

WINNEBAGO COUNTY PROGRAM EVALUATION QUESTIONNAIRE
Developed - April 2007

INSTRUCTIONS: For each program, list the Scheduled Review Date, the Department, the Department Mission Statement and the Program Title at the top of the page, and answer the following questions for each program. The overall response for each program should be no greater than two (2) pages in length.

SCHEDULED REVIEW DATE: July 18, 2007

DEPARTMENT: Park View Health Center--Nursing Services

DEPARTMENT MISSION STATEMENT:

Park View Health Center is a skilled nursing facility dedicated to providing services to residents of the Winnebago County community in need of long-term care, short-term rehabilitative care and specialized behavioral services.

PROGRAM:

1. Describe the program, its purpose and goals.

The Nursing Service Department is an organized framework through which nursing care is directly provided to residents by licensed, certified, and support staff. All resident care is provided with the goal of attaining or maintaining the resident's highest level of physical, mental, and psychosocial well-being.

2. Who is the program intended to serve? How many are served?

The program served approximately 325 residents in 2006.

3. Are the program benefits long-lasting and essential to the service populations?

Nursing Services provides essential life and death services to residents with high acuity needs (IV's, trachs, tube feeding, complex wound care, rehab needs, aggressive behaviors, etc.) Nursing care is provided from admission through discharge, be it a return to our community or through the resident's death and dying process. Comfort care is emphasized.

4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

Nursing Services is a vital component of care that is provided through a multi-disciplinary approach, with all clinical services working together for the resident. Residents are referred for care from community physicians, hospitals, various community agencies, including the Winnebago County Department of Human Services.

5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?

Winnebago County residents in need of long-term care are referred to Park View from the Department of Human Services. Continuity of resident care is effective and efficient as the departments work together for the resident. Winnebago County inmates from the County Jail have been cared for at Park View when their nursing needs exceed the capabilities of the jail personnel.

Winnebago County Public Health works with us to provide employee vaccines, TB testing and consultation on employee health issues.

6. How do you determine/measure if this program has been effectively provided and implemented?

Residents and their families at resident care conferences and meetings evaluate resident care on a continuous basis. Families are provided the opportunity to respond to a satisfaction survey annually. The State survey agency conducts annual recertification and complaint surveys to determine if nursing care services are provided to residents in compliance with Federal and State regulations.

7. **Could the county cost-effectively subcontract this program?**
No.
8. **State the numerical ranking of this program compared to all programs in your department and briefly explain.**
Resident nursing care services are a number one priority in a long-term care facility.
9. **Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?**
Winnebago County is responsible for caring for the residents of the County with specialized needs. Nursing Services cares for residents that exceed the capabilities and acceptance of other providers in the community. Nursing Services meets the needs of residents with high nursing acuity and specialized behavioral needs.
10. **If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?**
The service cannot be eliminated because state and federal codes require it. If Park View in total were eliminated, Winnebago County would have to secure resident placement for needy residents in other facilities in the State. The cost factor would be significant as well as the risk to the resident in terms of finding facilities capable of meeting the high acuity and specialized behavioral needs on a long-term basis. Family travel hardships would be created.
11. **What is the program impact and effectiveness related to the program cost? (Provide data if available.)**
The program costs for 2006 were \$10,961,583 or 62.71% of the total 2006 operating budget.
12. **Is this program currently duplicated by another county department or provider in the community?**
No. Other providers in the community tend to limit admissions with high acuity and behavioral residents.
13. **What are your ideas for finding efficiencies in your Department (i.e. reducing duplication of services, better use of technology, reducing waste of resources, opportunities for partnering, opportunities for combining programs, personnel, functions etc, time-saving ideas, identifying 'sacred cows' etc.)? (Note – this question will not be scored).**
Nursing Services constantly addresses cutting costs and identifying opportunities for increased efficiencies. 19 positions have been deleted from the Table of Organization over the last few years as they have become vacated, and position descriptions are reviewed and updated accordingly. We expect a reduction of approximately 14 additional staff when we move into the new facility. Nursing schedules utilize creative staffing approaches reflective of sharing staff between resident care units, assignment of peak-time work shifts, and staff assignments to provide assistance with other services. Currently supplies and equipment use are monitored and budgeted for utilizing a systematic approach.
- In the new facility, nursing staff will learn to utilize computer technology for documentation in the resident's medical record, medication administration, and communication. Nursing Services will be provided in a household design with built-in efficiencies in terms of distance for staff travel, supply and equipment access and storage, and the ability to combine and complete household work tasks simultaneously.

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SCHEDULED REVIEW DATE: July 18, 2007

DEPARTMENT: Park View Health Center--Food & Nutrition Services

DEPARTMENT MISSION STATEMENT:

Park View Health Center is a skilled nursing facility dedicated to providing services to residents of the Winnebago County community in need of long-term care, short-term rehabilitative care and specialized behavioral services.

PROGRAM:

1. Describe the program, its purpose and goals.

The Food & Nutrition Department provides each resident with a nourishing, palatable, well-balanced diet that meets their daily nutritional and therapeutic dietary needs.

2. Who is the program intended to serve? How many are served?

The program served approximately 325 residents in 2006 along with approximately 500 seniors in the community and 150 children in daycare programs.

3. Are the program benefits long-lasting and essential to the service populations?

Yes.

4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

The program is part of a team concept and directly relates to and supports all other programs at Park View.

5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?

This program is mandated for nursing homes. In addition, in 2006 the program provided meals for the ADVOCAP senior meal-sites and daycare centers. Miscellaneous County catering needs are also provided through this program.

6. How do you determine/measure if this program has been effectively provided and implemented?

Annual customer satisfaction surveys reflect satisfaction. Annual state nursing home surveys have been deficiency free in the area of food and nutrition.

7. Could the county cost-effectively subcontract this program?

This program could be subcontracted, but it is unlikely that it would be more cost effective.

8. State the numerical ranking of this program compared to all programs in your department and briefly explain. 1

9. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?

Other than subcontracting with a private vendor, there are no current alternatives

10. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues?)

The service cannot be eliminated because state and federal codes require it.

11. What is the program impact and effectiveness related to the program cost? (Provide data if available.)

The costs for this program in 2006 were \$1,917,485 or 10.97% of the total 2006 operating budget.

12. Is this program currently duplicated by another county department or provider in the community?

Every community nursing home must have this program. Aramark provides this program for the Sheriff's Dept. using inmate labor.

13. What are your ideas for finding efficiencies in your Department (i.e. reducing duplication of services, better use of technology, reducing waste of resources, opportunities for partnering, opportunities for combining programs, personnel, functions etc, time-saving ideas, identifying 'sacred cows' etc.)? (Note – this question will not be scored).

- Food Service has eliminated 10 positions over the past few years. We expect to remove approximately 4 additional staff positions when we move to the new building.
- The new building will make us much more efficient by having only one main kitchen
- Providing the dietitians with wireless laptop/notebook computers would improve their efficiency

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SCHEDULED REVIEW DATE: July 18, 2007

DEPARTMENT: Park View Health Center--Social Services

DEPARTMENT MISSION STATEMENT:

Park View Health Center is a skilled nursing facility dedicated to providing services to residents of the Winnebago County community in need of long-term care, short-term rehabilitative care and specialized behavioral services.

PROGRAM:

1. Describe the program, its purpose and goals.

PVHC Social Services Department provides medically/psychiatric related Social Services to attain or maintain the highest practicable physical, mental and psychosocial well being of each resident within a team concept of person centered-care. This includes empowering residents to exercise their rights with full recognition of the dignity of the individual and his or her needs and preferences. Assistance is provided to residents and families for legal, financial, psychosocial, environmental, behavioral and discharge concerns.

This department provides social services to residents and families in the pre-admission, admission, treatment and discharge planning of residents which is based on State and Federal Regulations.

2. Who is the program intended to serve? How many are served?

The program served approximately 325 residents in 2006.

3. Are the program benefits long-lasting and essential to the service populations?

Yes - Social Services ensures that the resident rights are protected and met.

4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

The Social Service Department is part of a team concept with the focus on resident needs. The Social Services Department partners with Winnebago County Human Services to admit and work with difficult county residents that the community at large is unable or willing to serve.

5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?

This program is mandated for nursing homes. It provides care to the residents within Winnebago County that are in need for long term care due to behavior, medical, and/or psychiatric needs. The Social Services team supports the Winnebago County Department of Human Services through assessments to PVHC, admissions and placement of county residents that other nursing homes cannot serve.

6. How do you determine/measure if this program has been effectively provided and implemented?

Quality Assessment and Assurance (QAA), Resident Care Planning, Annual State Survey, Following upon Resident and/or Family Concerns and Family Satisfaction Annual Survey.

7. Could the county cost-effectively subcontract this program?

No

8. State the numerical ranking of this program compared to all programs in your department and briefly explain. 1

9. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?

Human Services has social workers but they would have to be trained and assigned full time to Park View so it is highly unlikely that there would be any cost savings.

10. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?

The Social Services program cannot be eliminated because state and federal codes require it. Residents that would not be cared by other nursing homes would need to be relocated to facilities that would care for behavior, etc. This could result in residents being placed out of county at a high cost to the county to provide the appropriate care. Families would need to travel additional distances to visit.

11. What is the program impact and effectiveness related to the program cost? (Provide data if available.)

The program costs for this program were \$389,172 or 2.23% of the total 2006 operating budget.

12. Is this program currently duplicated by another county department or provider in the community?

No

13. What are your ideas for finding efficiencies in your Department (i.e. reducing duplication of services, better use of technology, reducing waste of resources, opportunities for partnering, opportunities for combining programs, personnel, functions etc, time-saving ideas, identifying 'sacred cows' etc.)? (Note – this question will not be scored).

- We have already eliminated 1.8 positions in preparation for the new building. We have absorbed the role of the Admission Coordinator, eliminated the Confidential Secretary and the Director of Social Services position was changed to combine Activity/Volunteer Services with Social Services as a cost saving factor.
- Computerization for MDS, RAP's and resident care planning will take place in the new facility.

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SCHEDULED REVIEW DATE: July 18, 2007

DEPARTMENT: Park View Health Center--Activity/Volunteer Services

DEPARTMENT MISSION STATEMENT:

Park View Health Center is a skilled nursing facility dedicated to providing services to residents of the Winnebago County community in need of long-term care, short-term rehabilitative care and specialized behavioral services.

PROGRAM:

1. Describe the program, its purpose and goals.

PVHC Activity/Volunteer Services provides for an ongoing program of resident activities that are designed to meet in accordance with the comprehensive assessment, the interest, and the physical, mental, and psychosocial well-being of each resident. Opportunity for resident choice in activities is offered to all residents. We provide a wide variety of activities that appeal to both men and women and all age groups. Activities reflect the cultural and religious interest of the resident population. Seasonal and special events are included. Programs are designed to reflect the interest and ability level of residents.

2. Who is the program intended to serve? How many are served?

We served approximately 325 residents in 2006.

3. Are the program benefits long-lasting and essential to the service populations?

Yes.

4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

The Activity/Volunteer Services Department is part of a team concept and directly relates to and supports all other programs at Park View. Individual volunteers and volunteer groups are also utilized to meet the resident activity needs.

5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?

This program is mandated for nursing homes.

6. How do you determine/measure if this program has been effectively provided and implemented?

Quality Assessment and Assurance (QAA), Resident Care Planning, Annual State Survey, Family Satisfaction Annual Survey, Resident and Family Satisfaction Annual Survey.

7. Could the county cost-effectively subcontract this program?

No

8. State the numerical ranking of this program compared to all programs in your department and briefly explain. 1

- 9. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?**

No

- 10. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?**

The program cannot be eliminated because state and federal codes require it. If the volunteer program were eliminated additional staff would be needed to offset the numerous hours of volunteer time. The total number of recorded volunteer hours for 2006 was 3933 hours.

- 11. What is the program impact and effectiveness related to the program cost? (Provide data if available.)**

The program costs for this program were \$564,389 or 3.23% of the total 2006 operating budget.

Donations are utilized for the financial support for of all paid entertainment for group activities. Donated money is also used for additional activity supplies and additional resident needs. 2006 donations totaled \$30,751.

- 12. Is this program currently duplicated by another county department or provider in the community?**

No

- 13. What are your ideas for finding efficiencies in your Department (i.e. reducing duplication of services, better use of technology, reducing waste of resources, opportunities for partnering, opportunities for combining programs, personnel, functions etc, time-saving ideas, identifying 'sacred cows' etc.)? (Note – this question will not be scored).**

- The new building will reduce a lot of duplication.
- We have already eliminated 1.1 Activity Specialist position through attrition and the Director position was changed to combine Activity/Volunteer Services with Social Services as a cost saving factor.
- Computerization of care plans and paperwork will make us more efficient in the new building.

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SCHEDULED REVIEW DATE: July 18, 2007

DEPARTMENT: Park View Health Center--Administration

DEPARTMENT MISSION STATEMENT:

Park View Health Center is a skilled nursing facility dedicated to providing services to residents of the Winnebago County community in need of long-term care, short-term rehabilitative care and specialized behavioral services.

PROGRAM:

1. Describe the program, its purpose and goals.

Administration is responsible for the overall care needs of the residents including adhering to all State and Federal regulations. The program also assures safe keeping of residents personal accounts, does billing and financial reports for Medical Assistance and Medicare and conducts annual filing of appeal reports for additional revenue. Contracts are done through administration as well as budgeting and purchasing. Administration also includes maintaining resident medical records and maintaining all facility policies and procedures. Human Resources including hiring, staffing, training, and disciplining are a part of administration. Public relations are handled by administration.

2. Who is the program intended to serve? How many are served?

Administration served 325 residents and their families in 2006. It additionally serves the staff of Park View, the general public, the county board and the regulatory bodies of the state.

3. Are the program benefits long-lasting and essential to the service populations?

Administrative services are essential to the overall function of the facility.

4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

Administration supports all of the programs within the nursing home.

5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?

Administration has made strides in integrating Park View into the county instead of being a stand-alone entity. Examples include the integration with Facilities, Human Resources, Public Health and Human Services.

6. How do you determine/measure if this program has been effectively provided and implemented?

Success is determined through resident and family feedback, regulator feedback and budget performance.

7. Could the county cost-effectively subcontract this program?

This program could be subcontracted, but it is unlikely that it would be more cost effective.

8. State the numerical ranking of this program compared to all programs in your department and briefly explain. 1

- 9. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?**

Parts of the administrative functions could be subcontracted but it is highly unlikely that it would be more costs effective.

- 10. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?**

This program cannot be eliminated because state and federal codes require it.

- 11. What is the program impact and effectiveness related to the program cost? (Provide data if available.)**

The program costs for 2006 were \$1,506,065 or 8.62% of the total 2006 operating budget.

- 12. Is this program currently duplicated by another county department or provider in the community? No**

- 13. What are your ideas for finding efficiencies in your Department (i.e. reducing duplication of services, better use of technology, reducing waste of resources, opportunities for partnering, opportunities for combining programs, personnel, functions etc, time-saving ideas, identifying 'sacred cows' etc.)? (Note – this question will not be scored).**

Administration has eliminated 4.5 positions over the past few years. We expect to eliminate approximately 3 staff positions when we move to the new facility.

Tighter Human Resources policies in regard to attendance would allow us to reduce costs.

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SCHEDULED REVIEW DATE: July 18, 2007

DEPARTMENT: Park View Health Center--Housekeeping

DEPARTMENT MISSION STATEMENT:

Park View Health Center is a skilled nursing facility dedicated to providing services to residents of the Winnebago County community in need of long-term care, short-term rehabilitative care and specialized behavioral services.

PROGRAM:

1. Describe the program, its purpose and goals.

The Housekeeping department's custodians/room attendants are responsible for wall to wall and floor to ceiling cleaning of both resident and non-resident areas. They are also responsible for the cleaning of residents beds, nursing equipment, assisting with resident moves/discharges and delivery of incontinence products. The painter is responsible for ensuring that all painted and wall papered surfaces are in good repair. The overall goal of the department is to establish and maintain the facility in a safe, sanitary condition while at the same time providing a home like environment for the residents, families and employees of PVHC in compliance with State and Federal statutes.

2. Who is the program intended to serve? How many are served?

The program served approximately 325 residents and approximately 280 employees in 2006.

3. Are the program benefits long-lasting and essential to the service populations?

The department's services benefit the residents and the employees daily through out the year on a continuous basis by maintaining infection control and providing a home like environment

4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

Provides services to all other departments within the facility and their support staff. Along with maintaining the cleanliness of the facility and keeping it in a safe condition, the Housekeeping department also supports/serves all the departments within the facility by providing and maintaining office furniture, cleaning offices and equipment, delivery of supplies, setting up and taking down equipment for various special functions on a daily basis continuously through out the year,

5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?

Park View had sub-contracted some of the Housekeeping services for nearly 10 years, however after an in depth analysis it was determined that these services could be returned to the current in-house staff and provide a savings of nearly \$148,000 annually. Therefore in early 2007 the contract was not renewed.

6. How do you determine/measure if this program has been effectively provided and implemented?

Annually a survey is sent to the family members/guardians of Park View, included in this survey are questions that are in direct relation to the services provided by the Housekeeping department.

Housekeeping utilizes the feedback gathered from these surveys, information gathered from direct 1 to 1 conversations with residents and family members and also results from the State survey to assure it is meeting the departments intended goal to provide a clean, sanitary and safe home like environment while meeting all state and federal statutes.

7. Could the county cost-effectively subcontract this program?

As mentioned above it was found to be more cost effective to eliminate the contracted services and return these duties to our existing departmental staff.

8. State the numerical ranking of this program compared to all programs in your department and briefly explain. 1

9. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?

There are other county departments that provide Housekeeping service to the county, however Park View's department is believed to be unique in the fact that it's employees are required to provide the majority of its services while in the presence of the residents. Their duties must be accomplished while offering little interference to the daily activity of the residents, therefore requiring special training (including but not limited to) working around people with dementia, Alzheimer's, resident rights and HIPAA. Not only does the department maintain resident and non resident areas daily 7 days a week between the hours of 7:00 am and 3:00 pm, it is also responsible to provide and deliver specialized nursing/resident equipment on an on-going basis as the needs arise such as beds, trapezes, therapeutic mattresses and safety devices. The department is also responsible to deliver on a weekly basis resident incontinence supplies.

10. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?

The Housekeeping department could not be eliminated because the facility is required to provide these services which are mandated by both state and federal statutes

11. What is the program impact and effectiveness related to the program cost? (Provide data if available.)

The program costs for 2006 were \$726,880 or 4.16% of the total 2006 operating budget.

12. Is this program currently duplicated by another county department or provider in the community?

County Facilities does provide custodial services however these services are usually provided in the evening hours to offer as little interference to the staff and their duties.

13. What are your ideas for finding efficiencies in your Department (i.e. reducing duplication of services, better use of technology, reducing waste of resources, opportunities for partnering, opportunities for combining programs, personnel, functions etc, time-saving ideas, identifying 'sacred cows' etc.)? (Note – this question will not be scored).

- Housekeeping has eliminated 1.8 positions over the past few years.
- The housekeeping department is always looking for efficiencies within the department on a continuous basis. Examples of this was the elimination of the contracted services, training staff in dual roles/responsibilities and also changing the status of a full time employee to 2 part-time employees which allow the department to expand our flexibility for added weekend coverage.

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DEPARTMENT: Park View Health Center--Maintenance

DEPARTMENT MISSION STATEMENT:

Park View Health Center is a skilled nursing facility dedicated to providing services to residents of the Winnebago County community in need of long-term care, short-term rehabilitative care and specialized behavioral services.

PROGRAM:

1. Describe the program, its purpose and goals.

Maintains property, plant and equipment

2. Who is the program intended to serve? How many are served?

The program served approximately 325 residents and their families in 2006.

3. Are the program benefits long-lasting and essential to the service populations?

Yes, things such as fire protection, heating and cooling of the buildings, safe equipment, preventative maintenance and snow shoveling are essential.

4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

This program is coordinated and supervised through the county Facilities Department. By having properly maintained and operating facilities, it allows the other programs at Park View to function.

5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?

We have been able to eliminate 2 middle management positions by having Facilities supervise the department. Instead of hiring independent contractors, other resources such as the electrician and refrigeration specialist are shared across the county.

6. How do you determine/measure if this program has been effectively provided and implemented?

We measure program effectiveness through annual family satisfaction surveys, annual state nursing home surveys and local fire department inspections.

7. Could the county cost-effectively subcontract this program?

This program could be subcontracted, but it is unlikely that it would be more cost effective.

8. State the numerical ranking of this program compared to all programs in your department and briefly explain. 1

9. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?

Another county department is already providing this program.

10. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues?)

The program cannot be eliminated because state and federal codes require it. If the program fails, the facilities could become uninhabitable and force relocation of the programs it supports.

11. What is the program impact and effectiveness related to the program cost? (Provide data if available.)

The total program costs for 2006 were \$1,091,296 or 6.24% of the total 2006 operating budget.

12. Is this program currently duplicated by another county department or provider in the community?

Every community nursing home must have this program.

13. What are your ideas for finding efficiencies in your Department (i.e. reducing duplication of services, better use of technology, reducing waste of resources, opportunities for partnering, opportunities for combining programs, personnel, functions etc, time-saving ideas, identifying 'sacred cows' etc.)? (Note – this question will not be scored).

- Maintenance has eliminated 3 staff over the past few years
- With the new building, less maintenance services will be needed for the first several years. It would be most advantageous to have Facilities provide services on an as-needed basis rather than assigning a specific number of FTE's. This would require labor agreement compatibility.
- Consider sharing snow plowing and lawn mowing duties with other county departments with the caveat that because we are a health care facility we would need to be a top priority.

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SCHEDULED REVIEW DATE: July 18, 2007

DEPARTMENT: Park View Health Center--Laundry

DEPARTMENT MISSION STATEMENT:

Park View Health Center is a skilled nursing facility dedicated to providing services to residents of the Winnebago County community in need of long-term care, short-term rehabilitative care and specialized behavioral services.

PROGRAM:

- 1. Describe the program, its purpose and goals.**
Provides all necessary linens and personal laundry services for the residents. Provides rags, mopheads and other miscellaneous products for the facility.
- 2. Who is the program intended to serve? How many are served?**
The program served approximately 325 residents in 2006.
- 3. Are the program benefits long-lasting and essential to the service populations?**
Yes, laundry services are essential to a health care facility.
- 4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?**
The program primarily supports nursing service, housekeeping, food service and activities programs.
- 5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?**
Years ago, Park View ran its own laundry. Because of the considerable capital expense that was needed to upgrade the equipment, the service was subcontracted. Because the laundry building is now rented to Gunderson for \$1140/month, it helps to offset overhead costs of the laundry building. Utilities are billed out as a separate monthly charge to Gunderson.
- 6. How do you determine/measure if this program has been effectively provided and implemented?**
Annual satisfaction surveys, resident care conferences and state surveys measure the program performance.
- 7. Could the county cost-effectively subcontract this program?**
It is already subcontracted. In the new building, we intend to absorb the task of washing resident personal clothing in their households. We estimate that this will reduce our overall expenses by \$150,000.
- 8. State the numerical ranking of this program compared to all programs in your department and briefly explain.** 1
- 9. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?**

This service will be re-bid out in 2008.

10. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues?)

The program cannot be eliminated because state and federal codes require it.

11. What is the program impact and effectiveness related to the program cost? (Provide data if available.)

The program costs for 2006 were \$323,661 or 1.85% of the total 2006 operating budget.

12. Is this program currently duplicated by another county department or provider in the community?

We looked at using Aramark similar to the Sheriff's Dept., however they were unable to provide the service.

13. What are your ideas for finding efficiencies in your Department (i.e. reducing duplication of services, better use of technology, reducing waste of resources, opportunities for partnering, opportunities for combining programs, personnel, functions etc, time-saving ideas, identifying 'sacred cows' etc.)? (Note – this question will not be scored).

- We are building nurse servers in the new facility to increase efficiencies in linen distribution.
- Having an adequate number of elevators in the new facility will greatly enhance laundry services.
- Resident personal laundry will be done in the households by Park View staff.