

A Roadmap to a Rational, Sustainable and Replicable System of LTC Services in the Eastern Adirondacks

Current Influencers of Services –
Eastern Adirondacks



Today's Agenda

1. Introductions
2. Overview of NYSHealth grant
3. Related initiatives/opportunities
4. Review and discussion of current data, key variables, and future demand
5. Discuss next steps
6. Future meeting dates and location

NYSHealth Grant

Objectives:

- Assess demand and supply of long-term care supports and services (LTCSS) in the 6-county Eastern Adirondacks region (Clinton, Essex, Franklin, Hamilton, Warren, Washington)
- Identify the needed configuration of services in the region and develop an action plan to rebalance those services
- Pursue opportunities to enhance operational efficiencies and promote financial stability
- Pursue regulatory flexibility targeted towards the needs of the region
- Develop the framework for a proposal to NYSDOH to support transitional revenue needs

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NYSHealth Grant

- Timeframe: October 1, 2013 – September 30, 2014
- Scope of Activities
 - Establish and convene a core group of partner organizations
 - Conduct detailed situational analysis
 - Refine assessment of future needs
 - Present assessment and plan to coalition
 - Conduct community forum

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Coalition Members

- Skilled nursing facilities
- Hospitals
- Adult care facilities/assisted living
- Adult day health care programs
- Senior housing
- Home and community-based services
 - County Offices for the Aging
 - CHHAs
 - LTHHCPs
 - Consumer directed programs
- Managed care plan
- Hudson Headwaters Health Network
- Adirondack Health Institute
- Iroquois Healthcare Alliance

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Key Deliverables

1. A long-term care support and services (LTCSS) needs assessment and service gaps analysis for the region
2. A draft strategic action plan that addresses the needs assessment and service gaps analysis
3. A community forum where the draft strategic action plan will be presented and discussed with a larger stakeholder group
4. A final version of the strategic action plan

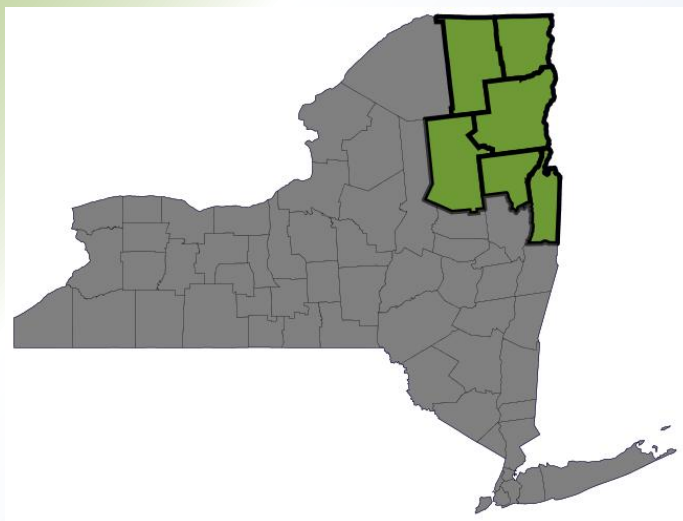
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Related Initiatives/Opportunities

- The “Blue Line” Group
 - Adirondack Tri-County (North Creek)
 - Mercy Living Center (Tupper Lake)
 - Uihlein Living Center (Lake Placid)
 - Heritage Commons (Ticonderoga)
- DOH Initiatives
 - Establish workgroups to address North Country issues
 - Vital Access Provider (VAP) program
 - MRT Waiver application
- HRSA
 - Rural Health Network Development Planning Grant Program

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Demographics



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Population Density

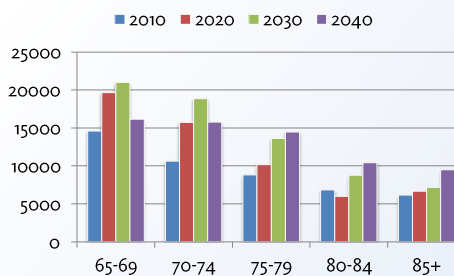
| County | Population | # Square Miles | Persons per Square Mile |
|----------------|------------|----------------|-------------------------|
| Clinton | 81,654 | 1,038 | 79.1 |
| Essex | 38,961 | 1,794 | 21.9 |
| Franklin | 51,795 | 1,629 | 31.7 |
| Hamilton | 4,778 | 1,717 | 2.8 |
| Warren | 65,538 | 867 | 75.8 |
| Washington | 62,934 | 831 | 76.1 |
| New York State | 19,570,261 | 47,126 | 411.2 |

Source: 2010 Census

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Current and projected population by age group: six-county total

The population for the six counties will grow about 2.3% from 2010 to 2020, but grows at a decreased rate of about 1.9% from 2020 through 2030.

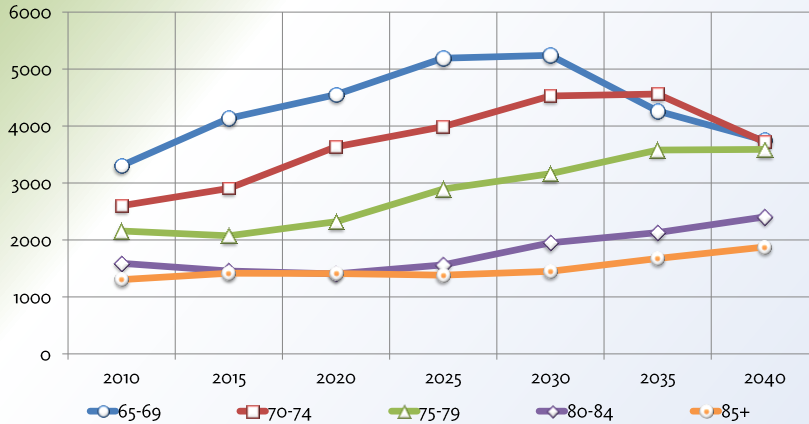


| Age Cohorts | Population | | | | Annual Population Growth | | |
|------------------|---------------|---------------|---------------|---------------|--------------------------|--------------|---------------|
| | 2010 | 2020 | 2030 | 2040 | 2010-2020 | 2020-2030 | 2030-2040 |
| 65-69 | 14,588 | 19,659 | 21,018 | 16,140 | 3.48% | 0.69% | -2.32% |
| 70-74 | 10,641 | 15,733 | 18,852 | 15,782 | 4.79% | 1.98% | -1.63% |
| 75-79 | 8,824 | 10,159 | 13,626 | 14,467 | 1.51% | 3.41% | 0.62% |
| 80-84 | 6,846 | 5,987 | 8,777 | 10,422 | -1.25% | 4.66% | 1.87% |
| 85+ | 6,160 | 6,647 | 7,172 | 9,494 | 0.79% | 0.79% | 3.24% |
| Total 65+ | 49,069 | 60,205 | 71,475 | 68,345 | 2.27% | 1.87% | -0.44% |

Source: Program on Applied Demographics, Cornell University

Current and projected population by age group

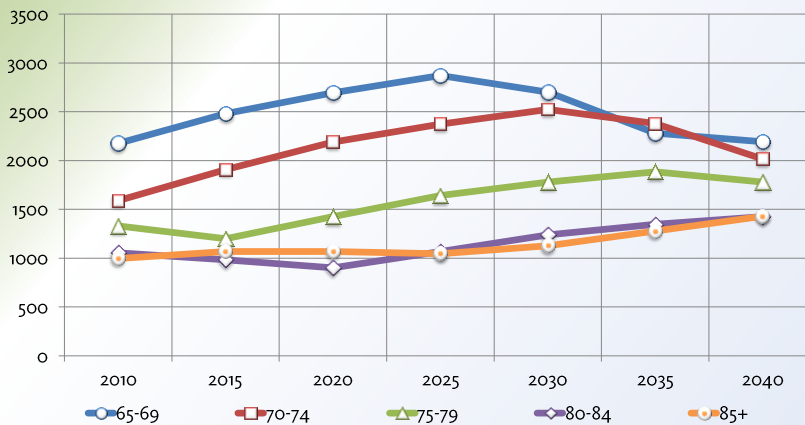
- Clinton County



Source: Program on Applied Demographics, Cornell University

Current and projected population by age group

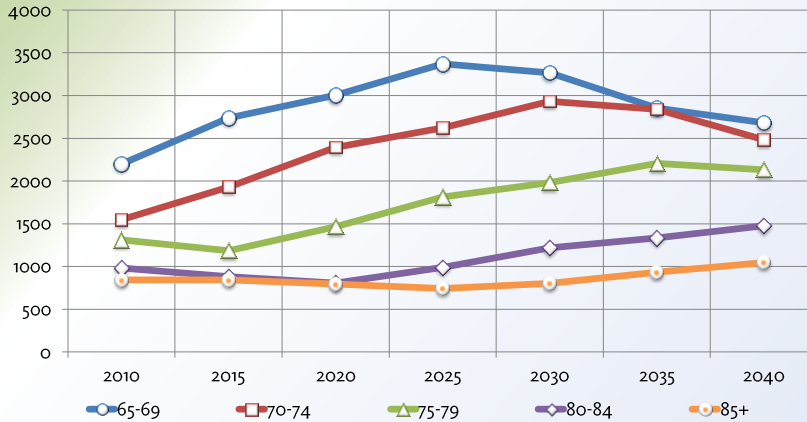
- Essex County



Source: Program on Applied Demographics, Cornell University

Current and projected population by age group

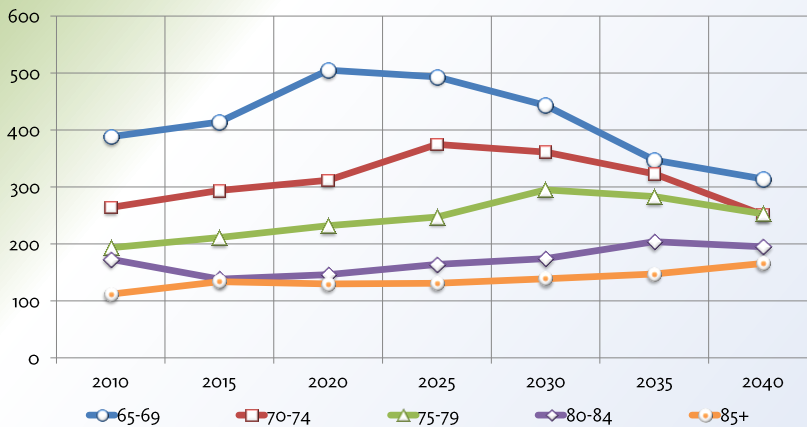
- Franklin County



Source: Program on Applied Demographics, Cornell University

Current and projected population by age group

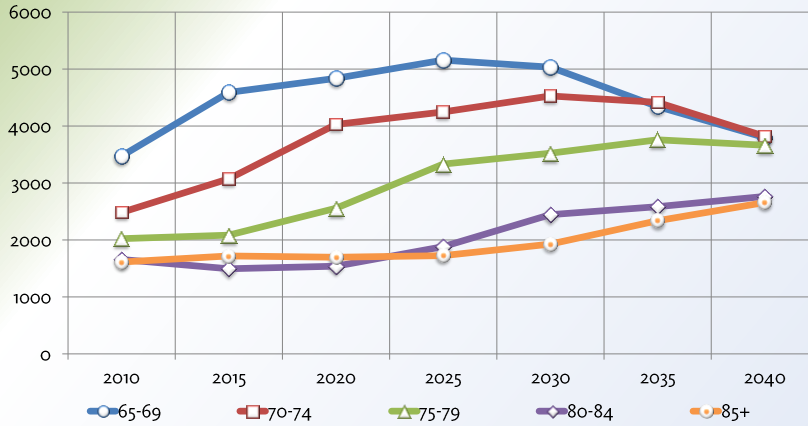
- Hamilton County



Source: Program on Applied Demographics, Cornell University

Current and projected population by age group

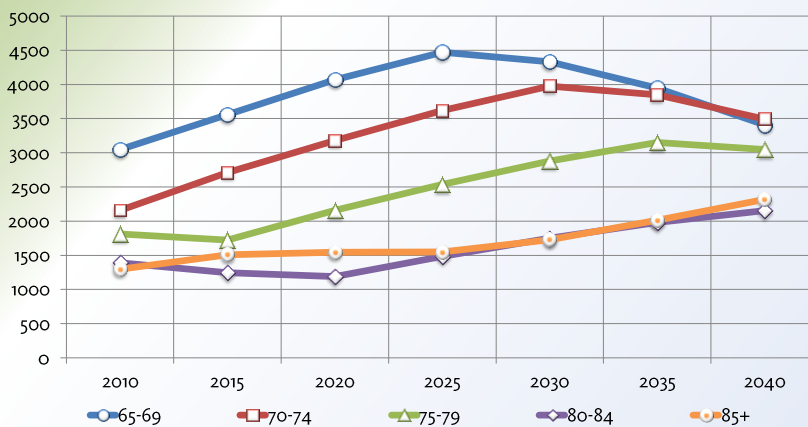
- Warren County



Source: Program on Applied Demographics, Cornell University

Current and projected population by age group

- Washington County



Source: Program on Applied Demographics, Cornell University

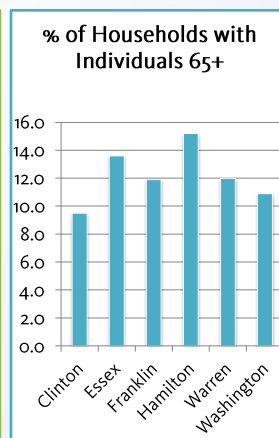
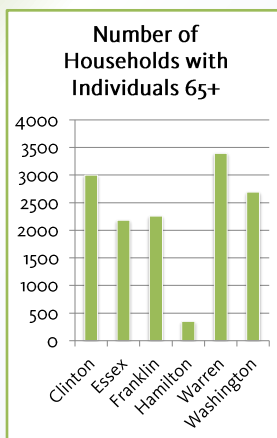
Income and Poverty Profile

| County | Median Household Income | % of 65+ Population in Poverty | Households with individuals 65 years and over | |
|------------|-------------------------|--------------------------------|---|--------------|
| | | | Number | Percent |
| Clinton | \$49,260 | 12.4 | 7,882 | 25.0 |
| Essex | \$46,629 | 8.1 | 5,146 | 31.6 |
| Franklin | \$43,673 | 12.4 | 4,988 | 26.2 |
| Hamilton | \$51,142 | 8.0 | 822 | 36.3 |
| Warren | \$53,877 | 5.3 | 8,141 | 29.1 |
| Washington | \$50,117 | 7.9 | 6,801 | 28.2 |
| NYS | \$56,951 | 11.5% | 1,925,416 | 26.3% |

Source: Program on Applied Demographics, Cornell University

Percent of 65+ Living Alone

| County | Householder living alone 65 years or older | |
|--------------|--|--------------|
| | Number | Percent |
| Clinton | 3,001 | 9.5 |
| Essex | 2,182 | 13.6 |
| Franklin | 2,259 | 11.9 |
| Hamilton | 349 | 15.2 |
| Warren | 3,396 | 12.0 |
| Washington | 2,690 | 10.9 |
| Total | 13,877 | 12.2% |



Sources: American Community Survey: 2007-2011; 2010 Census

Health Characteristics

| Health Status/Health Behaviors | North Country | Upstate |
|--------------------------------|---------------|---------|
| % Adults with Hypertension | 33.2 | 30.4 |
| % Adults with Diabetes | 10.4 | 9.5 |
| % Adults with Asthma | 12.6 | 10.8 |
| % Adults Smoking | 23.3 | 21.1 |
| % Adults Obese | 30.5 | 27.1 |

| Mortality/Cases per 100,000 population | North Country | Upstate |
|---|---------------|---------|
| Chronic Lower Respiratory Disease Mortality | 59.0 | 52.9 |
| Heart Disease Mortality | 218.8 | 240.0 |
| Diabetes Mortality | 22.6 | 20.0 |

Source: 2013 Center for Workforce Studies Health Workforce Planning Guide

Health Workforce

| Health Occupations, per 100,000 | North Country | Upstate |
|---------------------------------|---------------|---------|
| All Physicians | 233 | 259 |
| Primary Care Physicians | 98 | 100 |
| Dentists | 46 | 62 |
| Physician Assistants | 57 | 88 |
| Nurse Practitioners/Midwives | 60 | 94 |
| Registered Nurses | 1,317 | 1,372 |
| Licensed Practical Nurses | 589 | 528 |
| Occupational Therapists | 33 | 52 |
| Physical Therapists | 72 | 86 |
| Respiratory Therapists | 16 | 31 |
| Social Workers | 114 | 190 |

Source: 2013 Center for Workforce Studies Health Workforce Planning Guide

Caregiver Ratios Projection for six-county region

| Age Group | 2010 | 2015 | 2020 | 2025 | 2030 | 2035 | 2040 |
|-----------------|----------|----------|----------|----------|----------|----------|----------|
| 15-64 | 210,180 | 206,471 | 200,075 | 191,772 | 183,390 | 178,067 | 174,079 |
| Female 45-64 | 44,815 | 44,594 | 41,995 | 38,060 | 35,278 | 34,402 | 34,340 |
| 65-69 | 14,588 | 17,912 | 19,659 | 21,554 | 21,018 | 18,034 | 16,140 |
| 70-74 | 10,641 | 12,821 | 15,733 | 17,228 | 18,852 | 18,366 | 15,782 |
| 75-79 | 8,824 | 8,478 | 10,159 | 12,464 | 13,626 | 14,862 | 14,467 |
| 80-84 | 6,846 | 6,200 | 5,987 | 7,151 | 8,777 | 9,579 | 10,422 |
| 85+ | 6,160 | 6,687 | 6,647 | 6,570 | 7,172 | 7,173 | 7,174 |
| Caregiver Ratio | 7.3 to 1 | 6.7 to 1 | 6.3 to 1 | 5.8 to 1 | 4.9 to 1 | 4.8 to 1 | 4.8 to 1 |
| NYS | 6.9 to 1 | 6.7 to 1 | 6.7 to 1 | 6.4 to 1 | 5.7 to 1 | 4.9 to 1 | 4.5 to 1 |

Utilization of LTC Services

| North Country | Unique Recipients | Unit or Claim Count | Measure | Amount Paid |
|-----------------------|-------------------|---------------------|---------|---------------|
| Adult Day Health | 91 | 12,386 | claims | \$ 1,375,800 |
| Assisted Living Prog. | 68 | 1,599 | claims | \$ 871,200 |
| CHHA | 1,169 | 30,941 | units | \$ 3,992,000 |
| Personal Care | 514 | 470,365 | units | \$ 2,866,000 |
| Nursing Home | 1,991 | 111,795 | claims | \$ 74,652,500 |

| All Upstate | Unique Recipients | Unit or Claim Count | Measure | Amount Paid |
|-----------------------|-------------------|---------------------|---------|---------------|
| Adult Day Health | 3,079 | 504,371 | claims | \$ 41,324,800 |
| Assisted Living Prog. | 3,062 | 264,217 | claims | \$ 42,285,000 |
| CHHA | 15,400 | 835,996 | units | \$ 73,330,600 |
| Personal Care | 7,556 | 6,608,584 | units | \$ 72,160,400 |
| Nursing Home | na | na | na | na |

Source: NYS DOH, Based on Medicaid claims data for June 2012-June 2013

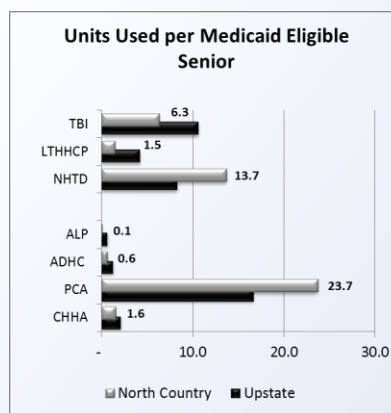
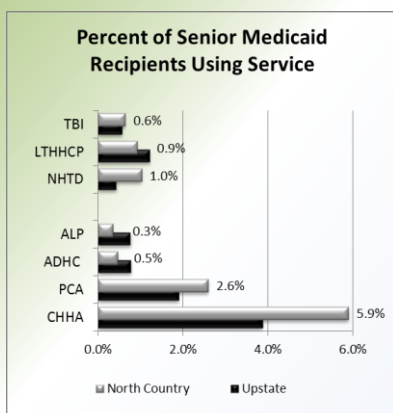
Utilization of LTC Waiver Services

| North Country | Unique Recipients | Units | Amount Paid |
|-------------------------------------|-------------------|---------|-------------|
| Long Term Home Health Care Program | 182 | 28,873 | \$345,438 |
| Nursing Home Transition & Diversion | 203 | 271,649 | \$6,145,725 |
| Traumatic Brain Injury | 125 | 125,787 | \$3,150,937 |

| All Upstate | Unique Recipients | Units | Amount Paid |
|-------------------------------------|-------------------|-----------|--------------|
| Long Term Home Health Care Program | 4,842 | 1,683,442 | \$11,283,672 |
| Nursing Home Transition & Diversion | 1,719 | 3,300,158 | \$76,240,884 |
| Traumatic Brain Injury | 2,248 | 4,223,034 | \$95,546,969 |

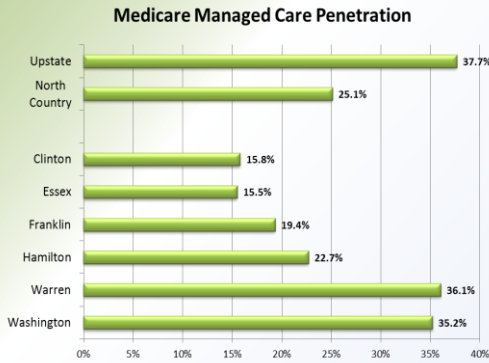
Source: NYS DOH, Based on Medicaid claims data for June 2012-June 2013

Utilization of LTC Services

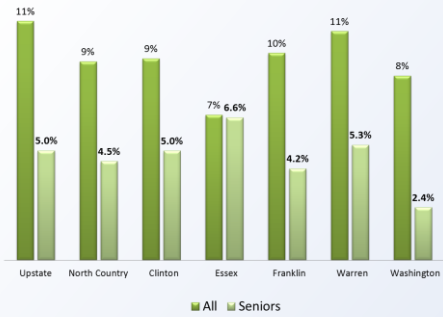


Source: LeadingAge NY Analysis of NYS DOH Data, Based on Medicaid claims data for June 2012-June 2013

Medicaid Enrollment & Medicare MC Penetration

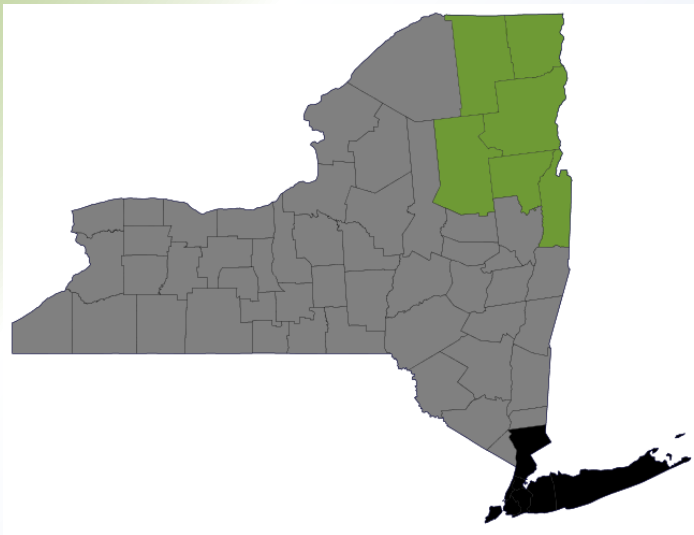


Growth in Medicaid Enrollment, 2011- 2013 (June)



Sources: Medicare data from CMS, Medicaid from NYSDOH

Skilled Nursing Facilities

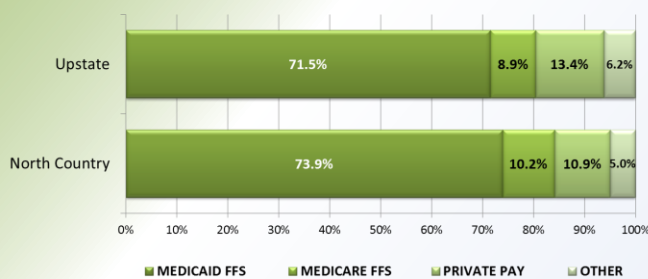


SNF Demand and Availability

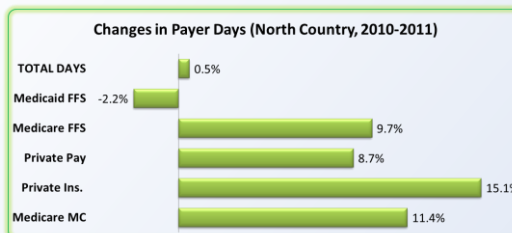
| County | 2016 Projected Need (Slots) | Current NH Capacity | Unmet Need | 2016 NH Shortfall as Percent of beds |
|-----------------------|-----------------------------|---------------------|----------------|--------------------------------------|
| Clinton | 616 | 423 | 193 | 46% |
| Essex | 368 | 244 | 124 | 51% |
| Franklin | 261 | 215 | 46 | 21% |
| Hamilton | 30 | 0 | 30 | 100% |
| Warren | 417 | 402 | 15 | 4% |
| Washington | 552 | 528 | 24 | 5% |
| Total 6-county | 2,244 | 1,812 | 432 | 24% |
| All of Upstate | 46,601 | | (2,112) | (4.5%) |

Source: NYSDOH calculations of 2016 Bed Need by County

Nursing Home Payer Mix, 2011



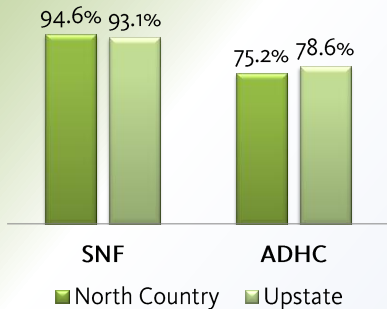
Medicare days are concentrated: three homes account for over half of the Medicare days in the North Country.



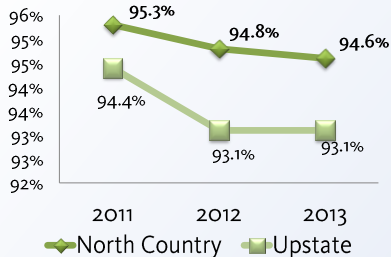
Source: LeadingAge NY Analysis of RHCF Medicaid Cost Report data obtained from DOH

SNF and ADHC Utilization

Occupancy (October 2013)



Occupancy Trend: SNF



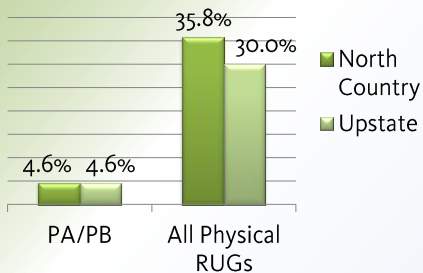
Occupancy Trend: ADHC



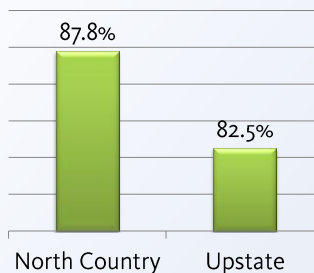
Source: LeadingAge NY Analysis of weekly bed/slot availability reported to DOH

NH Resident Acuity

Low Acuity NH Medicaid Residents



Medicare Residents in Rehab RUG



North Country nursing home residents include 60 assessed into the PA/PB RUG categories and 460 in PA/PB/PC/PD/PE categories

Source: LeadingAge NY Analysis of 2012 MDS data

SNF Selected Quality Measures

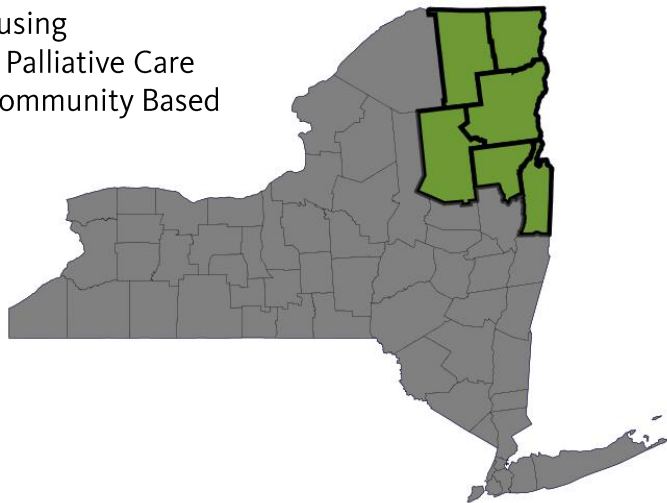
| Measure | North Country NHs (n=18) | NYS Upstate Counties (n=328) |
|---------------------------------------|-----------------------------|---------------------------------|
| Five Star Overall | 2.2 | 2.9 |
| Five Star Inspections | 1.8 | 2.5 |
| Five Star Staffing | 3.4 | 3.1 |
| Five Star Quality Measures | 3.4 | 3.5 |
| Licensed staff hours per resident day | 1.6 | 1.6 |
| RN hours per resident day | 0.7 | 0.7 |
| Antipsychotic Use (Long Stay) | 18.7 | 16.5 |
| Falls (Long stay) | 4.9 | 3.2 |
| Incontinence (Long stay) | 58.0 | 48.2 |
| Weight loss (Long stay) | 8.3 | 7.3 |
| Pain (Short stay) | 19.9 | 19.0 |

Source: Sept 2013 Nursing Home Compare data

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Other Providers

- Adult Care Facilities
- Senior Housing
- Hospice & Palliative Care
- Home & Community Based Services



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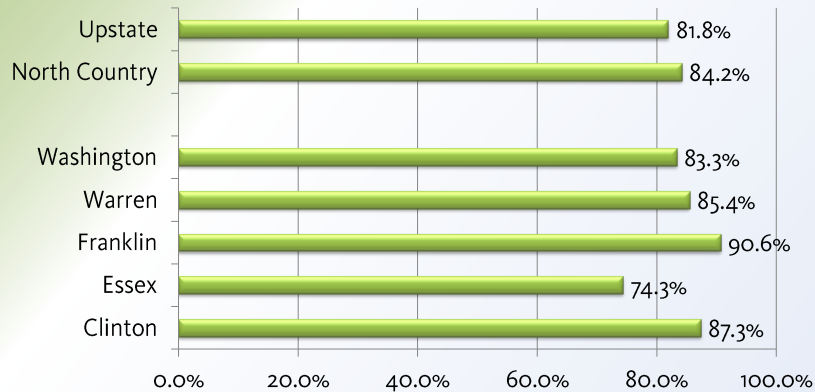
Adult Care Facilities/Assisted Living - 2013

| County | Name of Adult Care Facility | Licensure Type | # of Beds |
|--------------|--|----------------|-----------|
| Clinton | Adirondack Manor HFA | AH/ALP | 40/20 |
| | Pine Harbor | EH | 66 |
| | Samuel F. Vilas Home | AH | 44 |
| Essex | Adirondack Manor HFA | AH/ALP | 40/20 |
| | Keene Valley Neighborhood House | AH/ALR | 50/50 |
| | Moses Ludington ACF | AH | 23 |
| Franklin | Adirondack Manor HFA | AH | 34 |
| | The Farrar Home | AH | 30 |
| Warren | Adirondack Manor HFA | AH/ALP | 60/30 |
| | Countryside Adult Home | AH | 48 |
| | Emeritus at the Landing of Queensbury | EH | 88 |
| | The Terrace at the Glen | EH | 44 |
| Washington | Cambridge Guest Home | AH | 34 |
| | Holbrook's Adult Home, Inc. | AH | 33 |
| | Pleasant Valley Adult Home | AH | 35 |
| Total | 563 total beds, 70 ALP, 50 ALR. NO EALR or SNALR. | | |

Adult Care Facilities/Assisted Living Pending Applications

| County | Name of Adult Care Facility | Application Type | Ownership | # of Beds |
|------------|------------------------------------|------------------------------|-------------|---------------------------|
| Essex | Champlain Valley Senior Community | New ACF | Proprietary | 81 ALR beds, EALR & SNALR |
| | Moses Ludington ACF | Change of Operator | NFP | n/a |
| Franklin | Alice Hyde Assisted Living Program | New ALP | NFP | 30 ALP |
| Warren | The Landing at Queensbury | ALR application & conversion | Proprietary | 88 ALR/EALR & 20 SNALR |
| Washington | Holbrook Adult Home, Inc. | Change of Operator | Proprietary | n/a |
| | Pleasant Valley Adult Home | Change of Operator | Proprietary | n/a |

Adult Care Facility Utilization (2011)



Source: LeadingAge NY Analysis of 2011 ACF Statistical Reports

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HUD Senior Housing

| County | No. of Buildings | No. of Apartments |
|--------------|------------------|-------------------|
| Clinton | 4 | 304 |
| Essex | 2 | 166 |
| Franklin | 4 | 209 |
| Hamilton | 0 | 0 |
| Warren | 2 | 80 |
| Washington | 1 | 40 |
| Total | 13 | 799 |

Source: http://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/mfh/hto/inventorysurvey

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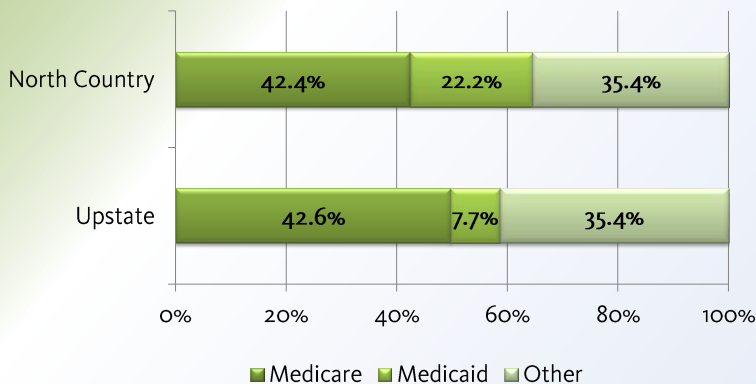
CHHAs & LTHHCPs

| Name | Ownership | County | Program | Visits/ Capacity |
|---|-------------|----------|---------|--|
| HCR | Proprietary | Clinton | CHHA | 53,356 (in 2008) |
| | | | LTHHCP | 100 (capacity in 2009) |
| Essex County Nursing Service | Public | Essex | CHHA | 14,737 (in 2008) |
| Franklin County Public Health Services | Public | Franklin | CHHA | 43,297 (in 2008) |
| | | | LTHHCP | Capacity=50 Visits=18,123 (in 2008) |
| Hamilton County Public Health Nursing Service | Public | Hamilton | CHHA | 3,141 (in 2008) |
| Warren County Health Services | Public | Warren | CHHA | Not available |
| | | | LTHHCP | Capacity=70 Visits=11,356 (in 2008) |

Note: May not reflect CHHA establishments/expansions that have recently been approved or are pending review by the state.

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CHHA Payer Mix (2011)



Source: LeadingAge NY Analysis of CHHA Medicaid Cost Report data obtained from DOH

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Hospice & Palliative Care

| Name | Counties Served | Patients Served |
|---|---|------------------------------------|
| Hospice of the North Country | Clinton, Franklin | 354 (in 2012) |
| High Peaks Hospice & Palliative Care | Warren, Essex, Franklin, Hamilton, St. Lawrence | 283 (in 2011) |
| Mountain Valley Hospice | Fulton, Hamilton, Montgomery, Saratoga | 11 (in 2009, Hamilton County only) |
| Washington County Hospice & Palliative Care | Washington | 192 (in 2009) |

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Adult Day Health Demand and Availability

| County | 2015 Projected Need (Slots) | Total Resources | Unmet Need |
|------------|-----------------------------|-----------------|------------|
| Clinton | 40 | 24 | 16 |
| Essex | 23 | 0 | 23 |
| Franklin | 26 | 0 | 26 |
| Hamilton | 4 | 0 | 4 |
| Warren | 41 | 10 | 31 |
| Washington | Data not available | | |

Source: http://www.health.ny.gov/facilities/cons/more_information/2010-06-25_reinstatement_of_con_application.htm

Community Supports and Services

- Licensed Home Care Service Agencies (LHCSA)
- County Offices for Aging
 - Home delivered and congregate meals
 - Transportation
 - Information and referral
 - NORCs and NNORCs
 - Respite
 - Senior Centers
 - NY Connects
 - Expanded In-home Services for the Elderly (EISEP)
 - Etc.
- Consumer-Directed Personal Assistant Program (CDPAP)

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Hospitalizations

| Hospitalizations/ED Visits per 10,000 population | North Country | Upstate |
|---|---------------|---------|
| Total hospitalizations | 1,198.3 | 1,188.1 |
| Total preventable hospitalizations | 185.1 | 155.0 |
| Chronic Lower Respiratory Disease hospitalizations | 50.6 | 36.2 |
| Heart Disease hospitalizations | 129.2 | 122.2 |
| Diabetes hospitalizations | 257.3 | 232.1 |
| Total ED visits | 4,214.9 | 3,689.2 |
| Asthma hospitalizations, Ages 65 plus | 24.6 | 18.1 |
| Fall related hospitalizations, Ages 65 plus | 216.0 | 206.6 |

Source: 2013 Center for Workforce Studies Health Workforce Planning Guide

Hospital discharges in Six County Region: 2012

| Patient Disposition | 0 to 17 | 18 to 29 | 30 to 49 | 50 to 69 | 70+ |
|------------------------------|---------|----------|----------|----------|---------|
| Six County Population | 38,967 | 50,267 | 82,964 | 80,887 | 32,471 |
| Home or Self Care | 53/82 | 49/70 | 49/80 | 77/97 | 152/143 |
| Home w/ Home Health Services | 42/4 | 17/3 | 8/6 | 14/23 | 52/85 |
| Hospice - Home | 0/0 | 0/0 | 0/0 | 1/1 | 5/4 |
| Hospice - Medical Facility | 0/0 | 0/0 | 0/0 | 0/1 | 0/4 |
| Skilled Nursing Home | 0/0 | 0/0 | 0/1 | 6/12 | 73/93 |

Source: 2012 SPARCS data

- Discharge per 1000; Population numbers are approximate. From SPARC data. Number after "/" in each cell is that for NYS.

Hospital discharges per 1,000 in Six County Region: 2009 to 2012

| Patient Disposition (Age 70+) | 2009 | 2010 | 2011 | 2012 |
|-------------------------------|------|------|------|------|
| Home or Self Care | 169 | 170 | 171 | 152 |
| Home w/ Home Health Services | 72 | 65 | 49 | 52 |
| Hospice - Home | 3.8 | 4.0 | 3.6 | 4.5 |
| Hospice - Medical Facility | 0.7 | 0.2 | 0.1 | 0.1 |
| Skilled Nursing Home | 79 | 77 | 77 | 73 |

Source: 2012 SPARCS data

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Key Strategic Questions Impacting Demand

1. How will the reductions in readmissions over time impact SNF/HH/H&CBS utilization?
 - Impact on short stay SNF utilization?
 - Impact on long stay SNF length of stay?
 - Impact on specialty programming?
 - Other
2. What will be the impact of public policy changes such as payment reforms, changes in eligibility for SNF, home and community based funding & program expansion?
3. How can aging providers work more directly with Medical Homes to serve older adults better?
4. What will be the impact of improvements in the older adult care model such as prevention & wellness, reduction in hospital acquired conditions; improved care coordination; greater physician integration with aging services, etc.
5. How will a reduction in the initial hospitalization rate impact utilization both for short and long term SNF, home health services, H&CBS and other services?
6. What additional community services could be developed to help substitute for hospitalizations or ER visits? How could SNF or AL be used differently or home health? Other services?
7. How will workforce issues impact site of services?

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