

**ULSTER COUNTY**  
**BLUE RIBBON HEALTHCARE SERVICES ADVISORY PANEL**  
**LONG TERM CARE COMMITTEE REPORT**

***CONCLUSIONS AND RECOMMENDATIONS***

The Committee has spent a great deal of time meeting with numerous experts, collaborating with the New York State Department of Health, the County Nursing Home Administrator, architects and engineers, and various other interested parties who were able to provide information to the Committee.

After much consideration, the Committee is making two recommendations:

- The first recommendation is that the Golden Hill Health Care Center should continue operation until two new nursing homes are built under private ownership.
  - Having a private ownership places the entire capital and operating risk on a private entrepreneur rather than on the County taxpayers.
  - It is absolutely essential that, at a minimum, all 280 beds be redeveloped into new, modern, state of the art facilities. The population of Ulster County is growing, particularly the population of our senior citizens, who are the most likely to require nursing home care.
  - These 280 beds should be redeployed to better meet the needs of the entire Ulster County population. Based on demographic and geographic data, which demonstrate a large population base in southwestern Ulster County where there are currently no nursing home beds, 140 beds should be allocated to that area. The balance should be kept in the northern Kingston-population area.
  - For the remaining Kingston area beds, the Committee recommends that a new facility be constructed. Members of the Committee spoke with representatives from Alliance Health

Planning to determine if, as part of the hospital consolidation, there may be a way to have their facilities reused as part of a nursing home. The representatives for Alliance Health Planning advised the Committee members that they did not have the capacity to accommodate nursing home space at this time, and would probably not have such capacity in the future.

- Therefore, the recommendation of the Committee is to build a new facility, at a site to be determined, with a strategic partner to be determined, in the greater Kingston area. The Committee feels that this is a remarkable opportunity to improve quality and reduce costs to Ulster County.
- Since the County owns the current facility, the County must also subsidize the deficit spending, as the various reimbursement sources do not cover the cost of care. Transferring the 280 subsidized beds to private ownership will eliminate this tax burden.
- The second recommendation involves the reuse of the Golden Hill campus. This campus was designed as a nursing home, and as such, is a very specialized facility, and does not lend itself well to redeployment, just as the County Jail does not lend itself well for other purposes.
  - The recommendation is that the County combine those facilities on Golden Hill and sell them to a private developer for razing and building of a new development, which would have the benefits of a new residential community within the city of Kingston that would pay taxes, and take advantage of Golden Hill's great location.

The major milestones could be as follows:

- Ulster County Legislature votes to implement plan. Ulster County Legislative Health Committee assigned to oversee transition plan.
- Representatives meet with New York State DOH to discuss Certificate of Need process.
- Developer(s) selected, plans finalized.
- Architectural plans under way.
- Certificate of Need filed.
- Construction begins.
- New facilities open. Residents move to new facilities.