

LeadingAge™ Colorado **Connecting**

The Resource for Senior Housing and Care Professionals

Insights on Leadership

Each month we profile a LeadingAge Colorado member to learn their insights on leadership. This month we spoke with **Barbara Bradshaw, Chief Executive Officer at Eben Ezer Lutheran Care Center.**

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

I first entered the healthcare field as a nurse in acute care. I migrated to long-term care when the hospital where I worked offered only positions in the night shift. I knew that wasn't for me, so I took a position at a long-term care community. I had the pleasure of working with a group of talented individuals at a quality organization, so that enhanced the experience. I moved into staff development, which I found I really enjoyed. We had some great successes, including new and innovative training for nursing assistants before it was even required, and creating innovative programming for people with dementia and Alzheimer's.



Barbara Bradshaw

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

The best advice I've received is to maintain your focus on what's best for your customers, and to not stray from your key values. When day-to-day decisions and opportunities arise, it's important to go back to your foundation, your core values. It's crucial to develop a sense that this job is bigger than any of us. What we do is important, so operating every day on a grounded platform focused on what is best for our customers has helped me. Another key piece of advice I've incorporated is to hire the very best people you can find, and to hire the person first rather than the resume.

How would you define a successful leader?

I believe a successful leader is someone who has the competency and authenticity to inspire others to do their best work.

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

Certainly you must have empathy and a special appreciation for those you serve. Many of the people who come through our doors are going through a traumatic time. I also see three positions an effective leader in this industry must have. You must be a cheerleader and support those people on the front lines, because this is hard work. You must also be a cop. We have strict standards of performance we must adhere to. It's such an important service we're doing, so we need to be sure we're doing it correctly. Finally, you must be a librarian. By that I mean you need to have a thorough understanding of the industry and what's happening in order to be a good resource for others.

LeadingAge Colorado is the Colorado affiliate of:



CEO Update

It has been an eventful three months. In late March, your association headquarters relocated to a new downtown address. After the move, we completed all the re-branding activities to implement our new name, LeadingAge Colorado. By now we hope you have updated your address book to reflect our new email addresses at leadingagecolorado.org.

At our recent annual convention we held a formal "Celebration of Age." Thanks to all of our members who submitted photos of seniors for our contest at the convention. The photos reminded us of why we were there – to learn ways to better serve our seniors and be the best we can be. All of this while learning a lot of timely information – can you say Health Care Reform? – and networking with friends, old and new.

While we were busy with packing, moving, and re-branding, the state legislature continued to keep us on edge. We worked until the last hours of the session advocating for passage of a bill that contained an amendment to allow the ACF tiered rate study to be implemented in the next state fiscal year, beginning July 1, 2011. You may recall that this study came out of HB 1053 which passed in the 2010 legislative session. Originally, the study was to have been completed by now. However, with a new Governor, resulting in changes in administration of state government, most projects were delayed until new staff were appointed. Also in HB 1053 was a section that directed the Department of Health Care Policy and Financing (HCPF) to pass regulations to allow Medicaid certified adult day programs to implement a restricted environment. For the past five months, a dedicated group of adult day members have been working with our consultant to develop proposed changes to the regulations. We will submit those to HCPF in June.

Just before our convention we learned that the QMAP syllabus was going to be changed substantially and that a stakeholder meeting would be held to gather feedback on the draft changes. Several LeadingAge Colorado members, assisted living and adult day, were selected by the Department of Health to participate in the stakeholder meeting. Also, we hired a RN consultant to review in-depth the draft syllabus and submit detailed comments with our concerns. There will be more discussion on the QMAP program and implications of the changes and we will continue to represent you at the table.

More recently, The Centers for Medicare and Medicaid Services (CMS) published a Notice of Proposed Rule Making that would change provisions and eliminate HCBS funding for persons residing in assisted living settings and HUD apartments that are part of a larger campus. The intent and timing of this proposal is disconcerting in light of movement on the federal and state level to utilize more

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

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5 Minutes with... A Business Partner

**Tom Terry, Vice President
Keller Lowry Insurance**



Tom Terry

How long have you been a member of LeadingAge Colorado?

We are in our second year of membership.

Why did you become a member?

We joined because we heard good things from a number of our nursing home and retirement community clients. I also felt it was a good organization to support because of the great services the industry provides.

How did you get into this business?

I was an insurance underwriter for several companies, then I moved here from Wisconsin and decided to get into the agency side of things in 1983. I've been with Keller Lowry since 1983 and have been an owner since 1995.

What services does your organization provide?

We provide a variety of insurance types. Our sister company, Benefits and Incentive Group, provides health insurance, life insurance, retirement plans and other services. The Keller Lowry side does all lines of commercial and personal insurance, including professional liability, general liability, worker's compensation, bonding, property and more.

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

Our local ownership and the length of service of most of our employees makes us unique. We have many employees who have been here for 10 years or more. Our structure allows us to be service-oriented. The same team works with a client for as long as the client does business with us. While many other organizations have a producer, like me, sell the account only to disappear, I have accounts I have worked with for more than 20 years. I know exactly what their needs are. I've also worked with the same account executive for 15 years, which provides great stability for our clients. Our philosophy is to build a strong relationship with our clients so we can help their business grow, not just to sell them insurance and move on to the next.

How can people learn more about your business?

I'd be happy to talk with anyone who has questions about Keller Lowry. They can also visit our website at www.kellerlowry.com.

2011 Conference Recap

More than 200 people representing the senior care community in Colorado converged on the Keystone Resort and Conference Center last month for the annual LeadingAge Colorado conference. A bit of snow did nothing to dampen the atmosphere, as attendees browsed more than 30 exhibitor booths, listened in on numerous workshops and discussions, and heard from several insightful presenters.

With topics ranging from the use of social media to PACE [Programs of All-Inclusive Care for the Elderly] in rural communities, there were workshops for every realm of interest. The range of services offered by exhibitors was also impressive. Exhibitors from LeadingAge Colorado member organizations, including Select Rehabilitation, Legacy Healthcare Services, Shalom Hospice and Freewheel Mobility, spoke with attendees, held games and discussed senior care issues among one another throughout the conference.

Preconference speaker Elizabeth Gold of **To The Point**, a professional training and development company, kicked off the conference with “Leadership is an Attitude, Not a Job Title,” a discussion aimed at demonstrating how everyone in a particular organization, from the newest employee to the chief executive officer, can use leadership and confidence exercises to boost their productivity, improve their work relationships and arrive to and leave from work feeling good.

“I really focused on techniques that apply to everyone, not just people in leadership positions,” Gold said. “It doesn’t matter your position. Everyone can benefit from improving their confidence and leadership.”

Gold held several trust-building exercises for attendees, and reviewed the most constructive methods for dealing with conflict in the workplace.

Featured speaker Roger Landry presented his vision of the future of senior living communities during the general session. Landry, MD MPH, is a preventive medicine physician and president of Masterpiece Living. He shared his thoughts on how senior care and living will evolve in the future into models more focused on creating opportunities for growth, learning and discovery, much like a university. He said he sees the next few years as being crucial to the industry, as it is facing a number of challenges, not the least of which is a sharp increase in the number of older individuals within the general population.

“My experience at the LeadingAge Colorado annual meeting was especially uplifting. The attendees were particularly enthusiastic about the future despite the challenges of an economy downturn,” Landry said. “In discussions with attendees, it was clear that several communities were poised to make substantial changes in their services delivery model in order to meet the demands of the new older adult, who is aware of the research on aging, and is expecting their senior living community to be a place where they will continue to grow.”

LeadingAge Colorado President and CEO Laura Landwirth said she’s received good feedback from members regarding the conference.

“This year’s exhibit hall was sold out,” she said. “It was great to see so many new exhibitors. Sessions were well-attended and well-received.”

Leadership Next

Summer 2011

LeadingAge Next had a strong presence at the annual LeadingAge Colorado conference at Keystone Resort in May. We received some great feedback following the presentation by Elizabeth Gold. Elizabeth, of To The Point Professional Training and Development, discussed methods for cultivating leadership regardless of rank or position. Her presentation was entitled "Leadership is an Attitude, Not a Job Title." About 85 people attended and had good things to say about her insights. At the Leadership Next booth, we handed out mentor-mentee applications and planning committee sign-up forms.



Jen Naber
Leadership Next Champion

Later this summer we will be sending out evaluations to all mentor program participants. Participants will also be invited to a summer networking event with all Leadership Nexters. We will also be seeking out people interested in participating in the mentor program beginning in the fall. If you haven't already, consider signing up for the program. Both mentors and mentees have had great experiences in this program. Though a definitive date for the networking event hasn't been set yet, we are looking at a Wednesday in July as the most likely timeframe.

Insights on Leadership, continued from Page 1

How do leaders prepare for new challenges?

First I think you must study the landscape, because we are facing challenges we have never faced before. You must be skilled at developing strategies based on the changing landscape before you. In other words, you need to be a strategic thinker. You must say, "This is what's happening out there, so what strategies should we employ moving forward?" You must always, always be paying attention. Long-term care is an industry in which someone must always be minding the store, looking forward and positioning yourself for tomorrow's world from a customer as well as regulatory standpoint.

From a leadership standpoint, what benefits do you see from being a member of LeadingAge Colorado?

Certainly the contact you have with your peers to learn, share and bounce ideas around is invaluable. Another big benefit is to be part of a larger, more effective voice to address critical issues and concerns facing our industry.

CEO Update, continued from Page 2

HCBS to help avoid premature and/or inappropriate placements into nursing homes. We asked our assisted living and affordable housing members to contact their federal legislators and ask them to oppose this proposed CMS rule. ALFA and LeadingAge submitted comments to CMS, as did LeadingAge Colorado.

Now that summer is here many of you are taking time off to relax and recharge. For those of you who are golfers, I suggest you start to work on your game. The annual LeadingAge Colorado golf tournament is scheduled for September 8th at Eagle Trace Golf Club in Broomfield. Have a great summer!

Aura Sandwich

President & CEO

Coming Events...



August 31, 2011

8 am—4 pm

Community Connections Bus Tour Extreme Makeover

September 8, 2011

LeadingAge Colorado Golf Tournament

Eagle Trace Golf Course, Broomfield

September 28, 2011

8 am—4 pm

Community Connections Bus Tour

Affordable Senior Apartments

