

## Of Interest

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CAHSA is the Colorado affiliate of



American Association of Homes and Services for the Aging



Federation of America

### Nearly \$60 Million in Medicare Overpayments not Recovered

A recent report from the Government Accountability Office reveals that the Centers for Medicare & Medicaid Services has failed to properly audit private Medicare plans and has not recovered more than \$59 million in overpayments.

This is money that could have been used to provide additional benefits to older Americans or reduce Medicare premiums they pay, according to GAO investigators. CMS is required under federal law to audit the financial records of at least one-third of plans participating in the Medicare program each year. They are not, however, fulfilling this obligation, the GAO found. Less than one-fourth of participating plans were audited in 2001, and just 14 percent of plans in 2006, even though Medicare payments to private insurers have steadily increased over that period, GAO researchers said.

### U.S. Department of Health and Human Services Provides 12 States Funds for Nursing Home Diversion Program

HHS announced an \$8.8 million investment to help states provide more affordable choices to individuals struggling to remain in their homes and communities as they age. Colorado is not one of the states to receive funding; however, the success of the programs should be of interest to providers. The Nursing Home Diversion Modernization Grants Program will help enable states to use existing OAA and state revenue funds in a more flexible manner so that a greater range of support options can be made available to individuals who are at high risk of nursing home placement. To read the full release for HHS, visit: <http://www.hhs.gov/news/press/2007pres/09/pr20070924a.html>.

### Aging in Place Movement

Older Americans want to "age in place," meaning they want to stay where they live now as long as possible. With this in mind, leaders in the field of aging-in-place from across the country have banded together to host educational events in communities around the nation, culminating with National Aging in Place Week, Oct. 1-7.

Those joining in this effort led by the National Aging in Place Council (NAIPC) include home modification experts, geriatric care managers, financial planners, home care workers and others. In 2006, members from the National Aging in Place Council, an association of public and private service providers, arranged educational activities in 60+ locations across the country. To learn more about the movement, visit the web site at <http://www.naipc.org>.

### Benefit Strategies Include Post-retirement

According to the 5th annual *MetLife Study of Employee Benefits Trends*, employers find post-retiree benefits a competitive strategy for attracting and retaining experienced workers. The study reveals that 40 percent of companies currently offer retiree benefits such as medical, dental or life insurance—and nearly two-thirds of these employers (63 percent) expect the breadth of these offerings to increase over the next five years.

Retirement can add a new set of financial challenges to individuals who were struggling to make ends meet while they were actively employed. According to the *MetLife* study, more than one-third (35 percent) of employees ages 51 and older say they live paycheck to paycheck. To read more about the report, visit: <http://www.whymetlife.com/trends/index.asp?>

Continued on page 7

Over the summer, the CAHSA board met to review our accomplishments of the past 12 months and to identify strategic areas of focus for the next 12 months. More recently, at the August board meeting, the board focused on priority policy issues for the next legislative session. In this column, I will highlight the areas of focus identified, but save the past year's accomplishments for the President's Report at our Annual Membership meeting on December 4<sup>th</sup>. In broad terms, the priority areas of focus include Transformations, Quality First, leadership—including CAHSA Next—and advocacy.

You may recall reading about the Transformations Task Force (they met January through June of this year) or at least recall completing their survey during the month of May. Audrey DiGiorgio (Covenant Village of Colorado) presented the Task Force report, including the survey findings, with recommendations for the board's consideration. In response, the board decided to: create a Transformations email list for interested members; incorporate "Transformations" in the theme of our 2008 annual convention, including a special program track and a keynote invitation to Robyn Stone of AAHSA's Institute for the Future of Aging Services; and promote our members who are engaged in person-centered care by sharing their best practices in our *CAHSA Transformations* quarterly newsletter.

Quality First Champion John Torres (Golden West) presented a report to the board with two major recommendations, both of which the board accepted. First, he plans to organize a Quality First Task Force to provide feedback and direction to our ongoing Quality First strategy. John's goal is to return Colorado to the number one rank nationally for number of members who have signed the Quality First Covenant. Earlier this year, the board adopted a Business Partner Quality First Covenant and invited business members to endorse and support Quality First. Building on that concept, he is inviting our for-profit provider members to commit to the initiative. John's second major recommendation involves revising the Quality First Award Program for 2008. His goal is to increase the overall number of members who apply for an award. If you would like to serve on the Quality First Task Force, please contact me at [laura@cahsa.org](mailto:laura@cahsa.org) or leave me a message at 303-837-8834.

The CAHSA Next planning committee proposed several recommendations to the Board which were well received. They would like to expand membership and attendance at their events. In addition, they would like to identify member interest in expanding to the Colorado Springs area. They also want to focus on education, both ongoing and at the 2008 Annual Convention. In addition, the board supported their recommendation to start a Leadership Book Club. The board also voted to start a scholarship fund geared to CAHSA Nexters and provide financial support for a CAHSA Nexter to attend either the AAHSA or ALFA national convention. The first scholarship recipient has been selected. Please join me in congratulating Megan Novell who works at Christian Living Communities—Holly Creek. Megan will be attending the AAHSA conference in Orlando later this month. More details will be forthcoming about the scholarship, book club and other initiatives.

In terms of our policy priorities for the 2008 session, we expect legislation resulting from the work of the SB 131 Nursing Home Reimbursement Committee and are aware that there will be a bill to increase funding to the Older Coloradans Fund. We will seek any opportunity for cost of living increases for the HCBS waiver programs. In addition, we will monitor any legislation resulting from the work of the 208 Commission and the Affordable Housing Partnership. As an ongoing priority, we continue to communicate with the Department of Health Care Policy and Financing regarding the timeline for working on the implementation of the SB 173 recommendations, and we will also monitor SilverPrint Colorado for related initiatives.

Looks like another busy year on your behalf! If you would like more information on any of these topics, and/or would like to serve on the Quality First Task Force, please contact me.

  
Laura Landwirth  
Executive Director

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CAHSA

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Executive Director

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## A Business Partner



### **How long have you been a member of CAHSA?**

Since 2000, when I returned to Colorado after a long bout of wanderlust.

### **Why did you become a member?**

CAHSA represents the premier providers of seniors housing and care in Colorado. Its events provide an opportunity to meet the leaders of the industry.

### **What goods or services does your organization provide and what would you like members to know about this service/product?**

Citi Community Capital, while enjoying the resources of our parent company, Citigroup Global Markets Inc., one of the largest investment banks in the world, is locally and nationally focused on working with those who provide housing around the country. In particular, we focus on working with providers of seniors and affordable housing.

### **How is your organization different or unique from others who provide a similar service/product?**

Citi Community Capital is a more dynamic organization and has the ability to play a variety of roles in a financing transaction, some of which rely on our ability to act as a lender/bond investor rather than simply acting as an intermediary. The balance sheet capacity that allows us to be a lender/bond investor helps us deliver compelling financial solutions to our clients.

### **How can people learn more about your service/product?**

I can be reached at 303-308-7408 or [gregory.s.goldberg@citi.com](mailto:gregory.s.goldberg@citi.com).

## Get out there!

Have an idea for a *Get Out There* column?  
Contact us at: [cahsanews@comcast.net](mailto:cahsanews@comcast.net).

## Tips for Gaining Exposure

### **Who is Your Audience?**

It is vital to know whom you need to reach when marketing your living options, services or products. There are multiple people who influence the decision to choose your service or product, and it is helpful to break them into segments—or audiences—and consider what messages need to be sent to each of them. Off the top of your head, you can probably recite the top-level audiences you need to communicate with, but after that, it is less obvious. In reality, it would be surprising if you did not have 15 or more audiences—some more vital than others—who need to know what you have to offer so that both you and they can succeed.

A simple way to identify your audiences can be done by drawing a circle in the center of a blank sheet of paper and placing your organization in it. From there, begin drawing other circles that surround you and link them at the center. Place names of the potential audiences in the surrounding circles—seniors, adult children, their friends, legislators, the media, employees, vendors and suppliers, board of directors, community groups, unions or associations, volunteers, donors and on and on.

Why complete this exercise? First, each audience will need to know something different. Employees may want

to know the latest in benefits news, while adult children may want to know what is going on with their parents entrusted to your care. Legislators need to know the value you bring to the community (and that you need adequate funding), while seniors may need to know that your organization meets their needs for a service or place to live. And, as we have mentioned before, we believe the media need to know you have wonderful activities and events going on and that they are welcome to stop by for a visit.

Once you have identified audiences important to your organization and what each needs to know, you will want to step back and prioritize your list. Determine which are most important to your organization's success and figure out the best way to communicate the information they need to know (ads, public relations, sales calls, flyers, etc.) and do it.

After your communication has been implemented, keep after the audiences by evaluating how effectively the information was communicated and if another step or method is needed. *Get Out There* by communicating to each audience that has a stake in your organization with clear, concise information.

Since 1978, Seniors' Resource Center (SRC) has helped older adults with home- and community-based services in the 10 counties it serves in the Denver metro area. SRC offers a continuum of services, everything from education to basic sustenance, for its customers, who range in age from 11 to 101. This year, SRC received a Quality First Award in the area of *Leading-Edge Care and Services* for its Coordinated Care model.

The *Leading-Edge Care and Services* Quality First Award recognizes organizations for programs and services that are models of innovation and excellence and that contribute significantly to the quality of life of the individuals served.

In 2005, SRC reached a turning point in its philosophy of helping older adults who needed home- and community-based services. SRC decided to identify partner organizations to collaborate and make seamless community-based care a reality in the Denver metro region.

With the help of funding from several grants, SRC linked its services with exterior providers of complementary services. The Coordinated Care service delivery model created a series of foundation-supported, private-sector partnerships to respond to the unmet needs of vulnerable seniors. This model offers seamless delivery of care—"one-stop shopping"—across a range of programs sponsored by SRC or through referrals to other community assets. With one call, seniors can access transportation, legal services, personal shopping, home repair, in-home medical care and other services. This reduces strain on medical services by preventing and helping to mitigate health problems and allows a greater quality of life for seniors in the Denver metro area.

SRC now collaborates with several local organizations, LMC Community Foundation, Wheat Ridge Internal Medicine, The Colorado Health Foundation, Exempla Lutheran Medical Center, Senior Care of Colorado, Safeway pharmacies and Lowe's home improvement stores, to provide the services related to the Coordinated Care model.

"Seniors' Resource Center has moved towards a Coordinated Care service delivery model in an effort to effectively respond to the needs of the consumer," said John Zabawa, SRC president and CEO. "Our focus is on person-centered care, helping older adults and families navigate the complexity of accessing community-based services."

SRC takes a comprehensive approach in assessing the needs of older adults who want to remain independent in the community. It serves as a point of entry where older adults can receive information about community care options and obtain direct services. Seamless coordination alleviates the need for an older adult to navigate a fragmented and complex service delivery system alone.

For additional information about how your organization may become a partner in QF, contact Karen Simmering at [Karen@cahsa.org](mailto:Karen@cahsa.org) or 303-837-8834.



**John Torres**  
Chair, Quality First

## Did You Know?

A recent study reveals that compliance with the Joint Commission's "Do Not Use" list of abbreviations dropped to less than 66 percent in recent years, according to an article in *The Washington Post*. To help protect patients from medication errors and other mistakes that severely compromise safety, the Joint Commission now recommends that physicians write out full words instead of any abbreviations. Five percent of medication errors that were reported between 2004-2006 involved misreading of shorthand.

According to the U.S. Administration on Aging (AoA), in 2006, there were 2.4 million Hispanic elders, 6.5 percent of the older population, in the United States. By 2028, the Hispanic population aged 65 and older is projected to be the largest racial/ethnic minority in this age group.

The average older adult takes 4.5 prescription drugs and 2.1 over-the-counter medications, the *New York Times* reports. Polypharmacy is responsible for up to 28 percent of hospital admissions. To read the full article visit: [http://www.nytimes.com/2007/09/18/health/18brod.html?\\_r=1&oref=slogin](http://www.nytimes.com/2007/09/18/health/18brod.html?_r=1&oref=slogin).

The percentage of people receiving the flu vaccine has declined in recent years. During the 2005-2006 season, all states reported lower immunization rates than the targeted national average of 60 percent of American adults who showed a vulnerability to the flu.

## CAHSA Next Mentoring—Progressing Aging Services by Showing Others the Way

Think back to the formative years in your career: your first job, first boss, first day. Now imagine you had the advice and guidance of someone more experienced to help you avoid the common pitfalls and show you the ropes. The song lyric “I wish that I knew what I know now when I was younger” comes to mind. You cannot go back in time and help yourself—and if you can, please, do share—but you **can** help others learn from what you have experienced.

Having the steady hand of a mentor to help navigate the working world is a mutually beneficial exercise. Those new to the career world receive much-needed support, and mentors are given an arena to demonstrate their expertise in a way that presents them as an ambassador of goodwill from their company to the community.

As a mentor, you are given the opportunity to review decisions in your career and the impacts that they have made in your life. This exercise offers a refresher of what works and what does not—to yourself and your mentee.

Every CAHSA member has the opportunity to join the CAHSA Next mentoring program and participate in this important experience. Getting involved in mentoring is easy; contact Karen in the CAHSA office at 303-837-8834 or [Karen@cahsa.org](mailto:Karen@cahsa.org) and she will help you get involved.

**Interested in the CAHSA Next Leadership Book Club?  
Come to the interest meeting in your area and help us design it.  
Details on Page 10!**

# Nursing Home News

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## CMS Reduces Use of Paper-based Manuals

Several years ago, CMS launched the Internet-only manual system, but the agency only recently stated on its web site that the old paper-based manuals, including the *Skilled Nursing Facility Manual* (SNF-12) and the *Medicare Intermediary Manual*, “are for reference purposes only.” To access paper-based manuals, visit: <http://www.cms.hhs.gov/Manuals/PBM/list.asp>; to access internet-based manuals, visit: <http://www.cms.hhs.gov/Manuals/IOM/list.asp>.

## New Technical Assistance “Packages” Available for Nursing Home Quality

The Advancing Excellence in America’s Nursing Homes campaign released a comprehensive set of intervention guides on its web site. The Implementation Guides are organized by campaign and goal. Each guide includes the campaign goal, flow diagram, process framework, process review tool and resources. These guides are designed to assist all nursing homes in meeting their selected campaign goals. The purpose of this information is to help nursing homes:

- Identify and manage the problems, risks, and health related conditions of nursing home residents; and
- Provide individualized care and improved outcomes. To review the Guides visit: [http://www.nhqualitycampaign.org/star\\_index.aspx?controls=nhTechAssist](http://www.nhqualitycampaign.org/star_index.aspx?controls=nhTechAssist).

## Use of Feeding Assistants Upheld

The U.S. Court of Appeals for the Ninth Circuit has upheld U.S. Department of Health and Human Services regulations permitting non-nursing staff to assist nursing home residents with eating, as long as the assistants have proper training and supervision and the residents do not have difficulty swallowing or other complications. The court concluded that the Omnibus Budget Reconciliation Act of 1987 (OBRA) does not require all mealtime assistance or hands-on care to be performed by certified nursing assistants. The court also found that the eating assistance regulations were a reasonable response to a shortage of certified nursing aides. To read the entire opinion from the court, visit: [http://www.ca9.uscourts.gov/ca9/newopinions.nsf/B97D5C369DDFA424882573480056ED67/\\$file/0536065.pdf?openelement](http://www.ca9.uscourts.gov/ca9/newopinions.nsf/B97D5C369DDFA424882573480056ED67/$file/0536065.pdf?openelement).

Each month we will profile a CAHSA member and learn their Insights on Leadership.

Cindy Hogan is the Executive Director for Christian Living Communities–Holly Creek. She also serves as the champion of the CAHSA Next group. This month, we caught up with Hogan to get her insights on leadership.



**Cindy Hogan**

**What would you consider important leadership qualities and characteristics?**

The strength to go forward alone, the humility to know you do not know it all and the willingness to learn continually.

**How can good leaders develop or maintain these qualities?**

You must get to know yourself very well with much introspection and feedback from skilled observers. You must test your skills routinely by taking on new challenges both personally and professionally. Spend time with children to remember what it is like to be openly curious and risk welcoming.

**What is the most difficult part of being a leader and how do you think good leaders overcome that?**

Being alone with challenges is a difficult part of being a leader. Good leaders can overcome that by dedicating time for thinking, planning and having a skilled coach to guide you.

**In your career, was there a leader who you worked for that impressed you? Why?**

I have worked for several good leaders and learned the most from a resident council president who taught me the value of admitting, "I don't know, and I'll go find out."

**How can today's leaders inspire and encourage future generations? How do you support up-and-coming leaders in your company/staff?**

Be present; be willing to take the time to share what you have learned by acting as a mentor. We just happen to have the method for that with the CAHSA Next program. I am very honored to serve as champion of the CAHSA Next group where there is so much mutual learning between the Nexters and myself. They give me energy and enthusiasm to continue in my commitment to be a leader.

**What was one challenge you faced in your career that required you to draw upon leadership skills? What did you learn from that experience?**

One of the most challenging stages of my career required me to leave an organization that I cared a great deal about. Routine self-assessment revealed that my best work and contribution to the organization was nearly finished, and I made the difficult decision to move forward. That self-assessment gave me the signal to change and the courage to go out to learn. My next step was to support myself as an independent consultant for eight years until circling back to my roots in eldercare. The challenge of running my own company made me grateful for the community of thinkers in a corporation and the break from executive management helped me to cement a more balanced lifestyle.

## Adult Day News

### Study Suggests Adult Day Care Slows Cognitive Decline

People with Alzheimer's disease experience acceleration in the rate of cognitive decline after being placed in a nursing home according to a new study by the Rush Alzheimer's Disease Center. The study, published in the June 2007 issue of the *American Journal of Psychiatry*, finds that prior experience in adult day care may lessen this association.

"The findings suggest that experience in day care may help individuals with Alzheimer's disease make the transition from the community to institutional residence," said study author Robert S. Wilson, Ph.D., a neuropsychologist at the Rush Alzheimer's Disease Center. The full article was published in *The American Journal of Psychiatry*, 2007, Vol. 164, No. 6, pp 910-915.

# Assisted Living/ALFA News

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## Lower Income Seniors Less Likely to Discuss Retirement Spending

According to a recent *Wall Street Journal*/Harris Personal Finance poll, older and wealthier U.S. couples who are married or living together are more likely to have discussed retirement savings and agreed on retirement spending than those with lower incomes. About 55 percent of non-retired respondents with an annual income of \$75,000 or more said they agree with their partner about how much they can afford to spend given their retirement savings.

## 2007-2008 AAHSA Assisted Living Salary and Benefits Survey Underway

Hospital and Healthcare Compensation Service (HCS) is conducting its 10th annual Assisted Living Salary and Benefits Report in cooperation with the American Association of Homes and Services for the Aging (AAHSA). The results provide assisted living facilities with a reliable, comprehensive source of compensation information. Last year's Report contained data from 670+ facilities. Salaries and bonus payments will be reported according to state, region, revenue and unit size. For-profit and not-for-profit data will be covered separately and information on 23 fringe benefits will be reported according to region. Percent increases planned for 2007 will be reported separately for management, non-management, RNs, LPNs, CNAs and Resident Assistants. **Completed assisted living questionnaires should be sent to HCS by Nov. 9.** The Report will be available in January. AAHSA member participants may purchase the Report at a reduced rate of 40 percent off the AAHSA member non-participant price of \$225. You may download a questionnaire at: [http://www.hcsinc.com/AL\\_Indi&Multi.php](http://www.hcsinc.com/AL_Indi&Multi.php) or call HCS at 201-405-0075.

### **Of Interest**

*Continued from page 1*

## Dementia Housing Database to Debut in November

On Nov. 1, the Alzheimer's Association will launch the Alzheimer's Association Senior Housing Finder, a database featuring a national directory of aging services providers offering care and services to individuals with dementia. To add an organization to the database, complete the free online profile at: [www.snapforseniors.com/Providers/tabid/149/Default.aspx?affiliateid=101387](http://www.snapforseniors.com/Providers/tabid/149/Default.aspx?affiliateid=101387) or contact Eve Stern at 206-575.0728, ext. 2006, or [eve.stern@snapforseniors.com](mailto:eve.stern@snapforseniors.com). To learn more about the database, go to [www.snapforseniors.com/Providers/SeniorHousingFinder.aspx](http://www.snapforseniors.com/Providers/SeniorHousingFinder.aspx).

## Resources

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### **Final Rule on User Fees for Medicare Survey and Certification Activities**

The Establishment of Revisit User Fee Program for Medicare Survey and Certification Activities; Final Rule was published in the Federal Register on Sept. 19. Providers who are assessed a revisit user fee will receive a notice in the mail which will include the amount of the assessed fee. Payment must be received within 30 days or CMS could terminate the facility's enrollment and participation in the Medicare program. If you have additional questions, contact [Carla.McGregor@cms.hhs.gov](mailto:Carla.McGregor@cms.hhs.gov). To read the document, visit: <http://a257.g.akamaitech.net/7/257/2422/01jan20071800/edocket.access.gpo.gov/2007/pdf/E7-18458.pdf>.

### **New Association for Long Term Care Nurses**

The American Association for Long Term Care Nursing (AALTCN) unites all levels of nursing staff to advance excellence in the specialty of long-term care nursing. It strives to achieve this by providing relevant education and advocating for long-term care nursing. Visit the site at: <http://www.ltcnursing.org:80/>.

### **CMS Preventative Services Network**

For information about Medicare's educational resources for preventive services, visit CMS' Medicare Learning Network Preventive Services Educational Products web page on the CMS website: [http://www.cms.hhs.gov/MLNProducts/35\\_PreventiveServices.asp](http://www.cms.hhs.gov/MLNProducts/35_PreventiveServices.asp).

# People & Places

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The Boulder County Business Report is seeking nominations for its third annual Health-Care Heroes, an exciting awards and business networking event honoring achievements in Boulder Valley's medical professions and business community. Nominations in several categories can be submitted by filling out a nomination form, available online at [www.bcbcr.com](http://www.bcbcr.com). Nomination forms also can be requested by calling the Business Report at 303-440-4950. Deadline for nominations is **Friday, Oct. 12**.

**MOA Architecture** appointed Cornell Allen to the position of intern development program, advocate program manager, and Bernadette Kelly to sustainable practice manager.

Sharon E. Caulfield and Sarah E. Meshak, Health Care Attorneys for **Caplan and Earnest LLC**, were selected as 2007 Best Lawyers in America in the Health Care Law specialty.

Chairman of **Total Longterm Care** Dr. Lazaroff was featured in an article in *The Denver Business Journal* in September. The article detailed Lazaroff's expertise in eldercare. Read the article here: <http://denver.bizjournals.com/denver/stories/2007/09/17/focus7.html>.



**Sharon Caulfield**



**Sarah Meshak**

The **Golden West Foundation** will host its 7th Annual "Harvest Event" fundraiser on Thursday, Oct. 11, from 5 to 7:30 p.m. in the main dining room at Golden West, 1055 Adams Circle in Boulder. All proceeds from the event will go to the rental assistance fund of the Golden West Foundation, a 501(c)3.

**Jewish Family Service of Colorado** has launched its new homecare group. The JFS Homecare Group will provide compassionate support and comprehensive services to help seniors and those with chronic illnesses live safe, healthy, independent lives in their own homes. Services are provided on a private-pay basis only and are covered by most long-term care insurance plans. For more information, contact Carla Weeks, 303-597-5199, ext. 397, [cweeks@jewishfamilyservice.org](mailto:cweeks@jewishfamilyservice.org).



**Carla Weeks**

**Holly Creek Retirement Community** and **Heritage Club Denver Tech Center** were featured in an article in *The Villager* on Aug. 23. The paper's series on Alzheimer's care covered several different areas of concern for caregivers of Alzheimer's sufferers, including the article featuring two CAHSA members, "Where they go when they can't stay at home anymore." The article detailed both Heritage Club's and Holly Creek's capabilities when it comes to dementia care and quoted staff at both communities.

Former KUSA-Channel 9 news anchor Ed Sardella is teaming with **Total Longterm Care** to host a series of free meetings to help caregivers make more educated decisions for their aging family members. The meetings are planned for October in Lakewood, Denver and Aurora. For more information, call 303-869-4664.

**Holly Creek Retirement Community** was featured in an article and photo on the front page of the "Denver and the West" section of *The Denver Post* on Monday, Sept. 10. The article told about six World War II-era veterans at Holly Creek that have assembled 12,000 wooden cars since March 2006 that will be donated to poor children around the world.

**The Village of St. Catherine** will host "Medicare Updates, including Part D," presented by the Colorado State Health Insurance Assistance Program (SHIP), Thursday, Nov. 1, 1 - 4 p.m., at 5565 South Yosemite St, Greenwood Village. Please call Barbara Borkan at 303-327-7340 for reservations and directions.

# Housing News

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## HUD Posts Updated Resources for Latest Changes to 4350.3

HUD has posted several new resources related to the latest changes to HUD handbook 4350.3. You can review the posting at: <http://www.hud.gov/offices/hsg/mfh/rhiip/rhiiplistservarchive11.pdf>.

## HUD Awards Colorado Institutes Serving Hispanics \$1.1 Million in Grant for Community Development

Housing and Urban Development announced \$6 million in competitive grants to 10 Hispanic-Serving Institutions (HSI) to help revitalize low-income neighborhoods near their campuses and bring new opportunities to students and families living there. The grants, administered by HUD's Office of University Partnerships, range from \$597,000 to \$600,000. Two grants were announced for Colorado, including \$599,176 for Otero Junior College (La Junta, Colo.) and \$599,067 for Trinidad State Junior College.

## Classifieds

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**Administrator - Assisted Living Facility** Our commitment to compassionate environments that promote the wholeness of life within ourselves and the community we serve drives our vision to provide hope, growth and opportunity for our associates and our residents. We have an opportunity for you to be part of this mission in the following position: Assisted Living Administrator, Dayspring Villa, Denver. Call 303-455-5066 for more information.

**VP of PACE Operations/COO** Total Longterm Care-Denver, Colorado VICE PRESIDENT OF PACE OPERATIONS/CHIEF OPERATION OFFICER (1 full time). Under the direction of the President/Chief Executive Officer, is responsible for the development, implementation and administration of PACE operations of Total Longterm Care and Total Community Care including planning, organizing, supervising, coordinating and evaluation of activities delegated by the CEO. Responsible for the operational formulation of the entire program development and implementation according to regulatory agency requirements and PACE guidelines. Master's degree in related field or bachelor's degree with experience and demonstrated skills considered in lieu of master's degree. Demonstrated skills in administration/management, program development, communications, internal/external relations, problem solving and employee relations. Minimum of three years of experience in executive management of a profit or non-profit agency. Excellent verbal and written communications skills. Excellent public speaking skills for large and small groups. Ability to work independently and exercise sound judgment. Ability to establish effective relationships with community members, referral sources and co-workers. Ability to maintain accurate records and to prepare clear and concise reports, correspondence and other written materials. Current Colorado Driver's License, proof of auto insurance and consistent and reliable usage of motor vehicle. EOE. E-mail resume to [pkeene@totalongtermcare.org](mailto:pkeene@totalongtermcare.org) or fax to 303-996-1615.

**Good Samaritan Society Colorado Home Care** has employment opportunities for Registered Nurses (RN) and Physical Therapists (PT). Email [lfoley@good-sam.com](mailto:lfoley@good-sam.com) for more information.

# The CAHSA Calendar

- Oct. 10**      **CAHSA Executive Committee Meeting**  
9:30 - 11:30 a.m.  
Christian Living Communities, Greenwood Village
- Oct. 18**      **CAHSA Next Book Club Interest Meeting**  
3 p.m.  
Panera Bread  
302 Center Drive, Superior
- Oct. 21-24**    **AAHSA Annual Meeting and Exposition**  
Orlando, Florida
- Oct. 31**      **CAHSA Board of Directors Meeting**  
9 a.m. - 12 noon  
Christian Living Communities, Greenwood Village
- Nov. 1**        **CAHSA Next Book Club Interest Meeting**  
3 p.m.  
Panera Bread  
5910 S. Holly St., Greenwood Village



Get more information  
on these events from  
our web site -  
[www.cahsa.org](http://www.cahsa.org)

## *Announcing* **The CAHSA Next Leadership Book Clubs**

Interest Group Meetings:

**Oct. 18, 2007**  
**3 p.m.**

**Panera Bread**  
**302 Center Drive**  
**Superior, CO**

and

**Nov. 1, 2007**  
**3 p.m.**

**Panera Bread**  
**5910 S. Holly St.**  
**Greenwood Village, CO**

*Call Karen at CAHSA 303-837-8834 for more information.*