

Gold Seal Site Visit Summary

Name and Address of the Facility:

The Joseph L. Morse Health Center, Inc., Non-Profit Organization (Morse)

Date of the Visit: November 11, 2022

Panel Member conducting the visit: Bobby Rosenthal

Overview: When you drive up to the Morse entrance, you can tell it is different.

The campus is over many acres and is comprised not only of the building which is home to the skilled nursing residents, the campus includes residences for all levels of living/care as well as a PACE program and Hospice program.

I began my site review at Morse with a meeting with the leadership and department heads of the facility as detailed below:

Entrance Meeting: The Gold Seal entrance meeting included about 15 members of the facility leadership, including their President & CEO, Administrator, Keith Meyers. The meeting included discussion of items in their application including an overview of each department by its director. There has been stability as seen by the length of service of their leadership. For example: The Senior Vice President has been at Morse over 22 years, the Rehab Director 18 years, Facilities Management 17 years, and the Recreation Director 15 years.

The discussion included customer satisfaction, education & in-service, the dining experience, best practices, targeted in-services, life enhancement, family involvement, and what the leadership considered highlights of their Gold Seal application.

I had a lengthy 1:1 discussion with the Medical Director which detailed the specific and individual programs and quality measures he focused on in addition to his lengthy job description and duties. I was impressed with his depth and knowledge of the long-term care setting.

It was noted thru good HR programs, which were in place during the pandemic, that Morse had NO USE of Agency Staff.

Resident and family members with whom there was a discussion:

Interviews:

- Family Member
- Resident
- Staff: CNA

During my tour of the campus, I had the opportunity to talk 1:1 with a resident who is a tenured member of the residents' council, a relative of a resident, and a current staff member who was a

Certified Nursing Assistant. All three interviews expressed there was the highest level of care provided and received at Morse.

The resident said they have been here since 2019 and always wanted to come to Morse but there was a waiting list. They went to another skilled nursing facility and did not like her experience there and then was able to come to Morse. Staff has been wonderful, she is a singer and participates in their Karaoke Program, and staff is accommodating in ensuring the residents can participate and do what they want to do. She also loves the surroundings which include the outdoor areas like the patio, the fountains, and the artwork throughout the facility. In describing the staff, she said they all go the extra mile to help you.

The CNA interviewed said it is very nice to be at Morse as the care and staff truly listen to the residents and family members. She felt it was a family atmosphere and the staff not only met the residents needs but they are doing more than is expected.

The family member interviewed confirmed what both the resident and the staff member had said. She sees happy employees each and every day. She feels the staff is committed to the residents.

Observations

The Joseph L. Morse Health Center is a 170-bed skilled nursing center which accepts Medicare, Medicaid, Private Pay, Insurance and HMO's recipients. It provides comprehensive care for most clinical conditions. The high number of admission and discharges reflect the numbers of residents recovering, and returning to the community to lead active, independent lives.

Morse is a beautiful center. Upon touring I observed a clean, attractive, cheerful and home like environment. The common rooms, such as the activities/dining areas are tastefully decorated and incorporated into each floor of the facility. The staff was warm, friendly and interacting with residents, families and visitors.

- **Atmosphere-** There is a sense of pride in the building. The center presents well maintained, clean, and cheerful. The residents are well groomed, and appropriately dressed for the season and time of day. The ladies presented with make-up and nail polish and all were actively engaged in different levels of activities with staff and visitors. There was a heavy presence of visitors throughout the center that appeared interacting comfortably with the residents and staff.

Customer Satisfaction:

The policy of Morse is to conduct Customer Satisfaction surveys for their Short-Term Rehabilitation residents within 72 hours of admission and any comments are distributed to the staff. The Long-Term residents are surveyed bi-annually. Any area of concern is designated as a red flag and an email is sent to the appropriate manager. Based on the outcomes of the survey, the department head must develop an action plan within 24 hours and may incorporate additional training and education while monitoring the effectiveness of any changes, and or revisions of

policy and procedures. In addition, the concern will be discussed at QAPI and PIP's are developed as appropriate.

Specifically, the process is that the corporate office mails out the surveys directly to the recipient. The survey includes 50 questions addressing all areas of the centers operations. Answers to individual questions are given on a 7-point scale. The organization's goal is to achieve a satisfaction rate of 90% or greater in all areas. The satisfaction results are reviewed by each department head and disseminated to the entire staff during specially designated assemblies.

If a department fails to achieve the 90% goal, they are required to develop an action plan to improve the service delivery and outcome.

This action plan may incorporate additional training, education, monitoring effectiveness of any changes, and or revisions of policy and procedures.

Community and Family Involvement:

Involvement by family and the community can be summed up in the number of Volunteers which total "400". During the tour the effect of this number of volunteers became evident as well as the large number of family members on the campus.

Targeted In-Services: In addition to all the state and federal required classes, Morse ensures quality care and services to all residents, their families and employees through identification of specific areas of need. These areas are identified by formal assessments of all departments which is analyzed based on outcomes / patient centered care principles.

Area Examples include:

- Infection Prevention
- Grievances
- Mechanical lift use
- Effective Communication
- Patient Centered Care managed not just pharmacologically

Best Practices:

- Medical Affairs / Employs two full time physicians
- Therapeutic medication review
- Culinary & Nutrition: Dining Program
- Employee Recognition
- Therapeutic Activities
- Life enhancement with the music & memory program. They have 54 different music programs with a music library of 40,000 songs.
- What makes culinary special compared to other facilities is that Morse has satellite kitchens, rather than steam tables, which makes a huge difference.
 - The dining experience makes if feel less institutional and a more home-like environment, subconsciously it makes the residents get out of their room and enjoy their dining room experience, instead of having a tray in

their room. Also, it's a great opportunity to observe all residents and allows them to receive more assistance.

- Mr. Meyers added that one of their Best Practices is constantly adding more and better technology. They implemented their visitor software, added HD Cameras, panic buttons throughout. The Panic buttons will call, text and send a link to a live feed of their cameras to 911”

Morse's Ability to grow leadership from within:

- Onika Sears, their Director of Education explained how they are a teaching nursing home, they have CNA programs, they have students, and affiliations with multiple
- institutions, “we recently had a skills fair” everyone, including students were so excited to learn so many different things, we don't just teach and do in services on what the state requires we go above and beyond”.
- Tamekia Brown, “I am original Alumni of MLA (Morse Life Leadership Academy); never heard of a company that has its own skill program in leadership and innovation every participant learned from the academy and has grown into a higher position, for example I started a Per Diem Housekeeper, I am now a director”
- Angel Cabral, Purchasing Manager agreed with Tamekia and although he was not part of MLA, he has been able to grow, he started in the culinary department as a porter, then pantry host lead, moved to supervisor and then switch departments to become Purchasing/Inventory Manager
- Leena, Chief Nursing Officer (CNO)- has been with morse for almost 23 years, she started as a med treatment nurse and is now their Chief Nursing Officer overseeing all clinical aspects in the Health Center, she is proud to say “she has been part of deficiency free surveys but also proud of our culture is all about teamwork there are no silos all entities work together for the greater good of our residents”.

CONCLUSION TO THE GOLD SEAL PANEL:

I am pleased to recommend The Joseph L. Morse Health Center for the Gold Seal to the Governor.