

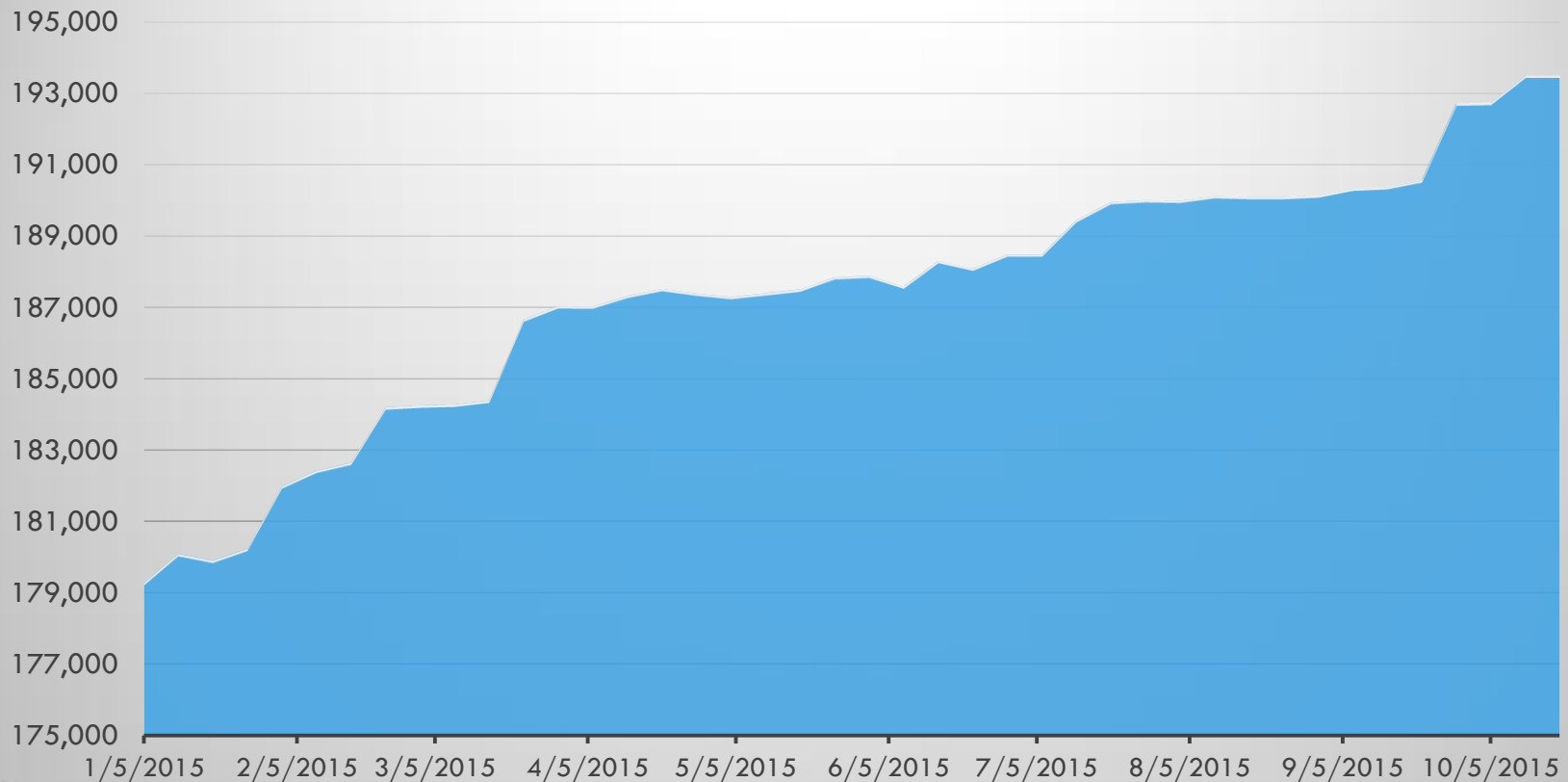
# AHCA/NCAL Update

Scott Tittle, NCAL Executive Director  
HCANJ Convention & Expo

# NCAL Membership

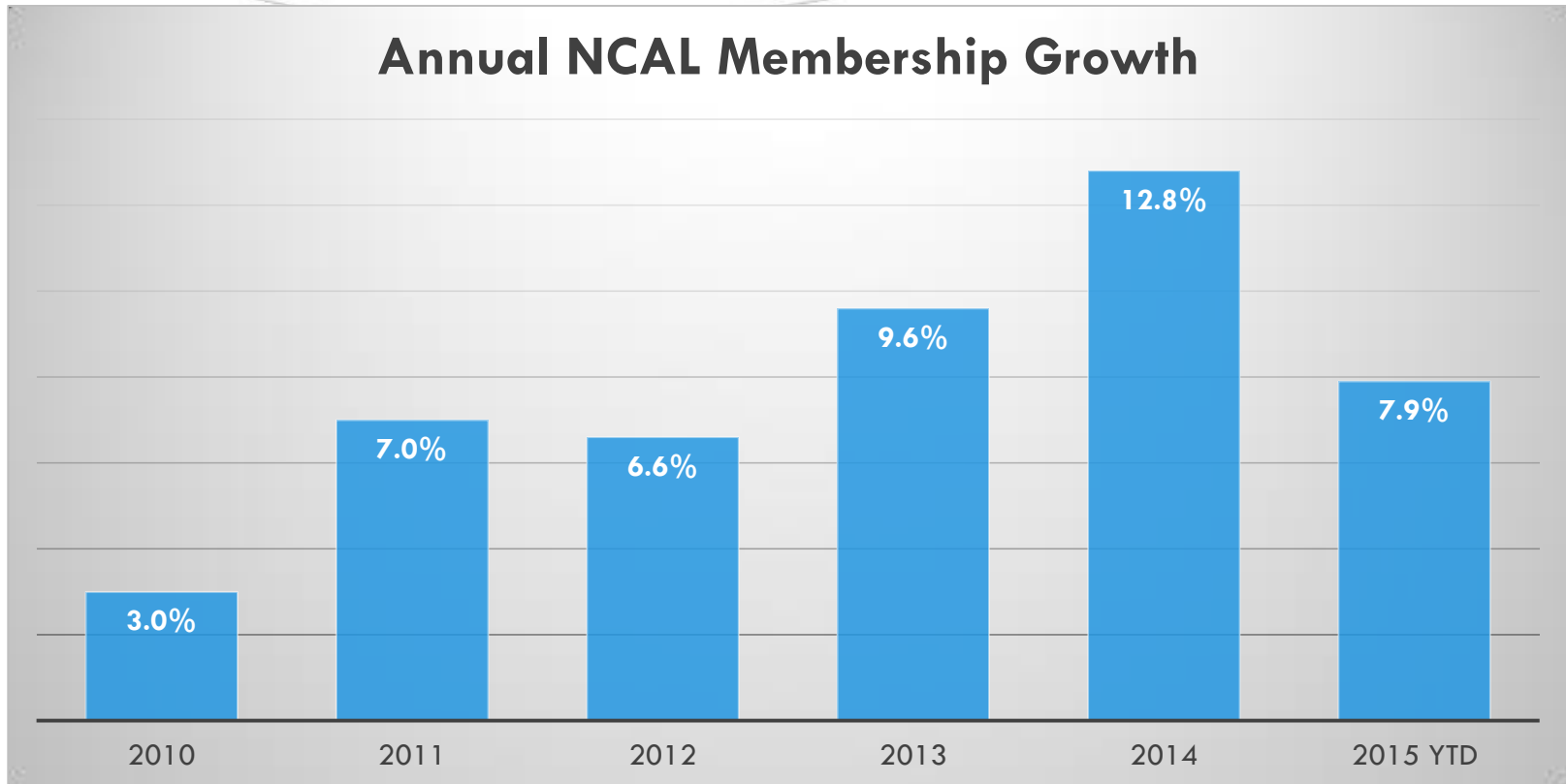
# Growing Membership

**NCAL Beds, 2015**



# Surpassing Our Goals

**Annual NCAL Membership Growth**



# Senior Living Executive Council

- ✓ Engaging the largest assisted living companies in the country
- ✓ More than 20 companies now involved
- ✓ Priorities:
  - Improving quality care
  - Preventing federal regulation
- ✓ Building upon/forming relationships with key members of Congress
- ✓ In-person meeting on September 29 & 30
  - Meetings on the Hill with Sen. Collins and Rep. Walden

# Advocacy/Policy

# Federal Regulation of AL

- ✓ Committees of jurisdiction
  - Senate – Special Committee on Aging
  - House – Energy and Commerce
- ✓ In past years, the Senate Aging Committee has focused several hearings on AL quality and oversight.
  - April 2015 – Sen. Susan Collins (R-ME) asked the HHS Secretary to take action on inappropriate use of antipsychotics and focus more on those outside of NFs
  - July 2015 – Sens. Collins and McCaskill requested the GAO to research Medicaid services in assisted living

# Federal Watchdogs

- ✓ HHS OIG Report – “Medicare Hospices Have Financial Incentives To Provide Care In Assisted Living Facilities” (Jan 2015)
  - Medicare payments for hospice in AL more than doubled between 2007-2012
  - \$2.1 billion in 2012
  - Hospices provided care much longer and received much higher Medicare payments in ALFs than in other settings
  - Recommendations:
    - Reform payments to reduce incentives to target certain diagnoses and long stays
    - CMS should target certain hospices for review
    - Develop and adopt claims-based measures of quality
    - Make hospice data publicly available
    - Provide comparative info to hospices



# Federal Watchdogs

- ✓ GAO Report – “Antipsychotic Drug Use” (March 2015)
  - 14% of Medicare Part D enrollees with dementia living outside a nursing home were prescribed an antipsychotic
  - Recommendation: HHS expand its outreach and educational efforts to include those residing outside of nursing homes
  - HHS concurred
  - Senators Tom Carper (D-DE) and Susan Collins (R-ME) wrote a letter in April wanting to know what HHS is doing

# NCAL's Plan

- ✓ Continue to monitor all committees with potential threats to assisted living
- ✓ Continue our political and lobbying activity
  - Educate members of Congress about assisted living
    - Develop relationships
    - Discuss state regulation
  - Reinforce our quality message

# How You Can Help

- ✓ Host a community tour with state regulators, CMS officials and your member of Congress
  - For tips, contact AHCA's Matt Smyth: [msmyth@ahca.org](mailto:msmyth@ahca.org)
- ✓ Get involved with NCAL's quality efforts
  - Quality Initiative
  - Quality Awards Program

# HCBS Final Rule

Medicaid Waiver Program

# Continuous Shift Toward HCBS

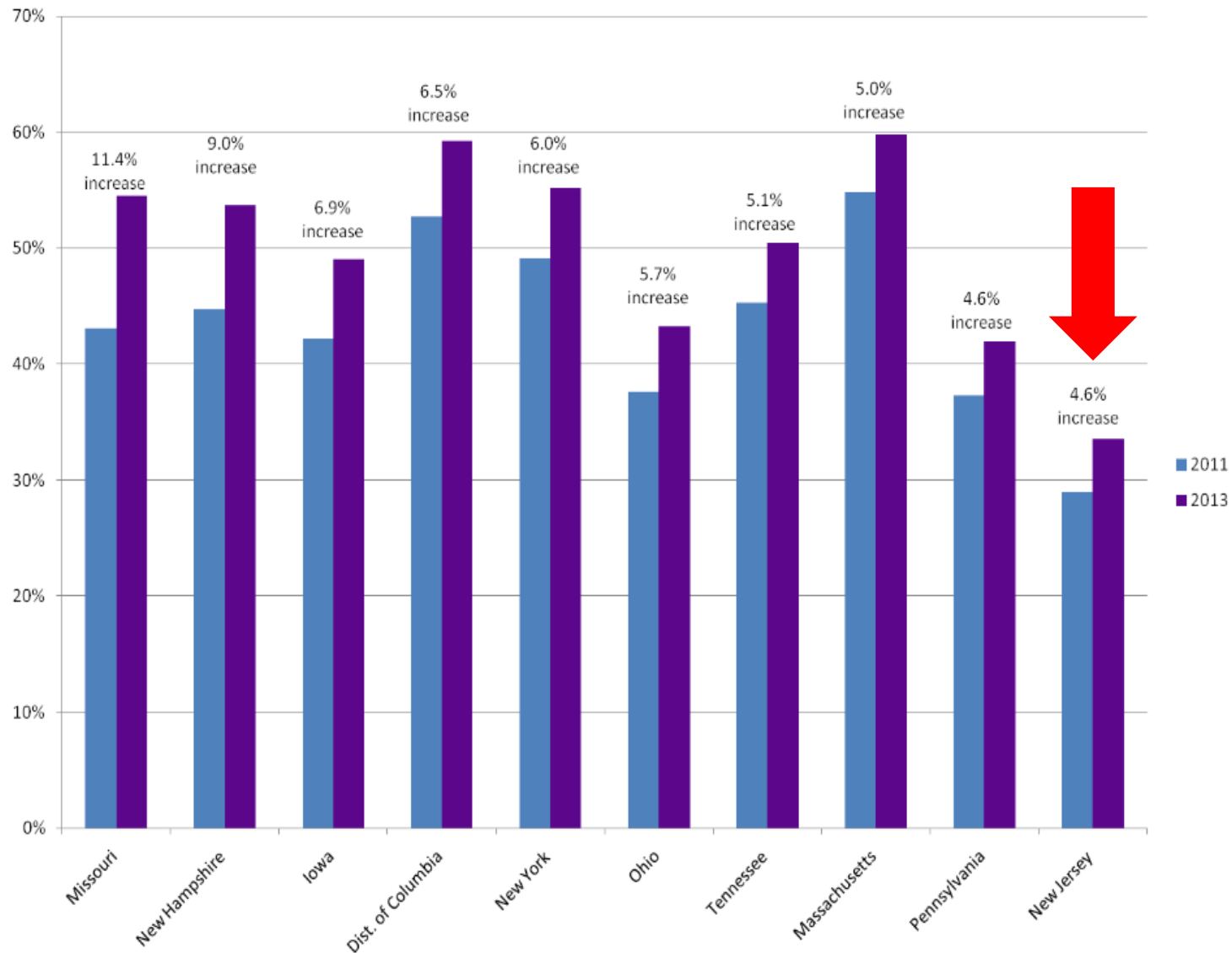
Medicaid HCBS Expenditures as a Percentage of Total Medicaid LTSS Expenditures, FY 1995-2013

—●— Institutional —●— HCBS

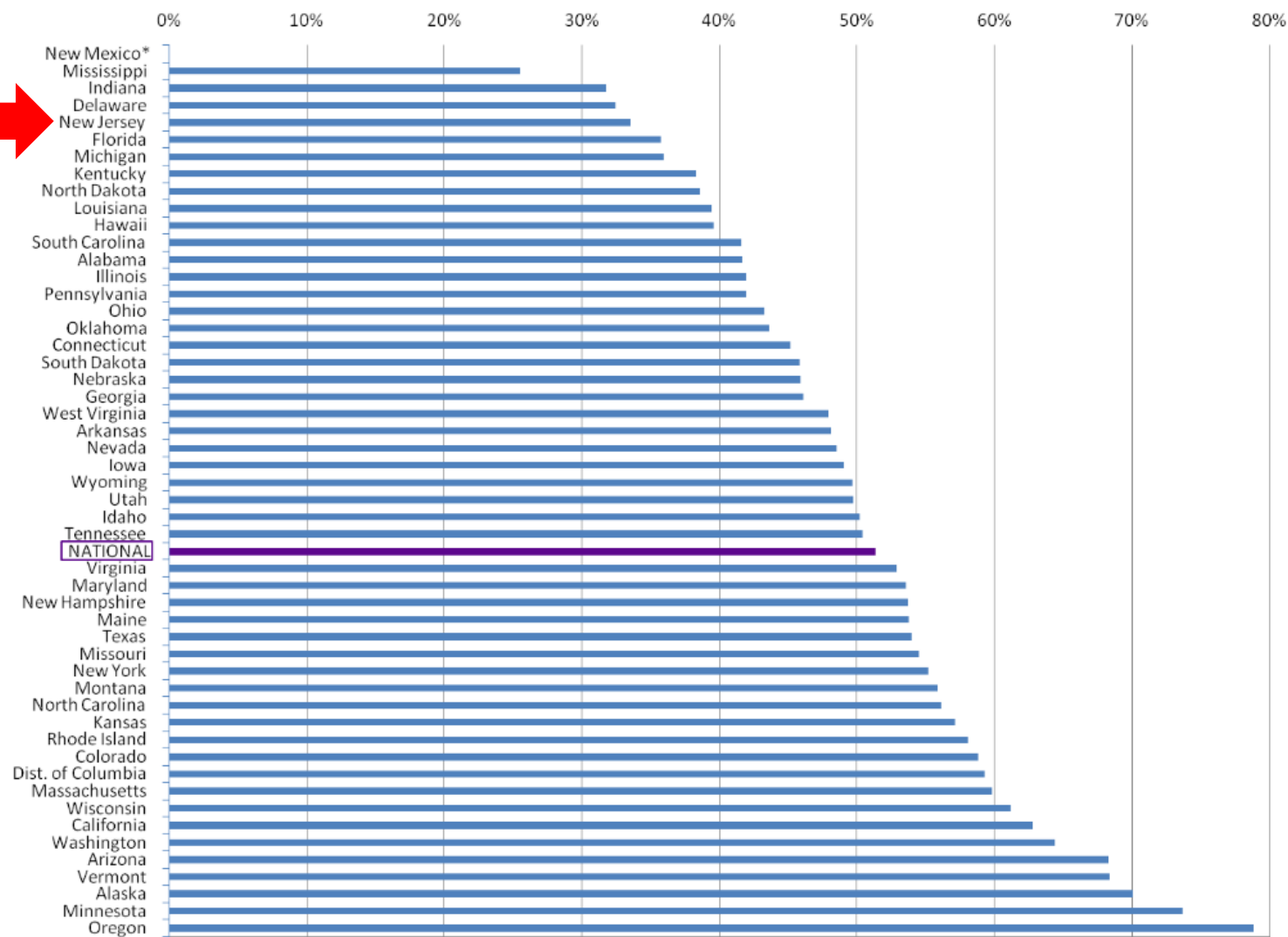


Source: Medicaid Expenditures for Long-Term Services and Supports in FY 2013

**Figure 3. States with the Greatest Increase in Medicaid HCBS Expenditures as a Percentage of Total Medicaid LTSS Expenditures, FY 2011-2013**



**Figure 2. Medicaid HCBS Expenditures as a Percentage of Total Medicaid LTSS Expenditures, by State, FY 2013**



\*New Mexico was excluded from this analysis because it has a high proportion of LTSS delivered through managed care and detailed information about the state's managed care expenditures was not available for FY 2013.

# HCBS Final Rule Implementation

- ✓ Jan. 2014 – CMS released final rule defining Medicaid HCBS
- ✓ March 17, 2015 – statewide transition plans were due
- ✓ March 17, 2019 – deadline for full compliance with the rule



# HCBS Update

- ✓ CMS is allowing some flexibility in implementation
  - But state authorities can put more restrictive guidance in place in making HCBS determinations
- ✓ NCAL remains concerned about how CMS will treat assisted living communities
  - Communicating with state affiliates on their specific state plans
- ✓ NCAL working with CMS, ACL and others at national level, including many other associations and stakeholders
  - Alzheimer's Association
  - NASUAD
  - CEAL

# HCBS Update

- ✓ CMS has sent letters to at least 40 states asking for clarifications and/or modifications to statewide transition plans
  - Has not yet granted "initial approval" to any state
  - Only 2 states have identified which providers should be placed under "heightened scrutiny"
- ✓ CMS is thoroughly reviewing plans & closely scrutinizing the providers under heightened scrutiny
  - Instructed North Dakota to bring a day program on the campus of an ICF/IID into compliance by taking "significant action to ensure greater community integration"

# HCBS Update

- ✓ Continued emphasis by CMS and ACL on person-centered planning
  - Expected to soon release new guidance on person-centered planning & memory care
- ✓ **Key Takeaway:** State communication and collaboration crucial to ensuring that assisted living remains a part of the Medicaid HCBS program

# CMS Resources

- ✓ Learn more: <http://www.medicaid.gov> and search “HCBS”
  - The final rule
  - Resources and guidance
  - Statewide transition plans
- ✓ Questions: [HCBS@cms.hhs.gov](mailto:HCBS@cms.hhs.gov)

# Changing Payment Models

and their implications on assisted living

# Flawed Fee-for-Service

## Fee-for-Service

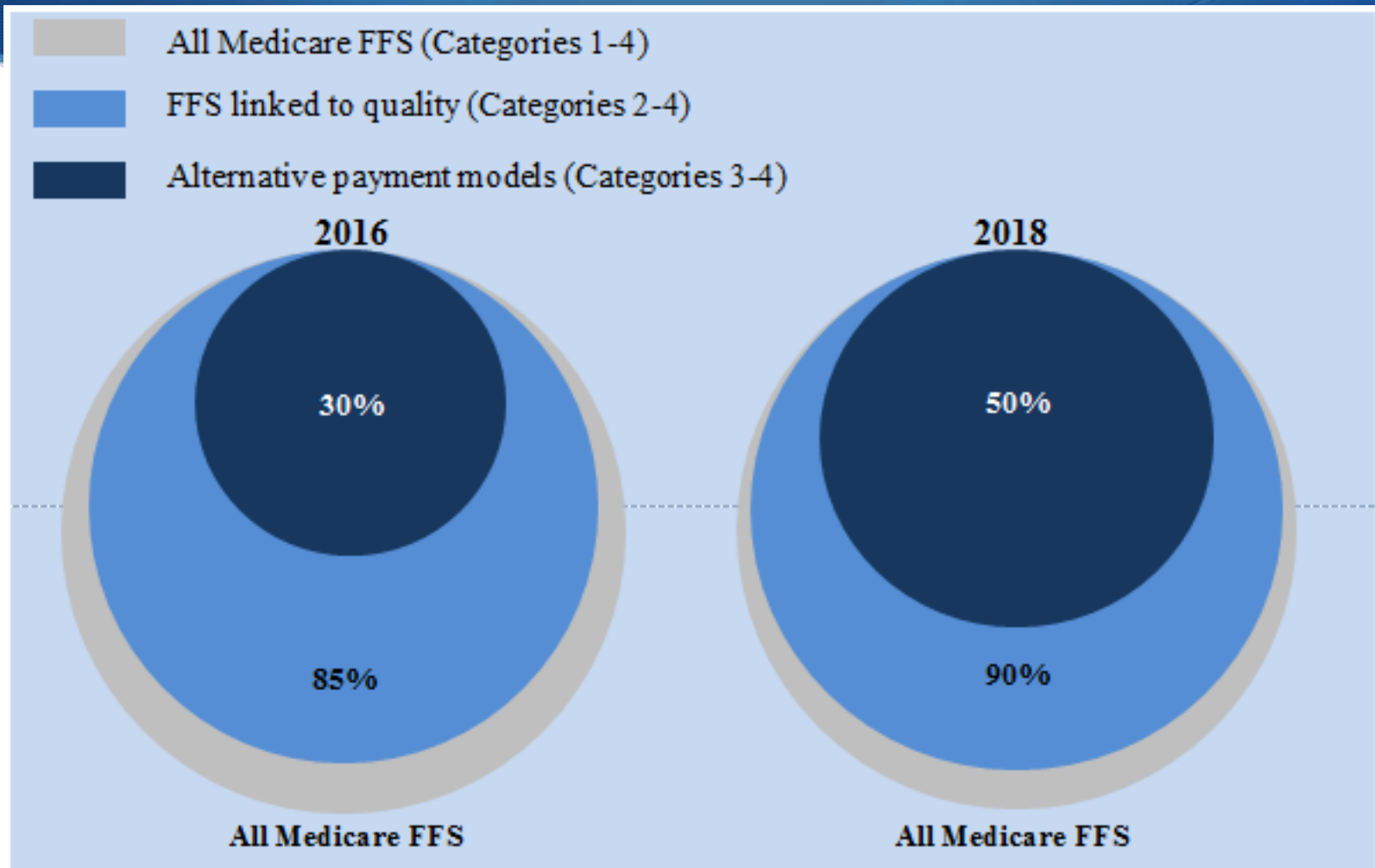
- ✓ Rewards volume of tests/procedures
- ✓ Focus on treating acute episodes
- ✓ Providers operate within silos



## The Future

- ✓ Rewards quality and outcomes of care
- ✓ Focus on wellness, prevention
- ✓ Providers operate collaboratively

# HHS' Aggressive Goals



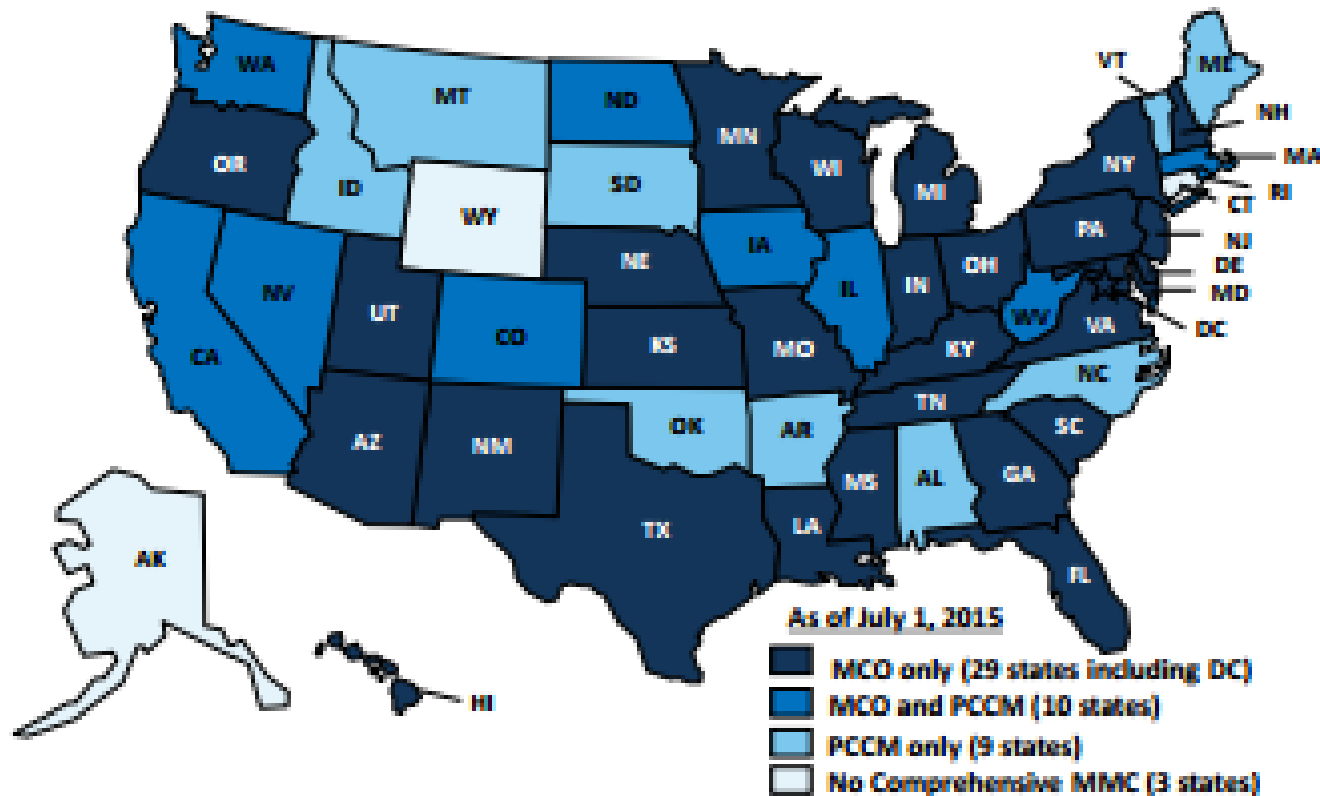
# Medicare Advantage (MA)

- ✓ Enrollment growing rapidly
- ✓ CMS increasingly encouraging MA plans to employ innovative care models and offer supplemental benefits in the residential settings beyond those typically covered:
  - Non-skilled in-home support services
  - Assistive services for home safety
  - Caregiver supports



# Medicaid Managed Care (MCOs)

## Medicaid Managed Care Models in the States, 2015



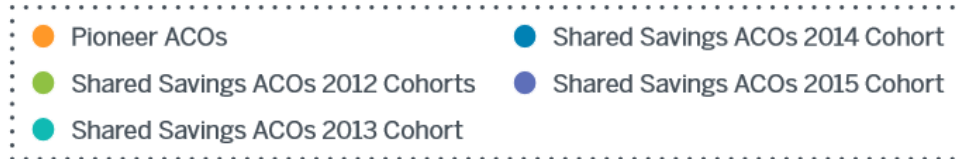
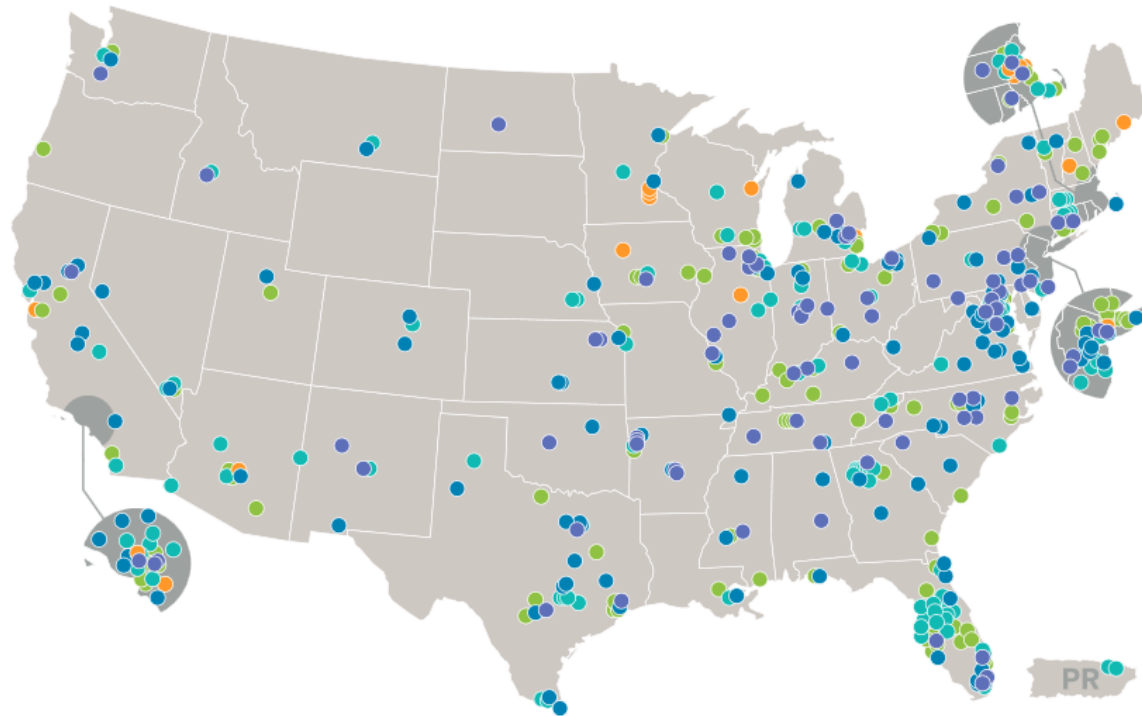
# Medicaid Managed Care (MCOs)

- ✓ State contracts with MCOs typically incentivize shift from institutional care towards community-based long term services and supports
- ✓ Could create opportunities for HCBS providers
  - additional source of volume and/or referrals if included in an MCO network

# Accountable Care Organizations (ACOs)

## Where the ACOs Are

19 Pioneer and 405 Shared Savings Program ACOs<sup>1</sup> as of January 2015



<sup>1</sup> Accountable Care Organization.

# ACO Implications for Senior Living

- ✓ ACOs not focusing on senior living yet, but it's likely that their attention will start to rapidly shift
- ✓ Many experts question the long-term viability of the ACO model
  - Can savings be achieved year-over-year?
  - Senior living may offer ACOs the long-term cost control they are seeking
- ✓ As the most advanced ACOs begin to develop structured partnerships with senior living, providers will need to understand where the risks and opportunities are

# Key Takeaways

- ✓ Senior living providers must be able to demonstrate value
  - Cost reduction/containment
  - Be able to show improved quality and outcomes
- ✓ Ability to communicate and collaborate effectively with other providers and/or managed care plans
  - sharing patient data in real time

# Your Next Steps

- ✓ Identify which providers in your market(s) are participating in innovation models
- ✓ Start a dialogue with potential partners
- ✓ Evaluate your current business model
  - Are there any new opportunities to align with new care delivery and payment models?
- ✓ Begin to track key metrics
- ✓ Be able to tell your story to potential partners

# Quality Improvement

Quality Initiative for Assisted Living  
AHCA/NCAL Quality Awards Program



*The*  
**QUALITY**  
**INITIATIVE**  
*for Assisted Living*



# NCAL Quality Initiative Goals

## (by March 2018)



Keep nursing and direct care staff turnover below 40%



At least 90% of customer (residents and/or families) are satisfied with their experience



Safely reduce hospital readmissions within 30 days of hospital discharges by 15%

*Or reach (and maintain) a low rate of  $\leq 5\%$  rate*



Safely reduce the off-label use of antipsychotics by 15%

*Or reach (and maintain) a low rate of  $\leq 5\%$  rate*

# How to Measure



Staff stability - **LTC Trend Tracker<sup>SM</sup>** – AHCA/NCAL's  
Turnover and Retention Upload



Customer satisfaction - **CoreQ** questions



Hospital readmissions - National Patient Safety  
Organization for Assisted Living (**PSO**)



Off-label use of antipsychotics - National Patient Safety  
Organization for Assisted Living (**PSO**)

# Key Resource



The Staff Stability Toolkit  
*via AHCA/NCAL Bookstore*

Learn more at  
[QualityInitiative.ncal.org](https://QualityInitiative.ncal.org)



Turning Complaints into Compliments



INTERACT for Assisted Living



Consumer Fact Sheet on *Antipsychotic Drugs for Persons Living with Dementia*

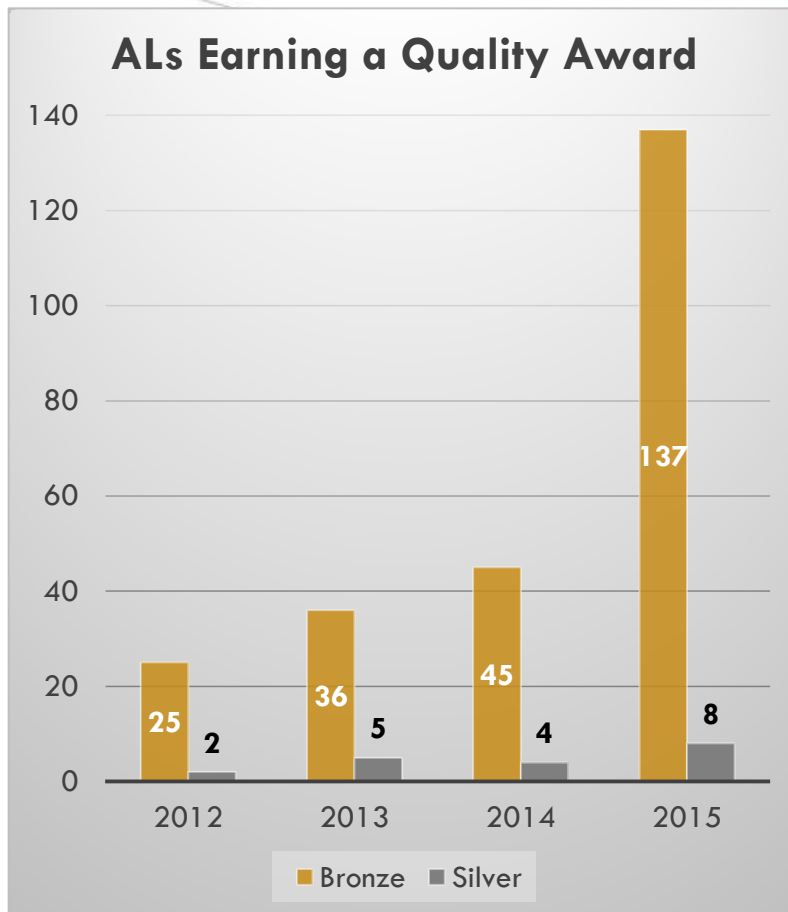
# AHCA/NCAL National Quality Award Program



# Quality Award Program

- ✓ Provides a pathway for providers of long term and post-acute care services to journey towards performance excellence
- ✓ Based on the core values and criteria of the Baldrige Performance Excellence Program
- ✓ Member communities may apply for three progressive levels of awards:
  - Bronze - Commitment to Quality
  - Silver - Achievement in Quality
  - Gold - Excellence in Quality

# Quality Awards Among ALs



✓ NJ's AL Bronze Recipients

- 2014 – 1
- 2015 – 4



# Get Ready to Apply

<b>November 19, 2015</b>	Bronze, Silver and Gold Intent to Apply Deadline
<b>December 7, 2015</b>	Bronze, Silver and Gold Applications are Accepted Online
<b>January 28, 2016</b>	Bronze, Silver and Gold Application Deadline

# Track Your Progress

LTC Trend Tracker  
National PSO for Assisted Living





# LTCTrendTracker<sup>SM</sup>

YOUR QUALITY & PERFORMANCE SOLUTION

- ✓ Now available to assisted living members
- ✓ Turnover and Retention Upload (staffing data)
  - Upload staffing data and receive instant feedback on rates
  - Benchmark against peers
  - Examine 7 different staff positions
- ✓ Customer satisfaction questions aka “CoreQ”:
  1. In recommending this facility to your friends and family, how would you rate it overall?
  2. Overall, how would you rate the staff?
  3. How would you rate the care you receive?
  4. Overall, how would you rate the food?

# The Future of LTC Trend Tracker for AL Members

- ✓ 2016 - Additional AL measures:
  - 30-day hospital readmission rates
  - Off-label use of antipsychotics
  - Occupancy rates
  - Lengths of stay

# National PSO for Assisted Living

- ✓ Exclusive member benefit (with some cost)
- ✓ Venture with New Jersey Hospital Association
- ✓ Track clinical and patient safety measures
- ✓ Non-punitive reporting system that is designed to reduce or minimize harm to residents

# What is a PSO?

- ✓ **Patient Safety Organization**
- ✓ A group of independent, external experts who can collect, analyze, and aggregate Patient Safety Work Products
  - locally, regionally, and nationally
  - develop insights into the underlying causes of patient safety events
- ✓ Protected from legal discovery to allay fears of increased risk of liability
- ✓ Certified by the Agency for Healthcare Research & Quality (AHRQ)

# Benefits of Joining the National PSO for AL

- ✓ Access to data
  - For benchmarking
  - Detect and address emerging quality issues as they arise
- ✓ Reduce liability costs and exposures
- ✓ Access to resources including webinars, policies & procedures, and training material to improve quality
- ✓ Improve safety and quality, leading to better resident outcomes

# What Data Does the PSO Collect?

- ✓ Demographics
- ✓ Falls
- ✓ Pain Management
- ✓ Pressure Ulcers
- ✓ Infection Control
- ✓ Unplanned Hospitalizations
- ✓ Hospice
- ✓ Elopements
- ✓ Depression
- ✓ Medication Management

# Looking Ahead...

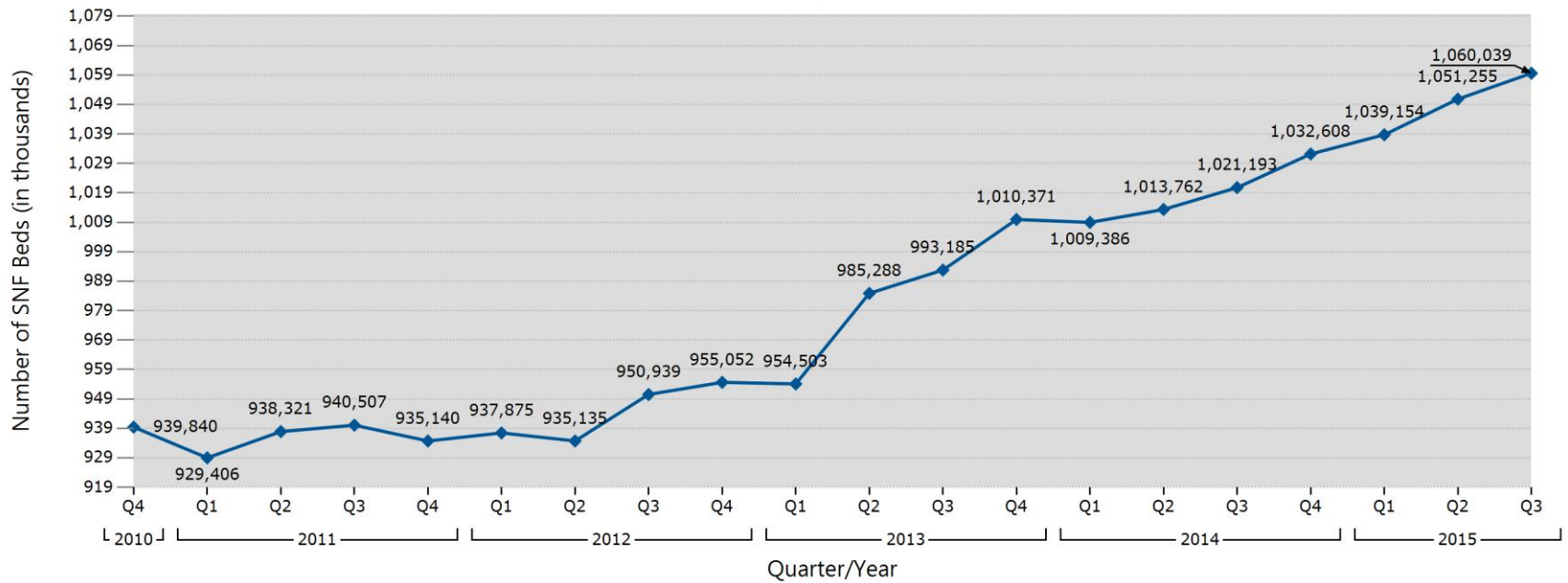
- ✓ High quality care will always deliver long range success.
- ✓ Data matters more than ever before.
- ✓ Value-based payment models are replacing fee-for-service.
- ✓ Your leadership matters. Treat your staff the way you want them to treat your residents and patients.
- ✓ Embrace change. It is the only constant we have.

# DC Update



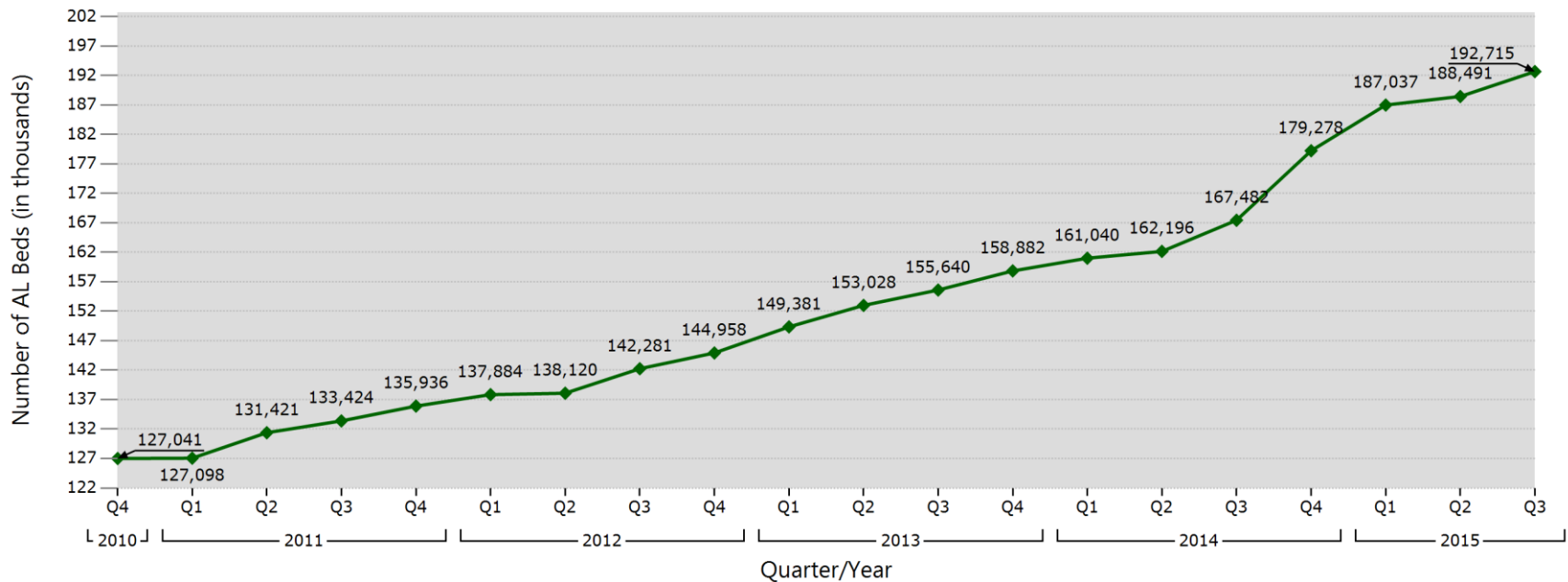
# More Unified Than Ever

SNF Beds Membership Trend - Last 5 Years



# More Unified Than Ever

AL Beds Membership Trend - Last 5 Years



# More Politically-Active Than Ever

	2009-2010 Cycle	2011-2012 Cycle	2013-2014 Cycle	2015-2016 Cycle (Projected)
<b>Overall Raised</b>	\$4,929,627	\$5,688,839	\$10,900,000	\$12,070,000
<b>Political Events</b>	26	226	328	215

# Leading the Way

- ✓ Proactively taking solutions to the Hill
- ✓ Leading the Quality Initiative

# Risks That We Face Have Changed

## 2010

1. The Hill
2. CMS
3. Changing Payment Models

## 2015

1. Changing Payment Models
2. CMS
3. The Hill

# The Hill

- ✓ Medicaid is safe for 2015-2016
- ✓ Federal regulation of AL unlikely
- ✓ Still challenges, but risks are not large enough to sink us

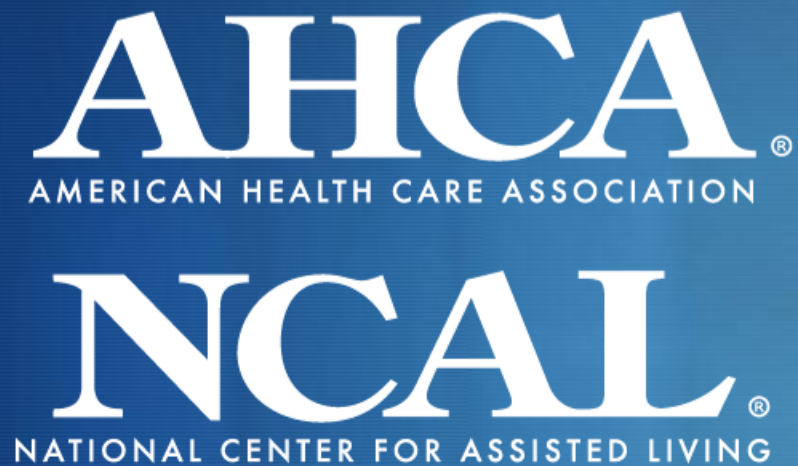
# The Political Climate in DC

- ✓ Speaker of the House
- ✓ Big budget deal
- ✓ Debt ceiling

# How We Win on the Hill

- ✓ Continue deep political and lobbying activity
  - Political Efforts – Jennifer Hahs, [jhahs@ahca.org](mailto:jhahs@ahca.org)
  - Lobbying & Building Tours – Matt Smyth, [msmyth@ahca.org](mailto:msmyth@ahca.org)
- ✓ Be right on policy





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