



Health Facilities
Commission

SHALOM HOSPICE of SOUTHEAST TENNESSEE LLC CN2406-016 HFC PRESENTATION

August 28, 2024



SHALOM
HOSPICE

Project Description

- ▶ In-Home Hospice Agency, newly formed entity
- ▶ Emphasis on serving terminally-ill individuals of the Jewish faith
- ▶ Recognize and honor Jewish heritage, history, rituals and traditions
- ▶ Meet the end of life needs of Jewish population in Southeast TN (Chattanooga and Cleveland MSAs)
- ▶ Shalom has operations in Middle Tennessee and the Greater Knoxville area; Hospice of Hope, another Jewish hospice, has a specialty program in Memphis: Chattanooga-Cleveland MSA is the only major area in TN without a specialty Jewish hospice

HFC Staff Report

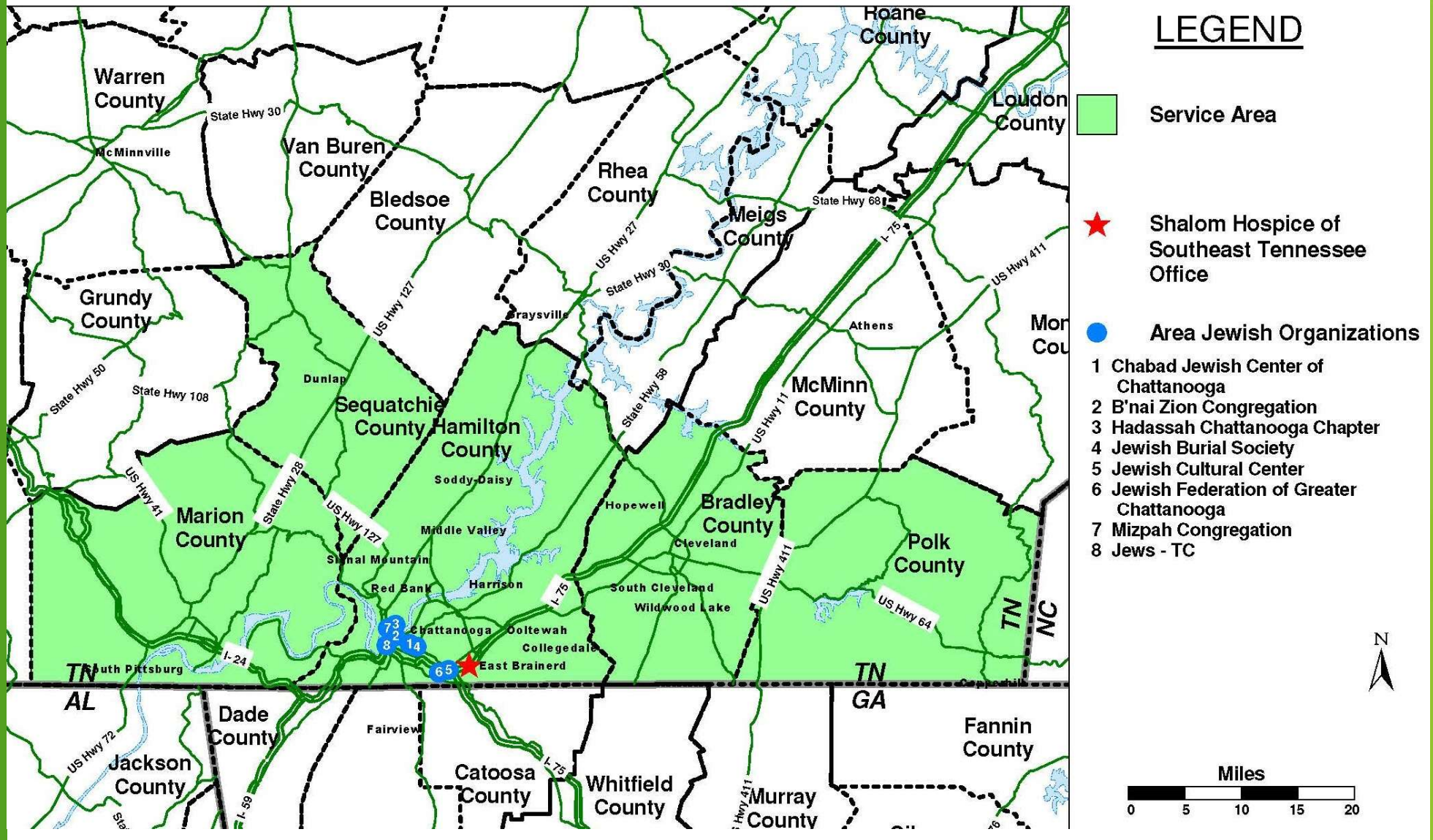
- ▶ “All applicable criteria and standards were met except for the following: Did not meet standard of #17: Need Formula:
- ▶ Need: The Applicant provided the following supporting the need for the project:
 - ▶ Lack of existing hospice services providers that are familiar with Jewish customs and rituals, specifically related to end of life. The applicant requests special consideration based upon targeting of specialized needs of a specific underserved population - Jewish people in Southeastern Tennessee. No existing service area providers have Jewish specialty programming or are accredited by National Institute for Jewish Hospice (NIJH).
 - ▶ The applicant provides letters of support related to need in the service area from physicians/clinicians (5), Nursing Homes and Assisted Living Facilities (14), Home Health Agencies (2), Jewish clergy and Jewish organizations (10) and other community members (2) in the service area advocating the need for a hospice provider that recognizes the heritage, history, and tradition of Jewish patients.”

Company Overview

- ▶ Shalom Hospice of Southeast Tennessee, single purpose LLC
- ▶ Affiliated with Shalom Hospice (Middle Tennessee), Shalom Hospice of Greater Knoxville (East Tennessee) and Affinity Health Management
- ▶ Hospices in Tennessee, Georgia, Florida, Washington, New Jersey, Virginia, Ohio, Indiana, Missouri, Maine, Oklahoma, Pennsylvania and Washington, D.C.
- ▶ Palliative care organizations in same service area
- ▶ CHAP Accredited in each operation
- ▶ NIJH Accreditation: Shalom Hospice (Middle Tennessee), Shalom Hospice of Greater Knoxville and corporate office
- ▶ Signature innovative programs: Service Intensity, Virtual Reality, Equine Therapy, Music Therapy

Shalom Hospice of Southeast Tennessee

Area Jewish Organizations



Supporters: Jewish Affiliated Organizations and Persons

- ▶ Rabbi Shaul Perlstein, Chabad of Chattanooga
- ▶ Rabbi Sam Rotenberg, Rabbi at B'nai Zion Congregation
- ▶ Charles “Chuck” J. Fleischmann, Member of Congress, Tennessee Third District
- ▶ Kevin M. Spiegel, FACHE, Former CEO Erlanger Health System and Assistant Professor of Medicine, UT, Current Assistant Professor Drexel College of Medicine, President & CEO Medical Expansion Partners, Chaplain, United States Chaplain Corps
- ▶ Sarah Aronson, 911 Ambulance Driver and Jewish Burial Society
- ▶ Thomas P. Balazs, Professor - University of Tennessee, Chattanooga and Advisor, Jew-TC
- ▶ Manuel V. Mendizabal, AWR Ambassador, General Conference of Seventh Day Adventist Church, Emeritus Ordained Minister, Southern Union Conference of Seventh Day Adventist Church
- ▶ Stonewall “Stoney” Ponders, Founder, Ponder Funeral Homes
- ▶ Marki Kaim, LMSW, QMHP
- ▶ Serene White, Shalom Hospice patient’s family member

Other Supporters: Referral Sources

Nursing Homes and Assisted Living Facilities

- ▶ Ray Allen, Administrator, Soddy-Daisy Healthcare Center (Hamilton County)
- ▶ Lydia Sandberg, Director of Social Services, Life Care Center of Cleveland (Bradley County)
- ▶ Margaret Ferguson, Chaplain, Alexian Village Health and Rehabilitation Center (Hamilton County)
- ▶ Alicia Condra, Director of Nursing, Valley View Assisted Living (only ALF in Marion County)
- ▶ Bebe Kennedy, VP of Clinical Services, Morning Point Senior Living on behalf of 6 area facilities:
 - ▶ Morning Pointe of Chattanooga
 - ▶ Morning Pointe of Collegedale at Greenbriar Cove
 - ▶ Morning Pointe of Hixson
 - ▶ Morning Pointe of Chattanooga at Shallowford
 - ▶ Morning Pointe of East Hamilton
 - ▶ The Lantern at Morning Pointe
- ▶ Ian Shives, Senior Executive Director, East Hamilton Morning Pointe (Hamilton County)
- ▶ Tess Greer, LPN, Wellness Director, Dominion Senior Living (Hamilton County)
- ▶ Sharon Scott, Resident Care Director, Regency House (Hamilton County)
- ▶ Rachel Southerland, RN, Health & Wellness Director, Brookdale Mount Vernon (Bradley County)
- ▶ Bill Tobin, Client Care Manager, Preferred Care at Home
- ▶ Savannah Burkhardt, General Manager, Home Instead
- ▶ Chris Beckstrand, Owner, Avail of Cleveland

ALFs and NHs			
County	Total Facilities	Letters of Support Received	Percent Letters of Support Received
Bradley County	10	3	30%
Hamilton County	29	10	34%
Marion County	2	1	50%
Polk County	1	0	0%
Sequatchie County	1	0	0%
Total	43	14	33%

Other Supporters, Referral Sources

Physicians/Extenders

- ▶ Thomas Devlin, MD, PhD, FSVIN, CHI Memorial Neuroscience Institute, Director, Chattanooga Center for Neurologic Research LLC, Director, Neuroscience Innovation Foundation, Medical Director, CommonSpirit National Neuroscience Collaborative, Co-Director and Professor of Neurology, University of Tennessee Health Science Center
- ▶ Stephen V. Dreskin, MD, Tennessee Valley Pain Management
- ▶ Israel Franco, MD, Erlanger Urology
- ▶ Martin Simms, MD and Shelley Simms
- ▶ Karen E Hulley, ACNP-BP, MSN, CCRN

Community/Unaffiliated

- ▶ Christine Duncan, Marion County resident
- ▶ Zachary Summit, Marion County resident

Shalom Hospice - Response to Need

- ▶ Only NIAH Accredited hospice agency in Southeast Tennessee.
- ▶ Ascribe to Chayim Aruchim.
- ▶ Employ Jewish Rabbi to serve as its chaplain.
- ▶ Social workers will understand and have knowledge of Jewish Resources.
- ▶ Jewish services coordinator on staff available to respond to needs of Jewish patients, and to be available to respond to any requests from area Jewish organizations or other community organization for assistance.
- ▶ Nurses and all patient care FTEs will be educated on NIAH accreditation, Chayim Aruchim and Jewish programs, rituals and traditions.
- ▶ Work with the Chabad Jewish Center, Jewish Cultural Center, Jewish Federation, Jewish Burial Society and local Rabbis to sponsor quarterly community education events and workshops at area community centers and congregations.
- ▶ Develop a bereavement program specifically designed to address the needs of the Jewish patients, families, caregivers and those in need of grief support.
- ▶ Expand its Virtual Reality platform for the Jewish population.
- ▶ Provide in home hospice services in facilities and in private homes

Quality Standards

- ▶ Shalom Hospice (Middle Tennessee), Shalom Hospice of Greater Knoxville and Affinity Health Management team including on-call representatives, triage team, quality and compliance personnel have been accredited by NIJH.
- ▶ Recent licensure and CHAP accreditation surveys - including Shalom Hospice (Middle Tennessee) and Shalom Hospice of Greater Knoxville - were deficiency free.
- ▶ Shalom Hospice of Southeast Tennessee will be CHAP Accredited and Accredited by National Institute of Jewish Hospice
- ▶ Affiliate experience with CMS Quality Indicators demonstrates a superior quality provider based on the HVLDL (last 3 days of life) and Hospice Item Set (HIS) measures, consistently exceeding national averages.

Quality Metrics

HQRP Process Measure Analysis																		
Affiliate Experience, January 2024 through March 2024 (Q1 2024)																		
Measure:	Shalom Tennessee	Continuum Broward	Continuum Miami	Continuum Sarasota	Affinity Indiana	Affinity Maine	Missouri	Affinity NJ Brick	Affinity NJ Parsippany	Ohio West Chester	Ohio Monroe Falls	Affinity Oklahoma	Affinity PA	Affinity VA	Continuum Snohomish	Continuum King	Affinity DC	Affinity GA
Comprehensive Assessment at Admission	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Treatment Preferences	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Beliefs/Values Addressed	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Pain Screening	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Pain Assessment	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Dyspnea Screening	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Dyspnea Treatment	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Patients Treated with an Opiod who are Given a Bowel Regiment	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Source: SHP Enterprise reporting, January 1, 2024 through March 31, 2024																		

HVLDL - Hospice Visits in Last Days of Life												
Applicant Affiliates and National Average												
	Continuum Broward	Continuum Miami	Continuum Sarasota	Continuum King	Continuum Snohomish	Affinity NJ	Affinity Ohio	Affinity PA	Affinity VA	Affinity Indiana	Affinity Missouri	National Average
Percentage of patients who received visits from a registered nurse or medical social worker on at least 2 of the final 3 days of life	67.8%	70.0%	56.1%	61.9%	59.9%	69.4%	75.1%	46.2%	73.9%	66.7%	68.8%	47.9%
State Rate	54.5%	54.5%	54.5%	50.6%	50.6%	51.3%	57.2%	58.9%	57.5%	51.5%	58.9%	--

Consumer Advantages - Choice

- ▶ No existing Jewish hospice agency in Southeast Tennessee, and none that are NIJH Accredited.
- ▶ Jewish terminally-ill residents currently have no choice but to utilize non-Jewish hospice agencies.
- ▶ Shalom Hospice will offer a choice to these residents who are of the Jewish faith and wish to have a Jewish hospice option.
 - ▶ Knoxville, most recently 30% of admits are Jewish
 - ▶ Nashville, averages about 12% of admits are Jewish
- ▶ Physicians, Rabbis, Nursing Homes, and Affiliated Organizations and their Jewish patients and/or congregants want a choice for Jewish hospice and currently do not have access to this service.

Consumer Advantages - Improve Access/Availability

- ▶ Will be only available NIJH accredited Jewish hospice agency in Chattanooga-Cleveland MSA (*)
- ▶ Signature programs to be implemented will enhance access and increase accessibility, frequency of visits and programming:
 - ▶ Initiate referral response & admission within 2 hours of contact
 - ▶ Service Intensity
 - ▶ Virtual Reality
 - ▶ Equine Therapy
 - ▶ Board Certified Music Therapy

() The only major population center in TN without a specialty Jewish hospice program.*

Consumer Advantages - Affordability

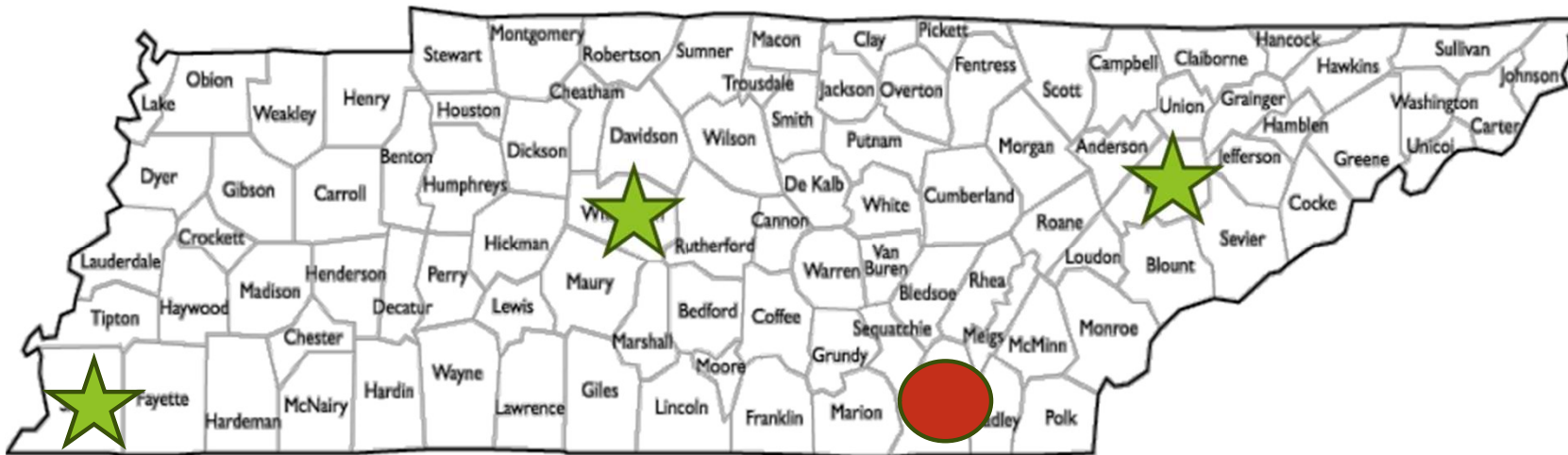
- ▶ Shalom Hospice has budgeted **3 percent charity care** and **8 percent TennCare patients** per year to respond to this estimate.
- ▶ Will accept all patients without regard for ability to pay.
- ▶ Will host regular community education seminars to assure the population is aware of access and affordability.
- ▶ Shalom Hospice has an affiliated foundation which accepts donations for the care of the medically indigent; any funds raised in the Service Area will be deployed for indigents within the Southeast Tennessee Service Area.

Jewish Specialty Hospices

Shalom-Middle TN
Licensed December 2022
Metro Area Population:
2,000,000
Estimated Jewish
Population: 10,000



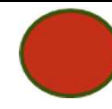
Shalom-Knoxville
Licensed December 2023
Metro Area Population:
903,000
Estimated Jewish
Population: 3,000+



Hope Hospice
Licensed March 2021
Metro Area Population:
1,340,000
Estimated Jewish
Population: 8,000+



PROPOSED
Shalom-Southeast TN
Metro Area Population:
581,000
Estimated Jewish
Population: 3,000 - 4,000





Health Facilities
Commission

**SHALOM HOSPICE of
SOUTHEAST TENNESSEE LLC
CN 2406-016
TENNESSEE HFC MEETING**

August 28, 2024

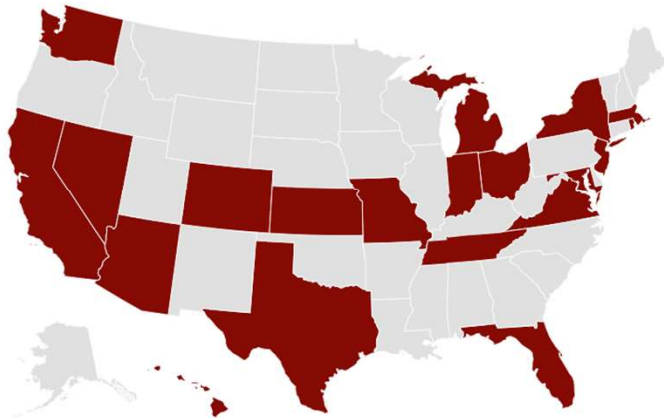


SHALOM
HOSPICE

Find an accredited hospice provider

Hospice means the patient comes first. The National Institute for Jewish Hospice has made a significant difference in the care of the Jewish terminally ill. Since 1985, NIJH has accredited hundreds of hospices and trained thousands of hospice professionals. This accreditation testifies to the hospice's desire and their ability to serve their Jewish clients in a culturally sensitive way.

If you have questions or do not see an NIJH accredited hospice in your local area, please call Toll-Free 1-800-446-4448



nijh.org/find-accredited-hospice/#locator-tn

NIJH Map and TN NIJH Hospices As of August 21, 2024

Tennessee

Hospice of Hope

Serving Shelby County
1125 Schilling Blvd. East, Suite 101
Collierville, Tennessee 38017
901-756-7322
Fax 901-756-7085

General Information: psheerman@unityhospicecare.org
Contact for Referrals: Harry Durbin
Title of Contact: Administrator
Contact Direct Phone: 901-560-3600
Contact Email: hdurbin@hospiceofhope.com

Shalom Hospice

Serving Davidson, Williamson and Rutherford Counties
5409 Maryland Way, Suite 212
Brentwood, TN 37027-5068
615-623-8900
Fax 615-369-8101

General Information: info@shalomtn.com
Contact for Referrals: Joseph Jackson
Title of Contact: Executive Director
Contact Direct Phone: 865-551-7001

Shalom Hospice of Greater Knoxville

Serving Knox, Anderson, Loudon, Blount, Sevier and
Jefferson Counties
8351 E Walker Springs Lane, Suite 402
Knoxville, TN 37923-3142

865-551-7001
Fax 865-381-1204

General Information: info.knoxville@shalomtn.com
Contact for Referrals: Nikole Lynch
Title of Contact: Executive Director
Contact Direct Phone: 865-551-7001

August 20, 2024

Mr. Logan Grant
Health Facilities Commission
502 Deaderick Street
Nashville, TN

Re: Shalom Hospice of Southeast Tennessee
Hospice CON Application

Dear Mr. Grant:

My name is Serene White, and I am the daughter of a patient who recently received services with Shalom Hospice of Greater Knoxville. I am writing to formally explain my decision to change hospice providers. After careful consideration, I chose to transition my dad's care from Caris Healthcare to Shalom Hospice of Greater Knoxville, as they were better able to meet our specific spiritual and religious needs as a member of the Jewish faith.

The decision to switch providers was not taken lightly. As you are aware, the provision of end-of-life care involves more than just medical support; it also requires a deep understanding and respect for the patient's cultural and religious values. While I appreciate the care and support Caris Healthcare provided, they were unable to meet our religious and spiritual needs and I found that Shalom Hospice of Greater Knoxville offered services and practices that more closely aligned with our Jewish faith, which was a crucial aspect of my dad's life, particularly during this stage.

This transition was driven by my desire to ensure that our families spiritual needs were fully respected and supported, especially in ways that are consistent with Jewish customs, traditions, and values. During our time on services with Shalom Hospice of Greater Knoxville the staff's education and knowledge of Jewish religion and culture was evident in their day-to-day care and respect for the needs of our family. By understanding my dad's end of life wishes and Jewish beliefs, the staff was able to provide exceptional spiritual and emotional support not only to my dad, but to our entire family as well.

I would recommend Shalom Hospice to anyone in need of service, but more importantly to those of the Jewish faith, because of their ability to provide knowledgeable, culturally sensitive care.

Sincerely,

A handwritten signature in black ink that reads "Serene White". The script is cursive and fluid, with the first name "Serene" being more prominent than the last name "White".

Serene White

Supporters' Need Quantification

- ▶ **Thomas Devlin, MD, CHI Memorial Neuroscience Institute (Hamilton County):** *"Please approve the Shalom Hospice CON application to provide end of life hospice services to my Jewish patients, the Jewish population throughout southeast Tennessee and others who will benefit from its spiritual programming. I would estimate that in any given month, we would identify between 1 and 5 patients or families who would benefit..."*
- ▶ **Stephen V. Dreskin, MD, Tennessee Valley Pain Management:** *"... I would anticipate with the size of our practice, that we would identify between 1 and 4 patients per month, depending on the month, who might consider this hospice program..."*
- ▶ **Ray Allen, Administrator, Soddy-Daisy Healthcare Center (Hamilton County):** *"... Based on Shalom Hospice's planned programming, and our resident profile, I would expect our facility and its physicians will refer an average of at least 2 patients per month to Shalom Hospice..."*
- ▶ **Lydia Sandberg, Director of Social Services, Life Care Center of Cleveland (Bradley County):** *"... Based on our patients and knowledge of our community, I would anticipate referrals to Shalom Hospice will likely range between 2 and 3 per month..."*
- ▶ **Alicia Condra, Director of Nursing, Valley View Assisted Living - the only ALF in Marion County:** *"... Each of these facets of its proposal are of interest to us as we believe our residents when appropriate for referral will benefit from rapid response, nearly daily patient touches, spiritual programming, music therapy and virtual reality. Given our resident profile, these referrals may number 1 to 3 per quarter. ..."*
- ▶ **Bebe Kennedy, VP of Clinical Services, Morning Point Senior Living on behalf of its six area facilities: Morning Pointe of Chattanooga, Morning Pointe of Collegedale at Greenbriar Cove, Morning Pointe of Hixson, Morning Pointe of Chattanooga at Shallowford, Morning Pointe of East Hamilton and The Lantern at Morning Pointe:** *"... Our reasons for this support are based on Shalom Hospice's referral response time, service intensity and spiritual programming. ... With the above as Shalom Hospice's service commitment, we expect, based on our residents in our numerous facilities throughout this region, that each facility would likely have on average at least 1 referral per month. ..."*

Supporters' Need Quantification

- ▶ **Ian Shives, Senior Executive Director, East Hamilton Morning Pointe (Hamilton County):** *"I was also impressed with their specialty programs of music therapy and virtual reality. These are unique programs they will offer to all patients at no cost regardless of funding. Given our resident profile and community, I would expect referrals to average 1 per month..."*
- ▶ **Rachel Southerland, RN, Health and Wellness Director, Brookdale Mount Vernon (Bradley County):** *"... With Shalom Hospice's service commitment as detailed above, we expect to refer at least one patient per month to Shalom Hospice..."*
- ▶ **Bill Tobin, Client Care Manager, Preferred Care at Home:** *"... I anticipate that we would enjoy a mutual collaboration with Shalom Hospice as referring partners once they are granted licensure. I look forward to the Health Facilities Commission approving Shalom Hospice so that we may work with Shalom Hospice when that time comes."*
- ▶ **Savannah Burkhart, General Manager, Home Instead:** *"...Shalom Hospice's service intensity is unique and not currently available in our region. It will be of particular interest to our home care clients and their families. ... Given our home care footprint and patients we are referred and/or admit, I would expect there to be mutual collaboration with Shalom Hospice including referral of appropriate patients on a regular basis...."*
- ▶ **Rabbi Perlstein, Chabad of Chattanooga,** indicates a substantial number of referrals. Including this Rabbi, a majority of the local Jewish organizations including rabbis and 911 responder in the Service Area have conveyed their support for Shalom Hospice and the qualitative need for a Jewish hospice agency.

Quantification: The identified referrals at a minimum range between 160 and 264+ patient referrals per year.

Additional Quantification Since CON Deemed Complete

- ▶ Chris Beckstrand, Owner, Avail of Cleveland (Bradley County): *“Shalom Hospice recently met with us to share its proposed hospice program to meet the underserved needs of southeast Tennessee's Jewish population... None of the existing hospices provide this level of specialized care and we believe Shalom Hospice would be beneficial for our Jewish residents, their families and the general community who don't reside with us. Accordingly, we urge you to approve this CON application. Aside for its Jewish programming, Shalom Hospice has some uniquely tailored programs which will distinguish it from others. These include virtual reality, music therapy and service intensity. ... Based on our resident population and knowledge of the general community, we expect that referrals for our residents and their families will approximate 2 to 3 residents per month.*
- ▶ Adds 24 to 36 more referrals to that quantified in CON Application, **increasing 160 to 264+ patient referrals per year to 184 to 300+**

Quantification: The identified referrals at a minimum range between 184 and 300+ patient referrals per year.

Forecasted Utilization

- ▶ Shalom Hospice forecasted admissions are:
 - ▶ Consistent with the quantification of need expressed by Service Area constituents - between 164 and 260+ referrals at a minimum identified per year
 - ▶ Consistent with the distribution of Jewish population in the Service Area counties

Service Area County	Year 1		Year 2	
	Admissions	% of Total	Admissions	% of Total
Bradley	16	20.0%	31	20.0%
Hamilton	49	62.0%	97	62.0%
Marion	6	8.0%	12	8.0%
Polk	4	5.0%	8	5.0%
Sequatchie	4	5.0%	8	5.0%
Total, Admissions	79	100.0%	156	100.0%
Average Length of Stay	42.8	—	65.6	—
Patient Days	3,379	—	10,235	—

Forecasted Utilization

Location of Care	Yes	No	% of Patients
Home	X	--	40%
Assisted Living Facility	X	--	22%
Nursing Facility	X	--	Below
Skilled Nursing Facility	X	--	35%
Inpatient Hospital Facility	X	--	1%
Other (*)	X	--	2%

Expected location of care of Shalom Hospice patients

Admits and Patient Days by Level of Care

Hospice Levels of Care	Patients, Year 1	Patient Days, Year 1	Patients, Year 2	Patient Days, Year 2	Total Patients Year 1 - Year 2	Total Patient Days Year 1 - Year 2	% Change Patients Year 1 - Year 2	% Change Patient Days Year 1 - Year 2
Routine Home Care	77	3,311	153	10,030	75	6,719	97.5%	202.9%
General Inpatient Care	1	34	2	102	1	69	97.5%	202.9%
Continuous Home Care	*	*	*	*	*	*	—	—
Respite Care	1	34	2	102	1	69	97.5%	202.9%
Total	79	3,379	156	10,235	77	6,856	97.5%	202.9%

MAKING THE MOST OF NOW

Brightening Life's Journey



Why Choose Shalom Hospice ?

- The Shalom Hospice team is committed and staffed to respond immediately to any patient need.
- Truly customized care plans to meet our patient and family needs.
- Established relationships with primary care physicians to ensure the highest level of care.
- Experienced hospice team of professionals to ensure our patients safety.

Shalom Hospice Jewish Program offers spiritual and cultural support for patients with a Jewish tradition:

- Hebrew language support
- Jewish literature & resources
- NIJH Certified (National Institute of Jewish Hospices)
- Cultural sensitivity for traditions, customs, and ritual law
- Access to spiritual guidance with Jewish chaplains, rabbis, and cantors



865-551-7001 (P) | 865-381-1204 (F)



Need

- ▶ No existing hospice in the Service Area with Jewish programming for Jewish patients
- ▶ Meets all TN Hospice Standards and Criteria with exception of the need formula/reporting
- ▶ CON request based on special needs and circumstances of the Jewish population
- ▶ Referral sources have quantified the need, which exceeds the Shalom Hospice forecasted admissions confirming utilization as reasonable and supportable
- ▶ Chattanooga-Cleveland MSA is the only major population center in the State without a specialty Jewish hospice program

Service Intensity Ratio of Patients per Aide

Agency	Home County	Patient Days	Average Daily Census	Aides, Full Time	Aides, Part Time	Aides, Total (FT + 50% PT)	Ratios of Patients per Aide
Home Health Care of East Tennessee, Inc.,	Bradley	73,878	202.4	10.0	0.0	10.0	20.2
Kindred Hospice	Bradley	25,926	71.0	6.0	0.0	6.0	11.8
Avalon Hospice	Davidson	546,515	1,497.3	117.0	0.0	117.0	12.8
Amedisys Hospice An Adventa Company	Hamilton	118,162	323.7	17.0	2.0	18.0	18.0
Gentiva Hospice	Hamilton	1,653	4.5	0.0	0.0	0.0	n/a
Caris Healthcare	Hamilton	28,039	76.8	4.0	1.0	4.5	17.1
Hearth Hospice	Hamilton	113,265	310.3	18.0	0.5	18.3	17.0
Hospice of Chattanooga Holdings, LLC	Hamilton	102,281	280.2	17.0	1.5	17.8	15.8
Amedisys Hospice An Adventa Company	Knox	313,327	858.4	31.0	8.0	35.0	24.5
Service Area Providers, Total		1,323,046	3,624.8	220.0	13.0	226.5	16.0
Shalom Hospice of Southeast Tennessee	Hamilton	10,235	28.0	3.5	--	3.5	8.0

RN and Social Work Ratios

- ▶ RNs (including part time RNs). In total among the existing providers, there were 363 full time and 40 part time RNs. At 50 percent time for a part time worker, total RN employees are estimated to be 383. With an average daily census of 3,625 as reflected in the above table, that equates to 9.5 patients per RN. Shalom Hospice has budgeted a ratio of 10 patients per RN plus a floater plus and on-call RN. Including the floater and on-call RNs, the ratio equates to 8 patients per RN. At these levels, Shalom Hospice out-performs the service area in RN staffing in addition to home health aide staffing.
- ▶ Social Worker. In total among the existing providers, there were 75 full-time and 4.5 part-time social workers. With an average daily census of 3,625 as reflected in the above table, that equates to 47 patients per social worker. Shalom Hospice has budgeted a ratio of 25 patients per social worker. At this level, Shalom Hospice out-performs the service area in social worker staffing.

Jewish Organizations

- ▶ **Chabad Jewish Center of Chattanooga** is located at 950 Vine St, Chattanooga, TN 37403 in the historic Fort Wood area of Chattanooga. Chabad of Chattanooga has been in the community since 2009. It features a synagogue, library and other spaces for learning and special events. In addition to serving the 3,000+ Jews in the area, Chabad has established a close rapport with many of the Jewish college and medical students from University of Tennessee – Chattanooga and Erlanger Hospital and participates in the Jews – TC (discussed below). In addition, it has a Hebrew School, summer camp, Kosher kitchen and educational services. Rabbi Shaul Perlstein leads this Orthodox congregation which has a following of nearly 800 families.
- ▶ **B'nai Zion Congregation** is temporarily located at 923 McCallie Avenue, Chattanooga, TN 37403. It was most recently in the Brainerd area on McBrien Road but temporarily relocated to McCallie Avenue until its new synagogue is complete. Its history is detailed above, starting as an Orthodox congregation in the late 1800s and changing to Conservative in the 1960s. Its Sisterhood was formed in 1903, its Hebrew School in 1909 and its Sunday School in 1934. Today, it has at least 300 families who are affiliated. Rabbi Sam Rotenberg leads this congregation.
- ▶ **Mizpah Congregation** is also located at 923 McCallie Avenue, Chattanooga, TN 37403. This is the Reform congregation that is the oldest congregation in Chattanooga, established 150+ years ago in 1866 with its Sisterhood being established in 1877. Its building was designated as a Tennessee Historical Preservation Site in 1979, completed a sanctuary artistic project with glass windows in its sanctuary in 1997, in 1999 added a 'garden of life' for communal gathering and in 2012 completed a massive restoration and refurbishment project. In addition to religious services, it provides adult education as well as education for youth and children. Today, it has a membership of 250 families.
- ▶ **Jewish Federation of Greater Chattanooga** is located at 5461 North Terrace Road, Chattanooga, TN 37411. It is the central voluntary communal organization in the region and builds and fosters a strong unified Jewish community, striving to ensure its well-being and continuity locally, in Israel and throughout the world. Its history, starting as the Jewish Welfare Agency in 1931 is also detailed above. This organization communicates with 1,300 families in the region.
- ▶ **Jewish Cultural Center** is located at 5461 North Terrace Road, Chattanooga, TN 37411. This center, funded by the Federation, is a venue for programs, classes, exhibits, socials services and a pre-school, all rooted in Jewish values. It enables the Jewish community to raise its visibility, foster relationships and strengthen its identity in the region.
- ▶ **Hadassah Chattanooga Chapter** is located at 923 McCallie Ave, Chattanooga, TN 37403. Its local members include women from the area who are also affiliated with Chabad, Mizpah Congregation, B'nai Zion Congregation, and the Jewish Cultural Center among other organizations. It is a volunteer organization whose purpose is to support hospitals in Israel, younger Jewish groups, and is involved in health awareness and humanitarian relief. It enhances the health of people worldwide through its support of medical care and research.
- ▶ **Jewish Burial Society**, 950 Vine St, Chattanooga, TN 37403. The Jewish Burial Society, known as Chevra Kadisha, is an organization of Jewish men and women who see to it that the bodies of deceased Jews are prepared for burial according to Jewish tradition and are protected from desecration, willful or not, until burial. Two of the main requirements are the showing of proper respect for a corpse, and the ritual cleansing of the body and subsequent dressing for burial. This organization is active in southeast Tennessee and is based out of the Jewish Center.
- ▶ **Jews – TC**, 615 McCallie Avenue, Chattanooga, TN 37403, is located at the University of Tennessee – Chattanooga campus. It is the only such program in the area for Jewish students. The Chabad Jewish Center provides space for this group to meet off campus, enabling both a religious and cultural environment.

Jewish Organization Members / Jewish Household Counts

- ▶ The congregations in the area have a list of an estimated 1,350 which may include duplicates but is generally consistent with the Jewish Federation mailing list of 1,300 families. Notably, research conducted in other communities suggest that less than half of Jewish households belong to at least one synagogue. Extrapolating the families who 'belong' to total current households, and eliminating for potential double counts, can be accomplished by factoring for those who do not belong to a synagogue. This would indicate there are likely 1,800+ Jewish households in the Service Area. Applying an estimated average household size to the number of households results in a total estimate between 4,000 and 4,500 household members of Jewish families in the area.
- ▶ This confirms the reported number of Jewish persons and Jewish households previously identified.
- ▶ Rabbis and others quantify the Jewish population as 3,000+ so including other members of their households likely in the 4,000 to 4,500 range.

Service Area Hospice Agencies

► There are 9 licensed in-home hospice agencies serving one or more Service Area county. By county, the number of licensed agencies is as follows:

- Bradley County: 9 agencies
- Hamilton County: 9 agencies
- Marion County: 7 agencies
- Polk County: 9 agencies
- Sequatchie County: 8 agencies

2023 Service Area Admissions by Agency

Patients Served by Hospice and County (Licensed and Unlicensed) Fiscal Year 2023							
State ID	Hospice Agency	Bradley	Hamilton	Marion	Polk	Sequatchie	Total
06063/06613	Adoration Home Health and Hospice Care East TN	83	154	38	21	11	307
06603	Kindred Hospice	52	128	NL	8	NL	188
19694	Avalon Hospice	2	129	18	0	3	152
33603	Amedisys Hospice an Adventa Co	77	502	48	47	26	700
33643	Gentiva	0	22	1	0	0	23
33653	Caris Healthcare	25	42	3	13	13	96
33673	Hearth Hospice of Tennessee	293	1,114	56	32	26	1,521
33613	Hospice of Chattanooga Inc	388	1,825	123	51	77	2,464
47602	Amedisys Hospice an Adventa Co	0	4	NL	1	0	5
TOTAL PATIENTS		920	3,920	287	173	156	5,456

Shalom Hospice - Middle Tennessee

- ▶ Licensed end of 2022 (deficiency free)
- ▶ Certified February 2023 (deficiency free)
- ▶ NIJH Accreditation February 2023
- ▶ Medicaid Certified May 1, 2023
- ▶ Orthodox Rabbi as its Spiritual Leader
- ▶ Educational programs to-date co-sponsored by Chabad, Federation and four area nursing homes
- ▶ 12 Percent Jewish Patients (vs <1% of population)
- ▶ Average Daily Census of 44 (July 2024)
 - ▶ Budget Month 19 = 38.8 ADC
 - ▶ Budget Month 20 = 40.2 ADC
- ▶ Diversity of Patient Referral Sources, 15 months of February 2023 through April 2024:

Referral Source	Percent
Assisted Living Facility	20.4%
Hospital/Clinic	23.3%
Physician	10.7%
Skilled Nursing Facility/LTC	40.8%
Pharmacy	1.0%
Family Member	3.9%
Grand Total	100.0%

Shalom Hospice Middle Tennessee



Tennessee's Hospice & Palliative Care Leader

Shalom Hospice is certified by the National Institute of Jewish Hospice. Proudly serving Davidson, Rutherford and Williamson Counties. Our Mission is to ensure that no Jewish patient or family faces a life limiting illness alone or without care. Shalom Hospice helps to ensure access to resources compatible with their own Jewish practices and beliefs.



**Join Us for an Evening
of Hospice Education**
Tuesday, June 6, 2023

Chabad of Nashville
95 Bellevue Rd.
Nashville, TN 37221

RSVP: Leslie Baker-Smith
lbaker-smith@shalomtn.com or Phone: (615) 623-8900

5409 Maryland Ave Ste 212 • Brentwood, TN 37027-5068
Phone: (615) 623-8900 • info@shalomtn.com
www.shalomtn.com

Shalom Hospice - Greater Knoxville

- ▶ Licensed end of December 2023 (deficiency free)
- ▶ NIJH Accreditation January 2024
- ▶ Certified April 11, 2024, deficiency free (awaiting provider number)
- ▶ Orthodox Rabbi as its Spiritual Leader
- ▶ Educational programs with Chabad, Knoxville Jewish Alliance and several area nursing homes and assisted living facilities
- ▶ 22 Percent Jewish Patients YTD (vs <1% of population); most recent three months, 30%
- ▶ Average Daily Census of 23 (July 2024), 3-4 months from certification
 - ▶ Budget Month 7 = 7.5 ADC
 - ▶ Budget Month 8 = 12 ADC
- ▶ Diversity of Patient Referral Sources (April 2024 through July 2024):

Referral Source	Percent by Referral Source
Assisted Living Facilities	35.2%
Hospitals/Clinics	3.7%
Physicians	13.0%
Skilled Nursing Facility/LTC	16.7%
Others/Families	31.5%
Total	100.0%



Serving the Jewish Community with Compassion and Care

Shalom Hospice Jewish program offers:

1. **Spiritual support:** Access to rabbis, cantors, or other spiritual leaders for guidance and comfort.
2. **Cultural sensitivity:** Understanding and respect for Jewish traditions, customs, and dietary laws (kashrut).
3. **Kosher food options:** Providing kosher meals and snacks for patients and families.
4. **Shabbat and holiday observance:** Accommodations for observing Shabbat and Jewish holidays, such as candle lighting and holiday meals.
5. **Hebrew language support:** Staff and volunteers who speak Hebrew to communicate with patients and families.
6. **Jewish literature and resources:** Access to Jewish texts, prayer books, and other resources for spiritual comfort.
7. **Family support:** Counseling and support for families, including bereavement services.
8. **Comfort care:** Focus on pain management, symptom control, and comfort measures.
9. **Respect for Jewish traditions:** Understanding and respect for Jewish customs around death and mourning (shiva).
10. **Collaboration with Jewish organizations:** Partnerships with local Jewish organizations and synagogues for additional support and resources.
11. **Education and awareness:** Staff training on Jewish customs, traditions, and cultural nuances.
12. **Patient-centered care:** Personalized care that honors patients' Jewish beliefs and practices.

By offering these services, a Jewish hospice can provide comprehensive care that addresses the physical, emotional, and spiritual needs of Jewish patients and their families.

Contact us

Visit our website:
www.shalomtn.com

Email:
info@shalomtn.com

Phone: (615) 623-8900
Fax: (615) 369-8101

Affinity Hospice Programs

Affiliated Hospice Programs As of June 2024		
Hospice Program	Main Office Location	Counties Served
Shalom Hospice LLC	Brentwood, TN	Davidson, Williamson and Rutherford Counties
Shalom Hospice of Greater Knoxville LLC	Knoxville, TN	Knox, Anderson, Blount, Loudon, Sevier and Jefferson Counties
Continuum Care of Broward LLC	Sunrise, FL	Broward County
Continuum Care of Sarasota LLC	Sarasota, FL	Sarasota County
Continuum Care of Miami Dade LLC	Miami, FL	Miami-Dade and Monroe Counties
Affinity Care of Manatee LLC	Bradenton, FL	Manatee County
Affinity Care of Charlotte and Desoto LLC	Port Charlotte, FL	Charlotte and DeSoto Counties
Continuum Care of Snohomish LLC	Everett, Snohomish County, WA	Snohomish and Pierce Counties
Continuum Care of King LLC	Federal Way, WA	King County
Affinity Care of New Jersey	Brick, Ocean County, NJ	Entire State of New Jersey
Affinity Care of Virginia	Newport News, Warwick County, VA	Entire State of Virginia
Affinity Care of Ohio	West Chester, OH	Cincinnati Area
Affinity Care of Northern Ohio	Munroe Falls, OH	Akron Area
Affinity Care of Indiana LLC	Indianapolis, IN	Entire State of Indiana
Affinity Care of Pennsylvania LLC	Trevoze, PA	Philadelphia, Bucks, Montgomery, Delaware, Chester, Northampton, Lehigh, Monroe, Carbon and Schuylkill Counties
Affinity Care of Missouri LLC d/b/a One Community Hospice	Kansas City, MO	Platte, Clinton, Clay, Ray, Jackson, Lafayette, Cass and Johnson Counties
Affinity Care of DC LLC	Washington, DC	All of DC
Affinity Care of Maine LLC	Portland, ME	All of Maine
Affinity Care of Oklahoma LLC	Oklahoma, OK	All of Oklahoma
Affinity Care of Georgia LLC	Atlanta, GA	Dekalb, Cobb, Fulton, Cherokee, Henry, Butts, Rockdale, Clayton, Bartow and Barrow Counties
Affinity Care of Connecticut LLC	Hamden, CT	All of Connecticut