

market analyses that pinpoint area needs for independent, assisted, and memory care (SCALF) services. Based upon their current analysis for Shelby County:

Memory Care (SCALF) Unmet Demand	186
Assisted Living Unmet Demand	228
Independent Living Unmet Demand	142

This analysis also measures Advanced Metrics which helped Phoenix confirm an unmet need:

Dementia Beneficiaries	2,287
Dementia Prescriptions	8,967
Cognitive Impairment Rate	12.80%

Copy of the analysis is attached.

In January 2019, the Certificate of Need (CON) Review Board approved 38 SCALF beds for Shelby County which are currently not in service. In approving the 38 SCALF beds, the CON Review Board accepted testimony that, based upon an independent market analysis (copy attached), **there is an unmet need for 82 SCALF beds by 2020 and 124 by 2022** – the striking fact was that this analysis was only for a 5-mile radius within Shelby County.

CURRENT AND PROJECTED UTILIZATION

According to the Alabama Department of Public Health (ADPH) Health Care Facilities Directory, there are four (4) licensed Specialty Care Assisted Living Facilities as on January 19, 2019, however, Premier Assisted Living (Shangri-La) SCALF facility closed May 31, 2016. Shagri-La SCALF facility closed May 31, 2016. Premier Assisted Living opened 16 SCALF beds on July 2, 2018. The directory of facilities is attached.

Utilization rates based upon SHPDA Annual Reports:

SHELBY COUNTY 2018

Lakeview Estates	76	18,480	66.7%
Memory Care at St. V's 119	24	8,474	96.7%
Specialty Care at Danberry	24	7,715	88.1%
Total	124	34,669	76.5%



**SHELBY COUNTY
 2017**

Lakeview Estates	76	19,227	69.3%
Memory Care at St. V's 119	24	8,265	94.3%
Specialty Care at Danberry	24	8,411	96.0%
Total	124	35,903	79.3%

**SHELBY COUNTY
 2016**

Lakeview Estates	64	23,424	100%*
Memory Care at St. V's 119	24	8,288	94.6%
Specialty Care at Danberry	24	8,628	98.2%
Shangi-La SCALF	16	4,223	72.1%*
Total	128	44,563	95.1%

*Lakeview Estates – possible error on report filed with SHPDA 2016
 *Shangi-La SCALF – facility closed May 31, 2016

Based upon the significant growth rate projections for the population age 65 and older in Shelby County and the increasing diagnosis of the Alzheimer's Disease and other forms of dementia, projected utilization of SCALF services in Shelby County should remain high.

STAFFING

Phoenix Senior Living's comprehensive analysis of the growing need for SCALF services in Shelby County provided a determination that appropriate and regulatory required staffing for the proposed Plan Adjustment can be met locally as well as through any necessary relocations from any one of Phoenix's 17 currently operational SCALF's in the Southeast.

Staffing for 32 SCALF beds will meet or exceed ADPH regulatory standards. Phoenix Senior Living is committed to be a great place to work now and, in the future, – always providing opportunities for their associates. With a goal of growing leaders organically, approximately 70% of new leadership positions have been internal promotions.

Phoenix Academy is a comprehensive training program designed specifically to prepare our associates for their various roles (positions) at Phoenix Senior Living. The Academy currently consists of five core courses (Phoenix Core, Activities of Daily Living, Housekeeping, Dining and Programming & Outreach) with each curriculum devised purposefully to provide associates with a solid understanding of the Phoenix processes and standards. Every associate from the



CEO to our frontline team attends each of these courses within the first 90 days of their employment to insure they fully understand Phoenix's history, philosophies, core values and expectations for standards of care. Phoenix Senior Living was recently certified as A Great Place to Work by our associates which is a direct reflection of our commitment to our associates, their training and development.

In 2018, the Great Place to Work Institute honored Phoenix Senior Living with certification as a Great Place to Work. The certification process considered more than 1,000 employee surveys from across their Southeast locations. Great Place to Work, an independent research and consulting firm, evaluated more than 60 elements of team members' experience on the job. These include employee pride in the organization's community impact, belief that their work makes a difference, and feeling work has special meaning. Rankings are based on employee's experiences, no matter who they are or what they do. www.Greatplacetowork.com

The health and wellness of the residents is paramount. The caring, dedicated staff at Phoenix is always focused on engaging residents in the six dimensions of wellness – Emotional Wellness, Physical Wellness, Cognitive Wellness, Sense of Purpose, Social Wellness, Spiritual Wellness. They not only care for their physical needs, but also exercising, socializing, spending time in prayer, and challenging their cognitive skills. Phoenix's Live, Love, Thrive philosophy forms the foundation for their activity guides, designed to keep seniors connected and healthy. These activity guides are made accessible to all associates and outline descriptive programming instructions, as well as identify residents' preferences and abilities.

EFFECT ON EXISTING FACILITIES

No detrimental effect on the existing SCALF facilities in Shelby County is expected given several significant factors:

- The extremely high occupancy levels reported to SHPDA by the existing SCALF providers in Shelby County, especially the 24 bed facilities that are more comparable to The Bluffs at Greystone:
 - 2018 92.4%
 - 2017 95.2%
 - 2016 96.6%
- ~~The closure of Premiere Assisted Living (Shangri-La) in 2016.~~
- The increasing number of Alabamians diagnosed with Alzheimer's Disease or other dementia related illness.



- The skyrocketing population projections age 65 and older in Shelby County.
- The documented unmet need for SCALF services in Shelby County.

COMMUNITY REACTION

See attached Letters of Support



RECEIVED
Feb 14 2019
STATE HEALTH PLANNING AND
DEVELOPMENT AGENCY



PRESTON
STRATEGY
GROUP

Shpda.online@shpda.alabama.gov

February 14, 2019

Mr. Bradford L. Williams
Acting Executive Director
State Health Planning and Development Agency
100 North Union Street, Suite 870
Montgomery, Alabama 36104

RE: PA2019-003
Phoenix Senior Living
d/b/a The Bluffs at Greystone

This letter will confirm my receipt of your February 13th correspondence on the above referenced matter. Please see additional information and clarification to the proposed Plan Adjustment below:

Page 7 STAFFING:

Phoenix Senior Living's comprehensive analysis of the growing need for SCALF services in Shelby County provided a determination that appropriate and regulatory required staffing for the proposed Plan Adjustment can be met locally as well as through any necessary relocations from any one of Phoenix's 17 currently operational SCALF's in the Southeast.

Page 6 CURRENT AND PROJECTED UTILIZATION:

Utilization rates, as reported, were based upon all SCALF Annual Reports filed with SHPDA (2018 reporting due date was April 16, 2018).

**SHELBY COUNTY
2018**

Lakeview Estates	76	18,480	66.7%
Memory Care at St. V's 119	24	8,474	96.7%
Specialty Care at Danberry	24	7,715	88.1%
Total	124	34,669	76.5%

Shangri-la's 16 bed SCALF facility was closed May 31, 2016, however Premier Assisted Living opened a 16 bed SCALF unit on July 2, 2018, in Columbiana.

Projected utilization, based upon the significant growth rate projections for the population age 65 and older in Shelby County and the increasing diagnosis of the Alzheimer's Disease and other forms of dementia, is expected to remain at current or higher levels as determined by the need analysis performed by Phoenix Senior Living.

Page 8 EFFECT ON EXISTING FACILITIES

Even with the opening of Premier Assisted Living's 16 SCALF beds in 2018, no detrimental effect on existing SCALF facilities is expected given the existing high utilization and significant projected increases in demand from the service area.

Please let me know if you have any questions or need any additional information in order to deem this Plan Adjustment application complete.

Sincerely,

A handwritten signature in black ink, appearing to read "Stephen D. Preston". The signature is written in a cursive, flowing style.

Stephen D. Preston