

## **HEALTH CARE ADVISORY BOARD**

Meeting Summary

November 13, 2017

### **MEMBERS PRESENT**

Marlene Blum, Chairman  
Bill Finerfrock, Vice Chairman  
Rose Chu, Vice Chairman  
Deborah Leser  
Francine Jupiter  
Dr. Michael Trahos, DO  
Tim Yarboro, MD  
Ann Zuvekas  
Ellyn Crawford  
Mary Porter

### **STAFF**

Sherryn Craig

### **MEMBERS ABSENT**

Rosanne Rodillo

### **GUESTS**

Jamie P. Hart, Sr. Vice President, Construction, Silverstone Senior Living Development Company  
Thomas E. Dwyer, President, Development, Silverstone Senior Living Development Company  
Robert H. Zeiller, Managing Director, Development, Silverstone Senior Living Development Company  
Frederick N. Sheppard, Vice Chairman & Chief Operating Officer, Silverstone Senior Living Development Company  
Judith L. Donovan, Vice President of Operational Transition, Harbor Retirement Associates  
Kim E. Lewis, Vice President, Operations, Harbor Retirement Associates  
Kim M. Stummer, Development Consultant  
Lynne Strobel, Walsh, Colucci, Lubeley & Walsh, P.C.  
Dominic Bonaiuto, Inova Health System  
Dr. Gloria Addo-Ayensu, Health Department  
Rosalyn Foroobar, Health Department  
Deputy Chief Jason Jenkins, EMS Division, Fire & Rescue  
Battalion Chief John Cheseck, Special Operations, Fire & Rescue

Maura Powers, Operations Data Program Manager, Fire & Rescue  
Sheila Dunheimer, Community Member

### **Call to Order**

The meeting was called to order by Marlene Blum at 7:34 pm.

### **October 4, 2017 Meeting Summary**

The meeting summary from October 4, 2017 was approved as submitted.

### **Resolution Honoring Chafiq Moumami**

The HCAB unanimously approved a resolution honoring Chafiq Moumami's 10 months of service to the board.

### **Public Hearing on SSL Development Company, LLC (FDPA-2003-PR-022) to develop a senior living community, HarborChase of Fairfax.**

Representatives of Silverstone Senior Living, LLC and Harbor Retirement Associates (HRA) of Vero Beach presented an application to develop a 155-unit, 164,000 square foot senior living community – HarborChase of Fairfax – which will consist of 125 units of assisted living and 30 units of secured memory care in the Providence District.

Silverstone was established in 2013 by five principals who have been active in institutional real estate investment, development, management and finance for over 30 years and have worked together in various professional capacities for almost 20. To date, the company has completed three communities and another three more are in development. While SSL will develop HarborChase of Fairfax, HRA will operate the community. HRA currently operates 25 senior housing communities that provide independent living, assisted living, and memory care services through the central and eastern U.S.

HarborChase of Fairfax will provide personalized care and services to seniors requiring assistance with the basic activities of daily living (ADLs) and to persons requiring specialized care associated with dementia and memory impairment disabilities, including Alzheimer's. Assistance with ADLs will be provided to all residents by certified care managers on an as-needed basis according to a personalized service plan. These services include assistance with bathing, dressing, eating, toileting, as well as assistance with medication management and incontinence management.

HarborChase of Fairfax will have 125 units of assisted living. Each assisted living unit will contain either one or two bedrooms, one or two baths, and a kitchenette, which

includes a refrigerator, sink, microwave, countertop and cabinetry. No oven or cooktop is provided. In addition some units may provide access to a private porch or balcony.

Approximately 30 units will be dedicated to the care of residents affected by dementia (including Alzheimer's disease) in a separate secure environment known as "The Cove." The Cove will be located on the third floor of the community. Residents of The Cove will receive care according to a customized program of therapies and personal care services designed to enhance an individual's quality of life while preserving as much independence and dignity as possible. In addition, The Cove will be designed to remove physical barriers that often frustrate dementia sufferers living in conventional residential settings, thereby enhancing the resident's potential to participate in various activities intended to improve physical and mental wellbeing.

HarborChase of Fairfax will offer a full calendar of in-house and extra-curricular activities to promote social interaction and provide essential physical and intellectual stimulation. Families and friends are encouraged to participate in these activities and take an active role in the day-to-day lives of their loved ones living in the community.

The applicant stated that the target population for its community includes seniors aged 75 years and older residing within 5 miles of the property and seniors aged 75 years and older relocating from outside the community to be near adult children or loved ones living within 5 miles of the property.

According to the applicant, the rental rate structure for HarborChase of Fairfax will be consistent with rents among comparable competitors and will include base rent and level-of-care fees. Base rental rates will range between \$5,600 and \$7,800 per month depending on residents' acuity level (assisted living vs. memory care), room size, view, and access to amenities. Level-of-care fees will vary according to the condition of each residents and will range between \$700 and \$2,400 per month. A question was asked about Silverstone's revenue projections, and representatives shared that among its other properties, it has not only met, but exceeded its financial goals.

Silverstone and HRA are committed to providing 4% of the HarborChase of Fairfax units to residents who qualify under the Virginia Department for Aging and Rehabilitative Services (DARS) Auxiliary Grant (AG) Program. In the event that an AL resident in the AG program requires memory care services, the resident will be able to transition to a higher level of care.

The health services staff will include Licensed Practical Nurses (LPNs) and Certified Nursing Assistants (CNAs). HarborChase of Fairfax will have a Director of Resident Care and a Director of Memory Care who will be responsible for setting health and wellness policies that are appropriate to the needs of individual residents and comply with HRA corporate health and wellness policies. In addition, the community will have a licensed practical nurse on the premises twenty-four hours a day, seven days a week. Three shifts of Care Managers and Direct Care Staff will assist residents with ADLs. On-staff Medication Technicians will provide assistance with medication administration to residents.

The number of Direct Care Staff will vary according to the size of the resident population and the acuity level of those residents. In The Cove, there will be at least two direct-care staff awake and on duty at all times when occupancy totals 20 or fewer residents. And for every additional 10 residents, or portion thereof, the unit will add one more awake and on-duty direct-care staff member. Given the confusion regarding the written staffing levels and the numbers shared during discussion, Silverstone and HarborChase agreed to provide additional detail in writing for the staff-to-resident ratios.

HarborChase representatives shared that three nurses would be trained in Quality Assurance and would conduct onsite inspections of medication management and administration. While HarborChase has relationships with two pharmacies, representatives also indicated their desire to work with local pharmacies to provide services to its residents.

The applicant stated its commitment to partner with community providers and agencies to deliver ancillary services that its residents may need. HRA will assist residents with the scheduling of visits to medical and dental service providers and will arrange for companions to accompany a resident to his/her appointment as necessary. Transportation to medical/dental appointments is provided to residents by a regular shuttle/car service operated by HRA. Representatives also shared that the community will include a dedicated on-site examination room where residents can be examined by visiting doctors and medical service providers.

Marlene Blum moved that the HCAB recommend approval to the BOS to build HarborChase of Fairfax within the MetroWest master plan with emphasis on the applicant's agreement to provide 4% of its beds to AG recipients, regardless of care level needs. Dr. Trahos, DO seconded the motion. The motion passed unanimously.

## **EMS Presentation.**

Maura Powers, Data Operations Manager for EMS, provided an overview of key initiatives of interest to the HCAB. Ms. Powers thanked the HCAB for participating in its external stakeholder meeting, which informed the agency's Five Year community-driven strategic plan.

On the operations side, Ms. Powers presented three data indicators: (1) AED Response rate within 5 minutes (National Standard 90%), (2) First ALS Provider within 5 minutes, and (3) ALS Transport Unit On Scene within 9 minutes (National Standard 90%). Data from FY 2013 – FY 2017 show a steadily increasing call volume as well as increases in transport volumes.

While EMS is committed to reducing response times, on average, the department does not meet national standards. The implementation of emergency vehicle preemption (EVP) technology would improve agency response time. Ms. Powers will let Laurie Stone and Chief Caussin know of the HCAB's interest in this issue.

EMS' cardiac arrest performance measures have also declined, but Ms. Powers explained that year-to-year comparisons could not be made due to changes in data collection and staff. However, looking at survivability metrics, Fairfax remains above the national average. Additionally, all units have been converted to ALS providers, which has been shown to have a positive effect on patient outcomes. The agency continues to work with hospital staff to improve data collection and will be convening a meeting to expand the prehospital reporting system.

Ms. Powers noted that EMS is active in the Diversion First program, Mental Health First Aid, and the opioid task force. Given that the Community Services Board (CSB) is not staffed seven-days-a-week, 24-hours-a-day, EMS continues to transport behavioral health patients to the ER. However, the agency recognizes that ED admissions are suboptimal and they are working to identify alternative destinations for "high utilizers" of EMS services. EMS also recognizes the care decisions for hospice patients who are non-transported for acute, hospital care.

EMS received a grant award to purchase additional doses of narcan for its vehicle fleet. The agency is also increasing personnel infectious kids that include narcan for its employees and exploring a higher level of protection of healthcare respirators. Currently, staff are fitted for N-95 masks.

**Other Business**

A revised workplan was distributed to HCAB members. The HCAB staff coordinator will prepare a memo to Chairman Bulova documenting the lack of adequate assisted listening devices (i.e., working microphones). The HCAB will review the memo at its December meeting.

There being no further business, the meeting adjourned at 9:37 pm.