

## Of Interest

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### Referenda C&D – CAHSA Backs Measures

Summer is nearing a close but the passion of Referenda C and D are just heating up. Both these measures—closely linked—will be weighed in on by Colorado voters on November 1. Ads will be contentious, media coverage plentiful, and water cooler conversations ongoing over the next two months, for good reason—these measures will directly affect the state’s future in general, and funding for health care services in particular.

First, some facts so you can follow the arguments of proponents and opponents of these measures. Referendum C would lift state spending limits for five years to help the state government recover from the budget crisis. C would allow the state to spend about \$3.1 billion on health care, education and transportation, essential investments in our state’s basic infrastructure that directly impacts our quality of life. Some are calling C a five-year “timeout” on TABOR so the state can catch up on necessary improvements.

Referendum D allows the state to issue bonds to pay for these improvements. If C does not pass, D is meaningless.

These two measures are the results of a bi-partisan group of Colorado leaders and lawmakers, including Gov. Bill Owens and a broad coalition of key Republicans and Democrats in the state legislature. In addition, nonprofits stand solidly behind both C and D. Importantly, Colorado’s business community is solidly behind these measures, understanding that no organization—whether business or government—can prosper and remain competitive without upgrades. As *Denver Business Journal* Editor Neil Westergaard said: “(Business) understands that in business you don’t succeed by offering less.”

The Colorado Association of Homes and Services for the Aging (CAHSA) has endorsed both measures, as CAHSA’s leadership believes more funding is necessary to meet the growing population of Colorado’s seniors who need institutional as well as home- and community-based services.

The state budget affects everyone who lives here. If the budget is sufficient to meet the state’s needs, we can count on good transportation systems, high-quality education, medical care for low-income citizens, and much more. If the budget is deficient, fewer people receive state support for health insurance, so our emergency rooms get overcrowded and health costs rise. High school students don’t get the help they need to attend college. Families struggling to get ahead may instead fall further behind.

It’s time for all of us to join the chorus of voices from throughout Colorado in supporting Referenda C and D as a way to move Colorado forward and invest in the services that make Colorado a great place for people to live, work and play.

CAHSA’s lobbying firm, Mendez, Steadman & Associates, offers several suggestions for how you can show your support beyond a YES vote on both measures, including:

- Openly endorse the campaign by word, bumper stickers, or yard signs.
- Add a supportive “tag” to all your emails.
- Donate time or money to support the campaign.
- Write a letter to the editor of your local paper voicing support of C and D and what it means to you and your local community.

For more information on the campaign to support C and D, visit [www.VoteYesonC-D.com](http://www.VoteYesonC-D.com).

CAHSA is the Colorado affiliate of



American Association of Homes and Services for the Aging



Assisted Living Federation of America

Continued on page 6

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 yet another popular and successful event. Special thanks to all of our sponsors, players and volunteers who helped to make it a success. The first pictures are on the back page.

September is a time of acknowledgement and celebration for many of our members. This is the 11th year celebrating National Assisted Living Week. Beginning on Grandparent's Day, it is the week of September 11-17. The theme is "A Fair to Remember," to engage providers to enjoy a Fair atmosphere where time stands still and the main goal is to celebrate and share the fun with friends and family.

The following week, September 18-24, is National Adult Day Services Week. The theme this year is "Services, Integration, Community." Our Adult Day members have planned a program for their direct services staff on September 14 to honor their contribution to these quality programs, and to give staff an opportunity for self-renewal and education.

We encourage our Assisted Living and Adult Day Program members to use these celebrations as an opportunity to open your doors to the public and invite your community 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.

On a different subject, I reported in a recent "Week's Wirth" on the kick-off meeting of the SB 173 Advisory Committee held in mid-August. We are optimistic about the potential for real change as a result of the group's deliberations. The Colorado Health Institute was hired as the outside organization responsible for coordinating and facilitating the meetings, and providing the research and data needed for the committee members' review. While their final recommendations are not due until July of 2006, two progress reports will be presented in December of 2005 and April of 2006. These reports will be informative to the Department of Health Care Policy and Financing, as well as the Legislature, in identifying directions for future program and funding decisions for all Long Term Care Programs, including community-based and nursing homes. The committee members were appointed by the Governor, President of the Senate, and Speaker of the House. I am pleased to tell you that ten of the twenty-two appointments were recommended by CAHSA. For a list of CAHSA members appointed to the Advisory Committee, go to the People and Places section of this issue.

In this issue you will find another article about CAHSA Next. We are hoping to collect the names and email addresses of mid-level staff and those individuals who are new to the industry and/or your organization, so that we may extend to them a personal invitation encouraging them to get involved. Please send them to Karen@cahsa.org. Let us know of any individuals you would like us to include. 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 that 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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# Housing News

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## AAHSA Offers Conference on Fair Housing Principles and Practices for Marketing Professionals

Fair housing laws should be understood by all members of your staff. On September 12 from 3 p.m. to 4:30 p.m., AAHSA will hold a conference call on fair housing laws and practices. Experts Elaine Kaiser, RHP and Kimber Latsha, Esq. will lead the call and answer questions. Find out how fair housing laws affect your advertising and marketing efforts, learn the legal requirements regarding diverse representation in advertising, and discover key practices you can implement to reduce the risk of lawsuits. The cost is \$30 for AAHSA members and \$40 for nonmembers. For more information, contact Essie Charles, [echarles@aaahsa.org](mailto:echarles@aaahsa.org) or 888-508-9441. Download a registration form to mail at [http://www.aaahsa.org/edocuments/fair\\_housing\\_conf\\_reg.pdf](http://www.aaahsa.org/edocuments/fair_housing_conf_reg.pdf).

## Increase in Fair Housing Complaints

The "2005 State of Fair Housing Report" details HUD's efforts to promote fair housing across the nation. In FY 2004, HUD and its state and local partners received a combined 9,187 housing discrimination complaints. The most common complaints alleged discrimination based on race (38 percent) or disability (38 percent). Practices complained of most frequently were discrimination in the terms and conditions of sale or rental (57 percent), discriminatory refusal to rent (24 percent), or a refusal to make a reasonable accommodation (20 percent). The number of complaints filed in 2004 increased by more than a thousand. HUD believes much of the increase is due to outreach efforts educating individuals of their rights under fair housing laws. The full report can be found at [www.hud.gov/offices/fheo/enforcement/fhmreport05.pdf](http://www.hud.gov/offices/fheo/enforcement/fhmreport05.pdf).

# Nursing Home News

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## CMS Guides SNFs in the Medical Record Destruction

SNFs that receive a Comprehensive Error Rate Testing (CERT) request for medical records won't be able to use the excuse that the facility's dog ate the records. Under a new Medlearn Matters article from CMS, SNF management whose medical records are destroyed by disaster will have an out—but only if the reason the records no longer exist is valid. In Medlearn Matters SE0547, CMS defined natural and man-made disasters that reviewers of the CERT program would accept. Go to <http://www.hcpro.com/content/50613.cfm> to read the article in full.

## CMS Says Mandating Vaccines Key to Improvement

CMS announced that nursing homes will have to vaccinate their residents beginning this fall if they want to continue to receive Medicare or Medicaid funding. Residents can refuse vaccinations under the proposal. Federal health officials said they consulted with representatives of the American Health Care Association, the American Association of Homes and Services for the Aging, and the Centers for Disease Control and Prevention before making the decision to mandate vaccinations.

The goal is to reach a 90 percent vaccination level for nursing home residents. One federal study showed that in 1999, vaccination rates were just 65 percent for flu and 38 percent for pneumonia. The new rule also will encourage but not mandate more health care workers to become vaccinated. A study showed that last year, just 36 percent of the nursing home workforce was vaccinated. In January, CMS raised Medicare payments for vaccinations from \$8 to \$18 above the cost of the vaccine.

## SNFs can help residents with Part D

The government has released a new Medlearn Matters article for SNFs to help them assist their residents in signing up for the new Part D drug benefit. The benefit begins January 1, 2006. Providers can now order free posters and access ancillary materials about Medicare Part D by going to: [www.cms.hhs.gov/medlearn/drugcoverage.asp](http://www.cms.hhs.gov/medlearn/drugcoverage.asp).

## OIG Identifies Emerging SNF Operational Trends

In a recent report from the U.S. Department of Health and Human Services, Office of the Inspector General (OIG) titled "Emerging Practices: Nursing Homes," the OIG describes how nursing facilities are taking a variety of steps to improve operations as well as quality of life for residents. Although the review was limited, it showed changes in staffing, family involvement and operational adjustments that created better environments for residents. The OIG concluded that quality improvement programs are worthwhile and making a difference in the continuing improvement of quality of care. For a complete copy of the report go to: <http://www.oig.hhs.gov/oei/reports/oei-01-04-00070.pdf>.

# 5 Minutes with...

**Michael Fiorella**  
**West Coast Regional Sales Manager**  
**Summit Services Group**

## *A Business Partner*

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

Summit Services Group joined CAHSA in March of 2003.

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

Summit Services Group is very committed to the Colorado market—as a national service provider, it is critical that we stay connected to every geographic area where we operate. Participating in the annual CAHSA convention provides a terrific opportunity to introduce our services, meet CAHSA members and to learn specifically about their needs in the Colorado market.

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

Summit Services Group is a privately held company that offers cost-effective, non-medical support services to the long-term care industry. Because our sole focus is providing housekeeping, laundry and dining services, our effort is spent on developing and improving our systems while focusing on issues that might affect these services. We offer flexible programs and innovative management systems tailored to each facility's individual needs, including our exclusive, comprehensive "8 Step" and "Complete Room" processes.

### **What do you think is the biggest challenge for providers in relationship to your service/product?**

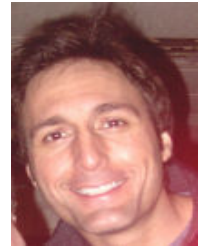
Probably the biggest challenge facing providers is how to control costs without compromising quality. Outsourcing housekeeping, laundry and dining functions can be a cost-effective option that enhances the quality of the home. As a contracted service company whose only business is providing housekeeping, laundry and dining services, Summit Services Group provides a more efficient and effective utilization of labor, coupled with the ability to purchase equipment and supplies at discounted rates. In addition, our expertise and constant monitoring of the long-term care industry gives us the distinct advantage of effectively responding to facilities' specific needs as well as providing systems that guarantee cost savings.

### **Who's your hero/heroine and why?**

As in life, a person we admire and/or look up to is forever changing. There is one person who I have eternal admiration and appreciation for...my mother. Although she passed almost ten years ago, her accomplishments and the triumphs she experienced throughout her life when facing adversity and hardships will forever remain embedded in my memory. I'm not referencing financial achievements, but her sincere and genuine nature as a person, mother and friend. Each and every day I try to apply what I've learned. Unfortunately, I always fall short by an inch or so. However, I strongly believe that this has helped me become successful in my personal life, and given me direction in my quest for professional gratification.

### **What do you do on your time away from work?**

I just recently relocated to San Francisco from New Orleans. I spend most of my time learning the dynamics of the city and taking in all of its beauty. In the evenings I enjoy relaxing at my favorite neighborhood café while sipping on an espresso and engaging in interesting conversations with some of the locals.



**Michael Fiorella**

# Get out there!

## *Tips for Gaining Exposure*

### **Navigating the Blogosphere**

In today's ever-changing culture, the buzzword on everyone's lips is blogs. Web logs, or blogs for short, are a hybrid of free-form journal entries, background information, industry news and updates, and promotion. Currently, there are around 9 million blogs on the Internet. Fast gaining international attention and increasing credibility, blogs represent an opportunity to reach a vast network of customers, existing and prospective.

But how could this communications development affect those in the health care industry? If executed properly, blogs have many potential benefits. Each month, almost 100 million people visit the Internet, and blogs are fast becoming Internet hot spots. Creating a company blog is an easy way to attract attention and garner interest. One of the premier advantages of implementing blogging as part of your company's Internet communication strategy is improved visibility and relationships with customers. Blogs demonstrate technological savvy, which is increasingly important in the computer age. In addition, blogs provide an occasion for instant feedback from the public as well as an arena to voice things that may not be covered by mainstream media.

For your blog to be successful, credibility is crucial. Despite the informal tone of blogs, it is important to use common sense. Consider the following:

- Do not disclose financial details.
- Refrain from talking about competitors.
- Avoid using vulgar language.
- Update frequently. Keeping your blog fresh will keep people interested and improve your blog's ranking by search engines.

First-time bloggers should investigate other successful blogs. In the health care industry, one of the top blogs is [http://matthewholt.typepad.com/the\\_health\\_care\\_blog](http://matthewholt.typepad.com/the_health_care_blog). Matthew Holt is a general health care consultant, and his blog is professional, credible and reliable. Because Holt has mastered the art of blogging, other bloggers have linked to his site, directing users to browse his site. This is the ultimate goal of blogging. Being linked to other blogs increases exposure and adds legitimacy to your blog. If you want to test the waters, there are several sites that offer free accounts, like blogger.com, and within minutes of setting up an account you are ready to start publishing.

Whether it's a fad or represents a new way to communicate with customers, blogs deserve at least a cursory look. It's time to get in on the ground floor of this new development. So Get Out There and we'll see you in the blogosphere!



**Russ DenBraber**  
Chair, Quality First

*Each month Russ DenBraber, chair of CAHSA's Quality First Task Force and Chief Executive Officer of Christian Living Communities, highlights examples of quality within CAHSA's membership.*

Shortly after I helped bestow CAHSA's Inaugural Quality First Awards at the annual conference in May, Alterra Healthcare Corporation Regional Director Tammy Minuhin approached me about presenting the philosophy of QF to her senior management team.

It turns out that several of Alterra's Executive Directors had attended the two-day event, including the QF awards ceremony, which piqued their interest in the initiative and whet their competitive appetites.

However, Alterra, which owns and operates 15 facilities in Colorado (12 assisted living, one independent living, and two memory care facilities), is a for-profit organization and AAHSA exclusively represents nonprofit providers.



**Tammy Minuhin**

Discussion between CAHSA's Executive Director Laura Landwirth and the staff at AAHSA regarding the possibility of CAHSA's for-profit providers signing the QF Covenant had been in the works since mid 2004. With Landwirth's help, special arrangements were made and AAHSA granted Alterra permission to join the QF movement. While Alterra's participation in QF won't formally be recognized by AAHSA, CAHSA certainly acknowledges the effort and commends the organization's dedication to achieve excellence in the quality of care and services provided to consumers.

After the hurdle was cleared, I accepted Minuhin's invitation and attended Alterra's June regional leadership meeting where I delivered a QF presentation to 15 executive directors from across the state. Immediately following, all 15 communities signed a specially modified version of AAHSA's QF Covenant—exclusively tailored to CAHSA's for-profit members—and as a collective team, pledged to maintain and promote ethical practices and the highest standards of quality.

According to Minuhin, Alterra was looking for a venue in which to showcase the positive things its individual buildings were doing. "Each of the buildings does things well and has so much to bring to the table," she said. While each building will focus on something different, Minuhin believes that Alterra's integrated strategic planning efforts are a wonderful opportunity to feed and push one another to focus on quality programming.

For example, the Alterra Wynwood at Ridge Point in Boulder has developed a successful in-house wellness program called RISE (Restoring Independence, Strength and Energy). A majority of the program's equipment was donated by a resident's family and a dedicated space has been converted into a gym/therapy room. Nearly 35 percent of the community's population participates in this unique program, which includes work with a full time occupational therapy trainer.

Additionally, the Alterra Clare Bridge of Highlands Ranch (memory care) has an outstanding life enrichment program, which has enhanced and lengthened the typical stay of residents from an average of 18 months to several who have thrived for more than four years. The program helps keep residents healthier and more active and it has been well received by resident families.

Some of Alterra's smaller buildings are looking into the possibility of adding the RISE program to their continuum of care, and others want to incorporate programs that work with veterans—ideas that were highlighted and awarded at CAHSA's conference.

To date, Minuhin hasn't received any formalized plans from the smaller buildings, but notes that the organization has set a goal that at least two of the 15 communities will be presented with a distinguished CAHSA QF award at next year's annual convention. Looks like this year's winners have some competition on their hands. We may even have to add a separate category for for-profit members. Let's see if we can't get some more to join the crusade.

Minuhin's advice for any for-profit organization looking to get involved with QF: "They shouldn't hesitate. It's a good way to get people energized and motivated to really focus on some quality programming instead of the day-in-and-day-out routines that every assisted living has."

## Assisted Living/ALFA News

### Dramatic Growth in Assisted Living

A new *Journal of Gerontology* study found that the number of assisted living facilities has grown by 57 percent since 1991. The study also found that these facilities have nearly doubled their capacity in the past 14 years. Now it is estimated that 35 per 10,000 people studied lives in an assisted living facility. Researchers concluded that this growth may be related to increasing licensing rates and the conversion of nursing homes to assisted living facilities.

### National Assisted Living Services Week

National Assisted Living Week is September 11-17. This year's theme is "A Fair to Remember." Is your community planning any special activities? CAHSA would love to hear about and receive original photos of your special events! Send summaries, photos and media coverage to: [cahsanews@comcast.net](mailto:cahsanews@comcast.net) or fax information to 303-474-3025.

### Proclamation

CAHSA's public relations firm is working with the Governor's office to declare September 11-17 [Colorado Assisted Living Services Week](#).

### Consumer Reports Assisted Living Report Available Online

*Consumer Reports* conducted a three month investigative report on assisted living that includes information on the largest providers, the differences in communities, payment, even how to find an assisted living community in your area. If you missed the articles, you can still read them online at: <http://www.consumerreports.org/main/home.jsp>.

# Adult Day News

## Adult Day Volunteer Sites Needed

AAHSA/NADSA is looking for Adult Day Service sites to host community outreach events to identify low income individuals who are eligible for the subsidy program for the Medicare prescription drug benefit. This important program will allow these individuals to receive their prescription medications at virtually no cost. AAHSA/NADSA was asked by Health and Human Services (HHS) and the Social Security Administration (SSA) to provide venues for their outreach efforts. To assist those ADS programs that want to host an event, AAHSA/NADSA has developed a template for implementing the event, from initial marketing to finding volunteers and triaging the actual event. SSA will send staff to explain the subsidy program and to assist with filling out forms. To volunteer or for more information, contact Linda Velgouse at [lvelgouse@aahsa.org](mailto:lvelgouse@aahsa.org), or 202-508-9443.

## National Adult Day Services Week

National Adult Day Services Week is September 18-24. This year's theme is "Services, Integration, Community." Is your community planning any special activities? CAHSA would love to hear about and receive original photos of your special events! Send summaries, photos and media coverage to: [cahsanews@comcast.net](mailto:cahsanews@comcast.net) or fax information to 303-474-3025.

## Proclamation

CAHSA's public relations firm is working with the Governor's office to declare September 18-24 Colorado Adult Day Services Week.

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*Of Interest  
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## I'm Next...

The CAHSA Next planning committee met with Laura Landwirth last month to begin developing the structure of the group, outlining the mission and goals and planning some fun-filled events.

For those unfamiliar with the exciting new initiative taking place within CAHSA, CAHSA Next is a community of senior housing and services professionals in the early and middle phases of their careers interested in exchanging ideas and information, socializing, and developing their careers through networking, leadership, and mentor opportunities. The goals of CAHSA Next include educating younger and newer members of CAHSA so they can understand the benefits that the association offers as a whole, and encouraging active participation among members through various activities and forums, including regional "get-togethers" and educational sessions with industry peers and veterans.

The first official CAHSA Next kick-off event is a meet-and-greet breakfast and educational session with Laura Landwirth on Wednesday, October 12, from 7:30 a.m. to 9 a.m. at Holly Creek Retirement Community in Denver. If this sounds like something you're interested in attending or if you have staff members that you think would benefit from joining this group, please let us know. Send contact information to Karen Simmering at [Karen@cahsa.org](mailto:Karen@cahsa.org) or call 303-837-8834.

## Termination of the HIPAA contingency

Effective October 1, the Centers for Medicare & Medicaid Services (CMS) will terminate the HIPAA contingency plan for incoming claims. Medicare claims processing contractors will return incoming claims submitted in a non-HIPAA compliant format. View the press release at [www.cms.hhs.gov/media/press/release.asp?Counter=1528](http://www.cms.hhs.gov/media/press/release.asp?Counter=1528) on the CMS web site.

## Vigorous Activity May Lessen Arthritis Disability

Lack of regular, vigorous physical activity almost doubles an arthritis patient's odds for functional decline and eventual disability in basic daily tasks, according to a study from the Feinberg School of Medicine and Rehabilitation Institute of Chicago. Researchers analyzed data from 5,715 adults aged 65+ with arthritis. At baseline, 19.7 percent of the population had functional limitations. Over the next two years, 13.6 percent experienced a measurable decline in functional abilities, such as preparing hot meals, shopping for groceries, making telephone calls, taking medications and managing money, as well as such basic tasks as walking across a room, dressing, bathing, eating, using the toilet and transferring from a bed. Lack of regular vigorous physical activity (64 percent) was the most prevalent risk factor. Other predictors of decline included older age, cognitive impairment, depression, diabetes, physical limitations, no alcohol use, stroke and vision impairment. Study results also showed that functional decline occurred most frequently in women (15 percent), Hispanics (18 percent), and African-Americans (18.7 percent). The researchers estimated that if all the participants had regularly engaged in exercise or physical activity, functional decline could have been reduced by as much as 32 percent.

-Source: *The NCALA Advisor*, 2<sup>nd</sup> Quarter, 2004

## New Technology Helps Seniors Continue Living on Their Own

The "House of the Future," a model house on display in Lisbon's Museum of Communications, features the latest technology aimed at helping seniors and people with disabilities live independently. The home occupies about 1,600 square feet of the museum and features items made by multinationals as well as prototypes still in development by local universities. Solutions range from the simple, like a telephone with easy-to-read extra-large buttons, to the high-tech, such as a talking kitchen scale. Other technologies include a computer which transforms text into a digital voice, a vacuum cleaner which works by itself, fingerprint scans which open doors, and several voice-activated appliances. The house features ramps instead of stairs as well, and has no doors separating rooms to make it easy for people to get around. Learn more at [www.sify.com/news/fullstory.php?id=13814](http://www.sify.com/news/fullstory.php?id=13814).

## Insights on Leadership

Each month we will profile a CAHSA member and learn their Insights on Leadership. This month, we talked to members who attended the recent AAHSA Good to Great Leadership Summit in Denver with leadership guru and *Good to Great* author Jim Collins. Here's what they had to say....

### **What did Collins say about leadership that caught your attention?**

**Jane Yeager, director of transportation services, Seniors' Resource Center:**

How important staff and personnel are. You have to have the right people in order to create a solid foundation and be able to adapt to whatever comes your way.

**Jeffrey R. Trout, CFO, Christian Living Communities:**

Collins emphasized the issue of having the right person in the right place, and how it is crucial to have great people in key positions. Also, he stressed that leaders hold people accountable.

**Vickie Wickhorst, sales director, EverCare:**

Leadership rests on good communication skills that make clear linkages to the overall company message.

### **Do you think you will be able to include his ideas into your own organization?**

**(JY):** Absolutely. Seniors' Resource Center is currently using Collins' guidelines as a model for successful business.

**(JT):** Yes. Christian Living Communities is starting to delve into the area of leadership and we will be able to implement appropriate concepts like accountability into what we're already doing.

**(VW):** Yes. Many of the staff at EverCare have already read his book. He really brings back the common sense fundamentals that businesses sometimes stray from, namely staying true to your core mission and values.

### **Why is it essential that aging services providers implement proven business disciplines that yield sustained "great" results?**

**(JY):** The need for reliable results is a result of the huge doubling and even tripling of the aging population. Sustained results are extremely important during this time of scarce resources. As Americans continue to age, it is critical that aging services providers be able to grow and reliably support the elderly.

**(JT):** The idea of implementing proven business disciplines isn't unique to aging services; it is key to survival in any industry. The focus should be on how to become better. Constant questioning of how things can be improved is an important part of leadership and success. Don't be satisfied with the status quo.

**(VW):** It's important for businesses in all sectors to examine what makes them unique. It is this uniqueness that should drive your business model. I believe that the most fundamental business discipline is to stay focused on the right values.

### **Collins believes a great organization adheres to core values. What are your organization's core values?**

**(JY):** Good stewardship of finances, respect and integrity.

**(JT):** To treat residents with respect, compassion and dignity in an environment of Christian love.

**(VW):** To make a difference in the lives of chronically ill individuals by navigating the health care system for them and improving their quality of life.

### **As a leader, what is your long-term plan to lead your organization from "good to great?"**

**(JY):** We will continue with the collaborative process, and focus on person-centered coordinated care.

**(JT):** We will keep the focus on what we do, and how we can do it better. Keep setting reasonable goals and concentrate on improving year after year.

**(VW):** The key is for every decision to relate back to the reason for the company's existence. Profits will follow prudent decisions. Remain true to the core values of WHY you're in the industry, which is to serve the elderly.

# People & Places

## Submit Content to CAHSA Connecting

We continually solicit members for column participation and content. Send press releases, administrative changes, awards and event announcements our way! Email submissions to [cahsanews@comcast.net](mailto: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.

CAHSA is pleased to announce that the following members have been appointed to the SB173 Long-Term Care Services Advisory Committee. Members appointed include:

- **Ann Olson**, Total Longterm Care
- **Carolyn Stahl**, HealthONE Alliance Adult Day Center
- **Dan Stenersen**, Shalom Park
- **Dean Painter**, Eaton Senior Programs
- **John Zabawa**, Seniors' Resource Center
- **Vennita Jenkins**, The Granville Assisted Living Center



Carolyn Mickey

There will be a going-away reception for **Carolyn Mickey** on Tuesday, September 13, from 3:30 p.m. to 6:30 p.m. at **Eben Ezer Lutheran Care Center** in the Sister Anna Paulson Activity Center. Call 970-842-2861 for directions.

Congratulations to **Golden West Senior Residence's** Executive Director and CAHSA's past president **John Torres**, who will be the recipient of AAHSA's 2005 Dr. Herbert Shore Outstanding Mentor Award at the AAHSA annual conference in November. Way to go, John!



John Torres

**Frasier Meadows Retirement Community** announced the appointment of **Lynn Collins O'Connor** as the new Chief Executive Officer.

Lynn was president and CEO of Washington Home & Community Hospices in Washington, D.C. She worked also as the executive director of Asbury Methodist Village in Gaithersburg, MD. Lynn brings more than 25 years of professional experience leading organizations that provide homes and services for seniors to work for Frasier Meadows. Welcome Lynn!

In honor of National Assisted Living Week, **The Granville Assisted Living Center** will host a "Festival of Friends" on Saturday, September 17, from 11 a.m. to 3 p.m. complete with a cake walk, bingo, fishing, bowling, a ring toss, horseshoes, and more. Food/refreshments will be served. This fun-filled event is free and open to seniors in the community as well as residents from other CAHSA member facilities. The Granville is located at 1325 Vance Street in Lakewood. For more information, contact **Vennita Jenkins**, administrator, at 303-274-4400.

**Dana Olson** of **Volunteers of America** was quoted in the July issue of *Housing for Seniors Report*. Dana was interviewed for an article highlighting her recent testimony for a Senate Banking Committee on the proposed Meeting the Housing & Service Needs of Seniors Act.

**Christian Living Communities-University Hills** is pleased to announce the appointment of **Buryl Mellema** as facilities services director and **Marybeth Bastian** as director of nursing. Welcome!

**Lancaster Pollard** helped secure funding for The Meadows, an Ohio-based senior apartment community, by submitting the first application of the Department of Housing and Urban Development's Notice 04-21. The HUD Notice changed the way senior housing community owners determine how much they can borrow to renovate or reposition their properties. Passage of this notice, which was urged on by groups like AAHSA, has opened the door for 4,000+ senior apartment communities to pursue funding for modernization and preservation of their affordable properties.



Nancy Jarrell

**Kentucky Circle Village** is pleased to announce the appointments of **Lynette Haynes-Byrd** as administrative assistant and **Nancy Jarrell** as marketing consultant.

The **Colorado Dietary Manager's Association** will hold its annual Fall Conference in conjunction with the Wyoming DMA at the Holiday Inn in Cheyenne, WY, September 8-10. Approximately 12-13 CEU hours are available for Certified Dietary Managers. New officers will be installed for the Colorado chapter, including **Sharon Carroll**, president, **Peter Stygar**, president-elect, **Andrea Munn**, secretary, and **Diane Good**, treasurer. Anyone is invited and guests do not have to be a CDM. Speakers will be interesting to

all and Therapy Dogs, Inc. will conclude the presentation on Friday. Wednesday night is a hosted bar and Thursday after the awards and officer installation, there will be a Colorado hospitality suite. For more information, email Sharon Carroll at [sharon.carroll@hotmail.com](mailto:sharon.carroll@hotmail.com).

**Christian Living Communities** celebrated the grand opening of its new continuing care retirement community, **Holly Creek**, on July 21. Over 300 guests filled the 200,000 square foot town center, which features two restaurants, spa, indoor/outdoor pool, beauty salon, fitness center, library, chapel and original artwork by local artists. Pictures from the grand opening celebration and CLC staff, including executive director **Camille Thompson** and CEO **Russ DenBraber** were featured in *The Villager*.



Holly Creek's Grand Opening



John Zabawa

Congratulations to **Seniors' Resource Center's** executive director and CAHSA board president, **John Zabawa**, who has been appointed to three pivotal state and national committees that address imperative aging issues, including the aforementioned SB173 Long-Term Care Services Advisory Committee. In July, Colorado Governor Bill Owens established the Interagency Coordinating Council for Transportation Access and Mobility. Zabawa was appointed to the Council, which will be responsible for examining how to achieve an efficient and coordinated human service transportation system that meets the needs of transit-dependent individuals, more fully coordinates services, shares resources, and blends funding streams wherever possible. At the national level, Colorado Congressman Bob Beauprez (District 7) appointed Zabawa as his delegate to the White House Conference on Aging in Washington, D.C. One of eighteen delegates from Colorado, Zabawa has worked diligently at the state's regional and state-wide conferences to organize and prioritize the needs of the state's older adults. The December conference occurs once every 10 years and has produced recommendations for important senior legislation.

**Beatrice Hover Assisted Living Center** resident **Mary Dakan** celebrated her 100<sup>th</sup> birthday on August 8. About 100 guests, including friends and family, attended the event held in the party room at the community. A story entitled "Perfect 100" and a photo of Mary appeared in the *Longmont Times-Call*.

Continued on page 9

# Design Matters



by William Brummett  
President, William Brummett Architects

## Project Delivery

There's a saying in the building industry: "There are three aspects to building projects—design, schedule and cost—and if you're a genius, you'll get two of the three the way you want them."

A successful building project involves many factors, the key being one's approach to project delivery. There are different building methods to choose from when planning a project. The three most common include design/bid/build, design/build and negotiated contract. Each has its pros and cons in terms of contractual arrangement, problem-solving, and in simple terms, who's in charge. Owners should understand and explore these different approaches and choose the one that best meets their needs.

Design/bid/build is the method that first comes to mind when considering building, and until recently, was the primary approach used. In this approach, the owner consults with an architect/design professional to produce plans and specifications. Once documents are complete, the project is put out to bid by general contractors. Once the owner selects a general contractor, construction begins. The owner has a contract with the architect and a separate but coordinated contract with the general contractor. The advantage here is that it can create the most competitive construction bidding environment (assuming all bids are comparable). Additionally, it maintains the ideal "triangular" relationship between owner-architect-contractor, such that architect and general contractor are not contractually related. The value of this cannot be over-emphasized. By maintaining this triangular relationship during construction, the owner has a legally binding advocate in the architect concerning design, cost and change issues. The drawbacks to this approach are that the general contractor is not engaged during the design process and therefore not familiar with the project until time of bidding. This can lead to increased bidding mistakes, and the cost estimating during design may be less exact.

The key component of the design/build method makes one source responsible for the project's design and construction, and usually consists of a team of construction and design professionals led by a general contractor. The owner typically has a contract with the general contractor and

the architect is a sub-contractor under the general contractor. The advantage here is increased cost control during design, which often appears attractive to the owner. The drawbacks are a less-competitive bidding environment, but most importantly, the erosion of the ideal triangular contractual arrangement. In this approach, the contractor is the architect's boss, which can compromise the architect's ability to independently represent the design and cost interests of the owner. It is for this reason that I typically do not recommend a design/build approach.

Negotiated Contract involves engaging a general contractor from the project's start, but contracting separately with the architect and the general contractor. Often in this approach, around the point of completion of schematic design, a select list of contractors will be solicited to cost estimate the project competitively, and one will be selected to continue the estimating throughout the remainder of the design phases and eventually a hard construction bid will be negotiated and a contract between the owner and contractor will be made. The drawback is a slightly less competitive bidding environment. The advantages here are cost control throughout the entire design process and, since the architect and contractor have no agreement between them, the preservation of the ideal triangular relationship. The architect can freely represent the owner during construction.

No matter which type of project delivery is taken, the right mindset about the nature of design and construction is key. The process is imperfect; it evolves over a long period of time and can consume resources (time, money, energy) at an exponential rate. While some things can be managed, anticipated and planned, some cannot. Working from a true team approach where all team members (owner, design team, contractor) are valued participants in the solution-finding process is paramount. Having realistic expectations about schedule and cost, including appropriate contingencies for each, affords the necessary flexibility to respond to changes that occur despite everyone's best efforts to contain them. Keeping the focus on the big vision and purpose helps put the small issues in perspective.

### People and Places Continued from page 8

An article celebrating the reopening of the newly remodeled **Developmental Pathways Senior Center** in Littleton ran in *The Villager*. The article mentioned Adult Day Care Program Manager **Angie Pilkington**, and featured a photograph of **Daniel L. Cohrs**, associate executive director/CFO of Developmental Pathways with the Arapahoe County Commissioner and members of the Arapahoe County Housing and Community Development Services, who approved \$60,000 in County Community Development Block grant funds for the facility's improvements.

**Marycrest Assisted Living** announced the appointment of new Resident Services Director **Mike Maschka**. Mike brings extensive experience in assisted living and management to work for Marycrest. Mike can be reached at the Serenity building at 303-433-0282, and at the Harmony building at 303-433-0906. Welcome Mike!

**Barbara Borkan** announced that **Eastern Star-Masonic Retirement Community's** First Annual Block Party & Senior Resource Fair was a huge success! Barbara extends her thanks to the 24 vendors, 10 health care screeners and guests who joined in this charter event. Initial feedback... "Impeccable organization," "good flow of people," "great networking," "exceptionally helpful staff and volunteers," "convenient parking," "I'll be there next year." Barbara will be sending out information in November about the Second Annual event and hopes more CASHA members will participate. For more information, contact Barbara at 303-756-9489 or [bbesmrca@aol.com](mailto:bbesmrca@aol.com).

New member announcements for **Polaris Group** and the **Colorado Dietary Managers' Association** ran in the *Rocky Mountain News*: [http://www.rockymountainnews.com/drmn/business/article/0,1299,DRMN\\_4\\_3995962,00.html](http://www.rockymountainnews.com/drmn/business/article/0,1299,DRMN_4_3995962,00.html).

# Resources

Experts from the Alzheimer's Association will visit **Kentucky Circle Village**, 4901 E. Kentucky Circle, Denver, on Wednesday, September 19, at 1:30 p.m. for a workshop titled "Maintain Your Brain." The presentation will highlight ways to be fit from the neck up and discuss how to attain optimum brain health. The educational program is free and open to the public. For more information, call administrator Ann Lane at 303-756-5218.

*(This is a follow-up to KCV's "Steps To Healthy Aging" program, which began in January 2005, and is overseen and funded by the Colorado Department of Public Health and Environment. Check out the April 2005 issue of **CAHSA Connecting** for more information on this pilot program that focuses on improving eating habits and increasing physical activity among older adults.)*

## **Eaton Senior Programs and Wellspring Senior Foundation's 2005 Speaker Series**

Eaton Senior Programs and Wellspring Senior Foundation's 2005 Speaker Series is coming to an end. Presentations take place the fourth Wednesday of each month in the Centrum room at Eaton Senior Programs, 323 S. Eaton St. Lakewood. Light refreshments begin at 6 p.m. and speakers present at 6:30 p.m. For more information, call 303-937-5107 or 303-937-3000.

- **September 28, 2005**—Healthy Eating for Mature Adults, Jennifer Musser, R.D., HDS Food Services
- **October 26, 2005**—Sleep and Aging, Quint Scott, Centura Sleep Lab

## **Elder Cohousing "Getting Started" Workshops Conclude**

Zev Paiss and Neshama Abraham, a husband and wife professional consulting team, will offer a "Getting Started" Workshop to introduce the Elder Cohousing development process and to support the emerging industry. The third and final workshop takes place September 23-25 at the St. Julien Hotel and Spa in downtown Boulder. The workshop is designed for builders and developers, architects, aging and health care specialists, and elders who are wanting to become familiar with the cohousing development process and learn how to create these innovative environmental neighborhoods. Costs are as follows: individuals: \$250 (\$225 for Elder Cohousing Members); additional group members: \$200; and professionals in elder care or building industries: \$495. For more information, visit: <http://www.ElderCohousing.org>, email [Zpaiss@comcast.net](mailto:Zpaiss@comcast.net) or call 303-413-8066.

## **Personal Health Records Available Online**

Medem, founded in 1999 by the American Medical Association and six other medical societies, recently launched a no-cost, Internet-based personal health record called iHealthRecord that people can use to log and organize their personal medical information. Users will need a password to access the record online and can provide the password to doctors or family members for use in an emergency. For more information, go to: [www.ihealthrecord.com](http://www.ihealthrecord.com).

## **New Grants To Help Families in 19 States Find Needed Long-Term Care Services**

CMS and the Administration on Aging (AoA) announced \$15 million in grants to 19 states to create a single source of information and assistance (Aging and Disability Resource Centers) to help families navigate the long-term care services available in their communities. Colorado is one of the 19 states.

The Aging and Disability Resource Center (ADRC) grants are part of the New Freedom Initiative, an administration effort to help overcome barriers to community living for the elderly and disabled. The ADRC grants are jointly administered by CMS and HHS' Administration on Aging. Altogether, 43 states have received the three-year grants with awards of up to \$800,000. For more information, visit the AoA web site at: <http://www.aoa.gov>, the CMS web site at: [www.cms.hhs.gov/newfreedom/default.asp](http://www.cms.hhs.gov/newfreedom/default.asp) or the Aging and Disability Resource Center Technical Assistance Exchange at: [www.adrc-tae.org](http://www.adrc-tae.org).

# Did You Know?

## **Caregiving Costs Americans \$257 Billion Annually, Study Finds**

The value of caregiving to society is estimated at \$257 billion annually, with many Americans holding a "second job" as caregiver, according to a new study by the National Alliance for Caregiving and AARP, and funded by the MetLife Foundation. A key finding of the 44-page executive summary, *Caregiving in the U.S.*, is that responsibilities of caregiving can create long-term problems in the workplace – a growing concern as the population ages and there are more instances of people living with debilitating conditions like cancer, stroke and Alzheimer's. The survey counts 44.4 million people as caregivers – those who provide unpaid care to another adult. Fifty-nine percent of these caregivers either work, or have worked, while providing care. Sixty-two percent made adjustments to their work life by taking time away or leaving their jobs entirely.

Some key highlights of the report include:

- Almost 39 percent of caregivers are men, and 60 percent of them are working full-time.
- The typical caregiver is a 46-year-old woman with some college education who works and spends more than 20 hours per week caring for her mother.
- Eighty-three percent of caregivers say they assist relatives.
- Among caregivers who care for someone other than a spouse, the most burdened caregivers say they make an average monthly financial contribution of \$347.
- Almost 17 percent of caregivers say they provide 40 or more hours of care per week.
- The average length of care is 4.3 years, but three in 10 caregivers provide more than five years.
- Caregivers age 50 and older, who tend to care for mothers and grandmothers, are among those most likely to have provided care for 20 years or more.

To download a complete copy of the report, visit the National Alliance for Caregiving web site at: [www.caregiving.org](http://www.caregiving.org).

# Classifieds

**Part-Time Social Services Coordinator** - This position requires a caring, upbeat, organized professional who enjoys working with older adults in an independent and assisted living senior housing complex. Responsibilities include: participating on the Care Consultation Team, reviewing and updating care plans, implementing policies and procedures to assess and identify residents' social and emotional needs, and serving as community social services advocate. The position requires flexibility, organization, problem solving skills, and effective oral and written communication skills. A bachelor's degree from an approved school of Social Work is preferred as well as two years of work experience. Please contact Eaton Senior Programs, Inc., Phone (303) 937-5074, Fax (303) 937-3090, E-mail: dforwood@eatonterrace.org.



**President/CEO.** Total Longterm Care, Inc. (Denver), Colorado's PACE—Program of All-Inclusive Care for the Elderly—provider. Must demonstrate strong leadership credentials in: health care, long term care and/or managed care; collaborative/value-based management style; interpersonal relations; innovation/creativity in strategic planning/visioning; organizational culture sensitivity/development; governmental/other community agency relations; and not-for-profit experience. Submit resume and 5 professional references to: [ExecutiveSearch@totallongtermcare.org](mailto:ExecutiveSearch@totallongtermcare.org) Deadline: September 15, 2005

**Residence Manager – Assisted Living, Heritage Club at Aurora** - This position is responsible for ensuring that the programs and services delivered are consistent with ARC's philosophy of Assisted Living and management of daily operations. Supervise and direct the work activity of the employees. Create and maintain a high level of resident and employee satisfaction. Specific responsibilities include: ensuring continuity and consistency in delivery and quality of services, hire and supervise employees, ensuring adequate staffing,

participate in sales and marketing activities, conduct pre-residency evaluations of all prospective residents to ensure they meet the criteria established by state regulations and ARC operating standards, implement approaches and services to maintain or enhance resident independence, maintain high degree of resident satisfaction at all times, implement programs and changes to enhance resident satisfaction, and maintain and upgrade knowledge and implementation of standards and requirements specified by federal and state laws. We seek the following qualifications: two years' minimum experience in managing a senior living residence or comparable experience in the senior living industry, State Assisted Living Certification or ability to become certified within six months, degree in healthcare, gerontology, business or related field, health management background supporting ability to read and interpret financial statements and manage a budget, work history supporting ability to hire, direct and manage associates. Apply online at: [www.careersincaring.com](http://www.careersincaring.com) or email resume to [employment@arclp.com](mailto:employment@arclp.com) (Acceptable resume formats include: MS Word, HTML, Text, or RTF). For email responses/resumes, please include the job number in the subject line of the email: **RMaCO14July05**.

**Position Wanted: Nursing Home/Assisted Living Administrator** My wife and I have recently relocated to Superior, Colorado and I am in the process of seeking and evaluating employment opportunities. I am immediately available for interview and employment. As the most recent President/CEO of a religious-sponsored, mission-driven 501(c)3 comprehensive senior living community including independent living, assisted living, memory care, and long term care, and the licensed administrator of a 191-bed skilled nursing facility, I am confident of my long-term care leadership abilities. Additionally, I have over eighteen years of progressively responsible experience in all aspects of healthcare operational management. This has included hands-on managerial experience in outpatient clinical care, inpatient hospital care, long term skilled nursing care, and comprehensive senior living care. While I believe my exceptional business, regulatory and financial management skills in healthcare and human services are valuable, it is my sincere interest in working with the senior population that is driving my career decision. **I am currently licensed in the State of Colorado as a Nursing Home Administrator-License #2072.** I would be interested in speaking with you regarding any opportunities you may be aware of and ask that you contact me at your convenience at 303-746-6191 or via email at [gospo2005@comcast.net](mailto:gospo2005@comcast.net). Complete CV and references available.

**Manager** for program providing personal care & homemaking to older adults and disabled persons in their homes. Team player with history of successfully managing quality services and a high level of responsibility. Minimum three years comprehensive experience including strategic planning, staff supervision, marketing, budget management, evaluation & direction of service delivery. Must have initiative, be effective & efficient, have excellent interpersonal skills & a proven history of working effectively with government & community entities. Min. 2 yrs prior exp with in-home based care. Comprehensive record-management experience required. Ability to speak Spanish a plus. **Must have valid Colorado RN or LPN license.** Must have own means of transportation for conducting home visits. Clear background and suitable MVR required. Limited weekend & evening work required. Full time with benefits. Resume to: Seniors' Resource Center, 3227 Chase Street, Denver, CO 80212. EOE.

Do you have a caring heart for older Americans? If yes, we have the place for you! **American Retirement Corporation (ARC)** owns and operates some of the most beautiful assisted living communities in the industry characterized by upscale living, traditional home-like environments and excellent care associates. We are a leader in our industry and have been in operation since 1978. If you want a rewarding career enhancing the lives of others, we invite you to consider American Retirement Corporation. Learn more about ARC at <http://www.arclp.com/> or go to <http://www.careersincaring.com/> for a complete listing of our career opportunities.

**Cherry Oaks Senior Community** - This is a wonderful opportunity for a person with senior living experience to work in a hospitality environment catered to seniors. The community has 151 apartments with twenty five percent of the residents on our Assisted Living program. The Managing Director will support and supervise other department managers in the operations of sales and marketing, food service, housekeeping, maintenance, activities, human resources and administration. The director will be responsible for management of the budget and perform ongoing financial analysis. The Director will assist the nurse in the coordination and close oversight of the Assisted Living Program including assisting in coverage as needed. A nursing background is desired, but not required. The Director should also have a knowledge base of the operations of sales and marketing in the senior living field and feel comfortable providing strong support to the sales department. Familiarity with the local senior housing market is a plus. This position provides hands on support to all departments as needed. Cherry Oaks will provide both a challenging and rewarding experience. The focus as with any community of this type is to provide high quality care and customer service while maintaining expenses and occupancy. A strong focus currently is on support to the sales and marketing department at Cherry Oaks and therefore will need a dynamic individual that can genuinely and effectively market and sell the community to others. There is a great management team in place that works hard and is looking for a new director to inspire, motivate and support them in making Cherry Oaks the premier retirement community in Denver. Send resume to [kpate@cherryoaks.net](mailto:kpate@cherryoaks.net).

**Medication Coordinator** - Eaton Senior Programs, Inc. a Senior Housing Facility is seeking an energetic, compassionate, team oriented individual for the position of Medication Coordinator. This person will be responsible for the oversight and administration of the Assisted Living Medication Program. Requirements: QMAP (Qualified Medication Administration Person); knowledge of State & Federal regulations governing the medication program; detailed oriented individual with strong organization and communication skills; ability to interact with residents, staff, doctors & family members; and possess a passion for working with older adults. Please contact Eaton Senior Programs, Inc. Phone: 303 937-5074 Fax: 303 937-3090 e-mail: [dforwood@eatonterrace.org](mailto:dforwood@eatonterrace.org).

# The CAHSA Calendar

Sept. 14      **Front Line Staff Enrichment Day**  
Aurora Public Library

Sept. 21      **Adult Day Interest Group Meeting**  
Life at the Bluffs, Colorado Springs



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

## SPECIAL EVENTS

### Mendez Steadman & Associates Fundraiser for Referenda C&D

Dates:              Thursday, September 8 - Denver  
                          Wednesday, September 14 - Fort Collins  
                          Tuesday, September 20 - Grand Junction  
                          Thursday, September 22 - Pueblo

*See attached memo for more information.*



A great day for golf!!

