

Of Interest

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CAHSA is the
Colorado affiliate of



American Association of Homes
and Services for the Aging



Assisted Living
Federation of America

Seeking Provider Input

The American Institute of Architects (AIA) seeks proposals from the public for the development of the 2010 edition of the *Guidelines for Design and Construction of Health Care Facilities*. More than 40 states use the Guidelines document to regulate the design and construction of health care facilities. Architects, engineers and health care professionals also use it on a daily basis as a guideline or reference.

During the current revision cycle, the group is addressing patient- and staff-related building design and construction issues such as:

- Use of patient lift devices
- Imaging technologies used in operating rooms
- Bariatric accommodations
- Sound design and vibration in health care environments
- Single-bed rooms beyond medical/surgical and obstetric facilities
- Environment of care
- Infection control
- Health care facility engineering

To read more about the process or learn how to provide input, read the press release from the American Institute of Architects at: http://www.aia.org/press2_template.cfm?pagename=release%5F053007%5Fguidelines%5Frevisions.

LTC Bill Introduced in U.S. Senate Includes Provision for Joint Training of Surveyors and Nursing Home Staff

U.S. Senators Gordon Smith (R-OR), Susan Collins (R-ME) and Blanche Lincoln (D-AR) have introduced S. 1980, the Long-Term Care Quality and Modernization Act. The bill provides for joint training of survey and nursing home staff and for the resumption of authority to train nurse aides after a facility has come back into compliance with OBRA standards. The bill also would allow individuals a tax credit for contributions to long-term care trusts to be used for the purchase of long-term care insurance or to pay long-term care expenses. The legislation would remove ambulance services and some cancer drugs from the Medicare prospective payment system for skilled nursing facilities. To read more or to follow the bill, you can visit: <http://www.govtrack.us/congress/bill.xpd?tab=speeches&bill=s110-1980>.

AAHSA Members Invited to Enter AAHSA Story Contest

Have you involved your residents, clients and family members in your Quality First efforts? Can you share a story of how a resident or client directly benefited from Quality First? Share your stories with AAHSA and you will be entered in the AAHSA story contest to win a free trip to the 2008 AAHSA Annual Meeting or free registration for your entire board. **Please submit your stories by Sept. 10.** You may submit your story online at: <http://www.aahsa.org/surveycreator/wsb.dll/phunter/newStoryBank.htm>, or the contact for more information is: Maggie Flowers, 202-508-9421.

Underinsured Go into Debt to Cover Healthcare Bills

According to a survey published in the September issue of *Consumer Reports*, one quarter of Americans with health insurance are underinsured and use their savings, credit cards and loans to cover medical costs. The survey of 37,000 people found that 40 percent had inadequate access to care, and 30 percent struggle to pay medical bills. Most of those without insurance or complete coverage were adults between the ages of 18 and 64.

Once again, it seems that summer came and went way too quickly. By the time you read this, our annual golf tournament will have been played, capping off another popular and successful CAHSA member event. Special thanks to all of our sponsors, players and volunteers who helped to make it a success.

September is a time of acknowledgement and celebration for many of our members. This is the thirteenth year celebrating National Assisted Living Week. Beginning on Grandparent's Day, it is the week of Sept. 9-15. The theme is "Legacies of Love." This year's theme highlights the privilege, value and responsibility of passing on the legacies of our elders' lives through the generations. Each assisted living resident has a unique story to tell, a proud heritage to celebrate or mementos and keepsakes that can be acknowledged and shared.

The following week, Sept. 16-22, is National Adult Day Services Week. The theme this year is "Tell the Story of Caring." The intent of this theme is to share the story of caring in the words of clients and their caregivers, and ultimately increasing awareness of the value of Adult Day services with governors since they influence reimbursement and certification of Adult Day Programs.

We encourage our assisted living and adult day program members to use these celebrations as an opportunity to open their doors and invite the public in for a visit. After all, it's up to us to educate consumers about the valuable services we provide. To encourage public awareness of these two celebratory weeks, CAHSA asked Governor Bill Ritter to issue proclamations designating these weeks, respectively, as Colorado Assisted Living Community Week and Colorado Adult Day Services Week. Copies are enclosed with this newsletter.

September also marks our second annual technology conference, "Imagine the Future of Aging—Let the Revolution Begin!" Scheduled for Sept. 11, once again we modeled our program after the AAHSA Spring Conference, gearing it toward administrators, executive directors, CEOs and board members. This year we will continue to showcase technology that is transforming the aging experience for seniors and providers. We are pleased to have Majd Alwan, Ph.D., director of AAHSA's East Coast CAST, to present the keynote and set the tone for the other speakers' presentations. I would like to extend a special thanks to our members Russ DenBraber (Christian Living Communities) and Jack York (It's Never 2 Late) for helping me plan the conference program, and to Dan Stenersen (Shalom Park) for hosting this event. We are pleased to offer this conference and hope all members can attend.

As always, I encourage you to share all of our communications with your staff. We are happy to add staff email addresses to our circulation database if you would like to ensure they receive information directly. After all, our goal is to help keep you informed and *connected!*


Executive Director

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A Business Partner

How long have you been a member of CAHSA?

I have been a member for 10 years now.

Why did you become a member?

I became a member because CAHSA is doing the best work in the industry in terms of quality improvement and innovative services, housing and care for the aging.

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

We provide architectural design for housing and care environments for seniors. We have been specializing in this field for 15 years. We work to combine our knowledge of architecture with the latest research, much of which we conduct ourselves. This enables us to stay ahead of the market, consistently improve our designs and give our clients innovative services. We are also expanding our services to include green building and design. Environmentally friendly building and design is becoming available to non-profits through grants, and we are pursuing our accreditation from LEED (Leadership in Energy and Environmental Design) to work with those grants.

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

We are different in the fact that we conduct a lot of research ourselves. We are doing research that allows us to continually improve and expand our depth of knowledge. This puts us in a position to create great environments for seniors.

How did you get into this business?

When I went to graduate school, I wanted to specialize in a particular kind of architecture and realized that there was going to be a huge need for work in the senior marketplace. Working to improve the lives of seniors allows me to be socially proactive through architecture.

How can people learn more about your service/product?

The best way to learn more is to go to www.brummettarchitects.com or call me at 720-570-2302.



Bill Brummett

Get out there!

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

Tips for Gaining Exposure

Internal Communications

Often, poor perception or misunderstanding within an organization falls on management, who forgets to share vital information with employees so that they value their roles. Remember, employees can become the best ambassadors your organization has.

Internal communications are fundamental, especially in health care where the rules and expectations change so quickly. Organizations often spend all of their time marketing themselves to potential customers, but forget to let employees in on plans and details that help make them effective in their positions.

If you have not already, consider implementing some ongoing communication practices. Start with a good orientation program. Teach employees your company's mission, goals, emergency information, policies and procedures—all details that help the employee join with interest. And do not stop there. Keep the information flowing and include channels for employees and customers or residents to provide their input and ideas.

Getting information to all concerned parties can reduce stress, reduce turnover in employees and reduce sick days as well as increase performance of the employee and the organization.

What tools are you using to communicate important (and fun) matters within your organization? Newsletters, bulletin boards, seminars, brown bag lunches, emails and periodic community meetings all have a role in good stakeholder communication.

If you currently use a newsletter as your primary communication with employees and residents, consider adapting an idea from Frasier Meadows Retirement Community in Boulder. Frasier Meadows took their in-house newsletter, *The Mirror*, and turned it over to the residents, many of whom had past careers in journalism. This idea gets residents involved in the daily happenings of the community and keeps employees and other residents abreast of changes and new events.

Not only is a resident-driven newsletter a great idea, but it also represents a great opportunity to promote Frasier Meadows to the public. The group promoted the newsletter to *Nursing Homes* magazine and the magazine ended up publishing an article about the idea in their June issue, along with several photos.

This effort is a good opportunity for marketing material as well. Print out the article and post it around your community, similar to what restaurants do with good reviews. Maximizing every piece of press coverage is important. It tells people touring your organization what you are doing in the community and reminds staff and residents as well.

The bottom line is the more well-informed your staff and residents are about what is going on at your organization; the better served and informed your public will be. So examine your current internal communication and see what else you could do to get your organization "Out There."

Each month John Torres, chair of CAHSA's Quality First Task Force, highlights examples of quality within CAHSA's membership. This month, Marycrest Assisted Living's traumatic brain injury educational series is highlighted.

Marycrest Assisted Living serves a diverse group of individuals in its North Denver Campus. Serenity Residence serves senior adults and Harmony Residence serves adults ages 18-55 years old with disabilities requiring assisted living care. Marycrest committed to being a quality organization in 2003 by signing the Quality First Covenant. This year, they received a Quality First Award in the area of *Continuous Quality Improvement* for their traumatic brain injury (TBI) educational series.

Marycrest's Harmony Residence saw an increase in the number of residents with traumatic brain injury from previous years during 2005 and 2006. This increase created communication issues between staff and residents. Many of the issues arose due to the inappropriate verbal abuse and impulse controls of TBI patients that led to a higher level of stress for the staff. In turn, these stresses led to job burn-out.

To help curb these stressors and better serve the new faction of residents, Marycrest sought and received a grant to fund an educational series for staff. The grant came from the Colorado Traumatic Brain Injury Trust Fund, which offers education grant programs for groups interested in seeking training and education about TBI. The educational series comprised nine one-hour interactive seminars on topics related to TBI, its physical characteristics, implications for the residential environment and personal care. Activities included lectures, role playing, readings and positive behavior supports.

In the educational series, the staff learned how to interact and maintain the day-to-day routines of the residents with TBI. Staff acquired skills in managing behaviors, which in turn lead to improved resident care and staff satisfaction. Staff also learned to identify triggers that led to certain behaviors and how to put positive behavior supports into effect. After completing the series, both residents and staff have less frustration when communicating with each other.

By recognizing the change in resident population, Marycrest was able to better serve their residents. Making the commitment to educate and train staff to communicate better and provide quality care displays Marycrest's responsibility to its residents' needs and shows that the community is committed to *continuous quality improvement*.

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



John Torres
Chair, Quality First

Nursing Home News

Nursing Homes' Role During Disasters

The Agency for Healthcare Research and Quality (AHRQ) recently released *Emergency Preparedness Atlas: U.S. Nursing Home and Hospital Facilities* to help communities identify nursing homes that could be available and prepared to provide assistance during disasters. The Atlas includes maps for all 50 states with the location of hospitals and nursing homes. The publication also features *Nursing Homes in Public Health Emergencies*, a report that features the results of a series of focus groups about disaster- and bioterrorism-related planning activities. Go to http://www.ahrq.gov/prep/nursinghomes/atlas/atlas_co.htm to see the details for Colorado (part of the atlas), or www.ahrq.gov/prep/nursinghomes/report.htm for the report.

It's Almost Immunization Time Again

The Centers for Medicare and Medicaid Services (CMS) requires all certified nursing facilities to offer residents influenza and pneumococcal immunizations between Oct. 1 and March 31 annually. It's time to review your policies and procedures to assure compliance with these requirements. The guidance information begins on page 332 of tag F334 of the *State Operations Manual*, which is available at: http://cms.hhs.gov/manuals/Downloads/som107ap_pp_guidelines_ltcf.pdf.

Senator Proposes Listing Facilities for Poor Performance

Sen. Chuck Grassley (R-IA), ranking member of the Senate Committee on Finance, is calling on the Centers for Medicare & Medicaid Services to create an online "watch list" of poor-performing nursing homes. The list would target facilities that consistently fail to meet federal compliance standards and identify repeat offenders and the sanctions imposed on them. The information would be a part of the "Nursing Home Compare" web site.

Lisa Suprenand, assisted living manager at Golden West in Boulder, is a mentee in the CAHSA Next Mentoring Program. Here's what she had to say about the mentor program.

Why did you decide to get involved with the mentoring program?

I think it's a good idea to have guidance when striving for your goals. Who better to lead you to the top than a person who's already made it there?

Has the mentoring been beneficial to you?

Absolutely. My mentor nudged me out of my comfort zone, which has been beneficial to my career.

What type of activities or advice have been beneficial?

The advice to further my education has been most beneficial. My mentor's encouragement caused me to enter a master's program. She's also given me valuable reading materials and put me in contact with other successful professionals who can help me reach my short-term goals.

What have you learned from your mentor?

I have learned tools and education tips for success. Also, by example I see the integrity and professionalism needed to move forward.

If given the opportunity to participate in this program again, do you think you would?

Yes.

How do you think the mentoring program will help CAHSA?

It will help build strong leaders for the future. You must learn the job you want and train your replacement to move up. CAHSA is helping those of us who are younger or newer professionals take the next step.



Lisa Suprenand

Did You Know?

Premiums for Medicare Part D to Rise Next Year

The estimated average Part D monthly premium will increase by as much as \$3 in 2008, according to an announcement from the Centers for Medicare & Medicaid Services. CMS said it expects the average monthly premium for the Medicare prescription drug plan to be \$25 in 2008. The agency attributes the increase over 2007 premiums to a "normalization" of the risk-adjustment model, which allowed for higher reimbursements to plans for sicker enrollees. CMS stated also that some beneficiaries may have plan options next year with premiums below what they are paying this year.

Study Measures Efficacy of Three Fall-Intervention Programs: Exercise Proves the Most Effective

A new study in the *Journal of the American Geriatrics Society* compares the efficacy of three programs designed to reduce falls and improve quality of life among the elderly: education, home safety assessment and modification and exercise training. Although all programs appeared to lead to some improvement in quality of life, exercise training had significantly greater improvements. The study also examined the secondary effects of these programs on functional balance, daily activity, fear of falling and depression level, finding that exercise training yields the most significant improvements. To read more about the study, visit: <http://www.americangeriatrics.org/news/exercise070507.shtml>.

Ben & Jerry's Provides Sweets and Capital

Many hospitals and health systems are expanding retail services for patients and their families. One hospital in Michigan opened a Ben & Jerry's counter after finding success with an in-hospital Starbucks counter. The latter endeavor brought in more than \$1.2 million in sales, and in combination with five other retail shops, brought in a total of \$5 million in a year. All revenue from the ice cream sales will go directly to the hospital.

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

Jill Vitale is the executive director at Heritage Club Denver Tech Center, a Brookdale Senior Living community. Vitale is known for being a fair leader who has built a solid team. This month, we caught up with Vitale to get her perspective on leadership.



Jill Vitale

Briefly describe your background in health care.

I have been working in the long-term care industry for more than 12 years in assisted living and nursing home administration as well as positions in fundraising and marketing. My very first job in the field was as a nursing home dietary aide in high school. I have an undergraduate degree in business administration and a master's in hospitality management. I think hospitality is a great background for senior health care because what we do is all about hospitality and customer service.

How can a leader bring about change in an organization?

Whenever there is a big change coming down the pike or improvement is needed, I like to give people all the information I can and get their feedback. I do not think you can ask people to make changes without giving them the information and the reasoning behind the changes. Also, giving others a chance to process the situation and give input is important. That is what gets people to commit to a change, not just comply with it.

What do you do to sharpen your leadership skills?

I like to continue my training and read articles and books on management. Sometimes the material is not new, but it makes you re-evaluate the way you are currently handling things. I recently read a book called *They Shoot Managers, Don't They?* One chapter called "Caring Enough to Confront" made me sit up and take notice. Despite optimism and a desire to be kind to people, glossing over inadequate work performance does not help anyone. If you ignore problems, they will blow up. It is much better to face the issues head on. When you approach an underachieving associate with the desire to help them improve, it makes the task a little easier and the employee more reliable.

How do you use communication to lead your organization?

Communication is key to the success of any team. I encourage everyone to speak their minds and talk through issues.

How can a good leader help future leaders?

I got my first nursing home administrator job when I was in my mid-20s. I had no experience and was scared out of my mind. I felt like I needed to check with my boss, the executive director of the retirement community, on every decision. One day, I went to him get his advice, he gave me a big smile, cocked his head and said "Hey Vitale, you're the administrator. I have four words for you. Handle it. Handle it." I was a little taken aback, but I have realized that he gave me my most valuable management lesson. That simple statement showed me that he had faith in my decisions and abilities. In time, I had faith in them too. Sometimes a leader needs to force employees to spread their wings and fly.

What is the greatest lesson you have learned from being a leader?

My dad always told me that you could judge a leader by how well things run when the leader is away. I have found this to be true. A healthy team will function at the same high level whether the leader is present or not. You have to find the right people, make sure they have the appropriate training and then get out of their way. I am not a nurse, I am not a maintenance person and I am not a chef. I need my people to be the experts in their areas and I have to trust them to do their jobs. If you hold on too tightly, you squelch creativity and motivation.

Adult Day News

Celebrate National Adult Day Services Week September 16-22, 2007

2007 NADSA Awards Call for Nominations

Nominations are open until September 14, 2007 (postmark deadline) in seven categories. The Awards Committee will judge nominations based on merit and the criteria established. The committee will receive and review applications with the names of the nominee and nominator removed. Winners will be notified by the last week in September. To read more about the categories and process, go to: http://www.aahsa.org/edocuments/nadsa/2007_award_nomination_form.pdf.

Assisted Living/ALFA News

ALFA Launches Site to Assist Seniors and Families

The Assisted Living Federation of America (ALFA) has launched a new web site, www.chooseassistedliving.org, to help seniors and their families make informed decisions about senior living options. The web site provides facts about assisted living and describes what it is really like to live in an assisted living community by drawing upon the first-hand accounts of current residents, families of residents and caregivers. Visit www.chooseassistedliving.org to learn more about senior living options.

Survey Finds Seniors Value Independence (surprise!)

A recent telephone survey conducted by Erickson Health polled more than 2,000 people over the age of 65 in five U.S. cities—Boston, Chicago, Charlotte, Denver and Phoenix. Interviewers asked about life priorities, health status, physician satisfaction and other topics. More than 9 in ten respondents (92 percent) said being independent was most important to them at this stage in their lives. Other findings include:

49 percent are most worried about the cost of health care

82 percent are satisfied with their current primary care physician

91 percent say being financially stable is important to them

33 percent report having a chronic condition for which they are currently being treated

Resources

Web-based Tool for Nursing Homes

What is the STAR Site? This free web-based tool allows you to set targets for the following quality measures: physical restraints, high-risk pressure ulcers, depression, chronic care pain, post acute care pain and post acute care pressure ulcers. Registration on this site is free and available to all Medicare and/or Medicaid certified nursing homes. Just visit www.nhqj-star.org and click on 'Create an Account.' Please have your Medicare/Medicaid provider number available when creating your account. Do you have questions or need additional information? Contact Laura Koski, NHQI Project Assistant, 303-784-5755, lkoski@coqio.sdps.org or Shari Ward, NHQI Project Manager, 303-669-9581, sward@coqio.sdps.org.

Department of Health & Human Services Programs Presents: Supporting Caregivers Across the Lifespan

The New Freedom Initiative (NFI) Subcommittee on Caregiving presents this broadcast designed to bring awareness to the range of programs and services the Department of Health and Human Services (DHHS) offers that support caregivers across the lifespan. NFI is a government-wide effort to eliminate the barriers that prevent people with disabilities from participating in community life. A panel of experts will provide information about these programs to increase knowledge of partners and providers, and improve service delivery for caregiving Americans. To register, please go to <http://www.cms.hhs.gov/apps/events/event.asp?id=378>.

AARP Resources on Long Term Care

AARP posted a collection of recently published international resources on long-term care policies. To view the listings, visit <http://www.aarp.org/research/international/portfolio/ltc.html>.

Common Errors in NPES Files Lead to NPI Rejection

The Centers for Medicare & Medicaid Services (CMS) recently published a Special Edition Medicare Learning Network Matters article (SE0725) which outlined the typical errors in the National Plan and Provider Enumeration System (NPES) files that lead to the National Provider Identifier (NPI) being rejected on Medicare claims. For more information go to <http://www.cms.hhs.gov/MLNMattersArticles/downloads/SE0725.pdf>.

Section 202 Guide Available

Lancaster Pollard and AAHSA have co-published a guide to refinancing Section 202 properties. Visit www.lancasterpollard.com/assets/attachments/File/Refinancing202s_LancasterPollard_7.07.pdf to read about the evolution of the Section 202 program, learn about various financing programs available to inject capital into aging properties and read case studies of AAHSA members who have refinanced using federal programs, tax credits and other tools.

People & Places

Christian Living Communities' Johnson Adult Day Center was mentioned in the August 16 edition of *The Villager*. The article detailed efforts to keep Alzheimer's patients in their homes as well as resources and services for family caregivers. The same issue of *The Villager* also told the story of Jack Stackhouse, a participant in the adult day services at Christian Living Communities.

Beverly Dahan, former medical contracts manager and PACE administrator for the Colorado Department of Health Care Policy and Financing, has joined **Total Longterm Care** as director of regulatory affairs.

Good Samaritan Society Fort Collins Village announced Sherry Friesen, administrator since 1992, moved to Texas. In her 15 years with Fort Collins Village, Sherry was instrumental in bringing about many positive changes in the community including the remodeling and updating of the community, introducing staff and program improvements, conducting four building programs, introducing culture change through the Eden program, and numerous other improvements. The new administrator is Brad Boatright from Liberal, Kansas. Brad is an administrator in a Good Samaritan Society facility in Liberal and will continue the quality of excellence in care for which Fort Collins Village is known.

Mountain Vista Retirement Community is pleased to announce the appointment of Jim Kaspar as the new Director of Human Resources, and Becky Fragstein as the new Director of Dining Services.

Lancaster Pollard Mortgage Company refinanced more Section 202 direct loans from the beginning of FY06 through the first half of FY07 than any other firm in the country, according to HUD data. The firm has completed transactions in more than 20 HUD offices in 19 states.

E. Todd Truitt has joined Columbus-based **Lancaster Pollard Investment Advisory Group** (LPIAG) as vice president and institutional investment consultant. LPIAG is an SEC-registered investment adviser that serves nonprofits exclusively.

A benefit concert for **Eaton Senior Programs** Endowment Fund will be held Sunday, Sept. 30, at 4:30 p.m. at 333 S. Eaton St. in the Eaton Terrace Residences' Centrum. Dr. Stephen Fiess will perform on the grand piano from his award-winning CD. Tickets will be \$10 for adults and \$5 for children under 12 and seniors 62 and over. CDs will be on sale for \$10, with a portion of the proceeds going to the ESP Endowment Fund. Reception will follow.

The **Aurora Center for Active Adults** is hosting a one-day seminar on how to develop a memory action program for your community on Tuesday, Sept. 18, from 9 a.m. to 3 p.m. The cost is \$10 and includes lunch. The presenter is Robin Lea West, Ph.D, Professor and Director of the Everyday Memory Clinic, University of Florida. To register for the event, call 303-739-7950, #113644.

The **Colorado Culture Change Coalition** is sponsoring a presentation by David Farrell on Friday, Sept. 21, from 9 to 11 a.m. at the Summit Conference & Event Center, 411 Sable Blvd. in Aurora. The presentation, "Caring Produces Results," will explore the mindset of leaders in low turnover nursing homes, identify model programs to support lower wage employees, and teach attendees how to foster staff relations, enhance morale and create workforce stability. Visit the web site to learn more: www.coculturechange.org.

Christian Living Communities is hosting its Fourteenth Annual Earthen Vessel Dinner on Thursday, Oct. 4, at the Hyatt Regency Tech Center Hotel. The event will feature Michael Reagan, son of President Ronald Reagan, sharing stories about his personal hero—his dad—as well as his family's experience with Alzheimer's disease. Tickets are \$75. For further information or to make a reservation, please call 720-974-3558.

Brookdale Senior Living, a provider of senior living in Colorado with 26 properties along the Front Range, is introducing an innovative networking program involving 13 of its senior living properties in the Denver metro area. This program—called Major Metro Management—provides a seamless coordination of care and living options for seniors, including independent living, assisted living, memory care services and skilled nursing care. Debbie Lannoye, regional marketing director for Brookdale, unveiled the new networking plan at a special event hosted by **Heritage Club Denver Tech Center**, a Brookdale property.

AAHSA is pleased to announce an exciting learning opportunity as one of the events offered by CLAS/CASP at AAHSA's Annual Meeting. "Masters-Level Marketing for CCRCs" will be presented on Sunday, Oct. 21, from 8 a.m. to noon at the Conference and Exposition in Orlando, Fla. In order to include content in the presentation that is most beneficial to the attendees, a pre-session survey is being conducted. This information will be used to "customize" the content presented. If you or someone from your organization would be willing to participate in the survey, it can be found at www.CLASsurvey.com. Attendance at AAHSA is not required to participate. Anyone filling out the survey will receive the survey results by email after the conclusion of the AAHSA Conference. All information will be used with anonymity.

Christian Living Communities staff and residents who attended a production of Gilbert & Sullivan's *The Mikado* were treated to a very theatrical look at the Director of Chaplain Services Jim Kok, his wife Carol, and three sons Ben, Sam and Dan. It was a family affair with Jim and Carol playing main roles, and three of their four sons shining in the supporting cast. The talented family has appeared in many productions in the Denver area. Jim and his sons Matt and Sam appeared in *Jesus Christ Superstar* in July at the Lakewood Cultural Center at Belmar.

MorningStar Assisted Living of Littleton is pleased to announce the appointment of two new members of our administrative team. Hank and Teri Melton will be joining us as Executive Director and Assistant Executive Director. We are excited to bring their experience and foresight to the MorningStar team as of September 17, 2007. Mark Osweiler, current ED, will be assuming the role of Regional Director of Operations while overseeing our next project, MorningStar at Applewood. Please join us in welcoming Hank and Teri to the MorningStar team!

AAHSA Fact Sheet Summarizes HUD Handbook Changes

The U.S. Department of Housing and Urban Development (HUD) recently issued significant changes to its management handbook 4350.3 Rev-1, Change 2. The American Association of Homes and Services for the Aging has developed a new fact sheet to help providers figure out the new rules on lease requirements, contract administrators' roles, income, asset and expense calculations, eligibility and occupancy standards and reasonable accommodations. For more information, you can view the complete fact sheet at [http://www.aahsa.org/advocacy/housing/operations/fact_sheets/documents/4350_3_Change2 - Part1.doc](http://www.aahsa.org/advocacy/housing/operations/fact_sheets/documents/4350_3_Change2_-_Part1.doc).

HUD Payment Update: AAHSA Tracking Problems

AAHSA and other housing advocacy organizations met with HUD senior staff on Aug. 14 to discuss the ongoing problems with late payments to housing providers. While HUD apologized for the late payment problems and admitted that the department could have handled the situation better, it is clear that the funding issues will continue until a long-term solution is in place. AAHSA has already been alerting congressional offices that HUD's FY08 budget request is inadequate and the Department does not have sufficient funds to meet its contractual obligations without a significant influx of money. HUD has been doing a contract-by-contract review of funding needs and expects to have an audit report finalized by mid-September. This should help HUD project its funding needs more accurately in the future. HUD may need as much as \$2 billion more in FY08 to meet the FY07 fourth quarter renewal costs, FY08 obligations and to replenish long-term contracts which have been raided to cover the short-term gaps.

Classifieds

Christian Living Communities (CLC), a leader in senior residential and health care services, is seeking professional candidates for the following positions within our communities:

- **Unit Manager, RN** for the Johnson Center and University Hills
- **Assistant Director of Nursing** for University Hills
- **Executive Director**, CCRC for Holly Creek

For additional information on these positions, please visit our website at www.christianlivingcommunities.org or contact Kelly Denning, Recruitment Specialist, at 720-266-5636.

Total Longterm Care-Denver, Colo., is seeking a **Vice President of PACE Operations/Chief Operation Officer**.

Under the direction of the President/Chief Executive Officer, this position 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 evaluating the activities delegated by the CEO. This position is also responsible for the operational formulation of the entire program development and implementation according to regulatory agency requirements and PACE guidelines. Qualifications: Master's degree in related field or Bachelor's degree with experience and demonstrated skills considered in lieu of Master's degree. Knowledge of the region's health care and senior community services. 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 communication 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 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 a motor vehicle. EOE E-mail resume to pkeene@totallongtermcare.org or fax to 303-996-1615.

The CAHSA Calendar



Get more information
on these events from
our web site -
www.cahsa.org

- Sept. 11 CAHSA 2nd Annual Technology Conference**
8:30 a.m. - 12 p.m.
Shalom Park, Aurora
- Sept. 18 CAHSA Conference Planning Committee Meeting**
10 a.m. - 12 p.m.
Kentucky Circle Village, Denver
- Sept. 20 CAHSA Next Networking Event**
4 - 6 p.m.
Covenant Village, Westminster
- Sept. 28 CAHSA Leadership Development Committee Meeting**
12 - 2 p.m.
Seniors' Resource Center, Denver

CAHSA Golf Tournament Winners

1st Place - Christian Living Communities Foursome
Jack Barker, Greg Terry, Pete Willis, Frank Velzen

2nd Place - Total Longterm Care Foursome
Matt Zimmerman, Gene DiYorio, Dan Ely, Joe Cuzzone

3rd Place - Brookdale Senior Living Foursome
Cary Schreiner, Michael Hickerson, Rob Dawson, Rodney Johnson

Putting Contest - #1 Kristen Jacoby, #2 Michael Hickerson, #3 Nathan Oxnam

Chipping Contest - #1 Nathan Oxnam, #2 Mark Lillis, #3 Jack Barker

Long Drive - Men Cary Schreiner, Women Andrea Berry

Closest to the Pin - Men Ed Mohar, Women Trudy Pfeiffer

