

**STACKPOLE & Associates, Inc.**  
The Art of Service Marketing

### The Weakest Link

**Long Term Care**  
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WEBINAR PRESENTED BY IRVING STACKPOLE

To obtain further information, research & articles, email: [contactus@stackpoleassociates.com](mailto:contactus@stackpoleassociates.com)  
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## What We'll Talk About

- The Current Situation
- Demographics
- Demand
- Supply
- Staffing
- Chronic Stress
- Case Managers

**The American Nursing Home Is a Design Failure**  
*By Justin Davidson*



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**The Current Situation: Crisis**  
An event with an adverse impact on the organization, its customers, consumers, employees and its **BRAND**.  
Salvaging the sector!

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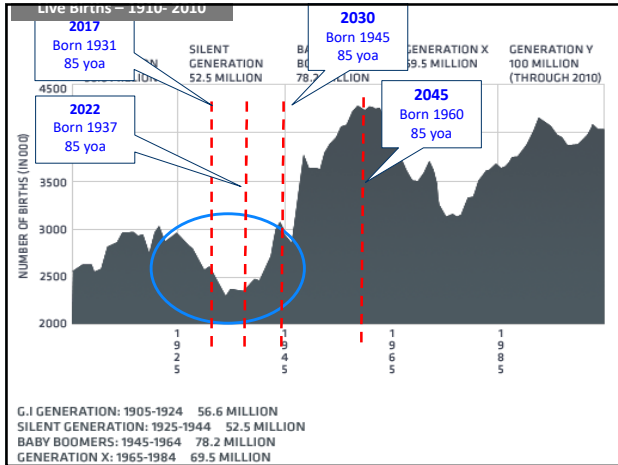
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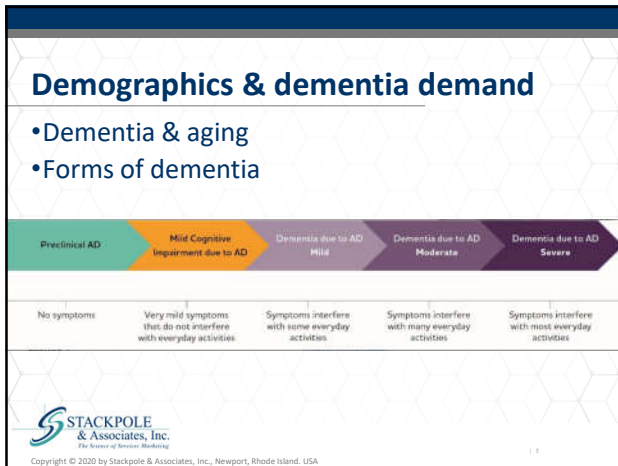
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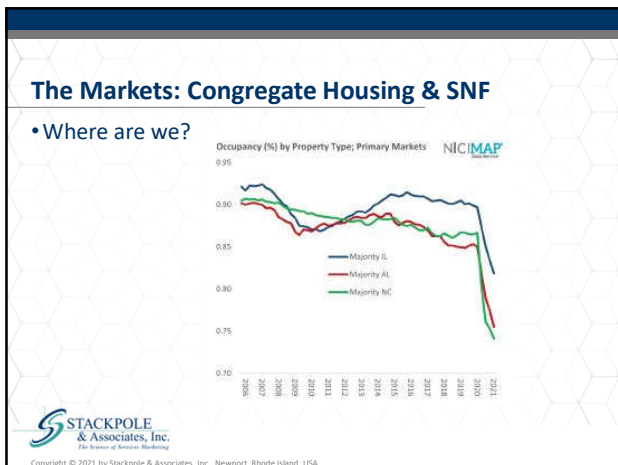
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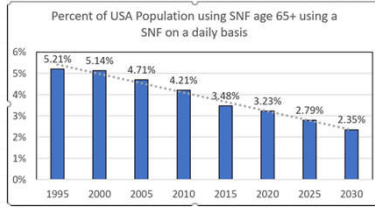
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### The Markets: Footsteps Down the Hall – The Trends Were Clear

• Where are we? (Pre-COVID-19 pandemic)



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### Recovery – The market will recover

• What are the “durable” segments

• SNF

- Those who have no choice
- Poor / very sick
  - Neurological / neuromuscular disease
  - Memory loss (Alzheimer’s & CIND)

• ALR

• Home Care



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### Recovery - Post COVID-19

• Likely Recovery Model(s)

- Factors – Depth, Length and Shape
- Two Scenarios – Different Markets
  - Scenario 1. Rebuilt & Recharged
  - Scenario 2. Ravaged & Relegated



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## Recovery Options

**The American Nursing Home Is a Design Failure**  
By Adam Bruckman



November 12, 2020  
**'Big, big changes' coming to nursing home regulation thanks to pandemic's destruction, Grabowski says**



Because of the devastation COVID-19 has wrought on nursing homes, regulations changed, they are coming, according to a highly respected long-term-care researcher.

Victim was going to see coming. Big change going forward," said David Grabowski, D.C., a professor of health care policy at Harvard Medical School. He was the speaker at the interactive session Policy for the Virtual Conference of the National Association for the Support of Long-Term Care (NASCL).

The number of long-term-care residents — among them the smallest number of residents still left behind — is expected to be 6.5 million and the industry later will struggle with it.



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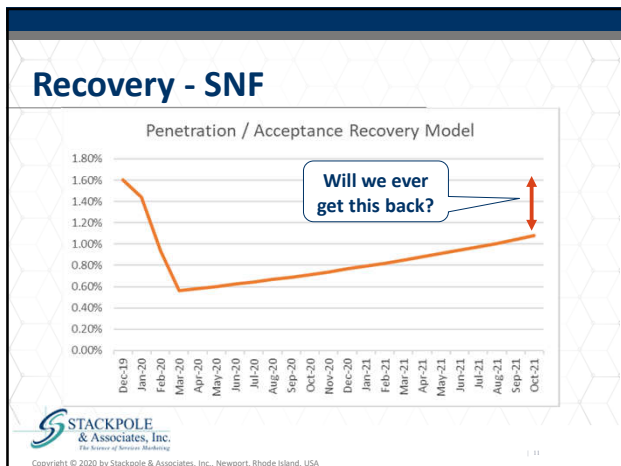
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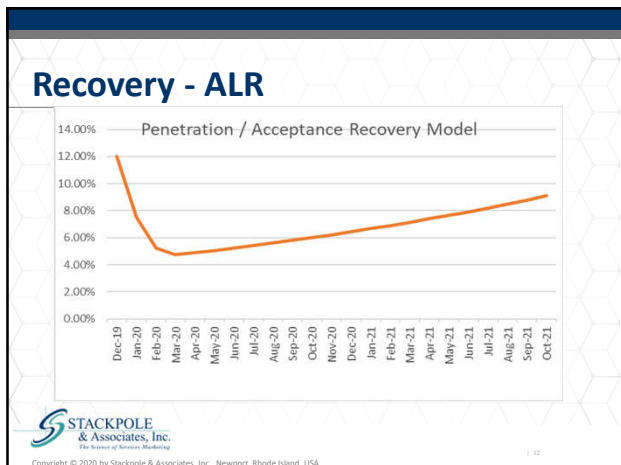
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## The domains

- Structures
- Programs
- Technology & Information
- Means of Production
- Culture
- Outcomes
- Economics

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## Programs

- How did it get this complicated?



And if they don't know what they want or need, why aren't WE teaching them?

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## Programs: What do we need?

	Screening / triage	Objective, evidence-based criteria
	Fit the person to the <u>program</u> , not the payment	Fit the person to the program she wants Remove perverse incentives
	CLEAR choices	Credit-default swaps are simpler than LTC choices ("The Big Short" for LTC?)

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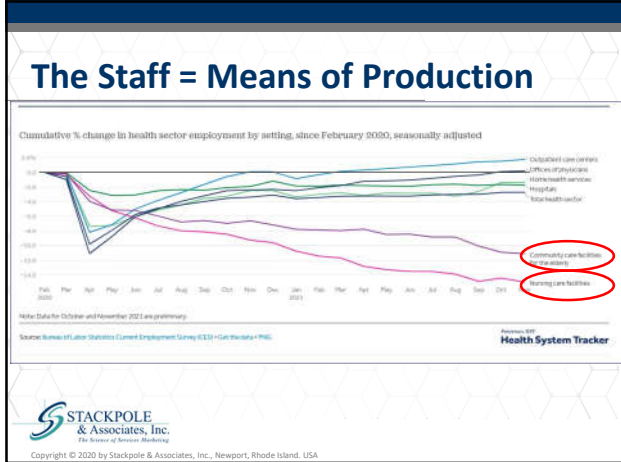
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### Chronic Stress

- Manifest in brittle behavior
- How to increase “resilience”?

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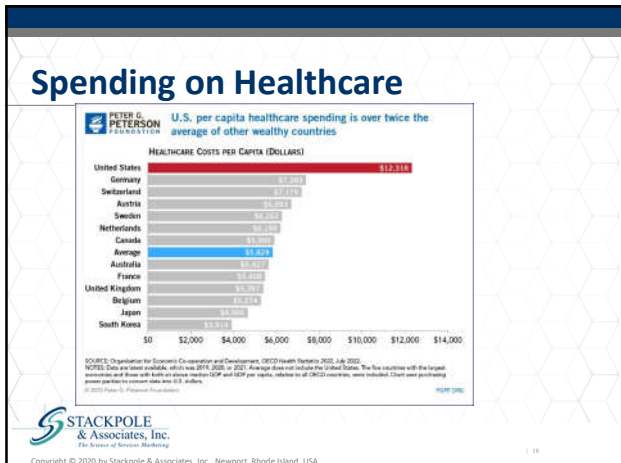
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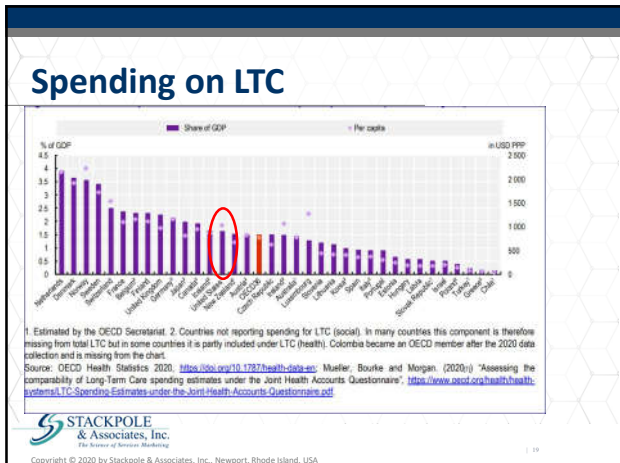
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- ### Outcomes
- Clinical Results – only part of the story
  - QUALITY –
    - The degree to which service is free of defects (Deming)
    - QRP – has only half the equation
  - Consumer Satisfaction
    - Is this what consumers want?
    - Is this what they need?
    - Is this what their families want?
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- ### Economics
- Direct and indirect costs
    - Systems been short-changed for 30 years
  - Medicaid cannot afford LTC
  - Medicare backed out 30+ years ago
  - Many think “the government will pay for it”
  - Almost \$500 billion value on non-paid care
  - Waste in mal-distribution, lack of collaboration and fragmentation
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**Economics – Ideas to get what we need**

- Federal insurance for long term care
  - Always the bridesmaid, never the bride
- Funding –
  - Small increase in Medicare payroll deduction AND
  - Small premium (w/ means test) on Part A, C & D
    - Don't worry, they can afford it – *really*
- Private LTC insurance fully deductible and
- Create LTC risk pool in each state
- **REQUIRE** participating LTC HIP's to spend 0.5% of premiums on education / communications

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**Case Managers –what we need**

- Navigators
  - *No one knows where to go, what to do!*
- Funding (Paying) Navigators
- Educating the public

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**Next Steps**

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## Conclusion

- The Current Situation
- Community of action
- Effective dialogue
- What leaders can do



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## Conclusion

“The world as we have created it is a process of our thinking. It cannot be changed without changing our thinking.”  
— Albert Einstein

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## The Weakest Link: Long Term Care



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IRVING STACKPOLE

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## Resources

- Williams, B. **Failure to Thrive? Long-Term Care's Tenuous Long-Term Future.** See: <https://scholarship.shu.edu/shij/vol43/iss2/3/>
- Stackpole, I. **Bridging the Divide: Transitions to Cross-Continuum Collaborations in Healthcare.** See: <https://stackpoleassociates.com/transitions-cross-continuum-collaborations-healthcare>
- **Who Cares? The pandemic shows the urgency of reforming care for the elderly.** *The Economist.* See: <https://www.economist.com/international/2020/07/25/the-pandemic-shows-the-urgency-of-reforming-care-for-the-elderly>
- True, S, et al. **COVID-19 and Workers at Risk: Examining the Long-Term Care Workforce.** See: <https://www.kff.org/report-section/covid-19-and-workers-at-risk-examining-the-long-term-care-workforce-tables/>
- **Adoption factors associated with electronic health record ...**
- [www.ncbi.nlm.nih.gov/pmc/articles/PMC4316426](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4316426)
- Jan 28, 2015 - **Long-term care (LTC) facilities** (as defined by the ARRA) are facility types excluded from the incentives including: skilled nursing homes, assisted ... also a source of statistical interference when 'meaningful use' is assessed.
- **Coronavirus Commission on Safety and Quality in Nursing Homes.** September 2020. See: <https://sites.mitre.org/nhccovidcomm/wp-content/uploads/sites/14/2020/09/FINAL-REPORT-of-NH-Commission-Public-Release-Case-20-2378.pdf>



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