

2020

Report to the Community

VILLAGECARE



Rising to the Challenge

The year 2020 will stand out in history books as a year of the *unknown*. What began in January as a distant virus from abroad quickly shifted to being the main focus of all Americans in staying healthy and safe. VillageCare met the challenge of caring for tens of thousands of vulnerable New Yorkers in a time of crisis.

New York City had been deemed the U.S. epicenter of COVID-19 and the pandemic presented new obstacles in the organization's early response to the disease. Securing and maintaining a stockpile of Personal Protective Equipment (PPE) to protect staff and patients at VillageCare Rehabilitation and Nursing Center (VCRN) and VillageCare at 46 and Ten was no easy feat as the nation faced extreme shortages. Our team dedicated countless hours in seeking partners to help successfully secure these supplies. Developing new protocols such as social distancing and limited visitation policies was a top priority in keeping the two facilities as safe as possible from the disease. As New York City began to experience a vast increase in positive cases, hospitals were at capacity and sought to use post-acute care facilities to relieve some of the burden by having such facilities accept patients that were at lower risk of transmission of the virus. Working with the New York State Department of Health, VCRN implemented strict state and federal guidelines to ensure the safety of all patients and staff. All in-person visitation was halted, and a dedicated triage unit was established for all incoming patients to be monitored for COVID-19 during their initial weeks stay at VCRN.

Recognizing the unease for patients not being able to see loved ones, VillageCare turned to technology to help facilitate virtual visits for all patients to ensure high spirits and to prevent any slowdown of the recovery process. With assistance from staff, patients were offered tablets and other electronic devices to help stay in touch with family and friends.

VillageCare's managed care plan, VillageCareMAX, faced challenges of its own. Serving nearly 16,000 members living at home, the team began to explore new methods through technology on ways to provide effective care in limited exposure settings. An extensive telehealth program continues to be developed and we are excited about the possibilities of the new and improved ways we can serve our members, even after the COVID-19 pandemic subsides.

As we begin the winter season and the risk of increased COVID-19 cases loom, we are confident in our established response protocols and stand ready for any challenges ahead. We continue to care for non-COVID individuals with the most efficient methods of health care delivery. VillageCare remains truly inspired by the ways our organization has risen to meet this challenge - with flexibility, resilience, courage and, most importantly with a caring heart. We thank our entire staff, working as one across the organization for their great dedication as we continue to make this **one of our finest hours**.



John W. Behre, Jr.
Chairman
Board of Directors



Emma DeVito
President and
Chief Executive Officer

Answering the call

VillageCareMAX offers a Medicaid Managed Long-Term Care Plan (MLTC), as well as two plans for individuals that are dually eligible for Medicare and Medicaid. Since the plan's inception in 2012, VillageCareMAX has experienced steady growth and expansion, while increasing total market share in the New York City Managed Care space. Applying over 40 years of experience as a long-term care provider, we work closely with hospitals, physicians, home health agencies and other provider partners to help our members improve their health and maintain their independence and quality of life.

With nearly 16,000 members, VillageCareMAX prioritizes a personal member experience through responsive customer service by facilitating transportation, scheduling medical appointments and addressing other social determinants of health. Most importantly, we seek to increase members' engagement in managing their health and well-being.

In 2020, VillageCareMAX became the 5th largest MLTC in New York City. This was a great accomplishment for the plan, as the COVID-19 pandemic presented tremendous challenges in enrolling new members. While New York City remained in a shutdown state, many vulnerable New Yorkers who would benefit from VillageCareMAX services were hard to identify because many community services had temporarily closed their doors.

VillageCareMAX Medicare Total Advantage (MAP) plan is the State's 3rd largest MAP plan. This plan was created for individuals with Medicare and Medicaid who are in need of long-term care services. It helps them remain safe and cared for in their homes and communities. The member's Medicare and Medicaid benefits are coordinated and managed by one plan.

This year, the plan introduced several enhancements to help improve our overall member experience. In March, at the onset of the pandemic, a new comprehensive phone system was introduced. The overall goal for this system was



24,056

PEOPLE SERVED
IN 2019



214,604

CALLS RECEIVED IN 2020

*as of 10/31/20



19.2

AVG. SPEED OF ANSWER
(IN SECONDS)

Target rate \leq 30 seconds

to decrease wait times, while also connecting callers to the most appropriate department to avoid multiple transfers. The system's advanced technology works to identify the caller, their preferred language, as well as the specific plan they may be calling about. Once this is determined, the call is routed to the most appropriate member services representative.

Another major enhancement introduced in 2020 was a telehealth care management program. What started out as a program originally designed in response to the COVID-19 pandemic has now been enhanced to continue to serve our members through the pandemic and beyond. During the early stages of COVID, the care management team was focused on serving members with the same detailed attention prior to the shutdown. This was challenging, however, as the team would normally have made home visits. To address this need, VillageCareMAX has partnered with a care

management technology platform to create a telehealth program that brings the care right to the members home – virtually.

Many advantages come from offering a telehealth program. The member benefits through care accessibility, as well as reducing any travel times or expenses in going to a provider's office. For providers, this system helps to promote coordinated care, while maintaining a healthy relationship with the patient. These benefits also promote greater member/patient satisfaction.

In 2021, VillageCareMAX will focus on increasing overall membership growth, while strengthening the plan's infrastructure in areas such as quality and risk. We will work to optimize our use of technology to improve our processes and to make them more efficient in order to enhance the health of our nearly 16,000 members that live with chronic illnesses.

The People We Served In 2019

24,056

TOTAL INDIVIDUALS SERVED

20,710

MANAGED CARE
SERVICES

1,725

COMMUNITY CARE
SERVICES

1,621

POST-ACUTE
SERVICES

ETHNICITY

White:	25%
Hispanic:	25%
Black:	20%
Asian:	22%
Other:	8%

AGE

60-79:	52%
Over 80:	34%
40-59:	12%
Under 40:	2%

BOROUGH

Brooklyn:	39%
Queens:	22%
Manhattan:	22%
Bronx:	17%

GENDER

Female:	64%
Male:	36%

PAYER MIX

Medicaid	97%
Medicare	2%
Private, Other & Commercial	1%

Providing comfort and care

VillageCare Rehabilitation and Nursing Center (VCRN) provides short-term rehabilitation and recovery care for patients transitioning from acute to post-acute care. For the ninth straight year, the facility received the highest possible overall rating of five stars from the Federal Centers for Medicare and Medicaid Services (CMS) and was named one of the nation's top short-term rehabilitation facilities by U.S. News and World Report. VCRN demonstrates strong quality of care outcomes and fewer hospital readmissions compared to State and national averages.

The onset of the COVID pandemic had a great impact on our operations, and brought on immediate demand for new and aggressive protocols to be put in place at the facility to ensure the safety of patients and their families, and the staff. Working closely with federal and state agencies, the VCRN leadership team worked to secure adequate Personal Protective Equipment (PPE), while reconfiguring the facility's floor units to promote social distancing to avoid any spread of the virus throughout the facility.

With in-person visitation being halted as per State mandate, the team worked feverishly to offer as many virtual options as possible to keep patients in touch with loved ones during these critical times. The medical team immediately recognized the negative impact on recovery that a patient could experience due to loneliness resulting from being disconnected from the outside world. Therefore, it was a priority to ensure patients and their families stay connected, as well as updated on the latest developments pertaining to the COVID-19 virus.

Frequent testing and tracing were also essential in providing a safe environment. As per State guidelines, staff members were tested twice per week, with daily temperature checks. VillageCare worked with well-known labs to provide rapid COVID tests. All the while, families were kept up to date on the status of the facility and informed when in-person visitation might be allowed again on a limited basis.





VillageCare at 46 & Ten, a Medicaid Assisted Living Program (ALP), located in midtown Manhattan and is a residence for seniors who are eligible for nursing home placement but may benefit instead from a less medically intensive environment that promotes their independence. The ALP supports low-income New Yorkers in meeting their personal care needs in a setting that is less restrictive and more cost effective than a nursing home. As was the case for VCRN, the COVID pandemic presented many challenges in managing the health and well-being of 90 seniors through critical times. VillageCare at 46 and Ten's residents are among the populations most vulnerable to contracting and suffering from COVID-19. It was extremely important to socially distance our residents beyond State requirements to ensure the residents' safety. Communal meals were transformed to individual meals delivered to the resident's apartment. Group activities were heavily decreased and were only conducted on a limited basis in a manner that promoted effective social distancing.

The COVID-19 pandemic affected seniors over the age of 75 at rates two to three times higher than any other age group in New York. The impact was likely far greater than was shown by statistics due to factors such as individuals' delayed efforts in seeking care for necessary procedures and the impact on an individual's mental health status due to isolation.

In 2021, as the nation looks to heal, VillageCare will be focused on the increased care needs for New Yorkers. We will continue to explore improved methods to deliver care through enhanced technology and to address the mental health and social determinants of health needs of individuals living in our communities. We believe these goals can be accomplished through the partnerships that we have built around the community, and with the help of new relationships that we will look to build with additional mission driven providers.

Financial Highlights

2019 2018

Balance Sheet

Total Assets	\$ 258,724,284	\$ 253,644,529
Total Liabilities	106,576,075	105,444,008
Total Net Assets	152,148,209	148,200,521

Statement of Activities

Total Revenue, Gains and Other Support	\$ 838,440,390	\$ 644,828,120
Total Expenses	834,492,702	639,390,182
Change in Net Assets	3,947,688	5,437,938
Net Assets – End of Year	152,148,209	148,200,521

Supporting VillageCare

VillageCare is grateful for contributions in 2019 from individuals, foundations and corporations that allowed us to fund special projects and provide greater patient comfort, as well as to achieve higher standards of care than is reimbursed for by city, state or federal funding. Your gifts also helped VillageCare provide health care services to individuals who are underinsured. It is a privilege to serve this community, and to recognize our generous donors who care deeply about the work of VillageCare, and express their care by giving generously. Thank you.

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\$25,000 and above

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VillageCareMAX

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\$1,500-\$2,499

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\$1,000-\$1499

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