

TABLE OF CONTENTS

Executive Summary

Introduction	Page 1
Overview of the Survey Process and Issues	Page 2
Scope and Methodology	Page 3
Results and Implications	Page 6
- Division Internal Processes:	
- Hiring	Page 6
- Training	Page 8
- Quality Improvement	Page 9
- Employee Satisfaction, Engagement, Retention	Page 10
- Staff Interviews	Page 13
- CMS Data – Comparisons to Alaska, Montana, Wyoming	Page 15
- Citations	Page 15
- Ftag Deficiencies and Documentation	Page 18
- Timing of Surveys	Page 21
- Nursing Home Compare Data	Page 22
- CMS Performance Measures	Page 23
- Idaho Informal Dispute Process	Page 24
- Interviews with the Provider Community	Page 24
Closing Remarks	Page 26
Recommendations	Page 27

Tabs

1. State of Idaho / Haffenreffer & Associates, Inc. Contract
2. Evaluation of the Quality Indicator Survey (QIS)
3. Division Interview Questions
4. Provider Interview Questions
5. Idaho Department of Health and Welfare Hiring Process and Job Descriptions
6. Idaho Department of Health and Welfare Strategic Plan 2016 to 2020
7. Bureau of Facility Standards Employee Engagement Surveys 2013 and 2015; Action plan related to 2015 surveys.
8. CMS Data Comparisons of Alaska, Idaho, Montana and Wyoming – Graphs and Tables
9. CMS 2015 Casper Data from Idaho Health Care Association for Alaska, Idaho, Montana and Wyoming; CMS 2015 Western Division Survey and Certification Workload Information
10. Idaho Health & Welfare Performance Measure Report; CMS 2015 Performance Measures for Alaska, Idaho, Montana and Wyoming.
11. The Division of Licensing & Certification – Organizational Chart