Units
- Home Support Respite Care Services
- Home Support Care Plans
- Case Manager 30/60/90 Day Visits in Home

#### Family of Measures

##### Results

1. 85% of home Caregiver consumers receiving initial visit within 5 business days (performed by case managers)  
[ # of home support consumers receiving initial visit within 5 business days/ total # of home support consumers receiving initial visit]
2. 85% of home Caregiver service consumers indicating they are satisfied or very satisfied with services received.  
[Survey]
3. 5% increase in Lifeline placements from 222 to 233.  
[current # of Lifeline placements-previous Lifeline placements/previous Lifeline placements]
4. 2% increase in Medicaid Caregiver hours from 220,805 to 225,221  
[TY Medicaid Caregiver hours-LY Medicaid Caregiver hours/LY Medicaid Caregiver hours]

##### Outputs

1. 127 initial visits completed
2. 220,805 Caregiver hours provided

##### Demands

1. 130 initial visits anticipated
2. 225,221 Caregiver hours anticipated

##### Efficiencies

1. \$ total activity expenditure per home support consumer receiving initial visit within 5 business days

**Activity Manager(s)** • Terry Lewis

**Activity Budget** \$X,XXX,XXX