

# Staffing: How to Find Out About Staffing in Your Facility & What it Means for Your Resident's Care & Quality of Life

Presented by Richard Mollot, Long Term Care Community Coalition

### www.nursinghome411.org

This program is made possible by the generous support of the New York State Health Foundation.

# + About the Long Term Care Community Coalition

- LTCCC: Nonprofit organization dedicated to improving care & quality of life for the elderly & adult disabled in long term care (LTC).
- Our focus: People who live in nursing homes & assisted living.

### ■ What we do:

- Policy analysis and systems advocacy in NYS & nationally;
- Education of consumers and families, LTC Ombudsmen and other stakeholders;
- Home of the local LTC Ombudsman Program for the Hudson Valley, New York.
- Richard Mollot: Joined LTCCC in 2002. Executive director since 2005.



# + What Will We Be Talking About TODAY?

### BRIEF BACKGROUND

- The Federal Nursing Home Law
- Why is staffing important?
- Staffing requirements
- What's happening re. staffing now?

### ■ RESOURCES THAT YOU CAN USE TO...

- Find & compare staffing levels in your nursing home or those in your city, county, or state
- Find staffing information for specific days, like weekends or holidays

- + The Nursing Home Reform Law
  - The Nursing Home Reform Law (aka OBRA 87) requires that every nursing home resident is provided the care and quality of life services sufficient to attain and maintain his or her highest practicable physical, emotional, and psycho-social well-being.
  - ■This is what we pay for.
  - ■This is what providers agree to provide.
  - ■This is what every resident deserves.

- + The Nursing Home Reform Law
  - ■Emphasis on individualized,

    resident-centered care to reduce

    problems, including abuse and

    neglect, and ensure that residents

    are treated with dignity and have a

    good quality of life.
  - ■The law lays out specific **resident rights**, from good care and
    monitoring to a quality of life that
    maximizes choice, dignity and
    autonomy.



### + Persistent Problems

# Unfortunately, too many residents are subjected to neglect, substandard care, abuse...

- Antipsychotic drugging, a major problem, continues to be pervasive.
- Thousands of residents suffer with pressure ulcers every day.
- 2014 federal study found that 1/3 of short-term, rehab residents are harmed within about two weeks of entering the nursing home. 59% of that harm was avoidable.
- The majority of nursing homes have less staffing than federal studies have indicated as necessary to meet residents' basic needs.

+ Persistent Problems – Why?

While many facilities provide good care and life with dignity for their residents, in the absence of meaningful enforcement of minimum standards, too many facilities will skimp on staffing and services to increase profits.

+

A bit about staffing...

# + Staffing

Importance. Staffing is widely considered to be the most important indicator of a facility's quality and safety. CNAs provide approximately 90% of resident care. RNs are critical for overseeing care and safety.

### Requirements.

- 1. Every nursing home is required to have sufficient numbers of skilled staff to meet residents' medical and psycho-social needs.
- Federal law requires that facilities have an RN in the building at least eight hours a day, seven days/week.
- 3. States can have additional requirements. For example, New York requires an RN in the building 24/7. Most states have a minimum numerical requirement of a certain number of care staff hours per resident per day.
- 4. However, meeting a state's minimum requirement does <u>not</u> excuse a facility from providing "sufficient" staffing to meet residents' needs in an appropriate and dignified way.

# + Staffing

### How much is needed?

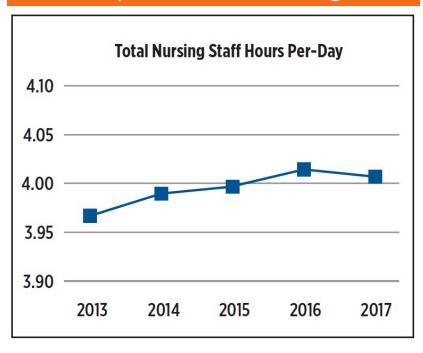
- 1. A landmark federal study in 2001 found that 4.1 care staff hours per resident per day (HPRD) is needed to meet a typical resident's basic clinical needs.
- 2. Since 2001, resident needs have increased. Current research indicates that about 4.5 HPRD is needed to meet the clinical needs of typical residents. RN time should be about 25% of that.

### How much do nursing homes have?

- 1. Nursing homes vary widely in their staffing patterns. Some have high staffing levels to meet their residents' needs while others have less. Studies have indicated that the large majority of nursing homes do not have enough staff to meet one or more basic needs of their residents.
- 2. Federal data indicate that the average nursing home has 3.5 HPRD of total care staff, including ½ hour of RN care staffing time.

# + Staffing

What Nursing Home Lobbyist Told **Your** Representatives in Congress:



What the Latest Federal Data Indicate:

3.5 Total Care
Staff Time Per
Resident Per
Day.

### WHY THE DIFFERENCE?

- 1. In the past, information on nursing home staffing was self-reported by facilities for the two week period just prior to their annual survey. Neither states nor the federal government audited these data for accuracy.
- 2. Last year, CMS made public payroll-based data on nursing home staffing. These data are more accurate and separate out staff assigned to provide care vs. staff with administrative duties.

- + A bit about the new, payroll-based staffing info....
  - 2010: Affordable Care Act Requirement. As a result of longstanding concerns about the accuracy of self-reported staffing information, LTCCC and other advocates advocated for inclusion of a requirement in the ACA that facilities report their staffing for every day using a system that would provide for greater accuracy and accountability.
  - 2017: Data Go Live. At the end of last year CMS started making data on care staff available in its underlying database.
  - 2018: More & Better Info. Over the summer, CMS started publishing information for every facility on daily non-care staff, including administrators, medical directors, pharmacists, and activities staff, as well as contract staff (who in the nursing home is an employee vs. who is a temporary contract worker). CMS also began including city and county information, making it much easier to search and compare facilities in your community.

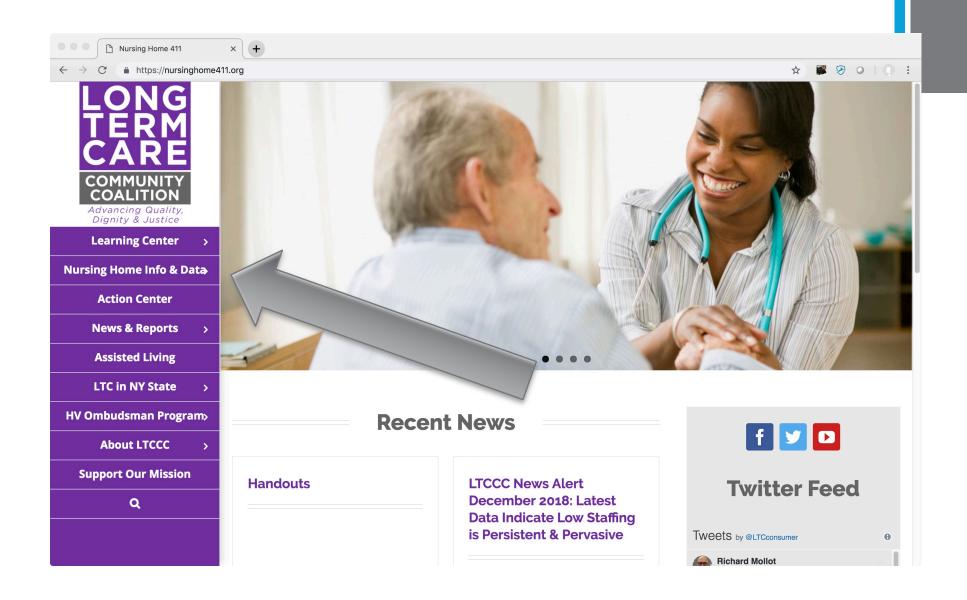
# + A bit about the new, payroll-based staffing info....

- Staffing is lower than previously thought.
- Not enough RNs. CMS has found that about 6% of facilities do not have an RN in the building 7+ days in a quarter.
- Low staffing on weekends & holidays. At the end of last year CMS started making data on care staff available in its underlying database.
- US nursing homes provide an average of 3.5 total care staff hours per resident per day. A 2001 landmark federal study indicated that at least 4.1 hours is needed to meet a typical resident's needs.
- US nursing homes provide an average of .5 RN care staff hours per resident per day. The 2001 federal study indicated that a minimum of 10 – 50% more is needed to meet a typical resident's clinical needs.
- US nursing homes provide an average of .2 hours activities staff time and .1 hours of social work staff time per resident per day.
   LTCCC believes that lower activities staff time may contribute to social isolation and impact a resident's psychosocial well-being.

+

Resources: Find & Compare
Staffing Levels in Your
Community

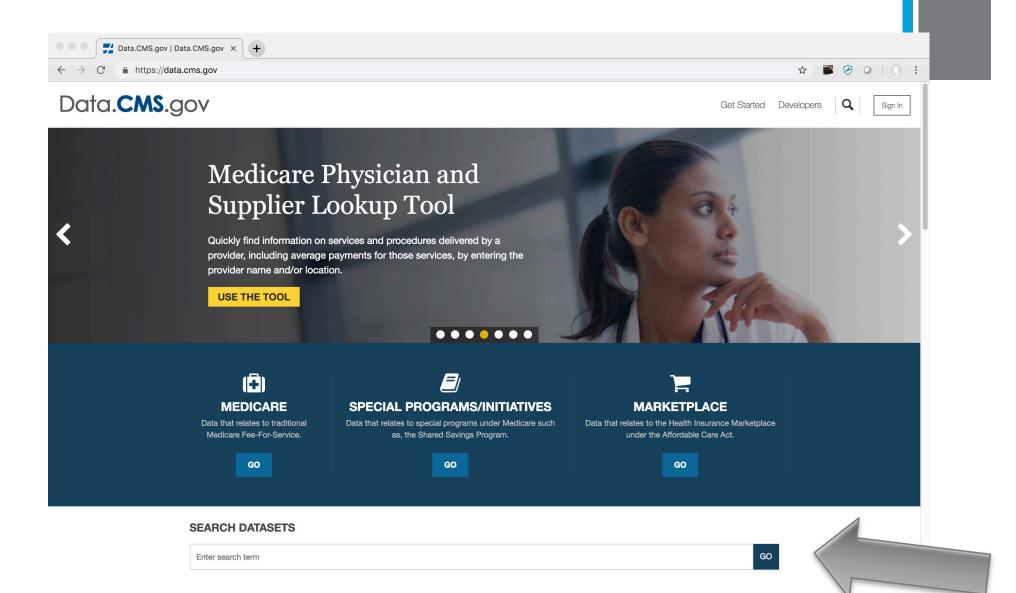
# + NursingHome411.org



+

Resources: Find staffing information for specific days, like weekends or holidays

# + Data.CMS.gov



# +

# **Additional Resources**

## + Fact Sheet: Care & Administration Staff Reqmts

## LONG TERM CARE COMMUNITY COALITION

Advancing Quality, Dignity & Justice

### CONSUMER FACT SHEET:

### **REQUIREMENTS FOR NURSING HOME CARE STAFF & ADMINISTRATION**

Staffing is widely considered to be the most important factor in the quality of care provided in a nursing home. Too often, facilities fail to have sufficient staff or the staff does not have the appropriate knowledge and competencies to provide the care residents need. Thus, federal requirements for sufficient and competent staff are critical to support resident-centered advocacy to ensure that residents are safe and that they receive appropriate services. This is what we pay for and what every facility agrees to provide for all of its residents when it participates in Medicaid/Medicare.

Below are relevant standards with descriptions excerpted from the federal regulations, followed by some points for you to consider when you advocate on these issues. [Note: The brackets below provide, for reference, the applicable federal regulation (42 CFR) and the F-tag number used when a facility is cited for failing to meet the standard.]

#### I. Fundamental Requirements for Nursing Services [42 CFR 483.35 F-725]

The facility must have sufficient nursing staff with the appropriate competencies and skills sets to provide nursing and related services to assure resident safety and attain or maintain the highest practicable physical, mental, and psychosocial well-being of each resident, as determined by resident assessments and individual plans of care and considering the number, acuity and diagnoses of the facility's resident population....

#### II. Sufficient Staffing Levels [42 CFR 483.35(a) F-725]

The facility must provide services by sufficient numbers of each of the following types of personnel on a 24-hour basis to provide nursing care to all residents in accordance with resident care plans:

(i) ...licensed nurses; and (ii) Other nursing personnel, including but not limited to nurse aides.

#### III. Nurse Aide Competency [42 CFR 483.35(d) F-728]

**General rule**. A facility must not use any individual working in the facility as a nurse aide for more than 4 months, on a full-time basis, unless—

That individual is competent to provide nursing and nursing related services; and

That individual has completed a training and competency evaluation program, or a competency evaluation program approved by the State...; or

That individual has been deemed or determined competent [based on long-term experience and other federal requirements]....

**Non-permanent employees.** A facility must not use on a temporary, per diem, leased, or any basis other than a permanent employee any individual who does not meet the [above] requirements....

LTCCC Fact Sheet: Care Staff & Administration Requirements

#### Page 2

#### Considerations for Resident-Centered Advocacy - Staffing Competency & Quantity:

- Note the reference to the 1987 Nursing Home Reform Law's requirement that nursing home services must be sufficient to assure that residents attain and maintain their "highest practicable physical, mental and psychosocial well-being." This means that services must be tailored to what residents need, not what the facility wishes to provide based on its profit margins and financial goals.
- 2. Nursing services must be <u>both</u> sufficient and competent to fulfill the needs identified in <u>each</u> and <u>every</u> resident's assessment and care plan.
- 3. When a facility accepts a resident it is affirming that it has both enough staff to meet the care and service needs of that individual and that the staff it hires and retains are appropriately trained to carry out this promise. When a facility lacks sufficient staff to meet the needs of its residents it is breaking that promise and violating its agreement with the federal government.

### IV. Nursing Home Administration [42 CFR 483.70 F835]

A facility must be administered in a manner that enables it to use its resources effectively and efficiently to attain or maintain the highest practicable physical, mental, and psychosocial well-being of each resident.

#### Considerations for Resident-Centered Advocacy - Administration:

Federal guidelines state that, to order for a facility to be cited for substandard administration the surveyor's "investigation must demonstrate how the administration knew or should have known of the deficient practice and how the lack of administration involvement contributed to the deficient practice found."

This is important in two ways:

- Is the administrator aware of the specific problem or concerned about which you are advocating? Depending on the nature of the problem, and how long it has continued, it may be worth bringing it to the attention of the administrator and/or senior staff.
- 2. Even if you do not know if the administrator has direct knowledge, there are numerous situations for which it is <u>expected</u> that an administrator is aware and accountable, including:
  - a. "all alleged violations involving neglect, abuse, including injuries of unknown source, and/or misappropriation of resident property, by anyone furnishing services on behalf of the provider..."
  - overall implementation of the facility policies/procedures, including to prohibit involuntary seclusion..." and
  - c. any reasonable suspicion of a crime against a resident.

#### RESOURCE

<u>WWW.NURSINGHOME411.ORG</u>. LTCCC's website includes materials on the relevant standards for nursing home care and a variety of resources on specific issues, such as dementia care, resident assessment and care planning, dignity and quality of life.

### + Handout & Issue Alert

### NURSING HOME STAFFING

Staffing is one of most important factors in determining nursing home quality of care. It is often the underlining issue in other nursing home deficiencies (e.g., pressure ulcers and antipsychotic drug use) because less staffing means less time adequately meeting the needs of residents.

### Standards of Care

- 24-hour licensed nursing service. Nursing homes must have licensed and other nursing personnel on a 24-hour basis.
- Competent and skilled staff. Nursing homes must have sufficient nursing staff with the appropriate competencies and skills to assure resident safety and attain or maintain the highest practicable physical, mental, and psychosocial well-being of each resident.
- Designated nurse on duty. Nursing homes must designate a licensed nurse to act as the charge nurse on each shift.

### Resources

- 1. LTCCC's Learning Center has fact sheets and resources on staffing and care issues that may result from insufficient or inadequately trained staff. See https://nursinghome411.org/learning-center/.
- 2. LTCCC posts, on a quarterly basis, the average staffing levels for all U.S. nursing homes. One can search by name, city, or county. See https://nursinghome411.org/nursinghome-data-information/staffing/.
- 3. LTCCC's Action Center has easy-to-use action alerts to speak out in support of safe staffing. See https://nursinghome411.org/action-center/.

### LONG TERM CARE **COMMUNITY COALITION**

Advancing Quality, Dignity & Justice

### **Issue Alert: Nursing Home Staffing**

#### I. Is Nursing Home Staffing Important to Resident Care?

Staffing is one of the most important factors in a nursing home resident's quality of care. It is often the underlining issue in other nursing home deficiencies, including pressure ulcers<sup>1</sup> and antipsychotic drug use, 2 because less staffing means less time adequately meeting the needs of residents. In fact, the Centers for Medicare & Medicaid Services

(CMS) notes in its guidance to State Survey Agencies that "[c]oncerns such as falls, weight loss, dehydration . . . as well as the incidence of elopement and resident altercations can also offer insight into the sufficiency of the numbers of staff." In acknowledging staffing's outsized role in resident care, CMS guidance states that surveyors must investigate if adverse outcomes are related to staffing.4

#### II. What are the Requirements for Nursing Home Staffing?

The federal Nursing Home Reform Law requires each nursing home

to have a "24-hour licensed nursing service which is sufficient to meet nursing needs of its residents" and must have "a registered professional nurse at least 8 consecutive hours a day, 7 days a week." 5 In order to be licensed under Medicare and Medicaid, nursing homes must adhere to both staffing requirements. The standards of care require the following of nursing homes:

- Competent and skilled nursing staff. Every nursing home "must have sufficient nursing" staff with the appropriate competencies and skills sets to provide nursing and related services to assure resident safety and attain or maintain the highest practicable physical, mental, and psychosocial well-being of each resident, as determined by resident assessments and individual plans of care and considering the number, acuity and diagnoses of the facility's resident population in accordance with the facility assessment" requirement.6
- Sufficient staffing to meet the needs of residents based on their care plans. Every nursing home "must provide services by sufficient numbers of each of the following types of personnel on a 24-hour basis to provide nursing care to all residents in accordance with resident care plans: (i) . . . licensed nurses; and (ii) Other nursing personnel, including but not limited to nurse aides."

### Note to Readers:

LTCCC Issue Alerts provide basic information about an issue of concern to nursing home residents.

For further information. please see the Resources and references at the end of the Alert, as well as our website. www.nursinghome411.org.

# + Infographic to support resident-centered advocacy

#### Safe Staffing in Nursing Homes

The Time Has Come to Fulfill a Promise to Residents, Families & Taxpayers

#### It's About Enforcement...

Though sufficient staffing is essential, nursing homes are rarely held accountable when they have unsafe staffing levels, even when it leads to degrading conditions, substandard care, or avoidable death.

- Annual rate of staffing deficiencies per resident is infinitesimal: 0.036%.
- Less than 5% of these deficiencies acknowledge resident harm or jeopardy

Many nursing homes take the law, and their duty to their residents and communities, seriously. Unfortunately, in the absence of meaningful enforcement, too many nursing homes understaff and flout minimum standards with impunity.

New reports indicate that the industry is becoming increasingly corporatized and sophisticated about diverting funds meant to support resident care. Staffing standards and stronger enforcement are needed now to protect residents, families, and the public funds which pay for most pursing home care.

### Staffing is Key

Staffing levels are one of the most (if not the most) important indicators of a nursing home's quality and safety. A landmark 2001 federal study found:

- 97% of facilities failed to meet one or more staffing requirements.
- 91% lacked sufficient staff to provide decent care.

Unfortunately, this situation continues today.

### Staffing is Required

The 1987 Nursing Home Reform Law requires that nursing homes have sufficient staff to ensure that every resident they take in receives the care and services he or she needs to attain, and maintain, his or her highest practicable physical, emotional, and psychosocial well-being.

### ... Not Lack of Money

A 2014 HHS inspector General study, Adverse Events in Skilled Nursing Facilities: National Incidence Among Medicare Beneficiaries, found that an astonishing one-third of residents who went to a nursing home for short-term care were harmed within about two weeks, and that almost 60% of that harm was preventable and likely attributable to poor care.

This is particularly striking because Medicare reimbursement rates are extremely high.

The Medicare Payment Advisory Commission (MedPAC) has reporter that nursing homes are overpaid by the Medicare program and have enjoyed Medicare margins exceeding 10% for more than 14 consecutive years.

Why don't nursing homes take card of these highly profitable patients? What are the implications for our elderly residents, particularly the majority of residents who have dementia?

 $Safe \ Staffing \ in \ Nursing \ Homes: The \ Time \ Has \ Come \ to \ Fulfill \ a \ Promise \ to \ Residents, \ Families, \ \& \ Taxpayers$ 

### Insufficient Staffing is Widespread

- 82% of nursing homes report total direct care staffing at 4.0 hours per resident day or less. A landmark federal study indicated that 4.1 hours of direct care staff time is typically needed to meet a resident's clinical needs.
- 30% of nursing homes report total direct care staffing of 3.0 hours per resident day or less.

#### Appropriate staffing is possible!

- 25% of nursing homes across the country – including for-profit and notfor-profit facilities – provide .55+ hours of RN care staff time per resident day
- However, in the absence of penalties for insufficient staffing, or any limits on profits, too many facilities divert funds paid for resident care.

### RN Staffing of Particular Concern

- 70% of nursing homes report RN care staffing at 0.5 hours per resident day or less. The federal study indicated that 0.55 -0.75 is typically needed to meet a resident's needs.
- CMS "concerned with recurring instances or aberrant patterns of days with no RN onsite."

### hours of RN care staff per resident per day, every day.

zero

### WWW.NURSINGHOME411.ORG

- Updated information on direct care staff for every nursing home in every state (in compliance with federal
- Resources for you and your constituents, including: fact sheets, issue alerts, data on key quality criteria, and the Dementia Care

+

# Make Your Voice Heard!

# + Tell Your Story

Tell Your Story About Nursin	g Home or Assisted Living Care	
A few background questions	S.	
voice for better care and life	to tell your story. Hearing from you with dignity for residents. Please no or location of a facility, unless you	ote that we will <u>never</u> divulge any
* 1. Are you a:		
Resident	Staff Pers	son
Family Member	Ombudsr	man
Other (please specify)		
* 2. Type of facility.		
Nursing Home	Assisted	Living/Adult Home
Other (please specify)		
* 3. Is the experience you are	writing about positive or negative?	
Positive	Negative	
* 4. Did the situation involve a	buse, neglect, or other problem? Plea	se select all that apply:
Neglect	Unwanted Discharge From the	
Emotional Abuse	Food or Dining Issue	Communication Problem
Physical Abuse	Sexual Abuse	Theft or Loss
Other (please specify)		
сию (рюшье эревну)		7
		_
5. Did the situation raise cor	cerns about the care the resident was	receiving?
Yes	○ No	
6. Did the situation raise cor	cerns about the safety of the resident	?
Yes	○ No	
<u> </u>		

Tell Your St	ory About Nursing Home or Assisted Living Care
Please tell y	your story here.
	use as much space as you like to provide details of your story. We appreciate hearing about ar hat matters to you, whether it is about a good experience or bad experience.

Visit <a href="https://www.nursinghome411.org">www.nursinghome411.org</a> to fill out or download copies of the form.

# + Tell Your Story

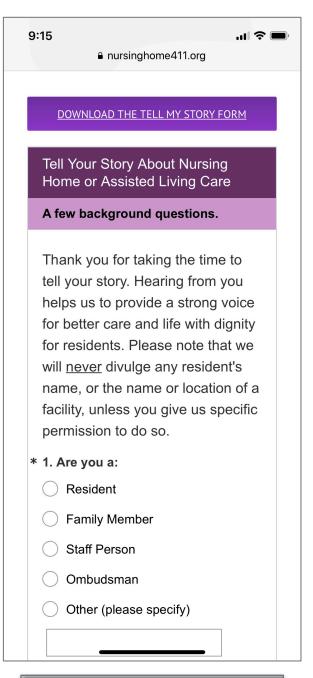
your story relates to a prob	olem or concern, your an	swers to the following questions will help us				
tegorize the types of probl	-					
8. Did the situation involve of	care for a resident with der	nentia?				
Yes		○ No				
9. Was the resident in the fa	cility for					
short-term rehab	Ong term care	don't know or unsure				
10. Do you feel that this situ	ation caused resident han	m?				
Yes	○ No	Oon't know/unsure				
11. How many residents do	you feel were impacted by	y this situation?				
None	,	Many or all residents affected				
One resident affected		Don't know/unsure				
Some residents affected						
12. Please tell us your perce	eption of the severity of the	e problem or situation.				
No harm (emotional or physical) to resident(s)		Resident(s) were seriously harmed (emotionally or physicall				
Risk of harm to resident(s)		Situation or incident resulted in death of resident(s)				
Resident(s) were harmed (er	notionally or physically)					
13. Please indicate which o	f the following most closely	y reflects the facility's response.				
They did not respond at all		They said someone would take care of it, but no one did				
They responded and resolve	d the incident in a timely manne	I did not tell the facility				
They responded and the inci	dent was resolved, but it took to	o I don't know				
You are welcome to provide detail	s here.					

-					
ay comit	•	•		answers you ssion otherw	
rmation belo	ow)				
l/or phone n	number.				
	ıre and quality lerts, please e		iite, <u>www.nu</u>	ursinghome411.c	<u>ırg</u> . To

## + Tell Your Story

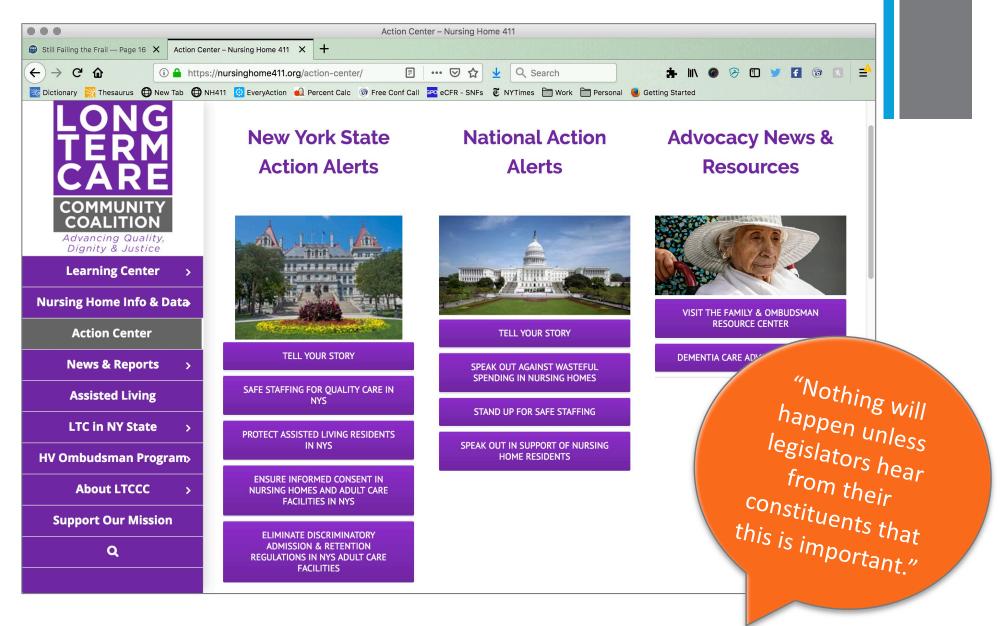
LONG TERM CARE	Tell Your Story About Nursing Home or Assisted Living  Care  Land / Antico Control Combustions Security Control Assisted Control (Tr.) in MC 1. Tell New Control About Municipal Manage of Antico Control (Tr.) in MC 1. Tell New Control About Municipal Manage of Antico Control (Tr.) in MC 1. Tell New Control About Municipal Manage of Antico Control (Tr.) in MC 1. Tell New Control About Municipal Manage of Antico Control (Tr.) in MC 1. Tell New C				
COMMUNITY COALITION Advancing Quality, Dignity & Justice	〈 Previous Next 〉				
Learning Center >	Tell Your Story About Nursing Home or Assisted Living Care				
Nursing Home Info & Data	Thank you for taking the time to tell your story! You can fill out the form below, or download a copy of the Tell Your Story form by clicking on the button to the right.  MY STORY FORM				
Action Center	Please share this with others in your home and community by sharing the link to this page or copies of the form.				
News & Reports >					
Assisted Living	Tell Your Story About Nursing Home or Assisted Living Care				
LTC in NY State >	A few background questions.				
HV Ombudsman Program	Thank you for taking the time to tell your story. Hearing from you helps us to				
About LTCCC >	provide a strong voice for better care and life with dignity for residents. Please note that we will never divulge any resident's name, or the name or location of				
Support Our Mission	a facility, unless you give us specific permission to do so.				
Q	* 1. Are you a:  Resident Staff Person Family Member Umbudsman  Other (please specify)				
	* 2. Type of facility.				
	○ Nursing Home				
	Other (please specify)				
	* 3. Is the experience you are writing about positive or negative?  powered by  SurveyMonkey				
	Create your own user feedback survey				
	Action Center, Family & Ombudsman Resource Center, Learning Center, LTC In NYS				
	Share This Story, Choose Your Platform! f 🔰 in 😅 t 📴 😾 🖂				

Computer Screenshot



iPhone Screenshot

# + Speak Out to Policymakers



### + Staffing Alert



### STAND UP FOR SAFE STAFFING

Staffing is critical to quality care and dignity for nursing home residents. Yet numerous studies have shown that the majority of nursing homes fail to have sufficient staff to meet a typical resident's needs. We wouldn't allow a nursing home to admit 100 residents if it only had 60 beds. Why do we allow nursing homes to admit as many residents as they want, with no minimum staffing requirements, even when the facility has a history of substandard care?

Please send a quick message now to let your political leaders know that the time has come for safe staffing standards in nursing homes.

Not Richard Mollot? Click here to lo	gout.			†ast <b>Action ▼</b> ②			
Contact Information							
Prefix (Optional)	(Optional) First Name			Last Name			
Mr. 🗡	Richard	<i>&gt;</i>	Mollot	<i>&gt;</i>			
Street Address							
1 Pennsylvania Plaza, Suite 6	6252			<i>&gt;</i>			
Postal Code	City		State/Provi	nce			
10119	New York	· >	NY	\$			
<u>E</u> mail		Home Phor	ne (Optional)				
richard@ltccc.org	<i>&gt;</i>	212-385-	0355	<i>&gt;</i>			
Dear [elected official],							
Personalize your message							
I am writing to you in regard residents receive and the quadequate staffing that is ned Recently, The New York Tim Centers for Medicare & Med previously used self-reporte to the public. The new, verifitimes. I hope you will agree 'Every nursing home is paid, needs of each resident. How New York Times article suggenforcement requirements.	uality of life that they enjoy, cessary to meet the needs: es found that nursing hom licaid Services (CMS). A ne dd data, has shown that sev lable data indicate that son that this is a significant bet and required by law, to hav ever, these minimum stand gests. Given this reality, nur	Sadly, I have learned the of their residents. As a rest actually have less state we reporting system base ren out of ten nursing hen nursing homes are everayal of the public trust. es sufficient staff with thards are often undermissing home residents new the sufficient staff with that are sufficient staff with that are often undermissing home residents new that sufficient sufficients are often undermissing home residents new that sufficients are sufficients as the sufficient sufficients are sufficients.	at nursing homes all to- result, vulnerable reside iffing than they were pre- ed on payroll-based dat omes have lower staffing- ten failing to provide any the competencies and sk- ned by poor enforcement ed the protection of mo	orten fail to provide the not suffer. eviously reporting to the a, rather than the y than previously reported y registered nurse care at ills needed to meet the care not or manipulation, as The re robust staffing and			
Years of research and the ex	xperiences of millions of nu	rsing home residents ar	nd their families point to	the need for safe staffing			
Sincerely, [Your information here]				Submit			

http://www.nursinghome411.org



Next Program: January 15 at 1pm.

# **Topic:**

**Assisted Living:** 

**Promising Policies &** 

**Practices to Improve** 

**Care and Quality of Life** 



# + Thank You For Joining Us Today!

Email info@ltccc.org or call 212-385-0355 for...

- Invites to future programs,
- News and alerts on important care issues.



- Join us on Facebook at <a href="https://www.facebook.com/ltccc">www.facebook.com/ltccc</a>
- Follow us on **Twitter** at <u>www.twitter.com/LTCconsumer</u>
- Visit us on the **Web** at <u>www.nursinghome411.org</u>.

### For LTC Ombudsmen in NY State

If you would like us to let your supervisor know that you attended this training program, please take the quick survey at:

www.surveymonkey.com/r/ltccc-ltcop1.

**For Family Members in NY State** 

connect with the Alliance of NY
Family Councils at
<a href="https://www.anyfc.org">www.anyfc.org</a> (or email info@anyfc.org).

Questions?

Comments?

Presentation materials and the webinar recording will be posted on www.nursinghome411.org after each program for future reference.