



# HOUSING SOLUTIONS NETWORK

Tuesday, May 14, 2013

9:00 – 11:00 a.m.

Conference Room, Northwest Michigan Council of Governments office  
600 E Front, Suite 201, Traverse City

*Anyone interested in affordable housing for Antrim, Benzie, Grand Traverse, Kalkaska, Leelanau, and Wexford Counties is welcome to attend.*

---

## AGENDA

### A. Welcome and Introductions

Tina Allen	Greater Grand Traverse Continuum of Care
Virginia Coulter	Grand Traverse County
Pat Hess	Northern Lakes Community Mental Health
Jennifer Crowley	Traverse Area Association of Realtors®
Connor Miller	NorthSky Nonprofit Network
Carol Moorman	Goodwill
Dee Wilkinson	Area Agency on Aging
Cathy Odom	Northwest Michigan Community Action Agency
Kory Hansen	Grand Traverse Pavilions
Dave Eitland	Grand Traverse Pavilions
Nikki Basch	Grand Traverse Band of Ottawa and Chippewa Indians
Jeff Vitton	Grand Traverse County
Nancy Haynes	Fair Housing Center of West Michigan
Emilee Syrewicze	Foundation for Mental Health
Liz Post	Goodwill
Jen Hutchinson	Complete Solutions

### B. Consideration of Agenda and March 2013 Meeting Minutes

S. Lucas noted that Freya Bradford was unable to attend. Members agreed to postpone the goal setting agenda item for a future meeting.

The March meeting minutes were accepted as presented.

### C. County Updates

C. Odom updated that the NMCAA was awarded a Veteran's Grant of \$28,000 through Home Depot; up to \$5000 will be awarded to veterans for home repairs in a 10-county region as a deferred loan. NMCAA has also received a grant from Cherryland Cares for repairs for households that "fall through the cracks" of other programs. The grant was \$5000 and will be used for activities or repair projects that fall under \$1000, such as a septic tank pump. She continued that she has been working to help counties choose target areas. MSHDA requires that 50% of CDBG funding has to be spent in "target areas" for this grant; for our next grant, we'll likely have to spend up to 100% in

target areas. MSHDA hired Kuntsch Business Services to assist in the process. Target areas for Wexford and Benzie Counties have been approved, and Missaukee County will consider theirs this afternoon.

C. Moorman asked what constitutes a target area. C. Odom answered that MSHDA and HUD are looking to invest in places where they can get the most bang for their buck – i.e. where there will be economic development investment, placemaking, etc. Target areas can change from grant period to grant period. If we don't spend all CDBG allocation in target area, we can put it toward placemaking projects in additional areas. She noted that she understands the logic, but agencies get calls from all around the county from people whose wells are dry, furnace has gone out, etc., and we can't help them unless it's from another grant. But it does make sense to fix up a whole bunch of houses in one area like Thompsonville, where there are more people, opportunities for businesses, etc.

V. Coulter reviewed Grand Traverse County target areas and noted that most of our grant money will be absorbed in cities and villages for this grant round. She added that the NEZ grant area has been expanded, but because of a 25% match requirement it can be difficult to find applicants, so projects are often pretty small. She continued that there will be a meeting with MSHDA this week in Gaylord to discuss changes to the Housing Resource Fund. N. Haynes asked if there was any way to count fair housing services as leverage in target areas. C. Odom answered that match has to be monetary.

N. Haynes noted that HUD is about to issue a regulation relative to furthering fair housing in non-participating jurisdictions. This means the Fair Housing Center of West Michigan (FHCWM) can review marketing materials, applications, etc. for organizations in this area at no cost. Maybe we can help encourage MSHDA to define match in a broader sense, or maybe there will be direction from HUD to that affect.

V. Coulter noted that there has been more tension than ever between rural and urban because of planning, smart growth, etc. It's difficult with our situation because we're dealing with homeowners in rural areas that won't be served by new regulations. N. Haynes stated that there may be a fair housing issue at stake, because people should be able to choose where they want to live – people shouldn't have to move to high density districts to access services.

N. Haynes updated that there has been a big settlement relative to foreclosures and REO properties, due to the finding that banks are not maintaining foreclosed homes in minority neighborhoods at the same level that foreclosed homes are being maintained by the same banks in non-minority neighborhoods. The dollars from the settlement will go to HUD, which will partner with various organizations to do aggressive rehab. The Traverse City area or rural areas might be able to show that specific banks aren't doing a good job of keeping properties up; if so, the community may be able to access some of the funding. \$500,000 per grant will be awarded to spend over 5 years. The community must be able to demonstrate impact to access funding. The FHCWM will be in touch with further details when the announcement comes out regarding the award.

S. Lucas noted that the City of Traverse City has approved zoning changes that will allow accessory dwelling units, or granny flats, in the North Traverse Heights neighborhood.

#### **D. Grand Traverse Pavilions**

Kory Hansen, Administrator and CEO of Grand Traverse Pavilions, and Dave Eitland, Development Director and Director of Planned Giving at Grand Traverse Pavilions, discussed the PACE program. The PACE program would be able to keep about 150 people in their homes – whether it's single family homes, apartments, etc. Health care is changing and we're trying to be innovative and change with the times (**presentation attached**).

C. Moorman noted that the PACE centers in Vermont are closing and asked if there are any PACE closings in Michigan? D. Eitland answered that the closings in Vermont are because of state political situation.

C. Moorman asked what the risks are for the program in this area. D. Eitland answered that because of smaller populations, it may take longer to recruit participants. The biggest risk is getting the numbers up to the point where

you break even, which we've been told here is 78 participants. Beyond that it becomes self-sufficient; and once there are 140 participants, the program will begin to make money. Most of these centers are debt financed, which we are trying to avoid. He added that there are some very rural areas in Virginia and the Dakotas that are operating successful PACE centers.

P. Hess stated that Northern Health Care Management is putting 10 people per month into their program. There are a lot of folks out there that will need it.

V Coulter asked how the Housing Solutions Network can help. K. Hansen answered that if the group is aware of funding opportunities that may apply, please share the information; additionally, any advocacy could help. If there are groups that haven't heard of the PACE program, we'd like to be able to present to them. D. Eitland stated that we'll be going into full partnership mode in the next 3-6 months, and down the road, this group could help with referrals and other partnerships.

#### **E. Roundtable Discussion and Announcements**

C. Moorman updated that Goodwill's application for low income housing tax credits, for the proposed Carson Square project, was not selected for this round.

N. Haynes stated that FHCWM does have funding available for enforcement; if there are fair housing complaints please let FHCWM know. They can also conduct education and outreach in this area.

C. Miller updated that Rotary is recruiting Americorps Vista members; the project is transitioning from the Grand Vision and Rotary Charities to TBAISD.

N. Basch updated that the Grand Traverse Band has completed an 8-plex in Peshawbestown, though demand is high and more housing is needed.

---

The purpose of the Housing Solutions Network is to provide a forum for interagency and intergovernmental communication and coordination related to housing issues in Antrim, Benzie, Grand Traverse, Kalkaska, Leelanau, and Wexford Counties. This meeting is open to all who wish to attend. If you are not planning to attend this meeting, but would like to have input in the discussion, or provide handouts to the group, please contact Sarah Lucas, Northwest Michigan Council of Governments at (231) 929-5034 or [sarahlucas@nwm.cog.mi.us](mailto:sarahlucas@nwm.cog.mi.us).



# Grand Traverse Pavilions

A COMMUNITY CARING FOR GENERATIONS

Traverse City, Michigan near Grand Traverse Commons

Who we are & Where we are going ...

*For the GrandVision Housing Solutions Network*

*Tuesday, May 14, 2013*

# Who we are ...

- ▶ Owned by Grand Traverse County
- ▶ Governed by County Department of Human Services
- ▶ Current facility was built via a millage in 1998
- ▶ Financially Self sufficient. No county allocation or millage received for operations for over 25 years
- ▶ Located on Grand Traverse Commons site near Munson



# Who we are ...

## ▶ Economic Impact

- ▶ Operating since 1959
- ▶ \$26 million budget
- ▶ Approx. 450 employees
- ▶ Care for the most frail
- ▶ Provides \$4.5 million in uncompensated care annually





# Who we are ...

## Services - Residential...

- ▶ We have 240 long term skilled care beds
  - ▶ 40 bed & 18 bed memory care units
  - ▶ 21 bed short-term rehabilitation unit
- ▶ 78 studio and one-bedroom assisted living apartments
- ▶ 3 independent living apartments



# Who we are ...

Services - Home and Community based ...

- ▶ Outpatient Rehabilitation Services
- ▶ Adult Day and Overnight Respite
- ▶ Adult Wellness Programs
  - ▶ Health and Fitness Center
  - ▶ Individual Exercise & Aquatic Classes





# Who we are ...

- ▶ Grand Traverse Pavilions Foundation
  - ▶ Group of Community Leaders
    - ▶ Promoting giving
    - ▶ Promoting volunteering
    - ▶ Telling the story



# Where are we going ... PACE

*Program for All-Inclusive Care for the Elderly*

## *Philosophy & Benefits*

The PACE model was designed to provide to frail elderly:

- ▶ To live and stay in familiar surroundings
- ▶ To maintain autonomy
- ▶ To maintain a maximum level of physical, social, and cognitive function



# Where are we going ... PACE

- ▶ Who is PACE for?
  - ▶ Dual eligible Medicare/Medicaid people over 55
  - ▶ Certified by State to need nursing home care
  - ▶ At time of enrollment able to live safely in community
  - ▶ Live in a designated PACE service area



Care Resources, Grand Rapids

# Where are we going ... PACE

- ▶ The Four C's of PACE
  - ▶ Community-Based
  - ▶ Comprehensive
  - ▶ Capitated
  - ▶ Coordinated





# Where are we going ... PACE

## The PACE Model: Community-Based

- ▶ 9 out of 10 PACE participant live in the community
- ▶ Program delivers services in participant's home
- ▶ Provides transportation to need services and activities
- ▶ Center located in and part of community



PACE Center, Grand Rapids



# Where are we going ... PACE

## The PACE Model: Comprehensive Service Package

- ▶ Integrates preventive, acute & long-term care models
- ▶ All Medicare/Medicaid services plus community long term care service
- ▶ No benefit limitations, co-payments or deductibles
- ▶ Program takes care of all care related paperwork



# Where are we going ... PACE

- ▶ Here are the services that a PACE Center will provide...
  - ▶ Adult day care including therapies, meals, social work, recreation
  - ▶ Medical care provided by a PACE physician
  - ▶ Home health and personal care
  - ▶ All necessary prescription drugs
  - ▶ Transportation to and from the PACE Center
  - ▶ Network of medical professionals
  - ▶ Hospital and nursing home care
  - ▶ No paperwork beyond enrollment
  - ▶ For the rest of their life



PACE Center in Muskegon, MI

Helping local seniors to live safely at home.

# Where are we going ... PACE

## The PACE Model: Capitated, Pooled Financing

- ▶ Medicare capitation rate adjusted for the frailty of the PACE enrollees.
- ▶ Integration of Medicare, Medicaid, private pay, and Part D payments.
- ▶ PACE Program assumes all financial risk.





# Where are we going ... PACE

## The PACE Model: Coordinated Care

- ▶ Interdisciplinary Team
- ▶ Team managed care vs. individual case manager
- ▶ Focus on prevention, wellness, and quality of life



# Where are we going ... PACE

- ▶ Health Care is given by an Interdisciplinary Team:
  - ▶ Primary Care Physician
  - ▶ Social Work
  - ▶ Nursing
  - ▶ Personal Care
  - ▶ Home Care
  - ▶ Pharmacy
  - ▶ Transportation
  - ▶ Recreational Therapy
  - ▶ Occupational Therapy
  - ▶ Physical Therapy
  - ▶ Nutrition





# Where are we going ... PACE

## *Key Features*

- ▶ Interdisciplinary Team authorizes all medical service
- ▶ Serves a nursing home eligible population
  - ▶ Higher fragility than average Medicare beneficiary
- ▶ Established program with proven record of success
- ▶ 40 year history of good care, high satisfaction, and low disenrollment rates.



Interdisciplinary Team, CareResources, Grand Rapids

# Current Michigan PACE Programs ...

- ▶ Henry Ford Health System-Center for Senior Independence, portions of Wayne County, 1990 – 200+ participants
- ▶ CentraCare, Calhoun County, 2006 – 125 participants
- ▶ Care Resources, Kent County, 2006 – 200+ participants
- ▶ LifeCircles, Muskegon County & portions of Ottawa County, 2009 – 200+ participants
- ▶ PACE of Southwest Michigan, 2012 – 25 participants



# Additional Michigan PACE Projects

- ▶ CentraCare expansion – Kalamazoo, March 2013
- ▶ Henry Ford/PVM Expansion – May 2013
- ▶ Ypsilanti – open late 2013
- ▶ Genesse County/Flint – Letter of Intent (LOI) approved
- ▶ Saginaw – LOI submitted
- ▶ Feasibility Studies in Lansing, Jackson, Traverse City



# Where are we going ... PACE

## Grand Traverse Pavilions PACE Service Area Market Analysis:

- ▶ Service Area : Benzie, Grand Traverse, Leelanau, and parts of Antrim, Kalkaska, Manistee, Wexford Counties
- ▶ Number of people eligible for PACE (based on 300% of SSI)
  - ▶ Conservative estimate = 1,041 PACE eligibles
  - ▶ Aggressive estimate = 2,241 PACE eligibles





# Where are we going ... PACE

## Program Census Assumptions:

- ▶ 140 – projected participants of PACE Center
- ▶ 105 – projected daily average attendance at Center
- ▶ 3 days per week – participant avg. attendance
- ▶ 4 – Starting number of participants at opening
- ▶ 3.5 per month – enrollment avg. until capacity in year 5





# Where are we going ... PACE

- ▶ Economic Impact to our region
  - ▶ \$ 4 - \$5 million one-time investment
    - ▶ \$2 million for building; \$2 - \$3 million for start-up
  - ▶ Generates \$11 million per year at target census level
  - ▶ 50 + full time employees
  - ▶ Over 100 provider-partner contracts

vs.

Adding 140 bed nursing home at \$12-\$15 million at 3 times the investment and have higher on-going operational costs.



# Where are we going ... PACE

## Why PACE?

- ▶ For Consumers
  - ▶ Comprehensive, preferred method of care
  - ▶ Stay in community as long as possible
  - ▶ One-stop “shopping”, no paperwork for reimbursement
- ▶ For Providers
  - ▶ Freedom from traditional FFS restrictions
  - ▶ Focus on the entire range of needs of individual
- ▶ For Payers
  - ▶ Cost savings, predictable expenditures, and comprehensive service



# Where are we going ... PACE

## Why at the Grand Traverse Pavilions?

- ▶ Serves an underserved population in our area
- ▶ The Grand Traverse Pavilions brings the necessary expertise to the project
- ▶ The PACE Center and the serving of frail elderly fits squarely with our mission





# Where are we going ... PACE

## Timeline

- ▶ 2013
  - ▶ Educate, Letter of Intent, partnerships/stakeholders, PACE Center architectural design
- ▶ 2014
  - ▶ Raise funds, start formal application process
- ▶ 2015
  - ▶ Operational development & PACE Center building construction
- ▶ 2016
  - ▶ Open for care



Where are we going ... PACE

More information at:

1000 Pavilions Circle, Traverse City, 49684

[www.gtpavilions.org](http://www.gtpavilions.org)

231.932.3000

