

The following information is provided in response to questions posed by the National PACE Association for the purpose of providing information about the services on Lok PACE *partners* offers to developing and operational PACE organizations. The information is current as of December 2015. Questions may be directed to Elizabeth Carty at ecarty@onlok.org or 415-292-8737.

1. Which of the following services do you provide?

EXPLORING PACE

- ❖ Comprehensive orientation to the PACE model for management and boards
- ❖ Demographic analysis of PACE-eligible seniors
- ❖ Feasibility analysis and business planning
- ❖ State issue assessment and Medicaid rate negotiation
- ❖ Financial model development
- ❖ PACE Center tours at On Lok
- ❖ State plan amendment consulting

PURSUING PACE

- ❖ CMS PACE provider application development
- ❖ Medicare Part D application
- ❖ PACE waiver application preparation
- ❖ State certification application
- ❖ Facility design consultation
- ❖ PACE start-up (see Operating PACE)
- ❖ SAA readiness review preparation
- ❖ CMS systems connectivity
- ❖ CMS enrollment training
- ❖ HPMS required reporting training

OPERATING PACE

- ❖ **Training**
 - IDT – at On Lok or on-location
 - PACE Managers – at On Lok
 - Discipline-specific training for any PACE staff member
 - Marketing PACE
 - QAPI plan development
 - PACE administrative functions
- ❖ **Consultation and Planning Support**
 - Assessment of program systems
 - Infrastructure development or redesign (including policy & procedures, competency program, manuals, job descriptions, workflow analysis, etc.)
 - Interventions to increase census
 - Coaching managers and staff on roles and responsibilities
 - PACE expansion planning and application development
 - Audit preparation and Corrective Action Plan (CAP) follow through

❖ **Interim PACE Management Placements**

- Executive Director
- Finance Director
- Quality Assurance Director/Manager
- Center Manager

❖ **Manuals**

- Provider
- Infection control
- Exposure control
- Transportation
- PACE operations
- Fire and disaster
- PACE competency evaluation program

STRATEGIC PLANNING & MEETING FACILITATION

- ❖ Assessment of strengths, weaknesses/limitations, opportunities, and threats (SWOT)
- ❖ Meeting facilitation
- ❖ Strategic planning using Technology of Participation (ToP©) methods
- ❖ Action planning
- ❖ Capacity building

ADMINISTRATIVE (BACK OFFICE) SERVICES ORGANIZATION

- ❖ Claims Administration
 - System Maintenance
 - Claims Adjudication
 - Reporting
 - Manage Authorization process
 - Manage Check process
- ❖ Medicare Risk Adjustment Processing (RAPS)
- ❖ Encounter data submission
- ❖ CMS enrollment
- ❖ Quarterly HPMS PACE quality monitoring reporting
- ❖ Strategic Advising
- ❖ Account Management/Support

2. What year did your organization begin providing technical assistance for PACE?

On Lok is the creator of the PACE model and has provided PACE technical assistance formally and informally since the first PACE replication sites were developing in 1986.

3. List key employees and describe their experience with PACE (including number of years).

Elizabeth Carty, MSW, PACEpartners Director

Ms. Carty leads the On Lok PACE*partners* team as its Director. Ms. Carty has been involved with PACE since 1995, with experience in the areas of PACE operations, strategic planning, and leadership. Prior to joining On Lok PACE*partners*, Ms. Carty served as Chief Operating Officer for the PACE organization headquartered in Oakland, California. As COO, she brought the organization into compliance with new federal PACE regulations, headed the development of an enhanced infrastructure and led the agency through a period of significant growth. She was responsible for PACE quality management, medical care, marketing, human resources and the management of four PACE centers. Ms. Carty is former Chair of the El Cerrito Committee on Aging; Treasurer of the Board of Directors of DayBreak Adult Care Centers; and member of the Eskaton Hazel Shirley Manor Board of Directors. She received a B.A. from Wesleyan University and a M.S.W. from the University of California, Berkeley, specializing in gerontology and administration. Ms. Carty has completed the year-long “Mastering the Technology of Participation” program, deepening her participatory meeting planning and facilitation skills and experience. She specializes in organizational development and elder care. Her current work ranges from operational support for existing PACE programs to feasibility analysis for all types of organizations to determine the best way to serve elders in their community. More at www.pacepartners.net.

Anita McClendon, MSW, PACE*partners* Business Analyst

Ms. McClendon brings a wealth of PACE and social service knowledge to the On Lok PACE*partners* team, with a background of over 20 years of public and non-profit experience in project and program management, human resource selection and development, training, compliance and audit preparation, policy development, and process analysis. Prior to joining the On Lok PACE*partners* team, Ms. McClendon served for seven years as the Director of Services for the PACE organization headquartered in Oakland, California. During her tenure at the Oakland PACE organization, she was responsible for the supervision and administrative direction of managers of four PACE centers, as well as the member services and compliance departments. Ms. McClendon received her B.S. from San Francisco State University and her M.S.W. from the University of Texas at Austin with an emphasis on administration and planning. Ms. McClendon has completed the year-long “Mastering the Technology of Participation” program, broadening her participatory meeting planning and facilitation skills and experience.

Sharon Essi, Senior Consultant

Sharon Essi has been providing executive leadership to PACE organizations since 2007. Prior to joining the PACE*partners* team in 2015, Ms. Essi provided leadership to five PACE organizations in the following roles: Regional PACE Finance Director, Chief Financial Officer and Executive Director. Her PACE experience includes working in six different states with both operating and start-up PACE programs. Preceding her PACE leadership roles, Ms. Essi spent 20 years operating assisted living and long-term care facilities. During her PACE tenure Ms. Essi has developed expertise in all areas of PACE operations and administration including but not limited to recruiting and training Board members and staff, federal/state audits, budgeting, quality program development, risk score analysis, claims processing implementation, claims adjudication, enrollment, HPMS reporting, Medicare Part D compliance, Medicaid rate setting analysis and utilization management. Ms. Essi received her B.S. in Accountancy from Miami University-Oxford, Ohio and completed the Core of Knowledge for LTC from Ohio State University-Columbus, Ohio.

Scotti Kluess, MS, PACEpartners Writer/Researcher

Ms. Kluess has extensive experience in PACE management and technical assistance. Ms. Kluess played a key role in developing one of the first PACE replication sites in Rochester, New York in 1988. In addition, she led the development of two affordable senior living apartment complexes co-located with PACE centers. She was Director of the Rochester-based Technical Assistance Center where she assisted a number of organizations in New York, Pennsylvania and other northeastern states with PACE feasibility studies and full implementation for those choosing to go forward with developing their own PACE. She has also assisted with managed long-term care demonstration project design and start-up, including working with local nonprofits and local, state, and federal agencies. Ms. Kluess has served on several local nonprofit boards in Rochester, New York and has also served on board committees for the National PACE Association and the National Chronic Care Consortium. She received a B.S. from Cornell University and an M.S. from the University of Rochester in Community Health and Preventive Medicine.

Vickie Mitchell, MBA, CPA, PACEpartners Financial Analyst

Ms. Mitchell has over 20 years of experience assisting senior management with critical business issues related to business and financial planning and operating effectiveness. As part of the PACEpartners team, Ms. Mitchell develops and customizes financial pro-formas for On Lok PACEpartners' clients. Prior to joining PACEpartners, Ms. Mitchell developed annual budgets and financial projections for a multi-center PACE program. After obtaining her MBA from the University of Pennsylvania, Ms. Mitchell worked for the accounting firm Grant Thornton LLP for over 10 years. She previously worked for General Electric as a Business Analyst and received her Bachelor of Science in Engineering from the University of Illinois. She is a Certified Public Accountant and was a Top Ten state award winner on the CPA Exam. Ms. Mitchell also enjoys serving on the boards of several nonprofits.

Teddy Kellam, MA, PACEpartners Writer/Researcher

Teddy Kellam serves as a researcher, technical writer and editor for On Lok PACEpartners. Ms. Kellam conducts demographic analyses and writes PACE Provider application materials for aspiring PACE organizations. She also maintains the On Lok PACEpartners website. Prior to joining On Lok, Ms. Kellam was a staff grant-writer for health care and social services programs at the National Multiple Sclerosis Society and Family Services Agency of San Francisco. Ms. Kellam spent five years developing and delivering training programs for early childhood educators throughout the San Francisco Bay Area, as well as two years teaching at Zhongshan University in Guangzhou, China. Ms. Kellam received a B.A. from Claremont McKenna College, and a M.A. in education from the University of Colorado at Denver.

On Lok Senior Team Members

One of the primary advantages of working with On Lok PACEpartners is the involvement of an incredible team of On Lok senior managers who have extensive PACE experience and provide valuable technical assistance to clients. On Lok senior managers who are often included in PACEpartners' projects include: Robert Edmondson, J.D., Chief Executive Officer; Jay Luxenberg, M.D., Chief Medical Officer; Kelly Walsh, Chief Financial Officer; Eileen Kunz, M.P.H., Chief of Government Affairs and Compliance; Grace Li, M.H.A., Chief Operating Officer, and Robert Novelli, Chief of Strategy & Business Development .

4. How many PACE clients are you currently serving?

On Lok PACE*partners* is currently working with 6 organizations.

5. How many PACE clients have you served since your TAC was created?

On Lok has provided technical assistance to more than 40 organizations. We have assisted organizations with all aspects of the PACE development process from feasibility to operations.

6. How many PACE feasibility studies have you conducted?

On Lok has conducted 18 feasibility studies nationwide.

7. How many PACE applications have you submitted?

In recent years we have submitted or are about to submit five applications, not counting a number of additional service area expansion applications. Some years ago, On Lok assisted many PACE organizations around the country during the initial PACE expansion effort (known as the PACE replication project). On Lok provided a number of the original PACE replication sites with the type of support required of the current PACE provider application such as planning, policy and procedures and operational infrastructure development.

8. How many organizations have you moved through the process from market feasibility to ongoing operations?

Prior to the requirement of the current version of the PACE application, On Lok supported the original replication sites with their feasibility process through start-up operations, including providing them with complete operations manuals. Most recently, On Lok has moved two POs from market feasibility to ongoing operations.

9. List the states you've worked with and briefly describe your effectiveness in working with those states on rate setting.

On Lok has provided consulting to organizations in the following states: Alaska, Arkansas, California, Colorado, Florida, Hawaii, Idaho, Kansas, Massachusetts, Michigan, Minnesota, New Jersey, New York, Oklahoma, Ohio, Oregon, Pennsylvania, North Carolina, South Carolina, Tennessee, Texas, Wisconsin and Virginia. On Lok's policy team has been instrumental in creating and supporting policies that benefit PACE, including working on the original rate setting legislation for federal and state governments. On Lok continues to work on a federal level, and the PACE*partners* team has extensive experience working in California, a state with significant differences in rates across counties and PACE programs.

10. List the names of the PACE organizations you utilize as resources. Identify those that are used for site visits.

On Lok currently operates eight PACE centers and three alternative care settings (ACS) in three counties in the San Francisco Bay Area. Our Gee Center, in San Francisco, is most frequently used for site visits.

11. Provide a list of previous and current clients (including contact information) that we may contact to ask them to complete a satisfaction survey.

Please contact the On Lok PACE*partners* Director, Elizabeth Carty, for information on current clients, ecarty@onlok.org or 415-292-8737.

12. Provide a list of previous and current clients (including contact information) that have agreed to serve as references.

Please contact the On Lok PACE*partners* Director, Elizabeth Carty, for a list of references, ecarty@onlok.org or 415-292-8737.