





— *Executive Summary* —




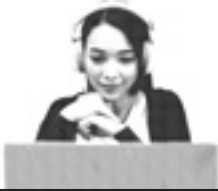



## TRAINING, RECRUITMENT AND RETENTION FOR THE LONG TERM

As New York state's only statewide Workforce Investment Organization (WIO), Iroquois Healthcare Association (IHA) is answering healthcare's call for help by training and recruiting dedicated employees for long-term care careers throughout New York state. The goal: to develop a robust workforce with a deep desire to care for New York's aging population both at home and in long-term care facilities throughout the state.

### KEY VITALS

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	<b>200+</b>	Long-term care provider WIO partners
	<b>17,950</b>	Long-term care workers trained
	<b>911,852</b>	Visitors to CaringGene.org

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## FUNDS MADE AVAILABLE BY THE NYS DEPARTMENT OF HEALTH

2018	2019	2020
\$8,340,453	\$8,779,723	\$10,148,636

### PROVIDER TRAINING PROGRAM

Since 2018, funds have been used to:

- *Create an online training curriculum exclusive to long-term care through a partnership with HealthStream*
- *Train 17,950 long-term care workers*
- *Distribute 4,493 Google Chromebooks to facilitate training*
- *Translate a number of courses into Spanish to meet the needs of a diverse workforce*

### RECRUITMENT PROGRAM

Since 2018, funds have been used to:

- *Develop the highly successful Caring Gene® recruitment campaign*
- *Spark interest in care industry career and training opportunities*
- *Help fill critical long-term care positions:*
  - *Certified Nurse Assistants*
  - *Home Health Aides*
  - *Personal Care Assistants*
  - *Support Positions*

## PILOT PROGRAMS

IHA WIO has also developed the following pilot programs:

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- *CNA Nurse Certification Support*

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  - *Peer-to-Peer Mentoring in Home Care*

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  - *Google Chromebook Repurposing*

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  - *Foundation for Quality Care Partnership*

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## PARTNERS

IHA WIO has over 200 long-term care provider partners across New York state.





— *Overview* —





## OVERVIEW

Established in 1996 through the merger of two hospital associations, the Iroquois Healthcare Association (IHA) serves 44 hospitals and health systems, including affiliated long-term care organizations in 32 counties, throughout Upstate New York.

This broad alliance of voices has helped us greatly expand our focus on patient safety, healthcare reform, and the recruitment and retention of the nation's best healthcare workers, leading the New York State Department of Health (DOH) to designate us as the only statewide Workforce Investment Organization (WIO) in 2018.

This designation enables us to facilitate the training, recruitment and retention of healthcare workers in the long-term care sector.

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### 2018 FUNDING

**\$8,340,453**

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### 2019 FUNDING

**\$8,779,723**

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### 2020 FUNDING

**\$10,148,636**

With the help of these funds, we have been able to address New York state's dire need for dedicated, qualified long-term caregivers through:

## **EMPLOYEE TRAINING**

Launched online job training program through exclusive partnership with HealthStream:

- 
- *70 participating providers with an active pipeline of over 50*
  - *Improve retention, quality of care and best practices adherence*
  - *17,950 active users in the HealthStream system*
  - *4,493 free Google Chromebooks distributed for training purposes*
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## **WORKFORCE RECRUITMENT & DEVELOPMENT**

Developed Caring Gene® brand campaign to identify and recruit candidates with an instinctive desire to care:

- 
- *200 participating providers*
  - *911,852 Caring Gene® website visitors*
  - *79,414 website job searches*
  - *29,535 click-throughs to provider job sites*
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## **PILOT PROGRAMS**

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- *CNA Nurse Certification Support*
  - *Peer-to-Peer Mentoring in Home Care*
  - *Google Chromebook Repurposing*
  - *Foundation for Quality Care Partnership*
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— *Training* —





## PROVIDER TRAINING PROGRAM

The main goal of the IHA WIO training program is to provide growth opportunities to qualified candidates in the long-term care field.

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- *Retain qualified caregivers*

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  - *Help caregivers develop skills*

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  - *Provide an attainable career path*

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  - *Maintain regulatory compliance*

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  - *The only WIO focused exclusively on virtual training and technology enablement*

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## OVERCOMING CHALLENGES

In order to facilitate impactful online training, IHA WIO had to overcome a number of obstacles, including:

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- *The shift from face-to-face to virtual learning*

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  - *The need for Spanish language courses*

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  - *Caregiver adoption of technology*

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  - *The pause in training due to the COVID-19 pandemic*

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## THE LAUNCH

Launched in June 2018, the first several months of the provider training initiative were dedicated to the development of a curated online learning program with over 3,000 courses, emphasizing accessible, relevant training for skilled nursing facilities, assisted living organizations, certified home health agencies and licensed home care services agencies.

Emphasis was placed on value-based payment metrics being utilized by New York state to measure outcomes in the delivery of care through the managed long-term care plans (MLTCPs) and their provider networks.

## YEAR 1 TRAINING

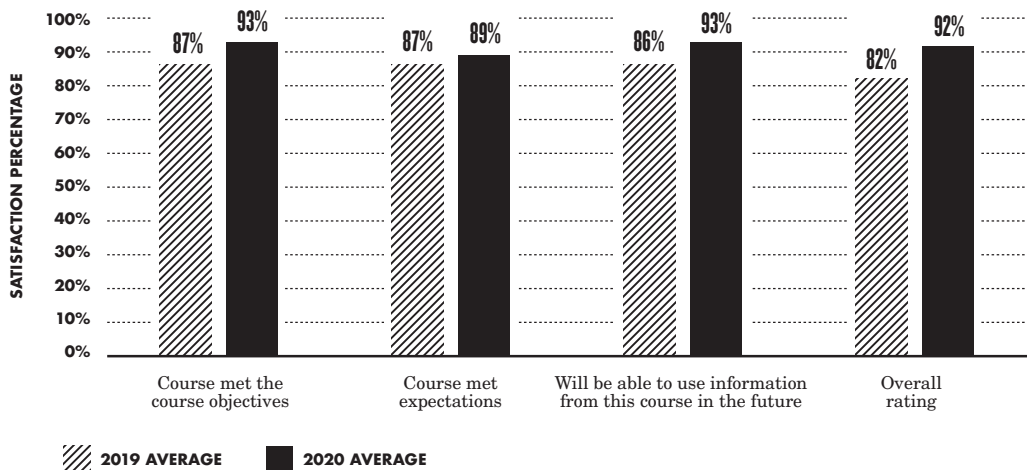
The Year 1 training program emphasized outreach to the provider community and the development of collaborative working relationships with MLTCP partners. Between October 2018 and August 2019, long-term care organizations across New York state enrolled over 23,000 employees in training offered by IHA WIO. In addition to training offered through HealthStream, this initiative provides technology support with the distribution of Google Chromebooks for use by enrolled employees.

## YEAR 2 TRAINING

In order to understand the impact of Year 1 training, IHA WIO engaged participating organizations in a data-gathering effort at the beginning of Year 2 to evaluate the training program.

Baseline surveys were developed to capture critical information related to the way participating organizations utilize the online training, and their perceptions of the impact on their organization related to the training program. Ninety one percent of the respondents indicated that the courses met their needs, and 100% of respondents indicated that they would recommend the IHA WIO training program to their colleagues. Two surveys were administered, and those results are reported here as a comparative analysis.

### 2019 & 2020 TOP COURSE EVALUATION RESPONSE COMPARISON



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**PARTICIPATING ORGANIZATIONS****70**

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**INDIVIDUAL LEARNERS****17,950**

Currently, approaching the end of Year 3, there are 70 organizations participating in training or preparing to initiate training with 17,950 individual learners.

The use of an evaluation component for the initiative led to improvements in the programs during Year 2. The effort to gather real-time information about the impacts of the programs resulted in modifications to training content.

These evaluation efforts will also be used to inform a strategy to sustain the improvements made with IHA WIO's partner MLTCPs and providers after the WIO program concludes in March 2021.

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*“Online training through IHA WIO has been integral to our organization’s professional and leadership development initiatives, especially during the pandemic, and has allowed us to stay committed to our mission of providing high-quality care.”*

– Dee Tocci, Director of Healthcare Services, Interim HealthCare

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## THE RESULTS

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### LONG-TERM CARE EMPLOYEES TRAINED



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### CHROMEBOOKS PROVIDED



To date, we have enrolled over 17,000 long-term care employees into our virtual training program. Participants have taken courses related to value-based payment outcomes, customer service, cultural competency, behavioral health, management and leadership, and many more. We have also provided 4,493 Google Chromebooks to our participants through this program to enable online learning.

The following training courses have proven to be our most popular in 2020:

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- *Maintaining Confidentiality*

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  - *COVID-19: Hand Hygiene*

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  - *Customer Service in Long-Term Care Facilities*

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  - *Infection Control*

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  - *COVID-19: Protecting Yourself with PPE in Post-acute Care*

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  - *Disaster Preparedness in Long-Term Care Facilities*

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  - *Elder Abuse and Neglect*

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  - *COVID-19: What Healthcare Professionals Need to Know*

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— *Caring Gene*<sup>®</sup> —



CARING  
GENE®





## CARING GENE® RECRUITMENT PROGRAM

With a population that's both aging and getting sicker, New York state faces a critical long-term caregiver shortage. Between 2016 and 2026, some of the fastest-growing occupations statewide are projected to be in long-term care. One of the primary goals of IHA WIO is to help fill these positions with qualified candidates before the caregiver shortage becomes a true crisis.

To that end, we created an entirely new brand for long-term caregiver recruitment: Caring Gene.® This program enables us to identify and attract those with an instinctive desire to care about others, and direct them to provider partners with a need for the following:

### NYS AVERAGE ANNUAL OPENINGS

HOME HEALTH AIDES	PERSONAL CARE AIDES	NURSING ASSISTANTS
36,870	37,590	14,780

Source: Center for Health Workforce Studies, School of Public Health, University at Albany, April 2020. Data 2016 - 2026.

### RECRUITMENT CHALLENGES AND INSIGHTS

Historically, recruiting long-term caregivers has always been a challenge. While the positions are not for everyone, for some individuals, it's literally their calling. Our in-depth research led us to identify, recruit and train these individuals. Here are some of the criteria we used:

- *Position job openings as career opportunities*
- *Target 18- to 34-year-olds, often working in fast food, retail and hospitality*
- *Attract individuals who have a "desire to care in their DNA"*

## PHASE 1 CAMPAIGN

The Caring Gene® was launched in June of 2019, backed by a fully integrated campaign that included:



As the campaign progressed, content was adjusted and optimized to zero in on that unique portion of the population with the innate desire to care. These candidates were then sent to [CaringGene.org](http://CaringGene.org) to continue the conversation and allow them to search for long-term care careers and training throughout the state.

**CAMPAIGN RESULTS 6/1/19 – 12/31/19**

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**131,086** Visits to the  
CaringGene.org website

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**107,079** Total site users

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**46,952** Interactions with the  
job search tool

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**16,764** Clicks to provider  
partner sites

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**NATIONAL RECOGNITION & AWARDS**



2019  
Healthcare  
Advertising  
1 Gold Award



2019  
Healthcare  
Advertising  
2 Silver Awards



2020  
ANA B2  
1 Gold Award



2020  
ACE  
3 Gold Awards

## PHASE 2 CAMPAIGN: COVID-19 RESPONSE

Due to the astounding success of the initial Caring Gene® launch, IHA WIO launched a refresh of the campaign during June 2020. During this period, the impact of the COVID-19 pandemic on nursing home and home healthcare patients and staff created an even more urgent need for qualified caregivers. After consulting with participating long-term care providers to confirm our approach and timing, we created a new phase of the Caring Gene® campaign.



This multimedia effort expanded its recruitment reach to include individuals in both clinical and nonclinical roles within long-term care organizations across the state. The optimized campaign seeks individuals with an innate desire to care for others to join the healthcare workforce during this pandemic period when the need is exceptionally high.

## GROWTH IN PROVIDER PARTICIPATION

At the time of the new launch, 200 long-term care organizations from every region of the state were participating—and those numbers continue to grow.

## COVID-19 RESPONSE CAMPAIGN RESULTS

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*“In May we received about 200 visits to our career pages that were initiated by the Caring Gene®. This past month (July), we received about 700!”*

– Josh Heber, Director of Talent Acquisition, Centers Healthcare

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While the Phase 1 campaign results truly were astounding, the Phase 2 launch was even more successful.

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**1,500%**

Increase in daily traffic on CaringGene.org  
(from 600/day to 9,600/day)

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**10,346**

Average monthly job searches  
(up 54% vs. 2019)

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**4,889**

Average monthly clicks to provider sites  
(up 104% vs. 2019)

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### **PLANS FOR YEAR 3**

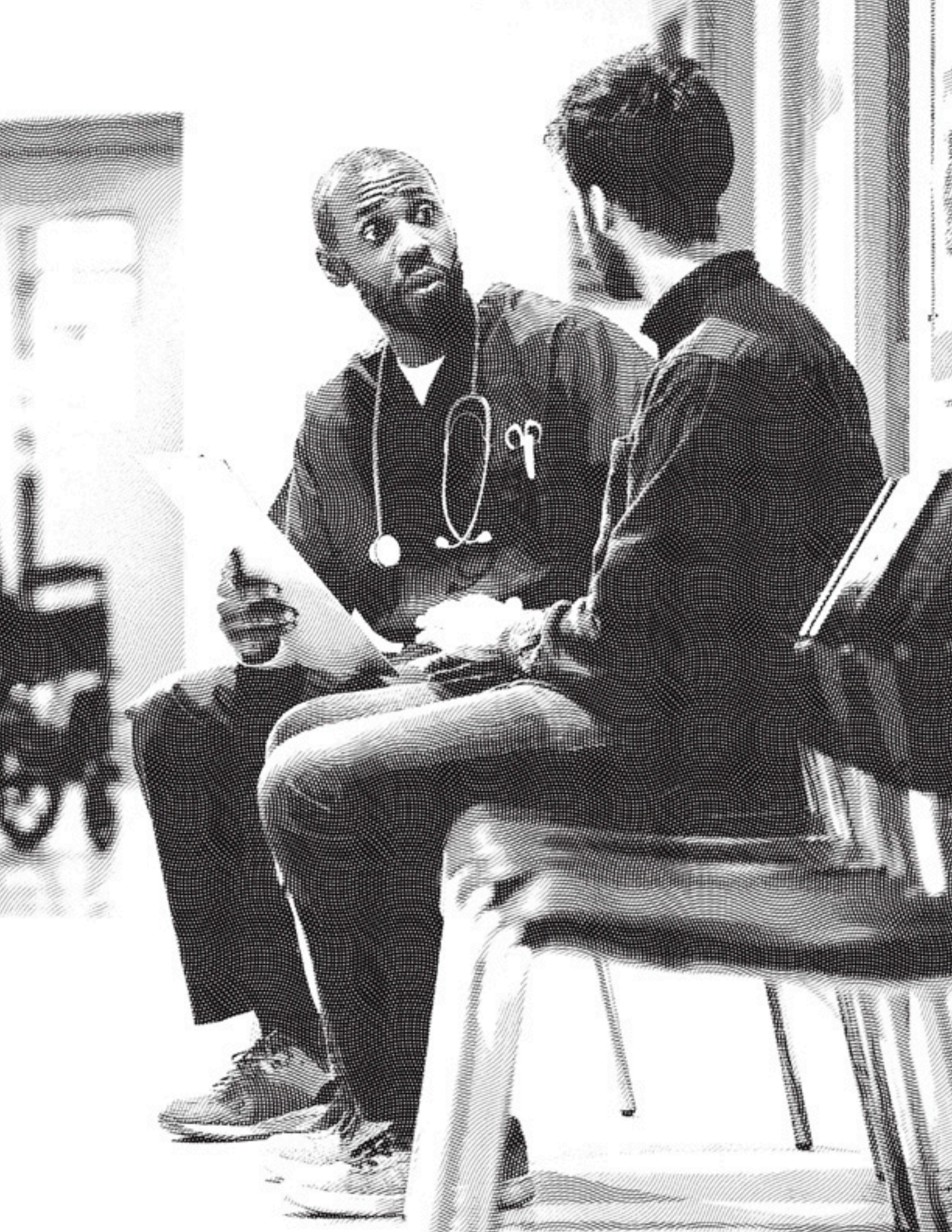
As the pandemic continues to impact the long-term care sector—including residents/patients, staff and family members—the need to continue our recruitment program remains great. IHA WIO is planning a new phase of the Caring Gene® multimedia advertising campaign, which will launch statewide in early 2021. Messaging will be updated to leverage insights gained about young job seekers via the digital advertising platforms utilized during Years 1 and 2.

In addition, the Caring Gene® website will be significantly enhanced to include a long-term care industry overview, certification and training information, advanced job search filtering, and the ability for providers to post job listings via a secure portal. Job and training seekers will be able to apply for opportunities directly via the new website.

Lastly, IHA WIO is in the process of designing, planning and promoting a first-ever statewide Caring Gene® Job & Training Fair—a series of virtual recruiting events to be launched in early 2021.



— *Pilot Programs* —





## **PILOT PROGRAMS**

In addition to in-depth training and recruitment, IHA WIO has initiated a number of pilot programs to facilitate the training and growth of long-term care employees.

### **CNA NURSE CERTIFICATION SUPPORT PROGRAM**

IHA WIO has initiated a pilot program with an Upstate New York skilled nursing facility to increase the number of participants who enter and successfully complete a certification program.

Given the interest being created in training programs from the Caring Gene® campaign, the need to increase the number of classes and the number of trainees per class was identified as a priority, especially in more rural areas of the state. This pilot will allow IHA WIO to understand strategies that best support increasing the number of certified nurse aides in provider-based training programs.

This new effort is being implemented in Year 3, and evaluations are required components of the pilots.

### **PEER-TO-PEER MENTORING PROGRAM**

Community Healthcare Services Foundation (CHC), an affiliate of the New York State Association of Health Care Providers, has partnered with IHA WIO to develop *Creating a Legacy of Care*, a peer-to-peer mentorship program for home care workers in New York state.

The program, which will be implemented in separate pilots in both New York City and Upstate New York, is designed to create a stronger connection and sense of belonging for home care workers who, by the very nature of the work they do, often feel isolated and disconnected from colleagues. The program connects newly hired caregivers to their more seasoned peers, who will provide guidance and support during the first 90 days of employment—the most critical time period for a new hire.

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*“CHC is proud to provide a program that is needed now more than ever. It will have a multifaceted effect on the lives and careers of caregivers, and will create a legacy of care for all those they care for throughout their careers.”*

– CHC President & CEO Kathy Febraio

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#### **FOUNDATION FOR QUALITY CARE PARTNERSHIP**

IHA WIO has formed a partnership with the Foundation for Quality Care (FQC) and has supported a number of direct educational programs over the Year 1 and Year 2 of WIO funding. The FQC is the nonprofit education and research organization of the NYS Health Facilities Association and the NYS Center for Assisted Living. Over 300 skilled nursing and 100 assisted-living facilities across NYS are members of these associations.

IHA WIO supported programs for directors of nursing, assisted living executive directors and a Quality Series. These programs provided classroom instruction to more than 170 participants. In addition, IHA WIO presented demonstrations and assigned online training courses in HealthStream to participants in these sessions. Many of these participants went on to sign up their entire organizations in the IHA WIO online training program.



## GOOGLE CHROMEBOOK REPURPOSING

As the pandemic continues and more daily activities go virtual, the need for accessible technology is greater than ever. To that end, we are repurposing thousands of Google Chromebooks to facilitate that need. To date, this pilot program has enabled us to reconfigure 600 of the original 4,493 Chromebooks we distributed for training via HealthStream. Uses for the repurposed devices include:

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- *Videoconferencing to connect residents with friends and family during pandemic-influenced visitor restrictions*
- 
- *Remote work applications*
- 
- *EMR and telehealth applications*
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— *Appendix* —






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**IHA WIO TRAINING PROGRAM PARTNERS:** ●

**CARING GENE® CAMPAIGN PARTICIPANTS:** ●

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**CENTRAL REGION**

- Alpine Rehabilitation and Nursing Center, Little Falls . . . . . ● ●
- Auburn Rehabilitation & Nursing Center, Salamanca . . . . . ●
- Beechtree Center for Rehabilitation and Nursing, Ithaca . . . . . ●
- Betsy Ross Rehabilitation and Nursing Center, Rome . . . . . ● ●
- Clifton-Fine Hospital, Star Lake . . . . . ●
- Crouse Community Center, Morrisville . . . . . ● ●
- Elderwood Assisted Living at Waverly, Waverly . . . . . ●
- Elderwood at Liverpool, Liverpool . . . . . ●
- Elderwood at Waverly, Waverly . . . . . ●
- Elderwood Village at Vestal, Vestal . . . . . ●
- Finger Lakes Center for Living (Auburn Community Hospital), Auburn . . . . . ● ●
- Groton Community Health Care Center Inc., Groton . . . . . ●
- Highland Nursing Home Inc., Massena . . . . . ●
- Ideal Living Center, Endicott . . . . . ●
- Lewis County General Hospital, Lowville . . . . . ● ●
- Loretto Health & Rehabilitation Center, Syracuse . . . . . ●
- Massena Rehabilitation and Nursing Center, Massena . . . . . ●
- MVHS Rehabilitation and Nursing Center, Utica . . . . . ● ●
- Nascentia Health, Syracuse . . . . . ● ●
- New York State Veterans Home at Oxford, Oxford . . . . . ●
- Norwich Rehabilitation and Nursing Center, Norwich . . . . . ● ●
- Oneida Healthcare Center Extended Care Facility, Oneida . . . . . ● ●
- Rome Memorial, Rome . . . . . ● ●
- Samaritan Medical Center, Watertown . . . . . ●
- Self Direct Inc., Baldwinsville . . . . . ● ●
- St. Luke Health Services, Oswego . . . . . ●
- Susquehanna Nursing, Johnson City . . . . . ● ●
- The Centers at St. Camillus, Syracuse . . . . . ●
- Trustees of the Eastern Star Hall and Home of the State of New York, Oriskany . . . . . ● ●
- U.S. Care Systems, Inc., Utica . . . . . ● ●

- Utica Nursing and Rehabilitation, Utica . . . . . ● ●
- Van Duyn Center for Rehabilitation and Nursing, Syracuse . . . . . ●
- Waterville Residential Care Center, Waterville. . . . . ●

**HUDSON VALLEY REGION**

- ACS Home Care LLC, Northport . . . . . ● ●
- Andrus on Hudson, Hastings-on-Hudson. . . . . ●
- Five Star Premier Residences of Yonkers, Yonkers . . . . . ●
- Highland Rehabilitation & Nursing Home, Middletown. . . . . ● ●
- Lifting Up Westchester—Neighbors Home Care Service, White Plains . . . . . ●
- Northern Metropolitan RHCF Inc., Monsey. . . . . ●
- Personal Healthcare Management, Tarrytown . . . . . ●
- Preferred Home Care of New York, Brooklyn . . . . . ●
- Premier Home Health Care Services, Inc., Nanuet. . . . . ● ●
- Premier Home Health Care Services, Inc., Wappingers Falls . . . . . ● ●
- Premier Home Health Care Services, Inc., White Plains . . . . . ● ●
- Premier Home Health Care Services, Inc., Yonkers . . . . . ● ●
- Salem Hills Rehabilitation & Healthcare, Purdys . . . . . ●
- Tarrytown Hall Care Center, Tarrytown. . . . . ●
- Vassar-Warner Home, Poughkeepsie . . . . . ●
- Waterview Hills Rehabilitation & Healthcare, Purdys. . . . . ●
- Yorktown Assisted Living Residence, Cortlandt . . . . . ●
- Yorktown Rehabilitation and Nursing Center, Cortlandt . . . . . ●

**LONG ISLAND REGION**

- ACS Home Care LLC, Northport . . . . . ● ●
- AgeWell New York, North New Hyde Park. . . . . ●
- Bristol Assisted Living, Bohemia . . . . . ●
- Dominican Village, Amityville . . . . . ● ●
- Maria Regina Residence, Brentwood . . . . . ●
- Northwell Health at Home—Garden City, Garden City . . . . . ●
- Northwell Health at Home—Jamaica, Queens . . . . . ●
- Partners In Care, New York . . . . . ●

Preferred Home Care of New York, Brooklyn . . . . .	●
Premier Home Health Care Services, Inc., Riverhead . . . . .	● ●
Premier Home Health Care Services, Inc., Ronkonkoma . . . . .	● ●
Premier Home Health Care Services, Inc., Westbury . . . . .	● ●
Rehoboth Elderly Care and Companionship LLC, Levittown. . . . .	●
Ross Center for Health & Rehabilitation, Brentwood . . . . .	●
Star Multi Care Services, Plantation . . . . .	●

**NORTHEAST REGION**

A.O. Fox Memorial Hospital, Oneonta . . . . .	●
A.O. Fox Nursing Home, Oneonta. . . . .	●
Accent Health Care Services, Inc., Troy. . . . .	●
Belvedere Health Services, LLC, Albany . . . . .	●
Broadway Home Care, Johnstown . . . . .	●
Center For Disability Services Inc., Albany. . . . .	●
Clinton County Nursing Home, Plattsburgh . . . . .	●
Community Health Center, Johnstown . . . . .	●
Cooperstown Center, Cooperstown. . . . .	●
Delhi Rehabilitation and Nursing Center, Delhi. . . . .	● ●
Eddy Direct to Consumer (St. Peter’s Health Partners), Albany . . . . .	●
Eddy Licensed Home Care Agency, Inc. (St. Peter’s Health Partners), Troy . . . . .	● ●
Eddy SeniorCare—PACE, Latham, Latham . . . . .	●
Eddy SeniorCare—PACE, Rotterdam, Schenectady . . . . .	●
Elderwood at North Creek, North Creek . . . . .	●
Elderwood of Ticonderoga, Ticonderoga . . . . .	●
Elderwood of Uihlein at Lake Placid, Lake Placid . . . . .	●
Elderwood Village at Colonie, Latham. . . . .	●
Ellis Residential and Rehabilitation Center, Schenectady . . . . .	● ●
Foundation For Quality Care, Inc., Albany . . . . .	●
Home Health Care Partners Inc., Johnstown . . . . .	● ●
Interim HealthCare, Albany . . . . .	● ●
Kingsgway Arms Nursing Center Inc., Schenectady . . . . .	●
Meadowbrook Healthcare, Plattsburgh . . . . .	● ●
Mercy Living Center (Adirondack Health), Tupper Lake . . . . .	●
Nathan Littauer Hospital & Nursing Center, Gloversville . . . . .	●

Neighbors NY, Inc., Queensbury . . . . .	●
North Country Home Services Inc., Ticonderoga . . . . .	●
Pine Haven Nursing and Rehabilitation Center, Philmont . . . . .	●
Plattsburgh Rehabilitation and Nursing Center, Plattsburgh . . . . .	● ●
River Ridge Living Center, Amsterdam . . . . .	●
Schenectady Center for Rehabilitation and Nursing, Schenectady . . . . .	●
Shaker Place, Albany . . . . .	● ●
Slate Valley Center for Rehabilitation and Nursing, Granville . . . . .	●
St. Mary's Healthcare, Amsterdam, Amsterdam . . . . .	●
The Pines at Glens Falls, Glens Falls . . . . .	●
The Wesley, Saratoga Springs . . . . .	●
UVMHM Alice Hyde Medical Center, Malone . . . . .	●
UVMHM Champlain Valley Physicians Hospital, Plattsburgh . . . . .	●
Van Rensselaer Manor Nursing Facility, Troy . . . . .	●
Visiting Nurses Home Care, Menands . . . . .	●
Washington Center for Rehabilitation and Healthcare, Argyle . . . . .	●
Wesley Senior Solutions, Saratoga Springs . . . . .	●

**NEW YORK CITY REGION**

A-Plus Care HHC, Inc., Brooklyn . . . . .	●
Atrium Center for Rehabilitation & Nursing, Brooklyn . . . . .	●
Caring Home Care, Ozone Park . . . . .	● ●
Centers Health Care, The Bronx . . . . .	●
Four Seasons Licensed Home Care Agency, Brooklyn . . . . .	●
Four Seasons Nursing and Rehabilitation Center, Brooklyn . . . . .	●
Hope Center for HIV and Nursing Care, The Bronx . . . . .	●
InterGen Health, The Bronx . . . . .	●
New Century Home Care, Inc., Brooklyn . . . . .	●
Preferred Home Care of New York, Brooklyn . . . . .	●
Premier Home Health Care Services, Inc., The Bronx . . . . .	● ●
Premier Home Health Care Services, Inc., Brooklyn . . . . .	● ●
Premier Home Health Care Services, Inc., Jamaica . . . . .	● ●
Premier Home Health Care Services, Inc., Manhattan . . . . .	● ●
Premier Home Health Care Services, Inc., New York . . . . .	● ●
Premier Home Health Care Services, Inc., Staten Island . . . . .	● ●

Seagate Rehabilitation and Nursing Center, Brooklyn . . . . .	●
Special Touch Home Care, Brooklyn . . . . .	●
Summit Home Health Care, Brooklyn . . . . .	●
Triboro Center for Rehabilitation and Nursing, The Bronx . . . . .	●
Tri-Borough Home Care, Ltd., Brooklyn . . . . .	●
Universacare, Queens . . . . .	● ●
University Center for Rehabilitation and Nursing, The Bronx . . . . .	●
Waterview Nursing Care Center, Queens . . . . .	●
Williamsbridge Center for Rehabilitation and Nursing, The Bronx . . . . .	●

**WESTERN REGION**

Aaron Manor Rehab & Continuing Care Center, Fairport . . . . .	●
Absolut Care at Aurora Park, East Aurora . . . . .	●
Absolut Care of Allegany, Allegany . . . . .	●
Absolut Care of Gasport, Gasport . . . . .	●
America Homecare Inc., Williamsville . . . . .	●
Bethany Retirement Home Inc., Horseheads . . . . .	●
ComForCare Home Care, Monroe . . . . .	●
ComForCare Senior Services, Rochester . . . . .	●
Dunkirk Rehabilitation and Nursing Center, Dunkirk . . . . .	●
Elcor Nursing and Rehabilitation Center, Horseheads . . . . .	●
Elderwood at Amherst, Amherst . . . . .	●
Elderwood at Hamburg, Hamburg . . . . .	●
Elderwood at Hornell, Hornell . . . . .	●
Elderwood at Lancaster, Lancaster . . . . .	●
Elderwood at Lockport, Lockport . . . . .	●
Elderwood at Wheatfield, Niagara Falls . . . . .	●
Elderwood at Williamsville, Williamsville . . . . .	●
Elderwood of Lakeside at Brockport, Brockport . . . . .	●
Elderwood Senior Care Inc., Buffalo . . . . .	●
Elderwood Village at Bassett Park, Williamsville . . . . .	●
Elderwood Village at Fairport, Fairport . . . . .	●
Elderwood Village at Greece, Rochester . . . . .	●
Elderwood Village at Gregory Court, Williamsville . . . . .	●
Episcopal Senior Life Communities, Rochester . . . . .	● ●

Fiddlers Green Manor Rehabilitation and Nursing Center, Springville . . . . .	● ●
Friendly Senior Living, Rochester . . . . .	●
Gowanda Rehabilitation & Nursing Center, Gowanda . . . . .	● ●
Health Force, Buffalo. . . . .	●
Highland Park Rehabilitation and Nursing Center, Wellsville . . . . .	● ●
Home & Health Care Services, Inc., Hornell . . . . .	● ●
Houghton Rehab and Nursing Center, Houghton . . . . .	● ●
Hultquist Place (Lutheran Social Services), Jamestown. . . . .	●
Humboldt House Rehabilitation & Nursing Center, Buffalo. . . . .	●
Independence Home Care of New York, East Amherst . . . . .	●
Liberty Home Care, Niagara Falls . . . . .	● ●
Lockport Rehab and Healthcare Center, Lockport . . . . .	●
M.M. Ewing Continuing Care Center, Canandaigua . . . . .	●
Maplewood Nursing Home, Webster. . . . .	●
McAuley-Seton Home Care Corporation (Catholic Health Home Care), Buffalo . . .	●
Niagara Rehabilitation & Nursing Center, Niagara Falls . . . . .	● ●
Orchard Rehabilitation & Nursing Center, Medina . . . . .	● ●
Rochester Regional Health, Rochester. . . . .	●
Salamanca Rehabilitation & Nursing Center, Salamanca . . . . .	●
Schofield Care, Buffalo . . . . .	●
Schuyler Hospital and Long Term Care Unit, Montour Falls. . . . .	●
Sodus Rehabilitation and Nursing Center, Sodus . . . . .	●
Steuben Center for Rehabilitation and Healthcare, Bath. . . . .	●
The Highlands Living Center, Pittsford. . . . .	● ●
The Hurlbut, LLC, Rochester . . . . .	●
UR Medicine Thompson Health (F.F. Thompson Health), Canandaigua. . . . .	●
Venture Forthe, Inc.—Albion, Albion . . . . .	●
Venture Forthe, Inc.—Bath, Bath. . . . .	●
Venture Forthe, Inc.—Belmont, Belmont. . . . .	●
Venture Forthe, Inc.—Buffalo, Buffalo. . . . .	●
Venture Forthe, Inc.—Elmira, Horseheads . . . . .	●
Venture Forthe, Inc.—Fredonia, Fredonia. . . . .	●
Venture Forthe, Inc.—Jamestown, Jamestown . . . . .	●
Venture Forthe, Inc.—Niagara Falls (Primary Location), Niagara Falls . . . . .	●
Venture Forthe, Inc.—Olean, Olean . . . . .	●
Venture Forthe, Inc.—Rochester, Rochester . . . . .	●

