Allegan County Medical Care Community traces its roots to 1866, when Allegan County established the County Poor Farm to provide for the poor, sick, homeless, and disabled of the County and to act as a safety net for those with needs that could not be met at home. Many counties across the State of Michigan developed similar poor farms or poor houses to meet the needs of their County as well. Public Act 280 of the Public Acts of 1939 provided the statutory framework for the creation and operation of County Medical Care Facilities of the State of Michigan. The Allegan County Poor Farm was closed in 1968 as construction of the Allegan County Medical Care Facility, our current Community, began on this same property. ACMCC has been in operation since 1971.
ACMCC is one of the remaining 35 County Medical Care Facilities in Michigan that serve citizens in all of Michigan's 83 counties, regardless of ability to pay for care. All County Medical Care Facilities are county-owned buildings that serve the citizens on a first-come, first-served basis, as mandated by law, and are therefore the safety net for vulnerable citizens who have no means to pay for their nursing home care. Additionally, MCFs like ACMCC provide placement for hard to place, high needs citizens, who may be rejected by other nursing homes. ACMCC receives payment from Medicare, Medicaid, insurance and private funds to hopefully cover the cost of care. ACMC is 1 of only 3 MCFs of 35 that does not receive community financial support through millage funds.
MISSION AND VALUES

Mission: To Serve the Aged and Disabled With Care, Love, and Dignity

Values:

- Respect
- Compassion
- Honesty
- Integrity
- Dedication
QUALITY COUNTS

Five Star Rating on Nursing Home Compare: This designation is based on the CMS Quality Measures, Staffing Levels, and State/Federal Inspection Results.

ACO Involvement-ACOs are Accountable Care Organizations within healthcare that work together across the continuum of health care providers from hospitals to skilled nursing facilities to home health agencies to achieve the goal of providing high quality, more collaborative care with more affordable costs.
QUALITY COUNTS CONTINUED

With ACMCC’s consistency of high scores, we have recently been invited and formed affiliation agreements with two area ACOs:

- Spectrum Health’s High Performing Post Acute Care Provider Network
- Ascension Borgess/Sound Physicians Bundled Payment Initiative Preferred Provider Network.

The healthcare landscape is moving more and more in this direction with Value Based Purchasing initiatives. ACMCC’s involvement in these networks is vital to our future as a rehab care provider. Our team’s ability to give high quality rehab care, in a shorter time frame is bringing us recognition as a High Performing High Value Provider.
Other MCFs average similar to ACMCC at 91%

Not-For Profit Facilities average 87%

For Profit Facilities average 80.5%

Many facilities are removing beds from service or using them for other purposes, such as assisted living with this downward trend in occupancy.
Long Term Skilled Nursing Care:

**Gardenview Household:** Residents enjoy private rooms and baths and also share a full residential kitchen, living room, and outdoor courtyard. This allows for many opportunities to get involved with the happenings and events of the household.
OUR CURRENT CARE OPTIONS

Long Term Skilled Nursing Care:

Perrigo Memory Care Center Household:
The PMCC Household offers private rooms in a home-style setting for residents coping with dementia and other behavioral or mood challenges. This setting provides specialized activities and care to address the needs of each resident. With a breathtaking view of the countryside, the PMCC overlooks a picturesque rolling landscape.
Long Term Skilled Nursing Care:

**Hillcrest Neighborhood:**
This neighborhood emphasizes small-group activities, one-on-one interaction, and fulfillment of the senses. Recreational programs based on the physical and mental needs of the residents bring this group together as a community. Most of these resident rooms share shared with a roommate.
OUR CURRENT CARE OPTIONS

Short Term Rehab Center: This dedicated area features all private rooms and serves clients who need skilled nursing, physical, occupational or speech therapies while recovering from surgery or hospitalization.

Generations Adult Day Care: Our day program offers social and medical support to Allegan County Seniors who are living in the community, as well as respite for caregivers. This area also serves as a community room for the other areas of the facility to provide more opportunities for interacting and activity.
EVALUATING WHAT IS NEXT

ACMCC is at a pivotal time in our history in which evaluating our future is key. With the current building nearing its 50 year anniversary and this Dumont complex having provided over 150 years of health care services to Allegan County, what is next?

- Market Study—Currently in process, to help us determine what the health care needs of Allegan County’s seniors are currently and what they will likely be in the near future, so we can properly position ourselves to meet those needs.
EVALUATING WHAT IS NEXT

- Building Evaluation-Assessment of the facility’s mechanical, electrical, roofing, HVAC, interior design, etc. systems to determine overall building needs in the foreseeable future. Some areas of the building are nearing 50 years old, others over 20, and others at just 10 years.

- Financial Evaluation-As ACMCC pays off our 2nd Building Authority bond in 2020 and in looking at the financial history and challenges, what financial resources does/will ACMCC have for our future needs/plans?
EVALUATING WHAT IS NEXT

-Community Support-In 2007/2008, for construction of the Households Project, ACMCC conducted a Capital Campaign raising over $600k towards the project. When the Market Study and Facility Physical Plant Assessments are concluded and our strategic plan for the future takes shape of what we should/need to do next, what amount of monetary support will be needed? How is this achieved? 32 of 35 other County Medical Care Facilities have millage support to assist with being the safety net for their Counties and to maintain operations and facilities. Is this an area of consideration for ACMCC?
FINANCIAL CHALLENGES

• In 2016 and 2017, ACMCC had large financial challenges related to the lack of payments from both Medicare and specific types of Medicaid due to computer related issues at the both State and Federal levels, creating a perfect storm for financial catastrophe. We were in a negative cash position for a considerable amount of time. Even after the computer issues were finally resolved, the claims then slowly processed over the next 2 years.

• In January of 2019, we finally saw some black ink again in our cash position!! Our appreciation of the support of County Finance and Administration in working through this time period cannot be understated.
FINANCIAL CHALLENGES

With the reimbursement challenges occurring over such an extended period of time, there were significant impacts to our:

• Ability to make building/technology improvements
• Progress towards our future strategic and financial goals

We are fortunate to be able to look towards the future now and begin plotting our path in the right direction again.
<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Expense</th>
<th>Variance</th>
<th>Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>7,932,352</td>
<td>7,599,670</td>
<td>+ 332,683</td>
<td>4.3%</td>
</tr>
<tr>
<td>2012</td>
<td>7,927,315</td>
<td>7,854,315</td>
<td>+ 73,000</td>
<td>1.0%</td>
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<tr>
<td>2013</td>
<td>7,731,440</td>
<td>8,080,076</td>
<td>- 348,636</td>
<td>- 4.5%</td>
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<tr>
<td>2014</td>
<td>8,235,425</td>
<td>8,380,663</td>
<td>- 145,238</td>
<td>- 1.7%</td>
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<tr>
<td>2015</td>
<td>8,132,872</td>
<td>8,215,009</td>
<td>- 82,137</td>
<td>- 0.9%</td>
</tr>
<tr>
<td>2016</td>
<td>7,729,553</td>
<td>8,252,835</td>
<td>- 405,656</td>
<td>- 4.9%</td>
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<tr>
<td>2017</td>
<td>8,090,264</td>
<td>8,224,944</td>
<td>-134,680</td>
<td>- 0.98%</td>
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<tr>
<td>2018</td>
<td>8,160,694</td>
<td>8,288,401</td>
<td>-127,707</td>
<td>- 0.98%</td>
</tr>
</tbody>
</table>
In 2018, ACMCC continued to pay on two long term bonds that allowed for building additions to create more private rooms and aid us in creating an improved home environment. The Rehabilitation Center bond from 1999 was finally paid in full in April 2018 and the Households Project will be fulfilled in 2020.

Uncollectable Accounts-As that Safety Net for Allegan County as the MCF, we also accept the financial burden that comes with that in uncollectable accounts due to Medicaid divestments or disqualifications and insurance co-payments and out-of-pocket expenses that our seniors cannot afford to pay. This amount is current running $300-400k per year compared to only $100-150k five years ago. Keeping our head above water, while supporting our seniors is becoming more and more challenging.
SUMMING IT UP

ACMCC has worked through some huge reimbursement issues and lived to tell about it! We have worked with our County partners and DHHS Board to be innovative and work through these issues while maintaining 5 STAR Quality Ratings, Award Winning Customer Satisfaction Scores, and being recognized by area Accountable Care Organizations that desire to partner with us.

Times continue to change rapidly in our industry and we must work together to position the facility to meets the needs of Allegan County’s citizens in the years to come.
“WHERE MEMORIES ARE MADE”
THANK YOU!!

The Support of our Allegan County partners, the DHHS Board, the Allegan County Board of Commissioners, and the Community of Allegan County is so appreciated!