

CAHSA Connecting

The Resource for Senior Housing and Care Professionals

Insights on Leadership

Each month we profile a CAHSA member to learn their insights on leadership. This month we spoke with Michael Klein, executive director at Allied Jewish Apartments in Denver.

What was your first health care job and how did your career develop?

My first job was as a mental health assistant with developmentally disabled adolescent boys. I earned a degree in psychology from Boston University and started that job soon after, but I knew I wanted to do more. I felt that working in administration could have a lot more of an impact on people's lives because you are involved in the entire process, so I earned an MBA in health care and worked for 27 years at Sholom Community Alliance in Minneapolis. I became the executive director at Allied Jewish Apartments in May.



Michael Klein

What was the best career advice you ever received and how do you incorporate it into your leadership style?

When I worked in Minnesota, a board member always said, "Michael, it's process, process, process." She told me you can't take shortcuts. In a community, you have to bring everyone along on the process; you could have the best idea but if you don't follow the process, it will fail. You need to take it step by step to get it done right.

How would you define a successful leader?

A good leader knows how to build teams and counsel individuals. As a leader you can't do it all yourself; you need to build a team and get it to function. Also, a lot of what you do involves counseling individuals. Successful leaders take time with each individual and build the group into a team that can effectively get things accomplished.

What skills are necessary to be an effective leader in the aging services industry?

To run an organization, you have to be fiscally responsible. You need to figure out within all the funding you receive and the regulations you're under how to best use the money in a responsible way. You need strategic vision and an understanding of all that is going on around you; you always have to keep in mind what the overall goal is. Also, we are a people industry, so it's very important to look at the residents and their families. Everyone has a unique situation. People don't necessarily fall into clear-cut categories. Being compassionate, sympathetic and flexible is important.

Continued on Page 6

Inside

5 Minutes With	3
CAHSA Next	5
Executive Update	2
Get Out There!	3
Insights on Leadership	1
QF Corner	4

CAHSA is the Colorado affiliate of:



The holiday season is here and another year is quickly coming to an end. It is the time of year we celebrate and reflect, with many of us making resolutions for the upcoming year. Speaking of reflection, thanks to everyone who joined us at our annual membership meeting. Outgoing Chair Maureen Hewitt (Total Community Options) presented her annual report to the membership and we toasted our newly installed officers and board members. One important order of business was a motion to change our name to LeadingAge Colorado. The motion passed unanimously and you will be hearing more about the name change and related plans in early 2011. Also, we held a special presentation at the business meeting to offer training on how to use our online email communication platform, CAHSA Connect. This private platform was launched in late 2009 and we encourage you to use it to connect with each other and tap our extensive membership knowledge base. Thanks to Craig Erickson (Wind Crest) for providing this refresher. CAHSA lobbyist Fofi Mendez provided an overview of key legislative appointments since the election, and key issues expected to be addressed in the upcoming legislative session. CAHSA Next Champion Jennifer Naber (Total Longterm Care) reported on the Nexters' activities and events from the past year. She shared the vision for 2011 and encouraged members to get involved. For those of you who could not attend the membership meeting, or who spent your time "networking," a copy of the 2010 annual report was sent to all current members with their membership renewal information package. I encourage you to read it and see what we have done for you during this past year. Information on CAHSA's organizational sponsorships, available only to renewing members, is also included in your renewal package. Several of our board members have stepped up and committed to one of the four levels. I encourage you to follow their lead and commit to supporting our 2011 events with a sponsorship.

The holiday season also signals that the next legislative session is about to start. At CAHSA, we have been busy attending meetings on your behalf and talking with legislators about your concerns. During December our lobbyist, Fofi Mendez, attended department briefings and hearings at the Joint Budget Committee (JBC) about the proposed budgets for both the Department of Public Health and Environment and the Department of Health Care Policy and Financing. Plan to join us on Jan. 5 for our legislative program. Fofi will discuss what she learned at the JBC and details about legislation we expect legislators to introduce during the session. Also, we will hear plans for implementation of Health Care Reform in Colorado and hear a "State of the State" presentation. A registration flyer for the event is enclosed with this issue of CAHSA Connecting along with a copy of the program.

Continued on Page 5

CAHSA Connecting is published quarterly by the Colorado Association of Homes and Services for the Aging (CAHSA), 1888 Sherman St., Suite 610, Denver, CO 80203.

CAHSA is a membership organization committed to promoting quality and dignity in the continuum of care through education and advocacy.

For information on membership, advertising rates and deadlines, please contact CAHSA at 303-837-8834 or visit our website at www.cahsa.org.

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5 Minutes with... A Business Partner

Brian Davisson, Marketing Representative
Tiger Natural Gas



Brian Davisson

How long have you been a member of CAHSA?

We became members a little over a year ago.

Why did you become a member?

We had been working with a few CAHSA members already, and I had been working with David Smart at Eaton Terrace talking about natural gas costs, so it was a good fit for us to become a member. It just seemed like the natural next step.

What services does your organization provide?

We serve natural gas to facilities to help them save money on their gas costs. We are able to provide that natural gas at a 10 to 20 percent discount compared to Xcel Energy.

How is your organization different or unique compared to others that provide a similar service?

We're the longest-lasting company here in Colorado, and our focus is on best serving our customers. Our customers know that we are a long-lasting and reliable company that's here for them. We are able to save them money, so we stay in business by building our customer base rather than gouging a few customers for every dollar. It's nice to be able to work with CAHSA providers to help them save money.

How can people learn more about your business?

They can contact me anytime at briand.tiger@yahoo.com, or call me at 303-665-8561. They can also visit our website at www.tigernaturalgas.com.

How did you get into this business?

I did an internship in college at a natural gas company. When I graduated, I worked at Wells Fargo and did finance for about 10 years, but after a while I realized I wanted to get back in this business so I circled back around and have been here for two years. I really love it; it's a great business to work for. We save our customers money so they don't have to pay a big fee up front; they start saving on day one. It's a unique business to be a part of.

Get out there!

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

Clermont Park of Denver Goes 'Big'

Clermont Park, part of Christian Living Communities, reopened in November as a completely transformed community. The former 64-bed skilled nursing facility, originally opened in 1972, benefited from a \$30 million bond initiative to rebuild the community into a beautiful continuing care retirement community. Because the community resides in an established Denver neighborhood, the facility footprint remained the same; virtually everything else is new.



Clermont Park, realizing it had old perceptions to overcome with referral sources, neighbors and others familiar with the community, sought to open with a bang. The Clermont Park marketing team sought a multi-tiered communications approach that included media and community relations, advertising, and clinical liaison outreach.

The media relations team segmented different angles of interest for the media – highlighting new technologies such as Skype in the rehabilitation center and a care angle for a “calming” approach in the memory care center – to achieve coverage on two Denver TV stations and in major dailies. Additionally, the “reopening” of Clermont Park was a significant media story in several neighborhood newspapers.

continued on Page 5

Want to tell your Quality First story? Contact us at: info@cahsa.org and you could be featured in an upcoming issue of QF Corner.



QF Corner

Each month Marilyn Leist, chair of CAHSA's Quality First Task Force and Chief Operations Officer of Frasier Meadows Retirement Community, highlights examples of quality within CAHSA's membership. This month she reviews four winners of the Quality First Awards at CAHSA's 2010 Annual Convention and Exhibition.



Marilyn Leist

Christian Living Communities Adult Day Services in Centennial received a Community Involvement award for developing the "Intergenerational Literacy Partnership." The partnership was developed to foster positive intergenerational relationships with seniors and children in the community and to provide older adults with a mentoring opportunity. Mentors gain a sense of purpose and improved self-esteem from these opportunities. Participants visited four first-grade classrooms and read a book aloud celebrating intergenerational relationships. Discussion followed the readings. At other times, the children read to their adult visitors.

The Good Samaritan Society Bonell Community in Greeley received a Continuous Quality Improvement Award for its "Resident Falls Committee." Staff at the facility focused on designing a program to decrease resident falls and found on floor incidents at the facility. New procedures were implemented, and immediate focus was placed on residents with more than one incident in 30 days. The team identified trends and reacted accordingly. New tools were brought in, including motion-detecting lights and colored name tags so staff could watch for residents who had been identified for assistance. From July to November of 2009, the facility reported a 57 percent improvement in resident falls and found on floor incidents.

The "Days to Hire Best Practice Initiative" earned Christian Living Communities in Greenwood Village a Human Resources Development Award. The initiative focused on a way to alleviate problems caused by excessively long turnaround time in filling open positions. Long turnaround times result in costly vacancies that impact resident services. Days-to-hire were measured and objective benchmarks and targets were set. Christian Living Communities hosted and marketed on-site job fairs, spoke at job clubs and offered CLC as a place to intern. Applicants experienced excellent customer service and timely movement through the hiring process, and days-to-hire improved by 40 percent (17.38 days) over a three-year interval, making everyone's lives easier.

Castle Country Assisted Living in Castle Rock was awarded a Human Resources Development award for its "Castle Country Courtesy Boot Camp." This wonderful program was based on a strong belief that good manners help everyone do better work, and focused on the lessons everyone learns: treating others with kindness, courtesy, politeness, civility and good manners. The program was done in a positive and non-threatening way, and the five courses have made such an impact that it was decided to make the program continuous. As we know, in our industry etiquette and courtesy can mean the difference between a good staff and an outstanding one.

Kudos to this batch of Quality First Award winners!

CAHSA Next

We were glad to see so many CAHSA Next members at CAHSA's annual business meeting on Dec. 7 at Eaton Terrace. It's encouraging to have a strong showing of Nexters; hopefully that enthusiasm and energy will continue into the New Year.

Speaking of the New Year, we have a number of events we're looking forward to over the next few months. Keep an eye out for more information in your inbox as these events take shape.

The CAHSA Next Planning Committee is planning an event to learn about and discuss the concept of emotional intelligence, or EQ, for some time in February. The event is set to feature an EQ expert who will discuss interpersonal relationships and how they relate to what we do. We'll be sending out an update with more details about this event soon, so stay tuned.

Our mentor program is going really well, and we continue to encourage members to meet monthly. We are planning a group meeting in March for all mentor/mentee pairings so everyone can meet one another. We don't have specifics yet, but they'll be coming soon.

Finally, the CAHSA Next Planning Committee is planning a pre-conference meeting prior to CAHSA conference in May to be held on the Tuesday before the conference. We hope to see all the Nexters there.

Jen Naber
CAHSA Next Champion

Get Out There, Continued from Page 3

The marketing team held two grand openings to accommodate different audiences. On Nov. 16, officials held a grand opening for families, staff and current residents. Later that day, the team invited other stakeholders, including clergy, referral sources, business partners, donors and local neighbors, to a second grand opening.

The Clermont Park marketing team knows it is early in its ongoing work to position Clermont Park as new and advanced. Yet having the skilled nursing segment of the community full within two weeks of opening has the team believing its multi-prong approach is working.

Executive Update, continued from Page 2

For those of you who enjoy keeping up with the legislative and regulatory arenas, I encourage you to join our 2011 Legislative Task Force. This is the "insiders group" with firsthand access to all of the good stuff. Send me an email at laura@cahsa.org if you would like to participate in our 2011 task force. Our work is done via conference calls and email communications rather than face-to-face meetings. Working on the task force is a great way to support your clients and residents while directly shaping the future of senior housing and aging services.

In closing, I wish the best to all of you for the holidays, and I want to share our optimism for working together to drive positive changes in the New Year. Happy Holidays!



President & CEO

Insights on Leadership, Continued from Page 1

How do leaders prepare for new challenges?

I think again it goes back to the process. Things will always come up. As a leader, it's important to always keep your board apprised of what is going on. You need to bring people along with you so they know what's happening. If you are offering something new, you need to be sure you are prepared with data and information to answer all the questions they might have. Finally, you definitely need to have a great "Plan B" if something goes wrong because often, it will. Leadership always needs to have a "Plan B" in place.

From a leadership standpoint, what benefits do you see from being a CAHSA member?

I am new to the Colorado area, and CAHSA has been wonderful in helping explain the landscape of this area to me. They can answer questions about who to contact for a particular need or about the best practices here. They've been so helpful in pointing me in the right direction. I'm also participating in the mentor program they have and have been working with a young person who is just starting her career. It's been a great way to meet people in this field.

