

Of Interest

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New Criteria Emerges for University Retirement Communities

University-Based Retirement Communities (UBRC) are popping up everywhere, marking these facilities among the fastest growing segment of senior housing. The George Mason U. Program in Senior Housing Administration recently issued the following criteria outlining qualifications of a UBRC:

- The community has to be located within a mile or less of core campus facilities, such as the theater and classrooms.
- The community must have a formal program ensuring integration between community residents and university students.
- To make sure this integration occurs, an academic department with an advisory board representing both parties must be coordinated.
- The community must include the full continuum of senior housing services.
- A documented financial relationship between the university and the senior housing provider—such as long term land lease—must exist to reinforce both parties have a stake in the community's success.
- At least 10% of residents must have some connection to the university, as alumni, retired faculty or staff.

—Source: Reprinted with permission, CD Publications, *Housing for Seniors Report*. February 2006. For free sample issue call 1-800-666-6380.

AAHSA Rural Member Project

The American Association of Homes and Services for the Aging (AAHSA) is conducting an extensive study of the needs of rural members to better understand their uniqueness and respond with value-based services and programs. John Grace, under contract with the Aging Research Institute, will lead this effort. The goal is to identify how AAHSA can help rural members become the leading providers of valuable and effective service to the elders of their community. The definition of rural for purposes of this study is, "AAHSA facilities that have less than 60 beds or units and are in communities of less than 2,500 people." Grace will be telephoning members and utilizing an online survey to collect information. A report of the findings, along with preliminary analysis and recommendations for service and program improvement, will be provided to AAHSA by June 15. Gatherings of members interested in rural issues will be held this month in conjunction with the AAHSA meeting in Washington and at the AAHSA annual meeting in San Francisco. For further information, contact John Grace at jgrace@aahsa.org or call 785-554-5628.

Go Ahead — Take a Bow; Apply for a 2006 AAHSA Award

What makes you or a colleague a leader in aging services? Now is the time to tell your story. Apply for a 2006 AAHSA award. If selected, you will receive national recognition, free registration for the Annual Meeting & Exposition, Nov. 5-8, in San Francisco, and be featured in AAHSA's *FutureAge* magazine. Apply by **May 1** for this unrivaled professional honor recognizing both individuals and innovative programs. For more information, visit http://www.aahsa.org/shared_learning/awards/documents/award_brochure.pdf.

More Than 27 Million Medicare Beneficiaries Enrolled in Prescription Drug Coverage

Medicare announced in late March that 1.9 million additional beneficiaries have signed up for prescription drug coverage since mid-February. This represents a 25% increase in the number of people who have selected a plan. The total number of people who have signed up individually over the past four months is approximately 7.2 million.

-Source: HHS

CAHSA is the Colorado affiliate of



American Association of Homes and Services for the Aging



We're past the half-way point in the Legislative Session and headed down the home stretch. Our primary effort this year has been "Achieving Parity in Long Term Care Funding," in addition to supporting solutions to address the affordable housing crisis for moderate and low-income elders. Other goals included preserving Medicaid reimbursement increases for nursing homes and advocating for restored funding for the Older Coloradans Act.

So, where do we stand today in the session for FY 06-07? Frankly, much better than expected! As announced in our March 3rd issue of *Capitol Focus*, and explained in more detail in the following week's issue, the Joint Budget Committee made a motion to restore the second year funding commitment of the Footnote 50a recommendations. Even better, this increase is effective April 1 of the current fiscal year, and includes an additional cost of living increase. This motion is part of the supplemental budget that was approved by the Legislature late last month. As of this writing we are still waiting for the actual dollar increases to the home- and community-based services covered by Footnote 50a. We will advise all members as soon as we know the amount of the increase for each service.

With respect to FY 06-07 we are working to get an additional increase for the third year of Footnote 50a funding recommendations. As introduced it's included in the Long Bill. We will know later this month if our efforts are successful, so watch for an announcement in *Capitol Focus*. Also, several members have asked about nursing home reimbursement. As far as we know, the full statutory increase will be implemented for FY 06-07.

In addition to the budget issues, there are several bills that we actively supported this year which are all still moving through the legislative process. One of them, SB 57, which will implement the "Missing Senior Citizen Alert Program," is on the Governor's desk awaiting his signature. Another priority bill, HB 1018, to increase and make permanent the Older Coloradans Cash Fund, continues to move through the process and is looking like the \$3 million increase will stay intact. Also, HB 1103, regarding Residential Care Contracts, is getting closer to appearing on the Governor's desk for consideration. It's taken several years for this one to get this far!

In summary, it has been a very successful session to date. We will continue to monitor bills and advocate on your behalf until the very last hour of the session in May! We will also continue to publish the weekly *Capitol Focus* throughout the session. As always, you are welcome to call us with questions.

In closing, I would like to shift gears and look ahead to our Annual Convention, May 11-12 at the Vail Marriott Mountain Resort and Spa. That's barely a month away, so it's time to make your hotel reservations and complete your registration form. The program is a great value – two preconference sessions, two luncheons, and eighteen workshop sessions spanning two days. And remember, the more staff you bring, the more affordable the price! New this year is a special welcome reception the evening of May 9th sponsored by Health Dimensions Group. Also, your registration includes the "Western Round-up and Poker Party" sponsored by Total Longterm Care. I know the CAHSA Board plans to show up in their best western finery. We are looking for sponsors and exhibitors, as well as attendees. Make plans to be there – you will be glad you came!

Laura Landwirth

Laura Landwirth, Executive Director

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A Business Partner

How long have you been a member of CAHSA?

Ziegler has been a member of CAHSA for more than five years, since 1999.

Why did you become a member?

The dynamic and effective leadership team at CAHSA has met with a lot of success in their lobbying efforts; Ziegler wanted to be a part of this progressive association.

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

Based in Milwaukee, Wisconsin, Ziegler provides comprehensive financial advisory and financing services to not-for-profit senior living communities who are interested in building, renovating or expanding their campuses.

Ziegler is the nationally-recognized leader in senior living finance. In 2005 alone, Ziegler underwrote \$1.7 billion in projects for communities seeking to provide their seniors with suitable housing and health care.

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

Ziegler is in business to have a positive impact on the clients we serve. This includes helping organizations fund improvements to their senior living communities, while also helping individual clients retire in prosperity and dignity through custom investment services. Ziegler is a small firm by Wall Street standards, but our commitment to senior living and the not-for-profit sector have propelled us to a leadership role.

How did you get into this business?

I grew up in Chicago and worked in politics for many years before attending college and graduate school to study banking and health care finance. I worked at several health care and general public finance banking firms, but as my parents grew older, I returned home to Chicago with a renewed interest in senior health care finance and began working for Ziegler.

How can people learn more about your service/product?

Visit us online at www.ziegler.com to learn about all the offerings Ziegler can provide.



Will Carney

Get out there!

Tips for Gaining Exposure

Transform Learning into Action at the CAHSA Convention

Conferences, seminars and networking, oh my! CAHSA's Annual Convention and Exhibition is fast approaching and presents all these possibilities and more. This year's convention features several can't-miss seminars and presentations by noted experts as well as CAHSA members who will be "Transforming Learning into Action" while enjoying Vail's epic views.

CAHSA's Annual Convention, May 11-12 at the Marriott Mountain Resort and Spa in Vail, is a special event where your peers will be honored and demonstrating their expertise. This year's schedule of events features a wide variety of informative presentations by CAHSA members and national experts at a premier location. Presentation topics range from changes in Medicare to new resources with the Quality First initiative. Some of this year's scheduled presenters and activities include:

- * Emily Friedman, health care policy analyst and ethicist, will be discussing the ethical challenges facing the health care industry as it prepares for the aging boom in her presentation, **"Doing Right in a Graying Society: Ethics for Professionals in Aging Services."**

- * CAHSA member Mary Grace Smigiel from Christian Living Communities will present **"Montessori Based Activities for ALL Departments"** in a breakout session that will teach attendees how to develop an appropriate Montessori program for residents.
- * AAHSA board member and Quality First Chair Randy Fitzgerald will be on hand to help present **CAHSA's 2nd Annual Quality First Awards**.
- * **Health Dimensions Group** will host a reception for CAHSA Nexters following the leadership conference on March 10. Get to the convention early and find out "Who's NeXt?"

This is just a sampling of what's available at this year's convention. All CAHSA members are invited and encouraged to attend this valuable and fun event; deadline to register is April 17. Visit the CAHSA web site, www.cahsa.org, to download a registration form and view the complete schedule.

This is a once-a-year opportunity to see the leaders of senior health care in their element. So, Get Out There and we'll see you at the CAHSA Annual Convention and Exhibition!



Each month Russ DenBraber, chair of CAHSA's Quality First Task Force, highlights examples of quality within CAHSA's membership. This month he offers tips to successfully implement QF.

With the Winter Olympics behind us and the winners' names starting to fade, I feel it important to report that CAHSA is no longer in medal contention for AAHSA's QF state participation percentage race. Last November, we were in line for silver. Currently, we are ranked fourth (74%) behind Arizona (82%), Kansas (80%) and California (75%). While no one discounts the importance or significance of a fourth place finish, there is always room for improvement and always room to make a move, take back the lead, and claim victory.

Russ DenBraber
Chair, Quality First

As the QF "team captain," I encourage CAHSA members who are still on the fence about signing the QF Covenant (you know who you are), to reconsider and join the CAHSA team. Consider the following summary of tips recently published in the *NYAHS* Advisor to help successfully launch QF at your own organization:

- **Identify a Leader:** QF is most successful when a staff person, board member or other person is designated to lead the process.
- **Be Familiar with the QF Initiative:** Use the materials available on the AAHSA and CAHSA web sites to become familiar with QF and to make sure your staff is familiar with it. When everyone understands that it is the intention of QF to enhance existing quality improvement efforts and not to disrupt them, the application of the elements becomes much clearer and more useful.
- **Apply QF:** Every organization is different, so only you can decide how best to complete the self-study or the providers' checklist within your organization. Your organization may lend itself best to a task force comprised of staff and board members, a staff division or an existing committee. The important thing is to complete the self-study and see where your current quality improvements programs show strength and weakness.
- **Develop a Plan:** Review the results of the self-study and/or providers' checklist. Celebrate your successes. Consider sharing information about your successes with your staff, board, residents/clients and their families, the media, and of course, the CAHSA newsletter. Prioritize the areas you identify that are weak and develop a plan for strengthening. Depending on the other priorities within your organization, you may want to identify one small area to start and gradually move to the areas that are more extensive.
- **Identify Tools and Resources:** What do you need to get started with your plan? Speak with your colleagues who have already started the QF process. Watch for topics at CAHSA conferences and educational seminars that are useful and continue to check the CAHSA web site for additional materials.
- **Keep it Going:** On a timely basis, review your self-study/providers' checklist. Determine if there have been any changes in the way your organization meets each element of QF. Keep the people you serve, your staff, your board, the media and CAHSA informed of your progress.

Let's continue to make QF our number one priority and all work together to bring home the QF gold!

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

Did You Know?

More than one quarter of the adult population, (26.6%) has provided care for a chronically ill, disabled or aged family member or friend during the past year. Based on current data, that translates into more than 50 million people!

-Source: *Caregiver.com*, March 16, 2006

Burdens of Elder Care Cost Companies

Baby boomers are stressed not only by caring for children, but by caring for aging parents and loved ones; and while childcare costs and needs can be relatively predictable, caring for ailing seniors is not. Studies by the MetLife Mature Market Institute suggest that the ultimate price tag for employers in 1997 ranged from \$11.5 billion to \$29 billion per year. The highest costs were for replacing lost workers, workday interruptions and absenteeism.

-Source: *New York Times*

MedLearn Matters has New Name and URL

The Centers for Medicare & Medicaid Services has renamed its MedLearn Matters publication for the fee-for-service segment of the Medicare program. The new name is MLN Matters (MLN stands for Medicare Learning Network). The publication has a new URL also www.cms.hhs.gov/MLNMattersArticles. For more details about the change visit <http://www.cms.hhs.gov/MLNMattersArticles/downloads/SE0620.pdf>.

Life Expectancy Up

Life expectancy in the U.S. increased to 77.6 years in 2003 from 77.3 in 2002, according to a report by the National Center for Health Statistics at the Centers for Disease Control and Prevention.

Nurses Top Most Ethical Profession

Nurses were tops again in the latest Gallup poll of the most "ethical" professions. They have ranked first in the poll in six of the last seven years. Only in 2001 – the year of terrorist attacks in New York City and elsewhere – did firefighters eclipse nurses as the most ethical profession. In the most recent poll, druggists/pharmacists came after nurses and were followed by medical doctors, high school teachers, police officers and clergy, according to the survey of 1,002 American adults.

Resources

Nonprofit Guidelines for Political Activity from the IRS

AAHSA Director of Information Barbara Gay, says there have been recent news reports about the IRS's scrutiny of political activity by churches and other non-profit organizations during the 2004 election cycle. The IRS issued a fact sheet to help nonprofits steer clear of activities that could jeopardize their tax-exempt status. The fact sheet emphasizes two core principles: nonprofits must not intervene in election campaigns, either for or against a candidate, and any election-related activity that non-profits undertake must be non-partisan. To see the guidelines go to <http://www.irs.gov/newsroom/article/0,,id=154712,00.html>.

Connecting with Local Caregiver Support Groups

Caregiver Magazine offers a variety of support services and informative articles to caregivers nationwide, including a database of caregiver support groups located around the country. Some of the groups are specific to eldercare; some address specific challenges such as schizophrenia or bipolar disorders. Check out the resources listed in the database today, and add your organization if you offer support services in your community. Visit the database at <http://www.caregiver.com/regionalresources/index.htm?source=newsletter>.

Assisted Living/ALFA News

Genworth Financial Reports Spike in AL Costs

The average price tag for a private one-bedroom unit in an assisted living facility rose 7% in 2006 to about \$33,000 per year, compared with a 5% rise in 2005, according to a survey by insurer Genworth Financial Inc. The average hourly rate for most home health aides climbed 19% to \$22.15 per hour, compared with a 2% rise in 2005, the study found. The increased costs reflect the growing popularity of home health care and assisted living centers. To see the full report, which also looks at costs in nursing communities and home health care, visit the Genworth web site at http://longtermcare.genworth.com/comweb/pdfs/long_term_care/Cost_of_Care_Survey.pdf.

Call for Participants in AAHSA Study: Deadline April 21

The State of Seniors Housing/CCRC 2006 survey is a collaborative research effort by AAHSA, the American Seniors Housing Association and the National Investment Center. AAHSA members are asked to complete a survey by Friday, April 21, 2006.

Properties eligible for inclusion in the *State of Seniors Housing/CCRC* survey include both not-for-profit and for-profit independent living communities, assisted living residences, Alzheimer's care facilities, and continuing care retirement communities (CCRCs) that are stabilized or have been open for at least two years. CCRC respondents will be asked to complete additional sections in the survey that will be used to prepare the *Continuing Care Retirement Communities: 2006 Profile*.

Organizations that complete the first part of the survey will receive a complimentary copy of *The State of Seniors Housing/2006*. Organizations that complete the first part of the survey and the additional sections will receive *The State of Seniors Housing/2006* and the *Continuing Care Retirement Communities: 2006 Profile*.

Of Interest, Continued from page 1

Study Looks for Solutions to Shortage in Caregiving Workforce

As the number of people needing care at home continues to grow, it is becoming more and more difficult to find available workers. One solution explored in a research study by the School of Public Affairs at the University of California, Los Angeles, is to rely on consumer-directed services, in which people in need of care can hire friends and family as paid caregivers. In some states even spouses, parents or children can be hired.

This research study explored the experiences of related caregivers and sought to understand which related caregivers might represent potential home care workers in the future. The research focused on two questions:

- Why did some related workers remain in the caregiving workforce, while others did not?
- What was the potential for formerly paid family and friend workers to return to home care work?

To read an executive summary of the study, visit <http://www.bjbc.org/content/docs/UCLAExSummaryFinal31406.doc>.

OIG Releases Fiscal Year 2006 Work Plan

The U.S. Department of Health and Human Services, Office of the Inspector General, recently released its 2006 Work Plan. The plan describes various projects that the OIG believes will identify vulnerabilities in various HHS programs and activities, including those administered by the Centers for Medicare and Medicaid Services and the Administration on Aging. Projects will include several aspects of the Medicare program, including hospice and Part D administration, Medicaid programs including community services and administration and the impact of cost sharing in some of the Older Americans Act's services. To review the complete Work Plan, go to www.oig.hhs.gov/publications/docs/workplan/2006/WorkPlanFY2006.pdf.

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

Julie Callender, senior vice president of Bethesda Adult Communities, is responsible for 14 independent and assisted living communities located in six states. Callender's duties are augmented by her leadership position on CAHSA's Board of Directors.

We caught up with Callender to get her take on why it's important to dedicate time to association boards. Here's what she had to say....



What previous experience or leadership roles prepared you to serve on CAHSA's board?

I have 20 years of experience working in long-term care and I'm very familiar with government regulations impacting senior services. I thought serving on the Board would be a natural extension of my skills and knowledge.

What's the most important thing you've learned about leadership from serving on the board? How have you parlayed this into your own organization?

My time serving on the Board has motivated me because of the determination of my colleagues, which has been very inspiring. But most importantly, I've learned that it is critical to be involved in advocacy efforts. I have encouraged others to be informed and get involved in the efforts that impact them.

Was there a particular person or mentor in your life who influenced your leadership style?

My leadership style has evolved through trial and error, but the most influential person in my life was my mother. I learned patience, perseverance and commitment from the example of my parents.

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

Today's leaders inspire others with examples of excellence in service, employee relations and integrity. Employees want to be part of a winning team; thus, good leaders attract and develop good employees. Once potential leaders are identified, it is necessary to offer opportunities for education and training within the organization.

Senior health care is quickly evolving. Why is it important for leaders to stay flexible in the midst of these changes?

Flexibility is essential. It is so important that organizations continually re-evaluate their programs and services to meet the changing demands of the consumer.

What was one of your proudest moments as a leader?

I feel proud any time I am involved in the accomplishments of my organization. Two of the organizations I worked for were turn-around situations that required dramatic change to obtain stability in operations, financial viability and regulatory compliance. It also gives me great pride and satisfaction to oversee the start-up of new communities from groundbreaking to full operational success.

Housing News

HCD Develops Universal Design Ordinance

In response to AB 2787 (Chapter 726 of Statutes of 2002), the Department of Housing and Community Development (HCD) has developed a model universal design ordinance applicable to new construction and alterations for voluntary adoption by local governments. The model ordinance identifies features that must be offered to potential buyers/owners of residential units – it does not apply to renters. For additional information (or to download a copy of the model ordinance), please visit the HCD web site at www.hcd.ca.gov/codes/shl/AB2787.html.

HUD Releases Report Evaluating the Mark to Market Program

HUD recently released a study evaluating the Mark to Market program, which evaluates the overall implementation of the program, including both its cost savings to the federal government and its degree of success in addressing the needs of the owners, the residents, and federal government. The evaluation provided detailed tables about the properties, residents and changes in rents as well as case studies from around the United States. One of the study's more interesting findings is the need for exception rents in so many restructurings if the housing is to be preserved after the mark to market restructuring. Go to www.huduser.org/publications/PUBASST/evalm2m.html.

Housing Affordability Gap Widens

Recently, the National Low Income Housing Coalition (NLIHC) released *Out of Reach 2005*, its annual report calculating the hourly wage that someone must earn – working 40 hours a week, 52 weeks a year – to be able to afford rent and utilities in the private local housing market in every state, metropolitan area and county in the country.

For the first time, NLIHC's data shows that a full-time worker at minimum wage cannot afford a one-bedroom apartment anywhere in the country, further illustrating the dire situation that denies many a right to adequate housing. The full, interactive report can be found at www.nlihc.org/poor2005/.

CAHSA Next Upcoming Events

CAHSA Next recently held a successful, well-attended event at Eaton Senior Programs. Dean Painter, CEO, gave a presentation on why he is so involved in the advocacy efforts of CAHSA and AAHSA.



Dean Painter

The next "CAHSA Next" event will be held in conjunction with CAHSA's Annual Convention in Vail. This will be a special leadership pre-convention program presented by Mark MacCutcheon and Robin Eggert of Health Dimensions Group. The program is on Wednesday, May 10, from 3:00 - 5:00 pm and costs \$50 for members. Immediately following the seminar will be a reception, also sponsored by Health Dimensions Group. We are encouraging all CAHSA Nexters to make plans to attend this event and stay for the 2-day convention on May 11-12. The registration form for the conference and the pre-conference seminar are posted on the CAHSA website. All CAHSA Nexters will also be emailed this information.

By the way, the CAHSA Next planning committee is meeting this month to plan events for the remainder of 2006. A major project they are working on is the development of a CAHSA Mentor Program for all interested CAHSA Nexters. Stay tuned for more information later this year, as well as announcements of future events!

Nursing Home News

New Medicaid Policy Aims to Cut Drug Waste at Nursing Homes

A newly implemented Medicaid policy seeks to curb prescription drug waste at nursing homes. Under the policy, state Medicaid programs have instructed nursing homes to return unused medications to pharmacies. Programs also have to ensure that Medicaid is repaid for unused treatments when nursing home patients die, are discharged or have their prescriptions changed, according to the Centers for Medicare and Medicaid Services. They also should limit the amount of medications provided to nursing homes at one time, CMS has ordered. Residents who are covered through Medicare also will not be affected.

Trends in High Staff Turnover

Key characteristics of the nursing home organization such as ownership, facility quality and staffing levels dramatically affect staff turnover rates, according to a new study. Higher turnover rates for certified nurse aides, licensed practical nurses and registered nurses are consistently associated with lower staffing levels, lower quality, and higher bed size, according to Nicholas G. Castle, PhD, an assistant professor in Health Policy and Management at the University of Pittsburgh. For the study, researchers explored the association between turnover rates for 854 facilities in six states and eight organizational characteristics, including staffing levels, top-management turnover, resident case mix, facility quality, ownership, chain membership, facility size and Medicaid census. Study results are published in the February issue of *The Gerontologist*.

A Free Immunizations Toolkit Available From CMS

Nursing homes working to improve their flu and pneumonia immunization rates among residents, staff, and volunteers can now find free resources from CMS. CMS posted a *Nursing Home Immunizations Toolkit* on the Web, which offers a brochure, sample guidelines, a flyer, forms, posters, a staff newsletter, and sample vaccination letters. You can find the information on the Medicare Quality Improvement Community (MedQIC) Web site. To find the kit, visit the site at http://www.cms.hhs.gov/MLNProducts/35_PreventiveServices.asp.

Nursing Home Spending Increases

Spending on skilled nursing care increased by 4.3% to \$115 billion in 2004, according to the Bush administration. That compares to a 7.9% rise in total health care spending that year. Spending for the whole sector rose to \$1.9 trillion or an average of \$6,280 a person. That represented 16% of the nation's economy. U.S. health care spending grew slower in 2004 than the three previous years, according to a report in the journal *Health Affairs*. Medicaid accounted for 44% of nursing home spending in 2004. Medicaid spending expanded 3% in 2004. That compares to an increase of 5.3% in 2003. Also in 2004, prescription drug spending increased by 8.2% to \$188.5 billion. Hospital care spending rose 8.6% to \$570.8 billion. And payments to doctors expanded by 9% to \$399.9 billion. The increases in hospital care and doctor payments represented the highest recorded since 1991.

-Source: CAHSA NewsFront, February 2006

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.

Altitude Edge Consultants, a CAHSA business partner, has launched a new web site. Visit www.altitudeedge.com to learn more.

Dr. Richard Schamp, an expert in geriatric care and Programs of All-Inclusive Care for the Elderly (PACE), has joined **Altitude Edge Consultants**.

Seniors' Resource Center announced the promotion of **Jane Yeager** to Senior Vice President of Coordinated Care and **Terri Wager** to Senior Vice President of Administration Services.

The Spring/Summer edition of *New LifeStyles* guide to senior residences and care options for the Front Range was recently distributed. Look for your community in the guide and online at www.NewLifeStyles.com. If you did not receive your FREE copies, if you need more, or if you would like information about the CAHSA advertising discount and how to identify your community with the CAHSA logo, contact **Jenall Gold** at 800-204-7221 or Jenall@NewLifeStyles.com.

21st Annual Little Bear Benefit for Seniors' Resource Center-Evergreen

Save the date and attend SRC's 21st Annual Fundraiser: "The Little Bear Benefit" Murder Mystery and Silent Auction: Can Marriage Really be Murder? "Til Death Do Us Part" on Wednesday, April 19, 2006 from 6 to 9 p.m. at The Little Bear & Old Evergreen Hotel (tickets are \$25 in advance and \$30 at the door). Call April at 303-235-6927 to reserve your tickets.

CAHSA business member **Elisabeth Borden** recently wrote the following letter to the editor in response to the closing of **Boulder Good Samaritan Village**. A long-time CAHSA member, **Boulder Good Samaritan** will be missed and Borden's letter is a poignant thank you and good-bye.

The Daily Camera- March 5, 2006

GOOD SAMARITAN - A painful closing, but unavoidable

I have read your two articles about the closing of Boulder Good Samaritan Village and would particularly like to respond to your article of Feb. 25, "Senior to be forced out early." While I understand language like "forced out" increases the drama of the headline, I think it is an overly harsh way to describe a necessary and painful change. I hope that you will devote newspaper space at a later date to describe and celebrate the long service of this important community agency.

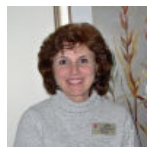
I am speaking as one of many in Boulder who have been touched by Boulder Good Samaritan through an older friend or relative. They have been an outstanding resource for Boulder elders and their families for more than 25 years. In that time, they have provided affordable, dignified, and compassionate care to thousands of Boulder's elders. Because of their great heart and spirit, they have been able to attract and retain an extraordinary and loving staff in a business that often goes begging for good employees.

It is terribly sad that such a fine nonprofit agency has now outlived its property. It is no one's fault that buildings grow older and become obsolete. I am certain no one is more sad about the closing than those who have dedicated their careers to providing excellent care within those walls.

ELISABETH BORDEN

Boulder

Eaton Senior Programs is proud to introduce **Anna Agazio**. Anna was hired as the Admissions Coordinator for Eaton Terrace II Assisted Living Center. She has more than 17 years of experience in working with seniors and has true compassion for educating family members and potential residents about the services offered in assisted living. You can reach Anna by calling 303-937-3000 or by email at aagazio@eatonterrace.org.



Anna Agazio

Hover Community in Longmont has welcomed **Vickie Stotler** as the Director of Housing and Operations. Vickie is responsible for day-to-day operations and resident well-being at Hover Manor as well as marketing and community outreach for the entire Hover Community. Vickie brings with her more than 12 years of dedication and professional experience in housing for seniors. She is a graduate of the University of Phoenix and will begin her master's degree in Non-Profit Management at Colorado State University this fall. For more information, contact Vickie at 303-772-9292 x212 or vickiestotler@hovercommunity.org.



Christian Living Communities—The Johnson Center celebrated Mardi Gras along with New Orleans this year. Residents decided that a celebration was an appropriate way to remember and honor New Orleans' struggle to recover from Hurricane Katrina. Soon, plans were under way, and the activity room was littered with feathers, decorative beads and crepe paper for mask-making and decorations. Middle school students joined residents to design and build a float for the parade, and they successfully transformed a furniture trolley and a food cart into a fitting float, complete with an inflatable duck. Two-year-old Jordan sat proudly atop the throne as the parade of residents marched through The Johnson Center to the sounds of jazz recorded at Preservation Hall. Mardi Gras King **Gene Midyett** and Queen **Roberta Stewart** added a royal touch. The parade concluded with festivities and food, including a popular liquid refreshment appropriately named the "Hurricane."



Classifieds

The City of Aurora is looking for a dynamic candidate to supervise the Morning Star Program. The Morning Star program is growing and wonderful adult day services program that provides daily activities, social connection, basic health services and a safe environment. This position plans, coordinates, and administers the Morning Star Adult Day Program for frail seniors and those with special needs, operated by the City of Aurora. **Hiring Salary: \$44,509.30 - \$52,000.00 annually.** Successful candidates will have a Bachelor's Degree in human services, nursing, social work, gerontology or a related field and at least 3 years' progressively responsible experience working with elderly individuals needing assistance including 1-year supervisory experience. Apply online at www.auroragov.org.

Franciscan Ministries, Inc. (FMI) is seeking an experienced full-time administrator for Dayspring Villa 71 bed facility in Denver, CO. This position provides overall administrative and operation supervision to ensure long-term viability of the facility and reports directly to the regional manager. Candidate must have two years prior assisted living facility experience with at least 50 bed capacities including food service/restaurant, twenty-four hour care and a staff of at least 15 employees. Candidates must be familiar with state and health department regulations. Candidates must possess strong communication and interpersonal skills, must be extremely organized and able to handle frequently competing deadlines. A degree in Social Services desired. Bi-lingual (English/Spanish) a plus. Competitive salary and excellent benefit package. Send resume, salary requirements and cover letter to: Mary Snyder, Regional Manager, Franciscan Ministries, Inc. Fax: 630-344-0983 or E-Mail: msnyder@fm-inc.org. EOE

American Retirement Corporation, one of the nation's largest senior housing organizations, has an outstanding opportunity for an experienced Assisted Living Director (RN, LPN, or professional) for Heritage Club of Denver, a 200 unit independent living and 35 unit assisted living community. Ideal candidates should have successful experience in the assisted living industry, with a Colorado Assisted Living Certification (or ability to become certified). Degree in gerontology, healthcare or business is preferred. Exceptional compensation package includes performance bonus, 401(k), health & dental, pretax med and an incredible work environment. HOW TO APPLY: Please mail resume to: Heritage Club of Denver, ATTN: Executive Director, 2020 S. Monroe St., Denver, CO 80210. Fax: 303-758-3738. EOE.

Bus Driver/Transportation Coordinator This part-time position requires a caring, upbeat, organized individual who enjoys working with older adults. The chosen applicant will drive a 24-passenger bus and plan, schedule and assist residents on shopping trips and group activity outings. A good driving record is a must. Class "C" Colorado Commercial Drivers License will be required. (training may be provided). Knowledge of Denver Metro area helpful. Clerical and computer skills a plus. Please contact Eaton Senior Programs, Inc., Phone (303) 937-3000, Fax (303) 937-3090 or E-mail: dforwood@eatonterrace.org.

Carolina Meadows is a premier Continuing Care Retirement Community (CCRC) located in Chapel Hill, North Carolina with over 20.8 million annual revenue. Internal promotion has resulted in an opening for a Chief Financial Officer on our Executive Leadership Team. While financial management and reporting will be the primary responsibility, other responsibilities will include organizational development related to investment portfolio, information systems and strategic marketing. Must be able to work directly with residents and develop/mentor subordinate staff. CPA and minimum five years experience in a financial leadership position in a non-profit healthcare, CCRC, nursing home or similar facility required. Previous experience as a CFO or Controller of a CCRC strongly preferred. Please submit resume and salary requirements to: Carolina Meadows, Attn: CFO Search Committee, 100 Carolina Meadows, Chapel Hill, NC 27517; Fax: (919) 932-9603; or email: lisa@carolinameadows.net

Castle Country Assisted Living (CCAL) headquartered in Castle Rock, provides compassionate care and supportive communities for seniors through its three homes in Douglas County. CCAL is seeking an Executive Director to lead the organization, in collaboration with the organization's Board of Directors. If you value creativity, compassion, commitment, responsibility, promoting well-being, and community – CCAL is interested in talking with you about this leadership role. A bachelor's degree is required with a master's in an applicable field preferred. Applicants must have a minimum of 5 years experience in organizational and/or non-profit leadership. Individuals with demonstrated success in relationship building, fundraising, community building, collaborative leadership, critical thinking, team development, problem solving and oversight of day to day facility operations are encouraged to apply. Please e-mail sharonadams@castlecountrypassistedliving.org or phone Sharon Adams at 303-688-5365, Extension 2, to learn more.

American Retirement Corporation, www.arclp.com, one of the nation's largest senior housing organizations, has an outstanding opportunity for an experienced Executive Director for Heritage Club of Aurora, a 98 unit assisted living and memory care community. Ideal candidates will have three plus years successful experience as an Executive Director in a similarly size assisted living community. Colorado Assisted Living Certification or ability to become certified. Degree in gerontology, healthcare or business is preferred. Exceptional compensation package includes sign on bonus, performance bonus, 401(k), health & dental, pretax med & childcare costs and an incredible work environment. Please forward ASAP resume, cover letter and references to Dale J. Zulauf, at dzulauf@arclp.com, fax 970 369-7743, work 970 369-4455.

The CAHSA Calendar

Apr. 3-5 **AAHSA Future of Aging Services Conference**
Washington, D.C.



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

Apr. 18 **Workshop "Optimizing the 'X' Factor"**
9:00 am - 12:00 p.m.
Christian Living Communities, The Village

Apr. 20 **CAHSA Next Committee Meeting**
12:00 - 1:00 p.m. (Lunch will be provided)
Christian Living Communities, University Hills

Apr. 28 **CAHSA Board of Directors Meeting**
12:00 - 3:00 p.m.
Seniors' Resource Center, Wheat Ridge

May 3-5 **ALFA 2006 Conference & Expo**
San Diego

May 10-12 **CAHSA 2006 Convention**
Vail Marriott Mountain Resort & Spa



Russ DenBraber, CEO of Christian Living Communities and newly confirmed Colorado Commissioner on Aging, shown here at the Capitol with other new members of the Commission.