



GRETCHEN WHITMER
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
LANSING

ORLENE HAWKS
DIRECTOR

December 4, 2019

Jan Howell
Rhema-Armada Village Operating, LLC
22600 W. Main Street
Armada, MI 48005

RE: License #: AL500382676
Investigation #: 2020A0617003
The Villages Community

Dear Ms. Howell:

Attached is the Special Investigation Report for the above referenced facility. No substantial violations were found.

Please review the enclosed documentation for accuracy and contact me with any questions. In the event that I am not available and you need to speak to someone immediately, please contact the local office at (248) 975-5053.

Sincerely,

A handwritten signature in blue ink, appearing to be "EJ".

Eric Johnson, Licensing Consultant
Bureau of Community and Health Systems
4th Floor, Suite 4B
51111 Woodward Avenue
Pontiac, MI 48342

enclosure

**MICHIGAN DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
BUREAU OF COMMUNITY AND HEALTH SYSTEMS
SPECIAL INVESTIGATION REPORT**

I. IDENTIFYING INFORMATION

License #:	AL500382676
Investigation #:	2020A0617003
Complaint Receipt Date:	09/17/2019
Investigation Initiation Date:	09/20/2019
Report Due Date:	11/16/2019
Licensee Name:	Rhema-Armada Village Operating, LLC
Licensee Address:	22600 W. Main Street Armada, MI 48005
Licensee Telephone #:	(586) 473-3227
Administrator:	Jan Howell
Licensee Designee:	Jan Howell
Name of Facility:	The Villages Community
Facility Address:	22570 Main Street Armada, MI 48005
Facility Telephone #:	(586) 473-3227
Original Issuance Date:	08/02/2016
License Status:	REGULAR
Effective Date:	01/01/2019
Expiration Date:	12/31/2020
Capacity:	20
Program Type:	PHYSICALLY HANDICAPPED AGED

II. ALLEGATION(S)

	Violation Established?
The facility has been illegally staffed for a while. Saturday night (9/14/2019) there were only two workers from 10pm-6am. It has been brought up to corporate, but no one has done anything about it. People continuously have to work double shifts, and this has been happening for the last two months. Nothing has changed despite complaints, and it is getting worse.	No

III. METHODOLOGY

09/17/2019	Special Investigation Intake 2020A0617003
09/20/2019	Special Investigation Initiated Telephone call placed to facility.
09/24/2019	Contact - Document Received Email received from Kristine Cilluffo
10/17/2019	Inspection Completed On-site I interviewed staff members Stephanie Perrin (Residence Assistant), Diana Thomas (Med Tech), Shakila Rahman (Med Tech) and Hidei Blommer (Human Resource Business Partner). I also interviewed Resident A and Resident B.
10/17/2019	Contact - Document Received Email received from Heidi Bloomer
10/18/2019	Contact - Document Received Email received from Jan Howell
10/22/2019	Contact - Document Received Email received from Heidi Bloomer
10/23/2019	Contact - Document Received Email received from Jan Howell
10/31/2019	Exit Conference Held with Licensee Designee Jan Howell

ALLEGATION:

The facility has been illegally staffed for a while. Saturday night (9/14/2019) there were only two workers from 10pm-6am. It has been brought up to corporate, but no one has done anything about it. People continuously have to work double shifts, and this has been happening for the last two months. Nothing has changed despite complaints, and it is getting worse.

INVESTIGATION:

On 09/17/19, an intake was received due to concerns of staffing. On 09/20/19, I initiated my investigation by contacting the facility to inquire about staffing.

On 10/17/2019, I conducted an unannounced investigation. During the onsite investigation I interviewed staff members Stephanie Perrin (Residence Assistant), Diana Thomas (Med Tech), Shakila Rahman (Med Tech) and Hidei Blommer (Human Resource Business Partner). I also interviewed Resident A and Resident B.

Staff member Stephanie Perrin stated that the facility has experienced a staff shortage for the last several months. As a result of the shortage, management proposed switching staff schedules to 12-hour shifts. 12-hour shifts were not mandated as employees had the option to volunteer for 12-hour shifts. Staff often choose to stay after their shifts to pick up another shift due to the high amount of staff call ins. Many staff work 12-16 hours shifts. When short staffed on shift, staff will often assist residents in multiple buildings as this facility is connected to two other licensed AFC facilities. Stephanie is currently averaging three 12-hour shifts and one to two 16 hour shifts per week. The largest shortages occur during the midnight shift. There have been multiple times where the midnight shift have been short staffed and one or two workers will have to cover multiple buildings.

According to Stephanie, the majority of staff are committed to the care and wellbeing of the residents. Staff are picking up extra shifts so that the residents won't suffer and experience a decrease in care. As a result, staff have been stressed over the amount of hours they are working. During long shifts, staff are tired and not as productive at the end of shifts. Stephanie believes that the majority of the residents are understanding and patient with staff. However, there are residents who are becoming frustrated by the amount of time it is taking some staff to service them. After working for the facility for five years, Stephanie has put in her two week notice due to the stress of the long work hours. She stated that she no longer feels the job is rewarding anymore. The long hours and low wages have stressed her out and has made her very fatigued. There have been a large amount of staff turnover due to the long hours.

During the onsite investigation I interviewed Med Tech, Diane Thomas. She stated that she has been with the facility for eight and a half years. Diana does not volunteer for 12 or 16 hours shifts but will pick up additional shifts on her off days. According to Diane,

there have been a high turnover rate with new staff. Once new staff are trained, they will work a few shifts and then quit because of the amount of work required.

During the onsite investigation I interviewed Shakila Rahman. Shakila is also a Med Tech with the facility and she stated that she loves her job. She has worked for the facility for two years and she loves picking up extra shifts. She stated that she is currently scheduled for 70 to 80 hours per two week pay period but she is averaging 110 hours per pay period with the extra shifts. She states that staffing is improving but there is still a high turnover rate. Due to the staff shortage, management have been picking up shifts to work the floor. Staff really appreciate seeing management stepping up and assisting in that manner.

During the onsite investigation I interviewed Human Resource Business Partner Hidei Bloomer. Hidei stated that management is aware of the staffing issues and are working tirelessly to address it. On 9/4/19, the facility hired JD Modrich staffing agency to provide extra staff while they secure a long term solution. Other blank that the facility has tried includes, contacting Michigan Works and conducting job fairs at two Michigan Works locations. The facility has also posted ads with hiring websites, Facebook, local media and placing signs outside of buildings.

On 8/30/19, the facility has begun to offer incentives for picking up additional shifts. Incentives include a \$40 bonus for picking up a 4-hour shift and \$80 for an 8 hour shift.

Residents A and Resident B were also interviewed during the onsite investigation on 10/17/2019. Both residents stated that they love living in the facility. The staff is friendly and treats the residents like family. They feel well cared for by staff.

On 10/31/19 I conducted an exit interview with Licensee Designee Jan Howell to discuss the findings of this investigation. Jan was extremely pleased to know there were no violations established. She stated that she and her staff are working tirelessly to meet the needs of the residents. She is consistently interviewing but finding competent and qualified applicants is extremely difficult.

APPLICABLE RULE	
R 400.15206	Staffing requirements.
	(1) The ratio of direct care staff to residents shall be adequate as determined by the department, to carry out the responsibilities defined in the act and in these rules and shall not be less than 1 direct care staff to 15 residents during waking hours or less than 1 direct care staff member to 20 residents during normal sleeping hours.

ANALYSIS:	<p>The facility has experienced a staff shortage for the last several months. As a result of the shortage, management proposed switching staff schedules to 12-hour shifts. 12-hour shifts were not mandated as employees had the option to volunteer. Staff often choose to stay after their shifts to pick up another shift due to the high amount of staff call ins. Many staff work 12-16 hours shifts. When short staffed on shift, staff will often assist residents in multiple buildings as this facility is connected to two other licensed AFC facilities. Management is aware of the staffing issues and are working tirelessly to address it. Due to the staff shortage, management have been picking up shifts to work the floor.</p> <p>On 9/4/19, the facility hired JD Modrich staffing agency to provide extra staff while they secure a long term solution. There appears to be sufficient staff on duty to meet the licensing rule and to meet the needs of the residents.</p>
CONCLUSION:	VIOLATION NOT ESTABLISHED

IV. RECOMMENDATION

I recommend no change in license status.

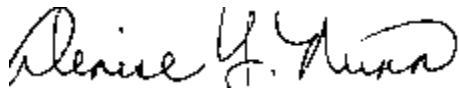


10/31/19

Eric Johnson
Licensing Consultant

Date

Approved By:



12/04/2019

Denise Y. Nunn
Area Manager

Date