

## State News

### CAHSA's 2003 Annual Conference Offers More Education Than Ever Before

CAHSA is pleased to announce our best line-up ever for our Annual Conference and Exhibition on May 15-16, 2003 at the Vail Marriott Mountain Resort in Vail, Colorado. Join your colleagues for the biggest educational event of the year with nationally acclaimed speakers, innovative ideas, networking opportunities, and a jam-packed trade show. This year's conference theme is "Creating CommUnity," and you and your staff will have many opportunities to attend sessions on best practices and ways to create community in local long-term care communities.

We've worked hard to create a conference program that will empower you with the knowledge and skills you and your staff need to fulfill your personal and organizational missions. We hope you will take advantage of our special super saver "facility rate" to bring your staff for a learning experience they will never forget.

Your conference brochure will be mailed during the first week in February, and it will also be available on our website at [www.cahsa.org](http://www.cahsa.org) or through our office.

Here are just a **few** highlights of the 2003 program:

- Targeted programming for executives, social services staff, food services staff, community relations staff, fiscal staff, activities staff, and more;
- Outstanding sessions on wellness, working with residents who are visually impaired, assessing mental health and sleep disorders, and embracing cultural diversity;
- A LIVE multi-sensory room at the conference, and learn about the benefits multi-sensory therapy can have on your residents and clients;
- Three special sessions on Alzheimer's that everyone can benefit from!
- National speaker Dr. Margaret Wyld, featured

luncheon keynote speaker on May 15, will present "Times They Are A-Changing: Independent Living Units of Today ~ Are They the Alzheimer's Care Centers of Tomorrow?"

May 16 luncheon keynote Dr. Paul Willging, ALFA President, who will speak on "Long Term Care and ALFA: Where We've Been, Where We're Going";

- Marketing experts from around the country who will share their insights;
- Presentations by Dr. Paul Bell, director of the CSU Center on Aging, Joe Brady, head of the DU Center on Aging, Michelle Bowman, RN, director of the Senior Wellness Program at Longmont United Hospital, and Megan Carnarius, executive director of Balfour Cherrywood Village;
- Leadership and board development programs, including a session on how to create a strategic/visionary board and another on succession planning;
- The AAHSA award-winning program on innovative approaches to employee recruitment and retention from a nursing home administrator from South Hutchinson, Kansas, and about how their community underwent a culture change as well!
- Visit the All-American CAHSA trade show. More than 50 booths in the exhibit hall displaying the latest products, services, and technology;
- Casino night, which promises to be **at least** as fun as last year's Casino Night, and offers great door prizes!
- And lots of opportunities to talk with your peers. Register by April 15 to take advantage of the early bird rates for you and your staff. We look forward to seeing you in Vail. If you have any questions, please contact Melanie Roth or Karen Simmering at CAHSA, 303/837-8834.

## Inside

5 Minutes With...	5
AAHSA News	11
Adult Day News	10
ALFA News	8
Assisted Living News	8
Best Practices	4
CAHSA Calendar	13
Classifieds	12
CCRC News	4
Executive Update	2
Get Out There!	5
Housing News	7
National News	3
Nursing Home News	9
Resources	12
People & Places	11
State News	1

CAHSA is the Colorado affiliate of



American Association of Homes and Services for the Aging



Assisted Living Federation of America

### Get Involved in CAHSA's Education Action Team

Here's a great opportunity for you to get involved in *your* association. CAHSA is looking for a group of members to serve on our Education Action Team. We anticipate that, as part of this team, you'll meet three times, review our current education strategy, and make recommendations to the board of directors regarding any changes you'd like to see implemented. If you would like to get involved in CAHSA, this is a wonderful way to start. Please contact CAHSA's Melanie Roth by February 21st at 303/837-8834 (or email [Melanie@cahsa.org](mailto:Melanie@cahsa.org)). We will get back to you about a meeting date.

# Executive Update

Late last spring two major activities began that most likely will have a major impact on the future of senior housing and aging services in Colorado. One of those activities, balancing the state budget, has been reported widely in the media and in CAHSA's communications. The messages have all been pretty negative. Amidst all of the gloom and doom, the other activity has slowly gained momentum to become a beacon of light in this budget deficit darkness.

This second activity has some very forward thinking and "pioneering" individuals who have been meeting monthly to talk about things like "systems change" and "transformation of aging." These individuals include nursing home and assisted living staff, ombudsman, surveyors, business people and association staff. They have come together to form the Colorado Culture Change Coalition (CCCC). Inspired by a workshop CAHSA co-sponsored last year on The Pioneer Network, the coalition's mission is to transform culture throughout the long term care continuum by affirming the dignity and value of each individual living and working in these settings. The coalition has three goals: strengthen collaborative partnerships with regulatory agencies; establish a statewide network of culture change resources; and identify and work to change issues that undermine the delivery of care. The Colorado group is part of a national movement spearheaded by The Pioneer Network whose aim is to transform the culture of aging in America. If the individuals in Colorado are any example of the enthusiasm elsewhere around the country, I have no doubt this goal will be met.

CAHSA is a member of the Coalition and I would like to invite, or rather, *urge* you to get involved. You can learn more about the "CCCC" by visiting their website at [www.coculturechange.org](http://www.coculturechange.org). There you will find examples of culture change in action here in Colorado, as well as resources and information about activities of the group. Meetings are held the fourth Friday of each month from 9:00 to 11:30 a.m. at the office of CAHSA member Pinon Management in Lakewood. I am confident you will leave the CCCC meetings feeling renewed about the work you do and the residents for whom you care. In fact, you may find yourself caught up in the enthusiasm and starting to think like a "pioneer" with positive thoughts about the possibilities for change.

Don't worry. If you start feeling too good, there is always that other activity going on at our State Capitol that you will continue to hear about from the media, and yes, CAHSA's communications. And unfortunately, we don't have much positive news to share at this point. Rest assured we will continue to focus our efforts on preserving funding for senior housing and aging services in Colorado. I appreciate our members' support and assistance with our efforts. It will take all of us working together to be successful. If you haven't already marked your calendar for our annual Legislative Luncheon, please do so now. It will be on March 13 from 12:00 PM to 1:30 PM at Maggiano's Restaurant in downtown Denver. In the meantime, check out the CCCC and become a Colorado "pioneer." As Martha would say, "it's a good thing"!



Laura Landwirth  
Executive Director

VOL. 6, NO. 1

FEBRUARY 2003

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

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

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

Entire contents © 2003 by CAHSA. All rights reserved. Reproduction in whole or part without written permission is prohibited.

Members are encouraged to reproduce articles if credit is given to CAHSA.

Postmaster: Send address changes to:  
CAHSA  
1888 Sherman St., Suite 610  
Denver, CO 80203

## Officers

### President

**Ronda Schumacher**

Director of Center Operations  
Total Longterm Care

### President Elect

**John Zabawa**

Executive Director  
Seniors Resource Center

### Secretary

**Carole Hull**

Director of Operations  
Sunrise Assisted Living

### Treasurer/Assistant Secretary

**John Brammeier**

Chief Financial Officer  
Pinon Management

### Past President

**John Torres**

Executive Director  
Golden West Senior Residence

## Board of Directors

### Robert Atchley

Director, Department of Gerontology  
Naropa University

### Bill Brummett

President  
William Brummett Architects

### Russ DenBraber

CEO  
Christian Living Campus

### Ken Hoagland

President  
Community Capital Corporation

### Gail Hoyt

President  
Financial & Accounting Support Specialists

### Sheila Kudray

Administrator  
Liberty Heights Manor

### David Reyes

Executive Director  
Total Longterm Care

### Linda Sanden

General Manager  
Myron Stratton Home

### Barry Weaver

Administrator/Senior Property Manager  
DaySpring Villa, Inc.

## Bush Budget Will Propose Increases for New Freedom, Home

The American Association of Homes and Services for the Aging staff have heard that the FY04 budget proposal President Bush will submit early next week will call for \$2.1 billion over the next five years to further implement the Administration's New Freedom Initiative. The proposal will include a five-year demonstration program to assist states in developing community-based alternatives to nursing home care, including services for those who transition from nursing homes back into the community. Another \$40 million will be included to continue the Systems Change Grants to states for planning new community systems to support people with disabilities. AAHSA also understands that the HUD portion of the budget will call for \$2.2 billion for the HOME program, an increase of \$113 million over FY03.

## The U.S. Senate Tackles Fiscal Year 2003 Appropriations

The Senate is working on a consolidated appropriations bill to provide Fiscal Year 03 funding for most federal agencies. Although the bill contains a 1.6 percent across-the-board cut in funding for most federal programs, it allows increased spending on senior housing programs and \$100 million in housing modernization grants funded by interest reduction payments. However, funding for Older Americans Act programs would be \$2 million below last year's.

At press time, an amendment was pending to cut funding for most programs under the bill by 1.3 percent across the board. Once the Senate has completed the spending bill, a conference committee will work out a final version. We urge you to contact your legislators; tell them how important it is to maintain appropriate funding for senior housing and services. If you would like to see a sample letter, please visit [www.capwiz.com/aaahsa/home](http://www.capwiz.com/aaahsa/home).

## Clinton Attempts to Restore Medicare Funding

As the Senate continued work on the omnibus spending bill for FY03, Sen. Hillary Clinton (D-N.Y.) offered an amendment to restore the Medicare skilled nursing facility payment add-ons that expired on Oct. 1 and to lift the home health reimbursement cut. Both of these changes would have been in effect for the next six months. Unfortunately, the amendment was defeated on a procedural vote. Another amendment was added to provide a five percent Medicare payment add-on for rural home health agencies (HHAs) until Sept. 30, 2003, in order to ensure continuance of home health services to rural beneficiaries. A 10 percent add-on exists under current law but is set to expire April 1, 2003.

## Bush Boosts Medical Liability Reform

In a speech delivered last month, President Bush gave strong support to national medical liability reform. Although he focused on the plight of doctors, hospitals and patients, the President singled out legislation introduced by Rep. Jim Greenwood (R-Pa.) last year as an example of the kind of reform needed. AAHSA strongly supported the Greenwood bill, which covered all health care providers including nursing homes, and continue to work with a medical liability coalition to have the bill reintroduced.

## Custodial Care Costs May be Tax Deductible

Periodically, providers are asked by residents or their families whether payments for services are tax deductible. As a result of the Health Insurance Portability and Accountability Act (HIPAA), the cost of custodial care at adult foster care homes, homes for the aged and other assisted living facilities may be tax deductible by some residents or their families.

Within its many provisions, HIPAA broadened the definition of "medical care" in the Internal Revenue Code to include "qualified long-term care services." Maintenance and personal care services required by a chronically ill individual and provided pursuant to a plan of care prescribed by a licensed health care practitioner are qualified long-term care services.

Maintenance or personal care service is any care for which the primary purpose is to provide needed assistance with any of the disabilities that cause the individual to be chronically ill, including protection from threats to health and safety due to severe cognitive impairment.

A chronically ill individual is one who has been certified within the previous 12 months by a licensed health care practitioner as:

- (1) being unable to perform (without substantial assistance) at least two activities of daily living for at least 90 days (in the future) due to a loss of functional capacity; or
- (2) requiring substantial supervision to protect such individual from threats to health and safety due to severe cognitive impairment; or
- (3) having a similar level of disability as determined by regulations established by the Secretary of the Treasury.

Additionally, the deduction of qualified long-term care services for a chronically ill individual is subject to the restrictions applicable to all medical tax deductions. A taxpayer can deduct medical care expenses only for the taxpayer, his or her spouse and dependents.

To be eligible to do so, the taxpayer must also be entitled to itemize his or her deductions. Furthermore, deductions for medical care expenses are only available to the extent that they exceed 7.5 percent of the taxpayer's adjusted gross income and are not compensated by insurance or other means.

The rules governing deductibility of qualified long-term care services are complex and fact-specific and only certain residents will qualify. Residents or their families should be encouraged to discuss their individual situation with a qualified tax advisor.

*Reprinted from the Michigan Assisted Living Association Update for January 2003, 15441 Middlebelt Road, Livonia MI 48154-62953*

# Best Practices

## Seniors' Choice Adult Day Services Mary Beth Leitzmann, Director

Since Seniors' Choice Adult Day Services launched in 1989, and throughout its growth to four locations today, Mary Beth Leitzmann, program director, has supported several fundamental principles: people should be involved and connected with their community; you should wake up with a sense of purpose and meaning; and to retain and enrich your staff, you must offer a full spectrum of educational opportunities. These principles have served her well.

Seniors' Choice is one of several diverse service providers under the umbrella of Developmental Pathways. Today, Seniors' Choice provides services to approximately 70 individuals throughout the Denver metro area. When you ask Mary Beth how the program achieved such growth, she says it's mostly word of mouth — probably the best sales tool there is.

Senior's Choice prides itself on active, engaging programs. They offer "Parallel Programming" for participants, making several varied activities available at the same time. This encourages independent choice, and allows someone to do what they are interested in doing. "It's very empowering for people to pick their own activities. These programs are mentally and physically stimulating as well. We do not watch TV or have recliners since we prefer to try and stay busy," Mary Beth points out. There are many community-based outings, some that involve volunteering. "These programs support both community involvement and a sense of purpose — which is important as people become older and are often less connected," Mary Beth said.

Seniors' Choice offers a slightly lower level of activity programming as well, called Seniors Plus Program. These are smaller groups, meaning a bit less stimulus. "This offers a great alternative for someone recovering from an illness, or who has slowed down due to their ability, to take it a bit slower without having to leave the program," said Mary Beth.

As a CAHSA member since inception, Mary Beth says that CAHSA provides a supplement to their in-house educational offerings and a strong connection to like-minded providers. "We value the networking opportunities we get from membership. It's very helpful to call another adult day provider and discuss how they handled a certain challenge or issue. That's part of being a community as well."

Mary Beth says Seniors' Choice is committed to the communities it serves, and always thinking ahead about what needs might arise. "We pay attention to the details and it shows. You can tell by the tenure of our staff and through our excellent reputation with the regulating agencies. Together, we are a strong community."



Mary Beth Leitzmann

## Another View

### "What do you consider an important accomplishment for your facility in 2002?"

"To me the key to success of any facility is the staff. I am proud of our track record with staff retention, especially with my management staff. A strong and stable management staff can build strong relationships with families, residents and the community and develop evolving programming. A facility has difficulty evolving and growing with continuous turnover. As a result of our staff stability, Balfour has grown and been very successful in 2002."

Marilyn Israel  
Executive Director  
Balfour Retirement Community

"I have to talk about more than accomplishment one because too many good things happened. First, we promoted four people from within our organization. Second, we maintained our occupancy in an over-built market. And finally, we eliminated the dependence on contract agencies for certified nursing assistance. Of course, this is all in addition to our daily contribution to serving others."

Rene Bebout  
Administrator  
Mountain Vista Health Center

"I'm very pleased with the work of our staff, which resulted in our receiving excellent state survey results. I also feel good about the dedication and commitment of the staff because many of them have been here for a long time. Their continuity translates into good resident care."

David Garnas  
Administrator  
Sedgewick County Health Center

## CCRC News

### Imputed Interest Rates Released

The Internal Revenue Service (IRS) has released the 2002 blended annual rate for purposes of calculating tax liability on interest income imputed to residents of qualified continuing care retirement communities who have paid refundable entrance fees over \$148,800 (2002). The 2002 blended rate is 2.78 percent.

### **A Business Partner**

*Cindy R. Hogan, President  
Navigations Coaching, Inc.*



**Cindy Hogan**

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

Navigations Coaching is entering its second year of membership. I have been professionally associated with CAHSA since the early 1980's through my previous career as an executive with the Villas at Sunny Acres and Centura Health.

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

After leaving the eldercare industry in 1998, I studied to be a professional coach, later establishing a coaching and consulting business targeted at individuals and organizations experiencing transition. I have worked with individuals and organizations in communications, hospitality, accounting, banking, insurance, city government, you name it. Three years ago I walked into the CAHSA office, reconnected with old friends, and started a new professional relationship with Laura and her staff, members and the industry. I found myself wanting to know more, meet more and contribute more. Membership was the obvious step.

#### **What would you like members to know about your service/product?**

I'll start with what some members may already know. Coaching is a relatively new profession based on the old, even ancient concepts of mentoring, advising, teaching and planning. Coaching re-emerged in the last decade to meet the needs of the executive, the newly promoted, the lagging performer, the challenged work team and the family manager. What do they all have in common? They need someone to listen, to encourage, to strategize with and to push them to new levels of performance. Yes, it sounds a lot like your personal trainer, except the coach focuses on building the professional, business and life balance muscles. I work with clients weekly either in person or over the phone. The process generally begins with a series of personal and professional assessments, then goal setting, strategizing and stretching performance. A coaching engagement lasts a minimum of six months though some clients have been with me for three years. I often give a free consultation so people can get a sense of the possibilities coaching offers.

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

Two main challenges I see are time and dollars. For those unfamiliar with coaching, the process sounds like it will take time out of an already hectic schedule. In truth, that's the best reason to hire a coach, to help you examine priorities, distractions and assumptions. I've been there. I know you can't continue working at the pace and under the stress you experience today. How will you justify this with tight budgets and tighter reimbursement? These times require creative thinking, bold strategy and more productivity, and perhaps a neutral and competent partner. It gets lonely at the top!

#### **Who's your hero?**

My parents! My dad was a great father, teacher and dedicated volunteer board member for the Baptist Home Association when I was growing up. It was his influence that first encouraged me to study Gerontology and work in the eldercare field. And, my Mom's love and encouragement of each individual taught me about being a coach.

#### **What do you do in your time off?**

Life out of the large corporation has allowed me to re-focus on a balanced life. I try to practice what I coach by spending time volunteering, exercising, exploring both far away places and the beautiful urban parks of Denver with my partner and a dog named Lily. Life is good!

## Get out there!

### **Tips for Gaining Exposure**

#### **Who's Your Audience?**

It's vital to know who you need to reach when marketing your living options, services, or products. There are multiple people who influence the decision to choose your service or product, and it's helpful to break them into segments — or audiences — and consider what message needs to be sent to each of them. Off the top of your head, you can probably recite the top level audiences you need to communicate with, but after that, it's less obvious. In reality, it would be surprising if you didn't have 15 or more audiences — some more vital than others — who need to know what you have to offer so that both you and they can succeed.

A simple way to identify your audiences can be done by drawing a circle in the center of a blank sheet of paper and placing your organization in it. From there, begin drawing other circles that surround you and link them in the center. Place names of the potential audiences in the surrounding circles — seniors, adult children, their friends, legislators, the media, employees, vendors and suppliers, a board of directors, community groups, unions or associations, volunteers, donors, and on

and on. These are the audiences that support you.

Why complete this exercise? First of all, each audience will need to know something different. Employees may want to know the latest in benefits news, while adult children may want to know what's going on with their parents entrusted to your care. Legislators need to know the value you bring to the community (and that you need adequate funding!), while seniors may need to know that your organization meets their needs for a service or place to live. And, as we've mentioned before, we believe the media need to know you have wonderful activities and events going on and that they are welcome to stop by for a visit.

Once you've identified audiences important to your organization, you'll want to step back, prioritize them and develop key messages for each. Only then can you determine what activities to get your message out there are possible, appropriate and affordable. You may group the audiences, based on their perceived importance. This doesn't mean you ignore the low priority audiences, but probably they will receive less frequent communication. Check it periodically to see if your prioritized list is still valid, and update it as needed.

# Strategic Master Planning

By Bill Brummett

The events of and following 9/11, many of which are still unfolding today, have caused many organizations to take a step back and revisit their broad view and strategic plans in light of a changing world, economy and environment. The timing of this organizational retooling may be fortuitous for those in our industry, since meaningful market and demographic changes appear to be taking place as well. Ongoing research is suggesting new options emerging along the continuum of care, as well as a significant redefining of assisted living and senior independent housing. Although such widespread change typically occurs at a glacial pace, it is also as unstoppable as a glacier.

In this environment, I have recently found many clients and colleagues asking similar questions – “After almost a year and a half of waiting, we’re beginning to be ready to make some changes to our facilities and/or build new, but we’re not sure exactly what to build or when. We’re not sure where our resources would be best placed, particularly looking 3 plus years out.” At the same time many organizations are finding themselves with a growing liability of aging facilities yet a tremendous asset of full ownership of buildings whose loans will soon be paid off.

These issues and questions have caused our firm to do some retooling ourselves. We are taking a new look at the practice and service of Master Planning. Traditionally, Master Planning has been primarily building-focused, leaving a conceptual gap between Strategic Planning and Design. We have worked with a number of clients recently on a process to bridge this gap. This process creates a logical and clear link between an organization’s broad goals and mission and new architectural settings to achieve their goals, *Strategic Master Planning*.

In this process we begin with key aspects of a company’s Strategic Plan, and a market analysis that is broad enough to consider all aspects of the continuum desired (present and future). Folding in our current research that looks at national demographics, trends and innovations, a team is assembled to create a plan for service and program first, then buildings and environments. The team may consist of architect, civil engineer/planner, market analyst, marketing director, client’s key personnel, a financing consultant, and a contractor.

An organization’s regional area of influence is considered, as well as gaps in their desired continuum of care. New, multi-dimensional continuums of care models are used as analytical tools, considering not just healthcare, but emotional and spiritual care, community connection, and wellness maintenance. We work carefully to not jump to building type conclusions too early since our research suggests that many new building types will evolve within any specific license for care. A client’s existing buildings are analyzed for changes that yield highest rewards, often while remaining occupied. Pertinent case studies of newly emerging models of care and housing are reviewed.

Agility, in the team and the plan, are key. This Strategic Master Plan may look forward 5 years or 20, so including triggers for re-evaluating the plan keeps it relevant. The final result is a clear yet flexible plan, including schematic architecture, budgets and priorities, strongly tied to a company’s vision.

To receive information about CAHSA’s upcoming workshop on Strategic Master Planning, or this subject in general, contact Bill Brummett at 720.570.2302 or [wbrummett@qwest.net](mailto:wbrummett@qwest.net).

*Bill Brummett is the president of William Brummett Architects, and is currently serving on CAHSA’s Board of Directors.*

## Did You Know?

...A recent Johns Hopkins University study found that most medical students don’t understand or know how to treat elderly patients. The study surveyed 79 percent of first-year medical students and 30 percent of third-year medical students attending Johns Hopkins Medical School in Baltimore. On a 10-item questionnaire about aging, more than half answered three or fewer questions correctly. The majority thought most elderly people are depressed, that most live in long-term care facilities, and that seniors are more “ineffective” than younger people. The majority were also less inclined to recommend aggressive treatment for the elderly, even for diseases such as pneumonia that are common and potentially fatal for people over age 85. The authors called for more training in geriatrics, but also noted that those curriculum changes will take time to accomplish.

...There is an increasing number of women and minorities at medical schools, according to the *Philadelphia Inquirer*, which recently reported that while women and minorities traditionally have been underrepresented in medical schools, women now are the majority at many schools and African-American and Hispanic students are “more numerous than ever.”

...Noting older people’s vulnerability to a wide range of indoor and outdoor pollutants, the head of the Environmental Protection Agency, Christine Todd Whitman, recently announced a new initiative to protect seniors against environmental hazards. It is not a new set of regulatory requirements, but an educational effort to make the general public and those who provide services to seniors more aware of the impact of environmental hazards on people as they age. To gain public input, public meetings will be held next year in Florida, Iowa, California, Pennsylvania, Texas, and Washington, DC. For information, visit [www.epa.gov/epahome/headline\\_103002.htm](http://www.epa.gov/epahome/headline_103002.htm).

## Properties with REAC Scores Under 60 Subject to Enforcement

As discussed during the recent HUD Update session at the AAHSA 2002 Annual Meeting in Baltimore, HUD has changed its policies concerning properties with physical inspection scores below 60. At that time, HUD's stated plan was to give notice to owners of properties with scores below 60 that they would have 60 days to address outstanding physical condition issues and be reinspected, at which time another score of 60 or below would result in likely referral to the Departmental Enforcement Center (DEC), pending field office intervention due to special project knowledge or circumstances.

Now, it appears, this policy has changed and referral to the Enforcement Center (DEC) will be immediate for all properties with scores below 60.

The following is a reprint, with permission, of a recent *NLHA Housing Bulletin*, published by *The National Leased Housing Association*, 1818 N Street, NW, Suite 405, Washington, DC 20036.

HUD has significantly raised the bar with regard to its tolerance of the physical condition of assisted living properties – in fact, in the Department's zeal to address "troubled properties" numerous properties that are in good condition may be caught in their net.

In a reaction to a General Accounting Report (GAO) issued this summer that criticized HUD for its lack of follow-up on properties with scores above 30 but below 60 and its overall inability to efficiently deal with "troubled" properties, HUD has developed a new protocol for dealing with below 60 properties.

### November 1, 2002 and Beyond

- Effective November 1, properties that receive REAC inspection scores between 31 and 59 will immediately be referred to the Enforcement Center. It may not matter if the score is in error and no time will be provided to appeal or cure the deficiencies before the referral. The referral is described as a "physical elective" referral vs. an automatic referral done through the REMS system for properties that score below 30.
- HUD has informed its multifamily offices that the HUB has 5 business days to make an elective referral to HUD central. The HUB director "may exercise discretion to withhold the referral based upon good cause."
- Once a property is referred to the Enforcement Center (EC), the primary responsibility for addressing the property issues and dealing with the owner will be that of the EC. The Multifamily Offices are expected to process any EC requests for release of replacement reserves or residual receipts if recommended by the EC.
- The Satellite Office of the Enforcement Center responsible for the property will contact the owner within 10 business days after receiving all required documentation from the HUD office. The owner will be provided an opportunity to meet with the EC. If the owner refuses to meet or otherwise cooperate, a "Notice of Violation" (NOV) letter will be sent. If the owner does not respond to the NOV the EC will inform the HUB and a proposed

Notice of Default will be issued. The HUB Director will then decide on the most appropriate option available to deal with the property/circumstances.

### Owner Meetings

- If the owner agrees to meet with the EC, the EC will attempt to schedule the meeting within 15 business days after receiving all documentation from the HUD office. A "Notice of Violation" will be presented to the owner during the meeting. Such notice will be based on the property's substandard condition unless other violations exist (e.g. failure to file annual audit reports or other issues related to the financial condition of the property).
- The owner will have 60 days to make the required repairs and certify to the completion of such repairs (although if the owner believes that more time is needed to make the repairs an extension may be granted). REAC will then re-inspect the property to determine compliance after the 60-day period. If the property scores above 60, the EC will accept the score as evidence of the owner's remedying the deficiencies and the property will be returned to the HUD office for regular servicing. If the property scores below 60 a Notice of Default will be prepared and forwarded to the HUB. The Notice of Default may include recommendations for abatement of the Section 8 contract and notice to the mortgage to accelerate the outstanding indebtedness of an insured mortgage.

### 2530 Flags

- The letter that will notify owners of the referral to the Enforcement Center warns owners that failure to correct the physical deficiencies and EH&S violations within the timeframes required or a false certification of repairs may adversely affect the participants' 2530 as a flag will be placed in the Active Partner Performance System (APPS). It is not clear if the flag is placed immediately upon receipt of the below 60 REAC score or if, after 60 days, the owner does not remedy the deficiencies.
- NLHA has been in discussions with HUD on its 2530 processes prior to this new protocol being issued and will continue working with the Department to improve/clarify and modify the 2530 regulations (this issue will be discussed in depth during the January meeting).

### REAC Scores Received Between June 1 and Oct. 31, 2002

Properties that received REAC scores below 60 between June 1 and October 31 will NOT be referred to the Enforcement Center, but will be handled by the HUB. Those owners will be provided 60 days by HUD to cure the deficiencies and then a re-inspection will occur.

### Role of Contract Administrator

HUD is planning to issue guidance to contract administrators regarding the new protocol. It is anticipated the Performance-Based Contract Administrator role will be limited regarding either physical inspection follow-up or other IBPS tasks. HUD expects to keep the contract administrator informed of the status of properties referred to the Enforcement Center.

*Housing News continued on Page 10*

# Assisted Living News

## The Nurse in Assisted Living—Understanding Transition

The role of the nurse in assisted living is becoming increasingly important as the acuity levels of typical assisted living residents increase. One of the greatest challenges for the assisted living provider is first to find and then retain qualified nursing staff.

Nurses transitioning from more institutional settings such as hospitals and nursing homes are often surprised to find that their roles are dramatically different within the assisted living setting. Delivering nursing care while maximizing resident choice, dignity, and independence requires heightened flexibility in scheduling and management that can prove to be challenging to nurses used to more regulated schedules and settings.

For those who are not adequately prepared, the social model of assisted living can prove to be extraordinarily frustrating. Managing a staff of caregivers who are encouraged to spend time chatting with residents is very different than managing nurse assistants who are expected to stick to a tight schedule.

Adjusting to the philosophy of resident choice, even when it comes to when and if they take medications, can run counter to everything a nurse has practiced in other more medically oriented settings.

Fears of liability and possible loss of licensure are also matters of concern. Despite these challenges, the socially responsive model of nursing in assisted living can be one of the most rewarding ways for a nurse to bring her skills to bear. Providers who seek to both find and retain qualified nursing staff should be prepared to candidly discuss the differences in the assisted living nursing role in a way that underscores the many benefits of delivering care as part of a socially responsive medical model.

### Resources for Nurses in Assisted Living

ALFA University's "The Nurse in Assisted Living" focuses specifically on the particular responsibilities and attitudes required for success in the assisted living nursing role. Information on this program can be obtained by calling 800-258-7030 or e-mailing [ALUNIV@aol.com](mailto:ALUNIV@aol.com).

ALFA University and the American Assisted Living Nurses Association are co-sponsoring a conference, "The Nurse in Assisted Living: The Journey of Challenge and Change," on May 2-3 in Phoenix immediately following ALFA's National Conference. For more information, call 800-258-7030 or email [conference@alfauniversity.com](mailto:conference@alfauniversity.com).

## ALFA News

### From ALFA's President/CEO Paul R. Willging, Ph.D.

ALFA launches 2003 with much hope and optimism. We have marked a turning point for our association and our industry by refocusing our efforts on ALFA's core competencies: advancing the business interests of ALFA members through effective advocacy, enhancing the understanding of assisted living among key groups, and providing educational resources for our members and their staff.

For 2003, ALFA introduces several initiatives:

- A National Educational Initiative to promote the advantages of state-based regulations and to foster a regulatory structure that focuses on outcomes and customer satisfaction, instead of processes. ALFA strongly believes that regulations "closest to the customer" are in the best interest of both our members and assisted living residents. Led by the ALFA State Affiliates, the National Educational Initiative is designed to enable the industry to speak with one voice with one message — a message reaffirming the industry's commitment to consumer choice and quality of care.
- In the public policy arena, ALFA will continue as the industry's chief advocate in Washington and representative to the Assisted Living Workgroup (ALW). The ALW was convened by the US Senate Special Committee on Aging and tasked with developing recommendations to the states to improve quality in assisted living. ALFA's advocacy efforts with Congress and the ALW are designed to ensure that any recommendations continue to allow for state flexibility and strike an appropriate balance between public accountability for health and safety with respect for consumer choice,

autonomy, dignity and independence.

- A spring conference that features a revamped educational program. The ALFA Spring 2003 Conference & EXPO in Phoenix, "Journey to Excellence," highlights expert-driven, innovative sessions that are both CEO-relevant and relevant to key staff. This follows the highly successful Fall 2002 National Conference that was attended by over 625 professionals — a more than 50 percent increase from the previous year's conference.
- ALFA's EXPO, our tradeshow, will now be held once a year in conjunction with the annual spring conference. This is in direct response to feedback we received from members.
- Communications initiatives that are designed for more efficient and timely flow of pertinent industry information including *ALFA Alert*, a weekly e-newsletter; an improved website; and resources for ALFA state affiliates. This coincides with the recently redesigned and refocused *Assisted Living Today* — ALFA's award-winning magazine. New, business-centered features include articles and regular columns from the industry's leading authorities as well as the latest cutting-edge information.

As you can see, the new year brings new and improved resources from ALFA. I encourage you to take advantage of these programs. At the same time, please let me know what else ALFA can be doing for you. This input is vital in helping ALFA meet your needs and maintaining our leadership position within the assisted living industry.

*Paul Willging will be the luncheon keynote speaker on the second day of CAHSA's Annual Conference and Exhibition. Please join us May 15-16, 2003 in Vail.*

### ALFA Launches *ALFA Alert!* Electronic Newsletter

The new year brought a new ALFA newsletter to the assisted living industry. Every week *ALFA Alert!*, is emailed to ALFA members and other industry professionals, featuring late-breaking information on regulatory issues, company reports, and ALFA news. If you are not already receiving *ALFA Alert!*, send an email request to [info@alfa.org](mailto:info@alfa.org) to be added to the distribution list.

## CMS Announces Adoption of 2000 NFPA Life Safety Code

In January, the Centers for Medicare and Medicaid Services (CMS) announced adoption of the 2000 NFPA Life Safety Code (LSC) for long-term care facilities, inpatient hospice services, hospitals, ICFs/MR, ambulatory surgery centers, PACE, critical access hospitals and religious nonmedical health care institutions. The final rule, published in the Federal Register on January 10, requires health care facilities to comply by Sept. 11, 2003, with certain exceptions that are not required until March 13, 2006. You can see "Final Rule Medicare and Medicaid Programs: Fire Safety Requirements for Certain Health Care Facilities," on the AAHSA website at [www.aahsa.org/member/health.asp#surv](http://www.aahsa.org/member/health.asp#surv). There is also an AAHSA bulletin summarizing the new provisions that can also be found at [www.aahsa.org/member/bulletins.asp#HP%20Bulls](http://www.aahsa.org/member/bulletins.asp#HP%20Bulls).

## OIG Report Says Nurse Aide Training Ineffective

The Office of Inspector General (OIG) recently released the report, "Nurse Aide Training" (OEI-05-01-00030), which includes among the findings and recommendations:

- § Nurse aide training has not kept pace with nursing home industry needs. Nurse aides need more skill training on behavior and cognitive disorders, catheter care, colostomy care, lifting, feeding, hydration, and infusion therapies. They also need more training in interpersonal skills, including communication, teamwork, coping with death and dying, time management, and new technologies.
- § Teaching methods are often ineffective, and clinical exposure is too short and unrealistic. The 75-hour requirement needs to be extended to include more clinical experience, especially in the earlier training period. It needs to be more realistic and include a full range of skills needed on the job.
- § In-service training may not be meeting Federal requirements. Require nursing homes to document that in-service training is conducted to address weaknesses identified in nurse aides' performance review.

To review the 37-page report, go to [www.oig.hhs.gov/oei/reports/oei-05-01-00030.pdf](http://www.oig.hhs.gov/oei/reports/oei-05-01-00030.pdf).

## Nursing Home Quality Measure Update

The Centers for Medicare and Medicaid Services' (CMS) first update of nursing home quality measure data on the Nursing Home Compare website is scheduled for Feb. 22. The updated measures will be based on MDS data for April to September 2002 for the short-stay measures, and July to September 2002 for the chronic care measures. Providers will again have access to resident-specific listings for each quality measure through the QIES data system shortly following the update. The current resident-specific reports for the initial quality measure posting will be removed from the QIES system Jan. 31. To visit the website, please go to <http://www.medicare.gov/nhcompare/home.asp>.

## Corrected MedPAC Recommendations

The Medicare Payment Advisory Commission (MedPAC) met in late January to discuss recommendations regarding payment adequacy for skilled nursing facilities (SNFs) and home health agencies. These recommendations will be published in their March 2003 report to Congress.

### Skilled Nursing Facilities

1. *Market Basket Update* - MedPAC passed staff recommendation that Congress should eliminate the update to payment rates for fiscal year 2004.
2. *Case Mix Classification System* - MedPAC will repeat the recommendation that CMS should develop a new classification which is scheduled for 2005. Because this will take time, MedPAC is recommending that CMS should take immediate steps for a fairer payment system to especially help hospital-based SNFs. The exact wording is still being developed.
3. *6.7 percent add to Rehabilitation RUGs* - MedPAC passed the recommendation that Congress should give CMS the authority to remove some or all of the 6.7 percent add-on to the rehabilitation RUGs and to re-allocate funds to the non-rehabilitation RUGs.
4. *Continued Study* - MedPAC passed a recommendation that the Secretary should continue a series of studies on access to SNFs conducted by OIG.

### Home Health

1. *Market Basket Update* - MedPAC passed the recommendation that Congress should eliminate the update for fiscal year 2004.
2. *Rural Add-on* - MedPAC passed the recommendation that the 10 percent add-on payments for rural health that are scheduled to stop April 1, 2003, should be continued at 5 percent for one year.
3. *Continued Study* - MedPAC passed a recommendation that the Secretary should continue a series of nationally representative studies on access to home health services similar to those conducted by OIG.

The report will be published March 2003. If you have any questions, please contact Susan E. Polniaszek, MPH, Senior Reimbursement Policy Analyst, AAHSA, [spolniaszek@aaahsa.org](mailto:spolniaszek@aaahsa.org).

# Adult Day News

---

## Mark Your Calendar Now for CAHSA Adult Day Meetings in 2003

CAHSA's Adult Day Services Coalition has set the following meeting dates and locations for 2003. We encourage you to mark your calendars now for these meetings. Speakers for each meeting are still being finalized. For more information, call Melanie Roth at CAHSA, 303/837-8834, or Angie Pilkington, Seniors Choice Adult Day, 303/344-0046.

March 19, 2003, 10:00 AM – 1:00 PM: Seniors Choice Adult Day Services, Aurora, Colorado

May 21, 2003, 10:00 AM – 1:00 PM: CAHSA Headquarters, Denver, Colorado

July 16, 2003, 10:00 AM – 1:00 PM: Seniors' Resource Center, Evergreen, Colorado

September 17, 2003, 10:00 AM – 1:00 PM: CAHSA Headquarters, Denver, Colorado

November 19, 2003, 10:00 AM – 1:00 PM: Homestead Adult Day Care, Longmont, Colorado

## Housing News (cont.)

---

### Race, Ethnicity, Immigration: The Focuses of Changes to TRACS Reporting Requirements

HUD will soon begin requiring residents to self-certify their race and ethnicity. In the past, owners were required to make their best guess at a resident's race or ethnicity and include such "observed" information on the resident profile submitted to HUD as part of paper format tenant certifications (lines 16A and 16B on HUD DForm 50059). HUD plans to transmit these new instructions in a field notice to be effective January 1.

Owners will be required to maintain the self-certification for heads of household (and co-heads) until such time as TRACS is capable of collecting the data for comparison with local census information. It has been suggested that owners may wish to collect data on all family members at this time, though the notice under development does not make that a requirement. Reportedly, owner compliance with this new data collection and maintenance requirement would be added to existing HUD management and occupancy review (MOR) checklists. The race and ethnicity options on the new form reflect a slight modification from the old 50059 owner-observed options.

### HUD Unveils Forum to Address Regulatory Barriers to Affordable Housing

U.S. HUD Secretary Mel Martinez announced the creation of a Regulatory Barriers Clearinghouse website dedicated to increasing affordable housing development. The innovative site will give developers an opportunity to discuss and solve problems with state and local regulatory barriers to affordable housing development. The website includes information on all facets of development that may impact housing projects including local zoning, rent control and administrative processing.

The primary goal of the Clearinghouse is to identify common barriers and find solutions to increase the production of affordable housing. The site also includes an electronic newsletter, a 1-800 help desk number, and a discussion forum for developers to discuss problems that they are facing. For more information, visit [www.regbarriers.org](http://www.regbarriers.org).

### HUD Unable to Help With Insurance Premiums

Many housing providers have looked to the Department of Housing and Urban Development (HUD) to address the skyrocketing insurance premiums they're facing. Insurance costs have doubled and tripled for some members, crippling their operating budgets and delaying sorely needed repairs and upgrades to their facilities. At the AAHSA Fall Conference in Baltimore, Fred Tombar, acting deputy assistant secretary, Multifamily Housing Programs, reiterated the fact that HUD was not prepared to make any substantive changes to address the insurance problem. The complexity of the insurance industry, the inability to quantify the problem and limited expertise within HUD leaves the department without any power to make real changes to help owners.

HUD acknowledged the impact that the crisis is having on the overall HUD budget. The rent increases that providers have requested to meet their insurance premiums will use more and more of the HUD budget and will ultimately force the Department to return to Congress to request more funding.

### Restricting Smoking at Your Community

The Fall Conference of the American Association of Homes and Services for the Aging (AAHSA) included a panel on a hot topic for many housing providers – changing smoking policies for residents. Kathelene Coughlin, a fair housing attorney and former HUD staffer, and Candi Atkins, a nationally recognized trainer and consultant to HUD facilities, lead the panel and outlined the current state of non-smoking policies within HUD and the legal system. HUD headquarters refused to take a position on owners restricting smoking within housing. The Department intentionally omitted the issue in their new occupancy handbook.

Coughlin stressed the importance of getting a Board resolution supporting the policy, instituting an implementation plan, informing residents and offering an alternative smoking location at the site. While there currently is no law protecting smokers from discrimination, Coughlin warns that owners should expect to get some challenges. Atkins recommended that owners incorporate their new policies into the facility's house rules or a lease addendum, which do not have to be approved by HUD.

# AAHSA News

## AAHSA Pushes Technology on Capitol Hill With HHS

Partnering with Intel Corporation in AAHSA's new Center for Aging Services Technologies (CAST), staff met with top staff to Sen. Ron Wyden (D-Ore.) and with John Hoff, Department of Health and Human Services (HHS) deputy assistant secretary for disability, aging and long-term care policy, and members of his staff. They educated them about the growing application of sophisticated technologies to long-term care, improving monitoring and record-keeping in both nursing home and home care environments and developing innovative methods of care. They pointed out the need for greater investment in technologies that can increase quality and efficiency, and the reimbursement limitations hampering these developments. They were received very enthusiastically. Future meetings with other legislators are being planned.

## Take This Quick Five-Question Diversity Survey

AAHSA needs your input! They are exploring workplace diversity tools and resources, and your input would help focus their efforts. This Internet survey is quick and easy. Visit [www.aahsa.org/surveycreator/wsb.dll/aahsa/diversitysurvey.htm](http://www.aahsa.org/surveycreator/wsb.dll/aahsa/diversitysurvey.htm) and be sure to forward this to your HR professional. For more information, contact AAHSA's Margaret Core at [mcore@aaahsa.org](mailto:mcore@aaahsa.org).

### KEEP IN TOUCH

**Changed jobs? Hire new staff we should know about? Help us keep our database current. We want to make sure that you're getting all of our updates. Email any changes to us at: [karen@cahsa.org](mailto:karen@cahsa.org) or call 303/837-8834.**

## People & Places

Congrats to CAHSA members **Christian Living Campus ~ University Hills** and **It's Never 2 Late** on their January 25 TV debut on Fox31 News at 9. The segment featured a 109-year-old resident sending audio emails to her 9-year-old pen pal (who happened to be **Jack York's** son).

Congratulations to **CAHSA Executive Director Laura Landwirth** on earning the **Certified Association Executive (CAE)** designation from the American Society of Association Executives (ASE) in January of 2003. Among association professionals, "CAE" is an indication of demonstrated skill in leadership, activity in community affairs, and expertise in association management.

Congratulations to **George Meister**, executive director, **Christian Living Campus, Village at the Johnson Center**, for the recent article in the **Air Force News** about his program, **Operation Gray Eagle**, uniting veterans living at CLC with students at the Buckley Air Force Base in Colorado Springs. During the last year, while on active duty with the Air Force, (Maj.) Meister developed a program where he "recruited" six military veterans who live at the Village and commissioned them "Honorary Instructors for a Day." CLC had a commissioning ceremony at the Village at the Johnson Center, complete with Honor Guard escort from Buckley AFB. They were given a VIP welcome by the base commander and a formal mission briefing. Then they attended and actually taught a session on military history to a group of young airman at the Airman Leadership School at Buckley. Meister said the program allowed retirees and veterans to pass on historical experiences and advice to the next generation of military people. It was a big success for both the residents and the soldiers, and will be repeated in February and March.

Congratulations to **Paula Padilla**, executive administrator of **Marycrest Assisted Living** and **Jade Gong** of **Health Dimensions Group** on their feature article, "*Marycrest Assisted Living's Venture into Olmstead Territory*," in the January 2003 issue of **Nursing Homes** magazine.

Kudos to **Anne Reyes** and **Care Link Adult Day Services** on being included in an article in the January/February 2003 issue of the National Stroke Association's magazine, *Stroke Smart*.

**Cheryl Siefert** former education director at the Alzheimer's Association, is now the Executive Director of the **Life Source Institute**.

The **Assisted Living Federation of America (ALFA)** has announced the addition of **Ann McDermott** to the organization's public policy team.

**Samuel Simmons**, longtime president and chief executive of the National Caucus on Black Aged Inc., and an **AAHSA board member**, passed away on January 12, 2003. For a tribute to Sam, visit the National Caucus' website at [www.ncba-aged.org](http://www.ncba-aged.org).

*We want to hear from you! The CAHSA Continuum is the place to feature stories from members who want to share your news with others. Send news of promotions, new positions, awards, or grants received, open house and retirement celebrations, or other information to Melanie Roth at CAHSA by phone, fax, or email.*

# Resources

**New AAHSA Housing Bulletin Released...** AAHSA has released a new housing bulletin to address a number of timely issues impacting housing management, including HUD 4350.3 handbook revisions, implementation of model leases, Section 202 prepayment and refinancing, HUD's survey of senior housing, financial inspections and terrorism insurance. For more information, visit the AAHSA website at [www.aahsa.org](http://www.aahsa.org)

Also from AAHSA, a new assisted living guide, "**Design for Assisted Living – Guidelines for Housing the Physically and Mentally Frail**," is available. The book provides solutions to the challenges of creating these environments now and in the future. A complete overview of designing for the mentally and physically frail elderly is given with 100 qualities and characteristics of successful environments. The discounted member price is \$65. To purchase, call 800-508-9442 and ask for item #DN008.

**Ageing Families and Caregiver Program**, a new program developed by the staff and faculty of the University of Colorado (CU) at Colorado Springs' Center of Aging, provides mental health services needed by aging families: evaluation, consultation, education, and counseling. For more information, contact the CU Aging Center Ageing Families and Caregiver Program at 719/471-4884 or the AAA Caregiver Center at 719/886-7526.

**The Internal Revenue Service (IRS) Volunteer Income Tax Assistance (VITA) program**, in partnership with the American Association of Retired Persons (AARP) TAX-AIDE program has announced their 2003 Free Tax Help locations for the state of Colorado. Many of your residents and clients may be eligible to have their Federal and State of Colorado tax returns completed free of charge by trained IRS and AARP volunteers at one of the many Colorado sites. For a copy of the sites in Colorado, please call CAHSA's Karen Simmering at 303/837-8834.

**Nonprofits may be eligible to receive networking equipment** at a reduced price under the new DiscounTech-Cisco Networking program, which provides both hardware and tech support. For more info, go to [www.techsoup.org/DiscounTech/cisco](http://www.techsoup.org/DiscounTech/cisco).

**CMS Answers Questions about Group Therapy...** The Centers for Medicare and Medicaid Services (CMS) has released 11 questions and answers regarding guidelines for providing and billing group therapy under Medicare Part B. The Q&As are at [www.cms.hhs.gov/medlearn/therapy/](http://www.cms.hhs.gov/medlearn/therapy/). Click the title under the "general information documents" to link to the 11 questions.

**The National Pace Association unveiled a new set of financial planning resources** to assist organizations in developing new PACE programs. PACE, or the Program of All-inclusive Care for the Elderly, is a model of care that provides comprehensive care and services in the community to seniors with long term care needs. The new resources include: (1) the Pace Financial Proforma; (2) a Business Planning Checklist, found at [http://64.78.52.101/content/develop\\_pace/fin\\_TLCBooklet.pdf](http://64.78.52.101/content/develop_pace/fin_TLCBooklet.pdf); (3) the PACE Financial Proforma Baseline Scenario, Case Study: Total Longterm Care, Denver Colorado ([http://64.78.52.101/content/develop\\_pace/fin\\_TLCBooklet.pdf](http://64.78.52.101/content/develop_pace/fin_TLCBooklet.pdf)), and (4) Case Study: Alexian Brothers Community Services, Chattanooga, Tennessee ([http://64.78.52.101/content/develop\\_pace/fin\\_AlexianBooklet.pdf](http://64.78.52.101/content/develop_pace/fin_AlexianBooklet.pdf)). For more information, contact Robert Greenwood at 703/535-1522.

## Classifieds




See this also on our website - [www.cahsa.org](http://www.cahsa.org)

An opportunity is available to train for an **Executive Director** position. The ED is responsible for the overall management of one of our Colorado communities. Selected candidate will: ensure safety and satisfaction of our residents, ensure compliance with CO regulations, be responsible for adhering to financial and marketing plans, prepare reports, prepare budgets, review/analyze monthly financial statements, prepare monthly forecasts and build strong employee/customer relationships. Experience in the senior housing industry is a plus. This is a high-energy position and requires an individual who can handle multiple tasks and priorities. A strong financial background is necessary. Bachelor's degree preferred. We offer a competitive salary and benefits. Forward resumes to: Sunrise Regional HR, 727-887-1798 (fax) or [jeanne.marnoch@sunrise-al.com](mailto:jeanne.marnoch@sunrise-al.com).

**Social Services Coordinator** The Social Services Coordinator will coordinate care planning for two independent living communities; serve as the communities' social services advocate; provide on-going assessments of current residents to assure they continue to be appropriate for the facilities' services; and assist in developing and implementing policies and procedures for the identification of seniors' social and emotional needs. The position requires an MSW; 3 years experience, preferably working with seniors; and an enthusiastic, energetic self-motivated individual who loves working with older adults and exhibits a desire for working with student interns within this gerontological learning center. This position offers excellent benefits including medical, dental & 401(k). Please contact Eaton Senior Programs, Inc. Phone (303) 937-3000, Fax (303) 937-3090, E-mail: [dforwood@eatonterrance.org](mailto:dforwood@eatonterrance.org). EOE, M/F/D/V

**Part-Time Bus Driver/Activities Assistant:** The chosen applicant for this position will drive a 24-passenger bus for shopping and group activity trips for seniors. A CDL class C Driver's License and a good driving record are required. The position requires a caring, upbeat, organized professional who enjoys working with older adults to assist in planning, leading & hosting activities for an assisted and independent housing complex. Clerical and computer skills are a plus. Weekdays, Part -Time (20 hours a week), occasional weekends and evenings. Please contact Eaton Senior Programs, Inc., Phone (303) 937-3000, Fax (303) 937-3090, E-mail: [dforwood@eatonterrance.org](mailto:dforwood@eatonterrance.org). EOE, M/F/D/V

# The CAHSA Calendar

- February 6**                    **CAHSA Mental Health Series, Session 2:  
"Supporting Treatment of Mood Disorders"**  
8:30 AM – 11:00 AM  
The Villas at Sunny Acres, Denver
- February 6, 7, 13 & 14**   **Assisted Living Residence 30-Hour Owner/Operator Training**  
8:30 AM – 5:00 PM  
Pinon Management, Lakewood
- February 17**                    **"Nuts and Bolts of PETI and PASRR"**                                        *Get more information on  
these events from our  
website - [www.cahsa.org](http://www.cahsa.org)*  
8:30 AM - 12:30 PM  
The Villas at Sunny Acres, Denver
- February 12**                    **Legislative Action Team**  
12:00 PM - 2:30 PM  
Mendez & Associates, 1370 Pennsylvania Ste 400, Denver
- February 27**                    **CAHSA Mental Health Series, Session 3:  
"Physical Illness and Cognitive Deficits"**  
8:30 AM – 11:00 AM  
The Villas at Sunny Acres, Denver
- February 28**                    **CAHSA Culture Change Coalition**  
9:00 AM – 11:00 AM  
Pinon Management, Lakewood
- Board of Directors Meeting**  
12:00 PM – 3:00 PM  
Total Longterm Care Corporate Office  
200 East 9<sup>th</sup> Avenue, Denver
- March 13**                        **CAHSA's Legislative Luncheon**  
12:00 PM – 1:30 PM  
Maggiano's
- March 20**                        **CAHSA Mental Health Series, Session 4:  
"What's New in the Psychiatric Med Stew"**  
8:30 AM – 11:00 AM  
The Villas at Sunny Acres, Denver
- March 27**                        **"Programming for Direct Line Staff in Longterm Care"**  
8:30 AM – 3:30 PM  
Covenant Village of Colorado, Westminster
- April 10**                         **CAHSA Mental Health Series, Session 5:  
"Managing Aggressive Behavior in Older Adults"**  
8:30 AM – 11:00 AM  
The Villas at Sunny Acres, Denver

## **MARK YOUR CALENDAR**

Our annual Legislative Luncheon is coming up! Mark your calendar for Thursday, March 13, 2003, from 12:00 - 1:30. We'll be going to Maggiano's again. Don't miss it!

## **CAHSA IS PLEASED TO WELCOME THESE NEW MEMBERS TO OUR FAMILY:**

Rural Community Assistance Corp.  
Contact: Blake Chambliss  
2460 W. 26th Ave. Suite 430C  
Denver, CO 80211

303-455-7882

Colorado Foundation for Medical Care  
Contact: Sara Schultz, RN  
2851 S. Parker Rd., Suite 1000  
Aurora, CO 80123

303-695-3300

Centura Adult Day  
Contact: Kelly Hilty  
1620 Meade Street  
Denver, CO 80203

303-899-5200

## **Thank you to the members who renewed their membership in December and January:**

Allied Housing	Eben Ezer Lutheran Care Center	Morning Star Senior Day Program
Allied Jewish Apts.	Eben Ezer Lutheran Housing Center (Tabor)	Morrison Senior Dining
Anciano Tower	Elk Run Assisted Living Community	Mountain Vista Health Center
The Argyle	Frasier Meadows Manor Health Care	Mullen Home-Little Sisters of the Poor
Balfour Retirement Community	Garden Park Villa	Mullins Youngdahl Design Company
Beatrice Hover Assisted Living Res.	The Gardens at Columbine	Myers & Stauffer LC, CPAs
Bent County Memorial Nursing Home	Golden West Senior Residence	The Myron Stratton Home
BKD, LLP	The Granville Assisted Living Center	Navigations Coaching
Cantril House	Guadalupe Senior Apartments	Nightingale Suites at Springwood
Castle Creek Terrace	HDS Services	The Oberon
The Chateau Des Mons	Henry Ham Insurance Agency	Olin Hotel Apartments
Christian Living Campus-Johnson Center	Heritage Club at Greenwood Village	Olsen & Traeger
Christian Living Campus-Living Center	Heritage Club at Lakewood	Park Hill Residence
Christian Living Campus-University Hills	Heritage Club of Aurora	Parkplace
Christian Living Campus-The Village at the Johnson Center	Heritage Club of Denver	Pinon Management
Cinnamon Park	Highland Group	Prospect Park Living Center
Cliffview Assisted Living	The Homestead Adult Day Care	RehabWorks
Commercial Insurance Services, Inc.	Hover Community, Inc.	Residences at Franklin Park
Concord Management Company	Laurel Manor Care Center	Roger Williams Manor
The Courtyard of Loveland, Inc.	Libby Bortz Assisted Living Center	Schryver Medical
Covenant Village of Colorado	Liberty Heights at Northgate	Senior Insight, Inc.
Crestview Manor	Liberty Heights Manor	Seniors Resource Center
The Eastern Star-Masonic Center	Madison House	Stepping Stones Adult Day Program
Eaton Senior Programs	Maltese Cross Manor	Stifel, Nicolaus & Co., Inc., Hanifen Imhoff Division
	Mary Sandoe House	Total Longterm Care
	Marycrest Assisted Living	ViewPointe
		Wellspring at Aurora