

Complete HealthCare Resources

Info:

Todd Wagner, Vice President of Financial Management and Business Development

Cathy Otto, COO

www.completehealthcareresources.com

HQ: Dresher, PA

Employees: 1,400

Picture of Health

Through expertise and adaptability, this full-service management and development firm is creating better environments for residential health facilities.

Creating a quality healthcare environment isn't easy, but Complete HealthCare Resources' (CHR) Todd Wagner and Cathy Otto say they know what it takes. At their full-service management and development firm, it's not only about looking at the big picture of a well-working facility, but also about examining every piece that forms to create it.

“What differentiates our firms from others is our ability to bring our expertise to every aspect of a project,” said Wagner, Vice President of Financial Management and Business development. “From finances and construction to environmental regulations and clinical operations, we can help a facility improve their environments in a multitude of ways.”

To create that assemblage of expertise, you need experience, and Wagner said CHR has plenty of that. The Dresher, Pa.-based management firm has been offering solutions to long term care and senior housing facilities since it started 21 years ago. In fact, one of the original founders, **Michael D'Arcangelo, the current sole owner**, worked in the long term care industry for several years before being part of the establishment of the organization in 1989.

In the beginning, CHR focused primarily on providing management services to Pennsylvania's substantial market of nonprofit nursing homes, helping facilities manage their daily operations within the regulations of the industry. But in those instances when county nursing homes wanted to renounce their ownership, the firm adapted its services by helping them privatize and transfer ownership of their facilities.

“Staying responsive to our clients' needs and the changes in the healthcare industry has been what's driven us to seek and develop expertise in all the major areas of facilities management,” said Wagner.

Today, the firm provides strategic solutions such as property assessment, development projects, staffing management, dietary consultation, clinical services, census development, financial advisement, clinical reimbursement and environmental services to facilities located throughout Pennsylvania, Maryland, and New Jersey. To achieve that adaptable

multi-service model, Wagner said CHR has assembled a divisional, yet collaborative, internal support system.

“We work with several environmental consultants who oversee a lot of our building projects,” said Wagner. “I handle a lot of the financial and logistical components, and we have a team dedicated to operations. We all bring something different to the table, so we can form a collective solution while keeping every moving piece of a project in perspective.”

Having a multi-disciplinary team has allowed CHR to build a strong reputation for complete and thorough facility assessment. “To execute a project properly, you must determine what the strengths and weaknesses are of a current operation,” said Otto, COO. “That’s why we are often asked to make improvement assessments so facilities can develop plans based on a sound assessment of what the issues really are. We know what suggestions to make, not only from a regulatory standpoint but also from an operational perspective. And we can help them coordinate and maintain their operations through the transitions of those projects.”

Owning improvements

Over the last few years, CHR has added acquisition to its strategic model, owning four facilities in Pennsylvania that it helped privatize: Sean Kean Manor, Conestoga View, Mountain View, and Timber Ridge. Since it already has the expertise to operate and improve a facility, CHR thought it might be time to do the same for its own.

The firm is in the process of completing \$2.8 million renovation project for its Conestoga View facility. In addition to doubling the therapy space from 1,800 to 3,600 square feet, Wagner said the project entails renovating the nursing home’s 14 shower rooms to create a more spa-like atmosphere for residents and includes 1,200-square-foot office space and an employee break room. In addition, improvements are in the planning stage for Sena Kean Manor and Mountain View facilities , as well as a \$8.2 million expansion of DuBois Village, a managed client, recently commenced.

Wagner and Otto said it takes a great deal of consideration and collaboration to make sure all of the working pieces come together. “We take a hands-on, team approach to everything,” said Wagner. “We have regular weekly meetings to make sure everything is coordinated effectively, spending a lot of time planning and communicating with each other so that we can figure out what the best improvement plans are and the best way to execute them.”

Technological collaboration

To enhance its communication efforts, Otto said CHR has made some key technological investments over the last few years. “ Our consultants are road warriors because they are constantly visiting facilities,” she said. “So we installed PolyCom video-conferencing communications to help us maintain regular meetings. It’s been tremendously useful, allowing us to still meet face to face while saving our employees from another drive to do so.”

CHR has invested in software that will enhance the operational functions of facilities as well. It's currently updating its clinical and billing functions with a web-based platform known as PointClickCare, software designed to streamline the administrative and clinical functions of long term care providers.

In addition, the firm is implementing intuitive nurse-scheduling software to ensure proper staffing levels are met for its facilities. "Whenever there is a schedule opening, the software sends a notice to the nursing staff via e-mail or text messaging so we can notify the nurses and find a replacement. It's a great tool that allows everyone within the facility to stay informed."

As CHR continues to work on strengthening and improving its operations, Otto said it's moving to change its marketing approach by offering a menu of service packages. "There may be some facilities that don't currently feel the need for full management services, but that doesn't mean we can't help them in other areas. We have a lot of expertise and improvement services to offer in the consulting arena and we want to help those looking to create better healthcare environments any way we can."

–Erica Garvin