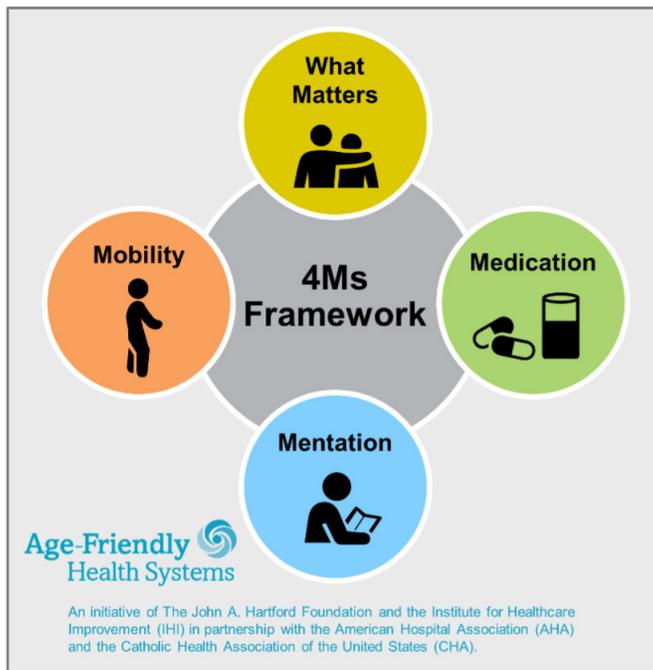




Age-Friendly Health Systems and Programs of All-Inclusive Care for the Elderly: Providing Care for What Matters Most to Older Adults

The Age-Friendly Health Systems (AFHS) initiative, sponsored by The John A. Hartford Foundation (JAHF), and the Institute for Healthcare Improvement, aims to provide older adults with care that reflects a set of four evidence-based practices instrumental in improving care: What Matters, Medication, Mentation and Mobility (4Ms).



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What Matters

Know and align care with each older adult's specific health outcome goals and care preferences including, but not limited to, end-of-life care, and across settings of care.

Medication

If medication is necessary, use Age-Friendly medication that does not interfere with What Matters to the older adult, Mobility, or Mentation across settings of care.

Mentation

Prevent, identify, treat, and manage dementia, depression, and delirium across settings of care.

Mobility

Ensure that older adults move safely every day in order to maintain function and do What Matters.

Since its launch, the initiative has rapidly spread the 4Ms Framework to more than 2,800 AFHS participants at hospitals, nursing homes, convenient clinics and provider office practices in all 50 states.¹

Programs of All-Inclusive Care for the Elderly (PACE) were founded on a care model that reflects the four evidence-based practices set forth by the AFHS initiative. In 2017 the National PACE Association (NPA) created the PACE 2.0 initiative, with support from JAHF, West Policy Institute, and The Harry and Jeanette Weinberg Foundation, to increase access to the PACE model. To achieve this, NPA is helping existing PACE organizations scale up and working to expand PACE to new and underserved communities. Part of this strategy includes leveraging the footprint of Age-Friendly Health Systems that currently are operating PACE or may develop PACE in the future. As of January 2021, 19 PACE organizations are sponsored by AFHS-recognized participants.²

¹ What Is an Age-Friendly Health System?

² Recognition by Age-Friendly Health Systems

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How the PACE Model Currently Incorporates the 4Ms

The PACE model is holistic, using an interdisciplinary team approach to plan and provide care. Working with the participants enrolled in their PACE organization, interdisciplinary teams plan for and provide care across all settings, including the home, assisted living facilities, nursing homes, rehabilitation facilities, hospitals and PACE centers, which provide primary care, therapy, meals and activities. In addition, PACE organizations provide transportation services to assure access to care across these settings.

Throughout the delivery of care, PACE interdisciplinary teams address the daily needs of individuals and coordinate transitions of care to maximize participants' quality of life, dignity, health, functioning and safety. This approach to care served as a model for the 4Ms of the AFHS initiative and continues to embody them:

- ◆ **What Matters**
 - » PACE participants are involved in discussions regarding their goals of care, including how to remain in the community with the support of an interdisciplinary team, activities they wish to participate in, and palliative and end-of-life care. Care plans in PACE are designed and implemented to support each participant's attainment of these goals.
- ◆ **Medication**
 - » PACE participants have their medications managed by geriatric specialists and benefit from coordinated prescribing, with an emphasis on reducing polypharmacy, avoiding high-risk medications, and de-prescribing harmful medications
- ◆ **Mentation**
 - » PACE participants receive routine cognitive assessments, are offered the opportunity to participate in person-centered therapeutic activities based on their cognitive ability and preferences, and are assessed for depression and social isolation, with services and opportunities to engage in activities and programming provided.
- ◆ **Mobility**
 - » PACE participants benefit from PT and OT assessments and therapeutic programs, access to transportation, fall

prevention programs that help improve mobility, day center activities, and restorative therapies to maintain and promote strength, function, independence and mobility.

PACE Organizations Participating in the AFHS Initiative

To better understand how PACE organizations are intersecting with their sponsoring health systems to support the 4Ms, NPA recently interviewed health system leaders that have experience with both PACE and the AFHS initiative. This included conversations with leaders from the following organizations:

- ◆ **Ascension:** Ascension is one of the nation's leading nonprofit Catholic health systems. Its network includes more than 2,600 sites of care in 20 states and the District of Columbia, as well as virtual care in all 50 states. Ascension Living serves more than 6,000 adults in senior living communities and has three PACE locations: Ascension Living Alexian PACE, in Chattanooga, TN; Ascension Living HOPE, in Wichita, KS; and Ascension Living PACE Michigan, in Flint, MI. An additional PACE site is set to open in Indianapolis, IN, in 2022.
- ◆ **Providence Health & Services:** A comprehensive health care organization with a 100-year tradition of serving poor and vulnerable populations, Providence has 120,000 employee caregivers serving in 52 hospitals and 1,085 clinics to provide a comprehensive range of health and social services across Alaska, California, Montana, New Mexico, Oregon, Texas and Washington. Providence has PACE organizations in Oregon and Washington. Oregon PACE serves 1,690 participants at nine PACE centers across five counties, and Washington PACE serves 1,081 participants at seven PACE centers across three counties. Providence plans to open a PACE center in Napa, CA, in 2023 to serve Napa, Solano and Sonoma counties.
- ◆ **Rochester Regional Health:** Rochester Regional Health provides services to residents of Western, Central and Northern New York. The second largest employer in Rochester, NY, with more than 19,500 employees, the health system serves a total of 750 participants at four PACE locations. Three sites are located in Rochester,

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and a fourth is in Newark, NY. The health system plans to expand to two additional counties in the next two years.

- ◆ **Trinity Health:** One of the largest not-for-profit Catholic health care systems in the nation, Trinity Health operates 13 PACE organizations, the most under a single sponsor. The health system also includes 88 hospitals, 131 continuing care locations, 125 urgent care locations, and many other health and well-being services.

Based on our interviews with the leaders of these organizations, NPA identified specific ways that PACE and AFHS are supporting each other to apply the 4Ms Framework in the care they provide:

1. leveraging PACE staff to provide training within the health system,
2. referring patients between the health system and PACE, and
3. supporting the expansion of PACE into unserved communities to support high-need older adults in accessing the care they need in a community setting.

Leveraging PACE Staff to Support Training and Understanding of 4Ms in the Health System

PACE interdisciplinary team members offer experience to AFHS in applying the 4Ms to the delivery of care for the complex, high-need population of older adults with long-term service and support needs. AFHS can draw on the knowledge and expertise of PACE staff as educators and trainers for their health system staff regarding age-friendly care.

- ◆ Providence Health & Services in Oregon tapped into the interdisciplinary team members of its PACE organization for education and training to support awareness and understanding of the 4Ms + Malnutrition. Providence added malnutrition as the fifth “M,” committing to proper nutrition and routine assessment of malnutrition risk. The health system subsequently formed a geriatric care

mini-fellowship that incorporated the 4Ms + Malnutrition to offer more intensive training to primary care providers, with the clinical pharmacy manager at the PACE organization as a faculty member. As a result, health system physicians increased their understanding of PACE.

In partnership with the Institute for Healthcare Improvement (IHI) and JAHF, Providence launched a first-of-its-kind Age-Friendly Action Community across its health system in 2022. The community is an eight-month opportunity for teams across all care settings, including PACE, to accelerate their journey to delivering care that meets the unique needs of older adults using the Providence Age-Friendly 4M + Malnutrition framework.

- ◆ Rochester Regional Health convened the hospital and PACE staff of its health system to discuss how What Matters can be incorporated better into the medical record and shared across all service settings. During their annual assessment process, PACE

staff shared their efforts to assess each of the 4Ms. One of the challenges the discussion group is addressing is the range and variability of approaches to documentation across the different services of the health system.

- ◆ Trinity Health offered education and outreach from the PACE nursing leadership to its acute and ambulatory care settings. These efforts have focused on how acute and ambulatory care can understand, embrace, and adopt the 4Ms.

Supporting the Growth of PACE Organizations Through Referrals and Increased Awareness

AFHS can support access to age-friendly care by increasing awareness of the services offered by PACE organizations and providing referrals to those services.

“We should be seen by everyone as experts and as the AFHS leaders.”

– SUSAN TULLER, CHIEF OF PACE IN WASHINGTON STATE, PROVIDENCE HEALTH

“What Matters can involve many disciplines and may change over time. To measure What Matters, we may need to measure proximal to what we are trying to change and in so doing improve the way we document and what the EMR can measure. It’s an iterative process”

– DR. STEVE RYAN, MEDICAL DIRECTOR, ROCHESTER REGIONAL HEALTH

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- ◆ In its original service area the Providence Oregon PACE organization developed partnerships on joint projects, educational presentations, and strong linkages to its care coordination and home health teams in order to increase access to PACE. As it expanded to serve new geographic areas, the organization partnered with the hospitals and primary care physicians in the health system to foster referrals for PACE. This was especially important in its rural programs.
- ◆ Trinity Health conducted outreach to its affiliated Accountable Care Organizations and physician groups to promote awareness of its affiliated PACE organizations and support referral relationships across the health system.
- ◆ Rochester Regional Health developed an initiative for cognitive screening and delirium detection, in part because PACE had demonstrated the usefulness of regular assessments for these conditions.

For the older adults they serve who need long term services and supports, Age-Friendly Health Services can help them achieve what matters most to them, improve their medication management, support their mentation, and maximize their mobility through developing strong linkages to PACE.

Health Systems Can Bring PACE to New Communities

Age-Friendly Health Systems are supporting increased access to PACE by developing new PACE organizations in geographic areas that currently are not served.

- ◆ In 2023 Providence Health will open a PACE program in Northern California in an existing adult day health center, which is also a Center for Excellence for Alzheimer's Care, that will be operated by an already robust Providence-sponsored AFHS. The AFHS capacity in the community will help launch PACE.
- ◆ PACE is a strategic component of the plan for growth at Ascension. PACE leaders in the health system present

how PACE improves safety and quality, which helps the AFHS, across all locations. Ascension Living is working to increase the number of PACE and memory care-focused communities available. Currently, Ascension is building a PACE site near the Center for Healthy Aging in Indianapolis in collaboration with St. Vincent Hospital, which is part of an existing AFHS. A goal of this relationship is to modify the care plan format of the two organizations so the PACE and AFHS language mirror one another.

- ◆ Trinity Health is reviewing its locations to identify opportunities for PACE development adjacent to its AFHS. This allows the health system to build on existing acute and ambulatory care services and enhance their adoption of the 4Ms through the development of a PACE organization.

Conclusion: Fostering Geriatric Care Across Health Systems and PACE

Health systems and PACE can work together to improve the quality of care for older adults, increase access to care in the community setting, develop the geriatric competency of their workforce, and grow their organizations.

Age-Friendly Health Systems seeking to expand their services should consider establishing a PACE program, which would allow organizations to deepen their expertise and provide a broader range of services. Age-Friendly Health Systems that have adult day centers, clinical resources and/or Alzheimer's expertise are well positioned to use these resources as a springboard for establishing a PACE program.

Health systems that are not yet recognized as an AFHS but have a PACE program should consider leveraging that geriatric expertise to help implement the 4Ms in the health system. This will help promote awareness of the PACE program, and the health system will have the opportunity to refer patients to PACE who could benefit from its unique support and services.