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July 18, 2017

**Via Hand Delivery**

Ruby Potter  
Health Facilities Coordinator  
Maryland Health Care Commission  
4160 Patterson Avenue  
Baltimore, MD 21215

**Re: Glen Meadows Retirement Community  
Application to Purchase and Operate Publicly Available Nursing  
Home Beds - Matter #17-03-2395  
Responses to Completeness Questions Received 7/6/17**

  
Dear Ms. Potter:

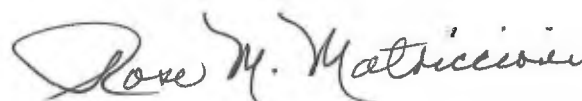
I am in receipt of the correspondence to Peter Dabbenigno, Executive Director, Glen Meadows Retirement Community dated July 6, 2017 from Kevin McDonald concerning the above-mentioned matter. Please see attached Tab 15 for the answers to the third set of completeness questions received 7/6/17.

Enclosed are four copies of Tab 15 per Mr. McDonald's request. Also enclosed are four copies of Tab 16 which are the affirmations for the third set of completeness responses.

In addition, enclosed is a new Table of Contents for the binders.

Thank you for your assistance in this matter.

Very truly yours,



Rose M. Matricciani

Ruby Potter  
July 18, 2017  
Page 2

RMM:mrm

Enclosures:

4 copies of Tab 15 - third set of completeness questions and answers

4 copies of Tab 16 - affirmations

4 copies of Table of Contents

cc: Peter Dabbenigno, Executive Director  
Presbyterian Senior Living Services, Inc.  
d/b/a Glen Meadows Retirement Community

Andrew L. Solberg, Consultant  
A.L.S. Healthcare Consultant Services

2253712

**REVISED TABLE OF CONTENTS**

7/18/17

**Matter #17-03-2395**

<b>Tabs</b>	<b>Pages</b>
Tab 1	
Application	1-36
Tab 2	
Tables	
CON TABLE PACKAGE FOR NURSING HOME (CCFs) APPLICATIONS	
2. Revised CON TABLE PACKAGE FOR NURSING HOME (CCFs) APPLICATIONS	
A. Bed Capacity by Floor and Nursing Unit Before and After Project	
B. Proposed Construction and Renovation Square Footage	
C. Project Budget	
D. Utilization Projections – Entire Facility	
2. Revised Utilization Projections – Entire Facility	
E. Utilization Projections – New Facility or Service	
2. Revised Utilization Projections – New Facility or Service	
F. Revenues & Expenses, Uninflated – Entire Facility	
2. Revised Revenues & Expenses, Uninflated – Entire Facility	
G. Revenues & Expenses, Uninflated – New Facility or Service	
2. Revised Revenues & Expenses, Uninflated – New Facility or Service	
H. Workforce Information	
2. Revised Workforce Information	
I. Scheduled Staff for Typical Work Week	
J. Construction Characteristics	
K. Onsite and Offsite Costs Included and Excluded in Marshall Valuation Costs	
Tab 3	
A. Discharge Planning Policy	1-2
B. Transfer and Discharge Process	1-3
Tab 4	
A. Whole Building Design Guide	1-9
B. Project Drawings	
Tab 5	1-7
A. QA Policy - Quality Assurance and Process Improvement - QAPI	
B. Acceptance of Allegation of Compliance 9/21/16, DHMH, OHCQ	

<b>Tabs</b>	<b>Pages</b>
Tab 6 Consolidated Financial Statements December 31, 2015 and 2014	1-32
Tab 7 Letters of Support	1-6
Tab 8 Affirmation Statements	1-6
James F. Bernardo, Executive Vice President and Chief Operating Officer Presbyterian Senior Living, Inc.	
Dan Davis, MS, MHA, Vice President Continuing Care Operations Presbyterian Senior Living, Inc.	
Peter Dabbenigno, Executive Director Presbyterian Senior Living Services, Inc. d/b/a Glen Meadows Retirement Community	
Donna Casner, Vice President & Controller Presbyterian Senior Living, Inc.	
Michelle Hollis, Assistant Controller Presbyterian Senior Living, Inc.	
Andrew L. Solberg, Healthcare Consultant A.L.S. Healthcare Consultant Services	
 B. Affirmation Statements re: Completeness and Additional Information Request	 7-12
Jeffrey Davis, Senior Vice President, Chief Financial Officer Presbyterian Senior Living, Inc.	
Dan Davis, MS, MHA, Vice President Continuing Care Operations Presbyterian Senior Living, Inc.	
Peter Dabbenigno, Executive Director Presbyterian Senior Living Services, Inc. d/b/a Glen Meadows Retirement Community	
Donna Casner, Vice President & Controller Presbyterian Senior Living, Inc.	
Michelle Hollis, Assistant Controller Presbyterian Senior Living, Inc.	
Andrew L. Solberg, Healthcare Consultant A.L.S. Healthcare Consultant Services	
 Tab 9 Glen Meadows Health Care Center Drawing	

<b>Tabs</b>	<b>Pages</b>
Tab 10	
Policy and Procedures related to Compliance with Requirements for Glen Meadows Retirement Community’s Operation of Public Nursing Home Beds	
Tab 11	
Rationale for Assumptions	1-4
Tab 12	
5 Years of Certified Financials	
A. Consolidated Financial Statements December 31, 2012 and 2011	
B. Consolidated Financial Statements December 31, 2013 and 2012	
C. Consolidated Financial Statements December 31, 2014 and 2013	
D. Consolidated Financial Statements December 31, 2015 and 2014	
E. Consolidated Financial Statements December 31, 2016 and 2015	
Tab 13	
Second Set of Completeness Responses	1-6
A. Graph – Health Center Occupancy for Jan. 2015 – Apr. 2017 Actual Occupancy vs. Budgeted	
B. Chart – Actual Occupancy vs. Budgeted Occupancy for Jan. 2015 – Apr. 2017	
Tab 14	
Affirmations for Second Set of Completeness Responses	1-3
Peter Dabbenigno, Executive Director Presbyterian Senior Living Services, Inc. d/b/a Glen Meadows Retirement Community Donna Casner, Vice President & Controller Presbyterian Senior Living, Inc. Michelle Hollis, Assistant Controller Presbyterian Senior Living, Inc.	
Tab 15	
Third Set of Completeness Responses	1-3
A. Response to Question 1.a – Staffing Chart	
B. Ancillary Fees – Effective January 1, 2017	1-5
Tab 16	
Affirmations for Third Set of Completeness Responses	1-3
Peter Dabbenigno, Executive Director Presbyterian Senior Living Services, Inc. d/b/a Glen Meadows Retirement Community	

Michelle Hollis, Assistant Controller  
Presbyterian Senior Living, Inc.  
Kirsten Sutt, Corporate Director of Health Care Sales  
Presbyterian Senior Living, Inc.

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**Glen Meadows Retirement Community Application to Purchase and Operate Publicly  
Available Nursing Home Beds  
Matter # 17-03-2395  
Responses to Completeness Questions Received 7/6/17**

**1. Following up on question 4 from our completeness request of June 9:**

- a) Please provide a “before” and “after” staffing chart for the CCF (with “after” presuming approval of the public beds).**

See excel file titled GM Response to July 6 2017 Letter – Question 1a.

Please note that the Glen Meadows budget prepared for the current year was the basis for the projections used for the submitted Certificate of Need project. The staffing for certain departments such as General & Administrative, Maintenance, Housekeeping and Dietary are budgeted in total by department – not by facility type (i.e. Health Center, Assisted Living, Independent Living). Therefore, statistics were applied to the budgeted FTEs to allocate staff to the Health Center. These statistics were previously disclosed and are noted on the staffing chart submitted in response to this question. Table H in the submitted application package reflects total staffing for the entire Glen Meadows community.

- b) Respond to the second part of that question, which was, “please outline the incremental costs you are projecting for the patients who would be admitted to “publicly available beds.”**

Incremental costs are as follows:

- Incremental staffing costs of \$55,914 projected for CY 2018
- Incremental staffing costs inflated 2.5% for subsequent years
- Incremental Therapy purchased services costs of \$132,923 projected for CY 2018
- Incremental Therapy purchased services costs of \$201,436 projected for CY 2019
- Incremental Therapy purchased services costs inflated 2.5% for subsequent years
- Incremental Pharmacy costs of \$33,833 projected for CY 2018
- Incremental Pharmacy costs of \$49,474 projected for CY 2019
- Incremental Pharmacy costs inflated 2.5% for subsequent years

- 2. Table G, the table showing revenues and expenses for the CCF only shows revenue from outpatient services of between \$53,000 and \$62,000 annually. MHCC staff usually does not see an entry in this category for a CCF project. What makes up “outpatient services” in the Glen Meadows CCF?**

Outpatient Services revenue is therapy revenue billed to Medicare Part B and Managed Care Part B for CCF residents. Although the residents are inpatients of the CCF, we refer to this revenue as outpatient because that is the bill type used when submitting claims to third party payers.



3. **Table F – showing revenues and expenses for the entire CCRC operation – showed “Outpatient Services” revenue of \$840,765 in 2015; however, that revenue dropped precipitously (to \$540,147) in 2016, is projected to drop almost another \$200,000 in 2017, and to grow only slightly after that.**

**a) What services make up this revenue?**

Therapy services billed to Medicare Part B and Managed Care Part B make up this revenue.

**b) Why the decline?**

The decline was caused by decreased occupancy and decreased utilization of services.

4. **Please provide a rate schedule for CCF patients, disclosing expected payments/day for each payer.**

Current year budgeted payment rates for CCF residents:

Private Pay \$413.00 per day  
Medicare Part A \$547.17 per day  
Medicaid \$233.23 per day  
Hospice \$265.29 per day

5. **Please provide the charge structure for the services provided that support Glen Meadows residents who wish to remain in their own apartment or assisted living unit rather than entering the nursing home.**

Refer to the 2017 Schedule of Charges – the following categories include services that allow residents to remain in their Independent Living and Assisted Living units rather than transitioning to the Health Center:

- Food Service – Convenience Delivery Fee
- Housekeeping
- Plant Operations
- At Home Services
- Nursing Services

6. **Re: the support services referenced in question 5, has Glen Meadows considered raising those prices to help offset revenue lost to a declining nursing home census?**

The current rate structure for support services is reviewed and adjusted each year. Our rates are slightly above the prevailing market for similar services. The residents have a choice of selecting a provider. Therefore, we must be competitive or risk losing the business.

- 7. The application projects CCF patient days to grow by 31% (in 2022) over 2016's 8,046 patient days, a significant leap. Assuming that Glen Meadows is authorized for publicly-available beds, what is the marketing strategy to fill them?**

The marketing campaign for the expansion of services will start with securing a full-time sales and admission staff person whose primary responsibility will be to work with existing and new referral partners such as health systems, physicians and managed care organizations to educate them about the availability of services at Glen Meadows. During this process, we will be updating all marketing materials with the additional availability and educating potential new referral sources such as senior housing, assisted living, home health agencies and value-based organizations such as accountable care organizations and bundled payment providers. A mailing campaign to the local counties alerting the targeted audience to the change at GM will also be implemented.



Glen Meadows Retirement Community  
Matter #17-03-2395  
Response to Question 1.a. - Staffing Chart

Department	Position	Entire Facility Current Year FTEs per Table H	Allocation Percentage to CCF*	CCF FTEs Budgeted for Current Year	Additional Staffing Upon Project Completion	CCF FTEs Budgeted Upon Project Completion	*Basis Used for Allocation of FTEs to CCF
Housekeeping	Housekeeping Manager	1.0	20.31%	0.2		0.2	Time Study
Housekeeping	Housekeepers	9.6	20.31%	1.9		1.9	Time Study
	Housekeeping Total	<u>10.6</u>		<u>2.1</u>		<u>2.1</u>	
Dietary	Cook	6.2	28.56%	1.8		1.8	Number of Meals Served
Dietary	Host/Hostess	0.7	28.56%	0.2		0.2	Number of Meals Served
Dietary	Server	5.3	28.56%	1.5		1.5	Number of Meals Served
Dietary	Utility	5.5	28.56%	1.6		1.6	Number of Meals Served
Dietary	Dietary Aide	4.5	28.56%	1.3		1.3	Number of Meals Served
Dietary	Dining Services Manager	1.0	28.56%	0.3		0.3	Number of Meals Served
Dietary	Dining Services Director	1.0	28.56%	0.3		0.3	Number of Meals Served
Dietary	Chef	1.0	28.56%	0.3		0.3	Number of Meals Served
Dietary	Nutritional Coordinator	1.0	28.56%	0.3		0.3	Number of Meals Served
	Dietary Total	<u>26.2</u>		<u>7.6</u>		<u>7.6</u>	
Resident Activities	Community Life Director	1.0	20.65%	0.2		0.2	Time Study
Resident Activities	Community Life Coordinator1	1.0	20.65%	0.2		0.2	Time Study
Resident Activities	Community Life Staff	2.1	20.65%	0.4		0.4	Time Study
	Resident Activities Total	<u>4.1</u>		<u>0.8</u>		<u>0.8</u>	
Fitness	Fitness Coordinator	0.6	0.00%	0		0	Actual
	Fitness Total	<u>0.6</u>		<u>0</u>		<u>0</u>	
Chaplain	Chaplain	0.8	20.65%	0.2		0.2	Time Study
	Chaplain Total	<u>0.8</u>		<u>0.2</u>		<u>0.2</u>	
Social Services	Social Services Director	1.0	83.09%	0.8		0.8	Actual
	Social Services Total	<u>1.0</u>		<u>0.8</u>		<u>0.8</u>	
	Total FTEs	<u><u>100.1</u></u>		<u><u>33.8</u></u>		<u><u>35.3</u></u>	



**PRESBYTERIAN SENIOR LIVING SERVICES, INC.**  
**SCHEDULE OF ANCILLARY FEES AND CREDITS**  
**EFFECTIVE January 1, 2017**  
**ANCILLARY FEES**

**FOOD SERVICE**

<b>Guest Meals</b>	Dinner	\$15.00 Adult; \$8.00 Child (under 12)
	Holidays	\$17.00 Adult; \$9.00 Child (under 12)

<b>Luncheons/Catering/Special Events</b>	As requested by individual residents	Pricing provided through quotation from the Director of Food Service.
<b>Catering Room Fee</b>	Per Event	\$100.00 per event

<b>Convenience Delivery Fee (Tray Service)</b> <i>Per policy, there is no tray delivery charge for medically approved sick trays for the first week. Approval must come through the Wellness Center</i>	Breakfast	\$15.00 each
	Lunch	\$15.00 each
	Dinner	\$15.00 each
		(An extra \$3.00 charged for each additional meal delivered to the same unit)

<b>Café</b>	Daily food items, as selected by individual residents	As priced on menu
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**HOUSEKEEPING**

<b>Emergency/Extra services</b> <i>(beyond the weekly services listed in the resident handbook)</i>	Hourly rate	\$26.00 per hour
<b>Internal Window Washing</b>	Hourly rate	\$26.00 per hour

**TRANSPORTATION – Not covered by Insurance**

<b>Special Trips for Medical Appointments or Errands</b>	<b>Handicap-Accessible Van or Sedan:</b>	
	Travel Distance	\$3.60 per mile
	Waiting Time	\$26.00 per hour of wait
	BWI	\$65.00 each way
	Attendant Service	\$26.00 per hour if an attendant is required to accompany a resident to appointment or errand.

## PLANT OPERATIONS

<b>Extra Services</b> (after, or in excess of the courtesy move in services listed in the resident handbook)	Hourly Rate	\$30.00 per hour, charged in half hour increments with a one hour minimum charge plus cost of materials furnished by Glen Meadows
	Holiday Hourly Rate	\$60.00 per hour, charged in half hour increments with a one hour minimum charge plus cost of materials furnished by Glen Meadows
<b>Moves within the community</b>		Contract arrangements to be made by resident with outside service vendor.

## REPLACEMENT FEES

<b>Wanderguard</b>	Replacement	\$110.00 per unit
<b>Comcast Converter Box</b>	Replacement	\$100.00 each
<b>Emergency Pendant</b>	Replacement	\$65.00 per pendant
<b>Entry Door Card</b>	Replacement	\$5.00 per card
<b>American Medical Alert Console</b>	Replacement	\$409.00 each
<b>American Medical Alert Smoke Alarm</b>	Replacement	\$150.00 each

## AT HOME SERVICES

<b>At Home Services</b>	Hourly rate	\$26.00 per hour
	Half hour rate	\$17.00 per half hour
	Holiday hourly rates	\$52.00 per hour (Holidays include: New Year's Day, Easter, Memorial Day, Independence Day, Labor Day, Thanksgiving day) \$65.00 per hour for Christmas Day
<b>Laundry Services</b>	Per Load	\$26.00 per load
<b>Medication Delivery Management</b>	Monthly Fee	\$520.00 per month

## NURSING SERVICES CHARGES

<b>Community Health Nurse</b> <i>Please note: Nurse charges are <u>not</u> billable to any insurance.</i>	Half hour rate	\$30.00 per half hour plus cost of supplies (rate applies for visit in unit or Wellness Center)  Initial nurse visit in unit following an acute hospital stay ( no charge)
<b>Health Care Center Services</b>	Half hour rate	\$30.00 per half hour

Option 3 Internet and Basic Phone	One time Set Up Fee	\$45.00	<ul style="list-style-type: none"> <li>• Free transfers within community</li> <li>• Free call waiting</li> <li>• Free voicemail</li> <li>• Free 3 way calling (upon request)</li> <li>• Caller ID</li> <li>• Large print monthly statement and all charges incorporated into your month Glen Meadows statement</li> <li>• <b>The rates are very competitive rates and are not to be used with any other discount services such as 10-10 calling plans, etc. Signing up for these services could result in the daily rate actually increase – so please do not sign up for any of these discount plans.</b></li> </ul>
	Long Distance charges	\$ .07 cents per minute	
	Internet and Basic Phone	\$1.31 per day (plus MD state tax, Federal tax if applicable). 911 or additional charges will be incurred.	
			Includes: All services included in Option 1 plus E-mail account and helpdesk support.
Option 5 Internet Only without Phone	No Set Up Fee		
	Internet Only	\$ .82 cents per day	
			Includes: E-mail account and helpdesk support
Health Center Phone			Included in Per Diem Rate

<b>Newspaper</b>	Ordered independently by resident	Glen Meadows does not handle invoices.
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<b>Dry Cleaning</b>	Arranged by front desk, but provider paid by resident	Glen Meadows does not handle invoices.
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**NURSING (HEALTH CARE CENTER)**

<b>Miscellaneous Medical Supplies</b>	Varies by item provided	Pricing as adjusted by supplier.
<b>Wanderguard</b>	Initial purchase and/or replacement	\$110.00 per unit



Pharmacy Charges	Prescriptions	Per pharmacy invoice. Glen Meadows does not handle invoices.
	Over the Counter Drugs	Per pharmacy invoice. Glen Meadows does not handle invoices.

Physical, Occupational and Speech Therapies	As required by physician orders	Evaluations and treatments – charged per Glen Meadows Fee Schedule in effect.
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### Ancillary Credits

Meal Credits  <u><i>An away slip must be turned into the Front Desk in order to obtain these credits.</i></u>	Long Term (seven or more days)	Seven or more consecutive overnight absences will result in a \$2.00 per day credit. This credit will begin on your first leave day and appear on your monthly statement. This policy is applicable to hospital, nursing home, or any overnight absence from Glen Meadows.
	Opt Out of Meal Plan	You may choose to opt out of the Glen Meadows meal program and receive a credit of \$60.00 per month and will pay the guest meal rate for any meals eaten. Since this Opt Out Meal Plan is not covered in the Residence and Care Agreement in order to receive the credit on your statement and election form provided by the Business Office must be signed and on file.
	Dining Choice Plan	Decreasing balance of \$360.00 per month for breakfast, lunch or dinner meal in dining room or café.

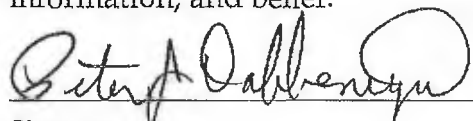
Housekeeping Options	Bi-weekly service rather than weekly service	A credit of \$10.00 will be issued on the monthly billing.
	No housekeeping services provided.	A credit of \$20.00 will be issued on the monthly billing.  The above Housekeeping credit is given per unit not per person.

Linen Service Options	Bi-weekly service rather than weekly service	A credit of \$8.00 will be issued on the monthly billing.
	No linen service provided	A credit of \$16.00 will be issued on the monthly billing.  The above Linen Service credit is given per unit not per person.



AFFIRMATION STATEMENT

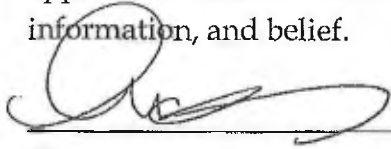
I hereby declare and affirm under the penalties of perjury that the facts stated in this application and its attachments are true and correct to the best of my knowledge, information, and belief.

  
\_\_\_\_\_  
Signature

7-16-2017  
Date

AFFIRMATION STATEMENT

I hereby declare and affirm under the penalties of perjury that the facts stated in this application and its attachments are true and correct to the best of my knowledge, information, and belief.

A handwritten signature in black ink, appearing to be a stylized name, written over a horizontal line.

Signature

7/13/17

Date

AFFIRMATION STATEMENT

I hereby declare and affirm under the penalties of perjury that the facts stated in this application and its attachments are true and correct to the best of my knowledge, information, and belief.

*Kirsten Sutt, MSW, LSW*

*July 17, 2017*

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Signature

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Date