

Epilogue to a Crisis

COVID-19 - the Long Term Care Story

Irving Stackpole

istackpole@stackpoleassociates.com

Mobile & WhatsApp: +1 617 719 9530

WEBINAR PRESENTED BY
IRVING STACKPOLE

To obtain further information, research & articles, email: contactus@stackpoleassociates.com
Copyright © 2021 by Stackpole & Associates, Inc., Newport, Rhode Island. USA

The Plot

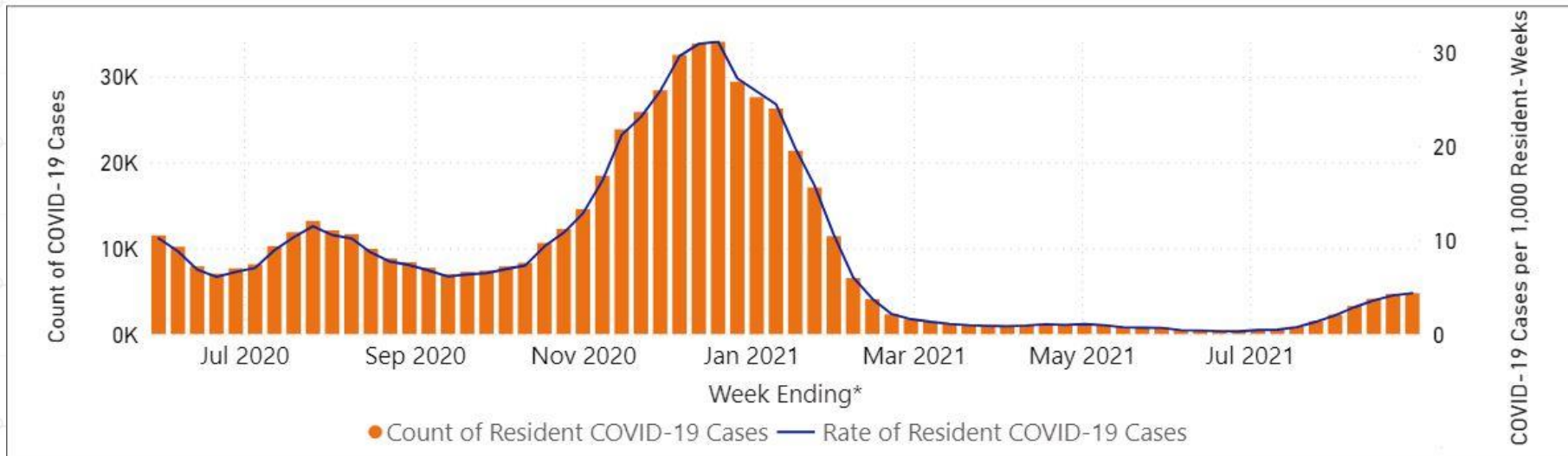
- “Poor house” → Nursing Home
- They got old & we stopped new ones being built
- Nobody wanted to work there & we said, “Hire more”
- We paid them poorly and told them to do more
- THEN – COVID-19

The American Nursing Home Is a Design Failure

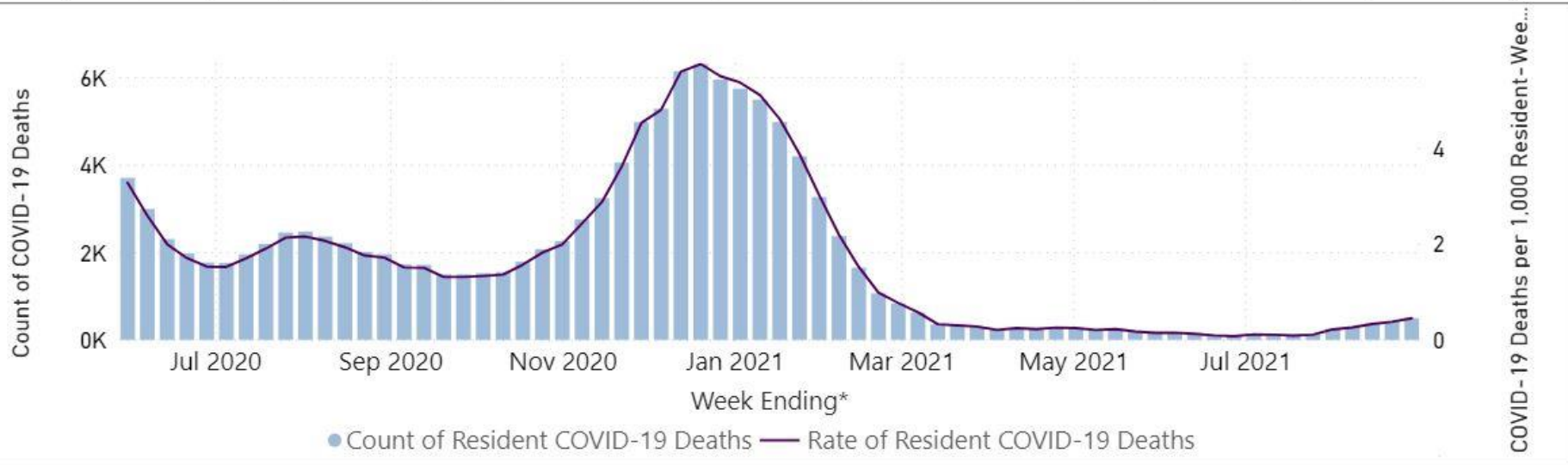
By Justin Davidson



Plot disruption: Infections



Plot Disruptions: Deaths



The Epilogue

what are other
words for
epilogue?



postscript, conclusion,
afterword, epilog, coda,
postlude, finale, supplement,
ending, peroration



 Thesaurus.plus



Crisis

An event with an adverse impact on the organization, its customers, consumers, employees and its ***BRAND***.

The sector!



The story continues *(doesn't it?)*

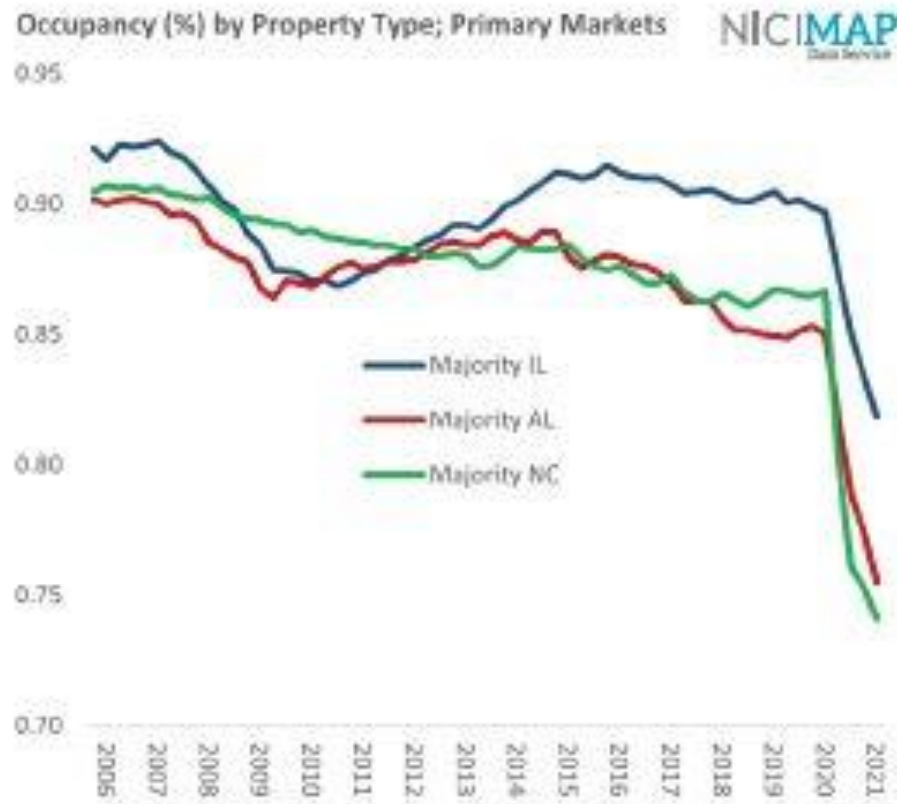
- “Durable” segments
- SNF
 - Those who have no choice
 - Poor / very sick
 - Neurological / neuromuscular disease
 - Memory loss (Alzheimer's & CIND)
- Assisted Living
- Residential Care Homes
- Home Care

The characters in the story

- The Markets
- Physical Structure
- Program (Structure)
- Technology & Information
- Workforce - Means of Production
- Culture
- Outcomes
- Economics

The Markets: Congregate Housing & SNF

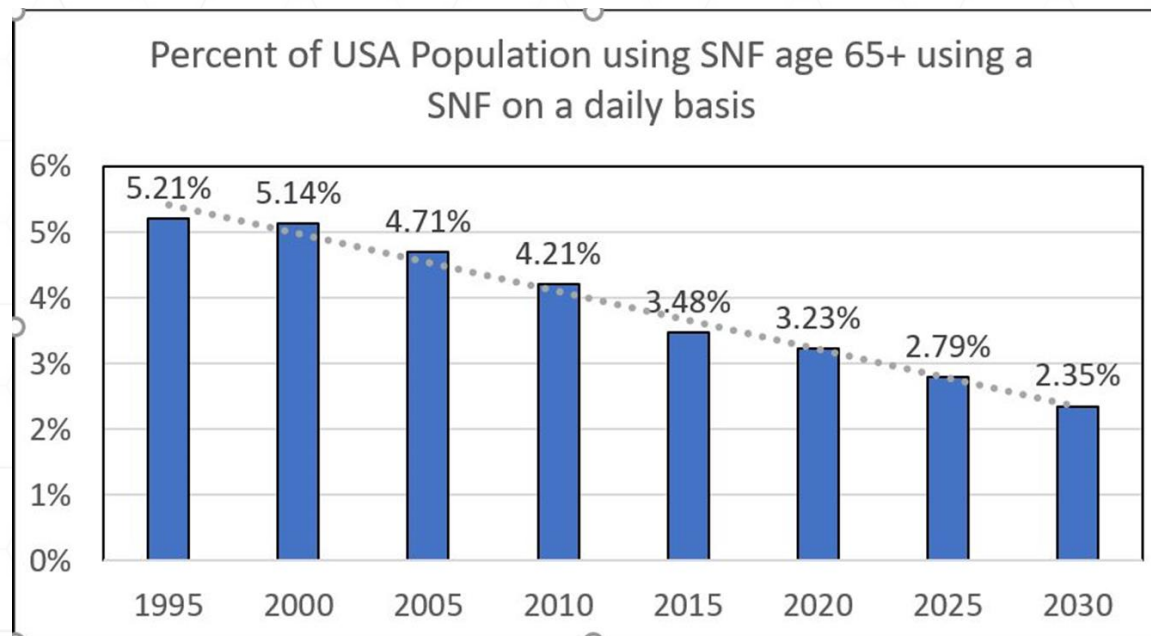
- Where are we?



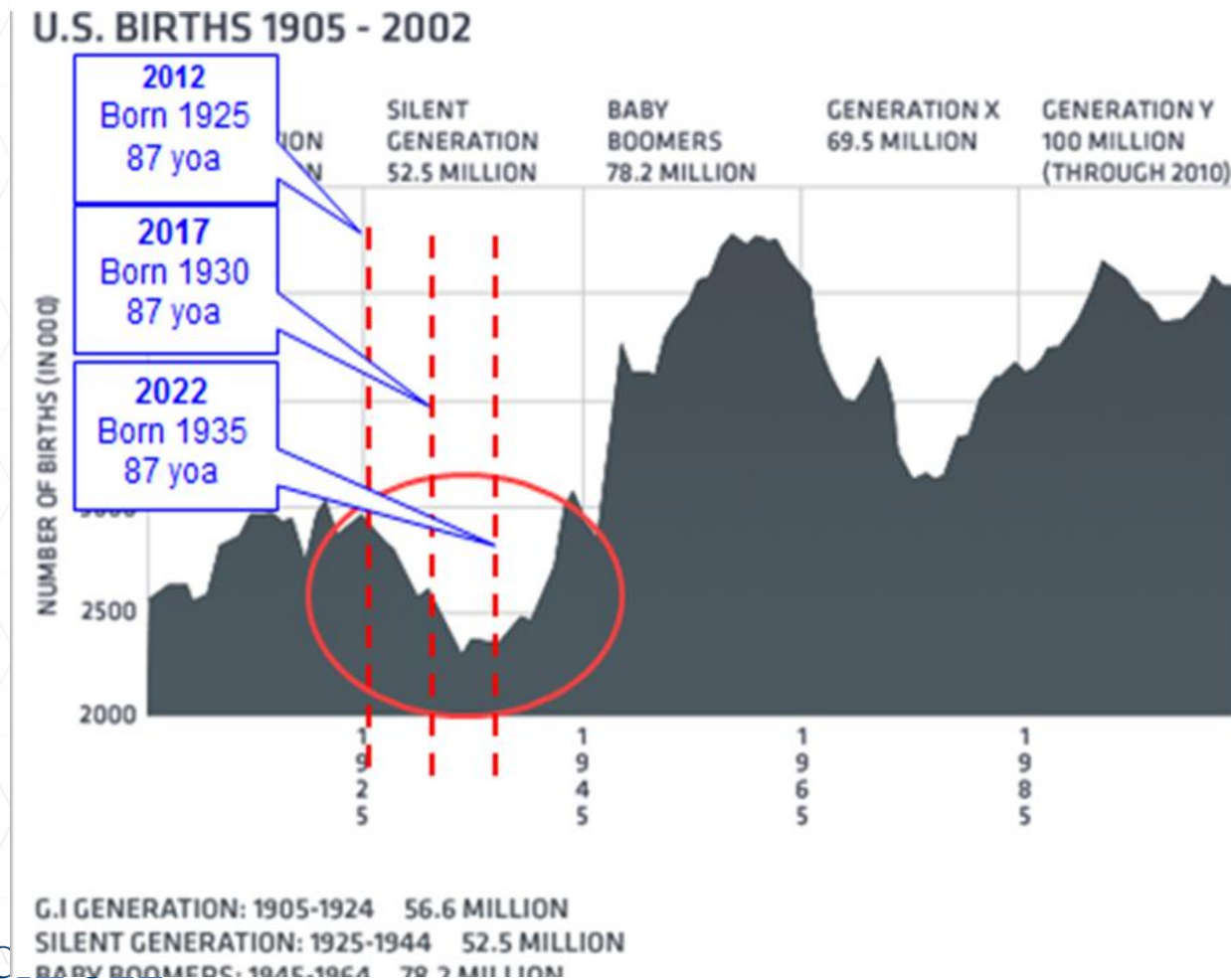
The Markets: Footsteps Down the Hall

– The Trends Were Clear

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



The Markets: Demographics & demand



Structure

The American Nursing Home Is a Design Failure

By Justin Davidson



- Property Plant & Equipment (The original PPE)
- Most NH in USA built between '60 – '75
 - Modelled on Hospitals
 - Assisted living
- Since then
 - Little of no re-investment
 - Capitalization has been extractive
 - The federal government has withdrawn fiscal support
- The result?
 - Yuck – would you stay at a Hilton that hadn't been renovated for 40 – 50 years?

Structures: What do we need?

- A much wider variety
 - Large like (newer) college dormitories with attractive common spaces
 - Medium-size – like AL's
 - Small – like McMansions for small groups of related / unrelated (NORCS) Think “Golden Girls”
- Supply studies “benchmark” not qual / quant analysis
 - What can the investors extract, v. contribute
 - REAL ESTATE undergirds the sector (equity v. debt)
- IT infrastructure
- Access to capital

Structure: Why don't we get what we need

- Access to capital
 - A new federal “Hill-Burton” Act
- Too busy eating each other's lunch
- Focus on profit, not the future
- It pays to confuse the consumer

AND

- Providers don't bargain TOGETHER

Programs

- LOCATION v. NEED
- COVERAGE v. NEED
- Community
- Home based
- Congregate
- Nursing
- How did it get this complicated?

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



Programs: What do we need?



Screening / triage

Objective, evidence-based
criteria



Fit the person to the
program, 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?)

Technology & Information

- Status of Technology
- Focused on reporting, recording and regulation fulfillment
- Staff efficiency?
- Subsidies?
 - Who can afford this stuff?
- Kroger's has more / better tech than you do



Technology: What do we need

- Tomatoes v. Granny
- Personal Emergency Response Systems
 - Legacy - Hospital-based
- We need an “IoLTC”
- Electronic Health Records
- Interoperability
- Ambient assisted living – can the technology help grandma?
 - Congregate Care Activity Tracker USTPO

People: The Means of Production

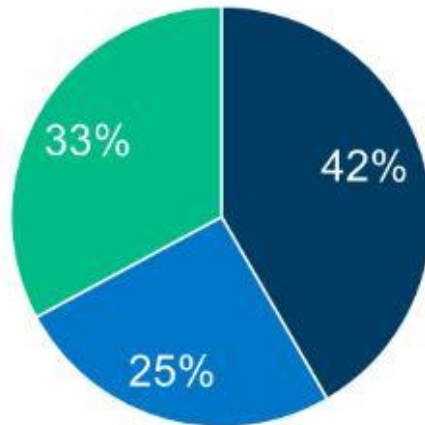
- Who cares?
 - Non-paid
 - Paid
- Who *wants* to work in LTC?
 - Research into effect of the sector
- Source(s) today
- Source(s) tomorrow

People = Means of Production

Of the Nation's 4.5 Million Long-Term Care Workers, Two-Thirds Work in Facility Settings and Half are Aides and Personal Care Workers

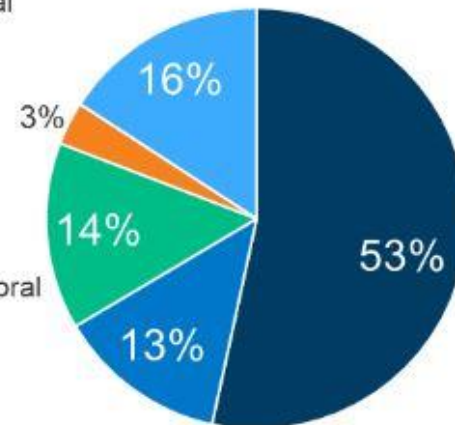
Type of Long-Term Care Setting

- Skilled Nursing Facilities
- Assisted Living Facilities
- Home Health



Type of Long-Term Care Worker

- Aides & personal care workers
- Direct contact support workers
- Health care providers
- Social & behavioral health workers
- Other support workers & managers

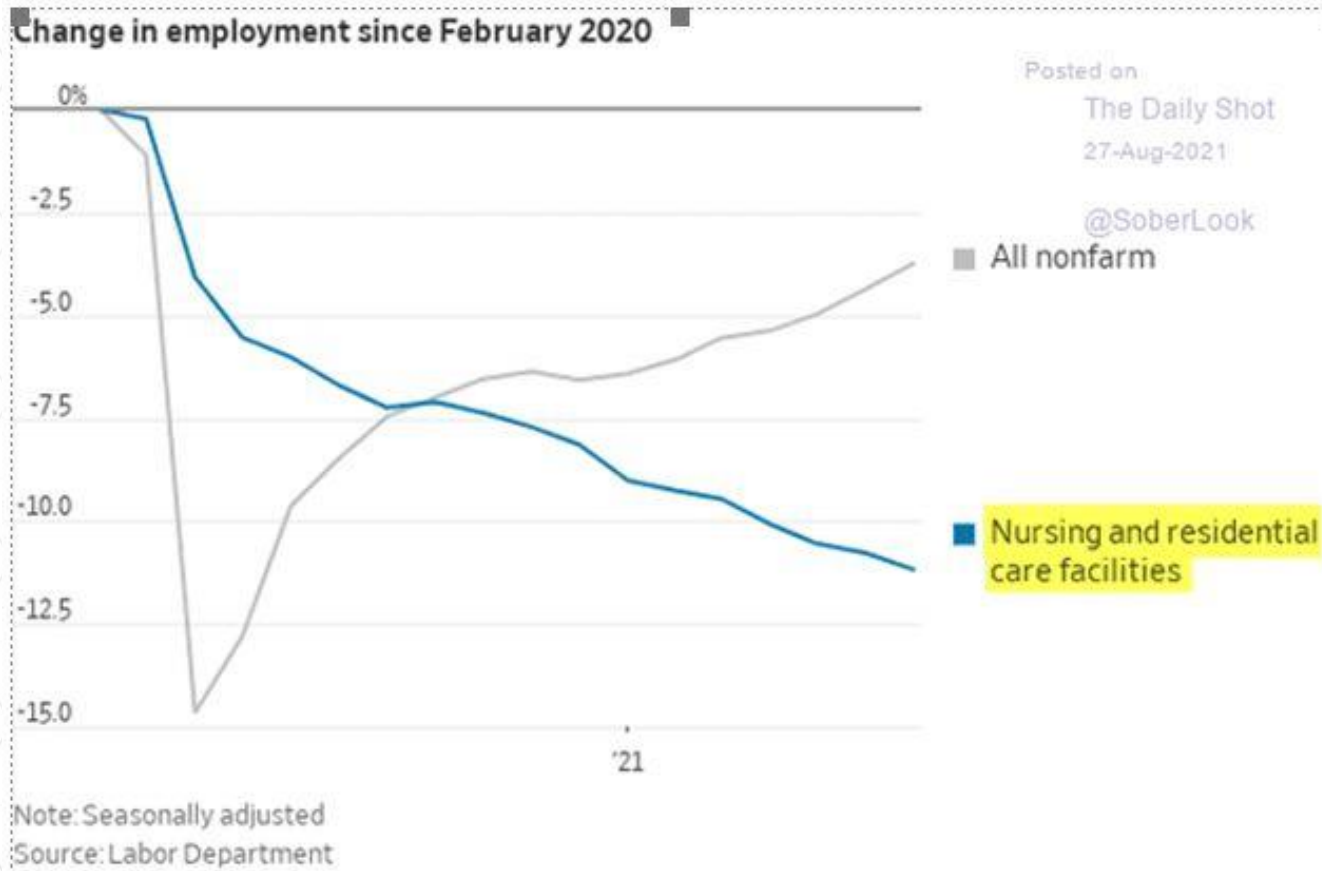


Long-Term Care Workforce in 2018 = 4.5 million

SOURCE: KFF analysis of American Community Survey, 2018.

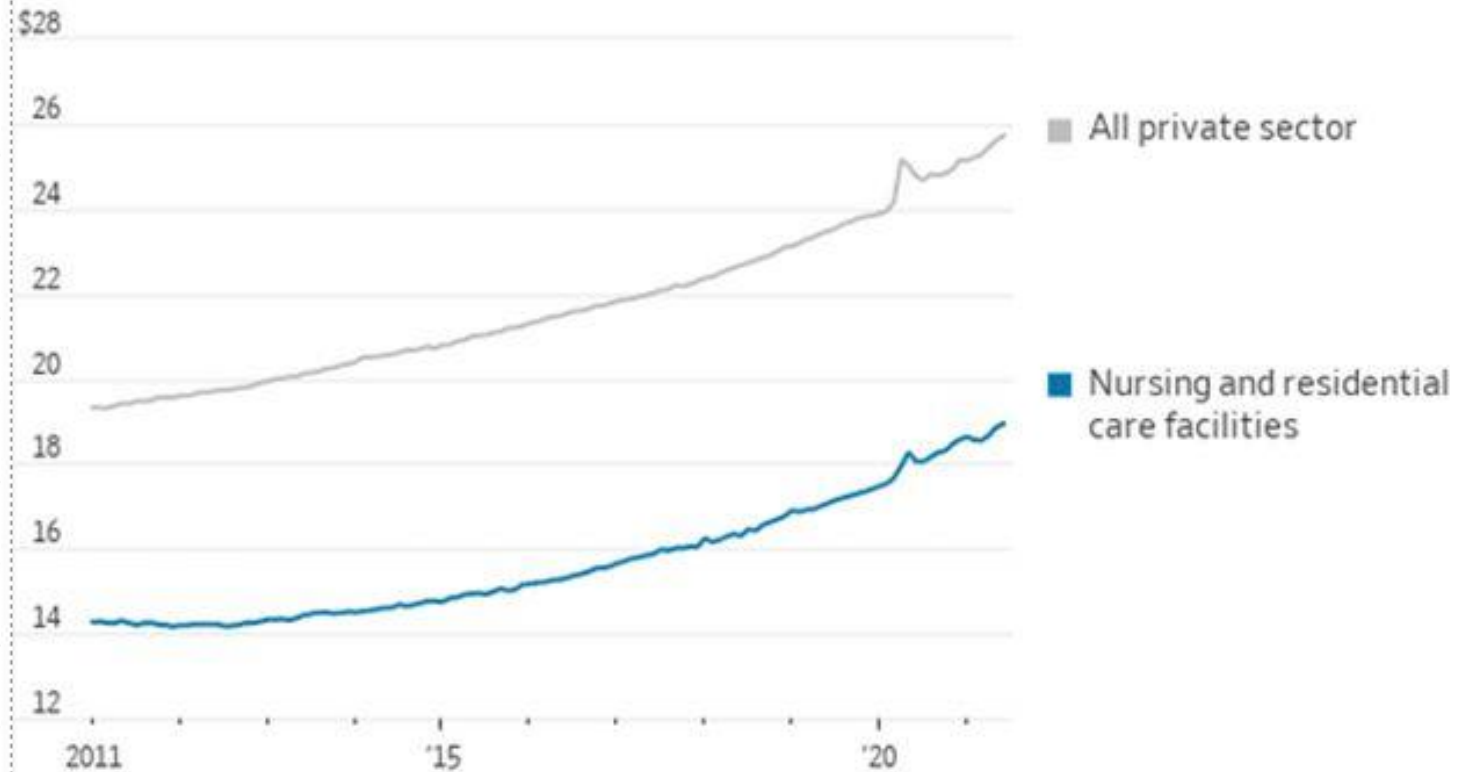


And then the pandemic...



Pay what they're worth?

Average hourly earnings for nonsupervisory employees



Note: Seasonally adjusted
Source: Labor Department



Stackpole & Associates, Inc.
The Science of Services Marketing

People: What's possible?

- Who *wants* to work in LTC?
 - There really are those who want to
 - Generation(s) to remove stigma
- **Why staff stay v. why they leave**
- We need a federal “LTC Jobs Act”
 - Retrain unemployed – screen for “loyalty”
 - Use existing federal training centers (?)
 - Subsidize salaries & benefits (ALICE)
 - + retention incentives
- **Reinstate H-1A visa for care-givers**

Culture



Outcomes: What gets measured gets done

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

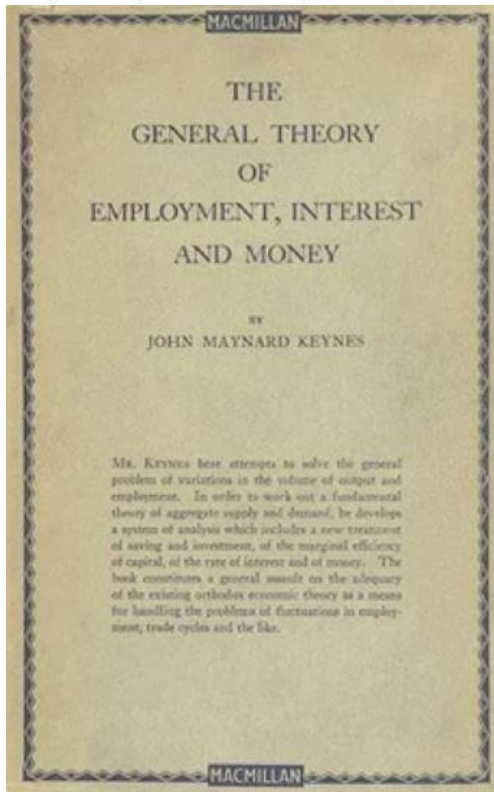
Economics

- Direct and indirect costs
 - Systems been short-changed for 50 years
- Medicaid cannot afford LTC
- Medicare backed out 45 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

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

John Maynard Keynes



- To those who say, “How can we afford this?”
- ***“Assuredly we can afford this and much more. Anything we can actually do we can afford.”***



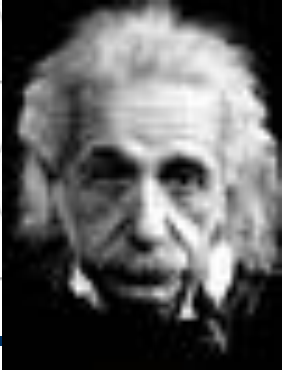
Next Steps - ???



Conclusion

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

— Albert Einstein



Resources

- Williams, B. Failure to Thrive? Long-Term Care's Tenuous Long-Term Future.. See: <https://scholarship.shu.edu/shlj/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
- 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/nhcovidcomm/wp-content/uploads/sites/14/2020/09/FINAL-REPORT-of-NH-Commission-Public-Release-Case-20-2378.pdf>