



Life's Little Touches



Life's Little Touches



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Our national partner, LeadingAge, is an association of 6,000 not-for-profit organizations dedicated to expanding the world of possibilities for aging. Together, we advance policies, promote practices and conduct research that supports, enables and empowers people to live fully as they age.

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Founded in 1961, LeadingAge New York represents more than 500 not-for-profit, public and mission-driven senior care providers, including nursing homes, senior housing, adult care facilities, continuing care retirement communities, assisted living, home care and community services providers which serve approximately 500,000 people across New York each year.

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Chief executive officers, executive directors, administrators and any department executives who work in a skilled nursing, adult care, assisted living, senior housing or community service environment ... there is something for everyone at this year's conference.



Life's Small Touches

Non-profit providers of aging care and services know that as people age, continuity – particularly in the details of their lives – is critically important. LeadingAge New York members understand that after a move to a congregate residential setting, small touches are very important in helping elders adjust to their new home and live happy, healthy lives. This issue of LeadingAge New York *Adviser* features examples of how members integrate children and pets into their communities and programs.

Learn how from horses to dogs, and from day care to music programs, members incorporate pets and children in many ways.

- **Andrus on Hudson's** model program, Babies and Grands Music, incorporates children and elders through a partnership with an onsite daycare.
- **Beechwood Continuing Care** in Getzville brings pets in residence, encourages pets as visitors and has created intergenerational programming with a neighboring daycare center.
- **Baptist Health** in Scotia has long been open to animal visitors and allows staff to bring pets to work. Now Baptist Health has raised the bar with a field trip to a local horse sanctuary and it sponsored two rescued donkeys, who have even visited elders at the facility.
- **The Friendly Home** has a long-tenured Adopt-a-Grandparent program bringing children and residents together for the past 37 years.;
- **St. John's** in Rochester has created the St. John's Collaborative for Intergenerational Learning that includes students and seniors actively participating in learning each semester.
- **The Centers at St. Camillus** encourages interaction with pets and children in ways that truly enrich the lives of those they serve.;
- **Gurwin Jewish Nursing & Rehabilitation** not only brings in therapy dogs for visits but also brings burrows, miniature horse, lambs, chickens, birds, fish, and even snakes and reptiles to the delight of residents.

Also in this issue, celebrate the progress of the **New Jewish Home in Manhattan** toward construction of the first urban Greenhouse and Small House models. In One Voice, Ami Schnauber reminds us that social media is increasingly important in connecting and communicating, as well as for getting information.

HealthPro Rehab provides a comprehensive overview of strategies to give members an advantage in the world of Accountable Care Organizations (ACOs) and bundled payment programs. Custom Computer Specialists details a scenario where partnership can prove invaluable during crises in managing onsite needs and security.

Finally, meet the newest member of LeadingAge New York's team, **Nancy Truland**, ProCare Nurse Consultant/Policy Analyst.

If you looking to advertise in *Adviser* or submit a story for publication, please contact Kristen Myers, editor, at 518-867-8847 or via email at kmyers@leadingageny.org.

Sincerely,

James W. Clyne Jr.
President and CEO



Welcome Nancy Truland, RN

Meet Nancy Truland, RN
ProCare nurse consultant/policy analyst

Nancy was born and raised in Troy. Shortly after graduating from high school she married and moved to Vermont to begin a career as a nurse aide. After five years, Nancy returned to New York, settling in the Adirondack region and continued her nursing in the long term care field. She has two daughters who have successfully moved on to adulthood and an eight-year old granddaughter who "teaches Nancy how to see each day as a gift."

What attracted you to join the team at ProCare?

While working in the not-for-profit nursing home sector I was exposed to the services that ProCare provides, as well as to the people who provide those services. When I saw the opportunity to join the team as a nurse consultant, I knew immediately that it was something that I wanted to pursue. I loved my work as a director of nursing and was drawn to the possibility of helping others to manage the many challenges of the role and of the field. I enjoy traveling and I look forward to meeting new people and seeing facilities across the state.

How does your educational and work experience lend itself to helping clients?

Throughout my career I have held every role within a nursing department. As a director of nursing I also worked closely with all of the interdisciplinary team and have come to truly appreciate team work and the value of each part of the team. I have also been exposed to the fiscal world of the nursing home and understand the relationship between revenue and quality of care. I have lived through an immediate jeopardy citation as well as a deficiency-free survey. I was closely involved with the implementation of an electronic medical record and I feel strongly that technology is a key component to managing the day-to-day activities within a facility.

Has your career evolved over time?

I began my career as a nurse aide in a rest home and gradually worked my way to a licensed practical nurse and then a registered nurse. I continued to work while doing this and raising my family. This route taught me how to multitask, how to prioritize and how to lead a balanced life. After working for the same "stand alone" facility for nearly 30 years, I left my comfort zone and began work in a not-for-profit facility that is part of a larger corporation. There, I was able to experience the challenges that are faced in that setting and to see the advantages of having multiple facilities working together.

(See Welcome Nancy Truland on page 5)

Welcome Nancy Truland ... (Continued from page 4)

What are your thoughts about long term care five years from now?

The changes that I have seen in long term care are astounding. It is no longer only about the little old ladies and gentlemen who come to a facility to live out the rest of their lives. The field has become competitive and facilities are increasingly evaluated on outcome which is challenging to measure. "Achieving more with less" is a theme that rings throughout and utilizing technology, resources and making sure that the right people are in the right places doing the right thing is imperative. Strong clinical skills and strong leadership qualities are vital.

You spent quite a while working in the North Country. What is your take on the needs of the aging population in that area given the vast geographical distance among people and limited resources?

I loved my work in the North Country. Despite limited resources and support groups the people I worked with are strong and determined. Many of them had rarely, if ever, seen a doctor and were obviously not pleased to be living in a facility. We were faced with respecting their privacy and their rights, including honoring their right to be discharged back to a home setting that we may not have deemed a healthy living environment. Many North Country folk live a simple life that does not need to include many items that we would consider basic needs.

What can providers do now to begin preparing for the future?

Utilize technology to its fullest. Build good working relationships with all of the health care providers, especially in the hospital setting. Look at the changes in Medicare and Medicaid structure as positive and do your best to embrace them and to conquer them! Positive energy is contagious (and so is negative energy). Utilize the services of LeadingAge New York!

If you could change anything within long term care right now, what would it be?

I would love to see a fair and consistent regulatory process across the state, if not the nation. The results of a survey inspection are more important than ever with the Five-Star Quality Rating System. Additionally, the repercussions of poor performance appear to be

(See *Welcome Nancy Truland* on page 6)

Welcome Nancy Truland ... (Continued from page 5)

counterproductive. Large fines and the loss of the ability to train the staff that you need in order to provide care do not seemingly lead toward a process that will result in improvement of care.

What advice might you give to lawmakers right now about the future of long term care?

Get all of the facts. Listen to the providers. Talk to each other.

Who have been the influencers on your career path and how did they help your career?

Some of LeadingAge New York's very own have influenced my path. Linda Smith was my director of nursing for many years and was a great mentor. Kathy Pellatt and I also worked closely together and I served as her assistant for a short time. My mom was a director of nursing and has taught me to appreciate and to respect the aged population. Every person that I have worked with has helped me to learn and to grow as well as each resident that I was fortunate to know.

What would surprise readers about you?

Winter is a favorite season of mine and summer is a least favorite! 🌱



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Feature

Get Your Seat at the Table Today!

The time is now to execute on initiatives to optimize patient care and demonstrate positive outcomes

Accountable Care Organization (ACO) networks and bundled payment programs continue to gain momentum throughout New York and across the nation. As such, these influential networks (inclusive of physician groups, hospital systems, managed care, etc.) are becoming more influential and even more refined.

Every Post-Acute Care (PAC) provider must be considering strategies to link elbows with referral sources, ACO/bundled payment networks, managed care networks and regional conveners. After all, the climate has changed quickly and dramatically; consider the startling statistics:

- Currently, one in ten Medicare beneficiaries are attributed to an ACO
- 50 percent of all payments this year will be via a value-based program
- 90 percent of Fee-For-Service (FFS) Managed Care Alternative (MCA) dollars are linked to quality or value

The impact of these health care reform mandates speak volumes! They suggest that this shift will continue to gain momentum. For example, several studies demonstrate the percentage of bundled payment patients discharged from the hospital setting directly to a skilled nursing facility has dropped as much as 30 – 50 percent for orthopedic and cardiac valve replacement surgeries.

High Expectations!

Becoming part of a preferred network or bundled payment program is critical to PAC providers' survival, but it comes with a price: high expectations!

Healthcare organizations and networks are seeking only strategic partnerships that will help them to remain financially viable. As such, it is imperative for PAC operators to not only understand these expectations, but to also execute on processes, programs and plans in support of these important strategic changes as soon as possible. The following discussion encourages swift and smart execution on three critical drivers: quality patient care, monitored performance metrics and tactical operational changes.

Patient Care is Paramount

The Centers for Medicare and Medicaid Services (CMS) focus on the "Triple Aim" initiative, dictates whether many PAC facilities will survive the healthcare reform transition. There is a universal sense of urgency related to adopting internal care designs to improve quality patient care and satisfaction, improve the health of populations, and to reduce the per capita cost of health care. The "Six Aims for Improvement" defines "ideal healthcare delivery" and PAC providers must be prepared to demonstrate their efforts to align with each of the six quality indicators, which state that care should always be:

- Timely: Steps must be taken to avoid delays in care; arrange for consistent weekend/holiday coverage.
- Efficient: What processes are in place to optimize use of supplies, equipment?
- Equitable: Delivery of high quality PAC services should be available to all.
- Safe: Patients must not be harmed by the system; particularly at vulnerable transitions of care.
- Effective: Evidence-based care (as with pathways/protocols) must be put into place.
- Patient-Centered: Patients must have an active role in care decisions, and specific needs (social or cultural) be determined/communicated at each PAC transition.

Moreover, "in-network" providers are expected to embrace INTERACT, or a similar program to track, manage and report out on a comprehensive admission, discharge planning and communication processes related to care transitions. Often times, although a PAC operator understands the value of INTERACT, implementation is a challenge. Execution on developing care paths, advanced care planning tools, patient/caregiver education, quality review and Quality Assessment Quality Improvement (QAPI) processes continue to be intimidating but worth the investment.

(See *Get Your Seat* on page 9)

Get Your Seat ... (Continued from page 8)

The Power of Performance Data

The key to unlocking strategic partnerships is the ability to demonstrate positive performance data. In fact, ACO networks and those who own bundled payment programs will require preferred PAC providers to report out on biweekly/monthly/quarterly reports on performance metrics and key outcome measures to designated clinical care coordinators. At the minimum, a PAC operator should have systems in place to swiftly and easily demonstrate:

- Functional outcome measures
- Care coordination measures
- Patient engagement measures
- Organizational capability measures
- Composite measures
- Efficiency measures
- Disparity measures
- Performance Measures

Moreover, each provider ideally should also implement the use of internal scorecards to capture the following:

- Re-hospitalization rates by diagnosis;
- Percent of patients discharged home/with home care/with out-patient referrals
- Average length of stay by diagnosis for both Skilled Nursing Facility (SNF) and Home Health (HH) partner
- Quality Measures – sepsis/UTI, falls, cognition, etc.
- Five-Star Ratings
- Therapy intensity (minutes/week)
- Functional Status Changes/Length of Stay (LOS)
- Control group/peer benchmarking/ hospital & national standards
- Cost/episode by diagnostic group

PAC providers can also leverage the power of performance data related to marketplace intelligence and data analytics specific to their referral sources. It's important to understand how a referring hospital's reimbursement and cost is associated with readmissions, Value-Based Payment (VBP) adjustments and/or Avoidable Hospital Days. Consider the value of a savvy PAC operator who is can identify, and strategically execute, on interventions that contribute to the mitigation of unnecessary costs for their referral source; a "Win-Win" result in this scenario would surely hard-wire an important network partnership.

Operational Accountability

Providers across the post-acute care continuum are being held accountable for having programs, tools and resources in place that objectively demonstrate a shift from quantity to quality. Networks will continue to demand evidence of such sophisticated key quality indicators as:

- Plans for seamless transitional care (as with the Project RED philosophy);
- Care pathways which support population health-oriented niche programs;
- Whether clinical programming /interventions align accurately with patients' needs, acuity and complexity;
- Appropriate patient/caregiver education;
- Specific internal and external communication protocols;
- Consistent compliance programming/training/auditing ;

(See *Get Your Seat* on page 10)

Get Your Seat ... (Continued from page 9)

- Staff selection and training based on a foundation of culture which supports health care reform initiatives;
- Ability to form strategic plan based on objective performance data (e.g.: Quality Measures, Program for Evaluating Payment Patterns Electronic Report (PEPPER), Casper, CMS Five-Star and Quality Measures).
- Concurrent outcomes and cost analysis;
- Ability to make good risk management decisions;
- A clean claims process.

This transition away from the industry's traditional focus on driving utilization is as much an operational change as it is a cultural change. This may present a challenge for some facilities, while other PAC operators embrace the opportunity and leverage their ability to execute as a competitive advantage.


Prepared to take your seat?

To summarize, consider whether your community is well-prepared to build and sustain meaningful, long-lasting partnerships with valuable networks by evaluating the industry's top ten "Value-Based Initiatives Across the Continuum of Care." Has your PAC community executed on the following:

1. Discharge planning that is integrated across the continuum of care
2. An integrated technology hub is in place.
3. Data & data analytics which support communication with upstream/downstream providers
4. Model that can support an integrated post-acute continuing care network
5. Population health management capabilities for chronic care
6. Integrated cost reduction initiatives
7. Truly community-based programs
8. Network of case management/care collaboration
9. Clinical and financial partnerships
10. Payment models that share risk

Eventually, every PAC provider will be required to embrace this shift from volume to value and integration with upstream and downstream partners will be a necessity.

The biggest challenge then becomes executing on the many initiatives, programs and operational tactics. Because many PAC facilities do not have the necessary resources, they may engage help from healthcare reform consultants, such as HealthPRO®. Some consulting firms like HealthPRO® have been executing on innovative healthcare reform strategies since the onset of ACO networks almost four years ago in the metro NY region. Once thought of as only a therapy management team, HealthPRO® is a unique example of where PAC providers can find highly qualified, specialized team of experienced leaders who can support your interdisciplinary teams in making necessary changes.

Whether PAC providers choose to forge ahead on a strategic path independently, or will enlist the support from industry experts, the next generation of health systems and networks will feature those PAC communities that offer integrated, evidence-based, innovative and integrated systems that can consistently demonstrate the highest quality of care and the ability to collaborate with the full continuum of care delivery. 

Michele Saunders, PT, SVP with Hilary Forman, PT, RAC-CT, SVP, clinical strategies division, HealthPRO®. LeadingAge New York's endorsed vendor for therapy, HealthPRO® also provides compliance consulting and healthcare reform expertise through their clinical strategies division.

The Power of Partnership:

Brainstorm: 1, Thunderstorm: 0

The North Fork of Long Island is home to sprawling vineyards, rustic countryside and acres of lush farm land. It is also home to many senior citizens who enjoy an active lifestyle at Peconic Landing. Nestled between a vineyard and a golf course on Long Island's bucolic North Fork, Peconic Landing is Long Island's only nationally accredited Lifecare Community.

Residents at Peconic Landing "chart their own course" and can live independently in a cottage or apartment, later moving to more supervised accommodations or nursing care as needs arise. The technology used at a community such as Peconic Landing is as multi-faceted as the residents' needs. Toward that end, Peconic Landing chose to partner with Custom Computer Specialists (Custom) to manage their technology implementations and monitor their day-to-day operations.

Custom, a technology solutions provider, works closely with healthcare organizations throughout the Northeast. Custom helps to implement the technology required for facilities to comply with healthcare regulations, while also meeting the needs of residents, patients and staff. Because there is a very high expectation of security and peace of mind that is non-negotiable, Custom was chosen to design and deploy a data network that could support critical and strategic functionality, geared toward the health, safety and comfort of all residents in all phases of the property. Their innovative use of technology includes a state-of-the-art personal emergency call button system that provides residents the ability to receive assistance anywhere on the property; indoors or out. Providing this enhanced layer of security was as much a priority for Peconic Landing as their staff of security guards and CPR administrators. Steven Carroll, Peconic Landing's chief financial officer, explained, "Peconic Landing prides itself on providing

opportunities for all seniors to realize a sense of purpose, peace of mind and security. We work so our members can realize a sense of security in all aspects of their lives."

On the night of June 23, 2015, Long Island was battered by powerful thunderstorms. At approximately 9 p.m., Peconic Landing sustained a lightning strike that knocked out power and their data network. However, thanks to Custom's around the clock monitoring, an alert was immediately received at Custom's Network Operations Center (NOC). Senior management and technicians from Custom's Managed Services team were immediately

alerted. Remote troubleshooting generally resolves 90 percent of issues, however after about 30 minutes of remote diagnostics, the client's network was still down. The team recognized that this was a major outage, but the extent wasn't yet clear. A dedicated Managed Services team was immediately dispatched into the storm to figure out exactly where the problem occurred and what was needed to fix it.

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"Peconic Landing prides itself on providing opportunities for all seniors to realize a sense of purpose, peace of mind and security. We work so our members can realize a sense of security in all aspects of their lives."

— Steven Carroll, chief financial officer, Peconic Landing



The Power of Partnership ... (continued from page 11)

By midnight, power and the internet were restored, but not the network. The outage had the potential to turn into a grave situation. Phones, security cameras and other operations were still not functional. But, more significantly, the most critical functions of the network were down. Nurses couldn't monitor the patients in the nursing home and the personal emergency call button system was inoperable. Mobilizing resources in response to a potential emergency situation would have been extremely difficult.

Custom quickly realized that the only resolution was to reboot each device individually. That meant every computer and every camera. Carroll said, "Custom understood the critical nature of the situation and wasted no time correcting the problem, relieving any undue burden it could place on our members' lives." At 3 a.m., Peconic Landing was back up and running. Crisis averted! The morning shift didn't even realize there had been such a major problem overnight.

Peconic Landing has since purchased new equipment that will significantly reduce the likelihood of a similar situation arising again. Carroll and his team will continue to work with the team at Custom as they seek out technology innovations that enhance and enrich the lives of their residents. 🌱

Andrew Robinson, director of managed services, Custom Computer Specialists can be reached at www.customtech.com.

Where Commune Meets Kibbutz

The New Jewish Home’s embrace of the Green House model is creating small-scale caring communities and large-scale cultural change.

By Audrey Weiner, DSW, MPH; president and CEO, The New Jewish Home

Walk down the hall of the Pavilion wing of The New Jewish Home’s Westchester campus and you will find tantalizing smells wafting your way. Paprika, lemon and nutmeg. Coq Au Vin, Spaghetti Bolognese and Chicken Tikka Masala. The freshest of vegetables and the ripest of fruits. Freshly made coffee and orange juice.

This ain’t your grandmother’s nursing home.

Ring the doorbell, go through the private front door, and you’ll find yourself inside the world of our “Small Houses” (three are currently up and running, with four more to follow).



A world within a world, the Small Houses operate according to the Green House® philosophy of elder care. As a recent *New York Times* article explained, in a Green House setting, the impersonal, hospital-like feel of an old-school nursing home gives way to the intimate, homey feel of a small-group household.

Each elder has a comfortable bedroom and bathroom (“There’s plenty of space. It’s ideal,” says Frances Russillo, 99) and everyone shares a “great room” — a big living room that flows into a large dining area adjacent to an oversized open kitchen. It’s all beautifully designed just as such spaces would be in a private house. There’s even a fireplace to create a feeling of hearth and home. (See photos below.)



In a Small House, a personal approach to life complements the homey interior design. Instead of each day’s schedule being determined by what is operationally efficient for the institution, the elders themselves choose the day’s activities, meals and mealtimes. Caregivers, whom we call *adirim* (ah-dee-REEM), the Hebrew word for nobles, to signify the nobility of the nurturing and sustaining care they offer, work in flexible, self-managed teams.

(See Where Commune Meets on page 14)



Where Commune Meets ... (continued from page 13)

Visit a Small House and you’ll find elders doing a variety of things — and why not, since there are no set schedules to which everyone has to conform. Some residents might be in the living room talking, listening to music, doing an art project — even participating in a drumming circle. Others might be in their bedrooms reading, watching TV. Some might be outside in the garden, soaking up the sun or visiting with friends. Still others could be sitting down to a meal together at the large, beautiful communal table just steps away from the huge, open kitchen, where the foods each person likes are prepared the way each person likes them, no matter how many individual dishes that means at any given meal.

“We see the ingredients, we move them around in the pan,” says Small House resident Marilyn Weiss, 87. “Food is more tasteful because it’s being prepared in our own kitchen.”

Like other residences based on geriatrician Bill Thomas’s groundbreaking approach to elder care, The New Jewish Home’s Small Houses represent a completely new way of caring for, and thinking about, elders. Instead of seeing them as collections of physical problems to be managed, we see them for what they are — people who, while old and sometimes fragile, deserve to be treated with the respect and dignity every human being deserves; to experience joy and fulfillment; and to have their wishes honored about how they wish to live each day of the rest of their lives. Our goal as stewards of the Small Houses is to learn about and honor our elders’ lives and the rich experiences that comprise them.

Just some of the benefits of the Green House approach can be seen in the reduced rates of pressure ulcers (30 percent less), incontinence (62 percent less) and falls resulting in a major injury (35 percent less) among elders living in the Small Houses versus those living in the traditional part of our Westchester skilled nursing facility.

But the Small Houses — Westchester’s first Green House-style skilled nursing option — are just the tip of the iceberg. We are working hard to break ground on New York City’s first Green House residence and the first to be built in a major urban environment.

To be called The Living Center in Manhattan, the 20-story high-rise will offer 11 floors with a total of 22 Green House homes, each with 12 private bedrooms and baths clustered around an inviting a great room like the ones in the Westchester Small Houses. There will be several kosher households and, in another first for New York City, The Living Center will offer at least one all-LGBTQ household for those who wish to live there, although LGBTQ residents will be welcome in every household.

The rest of the facility will comprise five floors of rehabilitation facilities serving up to 150 patients; a café, a spa and a library; a lobby with welcoming indoor and outdoor public spaces; and a 4,000-square-foot rooftop complete with landscaped gardens, an urban farm and areas for strolling, relaxation and horticulture therapy.

Cultural Change

An integral part of the move to the Green House model is the cultural change that comes with it. More than a year ago, we kicked off a training program for the entire Jewish Home staff in the core Green House values of “meaningful life,” “real home” and “empowered workforce.” Eventually, every single employee, from senior administrators to maintenance engineers, will have undergone training.

The reaction of Physical Therapist Supervisor Zofia Tryjanski is representative of those who have been through the program. “There is so much different [in my approach to my work],” she says. “I try to practice more understanding and patience now. Class was like a Zen experience; I hope to take that experience and energy to the elders.”

(See Where Commune Meets on page 16)

GOLF REGISTRATION (PAGE 1 OF 2)

Golf Tournament to benefit FLTC

Foundation for Long Term Care

May 23, 2016
1366 Amsterdam Road
Ballston Spa, NY 12020



Schedule

10-10:45 a.m. Registration and contests
11 a.m. Shotgun start
2 p.m. Registration for pro-clinic
2:30 p.m. Pro-clinic & driving range
4 p.m. Prizes & cocktail reception

Fun in the sun for a great cause.

Proceeds to create a new scholarship fund to promote the development of leadership in aging services.

GOLFERS: \$125/18-hole tournament | \$50/Pro-clinic | \$25/Cocktail reception only

Golf and sponsorship donations are tax-deductible to the extent permitted by law.
Registration deadline is Monday, May 9, 2016. Golfers will not be able register after this date.

GOLFER(S) NAME

Name:	Address:	Email:
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2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____

1 GOLFER REGISTRATION

☐ Golf registration \$125 per golfer
☐ Pro-clinic \$50 per golfer
☐ Cocktail reception (only) \$25 per ticket
Total golfer registration \$ _____

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☐ I cannot attend but I want to make a fully tax-deductible donation in the amount of: \$ _____

3 SUMMARY OF CHARGES

Golfer registration fees: \$ _____
Sponsorship: \$ _____
Fully tax-deductible donation: \$ _____
TOTAL: \$ _____

For more information on sponsorship or any other aspects of the Golf Tournament please go to our website at www.leadingageny.org. The Foundation for Long Term Care (FLTC) is registered as a 501(c)(3) not-for-profit organization.


Sponsors:



Where Commune Meets ... (continued from page 14)

Lead Porter Daniel Ynoa reports that he “took a lot away from the class — mostly, that in order for the team to work, we have to take responsibility, be accountable, and see the elder as a human being, not a ‘business.’ If any of those elements is missing, the team approach fails.”

As soon as the first Manhattan class graduated, we turned a 38-bed skilled nursing unit on the Manhattan campus into a Green House learning laboratory. In just a few months, what looks to the naked eye like a traditional nursing home floor has been transformed into a Green House setting. CNAs work together as a team, take the initiative to solve problems, and have the kind of intensely close relationships with the elders in their care usually reserved for family and friends.

This is what the Green House model is about. It is *personalized* care for elders provided by an empowered staff, and it is already creating unprecedented levels of connection and contentment at The New Jewish Home. 

America is aging at a rapid pace. In the coming decades, the country's changing demographics will have a profound impact on elders and their families, on private and government resources, and on eldercare organizations. The New Jewish Home is one of the few eldercare networks in the New York area with the scale and resources to make a critical difference in the lives of aging New Yorkers.

Our embrace of the Green House model is just one example of our determination to thrive in this new era, and to do so through continuous innovation. Our goal is nothing less than to transform the sector in order to make sure that older New Yorkers can live meaningful lives in whatever place they call home.

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KIDS PETS

The Power of Children and Pets

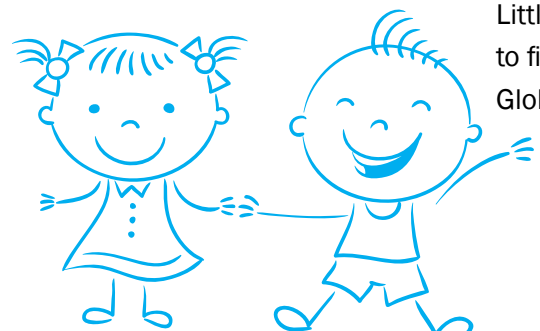
Providing intergenerational programming for our seniors and introducing pets into the community are ways Andrus on Hudson (AOH) practices our founder's motto, "Add life to years, not merely years to life." AOH introduced on-site music programs for babies and toddlers and a nursery school, creating an intersection of common experience for the old and young alike. This symbiosis enhances the experience of our seniors while providing new schooling opportunities within our neighboring communities.

Babies & Grands Music is a multi-generational, multi-cultural music and movement program for young children from six months through pre-school. Children learn the fundamentals of music through play, songs, instruments and movement in the company of their caregivers and participating resident seniors of Andrus on Hudson. Babies & Grands Music director and teacher, Jenny Murphy, created the program out of a desire to bridge generations, create friendships and provide a quality early learning music experience. "A nursing home can feel like isolated institutionalism without community involvement," Jenny said.

The hour-long music class is scheduled three times a week. The teacher gathers the young children, their caregivers and our seniors in a large room at Andrus on Hudson. To the delight of the seniors, the small children bring them percussion instruments and scarves so everyone can play and sing together. Betsy Biddle, Andrus on Hudson's executive director, says she loves to hear the laughter of the seniors and children as they share precious musical and social moments together. One resident described her time with the toddlers by saying, "It's the best part of the week!"

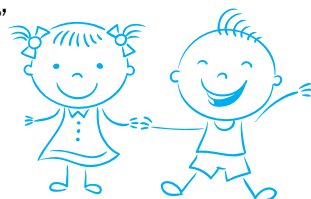
Little Leaf Nursery School opened at AOH in September 2015, in a large conference room with access to a garden where a playground was added. Founded by Director and Teacher Theresa McCaffrey, Little Leaf is a unique nursery school experience for children aged two to five years. Based on the Waldorf model with inspiration from the Global Forest Kindergarten Movement, children enjoy their morning

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The Power of Children (continued)

exploring the natural world on 26 acres of property, singing, creating, playing and visiting with the seniors. One particular morning the children donned silly hats and paraded around the common areas of each floor. On another day they brought nature “treasures” such as leaves, acorns and rocks as gifts to the seniors. A toy kitchen is set up for them in AOH’s café where the children cook and serve pretend food to the seniors.

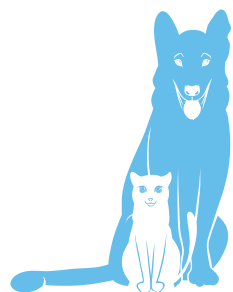


Every morning brings a new experience. One day the children were singing to the seniors when a retired school teacher sang back to them from an old time song entitled “Dear Little Dolly.” The children were so taken by her rendition that they invited her to teach in their classroom. Little Leaf is proving so successful that plans are in process to expand with a summer camp and an extended day program during the school year.

AOH encourages family members to bring their well-behaved, vaccinated pets when they come to visit their loved ones. It is like bringing a little bit of home to the resident. An employee’s affectionate golden retriever, Maverick, spends his day being lovingly petted by the seniors in the office. Bailey, a therapy dog, makes rounds with recreational therapist Matthew Garbarino. Matthew tells the story of one resident who greets Bailey with a mimicked bark, and Bailey reciprocates by putting his paw on the side of her bed. The look on the face of this bed-bound senior and the palpable rise in her response speaks to the value of companionship.

One of the strengths of forward thinking senior care facilities is a willingness to find new ways to enhance old goals. Children and pets have made our AOH community a happier, more meaningful place. To borrow the title from Jim Collins’ fine book, innovative senior care can go from Good to Great.

Since 1953 Andrus on Hudson, a 501(c) 3 organization, has been committed to the care of seniors. We currently operate a 197-bed skilled nursing care facility on 26 acres overlooking the Hudson River in Hastings on Hudson, NY. In addition to nursing care we also offer short-term rehabilitation, respite care, hospice and palliative care. Each of our residents has a private room and bathroom. Visit www.andrusonhudson.org for more information.



KIDS PETS

Children and Pets . . . Bring the Brightest Smiles to Beechwood Residents

Nothing brings about smiles and happy memories to our residents more than children or pets.

Beechwood Continuing Care has always welcomed children and pet visits into our communities. However, when we transitioned into a person-centered care community in 2007, we wanted to develop more purposeful programs that would regularly provide a more rich and enhanced experience for our residents. According to Rose Kusmierczyk, recreation director, “These two programs bring such joy and happiness to our residents. We look forward to every visit!”

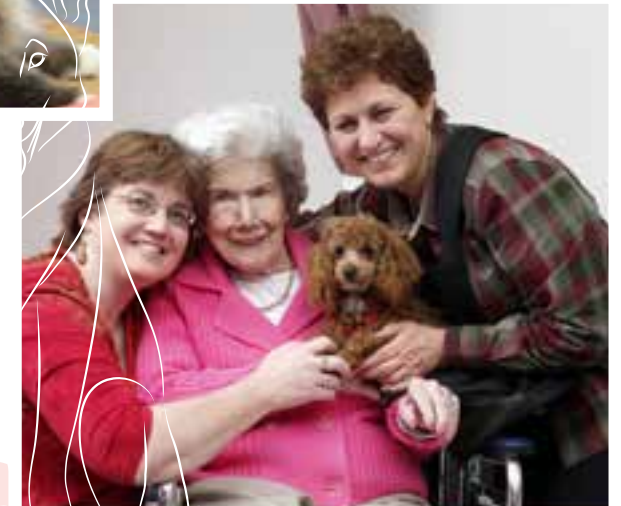
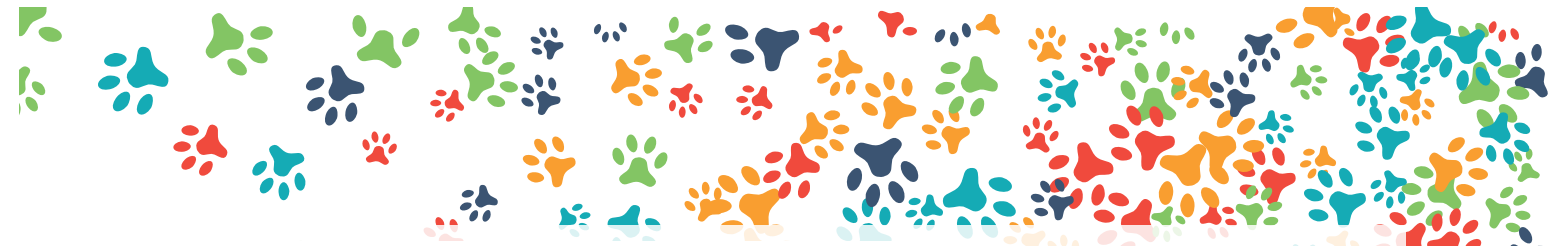
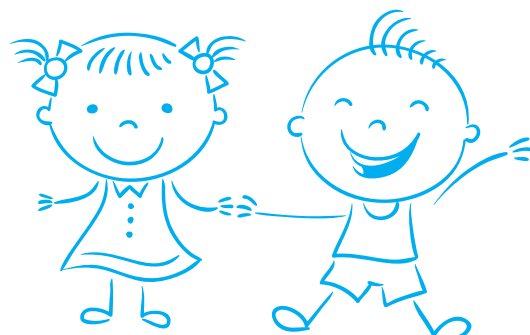
Pet Program

Beechwood Homes has an open pet program which includes live-in pets and visits from both staff and family pets. Our program is based on the Eden Alternative model and is an integral part of our “Welcome Home” initiative that is all about the resident experience.

To start, Beechwood Homes created a pet committee whose members included staff, family and residents. Their first charge was to create a directive and procedures to support various pet interactions with residents that provide an animal-resident bonding experience. All in-house pets require a detailed care plan as required by the NYS DOH. Care planning includes record of all immunizations, medications, annual vet visits, responsible party for feeding, etc. If staff wish to bring in their pet, they need the approval of their supervisor and are asked to work with Rose to integrate them into weekly programs for the residents. We even review our pet program in staff orientation to ensure that new employees are aware and embrace our pet friendly environment. Family pets are only required to show proof of immunizations and that they are “socially” appropriate to visit.

Presently, Beechwood has a live-in rescue cat, Abby, and two bird aviaries. Our bird aviaries consist of a variety of finches and are cared for by staff volunteers on a daily basis. They provide hours of enjoyment for our residents and their families.

(continued on page 23)



Children and Pets (continued)

Abby resides in our rehabilitation therapy department on the second floor of our building, where she is restricted to the department space and public hallways. Not only do residents look forward to her visits, therapists have found a creative way to integrate these pet visits with active therapy sessions. For improvement of range of motion, residents enjoy brushing her luxurious coat while she sits on their lap. For residents requiring daily walking exercise but who would otherwise not be interested in walking, staff ask them to take Abby for a “walk.” In this case, it means placing Abby in a walker bag or on the walker seat and having residents and therapists stroll up and down the halls with Abby happily in tow. A win-win for everyone! Therapy has never been so enjoyable!



We are also fortunate to have a staff member, Kathy Eschborn, who is a unit secretary in our rehab center who LOVES animals! She is the founding member of a local dog rescue group, as well as a registered foster “mom” with our local SPCA. She has the blessing of Beechwood to bring in her kittens and puppies – given they are certified healthy and have had their vaccinations.

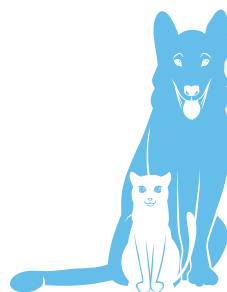
On any given day you can see a puppy or kitten sleeping peacefully on a resident's lap while the resident gently scratches behind their ears.

“I have brought countless numbers of puppies and kittens to work with me for many years,” said Kathy. “I feel very fortunate that Beechwood not only allows me to bring my foster animals to work, but encourages me to do so. I have witnessed firsthand the ‘healing and calming’ effect that holding an animal has for a resident (and staff members as well)! It’s not only beneficial for them, it’s beneficial for the animals, too, as they need socializing and love.”

Kathy is also responsible for organizing a dog fashion show, which has become one of our most popular events.

Sadly, our efforts are not always successful. In regard to having a live-in pet in a household or facility wide, there must be a round-the-clock support system in place to care for the pet. For example, our residents and staff who live and work in a singular household must all agree that they want a pet and will be responsible to care for it.

(continued on page 24)



Children and Pets (continued)

Sometimes that cat or dog just doesn't adjust to community living. It may be fear of wheelchairs. It may be that they are too active. In one case, we had a dog that became so protective of its neighborhood households that it barked at anyone who got off the elevator. He also became very attached to only a few staff members and resisted the care from others. Ultimately, we had to find him another home.

Our memory care household is working on introducing a variety of “pets” to its residents. Presently, they have started an aquarium. And this spring, they are hoping to hatch butterflies in a special mesh habitat. To acclimate residents to a real cat, they have begun with a “breathing” cat model.

Clearly, pets are a wonderful addition to a community and provide tremendous benefits – socially, physically and emotionally. But in order to be successful, they also require great forethought and care.

Children's Program ... Lots of Hugs and Giggles

Beechwood is very fortunate to have a day care center as its next door neighbor! Over the years, our relationship has flourished to include various program interactions between our residents and the children, including monthly visits and a pen pal program. Ages range from infant to school age.

Together with the day care center staff, we have developed programs that are interactive

whenever possible. For example, we have “Quiet” activities such as coloring, reading books, show & tell, bingo, sing-along and simple crafts. “Game” activities are more physical, including ring toss, balloon volley ball and parachute play which provide great fun for all ages – young, old and in-between!

Another program that has created a great bond with our residents and the school age children, seven to nine years, is our Pen Pal Project. This is a summer program that pairs a resident and child. Each pair gets a composition notebook and write letters back and forth throughout the summer. Staff from Beechwood and the day care center help both participants if they need assistance in writing or sharing their special stories.

At the end of the summer, residents and their pen pals finally meet at an ice cream social held at Beechwood. It is so heartwarming to see them all meet for the very first time. Lots of hugs and giggles over bowls of their favorite ice cream! “When the children visit they bring amazing joy and delight to our residents,” said Suzanne Cattell, recreation leader at Beechwood.

“Whether children are playing a game or visiting each household with a small gift, the residents’ faces light up with smiles, excitement and wonder, she said. “When children visit, miraculous things happen to the spirits of our residents. Their childlike energy has a way of bringing out the child in all of us.”



KIDS PETS

The Magic Power of Children and Animals

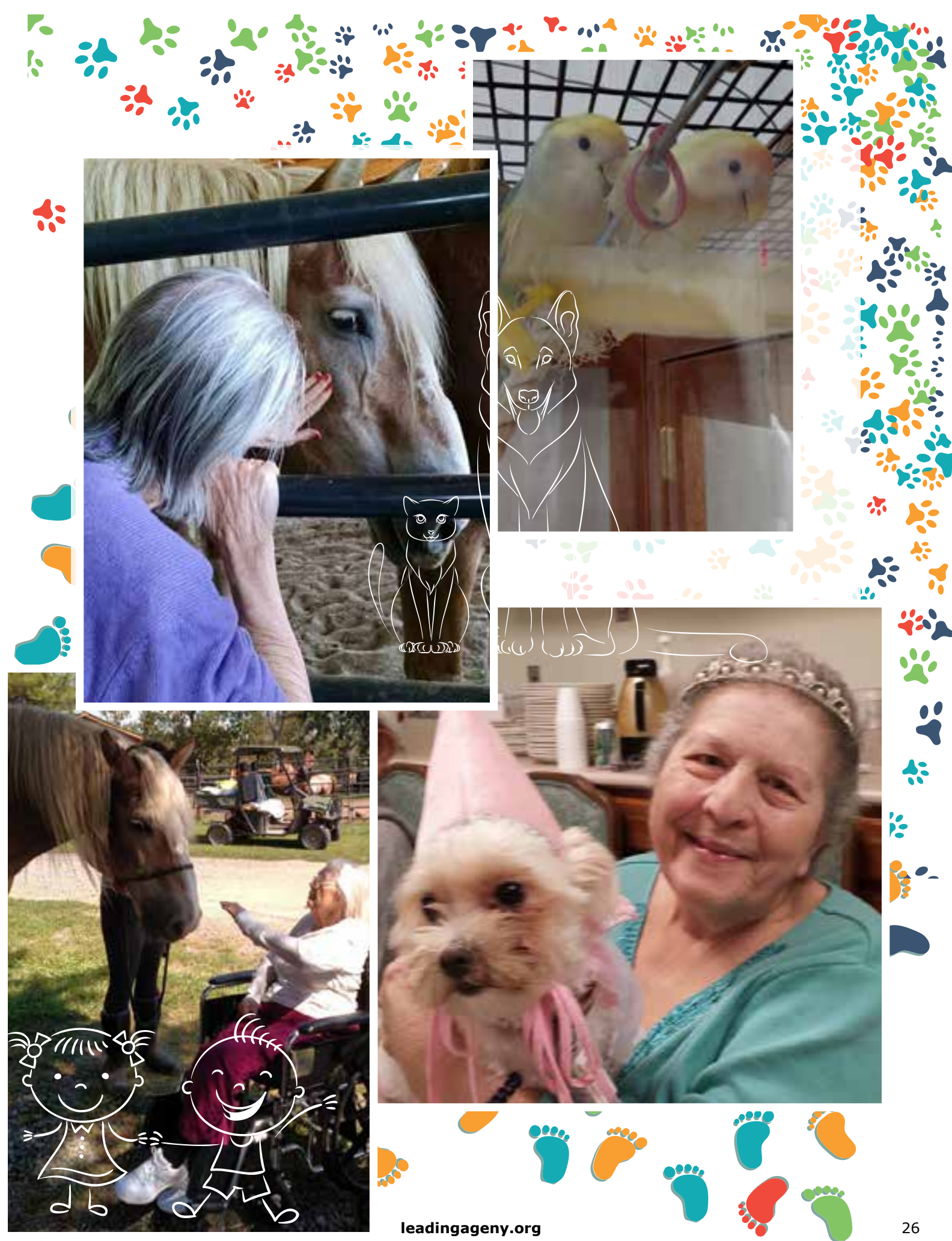
Baptist Health System knows that it is the amazing magic power of children and animals that bring the biggest smiles to their residents and patients. Located in Scotia, it includes Baptist Health Skilled Nursing Center, Homeward Bound Transitional Care Rehabilitation Program, Judson Meadows Assisted Living Community, Home Connection Companions, The Nurse Connection Staffing, Inc., and The Baptist Care Fund.

Marketing & Development Director, Ruth Tietz, has been with Baptist for 12 years. She brings her two dogs, Izzie and Kieran, Cavalier King Charles Spaniels, to the office most days for the past nine years. While they are not Certified Therapy Dogs they have been through Canine Good Citizen training. They make the rounds most days with various members from our Recreational Therapies Department.

Izzie and Kieran take great pride in moving through the building to bring joy and dog kisses to the residents and patients at Baptist Health System. They have been there to celebrate the joy and personal victories as rehab patients pass by their gated office each day practicing their mobility skills in efforts to get well and go home. They also make personal room visits and are often used to help out with residents who are having a tough day or just need some extra loving and attention of the four-legged variety.

While they are the on-site pooches, there are plenty of other canine friends that visit too. Residents and patients who have friendly, properly vaccinated pets are encouraged to bring them in for visits with their loved ones while they are staying with us either temporarily or long term.

(continued on page 27)



The Magic Power (continued)

This past Fall, Baptist Health System partnered with Peaceful Acres Horses – a not-for-profit Sanctuary for Horses and People located in Schenectady, to bring a group of residents and patients out for a day on the farm as part of Peaceful Acre’s Horse Hugs Field Trip Program. The group that went on the trip enjoyed a day of smiles and emotional connection, not only with the horses, but with each other. The trip included a picnic lunch and plenty of time with some of the equine residents at Peaceful Acres.



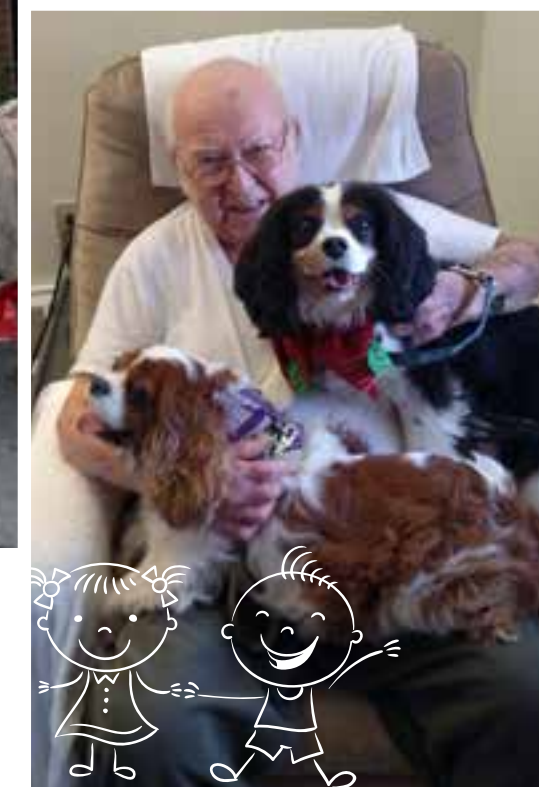
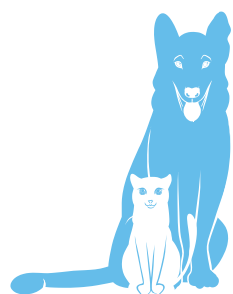
“There was really something quite amazing about witnessing the interaction between our elders and these majestic creatures. People who aren’t great eaters were eating whole sandwiches and asking for seconds, those who don’t often participate in group activities or talk very much were chatterboxes all afternoon and just couldn’t get enough of the horses!” Said Ruth.

As a result, Baptist Health sponsored two donkeys at Peaceful Acres, Shaggy and Cutie, and became their feed partner for the year. Shaggy and Cutie even came to visit Baptist Health System this past December for their annual Holiday Open House. Baptist plans to head back out to Peaceful Acres during the nicer weather months to visit their sponsored friends and the whole herd. If your organization would like to learn more about Horse Hugs field trips, or potentially adopting a horse for your community, you can visit Peaceful Acres web site at www.peacefulacreshorses.com and learn more.

The Baptist Care Fund raised money for a mobile aviary that houses two love birds, Romeo and Juliet. Those birds have a regular following of senior friends who take great comfort in watching them and chatting with them.

So, whether you prefer birds, dogs, cats or horses, chances are that the staff at Baptist Health System will work hard to accommodate your pet visit preferences.

(continued on page 28)



The Magic Power (continued)

We are simply mirroring back to our patients and residents what the scientific community has been showing us for years. Research has shown how beneficial pet therapy can be for the elderly, particularly those living in skilled nursing facilities.

Regular visits with pets, usually dogs, can have positive physical, emotional and cognitive benefits. Consistent interaction with a pet has been shown to cause an increased release of serotonin and dopamine in the brain which can calm and sooth a person’s body.

This can be helpful for patients with Alzheimer’s dementia, as regular pet visits may help to decrease unwanted behaviors and calm their agitation. Many patients come to a facility for short-term rehab. Often this means

leaving their dog at home with family or even in a kennel to be boarded during their rehab stay. Pet owners often become sad and may even demonstrate some degree of depression over missing their pet. If dogs come to visit, it can help raise their spirits and give them a chance to tell their stories about their dogs, cats or other pets.

This also can help increase socialization. It can help them forget, if even for a moment, pain that they are experiencing or sadness that they may be feeling. Pets and pet therapy programs can help improve overall mood which can lead to increased motivation and participation in therapy, thus an increased ability to achieve rehab goals and return home. The bottom line, pet therapy programs have “paws-i-tive” results!

KIDS PETS

Friendly Home “Adopt-A-Grandparent” Program

“Every Day it’s a Friendly Home Day, the Kids Get Excited!”

For 37 years, the Friendly Home’s Adopt-A-Grandparent program has been bringing together schoolchildren and nursing home residents for afternoon visits. The students’ arrival at the Friendly Home is heralded with chatter, laughter and enthusiasm, and off they go in pairs to visit their “grandparents.”

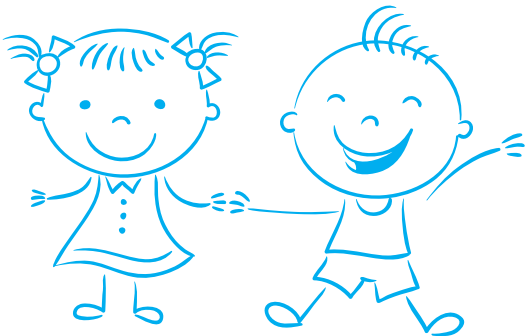
This intergenerational program got its start nearly four decades ago when the school nurse of the Allen Creek Elementary School, located right next door to the Friendly Home in Pittsford, inquired about how the students could play an active role with their older neighbors. Ever since, students have been coming over after school once a week for half an hour to see their “grandparents.”

Participation is entirely voluntary, and many students choose to follow in the footsteps of their older siblings who previously took part in the program. The program has grown over the years to include 7th graders from the Harley School in Rochester. At the Friendly Home, social workers identify Members who would benefit from visiting with the students. More than 1,500 students have participated in the program over the years.

“This program is both fun and meaningful for the students and for our Members. It is a wonderful opportunity for young volunteers to learn how good it feels to give one’s time and heart to another person. Our Members delight in making new friends, and look forward to these lively visits each week,” said Mary Graham, the Friendly Home’s volunteer coordinator.

Many nursing home residents do not have family living nearby. Similarly, many of the children have grandparents who live out of town. The Adopt-A-Grandparent program is mutually beneficial, fulfilling the need for companionship and camaraderie for the youngsters as well as for the older adults.

(continued on page 30)



Henry (on left) and Milo with their “Adopt-A-Grandparent” Karen, a resident of the Friendly Home. Lively conversations about current events are a regular part of their visits!

Friendly Home resident Gail looks forward to weekly visits with her “granddaughters,” Erin (on left) and Tori, seventh-graders from Rochester’s Harley School.

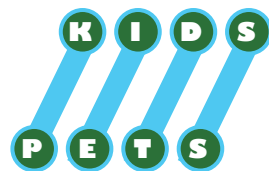
Friendly Home (continued)

For Erin, a 7th grade program participant who rarely sees her actual grandparents, the visits provide a way to connect with an older person in meaningful ways. Gail, a Friendly Home resident who visits with Erin and her friend Tori each week, looks forward to spending time with the girls. “I love hearing about what’s going on in their lives, at school, with their friends and their hobbies,” Gail says. The girls, in turn, like to hear from Gail about her favorite songs, style and fashion and things she did as a young

girl. Usually during their visits, Erin plays her ukulele for Gail and Tori sings along. “It’s so fun to come here!” says Erin. Henry and Milo, both 7th graders, look forward to visiting with Friendly Home resident Karen as part of the Adopt-A-Grandparent program. “She’s really nice,” Milo says, with Henry adding that his favorite part of visiting is “the conversations we have. It’s really different from I what usually do.” The three love to talk

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Friendly Home (continued)

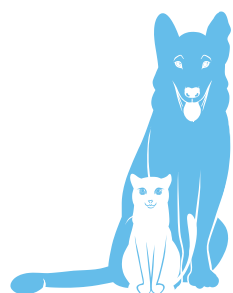
about politics and what's going on in the world, and Karen appreciates the young perspectives Henry and Milo offer. "This program is great," she says. "We don't get to see a lot of different people and some of us don't get out too much. I love listening to Milo and Henry and hearing what they are thinking."



Participating in the Adopt-A-Grandparent program also helps teach students how satisfying community service and volunteerism can be. Eileen Ferrari, a health teacher and Adopt-A-Grandparent coordinator at the Harley School, sees first hand how the program helps the students develop strong relationship-building and communication skills, along with feelings of empathy and compassion. "Every day it's a Friendly Home day, the kids get excited!" she says. When the students return to their school following the visits, they spend some time "debriefing" – sharing their experiences and what they did and talked about with their "grandparents." Ferrari shares that many of the students are inspired to continue volunteering following their participation in the Adopt-A-Grandparent program.

How do the students and Members spend their time together? In some cases, the children visit the Members in their rooms to talk about the day's highlights or play a game (some Members have been known to have special afterschool treats for their visitors!). Others visit the Friendly Home's Gift Shop & Café, or chat in one of our common areas. Students also use technology to interact with their "grandparents." For instance, one duo looks up songs and dances on their cell phones and then acts them out for the residents. With Erin playing her ukulele and Tori singing, the two once performed an impromptu concert for a group of happy residents.

"The Adopt-A-Grandparent program bridges a generational gap and gives our Members an opportunity to enjoy the boundless energy of the students," says Tanya Arena, director of social work and admissions at the Friendly Home. "And for the kids, they have a chance to learn about the amazing lives of seniors and about how much fun it can be to spend time with them."



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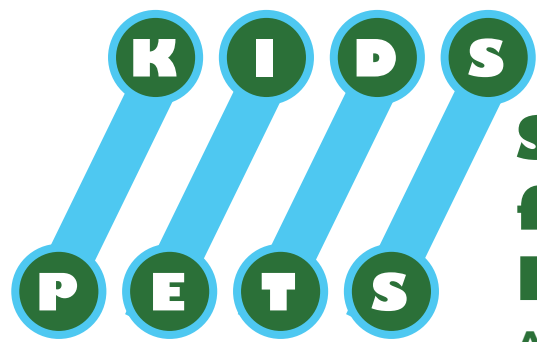
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St. John's Collaborative for Intergenerational Learning:

A Truly Unique Educational Program

At the beginning of Dr. David Steitz's career, his aging studies courses looked much different than they do now. "There would be 150 college students sitting in front of me," Dr. Steitz says, referring to the time he was a 22-year-old graduate student at Syracuse University. "I'd be talking about what it's like to grow old because that's what the text book said growing old was like. It was lame."

Today, Dr. Steitz is now an associate professor of psychology at Nazareth College and heads the school's Gerontology Program. Those early attempts at teaching about growing older helped him envision a much more authentic and meaningful learning experience for his students.

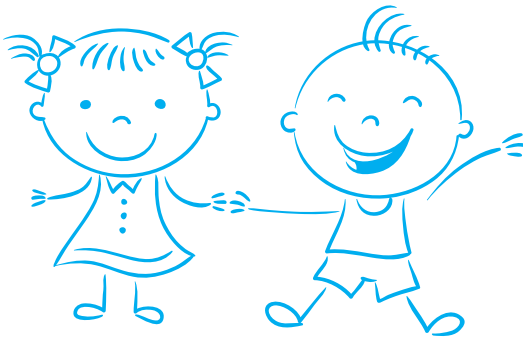
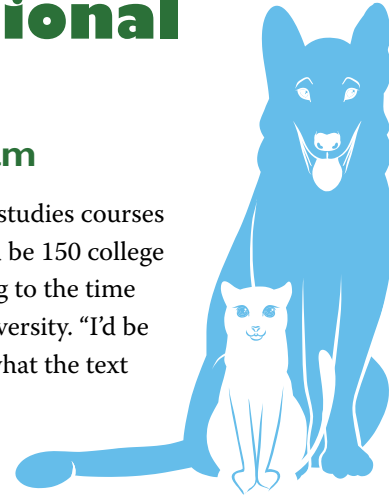
St. John's Collaborative for Intergenerational Learning, a truly unique educational program for both Nazareth students and residents from St. John's, is the product of that vision. At the start of each semester since the Collaborative began in 2009, a group of residents from St. John's Meadows and Brickstone by St. John's have joined a full class of Nazareth students to help them understand what the aging process is really like. Dr. Steitz insists that St. John's residents who join the class are not just there to provide an occasional talking point or anecdote- they actively participate in shaping the direction of the course.

"They help create what we do throughout the semester," he says.

As a former educator, St. John's Meadows resident John Sinacore agrees with what he calls Dr. Steitz's "student-centered learning approach." Sinacore, who worked as a professor and chairperson of the State University of New York's Health Science Department, always encouraged professors to get their students out of the classrooms and lecture halls for more experiential learning opportunities. "Once you get students involved in exploring, they start to find the answers themselves," he says. John and his wife, Angie, have taken part in the St. John's Collaborative each semester since moving back to the area in 2014. "These are the types of programs that attracted us to St. John's, and enticed us to move here," Angie says.

On Tuesday nights last fall, 18 St. John's elders joined 25 students from Nazareth in the St. John's Briarwood Multipurpose Room for PSY 355 – Aging & Community Service. Throughout the semester, students from 19 to 93-years-old worked together on community impact projects, with the goal of identifying some sort of segregation within the community and building solutions to bring people of all ages and backgrounds closer together. "They find some group that is not feeling as though they are part of the larger Rochester community, and they develop a solution that creates dialogue and works to develop a sustainable program to combat it," Dr. Steitz says.

(continued on page 34)



St. John's (continued)

The final class meeting of the semester featured presentations that described the experiences each of the student groups had developing their plans together and working with participants from area non-profit organizations, including Willow Domestic Violence Center, Sojourner House at Pathstone, and Life Prep at Naz.

The Sinacores were involved in a project that served a group of children from the Hillside Family of Agencies. Students from the Collaborative visited the children on a Saturday and knitted blankets together. As undergraduate and elder students as well as children and staff from Hillside all looked back on the experience, it became clear that the new blankets were not the only results of this project. New, meaningful relationships were formed.

"This was a wonderful experience for all," said Maria, a teacher from Hillside. "For both young and old – I mean elder."

The impact on the elders who participate is indeed a powerful one. Angie said that the "Nazareth Five" with whom they worked all semester have now become their unofficial grandchildren. They also hope to stay in contact with the Hillside children.

For the Nazareth students, many of whom who are studying to become physical, occupational and speech therapists, the program provides a chance to get to know a population they will likely interact with throughout their careers. Past students have even said that participation in the Collaborative has helped better position them to land their first job out of college. With results like that, it is hard to argue with Angie when she calls the Collaborative a "win-win" for all involved.

In January, Nazareth students and St. John's elders once again convened for a semester-long learning partnership. The spring course will focus on "Adulthood and Later Life," culminating with a video project.

KIDS PETS

The Centers at St. Camillus

Adult Day Health Helps Family with Birthday Surprise from the Zoo

The Adult Day Health staff at The Centers at St. Camillus in Syracuse assisted Louise Pernisi in surprising her mother-in-law, Marjorie Pernisi, with a special 94th birthday celebration. Louise and the staff coordinated a visit from the “Zoo to You” program, where employees from the Rosamond Gifford Zoo bring in small animals to share. Louise and her husband, Ron, made a surprise appearance during the day, making the party extra special for Marjorie. Thank you to Louise and Ron Pernisi for allowing Marjorie’s fellow Adult Day Health registrants and staff at St. Camillus share in the birthday fun!



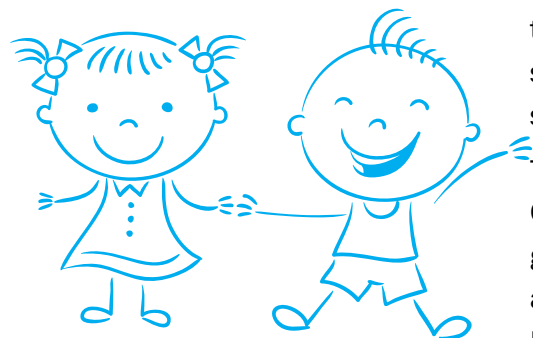
Students Bring the Holiday Spirit of Giving

The true spirit of the holidays arrived early at The Centers at St. Camillus in Syracuse this season, thanks to the generosity of the Caring Kids Club. The Caring Kids Club consists of more than 40 remarkable fifth grade students from the Reynolds Elementary School in the Baldwinsville School District, who are helped by staff advisors and parents.

On Friday, December 11, 2015, three Caring Kids Club members presented the staff and residents at St. Camillus with gift cards and sparkling oversized thank you cards on behalf of their entire club. The Caring Kids Club raised funds by making and selling Alzheimer’s disease awareness bracelets in their free time. They then purchased a Dunkin Donuts gift card with the funds to thank the entire staff at St. Camillus for its year-round commitment to caring. In addition, the Caring Kids Club also purchased a Walmart gift card so that St. Camillus’ residents and patients could receive a special gift during this holiday season.

The residents, patients and staff at The Centers at St. Camillus are extremely grateful for the thoughtful and generous support demonstrated by the Caring Kids Club and everyone associated with the organization at Reynolds Elementary School in Baldwinsville.

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Marjorie Pernisi is surprised with a special 94th birthday celebration from the zoo.

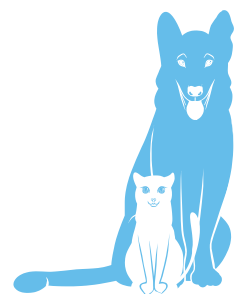


Pictured from left in the front row is Caring Kids Club member Myra Nicholson, President of the Resident Council at The Centers at St. Camillus Angela “Angie” Scaffido, Caring Kids Club founder Isabelle Newcomb, St. Camillus resident and former Baldwinsville resident Henrietta Jaskula, and Club member Lizzie Fernandez. Pictured from left in the back row is St. Camillus LPN Shari Murphy, CNA Batsy Brewer, Vice President for the Nursing Facility Michael Schafer, Director of Recreation Mary Ellen Steele, and Reynolds Elementary Library Typist and Student Advisor Jill Doerger. Missing from the photo is Caring Kids Club member Bronwyn Madden, who also donated her time to participate in this wonderful initiative to say thank you to the dedicated staff at St. Camillus and “Happy Holidays” to the residents and patients at St. Camillus.

The Centers at St. Camillus (continued)

Neighboring Students Visit St. Camillus During National Catholic Schools Week Service Project

On Tuesday, February 2, 2016, a group of 15 Bishop Ludden Junior High School students in Syracuse walked next door to their neighbors at The Centers at St. Camillus to spend the morning with its residents. As part of National Catholic Schools Week, all Bishop Ludden Junior/Senior High School students participated in various service projects throughout the Central New York community. Seventh graders created Valentine's Day decorations and 11th grade students then brought them to St. Camillus to hang throughout the hallways. While at St. Camillus, some of the juniors helped to transport 100 residents to Chapel Gardens for Mass, while others played bingo with residents in the recreation room.



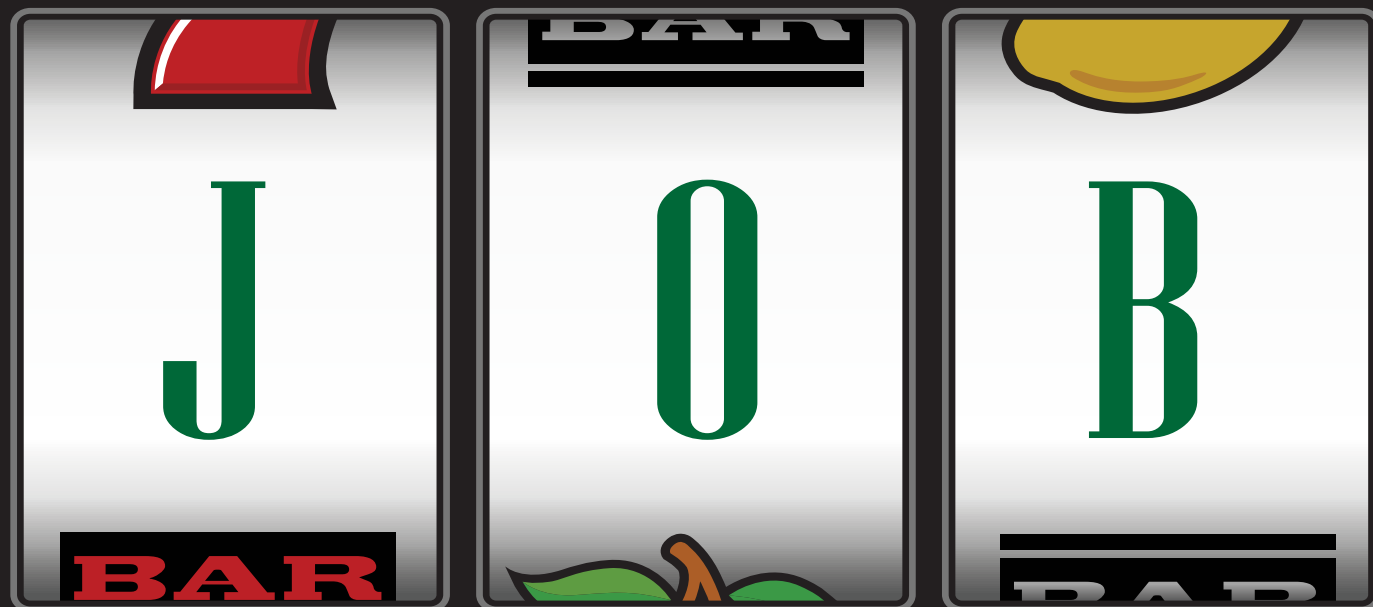
"I feel that I got more out of this trip than the people we helped. It feels good to lend a hand to those in need, but they also taught me what it means to give," one student said while walking back to school:

Bishop Ludden is grateful to its neighbors at The Centers at St. Camillus for opening their doors for its students' service project, and St. Camillus is grateful to have such generous and caring young neighbors right next door.

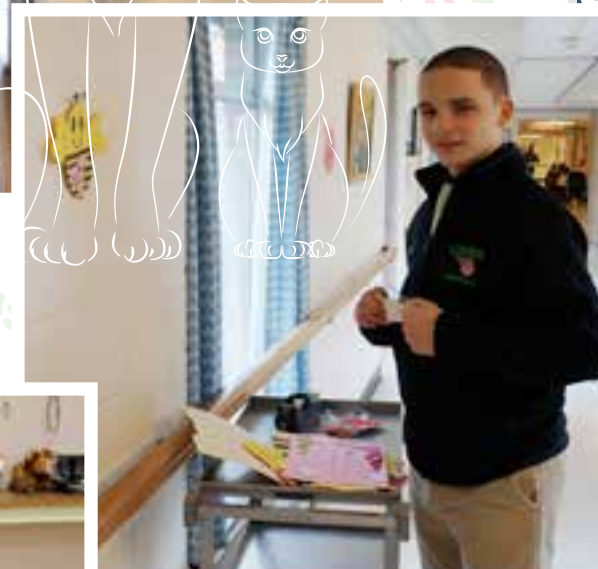
(Continued on page 39)

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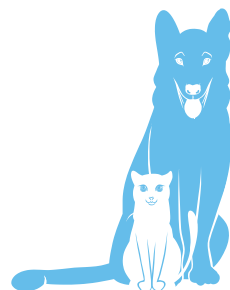


The Centers at St. Camillus (continued)

Staff Members Donate to “No Kid Hungry” Community Food Drive

Members of the staff at The Centers at St. Camillus, led by Mary Monteleone, then-General Manager of Dining Services; Robert Mackay, Executive Chef; and the Dining Services staff generously donated healthy foods and snacks as well as money to the No Kid Hungry Food Drive. All proceeds benefited the City of Syracuse Boys and Girls Club and the St. Charles Food Bank.

A special thank you to the Dining Services team for leading St. Camillus in this worthy community initiative, and to all the staff members at The Centers at St. Camillus who gave so generously!



Mary Monteleone, left, and Rob Mackay, second from the right, staff members of The Centers at St. Camillus, deliver food donations to the City of Syracuse Boys and Girls Club.



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— Genesee County Nursing Home

Contact Elliott Frost or Michelle Synakowski
Phone: 518.867.8832
Email: efrost@leadingageny.org or msynakowski@leadingageny.org



St. Camillus dining services staff members with happy No Kid Hungry Food Drive recipients at the City of Syracuse Boys and Girls Club.

KIDS PETS

Lions and Tigers and Bears?

Well, Maybe Not... but Fish and Birds and Dogs (and an Occasional Burrow), Oh My!

The words “pet therapy” usually bring to mind mild-mannered golden retrievers and other well-behaved dogs trained to spend quiet time with patients in hospitals and nursing homes. At Gurwin Jewish Nursing & Rehabilitation Center, pet therapy certainly includes these docile pooches, but also includes a variety of other animals to engage with our residents, alternately calming or exciting them for more!

“Our pet therapy program is unique in that it doesn’t only include typical pets,” said Dawn Lettau, CTRS, director of therapeutic recreation at the 460-bed nursing care facility.

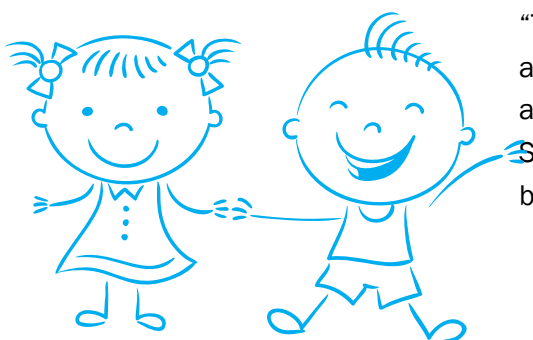
“Besides the common knowledge that stroking a pet can aid in relaxation, just being around animals of any kind can calm and engage residents who might not become involved in other programs.

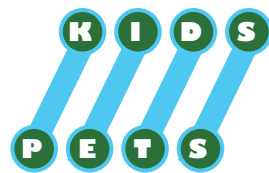
“Besides thrice-weekly therapy dog visits, which are greatly anticipated by our residents, the Gurwin Auxiliary provided a 225-gallon saltwater fish tank and a finch aviary for the residents’ enjoyment. We have many residents who visit the birds daily or spend quiet time outside the fish tank. It’s very calming,” Lettau said.

Several months ago, Lettau got the idea to partner with the Double “D” Bar Ranch from eastern Long Island, offering the residents a Pet Therapy Petting Zoo. The ranch provides homes, food and medical care to more than 450 abused or unwanted farm animals, and brings a variety of animals to organizations and schools for a grand version of “pet therapy.”

“They brought a miniature horse, a burrow, lambs, chickens and ducks, and the residents were overjoyed! The burrow was a big hit; the residents wanted us to keep him!” Lettau said. She said the ranch would definitely be bringing the animals back for a return visit in the spring.

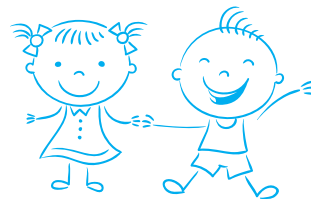
(Continued on page 43)





Lions and Tigers and Bears? (continued)

Other non-traditional pets, such as snakes, reptiles and exotic birds, are also regulars at the nursing & rehabilitation center, brought in by a local pet store. The program includes a bit of education, as well as a chance for the residents to hold or pet wildlife they may not have had the opportunity to encounter in the past.

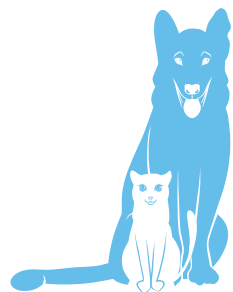


"Being exposed to any kind of pet, whether it is a dog, a bird or a snake, is exciting for our residents. They like being around them, and really enjoy learning about them, as well," Lettau said.

Liz Muffa, one of the dog handlers for Gurwin's pet therapy program through the Town of Huntington, brings Tyler, a golden retriever, to visit three times a week. "The residents really love him; he has his own private fan club!" Muffa said.

Stopping in the lobby, she brought Tyler over to visit Anthony Lamantia, whose smile showed how happy he was to see his friend.

"Everyone loves Tyler," said Anthony's wife, Archina. "He's great!"



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Advocacy in a Social Media Age

By Ami Schnauber, vice president, advocacy and public policy

Can you count your legislative representatives among your friends on Facebook? Do you follow them on Twitter? Do they follow you? Does this all just sound crazy to you?

The fact is, more and more, people – even legislators – are turning to social media to connect, communicate and get information. If you aren't utilizing social media platforms to connect, start conversations and advance advocacy messages, then you're missing a big opportunity.

For the past two years, LeadingAge NY has utilized an online advocacy platform that allows texting, Facebook posting, and emailing directly from your cell phone. This new tool has allowed advocates to text a few specific words to a number and instantly be connected to our advocacy campaigns.

The advocacy platform has proved popular. This year alone, advocates generated more than 2,200 e-mail messages to 253 legislators. Well done!

The largest number of letters were related to the Governor's proposed minimum wage increase. Our advocacy efforts ultimately led to a modified minimum wage increase that: 1) included a slower implementation of the increase; 2) respected the different economies in the upstate and New York City regions by providing wage differentials; and, 3) included Medicaid funding to offset the costs to non-profit health care providers. We were also successful in securing capital funding for development of independent senior housing.

As always, we didn't get everything we wanted, and I often wonder what more we can do to advance our advocacy efforts. Analysis of data from our recent budget advocacy efforts makes it clear that we can do much better on the social media advocacy front.

While we collectively sent thousands of e-mail messages, we didn't do so well, in fact we did terrible, with Twitter and Facebook messaging. This budget season, only 14 Twitter messages and 4 Facebook messages were sent.

The lack of a social media presence on our advocacy issues is disappointing because it is a significant lost opportunity. Facebook and Twitter have a multiplier effect that email does not. An email that was sent to a lawmaker is a single message, a Twitter or Facebook message will be liked, reposted, retweeted or commented on by a number of your friends, then their friends, then their friends Get that same post on the lawmaker's Twitter or Facebook feed and you've started a conversation among the lawmaker's followers. That is powerful!

Our partners at Phone2Action, developers of the advocacy platform we use, have done extensive research into the use of social media by lawmakers. Phone2Action is

(See Advocacy on page 46)

Advocacy ... (Continued from page 45)

a civic engagement platform that connects advocates directly to their public officials, allowing them to easily voice their opinions on policy matters. Here are some of their findings:

- Except for the most rural districts, Congressional seats covering large geographic areas use social media as well as urban areas.
- A regular citizen can start a policy conversation with almost half of Congress right now, simply by going to their Facebook or Twitter page and asking a question.
- Local elected officials have much smaller audiences than Congress, but they're significantly more responsive directly to citizens online; 80% will get back to you personally via social media.

New York's lawmakers are taking full advantage of social media platforms. In fact, out of the 382 lawmakers from New York, 318 have social media accounts, all of which can be accessed through our on-line advocacy tools, powered by Phone2Action.

- Every one of New York's 29 members of Congress (27 House members and 2 US Senators) use Facebook/Twitter.
- Out of the 213 State Lawmakers, 183 use Facebook/Twitter.
- Governor Cuomo is on Facebook and Twitter.
- 90 local lawmakers (mayors, etc.) in New York utilize Facebook/Twitter

The State Assembly and the State Senate are both on Twitter and Facebook. These pages, as well as legislators' personal pages provide an opportunity for constituents to raise questions, show support or educate lawmakers about their areas of interest. Starting a conversation on these social media outlets allows legislators to see the opinions of their constituents and supporters. And it gets their attention.


Last fall, the Congressional Management Foundation (CMF) issued a report on how lawmakers and constituents interact through social media. The CMF surveyed congressional staffers and found the following results:

- 80% said their office will pay attention if their lawmaker's social media post garners 30 or fewer responses.
- 76% said social media allowed their lawmaker to have more meaningful interactions with constituents.

Effective advocacy has always started by building strong relationships with legislative representatives. While it has not always been easy to connect with lawmakers on a regular basis, social media now provides an outlet to do just that. Facebook and Twitter gives us an opportunity to talk regularly with our legislative representatives.

Begin following your lawmakers on Facebook and Twitter. Start thanking them for their work in Albany and in your community. Let them know when you agree with them and even when you don't – but always keep it respectful and friendly. Get a conversation started about the needs of your community and the people you care for. And next year, come state budget time, you'll be ready for a strong social media advocacy campaign.

#socialmediaadvocacyexpert

I haven't quite gotten the hang of hashtags yet. #moretolearn 

April 4, 2016

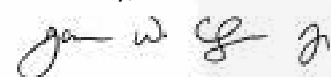
Dear Colleague,

Securing financing for new and innovative projects in long term care can be very difficult through traditional lending sources. LeadingAge, Grantmakers in Aging and National Cooperative Bank (NCB) have joined together to create the LeverAge Finance Program. This program will finance projects that can lead to improvements and potentially drive transformation in long term, post-acute care and senior services in the non-for-profit sector. LeverAge provides working capital lines of credit, secured pledge financing and real estate loans to refinance existing debt and finance acquisition, expansion, leasehold improvements, and start-up expenses.

Funding for Leverage is made possible by deposits in NCB. NCB also provides dollar for dollar matching funds for deposits in the program. LeadingAge New York has already made a sizeable deposit. Working together we can really impact the future of aging services by providing more opportunities to develop new ideas and models for aging services.

Robert Jenkins from National Cooperative Bank will be at the LeadingAge New York Annual Conference and Exposition in May to meet with members interested in learning more about LeverAge. If you are interested in meeting with Robert, contact Kristen Myers at kmyers@leadingag.org or at 518-867-8847. For more detailed [information](#) on LeverAge you can contact Robert Jenkins at rjenkens@ncb.coop or via telephone at 703-302-1950 or visit the LeadingAge NY website at www.leadingageny.org.

Sincerely,



James W. Clyne Jr.
President & CEO

Purpose

National Cooperative Bank's AdvantAge Mission Deposit Program is designed to support the LeverAge Finance Program. Social investors' long-term certificates of deposit (CDs) and matching funding from National Cooperative Bank will support LeverAge's affordable, long-term, fixed and variable rate loan products for not-for-profit and cooperative aging services and senior housing models serving people with low-incomes.

AdvantAge deposits may be made in two categories:

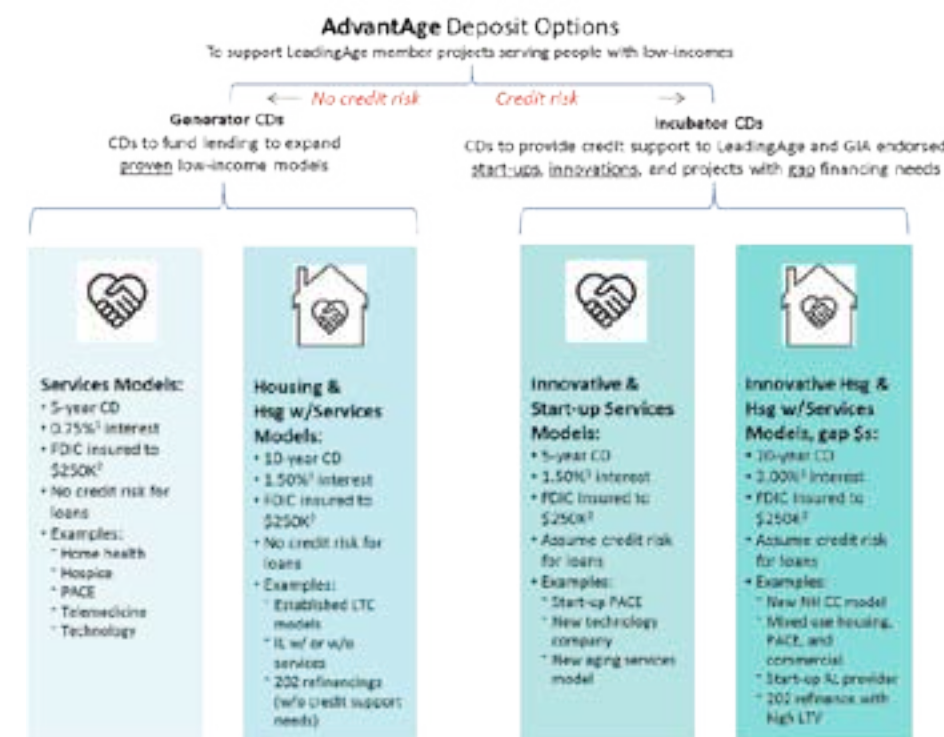
1. **"Generator" deposits** for the expansion of proven models that do not require credit enhancement
2. **"Incubator" deposits** for innovations, start-ups, and projects requiring credit support and gap financing

LeadingAge and Grantmakers in Aging have already committed over \$500,000 in AdvantAge deposits. National Cooperative Bank will match Generator deposits dollar for dollar to increase LeverAge lending capacity.

Generator Deposits

Generator deposits fund the advantaged terms for LeverAge loans. Generator depositors will commit to longer terms (5-10 years) at below market rates of interest. **Generator deposit rates and terms are:**

- ▶ 5 to 10 year duration, per the depositor's election (10-year CDs will fund mortgage lending for housing projects, 5+ year CDs will fund business lending for services projects)
- ▶ Generator CD rates will be 0.75%¹ for 5-years and 1.5%¹ for 10-years, FDIC insured up to \$250,000²
- ▶ Generator depositors will not have credit risk associated with LeverAge loans
- ▶ Regular Generator CDs are not eligible for early withdrawal; substantial penalties apply
- ▶ If a Generator deposit is not used to fund a LeverAge loan within 18 months of the date of deposit, the depositor may either close the account without penalty or elect a National Cooperative Bank market rate offering of their choice
- ▶ Generator deposits made with lender or investor required long-term reserves may be withdrawn early without penalty if a reserve disbursement is required by a third party agreement referenced in the CD





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As part of an ongoing effort to include as many member stories and photos as possible, and to make access to member news easy, dates have been added to each member story headline. These dates refer to the release dates as posted on the LeadingAge New York website. All Noteworthy stories will link to the main "Member News" page where stories are listed by date, with the most recent postings first. Send us your news stories and be featured in the next issue of *Adviser*.

MEMBER NEWS NOTEWORTHY



Pictured from left – President, Joseph Luker; Past Chief, David Reynolds; Joe Crandall; Chief, Thomas Bolanowski; and Firefighter, Michael Galligano, Jr.

Lutheran Care Resident Honored For 45 Years Of Service To N.H. Fire Department Officers from the New Hartford Fire Department presented a service award to LutheranCare resident, Joseph Crandall in a special ceremony on campus. 3/4/16



NIAGARA LUTHERAN

Niagara Lutheran Health System Announces New CEO

Niagara Lutheran Health System (NLHS) has announced that after a national search process, Chris Koenig became the new CEO of NLHS. 3/7/16

HEALTH SYSTEM



Ribbon Cutting Ceremony Celebrates Opening of Wartburg Outpatient Rehabilitation Clinic Wartburg opens outpatient rehabilitation clinic in the Rehabilitation and Adult Day Services Center of Excellence, on Wartburg's 34-acre campus. 2/16/16

THE SUMMIT AT BRIGHTON

Seniors downsizing without disaster in today's housing market

To help older adults and their loved ones in our community navigate the downsizing process, The Summit at Brighton held a Downsizing & Moving Seminar, Tuesday, January 26 where experts discussed tips for selling homes in today's market and how to right-size your lifestyle. 2/2/16

(See Noteworthy on page 51)



Jewish Home of Rochester Hosts Sweetheart Celebration
Jewish Senior Life celebrated love and honored Jewish Home of Rochester couples with a Sweetheart Celebration on Feb. 12th. 3/11/16

JEFFERSON'S FERRY LIFECARE RETIREMENT COMMUNITY

Jefferson's Ferry Collaborates With Internal Medicine Residency Program

Jefferson's Ferry Lifecare Retirement Community is welcoming second year internal medicine residents from John T. Mather Memorial Hospital to conduct rounds to augment the medical residents' study of geriatric medicine. 1/29/16

ISABELLA ADULT DAY HEALTH CARE

The Age of Amity Intergenerational Programming a Hallmark Feature of Isabella Article in the *Manhattan Times News*, highlights this special program. 2/18/16

MEMBER NEWS NOTEWORTHY

UNITED HEBREW OF NEW ROCHELLE

The Healing Power of Music Therapy United Hebrew of New Rochelle is no stranger to soothing seniors with dementia. 2/17/16

Westchester Faces a Tsunami of Alzheimer's Disease United Hebrew of New Rochelle takes a leap forward in the care of memory disorders by opening Willow Gardens. 2/17/16



Peconic Landing Announces Recruitment Campaign for 60 New Jobs Peconic Landing in Greenport is launching an aggressive recruitment campaign to fill approximately 60 new full- and part-time positions. 1/4/16

SELFHELP COMMUNITY SERVICES, INC.

Queens Councilman Saves Three Senior Centers From Closing City Councilman Daniel Dromm presented a check for almost \$300,000 to the Naturally Occurring Retirement Community program in Jackson Heights. 12/31/15

A Plan to Address NYC's Affordable Senior Housing Crisis Selfhelp Community Services' CEO, Stuart C. Kaplan's article on Senior Housing appears in *Real Estate Weekly*. 2/2/15

Technology To Lighten The Caring Role on @AlzSpksRadio The executive director of Selfhelp Innovations, David Dring is featured in a radio discussion about how Selfhelp is using technology to create a warm community through their Virtual Senior Center. 2/25/16

HEBREW HOME AT RIVERDALE

Senior Care Facilities With World-Class Art This is not some museum in the middle of Manhattan, or a billionaire's estate. It is the Hebrew Home at Riverdale, and it houses a collection of more than 5,000, mostly modern and contemporary, works of art by a roster of world-class artists, in addition to 1,400 Jewish ceremonial objects that constitute the Derfner Judaica Museum. 1/25/16

Hebrew Home at Riverdale's Innovative Sports Initiatives Featured on Fox 5 TV Please enjoy this Fox 5 News segment about the Hebrew Home's innovative sports exhibitions and rehabilitation initiatives! 2/6/16

Improving Senior Care With Continuous Monitoring The Hebrew Home is the first skilled nursing facility in America to adopt EarlySense. 2/16/16

Hebrew Home at Riverdale featured on New York One News There is much history in the Hebrew Home's Riverdale campus. In this New York One News segment, Dan Reingold discusses how it was once a shelter for poor black children. 2/18/16



North Fork Community Giving Away Dream Wedding To Service Couple Peconic Landing and several East End establishments are looking to help give a service couple an all-expenses paid, stress free, dream wedding as part of the Veteran's Day Wedding Giveback. 3/21/16



New Council to Help Chinese Seniors in Queens The council, which has 10 founding members from the Chinese-American community, will advise and identify resources to address the crucial needs of Chinese elders. 1/22/15



Bethel Homes and Services Receives \$1,000 Grant from Gannett Foundation & Journal News Media Group Bethel Homes and Services received a \$1,000 grant to expand the Music and Memory Program it offers so residents with Alzheimer's disease and dementia. 2/23/16



Late Chairman John May

PECONIC

Peconic Landing Dedicates May Mile & 5K to Late Chairman

This year, Peconic Landing will rename its 11th annual fundraiser race "The John May Mile & 5K," to be held Saturday, May 7 in Greenport. 3/9/16

LANDING



St. Mary's Wilkinson Seniors are Cheering! Members of the Amsterdam High School JV cheerleading squad performed recently for the residents of the St. Mary's Wilkinson Residential Health Care Facility. 3/23/16

FAIRPORT BAPTIST HOMES, KIRKHAVEN AND WESLEY GARDENS

Three Local, Not-For-Profit, Faith-Based Senior Care Organizations Unite to Establish a Joint-Venture Management Services Organization Fairport Baptist Homes, Kirkhaven and Wesley Gardens are pleased to announce that after nine months of an exploratory process, the boards of directors of all three organizations have agreed to jointly establish a Management Services Organization (MSO). 1/6/16



We Know Pets Rock, But What They Can do For Seniors is Amazing. The Hebrew Home at Riverdale's amazing pet therapy program is featured on upworthy.com. Check out the many photos and video of their sweet pups doing a great job! 1/20/16

MEMBER NEWS

NOTEWORTHY

PRESWICK GLEN

Preswick Glen Hosts 75th Diamond Jubilee Reception for Chamber Music Society of Utica

Preswick Glen, independent senior living community in New Hartford, hosted an elegant champagne reception for musicians and Chamber Music Society of Utica members, following a performance featuring "Duo Sonidos" with Adam Levin and William Knuth, as part of the Chamber's 75th Diamond Jubilee season. 2/18/16

PRESBYTERIAN HOME FOR CENTRAL NEW YORK

National Program Experts Speak About Fitness For Parkinson's Patients Parkinson's sufferers talk about "fighting" the disease as symptoms worsen. They'll soon have a chance to hear and see a group that uses non-contact boxing training and techniques to offer a positive approach to dealing with the symptoms, helping those with Parkinson's disease literally fight its progression. 1/7/16

Education Event Aimed at Helping with End-of-Life Decisions A new educational event will make it much easier to make decisions about end-of-life care, for both the general public and health care professionals. The First Annual *Polly Vincent DiCesare Education Seminars*, formed in honor of a long-time employee and director of social services at Presbyterian Home who passed away in 2015, was held on March 16th and 17th. 2/24/16

ANDRUS ON HUDSON

Andrus on Hudson Facilitates Hands-on Approach to Learning for Dietetic Technician Students

Students from the Dietetic Technician (Nutrition Care) program at Westchester Community College have been at Andrus on Hudson in Hastings-on-Hudson to obtain hands-on experience in a long term care setting. 1/29/16

FLUSHING HOUSE



Flushing House Director of Resident Services Honored by Queensboro Council for Social Welfare Sandra Allen-Simms, MSW, director of resident services of Flushing House, received a certificate of excellence at the Queensboro Council for Social Welfare 25th Annual Reception honoring Queens social workers. 3/11/16

LIGHTHOUSE GUILD

Lighthouse Guild Staff Recognized by Albany Business Review and New York Business Journal Karen Wish and Christina Wong were awarded plaques of recognition for their services. 2/3/16



In 41st year, Fort Hudson Administrator Still Enjoying Her Work Hear all about Administrator Ann Marie Donahue, who has worked at Fort Hudson Nursing Center for 41 years! 2/29/16



Bishop's Commons at St. Luke Welcomes

Congressman John Katko During the visit, Congressman Katko had a lively discussion with the large group of residents, family members and staff while covering issues and concerns affecting seniors and senior services in the area. 3/11/16

FLUSHING HOUSE

Flushing House Founders Hold 100th Anniversary

Gala Celebration A Centenary Anniversary is a significant milestone for any group, but especially for non-profits. So, who were the founders who built Flushing House? 2/9/16

Queens Civic Groups & Business Organizations Hold Press Conference Regarding the Future of Small Businesses, Economy and Jobs Flushing House hosted a special press conference sponsored by Queens civic and business groups, regarding the future of the borough's economy. 3/11/16

JEWISH HOME LIFECARE

Jewish Home Lifecare Becomes "The New Jewish Home" Jewish Home Lifecare, a vital resource for New York's elders for almost 170 years, is now The New Jewish Home, a new name for a new and rapidly changing era in eldercare. 3/7/16

Jewish Home Lifecare Interview Jewish Home Lifecare's president and CEO, Dr. Audrey Weiner was interviewed by geriatrician Michael Perskin. 2/8/16

New Approach to Nursing Home Care Puts

Focus on Residents' Individual Needs As the healthcare industry shifts from reactive to preventative services, care in all areas is moving to the community. That's true for the nursing home industry as well, keeping as many seniors in their homes as possible. But as health reporter Erin Billups explains, for some it's just not enough - but how the elderly are cared for in nursing homes is also evolving. 2/10/16

The New Jewish Home Receives \$150,000 from Tikkun Olam Foundation, Inc., for LGBTQ

Senior-Living Residence The New Jewish Home, one of the country's largest and most diversified nonprofit geriatric care systems, has received a capital grant of \$150,000 from the Tikkun Olam Foundation, Inc. 3/17/16



THE Matthew Anderson is New President and CEO of The Osborn Matthew G. Anderson steps up to the role of president and CEO of The Osborn. 1/28/16

OSBORNE

JEWISH SENIOR LIFE

'Homelike' Is The New Standard For Senior Living JSL is going to build nine 9,000-square-foot homes; each will house 12 residents, who will have their own bedrooms with private, European-style showers. The shared central living space will feature a dining room, kitchen, living room and den. 1/25/16

Jewish Senior Life welcomes Mary Terwilliger as Executive Director of Living Well Companion Care Mary Terwilliger has joined Jewish Senior Life as the executive director of Living Well Companion Care, one of the leading companion care providers in the Rochester area. Read more about her and Jewish Senior life. 2/29/16

LEADINGAGE NEW YORK NEWS

NOTEWORTHY

LEADINGAGE NEW YORK STAFFING UPDATES

LeadingAge New York would like to welcome the newest member of our team: **Denis Miciletto, Value First sales liaison.**

We would like to congratulate **Darius Kirstein** who was promoted to **director of financial policy and analysis** and **Sarah Daly** who was promoted to **Value First sales liaison.**

NOTEWORTHY

LEADINGAGE NEW YORK NEWS

Welcome New Members

Primary Members:

RiverSpring at Home: Managed Long Term Care

VillageCare MAX: Managed Long Term Care

Associate Members:

Daniel Brown, director of sales, The Medicine Shoppe Long Term Care

Cari-An Brutsman, regional wellness specialist, Forbo Flooring Systems

Lauren Carpenter, business development, Nurse Connection Staffing and Home Connections Companions

Rich Carroll, account executive, Siemens Industry, Inc.

Richard Cleland President Strategic Leadership Dimensions, Inc.

Gloria Ford, director of marketing, business development, BCI Construction

Jackie Hoffmaster, business development executive, Benchmark Therapies

Louie Medina, business manager, Daniels Health

Kevin Murphy, national sales director, Combined Worksite Solutions

Peter Papadopoulos, sales representative, National Datacare Corporation

John Partsch, account executive, Siemens Industry, Inc.

Samantha Pilote, account rep., Preventive Diagnostics, Inc.

Rich Rosen, principal, Perkins Eastman

Heather Spath, regional vice president, strategic development, Functional Pathways

Shadrach Treat, account executive, Siemens Industry, Inc.

Mark Woodward, marketing director, Ultra Risk Advisors

Retiree: Gloria Harrington

Upcoming Conferences and Educational Events

Conferences

May 23-25, 2016

Annual Conference & Exposition

The Saratoga Hilton & Saratoga Springs City Center, Saratoga Springs

Aug. 30 - Sept. 1, 2016

Financial Managers Annual Conference & Exposition

The Saratoga Hilton & Saratoga Springs City Center, Saratoga Springs

PRICE ROLLOVER
2016 Pricing rolled back a decade.
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Educational Events

2016 AANAC Certification Workshops

May 10-12, 2016

St. Camillus Health and Rehabilitation Center, Syracuse

Aug. 16-18, 2016

Parker Jewish Institute for Health Care and Rehabilitation, New Hyde Park

Oct. 18-20, 2016

Glendale Home, Scotia

CCRC Summit

June 23-24, 2016

Buffalo New York


HR Summit

Aug. 10, 2016

Western New York

Oct. 13, 2016

Latham, New York

Leading-U is offering many audio conferences and seminars. Check out our line-up by [clicking here.](#) 

To feature your news items with LeadingAge New York send press releases to Kristen Myers at kmyers@leadingageny.org