

Of Interest

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Massachusetts Law Expands Options for Seniors and the Disabled

Governor Mitt Romney signed legislation that will provide low-income elders and disabled individuals more options to live longer in settings they prefer, such as their homes and communities, rather than relying exclusively on nursing homes. The "Equal Choices" bill is projected to save about \$134 million over the next five years, as community-based services are less costly than nursing facility-based care.

"This will provide opportunities for adults who overwhelmingly want to age gracefully in settings in which they are comfortable," said Romney. "Until now, they've had far too few options."

The legislation provides pre-admission counseling for all MassHealth members and private payers seeking admission to a long-term care facility. It also includes an assessment of an individual's ability to reside in non-institutional settings. "Nursing homes have changed dramatically in the last 10 years. Half the people we serve go back to their homes," pointed out David Ball, spokesman for the Massachusetts Extended Care Federation. "In many ways, we're working toward the same thing." To read the full press release about these changes, visit the Governor's website at: http://www.mass.gov/?pageID=pressreleases&agId=Agov2&prModName=gov2pressrelease&prFile=gov_pr_060803_home_care.xml.

CMS Funding for Demonstration Project

To promote disease prevention by Medicare beneficiaries, the Centers for Medicare and Medicaid Services (CMS) has issued a solicitation to implement a health promotion and disease prevention program through the Medicare Senior Risk Reduction Demonstration.

The demonstration will determine whether health risk reduction programs that have been developed, tested and shown to be effective in the private sector can be tailored to the Medicare program to help beneficiaries improve their health and reduce the need for health care services. Eighty-two percent of seniors have one chronic condition, and about 50 percent have two or more. Seniors with these conditions have better outcomes with fewer costly complications when they are diagnosed early, and when they take lifestyle steps that are proven to improve their health.

The demonstration will address multiple health risk factors that contribute to chronic diseases, including physical inactivity, obesity, smoking, depression, high blood pressure, high cholesterol, high blood sugar and under-used Medicare preventive benefits. A comprehensive approach to disease prevention and management has proven cost effective in corporate settings.

CMS will select up to five existing health promotion, disease prevention and risk reduction organizations to participate in this three-year demonstration. Final award decisions are expected by spring 2007. Approximately 85,000 Medicare fee-for-service beneficiaries will be invited to participate in the demonstration. The solicitation, and additional information concerning the demonstration project can be found on the CMS website at: http://www.cms.hhs.gov/DemoProjectsEvalRpts/downloads/Senior_Risk_Reduction_Solicitation.pdf.

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CAHSA Next

Oktoberfest at Frasier Meadows in Boulder

Join CAHSA Next members at Frasier Meadows on Thursday, October 26, from 3 to 6 p.m. for an afternoon of networking and education. Tours of the community will be given from 3 - 4 p.m. Kathy Dilger of Good Samaritan connections will talk about TeleHealth and its impact and use in a home setting as well as the field of health care administration. Networking and snacks will follow the speaker. Don't miss this informative networking event. For more information, call CAHSA at 303-837-8834.

CAHSA is the Colorado affiliate of



American Association of Homes and Services for the Aging



Assisted Living Federation of America

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 12th year celebrating National Assisted Living Week. Beginning on Grandparent's Day, it is the week of September 10-16. The theme is "Hearts in Harmony," to promote that special bond between seniors and the staff who care for them. The main goal is to celebrate that bond and let the larger community know its value and special place in our hearts.

The following week, September 17-23, 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 to increase awareness of the value of Adult Day services among 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 your 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 weeks, CAHSA has asked Governor Bill Owens to issue proclamations designating these weeks, respectively, as Colorado Assisted Living Community Week and Colorado Adult Day Services Week.

September also marks the first of what we hope will become an annual event, "Imagine the Future of Aging Conference," scheduled for September 15. Modeled after the AAHSA Spring Conference, it will showcase the technology that is transforming the aging experience for seniors and providers. The morning sessions feature leaders in the senior housing and aging services field sharing their experience with implementing technology within their organizations. The afternoon features a Technology Pavilion to demonstrate how technology is being utilized today, as well as some of the possibilities that will be available in the near future. I would like to extend a special thanks to our members Russ DenBraber (Christian Living Communities) and Jack York (It's Never Too 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!*

Laura Landwirth

Laura Landwirth, Executive Director

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For information on membership, advertising rates and deadlines, please contact CAHSA at 303-837-8834 or visit our website at www.cahsa.org. One subscription to *Connecting* is included in membership dues. Additional mailed subscriptions are available for \$75, and are for member organizations only.

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CAHSA

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Executive Director

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Newsletter Editor

A Business Partner

How long have you been a member of CAHSA?

We have been a member of CAHSA for three years and a member of other AAHSA state associations for more than 18 years. Lancaster Pollard proudly serves as a gold member of AAHSA, and we also co-chair its affordable housing cabinet.

Why did you become a member?

CAHSA's dedication to nonprofit senior living providers is in line with our mission. The educational opportunities, legislative updates and excellent network of providers keeps me up-to-date with new and ongoing issues in Colorado and nationwide.

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

Lancaster Pollard helps senior living providers fulfill their mission of serving others by providing sound financial strategies. We create financial solutions for senior living providers along the continuum of care. We also help nonprofit organizations' board members and executives maximize money available for the mission.

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

Lancaster Pollard has worked almost exclusively with nonprofit long-term care and health care providers since 1988. Lancaster Pollard identifies needs in the senior living community, evaluates how those needs change with new regulations and market shifts, and constantly adjusts its portfolio of financial products and services to create the best solutions.

How can people learn more about your service/product?

Our newly redesigned website (www.lancasterpollard.com) offers a wealth of information about us and the services we provide. I'm always happy to field individual questions as well. Contact me at aspidel@lancasterpollard.com or 720-318-6959.

How did you get into this business?

I began my career in health care administration working for two large academic medical centers. Previously, I had the pleasure of serving as controller for the State of Colorado's Medically Indigent and Child Health Plans.

Get out there!

Have an idea for a *Get Out There* column?

Contact us at: cahsanews@comcast.net.

Tips for Gaining Exposure

Crisis Communications

Fires, accidents, facility closures—the fact of the matter is, crises happen. As those of us in senior living and health care know, when caring for the frail elderly, problems arise in many areas—medication usage, staffing, even catastrophic events. If major problems arise and get played out in the media, it can lead to high profile, unflattering visibility for your organization. However, having an effective plan in place—often called a crisis communication plan—for how to manage emergencies can mitigate damage and may even improve public standing. Developing a crisis plan *before* a crisis happens can influence the future of your organization.

A key component of any crisis plan is crisis communications; the media must be managed. Designate a staff member or team to reach out to the media in a proactive and prompt manner. Clarify the roles and responsibilities of this team and staff members to ensure that the media receives consistent, clear messages.

A crisis is no time to institute a new system. To preserve your company's reputation before, during and after a crisis, review the following procedures:

- Define organization vulnerabilities and the potential crises that could have the greatest impact on your organization.
- Determine a chain of command—this may include a corporate contact—and develop a communications plan for stressful times. Include talking points, press releases and fact sheets.
- Calm upset parties, including employees, community members and public officials, by clearly outlining the steps being taken to rectify the situation.

- When dealing with the media, be candid and truthful. Explain the situation clearly, accept wrongdoing (if any) and do not speculate or assign blame.
- Sometimes you cannot talk about the specifics of a situation due to pending legal or investigative circumstances. It is okay to say this in your communication.
- Update the media on progress.
- Offer sincere apologies. Consider writing a thoughtful letter to the editor or submitting an op/ed piece after the issue has passed.
- Publicly state your organization's commitment to eradicating the issue that caused the problem. Follow through with this commitment by creating an independent panel of consultants to prevent the problem from occurring in the future.
- Reach out to credible third parties who can support your efforts at solving the crisis.

As with all matters pertaining to the media, time is of the essence. Correct errors or misreported facts immediately. Return a reporter's phone calls or reply to emails promptly, even if it is to say you can't talk with them now. Doing so allows your organization to retain some control over how the situation is being covered. Being open and responsive to the media can mitigate damage.

Crisis situations can be overwhelming, but they also present a unique opportunity for your organization to solidify public trust and respect. Preparing for a crisis before it happens is essential to successfully navigating out of one. Don't wait for a catastrophic event to develop a crisis communications plan, Get Out There and minimize damage through preparation!



Russ DenBraber
Chair, Quality First

Each month, Russ DenBraber, chair of CAHSA's Quality First Task Force, highlights examples of quality within CAHSA's membership. This month, he congratulates the winners of CAHSA's Second Annual Quality First Awards.

Eaton Senior Programs, a faith-based nonprofit organization that oversees four low- to moderate-income senior living communities in Colorado, received a 2006 CAHSA Quality First award in the category of *Leading-Edge Care and Services*. The award honored Eaton's Care Consultation Team, which focuses on the needs of the "whole resident."

Spearheaded by Eaton's Director of Social Services Gwen Million, the Care Consultation Team is comprised of a minister, activity coordinator, two social workers, a registered nurse, Eaton's Wellspring Foundation administrator, a leasing director, the director of assisted living, and the chief operating officer. Together, the Team coordinates resources and advocates for residents' needs, including spiritual, physical, emotional, housing, financial and more.

Eaton implemented the Care Consultation Team's practice of care and personal service in the early 80s after management felt it needed a more formal avenue for addressing resident needs and issues. Today, the Team meets weekly to review resident cases and problem-solve how best to assist residents who may be experiencing changes—from health or behavioral changes to unmet financial needs, personal loss or family transitions.

The Team's resident-centered approach looks at each individual Team member's strengths and relationship with the resident in order to assign an appropriate advocate to follow up with that resident and work on a plan that usually includes one-on-one meetings with residents and family members when appropriate. For example, the Wellspring Foundation administrator may assist residents with financial resources and the director of mission and ministries may work with residents experiencing grief or loss.

"We're here to support the resident's whole being," said Million. "We really invest in each resident and take a total hands-on approach. We are constantly in tune with what happens with our residents," she added.

The Care Consultation's approach holds each member of the Team accountable for residents' total care. One of the most important factors in keeping the Team up-to-date is excellent communication and an ongoing dialogue that helps foster the individual and collective relationships of the Team members. The group works together to develop a broad knowledge base and support system for residents. The process also provides an avenue for Team members to share their own emotions and discuss the struggles they face in working through issues with residents.

The Care Consultation Team's approach to care is based on evidence of past success. In fact, the Team constantly evaluates its performance and provides qualitative and quantitative data that is logged and given to Eaton's grant writer to help secure the organization's yearly funding.

The quality of life for Eaton residents has been improved by the individual care and attention they receive and the importance placed on every aspect of their experience. Congratulations to Eaton Senior Programs and the Care Consultation Team!

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

Housing News

TASS Wrapping up as HUD'S New Income Verification System (EIV) Ready to Use

Owners and management agents of multi-family HUD subsidy programs should be aware that Sept. 22 is the last day of availability for the TASS system to determine tenant income. The new Multi-Family Earned Income Verification (EIV) system is available now, and owners/managers should act now to gain access to the system. Prior to using the system, you must request authorization access rights. The EIV system will allow retrieval of Social Security and Supplemental Security Income information for tenant income verifications. The EIV website has system capability and background information, instructions for accessing system data, required certification application forms and system security measure requirements. For more information visit <http://www.hud.gov/offices/hsg/mfh/rhiip/eiv/eivhome.cfm>.

Updated Special Claims Guide Available

HUD has released the new *Special Claims Processing Guide*, which replaces all previous editions. Get a copy of the *Special Claims Guide* on www.hudclips.org under "What's New," or through the HUDClips Library. The new guide has been a work in progress for years, and many Section 8 industry stakeholder comments have been incorporated into the guide. The guide is effective for all special claims submitted on or after August 1, 2006.

Nursing Home News

AAHSA Medicare Calculators Available

The AAHSA Medicare payment calculators for skilled nursing facilities and home health care providers are updated to reflect the 3.1 percent increase recently announced by the Center for Medicare & Medicaid Services. These updated rates will take effect October 1. Log into the members' only section of www.aahsa.org to calculate rates with this tool; your AAHSA contact is Lara Woody at (202) 508-9429 or iwoody@aaahsa.org.

A Reminder for Nursing Home Fiscal Intermediaries

CMS issued a reminder that from September 22-30, 2006, fiscal intermediaries will not pay any Medicare claims or mail funds to providers, including nursing homes. CMS will place a brief hold on Medicare payments during those last nine days of the federal fiscal year, a delay mandated by the Deficit Reduction Act of 2005. The government will not pay any interest on any funds it holds during this time. All claims held during that time will be paid on October 2. However, the policy only applies to claims subject to Medicare payment. It does not apply to full denials or no-pay claims, CMS stated. You can read more about the hold on Medicare payments in a MLN Matters article at: <http://www.cms.hhs.gov/MLNMattersArticles/downloads/MM5047.pdf>

FDA Reports Record Quantities of Flu Vaccine to be Available

According to the Food and Drug Administration, four flu vaccine manufacturers are expected to have a record number of doses available for the upcoming season.

The FDA predicts 100 million doses should be available for the 2006-2007 season, barring any unforeseen challenges or circumstances. This number would end years of flu shot shortages and production delays, officials said.

The following manufacturers received approval to sell flu vaccines in the United States: Chiron Corp., GlaxoSmithKline PLC, MedImmune Inc. and Sanofi Pasteur SA.

Did You Know?

OIG Reports FDA's Prescription Drug Directory Has Many Flaws

According to a recent report from the Department of Health and Human Services' Office of Inspector General, the Food and Drug Administration's directory of prescription drugs has omitted more than 9,000 medications, and it lists at least 34,200 drugs that are either no longer sold or have errors in their listing, according to government inspectors.

Used primarily in the handling drug recalls, identifying medication errors and controlling imports, these problems greatly limit the directory's usefulness. Omissions and inaccuracies were primarily attributed to the failure of drug companies to comply with requirements to list their products with the FDA, the report found. To view the full report, visit: <http://oig.hhs.gov/oei/reports/oei-06-05-00060.pdf>.

65+ Still Slower to Go Online

While the Internet is part of most American's daily life, the age group slowest to adapt to Internet use for everyday business and information needs has been Americans age 65 and older. According to a recent report by the PEW Research Center, only about a third of those over age 65 use the Internet, compared with more than twice that number of those age 50 to 64.

Drug Prices Show Sharp Increase in 2006

According to a study by AARP, costs of brand-name drugs rose by 3.9% during the first quarter of the year, four times the general inflation rate. The typical elderly person taking four medications each day paid an extra \$240 on average in the past year for prescription drugs, according to the study. A separate study by Families USA, a patient advocacy group, found similar inflation rates among brand-name drug prices, according to the *New York Times*.

Women More Impacted by Long Term Care

Genworth Financial did a study on care providers and gender. Entitled "The Impact of Long Term Care on Women — An Analysis of Women as Care Providers and Care Recipients," the study found women were 60 percent more likely than men to enter a nursing home at some point in their lives. National polling data compiled by Public Opinion Strategies on behalf of Genworth showed that 67 percent of adult American women respondents have provided long term care to someone in need. The complete report is available at www.Genworth.com.

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

Vennita Jenkins, administrator of The Granville Assisted Living Center, has dedicated her life to healthcare and senior care, and has worked at The Granville even before its opening in 1998. Jenkins' responsibilities are amplified by her leadership position on CAHSA's Board of Directors.

We caught up with Jenkins to get her take on the responsibilities of a leader and why it's important to dedicate time to the community. Here's what she had to say...



Vennita Jenkins

What leadership qualities are most important to being successful?

For me, the leadership qualities most important for being successful are honesty, flexibility, being purpose-driven and balanced in all decisions. A lot of times we are quick to act, but to step back and be balanced helps a leader succeed. I recently had a huge sexual harassment issue. The claim sounded truthful but I only had one side. Once I got both sides, I was glad I did not take action to suspend or terminate without hearing the full story from everyone involved.

What are the strengths of your company's leadership team?

We have strong and positive leaders; we share the same purpose and beliefs about the organization. When one member of the team is unavailable, other members pick up the slack with no changes or effect on the residents. We are a strong team and able to retain leaders. I think that a lot of our low turnover (an average of 4%) comes from our company's philosophy (to provide quality care and service to all customers). I get input and ideas about the community from our staff and I act on it. This makes everyone feel important and helps them buy into the community.

What are the greatest lessons you've learned as a leader?

The greatest lesson is something my grandfather told me: to be quiet and listen. In my current position, I often think of his words. As a leader you have to be flexible, and you learn to put on many different hats, very quickly-and I've learned to adjust to situations very quickly. A lot of times, adjusting to situations comes from listening to concerns and adapting.

What are your views on community involvement?

Community is very important. Over the years I have been involved with a lot of committees, with CAHSA and through other outlets. I have used all of these opportunities to learn about the area of aging and to grow in the field as well as grow on a professional level. I always look at the benefit of an opportunity to the Granville community and the aging community at large when deciding whether to participate. If I think that there's a benefit, I participate.

How does a good leader prepare for future success?

First, take one day at a time and look at each opportunity as an opportunity to succeed. You can take success as far as you want to in anything that you do. You can never learn too much; there are always areas to learn and always areas to grow.

What advice do you have for future leaders in the health care industry?

Be prepared for changes in policies, be involved in the community and the legislature, look for opportunities for training and growth, utilize community resources, and be involved.

Of Interest

Continued from page 1

14th Annual Alzheimer's Association Dementia Care Conference

The National Alzheimer's Association conference will be held September 11-13, 2006, in Atlanta, Georgia. This conference highlights the latest and most innovative dementia care practices and programs, with topics ranging from early-stage to end-of-life issues. For more information about the conference, go to www.alz.org/careconference.

Report: Millions of Medication Errors per Year

The frequency of medication errors in healthcare, including long-term care, is a major concern, according to a report by the Washington D.C.-based Institute of Medicine (IOM). Roughly, 1.5 million medication errors hurt people while thousands of others die. The estimated annual monetary cost to the system is about \$3.5 billion, the IOM concluded. The report suggests that a hospital patient is subject to at least one medication error per day on average. The consequences are expensive. An error that causes harm in a hospital can cost an additional \$6,000 while an injury-inducing error in an outpatient setting can cost an extra \$2,000. Recommendations to decrease the number of medication errors include systemic changes such as more prevalent use of electronic prescriptions, improved labeling and packaging of medications and better communication between patients and medical staff, according to the IOM report. For more information on the report and preventing medication errors, visit the Institute of Medicine website at <http://www.iom.edu/CMS/3809/22526/35939.aspx>.

Adult Day News

Adult Day Services Week: September 17-23

We want to hear how you celebrated Adult Day Services Week. Email your photos or a description of your events to: cahsanews@comcast.net.

Resources

NPI: Nine Months to Compliance Deadline

The Centers for Medicare & Medicaid Services (CMS) would like to announce a **CMS NPI Roundtable – September 26, 2006**. CMS will host a national NPI Roundtable, open to all health care professionals, on Tuesday, September 26 from 2 -3:30 p.m. EST. To participate, you may call 1-877-203-0044, pass code 4795739. CMS will address common questions related to Medicare's guidance on Subparts. While CMS will only address questions from a Medicare perspective, this information may be helpful to all providers. As always, more information and education on the NPI can be found at the CMS NPI page www.cms.hhs.gov/NationalProvidentStand on the CMS website. Providers can apply for an NPI online at <https://nppes.cms.hhs.gov> or can call the NPI enumerator to request a paper application at 1-800-465-3203. Getting an NPI is free - not having one can be costly.

Pandemic Flu Guidance Document/Red Cross Website

The Pandemic Flu Guidance document is complete! The document can be found at: <http://www.cdphe.state.co.us/hf/download/pandemicflu.pdf>. Additional information is available at the Red Cross website at http://www.denver-redcross.org/site/PageServer?pagename=preparedness_pubs.

Overview of Assisted Living

ALFA is offering the Overview of Assisted Living, the most comprehensive effort to date to detail key benchmarks in the assisted living business. It is \$125 from the ALFA Store online. To order, go to <https://www.alfa.org/i4a/forms/form.cfm?id=26&pageid=3301&showTitle=1#overview>. Order now and you'll also receive a free copy of ALFA's Future Forum report, an insider's look at senior living in 2009.

Social Security Information Online

Whether you are planning your retirement or ready to apply for Social Security retirement benefits, you should know about some of the Social Security online services available today:

Social Security Benefit Application: When you decide to take the plunge and actually retire, you can apply for your retirement (or spouse's) benefits online.

Retirement Planners: You can estimate your future benefits and also use links to outside websites that discuss other sources of retirement income and post-retirement concerns such as housing and medical care.

Even if you are not yet ready to use these Social Security online services, you can visit the website at www.socialsecurity.gov to learn just what help is available to you.

HIPAA REMINDER

Effective October 1, 2006, Medicare will only generate Health Insurance Portability and Accountability Act (HIPAA)-compliant Electronic Remittance Advice (ERA) transactions (transaction 835 version 004010A1) to all electronic remittance advice receivers. Current figures indicate that 99% of all ERA receivers, (providers and other entities that receive the ERA on behalf of providers), are receiving a HIPAA-compliant ERA format. Further, the overall compliance rate for all Medicare providers in May, 2006, was 96%. Therefore, CMS announced that effective October 1, 2006, it will end the contingency plan for the remittance advice transaction. After that date, your carriers, FIs, DMERCs, DME MACs, and RHHIs will send only HIPAA-compliant remittance advice (transaction 835) to all electronic remittance advice receivers. Medicare will stop sending electronic remittance advice in any version other than the standard HIPAA version (835 version 004010A1), or in any other format (e.g., NSF). For more information on Ending the Contingency for Remittance Advice, see <http://www.cms.hhs.gov/MLN MattersArticles/downloads/SE0646.pdf>.

Leadership in Long-Term Care Teleconference Series

Long-Term Leadership~ The Key to Staff Retention Teleconference Series has three upcoming sessions that are free to anyone who wishes to participate. (Note: *there is a form attached to register.*)

"Nurses As Leaders" on September 28, 2:30 – 3:30 p.m. MT, Anna Ortigara, RN, MS, FAAN and V.P. Campaign for Cultural Transformation, will speak to charge nurses and nursing staff on their role in culture/transformational change.

"What a Difference Management Makes" October 26, 2:30 – 3:30 p.m. MT presented by Barbara Frank, Co-founder of B&F Consulting. Frank will speak to direct care staff and leaders on their role in culture/transformational change.

"The Pep Rally" on November 16, 2:30 – 3:30 p.m. MT will feature Mary K. Ousley, President of Ousley & Associates, speaking about putting the whole process together for the team.

Assisted Living/ALFA News

2001 to 2006 Reports Changes in AL Consumers

A comparison of data from the 2001 *Overview of Assisted Living* with the 2006 *Overview of Assisted Living* reveals the following:

- On average, residents are older. The average age in 2001 for women was 85 and 82 for men. In 2006, women's average age is 87 and men's is 85.
- More consumers are finding assisted living options closer to home. The percent of residents who moved within 10 miles of the residence they were leaving was 55 percent in 2001 and 61 percent in 2006.
- More customers are coming from their own home or from a competitor. In 2001, 52 percent moved from their own home, in 2006, that figure is 60 percent. In 2001, 22 percent moved from a relative's home; that dropped to 10 percent in 2006. In 2001, 13 percent moved from another senior community and in 2006 that figure is 20 percent.
- The percent of move-outs to competitors has almost doubled. In 2001, 4 percent of residents who moved out of assisted living went to another assisted living community. In 2006, 7 percent made the move to another assisted living community.
- Residents' average incomes have decreased while assets have grown. The average income was \$32,000 in 2001 and in 2006 it is reported to be \$16,000. Assets in 2001 averaged \$100,000 and in 2006 are reported to be \$250,000.

To read more about the report or obtain a copy of the 2006 report, visit <http://www.alfa.org/i4a/pages/Index.cfm?pageID=3808>.

Classifieds

Adult Day Program Supervisor - Responsible for the strategic development, ongoing growth, financial performance and overall coordination, delivery of service and supervision of the Adult Day program. Administers, coordinates and directs the day-to-day operational issues and strategic goals. Ensures regulatory compliance, oversees billing and reimbursement systems, marketing programs and client satisfaction. Under the direction of the E.D., develops, oversees and monitors for compliance operating and capital budgets as integrated elements of the Mission Application Plan. Promotes quality of life and exceptional customer service. Promotes and fosters unity, transparency and consistency in people and programs. Bachelors Degree business, marketing, public health administration, gerontology or related degree or equivalent combination of education and experience. 2-5 years experience directing an Adult Day Program required. Current unencumbered CNA license in the State of Colorado or the ability to obtain such a license. Proven expertise in personnel management, customer service, strategic and operational planning required. Must have experience, which includes coordinating, and directing the operation of a specific department, developing and managing a budget, policies and procedures and a business and marketing plan. Must demonstrate excellent customer service skills. Demonstrated proficiency in the use of relevant technology applicable for the position. Must possess excellent communication skills, verbal and written (English). For more information, call 720-266-5636 or e-mail kdenning@clcmail.org.

Director of Finance & Budget - Golden West Senior Residence, an independent, non-profit senior residence, has a great opportunity for a detail-oriented, organized, proactive leader for our two-person accounting department. Responsibilities include preparation & presentation of monthly financial statements, asset management, budget management, strategic planning and resource utilization. Accounting degree and relevant work experience required. Full-time w/ benefits. Contact Donna Ruske, 303-939-0880, Fax 303-939-0808, Email druske@goldenwestseniors.com.

Chief Executive Officer - Immanuel Lutheran Corporation, a 300 resident multi-level retirement community in scenic Kalispell MT, seeks a new Chief Executive Officer. Preferred candidates will have strong financial acumen, board experience, a clear values-based leadership style, and hold a nursing home administrator's license. Send inquiries to: Kirk Stiffney, MHS Alliance, 234 S. Main St., Suite A, Goshen, IN 46526, fax: 574-534-3254 or e-mail: kirkstiffney@msn.com.

CEO/President - Eaton Senior Programs (www.eatonseniorprograms.org) seeks highly experienced leader for our Lakewood, CO campus and other senior housing facilities in the Denver Metropolitan area. Requires top business management skills with strong emphasis on public policy for this hospitality and service driven senior community. Well-established company with awards in research and barrier-free design. A competitive compensation with a benefit package will be offered. Send resume to search@eatonterrace.org.

Program Leader - Seniors' Choice Adult Day Programs at Developmental Pathways has a great opportunity for an enthusiastic individual to lead activities and oversee the daily operations of an active senior day program in Littleton. Be a part of a supportive team that works with the elderly. Work daytime hours, Monday through Friday. Full benefits package included. Ideal candidate will have strong interpersonal skills, good verbal and written communication skills and a willingness to learn. 2+ years exp. working with the elderly, high school diploma and acceptable MVR required. Associate or Bachelor's Degree in a Human Services related field preferred. Visit www.seniorschoice.org for information about our programs. To apply, email resume to angiepilkington@developmentalpathways.org or fax to 303-858-2084.

People & Places

Submit Content to CAHSA Connecting

Send press releases, administrative changes, awards and event announcements to cahsanews@comcast.net or fax to 303-474-3025 ATTN: CAHSA Newsletter. Please include photographs (label) when possible. CAHSA reserves the right to edit all submissions for length and content.

Note of Thanks

"I just wanted to tell you and everyone else in the organization thank you for all your support and prayers during my time away from work. This is the hardest thing I've ever had to go through and I really appreciate the support. I'm still going through a lot of healing but I'm well enough to be back at work. Please continue to pray for my family and me. Thank you again."

- Myra Aceves

Resident Services Director, The Granville Assisted Living Center

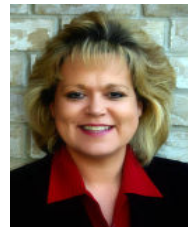
Kathleen Velardi was named Life Enrichment Director at **Heritage Club Denver Tech Center**, a provider of assisted living and memory-care for seniors. Velardi is responsible for caring for the social, emotional and physical needs of Heritage Club residents by planning activities and seminars, recruiting and training volunteers and coordinating Heritage Club's ongoing community outreach efforts.



Kathleen Velardi

An opinion editorial by **Heritage Club Denver Tech Center's** Executive Director **Jill Vitale** was published in the *Rocky Mountain News* on July 10. Vitale did a great job tying Independence Day to the importance of volunteering locally to help our senior neighbors maintain their freedom and independence. Check it out at: http://www.rockymountainnews.com/drmn/speak_out/article/0,2777,DRMN_23970_4832795_00.html.

Castle County Assisted Living welcomes Barbara D. Dice as executive director. Dice will manage operations as well as supervise staff and customer service activities. She is a Nationally Certified Assisted Living Administrator, a Certified Professional in Healthcare Quality (CPHQ), one of CAHSA's former educators, and is active in the assisted living industry both locally and nationally. She has been listed in *the Who's Who of Leading Women in Healthcare*.



Barbara Dice

Good Samaritan Connections Home Health & Wellness would like to announce the promotion of Lanae Bowlds and Lisa Fedje. Lanae Bowlds, R.N. has accepted the role of Director of Nursing Services and Lise Fedje, P.T. has accepted the role of Therapy Supervisor. Congratulations!

Congratulations to **Morning Star Adult Day Program**, which hosted a special support program to help caregivers deal with the guilt associated with placing a loved one in an adult day program. The seminar was highlighted in the *Denver Post* and in the *Rocky Mountain News*.

The grand opening for **MorningStar Senior Living** will be Sept. 9-10, from 11 a.m. to 4 p.m.

Lantz-Boggio Architects is pleased to announce that eleven firm members have recently become LEED (Leadership in Energy and Environmental Design) Accredited Professionals (AP). New LEED Professionals include Principal **John Quest**, AIA; Associates **Dwight Miller** and **Vera Margheim** (Sr. Interior Designer); Project Architects **Bill Speck**, AIA, and **Peter Adams**; and Project Coordinators **Jeremy Keimig**, **Christian Fussy**, **Jim Mahoney**, **Stacey Rose**, **Matt Brinkman**, and **Bill Parker**.



Lantz-Boggio's new LEED Accredited Professionals

The Highland Group has announced that it is now offering discounts to CAHSA member facilities. The Highland Group provides strategic research, planning and marketing solutions for existing, developing and re-developing senior housing and care communities. Discounts apply to all services offered by Highland, including feasibility studies, marketplace scorecards, marketing tune-ups, pricing analyses, direct consumer research and competitor profiles for your service area. For-profit CAHSA members receive a 10% discount off of fees for services and not-for-profit members receive a 15% discount off of fees for services. Please contact **Elisabeth Borden** at 720-565-0966 for more information.

Eaton Senior Programs and **Wellspring Senior Foundation** request your support during their fundraiser at Moose Hill Cantina, 955 S. Kipling Parkway. The Cantina will donate 25 percent of all dining proceeds between 11 a.m. – 9 p.m. on Wednesday, September 20, to the **Eaton Senior Programs Endowment Fund**. Questions? Call Gayle at 303-937-5107. Check out the menu and get directions at www.moosehillcantina.com.

Several CAHSA members will be presenting at AAHSA's Annual Meeting & Exposition November 5-8 in San Francisco. **Maureen Hewitt** with **Total Longterm Care** is on the faculty for the "Women in Leadership" series. **Dean Painter**, **Eaton Senior Programs**, and **John Torres**, **Golden West Senior Residence**, will present with IFAS staff the findings and implications of "Innovative Models of Affordable Housing with Supportive Services." **Ed Schans**, Board Chair of **Christian Living Communities**, is on a panel discussing "Social Accountability and Rising Expectations for Today's Governing Boards." **Mary Grace Smigiel**, also with **Christian Living Communities**, and **Jack York**, **It's Never Too Late**, are co-presenting "Integrating Person-Centered Technology into a Dementia Care Environment." In addition, **David Reyes** of **Altitude Edge Consultants** is one of several presenters at a pre-conference session on PACE. Special thanks to **Greg Goldberg** and **Capmark** for sponsoring a reception for Colorado attendees again this year.

The CAHSA Calendar

- Sept. 11 CAHSA Next Planning Committee**
12:00 - 1:00 p.m.
Christian Living Communities, University Hills
- Sept. 13 Adult Day Interest Group Meeting**
10:00 a.m. - 1:00 p.m.
Morning Star Senior Day Program, Denver
- Sept. 15 CAHSA Technology Conference**
Shalom Park, Aurora
- Sept. 26 CAHSA Convention Planning Committee**
10:00 - 11:00 a.m.
Kentucky Circle Village



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

CAHSA's 10th Annual Golf Tournament

