

We Are

# TEAM INNOVAGE



Learn more  
about InnovAge

[MyInnovAge.com](http://MyInnovAge.com)

888-992-4464  
TTY available toll-free: dial  
711 and request a connection  
to InnovAge at 888-992-4464

©2017 InnovAge

**innovAge**  
Life on Your Terms

# The InnovAge mission is to sustain and enhance the independence and quality of life for those we serve, on their terms.

## On the cover

Employees at the InnovAge Colorado PACE - Thornton Center. The Program of All-inclusive Care for the Elderly (PACE) is built on the foundation of the interdisciplinary team. The team collaborates and coordinates to best meet participants' individual needs.

## We are team InnovAge.

Each day begins the same way at every InnovAge PACE\* Center with staff gathered around a conference table. While they come from different disciplines, they meet for a single purpose: To address the individual needs of their PACE participants, as a team. There is no phone tag, no incompatible records systems. The care team is hearing, seeing and acting on information together, at once.

Each voice at the table carries weight. An occupational therapist details the progress Mrs. Smith is making toward bathing without help. A bus driver describes to the social worker how Mr. Gonzalez is reacting to his new housing. The physician compliments the team; they're on track to vaccinate every participant against pneumonia. Their collective commitment makes the difference for every single participant.

Where the fragmented healthcare system struggles to meet aging adults' needs, PACE is a senior care success story.

We believe in the power of PACE. That's why InnovAge is leading the transformational change to bring PACE to more people in more places. I'm proud to be part of the team that is making it happen.



*Maureen Hewitt*

Maureen Hewitt  
InnovAge President and CEO

\*Program of All-inclusive Care for the Elderly



# HELPING PARTICIPANTS EXERCISE THEIR INDEPENDENCE

## CLINICAL EXERCISE

---

**When you have a coach who is also your cheerleader, you can't help but be motivated.**

As the former owner of a personal training business, InnovAge clinical exercise physiologist Steve Jones knows the value of helping people tap into their personal motivation. So when he started the InnovAge PACE Denver Center's clinical exercise services program in spring 2016, he knew it would make a difference. But the program is literally changing participants' lives.

"Clinical exercise is increasing participants' strength, which improves their ability to perform activities of daily living, which keeps them living independently," says Jones.



InnovAge physicians literally prescribe the clinical exercise services program to participants at highest risk of serious health problems. One of those participants is Paula Moore. She has Parkinson's disease and was in a wheelchair when she started working with Steve.

Steve tailors a plan for each program participant based on specific exercise protocols developed by the American College of Sports Medicine and the Centers for Disease Control and Prevention. He monitors each participant's heart rate, blood pressure and oxygen saturation to make sure they are reaching their goal threshold, safely.

Paula exercises several hours a week and has lost more than 28 pounds. She says the exercise helps prevent her muscles from freezing up. She has strengthened her postural muscles and now uses a rolling walker instead of a wheelchair. Paula's next goal is to graduate from the walker to a cane.

While Steve cajoles, teases and encourages the participants in the program, it is the participants like Paula who do the hard work on leg presses, cardiac rehab treadmills and recumbent bicycles. Not one participant has dropped out of the program.



Paula Moore - PACE Participant

**Paula's hard-earned muscle strength has given her more mobility and independence.**

# Results

Pilot program participants after 8 months



**100% ↓**  
**of participants reduced their resting heart rate**  
16.4 beats per minute



**20% ↓**  
**reduced their reliance on home services**  
becoming more independent



**112 ↓**  
**total pounds lost** (combined)



**30% ↓**  
**decreased their medication**  
for blood pressure or diabetes

InnovAge is the only PACE program in the country that offers clinical exercise services. Traditionally, clinical exercise physiologists are found only in cardiac rehabilitation settings.

Source: InnovAge Clinical Exercise Services pilot outcomes data, collected May-December 2016 for first 10 participants.

## It was all hands on deck.

**It was just a couple of weeks before the new year when Dave Krieger found himself facing a family emergency: he had just discovered that his 64-year-old mom, Debra Hale, could no longer afford her health insurance or assisted living facility. He needed a solution – and fast.**

A senior resource organization led him to the InnovAge PACE Center in Aurora, Colo. The InnovAge PACE enrollment team quickly got to work, first assessing her ability to complete activities of daily living, to ensure she qualified on the health side. Then they helped Dave and Debra navigate the Medicaid application process, pulling together five years of income and asset statements. “The timing placed a very challenging constraint on the InnovAge team, particularly considering the rapidly approaching holidays,” Dave wrote in a thank you letter to InnovAge. “It was all hands on deck.”

### How did it come together?

Lori Lenhart, business development representative, cultivated relationships with community resources, teaching them about InnovAge and PACE so they can refer families to PACE when they need it.

Rob Carroll, Aurora center director, cleared the way for staff to make Debra’s case a priority and worked alongside Dave to resolve any remaining challenges.

Brenda Dubose and Paula Espinosa, enrollment representatives, expertly moved Dave and Debra through the enrollment process, while Fatima Mohamed, senior Medicaid specialist, swiftly determined exactly what Debra needed to qualify for Medicaid.

Thanks to incredible teamwork, Debra beat the clock and was approved for January 1 enrollment. Her health care is now covered by PACE.



**24 hours: average time caregivers spend every week providing care to a loved one**



**22% of caregivers say their care recipient suffers from Alzheimer’s or dementia**



**1 in 3 caregivers have no help at all, paid or unpaid**



**“The work done on behalf of my mom and our family stands out as one of the very best customer service experiences I’ve ever had. I seldom write letters of this kind, but felt compelled to make you aware of this group of highly-dedicated, quality professionals.”**

- Dave Krieger, caregiver

### The world has changed and we have to change with it.

At 11:15 a.m. on Dec. 2, 2015, the staff at the InnovAge PACE Center in San Bernardino, Calif., heard gunshots. It was the start of a mass shooting across the street at the Inland Regional Center, less than 100 yards away.

The team knew what to do; they had been through a lock out drill the week before. They bolted doors and shut window shades. Social workers called participants' family members. Other staff engaged participants in games and other activities until police led everyone out that evening.

While the staff was calm and prepared, the attack prompted InnovAge leaders to rethink crisis preparation. The world has changed, and we have to change with it. One of those changes is to prepare staff to take a more active role in everyone's safety and security.

Within weeks, InnovAge rolled out violent intruder response training across the entire company. By the end of summer 2016, all staff had practiced how to work together to barricade a room and even counter an intruder, no matter the setting.

This is just one part of the InnovAge team's commitment to safety in all forms.

In the day-to-day work of participant care, safety is the most important part of our job.

- When a driver helps a participant out of a bus, he prevents a fall by ensuring the steps are dry and clear.
- When a licensed practical nurse dispenses medication, she prevents an error by confirming the participant's identity by photo in the record and asking for the full name.
- When an interdisciplinary team assesses a participant with dementia and finds she has a risk of wandering, they give her wearable technology that keeps her safe and inside the building.

# 16,633 staff training modules per year



From teaching all staff how to protect participants' data privacy and security (HIPAA) to reinforcing proper hand-washing techniques to stop the spread of germs, InnovAge emphasizes safety by conducting more than 16,633 training courses for staff per year.

## 14+ average training modules per staff member

---

In the day-to-day work of participant care, safety is the most important part of our job.

## QUALITY

### Stopping small problems before they get big. It's all about the details.

In her regular day job, Veronica Ozhan tracks and reports data. But as a member of the quality team, she has a secret superpower: the passion to expose small problems before they become big problems.

With her infection control background, Veronica goes into detective mode when duty calls at the InnovAge PACE Center in Albuquerque, N.M. Any given ailment that participants could have — bronchitis, flu, urinary tract infections — may require a different approach and education. Have nurses noticed if several people from the same facility have the same infection? Is it a hot time of year when dehydration is more likely? Can the social workers send caregivers information about sanitary restroom practices?

Just where does this type of investigative thinking lead? To better care for participants.



WHEN DUTY  
CALLS VERONICA  
GOES INTO  
DETECTIVE MODE

InnovAge teams are putting their insights into action.



Physical therapists realized they could do more to support participants just discharged from the hospital. Physical therapists now work with InnovAge nurses as part of the pressure wound prevention team. They teach self-care and supply seat cushions and other pressure-relieving equipment to participants at the critical moment of hospital discharge instead of after a pressure wound develops.



Clinical teams saw that participants were making inconvenient after-hours trips to the ER for non-emergencies such as a cough or cut. So InnovAge teamed up with DispatchHealth to introduce a house call service in metro Denver. Participants get convenient urgent care in the comfort of their homes.



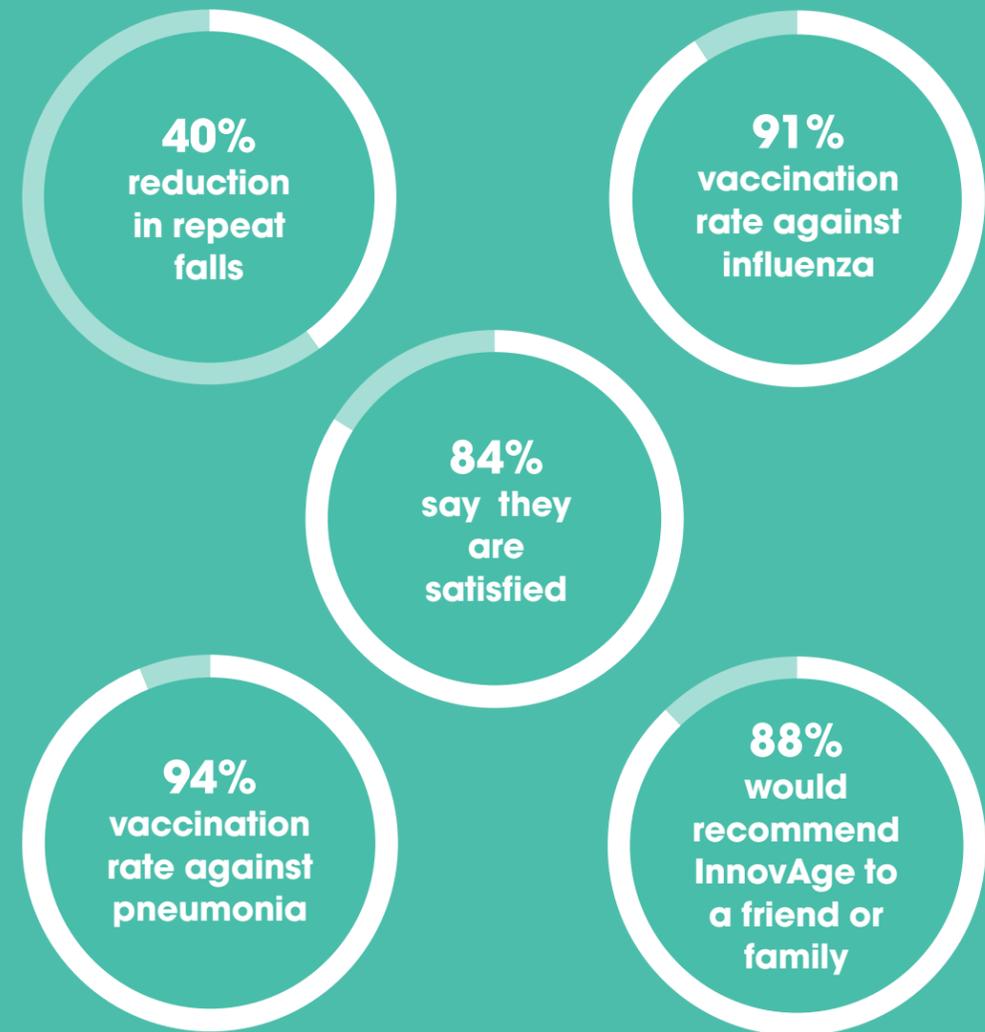
Pharmacists and therapists knew that a variety of factors can cause a participant to fall, but they were missing a key piece of information – the participant’s perspective. They now interview a participant immediately after a fall instead of during monthly reviews. With timely information, providers can quickly determine the cause, make changes and prevent repeat falls.

**InnovAge teamed up with DispatchHealth to introduce a house call service.**



# Results

In the past year InnovAge participants have seen:



Source: InnovAge Quality Assessment Performance Improvement (QAPI) data and InnovAge participant and caregiver satisfaction data for July 1, 2015 through June 30, 2016.

## Finding ways to expand PACE to the places that need it most.

The story isn't new. The boomer-driven growth of the U.S. senior population is one of the biggest demographic shifts this country has ever experienced. At the same time, senior services have lagged. The Program of All-inclusive Care for the Elderly (PACE) reaches less than 4% of eligible seniors across the U.S.

As a strong and efficient organization with expertise serving PACE participants, InnovAge is part of the solution.

InnovAge is finding ways to expand PACE to the places that need it most, such as northern Colorado. Larimer and Weld counties saw their senior population rising 50% faster than the national average, and a new PACE program was just what the community ordered.

The InnovAge Colorado PACE - North Center grand opening on Nov. 10, 2015, drew hundreds of guests from Loveland and local areas, including the three newly enrolled PACE participants. Their number grew to 52 by July. As more families care for elderly loved ones who need nursing home-level care, they are embracing the value of aging in place with support. PACE makes it possible.

This growing awareness of the possibilities of PACE led *The New York Times* to profile an InnovAge participant as part of an in-depth PACE article. The article helped shine a spotlight on PACE and InnovAge. When the article published in August 2016, visits to the InnovAge website more than tripled, and 29 in-bound calls and 10 email inquiries specifically mentioned the article. It's exciting that more seniors and caregivers are learning what PACE has to offer.



**18,959**  
primary care  
appointments  
with InnovAge clinicians



**124 InnovAge**  
buses make  
**1,535 trips per**  
day covering  
**220 ZIP codes**



**3,000+**  
participants  
The total number of  
InnovAge PACE  
participants grew in  
FY 2016 by 13% to 3,155

Sources: InnovAge electronic medical records, participant census records, and transportation, finance, and human resources departments

**↑ 15.5%**  
revenue  
growth

**↑ 8 InnovAge**  
PACE centers  
across 3 states  
4 home care agencies  
2 senior housing

**↑ 992 employees**  
strong  
the InnovAge PACE Center  
workforce grew by 12% = +58  
full-time equivalent positions



**ON-SITE  
DENTAL CARE  
CAN'T BE BEAT**

## **DENTAL PROGRAM**

### **Not just bright smiles. Brighter lives.**

#### **The connection between dental health and overall health couldn't be clearer.**

Gum disease can affect blood glucose levels, heart conditions and rheumatoid arthritis. Uncontrolled diabetes can lead to serious dental issues, such as oral abscesses. For a frail elderly person, that infection can quickly lead to hospitalization.

Most underserved seniors cope with neglected dental care, and access is a leading culprit. InnovAge PACE participants, on the other hand, receive expert geriatric dental care in a familiar setting: their own day centers. InnovAge is among the few PACE programs in the U.S. to offer dental services on site.

For participants, especially those with dementia or mobility challenges, receiving on-site dental care can't be beat. Just down the hall are familiar dentists, hygienists and dental assistants who work with the participant's entire care team. It may be the first time in a decade or more some participants have sat in a dental chair. The best

part for dental teams is when they literally give a participant their smile back. One 93-year-old participant barely spoke, avoided interacting with anyone and hated to leave her house when she first enrolled because she was so embarrassed by her teeth. After receiving care and new dentures, her once-vibrant personality returned and she couldn't stop smiling.

#### **Dental program highlights**

- Good oral health and comfort: These are the goals for those we serve. Many participants have gone without dental care for 20+ years before enrolling in InnovAge PACE, so we provide comprehensive catch-up care for new participants.
- Expert geriatric care means we provide dentures to those who need them, and address a wide variety of conditions common in the elderly, from dry mouth to problems with manual dexterity.
- InnovAge dental teams are busy, providing an average of 12,000 dental visits each year.

# Services

## Adult Day Programs

Come socialize and get the care you need at one of our modern and specialized facilities.

## Home Care/Home Health

Get help with simple chores and personal care, and even skilled and non-skilled medical support.

## Memory Care

Enjoy peace of mind and stimulating day programs provided by our compassionate memory care experts.

## PACE (Program of All-inclusive Care for the Elderly)

Live independently with help from healthcare experts coordinating your care.

## Caregiver Support

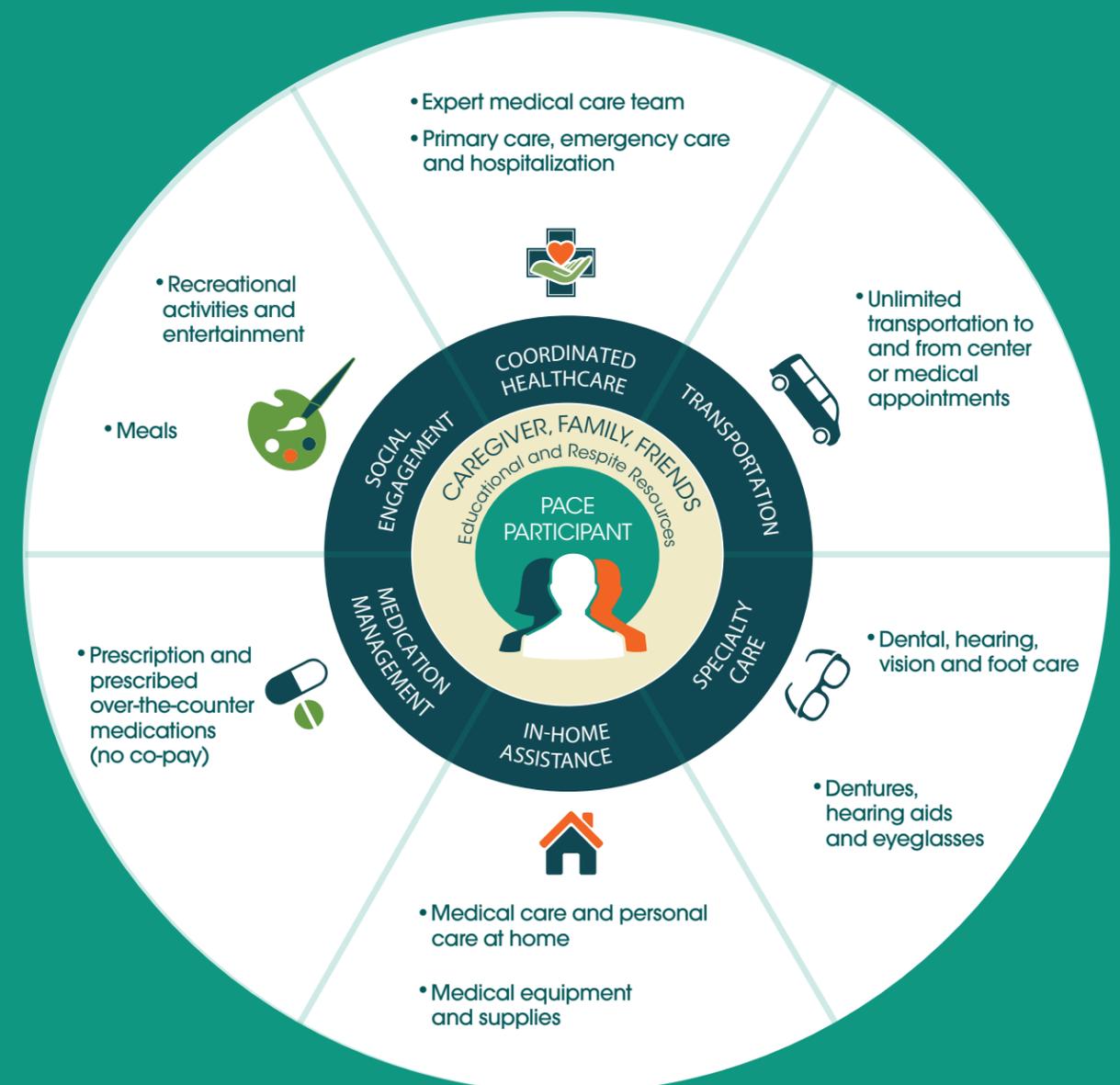
Caregivers need care, too. Access in-home help or respite care.

## Senior Housing

Reside in safe, affordable and comfortable senior apartments in the Denver metro area.

# What is InnovAge PACE\*?

Complete care in one place



\*Program of All-inclusive Care for the Elderly

For the fiscal year  
ended June 30, 2016

# 2016 Financials

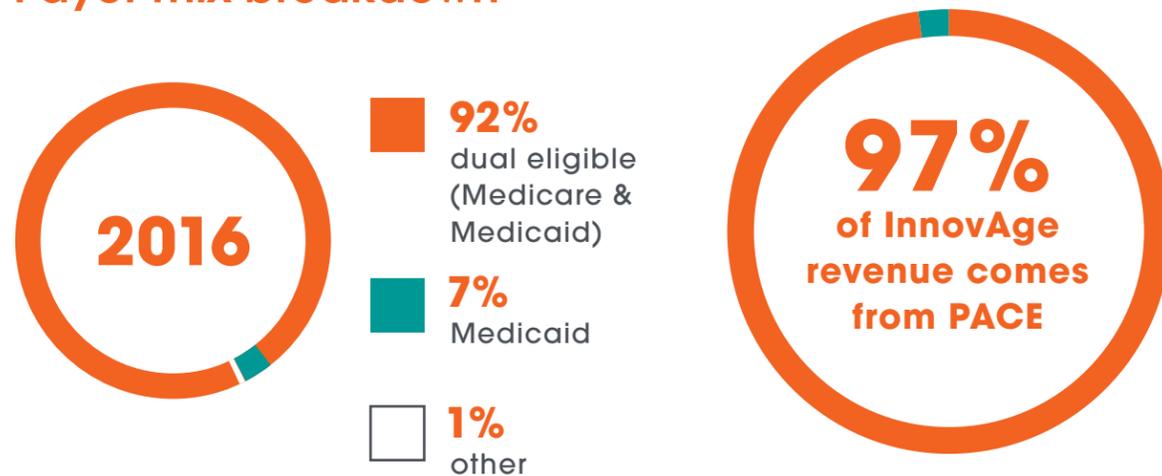
## Statement of operations

**\$ 231,807,412**  
total  
revenue

**\$ 212,899,160**  
less total  
expenses

**\$ 18,908,253**  
operating  
margin

## Payor mix breakdown



## Lives touched by InnovAge

InnovAge Home Care visits	37,400
PACE member months for:	
Colorado	28,288
New Mexico	4,672
California	2,797
Care Navigation (call volume)	16,236
<b>TOTAL</b>	<b>89,393</b>

# Locations

Our services vary depending on location.  
For more information call 888-992-4464 or email us at [info@MyInnovAge.org](mailto:info@MyInnovAge.org).

**InnovAge California PACE**  
San Bernardino

**InnovAge Colorado PACE**  
Aurora  
Denver  
Lakewood  
North Center, Loveland  
Pueblo  
Thornton

**InnovAge New Mexico PACE**  
Albuquerque

**InnovAge Virginia PACE**  
Roanoke Valley (as of April 2017)

**InnovAge Home Care/Home Health**  
Serving clients in Colorado with skilled medical and non-medical personal care services in Denver Metro, Boulder, Cañon City, Colorado Springs, Estes Park, Fort Collins, Greeley, Longmont, Loveland, Pueblo, and Roaring Fork Valley.

**InnovAge Corporate Office**  
8950 E. Lowry Boulevard  
Denver, CO 80230