APPLICANT QUESTIONS 2

Responses should be sent to DoN staff at DPH.DON@mass.gov

While you may submit each answer as available, please

- List question number and question for each answer you provide
- Submit responses as a separate word document, using the above application title and number as a running header and page numbers in the footer
- We accept answers on a rolling basis however, when providing the answer to the final question, submit all questions and answers in order in one final document.
- Submit responses in WORD or EXCEL; only use PDF's if absolutely necessary. Whenever possible, include a table in data format (NOT pdf or picture) with the response.

In order for us to review this project in a timely manner, please provide the responses by June 27, 2025.

 Please provide the names and locations of the skilled nursing, assisted living, and independent living facilities that the two partners comprising Everest have served in leadership/ management roles.

<u>Response</u>: Updating Applicant's Round 1 response – Everest Hospital, LLC is owned by three individuals: Chaim Klein, Yisrael Klein, and Yedidya Danziger. See <u>Attachment A</u> for a list of their relevant leadership/management roles.

2. What connection (if any) is there between the initiation of this sale (Proposed Project) and the closure of Vibra Hospital in Springfield?

Response: There is no connection. The decision to close Vibra Hospital in Springfield was made many years before Vibra considered selling the Hospital.

3. The CPA report indicates that they were at 50% capacity in late 2023. What is the current operational capacity?

Response: The current operational capacity is 50%.

- 4. The first round of question responses note that the dip in capacity was due, in part, to staffing issues.
 - a. Beyond the loss of the dialysis service provider, please explain whether these staffing issues were workforce shortages, or retention/recruitment issues, or other?

Response: Workforce shortages.

b. How does the applicant propose to address (or how have they already been addressing) these issues?

Response: As mentioned in the Round 1 responses, Applicant plans to survey Hospital staff to assess personnel needs and, based on the survey results, develop a recruitment and retention strategy that uses both technology and direct engagement for candidate

sourcing and screening. Applicant also plans to use industry-standard recruitment and retention methods, including competitive salaries and benefits.

- 5. In the first round of question responses, the table answering question 9c (referring providers) saw a significant jump in referrals between 2022 to 2023.
 - a. Please provide an explanation for the significant increase in referrals.

Response: Referrals increased between 2022 and 2023 because Vibra Hospital increased its outreach programs and other marketing efforts to referring providers.

- 6. Out of the 47 licensed beds,
 - a. What is the current census?

Response: 22 patients.

b. What is the current staffing for the current census?

Response: 10 direct care staff.

- 7. In both the Narrative and Round 1 Question Responses, the Applicant notes the current use of the Vibra Travels program.
 - a. Does the Hospital have any full time, non-travel staff, or is it solely staffed through Vibra Travels?

Response: Yes, the Hospital employs clinical and administrative staff who are not part of Vibra Travels.

b. Does the Applicant believe there is sufficient local supply of staffing to meet the expected increase in census?

<u>Response</u>: Applicant believes that there will be a sufficient supply of staff to meet its expected increase in census. Applicant believes that "local" staff is not limited to individuals residing in Rochdale. Many candidates can be sourced in communities around and throughout Central Massachusetts. In any event, the Applicant will always admit consistent with appropriate staffing levels.

c. Explain how the Applicant will monitor the recruitment and retention efforts over time.

Response: Applicant plans to monitor recruitment progress using Apploi platform, which distributes job postings online and provides automated workflows for the hiring process. Applicant plans to monitor retention internally by using employee satisfaction and exit surveys to measure engagement, and focusing on new employees who often need additional onboarding support.

- 8. In regards to the other regional LTCH provider that will serve as an efficiency consultant:
 - a. Is the consultant provider affiliated with one of the Applicant partners?

Response: No, these are two independent parties who have negotiated an arm's length consulting agreement.

b. Would this be a conflict of interest or potentially self-dealing?

Response: No, as noted in 8.a. above, the parties negotiated an arms-length consulting agreement.

- 9. Round 1 Question Responses noted that eliminating the Vibra Travels program may encourage some Vibra Travels staff to join the Hospital as employees.
 - a. Please explain what factors would encourage travels staff to join the hospital as employees (improved rates, etc?)

<u>Response</u>: Applicant anticipates that many of the current Vibra Travels staff will embrace the consistency of remaining employed by the Hospital in familiar surroundings, rather than transferring to another location. Furthermore, as mentioned in 4.b., Applicant believes that staff will find its compensation and benefits package competitive.

b. Is there a concern about poaching staff from the other Vibra facility?

<u>Response</u>: No. The Hospital and Vibra Hospital of Southeastern Mass. ("Vibra Southeastern") are located roughly 70 miles away from one another and each facility has its own direct care staff. Applicant will market its open positions and all are welcome to apply; however, it is not Applicant's intent to hire staff away from Vibra Southeastern.

- 10. Round 1 Question Responses noted the financial implications of prolonged ventilation in an acute care setting versus LTCH.
 - a. Approximately what percentage of the Hospital's census require ventilation?

Response: 20%.

- 11. The Narrative thoroughly describes the care coordination and discharge planning with the onsite SNF.
 - a. Please describe the process of care coordination and discharge planning with other providers beyond the onsite SNF.

Response: Like other acute and non-acute hospitals, the Hospital will employ care coordinators who will be responsible for ensuring that patients are discharged to a setting that meets their clinical needs and provides the appropriate supports. As mentioned in the Project Narrative, the Hospital utilizes an interdisciplinary collaborative discharge planning process and works with all post-discharge care providers and non-providers to help them address each patient's specialized needs once they leave the Hospital. Upon approval of the Project, Applicant plans to explore opportunities to further improve the Hospital's discharge coordination processes by

drawing upon its extensive long-term care experience and establishing connections with other post-acute care liaisons in the community.

- 12. The Applicant stated that it plans to implement a program of transportation vouchers.
 - a. Where would the Applicant anticipate that pick up would originate (the local hotels with whom they have negotiated discounts, home addresses, a central pick up point, etc?)

<u>Response</u>: To clarify, Applicant stated in the Round 1 responses that it plans to explore use of transportation vouchers, but has not committed to the implementation of such program.

- 13. For the Patient Satisfaction outcome measure, the Applicant selected a benchmark of 92%.
 - a. Is 92% the national benchmark?

Response: No, Applicant selected 92% as its own organizational goal.

- b. If yes, please provide citation for this benchmark.
- c. If no, please explain why the 92% benchmark was selected.

Response: Applicant believes that a 92% satisfaction rate is both exemplary and realistic considering the opportunities and challenges faced by the Hospital. As stated throughout the DoN narrative, Applicant is committed to providing quality care and will strive to satisfy all patient expectations. If there are areas for improvement, Applicant will seek patients' anonymous feedback and examine ways to address such feedback.

ATTACHMENT A LEADERSHIP/ MANAGEMENT ROLES

Yedidya Danziger has served in a leadership/management role for the following facilities:

- Harbour View Senior Living Corp. (SNF)
 3161 Kennedy Blvd
 North Bergen, NJ 07047
- Country Arch Care Center, LLC (SNF)
 114 Pittstown Road
 Pittstown, NJ 08867
- Resorts at Pooler Inc. (SNF)
 508 South Rogers Street
 Pooler, GA 31322
- Resorts at Beaufort LLC (SNF)
 11 Todd Drive
 Beaufort, SC 29901

Chaim Klein and Yisrael Klein have owned and operated the following facilities:

- Elmhurst Care Center, Inc. (SNF) 100-17 23rd Avenue East Elmhurst, NY 11369
- Elm York LLC (ALF)
 100-30 Ditmars Blvd
 East Elmhurst, NY 11369
- Madison York Rego Park LLC (ALF)
 61-80 Woodhaven Blvd
 Rego Park, NY 11374
- Madison York Assisted Living Community LLC (ALF)
 112-14 Corona Avenue
 Corona, NY 11368
- Milton HC Operating LLC (SNF)
 1200 Brush Hill Road
 Milton, MA 02186

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