



2020 Community Report

Care Resources is a Program of All-inclusive Care for the Elderly (PACE®), a national healthcare program funded by Medicare/Medicaid. PACE is a community-based program for people 55 or older that promotes healthy, independent living and helps prevent nursing home placement.

Our program is all-inclusive concierge care led by skilled primary care providers and an interdisciplinary team with 11 specialties represented. Care Resources embraces physical, mental, and social health, making healthcare accessible and affordable.

Our program includes:

- Complete Physician Practice
- Full Day Center Services
- Extensive Rehab Gym
- Medical Transportation
- In- and Outpatient Care
- In-house Specialties: Audiology, Dentistry, Ophthalmology, Podiatry, Psychology
- Home Healthcare
- Onsite Pharmacy and Medication Management

Care Resources also offers a Private Pay option for those not eligible for Medicaid. All Care Resources services and Medicare Part D prescription plans are included in Private Pay, which is made possible by the increased space that our new building provides.

Who We Serve

Care Resources serves people who meet the following criteria:

- 55 years or older
- Resident of Kent County or these Ottawa County zip codes: 49418, 49428, 49435, 49534, 49544
- Able to safely live in the community
- Meet the state of Michigan nursing facility level of care



Our Mission

To offer long-term care choices that promote independence, dignity, and a high quality of life for the elderly members of our community.

Vision

To be best practice in care, service, and quality – assuring financial health and growth that results in being a PACE leader in the state of Michigan by 2020 and nationally by 2030.

Our Values

- Preserving the **Quality of Life** is our commitment to the people we serve
- A **Holistic Approach** that embraces a person's physical, mental, and social health
- **Responsiveness** to the people we serve by continually addressing their needs
- **Collaboration** through partnerships to utilize community resources to help the people we serve remain in their home
- To be **good financial stewards** of limited healthcare resources

Our Owners

Care Resources is a partnership between Holland Home, Reliance Community Care Partners, Dominican Sisters of Grand Rapids, Metro Health/ University of Michigan Health, and Pine Rest Christian Mental Health Services.

Our Team

Care Resources is comprised of a team of over 110 people, including providers, nurses, social workers, pharmacists, and physical, occupational, speech, and recreational therapists. Our team also includes transportation specialists, participant care aides, intake specialists, and administrators.



All-inclusive Program

Care Resources embraces the physical, mental, and social health in a “one-stop shopping” model with the participant at the center. Care is delivered at our full-service Primary Care Clinic, our adult Day Center, and through a network of community providers.

Comprehensive Clinical Care

James Chiavaras, DO, Care Resources Medical Director, oversees clinical care for our participants. Our comprehensive healthcare team includes physicians, nurses, social workers, dietitians, therapists (physical, occupational, and recreational), home care coordinators, and other staff.

We provide transportation to and from Care Resources and approved medical appointments for everyone enrolled in our program. Family and caregivers are encouraged to attend medical appointments.

NOTE: Services are based on the recommendations of our team of healthcare professionals. Not all people in PACE receive all services. Participants may be liable for the costs of unauthorized or out of network services (except in emergency situations).

COVID-19: Changes, Innovation, Blessings

At the start of the COVID-19 pandemic (mid-March 2020), Care Resources quickly shifted our focus from a day center based model to a home health model for our nearly 250 at-risk and elderly participants. The shift meant providing a new and innovative approach to care, including telehealth services, ongoing medical care, psychological support and socialization through phone calls, and expanded services like meal and grocery delivery.

Before the pandemic started, some of these services were not provided at all or were provided largely in our Day Center. Our team quickly adjusted, continuing to care for participants and allowing caregivers the opportunity to get back to work with no additional cost to participants and without any staff layoffs.

Care Resources services never stopped during this challenging time.

Throughout 2020, Care Resources worked to protect our participants from COVID-19 exposure. Unlike traditional health care settings or home health providers, the PACE model allows flexibility to meet participants' needs in normal situations and during a pandemic. Care Resources connected with participants and guardians through frequent communications, to provide up-to-date information on safety measures and ongoing participant care.

Care Resources COVID-19 Response

- Clinical care and prescription medications provided per individual treatment plans
- Telehealth, telemonitoring, and home care services incorporated as appropriate
- Social services support via calls, visits, and onsite interactions
- Meals delivered to participants' homes or provided at the Day Center
- Grocery shopping provided for participants when needed
- Transportation to and from Care Resources and approved medical appointments
- Physical, occupational, speech, and recreational therapy



2020 Quick Look

272

Participants served
(increase of 11 over 2019)

37

Total Enrollments
(decreased by 18 vs 2019)

244 Average monthly census

732 Average member months

4845

Meals delivered to participants' homes

51 months

Average length of care for our participants
(increase of 6 months)

39,393
Home care hours

10,615 Calls made by social workers

7407
Activity bags prepared & distributed



Clinic Updates & Enhancements

James Chiavaras, DO
Medical Director, Care Resources

This has been a tough year for all clinicians. Our physicians quickly rose to the challenge of maintaining the health and safety of all Care Resources participants. Dr. Chiavaras' medical leadership has been steadfast during this critical and highly contagious time period, helping keep our participants out of the hospital and emergency rooms, or quickly returning them to their homes afterward. Our team worked hard to mitigate COVID infection rates throughout the past year. Our clinical and infection control teams continue to stay on top of all changing trends and regulations, focusing on our top priority – the health and safety of all our participants and staff!

To further support our participants living at home, Care Resources teamed up with Life EMS. Their 24/7 community paramedic program allowed our physicians to have “eyes on” the patient when EMS was called to their homes. Because our physicians were able to review vital signs, ask questions of the paramedics in real time, and thoroughly assess the situation, our high-risk participants avoided unnecessary trips to the ER and possible COVID exposure. The Life EMS team worked directly with our physicians and provided reports every few weeks that documented all calls and outcomes from their visits to participant homes.

Another benefit of the PACE model of care is being able to see participants in our clinic (or their own homes) for same-day or next-day clinical evaluations. Every issue is addressed, including an increase in psychosocial concerns since the pandemic began. Even when nothing is “wrong” with the participant, knowing every concern will be addressed brings great comfort and a sense of calm to them in an otherwise frightful and unsettling time. While Care Resources physicians prefer to bring participants into the clinic for care whenever possible – always with the necessary PPE precautions – physicians willingly went out to participants' homes when needed.

Care Resources' leadership has been impressed with the response of our staff throughout the pandemic. They showed us their ability to think differently about how we deliver care; take extra precautions to keep participants and each other safe; rapidly adapt to new protocols, processes, and technologies; work tirelessly to obtain the necessary personal protective equipment and supplies; and overcome adversity. The staff came together to share their compassion and provide exceptional care to each and every participant.

Care Resources Primary Care Team

James Chiavaras, DO, Care Resources Medical Director
 Craig Bethune, DO
 Mary Pell, DO
 Larry Sluiter, PA-C
 Laura E. Hall DNP, AGNP-C, RN

Nurse Practitioner Added
 Laura Hall, a certified nurse practitioner, joins the Care Resources primary care team in January 2021. Laura received her Doctor of Nursing Practice from Grand Valley State University – the highest level of clinical nursing education available – and her Bachelor of Science in Nursing from Calvin University. Laura previously worked as an RN for Mercy Health St. Mary's, Aya Healthcare, and Pine Rest Christian Mental Health Services, and most recently as a nurse practitioner for Third Coast Family Practice. We are excited to have Laura join our team to further expand the clinical care we provide for participants.



Bethany McQuade, MSN-PH, RN
Education Coordinator, Care Resources

Bethany was instrumental throughout the COVID pandemic, providing infectious disease oversight, working closely with Dr. Chiavaras and the clinical team. She worked closely with the Kent County Health Department and consistently monitored the CDC recommendations, ensuring best practices were being implemented at Care Resources in real-time as the situation evolved. Some of Bethany's tasks included contact tracing, staff symptom checks, maintaining PPE supplies, massive amounts of research, monitoring local and state-wide infection rates, and overseeing the safety of home and clinic visits. She coordinated the purchase and implementation of a COVID rapid test machine, which has been in use since early December. This device, which also tests for flu, will serve Care Resources long after COVID is behind us.

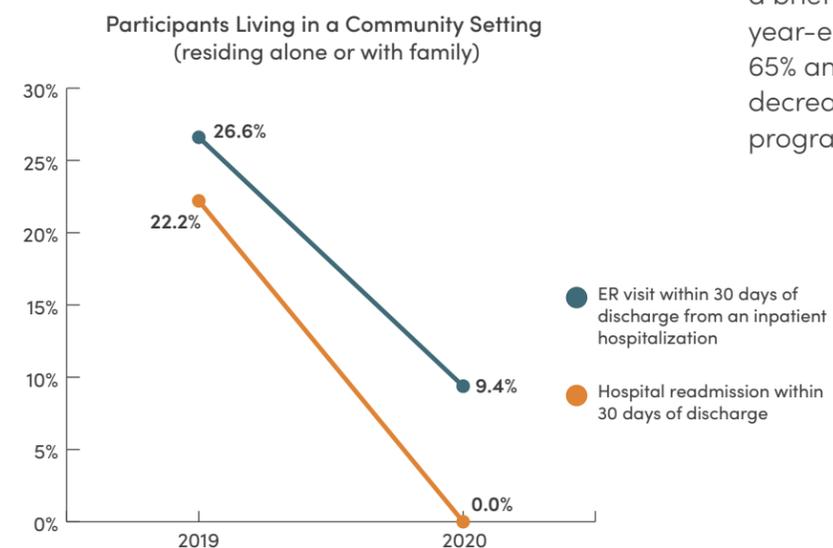
Bethany also provided continuous education to our staff, participants, caregivers, and the teams at the facilities where some of our participants reside as new information became available from the CDC, health departments, local hospitals, and other sources. Bethany's next challenge is vaccine coordination for Care Resources participants and staff. We are fortunate to have someone as detail-focused and conscientious as Bethany in this role, especially during a global pandemic!

Transitional Care Intervention

In late 2019, Care Resources initiated a Transitional Care Intervention (TCI) program to reduce ER visits and readmissions after inpatient hospitalizations for those participants who reside in the community (living alone or with family). The extensive TCI program includes:

- Care coordination with the hospital's transitional care RN
- Partnering with the participant and family (if applicable) to set achievable goals for discharge home
- Following through the post hospital PCP visit (encouraging family involvement)
- Ensuring medication reconciliation/education occurs
- Providing education related to their reason for hospitalization
- Ensuring a home care RN visits within 24-48 hours of discharge to home
- Weekly “touch bases” thereafter with the participant/family to reinforce education, identify any needs, and assist with progressing to achieve goals and help the participant stay out of the hospital

Care Resources expanded the TCI program in 2020, training a second RN for the Transitional Care Coordinator role. Although modifications were required due to COVID, the program continued after a brief pause at the beginning of the pandemic. Our year-end data shows ER visits decreased by almost 65% and readmissions after inpatient hospitalizations decreased 100%, proving the significant impact this program is having on our participants' quality of life.



Telehealth Grant and Virtual Support

Care Resources received grant funding in April from The Michigan Health Endowment Fund to launch telehealth services – ensuring greater protection against COVID-19 and providing an extension of the essential all-inclusive care already provided to our participants. The launch of telehealth services and monitoring gives the Care Resources clinical team another tool to use in providing wrap-around care to keep people in their homes, which has never been more important than during the COVID-19 crisis. Telehealth services also reduce caregiver strain, decrease emergency room visits, and improve participant health. Care Resources was one of 61 Michigan providers and safety net organizations to receive grants from The Michigan Health Endowment Fund. The funder awarded nearly \$3 million in grants to accelerate telehealth treatment in Michigan. Care Resources received \$49,909.

This grant support allowed Care Resources to implement **Care.Coach** and **LIFE HRS** technologies, which have been very successful so far. We were also able to purchase the digital tool “It’s Never 2 Late” (IN2L) for our Recreational Therapy and Rehab teams to incorporate into our day center activities.



Care.Coach Telemonitoring

Fourteen participants are currently using telemonitoring services. A device in their home helps monitor vital signs, oxygen levels, and weight. Data is uploaded for nurses to review weekly, and from those reports doctors adjust treatment plans as needed.

One participant, Pam M, had multiple ER visits for dizziness due to orthostatic hypotension from cardiac medications. The telemonitor helped the Care Resources team better monitor Pam’s vital signs, address symptoms, and monitor cardiac medicine changes. It provided needed information to adjust treatment and reduce her ER visits. Pam’s cardiologist was able to see the telemonitor weekly report and worked with her PCP to adjust medications. Pam liked knowing she did not have to track her own vital signs and that her care team was monitoring her data.

“It’s still a lot of work, but I’m happy I don’t have to write it all down and track it myself, and that my cardiologist also gets the weekly results,” said Pam.

PACE Advocacy

Care Resources CEO and COO are helping to advance PACE awareness and advocacy issues by serving on the Board or committees of the PACE Association of Michigan (PAM) and National PACE Association (NPA).

Tracey McKnight, CEO, is entering into her second term on the PACE Association of Michigan’s Board of Directors where she has been working with the association to advocate for expansion of PACE services in the state. In addition to the PAM Board of Directors, Tracey has been selected to serve on the association’s special committee on Encounter Reporting.

Tom Muszynski, COO, currently serves as Chair of the Education Committee for the PACE Association of Michigan. This newly created committee is charged with planning and executing education and networking opportunities for PACE staff and stakeholders in the Great Lakes Region. Tracey also serves on the NPA Public Policy Committee, which monitors legislative activity that impacts PACE. The committee recommends policy positions to the NPA Board of Directors and assists in implementing NPA policy initiatives.

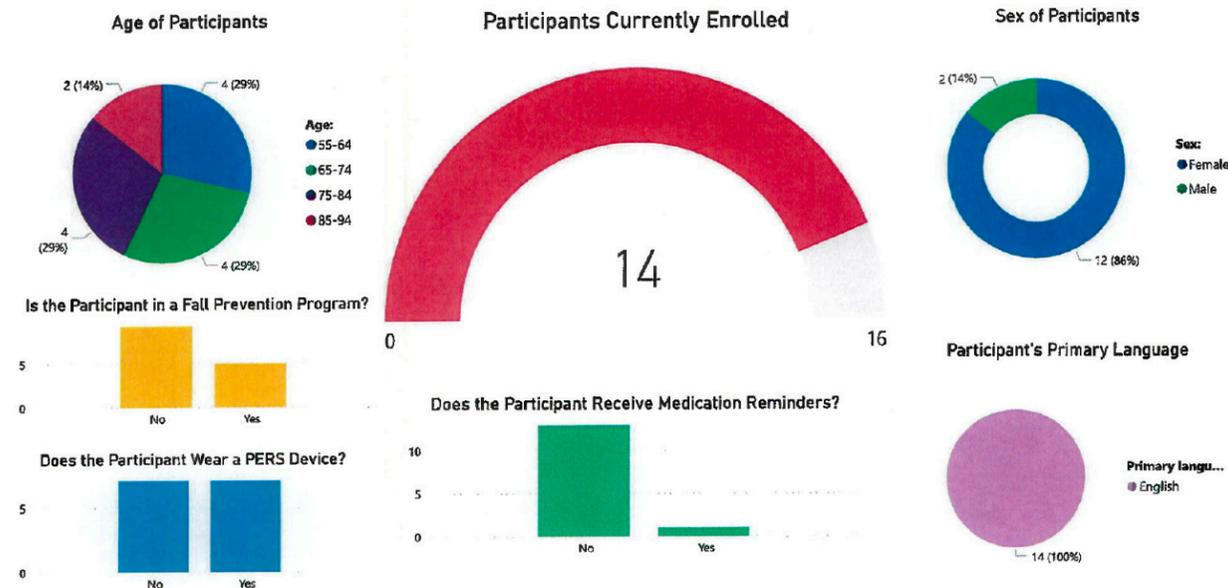
NPA works proactively with CMS staff and members of Congress on policy issues that affect PACE organizations. Because PACE organizations have innovative programs that work with both the Medicare and Medicaid programs, the PACE Model of Care has its own regulations to govern operation.



New Videos

Taking advantage of the Day Center closure due to the COVID-19 quarantine, the marketing team worked together to develop a virtual tour video showcasing our fabulous new facility. Two versions of the video were finalized – a full tour at just over 5 minutes in length, and a shortened version at 1.5 minutes. The videos, added to our website and our new YouTube channel, have been well received so far. These videos will serve as excellent marketing and recruitment tools for us, especially with fewer in-person tours taking place currently.

Care.Coach Dashboard



Transportation Improvements

In the fall of 2020, an in-depth assessment of all transportation operations and fleet status was completed. The consultants met with our team members and provided insights into effectively managing a PACE transportation department of our size. We are moving forward to implement many of these recommendations with the future vision of having Care Resources provide 100% of transportation to our participants, excluding Ambulance Care.

One Year Anniversary!

On August 5 Care Resources celebrated our one year anniversary in the new building! While we wish participants and others could have been with us too, we were grateful to celebrate all our successes over this past year. We look forward to enjoying many more years in this building!

2020 Year in Review

New Private Pay Option

In 2020, Care Resources added a Private Pay option for those not eligible for Medicaid. All Care Resources' services and Medicare's Part D prescription plan are included. Five community members joined under this private pay model, some for a short transition period while waiting for Medicaid approval. The pandemic led to increased interest in Private Pay, allowing seniors to receive the quality of care they need, even when they do not qualify for Medicaid. Other program options are being developed to further expand our reach, including a Day Center only model, which will launch post-pandemic.



PACE 2.0 Collaborative

Care Resources was selected to participate in the PACE 2.0 National Learning Collaborative, launched by the National PACE Association (NPA), with the support of grants from the John A. Hartford Foundation, West Health, and Harry and Jeanette Weinberg Foundation. Twenty-three PACE programs from across the country were selected to be part of this Collaborative, including five PACE organizations in Michigan!

All selected PACE organizations have set goals that at least double their net monthly enrollment rates. Care Resources' goal is to increase monthly net enrollment from 1 per month to 10 per month by November 2021. The organizations selected for this collaborative span 11 states and range in census size from approximately 40 to more than 2,000.



Happy Calls and Activity Bags

When the quarantine first started, most of us expected it to last only a few weeks. Our Care Resources social work team started calling participants twice a week to check in, making sure each person was safe and had the food and medicine they needed. As the "stay at home" orders kept getting extended, we knew our team needed to do more to help participants feel connected and cared for. "Happy calls" started in April to help people feel less lonely, sad, or bored, and were a blessing for many participants. For example, Beverly A. said, "It means that somebody still cares outside of the family. I love Care Resources, I miss them; they're like family."

Sue Pence, who made most of the initial happy calls for Care Resources, would talk about anything and everything, often joking around to get people laughing. "I talked to them about different hobbies, what they are doing and how things are going. They want to come back [to the Day Center], they miss the socialization. That's what part of the happy call is, getting to know them."

In addition to "Happy Calls", Care Resources also sent out weekly activity bags filled with crossword puzzles, books, and other at-home entertainment items.