**ISLAND NURSING HOME- REOPENING DRAFT PLAN FOR PUBLIC DISCUSSION 2023**

Adopted by Island Nursing Home Board of Directors Nov. 3, 2022

Executive Summary:

The closure of Island Nursing Home (INH) in October of 2021 has hit our community hard. Since then, community members, board members and former staff have mourned its loss and worked diligently toward the re-birth of the facility in some way. The Board of INH has devised a plan to re-open INH, at least partially, by bringing Homeport Residential Care back to life. With 32 residential care beds, services can once again be offered to residents in need, and this time will include private rooms for all residents. This rebirth will allow our local workforce to return, as well as bring back qualifying residents that were displaced by the closure. Due to the challenges facing a stand-alone residential care facility funded by the State, the program has been revamped slightly to allow for the same services with fewer needed staff, ensuring staffing challenges remain manageable. Financial support will become a necessity in order to ensure the viability of the organization, and will include an ongoing robust fundraising campaign. The Board has initiated a campaign to raise $3 million. The goal is to have State approval and begin admitting residents by July 1, 2023.

Company History and Description:

Built in 1983, Island Nursing Home , a then-50-bed nursing home, was the proud accomplishment of community members from seven towns who rallied together to raise $600,000. On top of the $600,000 raised, there was a loan of $600,000 from Farmer’s Home Administration needed to make this dream a reality. In later years, more rooms were added and the bed complement changed to accommodate a combination of 32 residential care and 38 skilled nursing beds. Since the opening of the facility, it has served more than 3,000 residents from the 7 peninsula towns and beyond. The closure of INH in October of 2021 has put a huge strain, not only on locals in need of care but on the industry as a whole.

The closure of the facility was not due to lack of support, financially or otherwise. It was due directly to staffing shortages that have plagued the Island and the entire state for years. Those shortages finally caught up to INH with the arrival of COVID19. The Board of INH has worked hard for this past year, studying the industry, eliminating dead ends and strategizing a plan that will be feasible to implement and maintain, bringing a much needed service back to the area.

With licensed staffing shortages nationwide, the Board of INH feels that trying to reopen a skilled nursing facility would not be possible because of the number of licensed individuals required to operate it. Many avenues were explored including importing nurses from other countries and attempting to build affordable housing to attract a viable workforce to the area. Due to COVID restrictions and inflation, both options are not feasible at this time.

The Board believes that reopening the previous 32-bed residential care facility known as Homeport at Island Nursing Home would be possible. The Board is confident that it could be staffed with the local workforce due to the smaller number of required positions, eliminating both the licensed nursing and housing issues. Historically, the staffing challenges that INH has faced were primarily in the skilled nursing department. Homeport Residential Care had near-full staffing levels at the time of closure announcement in August of 2021.

Services Offered:

The Board of INH proposes reopening Island Nursing Home as a 32-bed Private Non-Medical Institute (PNMI) Level IV, offering residential care services with all private rooms, to aging neighbors and community members. Eventually, the Board of INH will propose to introduce other services for the elderly, such as adult day services or outpatient rehabilitation, that will utilize unused portions of the building in order to maximize the benefit it can bring to the elderly population on the peninsula.

Market Analysis:

With scarce bed availability due to facility closures, and with an aging population already struggling with record-high utility costs on fixed incomes, the INH Board feels not only will a residential care facility be successfully filled to capacity, but is a desperately needed safe haven for those in need. Realistically, it is expected that the majority of those served by Homeport at Island Nursing Home will need support from Medicaid, and in turn will require that this reopening plan account for the annual financial shortfall in order to ensure the sustainability of the organization.

Island Nursing Home offers a unique, non-profit, vantage point with decades of history already woven into a community that has proven over and over that it is capable of almost anything. The Board is hopeful that the plan to reopen a facility to serve the elderly people of the area will once again ignite the spark in the people of Deer Isle and surrounding towns to band together to bring INH back and many of those we previously served back home.

Financial Plan and Projections:

The Board of INH projects an approximate $500,000 annual deficit before contributions and support. In order to ensure financial stability, the Board has come up with the following avenues to produce the needed funds each year:

$2,172,331.

The Board of INH anticipate a need for approximately $250,000 for start up costs and $500,000 the first year of operation due to census/staff imbalance.

<insert start-up budget>

The needed funds will come from the following:

* A mailing will be sent to all residents of the 7 community service area requesting contributions. Deer Isle, Stonington, Isle au Haut Sedgwick, Brooklin, Brooksville, and Blue Hill
* -Businesses will be asked to make contributions.
* -Previous out of state donors and property owners will also be contacted
* The selectmen of the seven towns may be requested to ask their citizens to make a contribution at town meeting in 2023.
* Contact state legislators from Hancock County and request consideration of increasing reimbursement funding- also contact Commissioner of Health and Human Services

Organization and Management Team:

Homeport at Island Nursing Home will continue to operate as a non-profit, 501c3 organization governed by a volunteer Board of Directors comprised of community members. Current Board Members include:

* President, Leon Weed of Sedgwick
* Treasurer, Skip Greenlaw of Deer Isle
* Secretary, Gidget Fagerberg of Deer Isle
* Bill Cohen of Brooklin
* Donna Stinson of Deer Isle
* Brian Billings of Deer Isle
* Karen Chapmen of Stonington
* Jeff Eaton of Deer Isle

For daily operations, the facility will be managed by the following positions that will be vetted from the local workforce:

* Licensed Residential Care Administrator (1)
* Business Office Manager/HR (1)
* RN Nurse Manager (or LPN Nurse Manager and RN Consultant) (1)
* Financial Accountant Consultant (1)
* Medical Director (1)
* Maintenance Director/Custodian/Safety Officer (1)
* Housekeeper (1)
* Cooks (2)
* Dietician Consultant (1)
* Pharmacy Consultant (1)
* CRMAs (11)

Strategy and Implementation:

The Island Nursing Home Board has developed a plan to effectively open and operate a residential care facility that will be financially viable for years to come. This plan involves obtaining ongoing, reliable financial support and hiring local qualified people dedicated to the care of the elderly.

The Board recognizes that operating a stand-alone residential care facility will open up new challenges than previously faced. Challenges include 1) maintaining financial viability and 2) finding adequate staff from the local workforce. The Board will accomplish this by the following milestones and timeline:

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| **Goal Date** | **Milestone** |
| Oct 2022 | Community relationship building and financial commitments |
| January2023  March 2023 | State Issue INH Conditional License  Identify and hire Key Individuals |
| March 2023 | Secure Vendor Contracts |
| April 2023 | Fire Marshall/Life Safety Code Inspection |
| June 2023 | Begin hiring staff |
| July 1, 2023 | Admit first residents |
| TBD | First Survey to move from conditional license to regular |
| Dec 31, 2023 | Full Census/Operation |