OCTOBER 2020

The Medtrade Issue

THE LEADING BUSINESS RESOURCE FOR HME & HOME HEALTH PROFESSIONALS

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HME 5 ways to pick an equity partner

IHC Why inclusivity training makes a difference

Special Section HR & COVID-19

Hi, I'm

The Big Box Jumps In

Home Depot & NSM look to make waves in accessibility market

> How coronavirus is changing aging in place



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Dear HomeCare Readers,

We've written in recent months about how the pandemic might change the industry, and that one of the most long-lasting impacts may be a burgeoning cultural awareness of the need to plan for aging in place—especially as seniors and their families realize they may not want to risk being separated by institutional care's infection protocols.

We're not the only ones who have noticed. Home Depot, the country's largest home improvement retailer, has guietly partnered with National Seating and Mobility and launched a pilot program to sell and install



accessibility products through its stores. Home medical equipment providers are already getting pressure from Amazon and Wal-Mart when it comes to selling home medical equipment, and now it looks like more large companies could be entering the fray. Read more in our cover series, which also looks at downsides of aging in place during COVID-19, especially the isolation some seniors are experiencing—and suggests solutions.

This month we've also put together a special section with tips from human resources experts and others on how to tackle training, accreditation, recruiting and retention in this era. Plus, there's a lot more inside.

As I write this, Medtrade still plans to be an in-person conference, so I'll sign off by urging you to visit us at Booth 2345 if you're in Atlanta this November. If the conference goes virtual, check out homecaremag.com for our special coverage.

Thank you for reading,

Hannah Wolfson

BE HEARD

We want to know what you think and how we can serve you better. Send your comments and feedback to Managing Editor Kristin Easterling at keasterling@cahabamedia.com. We'd love to hear from you!

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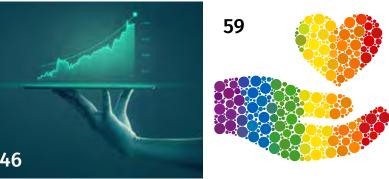


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INDUSTRY NEWS

VERTESS's Coit Earns CBEC Designation

VERTESS, a mergers and acquisitions advisory firm, announced that Finance and Valuation Director David Coit Ir Coit, Jr. recently earned the Certified Business Exit Consultant Designation (CBEC) from the International Exit Planning Association (IEPA).

"I'm excited to now offer our business clients exit planning as an additional value-added consulting service along with business valuation, value growth and M&A consulting. Business owners who plan their

UPCOMING EVENTS

We want to make sure our readers know about upcoming virtual event opportunities. Here is what is coming up through the end of the year.*

OCT. 18-20 NAHC 2020 Home Care and Hospice **Conference and Expo**

NOV. 10-12 & 17-19 LeadingAge Annual Meeting & Expo

leadingageannualmeeting.org

NOV. 19 DHIS 2020 klasresearch.com

JAN. 6-9, 2021 **CES 2021** ces.tech

*Note that as of press time, Medtrade, set for Nov. 2-4 in Atlanta, was still pending as an in-person conference.

exit are more likely to achieve their goals than those who don't." Coit said.

To receive the CBEC designation, Coit completed the high-level nine-week training program that required 30+ hours of pre-course study, 32 hours of extensive curriculum taught by expert instructors in their fields, and a final exam. As an additional requirement, he delivered an exit plan to an owner and submitted that plan to the IEPA's certification committee for review. vertess.com

Numotion Acquires Northland Rehab Supply

Numotion, a provider of complex rehab technology, has expanded into Sioux Falls, South Dakota, with the acquisition of Northland Rehab Supply. Northland was founded in 2000 and over a 20-year period has been dedicated to serving the mobility needs of customers across South Dakota, Nebraska, Iowa and Minnesota. The founder of Northland. Bill Donat. will join Numotion.

This is the second branch for Numotion in the state and is part of the company's larger effort to grow its presence in the area. This follows Numotion's recent announcement of the opening of a greenfield location in Madison, Wisconsin. The Sioux Falls and Madison locations mark 26 branches in the Midwest and more than 150 across the United States.

numotion.com

Carewell Receives Seed Funding

Carewell, an advocate for caregivers and online supplier of home health products, closed over \$5 million in seed funding from the global venture firm e.ventures, seed stage specialist NextView Ventures and early-stage investor Primetime Partners, which was founded by Alan Patricof and Abby Levy to invest in companies that can transform the quality of living for older adults. Mathias Schilling, founding partner of e.ventures, will join Carewell's board of directors, while NextView Partner David Beisel will act as board observer. A group of entrepreneurs and advisors also joined the round, including Chewy.com former

Vice President of Growth Marketing Jason Klinghoffer and Dia&Co's founders, Nadia Boujarwah and Lydia Gilbert.

Carewell co-founders Bianca Padilla and Jonathan Magolnick launched the company in 2015 after Padilla's experience as one of 53 million unpaid family caregivers in the United States. After discovering firsthand the lack of guidance on care methods and products, they established Carewell to be a resource and support network for independent caregivers.

The company has built a loyal customer base and caregiver community by helping users navigate what is often an overwhelming, time-intensive, socially isolating and emotionally exhausting experience. It will use the funds to expand expert-vetted product offerings, simplify ordering and develop educational resources that bring clarity to a confusing landscape. Carewell has filled key leadership positions including: Jeremy Mayes, head of marketing; Josh Miller, director of engineering; Sarah Serbiak, director of merchandising; and Valerie Henderson, director of content and communications. carewell.com

Aetna Partners With Landmark Health

Aetna and Landmark Health have announced a new relationship to bring physician-led services into the homes of Aetna's Individual Medicare Advantage members living in New York state. Service areas will be focused in New York City and Long Island and further extend to Albany, Rochester and Buffalo.

Eligible members will receive access to health services in their homes, including acute and urgent services such as wound care. lab draws. catheter maintenance and adherence to medication therapies, as well as medication management, home safety checks and health screenings. The personalized services also include member access to 24/7 availability from a dedicated Landmark health care provider. Ongoing nutrition, medication therapy, emotional and mental health support will help ensure members receive a comprehensive



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21.6%

According to a Dobson DaVanzo and Associates study, home health care spending is down 21.6% under PDGM.

continuum of care. As part of that care, in-home providers will also share data with members' primary care physicians.

Landmark has seen widespread demand for its home-based primary care services across the Medicare population. Since its inception in 2014, Landmark Health has grown to 48 cities in 15 states and is accountable for over 114,000 patients with chronic conditions.

aetna.com, landmarkhealth.com

Health Recovery Solutions Launches COVID-19 Recovery Plan

Health Recovery Solutions (HRS), a national provider of telehealth and remote patient monitoring solutions (RPM), has announced the launch of its COVID-19 Recovery Care Plan, developed to support providers offering telehealth and RPM to their patients recovering from COVID-19 at home. The care plan will ensure that clinicians understand how to properly leverage telehealth and RPM during the recovery period, both for patients who were treated in the hospital and are recovering at home and for those who have confronted the virus entirely at home.

The number of patients recovering at home from the virus is increasing daily. Those hospitalized and particularly those who required ventilators are the most challenging to support in their recovery. The goal of the COVID-19 Recovery Care Plan is to guide clinicians in the specific care requirements of this growing population; it will help them identify symptoms and address mental health issues, ultimately helping to improve the overall physical function of their patients.

The COVID-19 Recovery Care Plan, informed by a review of the most current literature from the Centers for Disease Control and Prevention, the Johns Hopkins Bloomberg School of Public Health and the British Medical Journal, addresses the specific needs of patients recovering at home. It includes recommended interventions by discipline, a virtual visit guide, the PHQ9 depression screening, symptom survey questions, patient video education from the American Academy of Emergency Physicians and suggested daily biometrics depending on the patients' prognosis and symptoms.

Health Recovery Solutions' client base includes more than 250 health systems and enterprise home health agencies across 46 states.

healthrecoverysolutions.com

Uber Health Teams With Prescription Delivery Service

NimbleRx, a platform providing independent pharmacies the ability to offer convenient online delivery, has announced a partnership with Uber Health to offer contactless prescription delivery from pharmacies in parts of Washington and Texas, with plans to expand to other parts of the country. The service, which is fully integrated with Uber's platform, is live throughout the Seattle and Dallas metro areas. NimbleRx is a two-sided marketplace that works directly with independent and regional pharmacies to utilize its delivery platform and offers consumers a simplified pharmacy experience through multiple online delivery options. Uber Health's direct integration with the Nimble platform is providing consumers with an additional option to receive their prescription deliveries quickly without needing to leave their homes.

Nimble currently offers next-day delivery to 70% of the population of the United States and same-day delivery to 30%. As delivery demand has increased in COVID-19 hotspots around the country, Nimble has seen demand increase from retail pharmacies nationwide, partly due to increased requests from the senior population.

Uber Health is a HIPAA-secure solution that allows its various partners within the health care industry to request nonemergency medical transportation for patients and improve access to care for vulnerable populations, including those on Medicaid and Medicare. Prescription delivery is part of Uber's larger initiative to provide on-demand and scheduled last-mile delivery solutions to consumers and businesses.

In response to growing demand, Nimble implemented several changes to its technology, including enabling delivery for those without a mobile phone, who make up approximately 11% of customers, as well as adding more and faster delivery windows. To date, Nimble has completed over 15,000 deliveries with Uber Health.

nimblerx.com, uberhealth.com

Jet Health Acquires Carrington Hospice Care

Jet Health, Inc., a provider of home health and hospice services, announced the acquisition of Carrington Hospice Care, Inc., an Arlington, Texas-based hospice company. The acquisition marks Jet Health's second in the hospice arena and furthers its strategy to offer hospice care in the home health markets it serves.

Carrington Hospice Care, founded in 2018 by Elsie Johnson and Dorothy Ojirika, serves the greater Dallas/Fort Worth marketplace.



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rampitusa.com/homecare

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86%

of community pharmacists say they plan to offer COVID-19 vaccines when they hit the marketplace, according

to a survey by the National Community Pharmacists Association.

"The completion of this transaction in the Dallas/Fort Worth marketplace demonstrates Jet Health's ability to execute on our strategy of becoming a multiple service line provider of home-based care across the four key home health markets we currently serve," said Jet Health CEO Stacie Bratcher. "By providing our home health patients a choice to remain in our care as they transition to hospice, we will improve the continuity of care and overall patient satisfaction of those we serve."

Funding for the transaction was provided by SV Health Investors and Health Enterprise Partners. Stradling Yocca Carlson and Rauth acted as legal counsel to Jet Health. American Healthcare Capital served as acquisition advisors to Carrington Hospice Care, Inc.

jethealthinc.com

Family Resource Home Care Partners With Great Point

Family Resource Home Care announced an investment partnership with Great Point Partners, a health care-focused private equity group based in Greenwich, Connecticut. The transaction reflects Family Resource's ongoing strategic plans for market share growth, industry consolidation and geographic expansion.

With nine established locations across Washington and Idaho, Family Resource is already the largest independent homecare agency based in the Pacific Northwest and one of the largest in the United States. Family Resource Home Care plans to meet growing demands for at-home and custodial care by expanding its reach, which now numbers over 850 employees serving more than 1,000 clients and their families.

Family Resource Home Care provides services that include but are not limited to personal care such as bathing, dressing and help with medications, meal planning and preparation, light housekeeping, companion care, dementia support and end-of-life, transitional and respite care. The company empowers clients to remain independent and increase support as their needs increase. It has enjoyed many industry honors, including best places to work and client satisfaction awards.

familyresourcehomecare.com, gppfunds.com

AbsoluteCARE Atlanta Wins LGTBQ Health Equity Award

AbsoluteCARE Atlanta announced that it has received the "LGBTQ Health Care Equality Top Performer" designation from the Human Rights Campaign Foundation (HRC). The designation was awarded in the 13th edition of HRC's Healthcare Equality Index (HEI), released September 15. A record 765 health care facilities actively participated in the HEI 2020 survey; 193 earned an "LGBTQ Health Care Equality Top Performer" designation.

"At AbsoluteCARE, our members' care is at the heart of everything we do. We

understand that our members have complex lives, that we need to strive to maintain their trust and that we share the responsibility for their outcomes," said AbsoluteCare Chief Medical Officer Dr. Anoop Raman.

Alphonso David, pressident of HRC, praised all of the participants for their commitment to providing inclusive care for all patients and clients.

"The health care facilities participating in the HRC Foundation's Healthcare Equality Index (HEI) are not only on the front lines of the COVID-19 pandemic, they are also making it clear from their participation in the HEI that they stand on the side of fairness and are committed to providing inclusive care to their LGBTQ patients," he said. "In addition, many have made strong statements on racial justice and equity and are engaging in efforts to address racial inequities in their institutions and their communities."

"Each year, HRC recognizes the health care facilities that participate in the HEI for their dedication and commitment to LGBTQ inclusion. HRC also extends its deepest gratitude to these facilities for their courageous fight against COVID-19 and their commitment to addressing racism and injustice. As the final HEI surveys were submitted in March, health care facilities were kicking into overdrive to meet the challenges of COVID-19. Many faced a lack of equipment, staffing shortages and surging demand," David added.

HEI participants also participated in White Coats for Black Lives demonstrations and announced new programs to address racial inequities in their institutions and their communities.

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GOVERNMENT AFFAIRS

Waiving Budget Neutrality for Oxygen Under Medicare

H.R. 8158

By Kristin Easterling

A 2014 final rule laid the groundwork for a new round of competitive bidding for durable medical equipment (DME), prosthetics, orthotics and supplies. The new model applied pricing derived from highly populated Competitive Bidding Areas (CBAs) to all areas of the country without properly taking into account the fact that it costs more to supply DME in non-bid areas. The prices began in 2016, slashing Medicare reimbursement by over 50% on average.

Further reducing reimbursement is the fact that the Centers for Medicare & Medicaid Services (CMS) applied a budget neutrality "offset" to the 2017 rural fee schedules for stationary oxygen equipment. This provision was originally passed by Congress in the Balanced Budget Act of 1997, years before competitive bidding was enacted in 2003. The regulation was not meant to apply to rates derived from the bid program, resulting in rates that were even more unsustainable in rural communities.

At the urging of Congress, patients and providers, CMS issued an interim final rule in 2018 that provided emergency relief to rural areas until the end of that year at a 50/50 blended reimbursement rate. On Nov. 1, 2018, CMS extended the rural relief until the end of 2020. It is unclear what CMS plans to do after 2020. While the relief was much needed, non-rural, non-CBAs did not receive any help.

LEGISLATION

H.R. 8158 would amend both the Social Security Act and the 1997 Balanced Budget Act to waive the budget neutrality offset for stationary oxygen products. The bill was introduced by Reps. Cathy McMorris Rodgers (R-Wash.) and Dave Loebsack (D-Iowa).

While the payment disparity caused by this offset has been somewhat reduced by legislation and by regulations temporarily applying a 50/50 blended rate to oxygen and other DME products in rural areas, these measures are set to expire on Jan. 1, 2021 or at the end of the COVID-19 public health emergency, whichever is later.

WHAT HAPPENS NEXT? **》**

H.R. 8158 was considered by the Energy and Commerce Committee on Sept. 9, 2020. Committee approval significantly improves prospects for the bill's passage on its own or as part of a larger legislative package.

OF NOTE

The Protecting HOME Access Act of 2019, H.R. 2771, also featured these provisions. That act combines the budget neutrality fix with permanent relief for suppliers in rural and other non-bid areas. Since Congress already provided relief to these areas through the duration of the emergency in COVID-19 legislation, the House Energy and Commerce Committee requested new legislation be introduced to prepare the budget neutrality provision for committee consideration.

DID YOU KNOW?

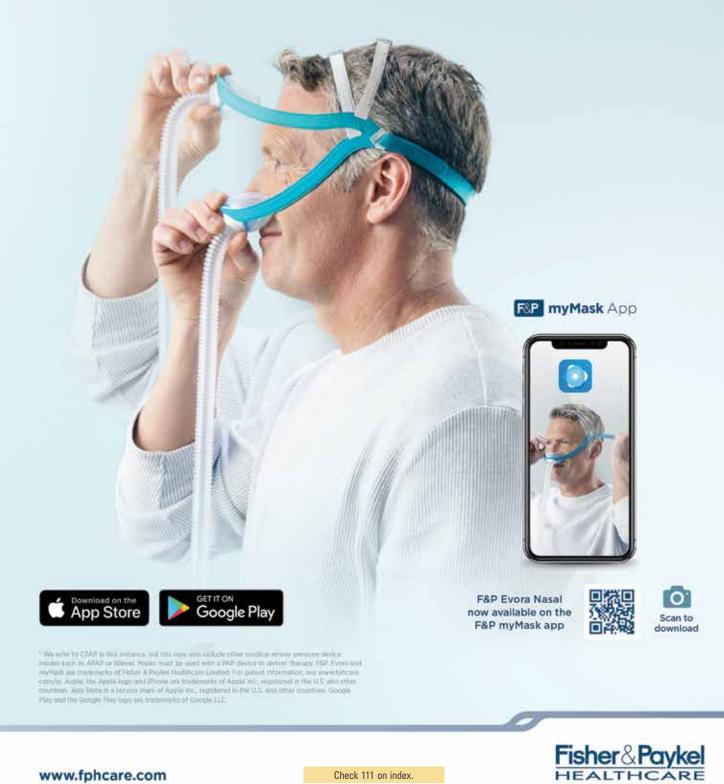
More than 37% of traditional home medical equipment companies have closed or are no longer taking Medicare due to pricing from the Medicare bid program.

(Source: AAHomecare)



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HME: REIMBURSEMENT



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7 changes affecting HME payments

Although home medical equipment (HME) providers are accustomed to constant change, the uncertainties of the pandemic have left them in a crisis unlike any other. The key coping mechanism—adaptability remains the constant for the industry. Knowing that Competitive Bidding Round 2021 is looming and has not been delayed (as of this writing) and that some audits have resumed, HME providers are focused on controlling costs for today while trying to plan for tomorrow. Maximizing reimbursement now is the first step in securing a spot for the future. Let's take a look at some of reimbursement changes that have impacted HME operations.

Telehealth

For now, during the public health emergency (PHE), telehealth visits are permissible. This means that patients who cannot get to a doctor in person are able to get equipment ordered through an audio and video visit. Always document why the patient was unable to have a face-to-face visit and make sure to include COVID-19 in the narrative section of the claim as well as in the medical record information. Expect

audits requesting this information and also remind staff that the best option for the patient is to visit the doctor in person whenever possible.

The question is: Will telehealth stick around after the pandemic is over? While the current administration would like the technology wave to outlast the emergency, whether it does remains to be determined. One striking statistic, as published by the Centers for Medicare & Medicaid Services (CMS) on Aug. 4, 2020, is that "before the PHE, only 14,000 beneficiaries received a Medicare telehealth service in a week, while over 10.1 million beneficiaries have received a Medicare telehealth service during the PHE from mid-March through early-July." CMS included physicians, nurse practitioners, clinical nurse specialists and physician assistants on the list of approved providers.

Regardless of the increase in telehealth visits and the leniency in requirements due to the pandemic, be certain that the items you are dispensing are "reasonable and necessary." This should be documented in the patient's medical record. Further, as mentioned, expect a substantial audit initiative on claims after the pandemic ends.

CR & Other Modifiers

L To inform Medicare that a claim you are submitting involves a COVID-19 related issue, append the CR, or "catastrophe/ disaster related" modifier. This modifier is not new—in fact, it is frequently used for disasters such as hurricanes, tornadoes, wildfires, etc. It applies specifically to the pandemic when an item is dispensed outside the policy requirements.

For example, use the CR modifier in lieu of the oxygen certificate of medical necessity. In addition to appending the CR modifier on the claim, enter "COVID-19" in the narrative. What this means operationally is an extra step during the intake process to ensure the modifier and narrative are added and substantiated as "reasonable and necessary" items are provided. Incidentally, the KX modifier is also still enabled, despite loosened regulations for COVID-19.

3 Prior Authorizations Similar to the loosening of the medical necessity rules, prior authorizations (PAs) and Medicare requirements have been relaxed. In fact, requirements for Medicare PAs for power mobility devices, support surfaces and some prosthetics only resumed in September. During the first months of the pandemic, CMS stated they were not required but a provider was still able, if they chose, to use the Medicare PA process.

4 Audits Another reimbursement challenge is keeping up with the plethora of audits, especially from Medicare. The pandemic

A delay in competitive bidding makes the most sense, at least until the pandemic is over. The last thing we need to worry about is our renewed ability to keep patients out of the hospital during a national health crisis.

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granted a reprieve for providers until Aug. 3, 2020, when some of the audits restarted (durable medical equipment Medicare administrative contractor post-payment audits, as well as recovery audit contractors and supplemental medical review contractors for dates of service prior to the PHE). The targeted probe and educate (TPE) audits have not yet resumed, giving HME companies a little less to worry about—at least for now.

Regardless, continue to conduct your own internal audits, especially since it's well known that CMS will ramp up audits in a serious way after the pandemic ends. In other words, do not get lackadaisical because of the reprieve. Be vigilant about maintaining audit proof documentation and use COVID-19 leniencies when you need to, but substantiate medical need via documentation as stated above.

National Supplier Clearinghouse

Analogous to auditing, the National Supplier Clearinghouse (NSC) paused its site visits and revalidations, etc. In fact, CMS made it easy to enter the medical equipment market by allowing almost no scrutiny from the NSC, including but not limited to site visits. Now that the NSC and accreditation agencies have resumed site visits as of July 6, 2020, HME businesses should be ready for inspectors. In fact, consider the precautions mandated for employees as well as customers before allowing an inspector to enter the premises. They, too, have to follow policies as required by state and local orders.

6 A considerable business influence for many HME companies, competitive bidding Round 2021 is still slated to begin lan 1 2021. In fact, competitive bid single

Jan. 1, 2021. In fact, competitive bid single payment amounts were due out by the end of September. Shortly thereafter, contracts will be sent to the bid awardees. This means contract providers will be planning for the influx of patients, transitioning away

REIMBURSEMENT RELIEF

In addition to the relaxation of specific requirements during the PHE, CMS also increased allowables, including these temporary changes:

- Temporary suspension of 2% sequestration—this is automatic, suppliers do not need to take any action to receive this money.
- Increase in allowables/fee schedule rates (to 75% adjusted and 25% unadjusted rates) for Items that were reimbursed at 100% of the competitive bidding adjusted fee schedule in non-rural/non-CBAs. This started March 6, 2020 and will last through the end of the PHE.
- 3. Append the KE modifier for manual wheelchair option codes and certain complex manual option codes (in order to receive the higher allowable).

from one provider and over to another. For those not contracted with Medicare for competitive bidding, how will they handle both "grandfathering" and new patients they can no longer service?

The main concern is for patients and their continuity of care. Access for new patients may be a real threat, especially if providers cannot stay in business, even if the awardees are contractually mandated to serve all Medicare recipients in their awarded categories. A delay in the next round of competitive bidding makes the most sense, at least until the pandemic is over. The last thing we need to worry about is our ability to keep patients out of the hospital during a national health crisis.

Other Insurance

Although this article addresses CMSrelated matters, the trickle-down impact on other payers is significant and should be considered as well. Audits by payers other than Medicare are surging and HME providers should bolster their compliance departments to handle the influx, even during the pandemic. Furthermore, unpaid claims and passing the buck to a secondary or tertiary payer is real. Approving authorizations and denying claims thereafter is running rampant.

Denials for submitting claims to the wrong payer are commonplace and thus, insurance verification has become an analytically-minded task where it once was straightforward and simple. Allocating key staff for these positions and managing the contractual and other relationships with payers are essential today. Sophisticated team members are needed to withstand the pressure associated with reimbursement in today's often confusing and conflicting third party environment.

A Moving Target

As you can tell, adaptability, flexibility and the need to change on a dime are all part of the current HME landscape. From moving to a work-from-home model to working with relaxed and then retightened rules, along with audits and site visits and more, it is an understatement to say that reimbursement is a moving target.

The key is to stay nimble and ensure that your staff remain closely tied to CMS and other payer changes. Remain an active participant in state, regional and national associations. Work in tandem with payer relations in the organization and meet to discuss the operational impact of the constant revisions to the reimbursement guidelines. The bottom line is: If you can handle this, you can handle anything.

Miriam Lieber is president of Lieber Consulting, LLC, and a member of HomeCare's Editorial Advisory Board. Visit lieberconsulting.com.

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IN-HOME CARE: MEDICATION MANAGEMENT

Let's Ditch DIY Drug Dispensing

Remote pharmacy option frees seniors from being their own pharmacists

COVID-19 continues to rage across the country, changing life as we know it. While doctors and scientists are searching for medical solutions, individuals have sought out alternatives to regain a sense of normalcy and routine. This includes the way people shop, conduct business and, most importantly, how they take care of themselves and their loved ones.

For young, healthy Americans, the main concern has been preventing themselves from getting the virus while still concentrating on earning a living and living life as normally as possible given the circumstances. But the pandemic has hit seniors, who are among the most vulnerable to COVID-19, particularly hard as lockdown restrictions and social distancing have threatened their independence and have made them feel more lonely and isolated than ever. Seniors have struggled to adapt to the current world, and it is important not to take focus or attention from them in this time of need.

With more than 16 million seniors in America living independently, it is a challenge to keep them independent and out of nursing homes for as long as possible, especially when communal living facilities have become rapid hotspots for the novel coronavirus—and some of the most deadly. One way to keep them safe at home is through remote medicine and remote caregiving when it comes to prescription management.

Seniors face five key medication challenges that need to be addressed:

Delivery: Elderly people not only feel less

comfortable venturing out to the store, but sometimes also forget to fill their prescriptions, possibly leading to medical complications.

- Prescription organization and packaging: Customers should not have to be their own pharmacists when organizing and receiving their medication.
- **Reminder systems:** Anybody might miss a dose once in a while, but seniors require additional assistance to ensure they remember which dose to take when.
- **Involved and engaged family**: Family is crucial to help seniors maintain better medication adherence.
- Lack of remote communication with the pharmacist: With some seniors taking 10 or even 15 different medications, they



need to have access to pharmacists when they are not comfortable going out.

Let's address these in more detail.

Delivery

Statistics show that 20%-30% of prescriptions in the United States never get filled or picked up. While this could happen for a variety of reasons, it should never be because an elderly person simply forgot to drive to the store to pick it up or was unable to do so. Today, seniors who are encouraged to self-isolate deserve to have their medication brought to their homes to ensure they are maintaining their health and independence.

Packaging

With most pharmacies today, patients need to sort their own medication into daily or weekly dosages. This can be incredibly difficult and overwhelming for the elderly, as some take up to 15 different prescriptions a day. Due to the pandemic, seniors may not be able to have a family member or caregiver come to their homes to help them sort their medication for fear of exposure, leaving them to do it alone. This not only overwhelms but also endangers



users, leading to thousands of deaths a year due to accidental nonadherence to medication schedules and dosing.

Reminders

3 The current pharmacy system lacks measures to ensure that patients are remembering to take the medication they are prescribed. As seniors age, they can become increasingly forgetful, but when it comes to their medication, they cannot afford to forget to take something or forget whether they took a drug, potentially leading to double-dosing. They deserve a better way to have this managed, and pharmacies should offer solutions and devices that will alert them.

Family Involvement Family members will always want to play a role to ensure that their loved one is taken care of, and medication management is no different. Family members want to be notified in real time whether their parent or grandparent is adhering to prescribed medication regimens and also want clear, accurate data on their medication intake habits. Offering this will empower and encourage family members to be more engaged in the lives of their elderly loved ones.

Communication

J Lastly, seniors need better communication capabilities with their pharmacist via telehealth. With many seniors taking more than five pills per day, they need to remain assured that no medication conflicts with another, and they want someone there to walk them through their daily prescription regimen. This service should come as standard and delivered in a way that seniors will understand how to use it properly. Many seniors are tech-savvy, but care should be taken to also reach the tech-averse. Additionally, the pandemic has shown the great possibilities that telehealth can have, and pharmacies should implement these solutions to better communicate with their patients.

Conclusion

Seniors today need an all-in-one pharmacy solution that can address and solve the key challenges they face. Pharmacies need to step up and implement new technology to offer better services while providing them at no additional cost to the customer. They need to also work and be compliant with a variety of medical insurances including Medicare to allow any customer to use this service. HC

In 2007, Eran Shavelsky founded MedMinder, a remote pharmacy that delivers prescriptions nationwide to seniors in pre-sorted trays that fit into the telemedicineenabled pill dispenser. The device reminds patients when to take their medication, sends alerts if they fail to do so and allows users to connect with their pharmacists remotely via videoconferencing.

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ROAD MAP: BIAS TRAINING



By Angelo Spinola (left) & Wren Williams (right)

Don't Judge a Book by Its Cover

Recognizing & addressing our implicit biases

You have heard the expression, "Never judge a book by its cover," but is it actually possible to follow that command?

It is safe to say everyone engages in both conscious, controlled thinking and in automatic, involuntary thinking. Automated cognitive processes allow us to quickly form impressions and make judgments with limited information. Automated thought processes, which evolve over a lifetime, allow us to organize what we learn and experience into mental structures called "schemas," which help us make sense of our complex social world. Schemas take little cognitive energy to influence expectations, driving the way we perceive individuals, groups and the world. Our brains prefer this autopilot mode wherever possible, encouraging us to infer connections even when there are significant gaps in our information. Ultimately, humans' default mode is to judge books by their covers—and we don't even know we're doing it.

Recognizing & Combating Bias

Automatic thinking is often unavoidable, and it is useful to recognize that this function is not inherently harmful or wrong. Most of us can acknowledge that there are times when we must trust our guts or fill in the gaps to make quick decisions under pressure.

However, activation of our schemas can unintentionally lead to negative social consequences; that is, a schema can be created that has been conceptualized by or implies a form of bias and it may lead to negative behavior. The recognition of adverse social effects at both an individual and an organizational level is essential in addressing and combating implicit biases within ourselves and in the workplace. It takes diligence and motivation to become aware of subconscious bias, as it comes in many forms. Below are some strategic steps you and your organization can take to fight these biases.

Bias in Hiring

First, implicit bias can be challenging to recognize, as it may not always align with the explicit and declared beliefs of an organization. Consider a male CEO who has sole approval on leadership hires. He openly advocates gender equity in the workplace, but the company has no women in leadership positions. Bias does not require intent. It is possible the CEO has no intention of disallowing female leadership roles, but instead has been primed to subconsciously feel that men have more desirable leadership qualities than women. This priming could lead the CEO to unknowingly be drawn to the resumés of men and those containing more masculine verbiage, therefore blocking qualified female applicants from advancing.

A practical move to combat adverse effects arising from situations like this might be to change hiring practices to include more people in the decision-making process. Are there any stages within your recruitment or hiring procedures where there are a limited number of decision-makers? Think about how the individuals holding these roles are making their decisions.

Another tip would be to implement uniform guidelines that encourage meritbased decision-making. A predetermined list of interview questions could be helpful as well. And consider implementing a grading model that gives points for specific answers and takes away points for unsatisfactory answers or responses that fail to address comments or ideas that the candidate should have caught. The process can thus be less subjective than declaring "I just liked him better" or "she isn't a good fit."

Bias in Training

Sometimes people unconsciously seek information that not only aligns with their declared beliefs but reinforces them. In this case, you may engage in actions that elicit

Implicit bias can be challenging to recognize, as it may not always align with the explicit and declared beliefs of an organization.

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expectancy-confirming behaviors from those around you, especially subordinates. This behavior creates a self-fulfilling prophecy and can have grave effects on a workforce and morale. No matter your position, expectations influence what you perceive, which can be dangerous when driven by a biased schema.

For example, in one study, participants assigned as job trainers for a virtual computer training program were shown photographs that had been manipulated to depict trainees as either obese or average weight. Trainers initially expected poor performance from the "obese" trainees, referencing stigmas such as laziness and low work ethic. The trainers did not know that there was no discernable difference in performance between the two groups of trainees. Observations revealed that the trainers who initially held low expectations-stemming from a negative bias about obesity—treated this group more negatively during the training session, thereby affecting the quality of the interaction. Despite no difference in performance, those participants portrayed as obese ended with more negative evaluations after the training than the other group.

Considering the ongoing pandemic, you've likely made some decisions based on your limited virtual contact with others. With a subjective evaluation process, like the virtual training program described above, these decisions could have adverse effects. Strategic implementation of impartial policies and procedures can reduce bias and positively influence how your employees treat their colleagues, patients and prospects.

Other Steps

Company culture and values also affect how employees and leadership address bias in the workplace and help prevent it. It is essential to keep the lines of communication open with employees. Those who have experienced or have witnessed biased or discriminatory behavior should have a safe way to come forward and solutions should be made available. Encourage your staff to engage in discussions and solutions. Employees will appreciate that their experiences and concerns are supported and that the organization is open to their insights. Executive leaders should be trained to tactfully address the concerns of those who may have encountered bias.

Being motivated to reinforce conscious strategies requires everyone to stay diligent in policing their own implicit biases. Reflect on how many times you have assumed something about someone's personality based on their physical characteristics. Everyone does it—but once we become aware of a thought that's probably derived from a stereotype, it is important to turn the spotlight on ourselves and be willing to hit the pause button when forming first impressions. We must be motivated to analyze our snap judgments, reflect on our perceptions and hopefully prevent a potentially negative consequence.

Begin with identifying how you "know" what you know. If you cannot come up with a clear answer, your judgments likely came from implicit bias. Searching for information that contradicts your initial perceptions will also help you to gain a more accurate understanding of the situation. Once you're aware of questionable or harmful assumptions, actively work to identify any positive traits, even if they contradict what initially came to mind.

With the brain hardwired to be on autopilot, we must have a conscious desire to engage in analytical thinking. We all owe it to ourselves and to our colleagues to look beyond the cover of the book. HC

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HomeCare HEROES

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AGING IN PLACE



Let's Do This

The Home Depot jumps into accessibility market in partnership with National Seating & Mobility

By Hannah Wolfson

For decades, seniors looking to stay in their homes longer had to turn to local options to make their homes more accessible and comfortable, whether they needed a ramp to get in the door, a stair lift to help them upstairs or simple modifications like grab bars and walk-in showers. They'd either reach out to independent contractors or companies providing accessibility products or, in the best case, turn to their local home medical equipment (HME) provider to figure out their home modification needs. Now, they may head to The Home Depot. The country's largest home improvement retailer recently launched its Independent Living program in partnership with National Seating & Mobility (NSM), offering in-home consultations and equipment installation. The goal is to make independent living accessible to more people—not just by selling to them, but by showing them their options for aging in place.



Bill Mixon, CEO of National Seating & Mobility

For now, the program is available in a few stores in about four states, but is expected to expand based on demand.

The effort was designed to reach a growing senior market; by 2030, one in five Americans will be retirement age, and 90% of Americans 65 and older want to remain in their homes as they age, said Scott Bomar, senior vice president of Home Services for The Home Depot.

"Clearly, there is a significant need in the growing independent living population—people like our parents, our friends or other family members who want the independence of staying in their homes but need modifications to stay safe," Bomar said.

What They Offer

The program started quietly this summer and is in about 10 stores in New Jersey and Missouri because demand is high in those areas, said Bomar; The Home Depot and NSM would like to expand nationwide based on interest.

For now, the retailer offers users a free in-home consultation—those can run from 45 to 90 minutes—and in-store information about accessibility equipment, which then can be installed by NSM's team after the home visit. Installation for modular, portable and full-size ramps indoors or outdoors is part of the program, as are ramp decking, stairlifts, and more. Other products and install options are likely to come down the road.

"Currently, we offer installation of stairlifts, vertical lifts, ramps, door openers, and grab bars, and we plan to offer other programs such as bath and kitchen modifications and electronic monitoring in the near future," Bomar said. "With the speed of innovation in technology and home improvement, there are so many possibilities to help our loved ones continue to live at home while also emphasizing safety, comfort and great design."

New Paths for NSM

The program offers a big visibility boost for NSM, which has been long known for its work in complex rehabilitation technology and has reached into the broader mobility market in recent years. The company was founded in 1992 and has grown from five locations to branches across the country. Its regional warehouses stock a full inventory of indoor/outdoor stairlifts, wheelchair lifts, ramps, vehicle lifts, door openers and bath products.

"Over the last several years we have expanded our mobility solutions portfolio

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percent of Americans age 65 and older want to age in place.

to include a wide range of simple to complex mobility equipment, home and vehicle accessibility equipment, home modification capabilities and maintenance and repair services," said NSM CEO Bill Mixon. "This comprehensive approach allows NSM to assist clients in all aspects of their lives, and our service offerings and expertise can also readily support the population of individuals who simply have a need and desire to grow old at home."

The company currently has almost 1,000 employees in homes each day in all but four U.S. states, either conducting assessments or delivering equipment. The lesson they've learned, Mixon said, is that many homes aren't designed to allow residents with declining or limited mobility to live independently.

"We see many homes that are not adequately equipped to support the independence of an individual with declining or limited mobility," Mixon said. "Education and access to resources supporting independent living solutions in the home can prepare and equip these individuals to proactively make the changes needed to support their future needs."

Target Audience

The Home Depot, like other big box retailers, already offers a variety of HME at its e-commerce site, including bed rails and privacy screens and even non-homerelated items like pill dispensers and oxygen carrying bags. It also sells a range of EZ- ACCESS ramps and mobility devices from Drive and Stander. But with in-store displays and in-home consultation, the home improvement giant is planting its flag firmly in the territory of local HME providers.

They're not the first. BestBuy launched its Assured Living program, a contracted monitoring system for seniors, and also sells a range of products online under the "Aging in Place" category. Amazon execs have met with AARP and toured assisted living facilities to suss out the market potential of aging in place technology and products.

When it comes to The Home Depot, don't be surprised if you hadn't yet heard about the program. The company hasn't been advertising Independent Living far and wide. In fact, it's running a targeted campaign online as well as promoting it only in stores offering the services.

"We're fortunate to have loyal customers who turn to The Home Depot first for their home-improvement needs—mobility and accessibility solutions included," Bomar said. "In areas where we offer these services, customers will find prominent in-store signage and knowledgeable associates who can speak to our offerings."

People who look for modification information online will also see paid search advertising pushing them to the program's website, homedepot.com/ independentlivingservices, where they're then prompted to enter their zip code to see if the program and services are available in their area. The project was already in development before the pandemic hit in March; Bomar said that the growing demand for aging in place driven by the novel coronavirus has been a benefit—and may lead to faster growth than initially planned.

"We have certainly seen a rise in interest, as aging homeowners are even more determined to remain in their homes. Given the heightened demand, we are working hard to accelerate our expansion in order to serve customers across the U.S."

Mixon said the partnership worked well for NSM in part because the two companies seemed a good fit, with similar approaches to customer service and to leadership. Ultimately, he said, the goal is to make independent living accessible to more people—not just by selling to them, but by showing them their options for aging in place.

"By leveraging the strength of collaboration, and our areas of expertise, we can enhance quality of life through independence for this growing portion of our population," Mixon said. "The success of this campaign is tied to our ability to educate, inspire and assist the aging consumers or those with limited mobility to take proactive action in measures that will support their independence, safety and overall quality of life."

Hannah Wolfson is editor of HomeCare magazine.

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Trust Technology to Bridge the Gap

How aging in place is changing in the time of COVID-19

By Cindy Gaines

The coronavirus pandemic has altered life for all of us. But for the elderly and other vulnerable populations, 2020 has been even more tumultuous, frightening and isolating.

COVID-19 has impacted how seniors and their families envisioned their aging journey and their perceptions of aging-inplace. Before COVID-19, more than 75% of retirees reported wanting to age in place as long as possible. But being isolated in one's home while social distancing for prolonged periods of time can come with debilitating loneliness, which can lead to serious health issues in itself. To make matters worse, many seniors postponed elective surgeries or proactive care, setting up a future wave of patients who will have post-acute homecare needs or may have been without care for an extended period of time.

Despite the challenges, aging in place should remain a viable option for able seniors. The question becomes: How do we make sure they do so safely and happily during the pandemic, and what should home health professionals know about their evolving role in patient care?

One answer is the increasing role of technology. Though not new, telehealth and remote patient monitoring use skyrocketed in 2020, morphing into a care delivery model that is here to stay. Today's solutions can help keep seniors connected to their families, homecare professionals and physicians, empowering them to remain in their homes with limited exposure to COVID-19. By combining traditional homecare models with the advantages of modern telehealth, proactive care that keeps patients out of hospitals will improve—and staff safety and patient outcomes will, too.

The Calm Before the Storm

Home health professionals have been unsung heroes during the pandemic, risking their own health by visiting patients' homes. In a survey by the National Association of Home Care & Hospice (NAHC), more than 40% of home health agencies reported serving actively infected COVID-19 patients in April. Nonetheless, the virus still caused a significant dip in home visit volume in the short term, as many patients canceled visits due to both the hands-on nature of homecare and also the suspension of elective surgeries that typically require follow-on homecare.

This reduction in demand resulted in 85% of agencies reporting revenue loss in the NAHC survey, with an average decrease of 15% to 20%. Ironically, as the country adapted to the initial wave of the virus, care delivery at home was pushed into the spotlight as a critical element in the next phase of the fight against COVID-19. Homecare will inevitably become a viable way to keep patients out of the hospital and has incredible potential to provide essential support—but what does the future patient population look like, and how can both staff and patients be kept safe?

Demand for Post-Acute Care Expected

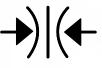
Because nearly all non-COVID-19 related care took a backseat across the nation and elective surgeries were paused, home health and home medical equipment professionals expect to face a more acute population to care for in the long term. Managing a high volume of patients who have put off their regular care for months or will be recovering from a long-overdue surgery could prove to be overwhelming for homecare. For example, home health agencies often help patients with wound care to prevent infection. If this care was discontinued or postponed for

of retirees reported wanting to age in place as long as possible.



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Home health professionals have been unsung heroes during the pandemic, risking their own health by visiting patients' homes.

months, patients are at higher risk of complications and increased vulnerability to the effects of the virus.

In a push to keep patients healthy at home, connected technology can help keep both homecare professionals and seniors safe. Using wound care as an example, a homecare specialist would be able to observe the condition of the wound via a high-resolution camera, determine if it is infected, assess whether it needs to breathe or requires a particular ointment, and potentially even teach the patient or family how to dress the wound. This helps eliminate COVID-19 exposure while maintaining visibility into the patient's condition.

Telehealth's boom not only means new lines of business for home health providers, but also empowers proactive care delivery and, ultimately, leads to stronger patient outcomes. While health care stakeholders and policymakers may have missed the opportunity to invest in home health during the initial COVID-19 spike, reimbursement conversations around telehealth continue, and there is promise for home health providers as they look to adopt telehealth into their practice standards.

Health Technology on the Rise

While some may dismiss seniors' comfort level with technology, the truth is, seniors repeatedly demonstrate their ability to leverage technology to manage their health, increasingly adopting a digital mindset. Americans age 65 and over reported a desire to use digital health more than other consumer age groups in an Accenture study, and this age group is increasingly willing to share data from wearables or apps with their health care providers. As the perception of older adults as tech-averse changes in the age of COVID-19, the health care industry's engagement strategies also need to adapt to better support this generation's desire to safely age in place.

With care delivery increasingly expanding beyond the hospital's four walls and into patients' homes, the ability to manage the complex needs of a growing aging population depends on embracing seniors' comfort with the digital world. Navigating COVID-19's impact means improving the ability to reach patients where they are and equipping seniors and their families with the right tools to keep them healthy at home. Connected care solutions—such as telehealth and remote patient monitoring technology—will be key in managing the conditions of aging patients while keeping costs under control. During COVID-19, 91% of seniors using telehealth to gain access to care reported having a favorable experience in a poll conducted by the Better Medicare Alliance, and 78% said they would be likely to use it again. Telehealth visits not only help seniors feel confident that their health is in check without an in-person visit, but also empower them to manage their health independently at home. By bridging traditional clinical settings and homecare with technology, these solutions also allow for better optimization of scarce resources, enhance staff and patient safety, and help achieve the personalized care that seniors have come to value.

The Future of Homecare Relies on Technology

COVID-19 added more complications and considerations to the desire to age in place. Home health care will continue to be front and center as caregivers work to manage the health of vulnerable populations, for which timely and personalized care is critical. However, the future of home health's role in patient care relies more on the use of connected technology than ever before.

Health care stakeholders need to embrace seniors' increasingly digital lifestyle and identify ways to tailor care while offering safe options that limit exposure risk for both patients and staff. Only then will seniors feel empowered to age in place with confidence during this challenging time.

Cindy Gaines, MSN, RN, is chief nursing officer and clinical leader for Population Health Management at Philips. She has over 28 years of health care experience, including as chief operating officer and president of administration for a health system in Kalamazoo, Michigan. Gaines has led the integration of patient care across the care continuum and integrated program requirements of third-party payers.



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One Is the Loneliest Number

How partnering with adult day services benefits homecare providers & patients

By Israel Lavrinoff

Loneliness has been hitting Americans harder than ever. The coronavirus pandemic has brought new challenges and issues to people of all ages, leaving portions of the country under lockdown with heavy restrictions to slow the spread of the virus. No group has been harder hit than seniors. This vulnerable population is now dealing with issues that they never imagined would happen. Will a walk around the block result in serious illness? Will a trip to the grocery store end in hospitalization? Will hugging a grandchild lead to SARS-CoV-2 infection? Everyday tasks that a senior could easily accomplish pre-coronavirus can now seem to be a matter of life or death.

Compounding the practical impediments to regular functioning in the senior population is loneliness. Visits from family and friends virtually ceased, and seniors could no longer attend birthdays, weddings and other important celebrations. A daily walk became a dangerous activity, limiting seniors' access to sunlight and vitamin D. The isolation felt by the world has been the hardest for homebound seniors, who may not have the technological skills to navigate the video calling services used to connect with others virtually.

Loneliness is not just an emotional concern; it physically impacts seniors' health. Chronic loneliness can shorten one's life span by as much as 20 years, accelerating dementia, anxiety and problems with physical health. Loneliness also has a negative impact on seniors' immune systems, increasing inflammation and decreasing antiviral activity, making them more vulnerable to illness in general and to COVID-19 in particular. In terms of mental health, loneliness is associated with depression and psychological distress. Unfortunately, seniors have the highest suicide rate of any age group, comprising almost 1 in 5 suicides. Isolation compounded by the pandemic can be a catalyst for depression, making loneliness a real threat to seniors' wellbeing.

A Case Study

Here's one example. Six weeks after Oasis Day Center shut down under the public health emergency, one of our senior clients gave us a call. With no family nearby and no homecare aides, he had seen almost no one since he was last at the center. Visiting him brought a shock; the six weeks alone left him looking like he aged a decade. Speaking to us from his porch, he told us spending time without others was definitely taking its toll.

This particular client didn't have routine home health visitors, so his contact with others was very minimal; even those who do get visits by clinicians and caregivers may go months without seeing family and friends. Unfortunately, depressed and lonely clients can be harder to work with than their happier counterparts, as some depressed seniors lose motivation to be physically active or keep up with their medication regimens. This is where adult day cares and homecare providers can work hand in hand.

Social connection is a critical factor in better overall health for seniors with hearing loss

When it comes to untreated hearing loss, one of the biggest contributors to declining overall health is a lack of social engagement.



The key to enhancing care for seniors lies in understanding the options available to address issues like this one.

At Hamilton[®] CapTel[®], we've compiled some compelling research and information for senior care professionals on the topic of hearing loss as it relates to social isolation and social engagement.

Social Engagement and Hearing Loss

This white paper explores the studies and data that connect hearing loss to other health conditions including social isolation, anxiety and



depression - and how effective hearing loss treatments can help patients increase their overall quality of life.

Download the white paper at: HamiltonCapTel.com/HCM1020

Get the latest research and information from Hamilton CapTel



Social engagement is more important now than ever. Get the latest research and information shaping the future of hearing healthcare for seniors at HamiltonCapTel.com/HCM1020

Check 112 on index.

A Possible Solution

Noting that our isolated client was having trouble navigating a new, virtual world, we helped connect him to a home health aide. Other aides—who can be a senior's eyes and ears and a trusted guardian and friend—have been increasingly calling us to arrange social calls with their clients. Adult day cares are leading the way in keeping older adults connected, with many centers delivering meals and activity kits and arranging daily calls and social teleconferencing. By bringing the social aspect of the day care to seniors in their homes, we are working together with our partners in homecare to alleviate the epidemic of loneliness that is impacting seniors. And because the coronavirus pandemic has been financially difficult for many Americans, adult day cares have been working to ensure that seniors and their families are aware of the full range of government benefits they are entitled to, particularly now.

I predict that, even if the virus passes, the role of adult day cares will grow in importance. As families become more reluctant to send their elderly members to nursing homes, aging in place is becoming an increasingly attractive—and safer—option for seniors. Day care has the ability to engage seniors with either in-person or virtual programming, which is helpful for alleviating loneliness. For seniors living with their families, day care can provide a source of quality interaction with peers and medical experts while adult children are occupied working from home.

Furthermore, seniors are hospitalized less frequently when they are in a care environment, and adult day care is one of the easiest ways to create that environment while allowing people to remain in their homes longer while remaining safe and engaged. Leaders in the adult day care industry understand the significance of this service, and are working with elected officials and insurance providers to ensure that adult day care becomes accessible for all seniors that are interested.

With the stakes of the loneliness epidemic so high, we can't afford to let our most vulnerable population feel isolated and alone. Working together, homecare providers and adult day care centers can ensure that our elderly can peacefully and comfortably age in place. HC

Israel Lavrinoff is the founder, director and CEO of Oasis Day Center, established in 2019. He is an EMT and a chaplain with the New York State Chaplain Task Force and has a mission to transform 20% of health care a year.

Another Tool to Fight Loneliness: Robotic Pets

Robotic pets are a relatively new entrant into the senior care and memory care space. Joy For All launched its first Companion Pets with Hasbro in 2015, and the company has since worked on several research projects and studies on how the pets combat the epidemic of loneliness among seniors. Ted Fischer, president and CEO, gave HomeCare an update.

HOMECARE: How might artificial intelligence/robotics help people remain at home longer?



FISCHER: Since the outbreak of COVID-19, one positive is that the epidemic of loneliness in the senior population has come to light. And all these safety measure put in place to protect older adults are further isolating them.

We've been focusing on the epidemic of loneless way before the pandemic. It's a problem that's front and center, and one of the things we're committed to is helping end that in some way. So as the pandemic struck, we had relationships with several states. They told us we have a problem that went from A to Z overnight because we cut off the peer interaction, we cut off the family interaction, and in some cases, we cut off the caregiver interaction. We're seeing that our products are being passed out by Agencies on Aging to those in need.

We're part of a program in Florida where you can get a pet or you can get a tablet. The tablet can help a ton with video calls. For others, it's not going to be 24/7 you're on this device, so you have the Companion Pet. In this use case, I think we're helping people who would otherwise be really lonely or isolated with at least some joy and happiness.

HOMECARE: How is the AIRES Project going?

FISCHER: We were originally awarded that grant back in our Hasbro days, with Brown University and their Humanities Center of Robotics Initiative. The grant is probably two-plus years in. We've done quite a bit on the research side, trying to figure out if we are to add artificial intelligence (AI) to the platform, what would that be and to what end? Why would we add it?

One of the things we've been enormously protective of is some of the magic that occurs between our product and the end-user is in the simplicity. You don't really need instructions for the product. You take it out of the box, name it Fluffy and the magic starts. We don't want to ruin anything about that relationship, and we think that's the most important piece. We went into this grant process with Brown with the idea that we aren't adding AI for the sake of AI. We want to make sure it fits in with our product and what the product was intended to do—how we thought about what brings joy and happiness and makes meaningful connections.

HOMECARE: What are some additional goals that have occurred from the partnership?

FISCHER: The whole intent of AIRES was to figure out some simple daily weekly tasks or things that are bothersome in some way that our product in a connected form might help alleviate or eliminate. A lot of people are saying, "Your cat should give pill reminders!" But, would a real cat do that? Probably not, but our cat might.

I know that pill reminding is a great

and wonderful thing and I don't want to undermine that. We want to maintain the sanctity of the relationship with the person and I don't want to be aggravating the person by adding something that will take away from that relationship. We want to know if mom or dad wakes up every day and by 10 interacts with the pet. Is there a cadence to that? How many times during the day? So you start thinking about the meaningful implications of that, to a family member, that could be very valuable to know.

HOMECARE: Do you think robotics/ technology will eventually replace trained health care providers?

FISCHER: At a 50,000-foot level, I don't see it. One thing I love is this is one of the most authentic marketplaces I've ever been part of. I find that compassionate

people drive the innovation in this space. I can't see AI or robotics of any kind replacing that compassion of the incredible people in this space with our older adults. Can it enhance, can it help can it improve? Absolutely.

We get excited that our products give caregivers a little more time to do things for their loved ones because when they're engaged with the pets, they don't require the full hands-on attention. So they get 30 minutes to go something for their loved one rather than being tethered due to agitation or memory issues. There will be continued innovation to enhance the interactions or enhance the important work that needs to be done. But I never see it being replaced.

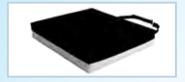
Read the rest of Fischer's interview at homecaremag.com/robotic-pets.



Check 122 on index.



Your Trusted Solution for All



Protekt[®] Foam Cushion HCPCS E2601

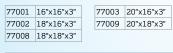
- Helps in prevention & treatment of pressure sores.
- High density polyurethane foam. Breathable and comfortable stretch cover.
- Safety buckles keeps the cushion in place.
- 1 year warranty. Weight Capacity: 250 lbs.

70	0001	16"x16"x2"		71002	18"x16"x3"
70	0002	18"x16"x2"		71003	18"x18"x3"
70	0003	20"x16"x2"		71004	20"x16"x3"
71	L001	16"x16"x3"]	71008	20"x18"x3"



Protekt[®] Ultra Cushion HCPCS E2607

- Gel Bladder designed to eliminate migration.
- Gel infused visco foam top laver.
- Medial and lateral side supports facilitates
- positioning.
- Trochanter cut outs facilitates proper pressure redistribution.
- Breathable and comfortable stretch cover.
- Safety buckles keeps the cushion in place.
- 18 month warranty. Weight Capacity: 275 lbs.





Protekt[®] Supreme Bariatric Cushion HCPCS E2606

- Ultra high density pressure sensitive molded foam
- · Leg troughs promote thigh alignment and postural symmetry.
- Raised front ridge controls sliding.

76005SP1 22"x16"x3"

76005SP 22"x18"x3"

- Low shear and breathable stretch nylon cover.
- Safety buckles keeps the cushion in place.
- 18 month warranty. Weight Capacity: 500 lbs.

76006SP

76007SP

24"x18"x3"

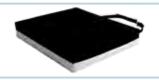
26"x18"x3"



Protekt[®] Gel Cushion HCPCS E2603

- Helps in prevention and treatment of pressure sores.
- Gel bladder designed to eliminate migration.
- High density polyurethane foam.
- Breathable and comfortable stretch cover.
- Safety buckles keeps the cushion in place.
- 18 month warranty. Weight Capacity: 275 lbs.

73001 16"x16"x2" 73002 18"x16"x2" 73003 20"x16"x2" 74001 16"x16"x3" 74002 18"x16"x3" 74003 18"x18"x3" 74004 20"x16"x3" 74014 20"x18"x3"



Protekt® Foam Bariatric Cushion HCPCS E2602

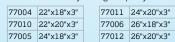
- Ultra high density foam.
- Helps in the prevention of pressure sores.
- Breathable and comfortable stretch cover.
- Safety buckles keeps the cushion in place.
- 1 year warranty. Weight Capacity: 400 lbs.

71005	22"x18"x3"	72004	22"x18"x4
71006	24"x18"x3"	72005	24"x18"x4
71012	24"x20"x3"	72106	24"x20"x4
71007	26"x18"x3"	72006	26"x18"x4
71017	26"x20"x3"	72107	26"x20"x4



Protekt[®] Ultra Bariatric Cushion HCPCS E2608

- Gel Bladder designed to eliminate migration.
- Gel infused visco foam top layer.
- · Medial and lateral side supports facilitates positioning.
- Trochanter cut outs facilitates proper
- pressure redistribution.
- Breathable and comfortable stretch cover.
- Safety buckles keeps the cushion in place. • 18 month warranty. • Weight Capacity: 500 lbs.





Protekt[®] Supreme Cushion HCPCS E2605

- Molded high density pressure sensitive foam.
- Leg troughs promote thigh alignment and postural symmetry.
- Raised front ridge controls sliding.
- Low shear and breathable stretch nylon cover.
- Safety buckles keeps the cushion in place.
- 18 month warranty. Weight Capacity: 275 lbs.

76017SP 14"x14"x3" 76001SP 16"x16"x3" 76002SP 18"x16"x3"

76003SP 18"x18"x3" 76004SP 20"x16"x3" 76008SP 20"x18"x3"



Protekt[®] Gel Bariatric Cushion HCPCS E2604

- Ultra high density top foam layer.
- Gel bladder designed to eliminate migration. •
- Breathable and comfortable stretch cover.
- Safety buckles keeps the cushion in place.
- 18 month warranty. Weight Capacity: 500 lbs.

22"x18"x3"	75004	22"x18"x4"
24"x18"x3"	75005	24"x18"x4"
24"x20"x3"	75009	24"x20"x4"
26"x18"x3"	75006	26"x18"x4"
26"x20"x3"	75010	26"x20"x4"
	24"x18"x3" 24"x20"x3" 26"x18"x3"	24"x18"x3" 75005 24"x20"x3" 75009 26"x18"x3" 75006



Protekt[®] Back Cushion HCPCS E2611/HCPCS E2612

- Improves seating posture while providing
- back support and comfort. Conforms to provide support to
- lumbar region.
- Stabilizing board insert prevents
- hammocking in sling back wheelchair.
- Low shear and breathable stretch nylon cover.
- Adjustable safety straps for added security.
- 18 month warranty.

79001	16"x17"	7	9005	24"x19"
79002	18"x17"	7	9006	26"x19"
79003	20"x19"	7	9009	28"x19"
79004	22"x19"	7	9010	30"x19"

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medical products

PATE COMPA **Seating and Positioning Needs**



Protekt[®] Seat & Back Combo Cushion HCPCS E2601/E2611 HCPCS E2602/E2612

- Combines a foam wheelchair cushion with a back cushion.
- Individual cuts provide pressure redistribution.
- Contoured back portion will help with lumbar support.
- Low shear and breathable stretch nylon cover
- reduces perspiration. Weight Capacity: up to 20" 250 lbs, 22"+ 500 lbs.
- 1 year warranty.

79200	16"x32"x3"-1"	79203	22"x32"x3"-1"
79201	18"x32"x3"-1"	79204	24"x32"x3"-1"
79202	20"x32"x3"-1"	79205	26"x32"x3"-1"



Protekt[®] Gel Coccyx Cushion

- Helps in prevention and treatment of pressure sores.
- Gel bladder designed to eliminate migration.
- High density polyurethane foam.
- Cut-out design removes pressure off the coccyx.
- Breathable and comfortable stretch cover
- Weight Capacity: up to 20" 250 lbs, 22"+ 500 lbs.
- 1 year warranty.

73002CX 18"x16"x2" 74004CX 20"x16"x3" 73003CX 20"x16"x2" 74005CX 22"x18"x3" 74001CX 16"x16"x3" 74006CX 24"x18"x3"	73001CX 1	6"x16"x2"	:	74002CX	18"x16"x3"
	73002CX 1	8"x16"x2"	:	74004CX	20"x16"x3"
74001CX 16"x16"x3" 74006CX 24"x18"x3"	73003CX 2	0"x16"x2"	:	74005CX	22"x18"x3"
	74001CX 1	6"x16"x3"	:	74006CX	24"x18"x3"



Protekt[®] Adjustable Tension **Back Cushion** HCPCS E2611/E2612

- Full range of infinite seating positions.
- High density foam and adjustable tension straps.
- Helps encourage proper spine alignment &
- seating posture.
- Breathable nylon cover.
- 1 year warranty.

79400 16"-21" wide x 16" high 79401 22"-26" wide x 16" high



Protekt[®] Foam Wedge Cushion

- High density polyurethane foam.
- Wedge shape improves posture support.
- Breathable and comfortable stretch cover.
- Safety buckles keeps the cushion in place.
- Weight Capacity: up to 20" 250 lbs, 22"+ 500 lbs.
- 1 year warranty.

76056 16"x16"x4"-2" 76161 18"x16"x4"-2" 76162 20"x16"x4"-2" 76149 16"x16"x3"-1 5" 76150 18"x16"x3"-1.5"

76152 20"x16"x3"-1.5" 76053 20"x18"x4"-2" 76168 22"x16"x4"-2" 76054 22"x18"x4"-2" 76055 24"x18"x4"-2"



Protekt[®] Foam Wedge w/Pommel Cushion

- Pommel controls hip adduction and forward sliding.
- Wedge shape improves posture support.
- Pommel promotes proper hip positioning.
- Breathable and comfortable stretch cover.
- Safety buckles keeps the cushion in place.
- Weight Capacity: up to 20" 250 lbs, 22"+ 500 lbs.
- 1 year warranty.

76056P 16" 76161P 18" 76162P 20"

76149P 16" 76150P 18"



HCPCS E2624/E2625

- Adjustable 2" or 4" high air cells offers deep
- Dual valve compartments can be adjusted
- independently to increase positioning and stability. Nylon breathable cover with non-skid bottom and
- safety straps.
- Weight Capacity: 500 lbs. 5 year warranty

			_			_			•	Weight	Capacity: 300 l	bs.		
6"x16"x4"-2"	76152	P 20"x16"x3"-1.5"		78001	16"x16"x2"		78004	16"x16"x4"	 1 year warranty. 					
3"x16"x4"-2"	76053	P 20"x18"x4"-2"		78002	18"x16"x2"		78005	18"x16"x4"		,	,			
)"x16"x4"-2"	76168	P 22"x16"x4"-2"		78007	18"x18"x2"]	78008	18"x18"x4"		80120	16"x16"x3"		80122	20"x16"x3"
6"x16"x3"-1.5"	76054	P 22"x18"x4"-2"		78003	20"x16"x2"]	78006	20"x16"x4"		80121	18"x16"x3"		80126	20"x18"x3"
3"x16"x3"-1.5"	76055	P 24"x18"x4"-2"		78011	20"x18"x2"]	78009	20"x18"x4"		80124	18"x18"x3"		80127	22"x18"x3"

Protekt[®] Foam Coccyx Cushion

- Helps in the prevention of pressure sores.
- High density polyurethane foam.
- Cut-out design removes pressure off the coccyx.
- Breathable and comfortable stretch cover.
- Safety buckles keeps the cushion in place.
 - Weight Capacity: up to 20" 250 lbs, 22"+ 500 lbs.
- 1 year warranty.

70001CX	16"x16"x2"	71002CX	18"x16"x3'
70002CX	18"x16"x2"	71004CX	20"x16"x3'
70003CX	20"x16"x2"	71005CX	22"x18"x3'
71001CX	16"x16"x3"	71006CX	24"x18"x3'



Protekt[®] Gel Wedge Cushion

- Helps in prevention and treatment of pressure sores.
- Gel bladder designed to eliminate migration.
- Wedge shape improves posture support.
- Breathable and comfortable stretch cover.
- Safety buckles keeps the cushion in place.
- Weight Capacity: up to 20" 250 lbs, 22"+ 500 lbs.
- 1 vear warranty.

76056G	16"x16"x4"-2"	761
76161G	18"x16"x4"-2"	760
76162G	20"x16"x4"-2"	761
76149G	16"x16"x3"-1.5"	760
76150G	18"x16"x3"-1.5"	760

152G 20"x16"x3"-1.5" 053G 20"x18"x4"-2" 168G 22"x16"x4"-2" 054G 22"x18"x4"-2" 055G 24"x18"x4"-2"



Protekt[®] Seat Relief

- Compact pump features alternating cycle times of 10, 15 or 20 min, (5) comfort settings, and static function.
- Rechargeable battery lasts up to 12 hours. Gel-infused memory foam for added pressure
- redistribution and comfort. Low battery & low pressure indicators.
- Convenient carrying case for easy portability.

80120	16"x16"x3"	80	0122	20"x16"x3"
80121	18"x16"x3"	80	0126	20"x18"x3"
80124	18"x18"x3"	80	0127	22"x18"x3"

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Protekt[®] O2 Cushion

- immersion to provide excellent pressure redistribution.

PARTNERSHIPS

Being a Better Partner

5 keys to choosing a private equity group

By Bradley Smith

HME

For health care business owners searching for a secession plan, including the sale of their business, there's an alternative financial technique known as a private equity recapitalization (recap), in which health care business owners can sell a portion of their business to private equity group (PEG) partners and still have the opportunity for growth.

This article will help you better understand how to partner with a PEG. For more on the basics of how recaps work, see the September issue of HomeCare or visit homecaremag.com.

Selecting the Right PEG

If your health care business possesses the qualities that PEGs are looking for, you will likely be in a position to consider multiple PEGs as potential partners. How do you help narrow down your choices? Take the following steps:

Understand the different kinds of PEGs.

There are a variety of PEG models—from traditional private equity to the fundless sponsor to the search fund to the family office—and one may be a better fit for your business than others. PEGs differ in many ways. One of the most significant concerns is how they approach operating the business.

The traditional PEG, for example, brings committed capital and then expects to work with an operator at the business following the recap. On the other hand, a search fund, which is usually led by someone without extensive experience who is financially backed by several private equity firms, will often expect to run and operate the business after completing the recap. You want to try to determine what the PEGs would add to your business. How can—and hopefully will—they help you following the recap?

In addition to taking different approaches to business operations, PEGs also approach hold times differently. Whereas a traditional PEG may hold a company for five to seven years, a family office can hold a company for 20 to 30 years. Understanding the hold times and their dynamics will help you determine the right PEG for your business.

A Review their history.

Lensure the PEGs you are considering have a good track record of closing deals and completing recaps successfully. You should also try to determine if they have the ability to raise the capital to fund the recap as well as additional capital for future acquisitions.

Also look for health care investment experience. For owners of homecare businesses, it's worthwhile to dig a little deeper to see if the PEGs have experience investing in the sector. That's a plus. With that said, it's best not to rule out any PEGs just because they lack such experience. A PEG with health care experience in an adjacent sector can still deliver benefits.

3 Check their portfolio. You want to see other health care companies in their portfolio. One of the most significant reasons is to check for crossover opportunities. Oftentimes, you can find synergies between portfolio companies. Consider this: a company that makes peanut butter and a company that makes jelly or chocolate. The companies can succeed on their own, but bring them together and you have businesses with the ability to grow to new levels together.

4 Get to know the company and its leadership.

You want to try to determine what the PEGs would add to your business. How can—and hopefully will—they help you following the recap? This may require some digging, but if you put in the work, you'll hopefully be able to paint a clearer picture of how your business should change (preferably for the better) after the recap.

Consider that most health care business entrepreneurs are operators, clinicians or both. A skill set they typically lack is knowledge and experience about the financial, accounting and/or systems and processes side (i.e., the back end) of the business. Entrepreneurs are often more interested in and focused on running the business, which means taking care of patients, completing sales or tackling other tasks that are essential to generating revenue. Many of the professionals working for PEGs have strong backgrounds in

A.A.HOMECARE American Association for Homecare

Collaborating to Generate Positive Outcomes for HME

When payer issues arise, AAHomecare member Ryan Bullock knows where to turn. Do you?

"AAHomecare has provided a platform to bring together other providers to set the stage for having an open discussion around topics that affect us collectively. Having One Voice is important to legislators and payers, and the councils help bring together that One Voice. If I had one thing to tell HME providers who are considering joining AAHomecare, it would be that we need more companies on board to strengthen our collective ability to generate positive outcomes at the federal, state, and individual payer level. Whether you are a traditional HME provider or niche provider, we need you on board."

- Ryan Bullock, Chief Operating Officer, Aeroflow Healthcare

Amplify Your Voice

AAHomecare is proud to lead advocacy, lobbying, and payment reform efforts for home medical equipment providers, manufacturers, and other stakeholders in our industry at the national and local levels. Our efforts include engaging Congress, federal agencies, state Medicaid authorities, and other payers to support sustainable reimbursement rates and reign in unnecessary regulations. Amplify your voice through AAHomecare membership, and help us advance the value of today's HME provider across the healthcare industry.

Join Today! Together we can succeed. Contact Michael Nicol, AAHomecare's senior director of membership, at michaeln@aahomecare.org to explore how the Association can help you succeed.



Analysis







understanding systems and processes—that is, the boring but essential behind-thescenes work. That can be incredibly valuable to a health care business for achieving growth, improving performance and streamlining efficiencies.

Speak with portfolio companies.

You can also learn a lot by speaking with representatives from one or more of the health care companies in their portfolios. How was the recap process? What has happened since completing the recap? Where are they in the lifecycle as a portfolio company? Asking these and other questions will help better prepare you for what will happen once you complete the recap.

Desirable Qualities

The private equity market is now providing better opportunities for most entrepreneurs. Do you have what PEGs are looking for? Here are a few essential qualities PEGs look for when considering whether to pursue a recap:

- A strong management team in place: PEGs often place as much value on your team's potential for success as they do on financial performance to date.
- A clear path to success: PEGs may be

less knowledgeable about your market dynamics than a strategic buyer, but your ability to project an understandable picture of the future (as shown in your business plan) increases your credibility and ultimately your value.

- Organic scalability: Enhance your options and opportunities to grow even though you may not choose to act aggressively on them for good reasons, such as limited cash flow.
- Opportunities to grow through acquisition: Identify what may be out there for acquisitions, either horizontal (companies with services or products like yours) or vertical (complementary companies). Again, you may not choose to act on these possibilities, but knowing about them is part of presenting a path to success.
- The ability to articulate your strengths and weaknesses: Every business has competitive advantages and disadvantages. Being honest about them helps a PEG assess the opportunity. Keep in mind that PEGs often have many resources they can access to compensate for weaknesses.
- A willingness to put money where your

mouth is: Keeping a strong equity stake in the new venture not only shows good faith but also demonstrates that you are willing to commit your money to the future earnings of the company.

Many Options

No matter the challenges presented in today's business climate, there are many options open to you. Every situation is different.

A PEG partner can be a great solution for a business in which the owner is optimistic about the future but still wants to diversify his or her personal net worth. But going down this road can be as complicated as—if not more complicated than—an outright sale, and comes with its own set of risks. By knowing your options, you can put together the best possible deal when the time comes.

Bradley Smith, ATP, CMAA, is a former durable medical equipment company owner and is currently a managing director/partner with the international health care mergers and acquisition firm VERTESS. If you would like to personally discuss this article, the value of your health care company or practice or how to get the best price when you sell it, you can reach Smith directly at (817) 793-3773 or at bsmith@vertess.com.

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To ensure that you can remain where you are truly needed, LeadingAge has created a virtual experience unlike anything you've participated in before - a different kind of online event developed to maximize your time and work with your schedule, while delivering powerful opportunities that will help your organization meet the needs of the people you serve today and in years to come.

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November 10–12 + November 17–19 (each day kicks off at 1:00pm EST)

LEADINGAGE Annual Meeting Virtual Experience

NOVEMBER 10-12 + NOVEMBER 17-19 2020

Register at leadingage.org/Virtual

RESPIRATORY

HME

Can You Sell Portable Oxygen Concentrator Accessories for Cash?

Dive into the Medicare policy

By Jeffrey S. Baird & Lisa K. Smith

Assume that a durable medical equipment (DME) supplier rents a portable oxygen concentrator to a Medicare beneficiary, takes assignment and bills Medicare. Can the provider sell accessories (extra batteries, backpacks, replacement cords) to the same person for cash?

In answering this question, we must look to the Oxygen Local Coverage Determination (LCD) and Oxygen Policy Article. The Oxygen LCD states:

MISCELLANEOUS:

Oxygen reimbursement is a bundled payment. All options, supplies and accessories are considered included in the monthly rental payment for oxygen equipment. Oxygen rental is billed using the appropriate code for the provided oxygen equipment. Separately billed options, accessories or supply items will be denied as unbundling.

The Oxygen Policy Article states:

Months 37-60

There is no further payment for oxygen equipment during the fiveyear reasonable useful lifetime of the equipment after 36 rental payments have been made. If use of portable equipment (E0431, E0433, E0434, E1392, K0738) begins after the use of stationary equipment begins, payment for the portable equipment can continue after payment for the stationary equipment ends until 36 rental payments have been made for the portable equipment ... The supplier who provided the equipment during the 36th rental month is required to continue to provide the equipment, accessories, contents (if applicable), maintenance, and repair of the oxygen equipment during the fiveyear reasonable useful lifetime of the equipment.

Months 61 and after

After the end of the five-year reasonable useful lifetime for oxygen equipment, the beneficiary may elect to receive new equipment, thus beginning a new 36-month rental period. If the beneficiary elects not to receive new equipment after the end of the five-year reasonable useful lifetime and if the supplier retains title to the equipment, all elements of the payment policy for months 37-60 remain in effect. There is no separate payment for accessories or repairs. If the beneficiary was using gaseous or liquid oxygen equipment during the 36th rental month, payment can continue to be made for oxygen contents.

If the beneficiary elects not to receive new equipment after the end of the five-year reasonable useful lifetime and if the supplier transfers title of the equipment to the beneficiary, accessories, maintenance, and repairs are statutorily non-covered by Medicare.

OXYGEN ACCESSORIES:

Accessories, including but not limited to, trans-tracheal catheters (A4608), cannulas (A4615), tubing (A4616), mouthpieces (A4617), face tent (A4619), masks (A4620, A7525), oxygen conserving devices (A9900), oxygen tent (E0455), humidifiers (E0555), nebulizer for humidification (E0580), regulators (E1353), and stand/ rack (E1355) are included in the allowance for rented oxygen equipment. The supplier must provide any accessory ordered by the treating practitioner. Accessories used with beneficiary-owned oxygen equipment will be denied as noncovered. Code E1392 describes an oxygen concentrator which is designed to be portable, is capable of delivering 85% or greater oxygen concentration, and is capable of operating on either AC or DC (e.g., auto accessory outlet) power. Code E1392 includes the device itself, an integrated battery or beneficiaryreplaceable batteries that are capable of providing at least two hours of remote portability at a minimum of 2 liters per minute (LPM) equivalency, a battery charger, an AC power adapter, a DC power adapter, and a carry bag and/or cart. The combined weight of the concentrator and the battery/batteries capable of two hours of portability must be 20 pounds or less. If a concentrator meets all of these criteria and is also capable of functioning as a stationary concentrator, operating 24/7, the stationary concentrator code (E1390) is billed in addition to code E1392.

Waiver Required

To the extent that the accessory requested by the beneficiary is included as a component of the E1392 HCPCS description, the supplier cannot charge the beneficiary separately for the item unless the five-year HOME CARE AND HOSPICE CONFERENCE AND EXPO

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reasonable useful lifetime has expired and the supplier has transferred the title of the oxygen equipment to the beneficiary. If, however, the accessory is in addition to the items required to be provided by the supplier, the supplier can charge the beneficiary for the item, but the supplier should obtain a signed Advance Beneficiary Notice (ABN) disclosing that the item requested exceeds the quantity covered by Medicare.

For example, if the supplier provides the required battery that generates at least two hours portability at two liters per minute, and the beneficiary wants an additional battery, then the DME supplier can obtain a signed ABN and charge the beneficiary for it. If, however, the beneficiary wants a replacement DC power adapter because the one originally provided to them no longer works, the supplier cannot charge the beneficiary because the supplier is required to repair and replace covered rental items unless the five-year reasonable useful lifetime period has expired and the supplier has transferred title to the oxygen equipment to the beneficiary.

Nonparticipating Suppliers

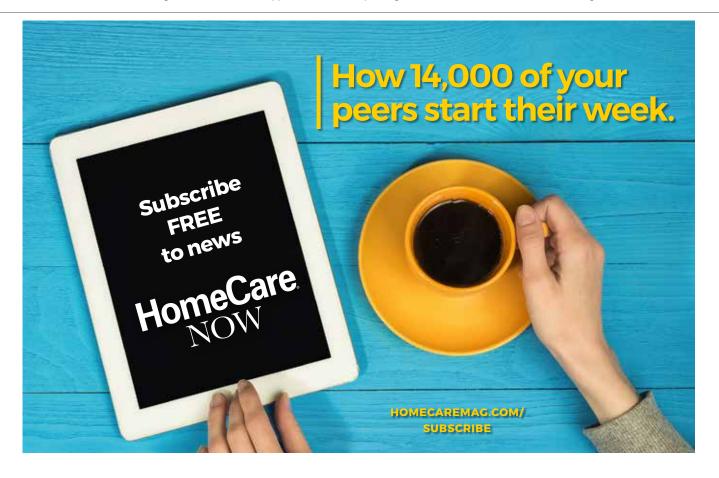
Would the answers above change if the supplier is not a participating Medicare supplier and does not accept assignment on the rental of the portable oxygen concentrator?

DME suppliers enrolled with Medicare can choose whether to be participating or nonparticipating. Participating suppliers have signed a contract with Medicare agreeing to accept assignment on all services rendered to Medicare beneficiaries. Nonparticipating suppliers have the option of accepting assignment on a claimby-claim basis, except where Medicare regulations require mandatory assignment (e.g., Medicare-covered drugs, competitive bidding contracts, etc.). If a nonparticipating supplier does not accept assignment, the supplier can charge more than the Medicare allowable and will collect directly from the beneficiary. In this instance, the supplier is required to file the claim with Medicare on a nonassigned basis on behalf of the beneficiary, and any Medicare reimbursement is sent directly to the beneficiary.

Medicare regulations also state:

Before furnishing oxygen equipment, the supplier must disclose to the beneficiary its intentions regarding whether it will accept assignment of all monthly rental claims for the duration of the rental period. A supplier's intentions could be expressed in the form of a written agreement between the supplier and the beneficiary.

Some have interpreted this language to mean that if a nonparticipating supplier informs the beneficiary that it intends to



accept assignment for all monthly rentals, it is required to do so. However, in the comments published in the Federal Register on Nov. 9, 2006, related to the adoption of the final rule, the Centers for Medicare & Medicaid Services (CMS) stated:

"While we proposed to require an up-front declaration on assignment intentions, a supplier would not be bound by such declaration unless the supplier chooses to do so. ... While we proposed that a supplier's intentions could be expressed in the form of a written agreement between the supplier and a beneficiary, we did not propose to require a binding written agreement. A supplier could select the form of the declaration. If a supplier chose to offer a written agreement, the nature of such agreement would be between the supplier and the beneficiary."

Therefore, absent a written agreement with the beneficiary to the contrary, a supplier can choose whether to accept assignment on claims for oxygen equipment on a claim-by-claim basis.

To the extent that the accessoru requested by the beneficiary is included as a component of the E1392 HCPCS description (for example, the beneficiary needs a replacement battery or charger), a nonparticipating supplier cannot charge the beneficiary separately for the item regardless of whether the supplier has accepted assignment on the equipment rental claims or not, unless the five-year reasonable useful lifetime has expired and the supplier has transferred the title of the oxygen equipment to the beneficiary. While the nonparticipating supplier cannot usually charge the beneficiary separately for such items, the supplier can choose not to accept assignment for one or more of the oxygen equipment rental claims. In this situation, the supplier will collect from the beneficiary its usual and customary charge for the rental of a portable oxygen concentrator which can be more than the Medicare allowable.

When a supplier submits a Medicare claim on a nonassigned basis, it must have the beneficiary sign a claim authorization. While normally this can be a one-time claim authorization specifying the item (such as for supplies billed monthly on a nonassigned basis), a separate signed claim authorization is required for each month that a rental item is billed on a nonassigned basis.

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Trust the Numbers

Your post-pandemic sales strategy depends on using market data to your advantage

By Ty Bello

Has 2020 turned out the way you expected for your business? If you are like most of the country, the answer is no. With the COVID-19 pandemic taking center stage for providers in home medical equipment (HME), home health and hospice, this year has been one of disruption. Many providers have been knocked off target and must course correct to end the year strong and set a strategy for 2021.

I will examine how market data has changed over the years, the key elements that claims data can provide and an actionable data strategy plan every provider can use as you strategize your 2021 sales plan.

Data Has Changed

As coding and claims tracking have improved over the years, so has the data produced by these submissions. Less than 10 years ago, data was wildly inaccurate, and this often created confusion and distrust for the marketing and sales team—and even for leadership in many instances.

While claims data is not 100% accurate, the quality of the data is better than ever and timelier, too. Data is no longer 18 to 24 months old. Now, claims data is typically from the previous quarter and provides a complete market analysis that can drive all sales efforts.

The Three Key Elements that Accurate Market Data Provides

Market data provides a clear path to target referral success and prevents time wasted on accounts that either produce minimal referrals or are already deeply entrenched



with competitors. Here's what to look at:

Referral Source Ranking

■ This is typically a range from 10 to 1, where any referral source ranked with a 10 would be associated as a high-volume prescriber of that specific product, and a 1 would indicate a low-volume prescriber. The data validates what you have already assumed about a specific referral source.

2 Specific Targeted Product or Service

Source ranking will further quantify the volume of referrals done. Don't rely on gut instincts and or prognostication; rather, the data will clearly show who the top referrals are and the volume they prescribe for a specific product or service.

2 Competitive Trending

Arket data provides in-depth historical and current trends on each referral source for a specific product or service. That means you have the ranked referral source and the volume of referrals, and you know which competitors they are sending referrals to. This will also show you how much business you are getting (or not getting) from these referral sources, as your provider number is in this data.

Know Your Competition

Competitive trending is the differentiator. Take a look at the competitors vying for a share in your marketplace. Who is a constant presence at nearly every sales call your team makes? It's important to understand the competition as if it is a battle to be fought. To come to the market without knowing your competition at this level will leave gaps in your market approach, strategy and penetration.

It is highly recommended that a S.W.O.T. (strengths, weaknesses, opportunities and threats) analysis be done on each competitor. This must be a joint effort for leadership and the sales team. Take the information gathered about each competitors' strengths and use them as the opportunities your business has to beat the competition as you go into each market. Competitive trending allows providers to take the information from the SWOT analysis and exponentially enhances what the strategy with targeted referrals sources must be.

Develop a Data Strategy

Market data is more reliable than ever before, and the three key elements that data offers are competitive game-changers. Yet there are countless providers who have this information but don't optimize it to positively impact their business. Simply stated, providers do not live by data alone.

To differentiate and capitalize on the data the way it was intended, you need to have a specific data strategy.

In the December 2019 issue of HomeCare, I shared an article titled "Getting From Here to There in 2020." This article provides a four-step strategic planning process to optimize your business. The four parts of this strategy are:

- Understanding the Here
- Defining the There
- Finding the Path
- Getting There

It's important to note that after navigating from here to there, you still must execute the plan. Execution is how your team works together to achieve the business optimization steps laid out in the plan, measured by the established metrics and reported upon during the business optimization meeting. That article (which you can find at homecaremag.com) will help as you create a 2021 sales strategy and will prepare you to develop a strong strategy that produces results. The incorporation of market data will accelerate the results of your plan.

The best time to begin your 2021 sales strategy is now. Your plan will affect not only 2021, but also the remainder of 2020.

Ty Bello, RCC, is the president and founder of Team@ Work, LLC. He is an author, communicator and registered coach. The team at Team@Work has more than 50 years of combined experience in assessing, developing and coaching sole proprietorships, sales teams, C-suite executives, individuals and teams in a variety of industry settings. Contact Bello at ty@teamatworkcoaching.com for your sales and management coaching needs. Visit teamatworkcoaching.com for more information.

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HR: NEW CHALLENGES

Making Human Resources Work During COVID-19

Why listening to employee concerns should be a top priority

By Kristin Easterling

Congress passed the Families First Coronavirus Response Act in early March in order to offer financial help to millions of Americans facing job losses due to the novel coronavirus pandemic. The act included provisions to help employers cover payroll and operating expenses during the crisis.



Home health took a hit at the beginning of the pandemic as patients refused care in their home out of fear of exposure, resulting in furloughs and layoffs. As the outbreak spread in senior living facilities, people became more comfortable with homecare, but staff were not as ready to come back to work, especially as schools and daycares remained closed. Brian Evans, leader of the senior care practice at Adams Keegan, recently spoke with HomeCare about the human resources challenges the industry is facing and how to overcome them.

HOMECARE: What are some of the biggest struggles in human resources (HR) right now?

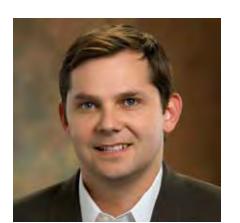
BRIAN EVANS: What's going on right now in the homecare, home health and senior care industry is a stress test. Every piece of your organization is being stressed and I would say really none greater than HR. You've got legal and policy struggles; there's liability questions; what is your COVID-19 policy? People are asking questions about returning to work—is it safe? Recruiting has always been a bit of a challenge, and what we're seeing is that it's harder now than it was 10 months ago.

From the human element of human resources, there is a lot of stress in the workforce for senior care and home health behind "what if something happened?" This was the question when all of this started: "If I test positive, what's going to happen to me?" That's a big, complicated question. And obviously the government's involved. There's a lot of laws involved, so it's not as simple as an executive making a decision. There's a lot of other guidelines to take into account when they're driving their policy. HOMECARE: What are some of the risks that home health employers have faced due to the legislation that's been passed recently?

EVANS: So the Families First Coronavirus Response Act (FFCRA) has really been the biggest challenge because you get into this whole thing of what a health care worker is. There's a clinical definition and then there's home health, where we are not really providing medical care, but providing support.

If you have less than 50 employees, you can be exempt from the law. But, at least to the industry's understanding, the law isn't written that way. I have a lot of senior care and home health clients that have 40 people in the field one day and they have 70 people in the field another. The FFCRA is not using the traditional Affordable Care Act (ACA) definition of what 50 employees is-that is, the equation that we use for ACA reporting. If you've got 60 people in the field on a given day, you're over 50 employees, and it creates a real challenge in liability for the business. If you're over 50 employees as a home health provider, you're going to be required to offer some paid leave if people test positive or need childcare. That's a cost that you were not anticipating for your business

HOMECARE: Why should employers



Brian Evans, senior care practice leader, Adams Keegan

We believe that the employee pool is shrinking. We're seeing this across the senior care spectrum—whether it's home health or at the facility—they're struggling to find people. That is a real, real challenge.

listen to their employees' concerns about returning to work?

EVANS: We've seen there is an emotional toll taking place and listening is the first step of giving people comfort and confidence to feel good about coming back to work. If you're not listening to your employees, you're probably going to see your workforce

that has traditionally been dependable stop coming in because you're not addressing their concerns.

HOMECARE: How do you create a leave policy that helps workers feel safe and appreciated?

EVANS: I've talked to some clients about the policies that are changing because of

the crisis. I think we're seeing—for a number of different reasons—the employee pool is shrinking. I've been telling clients to be fair but firm. You need to get ahead of this and have policies in place that are firm in how they address the issue, but accommodating to employees' needs.

HOMECARE: How has the pandemic changed recruiting?

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EVANS: It's made it harder. Again, we believe that the employee pool is shrinking. We're seeing this across the senior care spectrum—whether it's home health or at the facility—they're struggling to find people. That is a real, real challenge. I think the recruiting challenges that you had previously of trying to find people have only been exacerbated by what's going on. Ask yourself these questions:

- What tools do you have in your box to convince people to come and work for your company?
- What are you offering them?
- What are you showing them?
- What are you giving them?

It's not like a more traditional company, where sometimes a little bit more pay and

more benefits are enough to get somebody to come over.

What we see in homecare is that benefits are not a driver of recruitment. Of course, for some employees they are, but it's not an industry standard, unless you're paying for all the benefits, which is probably not financially feasible for a home health agency. So you've got to find ways to be accommodating.

HOMECARE: You said benefits aren't really a driver of recruitment, but what are some of the benefits that people do look for?

EVANS: I think in these times, childcare is the perfect example. The thing in the home health industry that we hear from clients is

Turnover in home health stood at 64% in 2019, down from a record high of 82% in 2018. that caregivers will go across the street for a quarter.

One thing we've seen some clients do on the recruiting side is offer hero pay. We're seeing this with a lot of our clients where anxiety is high, so they are tellling the employees that are working, "Hey, if you work 35 hours, we're going to give you a \$50 weekly bonus." That is something that says, "Okay, you recognize the risk and my concerns and you're willing to compensate me a little bit more."

HOMECARE: Have the CARES Act and unemployment payments made it more difficult for companies to hang on to employees?

EVANS: We haven't seen any clear data saying the CARES Act is preventing people from wanting to work. That is certainly the theory. It kind of makes sense because they can stay at home and not do anything and make as much money as if they were working 35 hours a week as a home health aide.

I think what Congress is trying to do is look at the legislation and give people an incentive to come back to work. Business owners who work with hourly employees are trying to understand what the impact is and how they can get people to come back to work. I personally believe that it is a little bit of a harness on people flocking back into the workplace because, "Hey, I can pay my bills. I'm making more not working than I am working. Why would I go work if I don't have to do anything?"

HOMECARE: So a big issue in home health outside of the pandemic is turnover. It was around 64% in 2019—2020 may show some different numbers. How does building a strong human resources department help with retention as a whole?

EVANS: I was actually talking to a client a couple of weeks ago and he said, "Our goal is to be the employer of choice in our market." I haven't had a lot of people say that to me. But what he recognizes is he wants to be the preferred employer in this market, because if you're the preferred employer, that's going to take care of a lot of the challenges that exist. How do you become the employer of choice? If that's your goal, it starts and ends with HR.

What are you doing as a business owner in your market? If you're in a city, you're not the only home health provider in your market. You're competing for the same employee pool as the nine or 10 other operators, if not more. So if your goal is to be the employer of choice in your market, that is all about human resources. It's about how you treat your employees, not just how you pay your employees and what benefits you offer.

HOMECARE: What are some of the issues you see remaining in HR and the home health industry after the crisis ends?

EVANS: Short term—let's say it's a year—I think the employee pool is going to shrink because of the stress of the job. Ultimately that means the cost of labor is going to go up. Many providers have more clients than people to service them. So, I think that's the short- to mid-term effect, for sure.



Listen to more of HomeCare's interview with Evans on the HomeCare Podcast at homecaremag. com/podcast.

Kristin Easterling is managing editor of HomeCare magazine.

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HR: ACCREDITATION & TRAINING

Don't Take Training for Granted

4 key training areas to keep up your organization's accreditation & important questions to ask

By Corinne Epton

Keeping employees equipped with up-todate training is essential in an industry where new insights into a wide range of issues reshape how homecare organizations operate. In a homecare setting, it is vital that best practices are followed for the safety of health care workers and their patients.

This is particularly important for organizations voluntarily working with an accrediting body, such as the Joint Commission, Community Health Accreditation Partner and the Accreditation Commission for Health Care. By electing to seek voluntary accreditation, these organizations demonstrate an enhanced focus on highly trained staff members who meet regulatory requirements and show they have heightened, self-imposed standards for client care.

Baseline requirements represent a starting point when setting goals for training programs. State and federal regulations and accrediting body standards are essential benchmarks, but additional training can also provide an opportunity to help health care organizations separate themselves from others in their space. Safety and competence are essential, but organizations that move beyond regulatory requirements can provide employees with more tools to better serve patients and clients.

Here's a closer examination of four of the most important types of training for homecare organizations, as well as questions those organizations should ask when striving to surpass baseline compliance from their training curriculum.



Organizations that move beyond regulatory requirements can provide employees with more tools to better serve patients and clients.

Initial Aide Training

As one of the most important elements of staff training, initial aide training prepares new home health, hospice or personal care aides to competently perform the tasks their role requires. Training topics and required hours vary by state, but accrediting body surveyors will review personnel records to ensure that initial aide training meets state and federal requirements for the services they provide.

During the past six months, social distancing and other protocols across many business sectors—and particularly in the health care industry—have brought homecare organizations new technologies to continue to educate new aides. The reduction of in-person classroom training has created challenges; it has also highlighted some innovative ways of achieving effective training in a remote learning setting.

For example, some states now permit initial aide training to be completed in a hybrid format, where classroom training is provided remotely and hands-on training and any required competency assessments are completed in person. This type of program allows organizations to mitigate risk to employees before bringing them into the health care setting.

A question to consider as you evaluate your initial aide training plan:

 Is your homecare organization taking advantage of the flexibility your state may provide and of available technology when it comes to remote training courses?

1 Infection Control Training

Cour evolving understanding of the epidemiology and treatment of the novel coronavirus highlights the need for upto-date infection control training for not only front line workers but those charged with managing health care settings. From orientation to ongoing instruction and education, a consistent flow of information and training enhances the important work of homecare workers and the patients and clients they serve. Effective infection control training can ease employee anxiety about catching the coronavirus and enhance safety for everyone on all sides of the homecare equation, from managers to employees to clients.

Questions to consider as you evaluate your infection control training:

- Has your organization's infection control plan been updated to address pandemic considerations?
- Are you identifying high-risk staff to provide focused training?
- Are you training staff on standard precautions and appropriate personal protective equipment use?

3 Emergency Preparedness (EP) Training

The COVID-19 pandemic creates a heightened need to re-examine your organization's compliance with EP requirements.

Questions to consider when evaluating your EP training:

- Have your emergency plan and emergency preparedness communication plan been reviewed and updated within the last two years in accordance with state and federal requirements?
- Have all new and existing staff received training on your organization's EP policies and procedures and their individual responsibilities?
- Do your plans include pandemic considerations, such as ensuring that applicable staff is cross-trained so they can fill in should a colleague get sick?

4 Annual In-Service & Ongoing Training

Annual in-service training is another aspect of ongoing education driven by mandated training requirements. All certified organizations know that home health and hospice aides must receive at least 12 hours of annual in-service training (although some states require additional hours), with many organizations offering all staff annual education on patient/client rights and abuse prevention. However, there are opportunities to enhance this education with targeted instruction on quality improvement projects, patient/client population or provision of care deficiencies.

For example, if a patient has complained about an aide's patronizing language, is your organization providing additional training on cultural competency and personcentered communication? Are staff trained to meet the needs of patients/clients with Alzheimer's disease or related dementias? If staff burnout is becoming an issue, has your team received ongoing training on healthy coping skills and strategies for managing stress? Additionally, are your licensed staff members offered training to further their professional development goals and approved continuing education to maintain their licensure?

Questions to consider when evaluating your annual in-service and ongoing training:

- How are your additional training programs being documented and tracked?
- Do staff complete training in a learning management system, where completed courses are tracked automatically, or is training provided in person and documented on paper? Most states permit annual in-service training to be provided online or remotely, which can maximize employees' time spent in training.
- Have your training records been checked to ensure all staff have met their yearto-date training assignments to satisfy accrediting body surveyors?

Putting It Together

Understanding possible deficiencies across your training programs creates awareness for managers—but also creates opportunity. While your training programs might be meeting the statutory requirements for accreditation, they may not be offering employees the most up-to-date and empowering training that will enhance their performance and their patients' well-being. Asking the right questions can help you calibrate your training programs so that they maintain employee competency and confidence in the homecare setting.

How do your organization's training and accreditation efforts

STACK UP? Turn the page to see results from a new survey. >>>

Corinne Epton, MA, MHA, CHC, is senior regulatory officer at Relias, where she provides regulatory compliance and training guidance to Relias clients. Her background includes compliance management in the senior care and medical device industries. In tackling the countless regulatory and operational issues for these diverse organizations, she has developed a deep understanding of the business of health care and the regulations that govern the industry.

HR: TRAINING BY THE NUMBERS

How Does Your Training Program Compare?

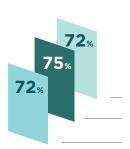
Findings from Relias's 2020 training survey

2020 has been a year of changes. But what hasn't changed is the need for staff training and development. Relias, an online training provider for post-acute health and public safety organizations, conducted surveys in February and June on the training habits and impacts of organizations. The February survey had over 5,000 qualified respondents. The June survey had 4,549 qualified respondents and provided information on how the COVID-19 pandemic has affected training investment. HC

FOR COMPLIANCE **PURPOSES** 75% of post-acute care organizations completed training solely for organizational improvement during

the last 12 months.

MOST TRAINING



Overall

77% Post-acute care Health and human services



97% of organizations are doing some online training

> 16% doing more than half via mobile devices

61% doing more than half of their training online

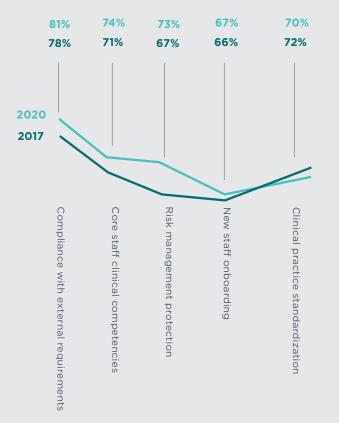
66% of organizations are doing some training through mobile devices

HEALTH CARE

97% of organizations are doing some online training, but only 16% have moved most training to mobile devices.

AREAS OF BUSINESS SHOWING IMPACT FROM STAFF DEVELOPMENT

81% of post-acute care respondents said training was important for compliance with external requirements.



TOP MARKS IN HEALTH CARE

- + Relevant training content
- + Ease of access

STRENGTHS OF

TRAINING & DEVELOPMENT

Health care

respondents said relevant

training content

development programs was a

for their staff and

strength. Lack of

time to train was

the top weakness.

Meets external requirements

TOP MARKS IN PUBLIC SAFETY

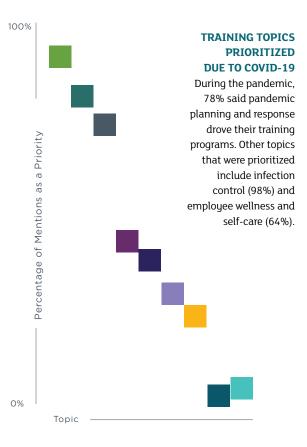
- Well-organized +
- Ease of access/convenience
- Good trainers +

WEAK AREAS IN HEALTH CARE

- Lack of time to train +
- Lack of follow-up +

WEAK AREAS IN PUBLIC SAFETY

- + Not enough training
- Lack of time to train +
- + Poorly organized



92% Infection Control

78% Pandemic planning and/or response

64% Employee wellness and self-care

41% Telehealth

:

37% New skills for existing employees

25% Efficient onboarding

- 19% Soft skill training
- 2% None
- 1% Other

READINESS FOR ONLINE TRAINING

84% of health care respondendents were prepared to deliver online training during the pandemic.

84% Health Care 77% Public Safety

HR: HIRING & TECHNOLOGY

The Right Tool for the Job

How new technologies can help improve recruitment & retention

By David Nelson

Caregiver turnover presents a constant frustration for caregiving agencies. While down from an all-time high two years ago, the caregiver turnover rate still hovers around 64%, according to Home Care Pulse. Resulting chaos in rescheduling, the cost of recruiting and onboarding and frustrated clients can impede an owner's plans to launch or expand a caregiving business.

Fortunately, software companies have taken note and are working to solve these problems in several parts of the employment life cycle. The goal is to find and identify the right caregivers in the beginning—and to help them stay on the job through smart assignments and skill development.

Tech in Recruiting

According to JobAlign's Megan Pulliam, the solution is about sourcing candidates based on the media they frequent and then communicating with them quickly and succinctly in their preferred format. Hint: It's not email! JobAlign's program uses algorithms to find the optimal advertising platform in a given geography and industry. While posting on Facebook may be the best option in an urban area, a position-specific platform such as mycnajobs.com may be the answer for more suburban regions.

"Job posts can be expensive and timeconsuming, so owners want to know that they are optimizing their spending by



advertising in the media that potential caregivers are going to see," Pulliam said.

Once a candidate responds to an ad, the next hurdle is using the right mode of communication to keep a candidate interested. Let's face it: Email is too slow for the current generation. Texting is the key to engaging an applicant who is often applying for a number of jobs at a time. The employers who respond first will be best positioned to even interview the candidate. JobAlign includes a text messaging system with its service and encourages recruiters to respond within four hours.

"We know that recruiters of hourly workers are 75% more efficient when they respond to applicants within the first 24 hours. A text is the most likely way to get the attention of a recruit," Pulliam said.

Identifying the Right Caregiver

New technologies are also addressing another recruiting challenge: finding true caregivers who have an affinity for the job and matching them with clients. Some such as SENTIO and Plum—offer an array of personality and cognitive assessments for candidates.

MiliMatch, the software startup in Austin, Texas, that I work for, has taken a different approach. We have a patented set of algorithms that process application responses to produce measures of the soft skills critical to caregiving. For caregiving, those skills include social intelligence, relationship-building, adaptability, Recruiters of hourly workers are 75% more efficient when they respond to job applicants within the first 24 hours after receiving their materials.

motivation, self-control and compassion—all things that are typically discovered through months on the job. By identifying applicants endowed with caregiving skills, the software can help eliminate those candidates who have no propensity for caregiving so recruiters can focus on those who do.

"Caregiving is one of the most intimate jobs in the world, and we know that very few people truly have the capability to last in a caregiving role," said Eric Becker, MiliMatch's chief executive. "We are helping owners find a new way of sizing up candidates who may have no experience in caregiving, but who were truly to born to serve others."

In addition, the MiliMatch algorithms are also be used to assess the caregiving needs of individual clients, so that agencies can evaluate the potential assignments of caregivers to clients. After all, the relationships between caregivers and clients make a big difference on whether someone will stay in a role. As a result, MiliMatch clients typically see an improvement of 30% in their caregiver retention.

Technology in Training Helps Retention

Inadequate training ranks as another top reason employees leave an organization. Most people have an innate sense of their level of competence in a particular job and know when they are performing well—or aren't. Knowing how to perform high-quality work is a primary factor of staying in a job. Training technology is key.

Unfortunately, this is where too many companies fall short. While a lot of caregiving businesses thoroughly document and publish their processes, that effort alone is not enough for new employees to own the work. Rather, to be effective, training needs to flex to individuals' learning styles.

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The relationships between caregivers and clients make a big difference on whether someone will stay in a role.

Domain-U, a company deploying cognitive learning techniques in training, offers a solution to this challenge. As a content developer and technology platform manager, the company offers highly effective virtual training that adjusts to the learner's capacity to absorb information. Learners are constantly measured for attentiveness, comprehension and mastery. As a result, Domain-U can gauge progress by timing responses or intervening with a trainer when necessary to get the employee back on track. To immerse the learner into the content, Domain-U creates a highly simulated environment such as that of a home.

The result is the rapid development of intuition in the caregivers. Through the simulative learning of Domain-U, the caregivers can walk into a home having already experienced a number of scenarios that would normally give new caregivers pause. They can build the entire training curriculum for an organization and roll it out in a consistent, repeatable means with a professional feel. With modern technology, they can roll out the training in a matter of three weeks.

"A number of caregivers walk into client's homes without any real experience, so meaningful, engaging training is an absolute must," said John Hartigan, CEO of Domain-U. "At the same time, it's incredibly difficult for a caregiving agency to provide consistency across all employees, given demands of scheduling and availability. The key to this is meaningful content combined with the employee's full focus. The trend is moving away from focusing on volume of training material and to offering the personalized training experience. New training platforms like ours offer training that is highly focused on specific skill sets that a caregiver needs to master in order to perform their job well."

Conclusion

As the caregiving industry continues to grow and competition increases, using the right technologies could present a sizable advantage to savvy homecare agencies, who compete with all others in an area for the top candidates. And while technologies will never replace human caregivers, they can help make the job easier.

David Nelson is the chief operating officer of MiliMatch, a company focused on recruiting and client matching solutions for the in-home caregiving industry. A long-time technologist with experience in both the software and hardware industries, he seeks to use technology to improve people's interactions and relationships.

CREDENTIALING

Serving Seniors With Pride

How inclusivity training leads to safer care

By Kristin Easterling

Compassionate care is the hallmark of home health. But for some seniors, health care in general—including care at home—has been fraught with obstacles and discrimination. This is especially true for members of the LGBT community as they age.

Empath Health, a Florida-based nonprofit integrated network of care that includes home health and hospice, set out to change that experience for seniors. The company pursued the platinum credential from SAGE, an advocacy group dedicated to improving the lives of LGBT elders.

Empath President and CEO Rafael J. Sciullo said that the company cares for 4,000 people a day across its service area, including members of the LGBT community. The company created Empath Partners in Care (EPIC) following a merger with the AIDS Service of Pinellas and Francis House; it focuses on the testing and management of HIV and also serves aging members of the LGBT community.

"We needed to understand their needs based on their identities and the challenges they are experiencing in health and be sensitive to some of the experiences they have had based on the intolerance of others," he said. "It was important to be as educated as possible."

Training for Inclusion

For a health care provider to pursue any credential beyond what federal and state governments require is a move towards quality, value-based care. Committing to serving a particular segment of society takes that commitment a step further. SAGE created the credential to recognize and encourage providers willing to take steps toward cultural competency and increased



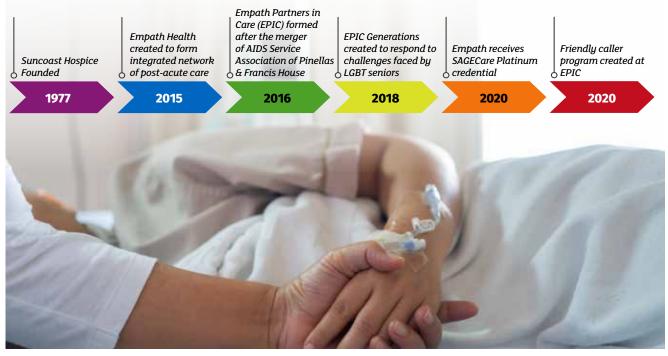
To achieve the platinum credential from SAGECare, at least 80% of a company's senior leadership must participate in a half-day training session.

care for the target population.

"We recognized that providers who are committing the time and energy to complete staff training want and deserve a public symbol that communicates their commitment to staff training and creating more LGBT-inclusive services," said Tim R. Johnston, senior director of national projects for SAGE. "The credential is a way for providers to send a positive message to potential clients. It is a tool that LGBT older adults and caregivers can use to assess which providers will be open and excited about working with LGBT communities."

SAGECare, the credentialing arm of the organization, exists to create inclusive LGBTQ health care. The program has now trained more than 87,000 industry workers in 48 states, offering four levels of certification: bronze, silver, gold and platinum. To achieve

A TIMELINE OF CARE



the platinum credential, at least 80% of a company's senior leadership must participate in a half-day training session, and at least 80% of other staff must complete an hour of LGBT aging cultural competency training. Johnston noted that some providers work their way up through the levels of training in order to refine their best practices.

Empath did not take that path, choosing to shoot straight for the top.

"We made a decision when we went through this to go for the highest level," said Stacy Orloff, vice president of innovation and community health for Empath Health. "That meant having most of our employees and leadership team go through the training. That was our commitment early on—if we were going to do this, we would be all in."

SAGECare provides a marketing toolkit for agencies wishing to share the credential with the world.

"We can work with each organization to determine its outreach goals and help achieve them," Johnston said. "Word of mouth is still one of the most potent ways to reach LGBT people, so public commitments to inclusion are crucial to establishing your organization's reputation as a welcoming space."

All Are Welcome

For Empath, inclusivity goes beyond the patients the company cares for. The company ensures that employees feel safe, as well. Individuals can select their preferred pronouns on their business cards, and employees in the process of transitioning gender are provided with health insurance coverage to do so.

Empath also implemented signage at their locations that reflects the idea that all are welcome. In the EPIC offices, the company carries LGBT periodicals and educational materials. The agency, an integrated network of post-acute care that includes a PACE program, home health and palliative care, began as Suncoast Hospice 43 years ago and now serves clients in three Central Florida counties.

In June of 2020, with the COVID-19 pandemic cancelling Pride celebrations and parades, the company opted to join the city of Clearwater in lighting up its campus in the rainbow colors of the pride flag.

"Our language reflects inclusivity, our pictures reflect inclusivity" said Orloff. "I think we all gained more knowledge of the power of words and the impact generationally. A word that may have been offensive for the LGBT community in the '60s or '70s is now a very popular word with the younger members. We are constantly open to how we best communicate and reflect our deeply held values [to the community]."

Combating Bias

While many baby boomers and older seniors are open to and accepting of members of marginalized communities, others are less so. Working with any person that is sick and in need of care can come with its dangers. Home health workers, who are often female and members of minority communities, often face harassment on the job in the form of racist or sexual comments. Patients may face bias from caregivers or other patients for many different reasons, including sexual orientation.

For Empath, working against bias is important to the mission of inclusivity.

When team members encounter discrimination from anyone, they work to bring the person back to the organization's mission.

"Our way of approaching that is to always go back to our values," said Sciullo. "One of our values is inclusion. That's who we are and who we want to be. So reminding anyone that if we hear something like that, observe something like that, we call them back to our values. We remind them of that and remind them that there is no place for intolerance or demeaning statements."

Johnston added that it's important to keep an open mind and focus on inclusivity.

"You may put all of our recommendations into place and find that nobody comes out of the closet, and that is OK! You need to trust that even if people do not feel comfortable disclosing their identity, they notice these changes and probably feel more comfortable because they see your organization's commitment to working with LGBT people," he said.

Care Across the Ages

Empath serves patients of all ages, including pediatric hospice and palliative care patients. The EPIC program has launched a program called EPIC Generations focusing on LGBT seniors. EPIC Generations has launched something it's calling the "Friendly Caller Program," which matches community members with trained volunteers to provide social connection and outreach.

"With everything going on, it's a way to connect people together and decrease social isolation. It will allow us to increase opportunities to provide care and services to people who may not know where to go for care," said Orloff.

A planned outgrowth of the Friendly Caller Program will connect LGBT youth with community members for mentorship opportunities. Orloff said the goal is to connect with teens who may be struggling to find acceptance from their families and others.

"We know the rates of suicide and other destructive behaviors in that age group. we want to show them that it will get better, [for an adult to say] 'It's OK, I made it, I can help you." Orloff said. She noted that the program may look different than originally intended due to the pandemic and stay-at-home orders, but Empath plans to roll out the new initiative when the Friendly Caller Program is up and running.

What Next?

Credentialing and training are fundamental to an agency's health and service to the community. Opportunities for additional training can help with caregiver retention, since a caregiver will benefit from increased knowledge about the population they serve. The SAGECare credential has an annual renewal period, according to its website. Home health and hospice providers seeking the training can sign up online; in-person training is also available through a network of SAGECare certified trainers. HC

Kristin Easterling is managing editor of HomeCare magazine.

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IN-HOME CARE

How Telemedicine Is Helping Prevent COVID-19 Exposure

Treating wounds virtually helps manage risks for patients & clinicians

By Japa Volchok

In the midst of the novel coronavirus pandemic, statistics are demonstrating that telemedicine services offer the potential to improve access to guality care while reducing strain on patients, family caregivers, nurses and physicians. A 2019 study from the American Telemedicine Association demonstrated that the quality of health care services delivered via telemedicine are as good as those given in traditional in-person consultations. For health care systems, home telehealth options can help address the challenge of rising costs while also preventing the spread of disease from person to person. With the added strain of having to make adjustments to cope with the COVID-19 pandemic, telemedicine is being implemented more widely as policymakers, including as the Centers for Medicare & Medicaid Services (CMS), have increased access by waiving restrictions. Providers are focusing on improving telehealth strategies to meet the needs of patients and home health partners.

Between 2013 and 2017, 82% of all nursing facilities across the U.S. suffered from some level of infection control deficiency, according to a 2020 report released by the U.S. Government Accountability Office, with nearly half of those cited for "persistent problems" in controlling infection at the facility for multiple consecutive years. The COVID-19 pandemic has illuminated the need for telemedicine and the positive impact it has on eliminating an avenue of exposure to



Never have the stakes been so high and never has it been more imperative to find ways to deliver care to those who need it, when they need it.

patients of all ages and seniors, in particular. Virtual consultations offer flexibility to health care providers, allowing them to see patients who are safely at home, protecting both staff and patients from exposure. Never have the stakes been so high and never has it been more imperative to find ways to deliver care to those who need it, when they need it, all while protecting clinicians and their communities.

Telehealth provides the ability to practice social distancing by treating both noninfectious and infectious patients virtually in their homes. Not only does the use of telemedicine prevent ill people from infecting other patients at clinics, hospitals



and doctors' offices, it also helps keep medical professionals safe while preserving the extremely in-demand personal protective equipment (PPE) that shields practitioners from the direct transfer of bacteria and viruses that spread diseases. Telehealth is showing seniors alternative ways to safely access physician care and giving them enhanced access to specialty care.

Telehealth is showing today's seniors how they can live out their golden years healthy and equipped with the proper medical tools. At Vohra Wound Physicians, we are working with scientists at the University of Miami to expand specialized telehealth services for wound care patients. The need in the market led to the development of a telehealth wound care service for patients who are managing their wounds at home. Since mid-March, Vohra's telemedicine encounters for patients in skilled nursing and assisted living facilities have increased by more than 8,000%, demonstrating the strong demand for real-time video consultations. Through Vohra@Home, patients can now readily access physician consultations to diagnose and provide treatment recommendations for all types of wounds, including, but not limited to, commonly occurring pressure ulcers, diabetic foot wounds and venous ulcers.

It is expected that as demand for telemedicine continues to increase, companies will continue to implement innovative ways to serve patients and prevent the spread of COVID-19, especially to vulnerable senior populations. The coronavirus pandemic has all but forced people to use telehealth when before, only 9% had ever tried online care, according a J.D. Power satisfaction survey. According to a new survey from Sykes, 72% of people say they would use telemedicine to be screened for coronavirus, and two-thirds of respondents say COVID-19 has increased their willingness to try telehealth in the future. However, people over 55 expressed concern about the validity of telemedicine and whether it can work for more than minor ailments. Ultimately, further education will be required for people to understand the benefits and value of telehealth moving forward.

Clinicians can screen patients, answer questions and make recommendations without any exposure to a hospital or a clinic. Geographical location, lack of transportation and mobility issues are no longer a barrier to a visit with a physician or home health clinician, thanks to telemedicine. Immediate access to specialists improves care and helps ensure better outcomes and prevents hospitalizations. It also provides peace of mind and safety for both patients and their loved ones knowing that help is just a video call away.

Dr. Japa Volchok, DO, is the vice president of operations at Vohra Wound Physicians. Volchok, a general and vascular Surgeon, joined Vohra in 2009 as a wound care physician and later became a core member of Vohra's executive team. Today, Volchok is primarily responsible for Vohra's patient experience and engagement, overseeing legal and regulatory affairs, and managing the Vohra Wound Care Certification program.

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PERS/HOME MONITORING

In this directory, HomeCare delivers a monthly breakdown of crucial sections of our annual Buyer's Guide, providing the most up-to-date information on the products and services your business needs. This month, we're covering personal emergency response systems and home monitoring. Here and on homecaremag.com/buyers-guide, you can find the essentials to help your business thrive.

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NEW ON THE MARKET

Hand-picked by the editors of HomeCare & our team of industry experts, these products are the newest frontrunners shaping the homecare marketplace. Stay tuned in every issue for more industryleading solutions.







1 SleepWeaver Prevent CIRCADIANCE

The SleepWeaver Prevent, which uses an integrated KN95 mask to filter exhaled air, provides an additional level of isolation for CPAP and non-invasive ventilator patients with known or suspected respiratory infections. Circadiance is offering this new combination CPAP and filter mask to address risks to health care personnel and visitors from PAP therapy in the clinical space during the COVID-19 public health emergency. Visit circadiance.com. *Check 200 on index.*

2 Sit to Stand Residential Lift

DRIVE DEVILBISS HEALTHCARE

Capable of supporting up to 450 pounds, the Sit to Stand Lift with manual or power base is designed to provide safe patient handling and transfer for both the patient and caregiver. The lift features an adjustable knee pad and removable foot plate. Dual controls allow the lift to be used if the hand pendant becomes inoperable, and the object obstruction sensor stops the lift if it detects that the patient or caregiver is in the way. Optional accessories include stand-up sling (L/XL), sit-to-stand sling (M/L) and a sit-to-stand sling strap. Visit drivemedical.com. *Check 201 on index.*

Check 201 on Index.

3 Waterproof Bandage

DrySee's waterproof bandages provide a secure, waterproof covering for low exudate wounds. If water or other liquids make their way into the bandage, the gauze barrier around the perimeter of the bandage will turn from light blue to dark blue. The color change alerts the user to change the bandage, knowing that the perimeter seal is broken. If liquid passes through the second adhesive ring and reaches the wound site, or if the wound seeps fluid, the internal gauze pad will turn dark blue, signalling that a bandage change is necessary. Visit drysee.com. *Check 202 on index.*

4 John Bunn JB02020 Pulse Oximeter GE HEALTH PRODUCTS

The John Bunn JB02020 Pulse Oximeter provides simple, fast, accurate oxygen saturation (SpO2) and pulse rate measurements. Its lightweight, compact design makes it an ideal solution for home, clinical and emergency medical services settings. Features a large easy-to-read LED digital display, SpO2 and pulse rate alarms, simple one-button operation and an automatic power-off function that conserves batteries. Accommodates finger sizes from pediatric to adult. Visit grahamfield.com. *Check 203 on index.*

POWER CHAIRS

*HCPCS codes subject to change

1 Apollo 2

FREERIDER

The FreeRider Apollo 2, coded HCPCS K0827, has been upgraded to a front wheel drive (FWD) power chair in the 2020 model. Agility meets stability with a 470-pound weight capacity, 10-inch solid tires and padded armrest set. FWD helps users get a closer, smoother ride while handling tight corners. The swivel seat is unique in the very-heavy-duty power chair class, allowing users to get closer to the table, closet and friends without additional maneuvering. Available powertrain. Visit freeriderusa.com. *Check 204 on index.*

2 EZ-GO

MERITS HEALTH PRODUCTS

The EZ-GO power wheelchair has a new design for 2020. The standard version of the EZ-GO is coded as a K0813/K0814 and easily disassembles into three compact pieces for transport. The EZ-GO has a medium high-back seat similar to those found on full-sized units. Also comes in a deluxe version that is a retail-only unit and comes in a pink, turquoise or white shroud option and offers a larger battery for extended range. Visit meritsusa.com. *Check 205 on index.*

3 Jazzy Select

PRIDE MOBILITY PRODUCTS

Experience the simplicity and maneuverability of the Jazzy Select. Equipped with Active-Trac Suspension and dual motors, this power chair ensures a smooth, comfortable ride over uneven terrain. Mid-wheel drive offers a tight turning radius of 22.5 inches, making the Jazzy Select a perfect choice for indoors and out. Other features include an easy-to-operate controller, a high-back seat, easy side access to batteries, height- and depth-adjustable foot platform offering two height positions and one depth position, a flip-up foot platform for greater comfort, easy-access freewheel levers, and a color-through shroud that reduces visual scrapes and chips. Visit pridemobilty.com.

Check 206 on index.

4 Edge 3 Stretto

QUANTUM REHAB

The Edge 3 Stretto from Quantum Rehab features a narrow and maneuverable power base. The Edge 3 Stretto features a 20.75inch overall width with 12.5-inch drive wheels. Other chairs are at least 2.5 inches wider. In addition to its narrow width, the Edge 3 Stretto is equipped with independent Smooth Ride Suspension, which offers increased shock absorption due to the angle of the shocks. Optional iLevel Power Adjustable Seat Height provides up to 12 inches of seat elevation while operating the chair at speeds up to 3.5 miles per hour. Other standard features include LED fender lights and a USB charger. Visit quantumrehab.com. *Check 207 on index.*





5

5 QUICKIE Q500 H SUNRISE MEDICAL

The new QUICKIE Q500 H power wheelchair brings a unique hybrid blend of rear- and mid-wheel technology. With the drive wheel closer to the mid position, the Q500 H has improved traction and a smaller turning radius compared to a traditional rear-wheel drive, and improved outdoor driving over a mid-wheel drive. The unique and responsive suspension system, coupled with the drive wheel placement, allows the Q500 H to be one of the most maneuverable rear-wheel drive power wheelchairs in the market today. Available with the adjustable SEDEO PRO seating system in Group 3 standard and HD, and Group 4 standard duty. Visit sunrisemedical.com.

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6 LiteRider Envy GOLDEN TECHNOLOGIES

The Envy power wheelchair is both stylish and durable with a tubular design that is unique to the Golden LiteRider family. A dynamic LiNX controller comes standard and the traditional style makes driving simple and reliable. The optional high-back premium seat offers contoured support for a longer seating tolerance and added comfort. The Envy features an operating range of up to 15.5 miles and a turning radius of 28.5 inches. It comes in six vibrant colors and disassembles quickly and easily. Visit goldentech.com.

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7 ROVI A3 Power Wheelchair

MOTION CONCEPTS

Available exclusively on the ROVI A3 Power Wheelchair base through Motion Concepts, the MPS Maxx Modular Power Standing System combines the ability for users to stand with a full range of power positioning options in a package that provides a unique combination of independence, function and accessibility. Visit motionconcepts.com. *Check 210 on index.*

EXERCISE & REHAB

1Spark Kinetic Sleeves

BROWNMED

Spark Kinetic Sleeves utilize patent-pending technology to bring together the benefits of kinesiology tape and compression in easy-to-use, comfortable sleeves designed to add support and enhance performance. The sleeves are intuitive to put on and won't leave sticky residue when removed. Available for knee, ankle, elbow and calf, all Spark Kinetic Sleeves leverage the principles of kinesiology to deliver enhanced support and high-performance compression in moisture-wicking, breathable sleeves. Visit brownmed.com.

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² Folding Exercise Peddler with Electronic Display

DRIVE DEVILBISS HEALTHCARE

This attractive folding exerciser is ideal for leg and arm muscle toning, and has a tension knob that easily adjusts resistance. The five-function display indicates mode, exercise time, revolution count, revolutions per minute and calories burned. Anti-slip rubber pads prevent sliding and protect surfaces. Fully assembled and retail packaged. Visit drivemedical.com.

Check 212 on index.

3 P POD Alternative Positioning Support

INSPIRED BY DRIVE

Through its vibrant colors and bean-bag-like design, the P Pod offers a warm, fun and engaging look with a specially molded foam liner that provides outstanding positional support and comfort. Ideal for use in home, school and clinical environments. Available in multiple colors and sizes, including a model made of a new wipe-clean Dartex fabric. Visit inspiredbydrive.com.

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4 InTENSity 12

TENSpros

The InTENSity 12 is one of the easiest-to-use portable TENS units on the market, offering patients multiple preset treatment options and stimulation programs in a user-friendly, ergonomic design. With twelve preset bodypart-specific settings as well as an option to create custom parameters, the InTENSity 12 guides the patient step-bystep to create therapeutic treatments. This customizable TENS machine has modes to relieve recurring and chronic pains. Patients will like the convenience of the powerful rechargeable lithium ion battery. One-year warranty. Visit tenspros.com.

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REMOTE PATIENT MONITORING





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1MobileVitals Touch

CLEAR ARCH HEALTH

MobileVitals Touch combines remote patient monitoring and a personal emergency response system in a single, easy-to-use touchscreen system to keep users connected to patients through vitals monitoring, virtual video visits, health management tools, education, photo sharing and more. Programs to support COVID-19 patient populations and social determinants of health available. The company offers scalable, easy-to-adopt turnkey solutions to build a custom program without the custom price. Consultative support and logistics management help streamline a program launch. Clear Arch serves physician practices, medical groups, hospitals and health systems, payers, homecare and assisted living facilities. Visit cleararchhealth.com.

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2 Remote Health Care Delivery

CURRENT HEALTH

Current Health is a remote health care delivery platform focused on accelerating hospital discharges, minimizing home visits, reducing readmissions and improving satisfaction and experience. Driven by evidence-based clinical programs, Current Health continuously monitors patient signs in the home with a discreet wireless sensor. By combining this with wireless connectivity to other devices and a sophisticated analytics system, Current Health enables earlier identification of the at-risk patient in the home. Through integrated video visits and 24/7 RN monitoring service, interventions can be simply and easily delivered into the home.

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3 RPM Platform

SYNZI

With Synzi's remote patient monitoring feature, post-acute care organizations can leverage patients' everyday devices while easily and securely obtaining data on key measures. Synzi's complete HIPAA-compliant telehealth and virtual care platform helps organizations monitor at-risk patients, improve understanding of patients' conditions, increase engagement and adherence, and reduce emergency room visits and rehospitalizations. Providers can safely deliver valuable care while minimizing the risk of infection and transmission by using Synzi to better monitor and manage patients. Visit synzi.com.

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4 LifeStream

RESIDEO LIFE CARE SOLUTIONS

The LifeStream platform influences patient outcomes and helps reduce health care costs. Clinicians can focus their care efforts with access to dashboards and alerts from any location. Users can assign questionnaires for patient comprehension, making it easy to evaluate and prioritize patients. It is also easy to connect with patients and family members by initiating video visits from LifeStream. The LifeStream solution includes the Genesis Touch tablet, allowing patients to be monitored in their own homes. Genesis Touch helps patients communicate with caregivers and learn more about their diseases, health conditions and related treatments. Visit lifecaresolutions.resideo.com. *Check 218 on index.*

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CULTURAL FOCUS

The Play's the Thing

Using theater to encourage advanced care planning

By Kristin Easterling

Do not go gentle into that good night, Old age should burn and rave at close of day; Rage, rage against the dying of the light. —Dylan Thomas

Dylan Thomas's iconic poem, voiced by a son begging his father to resist death, epitomizes the struggle all humans must face and the grief and sadness that accompany the process of dying. Today, that process comes with tough decisions about life-extending treatment, hospice care and funeral plans. Now, the Hospice Foundation of America (HFA) is seeking to ease the process for families with a series of plays aimed at breaking down stigma about the end of life.

One play in the series, "Dusk," which was presented via Zoom on August 13, follows a man with congestive heart failure. On the eve of his 68th birthday, Gil Everette and his adult children—aided by a home health worker—discuss his wishes about lifesustaining treatment options.

The story emerges through a series of flashbacks to the children's youth, exploring the family dynamic between the siblings and their father. In the present, Gil struggles to come to terms with his illness and with his daughter's wishes for an advanced directive. Gil embodies Thomas's poem, raging against his impending death with sarcasm and anger, even suggesting he would rather end his own life than consider undergoing additional treatment.

The play also dramatizes the burden many women experience as family caregivers. Nan, Gil's daughter, lives in the same town and much of his care falls to her. One of her brothers has moved away and travels frequently for work; his efforts to help fall short. And while the other brother does pitch in, the emotional toll falls to Nan, leading to arguments among the siblings about how to handle Gil's care.

Elizabeth, a home health worker, tries to direct the family through the process by explaining the many choices that come with end-of-life planning and creating an advanced directive. Her character demonstrates the important part homecare providers play in helping patients and families cope with making these decisions.

Following the Zoom presentation, HFA held a panel discussion with hospice and advanced planning experts, including Frederick Health Hospice Executive Director Carlos Graveran and Penn State Milton S.



The cast of DUSK performs on Zoom in August of 2020.

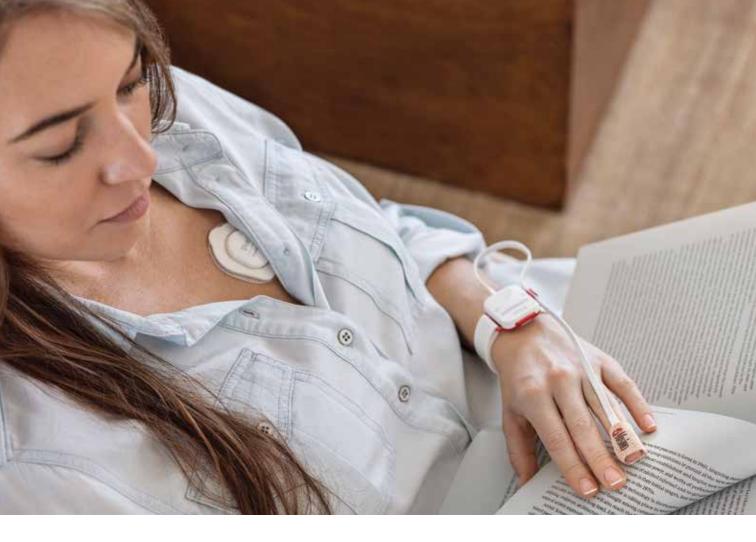
Hershey Medical Center's Dr. Lauren J. Van Scoy, who were joined by the playwright, Brian Harnetiaux.

The panel addressed issues around endof-life planning, such as doctors' hesitancy to bring it up and a lack of access for underserved communities. Recent studies have found that roughly 60% of the United States' population has engaged in advanced care planning, but less that 24% of Black and Hispanic populations have done so.

"I think I had a predisposition for subjects surrounding death and mortality," said Harnetiaux. "But the real imposition for me tackling the subject in theater was my father's death. I wrote a play about that ... In my father's protracted illness, I was just ill-prepared to deal with the complexity of the issues. I'm thankful to the hospice and palliative care community for letting me do field work. It's been one of the joys of my life to work through all of this, and it's helped me resolve some of my own issues."

Harnetiaux wrote "Dusk," the play that preceded it and a third that focuses on a younger family handling care planning. All provide an opportunity for self-examination and community dialogue on fundamental questions surrounding death and dying. Each play can be used individually or in any combination by hospices, churches, medical schools and other organizations as an educational tool and as a vehicle for creating public dialogue about end-of-life issues, according to the HFA website. Licenses for the trilogy are available for \$450 for a year's access, and the packet includes discussion questions for those viewing the play. **HC**

Kristin Easterling is managing editor of HomeCare magazine.



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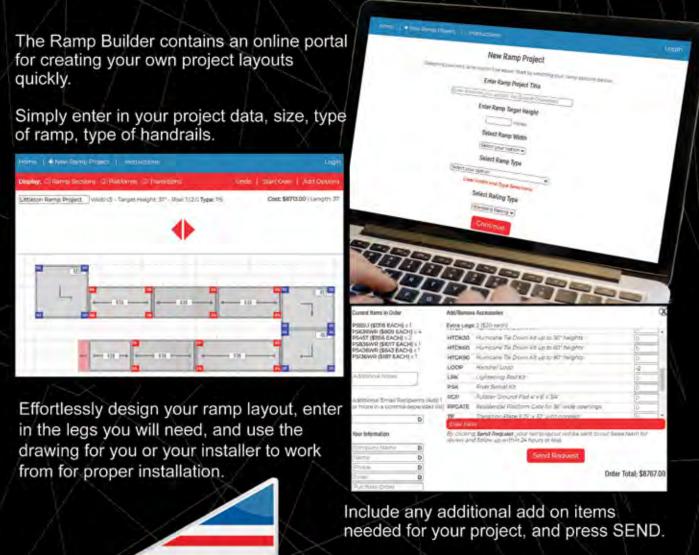
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