

## LINES OF BUSINESS FREQUENTLY ASKED QUESTIONS AND COMMENTS

### **1. What kind of marketing have you done?**

- Updated website, and added ADHC to the Health Department Facebook page. The Recreation Therapists are regularly posting pictures of participants engaged in a host of activities.
- Sent thank you notes to all referring physicians.
- Provided information about ADHC in Neighborhoods and Community Newsletters.
- Offered brochure displays to physician's offices, rehab centers, libraries, and social service agencies.
- Recruited Spanish speaking staff to participate in Hispanic community fairs and events.
- Featured several presentations about ADHC Program on Channel 16.
- ADHC Nurse Manager has participated on several Podcasts and local TV programs.
- Planned Social worker appreciation lunches or desserts as they are an important referral source.
- Held many open houses at the centers.
- Conducted outreach to the Latina community through churches, publications and other community groups.
- Held collaborative events with Alzheimer's Association and Long Term Care Coordinating Council.
- Networked with the social workers at Arden Courts, Insight Memory Care, Sleepy Hollow and Home Instead.
- Utilized caregivers to take brochures to their loved one's annual Primary Care Physician visits.
- Conducted presentations to local churches, rotary clubs, National Association of Retired Federal Employees, case managers, home health agencies, caregiver conferences, Civitan and physician group practices. Translated the ADHC Fact Sheets into multiple languages.
- Placed Ads in newspapers including the Connections and the Golden Gazette

### **2. How does the county determine what is "cost effective"?**

The current number of participants served continues to decline, thus revenue declines as well, yet the overhead to include staffing and operational costs continue to increase, thus impacting the cost per service unit. The cost per service unit is the cost to provide service to one person per day. It is important to note that the county not only looks at the financial cost of the program but also considers the quality of the program and the impact of the program on participants and their families when evaluating cost effectiveness.

### **3. Can services be made less costly for those who've paid into our system (taxes) for a long time vs. those that have not?**

The Health Department serves all residents in need of the service. The program is designed to be accessible to all therefore fees are assessed on a sliding scale.

### **4. It's a great comfort to have these services provided by county employees. We know that the county is committed to providing quality care. We don't trust a private company to provide the same quality of services.**

If the county were to move towards privatization, which at this point the Health Department is only exploring, it would only consider a service provider who has a proven track record of providing high quality service. **What types of training do you provide for ADHC providers?**

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All ADHC staff are required by law to have a minimum of 40 hours of training focusing on the care of the elderly and disabled with physical and/or cognitive impairments upon employment. Thereafter, staff are required to have a minimum of 12 hours and Center Directors are required to have 24 hours annually.

**5. Does the County conduct the Lines of Business (LOB) exercise annually?**

No, but the county has conducted the LOB several times in the last 8 years. In FY 2016 the Health Department completed a LOB exercise to update the Board of Supervisors (BOS) and county residents about services and programs offered by each agency.

**6. I think the program is invaluable, and the services are great. How can we advocate for you?**

Interested individuals can get involved with the Adult Day Health Care Associates, a 501c3 organization, created to conduct fundraising and to advocate on behalf of the program.

Word of mouth is one of the best sources for referrals so anyone can help by sharing information about the program with friends, family, faith community, neighbors and physicians.

**7. Why do you think other programs are necessarily better than this program?**

County staff are not assuming that other programs are better than the ADHC program. Staff want to conduct some research to determine if other reputable programs offer innovative program features that can be adopted to support a cost effective, high performing, accessible, affordable, sustainable model of care.

**8. Do you have a discharge policy?**

Yes, ADHC does have a discharge policy. When the ADHC program can no longer safely meet the needs of our participants, staff help families transition to the next level of care. Discharge planning begins upon admission because often ADHC is not the last stop on a journey. Staff consult with families regularly to keep them informed about the health status of their loved one. The goal is to work with the family caregivers to plan and prepare for the next level of care.

**9. Will the budget for ADHC go up?**

It is not likely.

**10. Would a privately run organization want a public/private partnership?**

The Health Department is aware of several private and non-profit service providers who are reputable and have expressed an interest in partnering with the county to provide adult day health care services.

**11. What percentage of revenue comes from participants on Medicaid?**

Approximately 15-20%.

**12. What are the qualifications of the consultants, what is the name of the firm and do they have experience looking at Adult Day Health Care Centers?**

Alvarez and Marsal is consulting firm that was founded in 1983, with 2,900 professionals who work with organizations seeking to improve performance. The Health Department will post the presentation made during the first ADHC LOB Phase II Steering Meeting held 5/12/17 which includes more detailed information about the company and the team of consultants who will be working with us.

**13. If a decision was made to privatize what is the impact of having all new staff on the participants?**

The county has not made a decision to privatize the program at this point. The Health Department is in an exploratory phase right now. However, the department has had experience in transferring participants from one center to another center with new

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staff. The first experience was when participants were transferred from the Braddock Glen ADHC Center site to the Inova's PACE site. The second experience was when participants were transferred to the Lincolnia ADHC Center upon the closure of the Annandale ADHC Center. Each time staff developed a comprehensive transition plan during which staff from the current program met with staff at the new center to educate them about the needs of each participant. Additionally, opportunities were scheduled for the participants to meet with the new staff before the transfer took place. During the transfer of participants to the Lincolnia ADHC center each participant was assigned a staff member to facilitate the transition. In both cases the participants adjusted very well to the new staff in the new center.

**14. What is broken about the program other than declining enrollment?**

Nothing is broken, the Health Department wants to conduct some research to determine if other reputable programs offer innovative program features that can be adopted to support a cost effective, high performing, accessible, affordable, sustainable model of care. The research will include an examination of marketing efforts and enrollment rates.

**15. Why privatize? Is it for cost savings?**

A final decision has not been made to privatize. The county is conducting research to determine if there are opportunities to reduce the cost of the program without jeopardizing quality. As the population ages it is anticipated that there will be an increase in the need adult day services, so efforts are being taken to promote a model of ADHC that will be sustainable over time.

**16. How do we get involved to advocate for this program to stay the way it is with the county? See response to question #7 above:** The Fairfax County Adult Day Health Care Associates is a non-profit fund raising and advocacy group. Interested individuals can email them at [associates@fairfaxadhc.com](mailto:associates@fairfaxadhc.com) to learn more about their organization.