WINDOWS OF OPPORTUNITY
THE STATUS AND FUTURE OF PACE ACCORDING TO ITS LEADERS
2019 CONFIDENCE SURVEY RESPONDENTS

68 PACE Leaders provided feedback, the majority of whom have been Directors for less than 5 years.

- < 3 years: 22%
- 3 to 5 years: 31%
- 6 to 9 years: 24%
- 10+ years: 24%
THE LONG VIEW

Results are presented **OVERALL**, by **REGION**, and **CENSUS**.

- Confidence Index
- Satisfaction with Growth
- Growth Prospects – 12 mos.
- Fiscal Health Today
- Fiscal Health – 12 mos.
Overall **satisfaction** with success (growth) **stable**.

<table>
<thead>
<tr>
<th>Year</th>
<th>Very Dissatisfied</th>
<th>Dissatisfied</th>
<th>Satisfied</th>
<th>Very Satisfied</th>
<th>VERY SATISFIED/SATISFed</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>3%</td>
<td>29%</td>
<td>49%</td>
<td>19%</td>
<td>68%</td>
</tr>
<tr>
<td>2018</td>
<td>0%</td>
<td>37%</td>
<td>48%</td>
<td>15%</td>
<td>63%</td>
</tr>
<tr>
<td>2017</td>
<td>2%</td>
<td>36%</td>
<td>40%</td>
<td>23%</td>
<td>63%</td>
</tr>
<tr>
<td>2016</td>
<td>2%</td>
<td>25%</td>
<td>55%</td>
<td>19%</td>
<td>74%</td>
</tr>
</tbody>
</table>
CONFIDENCE OVERALL DOES NOT WAIVER

PACE Leaders have remained consistently confident over time.

2016  64
2017  60
2018  59
2019  61
61% of leaders project excellent/very good growth prospects in the next year.
Fiscal health ratings of excellent/very good are at the highest level in four years.
Nearly half of PACE Leaders saw improvements in fiscal health in the past year, but overall optimism is unchanged.
Overall, PACE Leaders rate operational health as “Good” or higher.
Less than $\frac{1}{2}$ of PACE Leaders feel competitive health is “Very Good” or “Excellent.”
44% of PACE leaders indicate that enrollment is the single biggest challenge.
Consistent with 2018, PACE Leaders indicated Transportation and Data Management as the top challenges. Back Office has shown up for the first time.

<table>
<thead>
<tr>
<th>MOST CHALLENGING ASPECTS OF PACE</th>
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<tbody>
<tr>
<td>2018</td>
</tr>
<tr>
<td>64% Transportation</td>
</tr>
<tr>
<td>58% Data Management</td>
</tr>
<tr>
<td>51% Back Office</td>
</tr>
<tr>
<td>2019</td>
</tr>
<tr>
<td>62%</td>
</tr>
<tr>
<td>57%</td>
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<tr>
<td>48%</td>
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</tbody>
</table>
Almost 75% of PACE leaders are very familiar with PACE 2.0
The greatest challenge to expansion is **state support** followed by **internal capacity**.

- State support: 29%
- Internal capacity: 19%
- Access to capital: 16%
- Other: 13%
- Market potential: 12%
- Sponsor/Owner support: 9%
- No challenges: 3%
NPA can help program expand by providing growth strategies and tactics.
**TAKEAWAYS**

2019 saw an improvement in overall satisfaction and higher ratings of excellent growth prospects.

Fiscal health and optimism around fiscal health is also stable.

Enrollment causes PACE leaders the most stress, while Transportation, and Data Management and Back Office are most challenging.

One in four PACE leaders are somewhat or not familiar with PACE 2.0.

Greatest challenges to PACE expansion are state support and support from NPA for growth strategies and tactics.
LOCATION, LOCATION, LOCATION
REGIONAL ANALYSES
NATIONAL PACE LEADER REPRESENTATION

WEST: 15 (22%)
MIDWEST: 17 (25%)
SOUTH: 22 (32%)
NORTHEAST: 14 (21%)
West region saw a major increase in satisfaction with success (growth) of their programs in 2019.
REGIONAL CONFIDENCE IS STEADY

In 2019, the Confidence Index was higher in the Midwest and West compared to 2018.

- Midwest: 56% (2018) vs. 62% (2019)
- Northeast: 54% (2018) vs. 56% (2019)
- South: 58% (2018) vs. 61% (2019)
- West: 66% (2018) vs. 69% (2019)
Growth prospects have significantly improved in the West since 2018.
Currently, about **27%** or fewer PACE leaders report excellent fiscal health of their programs.
South PACE Leaders report worse fiscal health in last 12 months, while the Northeast improved.
Satisfaction with program growth significantly increased in the West and also increased in the Northeast since 2018.

Growth prospects have also significantly improved in the West while small improvements are realized in all other regions.

Fiscal health in the last 12 months has “gotten better” in the West and Midwest regions.
Of the 60 PACE Leaders, the majority represented programs with 151 to 300 and 500+ participants.
Larger PACE programs had higher rates of satisfaction regarding growth (success) in 2019.
Programs with less than 150 or 500+ participants had a significant increase in the Confidence Index.
GROWTH PROSPECTS MIXED

Projections for growth in the next 12 months are excellent/very good for all programs except those between 151-300 participants.
FISCAL HEALTH BY SIZE DECREASED

All programs showed significantly lower ratings of “Excellent” from 2018 to 2019.
FISCAL HEALTH STILL THE SAME

PACE Leaders with **150 to 300** participants report better fiscal health, but for all others showed a decrease.

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th></th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stayed the Same</strong></td>
<td></td>
<td><strong>Got Better</strong></td>
<td></td>
</tr>
<tr>
<td>0 to 150</td>
<td>50%</td>
<td>50%</td>
<td>10%</td>
</tr>
<tr>
<td>151 - 300</td>
<td>17%</td>
<td>42%</td>
<td>14%</td>
</tr>
<tr>
<td>300 - 500</td>
<td>9%</td>
<td>36%</td>
<td>13%</td>
</tr>
<tr>
<td>&gt;500</td>
<td>25%</td>
<td>33%</td>
<td>30%</td>
</tr>
</tbody>
</table>

17% of leaders got worse in 2018, 14% in 2019.

50% stayed the same in 2018, 50% in 2019.

42% got better in 2018, 67% in 2019.
TAKEAWAYS ABOUT CENSUS SIZE

Programs serving 500+ participants increased in significant ways since 2018: Satisfaction with growth (success), confidence, growth prospect, current fiscal health and fiscal health of the last 12 months.

While fiscal health have gotten better for programs with 150 to 300 participants. Growth prospects in the next 12 months do not look as positive.

Programs with between 150 to 500 participants showed little confidence index gains.
LET’S TALK IT OUT
EDUCATION ABOUT PACE IS KEY

Hiring
- Competition for Nurses
- Competition in a small marketplace
- Lack of understanding of PACE
- Turnover
- Not enough applicants.

Enrollment
- Competing with MLTSS and other HCBS options
- Caps on enrollment/expansion
- Not being included as a option

Branding PACE
- Staff
- State
- CMS

Reporting
2019 saw an improvement in overall satisfaction and higher ratings of excellent growth prospects.

Enrollment causes PACE leaders the most stress, while Transportation, and Data Management and Back Office are most challenging.

One in four PACE leaders are somewhat or not familiar with PACE 2.0.

Greatest challenges to PACE expansion are state support and support from NPA for growth strategies and tactics.

Regional differences exist in satisfaction with program growth and fiscal health.

Program with 500+ participants have high confidence, higher satisfaction with growth and fiscal health.
QUESTIONS?