



ADVISER

The magazine of LeadingAge New York | Spring 2019

*Making Connections
at the*
ANNUAL CONFERENCE & EXPOSITION

LeadingAge®
New York



Making Connections at the

Annual Conference & Exposition



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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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13 British American Blvd., Suite 2,

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leadingageny.org | p 518.867.8383 | f 518.867.8384

Editors: **Kristen Myers**, kmyers@leadingageny.org

Jeff Diamond, jdiamond@leadingageny.org

Designer: **Kathie Kane**

The acceptance of a product, service or company as an advertiser or manuscript for publication does not imply endorsement or approval of the product, service, company or opinion.

Founded in 1961, LeadingAge New York represents more than 400 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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Making Connections



The word *connections* can mean a link between ideas, coherence/continuity, relationship common interests (political, social, professional or commercial) and a set of persons associated together. Innovation, collaboration, efficiencies, new models, quality improvement and financial success come from *connecting* ideas and information with people, and people with other people.

Helping members make these types of *connections* is a central goal for staff as they produce the programming and events associated with the LeadingAge New York Annual Conference and Exposition. Education sessions providing the latest information and data, combined with expert speakers and member-driven panels, set the stage not only for a learning environment, but one that fosters creative synergy.

But the *connections* don't stop with the valuable educational offerings. The Annual Exposition provides *connections* to many products and services that can help you meet your business goals. Shop for products, make *connections* with businesses providing resources key to your success, learn a little more at the Coffee and Conversation session and grab a cup of coffee or bite to eat with your peers.

The popular Annual Golf Tournament and two networking receptions are backdrops for making new *connections* and catching up with longtime friends. A new session, held over the past few years, is the Town Hall meeting, designed by LeadingAge to collect information to help drive public policy and advocacy efforts at the national level. This meeting is THE place to hear what is going well, what is not and how to strategically *connect* with colleagues to advance business goals. The LeadingAge New York Annual Meeting is the place to *connect* with fellow members in the context of association business, elect new leadership and act on important association business on behalf of the membership.

Also important are the celebrations that happen as part of the Annual Conference and Exposition. The Annual Awards Luncheon *connects* us to people and organizations who are doing great things within member organizations and the field. The IGNITE Leadership Academy graduation celebrates the achievement of our future leaders. As they graduate, our job is to help them make the *connections* they need to have as they take on increasing responsibility for the care, services and housing for New York's seniors and others.

This issue of Adviser, produced each summer, recaps the ideas, information and other valuable tools that happened at the conference and exposition. But it's much better to be there in person. Don't miss the 2020 Annual Conference and Exposition being held **May 11-13** at the Saratoga Hilton and Saratoga Springs City Center in Saratoga Springs. Finally, thank you to the sponsors, exhibitors and Business Attendees who help support the conference and exposition.

For specific information about the stories in this issue or to discuss future *Adviser* ideas, contact Kristen Myers at kmyers@leadingageny.org.

A handwritten signature in black ink, appearing to read "James W. Clyne Jr." with a stylized flourish at the end.

James W. Clyne Jr.
President and CEO



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Nursing & Social Work Professionals Conference

November 11-13

The Sagamore, Bolton Landing



CONFERENCES

Housing Professionals Conference

March 24-26, 2020

DoubleTree by Hilton Syracuse, Syracuse

Note earlier dates

ANNUAL CONFERENCE & EXPOSITION

The Saratoga Hilton & Saratoga Springs City Center, Saratoga Springs



LeadingAge® New York



Go to: www.leadingageny.org/leading-u/ for more information on LeadingAge New York's Education Events.

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We hired ProCare to train our staff in documentation, capturing appropriate resident data and how to set reference dates to ensure proper Medicare billing. In just two quarters our Medicare case load increased by 6%, our case mix had a significant increase and days of cash on hand increased by 32 days. I consider ProCare to be an investment in quality that more than pays for itself."

— Mike Keenan
CEO, Good Shepherd
Communities

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Combat Rising Insurance Costs Through SeniorCare Program

Insurance costs for senior living and health care facilities are on the rise, in many cases dramatically.

Frequency and severity of claims have caught up with and surpassed premiums over the past few years, and insurance carriers are taking corrective actions. LeadingAge New York members should be aware of this trend and be proactive in communicating with their insurance brokers to assess the impact it will have on their individual renewal premiums. In a time like this and with budgets being set so tightly, you never want to be caught off guard when it is too late to do anything. If you wait until your renewal dates,

you will likely be unpleasantly surprised at the results.

Insurance premiums tend to be cyclical for many reasons, and while senior living premiums have been level or slightly lower over the past few years, that has ended.

While premium increases have generally

been in the range of 10 to 30 percent, we have heard of several that have eclipsed 100 percent in the New York City area. This is mostly on liability (professional) policies but has now expanded to property insurance policies. Numerous areas in the state have plaintiff attorneys targeting the senior living sector, which exacerbates carrier anxiety and their outlook on this marketplace. Many carriers have also exited this marketplace, leaving fewer options. Other factors adding to the sector's overall risk for insurance carriers include class-action lawsuits, expanded litigation and natural disasters. Carriers are evaluating risk management efforts much more closely and rewarding facilities who are diligent in these areas.

Some pointers:

- Deal with a broker who specializes in senior living insurance and is familiar with this marketplace. It makes all the difference in a time like this.
- Have an active risk management program in place, and be able to show carriers that you are vigilant in enforcing it.

To this end, the LeadingAge New York SeniorCare program has been very successful with members. Members have saved millions in premiums over the years and have group power to provide savings not available in the general marketplace. This Cool Insuring/LeadingAge New York insurance program has proven very competitive and successful, especially in this current marketplace. Multiple facilities outside of the program have reached out because they were surprised a few days before their renewal with 150 percent increases on their premiums.


How Can We Assist You?

John Snow and Mike Jenkins would welcome the opportunity to discuss the Cool Insuring/LeadingAge New York program and let you know what savings are available to you. Their extensive experience and carrier relationships provide leverage to offer



(See *Combat Rising Insurance Costs* on page 8)

Combat Rising Insurance Costs...

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CONGRATULATIONS 2018-19 Graduates!



Jennifer Ackroyd

*Assistant Administrator of Health Services
Peconic Landing*

Hallamae Brevard

*Director of Resident Services
St. Mary's Center*

Onur Bugdayci

*Senior Research Analyst
LeadingAge New York*

Katherine Conant

*Administrator
United Methodist Homes*

Melissa Daniels

*Memory Care Supervisor
The Osborn*

Rafael Gil

*Director, Environmental Services and Security
Elizabeth Seton Pediatric Center*

Jamilah Greenidge

*Director of Admissions
Wartburg*

Patricia Henderson

*RN3/Assistant Director of Nursing
New York State Veterans' Home at Oxford*

Megan Johnson

*Director of Social Work
Lutheran Social Services*

Jessica Kelley

*Director of Life Enrichment
Episcopal SeniorLife Communities*

Melissa Lasher

*Environmental Services Manager
The Community at Brookmeade*

Robert Lewis

*Facility Services Manager
The Jewish Home of Rochester*

Courtney Lyon

*Assistant Administrator
Loretto Health & Rehabilitation*

Freddy Makoyi

*Executive Director
Schuyler Ridge Residential Health Care Facility*

Maria Mastroianni

*Social Worker
St. Margaret's Center*

Jennifer Slate

*Director of Therapy Operations
Beechwood Homes*

Eustacia Smith

*Administrator, West 74th Street Residence
West Side Federation for Senior and
Supportive Housing*

Nicole Urbanczyk

*Speech Pathology Coordinator
St. Ann's Community*

Amanda Waite

*Administrator/Corporate Compliance Officer
Fort Hudson Nursing Center, Inc.*

Maureen Winne

*Director of Nursing
Heritage Village Rehab & Skilled Nursing*

Shelly Youngs

*Controller
St. Luke Health Services, Inc.*



***Thank you** 2019 LeadingAge New York award winners
for your dedication to the field of aging services!*

Lawrence E. Larson Memorial Award of Honor

Stephen E. Knight

Carl S. Young Advocacy Award

Wendy Steinberg

Thomas Clarke Memorial Award

Kristina Kotvis, RN BSN

James W. Sanderson Memorial Award for Leadership

Tanya M. Arena

Professional of the Year

Jocelyn S. Bos

Sandra Ford

Marie Rusch

Trustee of the Year

Sister Catherine Garry, MSC

Michael D. Haymes

Edward Sigler

John Sini

Innovation of the Year

Homestead Stables by Heritage Ministries

Heritage Ministries

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13 ANNUAL AWARDS

21 LEADERSHIP GRADUATES

Hope You Didn't Miss the 2019 LeadingAge New York Expo

Value-Based Transformation and What It Means for LTPAC Providers

The Train Keeps Hurtling Down the Tracks

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QAPI Phase III Requirements: Data-Driven, Destination Quality

To Infinity and Beyond: Boomers and Trends Shaping the Future

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Conference Recap

Hope You Didn't Miss the 2019 LeadingAge New York Expo

2019 marks another year of significant change for LeadingAge New York members. New payment models, new quality measures, new reporting requirements, new consumer demographics, a shift to lower-cost models of care and workforce challenges mean providers of senior care, housing and services are looking for resources and answers.

They find what they need with us. The LeadingAge New York Annual Conference has enjoyed a decades-long reputation across the aging services field for providing the most cutting-edge information; featuring acclaimed, nationally known and industry-respected presenters; and facilitating connections among members that are needed for them to meet current and future challenges, all at the same affordable rates as 2006! This invaluable event attracts 400 CEOs, administrators and other decision-makers from our member nursing homes, adult care facilities, assisted living and housing and community-based service providers.

The 2019 show saw some major changes. For the first time, the number of exhibitors in the hall was capped at 85. As a result, the show sold out more than a month ahead of the conference. The changes were made to create a more efficient flow of traffic and a minimum of a 1:4 ratio of exhibitors to attendees that could offer more value to exhibitors and more convenience to attendees. Feedback from exhibitors and attendees indicates the new model was a resounding success!

Expect more changes for 2020, including registration opening much earlier for exhibitors and a special Early Bird incentive for Associate Members and Business Partners to renew their dues and/or sponsorship packages in January and February and be the first to have access to the exhibitor registration for the Annual Conference and Exposition. Expect the show to sell out by early March. Make sure your name is on the mailing list by contacting Earl Gifford at egifford@leadingageny.org.

Also new for 2019 was an option for businesses who wanted to engage with members. This option was perfect for businesses who were looking for a change from the traditional model – one that better suited their business models. The Business Attendee model offered more one-on-one time with current and prospective clients and allowed businesses to attend sessions and network with members during the entire conference. Again, this option was very successful as indicated by positive feedback. Expect it to be an option for each LeadingAge New York conference going forward.

Whether a business chose the Business Attendee or Exhibitor option, there was also the chance for them to increase their exposure by upgrading to a conference sponsorship. Many wisely chose to upgrade this year! The many sponsorship opportunities provided additional opportunities for branding, advertising and more.

Do you plan to engage with LeadingAge New York for multiple events or conferences throughout 2020? Consider doing it your way. Customize a sponsorship package that is tailored to meet your company's business development goals, and get in on the Early Bird registration option.

For questions about sponsorship or advertising, contact Kristen Myers at kmyers@leadingageny.org. For questions about Associate Membership, contact Earl Gifford at egifford@leadingageny.org.



Value-Based Transformation and What It Means for LTPAC Providers

In a Wednesday morning concurrent session, Brian Ellsworth, vice president of public policy and payment transformation at Health Dimensions Group, dove into the complicated topic of Value-Based Payment (VBP). The session, titled Medicare's Continued Push Towards Value-Based Transformation: What It Means for LTPAC Providers, moved through key terminology and processes involved in VBP and alternative payment models. The presentation explained various emerging and expanding models, including Medicare Advantage, Accountable Care Organizations (ACOs) and bundling.

The session was a crash course in value-based transformation and explained anticipated trends.

"Medicare Advantage is growing," Brian said, "and is creating a dampening effect on everything else described." The bottom line for VBP and alternative payment models is that they will continue to expand, and Post-Acute Care (PAC) will continue to be under a microscope. Brian encouraged session attendees to work to understand the operational requirements of VBP models and innovate wherever possible to best address workforce and consumer shifts. With VBP, achieving scale is key. With that, Brian also stressed that partnerships will improve success and that taking on shared risk between an ACO/bundler and PAC would be a win-win situation: improving quality of care, reducing administrative costs and safely taking on more downside risk.

The Train Keeps Hurtling Down the Tracks

A mid-afternoon concurrent session titled The Train Keeps Hurtling Down the Tracks began on Tuesday with a lighthearted PowerPoint slide to grab the audience's attention. "The first step is admitting we have a problem," said speaker Andy Edeburn, principal at Premier Performance Partners. "The second step is understanding which problem we're talking about." This won a chuckle from the audience as Andy launched into his 90-minute presentation on the trends driving change for aging services leaders.

The session stressed that in order to know where aging services are headed, it is important to take stock of where we are now. We are right on the cusp of seeing baby boomers entering the market for long term care, and our current models for payment and health care spending will not be sustainable with the increase in the aging population. There are also political realities to consider as there is a continued bipartisan push from fee-for-service to Value-Based Payment (VBP). Additionally, providers, not payers, are increasingly accountable for cost and outcomes. Collaboration is on the rise as alignment continues among physicians and health systems as well as community resources and non-traditional partners. This foundation of Andy's presentation made clear that data insights, analytics, exchange and innovation are key to gaining partners and therefore key to future success and relevance.

The session offered several takeaways for attendees, including key competencies that will be needed over the next 15 years. These competencies include an evolving, multidisciplinary workforce; VBP models; and new care delivery options. Innovative care delivery options will be vital as baby boomers prefer immediate answers and telehealth innovations. While Andy pointed out that home health is garnering a lot of investment and attention at the moment, he highlighted care coordination as the real opportunity space for providers and leaders to begin addressing.

Fundamentally, clinical and operational changes will drive future success. Standardizing care, using evidence-based clinical pathways to support common patient diagnoses and integrating primary care resources will be useful strategies in preparing for the next 15 years in long term care.

Workforce Summit Shifts Attendees' Thinking on Workforce Challenges

This year's Annual Conference offered a full-day pre-con to attendees that challenged them to focus their attention on employee retention rather than just recruitment.

Ellen Quinn, vice president of human resources for LeadingAge New York, kicked off the session by sharing data on the high costs of recruiting new employees, which include the costs of HR staff, advertising and screening candidates, background checks and training. Ms. Quinn presented data showing that the average cost of turnover for a 120-bed upstate nursing home is \$362,200, while the cost for a similarly sized nursing home located downstate, where turnover is lower, is \$205,190.

Leah Brown, retention strategist for Crescendo Strategies, made "A Case for Change" discussing several critical factors when rethinking approaches to staffing, including why today's workforce has incredibly different expectations than their leaders and strategies for keeping people longer through adjusted incentives and creative advancement.

Attendees then learned about "How Leadership Values Drive a Positive Culture of Retention." This session began with Pat Tursi, CEO of Elizabeth Seton Pediatric Center, who described how her leadership team begins every day by asking themselves the same question: "What can we do to advance care and learning to help every one of our children grow and live life to the very fullest?" They have focused their efforts on innovation and creating unique solutions to address their children's specialized needs together with their families. This includes recognizing that every member of their team, every child and every family adds value and is treated equally.

Ms. Tursi ensures that employees are treated with respect and that there is open communication by monitoring staff engagement and job satisfaction through employee engagement surveys as well as onboarding and exit surveys.

In addition, Ms. Tursi has dedicated staff to ensure employee engagement: a part-time employee experience and engagement ambassador, responsible for providing leadership and direction aligning the organization's mission, vision and core values and supporting positive employee experience and engagement; and a full-time director of employee experience, responsible for leading employee engagement initiatives and developing the leadership team for greater accountability with employee engagement.

Katie Kirkpatrick, chief talent officer for St. Joseph's Addiction and Recovery Centers, then discussed "Creating a Culture of Caring," which led her organization to attain a 6 percent turnover rate in 2018. The Culture of Caring incorporates a team-based approach where employees participate on all levels, which includes having an empty chair at each executive team meeting for any employee who wants to attend. St. Joseph's also promotes the Sanctuary Model, which involves every unit/department holding a daily Community Meeting to assess how staff are doing. Staff are asked: *How are you feeling? What is your goal for today? Who will you ask for help?*

After lunch and dessert with exhibitors, attendees heard from a panel of providers who shared "Best Practices to Keep Good People on Your Team":

- **Employee Engagement and Recognition:** Edwin Rodriguez, Jr., Lutheran Social Services Group, Jamestown. With a turnover rate ranging from 55 to 70 percent, Lutheran undertook an employee engagement and recognition campaign to recognize "the good" in one another while also measuring employees' satisfaction with their work environment. Since creation, turnover rates have decreased, reaching a low of 25 to 30 percent. "When your employees feel appreciated and you recognize them for their hard work, the work then seems less hard," Mr. Rodriguez told attendees.

Why employees may
LEAVE Themes
• Pay 25%
• Leadership 24%
• Staffing 8%



Continued on page 16

■ **Refugee Recruitment Program:** Mike Helbringer, Bristol Home, Buffalo. Bristol Home has been working with the International Institute and WNY Works Staffing Placement, refugee resettlement organizations, to identify a new source of employees. Mr. Helbringer reported that he has found that the refugees have a strong work ethic, are appreciative of being given the opportunity of employment and produce incredible work in terms of quality and consistency.

■ **Leadership Academy:** Robert Bourg, Sr., St. Ann's Community, Rochester. The Leadership Academy program was initiated as a way for St. Ann's to identify and prepare high-performing, high-potential employees for future success. The curriculum has three concentrations: the senior care industry, St. Ann's Community and leadership development. There have been 103 program graduates, 22 of whom have received a promotion/taken on higher level responsibilities at St. Ann's Community, and the overall retention rate of fellows is over 80 percent.

■ **Staff Development and Cross-Training Program:** Jennifer Ackroyd and Laurelle Cassone, Peconic Landing, Greenport. Recognizing that employees wish to grow within the company, Peconic Landing provides opportunities for team members to learn and prepare themselves for the next step in their careers. Tactics include:

» **Biweekly leadership meetings:** The leadership team meets for an hour to participate in different trainings, teambuilding activities and coaching sessions.

» **Middle manager training:** In 2015, more than 20 team members were promoted internally into supervisory positions. To train these team members in their new roles, Peconic Landing hosts monthly education sessions on topics such as interviewing techniques, hiring strategies, time management and stress management, among others.

» **Cross-training:** Through a formalized cross-training program, team members are trained to work in more than one department. Over 75 team members have participated.

» **Leadership Academy:** Inspired by the IGNITE Leadership Academy, Peconic Landing developed their own Leadership Academy for frontline team members in 2019.

» **Four Pillars of a Strategic Plan:** Shelly Amato, The Wesley Community, Saratoga Springs. Ms. Amato finished out the panel discussion by discussing The Wesley Community's new initiative to focus on staff retention and culture. The community developed a strategic plan and expanded their senior leadership team to include a chief strategy officer and a director of employee engagement, dedicated to the strategic plan and their employee experience. They developed core values by involving each team member and department and created Core Values Champions in each department. The community has also developed an employee satisfaction survey and redesigned their orientation program.

Ami Schnauber, vice president of advocacy and public policy for LeadingAge New York, wrapped up the day by reviewing the #WIN4Seniors workforce initiative the association is undertaking, which includes demographic data and trends, addressing regulatory and legislative barriers, education and best practices and State investments in workforce. Ms. Schnauber shared data highlighting the urgency of being innovative in addressing workforce challenges.

Attendees left the pre-con feeling that they had learned some valuable ideas to try in their own organizations.



Does Affordable Assisted Living Exist?

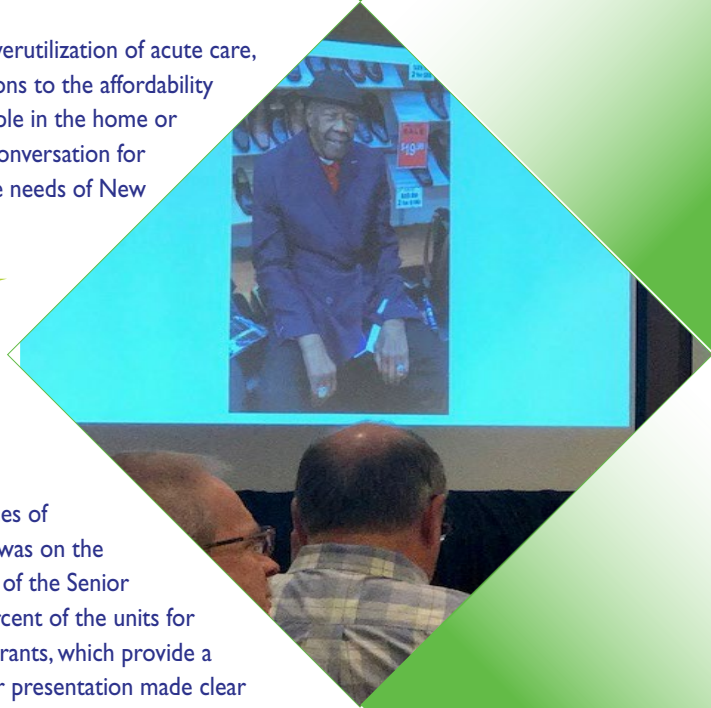
There is great variation across the country in both the definition of assisted living and how an “affordable” or low-income option is made available. Most states use federal waivers to provide Medicaid-covered services in assisted living, which often have caps or limitations on total enrollment. Most offer personal care and supports, and some include varying degrees of nursing and support. To be eligible for such services, people typically must be at a nursing home level of care. Many states use Supplemental Security Income (SSI) to help offset room and board costs; however, like in New York, the rates tend to be very low.

In the Wednesday session *Does Affordable Assisted Living Exist?*, speaker Andy Edeburn, principal, Premier Performance Partners, provided some startling statistics that highlight the growing need for affordable assisted living:

- The number of middle-income elders will nearly double by 2029 – from 7.9 million to 14.4 million – and will make up the biggest share of seniors, at 43 percent.
- By 2028, more than half of middle-income Americans age 75 or older will not be able to afford to pay for yearly assisted living or medical expenses, with annual financial resources at \$60,000.
- Adult children of seniors are contributing a great deal to their loved ones’ care, and we have quantified that cost.

While the need for more affordable models of assisted living is clear, no one answer or state model emerged as ‘the solution.’ Edeburn emphasized the need for greater in-home supports, co-housing and Medicare Advantage supports to foster services in the community. The residential component of assisted living is a huge cost driver, and thus providing ‘assisted living-like’ services in the community can be more affordable. Of course, some segment of the population needs more supports and supervision that can be managed in the community, workforce is a significant challenge and there is a lack of affordable housing in New York City. Certainly, technology that can support independence is evolving, and the general public is becoming more comfortable using it.

Session participants noted that New York’s current models of assisted living drive overutilization of acute care, and the layers of regulation add complexity, confusion and cost. In looking for solutions to the affordability issue, the concept of a third payer for Medicare/Medicaid-type services to keep people in the home or assisted living was discussed as a future policy concept to explore. This is a critical conversation for LeadingAge New York to continue, to ensure that we will be able to meet the future needs of New York’s aging population.



Selfhelp Active Services for Aging Model (SHASAM)

At this engaging session, Selfhelp Community Services presented on the best practices of providing a true aging in place model within their communities. Much of their focus was on the integration of the formerly homeless community into their housing through the use of the Senior Affordable Rental Apartments (SARA) Program, which requires a set-aside of 30 percent of the units for formerly homeless seniors, and Empire State Supportive Housing Initiative (ESSHI) grants, which provide a stipend of \$25,000/unit for services and operating funds within the community. Their presentation made clear that while there may be challenges to bringing services to seniors’ homes, and particularly to get these services to formerly homeless seniors, with the right approach and tools, it can be done successfully.

IGNITE Leadership Academy: FELLOWship and Celebration

Old friends happily greeted each other, and new connections were made at a special pre-conference designed specifically for graduates of IGNITE and the national LeadingAge Larry Minnix Leadership Academy. Wendy Green, managing vice president of leadership development, LeadingAge, Washington, DC, and Kelly Papa, vice president, strategy and community life, Duncaster, Bloomfield, CT, facilitated the session. Wendy oversees the national LeadingAge Larry Minnix Leadership Academy, and Kelly is a graduate of the Larry Minnix Leadership Academy as well as a facilitator for LeadingAge Connecticut's Leadership Academy program. The diverse group of participants included alumni from each year of the IGNITE program as well as alumni from various classes of the national program. LeadingAge NY is appreciative of the support of Aging in America, which enabled us to offer the program free of charge to the participants.

The session, entitled Transitions in Leadership, reconnected alumni with the tenets of their Leadership Academy experience while focusing on the challenges in transitions that are inherent in leadership. It was clear that the participants enjoyed the presenters and the content, but equally as valuable was the opportunity for alumni to reconnect with their former classmates and network with other alumni. One participant remarked, "It was wonderful to connect and reconnect with everyone and to be reminded of the concepts that bind us together."

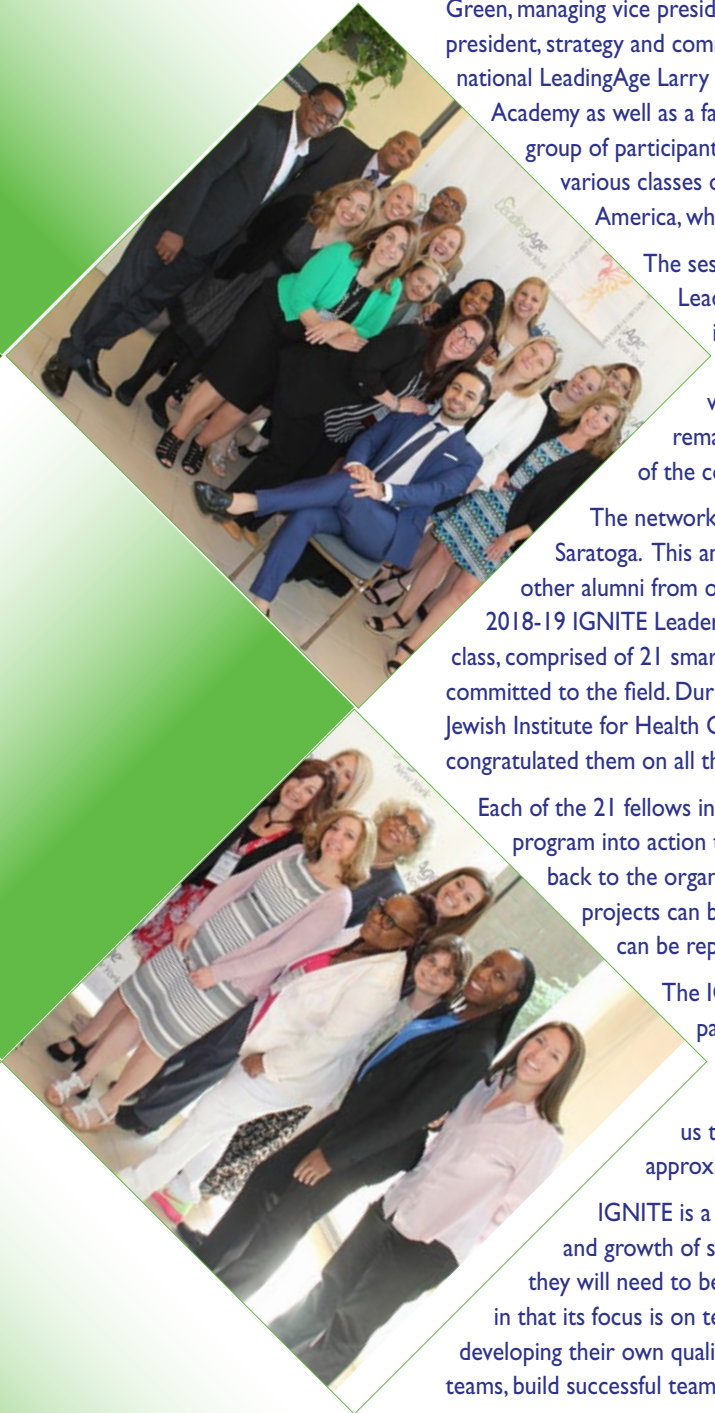
The networking continued that evening at the Leadership Academy mixer at the Parting Glass in Saratoga. This annual event provides the opportunity for former classmates to catch up and meet other alumni from other state and national class years in a relaxed, fun atmosphere. Later that week, the 2018-19 IGNITE Leadership Academy graduation ceremony highlighted the accomplishments of this year's class, comprised of 21 smart, talented leaders from member organizations across the state who are deeply committed to the field. During the graduation ceremony, Michael N. Rosenblut, president and CEO of Parker Jewish Institute for Health Care and Rehabilitation and chairman of the LeadingAge NY Board of Directors, congratulated them on all their accomplishments and wished them much success in the future.

Each of the 21 fellows in this year's class took on an "action learning project," putting the learning from the program into action to address a need within their organization. This is a great way for fellows to give back to the organizations that invested in them by sending them to the program. A summary of their projects can be found [here](#). The projects offer great ideas that will be beneficial to the field and can be replicated in other member organizations.

The IGNITE program began when some dedicated LeadingAge NY members who had participated in the national LeadingAge Leadership Academy recognized that this valuable program was needed on the state level to inspire, nurture and empower leaders from New York's non-profit provider community. Their hard work helped us to develop the IGNITE Leadership Academy, and the program has graduated approximately 120 people since it was established in 2013.

IGNITE is a yearlong professional development program designed to facilitate the development and growth of senior living leaders in the state. The experience provides participants with the tools they will need to be outstanding leaders in their organizations. It differs from an MBA-type program in that its focus is on teaching participants how their own thinking and values are key components to developing their own qualities of leadership. In addition, participants acquire the tools to help them work with teams, build successful teams and collaborate.

Only members of LeadingAge NY provider member organizations may apply for the program. The application for the 2020-21 class will be available in the spring of 2020. For more information about the program, click [here](#). Anyone with questions about IGNITE Leadership Academy can contact Diane Darbyshire at ddarbyshire@leadingageny.org or 518-867-8828.



Plenary Session: Challenges and Opportunities in 2019

Steve Fleming, chair of the LeadingAge Board of Directors, spoke to attendees at the Wednesday plenary session about the challenges and opportunities facing not-for-profit aging services providers in 2019.

The big question Steve posed centered around what providers must do to survive when faced with the ever-changing industry landscape and the rapid pace by which they must operate. Numerous statistics were succinctly presented, with one of the most striking being that individuals over the age of 65 will outnumber children by 2035. This comes as not-for-profit providers continue to deal with workforce shortages, insufficient financing and funding, housing concerns, health care changes, new regulatory requirements and competition from for-profits. As attendees learned, this new demographic reality will drive unsurpassed change in the industry and bring ever-increasing challenges, but also exciting opportunities.

Collaboration, Steve contended, is a critical strategy as health systems continue to consolidate due, in part, to shifts in service delivery and payment methods. Health care payment and delivery reform brings opportunities as acute care hospitals shift in meeting this demand. Steve also emphasized that the expanding role of technology, including artificial intelligence (AI) and other upstarts, brings boundless opportunities; however, cost and scale remain significant hurdles.

Finally, Steve urged attendees to focus on their boardrooms. The need for “big thinkers” and strategic partners in boardrooms is paramount as not-for-profits navigate the disruptors and capitalize on opportunities during times of challenging and precipitous change.



The Sun Will Come Out Tomorrow – and at This Year’s Golf Tournament!

“Escape the office for a fun day in the sun” has been the main marketing message these past few years for the LeadingAge New York Annual Golf Tournament – and apparently a jinx. This year the stars aligned with the best weather in three years.

Leading up to the tournament, the weather changed back and forth from a full day of thunderstorms to scattered showers, but by some miracle, the sun came out and the weather was clear.

Each year, the golf tournament is held to benefit a special Foundation for Long Term Care (FLTC) scholarship to promote the development of leadership in aging services. Nineteen foursomes registered for the 18-hole scramble at bucolic Ballston Spa Country Club in Ballston Spa, just minutes from the LeadingAge New York Annual Conference and Exposition in Saratoga Springs.

Prizes were awarded for first- and second-place men’s and mixed teams, men’s and women’s longest drive, closest to the line and closest to the pin. We also had a 50-50 raffle, and prizes and a cash prize were given out.

As always, thank you to the sponsors who made the event possible, including:

Aspire Advisors, LLC	Carl Young Consulting	Cool SeniorCare Insurance
Eventus	KDA Architects	LeadingAge New York ProCare
MatrixCare	ProCare LTC	RainbowCare & Consultants
Sodexo	Value First	

Looking forward to next year’s event, and hoping for another year of fun in the sun!



QAPI Phase III Requirements: Data-Driven, Destination Quality

The Centers for Medicare and Medicaid Services (CMS) has created a momentum in quality for Skilled Nursing Facilities (SNFs). The gold standard for quality is the Five-Star Quality Rating System. SNFs base their reputations on the quality of care they provide. They know that a successful reputation ensures business sustainability through attracting and retaining talented staff and achieving occupancy rates that reflect the maximum number of and most desirable referrals.

Quality Assurance Performance Improvement (QAPI) is CMS's approved method for improving the quality of care and life for residents of SNFs. CMS incorporated a QAPI criterion into five of the 10 Requirements of Participation that were changed by the Final Rule, which is meant to have a sweeping effect on the long term care industry. Not since the Omnibus Budget Reconciliation Act of 1987 (OBRA '87) have the Requirements of Participation been so radically changed (enough so that the changes were phased in). The final phase, Phase III, has an implementation date of Nov. 28, 2019, and the five changes are summarized below:

- CFR § 483.12 Freedom from Abuse includes a requirement that all instances or allegations of abuse be studied by establishing a policy and procedure that ensures that reports are funneled through the QAPI Committee.
- CFR § 483.70 Administration includes a requirement that the governing body have responsibility and accountability for the QAPI program.
- CFR § 483.75 QAPI includes requirements that facilities develop, implement and maintain effective, comprehensive, ongoing, data-driven QAPI programs that focus on systems of care, outcomes of care and quality of life.
- CFR § 483.80 Infection Control includes a requirement that the Infection Preventionist be a member of the QAPI Committee and report on infections, monitoring efforts and prevention programs.
- CFR § 483.95 Training Requirements include mandatory training for all staff regarding elements and goals of the QAPI program.

A data-informed approach to quality has never been more important. No matter what rules change, you can excel in quality improvement activities when you use LeadingAge New York Technology Solutions' suite of tools. Quality Metrics and the Five-Star Analysis Report are member benefit tools that facilities use to custom benchmark themselves and improve their understanding of the Five-Star Quality Rating System on Nursing Home Compare (NHC). There is one drawback to using this data in QAPI activities, however: it can be three to six months old, and in some instances, the residents included in those rates may already be discharged from the facility. Our newest tool, Quality Apex, provides users with quality measure rates based on their most recently uploaded Minimum Data Sets (MDSs). If you are interested in learning more about the products we provide, please contact Marguerite Carroll, business development liaison, LeadingAge New York, at 518-867-8383 or mcarroll@leadingagency.org.



To Infinity and Beyond: Boomers and Trends Shaping the Future

“Using up to three words, what do you envision as the biggest challenge to the senior living industry over the next 10 years?”

At the beginning of the Tuesday session To Infinity and Beyond: Boomers and Trends Shaping the Future, presenters Richard Rosen and Jennifer Sodo of Perkins Eastman Architects PC posed this question to attendees, garnering a variety of responses and setting the stage for a dialogue about the challenges and opportunities facing senior living providers. The foundation of the conversation was the firm’s “Clean Slate Project,” its year-long effort to examine the potential disruptors and shapers of the future of the industry, including longer life expectancies, growing costs of care, changes in reimbursement and technological advancements.

Through literature and media review as well as discussions with thought leaders from different fields, the Clean Slate Project researchers identified four “macro-shocks” impacting senior living:

- Tech Age – the increased use of artificial intelligence, robotics and virtual reality in caregiving and in connecting older adults to the world around them;
- Aging in the Community – the concept of decentralizing care and services to enable older adults to age in place in their neighborhoods;
- Third Act – the notion that retirement in a traditional sense is being replaced by a “third act,” as older adults seek to stay emotionally, spiritually and intellectually stimulated; and
- Paradigm Shifts – the significant changes brought upon by financial, political, regulatory and environmental factors.

With a greater understanding of these disruptors, researchers then developed six hypothetical scenarios for the state of senior living in 2030, the year when the youngest of the baby boom generation will be considering retirement:

- LifePod Homes – customizable, mass-produced dwellings that can be built in any location;
- Into the Wilderness – exotic communities geared toward older adults who want to travel and explore other parts of the world;
- Bed Match & Beyond – real estate or communities where older adults can camp out and experience life outside of their hometowns;
- WeTest WeThrive – a platform for intellectually curious older adults to beta-test the latest technologies;
- Centers for Creative Living – extended stay micro-hotels focused on life experiences; and
- Vertical Main Street – repurposed shopping malls with community amenities for older adults.

Of the six scenarios, three were explored in depth during the presentation: LifePod Homes, WeTest WeThrive and Vertical Main Street.

As Mr. Rosen and Ms. Sodo explained, LifePod Homes offer the opportunity for older adults to “untie” themselves from their homes and trade square footage for location. Local municipalities, modernized small house builders and health care systems with telehealth mechanisms were mentioned as potential partners for providers interested in pursuing this scenario. In terms of actionable steps, interested attendees were urged to create or expand at-home service programs that support those not interested in moving to a traditional senior living community; recruit board members who can facilitate the LifePod Home development process; and expand their offerings, both physically and virtually, beyond the “walls” of their community.

Continued on page 22



Under the WeTest WeThrive scenario, older adults are “at the forefront of everything” as beta-testers for the latest middle-market innovations. Potential provider partners, the speakers noted, include technology and pharmaceutical companies, dementia-friendly communities and makerspace labs and junior colleges. Attendees interested in pursuing WeTest WeThrive were encouraged to take three steps: (1) embrace proactive rather than reactive health care innovations; (2) look to market-rate housing to understand which technology is market-ready and which innovations could be applied to existing communities; and (3) seek out technology company partners or sponsors.

Lastly, the Vertical Main Street scenario – defined by Mr. Rosen and Ms. Sodo as “housing and services on Main Street” – poses the opportunity for older adults to remain connected to the existing community fabric. With housing and amenities geared toward a variety of ages and demographics, this scenario was described as having a particular appeal and authenticity for older adults. Academic institutions, mixed-use developers and existing physical retail establishments were identified as possible partners, and the actionable steps outlined for interested providers included seeking out higher education partnerships, positioning themselves to respond to opportunities outside the confines of their existing organizations and building a staffing “pipeline” through collaborations with schools and training centers.

Attendees were engaged throughout the entire presentation and left with an understanding that while the senior living industry will face a number of transformative changes over the next 10 years, a world of exciting possibilities also lies ahead.

LeadingAge® New York

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Experts Discuss Efforts to Address Social Determinants of Health for Older Adults

State and federal policymakers are pushing providers and managed care plans to address Social Determinants of Health (SDH) as an integral component of care delivery, according to experts who spoke at the LeadingAge New York Annual Conference. SDH are the socioeconomic factors and attributes of the physical and social environment that influence an individual's health status. Providers of non-medical senior services and supports can address these social determinants and improve health outcomes, the speakers noted.

Elizabeth Misa, New York's deputy Medicaid director, pointed out that while the United States spends a higher percentage of its Gross Domestic Product (GDP) on health care than any other developed country, it also spends the lowest percentage of its GDP on "social services spending" (e.g., spending on support services for older adults, disability and welfare benefits, employment training and unemployment benefits, housing supports and other non-medical services.)

The New York State Medicaid program has been working with Managed Long Term Care (MLTC) plans and providers of non-medical services to improve upon the social and environmental factors that lead to poor health outcomes. The program requires MLTC plans that are engaged in higher-level Value-Based Payment (VBP) arrangements to implement SDH interventions and contract with a service provider that does not bill Medicaid. Among the interventions highlighted were screening and referral programs for SDH needs and peer-led health literacy programs. Although Ms. Misa acknowledged that more State funding is needed for MLTC SDH interventions, she also noted that the State is striving to increase cross-sector collaboration, improve SDH data collection and rethink how "health care dollars" are spent on "repair" rather than prevention programs.

Nicole Fallon, vice president of health policy and integrated services at LeadingAge, described the various initiatives at the federal level to focus additional resources on SDH. Specifically, she highlighted the recently expanded scope of supplemental benefits that may be offered by Medicare Advantage plans. The benefits may include assistance with Activities of Daily Living (ADLs) and Instrumental Activities of Daily Living (IADLs), transportation, home safety modifications, in-home safety checks, home-delivered meals and other non-medical services. Providers of non-medical services can demonstrate their value to Medicare Advantage plans by considering how their services could reduce hospitalizations or delay a long-stay nursing home admission, their expertise in serving special populations and evidence of the effectiveness of their services.

Demonstrating how a managed care plan can support SDH interventions, Mary Ellen Connington, executive vice president, and Andrea Zaldivar, director of population health at VillageCareMAX, spoke about their plan's experience in developing an intervention to prevent and address homelessness among its members. They selected a community-based organization (CBO) partner, AIRnyc, based on the CBO's broad geographic coverage, expertise and sophistication. AIRnyc was able to negotiate a complex contract, submit claims and transmit clinical data. AIRnyc will receive a monthly fee and a bonus for every member who remains domiciled at the end of the year.

Connecting the dots among health care, behavioral health services and social services is critical to positive health outcomes, according to Annie Wells, director of healthcare initiatives at Lifespan of Greater Rochester. Lifespan's Community Care Connections program provides social work care navigation and nurse health care coordination for at-risk older adults. According to an independent analysis, the program has resulted in a 36 percent reduction in hospitalizations and a 38 percent reduction in emergency room visits.

Efforts to address SDH are gaining traction, both among state and federal policymakers and in the field. According to all of the speakers, the keys to success include digital communication among care partners, strong data collection and analytics capacity and close contact with clients. By addressing SDH, plans and providers can improve the quality of life of older adults while achieving better health outcomes and reducing the overall cost of care.

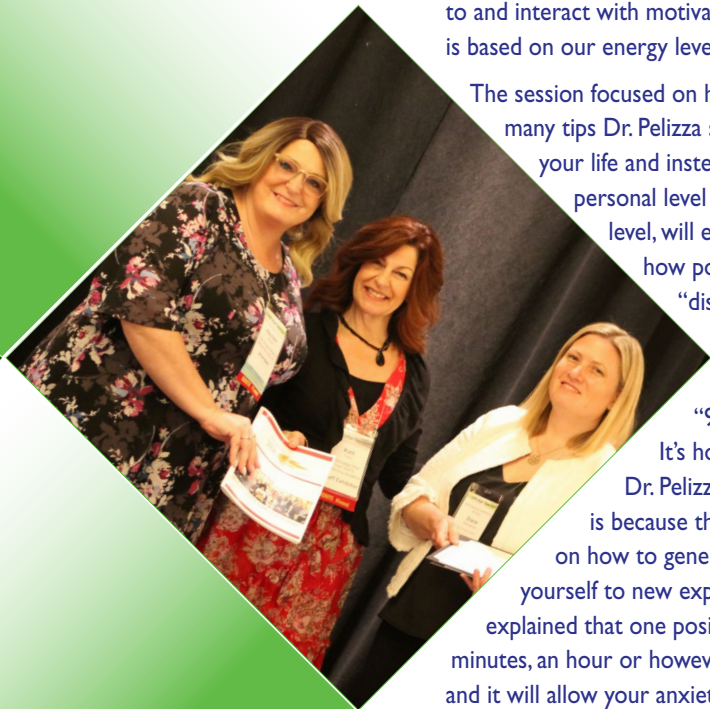


Coffee and Conversation in the Exposition Hall: Balancing Work & Life

Live to work, or work to live? For many people, maintaining a healthy work-life balance seems like a goal that is nearly impossible to achieve. In the Tuesday morning Coffee and Conversation session, attendees got to listen to and interact with motivational speaker John Pelizza, Ph.D., as he explained how everything we do in our lives is based on our energy level, and that in order to achieve a healthy work-life balance, we need to have energy.

The session focused on helpful tips and tactics to reduce stress and generate more energy. One of the many tips Dr. Pelizza shared was to avoid feeding all of your energy into receiving the “reinforcers” in your life and instead save some energy for the things that you are connected to on an emotional and personal level (EPs). “Staying in touch with your EPs,” the things in life that hit you at a visceral level, will enable you to increase your happiness and energy levels. Dr. Pelizza also discussed how positive discovery can bring abundant energy for a lifetime, advising attendees to “discover something new, take a risk, make a change.” He then went on to speak about the importance of resiliency and how regardless of where you are or how you are doing in life, you could still be improving and doing better.

“94 percent of cases of anxiety/depression are based on the pictures in your head. It’s how we choose to respond or think. You’re one thought away from feeling better,” Dr. Pelizza shared. He went on to say that “90 percent of the time people are depressed is because they are drifting. They do not know where they are going.” Some tactics he shared on how to generate or maintain a positive outlook included performing acts of kindness, exposing yourself to new experiences and being productive/creative with your thoughts. Dr. Pelizza then explained that one positive way to handle these moments would be to sit outside by running water for 15 minutes, an hour or however long time permitted. This activity has proven itself to be soothing and relaxing, and it will allow your anxiety level to decrease and will trigger thought with a clearer mind. As soon as you form a decision on where you are going, you will reach a level of homeostasis in your mind, and your energy will go up. When your energy level goes up, you will be more capable of achieving your goal of a healthy work-life balance.



#WIN4Seniors
Workforce
Initiatives

What Now? LIHTC Property Dispositions at Year 15

At this advanced look at the Low-Income Housing Tax Credit (LIHTC) program, LeadingAge New York was thrilled to welcome nationally renowned expert Jim Bowman, the former president and CEO of the National Affordable Housing Trust, and Mark Oswanski, vice president at Hampden Park Capital & Consulting, as presenters. This session focused on the options facing non-profit general partners when they reach Year 15 of the LIHTC regulatory agreement. In most cases, the general partner is the non-profit that handles the day-to-day affairs of the organization, whereas the limited partner is the investor who would typically be a passive actor in the agreement and step aside at the close of the regulatory period. As LIHTC properties throughout the country approach Year 15 of their regulatory agreements, however, more and more organizations are finding that the limited partner does not want to abandon their property interest, particularly in areas like New York City where real estate prices have soared over the last decade. In many cases, they want to remain involved in the partnership in an effort to make money off the property. This session highlighted the need for non-profits to be aware that this eventuality is facing them and that it is best to prepare well in advance by seeking out the assistance of an attorney and a housing expert. Various options that may be pursued at Year 15 were also discussed, including resyndications and buyouts, but to be executed well, those options, like all others, would require a good deal of advance planning.

A Goodwill Bank – Deposits, Withdrawals and Your Bottom Line

Merriam-Webster defines goodwill as “...the favor or advantage that a business has acquired especially through its brands and its good reputation...” You can’t monetize goodwill on a spreadsheet, but the impact it can have on your bottom line is immeasurable.

In the conference bonus session, *Social and Digital Communications Strategies for Enhancing Your Community’s Reputation, Cultivating Referrals and Maintaining Your Census*, participants were treated to a primer on building a goodwill bank for their organizations. A first-rate reputation can increase census, reduce employee turnover and even provide a “rainy day fund” should a crisis arise.

Joan Healey of Teresian House Center for the Elderly and Paul W. Larrabee, executive vice president/managing director, Corning Place Communications, spoke extensively about managing a crisis with and without a goodwill bank. Their vast experience in the field of crisis management was evident as they took participants through the must-knows for building goodwill and the consequences of not establishing it in advance.

When a crisis happens, your reputation can be gone at the speed of light. If you haven’t developed a goodwill bank in the community, where will the equity come from?

You don’t need a special job title or staffing to begin this process. Effectively using your current activities calendar can inform the community about all the good things you are doing for residents. In turn, your facility is known as the place where residents are engaged, employees are happy and good things happen.

Sharing a positive message doesn’t need to be one more thing on your “to-do” list. Are you holding an open house, art show or special event? Look at your activities calendar, see the two or three things that are most significant and share them via Facebook, Instagram and/or Twitter. The most effective way to do this is to be brief, do it weekly and on a specific day. Give the recipients a few highlights of past or future events, and before you know it, people will be looking forward to your updates.

If/when you have a crisis, a well-established goodwill bank will help to give you the benefit of the doubt with media, families and the community.

What does your community know about what you do? Don’t be afraid to share events and activities that have a meaningful impact on your residents. It can connect you to the community, and your good reputation will build Your Goodwill Bank.



Low-Income Housing Tax Credit 101

At this introductory session, attendees were introduced to the concept of the Low-Income Housing Tax Credit (LIHTC) program and were walked through several examples of LIHTC transactions.

Areas that were discussed included the thresholds for area median incomes in LIHTC properties, income averaging and rent setting. The presenters from Hampden Park Capital & Consulting also presented a flowchart to demonstrate exactly how tax credits eventually work their way into financing low-income housing projects.

The typical legal structure of these transactions was also explained, with the limited partner generally being the passive, hands-off bank or investor with a 99.99 percent interest in the property and the general partner most often being the day-to-day, non-profit operator with a 0.01 percent interest. Different types of LIHTCs were also discussed, leaving attendees with a much better understanding of the basics of the LIHTC program.

LeadingAge New York Reimbursement Update

On Wed., May 22, 2019, in front of an audience of about 60 LeadingAge New York provider, associate and business members, speaker Darius Kirstein provided updates on the constantly evolving reimbursement of New York State long term care providers. The session was relevant to members of all long term care service lines. Business leaders seek certainty for financial projections and budgeting, while nursing home reimbursement remains fluid. As an industry expert, Kirstein was able to offer clarity in the very important but fluctuating world of reimbursement. Kirstein presented in a format that was useful for executives looking for strategies for building for the future. Attendees concerned with daily operations were also given valuable information that will be useful in making budgetary decisions. The learning opportunity was specifically valuable to CEOs, administrators, CFOs and CPAs.

The session was appropriately titled LeadingAge New York Reimbursement Update because there were many issues worthy of updates. Session attendees were given crucial new information about the reimbursement landscape, Managed Long Term Care (MLTC) changes, community-based service line highlights and Medicaid and Medicare reimbursement issues. Although the presentation was conducted in a large room, it was clear that the audience was welcome to participate. The atmosphere in the room was collaborative in contrast to the lecturing environment of a traditional presentation. During the discussion, an issue that received significant attention from both Kirstein and attendees was Medicaid case mix changes. Kirstein dedicated significant time to helping listeners understand the current landscape surrounding case mix. He offered guidance on the expected changes to case mix based on his knowledge as a member of the recently developed case mix workgroup. Those in attendance were also made aware of important discussions with the Department of Health (DOH), providing context to some recent DOH decision-making in managed care. The session speaker continued by offering information on budget cuts that were avoided and prior year cuts that are not being implemented. Additionally, members were informed of important grant opportunities that they may not have previously been aware of.

Kirstein further detailed 10 important Medicaid funding issues that gave stakeholders reimbursement insights to bring back to their organizations. Those interested in Medicare reimbursement-specific topics learned about strategies to avoid financial penalties, areas that are likely to generate greater audit scrutiny and possible Patient-Driven Payment Model (PDPM) changes.

Individuals that attended the educational session were engaged and received valuable new reimbursement updates. They learned about important new funding opportunities, risk areas and upcoming deadlines. The LeadingAge New York Reimbursement Update presentation was especially valuable while so many reimbursement issues remain under scrutiny and likely to change.



An Overview of the Requirements of Participation Phase 3

LeadingAge New York ProCare's Mary Wassel and Elliott Frost spoke of the upcoming third phase of the nursing facility Requirements of Participation (RoP) that will take effect Nov. 28, 2019. The presentation was a high-level discussion about the RoP Phase 3 and highlighted key changes to provide an overview of the programmatic and systematic revisions that require training of staff.

Trauma-informed care is a significant addition under the new requirements. Under F659, the services provided by the facility, as outlined by the comprehensive care plan, must be culturally competent and trauma-informed. The facility must ensure that services provided are delivered by individuals who have the skills, experience and knowledge to do a particular task. F699 details Trauma-Informed Care, namely that the facility must ensure that residents who are trauma survivors receive culturally competent, trauma-informed care in accordance with professional standards of practice and accounting for residents' experiences and preferences in order to eliminate or mitigate triggers that may cause re-traumatization.

Behavioral health is another focus. The intent of F741, Competencies, is to ensure that the facility has sufficient staff members who possess the basic competencies and skill sets to meet the behavioral health needs of residents for whom the facility has assessed and developed care plans. The facility must consider the acuity of the population and its assessment.

Additions to the Quality Assurance and Performance Improvement (QAPI) oversight regulation are also noteworthy. Although the QAPI/Quality Assessment and Assurance (QAA) improvement plan was implemented in Phase I, Phase 3 requires facilities to develop and implement written policies and procedures that establish coordination with the QAPI program to monitor and review incidents (trends, patterns, etc.) indicating abuse, neglect, misappropriation and exploitation.

Another revision to the QAPI regulation is that the governing body is responsible and accountable for the QAPI program (F837). This regulation is intended to ensure that the facility has an active, engaged and involved governing body that is responsible for establishing and implementing policies regarding the management of the facility. Moreover, the governing body and/or the executive leadership team will have to adopt policies and practices to document that they are meeting this oversight requirement. The requirements under F865 are intended to ensure that facilities develop a plan that describes the process for conducting QAPI/QAA activities, such as identifying and correcting quality deficiencies as well as opportunities for improvement, which will lead to improvement in the lives of nursing home residents, through continuous attention to quality of care, quality of life and resident safety.

Another significant addition is the inclusion of Infection Preventionist requirements. The facility must designate one or more individuals as the Infection Preventionist, who is responsible for the facility's Infection Prevention and Control Program (IPCP). Further, this role must be included on the QAA committee.

Compliance and Ethics (F895) is another new regulation. The facility must establish written compliance and ethics standards policies and must include individuals who have substantial control over the operating organization or who have a substantial role in the making of policy within the operating organization. There are further requirements for oversight for an organization with five or more entities.

One noted environmental addition is the inclusion of the facility's Resident Call System. The facility must be adequately equipped to allow residents to call for staff assistance through a communication system which relays the call directly to a staff member or centralized staff work area from each resident's bedside.



Continued on page 28

Finally, facilities must develop, implement and maintain an effective training program for all new and existing staff, individuals providing services under a contractual arrangement and volunteers, consistent with their expected roles. There are also a number of required trainings: Communication, Resident Rights & Facility Responsibilities, QAPI, Infection Control, Compliance & Ethics and required in-services for Nurse Aides based on weaknesses.

For further information, please contact Mary Wassel at mwassel@leadingageny.org or Elliott Frost at efrost@leadingageny.org.



Beyond Education

Formal education and credits are not the only offerings at the LeadingAge New York Annual Conference and Exposition. The three-day event serves as the platform for association business, networking and business development.

Prior to the conference, members and business members participated in the LeadingAge New York Annual Golf Tournament at Ballston Spa Country Club. See page 19 for more details on this fun event for a great cause. Also held pre-conference on Mon., May 20th was a full-day Workforce Summit. Designed to engage thought leaders in mindful discussion, share best practices and find solutions to workforce issues, this Summit is but one in a series of initiatives that LeadingAge New York is planning to help solve members' workforce issues. See page 29 for a more comprehensive look at what to expect for the rest of 2019 and the rest of 2019 and beyond for workforce initiatives.

Amidst the stimulating educational content, conference attendees joined exhibitors and other business attendees for two receptions. The ever-popular Block Party, held inside this year because of inclement weather, provided the perfect venue to catch up with colleagues and make new connections while enjoying some light fare and beverages. New this year, attendees could attend a second reception on Tuesday evening, providing yet another backdrop for networking and business development.

On Tues., May 21st, amidst the various activities at the conference and exposition hall, meetings of the boards of directors of LeadingAge New York and LeadingAge New York Services were held. Afterward, the directors attended a training session with LeadingAge's chairman of the Board, Steve Fleming, to discuss the national landscape and trends for 2020 and beyond.

Later that day, the New York Town Hall meeting was held. This event is part of a national initiative among LeadingAge affiliates that is designed to gather significant representation of state associations' membership to bring issues and concerns to LeadingAge's attention as they formulate their public policy and advocacy agendas for the following year. LeadingAge New York members joined their colleagues for a cool beverage and brainstorming during this lively session, which provided a lot of great input to shape the LeadingAge agenda.

Wednesday saw a flurry of activity related to association business. The Annual Membership Meeting is traditionally held the last morning of the conference to conduct association business, learn about the financial state of the association, vote on any bylaws changes and elect and administer the oath of office to new members of the Board of Directors and officers.

Following the Annual Meeting was a celebration and graduation of the 2019-20 class of the IGNITE Leadership Academy. This marks the sixth group of graduates since program inception. For more details on this wonderful event, see page 18.

LeadingAge New York Tackles Workforce Challenges

Aging services providers across the continuum and across the state agree that workforce shortages are their primary challenge. Whether it's high turnover rates, vacant positions, lack of candidates or weak managers, providers are struggling to meet their staffing needs as consumer need increases.

LeadingAge New York has set an aggressive agenda to help members meet their workforce challenges from every angle. Of course, there is no silver bullet, and every provider has their own unique challenges, so we have developed a multi-faceted strategy.

Our **Long Term Care Workforce Solutions** include the following:

Compile Demographic Data/Trends (aging population and workforce challenges)

- Vacancies, turnover, experience/expertise of staff
- Demographics of caregivers versus consumers
- Non-labor/social issues impacting workforce: transportation, scheduling, child care, etc.

Identify and Resolve Regulatory Barriers

- Streamline healthcare apprenticeship program requirements
- Follow federal regulations for feeding assistants training
- Reduce duplicative in-service trainings of aides working at multiple agencies – *Accomplished*
- Cost, processing time and access points for Criminal History Record Checks (CHRCs)
- Eliminate unnecessary requirements for Special Needs Assisted Living Residence (SNALR)/ Enhanced Assisted Living Residence (EALR) home health aides to maintain their certification
- Reject home health aide National Provider Identifier (NPI) number proposal – *Accomplished*
- Authorize Certified Nurse Aides (CNAs) to work as aides in Adult Care Facilities (ACFs)/assisted living

Identify and Resolve Statutory Barriers

- Allow for flexibility regarding CNA training lockout [Nursing Home Workforce Quality Act (H.R. 1265)]
- Reauthorize the Geriatrics Workforce Enhancement Program (GWEP) for another five years, with authorized funding increased to \$45 million per year [Geriatric Workforce Improvement Act (S. 299)]
- Expand the role of the nurse in the ACF [S.1788 (Rivera)]
- Allow for medication technicians in nursing homes

State Budget Investments in Workforce

- #WIN4Seniors Campaign
- Make financial aid available for part-time students engaged in long term care workforce programs
- Better utilize current long term care workforce funds [Managed Long Term Care (MLTC) workforce dollars, Advanced Training Initiative (ATI)]
- Utilize Civil Money Penalty (CMP) funds for a workforce recruitment and retention program
- Provide funding for healthcare apprenticeship programs

Develop and Roll Out a Public Relations Campaign

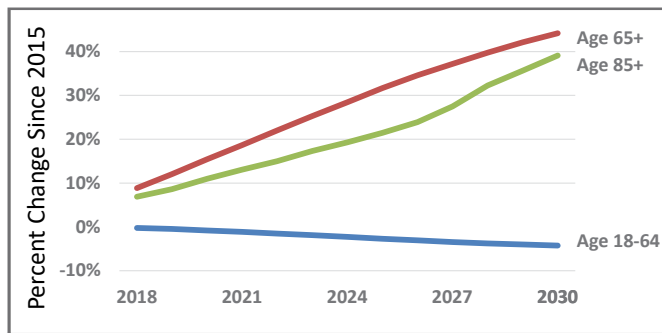
- #WIN4Seniors Campaign

Education/Best Practices

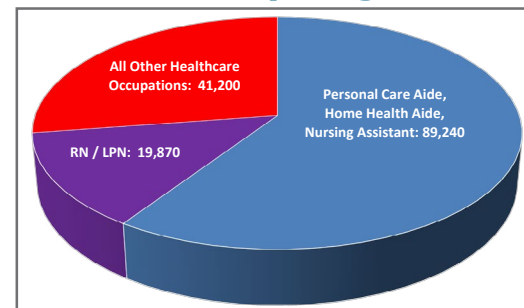
- Workforce Summit at Annual Conference – *Accomplished*
- Regional HR Summits

As noted above, we have already accomplished some of our goals. There is more to do, so stay tuned for more education sessions, advocacy opportunities and other helpful initiatives to help you start hammering away at your workforce challenges.



NYS Aged Population Grows, While Working Adult Age Group Declines

- ▶ Between 2015 and 2040, the number of adults age 65+ will increase by 50%, and the number of adults over 85 will double.
- ▶ By 2040, the number of working-age adults for every adult over age 85 will drop from 28 to 14.

Annual Job Openings for PCAs, HHAs, and CNAs Represent 60% of All Healthcare Openings

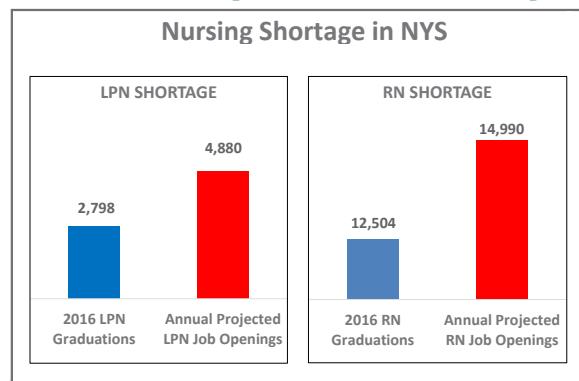
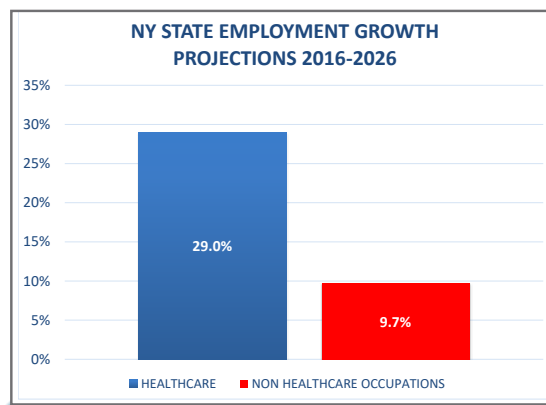
- ▶ 59% of home care agencies report difficulty hiring full-time workers; 32% of home care workers who work part-time do so because of personal or family challenges.
- ▶ 69% of nursing homes report difficulty hiring for evening, night, and weekend shifts.

WORKFORCE

WIN4

NOW 4

SENIORS

NYS RN and LPN Job Openings Exceed Graduations by over 4.5k Annually**NYS Healthcare Jobs Growing at 3x Rate of Non-Healthcare Jobs**

Ensure that seniors can count on help when they need it most. Invest \$50 Million in our long-term care workforce now before it's too late.

Sources:

Martiniano R, Krohmal R, Boyd L, Liu Y, Harun N, Harasta E, Wang S, Moore J. The Health Care Workforce in New York: Trends in the Supply of and Demand for Health Workers. Rensselaer, NY: Center for Health Workforce Studies, School of Public Health, SUNY Albany; March 2018.

Cornell University Program on Applied Demographics New York State Population Projections; <http://pad.human.cornell.edu/>; accessed Jan. 4, 2019.

Campbell, Stephen. US Home Care Workers: Key Facts, 2018. Bronx, NY: PHI; Aug. 2018. <https://phinational.org/resource/u-s-home-care-workers-key-facts-2018/>

NYS Department of Labor Employment Projections; <https://www.labor.ny.gov/stats/lspjproj.shtm>; accessed Jan. 11, 2019.

ANNUAL CONFERENCE & EXPOSITION

Experts Discuss Efforts to Address Social Determinants of Health for Older Adults at LeadingAge New York Annual Conference

Coffee and Conversation in the Exposition Hall: Balancing Work & Life

What Now? LIHTC Property Dispositions at Year 15

Low-Income Housing Tax Credit 101

A Goodwill Bank – Deposits, Withdrawals and Your Bottom Line

LeadingAge New York Reimbursement Update

An Overview of the Requirements of Participation Phase 3

Beyond Education

LeadingAge New York Tackles Workforce Challenges

**67.5 HOURS OF CONTINUING
EDUCATION CREDIT ACROSS
FIVE DISCIPLINES**

88 EXHIBITS

366 ATTENDEES

18 GOLFERS



Serving Up Savings

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Support LeadingAge and your state association

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Denis Miciletto

917.370.6518
dmiciletto@leadingagency.org



Ami Schnauber

We expect to see a large push for Prevailing Wage and Nurse Staffing Ratios. We will need to take the summer and fall months to educate lawmakers on the impact that these bills would have on long term care and aging services providers.

Historic Session Poses Challenges

The November 2018 elections resulted in the Democrats sweeping many statewide races and winning control of the State Senate for the first time since 2010. Of the 63 Senate seats, Democrats now hold 40 and Republicans hold 23, and 18 of these members are brand new to state government. The State Assembly also welcomed 24 new members. The 2019 Legislative Session subsequently proved to be challenging, since there were so many new legislators that knew very little about the long term care sector.

Much of our work included educating legislators about long term care generally and the providers we represent. In fact, my team and I traveled the state to meet with lawmakers in their district offices along with our members. Inevitably, the bulk of our advocacy work centered on stopping or seeking amendments to bad bills rather than pursuing our legislative initiatives such as the expansion of the role of the nurse in the Adult Care Facility (ACF), medication technicians in nursing homes and funding for housing with services.

With that said, we can celebrate some successes this year. We were successful in getting several important bills passed in both houses, which will go to the Governor over the coming months for consideration. They include:

CCRC Revitalization Bill: A.8193 (Schimminger)/S.1803-A (Rivera) aims to consolidate authority for establishment and operational oversight of Continuing Care Retirement Communities (CCRCs) into the Department of Health (DOH) and eliminate barriers to the development, expansion and efficient operation of CCRCs in New York.

In-Service Registry: A.7854 (Gottfried)/S.5605 (Rivera) adds the record of each home care worker's required annual in-service training to the Home Care Worker Registry, helping to expedite the hiring process of new home care workers.

There were a handful of bills that we were concerned about, but we were successful in getting critical amendments included to protect our members' interests. They include:

HIPPA Security Breach: A.5635-B (DenDekker)/S.5575-B (Thomas) broadens the scope of information covered under the notification law, updates the notification requirements when there has been a breach of data and broadens the definition of a data breach to include an unauthorized person gaining access to information.

Rent Reform Package: A.8281 (Heastie)/S.6458 (Stewart-Cousins) the "Housing Stability and Tenant Protection Act of

2019" extends and makes certain provisions of law permanent relating to rent control and rent stabilization. As was anticipated, the package of bills includes a provision on security deposits, but the final provision included our proposed language exempting certain housing and services providers from increased security deposit regulations. Specifically, it exempts CCRCs, assisted living providers, ACFs, senior residential communities and not-for-profit independent retirement communities.

Finally, we were successful at getting several problematic bills stalled this year, including:

Prevailing Wage: A.1261 (Bronson)/S.1947 (Ramos) would impose public works "prevailing wage" requirements on most types of private sector projects receiving any level

(See *Historic Session* on page 34)

Historic Session ... (Continued from page 33)

of financial support from state or local entities. LeadingAge New York's amendments were well-received and included in Assembly versions of the bill.

ACF Penalties: A.4416 (Gottfried)/S.3460 (Rivera) would increase ACF penalties and place further restrictions on how a facility might apply for a reduction in fines.

Psychotropic Medications in SNF & ACF: A.1033 (Gottfried)/S.5441 (Sepulveda) would require an enhanced level of informed consent before psychotropic medications can be prescribed for residents of nursing facilities or ACFs.

Nurse Staffing Ratios: A.2954 (Gunther)/S.1032 (Rivera) would enact the "Safe Staffing for Quality Care Act" mandating nurse staffing ratios. As in years past, LeadingAge New York strongly opposed the bill and encouraged the Legislature to allow the DOH staffing study that was included in the budget to proceed.

While we were able to stop some bad bills, they will likely be back next year. We expect to see a large push for prevailing wage and nurse staffing ratios. We will need to take the summer and fall months to educate lawmakers on the impact that these bills would have on long term care and aging services providers.

As lawmakers return to their districts for the remainder of the year, I challenge you to set a **Summer Grassroots Advocacy Goal!** The importance of legislators knowing who you are and the role your organization plays in the community at large cannot be overstated. The more relaxed summer months provide the perfect opportunity to connect with your elected officials.

Consider setting up a site visit with legislators, attending town halls or getting residents and board members involved with grassroots advocacy efforts. The groundwork for the 2020 legislative session begins now! Your efforts to connect with and educate the many new legislators will allow us to move our legislative priorities next year.

As always, if you have any questions or concerns, please feel free to contact the Advocacy and Public Policy team at 518-867-8383. Thank you again for your efforts! 🍀



Combating Burnout by Developing Resiliency

By: Carl Bloomfield, AAI, vice president and managing director at Graham Company; and Siddharth Ashvin Shah, MD, MPH, CEO at Greenleaf Integrative

Across the country, there is a crisis at hand for organizations and their staff. More than ever before, individuals, especially in the health and human services industry, are experiencing increased stress on the job resulting from the ever-increasing expectations placed on them.

Professionals in New York are no exception to this, and those in the aging services industry in particular are experiencing high-

consequence levels of distress

and burnout on the job. This is not a surprise given the difficult and oftentimes traumatic situations direct care workers face on a regular basis – like the death of a longtime resident – and their tendency to be relentlessly dedicated to those they care for. In addition, these professionals must operate in highly demanding environments and are expected to do more with less.

With residents of New York living longer than ever before, the population aged 85 and above has increased 26 percent over the past 12 years, and nearly one-sixth of residents are over 65, according to a [2019 report](#). This is producing an increased need for care, but also presents the challenge of accommodating that demand given the growing workforce shortage. In fact, [the American Health Care Association \(AHCA\)/National Center for Assisted Living \(NCAL\)](#) recently cited that the annual turnover rate for assisted living resident assistants and personal care aides is approximately 36 percent. All of these stressors combined are impacting the New York direct care workforce in several ways.

Cumulative stress in aging services organizations can lead to systemic dysfunction and lower quality of care of those at the facility. That's because unmanaged stress levels and burnout

impact engagement, judgment, decision-making and situational awareness. The result? The most obvious and widely known impact is high employee turnover, as evidenced by the numbers above. For example, a caregiver may leave the organization if the psychological effects they face from a resident's bullying are not handled properly. Less known among aging services organizations is that this also creates more risk. We, however, see in claims that stress does factor into risk. For instance, a caregiver's high stress level may result in an error because he or she had a delayed reaction time or made a poor decision, leading to an insurance claim against the direct care worker and the associated facility.

The good news is that aging services organizations can address the issue before it escalates further. The solution lies in creating a shared responsibility approach to developing a resilient workforce. Knowing that a certain level of stress is inevitable for all workers,



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(See *Combating Burnout* on page 44)

Combating Burnout ... (Continued from page 43)

aging services organizations and their employees must be equipped with resilience strategies to face stressful situations with vigor. This can be done through a three-part approach, Awareness-Regulation-Leadership Resilience Competencies™, which can be uniquely applied to both the facility and its staff.

- **Awareness:** Being aware of what types of situations may consistently be causing stress is the first step in being able to proactively address the reaction. This is not just a general recommendation that it is “better to be more aware,” but drawn from experience with high reliability organizations in which working professionals must be constantly aware of their behaviors and those they interact with. From a caregiver’s perspective, awareness involves knowing personal pressure points that can lead to breakdowns. Organizationally, this means being mindful of occupational stressors across the facility. Rather than allowing the stigma of stress exposure to infiltrate the facility, an organizational commitment to awareness serves to democratize this vulnerability so that caregivers can be professional in accepting the risks inherent in their positions.
- **Regulation:** Knowing how to regulate responses to stress, both on a staff and facility level, is vital. While there are parts of the brain that are wired to help individuals respond to stressful situations, this can sometimes cause irrational actions, especially if stress builds up over time. The goal is to regulate the temperature of a stress response to be in a balanced and productive range: not too hot or too cold. To help staff members put this into action, aging services organizations can provide resources and training opportunities that are focused on practicing balanced vigilance, mindfulness and other self-regulation techniques. These tactics are incredibly important when it comes to reducing risks, as those who can regulate stress will be less likely to make errors and more likely to stay calm in challenging situations.
- **Leadership:** At the organizational level, those in leadership positions need to show their support of the overall wellbeing of their staff. More often than not, stressful conditions occur when there is an emotionless culture of command or control. Instead, organization leaders must be authentic in assessing the physical and mental health of their staff. This means not just having policies in place that address the emotional aspects of being a direct care worker, but also applying those policies with humanity and vigor. For those in a managerial position, this means being a role model and mentor to others in the facility during times of distress. It also means doing what you can as a leader to mitigate stress through adequate support and effective communication.

While there is currently no government mandate in New York for aging services or other health and human services organizations to provide this type of emotional support, we believe it may be headed in that direction. For example, we’re already seeing psychological assistance integrated in workers compensation as a result of stressful conditions on the job. Either way, it’s both the sensible and the right thing to do. After all, organizations will have successful outcomes when they demonstrate seriousness in their duty and responsibility to ensure the wellbeing of their staff.

...we’re already seeing psychological assistance integrated in workers compensation as a result of stressful conditions on the job.



All Noteworthy stories 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



ANDRUS ON HUDSON

New Intergenerational Library at Andrus on Hudson

Andrus on Hudson is proud to announce its newest intergenerational program, Intergenerational Library Wednesdays, which began in October. From 12:45 to 2:45 each Wednesday, groups of Little Leaf Nursery School students and Hudson Lab School students rotate turns reading in small or large groups with seniors in the Andrus on Hudson library. 1/10/19



PEDIATRIC CENTER

Luncheon Raises Over \$95,000 for St. Elizabeth Seton

Children's Foundation On May 2nd, the St. Elizabeth Seton Children's Foundation hosted its 5th Annual Cherish the Child Luncheon at the Bronxville Field Club. More than 200 guests joined (dressed to the theme in their Derby best!) and over \$95,000 was raised. 5/9/19



ARCHCARE

A Healing Spirit In 2016, Cardinal Dolan approached Fr. John Anderson, vice president for mission integration at ArchCare and a board-certified chaplain, about strengthening the hospital chaplaincy program in the archdiocese. The result of this conversation was the development of ArchCare's Chaplaincy Apostolate – which now has 22 chaplains serving 27 hospitals and visiting with more than 100,000 patients a year – and the creation of standards and training and support programs for chaplains, parish priests and lay ministers. 12/7/2018



BETHEL HOMES & SERVICES

Bethel's Annual Gala: Walking the Red Carpet at the Jacob Burns Films Center

Guests of the Bethel Foundation's Annual Gala walked the red carpet at the Jacob Burns Film Center in Pleasantville for the premiere of *Cyber-Seniors*, an engaging movie that shares a warm and humorous look at seniors as they learn how to use social media. The evening also featured a silent auction which enabled attendees to bid on unique items such as autographed toe shoes from the New York City ballet, a signed football from the New York Giants, wine tasting for twelve at Best Wine Purveyors and a film sponsor membership with the Jacob Burns Film Center, among others. 3/21/19



ARCHCARE SENIOR LIFE

Miniature Horses Serve as Therapy Animals for Seniors at ArchCare

Senior Life More than a dozen seniors gathered at ArchCare Senior Life in St. George recently to partake in the first-ever miniature horses therapy event. The animals, named Aiden and Pearl, made rounds across the room as participants gave them kisses and pet them. 2/20/19

(See Noteworthy on page 38)



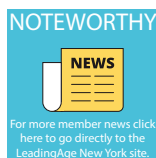
CARTER BURDEN NETWORK
The Marines Have Landed – The Coast Guard and Navy Too! Twenty active duty service men and women, in town for Fleet Week, dropped by the Carter Burden Luncheon Club and Senior Program on Thurs., May 23rd to volunteer their time, prepping and serving lunch at the Club and delivering meals to homebound Upper East Side senior citizens. 5/30/19



BROTHERS OF MERCY
The Brothers of Mercy Break Ground on \$21 Million Expansion The Brothers of Mercy began an exciting new chapter in its history of care for the people of Western New York on May 14th, officially breaking ground on a signature \$21 million expansion at its Clarence campus. With the expansion, Brothers of Mercy will open a 90,000-square-foot Memory Care & Enhanced Assisted Living Community, with 64 assisted living apartments and a special 32-unit memory care wing designed for seniors experiencing any stage of memory loss impairment. 5/17/19



CABRINI OF WESTCHESTER
Cabrini of Westchester Honors Mooney Family at Sharing in Mission Award Dinner Cabrini of Westchester honored Joan and William Mooney, Jr. and William Mooney, III at its 21st Annual Fundraising Event, The Sharing in Mission Dinner, "An Evening in the Fabulous 50s," held on May 16th at the Tappan Hill Estates in Tarrytown, NY. Thanks to the honorees, sponsors, donors and the 2019 Sharing in Mission Dinner Event Committee, the evening was a tremendous success and raised over \$200,000 to benefit the residents and patients of Cabrini of Westchester. 6/4/19



MEMBER NEWS
NOTEWORTHY



WOODLAND POND AT NEW PALTZ CCRC
The Poorhouse Project "The Poorhouse Monument: Aging Woman," a statue in bronze by Woodland Pond at New Paltz resident Trina Greene, was installed at the Ulster County Fairgrounds, the site of the former Ulster County Poorhouse, on May 15th. 4/25/19



WELLS NURSING
SHINE Dietician and Educator Works With Adult Home Residents for Program Throughout January, Molly Capito, a registered dietician and nutrition educator for the Seniors' Health Improvement and Nutrition Education Program, worked with registrants of the Adult Day Health Care program of Wells Nursing Home. 2/7/19

(See Noteworthy on page 39)

EPISCOPAL SENIORLIFE COMMUNITIES, FRIENDLY SENIOR LIVING, THE HIGHLANDS AT PITTSFORD, JEWISH SENIOR LIFE, ST. ANN'S COMMUNITY, AND ST. JOHN'S LIVING



Food-filled Night Raises Money for Alzheimer's Research Chefs from Episcopal SeniorLife Communities, Friendly Senior Living, The Highlands at Pittsford, Jewish Senior Life, St. Ann's Community and St. John's Living put their skills to the test on May 9th at the 5th Annual Culinary Clash, an event sponsored by the Alzheimer's Association. Grabbing their spatulas and skillets, the chefs and their apprentices created different dishes to raise money for Alzheimer's research and caregiver support. 5/10/19



Wayne County Nursing Home Celebrates Nursing Home Week Wayne County Nursing Home & Rehab Center staff and residents recently celebrated Nursing Home Week from May 12-18, 2019. 5/22/19



Heritage Ministries and Homestead Stables Announce Exciting New Addition

Heritage Ministries announced that Homestead Stables was blessed with a new addition to their growing equine family. *Good on the Rox*, aka "Roxey," one of the horses who call Homestead Stables their home, gave birth to a happy and healthy red roan filly on the evening of March 23rd. 3/25/19

The Gurwin Family of Healthcare Services Has Been Named the 2019 Best of Long Island Winner in Four Health and Wellness Categories: Rehabilitation Centers, Assisted Living, Health Aides and Adult Day Care. The Gurwin Family of Healthcare Services has been named the 2019 Best of Long Island winner in four health and wellness categories: rehabilitation centers, assisted living, health aides and adult day care. 4/8/19



(See Noteworthy on page 40)



Ives Hill Retirement Community Celebrates Wear Red Day Residents and staff at Ives Hill Retirement Community in Watertown celebrated *National Wear Red Day* in honor of American Heart Month. 2/7/19



Internships Help People With Disabilities Spread Their Wings An article in the *Rochester Business Journal* spotlights Jewish Senior Life's partnership with Project SEARCH and Heritage Christian Services to offer internships to adults with intellectual and developmental disabilities. 4/19/19



Gurwin Jewish Nursing & Rehabilitation Center Receives Grant Gurwin Jewish Nursing & Rehabilitation Center is pleased to announce that it is the recipient of a New York State grant to help fully fund its new, 12-bed Advanced Care Unit for patients with complex medical needs. A ribbon cutting ceremony was held to commemorate the unit's opening. 3/7/19

Jefferson's Ferry Honored for Exceptional Health Care Achievements Jefferson's Ferry Life Plan Retirement Community was honored for its outstanding Achievements in Health Care by *Long Island Business News*, the region's business weekly. The non-profit community was named the 2018 recipient of the award in the "Exemplary Performance by a Non-Hospital Facility" category for making a significant impact in health care-related services, resident engagement and satisfaction, its superior customer service and its sound business acumen. 1/8/19



Hultquist Place Residents Exchange Valentines with Zion Covenant UPK Class Residents from the Hultquist Place Assisted Living Program at Lutheran put together party favor bags with Minion cards, Minion candy bracelets and Minion temporary tattoos for the Zion Covenant UPK AM class in Jamestown. 2/8/19



Loretto Memory Care Neighborhood is the First of its Kind in Central New York Loretto Health & Rehabilitation Center's residential floor for people with advanced-stage dementia and Alzheimer's has been completely renovated to meet the needs of those requiring skilled nursing care and their families. The renovation, which took three months to complete, represents the completion of the first phase of Loretto's \$11 million investment in memory care services, announced in 2018. 4/30/19



LORETTO HEALTH & REHABILITATION CENTER



MONROE COMMUNITY HOSPITAL
'The Clubhouse' Opens at Monroe Community Hospital Residents at Monroe Community Hospital have a new place where they can have some fun. "The Clubhouse," unveiled on April 12th, has video games, a jukebox, a pool table and other activities and games that are available for residents to utilize. 4/15/19



LUTHERAN HOME AND REHABILITATION CENTER
JHS Academy Day Visits Lutheran Home and Rehabilitation Center Over 60 sophomores from Jamestown Public Schools visited Lutheran Home and Rehabilitation Center on March 8th to learn about careers available locally in healthcare. The students along with their school chaperones toured the facility and had the opportunity to meet working professionals in dietary and food service, physical and occupational therapy, nursing and administration. 3/8/19



SELFHELP COMMUNITY SERVICES, INC.
NYC Mixed-Use Project Advances with 2 Residential Towers The second phase of Hunters Point South – a mixed-unit, mixed-income master-planned community in Long Island City, Queens – is under construction and will bring 1,194 residential units to the site along the East River. Developer TF Cornerstone plans to set aside 60 percent of the apartments in the two-tower development for affordable units for low- to middle-income residents and 100 units for low-income seniors. Services for residents will include on-site support for seniors provided by Selfhelp Community Services, the oldest and largest organization in North America serving Holocaust survivors. 4/10/19



MAPLEWOOD HEALTH CARE AND REHABILITATION CENTER
Clarkson Occupational Therapy Grad Student Lives Among Elderly Rebecca Brogan, a first-year student in Clarkson University's Occupational Therapy graduate program, has become a fixture at United Helpers' Maplewood Health Care and Rehabilitation Center in Canton. The 24-year-old is engaged in a unique scenario where she is provided room and board at Maplewood in return for 20 to 30 hours per month of structured volunteer time. 12/10/2018

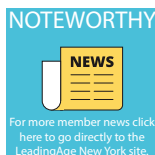
NEW YORK STATE VETERANS



HOME AT BATAVIA

D-Day 75th: Thirty-two World War II Veterans Honored During Ceremony in Batavia

Thirty-two World War II veterans were honored on June 6th during the 75th D-Day Commemorative Ceremony at the New York State Veterans Home at Batavia. 6/7/19



MEMBER NEWS

NOTEWORTHY

PARKER JEWISH INSTITUTE FOR HEALTH CARE AND REHABILITATION



Baby Dolls Bring Joy to Residents at Parker Jewish Institute's

Memory Care Unit Parker Jewish Institute for Health Care and Rehabilitation is proud to announce that Cassandra Ottaviano of Bellmore, Long Island, launched a fundraiser and distributed "therapy dolls" at Parker, bringing joy to her mom and other Memory Care Unit residents. 3/19/19



THE FRIENDLY HOME

Residents at Friendly Home Show Their "Heart to Serve" at Joy

Community Church Residents from the Friendly Home visited Joy Community Church to help out with the church's food ministry. Accompanied by staff and family, residents greeted community members, distributed utensils and gave out items prepared at the Friendly Home, including homemade cookies, breads and other treats. Residents also collected and donated baby items for church members in need, including handmade quilts. 3/25/19

Wartburg Board Member Provides Funds for Rehab Car for Real Life Training

Wartburg now offers a car for real-life training in its state-of-the-art rehabilitation building. The addition of a car to complement Wartburg's "Real Life Training" apartment will help patients learn safe transfer in and out of a car, giving them the confidence they need to return to their lives faster and healthier. 4/4/19



PECONIC LANDING

U.S. News & World Report Names Peconic Landing Among the Nation's 'High Performing Honors' in Skilled Nursing Care Rating & New Short-Stay Rehab Rating

Peconic Landing's Health Center has been named among *U.S. News & World Report's* "Best Nursing Homes" for the eighth consecutive year as well as received recognition under the new "Short-Stay" rating, both holding the honor of "High Performing" designation. 2/20/19



THE COMMUNITY AT

BROOKMEADE

Brookmeade Expands Senior Care Services in the Hudson Valley

A ground breaking ceremony for "The Pavilion at Brookmeade," a new senior community center on the campus of the Brookmeade Senior Living community in Rhinebeck, was held on Nov. 29th. Local community leaders and supporters attended. 12/3/2018

(See Noteworthy on page 43)



THE NEW JEWISH HOME

Upper West Side Seniors 'Go Green' and Celebrate Earth Day by Potting Dozens of Plants In celebration of Earth Day, nearly 50 residents from The New Jewish Home transplanted air-purifying plants that help promote clean air, fight allergies and improve sleep into festive Earth Day-decorated pots that will beautify their rooms. 4/23/19



THE OSBORN

The Osborn Hosts Arbor Day "Love of Trees" Event

The Osborn held a special "Love of Trees" event on its Rye campus on April 23rd to celebrate Arbor Day and Earth Day. The event featured a guided tree walk in association with the Rye Nature Center and symbolic tree planting. The Osborn president and CEO Matthew G. Anderson discussed the evolution of the Osborn campus over the past 100 years and referenced its historical and natural beauty. 5/1/19



THE PARK REHAB &

SKILLED NURSING

Heritage Resident Enjoys Reading To Local Children Delvin Abbey, a resident at The Park Rehab & Skilled Nursing by Heritage, enjoyed reading a story to the daycare children at the YMCA Heritage House Child Care Center in Jamestown, NY. From adorable pig and lamb stuffed puppets to funny faces, both Delvin and the children had a great time together exploring their literary favorites! 4/16/19



PEOPLE INC.

People Inc. Celebrates 25 Years of Affordable Housing

A November celebration commemorated the 25th anniversary of People Inc.'s commitment to providing affordable and safe apartments to older adults in the Buffalo region. 12/7/2018



ST. ANN'S COMMUNITY

Beauty Comes in Every Age, Color and Size!

The residents of St. Ann's Community didn't need a fashion show to prove that they are fashionable, hip and full of life – but they had one anyway! The Bishop Kearney Auditorium, located in St. Ann's Home in Irondequoit, recently transformed into a red carpet runway. Seats lined the catwalk, spotlights lit the way and a live musician played guitar (including a very fitting rendition of "Pretty Woman" by Roy Orbison). 6/4/19



UNITED HEBREW

OF NEW ROCHELLE

United Hebrew Unveils New Centennial Exhibit

Designed to salute its residents, their families and the staff who care for them, a new exhibition, "United for You," on view at the Lazarus Art Gallery at United Hebrew of New Rochelle shines light on the strong connections forged between the aged and their caretakers, and between residents, their families and United Hebrew's staff. 3/19/19



VALLEY HEALTH

SERVICES, INC.

CNA Class Graduates

From VHS Six students graduated recently from the second CNA program of 2019 held at Valley Health Services. 4/26/19

Amsterdam Continuing Care Health System, Inc. **Names:**

General Counsel



Pamela Landman

Bethel Homes & Services **Names/Celebrates:**

*Corporate Director
of Rehabilitation*



Edward P. Grano

*Certified Nursing
Assistant*



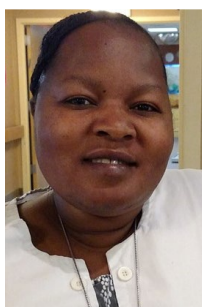
Marina Charles

Administrator



Paul Scarpinato

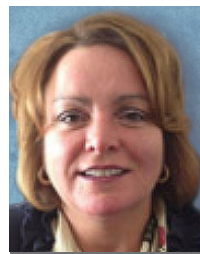
*Certified Nursing
Assistant*



Mathilda Myril

Brothers of Mercy **Names:**

Administrator



Teresa Dillsworth

Cabrini of Westchester **Celebrates:**

*Westchester Senior
Hall of Fame Class of 2018*



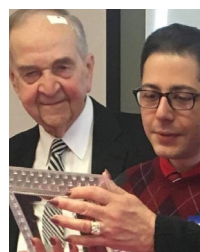
Donald Amoruso

Patriot Award



Gregory Runey

*Dr. Mary Ann Quaranta Early Career
Elder Adult Advocate Award*



Vincent Zucchetto

**Elizabeth Seton
Pediatric Center
Names:**

Chief Medical Officer



Dr. Mayer Sagy

**Episcopal SeniorLife
Communities
Names:**

*Vice President of Housing
Operations*



Jason Blackwell

**Friendly Senior
Living Celebrates:**

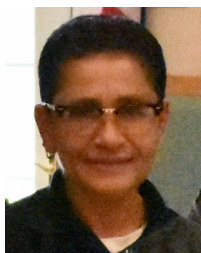
*McKnight's Woman of
Distinction*



Vanessa Brookes

**GreenField Health and
Rehabilitation
Center
Celebrates:**

*Employee of
Distinction*



Maria Formholtz

**Hebrew Home
at Riverdale
Celebrates:**

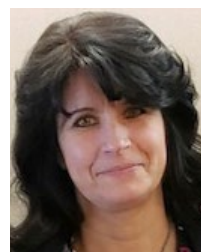
*Champion for
Change Award*



Belinda Schwartz

**Heritage
Ministries
Celebrates:**

*2018 Employee
of the Year*



Charlene Burch

Jewish Senior Life Names:

Executive Director, Jewish Senior Life Foundation



David Pasternack

Lutheran Celebrates:

Meritorious Service Award through LeadingAge WNY



Tom Holt

Monroe Community Hospital Names:

Executive Health Director



Colleen Rose

**Parker Jewish Institute for Health
Care and Rehabilitation Names:**

Marketing Associate, Indian Cultural Unit



Sujata Seth

Peconic Landing Celebrates:

2019 Eli Pick Facility Leadership Award



Gregory Garrett

The New Jewish Home Names:

Senior Vice President of Business Development



Anne Meara

The Osborn Celebrates:

Distinguished Service Award From the Visiting Nurse Service of Westchester Foundation



Matthew Anderson

United Hebrew of New Rochelle Names/Celebrates:

Head of Home Health Division



Evelyn Morales

Senior Hall of Fame



Malcolm Lazarus

Valley Health Services, Inc.

Names/Celebrates:

RN, Adult Day Health Care



Holly Ashley

Assistant Nursing Care Coordinator

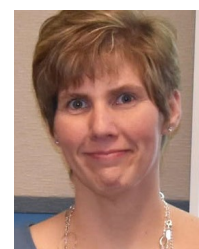


Tracy Reesh

Herkimer BOCES' 2019 Community Partnership Award



Kathy Eisenhut



Melissa Ippolito

Outstanding Healthcare Professional Award



Melissa Ippolito

NOTEWORTHY

LEADINGAGE NEW YORK NEWS

Welcome New Members

Primary Members:

Eddy Senior Care

Livingston County Center for Nursing and Rehabilitation

Visiting Nurse Service of New York

Primary Members – Under Construction CCRC:

New York Foundation for Senior Citizens, Inc.

Corporate Associate Members:

Bond, Schoenek & King, PLLC

Johnson Kendall Johnson

MatrixCare

SeniorTV

TSG Financial, A Division of Risk Strategies

Associate Member:

Sherl Brand, Senior Vice President, Strategy, CareCentrix

Vincent Fedele, Chief Operating Officer, Core Analytics

David Forman, VP Energy Solutions, Ecosave, Inc.

Derreck Smith, Senior Marketing Manager, Nonstop Administration and Insurance Services, Inc.

Tracey Twarog, Agency/Principal, Untied Healthcare

Lisa Venditti, Pharmacist, Long Term Solutions, Inc.

Affiliate Member:

Beverly Chin, Director, Health Planning Council, Tompkins Health Network

Sherry Saturno, Executive Director, Gramatan Village

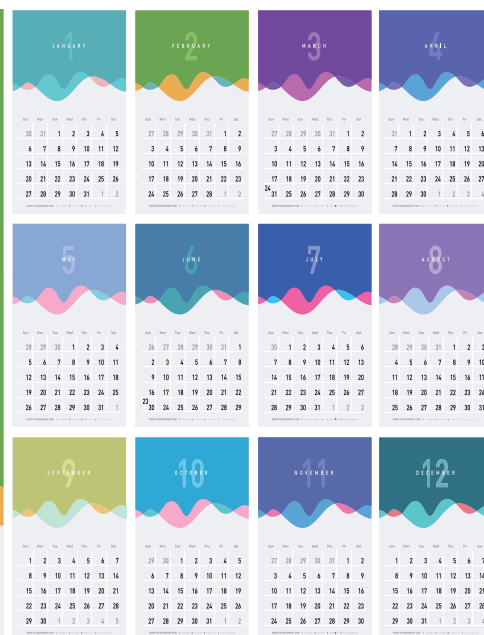
2019

DATES ANNOUNCED

LeadingAge New York

Events & Education

For more information on upcoming
events [click here.](#)



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Partner with us to:

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- Enhance resident satisfaction scores.
- Drive market share.

Contact David Mercugliano, PT, GCS

dmercugliano@healthpro-heritage.com
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