

OTSEGO COUNTY HEALTH FACILITIES CORPORATION

Request for Proposals (RFP)

Sale of County Nursing Home (Otsego Manor) and/or Long Term Home Health Care Program

I. INTRODUCTION

The Otsego County Board of Representatives has created the Otsego County Health Facilities Corporation (hereinafter referred to as the Otsego County HFC) to act on its behalf to undertake the sale of its Otsego Manor nursing home facility and surrounding property.

Accordingly, the Otsego County HFC is soliciting proposals for the sale of one or more of the following:

- ❖ Otsego Manor, a 174-bed Skilled Nursing Facility; and/or
- ❖ The Otsego County Long Term Home Health Care Program, located in the Otsego Manor facility.

The Otsego County HFC prefers to entertain offers to purchase these operations together as part of a combined purchase, but is also willing to entertain offers to purchase only Otsego Manor or only the Long Term Home Health Care Program (LTHHCP). Offers to purchase operations “as is” will be considered, as will offers that propose reconfigurations of existing operations.

Proposals are due by the close of business on Friday, September 27, 2013. Proposers are solely responsible for the delivery of their proposals in a timely manner. Late proposals will not be considered.

All proposals must be signed by the CEO of the submitting organization. **Proposals must be submitted in two formats: (a) electronically as a pdf attachment to an email, as well as (b) in written hard copy form in two sealed envelopes.** The email subject line and the sealed envelopes should each contain the notation, “Sale of Otsego Manor Nursing Home Proposal.” The name of the firm submitting the proposal should be clearly marked on the outside of the envelope and in the email.

The electronic version of the proposal should be sent in pdf format to each of the following: Katherine Stuligross at stuligrossk@gmail.com and the RFP Coordinator, Donald Pryor, at dpryor@cgr.org.

Hard copy proposals should be mailed to each of the following addresses, with six (6) copies in one sealed envelope mailed to Katherine Stuligross and one (1) copy in a sealed envelope to Donald Pryor:

Katherine Stuligross
Chair, Otsego County Health Facilities Corporation
197 Main Street
Cooperstown, NY 13326

Donald Pryor
Center for Governmental Research
1 S. Washington Street, Suite 400
Rochester, NY 14614

All interested proposers must initially indicate their intention to submit a proposal in a Letter of Intent sent to Katherine Stuligross, via email at stuligrossk@gmail.com, and to RFP Coordinator Donald Pryor at dpryor@cgr.org, no later than Friday, August 16.

Any questions about this Request for Proposals (RFP), or requests for additional information, shall be directed ONLY VIA EMAIL, with “Sale of Otsego Manor Nursing Home Proposal” in the subject line, to the RFP Coordinator, Donald Pryor, at dpryor@cgr.org. All such questions and requests shall be submitted by no later than Friday, August 30. No questions will be accepted after that date. All questions will be answered at one time, with responses grouped together into one document which will be made available to all interested proposers at the same time, by no later than Monday, September 9. The sources of questions will be kept confidential.

Anyone interested in a brief individual tour of the Otsego Manor facility should also contact RFP Coordinator Donald Pryor at the above email address. No other contacts with Otsego County or Otsego County HFC officials are to be made with regard to this RFP, unless specifically requested by email and authorized by the RFP Coordinator.

A. General Information and Instructions

1. The Otsego Manor Nursing Home is a 174-bed nursing facility located at 128 Phoenix Mills Cross Road, in a beautiful rural setting just outside Cooperstown, NY. The Home can trace its origins back to 1827 when Otsego County established an Almshouse to serve the destitute. From these beginnings, the operation grew: in 1958 it moved into a new, updated County Home and Infirmary, and in 1975, the capacity of the facility doubled to its present size of 174 beds. Subsequently, in 2005 residents moved into the current new state-of-the-art Otsego Manor facility that was built on its rural 18.5-acre location; the Manor shifted its focus and configuration to a social model of care delivered in a community setting of five (5) neighborhoods, each made up of three (3) households with eleven (11) or twelve (12) beds per household. It includes the only dedicated skilled nursing home dementia unit in the county. A floor plan of the facility is attached to this document.
2. Operating in the same facility as Otsego Manor is the Long Term Home Health Care Program, an alternative to nursing home care that allows nursing care and related services to be provided to an individual in his or her own home. There is room for as many as one hundred (100) persons to participate in this program at any given time. Both Otsego Manor and the LTHHCP are described in more detail below.
3. All proposals must be signed by the CEO of the submitting organization. **Proposals must be submitted in two formats: (a) electronically as a pdf attachment to an email, as well as (b) in written hard copy form in two sealed envelopes. The email subject line and the sealed envelopes should each contain the notation, “Sale of Otsego Manor Nursing Home Proposal.” The name of the firm submitting the proposal should be clearly marked on the outside of the envelope and in the email.**

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4. Potential proposers are expected to respond to the issues and questions raised in Sections III through V below. As part of the review of all proposals received in response to this RFP, Otsego County HFC reserves the right to contact any potential proposers with follow-up questions as needed to clarify our understanding of the proposals. We anticipate a second phase to the review process, in which those proposers deemed most qualified may be asked to engage in an interactive process with Otsego County HFC. Such a second phase will likely include in-person discussions, may involve one or more site visits to property owned or managed by the proposers, and may require proposers to expand in writing on the initial proposals based on questions raised in the initial review.
5. All proposals and purchase offers shall remain valid for a period of one hundred twenty (120) days, subject to any revisions which may result from the process described in #4 above.
6. Otsego County HFC hereby notifies all proposers that it will affirmatively ensure that any contract entered into pursuant to this RFP will be awarded without discrimination on the grounds of race, color, creed, national origin, disability, age, gender, or sexual orientation.
7. Copies of a completed and signed copy of the Non-Collusive Proposal Certification as required by Chapter 956 of the Laws of New York State, pursuant to Section 103-d of the General Municipal Law, must accompany each proposal (a copy of the certificate is attached to this RFP).
8. **All proposals must include at least five (5) references**, complete with contact name, address, telephone, email address, and connection to the proposer. Otsego County HFC reserves the right to also contact additional references not named by the proposer.
9. Otsego County HFC reserves the right to reject all proposals, and to determine that none of the proposals are in Otsego County's best interests.
10. Otsego County HFC will not accept any proposal offering to lease the property. Only proposals offering to purchase the Otsego Manor, the LTHHCP, or both will be considered.
11. **All proposals must be submitted along with an earnest money deposit in the amount of one-hundred-fifty-thousand dollars (\$150,000)**. Proposals that are presented without such a deposit will not be considered. Only in the case of the winning proposal will the deposit be kept; all others will have their money returned in its entirety. The deposit of the winning proposal will be applied toward the final purchase. The deposit should be made via a wire transfer to Citizens Bank, Harris Beach PLLC IOLA Trust A/C, Account # 7160013833. When initiating the wire transfer, the initiator should reference Matter # 263046, along with ABA # 021313103 and SWIFT # CTZIUS33.

B. Proposal Requirements/Format for Response

In order to maintain comparability of proposals and enhance the review process, it is required that proposals be organized in the manner specified below:

Title Page: The following should be included on this page:

- The subject of the proposal;
- Name of the proposer's firm, corporation address and telephone number;
- Name of contact person and his/her address, phone number and email address;

- Names of any other persons who are authorized to make representations for the proposer, their titles, addresses, telephone numbers and email addresses;
- The firm's Federal Taxpayer Identification Number;
- Indicate the firm's geographical range of operations;
- Date of submission.

Letter of Transmittal: Briefly state the proposer's intent, and a brief summary of the proposal (maximum two pages). The letter should be signed by the person duly authorized to represent and speak for the intent of the proposer.

Table of Contents: Clearly identify the main sections of the proposal, along with page numbers.

Experience and Qualifications: This section of the proposal shall be responsive to the issues raised BELOW in Section III of the RFP. It should demonstrate to the Otsego County HFC that the proposer has the capability and resources to perform fully the requirements and intent of this RFP, and that it has the integrity, experience, reliability and financial viability that ensure good faith performance in meeting the RFP's expectations, should the proposer's offer be accepted. This section shall include documentation of all relevant qualifications and experience, and include the requested information concerning references.

Proposed Response to the RFP's Requirements and Expectations: This section of the proposal must be responsive to the issues raised in Section IV of the RFP.

- It shall make clear whether the proposer's interest is in purchasing (a) both Otsego Manor and the LTHHCP, or (b) only Otsego Manor, or (c) only the LTHHCP.
- It must make clear whether its intent is to continue to offer these operations consistent with current practices and configuration, or whether any reconfiguration is proposed.
- Specific expectations and requirements of the Otsego County HFC must be addressed.
- Plans for transition from the current owner and operations to the new owner must be described.

Proposed Purchase Price and Terms of Purchase: This section of the proposal must be responsive to the issues raised in Section V of the RFP. Comprehensive financial proposals may be presented only for Otsego Manor, or only for the LTHHCP, or for both. Terms of financing the purchase shall be described.

C. Process and Criteria for Evaluating Proposals

The decision about the most advantageous proposal(s) from a responsive and responsible proposer will be based on price and other evaluation criteria. Following a careful review of all initial proposals, and a possible additional review process involving selected finalists, as noted above, Otsego County HFC will determine, in its sole discretion, which proposer, if any, offers the most advantageous proposal in the best interests of the County. Considerations will include price, the proposer's experience in the long-term-care and home care services fields, its demonstrated ability to offer high-quality services, and its responsiveness to the issues raised in this RFP.

Otsego County HFC reserves the right to reject all proposals if they are deemed not to be in the best interest of the County. The Otsego County HFC places a high priority on the ability to continue to provide high quality services to its various communities and constituencies, especially the residents, clients and staff of Otsego Manor and the LTHHCP. Thus, the highest-bid proposer will not necessarily secure ownership of either or both operations.

More specifically, key factors or criteria to be considered in the review process will include, but not necessarily be limited to, the following, listed in no particular order of priority:

- Proposed sale price and evidence of financial capability to purchase and operate Otsego Manor and/or the LTHHCP.
- The experience of the proposer in operating similar nursing homes and/or home care services, including a demonstrated history of offering excellent, high quality services, including evidence of the most recent three (3) years of state and federal survey results if applicable for all nursing homes owned or operated by the proposer.
- Characteristics of the proposer, such as for-profit versus not-for-profit status, local versus statewide or national organization.
- Responsiveness to the objectives and expectations outlined in this RFP.
- The nature of the transition plan from current operations to proposed operations under the new owner.
- The proposed plan for continuation of services for current residents of Otsego Manor and/or clients of the LTHHCP.
- Proposed admission/acceptance policies under the new ownership.
- The value, feasibility and appropriateness of any changes a proposer may be suggesting in current practices or configuration of services or facilities.

II. COUNTY AND SERVICES DESCRIPTION

A. Otsego County

Otsego County is located at the source of the Susquehanna River, Otsego Lake, in Central New York. The county seat and location of Otsego Manor is Cooperstown. Cooperstown, an historic village of less than 2,000 and home of the National Baseball Hall of Fame and other arts and cultural attractions, is located in the center of the county, on the southern shore of Otsego Lake.

Otsego County is bordered by Herkimer County to the north, Montgomery to the northeast, Schoharie to the east, Delaware to the south, Chenango and Madison counties to the west, and shares a one-mile border with Oneida County in the northwest.

As of the 2010 census, Otsego County's population was just above 62,000. The largest city in the county is Oneonta (population 13,843, as of a 2011 estimate), home to two colleges: the State University of New York College at Oneonta (public) and Hartwick College (private). The county is largely rural but well-educated, given the proximity to the state historical society and a number of colleges. Interstate 88 traverses the county, which is about equidistant from two sizeable cities each within about an hour's drive: Albany and Binghamton.

B. Senior Population and Projections

The New York State Department of Health estimates that Otsego County will need an additional 125 nursing home beds by 2016.¹ While population projections vary somewhat, we present elderly population projections created by demographers at the Cornell Program on Applied Demographics in Tables 1 and 2.

Table 1: Projected and Historical Growth of Otsego County’s Elderly Population

	2010	2020		2030		2040	
	population	population	percent change from 2010	population	percent change from 2010	population	percent change from 2010
65+	10,281	12,095	18%	13,503	31%	12,545	22%
75+	4,831	5,145	6%	6,335	31%	6,987	45%
85+	1,529	1,506	-2%	1,669	9%	2,137	40%

Table 2: Age Cohort as a percent of Otsego County’s Total Population

	2010		2020		2030		2040	
Total population:	62,259		62,094		61,343		59,637	
	65+	17%	65+	19%	65+	22%	65+	21%
	75+	8%	75+	8%	75+	10%	75+	12%
	85+	2%	85+	2%	85+	3%	85+	4%

Between 2010 and 2030, the population of residents age 65 and over is projected to increase by more than 3,000 (an increase of 31%), from 17% of the total population to about 22%, before declining in the next decade. Within that subgroup, those 75 and older will increase by about 1,500 (+ 31%) from 8% of the population to 10% by 2030, and to almost 7,000 residents by 2040 (45% more than in 2010). Among those 85 and older—those expected to be most likely to need institutional care at that stage of their lives—projections suggest an increase of nearly 150 (+9%) between now and 2030, with a 40% increase by 2040 (600 more than in 2010).

C. Local Health Care Environment

Otsego Manor is the largest of three nursing homes in the county, with its 174 beds. Chestnut Park Rehabilitation and Nursing Center, a proprietary nursing home, has 80 beds. Aurelia Osborn Fox Memorial Hospital, in Oneonta, operates a 130-bed hospital-based nursing facility as part of the non-profit Bassett Healthcare Network. There are also several assisted living and adult day care facilities in the county.

The Bassett Healthcare Network is the largest hospital system in the region, with a hospital in Cooperstown and satellites of physician offices and other outpatient services throughout the region, including within surrounding counties. It has a research-training partnership with Columbia University’s College of Physicians and Surgeons. Aurelia Osborn Fox Memorial Hospital, in Oneonta, is affiliated with The Bassett Healthcare Network.

¹ Estimates of RHCf Bed Need by County, www.health.state.ny.us.

D. Otsego Manor Property Description

Otsego Manor is a 144,000 square-foot facility. The building is configured into five (5) neighborhoods, each containing three (3) households with eleven (11) or twelve (12) beds per household. Each neighborhood has at most four (4) double rooms; most residents live in single rooms. The land on which the facility sits totals 18.5 acres located in an idyllic rural setting just outside the village of Cooperstown. It is the expectation of the Otsego County HFC that any purchase offer for the Otsego Manor facility will include the entire 18.5 acres of land on which the facility is directly located. The tax map parcel number is 146.00-2-10.04.

E. Otsego Manor Services, Operations and Finances

Overview

The Otsego Manor's 174 certified nursing home beds are comprised of 18 short-term rehab beds, 35 dedicated dementia beds, and 121 traditional long-term care beds. Two additional beds are dedicated for scheduled short-term respite care as needed for family caregivers. "The Manor," as it is colloquially known, prides itself on the level of care it provides. In its social model of care, staff are encouraged to develop strong personal relationships with the residents in their care.

Residents of Otsego Manor live in "Households"—communities of no more than 12 individuals who participate as much as possible in the planning and coordinating of group activities. Each household has its own community living room and kitchen/dining area. This arrangement preserves a sense of individuality and community even as a resident loses some level of independence.

The facility's stated mission statement is as follows:

"The Mission of Otsego Manor is to create and nurture a culture which is centered around the resident as a whole person. We support the development of a community which joins all residents, staff, and families in creating a true home. In our home, the residents' choices and strengths determine their daily routine."

Enterprise Fund – Financial Status

Otsego Manor is organized as an Enterprise Fund of Otsego County. It has a separate budget, is financed largely by reimbursement for services, and is, for accounting purposes, a separate entity distinct from the County's General Fund.

Detailed financial data about Otsego Manor can be found on the Otsego County website, www.Otsegocounty.com. These include the 2010 and 2011 Audited Financial Statements for the Otsego Manor Enterprise Fund, and the 2013 Enterprise Fund adopted budget. The 2012 Audited Financial Statement is expected to be added to the website in early August.

As indicated in the audited financial statements, Otsego Manor has recently experienced several million dollars a year in net operational losses, before any County contributions, Intergovernmental Transfer (IGT) payments or other adjustments are applied. It is primarily these consistent annual losses that prompted the County Board of Representatives to create the Otsego County HFC to undertake the sale of the facility.

The facility at the end of 2012 had \$17.6 million in bond payments outstanding. It also had an estimated \$16.485 million in actuarial accrued liability for retirees as of January 1, 2012, as well as net property, plant and equipment assets of \$19.9 million.

Staffing and Salaries for 2013

The 2013 staffing pattern for Otsego Manor and for the LTHHCP is presented below in Table 3. As indicated, the large majority of the Otsego Manor Skilled Nursing Facility staff are in the Nursing Department—clinical staff involved in direct patient service. That department is overseen by a Director of Nursing. The largest segment of the department is made up of 67 full-time and 30 part-time Certified Nurse Assistants (CNAs), and 30 full-time and 17 part-time Licensed Practical Nurses (LPNs). Other key staff in the Manor include 28 full-time and 39 part-time Universal Workers, a hybrid position that blends roles of housekeepers and dietary support staff. Current staffing patterns reflect reductions in staff over the past few years to reduce facility costs, most recently including the elimination of the Assistant Nursing Home Administrator, Assistant Director of Nursing and Comptroller positions, as well as three of five Neighborhood Manager positions. Total staff salaries and wages budgeted for fiscal year 2013: \$8.6 million.

In addition to the County employees reflected in the table below, Otsego Manor also contracts out for the following services: four full-time dietary positions, including Dietary Manager; several rehab positions, including physical therapy, occupational therapy, speech therapy, physical therapy assistant and certified occupational therapy assistant supports; the Medical Director and four attending physicians, along with two full-time Nurse Practitioners. Otsego Manor also receives the services of five full-time designated maintenance workers included in the County Buildings and Grounds budget.

The most recent Otsego Manor profile recorded in a national clearinghouse of data about nursing homes throughout the country, Medicare.gov, suggests that Otsego Manor is within the average range on nursing hour staffing, receiving 3 stars of a maximum of 5. Data recorded in the profile indicate that total nursing staff hours per resident per day are almost identical to state and national averages. Within those overall totals, the data indicate that the Manor provides above average amounts of care from LPNs (17 more minutes per resident day) and below average amounts of RN care (18 minutes less per day), with comparable amounts of CNA levels of care.

The vast majority of employees are represented by the Civil Service Employees Association. Management falls under Management/Confidential classification pursuant to state law.

Table 3: Otsego Manor Staff, Fiscal Year 2013

<i>title</i>	<i>ft</i>	<i>pt</i>
Administration		
Administrator	1	
Neighborhood Manager	2	
Senior Account Clerk	1	
Senior Account Clerk Typist	2	
Principal Account Clerk Typist	1	
Account Clerk Typist	4	
Purchasing Clerk	1	
Clerk	1	4
Clerk-W	5	
Keyboard Specialist	1	
Nursing		
Director of Nursing	1	
MDS Coordinator	1	
Licensed Practical Nurse	30	17
Certified Nursing Assistant	67	30
Sr. Social Work Assistant	1	
Social Work Assistant	2	
Physical Therapy Aide	1	
Occupational Therapy Aide	1	
Clinical Services Coordinator	9	1
Other		
Activity Leader	1	
Activity Aide	1	
Head Custodian	1	
Cook	4	1
Universal worker	28	39
Total SNF staff	167	92
LTHHCP		
Supervising Community Health Nurse	1	
Community Health Nurse	4	1
Licensed Practical Nurse	1	
Home Health Assistant	8	2
Director of Patient Services	1	
Senior Account Clerk	1	
Senior Account Clerk Typist	1	
Total LTHHCP Staff	17	3

Quality of Care Ratings

The same Medicare.gov ratings referenced above show fewer deficiencies than in average state and national facilities for 2011 and 2012: deficiency free in 2011 and one minor non-nursing citation in 2012.

Otsego Manor has consistently maintained an occupancy rate of 98% or higher since 2005. In 2012, the Manor provided 62,112 patient-days of service. In the same year, Otsego Manor admitted 169 residents. The majority (61%) were 80 or older. Almost 85% of all residents during 2012 had been previous residents of Otsego County before being admitted to the Manor.

The most recent case mix index, as of January 2013, was 0.89 Medicaid only.

In 2012, 76% of all resident days were covered by Medicaid, with 14% by private pay, 7% by Medicare, and 3% by other means, including Veterans Administration and other insurance coverage. Last year's proportions are consistent with the average over the past three years: 75% Medicaid, 11% private pay, 9% Medicare, and 5% by other means.

F. Long Term Home Health Care Program

Overview

The LTHHCP, also known as the Nursing Home Without Walls, provides in-home services to residents of Otsego County who are eligible for admission to a skilled nursing facility but who are able and prefer to stay at home. Services are provided at up to 75% of the cost of what a nursing home bed would cost. Services provided include: Skilled Nursing, 24-hour on call nursing, Home Health Aides, Personal Care Aides, Physical and Occupational Therapy, Emergency Response System, Congregate/home delivered meals, Environmental Modifications, and Medical Day Care.

The program's stated mission is "To provide quality professional health care services in a patient's home in order to promote the following goals:

- Promote positive patient outcomes by providing comprehensive and individualized health care
- Promote patient autonomy and participation in their health care decisions
- Promote patient safety
- Prevent institutionalization
- Facilitate early hospital and nursing home discharge
- Provide health care education to the patients, families, employees and the community
- Provide health care based upon the principle of respect for the dignity and worth of the individual and the family. "

Staffing and Service Volume

As shown earlier in Table 3, the LTHHCP employs 17 full-time and three part-time staff. This includes the Director of Patient Services, the Supervising Community Health Nurse, with five Community Health Nurses (one part-time), a Licensed Practical Nurse, 10 Home Health Assistants (two part-time), and two clerical support persons (a senior account clerk and senior account clerk typist).

There are 80 available slots for patients in the LTHHCP, plus 25% additional slots available when referrals increase, for a total potential capacity of 100. Presently, occupancy is about 94% in 2013. In 2012, occupancy was 75%.

Finances and Payer Mix

The program's 2013 budget is about \$1.25 million.

Payment was covered by 3% Private Pay, 94% Medicaid, and 3% Medicare in 2012. Admissions are steadily increasing. Admission of Medicare patients discharged from the nursing home rehabilitation program is projected to increase this year.

LTHHCP has a contract with Managed Long Term Care Medicaid insurance companies (MLTC). LTHHCP contracts with Fidelis at the present Medicaid rates and is negotiating with Visiting Nurse Service of New York with rates that are close to the present rates.

III. PROPOSER QUALIFICATIONS

Please provide detailed information regarding each of the following issues:

1. Your organization's history and mission, including:

- number of years in business
- the type of entity (e.g., 501(c)(3))
- the number of nursing or other facilities owned and/or operated
- any recent or anticipated changes in the size and scope of your business.

2. The services your organization currently offers and the percentage of your business devoted to each. Describe the nursing facility/facilities you own and/or operate, and the geographic area and populations served. Please include an organizational chart for your overall organization and for any individual facilities you own or operate.

3. Specific experience and qualifications in providing skilled nursing care and other long-term-care services, and home health care services. Please indicate for each of your current operations the three most recent years of such data as: case mix index; occupancy rates; payer mix; nursing service visits, numbers served and caseload size; results of quality-of-care and deficiency surveys; your approach to ensuring quality of care (including clinical, quality of life, relationships with family and the community); and any other relevant information.

4. The staffing structure in your current facilities, including in-house versus contracted services; full-time versus part-time staffing; staffing levels/hours per resident day of RNs, LPNs and aides; also include wage and benefits information.

5. Your organization's financial viability and capability to complete this purchase if your bid is selected. Please include at least the three most recent audited financial statements.

6. As noted earlier, all proposals must include at least five (5) references.

IV. COUNTY EXPECTATIONS AND MINIMUM REQUIREMENTS FOR PROPOSALS

Otsego County HFC's goal through this RFP process is to explore options for the potential sale of both Otsego Manor and the LTHHCP. The HFC is interested in the possibility of selling either and ideally both, and the 18.5 acres surrounding Otsego Manor. At the beginning of each proposal's response to this section, the proposer shall make clear if it is proposing to purchase Otsego Manor and the LTHHCP together or either Otsego Manor or the LTHHCP separately.

Despite its interest in selling, Otsego County HFC is committed to the continuation of high quality service to its residents and clients. Therefore, the HFC will only consider proposals if the following expectations are addressed:

- ❖ The proposer's vision for the future for the continued operation of Otsego Manor as a skilled nursing facility should be outlined (i.e., would all or most of the current 174 nursing home beds continue to be certified as skilled nursing facility beds, or would the proposer plan to reduce the number of SNF beds in exchange for other purposes?).
- ❖ Proposers should indicate how they typically provide medical services in their nursing facilities, and how they would propose to do so if they were to purchase Otsego Manor.
- ❖ Transition plans:
 - Proposed transition plan from current operations of Otsego Manor (and/or LTHHCP) to operations under the new ownership.
 - Proposer's relevant previous experience in acquiring new facilities or home care programs, and what was changed and what remained the same following takeover.
 - How the proposer will address the needs and circumstances of current Otsego Manor residents to ensure delivery of high quality care. Include relevant experience.
 - How the proposer would communicate with current residents and their families.
- ❖ Policies and practices:
 - Proposed admissions policies for Otsego Manor (for people with dementia, uninsured people, long-term care residents, short-term rehabilitation/acute care patients, Medicaid recipients, etc.).
 - Proposed services for residents with dementia, short-term rehabilitation/acute care patients, and any others the proposer wishes to address.
 - The proposer's case mix history, and experience with residents with significant behavioral issues.
- ❖ Relationships with families; cite relevant experience.
- ❖ Quality of life issues:
 - Provisions for resident care.

- Resident activities – cite relevant experience.
 - Responsiveness to resident concerns – cite relevant experience.
 - Innovations the proposer may wish to introduce.
- ❖ Proposers are encouraged to indicate any experience they may have providing hospice services.
 - ❖ Staff-to-resident ratios; mix of RNs, LPNs and aides; and staff training experience and opportunities.
 - ❖ Proposers should describe how they see themselves operating as a community partner.

Although the issues related to home care services are different, proposers interested in purchasing the LTHHCP services shall also address similar issues of transition and quality of care.

V. PROPOSED PURCHASE PRICE AND TERMS OF PURCHASE

Potential proposers shall make it clear at the beginning of this section whether they are proposing to purchase Otsego Manor and the LTHHCP together, or only Otsego Manor or only the LTHHCP. If the proposer is interested in purchasing both, separate purchase amounts should be indicated for each.

The purchase offer shall make clear exactly what is included in the purchase price, and if there are any aspects of the facility, land, operations or assets that are not included. The proposal shall also make clear if the intent is to pay in cash, and if so over what period of time, or if the offer involves any terms of financing the purchase over some period of time. Neither Otsego County nor the Otsego County HFC will act as a lender in any financial transaction for purchase of the facilities. If there are any conditions or contingencies attached to the purchase offer, they shall be clearly delineated in the proposal.

Proposers must provide proof of financial capability to complete the purchase for the proposed price, and to ensure that they will remain a viable owner able to sustain ongoing operations of the nursing home facility over the next 10 years or more. No award will be made to any proposer that cannot satisfy the Otsego County HFC that it has sufficient ability and sufficient capital to enable it to complete the purchase in accord with its proposal and to meet all requirements of this RFP.

NON-COLLUSION BIDDING CERTIFICATION

By submission of this bid, each bidder and each person signing on behalf of any bidder certifies, and in the case of a joint bid, each party thereto certifies as to its own organization, under penalty of perjury, that to the best of knowledge and belief:

- The prices in this bid have been arrived at independently without collusion, consultation, communication, or agreement, for the purpose of restricting competition as to any matter relating to such prices with any other bidder of with any competitor;
- Unless otherwise required by law, the prices which have been quoted in this bid have not been knowingly disclosed by the bidder and will not knowingly be disclosed by the bidder prior to opening, directly or indirectly, to any other bidder or to any competitor; and
- No attempt has been made or will be made by the bidder to induce any other person, partnership or corporation to submit or not to submit a bid for the purpose of restricting competition.

Authorized Signature

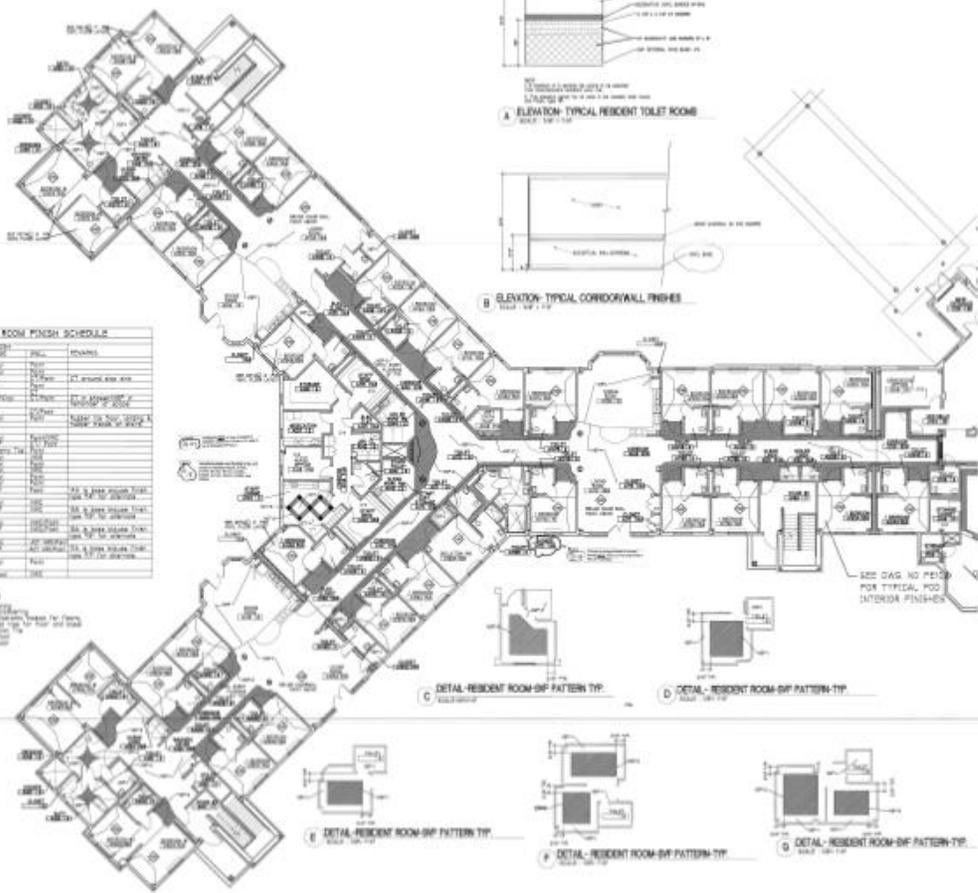
Title

ROOM FINISH SCHEDULE

TYPE	FINISH	DETAIL	REMARKS
1	WALL	101	PAINT
2	WALL	102	PAINT
3	WALL	103	PAINT
4	WALL	104	PAINT
5	WALL	105	PAINT
6	WALL	106	PAINT
7	WALL	107	PAINT
8	WALL	108	PAINT
9	WALL	109	PAINT
10	WALL	110	PAINT
11	WALL	111	PAINT
12	WALL	112	PAINT
13	WALL	113	PAINT
14	WALL	114	PAINT
15	WALL	115	PAINT
16	WALL	116	PAINT
17	WALL	117	PAINT
18	WALL	118	PAINT
19	WALL	119	PAINT
20	WALL	120	PAINT
21	WALL	121	PAINT
22	WALL	122	PAINT
23	WALL	123	PAINT
24	WALL	124	PAINT
25	WALL	125	PAINT
26	WALL	126	PAINT
27	WALL	127	PAINT
28	WALL	128	PAINT
29	WALL	129	PAINT
30	WALL	130	PAINT
31	WALL	131	PAINT
32	WALL	132	PAINT
33	WALL	133	PAINT
34	WALL	134	PAINT
35	WALL	135	PAINT
36	WALL	136	PAINT
37	WALL	137	PAINT
38	WALL	138	PAINT
39	WALL	139	PAINT
40	WALL	140	PAINT
41	WALL	141	PAINT
42	WALL	142	PAINT
43	WALL	143	PAINT
44	WALL	144	PAINT
45	WALL	145	PAINT
46	WALL	146	PAINT
47	WALL	147	PAINT
48	WALL	148	PAINT
49	WALL	149	PAINT
50	WALL	150	PAINT
51	WALL	151	PAINT
52	WALL	152	PAINT
53	WALL	153	PAINT
54	WALL	154	PAINT
55	WALL	155	PAINT
56	WALL	156	PAINT
57	WALL	157	PAINT
58	WALL	158	PAINT
59	WALL	159	PAINT
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61	WALL	161	PAINT
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64	WALL	164	PAINT
65	WALL	165	PAINT
66	WALL	166	PAINT
67	WALL	167	PAINT
68	WALL	168	PAINT
69	WALL	169	PAINT
70	WALL	170	PAINT
71	WALL	171	PAINT
72	WALL	172	PAINT
73	WALL	173	PAINT
74	WALL	174	PAINT
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78	WALL	178	PAINT
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81	WALL	181	PAINT
82	WALL	182	PAINT
83	WALL	183	PAINT
84	WALL	184	PAINT
85	WALL	185	PAINT
86	WALL	186	PAINT
87	WALL	187	PAINT
88	WALL	188	PAINT
89	WALL	189	PAINT
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92	WALL	192	PAINT
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96	WALL	196	PAINT
97	WALL	197	PAINT
98	WALL	198	PAINT
99	WALL	199	PAINT
100	WALL	200	PAINT

FINISH ABBRVIATIONS

101 PAINT
 102 PAINT
 103 PAINT
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 200 PAINT



↑ FIRST FLOOR INTERIOR FINISHES-POD A/TYPICAL FINISHES FOR FIRST FLOOR PODS A AND B + SECOND FLOOR PODS A, B

OTWAGO COUNTY
 NURSING HOME
 EXPANSION AND RENOVATION

LIARZA

TSP

Drawing Title: **POD 'A' FIRST FLOOR PLAN INTERIOR FINISHES & ELEVATIONS**

Scale: AS SHOWN
 Date: 04-20-10
 Project No: 09-001
 Drawing No: 101
 Checked By: [Signature]

FE109