



CITY OF FORT ATKINSON, Fort Atkinson, WI, 53538

Date: April 28, 2016

TO: Fort Atkinson City Council

FROM: Andy Selle, P.E.

SUBJECT: 1st Quarter 2016 Progress on Adult Care Facilities in Fort Atkinson

Background: The City of Fort Atkinson enacted a temporary moratorium on the approval of Adult Care Facilities on September 8, 2016 for two months. On November 11, 2016 we presented data that substantiated the high volume of calls from adult facilities in Fort Atkinson. City staff recommended the temporary moratorium continue while we enacted a two part approach to address the issue. First, convene a workgroup of facility owners, emergency services staff, citizens, and experts within the industry to develop solutions to the problem. Second, intervene directly with approximately 10 facility owners that were responsible for over 90% of the call volume. The Planning Commission and City Council agreed and moved to continue the temporary moratorium.

The Adult Care Facilities Workgroup met in December 2015 – January 2016. The workgroup was a diverse assemblage of individuals with experience in the adult care industry of greater Fort Atkinson. The workgroup recommended formation of a professional group – the “Fort Atkinson Adult Care Consortium” to make progress on a number of directives to #1 - reduce call volume and #2 - develop a long term solution to the growing adult care population and necessary emergency services staff to accommodate that growth. Further, the workgroup recommended the development of forfeitures of \$1000/call for each preventable call made to a given address. The threshold of calls would be three/year for facilities that actively participated in the consortium. Facilities that did not participate would receive a forfeiture at the first call. Preventable calls would be defined by a diverse group and drafted into ordinance. The temporary moratorium remained in effect pending quarterly updates to the City Council on progress made.

Q1 Update:

Intervention Meetings – A total of 11 facilities were contacted for individual meetings with City staff. Meetings occurred in March. All but one manager/owner attended the meetings. Wellington Homes representatives have not responded to phone calls or emails after missing their agreed upon meeting time. Highlights of the remaining meetings include the following;

- Two facilities have had changes in management within the last several years. When looking at their call data, a significant drop in both facilities was evident under the new management at Abilities Inc. and Sienna Crest. This

was a testament to the impact solid facility management can have on operations.

- Some facilities had training programs that were specifically developed for their residents and aimed at a high level of care and an ability to manage challenging situations in-house before calling emergency service providers.
- Several facility owners were clearly not prepared to handle their residents needs and were operating homes likely to continue receiving increased attention from emergency services
- The role of the Managed Care Organizations was explored with each owner. MCOs are the client for most facility owners. The MCO is responsible for providing funding for care and equipment for each individual resident and the facility is responsible for carrying out the care plan of the resident. The MCOs are paid under contract by Wisconsin DHS to find care for residents.
- MCOs appear to bear a portion of the responsibility for improvements in care. The role of the MCO in developing solutions to the issues at hand in Fort Atkinson is challenging.
- Community Care, Care Wisconsin, and ContinUs were the three identified MCOs within the meetings. Rock, Dodge, and Milwaukee County also send residents to Fort Atkinson through Family Care programs.
- Relationships with the MCOs varied based on the size of the facility. All facility owners indicated MCOs struggle to adequately document the history and needs of potential residents for facility owners.
- All facility owners had very high staff turnover, except for one that paid over \$13/hr. The range for other staff pay was \$8-\$11/hr depending on experience and position. All owners would like to figure out how to reduce staff turnover.
- Overall the meetings were positive and those owners of mid and large facilities are anxious to make changes. Small facility owners we spoke with did not instill a sense of confidence. Perhaps the consortium can provide a forum for ideas and policies to make improvements at their homes.
- Owners will be provided call data 6 months from the meeting date to check progress and determine the need for additional meetings.

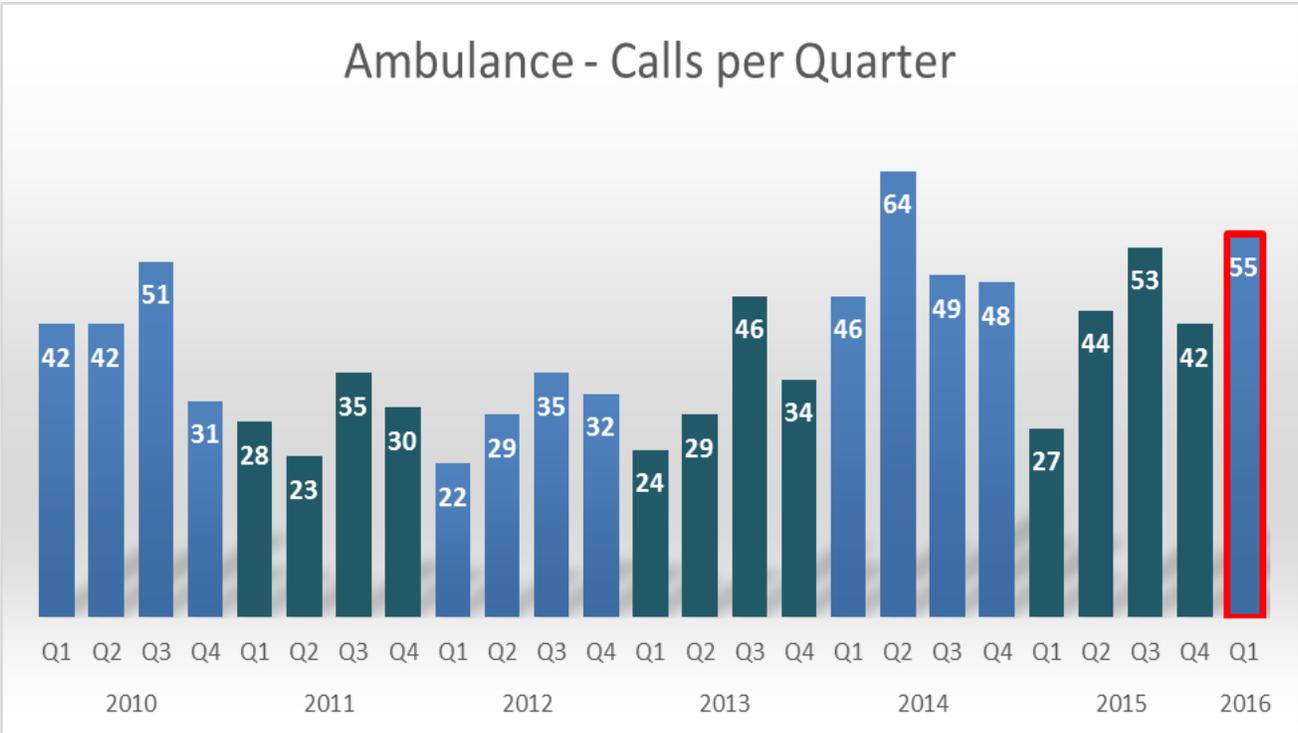
Meeting with State of Wisconsin Department of Health Services – On February 12, City Staff met with DHS staff, Bill Hanna (Deputy Secretary - DHS), Alfred Johnson (Director- Bureau of Assisted Living), and Margaret Kristan (Director – Bureau of Managed Care). The meeting generated good discussion and was an appropriate first step for DHS into the situation Fort Atkinson has endeavored to improve. Monthly calls with DHS were scheduled and several other action items were developed. DHS committed to attending the first meeting of the Adult Care Consortium, which they did.

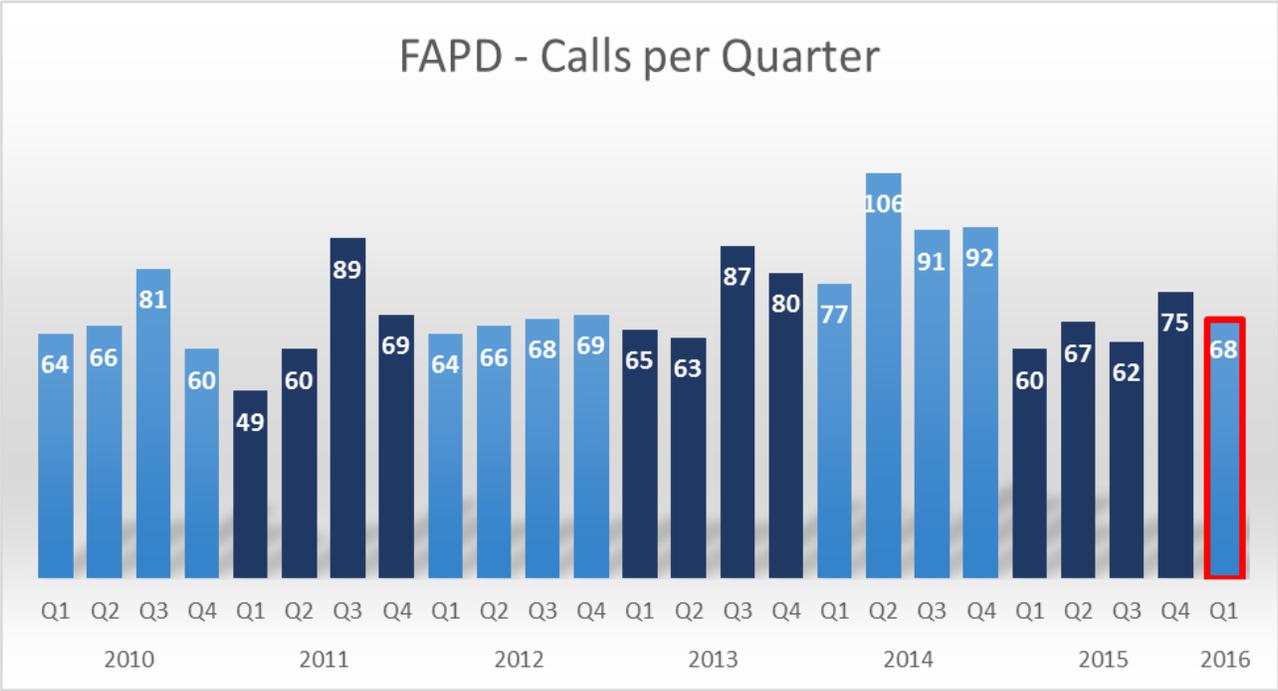
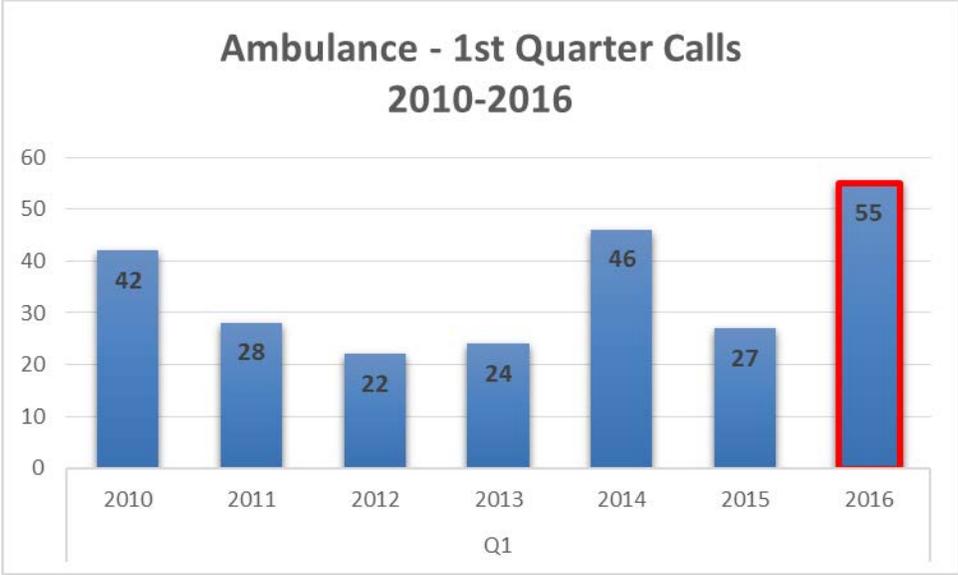
Fort Atkinson Adult Care Consortium - The inaugural meeting was held Thursday April 28 at the Fort Healthcare Auditorium. Attended by about 30 individuals, 12 facility owners/managers were in attendance. Bill Hanna and Melody Yaeger from the State DHS welcomed the group and added their support for the effort. Several owners indicated a conflict with this meeting date but a commitment to attend

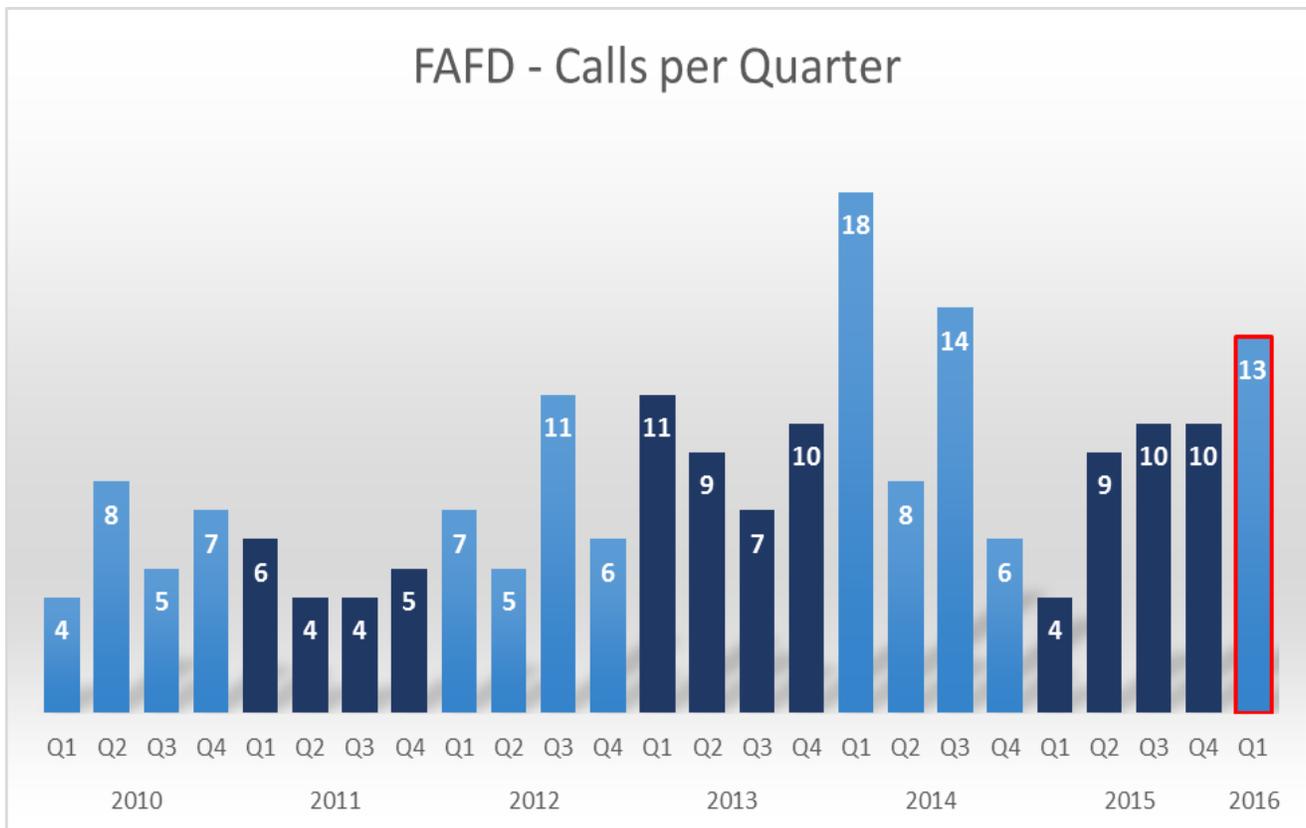
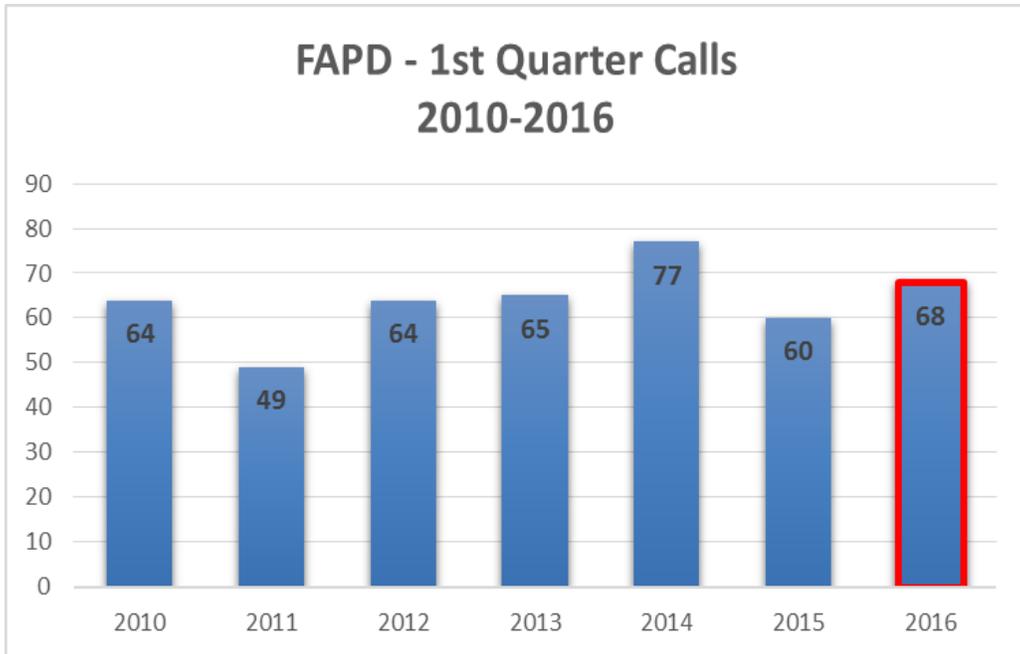
following meetings. There are about 30 facility owners/manager in Fort Atkinson with about 104 facilities (homes). Karen Harden (REM Inc) and Tracey Hansen (Abilities Inc) volunteered to be President and Vice-President respectively. Scott Galston (Silver Star AFH) volunteered to lead development of the framework of the consortium. Marcy Frankiewicz (MarcyCare Inc) volunteered to lead development of competency based training. Andrew Logan (Blackhawk Senior Residence) volunteered to lead the reporting and communications group. No one was able to commit to developing the long term plan. Meetings were scheduled for the 2nd Tuesday of each month at 10AM at the Library. May 10th will be the next meeting.

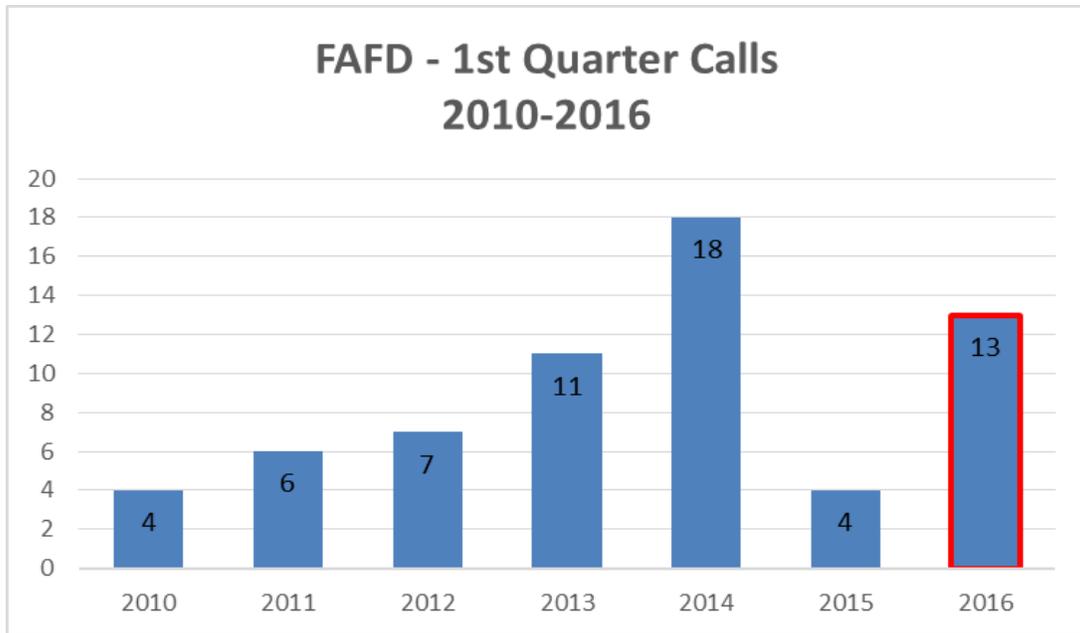
Preventable Calls and Ordinance Development – No progress has been made on this front.

1st Quarter Emergency Call Data – Police, Fire, and Ambulance data have been summarized for the 1st quarter of 2016. Charts below represent all calls to AFH, CBRF, RCAC, SAP, and ADC facilities.









Recommendations:

Chief Bump added the following, echoed by Chief Reel.

“Despite our efforts, to date, there has been no reduction in calls for service at group homes in our community. Compared to years in the past this has been the 2nd busiest first quarter for our agency. It appears the trend is also carried across all service depts. (Police, Fire & EMS)

I request and strongly encourage the City Council and Planning Commission to recognize that our agencies lack the proper staffing and resources to add any new group home related facilities until a positive impact can be demonstrated or until public resources within our community services division can be reinforced with manpower additions.

To ensure proper community coverage related to safety and security it is important that a moratorium remains in effect.”

We are making progress in the right direction. Discussions have been fruitful and we are optimistic that calls will be reduced in the future. City staff agree with the Chiefs’ statement above, lifting the moratorium is premature at this time.