

HDG PACE TECHNICAL ASSISTANCE CENTER (TAC)

Health Dimensions Group (HDG) provides the following responses to the NPA’s request for PACE Technical Assistance Center members to provide information about their PACE consulting services, to be posted on NPA’s website. For more information, please contact:

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1. *Which of the following services do you provide?*

HDG provides all of the following PACE services:

- Market feasibility: Yes
- Application Development: Yes
- Program start-up: Yes
- Operational support and technical assistance Expansion support: Yes
- Other (please describe): Financial analysis, penetration analysis, and strategic planning

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

HDG began providing PACE technical assistance in 2003.

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

HDG’s PACE team includes Tom Stitt, Colin Higgins, and Alaena Wocking; their professional and PACE experience is provided in the following bios.



Thomas E. Stitt, CPA, CHFP, Vice President, Consulting Services, has almost 30 years of experience in health care finance and reimbursement, which covers all segments of the health care continuum, including hospitals and health systems, post-acute care, long-term care, home- and community-based services, and PACE. He has over 18 years of experience in the PACE industry as a consultant and a finance executive. In addition to over 15 years of consulting experience, his work experience includes: national director of finance, PACE for Ascension Living; director of reimbursement at a large health system; and cost report auditor at Blue Cross Blue Shield.



Colin Higgins, Director, Analytics and Research, specializes in conducting market research, demand analysis, competitive assessment, and other data analysis for post-acute and long-term care providers across the continuum of care as part of their business plan development. He has over 18 years of consulting experience, during which he has undertaken dozens of PACE market demand and feasibility studies for urban and rural locations across the nation. He presents at national NPA conferences on PACE demand and planning.



Alaena Wocking, Consulting Support Analyst, conducts market and competitor research in a variety of senior care programs in the aging services continuum, including skilled nursing facilities (SNFs), senior housing, and Programs for All-inclusive Care for the Elderly (PACE). She has over three years of consulting and PACE experience, and her areas of expertise include project management support, mystery shopping, and SNF and senior housing competitor profiles.

4. *How many PACE clients are you currently serving?*

HDG is currently providing PACE services to eight clients.

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

HDG has served more than 100 clients since the creation of its TAC.

6. *How many PACE feasibility studies have you conducted?*

HDG has conducted more than 40 PACE feasibility studies.

7. *How many PACE applications have you submitted?*

HDG has assisted more than 10 clients in submitting PACE applications.

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

HDG has assisted more than 10 organizations with PACE business planning from market and financial feasibility studies through implementation and ongoing operations.

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

HDG has worked actively with PACE providers in 34 states:

- California
- Colorado
- Delaware
- Florida
- Iowa
- Idaho
- Illinois
- Indiana
- Kansas
- Louisiana
- Maryland
- Massachusetts
- Maine
- Michigan
- Minnesota
- Missouri
- Montana
- North Carolina
- North Dakota
- Nebraska
- New Jersey
- New Mexico
- New York
- Ohio
- Oklahoma
- Oregon
- Pennsylvania
- Tennessee
- Texas
- Utah
- Virginia
- Vermont
- Washington
- Wyoming

In most cases, the rates were already set by the state, but HDG assisted in negotiating future increases.

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

We have access to dozens of PACE organizations.

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

Available upon request.

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

HDG will provide names and contact information for PACE references upon specific request.