

Assisted Living Workgroup Findings & Recommendations



**PRESENTATION TO THE
LONG-TERM CARE COORDINATING
COUNCIL**

JANUARY 10, 2018

Agenda



Project Summary

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Key Findings

Recommendations

Key Terms



ALF: Assisted Living Facilities, used to refer to both:

- **ARF:** Adult Residential Facilities
- **RCFE:** Residential Care Facilities for the Elderly

ALW: State-managed Medicaid Assisted Living Waiver

City Departments:

- **DAAS:** Department of Aging and Adult Services
- **DPH:** Department of Public Health

Project Summary



- Project was prompted by a concern that people in need of assisted living are unable to procure it for a variety of reasons, particularly low-income individuals.
- Assisted Living Workgroup has identified that smaller and more affordable ALFs are disappearing, making it difficult for low-income persons to secure ALF placement and presenting a potentially critical barrier for the City's support network and system of care.
- The Workgroup recommends the City support the continued existence of small facilities, while also developing alternative models and sources of support to ensure this resource remains available.

Process Overview



Members

- ALF operators and 6Beds, Inc
- City departments (DAAS, HSA, Controller, OEWD)
- Staff representation Mayor Breed and Supervisor Yee
- Service providers that work with older adults and people with disabilities
- LTC Ombudsman
- Medical and healthcare professionals

Met August through December 2018

- Conducted key informant interviews, administered an ALF operator survey, analyzed subsidy data, and developed a cost estimate and key informant interviews
- Work done within 3 research subgroups:
 - Demand
 - Supply
 - Strategies

Process Overview



Developing recommendations:

- Based on findings from Supply and Demand research groups, 16 potential strategies were identified

Prioritizing recommendations:

- From that list, the team prioritized recommendations based on the following criteria:
 - Cost
 - Impact
 - Timeframe
 - Feasibility

Key Findings



- Small and affordable facilities are disappearing at a fast rate and are unlikely to come back.
- Cost is – and will continue to be – a significant barrier.
- The City is a key funder of ALF placement
- There is unmet need for low-income ALF placements in San Francisco

Small and affordable facilities are disappearing at a fast rate and are unlikely to come back



- Decline in assisted living supply has occurred across both RCFE and ARF, primarily in small board and care homes. ARF are particularly at risk.
- Cost estimates suggest it is not financially feasible for a facility to accept the SSI rate and that it is unlikely that new board and care homes will open in San Francisco.
- Shifting family dynamics and broader economic trends exacerbate these cost issues, particularly related to workforce.

Cost is – and will continue to be – a significant barrier



- Cost estimates suggest that the monthly break-even bed rate is two to four times more than a low-income SSI recipient would be able to pay.
- It is unlikely that new ALFs will cater to low-income consumers.
- Low-income individuals will need a meaningful additional subsidy to secure ALF placement.

The City is a Key Funder of Assisted Living



- Over 800 low-income individuals and clients enrolled in special programs are supported to secure ALF placement through City and other public programs.
- 25% of ALF beds in San Francisco are subsidized by the City program or through another program. In particular, 42% of ARF beds are subsidized by DPH.
- The best opportunity to improve access to assisted living is through an expanded Medicaid waiver and additional local subsidies.

There is Unmet Need for Affordable Assisted Living



- An individual's need for assisted living level of care can develop under a variety of circumstances:
 - Living in the community with increasing personal care needs
 - Currently institutionalized or at risk of institutionalization
 - Experiencing behavioral health challenges and unable to meet basic needs
- Data to document demand is limited – when a service is not available, systems are typically not set up to document the need for that service.
- From the data available, at least 71 individuals have been assessed as in need of ALF placement.

Recommendations



Strategy	Recommendation
Sustain existing small businesses	Support business acumen skills Develop workforce pipeline
Increase access to existing ALF beds	Increase the rate for City-funded subsidies Increase the number of City-funded subsidies
Develop new models	Pilot co-location of enhanced services and affordable housing Make space available for ALF operation at low cost
Enhance state Assisted Living Waiver program	Shift management of San Francisco ALW slots to local entity Advocate for ALW expansion (AB 50)

Sustain Existing Small Businesses



Support business acumen skills:

Consulting to support smart business practices and promote overall business viability (e.g., streamline costs, optimize efficiency, and publicize business).

Develop workforce pipeline:

Partner with existing job training and subsidy programs for time-limited subsidy placement.

Increase Access to Existing ALF Beds



Increase the number of City-funded subsidies: To ensure the City is able to secure ALF placement for low-income individuals.

Increase the rate of City-funded subsidies: To increase availability of affordable ALF placement for low-income individuals.

Develop New Models



Pilot co-location of enhanced services and affordable housing: Explore models that provide enhanced, targeted, and coordinated long term care services within the community.

Make space available for ALF operation at low cost: Support ALFs by making space available at low-cost to ALF operators. This could be through City managed property or through philanthropic public/private partnerships.

Enhance State Waiver Program



Improve allocation of existing Assisted Living Waiver (ALW) slots: Explore opportunities to ensure that all Assisted Living Waiver (ALW) slots assigned to San Francisco are implemented in a timely manner, potentially by shifting management of the ALW program locally rather than regionally.

Advocate for Assisted Living Waiver (ALW) expansion: Advocate at the state level for passage of Assemblymember Kalra's AB 50, Medi-Cal: Assisted Living Waiver Bill.

Conclusion



- Assisted Living Workgroup has identified that smaller and more affordable ALFs are disappearing, making it difficult for low-income persons to secure ALF placement and presenting a potentially critical barrier for the City's support network and system of care.
- The Workgroup recommends the City support the continued existence of small facilities, while also developing alternative models and sources of support to ensure this resource remains available.
- **Next steps:** Seek LTCCC approval to submit report to Mayor Breed and hold follow up discussions regarding implementation

Discussion & Questions