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GUIDE TO PACE  
SITE SELECTION AND  
CENTER DEVELOPMENT

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# GUIDE TO PACE SITE SELECTION AND CENTER DEVELOPMENT

## OVERVIEW

The PACE center (the center) is the central point of service delivery for the PACE program. It must be designed, constructed, equipped and maintained to provide for the physical safety of participants, personnel, and visitors. The center must provide a functional, accessible and comfortable environment for the delivery of services that protects the dignity and privacy of the participants (PACE Regulation, 42 CFR Part 460 et al, 1999).

Selecting an appropriate site for the PACE center involves a number of critical factors that must be considered by developing PACE organizations. This Guide is intended to assist organizations through this process by offering some key site selection considerations as well as suggestions for facility development and design. Developing PACE organizations also can engage consultants, who have expertise in operating a PACE program, to assist with the site selection and center development process. For more information about consulting organizations, please contact the National PACE Association at 705/535-1517, or visit our website at [www.npaonline.org](http://www.npaonline.org).

## SITE SELECTION CONSIDERATIONS

As the core service facility for PACE participants, the PACE center must be located where participants live and should be in close proximity to other potential contract service providers. It must be large enough to support daily attendance by participants and accommodate census growth. The center must also be large enough to support the delivery of a broad range of services, e.g., physician, occupational therapy, physical therapy, congregate meals, etc. The availability of an existing facility (unless the organization intends to build a new center) and what the organization can afford ultimately determine the location of the PACE center within the defined service area.

### LOCATION

**Service Area:** Ideally, the PACE center should be located in an area of the community that is familiar to those who will be served and those the sponsoring organization already serves. The actual location for the center should be based on the analysis of the intended service area, the number of PACE eligibles and where eligibles reside. Such a location supports census building efforts and eases transportation burden. Transportation from the participant's residence to the center should be no more than 45 minutes (or shorter, if required by state and/or local requirements).

**Market Size:** The actual size of the service area is a major factor in site selection.

- **Multiple distinct neighborhoods.** If the intended service area is large enough to encompass multiple distinct neighborhoods, or both inner city and suburban areas, the organization will need to integrate various populations in order to meet enrollment goals. If the organization anticipates difficulties in enrolling participants from multiple distinct neighborhood groups in a single center, it will need to develop a strategy for overcoming these anticipated difficulties.

- **Transportation Time.** PACE enrollment can be limited by: the number of PACE eligibles in a given area, the size of the center, transportation time between PACE participants' homes and the center, and the number of PACE centers that can be developed cost effectively. Thus, based on the number and location of PACE eligibles in a given service area, an organization may decide to develop multiple centers over a period of time. This will assist the organization in meeting enrollment goals and addressing the issue of transportation time.

Whether it be to accommodate distinct neighborhoods/groups, or to address transportation issues, an organization that plans to develop multiple centers should consider:

- Where will the central office be located?
- Where will management staff be located?
- What services will be housed in the central office (e.g., quality assurance, finance, purchasing, marketing, etc.)?
- What will the organizational structure look like as new centers are developed – center-based or centralized management?

**Market Diversity:** If a single center's service area is culturally, economically, and racially and/or ethnically diverse, the organization will be required to integrate diverse populations under one roof. To meet this challenge, the organization will need to offer diverse programming and cultural resources for each population. To maximize enrollment from the entire catchment area, the PACE organization must strive for balance and sensitivity in communications, programming, staffing and enrollment in order to ensure representation of all ethnic, racial and cultural populations in the center's service area.

**Community Receptiveness:** Any new addition or change to an existing system is likely to create some ripples. In selecting a site for the PACE center, it is very important that the organization determine whether consumers and other health care service providers in the area are amenable to and accepting of the new center. Below are some suggested strategies for facilitating community receptiveness and acceptance.

**Service Providers:** Some service providers may not be receptive to the center, as they might view it as a threat to their existing services. Forming long term relationships with existing service providers (whether as subcontractors, referral sources, members of the PACE board and/or various committees, or partners in some larger community effort) is crucial to establishing acceptance within the community.

- The organization should have a plan for how it will successfully integrate itself into the community.
- The organization will need to have a strategy for how it will work with established referral networks.
- The organization will need to have a strategy for how it will establish long term relationships and negotiate contracts with service providers.
- The organization should identify a representative/champion who can speak to the community about PACE and its mission and begin to cultivate long term relationships with service providers. If possible, this individual should be someone with stature from the existing medical community.

**Consumers:** Reaching out to community residents and local community organizations also is a critical component of ensuring community receptiveness. Some residents may have misconceptions about the new PACE center and might be unsure whether this “new program” will interfere with the way current services are provided. One option for alleviating some of these concerns is to make a concerted effort to promote and educate the community about PACE.

- Once identified, the organization’s representative/champion should speak to the local community about PACE and its mission, address residents’ concerns, and begin to establish long term relationships with local health-related organizations, community leaders and residents.
- In promoting the PACE center, the organization should emphasize that the organization sponsoring the PACE program already is part of the community (if applicable). Commonalities between PACE and the sponsoring organization should be highlighted.
- PACE representatives should visit neighborhoods and attend community gatherings for service organizations, as well as residents and potential participants, and participate in community events.
- PACE representatives should visit religious centers (churches, synagogues, etc.) of potential participants.

Having a clear understanding of residents’ values, needs and desires relative to long term care services, will greatly facilitate the organization’s ability to gain community acceptance and market center services to the community. In the fall of 2001, the National PACE Association conducted a series of eight focus groups in four cities. The focus groups included family caregivers, who recently had arranged care for an aging loved one with chronic care needs. Focus groups were conducted in two communities with PACE programs and two without PACE programs. The following themes emerged:

- Consumers are motivated to keep loved ones out of nursing homes.
- Consumers will seek providers who can provide or coordinate care and help them make decisions as their needs change.
- Consumers expect to interact with a caring and friendly staff in caregiving organizations.
- Family caregivers value respite care.

Although public outreach and the establishment of good community relations with providers and consumers may not always be accomplished prior to site selection, it is worth consideration during the site selection process in an effort to achieve a smooth entry into the community.

## **PROXIMITY**

**Health Services:** The center should be easily accessible to community-based providers, hospitals, nursing facilities and other complimentary services that the organization has identified as potential service options for the program.

**Housing:** Consider the proximity (or co- location) of senior housing, low-income housing, assisted living facilities, etc., where potential PACE participants could reside. In both HUD 202 and Tax Credit Affordable Senior Housing facilities, residents are aging in place and are already low income and therefore, likely to be both Medicaid and Medicare eligible. This provides a prime market for PACE. It also reduces the cost of transportation. It might, however, increase home care costs if most residents require home care.

**Visibility:** The main entrance to the center should be well lit, easily identifiable and at a safe distance from traffic. The center should be appealing, easily identifiable and fit within the surrounding buildings and/or businesses (e.g., a health care facility in an industrial or manufacturing area would not be ideal).

**Accessibility:** The center should be situated right on street level. If this is not possible, the center must be accessible by a ramp or elevators. The main entrance should be free from obstacles so participants can enter without difficulty. There should be enough space in front of the main entrance, away from traffic, so vans can stop safely. Participants should be able to get on and off the vans safely and enter the center with ease.

If possible, there should be parking for staff and visitors. (Some cities have ratio requirements for staff and visitors.) If parking is on the street, a cutout for wheelchairs or a ramp is necessary. There should be multiple handicapped parking spaces near the center's main entrance. As census increases at the center, there will most likely be more than one van loading and unloading at the same time. Also, van parking overnight parking and/or parking during the day when the program is not transporting participants should be considered. These spaces may be negotiable as a part of the lease.

**Note:** It is important to keep in mind the physical facility must meet federal accessibility laws and state and local requirements.

## CENTER SIZE

Typically, the size of a PACE center, not including administrative office space, ranges from 10,000 to 12,000 square feet. The total number of participants per center (and per interdisciplinary team) is usually around 120 to 150. Based on 150 total participants, the center should be able to accommodate a **daily attendance** of 80-100 participants (on the average, participants will visit the day center between two and three times a week). It is important to keep in mind that the size of the center will impact census growth. Consequently, the size of the center should accommodate projected census growth. As census grows and center capacity is reached, other centers will need to be developed. Therefore, a smaller facility can be used with the expectation that additional centers will be developed as census grows. Larger facilities that can accommodate two interdisciplinary teams and, therefore, twice as many participants (240-300), also can be developed.

## AVAILABILITY AND AFFORDABILITY

Ultimately, the exact location of the PACE center will be determined by what existing properties are available in the service area and by what the organization can afford. Is there an available facility in the service area that can be renovated? (If the organization is part of a larger health care system, there may already be an existing center that may not require extensive renovation.) If so, does the organization plan to **lease** or **purchase**? If a facility is not available, can the organization access financial resources to **construct** a new center?

Regardless of whether the organization purchases or leases space, some key questions to address when assessing the potential of existing facility are:

- What is the age and size of the facility?
- What shape is the facility? (Square and rectangular work best.)
- How easy is the space to modify? Will it require massive renovations or simple modifications?

- Is the space restrictive to design changes or mounting equipment? Are there existing structural limitations and/or state regulations that may prohibit necessary renovations? For example, are there pillars that would interfere with a participant's safe passage through the center?
- What was the facility used for previously?
- Will potential participants be resistant to the pending transformation?
- Is the facility appealing enough to attract participants?
- Is the facility easy to find?
- Is it close to public transportation?
- Is the facility in a safe area of town?

Balancing location, availability and affordability is a challenging yet essential task that organizations will face during site selection. According to Peter Szutu, executive director of Center for Elders Independence (CEI) in Oakland, CA, the site selection process will require a "little bit of science, a lot of planning, some luck, and most of all, compromises. Decisions that are made during this process will likely be based on achieving an **acceptable** solution, not necessarily an **optimal** solution, or possibly somewhere in between. Be opportunistic. Be creative. Take advantage of what is available. And most of all, know what you can afford."

**Note:** See Section on PACE center costs and Attachment 1 for further information on center costs and sources of financing for start-up.

As of April 2002, CEI had a census of 337 participants who were served across three PACE centers. For CEI, the two major driving factors in site selection were location and affordability. The following center case scenarios from CEI's centers illustrate the experiences of one PACE provider. The pros and cons for each scenario are presented.

**SAMPLE PACE CENTER SCENARIOS**  
**CENTER FOR ELDERS INDEPENDENCE, OAKLAND, CA**  
**CENTER #1 - HIGHLAND**  
**1992**

The Highland Center was developed in an unused ward of a community hospital. Although it was inexpensive to remodel the space, there were many restrictions with regard to design changes and mounting equipment.

| <b>LOCATION</b>                        | <b>AFFORDABILITY</b>                             | <b>PROS</b>   | <b>CONS</b>  |
|--|--|---|--|
| In an unused ward of a county hospital | Affordability was the main driving factor        | Inexpensive remodeling (\$30k)  | Unattractive – still an old hospital                                       |
| Originally built in 1920s              | Preceding organization was financially anemic    | Free rent   | Hard to find for new participants and families                             |
|  | \$750,000 in grant funds for first three years   | Inexpensive food  | County hospital has stigma of welfare hospital – reluctance to enroll      |
|  | Used existing ADHC facility                      | Some people knew where it was because of the adult day health center (ADHC) |  |
|  | Minimal modifications needed to achieve licenses | ADHC staff converted – few new hires  | Space was hard to modify because of state and federal hospital regulations |
|  | Free rent and reduced food cost                  | ADHC participants converted – 40 from start                                 | Very restrictive as to design changes and mounting equipment               |

**Note:** In 2001, participants in this center were relocated to a new center (see Eastmont Center – Center #4)



## CENTER #2 - SAN PABLO 1995

The San Pablo site is located in a building that was originally a hotel. Previously, the building had been condemned following the 1989 earthquake. A collaborative effort took place to use the building for low-income housing and services for seniors in the community. Using Federal Emergency Management Agency Rehabilitation funds with HUD 202 tax credits, the building was renovated into 144 affordable senior apartments and the PACE program.

| LOCATION  | AFFORDABILITY  | PROS  | CONS   |
|---|--|---|--|
| Ground floor of 144 units of affordable senior housing        | \$600,000 for remodeling and furnishings   | Ground floor of 144 units of affordable senior housing – 70 participants did not require transportation to the center | Funny V-shape restricted design options  |
| Within 2 miles of 6 more affordable senior housing facilities | \$6,000 per month rent (tied to CPI)   | Custom configured to meet our needs   | Footprint smaller than optimum – requiring two mezzanines to accommodate office space  |
| Beautiful south-facing enclosed patio and garden              | Lease for 15 years with option to buy at the end of the lease period – buy up to 50% equity for remaining tax credit liability | Less than \$1/square foot/month, with option to own up to 50% of building   | Too easy access for housing tenants who are participants – would come to the center on days they were not assigned to be there |
| Lower economic area of downtown                               | Triple net rent agreement – responsible for maintenance, utilities and repairs   |   |  |

## CENTER #3 - BERKELEY 2000

A new construction project, CEI partnered with two other non-profit organizations to develop affordable senior housing, a PACE center, and an Over 60 Community Health Clinic. HUD funds and a mortgage loan guaranteed from Cal Mortgage State Insurance Program funded the project.

| LOCATION   | AFFORDABILITY   | PROS  | CONS  |
|--|---|---|---|
| In the heart of South Berkeley/<br>North Oakland flatlands           | Purchased 50% ownership of site with low interest loan of \$2.9 million         | Co-location with 40 units of HUD 202 and Over 60s Community Health Center | Expensive square footage                                |
| Co-located with Over 60 Health Clinic and 40 units of HUD 202 above. | Site built from scratch – collaboration with two other non-profit organizations | Design built from scratch   | Still smaller than optimal (~6,000 sq. feet)            |
| Close to public transit stops  | Monthly debt service \$12,000 for 6,000 square feet                             | Enhanced with Community Art   | Indebted to Cal Mortgage for the loan                   |
| Lovely patio and other features                                      |   | Sized for the anticipated market  | Total census capacity about 100 to 115 – smaller market |

## CENTER #4 - EASTMONT 2000

The Eastmont site is located directly in the heart of Oakland in a large under-utilized shopping mall. Developers opted to attract community services rather than major retailers. The Eastmont site has access to many community services, including county outpatient clinic, library, dialysis center, stores, etc. In 2001, participants from the Highland Center were reallocated to Eastmont, which resulted in a starting census of 104.

| LOCATION   | AFFORDABILITY  | PROS  | CONS                                   |
|--|--|---|--|
| Large under-utilized shopping mall   | Operating lease includes tenant improvements – not a loan                      | Big enough to have multiple programs for various levels of function | No outdoor space                       |
| Co-location with public library, county outpatient clinic, senior center, dialysis center, computer learning center, Planned Parenthood and stores | \$1,000,050 total for remodeling<br>10,500 square feet                         | Co-location with many complementary services                        | No affordable senior housing on campus |
| Public transportation hub  | Replaced Highland Site – starting census of 104, no ramp-up loss, no new hires | Room for two day rooms – one large, one small                       |  |
| Heart of East Oakland  | Increased rent from Highland's \$0/mo. to \$24,000 per month                   | Broke even from day one   |  |
|  | Although rent increased, broke even or better operationally from day one*      | Lots of parking   |  |

\*This was in large part due to the transfer of participants from CEI's first locations to this new location.

# PACE CENTER DEVELOPMENT

## FACILITY REQUIREMENTS

The PACE center's physical facility must be in compliance with applicable federal, state and local building requirements. Attachment 2 presents selected criteria from the State Readiness Review Tool, which is used by the State Administering Agency (SAA) during the readiness review of non-operational PACE organizations. This tool presents criteria (established by CMS central office in conjunction with the CMS regional offices and the states) relative to the physical environment of the PACE center. This "criteria" is used by the SAA to determine the organization's readiness to administer the PACE program and enroll participants. The focus of the review includes, but is not limited to: design and construction of the building; emergency preparedness; compliance with OSHA, FDA, state and local laws; and adherence to life safety codes.

The *State Readiness Review Tool*, which presents both the PACE regulation and readiness criteria, can be used by organizations as a planning tool and to monitor compliance with facility requirements during the development of the PACE center.

**Note:** Organizations may obtain a copy of the entire State Readiness Review Tool and the PACE Regulation from the CMS web site at: [www.cms.hhs.gov/pace/pacest.asp](http://www.cms.hhs.gov/pace/pacest.asp).

## SPACE REQUIREMENTS

As stated earlier, the PACE center should be able to accommodate 80 to 100 participants on any given day. Because the PACE center includes the provision of adult day health care, the state adult day care/day health care licensing requirements (typically 40 square feet per person for the program area) must be met, if the day center is licensed. The National Adult Day Service Association recommends at least 60 square feet per person of program space for multi-purpose use, not including reception or storage areas, offices, rest rooms, passageways, treatment rooms, and therapy and dining areas (if these two areas are used solely for therapy and dining). However, PACE participants are frailer than the typical ADHC client. Experience by PACE programs suggests planning for approximately **100 square feet per participant** for multipurpose program space (dining, large and small group activities, quiet activities). In addition to multipurpose space, the center must provide for rehabilitation, primary care services, administrative office and team meeting space. Furthermore, since the PACE center requires a considerable amount of plumbing fixtures and sufficient sewer capacity, there must be enough space available to accommodate plumbing and sewer capacity needs. (Note: Plumbing renovations are a significant cost consideration in site selection.)

It is common for programs to use several areas for a variety of activities. This allows the program to conduct a variety of activities/programs for participants with different needs and interests (e.g., participants with dementia). The day room/multi-purpose room typically is used for dining in addition to other activities, which may include all participants or small groups. Some programs use therapy areas for other activities when therapy is not being provided.

Some PACE programs recommend the use of an architect who has experience with senior housing. This should be someone who understands the Americans with Disabilities Act (ADA) as well as the functional aspects of accessibility. Furthermore, the architect should be effective in working with the city permit and inspection process. (Note: PACE programs have found that developing a team of designers, engineers and contractors works best as they build additional centers. The team gets used to the program's expectations and work style.)

## DESIGN CONSIDERATIONS

The PACE center design should maximize participants' independence and enhance the normal experiences of everyday life. The interior of the PACE center is a major factor in participants' physical and psychological functioning. The center should be inviting, friendly, familiar and easy to navigate. The center should be attractive but not confusing or over stimulating to participants. Particular attention should be paid to accessibility, lighting, color and contrast, furniture, floor coverings, familiar furnishings and atmosphere.

- Lighting - participants' eyes will most likely function better if there is a combination of natural light and artificial light.
- Color and contrast - the use of colors and contrast can assist participants in separating objects from their background.
- Furniture - chairs should provide leverage so participants can stand up with ease. Using upholstery that is easy to clean and maintain (e.g., vinyl) is preferred.
- Floor finishes - tile floors are easy to clean and maintain; however, they can become slippery and cause too much glare for elderly eyes. Consider using carpets, some of which are suited for health care facilities.
- Familiar furnishings - creating an environment that would have some residential familiarity can lessen the impact of the loss of independence that comes with aging.

(The above suggestions are from *Trends in Adult Day Health Center Design, The Design of PACE Model Facilities and the Future of Long Term Care, AHA/AIA 1994-1995 Graduate Fellowship in Health Facility Planning and Design, Mark Thomsen, AIA*. In the preface, there is a statement by the author, Mark Thomsen, "...financial support of a grant supplied by the American Hospital Association and the American Institute of Architects. This grant is administered through the AIA's Academy of Architecture for Health, chaired by Peter Bartwell of NBBJ Architects in Columbus, Ohio.")

Below are some suggested design considerations for each area of the center:

**Entrance/Lobby Area.** The entrance of the center should be protected from the weather. Automatic doors should be installed to allow easy access into the center. The entrance area should be warm and welcoming, accessible for wheelchair-bound persons and wide enough for a stretcher. Special attention should be given to the floor covering to ensure participants' safe and easy passage into the center. A shiny floor may look nice, but it also may be very slippery. A coat room/storage closet should be nearby.

**Day/Activity Room.** The day room is where all major activities take place and should be located in the middle of the center. Usually, this is the first place that participants come when they arrive at the center and the place they leave from at the end of the day. The day room should be able to accommodate activities involving all participants in attendance as well as small group activities. There should be sufficient storage space for items used for recreation, crafts and other activities. The day room should accommodate smaller quiet areas for activities such as movie viewing, music therapy and religious services, and for participants preferring quiet conversation. These spaces can be separate corners of the room and/or nooks and alcoves in other parts of the center. A separate room may be designated for participants with dementia.

The day room should be equipped with comfortable, washable chairs. Consider folding tables. Wall space in the day room should be available for pictures, bulletin boards, etc. Incandescent and fluorescent lighting is best.

**Personal Care Area.** The personal care area consists of the main toileting area, as well as bathing, grooming and clothes-washing facilities. This area should be easily accessible from the day room and should be designed, or have signage in clear view, to assure that it is off limits to visitors in order to ensure privacy. A call system should be in place so staff can call for assistance without leaving the area.

- **Toilet** stalls should be large enough to accommodate two or more persons assisting a participant in a wheelchair or using a lift. Curtains can be used instead of hard partitions to allow for more space. Toilets should be at least 14" high (which is higher than what the ADA requires). In addition to the personal care areas, public and/or additional unisex toilets can be located in other areas of the center as well. Overall, it is recommended that there be at least one toilet per 10 participants (this varies across programs).
- Wheelchair-sized unisex **showers** should be near but separate from toileting areas. One option is to locate the showers in between the men's and women's bathrooms. Showers should have non-skid surfaces or mats, and it is recommended that heat panels be located overhead. Showers should be large enough to accommodate assistance by at least one staff member. Each shower should have hand-held showerheads, and hot and cold turn-on valves should be away from showerheads. The shower entrance should ensure privacy. Storage for participants' change of clothes should be nearby in the dressing area. Additional space for personal care, such as a shampoo sink and a place for hair styling, can be outside the shower area.
- The **laundry** area is used to clean participants' clothing on an as needed basis. This area should be outfitted with heavy-duty washers and dryers and located near the personal care area. Room for folding of laundry is recommended and secure storage cabinets should be accessible for keeping laundry soap and other cleaning supplies. Participants' change of clothes, if not stored in the dressing area, can be kept in the laundry area.

**Therapy Areas.** Physical and occupational therapy areas should be near the day room. Private areas also should be available for examinations and/or individual treatments, such as ADL retraining. Space used for crafts or cooking should accommodate wheelchairs.

**Dining and Kitchen.** Dining areas should be integrated with the center and on the same level as the main day room, if not already a part of the day room. The dining room should accommodate comfortable sound levels during meals, good illumination and ventilation. Tables should be adjusted to fit wheelchairs. Having access from the dining area to an outdoor patio is a nice amenity and highly recommended if possible.

**Clinic.** The clinical area should be private and quiet. Exam rooms should be large enough to accommodate wheelchairs, family members and staff. There should be separate but adjoining rooms for medical record staff and the confidential storage of charts. The number of exam rooms usually will determine the size of the clinic. The number of exam rooms is based on the center's daily attendance. The following are some ideas worth considering for the clinic area (*PACE Operating Practices, 1998*):

- private exam rooms with sinks;
- one room for observation and/or resting with 2-3 beds (in or next to the clinic);
- sufficient office space for nurses and caregiver/family members;

- sufficient access to computers in treatment and office spaces;
- radiology view box location;
- adequate storage in clinic area for medical equipment (liquid nitrogen, splints, braces, surgical/parenteral equipment, wound supplies);
- room accessibility for wheelchairs;
- geriatric exam table;
- reception area for traffic control and scheduling of daily appointments;
- oxygen and suction;
- designated space for in-house specialists (e.g. dental, optometry, foot care, audiology, speech) (the latter two will need to be in as quiet an area as possible);
- charting space for all staff, out of the flow of traffic (may be provided in medical record room if sufficient counter space and seating is provided);
- proximity to clean/dirty utility rooms for infection control;
- small waiting area next to clinic;
- wheelchair-accessible bathroom in clinic area;
- daily communication system for appointments, etc. that can be made private;
- good ventilation;
- hazardous waste disposal; and
- refrigerator and locked cabinet for medications.

**Note:** In some states, the clinic may be required to have hospital-grade wiring.

**Transportation.** The transportation area should be safe from traffic with a covered entryway if possible and designated pick-up and drop-off areas. Inside, the area should be large enough to allow participants to take their coats off away from the door. There should be a communication board where items needing to go home with participants can be listed for the drivers. The transportation supervisor or coordinator needs a desk area or office nearby. A secure parking area for the vehicles at night also must be considered. (*PACE Operating Practices, 1998*)

**Outdoor Area.** Outdoor areas should be available to participants, if at all possible. This area should provide sitting and walking areas and include safe boundaries for wandering.

**Staff Areas.** Staff office space should be functional and convenient for both administrative and participant care staff. Depending upon the level of involvement with participants, the design needs and location of staff workspace will vary. Some office space will be located where participants are, while others will be separated from the “hub” of center activity. Some staff require private office space. Others require a workstation, and still others may not need any workspace at all. Part-time staff may share office space, if that is workable.

There must be suitable space for the interdisciplinary team to meet daily. This space must allow the team to maintain participant confidentiality. In addition, there should be adequate private space for family conferences. A separate lounge for staff is recommended.

## SECURITY

The PACE center should install a proper security system with the goal of protecting participants from wandering out of the center.

- Receptionist workspace may be located near entrances and exits to observe/monitor/intercept wandering participants who may exit the center.
- Door alarm systems can be installed at entrance and exit doors to alert staff when participants have exited the building.
- Obscuring exit doors from participants' view, using items such as curtains, screens, etc., also can be useful, as long as this does not interfere with access.

The center also should provide adequate security for staff. Parking lots should be well lit.

## PACE CENTER COSTS

**PACE center costs** will vary depending on whether the site is leased or purchased. As mentioned earlier, the typical size of a site is 10,000-12,000 square feet (excluding administrative office space) with the understanding that state adult day care licensing standards may affect the required square footage.

**Lease:** If the center is leased, costs are likely to be in the range of \$10-\$15 per square foot.

**Purchase:** If the center is purchased, the costs will vary depending on whether the site is new construction or renovation. Construction costs typically range from \$135-\$160 per square foot. Renovation costs typically range from \$45-\$55 per square foot. The PACE center requires a considerable amount of plumbing fixtures. Therefore, the level of plumbing at an existing site, and/or ease of access to add plumbing, can affect costs of renovation significantly.

**Equipment costs** will vary depending on whether the equipment is leased or purchased. For purchased equipment, costs will vary depending on whether the equipment is new or used.

For an overview of center cost estimates, please refer to *PACE Parameters: Program Start-up Costs and Considerations*, located in Attachment 1.



## *PACE Program Development Considerations:* Program Start-up and Development Costs

To provide a general understanding of the start-up requirements for a new PACE program and the factors affecting those requirements, the National PACE Association (NPA) reviewed the experience of six PACE programs.<sup>1</sup> Based on this review, NPA has developed high, medium and low range estimates of the costs associated with initiating a new PACE program. While the cost estimates presented here provide a sense of the resources required to start a PACE program, your own specific circumstances will have a significant effect on the costs you actually incur. Organizations should be careful to adjust their assumptions in light of their unique situation and market factors. This information should not be used as the basis for an organization's decision whether to invest in or initiate a PACE program. Each organization must develop its own estimates of the costs, benefits and risks of starting a PACE program.

Planning, development and start-up of Programs of All-inclusive Care for the Elderly (PACE) typically require resources for the following:

- Consulting
- Acquisition of space for the PACE day center
- Acquisition of equipment for the PACE day center
- Vans
- Working capital
- Solvency reserves

The start-up experiences of existing PACE organizations exhibit a considerable range in each of these categories, reflecting variation in their approach, geographic location, time of start-up and access to funding.

To assist potential new PACE organizations in considering whether PACE is a good fit, NPA has provided an overview of each of these start-up requirements and their associated costs. The cost parameters presented are intended to guide organizations in assessing the potential scope of funding required relative to their financial strengths and weaknesses.

Though not presented in detail here, the revenues of PACE programs have demonstrated their ability to generate a solid return on the start-up investment required.<sup>2</sup> Fully operational PACE programs with enrollments in excess of 300 participants are demonstrating solid margins that ensure their financial viability.

To ascertain financial requirements and considerations, many organizations engage consultants with expertise in operating a PACE program and assessing the requirements of establishing a new program. These consultants can gather the needed information and assist in developing a financial analysis. For more information about consulting organizations available to help you, visit the National PACE Association's web site at [www.NPAonline.org](http://www.NPAonline.org), or contact NPA by phone (703/535-1517) or e-mail ([pei@NPAonline.org](mailto:pei@NPAonline.org)).

<sup>1</sup>The year of start-up for these programs ranges from 1998 to 2000.

<sup>2</sup>The Medicare and Medicaid reimbursement rates for the PACE program vary by location. Each state sets rates according to its own methodology. Medicare rates are based on the Medicare+Choice rate for a program's location, adjusted by a 2.39 factor for PACE acuity. Medicaid rates are negotiated between the PACE organization and the state, subject to federal approval. In general, rates are set by states to provide savings relative to alternative health care services (e.g., nursing homes, home care or assisted living).

**Table 1: Start-Up Costs and Variables**

While the general categories for start-up costs are common across new programs, the extent of the costs can vary significantly. This table presents start-up cost categories and some of the variables to consider.

| CATEGORY - Description  | VARIABLES  |
|---|--|
| <p><b>Consulting Fees</b><br/>The fees paid to consultants for the evaluation, design and development of the PACE program</p>   | <ul style="list-style-type: none"> <li>• Consultant costs vary depending on how early a consultant is engaged in the development and planning process, what products the consultant is responsible for (eg., feasibility analysis, provider application, service initiation, financial audit, applications for loans/financing), and whether staff are hired as consultants during the planning phase and/or operational phase.</li> <li>• Regardless of the point at which a consultant is engaged, costs will vary depending on the extent of staff time available from the sponsoring organization to complement the work of the consultant.</li> <li>• Travel costs for consultants may add to the total expense.</li> <li>• Resources that support consultants working with prospective PACE organizations are available through NPA. NPA membership fees begin at \$2,500 for Exploring PACE, a one-year membership program to support organizations in the decision-making and early development stages.</li> </ul> |
| <p><b>Organizational Assets</b></p>   |  |
| <p><b>PACE Center</b><br/>The location of the PACE center and the costs associated with its development</p>                     | <ul style="list-style-type: none"> <li>• Costs will vary depending on whether the site is leased or purchased; lease costs are likely to be in the range of \$10-\$15 per square foot, or \$10,000 to \$15,000/month for a 12,000 square foot center (see next bullet).</li> <li>• The typical size of a site is 10,000–12,000 square feet; state adult day care licensing standards may affect the required square footage.</li> <li>• If a site is purchased, costs will vary depending on whether the site is new construction or renovation.</li> <li>• Construction costs typically range from \$135–\$160 per square foot; renovation costs typically range from \$45–\$55 per square foot.</li> <li>• The level of plumbing at an existing site, and/or ease of access to add plumbing, can significantly affect costs of renovation because of the extensive requirements for plumbing.</li> </ul>   |
| <p><b>Equipment</b><br/>The equipment needed for the PACE center’s activities, clinical services and administrative offices</p> | <ul style="list-style-type: none"> <li>• Costs will vary depending on whether the equipment is leased or purchased.</li> <li>• Equipment purchase costs typically range from \$650–\$850 per participant, for a program intending to serve a total enrollment of 300.</li> <li>• Equipment is needed for: activities room, kitchen, dining area, rehabilitation, physician examination and clinic, personal care areas, suites for use by external medical specialists (e.g., dentistry, mobile x-ray), and administration.</li> <li>• For purchased equipment, costs will vary depending on whether the equipment is new or used.</li> </ul>  |

| CATEGORY - Description | VARIABLES |
|------------------------|-----------|
|------------------------|-----------|

**Transportation**

The vehicles needed to transport PACE participants

- Costs will vary depending on whether the vehicles are leased or purchased.
- Purchased vans range from \$35,000-\$40,000 for a used van and \$50,000-\$60,000 for a new van.
- Transportation can be subcontracted entirely resulting in no, to low, upfront costs.
- Passenger vans typically accommodate 12–15 passengers; wheelchair vans accommodate 6-8 passengers. These may vary depending on state requirements for seating positions.

**Working Capital for Start-Up**

While the program grows its enrollment, some of the fixed costs will result in operating losses that will need to be covered.

- Staff required to initiate a program are determined by regulation. Programs will need to have the site director and core interdisciplinary team of staff in place at the point the program opens and is operational.
- The rate at which programs achieve census growth will determine the duration of operating losses associated with fixed minimum staffing, facility, transportation and other costs. Census growth will vary depending on the service area’s underlying demographics, service alternatives/competition, and marketing success.
- Effective clinical management is a cornerstone of PACE quality and financial viability. The program’s ability from the outset to maintain people in their homes and avoid unnecessary hospitalizations or nursing facility admissions by delivering effective preventive care and assistance will help reduce initial operating losses as enrollment grows. Clinical management will continue to be critical to financial success.
- To contain medical cost risk exposure, PACE programs can contract with providers that are willing to share risk, and they can acquire reinsurance to limit their exposure for extraordinary inpatient care costs. Containing risk through these kinds of arrangements can reduce the impact of catastrophic costs during a time when the program has a small financial base/risk pool.

**Solvency Requirements**

PACE programs are required to meet state and federal solvency requirements

- Sponsoring organizations may offer a line of credit to meet the solvency requirements of the PACE program.
- Federal regulations require PACE programs to have one month of expenses plus one month of total capitation in reserve; some states have requirements that exceed this minimum.

**Table 2: PACE Program Start-Up Investment Scenarios**

New PACE programs have varied in their start-up costs and funding requirements. This table presents high, medium and low cost scenarios for each of the most significant cost categories.<sup>3</sup>

| Category                            | Factors   | Range (high, medium, low)  |
|-------------------------------------|---|--|
| Consulting Fees                     | High: All phases, full-time consultant during planning, actuary<br>Medium: Planning and provider application<br>Low: Planning only  | High: \$ 420,000<br>Medium: \$ 220,000<br>Low: \$ 100,000          |
| <b>Organizational Assets</b>        |   |  |
| PACE Center                         | High: Purchase of building and renovation<br>Medium: New site construction<br>Low: Lease and renovate a site within an existing building  | High: \$ 2.3 million<br>Medium: \$ 1.75 million<br>Low: \$ 500,000 |
| Equipment                           | High: Purchase new equipment<br>Medium: Purchase mostly new and some used equipment<br>Low: Purchase mostly used and some new equipment<br><i>Note: leasing some equipment may lower upfront case requirements</i>                                  | High: \$ 250,000<br>Medium: \$ 200,000<br>Low: \$ 130,000          |
| Transportation                      | High: Purchased van fleet over two years to serve full enrollment<br>Medium: Contract for services initially; purchase vans after one year<br>Low: Contract for service (monthly fees offset need for capital)                                      | High: \$ 500,000<br>Medium: \$ 300,000<br>Low: \$ 0                |
| <b>Working Capital for Start-Up</b> |   |  |
| Pre-operational Staffing            | High: Full staff hired for program during preoperational development<br>Medium: Full-time manager supplemented with part-time team members<br>Low: Staff assigned by sponsoring organization to do most of planning and pre-operational development | High: \$ 540,000<br>Medium: \$ 400,000<br>Low: \$ 80,000           |

<sup>3</sup>These estimates are based on the experience reported by six PACE programs. The estimates have been adjusted for regional cost factors and outliers. Cost estimates have been standardized to reflect a program with a planned total enrollment of 300.

| Category  | Factors   | Range (High, Medium, Low)   |
|---|---|---|
| <b>Working Capital for Start-Up</b> (continued) |   |   |
| Losses while Growing Enrollment                 | High: For a site with a net enrollment growth of three per month<br>Medium: For a site with a net enrollment growth of four per month<br>Low: For a site with a net enrollment growth of five per month | High: \$ 800,000<br>Medium: \$ 600,000<br>Low: \$ 500,000                         |
| Solvency Requirements                           | High: Cash reserves needed to self-insure for risk<br>Medium: Cash reserves to ensure stability, with additional line of credit<br>Low: Line of credit from sponsoring organization                     | High: \$ 750,000<br>Medium: \$ 300,000<br>Low: \$ 200,000                         |
| <i>Total</i>                                    | <i>(see all above)</i>  | <i>High: \$ 5.56 million<br/>Medium: \$ 3.77 million<br/>Low: \$ 1.51 million</i> |

NOTE: Please see attached discussion. These estimates are best used to assess the order of magnitude an investment in PACE may require. More detailed financial analyses should be developed to evaluate costs, risk and return on investment. This information should not be used as the basis for an organization to decide whether to invest in or initiate a PACE program.

## DISCUSSION

### Consultant and Service Management Fees

New PACE organizations typically work with a consultant that has experience in developing and operating a PACE program. Consultants can assist organizations with demographic analyses, market assessments, financial estimates and actuarial analyses, regulatory approval, planning for service start-up, and initiation of service delivery. The fees for these services range from \$20,000-\$30,000 for assistance with developing a feasibility assessment and from \$40,000-\$50,000 for preparation of required submittals to state/federal agencies. Support for service development and start-up in the first year of operation is generally in the range of \$40,000-\$55,000.

The National PACE Association (NPA) offers a range of technical assistance resources through its Exploring PACE membership program. Exploring PACE is a one-time, one-year program for organizations assessing PACE. The cost for Exploring PACE is \$2,500 for one year. Full NPA membership provides access to all of the services of Exploring PACE, as well as to the range of model practices developed by the association. NPA membership fees for provider organizations begin at \$8,500. For organizations that join Exploring PACE and go on to join NPA, the cost of Exploring PACE is credited against the full membership fee for the first year.

### Capital for Required Organizational Assets

#### PACE Center

The PACE center is the core service facility for PACE enrollees. Primary medical care, nursing, recreation, occupational and physical therapies, social services, dietary and personal care services are provided on-site to the persons enrolled in the PACE program, who are referred to as “participants.” At an enrollment of 300, the PACE program’s day center would need to accommodate 120-140 participants on any given day (the average number of visits to the day center by a participant is between two and three per week).

Because the PACE center includes the provision of adult day health care (ADHC), the state adult day care/day health care licensing requirements (typically 40 square feet per person for the program area) must be met. The National Institute on Adult Day Care Standards recommends at least 60 square feet per person of program space, not including reception or storage areas, offices, rest rooms, passageways, treatment rooms, and therapy and dining areas (if only used for therapy and dining). However, PACE participants are frailer than the typical ADHC client. Experience of PACE programs suggests planning for approximately 100 square feet per participant for multipurpose program space. In addition to the day center’s activity space, the center provides space for its rehabilitation and primary care services, along with administrative space. These requirements can add a total of 4,000 square feet to the center’s size. New construction costs for a PACE center range from \$135 to \$160 per square foot while build-out of existing space generally falls within \$45 to \$55 per square foot.

#### Transportation

PACE centers rely on vans or other vehicles to pick up participants and bring them to the day center or other locations to receive needed services. In addition, PACE centers may rely on their vehicles to deliver meals and provide transportation for home care workers and personal care attendants. Passenger vans typically accommodate between 12 and 15 ambulatory people, while wheelchair vans accommodate

between 6 and 8 people. Experience indicates that PACE programs require more wheelchair than ambulatory van capacity. When initiating a new PACE program, a van that allows seats to be removed and can convert from ambulatory to wheelchair capacity can help reduce costs. As an alternative to owning its own fleet, a PACE program may choose to contract with a transportation company for these services.

### **Equipment**

PACE centers equip the general activity space, the rehabilitation and primary care clinics, and the administrative offices.

## **Working Capital for Start-Up**

### **Demand for Services**

The demand for PACE services will determine how quickly a program's enrollment grows. PACE programs typically break-even at approximately 80-100 participants. Programs typically experience net enrollment growth of from five to eight new enrollees per month as they grow. Program Staff At start-up, an interdisciplinary team must be established at each PACE center to comprehensively assess and meet the individual needs of each participant. The interdisciplinary team must be composed of at least the following: primary care physician; registered nurse; social worker; physical therapist; occupational therapist; recreational therapist or activities coordinator; dietitian; PACE center manager; home care coordinator; personal care attendants or their representative; and drivers or their representative. Prior to opening for enrollment, PACE programs will have payroll or contractual expenses for the required staff.

### **Clinical Management**

The financial viability of PACE programs is predicated on their ability to maintain frail elderly people in their homes, with reduced reliance on inpatient and institutional long term care services. Effective clinical management is essential to achieving this. Successful PACE programs tend to maintain their inpatient utilization rate in the range of 2,802 days per thousand participants. Clinical management also will affect the number of enrollees cared for in nursing homes, which can have a significant impact on costs.

### **Financial Risk Management**

To contain risk exposure, PACE programs can contract with providers that are willing to share risk and also can purchase reinsurance that covers the costs associated with extraordinary inpatient care. Reinsurance typically costs from seven to nine dollars, per member, per month for coverage of inpatient hospital services that exceed \$50,000 for an admission.

### **Payment Rates**

Monthly PACE capitation payment rates are established independently by Medicare and Medicaid. For the vast majority of PACE enrollees, PACE programs receive both the Medicare and Medicaid capitation payments. For a small subset of participants who are ineligible for Medicaid, the program receives the Medicare capitation payment and a private-pay premium equivalent to the Medicaid capitation amount. For those participants who do not qualify for Medicare, Medicaid is the sole payer. Medicare establishes payment rates for PACE on the basis of the payment system in place for Medicare+Choice organizations. Beginning in 2004, a new risk-adjusted payment methodology is being phased in for PACE such that 10% of each participant's Medicare payment will be based on individual-level demographic and diagnostic data and an organizational-level frailty adjustor based on the program's participants' self-reported levels of functional impairment. The remaining 90% of Medicare payments will be based on the methodology in place for PACE since 1985 whereby county level M+C rates are multiplied by a single acuity

adjustment factor of 2.39 to reflect the higher frailty of the population served by PACE. The proportion of individual-level payment rates based on the diagnostic model will increase to 30% in 2005, 50% in 2006, 75% in 2007 and 100% in 2008. Medicare monthly payment rates for current PACE programs generally fall within the range of \$1400 and \$1775.

Medicaid capitation payment rates are generally set as a percentage of an Upper Payment Limit (UPL) that is based on the state's costs of serving a comparable nursing home eligible population. In all cases, the Medicaid rate(s) must not exceed the corresponding UPL(s). Medicaid monthly payment rates for dual-eligibles enrolled in current PACE programs generally fall within the range of \$2200 and \$3700. Medicaid rates for Medicaid only participants are higher as a consequence of Medicaid's status as sole payer for these individuals.

## Start-Up Capital Required to Fund Early Operational Losses

The rate of enrollment growth determines to a large extent the level of operational losses. For programs achieving rapid enrollment growth (e.g., a net enrollment increase of eight per month), start-up operational losses may only be incurred for one year and be as low as \$500,000, though experience to date has not supported such rapid growth assumptions. For programs that add to enrollment at a slower rate, multiple years of losses can be expected. A more typical operating loss over two years would be approximately \$600,000. In some cases, if break-even enrollment growth for a large center is achieved over a longer period of time (three or more years), the cumulative operating loss may be closer to \$800,000.

## Solvency Requirements

Federal and state requirements for the PACE program to maintain a risk reserve are designed to ensure the solvency of the program. The federal requirement is for one month of operating revenue and one month of expenses to be on-hand. This can be in the form of a letter of credit to the PACE program. States vary and may impose additional reserve requirements. In the first year, average monthly revenue is likely to be low with enrollment growing from 0 to a more operational level (probably in the 60 to 80 enrollee range). Therefore, the solvency requirement will be similarly low. However, access to risk reserves or reinsurance is important to protect the PACE program. Reinsurance costs range from seven to nine dollars per member, per month for coverage of inpatient admissions that exceed \$50,000. However, service exclusions and cost caps can result in significant costs for the PACE program even when reinsurance is triggered. To establish its own insurance reserve, a PACE program may want to secure between \$500,000 and \$750,000 in cash or letters of credit from a sponsoring organization.



## *PACE Program Development Considerations:*

### Sources of Financing

The sources of financing available to and selected by a PACE organization will reflect the mission and size of the sponsoring organization, the need to offset initial operating losses as the PACE program grows, and the general availability of financing options for start-up businesses.

As an organization considers its financing options, it is useful to distinguish the asset-based financing that will be required from financing that is not asset-based:

**Asset-based financing:** This is financing that will go toward the purchase or development of an asset that can be used as collateral for the financing. For example, financing for the construction of a PACE center, which then becomes an asset of the PACE organization, would be asset-based.

**Financing for Operating Expenses:** This is financing for expenses associated with operating the PACE program for which there is no tangible asset (e.g., financing needed to cover staffing costs prior to the opening of the program or cover operating losses while the program grows). The ability to cover these loans is based on the program's financial projections for positive net revenues (i.e., operating eventually where revenues exceed costs).

Generally, financing terms for loans that are secured by an asset will be more favorable while loans for operating expenses are considered riskier, and therefore the loans for these expenses are more costly.

### Charitable Gifts and Donations

For organizations with a mission of charitable care, foundations and individuals that share their mission may be willing to fund PACE start-up through charitable grants and donations. Historically, foundation and gift support for PACE start-up has been a significant source of funding for new PACE organizations. Charitable sources of funding can be particularly useful in funding the planning costs that go into a new PACE program and offsetting the operating losses the program will face as it grows. Planning costs and start-up losses often are the most difficult expenses to fund commercially, as they provide no asset to secure a loan.

### Conventional Loans

Other costs associated with start-up that do provide an asset, such as vehicle purchase or facility construction, offer commercial lenders more security, as the asset may be liquidated to offset any default on the loan or investment. Thus, banks will offer conventional loans to build or purchase a facility and purchase vans for a van fleet. The terms of conventional loans (repayment time period, interest rate) available to a new PACE organization will vary based on market conditions, the organization's history, and the availability of assets as collateral for the loan. Organizations with a financial history, or with a sponsoring organization that has a financial history, will be assessed based on this when requesting a conventional loan. Start-up organizations without the backing of a parent organization will need to present a business and marketing plan to support their request for funding.

## Guarantees

Guarantees by a related organization offer security and collateral. A guarantee may be limited to a part or all of the debt. Guarantees may “burn-off” as the PACE program moves from start-up to a stable operation, or when the program attains some prenegotiated benchmarks.

## Construction Loans

Banks also issue construction loans, but these differ from general loans in terms of how their total amount is determined and how they are paid to the requesting organization. The value of a construction loan is determined by the assessed value of the property to be constructed. Construction loans provide periodic advances to support the costs of building the property. The duration of a construction loan usually is one to two years, with payment for the construction loan rolled into a larger, longer-term form of financing, such as a conventional loan or bond financing.

## Tax-Exempt Bonds

Bonds represent a promise by the borrower, through an issuing authority, to an investor to repay a debt at a certain interest rate and term. State and local governments are authorized to issue a limited amount of tax-exempt bonds for nongovernmental purposes, such as PACE. Tax-exempt bonds exempt the holder of the bond from paying taxes on the interest received. When these tax-exempt bonds are issued for a nongovernmental purpose, they are issued through a variety of designated authorities, which may include: local governments, economic development authorities, hospital or health care authorities, housing authorities and educational authorities. Tax-exempt bonds issued by these designated authorities are backed by the organization receiving the proceeds from the bonds, not by the state or local government. Thus, the designated authority is acting primarily as a conduit through which the borrower can access financing via the issuance of tax-exempt bonds. Because tax-exempt bonds do not require a tax payment on the interest paid to the investor, investors are willing to purchase these bonds for a lower interest rate. The lower interest rate reduces the cost of capital to the PACE organization. The overall amount of bond financing that may be issued by a state and the type of financing is limited by federal tax code and state legislation. The PACE organization needs to be a qualified 501(c)(3) organization or a project undertaken by such an organization to advance its mission.

## Related Housing Financing

A number of state and federal programs exist to provide advantageous financing for the construction of low-income housing and the development of assisted living projects. By incorporating these elements into the overall financing of a new PACE program, a sponsoring organization may be better able to obtain financing for the elements of PACE start-up that do not generate an asset (e.g., development costs, initial operating losses). The connection with housing provides a considerable asset base, along with the PACE day center, to increase the total asset value of a project relative to the total loan value.

## State Financing

In some cases, new PACE organizations may be able to obtain start-up funding from their state. States committed to expanding PACE services can direct funding to offset initial start-up operating losses as the PACE program grows its enrollment or support the costs of planning and development.

## State Readiness Review Tool

| PACE Regulation<br>Physical Environment<br>(Section 460.72)   | State Readiness Review Criteria<br>Physical Environment  | Center Status |    |            |
|---|--|---------------|----|------------|
|   |  | Yes           | No | In Process |
| <p>1. Safe Design - 460.72(a)(1)(i): The PACE center must be designed, constructed, equipped, and maintained to provide for the physical safety of participants, personnel, and visitors.</p> | <p>A. EVIDENCE OF COMPLIANCE WITH ALL STATE AND LOCAL BUILDING, FIRE SAFETY AND HEALTH CODES <b>OR</b></p> <p>B. Evidence of the following:</p> <ol style="list-style-type: none"> <li>1. Fire exit system;</li> <li>2. Doorways that provide adequate width to allow easy access and movement of participants by wheelchair or stretcher;</li> <li>3. Doorways and stairways that provide access free from obstructions at all times;</li> <li>4. Lights and handrails in stairways, corridors and bathrooms, and at exits used by participants;</li> <li>5. Toilets and stalls in the public bathrooms that are accessible to allow use by nonambulatory and handicapped participants, as well as staff and visitors;</li> <li>6. Evidence of compliance with the ADA (28 CFR Part 36 Title III);</li> <li>7. Facility equipped with call lights for a communication system that alerts staff of participant problems in bathrooms, therapy areas, etc.; and</li> <li>8. Design features to safeguard cognitively impaired clients who may wander (e.g., fences, door alarms, detector bracelets, etc.)</li> </ol> <p>C. Written plan that outlines scheduled maintenance for the PACE center to include building maintenance.</p> |               |    |            |

| PACE Regulation<br>Physical<br>Environment<br>(Section 460.72)   | PACE Regulation<br>Physical Environment<br>(Section 460.72)   | Center Status |    |               |
|--|---|---------------|----|---------------|
|  |   | Yes           | No | In<br>Process |
| 2. Safe Design - 460.72(a)(1)(ii): The PACE center must ensure a safe, functional, accessible and comfortable environment for the delivery of services to the participant. | <p>A. EVIDENCE OF CERTIFICATION OR LICENSURE BY THE STATE OR A RECOGNIZED ENTITY FOR ADULT DAY CENTERS THAT ENCOMPASSES APPROPRIATE CRITERIA. <b>OR</b></p> <p>B. Evidence of the following:</p> <ol style="list-style-type: none"> <li>1. Written policies and procedures for ensuring an environment that provides privacy and dignity for participants (i.e., doors for exam rooms, privacy curtains, appropriate clothing and linen to cover participants during treatment, etc.);</li> <li>2. The center must have lighting and sound levels in care areas, activity and dining rooms appropriate for individuals with vision, hearing and cognitive impairments;</li> <li>3. Written policies and procedures for an effective pest control program to control household pests and rodents not limited to roaches, ants, flies and mice;</li> <li>4. Proper ventilation;</li> <li>5. Designated areas for smoking that are clearly marked and limited to participants and staff;</li> <li>6. Posted signs that prohibit smoking while oxygen therapy is being administered and clearly designated universal oxygen signs;</li> <li>7. Written policies and procedures to determine if or when participants may smoke without supervision;</li> <li>8. Written policies and procedures on the proper storage, handling and disposal of all chemicals, compounds and biohazardous waste, including Material Safety Data Sheets for any chemical, cleaning and medical supplies; and</li> <li>9. Equipment stored in a manner to ensure participant safety at all times.</li> </ol> |               |    |               |

| PACE Regulation<br>Physical Environment<br>(Section 460.72)  | State Readiness Review Criteria<br>Physical Environment   | Center Status |    |            |
|--|---|---------------|----|------------|
|  |   | Yes           | No | In Process |
| 3. Primary Care Clinic - 460.72 (a)(2): The PACE center must include sufficient suitable space and equipment to provide primary medical care and suitable space for team meetings, treatment, therapeutic recreation, restorative therapies, socialization, personal care and dining.  | <p>A. Evidence of Adequate Space For:<br/>(Adequate space would be determined by the provisions, if any, that are included in the PACE center Life Safety Code building occupancy license)</p> <ol style="list-style-type: none"> <li>1. Team meetings</li> <li>2. Medical treatment and other care</li> <li>3. Therapeutic recreation</li> <li>4. Restorative therapies</li> <li>5. Socialization</li> <li>6. Personal care</li> <li>7. Dining</li> </ol> <p>B. Evidence of sufficient and maintained equipment for safely transferring disabled participants on to exam tables and into restorative therapy treatment equipment, such as tubs, beds, etc.</p>   |               |    |            |
| 4. Equipment Maintenance – 460.72(a)(3): The PACE organization must establish, implement and maintain a written plan to ensure that all equipment is maintained in accordance with the manufacturer’s recommendations and keep all equipment (mechanical, electrical, and patient care) free of defect. This includes any equipment in the patient’s home. | <p>A. A written maintenance plan that identifies the individual responsible for the implementation and monitoring of the plan, what logs or records will be required, what equipment is included, and the maintenance schedules.</p> <p>B. A written plan and monitoring programs to check all contracts related to maintenance agreements.</p> <p>C. Written plans and procedures to report device-related death and serious injuries to the FDA and/or the manufacturer of the equipment in accordance with the Safe Medical Devices Act of 1990.</p> <p>D. Evidence of manufacturer’s manuals for all equipment (mechanical, electrical and patient care).</p> |               |    |            |

| PACE Regulation<br>Physical Environment<br>(Section 460.72)  | State Readiness Review Criteria<br>Physical Environment  | Center Status |    |            |
|--|--|---------------|----|------------|
|  |  | Yes           | No | In Process |
| <p>5. Fire Safety - 460.72 (b)(1) The PACE center must meet the occupancy provisions of the 1997 edition of the Life Safety Code of the National Fire Protection Association for the type of setting in which it is located (i.e., hospital, office building, etc.)</p> <p>Fire Safety - Exceptions - 460.72 (b)(2) The Life Safety Code provisions do not apply in a State in which HCFA determines that a fire and safety code imposed by State law adequately protects participants and staff.</p>  | <p>A. EVIDENCE OF COMPLIANCE WITH THE CURRENT EDITION OF THE NFPA 101 (1997) LIFE SAFETY CODES.</p>  |               |    |            |
| <p>6. Emergency and disaster preparedness - 460.72 (c)</p> <p>460.72 (c) (1) The PACE Center must: Establish, implement, and maintain documented procedures to manage medical and non medical emergencies and disasters that threaten the health and safety of participants, staff, or the public.</p> <p>460.72 (c) (3) PACE organization must train all staff (employees and contractors) on the actions necessary to address different medical and nonmedical emergencies.)</p> <p>460.72 (c) (4) The PACE center must have emergency equipment, including easily portable oxygen, airways, suction, and emergency drugs, along with staff who know how to use the equipment at the center at all times and immediately available to adequately support participants until Emergency Medical assistance responds to the center.</p> | <p>A. IF APPLICABLE, EVIDENCE OF CERTIFICATION OR LICENSURE BY THE STATE OR RECOGNIZED ENTITY THAT REQUIRES PLANNING AND PREPARATION FOR MEDICAL AND NONMEDICAL EMERGENCIES <b>OR</b></p> <p>B. Evidence of:</p> <ol style="list-style-type: none"> <li>1. Written plan and procedures to manage medical emergencies, including responding to DNRs, or any other advance directives; choking; chest pain; seizures; stopped breathing or cessation of heart.</li> <li>2. Written plan and procedures(s) for the periodic examination of all emergency drugs to confirm expiration date(s) and inventory control.</li> <li>3. Written plans and procedures for staff training on and drills for the center's emergency procedures, including the use of emergency drugs and emergency equipment;</li> <li>4. Evidence that all staff on site (during hours the center(s) have participants present) are trained and certified in at least basic life support.</li> <li>5. Verify that emergency drugs and emergency equipment are readily available, operating, and clean including: <ol style="list-style-type: none"> <li>a. PORTABLE OXYGEN</li> <li>b. AIRWAYS</li> </ol> </li> </ol> |               |    |            |

| PACE Regulation<br>Physical Environment<br>(Section 460.72) | State Readiness Review Criteria<br>Physical Environment   | Center Status |    |            |
|---|---|---------------|----|------------|
|   |   | Yes           | No | In Process |
|   | <p>c. SUCTION EQUIPMENT<br/>d. PHARMACEUTICALS APPROPRIATE TO STABILIZE PARTICIPANTS.</p> <p>6. Written plan and procedures to manage nonmedical emergencies and any natural disasters affecting the center’s geographic location, including:</p> <ul style="list-style-type: none"> <li>a. method of containment of fire;</li> <li>b. evacuation plans and routes;</li> <li>c. adequate emergency lighting at exits and corridors;</li> <li>d. plans for power outages, problems with water supply, and transfer of participants to other sites that meet their special needs;</li> <li>e. periodic drills;</li> <li>f. documentation of drills and training; and</li> <li>g. plan for assuring the health and safety of participants at home to ensure their continuing care needs will be met.</li> </ul> <p>7. Facility structure and characteristics that will accommodate an expedient and safe evacuation of staff, participants and visitors.</p> |               |    |            |

*Notes page*



**CLINIC ORDER FORM**  
 PROVIDENCE ELDERPLACE – SEATTLE  
 SEATTLE, WA

| ITEM                                     | ESI# | Vendor & Number        | SUPPLIED | MANUFACTURER               | PRICE   | Comment         |
|--|------|------------------------|----------|----------------------------|---------|-----------------|
| <b>CAPITAL</b>                           |      |                        |          |                            |         |                 |
| Burdick/Siemens EK10 EKG machine         |      | BBM 921865             | each     |                            | 1641.00 |                 |
| Service manual for EKG machine           |      | BBM 860207             | each     |                            | 40.00   |                 |
| Mobility lift                            |      |                        | each     |                            | 3036.00 |                 |
| Nellcor Puritan Bennett pulse oximeter   |      | NPB-40                 | each     | Nellcor                    | 550.00  |                 |
| Semi electric hospital bed               |      | BBM/Invacare bed 4     | each     |                            | 730.00  |                 |
| Suction pump with battery                |      | AE 6993                | each     | Armstrong Medical          | 635.00  |                 |
| Wheel chairs                             |      | PEP Equipment          | each     |                            | 500.00  |                 |
|  |      |                        |          |                            |         |                 |
| <b>MINOR EQUIPMENT</b>                   |      |                        |          |                            |         |                 |
| Ambu bag with Adult mask                 |      | BM 078967              | each     |                            | 15.00   |                 |
| BP cuffs                                 |      | BBM 190093             | each     |                            | 94.00   |                 |
| Counter top refrigerator for meds        |      | George Smith Warehouse | each     | Sanyo Model SR 171W        | 173.00  |                 |
| Denture marking kit                      |      | Geri Inc #1990         | each     |                            | 29.00   |                 |
| Economy privacy screen                   |      | BBM 153094             | each     |                            | 130.06  |                 |
| Glass storage jars 7"                    |      | BBM 128314             | each     |                            | 4.00    |                 |
| Covers for glass storage jars            |      | BBM 128032             | each     |                            | 3.00    |                 |
| Gooseneck standing lamp                  |      | BBM 339027             | each     |                            | 76.00   |                 |
| Inflation leg system Adult               |      | BBM 338746             | each     |                            | 21.00   |                 |
| Inflation leg system Child               |      | BBM 338680             | each     |                            | 14.00   |                 |
| IVAC Thermometer 2090E                   |      | IVAC #2090E            | each     |                            | 296.00  |                 |
| Locking Med cupboard                     |      |                        | each     |                            | 345.00  |                 |
| Mini Wright Spiromenter (Adult Standard) |      |                        | each     | Clement-Clarke #0195-10133 |         |                 |
| Monofilament                             |      | #5.07 (see comment)    | each     | Sensory Testing System     | 10.00   |                 |
| Nail genie Professional model            |      | Kallispell p. 41 #A    | each     |                            | 112.50  | Foot care setup |
| Nebulizer                                |      | 6710D                  | each     | BBM                        | 227.00  |                 |
| Nebulizer, battery pack                  |      | M125760                | each     | BBM                        | 230.75  |                 |

| ITEM                                     | ESI#   | Vendor & Number | SUPPLIED | MANUFACTURER               | PRICE  | Comment        |
|--|--------|-----------------|----------|----------------------------|--------|----------------|
| One touch II Glucometer                  |        | BBM 580685      | each     | One Touch                  | 106.00 |                |
| Ophthalmoscope                           |        | BBM 658168      | each     |                            | 112.00 |                |
| Desk charger for ophthalmoscope          |        | BBM 363091      | each     |                            | 245.00 |                |
| Otoscope                                 |        | BBM 304360      | each     |                            | 68.00  |                |
| Overbed table                            |        | 6417            | each     |                            | 144.00 |                |
| Pelvic light with cord attach            |        | BBM 426362      | each     |                            | 94.00  |                |
| Penlight                                 |        | SPD 105537      | 6 pack   |                            | 5.28   |                |
| Pocket doppler                           |        |                 | each     | Parks Medical Model 840    | 335.00 |                |
| Rolling exam stools                      |        | BBM 518440      | each     |                            | 66.00  |                |
| Snellen Eye chart                        |        | 195-0001240-00  | each     | Wilson Ophthalmic Corp     | 11.00  |                |
| Snellen illiterate "E" chart & astigmati |        | 195-0001241-00  | each     | Wilson Ophthalmic Corp     | 11.00  |                |
| Spir-O-Flow peak flow meter              |        |                 | each     | Spiro Matics Medical Equip |        | Cully only     |
| Standing IV pole                         |        | BBM 341241      | each     |                            | 27.00  |                |
| Stethoscopes                             |        | BBM 338692      | each     |                            | 27.00  |                |
| Thermometer, digital                     | 126164 | BBM #016469     | each     |                            | 7.70   | Home care bags |
|  |        |                 |          |                            |        |                |

#### SUPPLIES FOR EQUIPMENT

|                               |  |                  |            |                  |       |                 |
|-------------------------------|--|------------------|------------|------------------|-------|-----------------|
| Pedicure discs                |  | Kallispell P-2   | each       | Nail Genie       |       | Foot care setup |
| Barrel Drum Stone             |  | Kallispell N-S-3 | each       | Nail Genie       |       | Foot care setup |
| Diamond cone tips-Med         |  | Kallispell       | set 3      | Nail Genie       |       | Foot care setup |
| EKG caliper with clip         |  | BBM nonstock     | each       |                  | 20.00 |                 |
| EKG mounting paper            |  | BBM 921051       | box of 100 |                  | 18.00 |                 |
| EKG paper                     |  | BBM 921040       | box of 100 |                  | 28.00 |                 |
| Aerosol mask, Adult           |  | SPD 108150       | each       |                  |       |                 |
| EKG sensors, disposable       |  | BBM 437682       | box of 500 |                  | 34.00 |                 |
| IVAC probe covers model 2090E |  | P90              |            |                  |       |                 |
| Nasal Cannula                 |  | SPD 108049       |            |                  |       |                 |
| Nebulizer hand held kit       |  | BBM 545995       | each       | Hudson RCI #1734 | 1.01  |                 |

| ITEM                                 | ESI#   | Vendor & Number | SUPPLIED     | MANUFACTURER               | PRICE  | Comment           |
|--------------------------------------|--------|-----------------|--------------|----------------------------|--------|-------------------|
| Otoscope replacement lamp            |        | BBM 200098      | each         |                            | 7.22   |                   |
| Otoscope speculum dispenser          |        | BBM 463486      | each         |                            | 14.00  |                   |
| Otoscope speculums 4mm               | 113202 | BBM 52434       | bag of 1,000 |                            | 20.36  |                   |
| Oxygen mask                          |        | SPD 26555       | pack/6       |                            |        |                   |
| Spir-O-Flow mouth pieces             |        |                 | ?            | Spiro Matics Medical Equip |        | Cully only        |
| Speculum, Vaginal (small)            | 113203 | BBM 58000       | box of 25    | Welch/Allyn #58000         | 29.34  |                   |
| Speculum, Vaginal (medium)           | 113204 | BBM 58001       | box of 25    | Welch/Allyn #58001         | 29.34  |                   |
| Suction Canisters                    |        |                 | each         | Bemis 480410001            |        |                   |
| Suction Kit (cath and glove 14-16Fr) |        | #06200140100    | case 50      |                            | 107.71 |                   |
| Suction tubing 10" connecting        |        | SPD 109724      | each         |                            | 0.57   |                   |
| Thermometer Sheaths                  | 113234 | B&B 017061      | case         | Becton Dickinson #2870     | 20.80  | Home care thermom |
| Thermoscan Covers                    | 117960 |                 | box          | Thermoscan IR-200          | 10.82  |                   |
| Yankauer Suction Tip                 |        | SPD 106152      |              |                            |        |                   |
|                                      |        |                 |              |                            |        |                   |
| <b>INSTRUMENTS</b>                   |        |                 |              |                            |        |                   |
| Bandage scissors, large              |        | BBM 815792      | each         |                            | 32.00  |                   |
| Bandage scissors, small              |        | BBM 818793      | each         |                            | 20.00  |                   |
| Curved Iris Scissors                 |        | BBM 850070      | each         |                            | 22.00  |                   |
| Disposable Scalpel #11               |        | #0723371611     | box of 10    | Bard #371611               | 6.16   |                   |
| Disposable Scalpel #15               |        | BBM #029634     | box of 10    |                            |        |                   |
| Ear Curette, blunt size 00           |        | BBM 904594      | each         |                            | 14.00  |                   |
| Ear Curette, blunt size 0            |        | BBM 904570      | each         |                            | 14.00  |                   |
| Forceps, duckbill                    |        | Storz #NO958    | each         | Storz Instrument Company   | 180.00 |                   |
| Forceps, Kelly, straight             |        | BBM 816000      | each         |                            | 21.00  |                   |
| Forceps, Kelly, curved               |        | BBM 816012      | each         |                            | 21.00  |                   |
| Forceps, Tissue                      |        | BBM 815895      | each         |                            | 20.00  |                   |
| Forceps, Tissue, serated             |        | BBM 815883      | each         |                            | 20.00  |                   |

| ITEM  | ESI#   | Vendor & Number   | SUPPLIED | MANUFACTURER             | PRICE  | Comment         |
|---|--------|-------------------|----------|--------------------------|--------|-----------------|
| Ingrown toenail lifter                            |        | Kallispell - #126 | each     | Mehaz and Spilo          |        | Foot care setup |
| Laceration tray                                   |        | Durr #236410      | each     | Sterile Concepts         | 12.25  |                 |
| Nail Nippers - Tweezerman                         |        | Kallispell-5172   | each     | Tweezerman               |        |                 |
| One time sharps debridement tray                  |        | B&B #177192       | each     | Acme #61505              | 3.39   |                 |
| Percussion hammer                                 |        |                   | each     |                          | 2.46   |                 |
| Pusher/cleaner - (foot care)                      |        | Kallispell #120   | each     | Mehaz                    |        |                 |
| Suture removal kit                                |        | BBM 732382        | each     | J & J                    | 0.97   |                 |
| Tape measure retractable                          | 113205 | BBM               | each     |                          | 1.5    |                 |
| Tuning fork                                       | 129129 | BBM 815512        | each     |                          | 8.65   |                 |
| Sutures   |        | Surgery PPMC      | each pkg | Identify type and number |        | R. Childress    |
| <b>REFERENCES</b>                                 |        |                   |          |                          |        |                 |
| Drugs and Nursing Implications                    |        | Govoni & Hayes    | each     |                          | 33.00  |                 |
| Facts and Comparisons                             |        |                   | each     |                          | 105.00 |                 |
| Lippincott Manual of Nursing Practice Diagnostics |        | 6th edition       | each     |                          | 49.00  |                 |
| Manual of Laboratory                              |        |                   | each     |                          | 26.00  |                 |
| PDR   |        |                   | each     |                          | 46.00  |                 |
| Scheduling calendar                               |        |                   | each     |                          |        |                 |
| Taber's medical dictionary                        |        |                   | each     |                          | 26.00  |                 |
| <b>WOUND SUPPLIES</b>                             |        |                   |          |                          |        |                 |
| 3-M No Sting, 28 ml swab                          |        | #4509003343       | box 25   | 3M 3343                  | 23.14  |                 |
| 3-M No Sting, 28 ml spray                         |        | Choice-MM3346     | each     | 3M 3346                  | 11.07  | O&M case of 12  |
| 3-M No Sting wipe                                 |        | O&M 3344          | box      | 3M                       | 11.31  |                 |
| Ace Bandage 3" roll                               | 101922 | #0723007376       | box 10   | Ace BD                   | 6.21   |                 |
| Acticoat 4x4                                      |        | Choice-WB20101    | each     |                          |        |                 |

| ITEM                         | ESI#   | Vendor & Number       | SUPPLIED   | MANUFACTURER                | PRICE  | Comment |
|------------------------------|--------|-----------------------|------------|-----------------------------|--------|---------|
| Alldress                     | 124427 | #5737065324           | box of 10  |                             | 16.32  |         |
| Allewyn 4 x 4                | 116276 | #6504007637           | box of 10  | Smith/Nephew #7637          | 34.17  |         |
| Allewyn 2 x 2                | 135782 | #6504007643           | box        | Smith/Nephew                | 25.77  |         |
| Aquacel                      |        | #1638177904           | box of 5   | Convatec #177904            | 30.13  |         |
| Band-aids 1"                 | 112908 | #3460004444           | box of 100 | J&J #4444                   | 2.42   |         |
| Calgiswab type 3 (plastic)   |        | #256643               | pk/200     | Spectrum 174-114P           | 15.03  |         |
| Cleansing bottle (peri)      |        | #1365456540           | case/50    |                             | 15.31  |         |
| Clearsite 4 x 4              |        | B&B #680576           | 1/box=10   | (v92520)                    | 44.71  |         |
| Coban 2"                     |        | #4509001582           | each       | 3M 1582                     | 1.11   |         |
| Coban 4"                     | 115763 | #450901584S           | box/18     | 3M 1584s                    | 31.51  |         |
| CombiDERM ACD                |        |                       | box of 10  | Convatec #1877-25           |        |         |
| Comfeel clear 4 x 4          |        | #1517003533           | box of 10  | Coloplast #3533             | 28.22  |         |
| Comfeel clear 9 x 14 cm      | 101942 | #1517003536           | box of 10  | Coloplast #3536             | 31.71  |         |
| Comfeel plus 4 x 4           | 107300 | #1517003110           | box of 5   | Coloplast #3110             | 17.49  |         |
| Coveroll stretch 4" x 2 yds  | 101756 | #3455045548           | each       | Beiersdorf 45548            | 3.37   |         |
| Coveroll stretch 6" x 2 yds  | 101758 | #3455045549           | each       | Beiersdorf 45549            | 4.45   |         |
| Cutinova body cavity         | 137505 | Evergreen pharm 47571 | box of 10  | Beiersdorf                  | 34.80  |         |
| Cutinova foam 4 x 4          | 117294 | #3455047583           | box of 5   | Beiersdorf 47583            | 17.16  |         |
| Cutinova hydro 10 cm x 10 cm | 101893 | #3455047443           | box of 10  | Beiersdorf                  | 22.70  |         |
| Cutinova hydro 5cm x 6 cm    |        | #3455047441           | box of 10  | Beiersdorf 474441           | 19.21  |         |
| Dacron swab                  |        | #3022025801           | box of 100 | Hardwood                    | 18.79  |         |
| Duoderm gel                  |        | #1638187990           | 10/box     | NDC 003-1879-90             | 33.80  |         |
| Exudry disc                  |        | #2578090022           | 100/cs     | Exudry 99-002               | 116.00 |         |
| Exudry disc                  |        | Choice medical        | pk/2, ea.  | Exudry 99-002               | 1.36   |         |
| Ferris polymem 4 x 4         | 118028 | Vendor #6914          | box of 15  | Ferris 5044                 | 51.44  |         |
| Ferris polymem 1" strips     | 118776 | Vendor #6914          | pack of 20 | Ferris 7031                 | 20.75  |         |
| Ferris polymem dots          | 130437 | Vendor #6914          | pack of 20 | Ferris 7203                 | 19.50  |         |
| Hydrasorb 4 x 4              | 101950 | #35831694             | box 10     | Calgon Vestal #1694-NW      | 10.25  |         |
| Hydrasorb 4 x 8              | 101954 | #16381694 NX          | 10/box     | Calgon Vestal #1694-NW      | 9.80   |         |
| Kaltostat                    | 101955 | #16381681 NN          | 2g, box 5  | Calgon Vestal #0519-1457-30 | 20.58  |         |

| ITEM                           | ESI#   | Vendor & Number         | SUPPLIED        | MANUFACTURER                  | PRICE  | Comment |
|--------------------------------|--------|-------------------------|-----------------|-------------------------------|--------|---------|
| Kerlix 4"                      | 137714 | #3583006715             | cs/100          | Kendall 6715                  | 84.00  |         |
| Liquiskin                      | 135022 | Medlogic<br>Global Corp |                 |                               | 37.50  |         |
| Lyfoam C 4 x 4                 |        | ChoiceSQ<br>164755      |                 |                               |        |         |
| Micropore 1"                   | 102103 | #4509015301             | box of 12       | 3M 1530-1                     | 4.24   |         |
| Mipilex 4 x 4                  |        | ChoiceSQ<br>294100      | 5/box           |                               | 30.80  |         |
| Miplex 8 x 8                   |        | ChoiceSQ<br>294400      | 5/box           |                               | 103.90 |         |
| NS cotton swabs 6"<br>100/pk   |        | #30220806<br>WC         | box 10<br>packs |                               | 5.00   |         |
| NS 4x4 12 ply gauze<br>sponges | 101922 | #3583002634             | sleeve          |                               | 8.60   |         |
| NS 2x2 12 ply gauze<br>sponges | 101919 | #3583002252             | sleeve          |                               | 3.48   |         |
| Optipore sponge                | 107421 | #16381251W5             | box 25          | Calgon Vestal                 | 25.92  |         |
| Profore dressing               |        | SPD 66020016            | each            | Smith Nephew<br>#66000016     | 12.99  |         |
| Swabs, betadine                | 105849 | B&B #565751             | box 50          |                               | 4.53   |         |
| Saf clens 12 oz.               |        | Choice VE<br>1597H4     | each            | Calgon Vestal<br>51074        | 9.81   |         |
| Saf gel 3 oz.                  |        | Choice VE<br>1457ER     | each            | Calgon Vestal<br>0519-1457-30 | 10.02  |         |
| Shurclens                      | 107256 | #16381212W1             | box 25          | Merck                         | 28.05  |         |
| Skin prep                      |        | #4204-00                | box 50          | Smith & Nephew                |        |         |
| Sleeve NS gauze 2x2            |        | #3583002252             | bag/200         | Kendall 2252                  | 1.98   |         |
| Sleeve NS gauze 4x4            |        | #3583002634             | bag/200         | Kendall 2634                  | 6.53   |         |
| Softsorb 4x6                   | 138894 | #5285046101             | box/30          | Deroyal 46-101                | 55.76  |         |
| Staple remover                 |        | Choice MMSR3            | each            | 3M SR3                        | 7.17   |         |
| Steri-strips 1/4" x 4"         |        | #45090R1546             | box             | 3M R1546                      | 50.54  |         |
| Sterile cotton swabs 6"        | 105585 | #3022258062<br>WC       | pk 100          | Hardwood                      | 2.84   |         |
| Sterile gauze 2x2              | 101931 | #3460002318             | box 50          | J&J 2318                      | 1.75   |         |
| Sterile gauze 4x4              | 101935 | #3460002317             | box 25          | J&J 2317                      | 2.03   |         |
| Surepress                      | 123632 | #1638650948             | 6 rolls/pk      | Convatec 0003-<br>6509-48     | 6.33   |         |
| Surepress wrap and<br>stretch  |        | Choice<br>#SQ650947     | each            | Convatec                      | 13.42  |         |
| Telfa                          |        | Stores                  | each            |                               | 0.16   |         |
| Tielle 4 1/4" x 4 1/4"         | 116273 | #3460002440             | box of 10       | J&J 2440                      | 40.63  |         |

| ITEM                             | ESI#   | Vendor & Number       | SUPPLIED    | MANUFACTURER            | PRICE    | Comment |
|----------------------------------|--------|-----------------------|-------------|-------------------------|----------|---------|
| Tielle 2 3/4" x 3 1/2 "          |        | #3460002439           | box 10      | J&J                     | 30.56    |         |
| Tielle Sacrum                    |        |                       |             | J&J 2443                |          |         |
| Transorbent 4"x4"                |        | #1088000400           | box of 5    | Braun 00400             | 21.95    |         |
|                                  |        |                       |             |                         |          |         |
| <b>UROLOGICAL</b>                |        |                       |             |                         |          |         |
| Catheter leg band                |        | #1821000316           | box 10      | Dale 0584-316           | 32.44    |         |
| Catheter plug                    |        | SPD-391250            | bag/10      | Baxter 9660             | 0.35     |         |
| Catheter tray (no syringe)       |        |                       |             |                         |          |         |
| Chemstrip, 10 with SG            | 114174 | BBM 799660            | box of 100  | Boehringer Manneheim    | 31.32    |         |
| Cups w/lid urine specimen        |        | Stores 104657         | case        |                         |          |         |
| Cystoflo urine drainage bag      |        | Allegiance KB2909     | case/20     | Baxter 2D2909           | 80.00    |         |
| Female Cath kit                  |        | SPD 109523            | each        |                         | 2.49     |         |
| Foley Cath tray (add a cath)     | 109599 | #0620782100           | case/20     | Bard                    | 34.08    |         |
| Foley Catheter 5cc, 14 Fr.       |        | #0620165L14           | box 12      | Bard #165L14            | 41.53    |         |
| Foley Catheter 5cc, 16 Fr.       |        | #0620165L16           | box 12      | Bard #165L16            | 43.34    |         |
| Foley Catheter 5cc, 18 Fr.       |        | #0620165L18           | box 12      | Bard #165L18            | 43.34    |         |
| Foley Cath Silicone 5cc, 16 Fr.  |        | SPD 109305            | each        |                         | 3.38     |         |
| Foley Cath belly bag w/belt      |        | 144961                | box of 5?   |                         | 20.58    |         |
| Irrigation tray w/piston syringe |        |                       |             |                         |          |         |
| Male external cath (condom) med. |        | General stores 109756 | case of 100 |                         | 114.99   |         |
| Secure Caths                     |        | Choice MC54452        | each        | M.C.Johnson Co. #5445-2 |          |         |
| Tieman Catheter 5cc, 14 Fr.      |        | #0620102L14           | each        | 1.99                    | 10.35    |         |
| Tieman Catheter 5cc, 16 Fr.      |        | #0620102L16           | each        | Bard #0102L-16          | 10.35    |         |
| Urinal with cover                | 136275 | BBM H140-01           |             |                         |          |         |
| Urinal female                    |        | BBM 535886            |             |                         |          |         |
| Urine collection hat             | 128694 | B&B 134636            | each        | Sage 2500               | 0.48     |         |
| Urine leg bag (med.)             |        | #3158009824           | each        | Hollister 9824          | O&M 8.86 |         |
|                                  |        |                       |             |                         |          |         |

| ITEM                               | ESI#   | Vendor & Number | SUPPLIED  | MANUFACTURER    | PRICE  | Comment             |
|------------------------------------|--------|-----------------|-----------|-----------------|--------|---------------------|
| <b>SHARPS</b>                      |        |                 |           |                 |        |                     |
| 1cc TB syringe 25g 5/8"            |        | SPD 106399      | box 100   |                 | 7.00   |                     |
| 6cc syringe                        | 127692 | #0723309603     | box 100   | BD #309603      | 7.13   |                     |
| 3cc syringe 25g 5/8"               |        | SPD 128420      | box 100   | BD 513512       | 7.00   |                     |
| 3cc syringe 21g 1"                 |        | BBM 309575      | box 100   | BD 226375       | 4.14   |                     |
| 10cc syringe                       |        | #0723309604     | box 100   | BD #309604      | 7.35   |                     |
| 12cc syringe luer lock             | 116776 | #5817512936     | box 50    | Monoject        | 5.70   | BBM999465           |
| 35cc syringe luer tip              |        | #5817535754     | box of 25 | Monoject #53574 | 5.90   |                     |
| 60cc (2oz) catheter tip syringe    |        | #0723309664     | box 30    | BD #309664      | 10.84  |                     |
| BD 18g 1 1/2" needle               |        | #0723305196     | box 100   | BD #305196      | 2.37   |                     |
| BD 20g 1 1/2" needle               |        | #0723305176     | box 100   | BD #305176      | 2.37   |                     |
| BD 20g 1" needle                   |        | #0723305175     | box 100   | BD #305175      | 2.37   |                     |
| BD 21g 1" needle                   |        | #0723305165     | box 100   | BD #305165      | 2.37   |                     |
| BD 21g 1 1/2" needle               |        | #0723305167     | box 100   | BD #305167      | 2.37   |                     |
| BD 22g 1" needle                   |        |                 | box 100   |                 |        |                     |
| BD 22g 1 1/2" needle               |        | SPD 106270      | each      |                 | 0.03   |                     |
| BD 25g 5/8" needle                 |        | #0723305122     | box 100   | BD #305122      | 2.37   |                     |
| BD 25g 1" needle                   |        | #0723305125     | box 100   | BD #305125      | 2.37   |                     |
| BD 27g 1/2" needle                 |        | #0723305109     | box 100   | BD #305109      | 2.37   |                     |
| Butterfly 25g 3/4"                 | 138054 | BBM             | bag of 40 |                 |        |                     |
| Butterfly 23g 3/4"                 | 129806 | BBM             | bag of 40 | Abbot 45650101  | 14.55  | O&M box             |
| Butterfly 21g 3/4"                 | 138053 | BBM             | bag of 40 | Abbot 44920101  | 23.60  | 40/\$31.20          |
| InSyte IV cateters 18g             |        | SPD-181520      | each      | BD#3875181      |        |                     |
| InSyte IV cateters 20g             |        | SPD-181550      | each      | BD#3875181      |        |                     |
| InSyte IV cateters 22g             |        | SPD-181560      | each      | BD#3875181      |        |                     |
| IV tubing 10gtts/ml                |        |                 | case 48   | Baxter 2C5521s  | 79.22  |                     |
| IV tubing 60gtts/ml                |        |                 | case 48   | Baxter 2C5522s  | 141.06 |                     |
| Lab supplies (vacuum tubes)        |        | PPMC lab        |           |                 |        | see lab order sheet |
| Sharps containers 1 qt             |        | #5595008900     | each      | Sage 8900       | 1.19   |                     |
| Sharps containers 5 qt wall        | 115817 | BBM 020266      | case/20   | Sage            |        |                     |
| Sharps containers 5 qt stand alone |        | BBM 406079      | case/20   |                 |        |                     |
|                                    |        |                 |           |                 |        |                     |



| ITEM                              | ESI#   | Vendor & Number     | SUPPLIED        | MANUFACTURER                | PRICE  | Comment                |
|-----------------------------------|--------|---------------------|-----------------|-----------------------------|--------|------------------------|
| <b>TOPICAL</b>                    |        |                     |                 |                             |        |                        |
| Alcohol preps                     | 138895 | 3583006818          | 20 box/<br>case |                             | 25.92  |                        |
| Aloe vest body wash               | 138484 | O&M                 | case/4 gal      |                             | 46.38  | Pump<br>138485 free    |
| Aloe Vesta zinc oint              | 141221 | O&M                 |                 |                             | 62.47  |                        |
| Aquaphor                          | 107336 | O&M<br>345545585000 | case of 12      |                             | 139.17 |                        |
| Body shampoo                      |        | 16386278-08         | case/4 gal      |                             | 51.27  |                        |
| Cetaphil cleanser                 |        | SPD 107248          | each            |                             | 7.12   | BBM 529800<br>E 8.94   |
| Eucerin cream 16 oz.              |        | #345500090010       | case 12         | Beiersdorf 10356-<br>090-01 | 113.27 |                        |
| Eucerin lotion plus               | 116277 | #345503967010       | case 24         | Beiersdorf 510311           | 145.19 |                        |
| Eucerin plus cream                | 130209 | B&B BF03611         | each            | Beiersdorf                  | 6.78   |                        |
| Eucerin light cream               | 138565 | Choice              | each            |                             | 11.04  |                        |
| Eucerin light lotion              | 117693 | BBM                 | each            |                             | 6.59   |                        |
| Hibiclens                         |        | BBM 636623          | 32 oz<br>each   | 8 oz 594830                 |        | also 4 oz and<br>16 oz |
| Verruca freeze                    |        |                     | each            | CyroSurgery, Inc.           |        | Basic Kit              |
| Normal saline irrigation, 1,000ml |        | Durr - 974572       | 1000 ml         | McGaw R5200-01              | 1.11   |                        |
| Sterile water for irrigation      |        | Durr - 974584       | 500 ml          | McGaw R5201-01              | 1.11   |                        |
| SensiCare lotion                  |        | Choice              | 3 oz each       | Convatec 401881             | 5.00   |                        |
|                                   |        |                     |                 |                             |        |                        |
| <b>MISCELLANEOUS</b>              |        |                     |                 |                             |        |                        |
| Adhesive remover wipes , Alkare   | 106207 | #6504402300         | box/50          |                             | 5.75   |                        |
| Alcohol                           |        | Pharmacy            | gallon          |                             |        |                        |
| Arm sling, universal              |        | Zimmer 1798-01      | each            |                             | 3.50   |                        |
| Bath basin                        |        | PEP Equipment       | each            |                             |        |                        |
| Batteries "AA"                    |        | SPD 102342          | box of 32       |                             | 8.32   |                        |
| Batteries "AAA"                   |        | SPD 102345          | each            |                             |        |                        |
| Batteries "C"                     |        | SPD 102349          |                 |                             |        |                        |
| Coverage spray                    |        | GS 102952           | case/12         |                             | 37.30  |                        |
| Coverage spray trigger            |        | GS 102953           | case/6          |                             | Free   |                        |
| Denture cups with lid             |        | SPD 138097          | each            |                             | 0.08   |                        |

| ITEM                                     | ESI#   | Vendor & Number   | SUP-PLIED    | MANUFACTURER       | PRICE  | Comment         |
|--|--------|-------------------|--------------|--------------------|--------|-----------------|
| Disp sitz bath                           |        | #6709H99005       | case 10      | Vollrath           | 15.20  |                 |
| Enema Administration Unit                |        |                   | each         | Baxter, 6301A      |        |                 |
| Fleets enema                             | 113103 | BBM 08774-9       | EA           | Fleet 0132-0201-40 | 0.92   |                 |
| Fleets enema, oil retention              | 117812 | BBM 087762        | EA           | Fleet 0132-0201-40 | 1.27   |                 |
| Hand sanitizer (purell no rinse gel)     | 130318 | BBM               | 4 oz pump    |                    |        |                 |
| Heelbo                                   |        | #3075006880       | each         |                    | 5.96   |                 |
| Hemocult slides                          | 114172 | BBM 276704        | box 100      |                    | 10.00  |                 |
| Isopropyl alcohol                        |        | Pharmacy          | gal          |                    |        |                 |
| Lemon glycerin swab                      |        | SPD 107424        | each         |                    | 0.08   |                 |
| Lubricating jelly                        |        | SPD 106079        | box 144      |                    | 2.88   |                 |
| Nasal cannula oxygen tubing              |        | SPD 108049        | each         |                    | 0.43   |                 |
| NS cotton balls, medium                  |        | 293014028         | bag of 2,000 | O&M                | 5.76   |                 |
| Paper bags small #6                      |        | Stores 128824     | bundle /500  |                    | 8.70   |                 |
| Penlight flashlights                     |        | SPD 105765        | pack of 6    |                    |        |                 |
| Pocket mask                              |        | O&M 641485820011  | each         | Superior           | 15.90  |                 |
| Polygrip                                 |        | SPD               |              |                    |        |                 |
| Powder free gloves, large                | 138733 | BBM               | case/20 box  |                    | 128.24 |                 |
| Powder free gloves, medium               |        | BBM 581203        | case/20 box  |                    | 135.29 |                 |
| Powder free gloves, small                | 117684 | BBM 581197        | case/20 box  |                    | 135.29 |                 |
| Sterile brand enviro aid                 |        | Mt. Hood Chemical | case/4 gal   |                    |        |                 |
| Surgical mask with ties                  |        | BBM 146560        | box 50       |                    |        |                 |
| Swedish file (fot fil)                   |        | Kallispell        | each         | FotFil by Flowery  |        | Foot care setup |
| Tape measure                             |        | BBM #728184       | each         |                    |        |                 |
| TED hose (stocking elastic knee), large  |        | Stores 105799     | box of 12 pr |                    | 42.12  |                 |
| TED hose (stocking elastic knee), medium |        | Stores 105801     | box of 12 pr |                    | 42.12  |                 |
| TED hose (stocking elastic knee), small  |        | Stores            | box of 12 pr |                    | 42.12  |                 |

| ITEM                               | ESI#   | Vendor & Number    | SUPPLIED   | MANUFACTURER        | PRICE  | Comment              |
|------------------------------------|--------|--------------------|------------|---------------------|--------|----------------------|
| Tempadots-disposable thermometers  |        | #4509005122        | box of 100 |                     | 6.34   |                      |
| Toothettes                         |        | SPD 107427         | pack of 20 |                     | 1.60   |                      |
| Unisolve adhesive remover wipe     |        | Choice             | box        |                     | 19.75  |                      |
| Wooden tongue depressors NS        |        | B&B 021271         | box of 500 | Bergen/Brunswig     |        |                      |
| Wooden tongue depressors STERILE   | 116625 | BBM 54124          | box/100    |                     | 2.79   |                      |
| <b>DIABETIC SUPPLIES</b>           |        |                    |            |                     |        |                      |
| Battery 6.2 V J                    |        | SPD 102332         | each 6/box |                     | 1.58   |                      |
| Box of Glucolet II lancing device  | 138129 | O&M                | box of 10  |                     | 88.45  |                      |
| Glucometer test solutions          |        | BBM                | one vial   | J&J/NCD53885-353-01 | 5.00   | For one touch        |
| Glucometer test strips - One touch | 117689 | B&B 387496         | box 50     | J&J/NCD53885-285-50 | 24.25  |                      |
| Glucometer test strips - Accucheck |        | #0875000560        | box 50     | Boehring-Mannehiem  | 33.50  |                      |
| Insulin syringes - 1 cc            |        | #0728329420        | box/100    |                     | 7.87   |                      |
| Insulin syringes- low dose         | 117691 | B&B 220206         | box/100    |                     | 7.11   |                      |
| Lancets for Glucolet II            | 117690 | B&B 586330         | box of 200 |                     | 27.76  |                      |
| Tracer II test strips              |        | B&B 921646         |            |                     | 37.16  |                      |
| <b>MEDICATION SUPPLIES</b>         |        |                    |            |                     |        |                      |
| Aerochambers                       |        | GS 107968          | case       |                     | 239.00 |                      |
| Cups waxed paper 3 oz              | 101408 | BBM 822814         | roll 100   |                     | 1.72   |                      |
| Maxi mediset (medium red)          | 137643 | Apoth. Products    | 3/pack     |                     | 39.00  | now through pharmacy |
| Maxi mediset liners                |        | Apoth. Prod. 71350 |            |                     |        | now through pharmacy |
| Paper bags #6 (small) white        |        | GS 128824          | Bndl/500   |                     | 8.70   |                      |
| <b>Foot care</b>                   |        |                    |            |                     |        |                      |

*Notes page*

**CENTER FURNITURE AND EQUIPMENT LIST**  
 ON LOK SENIOR HEALTH SERVICES  
 30TH STREET MISSION CENTER  
 SAN FRANCISCO, CA

| PRODUCT                         | DESCRIPTION          | LOCATION       | REPLACE COST |
|---------------------------------|----------------------|----------------|--------------|
| <b>AV</b>                       |                      |                |              |
| VCR                             | Sony, 0425777        | MI DHC         | \$100.00     |
| Stereo receiver                 | Aiwa                 | MI DHC         | \$150.00     |
| Television, 25"                 | Toshiba              | MI DHC         | \$200.00     |
| <b>Furniture</b>                |                      |                |              |
| Pedestal (b/b/f), BPI           | Putty                | MI Clinic      | \$165.00     |
| Cart, twelve basket             | Chrome               | MI Storage     | \$600.00     |
| Shelf                           | Gold                 | MI Storage     | \$165.00     |
| Shelf                           | Gold                 | MI Storage     | \$160.00     |
| VCR                             | Sony, 0425777        | MI DHC         | \$100.00     |
| Television, 25"                 | Toshiba              | MI DHC         | \$200.00     |
| TV stand                        | Wall mounted         | Mission Center | \$160.00     |
| Chair, Warren highback          | Green                | MI DHC         | \$522.00     |
| Chair, Warren highback          | Green                | MI DHC         | \$522.00     |
| Chair, Warren highback          | Green                | MI DHC         | \$522.00     |
| Table Plus, 42" square          | T9H, maple           | MI DHC         | \$528.00     |
| Table Plus, 42" square          | T9H, maple           | MI DHC         | \$528.00     |
| Table Plus, 42" square          | T9H, maple           | MI DHC         | \$528.00     |
| Arm chair, #8911 Gunlocke       | Spice                | MI DHC         | \$216.00     |
| Arm chair, #8911 Gunlocke       | Spice                | MI DHC         | \$216.00     |
| Arm chair, #8911 Gunlocke       | Spice                | MI DHC         | \$216.00     |
| Arm chair, #8911 Gunlocke       | Spice                | MI DHC         | \$216.00     |
| Arm chair, #8911 Gunlocke       | Spice                | MI DHC         | \$216.00     |
| Arm chair, #8911 Gunlocke       | Spice                | MI DHC         | \$216.00     |
| Arm chair, #8911 Gunlocke       | Spice                | MI DHC         | \$216.00     |
| Arm chair, #8911 Gunlocke       | Spice                | MI DHC         | \$216.00     |
| Arm chair, #8911 Gunlocke       | Spice                | MI DHC         | \$216.00     |
| Arm chair, #8911 Gunlocke       | Spice                | MI DHC         | \$216.00     |
| Arm chair, #8911 Gunlocke       | Spice                | MI DHC         | \$216.00     |
| Arm chair, #8911 Gunlocke       | Spice                | MI DHC         | \$216.00     |
| Arm chair, #8911 Gunlocke       | Spice                | MI DHC         | \$216.00     |
| Arm chair, #8911 Gunlocke       | Spice                | MI DHC         | \$216.00     |
| Arm chair, #8911 Gunlocke       | Spice                | MI DHC         | \$216.00     |
| Arm chair, #8911 Gunlocke       | Spice                | MI DHC         | \$216.00     |
| Ergonomic stento chair, #205040 | Citadel Forest       | MI Reception   | \$184.00     |
| Workstation, BPI                | Harper's, Aspen sand | MI OT/PT       | \$850.00     |
| Keyboard tray with arm          | #180S-21, #170       | MI Gym         | \$207.00     |
| Shoji screen                    |                      | MI Gym         | \$60.00      |

| PRODUCT   | DESCRIPTION          | LOCATION       | REPLACE COST |
|---|----------------------|----------------|--------------|
| Shoji screen                                      |                      | MI Gym         | \$60.00      |
| Ergonomic steno chair, #205040                    | Citadel Forest       | MI OT/PT       | \$184.00     |
| Table, 30x48 mobile                               | Bronze/cinder        | MI DHC         | \$555.00     |
| Table, 30x48 mobile                               | Bronze/cinder        | MI DHC         | \$555.00     |
| Table, 30x48 mobile                               | Bronze/cinder        | MI DHC         | \$555.00     |
| Keyboard tray with arm                            | #180S-21, #170       | MI DHC         | \$207.00     |
| Keyboard tray with arm                            | #180S-21, #170       | MI DHC         | \$207.00     |
| Ergonomic steno chair, #205040                    | Crayola              | MI DHC         | \$184.00     |
| Ergonomic steno chair, #205040                    | Print                | Mission Center | \$195.00     |
| Ergonomic steno chair, #205040                    | Crayola              | MI DHC         | \$184.00     |
| Ergonomic steno chair, #205040                    | Print                | Mission Center | \$195.00     |
| Workstation w/overhead, BPI                       | Harper's, Aspen sand | MI Clinic      | \$1,152.00   |
| Workstation w/overhead, BPI                       | Harper's, Aspen sand | MI Clinic      | \$1,152.00   |
| Workstation w/overhead, BPI                       | Harper's, Aspen sand | MI Clinic      | \$1,152.00   |
| Ergonomic steno chair, with arms, #205040, 205081 | Crayola              | MI DHC         | \$301.00     |
| Ergonomic steno chair, #205040                    | Crayola              | MI Clinic      | \$184.00     |
| Ergonomic steno chair, #205040                    | Crayola              | MI Clinic      | \$184.00     |
| Keyboard tray with arm                            | #180S-21, #170       | MI Clinic      | \$207.00     |
| Keyboard tray with arm                            | #180S-21, #170       | MI Clinic      | \$207.00     |
| Keyboard tray with arm                            | #180S-21, #170       | MI Clinic      | \$207.00     |
| Stool   | S336207              | MI Clinic      | \$0.00       |
| Overbed table                                     | 115823               | MI Clinic      | \$84.00      |
| Ergonomic steno chair, #205040                    | Citadel Forest       | MI Clinic      | \$184.00     |
| Ergonomic steno chair, #205040                    | Citadel Forest       | MI Clinic      | \$184.00     |
| Ergonomic steno chair, #205040                    | Citadel Forest       | MI Clinic      | \$184.00     |
| Keyboard tray with arm                            | #180S-21, #170       | MI Clinic      | \$207.00     |
| Keyboard tray with arm                            | #180S-21, #170       | MI Clinic      | \$207.00     |
| Overbed table                                     | 115824               | MI Clinic      | \$84.00      |
| Overbed table                                     | 115822               | MI Clinic      | \$84.00      |
| Shelf   | Gold                 | MI Clinic      | \$190.00     |
| Keyboard tray with arm                            | #180S-21, #170       | MI Clinic      | \$207.00     |
| Laundry hamper                                    |                      | MI DHC         | \$110.00     |
| Workstation w/overhead, BPI                       | Aspen sand           | MI DHC         | \$1,378.50   |
| Workstation w/overhead, BPI                       | Aspen sand           | MI DHC         | \$1,378.50   |
| Murphy table                                      |                      | MI DHC         | \$2,973.00   |
| Murphy table                                      |                      | MI DHC         | \$2,973.00   |
| Murphy table                                      |                      | MI DHC         | \$2,973.00   |
| Laundry hamper                                    |                      | MI DHC         | \$110.00     |
| Table Plus, 42" square                            | T9H, maple           | MI DHC         | \$528.00     |
| Table Plus, 42" square                            | T9H, maple           | MI DHC         | \$528.00     |
| Table Plus, 42" square                            | T9H, maple           | MI DHC         | \$528.00     |



| PRODUCT                                      | DESCRIPTION           | LOCATION       | REPLACE COST |
|--|-----------------------|----------------|--------------|
| Pulse oximeter, BCI 71000A1                  | 701020832             | MI Clinic      | \$632.00     |
| Thermometer, Diatek suretemp 4               | 1999037               | MI Clinic      | \$230.66     |
| Gulcoscan                                    | MRM44BEFH, Lifescan   | MI Clinic      | \$120.00     |
| Welch Allyn desk charger, otoscope, ophthalm |                       | MI Clinic      | \$572.40     |
| Cart-bedside, #ABC-AA-5, blue                | Tan                   | MI Clinic      | \$550.00     |
| Continental chair scale, #CONT445            | 14465                 | MI Clinic      | \$548.75     |
| Semi-electric bed                            | Mdl#B624, Srl#6-22-99 | MI Clinic      | \$848.00     |
| Baumanometer, StandBy model                  |                       | MI Clinic      | \$211.50     |
| Baumanometer, StandBy model                  |                       | MI Clinic      | \$211.50     |
| Oxygen cart, E cylinder                      |                       | MI Clinic      | \$62.50      |
| Oxygen cart, E cylinder                      |                       | MI Clinic      | \$62.50      |
| IV pole                                      |                       | MI Clinic      | \$59.00      |
| Cart, #Lake 311                              |                       | MI Clinic      | \$183.60     |
| Suction pump, #MEDSP-2200                    | 608809                | MI Clinic      | \$213.19     |
| Oxygen Concentrator                          | 99G182272             | MI Clinic      | \$1,100.00   |
| Pulmo-aide, #DEV-5150D                       | D3405218              | MI Clinic      | \$121.00     |
| Trash can, Mipro                             | Small, white          | MI Clinic      | \$90.00      |
| Trash can, Mipro                             | Small, white          | MI Clinic      | \$90.00      |
| Trash can, Mipro                             | Small, white          | MI Clinic      | \$90.00      |
| Trash can, Mipro                             | Large, white          | MI Clinic      | \$107.83     |
| <b>Office</b>                                |                       |                |              |
| Pedestal (b/b/f), BPI                        | Putty                 | MI Reception   | \$165.00     |
| Fax machine, Canon CFX-L4500                 | ULR70270              | MI Reception   | \$995.00     |
| Copier, Canon 7130                           | NVF19053              | MI Reception   | \$1,400.00   |
| Shelf cabinet, holga, jumbo                  | 3 shelf, putty        | MI Reception   | \$329.50     |
| Shelf cabinet, holga, jumbo                  | 3 shelf, putty        | MI Reception   | \$329.50     |
| Shelf cabinet, holga, jumbo                  | 3 shelf, putty        | MI Reception   | \$329.50     |
| Keyboard tray with arm                       | #180S-21, #170        | MI Reception   | \$207.00     |
| Pedestal (b/b/f), BPI                        | Shadow                | MI Clinic      | \$262.00     |
| Pedestal (b/b/f), BPI                        | Shadow                | MI Clinic      | \$205.00     |
| Pedestal (b/b/f), BPI                        | Shadow                | MI Clinic      | \$205.00     |
| Pedestal (b/b/f), BPI                        | Shadow                | MI OT/PT       | \$205.00     |
| Pedestal (f/f), BPI                          | Shadow                | MI OT/PT       | \$205.00     |
| Pedestal (b/b/f), BPI                        | Shadow                | MI DHC         | \$205.00     |
| Pedestal (b/b/f), BPI                        | Shadow                | MI DHC         | \$262.00     |
| Shelf cabinet - 2 drawer                     | Putty                 | Mission Center | \$305.00     |
| <b>Telephone</b>                             |                       |                |              |
| Nextel base station                          |                       | Mission Center | \$750.00     |
| Nextel radio                                 |                       | Mission Center | \$99.00      |
| Nextel radio                                 |                       | Mission Center | \$99.00      |



| PRODUCT                                  | DESCRIPTION               | LOCATION       | REPLACE COST |
|--|---------------------------|----------------|--------------|
| <b>Therapy</b>                           |                           |                |              |
| Restorator, 2142                         |                           | MI Gym         | \$329.00     |
| Restorator, 2142                         |                           | MI Gym         | \$329.00     |
| Staircase                                | Closed end                | MI Gym         | \$689.00     |
| Parallel bars, 10 ft., adj. ht and width | Mdl#1415, Srl#<br>9908338 | MI Gym         | \$2,555.44   |
| Hydrocollator                            | Mdl#SS-2, Srl#1651        | MI Gym         | \$863.86     |
| Hemi-wheelchair                          | 00KM299089                | Mission Center | \$227.05     |
| Hemi-wheelchair                          | 00KM299088                | Mission Center | \$227.05     |
| Standard wheelchair                      | 00KM299111                | Mission Center | \$255.36     |
| Standard wheelchair                      | 00KM299110                | Mission Center | \$209.51     |
| Mat Table, 4'x7'                         |                           | MI Gym         | \$540.00     |
| <b>Misc</b>                              |                           |                |              |
| Stereo receiver                          | Aiwa                      | MI DHC         | \$150.00     |

*Notes page*

## PACE CENTER CHECKLIST

### FACILITY REQUIREMENTS

- In compliance with federal, state and local building requirements
- Meets state certification or licensure for ADHC, if applicable
- Adequate space for provision of services
- Sufficient equipment for participant transfers
- Plans for equipment maintenance and safety
- Compliance with NFPA 101 Life Safety Codes
- Plan in place for addressing medical and non-medical emergencies (in compliance with state certification or licensure, if applicable)

### SPACE REQUIREMENTS

- Center can accommodate 80-100 participants on any given day
- 100 square feet per participant for multipurpose program space
- Adequate space for plumbing fixtures, sewer capacity, wiring, etc.
- Free from obstacles
- Working with an architect who has extensive experience in senior housing

### OVERALL DESIGN

- Inviting, friendly, easy to navigate
- Familiar environment
- Attractive, but not over stimulating
- Lighting should be indirect and a combination of natural and artificial light
- Colors and contrasts should be used to assist participants in separating objects from background
- Chairs should allow participants to get up easily; upholstery should be easy to clean and maintain
- Adequate office space and team meeting space
- Adequate storage space
- Square or rectangular space works best

### ENTRANCE/LOBBY AREA

- Warm and welcoming
- Protected from weather
- Automatic doors
- Wide enough for wheelchair and stretcher
- Floor coverings
- Coat room nearby
- Sitting area

## DAY/ACTIVITY ROOM

- Located in the middle of center
- Accommodate large and small group activities
- Quiet areas
- Comfortable, washable chairs
- Adequate storage space
- Consider fold-away tables
- Wall space for accent pictures, bulletin boards, etc.
- Incandescent and fluorescent lighting

## PERSONAL CARE AREA

- Accessible from day/activity room
- Toilet stalls large enough to accommodate two assistants
- Curtains separating stalls instead of walls (optional)
- Wheelchair-sized showers with hand-held shower heads
- Hot and cold turn-on valves away from shower heads
- Heat panels overhead
- Cubbies for change of clothes; change area
- Space for personal care – shampoo sink, hair styling
- Large enough shower to dress in or area to dress participant
- Non-skid surface or mats
- Call system
- Signage to assure privacy

## TOILETS

- Suggested ratio of one toilet for every ten participants
- At least one toilet very close to the day/activity room
- At least 14 inches high (above what ADA requires)

## LAUNDRY

- Heavy-duty washers and dryers
- Located near the personal care area
- Room for folding laundry
- Secure storage cabinets

## THERAPY AREAS

- Near the day room
- Private areas available for examinations and/or individual treatments
- Space used for crafts or cooking should accommodate wheelchairs

## DINING

- Same level as the main day room, if not already a part of the day room
- Comfortable sound levels during meals
- Good illumination and ventilation
- Tables fit wheelchairs
- Access to an outdoor patio (optional)

## CLINIC

- Private and quiet
- Large enough to accommodate wheelchairs, family members and staff
- Separate but adjoining rooms for medical record staff and the confidential storage of charts
- Sufficient access to computers in treatment and office spaces
- Radiology view box location
- Adequate storage in clinic area for medical equipment (liquid nitrogen, splints, braces, surgical/parenteral, wound supplies)
- Room accessibility for wheelchairs
- Geriatric exam table
- Reception area for traffic control and scheduling of daily appointments is desirable
- Oxygen and suction
- Designated space for in-house specialists (i.e., dental, optometry, foot care, audiology, speech) (the latter two will need to be in as quiet an area as possible)
- Charting space for all staff, out of the flow of traffic (may be provided in medical record room if sufficient counter space and seating is provided)
- Proximity to clean/dirty utility rooms for infection control
- Small seating area next to clinic
- Wheelchair-accessible bathroom in clinic area
- Daily communication system for appointments, etc. that can be made private
- Good ventilation
- Hazardous waste disposal
- Refrigerator and locked cabinet for medications

## TRANSPORTATION

- Safe from traffic with a covered entryway if possible
- Designated pick-up and drop-off areas
- Communication board
- Desk area or office for transportation supervisor or coordinator nearby
- Secure parking area for the vehicles at night

## STAFF AREAS

- Functional and convenient
- Private office space
- Workstations
- Staff lounge away from day/activity room
- Suitable space for the interdisciplinary team to meet
- Private space for family conferences.. Functional and convenient
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