



LeadingAge™
New York
formerly NYAHS

IMPACT

*services for the elderly and disabled
– an economic powerhouse*

New York's Long Term Care System: An Economic Powerhouse

Not-for-profit aging services providers are at the heart of New York State's communities, keeping seniors close to their families and providing vital care for people with disabilities and those at the end of their lives. Families, individuals and businesses look for these rich community resources when choosing where to live and do business. A vibrant network of not-for-profit service providers makes a community a great place to live, work and do business. Whether in Upstate New York, Long Island or New York City, not-for-profit aging services providers are impacting their local economies and communities in powerfully positive ways.

JOBS: Long term care is a large and growing field, employing hundreds of thousands of New Yorkers. In 2007, there were an estimated **100,000 certified nursing aides, 131,000 home health aides and 60,000 personal care aides employed in New York State.**¹ By 2016, the NYS Department of Labor projects increases in the number of home health aides by 37.8 percent and nurse aides by 11.6 percent, exceeding overall growth in the work force.²

Nursing homes and home and community-based service agencies provide jobs with benefits and contribute significantly to local economies through payroll expenditures, vendor contracts for supplies, services and utilities. The economic impact is multiplied by employee spending and tax contributions. All told, **long term care providers are pumping nearly \$30 billion into the state's economy annually.**

Services provided vary regionally, but collectively, they contribute to New York's revenues in a significant way. Here is a rundown of approximate annual statewide economic impact by provider type.

- **Nursing homes:** Nursing homes, located throughout the state, generate \$19.8 billion in economic activity, impacting employment directly and indirectly by supporting an estimated 176,600 jobs statewide.
- **Home care agencies:** Home care agencies contribute approximately \$5.7 billion in economic activity and are largely found throughout the Finger Lakes, Capital Region, Mid-Hudson Region, New York City and Long Island.
- **Managed long term care plans:** Providing approximately \$2.1 billion in economic activity, MLTC plans are currently concentrated in New York City. However, as the long term care field moves toward managed care, revenue generated by managed long term care plans is expected to increase.
- **Assisted living organizations:** Statewide, assisted living organizations contribute approximately \$1.6 billion in economic activity. Assisted living is available in every county except one, located in the North Country Region.



*Nursing homes
support more than*
176,000
jobs

¹ Hokenstad, A. and M. Shineman. "An Overview of Medicaid Long-Term Care Programs in New York." Medicaid Institute, United Hospital Fund. April 2009.

² "Long-Term Occupational Projections, 2006-2016: Top 25 Fastest Growing Occupations in New York State." New York State Department of Labor. 2008.

annual statewide **economic** **IMPACT**

- Nursing homes ... \$19.8 billion
- Home care agencies ... \$5.7 billion
- Managed long term care ... \$2.1 billion
- Adult care facilities and assisted living programs ... \$1.5 billion

Innovation: Changing How Seniors Receive Care

The aging population's demographics are changing, along with their expectations and demands of the long term care field. In response, not-for-profit providers are offering more freedom of choice in how and where seniors receive services; the foundation of care is shifting from traditional institutions and segregated services to new nursing home models, independent housing with supports, residential care options such as assisted living and an array of home and community-based services.

Not-for-profit long term care providers are at the forefront of innovation, incorporating advances in technology to help consumers age in place. For example, in Western New York, **Lutheran Social Services has designed a new independent living system for seniors called the Smartment Building.** The Smartment Building is a state-of-the-art senior living facility that includes 14 apartments with built-in technology that helps people remain independent for as long as possible.

The nursing home model of care is evolving as well and remains a critically important component of long term care services. Efforts are under way to transform the institutional nature of nursing home care through "culture change" efforts focused on

resident engagement and satisfaction, environmental modifications and changes to staff roles. For example, **The Eddy in the Capital Region has adopted and created small-home style care modeled after the Green House®**, a concept that transforms traditional skilled nursing care for seniors and offers care in ranch-style houses, complete with private bedrooms and baths and family-style country kitchens with living/dining areas and fireplaces.



Regional Economic Powerhouses

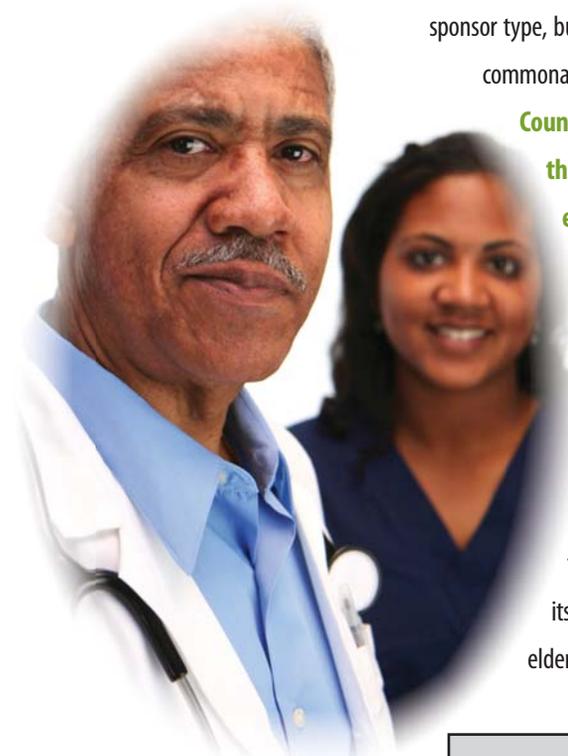
Services offered by nursing homes, home care agencies, assisted living organizations, senior housing and managed long term care plans vary regionally, as do their sponsor type, but whether in Upstate New York, Long Island or New York City, aging services providers across the state share a

commonality: They impact their local economies and communities enormously. Providers such as **Unity Health in Monroe**

County, United Methodist Homes in Broome County and United Helpers in St. Lawrence County are among the largest employers in their regions, generating millions of dollars in economic activity for their local

economies. These economic powerhouses support businesses throughout their regions, setting off a significant ripple effect. Unity Health System in the Finger Lakes Region cares for more than 3,000 seniors every day and offers a comprehensive range of services for seniors in Monroe County while supporting more than 800 jobs and \$87 million in economic activity to the region. Unity Health is just one example of how valuable not-for-profit long term care providers are to their communities; LeadingAge New York's research indicates that providers such as this one have a significant impact on the region.

The regional provider spotlights throughout the remainder of this report rely on RIMS-II multipliers* to highlight the impact individual organizations have on regional economic activity. By looking at the state's 10 regions and its 62 counties, we hope you can fully comprehend the impact long term care providers have not just on New York's elderly, but on communities and the state in its entirety.



Economic Impact of Long Term Care †			
Region	Economic Impact of Long Term Care Sector	Jobs Supported by Nursing Homes (Direct Employment and Ripple)	Economic Impact of 5% Medicaid Cut
Capital Region	\$1,409,026,000	11,645	\$30,343,000
Central NY	\$1,002,063,000	8,004	\$24,134,000
Finger Lakes	\$1,643,763,000	13,764	\$34,049,000
Long Island	\$4,149,648,000	24,777	\$114,291,000
Mid-Hudson	\$3,130,774,000	20,961	\$85,935,000
Mohawk Valley	\$697,335,000	7,302	\$17,862,000
North Country	\$322,478,000	3,677	\$8,757,000
New York City	\$14,398,507,000	62,424	\$547,225,000
Southern Tier	\$632,172,000	7,250	\$14,138,000
Western NY	\$1,905,924,000	16,759	\$38,592,000
Statewide Total	\$29,291,690,000	176,562	\$915,328,000

Protecting the State's Long Term Care Sector

Long term care providers are integral to the communities that together form New York State; the ramifications of further state budget cuts to Medicaid and senior services funding would be debilitating to every economic region and, in turn, the state. When aging services providers sustain budget cuts, they have no alternative but to cut payroll, which represents the lion's share of operating costs. **Even a five percent cut to Medicaid would mean a loss of more than 5,000 nursing home jobs and more than \$915 million in lost economic activity to the state, and New York's seniors would pay the price as they struggle to access quality long term care services.**

* RIMS-II multipliers are commonly recognized tools for gauging the economic impact of an enterprise. They represent both the direct spending as well as the impact that spending has on regional economic activity. The RIMS-II multipliers used were produced by the Regional Product Division of the Bureau of Economic Analysis on 9/12/2011.

† Statewide impact data include not-for-profit, public and for-profit providers.



Central New York offers 30 nursing homes, 18 home care agencies and 38 assisted living organizations as well as managed long term care. Onondaga County provides the majority of these services and is the only county in Central New York with a managed long term care provider. Nursing homes alone generate 8,004 jobs in the region.

REGIONAL IMPACT

Long term care providers in Central New York generate more than **\$1.0 billion** in economic activity annually. A five percent reduction to Medicaid would cost the region an estimated **\$24 million** in lost economic activity.

St. Luke Health Services

St. Luke Health Services is the largest provider of residential skilled nursing and rehabilitation services in Oswego County, serving 200 residents daily. St. Luke Health Services provides **adult day services, skilled nursing, short-stay rehabilitation, senior housing and assisted living.**



INNOVATION

St. Luke Health Services has been awarded an \$8 million grant through the Health Care Efficiency and Affordability Law Capital Grant Program (HEAL NY Program) to construct a **60-bed assisted living residence** – the first of its kind in Oswego County. The residence will consist of both private and semi-private rooms and includes plans to devote up to 16 of the ALP beds to serve individuals with identified early to middle stages of a dementia-related illness such as Alzheimer's disease.



ORGANIZATIONAL IMPACT

St. Luke Health Services and its affiliates contributes more than **\$43 million** in economic activity to the region annually, impacting employment directly and indirectly by supporting more than **474 jobs**. A five percent reduction to this organization's Medicaid revenue would cost the region nearly **\$1.2 million** in lost economic activity.

Central New York *(continued)*

Loretto

Loretto is a not-for-profit organization employing more than 2,000 individuals and serving 6,000 people every year. Loretto provides a continuum of long term care services including **adult day services, home care, managed long term care, memory care, skilled nursing home care, rehabilitation services and senior housing** in Central New York. Loretto operates **PACE CNY**, the Program of All-Inclusive Care for the Elderly, an innovative alternative to traditional nursing home care.



INNOVATION

Loretto is committed to developing and growing alternatives to traditional nursing home care, including their innovative **Program of All-Inclusive Care for the Elderly (PACE)** and an extensive array of service-rich residential programs, such as the assisted living program. They have begun remodeling their skilled nursing care to incorporate both physical changes and a new care model that fosters relationship-based, less institutional care. Housing sites are a focus of growth as well, ensuring affordable housing for frail elders and the services they need to age in place.

ORGANIZATIONAL IMPACT

Loretto contributes approximately **\$185 million** to the region annually, impacting employment directly and indirectly by supporting **1,628 jobs**. A five percent reduction to this organization's Medicaid revenue would cost the region an estimated **\$7.3 million** in lost economic activity.



Nursing homes generate more than 8,000 jobs and \$723 million in economic activity in Central New York.



Long term care providers are well-represented in Long Island's Suffolk and Nassau counties. There are 78 nursing homes on Long Island, which create more than 24,700 jobs directly and indirectly. The region also offers 62 home care agencies and 78 assisted living organizations. Managed long term care plans are also available in each county.

REGIONAL **IMPACT**

Long term care providers in Long Island generate approximately **\$4.2 billion** in economic activity annually. A five percent reduction to Medicaid would cost the region an estimated **\$114 million** in lost economic activity.

Jefferson's Ferry

Located in South Setauket of Suffolk County, Jefferson's Ferry is sponsored by the Mather Health System as a not-for-profit continuing care retirement community (CCRC). Jefferson's Ferry provides a retirement option to active seniors over the age of 62 with **assisted living, senior housing and nursing home care** provided on a single campus.



INNOVATION

Jefferson's Ferry is one of only 12 **continuing care retirement communities** in New York State. CCRCs provide a full range of services for their residents within one community, including housing, assisted living and skilled nursing. Residents pay an entrance fee to the CCRC for residential and health-related services, which obviates reliance on Medicaid. In addition, CCRC residents spend their income in the community, contributing to the economic growth of the local economy. Legislation passed during the 2011 legislative session allows life care CCRCs to offer fee-for-service contracts, enabling CCRCs to offer their services to New York seniors at a more affordable price. The resulting greater market share enhances the CCRC's financial stability and helps keep seniors in their communities.

ORGANIZATIONAL **IMPACT**

Jefferson's Ferry contributes approximately **\$43.5 million** to the region annually, impacting employment directly and indirectly by supporting **262 jobs**. A five percent reduction to this organization's Medicaid revenue would cost the region an estimated **\$77,000** in lost economic activity.



Long Island *(continued)*

Broadlawn Manor

Broadlawn Manor is a network of The Long Island Home, located on the Nassau/Suffolk border on Long Island. The Long Island Home provides a broad spectrum of behavioral health and senior services, rehabilitation and long term care solutions. Broadlawn Manor specifically provides the following services to seniors: **adult day services, assisted living, memory care, nursing home care, subacute care and rehabilitation.**



INNOVATION

The Long Island Home is in its fourth year of a demonstration project to integrate behavioral health into primary care for seniors. This project creates a **screening process to test seniors for stress or depression and provides access to a mental health specialist** where there would otherwise not be one. The Long Island Home hopes to expand this demonstration program due to the statistically significant impact that the screening process and access to a mental health professional have upon patients who score for depression.

ORGANIZATIONAL IMPACT

Broadlawn Manor contributes approximately **\$83.5 million** to the region annually, impacting employment directly and indirectly by supporting **565 jobs**. A five percent reduction to this organization's Medicaid revenue would cost the region more than **\$3.0 million** in lost economic activity.



Nursing homes generate more than 24,700 jobs and \$3.2 billion in economic activity in the Long Island region.



Thirty-seven nursing homes, 22 home care agencies and 35 assisted living organizations contribute to the Southern Tier's regional economy. These services are offered throughout each county, but significantly more so in Broome County. Nursing homes alone generate 7,250 jobs in the region.

REGIONAL IMPACT

Long term care providers in the Southern Tier region generate more than **\$632 million** in economic activity annually. A five percent reduction to Medicaid would cost the region an estimated **\$14 million**.

UNITED METHODIST HOMES

United Methodist Homes is one of the largest not-for-profit providers in the Southern Tier. Located in Binghamton, United Methodist Homes provides services throughout Broome County as well as in Pennsylvania. United Methodist provides **nursing home care, assisted living and senior housing**, as well as **memory care, palliative and respite care and short-term rehabilitation**. The organization also operates the Grand Care Children's Center, which provides child care services for United Methodist Homes employees and community members.



INNOVATION

United Methodist Homes' Hilltop Campus replaced its nurse-call and wander-alert system with a **Situational Awareness and Response Assistant (SARA)**. Staff members receive messages directly to the pagers they each wear, indicating which resident needs assistance. A central computer server runs the campus-wide system. The computer records all alarm activity on campus, including call bells, resident wander alerts, door security breaches, fire alarms and other notifications. The program enables response-time tracking and includes an alert escalation feature that activates if a notification is not handled in a timely manner.



ORGANIZATIONAL IMPACT

United Methodist Homes contributes more than **\$49.5 million** to the region annually, impacting employment directly and indirectly by creating **583 jobs**. A five percent reduction to this organization's Medicaid revenue would cost the region an estimated **\$663,000** in lost economic activity.

Southern Tier *(continued)*

Willow Point Nursing Home

Willow Point Nursing Home is a public nursing home located in Broome County. The organization serves its residents by enhancing quality of life, preserving dignity and promoting independence. Services provided by Willow Point Nursing Home include **nursing home care, a specialized dementia unit, short-term rehabilitation, hospice and respite services.**



INNOVATION

Broome County's Willow Point Nursing Home is transforming its institutional environment to a more home-like setting for its residents and families. The meal tray delivery service is being replaced with **home-style meal delivery**, served a course at a time in the dining room from a steam table. Residents can enjoy the whole dining experience, from smelling the food to eating it. Residents can choose what appeals to their senses rather than selecting tray meals in advance, and resident satisfaction is improving greatly.

ORGANIZATIONAL IMPACT

Willow Point Nursing Home contributes more than **\$46.0 million** to the region annually, impacting employment directly and indirectly by creating **512 jobs**. A five percent reduction to this organization's Medicaid revenue would cost the region an estimated **\$1.1 million** in lost economic activity.

The Economic Development Council of the Southern Tier recognized investments in the long term care system as a key priority in its presentation to the state:

There is opportunity to re-engineer the long-term care delivery system and re-purpose underused properties in the region to house innovative, new senior care communities that would provide a continuum of care allowing for aging in place, while taking advantage of the region's rich culture and overall high quality of life.

Funding for the project will provide "gap financing" to leverage local municipal and private investment for development of senior living communities built using publicly-owned, but unused or under-utilized, properties. Communities will consist of small housing for independent living, assisted care and long term skilled nursing care, thereby allowing residents to "age in place" and transition to different levels of housing without leaving their communities.



There are more than 140 long term care providers in Western New York, including 66 nursing homes, eight home care agencies and 55 assisted living organizations. Nursing homes alone generate 16,759 jobs in the region. The number of services available in this region varies by county, with the majority provided in Erie County. Managed long term care plans are also available in the region.

REGIONAL IMPACT

Long term care providers in Western New York generate nearly **\$1.9 billion** in economic activity. A five percent cut to Medicaid would result in a loss of approximately **\$39 million** to Western New York.

Lutheran Social Services Group, Inc.

Lutheran Social Services (LSS), located in Jamestown, offers a wide range of senior services and senior housing. Program offerings include **medical adult day care, medical rehabilitation, assisted living and skilled nursing**. Housing includes **independent living apartments and duplexes** with both HUD subsidized and market rate options. Grace Community Services in Rochester, an affiliate of LSS, offers programming and housing for the developmentally disabled.



INNOVATION

Lutheran Social Services is entering a new world of independent living with its **Smartment Building**, a new state-of-the-art senior living facility that includes 14 apartments with built-in technology that helps people remain independent as long as possible. The apartments include Quietcare, a system that tracks motion and activity within the apartments to alert family to changes in activity and behaviors.



ORGANIZATIONAL IMPACT

Lutheran Social Services Group, Inc. contributes more than **\$46 million** to the region, impacting employment directly and indirectly by supporting **484 jobs**. A five percent reduction to this organization's Medicaid revenue would cost the region an estimated **\$1.4 million** in lost economic activity.



Nursing home care, home care and assisted living organizations are limited throughout the North Country. There are currently 20 nursing homes, 10 home care agencies and 19 assisted living organizations. Nursing home care and assisted living are unavailable in Hamilton County. Managed long term care is unavailable in the North Country. Nursing homes alone generate 3,677 jobs in the region.

REGIONAL IMPACT

Long term care providers in the North Country generate more than **\$322 million** in economic activity. A five percent reduction to Medicaid would cost the region an estimated **\$8.8 million** in lost economic activity.

United Helpers Management Company, Inc.

Located in Ogdensburg, United Helpers Management Company, Inc. is a not-for-profit organization providing an array of aging and community services throughout St. Lawrence County for the past 110 years. United Helpers is one of the largest employers in the region and one of the North Country region's largest economic drivers. United Helpers offers a variety of services ranging from independent retirement communities to complete long term care, including: **assisted living, home care, nursing home care, senior housing, subacute rehabilitation, respite and therapy services.**



INNOVATION

2010 marked the successful completion of a 10-year plan called **Vision 2010**. During the 10 years of this plan, United Helpers developed two health care campuses offering outpatient therapy services, subacute rehabilitation, skilled nursing, an adult residence (Ogdensburg), assisted living program (Canton) and Partridge Knoll Independent Retirement Community (Canton). United Helpers also introduced home health services, companion and housekeeping services available across St. Lawrence County. United Helpers Care has introduced the Assertive Community Treatment or ACT team, providing community-based support for people diagnosed with persistent mental illness; small-home style care; case management services; and day habilitation services for people with developmental disabilities, autism or traumatic brain injury.



ORGANIZATIONAL IMPACT

United Helpers contributes more than **\$59.7 million** in economic activity to the region, impacting employment directly and indirectly by supporting **951 jobs**. A five percent reduction to this organization's Medicaid revenue would cost the region nearly **\$2.3 million** in lost economic activity.



The number of long term care providers throughout the Mid-Hudson region varies from county to county. Overall, there are 87 nursing homes, 74 home care agencies and 79 assisted living organizations throughout the region, yet the majority of providers are located in Westchester County. Managed long term care is available in this region. Nursing homes alone generate 20,961 jobs in the region.

REGIONAL IMPACT

Long term care providers in the Mid-Hudson region generate more than **\$3.1 billion** in economic activity annually. A five percent reduction to Medicaid would cost the region nearly **\$86 million** in lost economic activity.

ArchCare at Ferncliff

ArchCare at Ferncliff is located in Rhinebeck in Dutchess County. Services offered at ArchCare at Ferncliff include **nursing home care and rehabilitative services**. The organization also employs consulting physicians in **psychiatry, psychology, podiatry, ophthalmology and optometry, neurology, gastroenterology, orthopedics and dentistry**.



INNOVATION

ArchCare at Ferncliff's focus on person-centered care is evident in its initiative to eliminate the traditional food service tray system. Instead, **meals are prepared at each of eight state-of-the-art service points**, one at each resident unit. This results in improved quality for residents, giving them a choice of meal times and food temperature. The aromas also help to create a more homelike environment. In addition, Ferncliff has secured a grant to help build an **Internet café** to provide a technology center for residents, helping them stay in touch with family, friends and current events.



ORGANIZATIONAL IMPACT

ArchCare at Ferncliff contributes more than **\$59.7 million** to the region annually, impacting employment directly and indirectly by supporting **467 jobs**. A five percent reduction to this organization's Medicaid revenue would cost the region an estimated **\$2.2 million** in lost economic activity.

Mid-Hudson *(continued)*

Elant, Inc.

Elant, Inc. is a not-for-profit, health and housing organization serving the specialized needs of more than 3,500 older adults and chronically ill persons of all ages. The Elant network includes seven locations and offers a full continuum of care, including **subacute care and rehabilitation services, nursing home care, assisted living, adult day services, senior housing, home care** and a **managed long term care plan**. Elant also operates a **continuing care retirement community (CCRC)**, providing assisted living, senior housing and nursing home care on a single campus.



INNOVATION

SUNY Orange, in conjunction with its Center for Assistive and Rehabilitative Technology (CART) program, has developed a “**Community Connections**” program with Elant. Through this program, Elant provides non-traditional field work opportunities to students enrolled in the Occupational Therapy program within SUNY Orange. This program allows for intern and externships at six skilled nursing and rehabilitation campuses, as well as two assisted living facilities. The goal is for students to gain a better understanding of the elderly by focusing on treating the whole person, using purposeful activity and/or adaptive equipment and technology that addresses both intrinsic and therapeutic approaches to meet physical, social, psychological and emotional needs of the patient while addressing their individual therapy goals. Students interview, evaluate and determine how they can help through the assistive and rehabilitative technology center within SUNY Orange. Individual care plans as well as rehabilitative activities are designed for each resident to foster a person-centered approach. Each resident is educated on the CART program and is invited to utilize the center once discharged for any home modifications or assistive and rehabilitative technology needs. Students who have participated in this program thus far have created individual communication boards and have provided education on how to utilize technology for communicating, monitoring and voice activation needs. Elant has further expanded the college’s role this year to provide onsite education to their therapists on new and innovative assistive and rehabilitation technology. The goal is to keep Elant’s therapists aware of new and innovative options to treat consumers.

ORGANIZATIONAL IMPACT

Elant, Inc. contributes nearly **\$160 million** to the region annually, impacting employment directly and indirectly by supporting **1,327 jobs**.

A five percent reduction to this organization’s Medicaid revenue would cost the region almost **\$3 million** in lost economic activity.



Long term care providers in New York City contribute more than \$10 billion in economic activity; there are more than 175 nursing homes, 170 home care agencies and 67 assisted living organizations. Nursing homes alone create more than 62,000 jobs directly and indirectly. Managed long term care plans are also available in each of city's five boroughs.

REGIONAL IMPACT

Long term care providers in New York City generate more than **\$14 billion** in economic activity annually. A five percent reduction to Medicaid would cost the region an estimated **\$547 million** in lost economic activity.

Beth Abraham Family of Health Services

Beth Abraham Family of Health Services provides services throughout the city's five boroughs, Westchester and Long Island. Services include **adult day services, home care, HIV/AIDS home care, nursing home care, rehabilitative services and senior housing** as well as **managed long term care**. Beth Abraham Family of Health Services currently ranks among the nation's leading resources for long-term residential and community-based health care.



INNOVATION

Beth Abraham is home to the internationally renowned **Institute for Music and Neurologic Function (IMNF)**, a music therapy program that has helped improve quality of life for thousands who suffer from the results of neurological conditions, such as stroke, brain injury and Alzheimer's disease. Even some patients who cannot speak due to aphasia or stroke have worked with a music therapist to help regain their ability to communicate by singing words and phrases. The IMNF also offers the Well-Tuned: Music Players for Health iPod Program that enables music therapists everywhere to create a customized list of music specifically tailored for an individual. The music, loaded on an iPod, helps stabilize mood, reduce tension and improve overall quality of life for those with dementia.



ORGANIZATIONAL IMPACT

Beth Abraham Family of Health Services contributes more than **\$874 million** to the region annually, impacting employment directly and indirectly by supporting **3,067 jobs**. A five percent reduction to this organization's Medicaid revenue would cost the region an estimated **\$33 million** in lost economic activity.

New York City *(continued)*

VillageCare

VillageCare is a community-based, not-for-profit organization serving persons living with HIV/AIDS, as well as seniors and individuals in need of continuing care and rehabilitation services. As a longtime provider of services for frail seniors in the New York community and as one of the oldest AIDS providers in the nation, VillageCare has witnessed dramatic changes both in the care implications of aging and in the needs of those living with HIV/AIDS. Services offered by VillageCare include: **adult day services, case management, including HIV/AIDS case management, home care, nursing home care and rehabilitative services.**

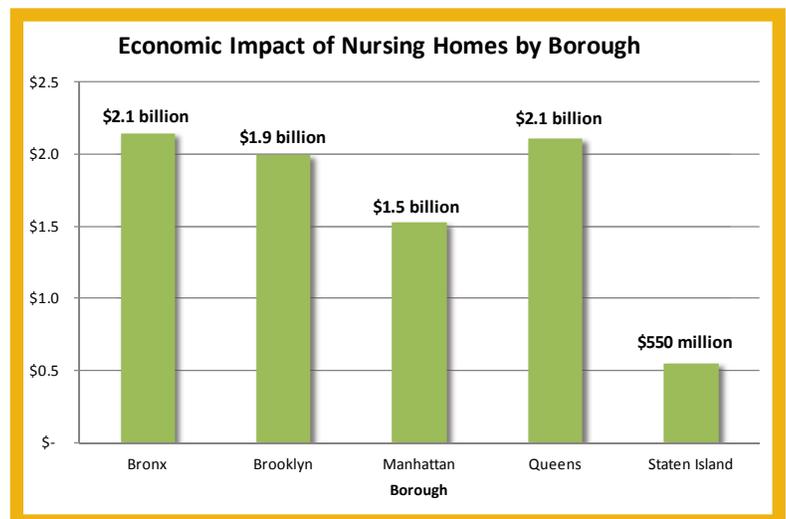


INNOVATION

VillageCare's Rivington House: The Nicholas A. Rango Health Care Facility provides the crucial residential component for VillageCare's array of AIDS services, offering comprehensive clinical services in an encouraging and supportive environment. Residential services are interactive and holistic, integrating traditional and alternative therapies to support the individual in a caring environment. The person is treated with a wide range of services addressing the physical, mental and spiritual needs of persons living with HIV/AIDS.

ORGANIZATIONAL IMPACT

VillageCare contributes approximately **\$198.5 million** to the region annually, impacting employment directly and indirectly by supporting **832 jobs**. A five percent reduction to this organization's Medicaid revenue would cost the region an estimated **\$8.4 million** in lost economic activity.



Finger Lakes

Genesee Seneca
Livingston Wayne
Monroe Wyoming
Ontario Yates
Orleans



The Finger Lakes region offers 60 nursing homes, 31 home care agencies and 52 assisted living organizations. The vast majority of these providers are located in Monroe County, including a managed long term care plan. Nursing homes alone generate 13,764 jobs in the region.

REGIONAL IMPACT

Long term care providers in the Finger Lakes region generate approximately **\$1.6 billion** in economic activity annually. A five percent reduction to Medicaid would result in a loss of more than **\$34 million** to the Finger Lakes region.

Unity Health System

Unity Health System's Center for Aging and Continuing Care Services cares for more than 3,000 seniors every day and offers a comprehensive range of services for seniors in Monroe County. Services include three **nursing homes**, each providing its own care specialty, and a brand-new state-of-the-art transitional care center on the Unity Hospital campus; **adult day services** in six locations throughout Monroe County; **home care services and community supports**; four **senior housing** facilities and two **retirement communities**.



INNOVATION

The Villages at Unity offers a program for seniors who live in warmer climates during the winter months and come home to the Rochester community for the warmer seasons. The new **"Snowbird Program"** allows residents to select a furnished or unfurnished apartment for a long- or short-term stay and choose amenities that fit their needs and lifestyle. With a minimum three-month stay, the Snowbird Program allows residents to rent an apartment year-round, with a reduced monthly rate while they're away.

ORGANIZATIONAL IMPACT

Unity Health System's Center for Aging and Continuing Care Services contributes more than **\$87.7 million** to the region annually, impacting employment directly and indirectly by supporting **878 jobs**. A five percent reduction to this organization's Medicaid revenue would cost the region more than **\$2.7 million** in lost economic activity.



Finger Lakes *(continued)*

Livingston County Center for Nursing and Rehabilitation

Livingston County Center for Nursing and Rehabilitation is a county-operated nursing home located in Mt. Morris. Livingston County government operates 75 percent of the county's total institutional long term care capacity and is the eighth-largest nursing home provider in the Rochester region. Services include **adult day services, nursing home care, a transitional rehabilitative care program** co-located with a 5,600 square foot therapy services suite, memory care, bariatric care, respite, hospice and chronic care.



INNOVATION

The Livingston County Center for Nursing and Rehabilitation features **12-bed Family Units**. The design reduces travel distances for mobility-impaired residents, creates immediacy of social opportunity, provides family dining and enables access to the outdoors on three of its four levels by employing rooftop courtyards. Ceiling-based patient-handling equipment and wall-based centralized oxygen and suction at every bedside reduces equipment brought to resident rooms. The center has twice been featured in national trade publications for its progressive person-centered design and is a past recipient of the Alzheimer's Association's Quality of Life Award. Providers from as far away as Connecticut have traveled to tour the center and learn about the resident empowerment philosophy that guides its operation.

ORGANIZATIONAL IMPACT

Livingston County Center for Nursing and Rehabilitation contributed more than **\$52.7 million** to the regional economy annually, impacting employment directly and indirectly by supporting **411 jobs**. A five percent reduction to this organization's Medicaid revenue would cost the region an estimated **\$1.3 million** in lost economic activity.



*Nursing homes generate
13,764 jobs in the Finger Lakes
region and \$1.7 billion in
economic activity.*

Capital Region

Albany	Schenectady
Columbia	Rensselaer
Greene	Warren
Saratoga	Washington



Nursing home care, home care, assisted living and managed long term care are represented in each of the Capital Region's eight counties: Albany, Columbia, Greene, Saratoga, Schenectady, Rensselaer, Warren and Washington. There are 47 nursing homes in the region, the majority located in Albany County. Nursing homes alone generate 11,645 jobs in the region. The region also has 45 assisted living organizations and 41 home care agencies; managed long term care is offered in each county of the Capital Region.

REGIONAL IMPACT

Long term care providers in the Capital Region generate more than **\$1.4 billion** in economic activity annually. A five percent reduction to Medicaid would cost the region more than **\$30 million** in lost economic activity.

The Eddy

The Eddy, based in Rensselaer County, serves more than 40,000 seniors in 22 surrounding counties with the full continuum of independent living, enriched housing and skilled nursing home care services. The Eddy is one of the Capital Region's largest economic drivers and provides not only direct care services, but educational and outreach programs as well. Services provided include **adult day services, Alzheimer's services, home care, managed long term care, nursing home care, respite, senior housing and acute and subacute rehabilitation services.**



INNOVATION

The Eddy recently created small-home style care, a concept that transforms traditional skilled nursing care for seniors and offers an innovative new approach that eliminates the conventional, institutional feel of traditional nursing facilities on two of its campuses. **Eddy Village Green at Cohoes** features 16 ranch-style houses, and **Eddy Village Green at Beverwyck** offers two small-home style care houses, each accommodating 12 residents. The homes are complete with private bedrooms and baths, family-style country kitchens with living/dining areas and fireplaces. While the homes are homelike in every way, security and technology are built in to ensure resident safety.



ORGANIZATIONAL IMPACT

The Eddy contributes more than **\$282 million** in economic activity to the region annually, impacting employment directly and indirectly by creating more than **2,565 jobs**. A five percent reduction to this organization's Medicaid revenue would cost the region nearly **\$3 million** in lost economic activity.

Capital Region *(continued)*

Fort Hudson Health System

Fort Hudson Health System is a not-for-profit organization located in Fort Edward, providing services in Washington, Warren and northern Saratoga counties. The organization provides **short term rehabilitation, respite, medical and ancillary services, home care, senior housing, adult day services, nursing home care and memory care** on its campus in Washington County.



INNOVATION

Fort Hudson Health System recently implemented a fully integrated, multi-program, **clinical electronic record system (EHR)** that is completely interfaced with financial reporting and billing. As a result, there are now vastly improved efficiencies, quality and accuracy. This was a major initiative over 18-24 months with major investment in hardware and training.

ORGANIZATIONAL IMPACT

Fort Hudson Health System contributes approximately **\$32 million** to the region annually, impacting employment directly and indirectly by creating more than **380 jobs**. A five percent reduction to this organization's Medicaid revenue would cost the region an estimated **\$800,000** in lost economic activity.



Nursing homes generate 11,645 jobs in the Capital Region and \$1 billion in economic activity.

Mohawk Valley

Fulton Oneida
Herkimer Otsego
Montgomery Schoharie



Long term care providers in the Mohawk Valley are located largely in Oneida County. The region includes 32 nursing homes, 29 assisted living organizations and 19 home care agencies. Managed long term care is available in Herkimer, Montgomery and Oneida counties. There is no nursing home care available in Schoharie County. Nursing homes alone generate 7,302 jobs in the region.

REGIONAL IMPACT

Long term care providers in the Mohawk Valley generate approximately **\$697 million** in economic activity annually. A five percent reduction to Medicaid would cost the region an estimated **\$17.9 million** in lost economic activity.

Faxton St. Luke's Healthcare

Faxton St. Luke's Healthcare is a leading health care provider located in Utica. The organization offers a wide range of medical services to the community through organizations including St. Luke's Home and Senior Network Health. Services include **nursing home care, home care services, rehabilitation services, adult day services and managed long term care.**



INNOVATION

Faxton St. Luke's Healthcare was awarded a \$31.3 million grant through the Health Care Efficiency and Affordability Law Capital Grant Program (HEAL NY Program) and the Federal-State Health Reform Partnership (F-SHRP) for a **multi-million dollar expansion at St. Luke's Home.** The new construction and expansion project is designed to improve long term care services and consolidate the organization's home care services (Senior Network Health, Visiting Nurse Association and Mohawk Valley Home Care) to one site. The site will also house inpatient rehabilitation services for the system as well as an outpatient dialysis unit. A fall 2012 opening is anticipated.

ORGANIZATIONAL IMPACT

Faxton St. Luke's Healthcare contributed more than **\$64.7 million** in economic activity to the region annually, impacting employment directly and indirectly by creating **625 jobs.** A five percent reduction to this organization's Medicaid revenue would cost the region an estimated **\$1.7 million** in lost economic activity.

Mohawk Valley *(continued)*

Presbyterian Homes

Presbyterian Homes, located in New Hartford, is a not-for-profit organization spread out across 62 acres of Oneida County. The campus offers comprehensive senior health care services throughout the community, including: **adult day services, assisted living, home care, nursing home care, rehabilitation**, as well as **Parkinson's rehabilitation** and **senior housing**.



INNOVATION

Presbyterian Home was the first nursing facility in the nation to provide a designated residential location specializing in the care of those affected by Parkinson's disease and other movement disorders. The **Parkinson's Residence** uses a holistic approach to address the specific needs of each individual and his or her unique physical, social and psychological requirements. Treatment in the Parkinson's Residence is very personalized, and traditional nursing routines are modified to provide optimum care. The plan of care takes medication regime, diet and other factors into consideration, coordinated to minimize tremors and rigidity to help a patient maintain dignity as he or she retains motor function. Presbyterian Home recently received Parkinson proficient accreditation and is the only health care provider in New York State to earn the 2006 Parkinson of the Heartland distinguished honor.

ORGANIZATIONAL IMPACT

Presbyterian Homes contributed approximately **\$31.4 million** to the region annually, impacting employment directly and indirectly by supporting **530 jobs**. A five percent reduction to this organization's Medicaid revenue would cost the region an estimated **\$774,000** in lost economic activity.

Nursing homes generate more than 7,300 jobs and \$571 million in economic activity in the Mohawk Valley.



IMPACT

services for the elderly and disabled – an economic powerhouse

There's more to this story

This report spotlights only 18 of LeadingAge New York's 570 members, giving readers only a glimpse of what long term care providers have to offer to their communities and the state. Throughout this report, LeadingAge New York included nursing homes, home care agencies and programs, assisted living organizations and managed long term care plans in statewide and regional economic impact numbers. Other services such as housing, personal care, licensed home care agency services, services for disabled people and various support services **are not** reflected in the statewide and regional numbers. However, services listed within the provider spotlights may incorporate some of the services not included in the provider's economic impact. To learn more about LeadingAge New York's provider members, please refer to the 2012 Consumer Guide at our website www.leadingageny.org.

LeadingAge New York

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