

ADVISOR

The magazine of LeadingAge New York | Summer 2017

*Conference
Recap*

ANNUAL CONFERENCE & EXPOSITION

The Saratoga Hilton & Saratoga Springs City Center, Saratoga Springs

May 22 - 24, 2017



Conference Recap



Feature

- 13** When Culture Matters Most
- 18** Before You Fly Into the Twitterverse, Check Out These 10 Useful Tips
- 21** The Growing Importance of Nursing Home 5-Star Ratings and How They Are Impacted by Survey Findings
- 23** Introducing Quality Apex
- 26-49** **Conference Recap**
 - Reducing Unnecessary Employee Turnover
 - Building Relationships for Better Business
 - Coordination of Compensation
 - Great Ideas in Assisted Living Reverse Session
 - Senior Housing Development
 - The Place for Credits!
 - The Valuable Ingredients for Network Partnerships
 - Get the Wristband On
 - Gardens, Making Life Better
 - Leadership in Action
 - Vanilla Versus Chocolate Ice Cream
 - Block Party
 - Marketing: It's Not A Myth
 - Mergers and Acquisitions: Is It the Right Time for You?
 - Imagine for a Moment...
 - Target Markets: From the Outside In
 - Discount Extended for Grant Writing Book From Conference
 - Purposeful Transformation
 - Developing Future Leadership on the Links
 - Measuring for QAPI Success
 - How to Get Through A Survey And Avoid \$30 Thousand per day in Civil Money Penalties (CMPs)
 - The First 100 Days – The Tumultuous World of Workplace Law Under the Trump Administration
 - 2017 Annual Award Winners
 - Siena Poll for LeadingAge New York Shows Need to Educate New Yorkers About Long-Term Care Issues
 - Leadership Academy 2017
- 50** LeadingAge New York Career Center

Departments

- 3** **Greetings**
“If you don’t know where you’re going, any road will get you there.”
- 5** **This Is Cool**
Social Media Crisis Response Plan Basics
- 9** **Spotlight**
Meet Sara Neitzel
- 15** **One Voice**
Tweet Tweet: Advocacy in a Social Media Age
- 52** **Noteworthy**
News From Members, Partners and LeadingAge New York

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.

LeadingAge New York Executive Committee

Andy Cruikshank, Chair
Fort Hudson Health System, Inc.

Michael N. Rosenblut, Chair Elect
Parker Jewish Institute For Health Care and Rehabilitation

Patricia Tursi, Secretary
Elizabeth Seton Pediatric Center

Michael Keenan, Treasurer
Good Shepherd Communities

Emma DeVito, Immediate Past Chair
VillageCare

Stephen E. Knight, At Large Director
United Helpers Management Co., Inc.

Robert Mayer, At Large Director
The Harry & Jeanette Weinberg Campus

Adviser is published three times a year by
LeadingAge New York

13 British American Blvd., Suite 2,
Latham, NY 12110-1431
leadingageny.org | p 518.867.8383 | f 518.867.8384

Kristen Myers, editor kmyers@leadingageny.org

Kathie Kane, designer

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



LeadingAge[®] New York Career Center
Connecting Talent and Opportunity
www.careercenter.leadingageny.org

Instant email alerts for job matches

Intuitive search and job matching

FREE to job seekers!

FILL A JOB | FIND A JOB

Packages starting as low as \$225

NEW Pre-screen filters

Packages include ads on SimplyHired, Indeed & more

Contact Earl Gifford at egifford@leadingageny.org or 518-867-8383 ext. 149



“If you don’t know where you’re going, any road will get you there”

The famous quote by Lewis Carroll speaks to a future that has never been more unclear for providers of aging services. Everything is changing – demographics, consumer preference, payment, partnerships, workforce and even the metrics on which success is measured. Doing more with less, while shifting business models to take advantage of opportunity available from change, is like swimming with an anchor. You might make it, but at what cost?

Knowing what road to take is going to be critical to success, but how to choose is the question. There are two things to consider. The first is mission. Is your current mission relevant going into the future? If so, which road will allow your organization to maintain its mission? It may not be business as usual. It may mean choosing the road of radical change, or not. Reliable information is the other critical factor that can help determine which road to take. Access to current thinking, new procedures, best practices and reliable data can all inform the right choices.

LeadingAge New York is a resource for members as they seek to solve the significant issues facing the field of aging services. Each year, the Annual Conference and Exposition is planned to give members a valuable learning and networking experience and a special issue of *Adviser* is published following the conference to remind attendees of take-aways and to provide a snapshot of happenings for those who were unable to attend.

The first day of the meeting offered several top-notch pre-conference programs, including a presentation by workforce thought leader Cara Silletto during which she addressed the challenges of recruiting and retaining the next generation. In addition to the great pre-conference choices, and despite inclement weather, members and vendor partners enjoyed networking over 18-holes, the golf reception and the “inside” block party.

The keynote address given by Don Levy, Ph.D., director, Siena College Research Institute, Loudonville, presented the results of a recently completed Siena College poll of New York voters age 50 and older, conducted on behalf of LeadingAge NY. The results clearly showed the role providers and the association can play in helping to shape the future by implementing a public education strategy.

As always, many thought-provoking educational sessions were offered to attendees – providing a total of 77 hours of continuing education available across five disciplines. This year, the exposition hosted 114 exhibitors showcasing products, tools and other resources that can aid members as they seek a future direction.

The Annual Conference and Exposition is also the venue for the LeadingAge NY Annual Awards Luncheon. The luncheon, sponsored by Cool Insuring Agency, honored eight members in front of their peers in a packed room via a special video program. Also of note was the graduation of 18 Fellows from the latest class of the IGNITE Leadership Academy following the annual membership meeting.

Thank you to all who participated in this extraordinary event, from members and staff to exhibitors and sponsors, it is really a team effort. Together we will find the roads that will get you there.

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

Sincerely,

A handwritten signature in black ink that reads "James W. Clyne Jr." in a cursive style.

James W. Clyne Jr.
President and CEO

You can rely on HealthPRO's *reform expertise* to enhance your market position

A partnership with us means solutions are custom-tailored to your needs.

Our approach to rehab management is truly unique—driven by:

- Flexible service models (in-house & outsourced)
- Health care reform expertise & targeted programming
- Clinical outcomes
- Unmatched compliance depth of experience
- Sophisticated use of technology
- Broad clinical reimbursement knowledge

Consider HealthPRO® as your partner.
860.480.5369 • msaunders@healthpro-rehab.com

LeadingAge[®]
New York
Preferred Partner



COOL INSURANCE MADE SIMPLE.

Cool Insuring Agency is a major provider of senior living insurance programs for all types of healthcare operations. We have a long and gratifying history of working with senior living facilities throughout New York State to protect their assets and personnel. We pride ourselves on the strong partnerships we have developed with nursing facilities, adult homes and senior living communities.

We step out of the competition and keep you covered. You can trust your insurance needs are our priority.

P: 800-233-0115 or 518-783-2665

E: jfsnow@coolins.com

W: coolins.com

Social Media Crisis Response Plan Basics

Social media is the way of the world. Well over one billion people worldwide use at least one form of social media on a daily basis, and that number keeps increasing. Most businesses have followed suit, realizing that social media is a useful way to build a brand and reach customers where they are – online.

It's easy to interact with customers via social media if your company has a positive image. But what if one of your employees posts a customer's private information on Twitter or uploads a video to YouTube of another employee smoking marijuana in the break room? You could be dealing with a social media nightmare. Without the proper crisis response plan in place, your countless hours spent increasing brand awareness and goodwill could evaporate. Use the following tips to help create a crisis response plan of your own.

Be prepared.

The key to stopping a crisis early is to be ready before it happens. Form a social media crisis response team comprised of employees from all departments. Discuss

threats to your social media presence, such as a rogue employee posting negative content, a customer having a negative experience with one of your employees or with your product in general.

With potential threats identified, a crisis response flowchart can help everyone on the team stay on

the same page when dealing with a specific type of crisis. The flowchart should let employees know if and how they can respond to themselves, what issues might need to be passed on to superiors for a more formal corporate response and what can be left for a non-employee to respond to.

The flowchart asks basic YES or NO questions to determine the proper action to take. Benefits of the flowchart include:

- **Ease of implementation.** The flowchart should indicate exactly who is in charge of what if a crisis arises in order to get a response out as soon as possible.
- **Consistency.** If all employees are following the same plan, your message will have a clear, unified voice. The restaurant chain Applebee's faced much criticism after firing a server for uploading a picture of a customer's dinner bill. While the company may have been justified for doing so, customers posted over 20,000 comments on Applebee's Facebook page, disagreeing with the termination. The person in charge of the Facebook page started attacking specific users and comments, which created more negative publicity for the company and likely not responding in accordance with the response plan. Worst of all, Applebee's had posted an image of a customer's bill earlier that included praise for the company, breaking its own policy. With some consistency in the execution of its social media policy, Applebee's could have avoided a public relations nightmare.
- **Speed.** Instead of losing time discussing how to respond, flowcharts offer a clear way to handle the issue quickly. In addition, set up a notification service, such as Google Alerts, to keep track of what people are saying about your brand in real-time. That way, you can be on top of a crisis before it turns unpleasant.

(See *Social Media* on page 6)

A social media crisis response plan is essential for businesses of all sizes. Make sure you have one in place to minimize damage to your brand during a crisis.

Social Media ... (Continued from page 5)

Act quickly.

In social media, twenty-four hours is an eternity. Time is of the essence, and your customers will expect a quick response should you face a social media crisis.

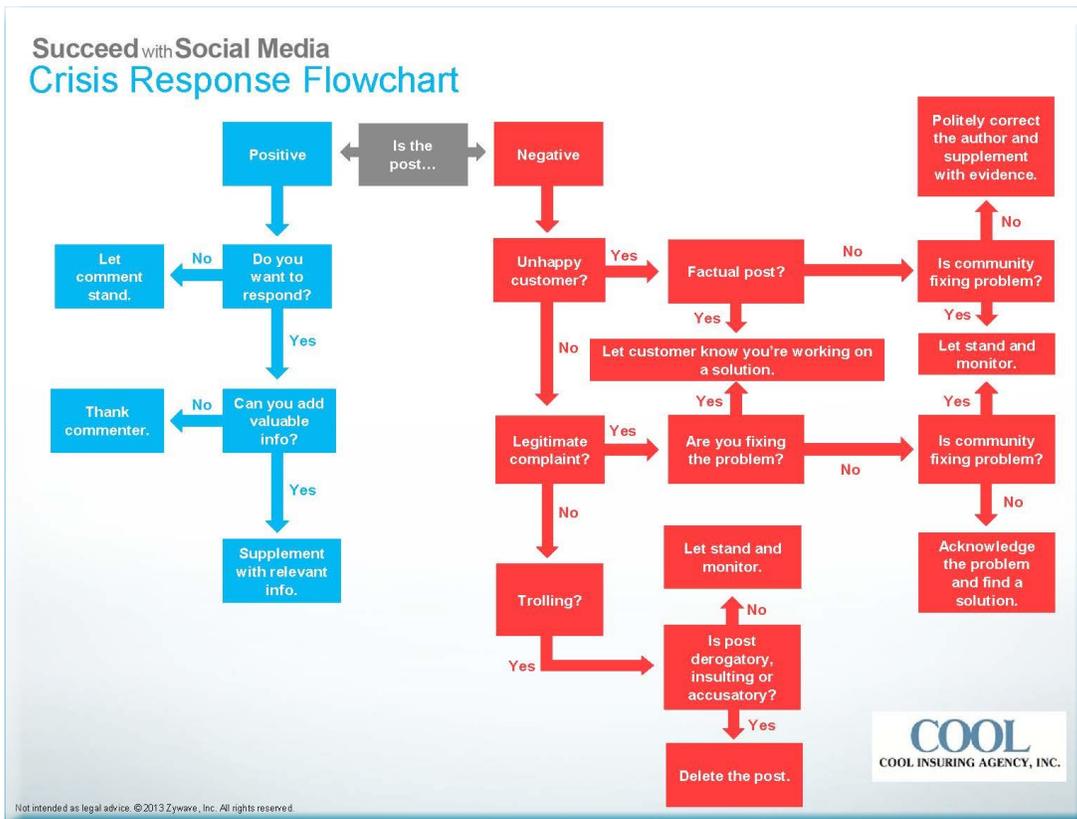
Realize that social media never sleeps – it lives on well after normal business hours. Several members of your crisis response team should keep their eyes on your social media outlets after business hours in case another issues arises.

Taking too long to respond shows your customers that you're either not listening or you don't care, which can lead to more incidents. The longer you wait to respond to issues, the more time people have to tell their friends and spread negative sentiment toward your company.

Using the right medium to respond to a crisis can be a useful line of defense. If the crisis begins as a negative video posted on YouTube, a video response may be appropriate. If the issues began with a negative comment on your Facebook page, responding there first may be the best solution. If you can contain the problem to one media source, you have a much better chance of limiting the damage.

Taking too long to respond shows your customers that you're either not listening or you don't care, which can lead to more incidents.

(See Social Media on page 7)



This Is COOL

Insurance Made Simple

Social Media ... (Continued from page 6)

Tone matters.

Perhaps a useful way to engage your customers is to incorporate a little humor into your social media messages. However, this may not be the best course of action when dealing with a crisis. If done correctly, your tone can ease customers' minds and help boost the company back into a positive light.

No matter how angry a customer is with your company or its products, do not reply with anger. If a person is intentionally attacking your company, invite them to contact you directly to deal with their issue. If the comment is full of derogatory

language or attacks specific employees, delete the comment. However, if the comment is vague and doesn't attack anyone in particular (i.e., 'Your company stinks'), deleting it may encourage others to post similar things.

If done correctly, your tone can ease customers' minds and help boost the company back into a positive light.

Other tone-related tips include the following:

- Always be polite and thank customers for their input.
- Politely correct customers who post inaccurate information, even if it is on another site that you don't directly control.
- Be authentic. If you are making an apology, don't copy and paste the same bland jargon to every comment.
- Humor isn't always warranted, but it can have a powerful impact to turn your image around. Your customers will realize that people sometimes make mistakes, and a humorous message about how you plan to fix the problem can go a long way.

Follow through.

Just because you have a crisis response plan in place doesn't mean you'll be experts when the time comes to execute it. Conduct quarterly drills to keep the plan fresh in employees' minds. The better your employees know the plan, the quicker you can respond.

If a crisis occurs, let customers know you're taking steps to correct the issue and share your plan. They will appreciate the honesty and you will be well on the way to improving the situation. 

If you need help implementing a program, call John Snow at Cool Insuring: 800 233-0115 or email: jfsnow@coolins.com.

Provided by Cool Insuring Agency, Inc. *This Is Cool* is not intended to be exhaustive nor should any discussion or opinions be construed as legal advice. Readers should contact legal counsel or an insurance professional for appropriate advice. © 2015 Zywave, Inc. All rights reserved.

COOL
INSURANCE MADE SIMPLE.

PARTNERED RIGHT. STRUCTURED RIGHT. EXECUTED RIGHT. FINANCED RIGHT[®]

- Extensive investor distribution network enables us to offer you:
 - More flexible covenants
 - Lower rates
 - Greater probability of closing financings in variable market conditions
- 20 senior-living investment bankers who provide expert guidance – from evaluating growth opportunities to financial underwriting
- More than \$20 billion successfully completed senior living financings



FINANCED RIGHT[®]

Member of FINRA, SIPC[®]

Contact **Andrew Nesi**
Executive Vice President
anesi@hjsims.com
203.418.9057

hjsims.com

LeadingAge[™]
New York

Benefit from more than 80 years of experience.



Meet Sara Neitzel Senior Policy Analyst for Housing

Describe your role with LeadingAge New York?

As the policy analyst for housing I act as LeadingAge New York's contact for information on independent senior housing. In this role, I work with our subsidized housing members and track, analyze and comment on legislation, regulations and trends on the State and Federal level that will affect senior housing.

Why did this position interest you?

The need for independent and affordable senior housing is growing. As the baby boomer generation ages, their housing needs must be addressed. We are close to confronting a senior housing crisis in this country. We know from demonstration projects and evidence-based research that a housing plus services model is an effective, cost-conscious model that allows seniors to age in place. We have yet to see an adequate investment in this housing model, and are faced with the lack of will or interest to develop this housing at the Federal level. I was interested in this position because it allows me the opportunity to try to affect change, and work towards ensuring that New York's senior population is guaranteed safe, decent and affordable housing.

How does your education and experience inform this role?

I believe that my education and experience provide me with a unique perspective on senior housing. Having a dad who, as an architect, specialized in special needs housing – particularly senior housing – and a mom who worked to develop supportive housing for individuals who experienced homelessness, I can honestly say I grew up with an interest in housing.

My undergraduate degree in political science at the University at Albany convinced me that I wanted to help people in whatever career I chose to pursue. This led me to Albany Law School where I graduated with my juris doctorate degree in 2012.

For my first job out of law school, I worked as a staff attorney at the Legal Aid Society of Northeastern New York, and specialized in New York State housing, foreclosure and landlord/tenant law. While there, I represented clients who were facing eviction or foreclosure, working to ensure that their rights were being protected and that they had a safe place to call home every night. Following my tenure at the Legal Aid Society, I worked as Associate Counsel for the New York State Assembly's Democratic Conference Committees on Housing and Aging. Through my work with those committees, I saw first-hand how successful a model of housing enriched with services could be. At LeadingAge, I hope to use this experience to contribute to the success of making housing plus services the model for senior housing.

Describe your vision of affordable senior housing in New York ten years in the future.

In ten years, I hope that the housing plus services model has been embraced and adequately funded.

What can you bring to the new role that is unique?

I believe that the insights I gained from working directly with individuals in subsidized housing provide me with a very real perspective of exactly what is at stake if more affordable senior housing is not developed.

What would surprise people about you?

I was a synchronized swimmer for eleven years, and have been coaching for twelve years.

What do you do for fun?

I enjoy hiking with my dog and learning how to bake. 🍪



Quality of Life **SERVICES WITH** GUARANTEED RESULTS



DINING & NUTRITION | FACILITY MANAGEMENT | HEALTH & WELLNESS

SENIORS

www.sodexoUSA.com

To learn more about our services, contact:
Daniel Lucey | 413.222.6488
daniel.lucey@sodexo.com

sodexo
QUALITY OF LIFE SERVICES

ImmuNYze for Life.



Your grandchildren will thank you.



www.immunize.org
Follow us on Facebook at
www.facebook.com/immunize



Brought to you by
County Health Officials of New York
www.nysacho.org

The Campaign to ImmuNYze all New Yorkers is an initiative of the County Health Officials of New York (NYSACHO) to bring together patients, parents, providers and campaign partners to heighten awareness of the need to immunize throughout life—from infancy to senior years.

Funding for this project was made possible by the State of New York and, in part, by the Centers for Disease Control and Prevention. The views expressed in written materials do not necessarily reflect the official policies of the Department of Health and Human Services.



Providing the solutions you need...for the results you want.



“ 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

What would you like to increase with a consultation from ProCare?

↑ Documentation

↑ Case Mix

↑ Cash on Hand

↑ Quality Metrics

Contact Michelle Synakowski, director of ProCare/senior policy analyst | P: 518.867.8832 | E: msynakowski@leadingagency.org



Proud Sponsor of Leading Age NY

Alpha Healthcare IPA, LLC is an Independent Provider Association, dedicated to improving the quality and efficiency of long term care. Founded in 2013 by leaders of the New York skilled nursing and insurance industries, the company is currently contracted with two major managed care plans and nearly 30 skilled nursing facilities in New York State and New Jersey.



When Culture Matters Most

Joe Cuticelli, CEO, Sodexo Seniors North America

Those of us associated with senior living often receive several industry newsletters every morning. They almost always include the latest on the hottest topic – staffing, specifically the challenges faced in hiring, training and retaining committed employees to care for residents.

The situation is serious; LeadingAge statistics show that the average employee turnover at Life Plan Communities is 42 percent. National senior living research firm Holleran conducted a study that revealed the average new employee’s “honeymoon period” lasts about a year, Senior Housing News reported. After that, things get challenging and retention falters.

How do communities address retention issues? One of Holleran’s findings is that it’s important for new employees’ supervisors to demonstrate their own engagement.

“Employees usually don’t leave their organizations – they leave their bosses,” CEO Michele Holleran told Senior Housing News. “When a boss is disengaged, direct reports have a difficult time being fully engaged longer term.” In other words, walk the talk.

Caring for residents isn’t just a business, it’s a moral responsibility. Families and individuals choose senior

communities that they believe will provide high quality services and safety under all circumstances. For example, a dedicated team is critical when bad weather becomes an issue. The massive March snowstorm shut down cities – even whole states – but residents still needed to be cared for. This is when the time taken to build a strong service culture of engaged employees makes all the difference for residents’ comfort and families’ peace of mind.

During the northeast blizzard in March, Sodexo Seniors teams responded with an all-hands-on-deck effort. Our employees walked to work in the snow, arrived early, stayed late, and in some cases slept at work, all so that residents would be safe, warm and well-fed even during the storm.

These team members walk the talk; they are purpose-driven employees who are resident-focused and dedicated to improving *Quality of Life*. These are the kind of employees who build a strong service culture, and we are dedicated to making them feel valued because strengthening the resident experience in the communities we serve benefits our clients’ businesses and market share. 

“Employees usually don’t leave their organizations – they leave their bosses..”

– Michele Holleran

Holleran Community Research Engagement and Consulting



LI Script

*More than just a pharmacy vendor,
we strive to become an extension of your healthcare team*



333 Crossways Park Drive Woodbury, NY 11797 631-321-3850

24 hour service - 7 days a week - 365 days a year

- *Convenient transition timeline, adaptable to meet your needs*
- *Customized educational materials, nursing in-services and Survey Prep*
- *EMR integration and implementation support*

Flexible delivery schedule with full disaster plan in place

Pharmacy automation with MedSelect ADM

Exclusive formulary management program





Ami Schnauber

Tweet Tweet: Advocacy in a Social Media Age

Social media has changed the way people connect, communicate and get information. Everyone knows that.

What not everyone may realize is that this is true for legislators, policy makers and the media – almost as much as it’s true for teenagers and millennials.

More and more policy debates and grassroots advocacy campaigns are being waged on Facebook and Twitter.

If you wanted to engage in a debate in the old days, you went to the public square because that’s where your audience was. Today that means social media, particularly if we’re trying to reach lawmakers, regulators and political figures. If we don’t effectively utilize social media platforms to connect, start conversations and advance advocacy messages, then we’re missing a big opportunity.

There is no better example of the effectiveness of a social media advocacy campaign than #bFair2DirectCare. The human services field had been fighting for a living wage for their direct care workers for years. This year, after feeling the impact of the increased minimum wage, non-profits who serve persons with autism, Down syndrome, cerebral palsy and other developmental disabilities joined forces under the banner of the #bFair2DirectCare campaign.

Please note that even the coalition’s title is a hashtag. That was by design.

#bFair2DirectCare garnered 8,500 Facebook followers and 750 Twitter followers. The Facebook and Twitter platforms gave a voice and a vehicle to their grassroots advocates and mobilized the power of the many people involved in this issue – direct care workers, families and self-advocates. Those are all people about whom elected officials care.

Local agencies and, very importantly, individuals, were incredibly active in both telling their local stories and magnifying stories being told by others from across the state. That had strong resonance with lawmakers in their districts, where they care most.

Social media was one aspect of a comprehensive campaign plan that included a very active media relations component, with rallies and more across the state. Interestingly – and importantly – not one dollar was spent on paid advertising such as radio, TV, billboards or on-line banner ads.

The key lesson from #bFair2DirectCare is that you need real people telling moving personal stories in a coordinated effort so that legislators become educated to the issue and the cause, and find themselves in a position where they can’t/don’t want to say “no.”

For the past three years, LeadingAge New York has utilized an online advocacy platform that allows texting, Facebook posting, and emailing directly from your cell phone. Unfortunately, the social media components of the platform have

(See *Tweet Tweet* on page 17)

There is no better example of the effectiveness of a social media advocacy campaign than #bFair2DirectCare.



With Marks Paneth as your trusted accountant and advisor, you focus on what you do best...

Consider just a few of the issues you face today – continuing healthcare reform; shifts in reimbursement structures; rising demand for transparency around the quality and cost of care; and cybersecurity risk.

The leaders of our Healthcare Practice bring more than 25 years' experience providing audit, tax and consulting services to many leading healthcare

entities, including nursing homes; home care agencies; diagnostic and treatment centers; and managed long-term care plans.

Our industry expertise – covering all aspects of healthcare financial reporting, valuation, reimbursement and finance – is a powerful asset to help you address the challenges you face.

We help you focus on what you do best – ultimately, providing care to those who need it most.

Jacob Beniawski, CPA

Partner

212.201.3270

jbeniawski@markspaneth.com

Joseph Frohlinger

Principal

212.503.8988

jfrohlinger@markspaneth.com

Monica Kaden, MBA, ASA

Director

973.630.5035

mkaden@markspaneth.com

MARKSPANETH

ACCOUNTANTS & ADVISORS

NEW YORK | NEW JERSEY | PENNSYLVANIA | WASHINGTON, DC

Tweet Tweet (continued from page 15)

not been utilized by our advocates. This session, we saw only 30 tweets, and 18 Facebook posts generated on our advocacy issues. Compare that to the 24,998 Facebook shares and 13,610 Tweet Engagements generated for #bFair2DirectCare. We must get engaged on social media platforms if we want our priorities to have the same success.

The fact is, New York's lawmakers are taking full advantage of social media platforms. The vast majority of lawmakers from New York have social media accounts, all of which can be accessed through our on-line advocacy tools, powered by Phone2Action.

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

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

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

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

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

Help us tell our story and spread our advocacy message by getting your organization's social media platforms to follow LeadingAge NY and share our advocacy messages on Facebook and

Twitter. Also, set up your own personal accounts, if you don't already have them. Below are some tips to get you started on Twitter. Then check out the article by Andrew Gregory, director of multimedia for Corning Place Communications, on the next page to learn 10 useful tips to optimize Twitter.

Effective advocacy has always started by building strong relationships with legislative representatives.

The vast majority of lawmakers from New York have social media accounts, all of which can be accessed through our on-line advocacy tools, powered by Phone2Action.

(See *Tweet Tweet* on page 19)



Before You Fly Into the Twitterverse, Check Out These 10 Useful Tips

By Andrew Gregory, director of multimedia for Corning Place Communications

With 328 million monthly active users, Twitter is one of the most popular social networks - and for good reason. Unlike Facebook and Instagram, Twitter is a predominantly real-time network. Users (individuals, organizations and brands) often use the platform to engage in abbreviated conversation. Before you start using Twitter, here are 10 introductory tips for your consideration.

1. Include Keywords

By using relevant keywords in your tweets, users who are searching for the keywords will be able to find your content. Keyword inclusion will also help you be consistent in your messaging.

2. Use Hashtags

Like keywords, hashtags help ensure that your content is as discoverable as possible, and enable you to connect with like-minded users. Be sure to limit your use of hashtags - three or more is probably overkill.

3. Draft and Schedule Your Tweets

Spending a significant amount of time monitoring and responding to tweets is not ideal for many organizations and brands. In order to provide your followers with a regular stream of content, you'll want to pre-write and schedule tweets to be published during peak user times. Twitter's own Tweetdeck platform - <https://tweetdeck.twitter.com/> - allows you to schedule tweets for later publication.

4. Encourage Engagement

Engagement is key to building your Twitter following. This can be as simple as asking your followers to retweet (share) your tweets. You can also tweet at another user who has posted content relevant to your interests and provide them with positive feedback. Consistent engagement with followers and non-followers will provide with the opportunity to establish yourself as a credible and knowledgeable voice.

5. Create Lists

As you follow more users, you'll begin to see that your Twitter feed (the stream of content) can get clogged quickly. Grouping users that you're following into lists will help you keep your feed organized. These lists can either be public or private. If you create a publicly available list of credible and engaging users, there's a good chance that like-minded users will subscribe to your list.

6. Polish Your Profile

Your profile is your opportunity to make a great first impression. Your profile picture, header image and bio information should be as polished as possible. Make sure your images are crisp and your bio info is free of any typos. You don't want to give any potential followers a negative impression right out of the gate.

7. Embed Images and Videos

It's a well-documented fact that tweets that include images (photos, infographics, etc.) and video perform better than plain text tweets. According to a 2013 analysis from popular scheduling app Buffer, tweets with images received 150 percent more retweets than plain text tweets. According to Twitter's own 2015 analysis, 82 percent of all users watch video content on the platform.

8. Focus on Quality, Not Quantity of Followers

Amassing 1 million Twitter followers sounds awesome but if the vast majority of those followers aren't engaging with your content, what's the point? Take the time to build quality relationships with your target audiences and you'll benefit in the long run.

9. Listen Closely

Social listening is an incredibly valuable tactic when your first start using Twitter. Being able to see what your target audiences are discussing, whether it to your organization or a specific topic, allows you to see which users are active and interested in what you'll be sharing.

10. Check Your Metrics

Twitter's built-in metric tool - <https://analytics.twitter.com> - can provide you with incredibly valuable data about your tweets and followers. Take the time each month to closely examine this data and modify your tweets accordingly. For example, if you know that tweets with infographic images are outperforming tweets with standard photographs, then load up on those infographics. If your users are more active during PM hours, then you should schedule your high-value content during that time.

Hopefully, these introductory tips will help you as you spread your wings and take to Twitter. This comprehensive glossary of Twitter terms is a very useful resource for beginners: <https://support.twitter.com/articles/166337>. Be sure to bookmark Twitter's own starter guide for more valuable pointers: <https://support.twitter.com/categories/281>. And if you're looking for your first Twitter account to follow, the CPC team would be happy to have you at @cpcalbany.

Corning Place Communications is an award-winning strategic communications firm based in Albany, NY. To learn more about CPC's unique approach and team of professionals, visit www.corningplace.com.

Tweet Tweet (continued from page 17)

Once you have gotten set up, follow your lawmakers on Facebook and Twitter. Start thanking them for their work in Albany and in your community. Let them know when you agree with them and even when you don't – but always keep it respectful and friendly. Get a conversation started about the needs of your community and the people you care for and watch how quickly your voice gets amplified.

Getting Started with Twitter

Twitter is one of the biggest social networks on the Internet, and it's fairly easy to get started. Let's walk through some basic definitions so you can start Tweeting like a pro.

Tweet: It all begins with a Tweet. A Tweet may contain photos, videos, links and up to 140 characters of text.

Handle: Your unique username for twitter is preceded by an "@" symbol. You will use this name, along with a password, to log in to your account. Your handle can be used by others to search your account or to reference you in a specific post.

Followers: Other Twitter users can choose to 'follow' your account in order to remain updated on your actions. Any tweets that you post will appear in your follower's Twitter feed.

Retweet: A retweet is a re-posting of someone else's message, thought or image. Retweeting advances the message to a greater follower reach.

Twitter App for Smartphone: This free app (for both Apple and Android) can be downloaded via the App Store. Simply search for 'Twitter' and then enter password to install. Once the Twitter app has been installed you will be able to sign in with your Twitter handle and password.

Hashtag: When posting a tweet you can choose to include a related phrase as a hashtag. This is a search feature that allows Twitter users to find tweets on specific topics.

Twitter's own starter guide has great information to get you started: <https://support.twitter.com/categories/281>

Questions? Contact Jeff Diamond, government relations analyst, at jdiamond@leadingageny.org or 518-867-8821. 

YOU NEED MORE than just a construction manager for your next project...

YOU NEED A TRUSTED PARTNER to keep your interests at the forefront.



LECESSE
CONSTRUCTION

The Power of Partnership
www.lecesseconstruction.com

**From concept to completion,
we build it as if it's our own.**

Construction Manager | Design Build

General Contractor | Preconstruction Services



1st AVE on Supplies.

Food | Medical | Janitorial | Office | Construction | Capital Equipment

“We are always looking for ways to stretch our budget dollars. Value First is one of the tools we use to do just that. We highly recommend this no-cost savings program to other communities.”

Karen J. Zmich - Property Manager, United Church Manor - West Seneca, New York

Value First, Inc. is a group purchasing organization (GPO) owned by LeadingAge and twenty-five of its affiliates, including New York. As a GPO that's committed to your mission, Value First leverages the buying power of LeadingAge members across the country to get the best pricing on a comprehensive array of high-quality products and services.

Sarah Daly | sdaly@leadingageny.org | 518.867.8845

www.valuefirstonline.com

The Growing Importance of Nursing Home 5-Star Ratings and How They are Impacted by Survey Findings

Background

The Centers for Medicare & Medicaid Services (CMS) created the 5-Star Quality Rating System to help consumers, families and caregivers compare nursing homes more easily and to help them decide which facilities to consider. The *Nursing Home Compare* website¹ features a system that gives each nursing home a rating of between 1 and 5 stars. Nursing homes with 5 stars are considered to have much above average quality and those with 1 star are considered to have quality much below average.

Under this system, there is one overall 5-star rating for each nursing home made up of separate ratings for: (1) *Health Inspections* – The health inspection rating contains information from the last 3 years of on-site inspections, including both standard surveys and any complaint surveys; (2) *Staffing* – The staffing rating has information about the number of hours of care provided on average to each resident each day by nursing staff; and (3) *Quality Measures (QMs)* – The QM measure rating has information on 16 different physical and clinical measures for nursing home residents.²

Growing Importance of Nursing Home Ratings

Receiving a better than average 5-star rating has never been more important to nursing homes. These ratings are increasingly used by consumers, regulators, insurers and other payers and provider networks to select which facilities they will consider having relationships with. The ratings are also often a first stop for lenders and investors, who consult them to decide whether a nursing home is a safe investment.

- **Consumers:** According to CMS, the rating system gives consumers, patients/residents and family members a broad overview of how nursing homes are assessed for quality, and helps these individuals to make informed decisions on which nursing homes to consider for needed services.
- **Regulators:** Nursing homes' ability to obtain New York State Certificate of Need (CON) approval for facility renovations, restructurings or sales/purchases could be affected by their star ratings. CON applicants' 5-star ratings are now reviewed for this purpose.
- **Providers and practitioners:** When nurses and doctors discharge patients from hospitals, they often use the ratings in referral decisions. Some Performing Provider Systems – the large provider networks operating throughout the State and New York's vision for delivery system reform – are also relying on the ratings to select their network partners.

These ratings are increasingly used by consumers, regulators, insurers and other payers, and provider networks to select which facilities they will consider having relationships with.

In summary, nursing homes may not even be able to obtain sufficient referrals or receive Medicare and Medicaid funding in the future if they do not have at least a 3-star rating.

- **Insurers:** Insurers consider these ratings when setting up their service networks. Several Medicaid managed care plans, Medicare Advantage plans and Medicare Special Needs plans will not include nursing homes with less than 3-star ratings in their networks. Taken together, these insurers control – or will soon control – the majority of nursing home revenues.
- **Nursing Home Quality Initiative:** New York's Medicaid program annually reduces nursing home reimbursement by \$50 million, which it re-distributes to nursing homes based on measures of compliance, quality and avoidable hospital use. The 5-star Health Inspections rating and other elements of the 5-star rating system are used to determine distributions under this program.

¹ See: <https://www.medicare.gov/nursinghomecompare/search.html>.

² See CMS summary of 5-star rating system, posted at: <https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/CertificationandCompliance/FSQRS.html>.

The Growing Importance of Nursing Home 5-Star Ratings and How They are Impacted by Survey Findings (continued)

- **Accountable Care Organizations (ACOs):** Beginning in 2017, CMS will allow waivers of the required 3-day hospital stay before Medicare will pay for skilled nursing facility (SNF) care for enrollees in certain Medicare ACOs. The waiver requires that patients go to nursing homes with at least 3-star ratings. An ACO is a network of providers that seeks to reduce the total cost of care and meet quality targets for an assigned population of patients.
- **Medicare Episodic Payments:** CMS also offers waivers of the required 3-day hospital stay for Medicare SNF coverage in certain “bundled” and episodic payment arrangements. To qualify for the waiver, the majority of the SNF partners in the arrangement must have a quality rating of at least 3 stars. These payment arrangements – some of which are mandatory – encourage hospitals, doctors, SNFs and other providers to coordinate and reduce the cost of care received by patients across an episode of care, such as heart bypass surgery or a hip replacement.
- **Lenders and investors:** The U.S. Department of Housing and Urban Development (HUD), an important nursing home lender, is now using star ratings as a component of its risk assessment. Several other lenders and institutional investors include 5-star ratings on their underwriting checklists.

In summary, nursing homes may not even be able to obtain sufficient referrals or receive Medicare and Medicaid funding in the future if they do not have at least a 3-star rating.

Survey Findings and 5-Star Ratings

Nursing homes certified by Medicare and/or Medicaid are required to meet over 180 regulatory standards intended to protect residents. The Health Inspections component of the 5-star rating is based on state inspection reports which provide information on nursing home deficiencies identified during annual surveys, including the number (“scope”) and severity of problems, revisits needed to document correction of deficiencies and actions taken by nursing homes to investigate complaints.

CMS gives greater weight to deficiencies that cause “immediate jeopardy to resident health or safety” when determining each nursing home’s score, particularly when the infractions are widespread and not isolated incidents. CMS totals the points for facility revisits and scope and severity for each of the previous three years. After applying weighting factors – with the current year counting the most and less weight applied to the prior two years’ results – the Health inspections score is determined.

To reflect variation among states in survey findings, the Health Inspections score reflects the ranked performance of facilities in each state. Accordingly, 5-star ratings are given to nursing homes scoring in the top 10 percent, and 1-star ratings are assigned to the 20 percent that scored the lowest. The remaining 70 percent of facilities are evenly assigned 2, 3, and 4 stars. The Health Inspections score is the foundation for the 5-star rating, counting for over half of the overall rating. To arrive at the overall 5-star rating, the Health Inspections rating is adjusted upward for a 4 or 5-star Staffing rating or a 5-star QM rating, or downward for a 1-star rating in either Staffing or QMs.

The Health Inspections score is the foundation for the 5-star rating, counting for over half of the overall rating.

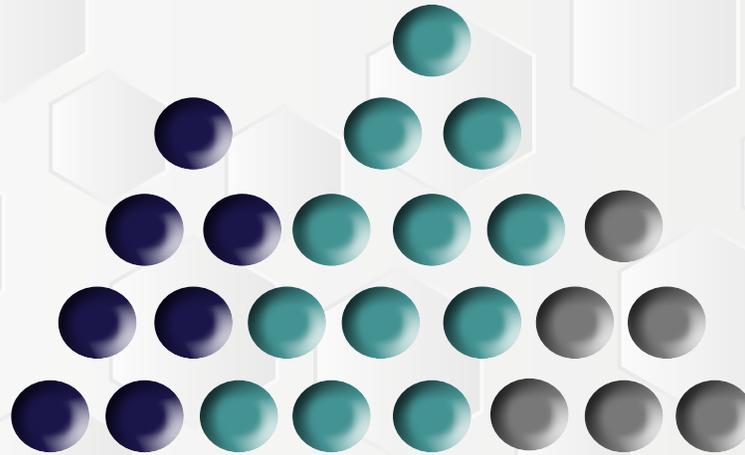
To summarize, survey inspection results can have a major effect on a nursing home’s 5-star rating. Whether a facility receives a high-level deficiency for an isolated incident or accumulates several low-level deficiencies in a survey, the resulting effect on the 5-star rating can have a profound effect on the facility’s referrals, business relationships and finances for up to three years.

For more information about the impact 5-Star Ratings can have on nursing homes, contact LeadingAge New York at 518.867.8383.

13 British American Blvd., Suite 2 | Latham, New York 12110 | www.leadingageny.org

LeadingAge New York is proud to announce the launch of Quality Apex to ensure that every facility has an affordable option to help them reach the highest standards in quality outcomes. Quality Apex is an online suite of tools for skilled nursing facilities that analyzes REAL TIME MDS 3.0 data to maximize reimbursements, audit for coding accuracy, manage risk and assist direct care staff with developing effective individualized care plans. Quality Apex will show each facility where they need to improve to receive their highest 5-Star rating.

Introducing...



QUALITY APEX

From the team that brought you EQUIP for Quality™, comes a secure, web-based analytics application that translates your MDS 3.0 data into actionable knowledge to help Skilled Nursing Facilities improve outcomes and quality of care.

\$850

For LeadingAge Members

See your **FREE** Five-Star Report or your Nursing Home Trend Report.

For more information email: Marguerite Carroll at mcarroll@leadingageny.org

LeadingAge™ New York

Can't sleep?
Rest assured, you have

LeadingAge™
New York Services Inc.
SOLUTIONS



LeadingAge New York Services developed *Solutions* to help you stay competitive even in this challenging environment. Our suite of comprehensive, integrated, competitively-priced solutions is just a phone call away. Whatever is keeping you awake at night, don't count sheep, count on us.

Contact Holly Smith at 518.867.8383 TODAY!



32 ANNUAL AWARDS

18 LEADERSHIP GRADUATES

Reducing Unnecessary Employee Turnover

Building Relationships for Better Business

Coordination of Compensation

Great Ideas in Assisted Living Reverse Session

Senior Housing Development

The Place for Credits!

The Valuable Ingredients for Network Partnerships

Get the Wristband On

Gardens, Making Life Better

Leadership in Action

Vanilla Versus Chocolate Ice Cream

Block Party

Marketing: It's Not A Myth

Mergers and Acquisitions: Is It the Right Time for You?

Imagine for a Moment...



31 SPONSORS



Conference Recap



Reducing Unnecessary Employee Turnover

By Denise Alper

It has been an “employees’ market” since 2013-2014 so it has been harder and harder for employers to attract and retain talent. According to Cara Silletto of Crescendo Strategies and LeadingAge New York annual conference speaker, if you build a place where people want to work, you can better control the impact of this workforce shift.

The best method for retaining talent is improving management effectiveness throughout all levels of the organization. Employers must evolve and re-envision their notions of leadership and their corporate culture, as the traditional mindset and definitions of success no longer apply to this new workforce. What were once considered luxuries or perks of a job have now become standard expectations.

Ms. Silletto explored the effect of having the eighty million members of the Millennial generation now becoming a significant percentage of the workforce. A member of that generation herself, she encouraged Baby Boomer and Gen X managers to rethink how they hire, manage and develop this new wave of employees. She identified five primary points of contention in generational differences and how to address them, which she “put on the **TABLE**” for the conference attendees:

Technology – Things changed quickly as Millennials were growing up, so today, channel Millennials’ need to seek constant progress by focusing them on areas that need improvement.

Authority – Respect based on titles and seniority is no longer automatic – you will need to gain Millennials’ respect through influence, expertise and mentorship.

Balance – Millennials seek work/life integration, value authenticity and being “who they are” whether at work or play, so it’s time to review leaders’ attitudes toward, and policies on, conventions such as punctuality, dress code, and being present vs. “distracted” at work.

Loyalty – Treat employees like internal customers, never stop making the effort to win them over and show genuine appreciation for their commitment over time. Increased transparency will result in greater trust, which is earned and built over time. With trust comes loyalty and with loyalty comes longer tenured employees.

(continued)

All employees want a voice.

All employees want recognition and appreciation.

All employees want opportunities for advancement.

All employees want flexibility and a better quality of life.

All employees want a great coach, not a boss.

Reducing Unnecessary Employee Turnover (continued from page 27)

Entitlement – Millennials may have unrealistic expectations entering a position so it is key to communicate clearly defined expectations from the start. They should be evaluated regularly, appreciated for a job well done, and offered new advancement opportunities.

Ms. Silletto stressed the necessity of instituting organizational strategies such as strengthening employer brand; improving corporate communication channels, frequency and content; scheduling shifts creatively; modernizing hardware and software; and revamping the on-boarding experience to make new hires feel more welcome. Companies that do so are successful at bridging their widening generational gaps.

Ms. Silletto pointed out the benefits which can be realized by all employees when the influence of Millennials impacts working conditions. Employee turnover isn't restricted to your twenty-year old staff, it happens across all age groups. She asked managers to consider offering shorter schedules than the traditional 10 to 12 hour shifts. This change could allow Baby Boomers to stay in the workforce three to five (or more) years longer than if they had to keep up the rigorous demands of longer shifts. This gives you the opportunity to keep your dedicated, experienced staff for a much longer time as they transition into retirement. It becomes less of an "all or nothing" workforce and provides the leadership and mentoring the younger staff need.

Announcing *New Online Course*

Managing the Millennial Mindset

- ✓ Special Discount for LeadingAge New York Members
- ✓ Hear from thought leader Cara Silletto, MBA
- ✓ Gain critical insights about all of today's workers in order to bridge the widening generational gaps and reduce unnecessary employee turnover costing your organization precious dollars.
- ✓ Learn more and register here: <https://goo.g!/JfTmwR>

This program is provided by the partnership between:

CRESCENDO STRATEGIES
We reduce unnecessary employee turnover.

LeadingAge™ New York

Building Relationships for Better Business

By Sarah Daly

An important part of most successful and well-attended conferences is an exposition floor that includes vendors from all different service lines. The goals for the typical business exhibiting at a conference are generally connecting with existing customers and developing new leads. Seldom is an exhibitor's purpose to connect with other vendors. For Value First member liaisons, Sarah Daly and Denis Miciletto, connecting with other vendors is a vital part of their conference exposition experience. They make connections with exhibitors who are Value First contracted vendors a part of their purpose at each event.

Value First is a purchasing program that works with more than 400 contracted vendors from a wide variety of service lines and categories. Expos provide a unique opportunity to connect with several Value First contracted vendors in one setting. These connections result in improved understanding of services offered and improved business relationships. Powerful vendor relationships then translate to better served Value First participants and LeadingAge members as they seek to make informed purchasing decisions and, ultimately, save money on their purchases.

The 2017 LeadingAge New York Annual Conference not only allowed Value First staff to connect with respected clients and members, it also served the third goal of relationship development with Value First contracted vendors. This year's team reconnected with colleagues at Hillyard, Sodexo, Forbo Flooring Systems and others, and made inroads with new possible partners, again, with the purpose of making purchasing services offered to members more valuable and members more informed.

The Annual Conference also provided a venue to roll out *Value First's Summer Giveaway!*

This year, Value First is hosting a summer raffle for an Amazon Echo.

This giveaway is organized to thank members for participating in the Value First program and to stress the importance of staying current in the world of purchasing and vendor pricing. Conference attendees could enter to win the Echo and their choices could influence the number of contest entries they received. For example, signing up to have a cost study conducted within specific categories earned an attendee one entry into the Echo raffle. Scheduling a meeting with a Value First Liaison earned an attendee three entries. Lastly, if a member was willing to share some of their current pricing or past invoices for cost study, they earned five entries into the raffle.

But it's not over, the giveaway continues beyond the conference! The *Amazon Echo Summer Giveaway* is accepting entries for the raffle until August 1, 2017. If a Value First member liaison holds a meeting with a member liaison

or shares purchasing data for a cost study before Aug. 1, they will automatically be entered in the raffle. There is no limit on entries! For example, if a member were to participate in a cost comparison and shared invoices from three different spend categories, that member would receive 15 entries.

The LeadingAge New York Annual Conference is always a productive venue for Value First staff liaisons to help LeadingAge New York members make educated and cost effective purchasing decisions.



Coordination of Compensation

By Jacqueline Colafemina

Lions, tigers and bears my not be as concerning as wages, salaries and overtime. Oh, my! With so many evolving changes on employee compensation it can be easy to get confused about how to properly interpret and administer wage and hour issues. Knowing that organizations want to avoid lawsuits or image issues, it is vital to become knowledgeable about implementing recent regulations.

In attorney Joseph M. Dougherty's presentation, **Wage and Hour Update, Beyond Punching the Clock**, wage and hour issues – particularly as they relate to recent New York State updates – were addressed. The Minimum Wage Act (Article 19 of the New York State Labor Law) requires that all employees in New York State receive at least \$9.70 an hour – and that will continue to increase over the coming years. There are subsequent regulations known as “wage orders” that must be taken into consideration in accordance with the Minimum Wage Act, as they set industry specific

requirements. There can be allowances for meals, tips, lodging and utilities that apply in certain wage orders that are separated by area and industry as well.

He also discussed other key legislation, including the Wage Parity and Overtime Act, NYS EAP Exemptions and the Wage Theft Prevention Act of 2011. In addition, there are regulations regarding employees; employee uniforms, training programs, meal or other break periods, travel time, spread of hours or split shifts, call-in pay and a difference between compensable and non-compensable time.

While employee compensation is a basic component of day-to-day business practices, it is also a vulnerable area for many companies and is the leading factor in company-based lawsuits. Ensuring that your facility is familiar with all applicable state and Federal regulations will ensure you are both doing the best by your employees, and protecting your company from harm.



Great Ideas in Assisted Living Reverse Session

Moderated by Diane Darbyshire, LeadingAge New York senior policy analyst specializing in Assisted Living and Adult Care, attendees shared new ideas and projects. Diane mentioned that she conducted some research at the national level on new and innovative ideas but didn't find anything ground breaking. She did share that the sentiment seemed to continue to indicate that people don't want to go into nursing homes and would rather stay at home or go to assisted living.

Some discussion emphasized projects and ideas for residents or staff at both participants' organizations or, in other cases, they simply shared good ideas from other organizations.

One participant shared that an organization has a great volunteer program where a resident is teaching English to front line staff and in turn the staff are teaching Spanish to supervisors. Additionally, this organization has a group of volunteers working with residents weekly for a music and arts program. These are both great examples of residents helping other residents.

Another participant shared about a program called the Funny Money Store implemented to promote activities. Residents attend activities and they receive funny money for attending that they can use to purchase items from the Funny Money Store. Funny money is paper money that includes pictures of staff.

Yet another organization had a great program that brings in students from a local high school to paint portraits of the residents. Afterward, an art show was held and featured in the local paper. Many residents and students became fast friends through this project and still stay in touch.

So many creative ideas were brought up during this session that will help spur others to think about how to implement some of these ideas within their own organizations.

Senior Housing Development

By Earl Gifford

John Broderick moderated a session on the current environment of Senior Housing in New York. The session started with a chronology of the 202 program, the primary vehicle for financing of affordable senior housing for over 40 years, and the effect of the freeze of new projects in 2011.

By 2035, one in three households will be headed by someone 65 years of age or older. This represents a 66 percent increase from 2015, and the number of renters aged 65 plus is expected to climb to 11 million by 2035.

The good news is that New York State has \$125 M to spend over the next five years on Senior Housing for development and preservation. There is also a big push for Supportive Housing or Senior Housing with Services. This will provide services for seniors that are unable to afford Assisted Living and push off higher levels of care.

Over the past couple of years, LeadingAge New York reached out to its members and worked with state Senator Betty Little and Assemblyman Steven Cymbrowitz to develop a bill for how this \$125 million should be spent. The bill, which would create an Affordable Senior Housing and Services Program with its own rules and scoring criteria and provide for optional basic healthy aging services for senior housing residents, passed the Senate in June and remains in committee in the Assembly.



The Place for Credits!

The LeadingAge New York Annual Conference and Exposition is always a valuable venue for continuing education credits. Sponsored by the Foundation for Long Term Care (FLTC), a certified sponsor of professional continuing education with the National Association of Boards of Examiners for Long Term Care Administrators (NAB), the 2017 conference was approved for 20 hours of continuing education credit for nursing home administrators under its sponsor agreement with NAB/NCERS. Note that the total credits included attendance at the pre-conference session and is subject to final approval by State licensure boards.

Also in the credit lineup this year were a certificate of completion for up to 17.75 hours for adult care facility and assisted living administrators, 11.5 hours of CPA credits for certified public accountants, and 14.5 hours of continuing education for Licensed Master Social Workers (LMSW) and Licensed Clinical Social Workers (LCSW). Finally, 11.25 hours met the HR Certification Institute's criteria for pre-approval for recertification credit for human resources professionals toward PHR, SPHR and GPHR recertification through the HR Certification Institute.

77 HOURS CONTINUING EDUCATION CREDIT ACROSS 5 DISCIPLINES

The Valuable Ingredients for Network Partnerships

By Earl Gifford

For the first time at the LeadingAge New York Annual Conference and Exposition, a session was held for both exhibitors and attendees in the exhibit hall. Presenter Clint Maun discussed the importance of developing and embracing partnerships both internally and externally.

He stressed that internal partnerships – between management and direct care staff or between shifts and departments – are needed for operations to be effective and efficient, and external partnerships can also bring benefits to an organization. One example he cited was that everyone can benefit if a company teams up with a union as a partner rather than battle it as an evil enemy. Forming partnerships with vendors, rather than continually wasting valuable time and energy shopping around, can generate long term benefits.

Organizations, including nursing homes, must look seriously at partnering with others particularly to reach specialty niches. All areas of healthcare – surgery programs, outpatient programs, home care, hospice – can benefit from partnerships. When partners bring their expertise to the table, organizations enhance their technical and operational resources, saving time and boosting productivity by not having to develop internal expertise from scratch.

To utilize partnerships to their fullest, they must be an integral part of a strategic plan. The partnership plan needs to address: who is critical as you move forward in your business strategy; who needs to be a partner; and who needs to be excluded. When a solid partnership is formed it not only helps your bottom line and ability to deliver value to your organization but it also helps your partner as well.



Get the Wristband On

By Kathie Kane

You've received notification of a potential evacuation and staff go into action – smoothly, just as they rehearsed. Preplanning and practice could make the difference between an orderly, safe evacuation or a potentially life-or-death situation for residents and staff.

Where is the scanner? What about the forms and wristbands? Do you have everything in one place where anyone, at any time, can find it? Perhaps a toolbox or other container kept in a common area?

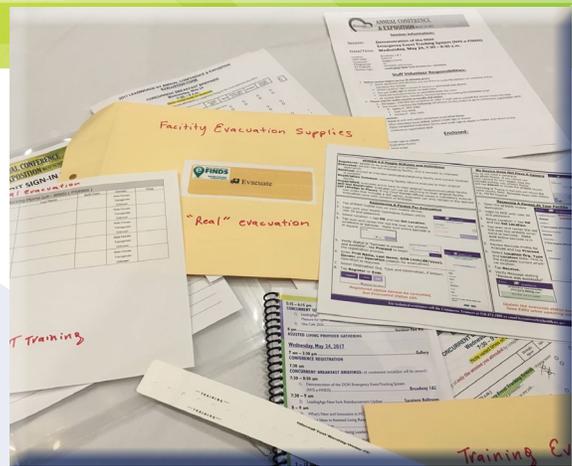
Have you practiced scanning and evacuation with your staff? The bracelets in the practice envelope are for that specific purpose. Practice will enable your staff to evacuate residents in a smooth and safe manner. Evacuation is stressful even under ideal circumstances – for you, your staff and your residents.

In **Demonstration of the DOH Emergency Event Tracking System (NYS e-FINDS)** attendees were reminded by staff at the Department of Health (DOH) that clear step-by-step instructions have been provided. They acknowledged that the instructions can be confusing when you are trying to gather resources and ensure the safe evacuation of residents. Practice will give your staff the confidence they need to complete steps in an efficient and safe manner.

If you are told to evacuate...

Get the Wristband On

1. Scan it
2. Enter Information about the evacuee into the computer
3. Hit send and send the resident to a safe evacuation point



When the patient arrives at the destination facility:

1. Scan the wristband
2. Set the current location
3. Hit receive and that's it!

What if you don't have time to enter the patient information?

Get the Wristband On and scan it.

Your resident will now be in the system and information can be completed in the parking lot, on the transportation bus or even at the destination facility.

What if the transportation vehicle is diverted to a community facility?

Get the Wristband On, DOH will be contacted and will arrive at the community evacuation facility with e-FINDS equipment to track the people who have been diverted.

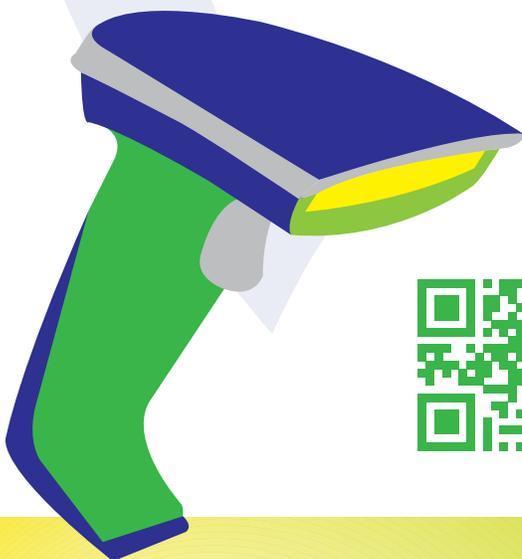
What if I have no power to complete the scan or data entry?

Get the Wristband On then manually enter the patient information and number from the wristband. Use the paper logs provided in the packets from DOH. Send the paperwork with your evacuees.

What if a person arrives at your facility without a wristband?

Put one of your wristbands on them and scan it. They will be in the system and now e-FINDS can begin tracking them. Eventually, they will locate their sending facility and they will be reunited.

Each facility should look their procedures, residents and protocols but in the event of an evacuation, **Get the Wristband On** and assure your residents are safe and part of the statewide tracking system.



Gardens, Making Life Better *By Kathie Kane*

In almost every garden, the land is made better and so is the gardener. ~ Robert Rodale

Culinary activities are rated as one of the top items desired by residents in senior living communities. Not surprising, we plan our lives around our meals. It seems that we finish one meal and start thinking about what we want to eat at the next. Sound familiar?

Communities need to consider opportunities to engage people in the dining experience. In a session called **Garden to Table: Creating Memorable Culinary Experiences Through Resident Involvement**, the presentation was led by John Kennedy, CDM, director of dining services, Flik Lifestyles Foulkeways Continuing Care Retirement Community, Gwyned, PA; Jack Carman, FASLA, RLA, president, Design for Generations, LLC, Medford, NJ; and Todd Burge, senior executive chef, Flik Lifestyles, Troy.

Participants learned first-hand about the garden to table process when Chef Todd served a fresh salad of lettuces and herbs grown and picked that day. As people savored every bite, John Kennedy and Jack Carman shared ideas and options on how members can engage staff and residents in the growing, planning and preparing of meals. They reminded us to look beyond the walls and out into the open spaces surrounding our communities for dining and garden opportunities such as outdoor eating areas, bistros and coffee bars. These destination areas can also be used in marketing approaches, as social areas for guests, and as meeting places for people from the community. Attendees were reminded that gardens can spring up in small or large spaces and they have the potential to enhance the lives of everyone. The key to a successful garden is having realistic expectations during the planning phase. Start small and you can “grow” the size of your garden based on the interest of residents.

It isn't just the pride residents have when they grow and share their food, it's the sense of purpose and connection with nature they gain during the process. Some on-site gardens can even be opened to local neighbors in the area. Participation from offsite people enhances outreach to potential residents and families.

The residents of the future are looking for lifestyle not just a roof over their heads. You must plan now for them. As for the residents in your facility, if you want to find a way to improve their appetite, health and overall enjoyment – plant a garden and see what grows.

For more information on how to start or expand a garden at your facility contact Jack Carman, jack@designforgenerations.com; John Kennedy, JohnKennedy@Fliklifestyles.com; or Chef Todd Burge, ToddBurge@Fliklifestyles.com.



Leadership in Action *by Sarah Daly (2016-2017 IGNITE Leadership Academy Graduate)*

A “leader” is often defined as an individual who commands a group or institution. However, Fellows that have graduated from LeadingAge New York's IGNITE Leadership Academy have learned that leaders can hold a variety of different roles and that being a leader means tackling that role holistically; including having a strong understanding of self, the ability and desire to be collaborative, a mindset primed for innovative thinking and embracing work-life balance.

The Ideas You Can Use: Leadership Academy Projects Panel session at the 2017 LeadingAge New York Annual Conference and Exposition dove into the Active Learning Projects (ALPs) of several Leadership Academy graduates. The panel represented a wide range of jobs such as directors of operations, HR coordinators and administrators and, for some, represented their first public engagement where they were positioned as a leader for their organization.

The graduates spoke proudly of the projects they brought back to their organizations following their Leadership Academy graduation.

They explained that understanding themselves as leaders began with the realization that a “leader” can be anyone who seeks to improve themselves, their peers and their environment.

While the panel offered a variety of individual styles, strengths and job roles, there was a common thread among many of the projects. Tricia Jean Jones, director of life enrichment at St. Ann's Community, detailed her initiative to cultivate leadership qualities among her colleagues with the inception of St. Ann's Leadership Academy. Joe Bisaccia, assistant administrator at Cabrini of Westchester, created training procedures to encourage staff to be more effective during potential emergencies, for example handling a grease fire.

The IGNITE Leadership Academy kick starts Fellows' engagement in a leadership capacity within their own organizations through the Action Learning Project (ALP) and it encourages graduates to continue their leadership journey through public speaking and other association and aging field involvement including committee, cabinet and board of director service.

Vanilla Versus Chocolate Ice Cream

By Kathie Kane

Throughout our lives we develop preferences. We may prefer tea to coffee, warm weather as opposed to cold and chocolate ice cream over vanilla. Our preferences arise from our experiences. What if a person can't always remember their preferences because of advanced dementia or Alzheimer's Disease? Will they still prefer chocolate ice cream? They may still prefer the chocolate ice cream but what will it hurt to allow them to have the vanilla ice cream they insist on eating? The individual will have been given a chance to exercise some autonomy and choice in the moment and probably be less agitated and happier as a result. Assessing and allowing this type of choice is part of the sliding scale of dementia and diminished capacity.

But what if the scenario is different? Say an individual decides to cross a busy street and not wait for a traffic light to change or a crosswalk signal to safely cross. Should someone intercede to stop the unsafe action despite the individual's desire to cross at that moment? Absolutely! This is simply another type of assessment connected to the concept of a sliding scale. It's important to understand and remember that diagnosis alone doesn't establish diminished capacity

Michael Gillette, in his plenary session, **Ethics and Dementia**, reminded everyone that just because a patient has been diagnosed with dementia, they still have the right to choose and to determine their care. Well-meaning family members and friends can often impose their beliefs and preferences on the individual without waiting to see if they have an opinion or assessing the level of harm in letting the individual's decisions stand.

Caregivers need to understand and support the person's "previously expressed preferences." As the disease progresses, a person's ability to make decisions must be weighed against the safety or risk involved with those decisions. Each decision should be considered individually; some actions may have grave consequences while others are simply inconvenient to the caregiver. Most people would hope to have their preferences respected even if they are experiencing dementia

Capacity is task specific, so incapacity must be assessed relative to the specific decisions at hand. People can maintain capacity in certain decisional areas while simultaneously lacking it in others.

The burden of proof rests on the party who would restrict the individual's autonomy. Individuals have a right to control their own care. Further, if an individual lacks capacity in any area to safely make their own decision, the caregiver should default to what would be the person's preference. Using the concept of a sliding scale of capacity in each situation can create an environment where people can still make decisions where cognitively able. They should be given the autonomy to choose the vanilla.



Block Party

Each year members, exhibitors, sponsors and LeadingAge New York staff look forward to the relaxing networking Block Party held outside the City Center. This year, the weather had other plans for participants and the party, which featured light fare and an open bar, was held indoors. But the move inside didn't lessen the fun and camaraderie experienced by all.



Marketing: It's Not A Myth

By Jacqueline Colafemina

Marketing is something every company needs to implement to be successful. Yet, something so vital is often treated lightly and its importance is often underestimated by businesses. Just as someone without proper training shouldn't perform a medical procedure, businesses shouldn't expect positive marketing results without properly trained staff and an adequate budget to support clearly defined goals. Marketing channels are becoming less expensive and yielding lucrative results. With properly targeted outreach, organizations can save money at a time when budgets are quickly dwindling.

In **The Digital Tools and Techniques Essential for Health Care Marketing**, Tom Mann, principal and executive vice president of Love & Company, spoke about the various ways organizations can utilize marketing in a time where resources are becoming increasingly limited.

There are five key areas that can be optimized:

1. Website usability
2. SEO management
3. Paid searches
4. Analytics
5. Social media

The five areas directly relate to an integrated marketing strategy that focuses on four main goals with the public: retaining, attracting, converting and closing. In terms of money spent on reaching these four main goals, organizations shouldn't exceed a few hundred dollars per month for media or online related ventures. Costs that are associated with online marketing includes, pay per click, SEO management, social media advertisements, boosted posts and website management.

Rather than spending more money, more time should be spent optimizing the website to be user-friendly for use by any device.

Statistics show that 60 percent of digital leads now come from a mobile device so optimization is vital to your organization's success. Having an optimized website can also increase where your website shows up in a Google or paid search, and drive users cross-promotionally from social media to your website.

There are several offsite marketing methods that still hold a place in business today and those include:

- Directory listings
- Public relations management
- Blog posts
- Reviews
- Social media contests
- Syndicated content

As quickly as technology changes, marketing methods need to keep pace if organizations are to remain competitive and reach target markets. Just like WebMD doesn't give you your doctorate, being able to use a creative suite doesn't make you a marketer or graphic design specialist. Make sure your organization is directing resources appropriately and investing time and effort to get optimal results.



DIGITAL MARKETING



Mergers and Acquisitions: Is It the Right Time for You?

By Kathie Kane

“To be, or not to be: that is the question: Whether ‘tis nobler in the mind to suffer the slings and arrows of outrageous fortune, or to take arms against a sea of troubles, and by opposing end them?”

— Hamlet. Act III, Scene I

Did Shakespeare know of the difficult decisions that would need to be made in 2017 healthcare? Or is the need to adapt, be creative and fight against the acceptance of your current plight as old as time?

Conference attendees learned that mergers and acquisitions are ways to address the issues facing providers of long term care and supports. Presented by a panel that included: Jerry Archibald, partner/co-group practice leader, The Bonadio Group; Michael Keenan, president/CEO, Good Shepherd Communities; Jeni Demaris, administrator, Chase Health Rehabilitation and Residential Care; and Sean Doolan, principal, Hinman Straub Attorneys at Law, conference attendees learned about relevant issues pertaining to mergers and acquisitions using a focused case study; the merger of Chase Memorial Nursing Home and Good Shepherd Communities.

No facility plans to merge with another, but things happen. There should certainly be no judging because an organization may be facing financial difficulty. It is filled with good people, doing good work, in very tough financial times. This was the case of Chase back in 2015. While attending the LeadingAge New York Annual Conference, Jeni Demaris, administrator of Chase Health Rehabilitation and Residential Care, spoke with Mike Keenan, president/CEO of Good Shepherd Communities and asked if he would “adopt” her facility. She was facing very tough decisions and dark times. Fast forward two years, the organizations have merged and Chase is again viable and able to keep the doors open - thanks to some creative decisions and with the help of the board, staff, bankers and attorneys - a rural facility will continue to provide care to an underserved population.

A merger is like a relationship. It involves talking, dating and getting to know each other, after which comes an engagement and marriage. A partnership forms where both

parties understand the wants and needs of the other partner and their hopes and expectations for the future. There are many participants needed to form and execute a solid merge plan. In addition to the executive team of each entity, the team may include, for example, banks, attorneys, boards and employees. In the end, do what is best for the whole. Transparency and communication is critical. It is a balancing act of looking at each organization with surgical precision. Can this be done, should it be done and how will it be done?

There are three key elements of a successful merger/acquisition:

- 1) Culture (culture, culture);
- 2) Board leadership and awareness/recognition of reality;
- 3) Senior management and leadership who believe in the future.

It started with a needs assessment of Chase that included asking if there was a need for the beds, what is the market area, who were the referral sources and what services are lacking in the community? In this case, a lack of ALP beds was identified in the area. A transition grant could be used to build a new nursing home and rehab the old one to house ALP residents.

With the help of The Bonadio Group, the Hinman Straub Law Firm, the Department of Health and many other organizations and people along the way, this merger has become a reality and the residents of Chase will be able to stay residents of Chase with the same familiar caregivers.

The final step is community education and rebranding. Through print, radio, television, as well as presentations to service clubs, rotary groups and government office holders, Chase will continue to stay in the community.

In the case of this specific merger, there was immediate savings by merging with the larger Good Shepherd Communities. Savings include back office

(continued)

Imagine for a Moment...

By Kathie Kane

...you are in your room with that special someone, the person who makes you happy, shares your trials and tribulations and brightens your day. Who is that person? What is your relationship? Spouse, partner, friend, relative? Suddenly, there is a knock on the door. Do you startle and separate or do you invite the visitor into your space?

In **Reaching the LGBT Boomer Consumer**, Philip Mehl, director of long term care, Woodland Pond at New Paltz and ProCare consultant, LeadingAge New York reminded members that every decision your LGBT seniors make is based on years of prejudice, secrecy, fear and sometimes shame. How welcoming is your organization? Will it look like, feel like, home to LGBT seniors?

Even with the best of intentions, you may be inadvertently sending the wrong message – that it isn't a safe place to discuss your lifestyle and relationships, and to simply be yourself.

Awareness is the first step that should lead to dialogue, because from the first moment of the courting process for new residents you are asking questions – invasive personal questions about religion, hobbies, habits and dietary wants and needs. Why not ask what relationships are important and how the person feels about them? It can instantly set a non-judgmental tone helping people see that the organization cares and wants the potential resident to be happy and comfortable.

How do your policies respect the privacy of all residents? Does everyone knock and wait for an invitation to come in? This as well as other simple protocols can go so far in maintaining the dignity of everyone.

Many older LGBT seniors may not seek residential placement or may “go back in the closet” in a residential setting for fear of discrimination by staff or being ostracized by peers. Is your organization prepared? Lack of action can be perceived as acceptance of bad behavior.

Remember that residents had rich lives before they came through your doors. Finding out as much as possible about those rich lives will set you apart from other facilities. To provide a welcoming environment for LGBT residents you can apply for a Healthcare Equality Index branding by contacting www.hrc.org/hei. This simple graphic or a poster in a common area of your facility tells LGBT consumers, potential residents, this is a safe place to live and to let them “*Imagine for a Moment...*”



Apply for a Healthcare Equality Index branding by contacting www.hrc.org/hei

Mergers and Acquisitions: Is It the Right Time for You? (continued from page 37)

costs as well as leveraging savings with vendors, physical therapy and physicians. Achieving these efficiencies allowed Chase to be more financially viable. There was no “cleaning house.” Staff were told change didn't mean they were doing something wrong, it just meant there were savings to be found by doing some things differently. The only staff losses or changes were realized through attrition. In the arrangement, there was no mixing of finances. Finances for each entity are separate and will remain that way.

In the end, staying true to mission makes it much easier to forge a relationship and in turn, continue best practices and quality services.

Target Markets: From the Outside In

By Jacqueline Colafemina

Were you prepared for Mobilegeddon? Does your facility understand your target audience? Do you see your outreach statistics improve each year? If you answered no to any of these questions, it would be beneficial to revisit your marketing plan and develop a plan from the outside in.

During the session **From the Outside In: Gaining a Deeper Understanding of the Prospect's Decision Making Process**, Jackie Stone, VP sales consulting, Varsity, Wormleysburg, PA presented a project devoted to analyzing what makes up a facility's target audience and how to effectively market to them.

Project Looking Glass III entailed researchers living in a community for 30 days and 30 nights twice throughout the year. This gave marketing researchers insight into the life inside different communities. It gave them a deeper dive into the decision-making process of their target market including insight on events or situations that triggered the start of an investigation, factors influencing the decision to buy or not buy, impact of faith on their decision, importance of care in the decision and trends and/or differences among age groups.

The project gave insight to many statistics revolving around faith or religion, age factor and how target

audiences were getting their information that led to their decisions. An example of useful insight from the project was that people often don't research facilities until they need them, and that they don't know where to really start looking in the first

place. The study also showed that a majority of the research was done electronically on mobile devices or computers.

Keeping up with the trend of your designated market is vital to your facility's success. The statistics gathered through this project clearly show the trend is moving to online advertising for senior care. Great news because it is a cost-effective method. The study found that 86 percent of participants skip television commercials, 44 percent of direct mail is NEVER opened, 91 percent of people unsubscribed from company emails they previously opted into,

nearly 46 percent of participants indicated that a website's design is their number one criteria for the credibility of an organization and videos on landing pages increase conversions by 86 percent.

Don't fall behind the curve. Reassess your marketing plan and hit your target audience.



The study found that ... 44 percent of direct mail is NEVER opened ... nearly 46 percent of participants indicated that a website's design is their number one criteria for the credibility of an organization and videos on landing pages increase conversions by 86 percent.

Discount Extended for Grant Writing Book From Conference



Former Foundation for Long Term (FLTC) Director of Research Carol Hegeman is extending her discounted rate on her co-authored book Grant Writing for Aging Services and Programs to all members of LeadingAge New York. She attended the annual conference to showcase the book at the invitation of LeadingAge NY. A discount similar to what attendees received at the conference is now available to all members.

According to Carol, she and her co-author, William G. Lane, Ph.D., created Grant Writing for Aging Services and Programs to share what they have learned from over 60 combined years of experience in writing and managing grants in the field of aging. There were two specific motivations according to Carol. "As reviewers of Federal grants, we have seen too many good proposal concepts rejected because applicants were simply unskilled in both planning their grant well and also presenting their

concept and management plan effectively to reviewers. We wanted to help. There was no existing book focused specifically on grant writing in the aging field. We wanted to share what we have learned over the years with other professionals in aging.

Carol Hegeman was, for over 30 years, the Director of Research at the Foundation for Long Term Care in Albany, part of what is now LeadingAge NY. In that position, she conceived, wrote and managed over 30 grants, usually with the participation of LeadingAge NY members and staff. Five of these funded projects won state or national awards. She received the American Society on Aging's (ASA) 2008 Gloria Cavanagh Education & Training Award. Carol now operates Hegeman Consulting, a small firm focused primarily on grant writing training and coaching, curriculum development and training in the field of aging.

William C. Lane retired after 25 years as a member of the faculty at State University of New York (SUNY) at Cortland and as director of its Center for Aging and Human Services. He is a past president of the State Society of Aging of New York, as well as a past treasurer and fellow in the Association for Gerontology in Higher Education. Bill is now CEO of William Lane Associates LLC, a consulting firm located in Homer, NY. (www.williamlaneassociates.com)

The book is available at amazon.com for \$30 plus shipping, but LeadingAge NY members who did not purchase the book at the meeting can purchase it for \$24, including postage and shipping. To get this rate, a tax exempt number is required. Send a check for \$24 made out to Hegeman and Lane Books and Services and full mailing information to: William Lane Associates, 72 South Main, Homer NY 13077. Include an email or telephone number. No credit cards or purchase orders are accepted.

For more detailed information, contact Carol at hegemanconsulting@gmail.com or Bill at lanewc@verizon.net.

The book is in four parts:

- 
- Part I: Creating a grant-ready organization, including the critical differences between fundraising and grant writing. Getting critical feedback on your grant concept before you begin writing. Understanding the multiple roles of a grant writer.
- Part II: The authors analyze a Request for Proposal (RFP) describing how to understand what the funder really wants. It includes descriptions of three diverse aging providers, including a nursing home and a home care entity whose responses to the RFP are detailed in the next section.
- Part III: Understanding the different parts of the grant narrative and budget, with most chapters having sample responses from aging service providers that readers can use for ideas for their own applications. The section also includes letters of intent, cover letters and "tricks of the trade."
- Part IV: Finding and Working with Funders in Aging and Processes to Follow after Funding. This section includes: types of funders, how to find them, and a great tip for reaching funders who do not normally fund aging services and a guide to manage your new grant.

Purposeful Transformation

By Jacqueline Colafemina

Value-based payment refers to a broad set of performance-based payment strategies that link financial incentives to providers' performance on a set of defined measures. The lower the costs and the higher the quality equates to higher overall value in this alternative payment model (APM).

This year's conference included a session called **Value-Based Payment: Purposeful Transformation**. It was given by Brian Ellsworth, MA, who serves as director of payment transformation at Health Dimensions Group in Higganum, CT. At the session, participants learned Medicare APM marketplace dynamics and New York State's value-based payment roadmap, and also heard case studies that demonstrate how these APM's could affect business in the future.



The session emphasized the need to truly understand value-based payments because it's not going away anytime soon and could mean big benefits for your facility. Understanding risk-based payors' incentives in your market, particularly for those that face downside risk, is key. Organizations need to learn how to take risks to achieve scale in value-based payments. For example, consider voluntarily purchasing another facility. Also, to achieve scale, value-based payments incentives would need to be properly aligned and metrics risk-adjusted in order to be effective.

The higher the risk, the higher the reward. It can be intimidating when but taking a leap can help members stay ahead of the curve.



Developing Future Leadership on the Links

The 2017 LeadingAge Annual Conference and Exposition marked an exciting step in a two-year process of transforming the **Annual Golf Tournament** from a PAC fundraiser to a tax-deductible charitable event of the Foundation for Long Term Care (FLTC). Proceeds go to a special scholarship program that has been established to help build and promote the development of leadership in aging services. A portion of the contribution to the FLTC is tax-deductible to the extent permitted by law.

The FLTC is pleased to announce that the winner of the 2017 scholarship is Eustacia Smith of The W. 74th St. Residence, WFSSSH. The scholarship made it possible for Eustacia to attend the conference by covering the costs of conference registration and hotel.

Congratulations to Eustacia and to all candidates who applied for the scholarship. Look for information on the 2018 scholarship application in early 2018.



Eustacia Smith



Measuring for QAPI Success

By Susan Chenail

Quality Assurance, Performance Improvement better known as QAPI is not a new notion. QAPI is a data-driven, proactive approach to improving the quality of life, care and services in Nursing Facilities. The QAPI movement has been supported by Centers for Medicaid and Medicare Services (CMS) since March 2010 to improve quality of care in Nursing Facilities. More importantly it is viewed by CMS as a tool to prevent harm to residents.

In February 2014, the Office of Inspector General (OIG) released a report, *Adverse Events in SNF: National Incidence among Medicare Beneficiaries*. It reported that one-third of Skilled Nursing Facility (SNF) beneficiaries were harmed by an adverse event or temporary harm event within the first 35 days of their skilled stay. The OIG determined that 60 percent of those events were preventable.



The three categories of Temporary Harm are:

- Events related to Medications, 43 percent (example, hypoglycemic episodes);
- Events related to Resident Care 40 percent (example, – pressure Injuries); and,
- Events related to Infections 17 percent (example, CAUTI catheter associated Urinary Tract Infection).

Recently, because of the Mega Rule released in October 2016, QAPI is now a part of the Survey process. In November 2017, nursing facilities will be expected to show their QAPI plans to surveyors. It must include a preamble – with purpose, guiding principles and scope – and the selection of areas to study, goal setting, incorporating all staff education and participation, accountability, reporting, committee membership and much more.

By November 2019, full implementation of QAPI is expected. To ensure residents are protected from harm CMS will require QAPI be involved in all allegations/ incidences of abuse, neglect and exploitation. QAPI is not just another burden of regulation; rather it is known to produce high customer and staff satisfaction. Nursing Facilities looking for a proven method for staff retention, longevity and mastery are looking to QAPI to get staff involved, engaged and take ownership of care processes.

Residents of facilities which use QAPI report increased satisfaction in care processes. CMS is promoting resident engagement, voice and choice, and with QAPI that is possible. Nursing facilities don't have time to waste. Leading Age New York has a long history of providing technology solutions for continuously improving resident outcomes using publicly reported data.

A major part of QAPI involves using data to select process improvement plans, set goals and monitor success at the resident level using the most current facility specific data. Quality Apex, LeadingAge New York's newest product, fills these requirements and much more with features that nursing facilities need, including a dashboard view. Nursing facilities have limited resources and for just pennies per day Quality Apex can crunch and display the numbers providing passive monitoring of progress toward goals which are essential for QAPI success.

How To Get Through a Survey And Avoid \$30,000 per day in Civil Money Penalties (CMPs)

By Kathie Kane

At this year's annual conference, attendees heard in-depth information from the state Department of Health about the survey process and what to expect in the upcoming weeks, months and years.

In their session, **Worst-Case Scenario Survival Handbook – State Survey Edition**, presenters Elliott Frost and Sherrie Turano of LeadingAge New York ProCare illustrated concrete strategies for staff to make the survey process easier and more successful.

By the time the surveyors are in your building, everything you have done to that point to prepare for the survey will determine the outcome. Have you measured your side rails and mattress height? What is your plan to reduce antipsychotics? How are grievances handled and who is your grievance officer? Review the Phase I requirements and fix any you're struggling with before surveyors point them out.

In other words, the time to detect and correct your own problems is **before** the surveyors arrive!

What is the Centers for Medicare and Medicaid Services (CMS) Strategy?

1. Enhance Customer Awareness
 2. Strengthen Survey Processes, Standards and Training
 3. Improve Enforcement Actions
 4. Promote Quality Improvement
 5. Create Strategic Approaches Through Partnerships
- Of these, numbers 2, 3, and 4 are the hottest issues.

SURVEY READINESS AND MANAGEMENT

Yes, there is little consistency from surveyor to surveyor and from region to region but you need to know what is expected in your region from your surveyors. Training staff is your best defense. Be on the floor when the surveyors are in the building. You can't hide from them and even when they are reviewing charts and reading your policies; they are listening – to your staff and residents. It's a good idea to prepare your staff to say "Let me get that information for you" or "I can get the staff member who has that information to speak with you" when they don't know the answer to a surveyor's question.

One answer they should not give is: "I don't know" or "that's not my patient."

COMING IN THE SUMMER OF 2017

Starting this summer is a new survey process where 70 percent of the samples will come from software and 30 percent will be identified by the surveyor. There will be a heavy reliance on interviewing – leading to more fact finding. This is where training, mock surveys and preparation will work in your favor.

PREVENTION VERSUS REACTION

The best way to get through your next survey is to prepare, educate and implement. Are you doing internal mock surveys? Have you thought about crossing over departments? Don't have your nursing staff review your nursing staff. Rather, cross over and have your activity therapy staff review nursing and compliance and your nursing staff review your food service compliance. Sometimes when you live and breathe a job the way staff does, it is hard to see the little (and big) problems in front of you every day.

Contact your ProCare representative for more information on how to prepare for your next survey and you too can save \$30,000 per day in CMPs.

CMS

- ✓ Enhance Customer Awareness
- ✓ Strengthen Survey Processes, Standards and Training
- ✓ Improve Enforcement Actions
- ✓ Promote Quality Improvement
- ✓ Create Strategic Approaches Through Partnerships

The First 100 Days — The Tumultuous World of Workplace Law Under the Trump Administration

By Denise Alper

Speaker Christopher M. Valentino, Esq. of Jackson Lewis P.C. opened his session by stating that there is a new wind blowing in the Human Resources arena that will most likely be more employer friendly. In this new environment employers may have more success in fighting and winning HR-related lawsuits in the next four years than they have experienced in the last eight. With a Republican president, Republican majorities in both houses of Congress and a conservative majority on the Supreme Court, there is great potential for reversal of the Obama administration's employee-friendly enforcement positions and rules.

In the early days of the Trump administration, we have seen actions such as the:

- Repeal of Fair Pay and Safe Workplaces Executive Order,
- Delay by DOJ of appeal of overtime rule,
- AHCA possibly will replace Obamacare,
- Buy American Hire American Executive Order, and
- One-In-Two-Out Rule Executive Order concerning regulations

President Trump will have the opportunity to fill some 100 vacancies now open on US Federal District Courts and Courts of Appeals, which will greatly shape employment law. Ongoing court challenges to some rules may be disposed of via settlements or withdrawals.

Trump has already appointed the Secretary of Labor, the Chair of the National Labor Relations Board (NLRB), and the Equal Employment Opportunity Commission (EEOC) acting commissioner. These agencies are expected to become more business-friendly and focused on fostering employment opportunities and economic growth. Valentino anticipates that regulatory agencies will shift away from aggressive enforcement toward a focus on compliance, stressing education over issuing employers stiff penalties.

Valentino cautioned that some states may step up to increase worker protections if the Trump Administration is or is perceived to be insufficiently "worker-friendly." Employers should look for possible activity in the areas of minimum wage, pay equity, paid sick time and other paid leaves, LGBT rights as well as criminal background and credit checks.



Thank you 2017
 LeadingAge New York
 award winners for your
 dedication to the field
 of aging services!



2017 Annual Award Winners

The following awards were presented at the conference:

**Lawrence E. Larson Memorial
 Award of Honor**

Michael N. Rosenblut

Carl S. Young Advocacy Award

Karen Murray

Thomas Clarke Memorial Award

Colleen Rose

**James W. Sanderson
 Memorial Award for Leadership**

Kate Rolf

Innovation of the Year

Community Life Smartphone App

Professional of the Year

Faerella Boczeko

Donna Kube

Lisa O'Reilly, MSN, RN

Trustee of the Year

Howard Boris

Paul J. Connor Iii

Tina Field

Elizabeth Grayer

Edward Hanin

Ralph Lucariello, MD, FACP

Peter Mckeever

Vivian Viloria-Fisher

Employee of Distinction Awards

Capital/Northern Region

Mary Roessel, Heritage
 Commons Residential Health
 Care, Ticonderoga

John Santello, Clara Welch
 Thanksgiving Home, Cooperstown

Central/Northern Region

Kevin O'Toole, The Community at
 Sunset Wood, Hartford

Tara Searor, St. Luke Health
 Services, Oswego

Hudson Valley Region

Sonia Goldson, The Osborn, Rye
Kelvin Hui, United Hebrew of
 New Rochelle, New Rochelle

David Nolan, Kendal on Hudson,
 Sleepy Hollow

Long Island Region

Joseph Costa, Good Samaritan
 Nursing Home, Sayville

New York City Region

Gaik Sim Khoo, St. Margaret's
 House, New York

Zantonio Hung, VillageCare
 at 46 and Ten, New York

Tashauna Vigo, University
 Avenue Assisted Living, The
 New Jewish Home, Bronx

Rochester Region

Rhonda Davis Campbell,
 Kirkhaven, Rochester

Jean Loomis, St. John's Home
 and Meadows - Brickstone
 Communities, Rochester

Priscilla Salgado, St. Ann's
 Community at Cherry Ridge,
 Rochester

Southern Tier Region

No Nominations Submitted

Western Region

Nicholas Anderson,
 Greenfield Health &
 Rehabilitation Center,
 Lancaster

Catheleen Peterson,
 Hultquist Place, Jamestown

Siena Poll for LeadingAge New York Shows Need to Educate New Yorkers About Long-Term Care Issues

By Ami Schnauber

The recently completed Siena College poll of New York voters 50 and older, conducted on behalf of LeadingAge New York, shows that 70 percent are concerned that they will need help with their everyday needs as they grow older, and 70 percent are also concerned about their ability to afford that care.

In fact, a strong majority of 57 percent of New Yorkers 50 and older are concerned about both needing help with every day needs and affordability of care, while only 18 percent are not concerned about either needing or being able to afford care.

These are just two of the questions in this wide-ranging survey that will help LeadingAge New York and our members understand the views of older and soon-to-be older New Yorkers. Full results of the survey can be found here www.leadingageny.org.

Among other key findings:

- Only 28 percent of New Yorkers 50 and older have purchased long term care insurance, compared to 68 percent who have not;
- A bare majority (52-47 percent) have a plan to address their needs (housing, transportation, meals, daily personal needs) as they get older;
- These New Yorkers have some misconceptions about the sources of funding for how their long-term care needs will be paid:
 - 89 percent say their savings, pension and monthly Social Security check is what they will rely on;
 - 82 percent say they will rely on Medicare;
 - 61 percent say they will rely on “other benefits” from Social Security;

Unfortunately, as we know, Medicare and other Social Security benefits either do not exist at all, or do would not cover the vast majority of long term care costs;

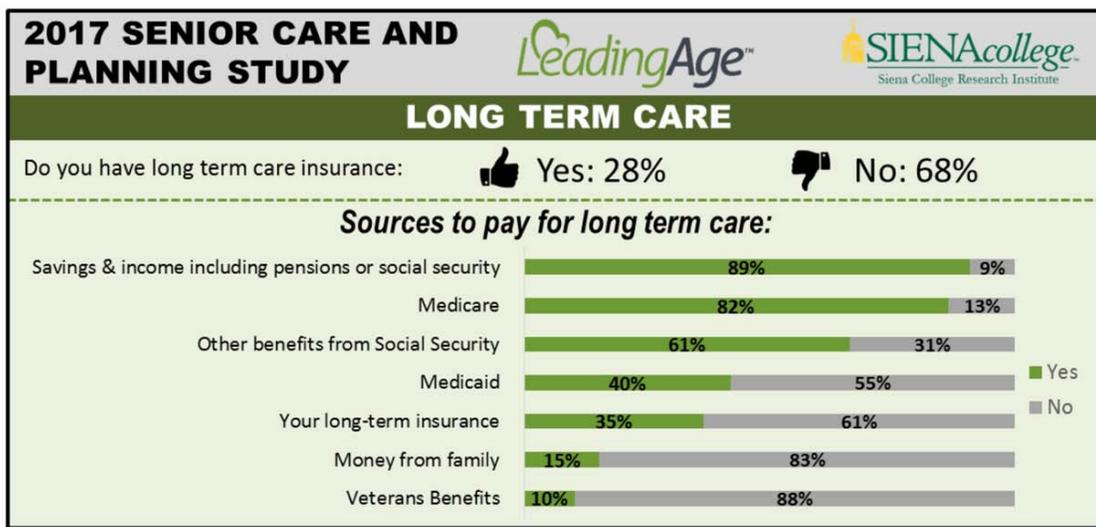
- By a 51-25 percent margin, these New Yorkers would prefer a “campus-like setting at which various levels of care are available on a progressive basis,” rather than a “stand-

alone facility located in a mixed-use neighborhood that specializes in one level of care” if they reach a point where they can no longer live independently;

- There is strong preference – 56-18 percent – for living in a non-profit senior living facility, rather than a for-profit facility;
- One-quarter would prefer to live in a long-term care facility affiliated with their religion;
- Where do New Yorkers 50 and older go for information about long-term care services?
 - 25 percent – Google
 - 21 percent – family and friends
 - 13 percent – State agency website
 - 12 percent – doctor or nurse

What does all of this mean for LeadingAge New York membership? It means we have a lot of work to do to help educate and inform older and middle aged New Yorkers about long term care – the services available, how services are paid for and which resources are available to help fund those services.

While we’ve long known that aging New Yorkers are concerned about the care they will receive as they get older, we now also know that too many of these future potential clients appear to be burying their heads in the sand when it comes to being informed consumers. LeadingAge NY will be working with members in the coming months to implement an education strategy – including through the successful “Young at Heart” campaign – to ensure that New Yorkers have access to the long term care they need.



LEADERSHIP ACADEMY 2017



GRADUATES



Michele A Cone
Director of Nursing
Kirkhaven



Amy Fletcher,
Nurse Manager
Transitional Care Program
Jewish Senior Life



Janet Lus
Senior Living Program Administrator
People Inc.



Rae Ann Crandall
Director of Clinical Services
Hultquist Place-Assisted
Living Program



Jessica L. Fowler
Social Services Director
Seneca Hill Manor



Sabrina McLeod
Director of Finance
St. Ann's Home



Sarah Daly
Value First Member Liaison
LeadingAge New York



Sandy D. Freeland
Administrator
VillageCare



Sandy Nellis Gilbert
RN Case Manager
Lutheran (Hultquist Place)



Robert Dorcy
Director of Rehabilitation
Wartburg



Dawn Heuer
Assistant Director of Dining Services
St. Ann's Community



Lori Pellicano
Assistant Director of Nursing
The Friendly Home



Cheryl Farr
Administrator
Heritage Green Rehab
& Skilled Nursing



Darius Kirstein,
Director of Financial Policy &
Analysis
LeadingAge New York



Allison Reynolds,
Social Work Manager/Music Therapist
St. Mary's Center

(Continued)

Faculty Team

FACILITATORS:

Diane Darbyshire, senior policy analyst, LeadingAge New York

Ruth Tietz, Ruth Tietz, senior marketing consultant/advocate and founder of Inspired Yoga for Wellness

COACHES:

Dorothea Bell, executive vice president of human resources and corporate compliance officer, Wartburg

Mary Costigan, LNHA, LMSW, administrator, Michaud Residential Health Services

Ellen O'Connor, BS, director of community services, Fairport Baptist Homes

Ellen Quinn, vice president of human resources, LeadingAge New York

COORDINATOR:

Nancy Caban, executive assistant, LeadingAge New York



Thank you to all the members who served as a **LEADER IN RESIDENCE**.



LeadingAge New York congratulates the graduates of the 2016-17 IGNITE Leadership Academy.

This talented group of senior living leaders are helping to map the future for our not-for-profit members. With the many challenges we face in this field, it is promising to have these rising stars among us.

Through the sharing of best practices and innovative ideas, their work will benefit not only their home organizations, but also fellow LeadingAge New York members.

Each IGNITE Leadership Academy graduate is tasked to take what they learned in the program then develop and implement an Action Learning Project. This is a learning-by-doing approach which encourages people to work together to solve a problem or improve performance. The project is a way for our leaders to learn how to facilitate the group process, and inspire and motivate others. It also provides an opportunity for the graduates to give back to their organizations. Click [here](#) to see the fantastic ideas that the 2016-17 IGNITE class is putting into action for the benefit of their organizations and the people they serve.



Maggie Sidarous
Director of Administrative Services/
Lakeville Ambulette
Parker Jewish Institute for
Health Care and Rehabilitation



Charles Skellen,
Power Plant & Maintenance Manager
St. Anns Community



Mayer Waxman
Managing Director, Senior Communities
Selfhelp Community Services., Inc.

ANNUAL CONFERENCE & EXPOSITION

**Target Markets: From the Outside In
Discount Extended for Grant Writing
Book From Conference**

Purposeful Transformation

**Developing Future Leadership on the
Links**

Measuring for QAPI Success

**How to Get Through A Survey And
Avoid \$30 Thousand Per Day in Civil
Money Penalties (CMPs)**

**The First 100 Days – The Tumultuous
World of Workplace Law Under the
Trump Administration**

2017 Annual Award Winners

**Siena Poll for LeadingAge New York
Shows Need to Educate New Yorkers
About Long-Term Care Issues**

Leadership Academy Graduates 2017

**77 HOURS CONTINUING
EDUCATION CREDIT
ACROSS 5 DISCIPLINES**

174 EXHIBITS

385 ATTENDEES

104 GOLFERS



LeadingAge New York Career Center

Did you know the new Career Center, powered by Web Scribble Solutions, offers LeadingAge New York members a valuable new tool for recruiting? Offering high impact at low cost, advertisement packages on this powerful platform start as low as \$225 and push your listing to national job boards such as Indeed, SimplyHired and others. That's a lot of reach for a low price!

Start Solving Your Hiring Problems Today: Career Center Tutorial

You can access the Career Center by going to www.leadingageny.org and clicking on **CAREER CENTER** at the top of the page.

To post an ad simply click on "Post a Job" under *Are You an Employer*. The following pricing chart will come up.

JOB POSTING PACKAGES			
Have questions? Call (866) 842-7842 or contact us .			
Choose Your Plan	MOST EXPOSURE		
	PREMIUM MEMBER NON MEMBER	ENHANCED MEMBER NON MEMBER	BASIC MEMBER NON MEMBER
	\$400 \$500	\$325 \$425	\$225 \$325
Employer profile page - Set up a profile for your company with your logo, contact information, website, video and social media pages.	✓	✓	✓
30 day job posting	✓	✓	✓
Mobile optimized listing	✓	✓	✓
SEO optimization	✓	✓	✓
Advanced filtering	✓	✓	✓
Manage jobs and track applicant status online	✓	✓	✓
Resume alerts - Set up alerts to be emailed automatically when a resume matches your criteria.	✓	✓	✓
Full Resume Export	✓	✓	✓
Resume access - Unlimited resume searching.	✓	✓	✓
Increased Visibility			
Feature your company on the homepage.	✓	✓	
Spotlight Posting - Your job is highlighted on the site and displayed at the top of searches.	✓	✓	
Extra Job Alert Exposure	✓		
Increased Reach Options			
eNewsletter	✓		
Exclusive Extended Partner Network - Join a high performance distribution network offering the most comprehensive reach across a wide variety of websites.	✓	✓	✓
	BUY	BUY	BUY

Notice the new pricing and value! Even at the basic package, your advertisement will hit multiple national Job Board sites including, SimplyHired, ZipRecruiter and more. Better, the Enhanced package will feature your ad as well as your company and the advertisement will also be featured on the LeadingAge NY Career Center home page. Best, if you choose the Premium package, your ad will be featured in the weekly newsletter, Intelligence.

Before you begin posting your advertisement:

Contact Earl Gifford at egifford@leadingageny.org or call at 518-867-8383 ext. 149 for the special member discount code.

(See *LeadingAge New York* on page 51)

LeadingAge New York ... (continued from page 50)

Posting Your Advertisement:

Home My Account Find Resumes Post Jobs Logout

Post a Job

BILLING INFORMATION

Choose Plan

Premium + EEPN - \$500.00 (0 credits remaining)

Enhanced + EEPN - \$425.00 (0 credits remaining)

Basic + EEPN - \$325.00 (0 credits remaining)

Redeem Coupon

Payment Method
Credit card

Next

To get started, click on the “BUY” button for the package that you would like to select. The next page will ask you to sign in. If you haven’t used the LeadingAge NY Career Center before, click on “Register as an Employer” to set up your account. Once you have logged in it will take you to your account page. Here you can post a job, manage existing jobs, manage applicants and research resumes.

Simply click “Post a Job” and fill in the required boxes to construct your advertisement. You can then click on the “Preview” button to review your ad. If you need to make any changes, click on the “Back” button. If your ad is ready to go, click on the “Next” button.

The system will take you to the Billing information page where you select the plan that you chose. You will notice that the non-member pricing comes up. *Please enter the member discount code provided by Earl Gifford in the “Redeem Coupon” box* then click “Next” and the payment page will come up for you to enter your credit card information.

You will notice that the price has changed to the member price.

Once the transaction has been completed your ad will appear within 24 hours.

Even More Convenience on the Horizon:

LeadingAge NY and Web Scribble expect to have a single sign-on available in late 2017, eliminating need to enter a member discount code. With single sign-on you will be able to use the LeadingAge NY Career Center with the same login information that you already use to log into the LeadingAge NY website.

You will notice under the Find Jobs tab that there are more than 4,000 ads currently in the system. The Featured Ads and Featured Companies will always show on top of the list and this page always reverts to jobs available in New York first.

As you continue to use the site, you will be able to manage your ads by clicking on Manage Existing Jobs. Here, you can choose to view your active, expired, incomplete and suspended jobs. Below is an example of an expired job. Instead of creating a new ad you can edit and use one of these.

If you have any questions or need assistance:

Contact Earl Gifford at: egifford@leadingageny.org or 518-867-8383 ext. 149. You can also contact Alissa Hatch at Web Scribble Solutions, Inc. at alissa@webscribble.com or 518-935-4613 ext. 29 and she can assist as well.

Home My Account Find Resumes Post Jobs Logout

Your Jobs

Expired

Job Title	Date Posted	Applicants	Views	
Fiscal Policy Analyst Latham, NY	April 3, 2017	0	2	Statistics Edit Preview Renew

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

MEMBER NEWS

NOTEWORTHY

SELFHELP COMMUNITY SERVICES



New York Today: A Holocaust Survivor's Story, on Stage Jacqueline Kimmelstiel is one of 32 Holocaust survivors whose life stories were told on a stage in New York City and in Scarsdale as part of Selfhelp Community Services' Witness Theater, a program that pairs high school students and Holocaust survivors to create works for the stage. 4/19/2017

HEBREW HOME AT RIVERDALE

Juniors and sophomores embrace classes with seniors at Mount The Hebrew Home at Riverdale and Mount Saint Vincent have partnered in an intergenerational learning experience. 3/31/2017

Creating an Age-Friendly Culture in America: Thoughts From Dan Reingold, President & CEO of RiverSpring Health Daniel Reingold, president and CEO of RiverSpring Health, is a featured guest on the John A. Hartford blog. 3/31/2017

Weinberg Center Presents Awards The Hebrew Home at Riverdale's Weinberg Center for Elder Abuse Prevention recently held its 6th Annual Awards of Distinction Breakfast at the offices of Conde Nast in One World Trade Center. 5/18/2017



Gurwin Adult Day Health Program Wins 2017 Best of Long Island Award Gurwin Jewish Nursing & Rehabilitation Center is proud to announce that its Adult Day Health Program has been named Long Island's Best in Adult Day Health. 3/27/2017

(See Noteworthy on page 53)



The Brookmeade Community Wins Intalere Healthcare Achievement Award The Brookmeade Community has been recognized by Intalere, the healthcare industry leader in delivering optimal cost, quality and clinical outcomes, as an Intalere Healthcare Achievement Award winner in the category of Community Impact and Innovation. 3/27/2017



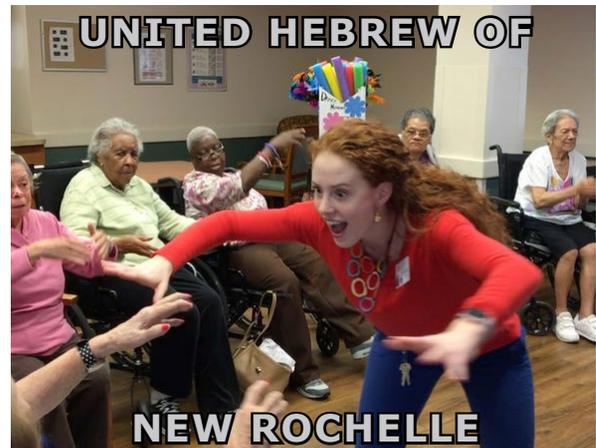
Field Home Receives an Outstanding Survey From the Department of Health For the Third Consecutive Year Fieldhome is proud to announce that, for the third year in a row, its rehabilitation and skilled nursing facility, Field Home – Holy Comforter, has received a deficiency-free survey by the New York State Department of Health. 4/11/2017

BETHEL NURSING AND REHABILITATION CENTER

Bethel Residents Receive Artistic Accolades in Statewide Competition The artwork of Barbara Abel, Janet Willsea, Al Ferrara and Ruth Dove Knight, residents at Bethel Nursing and Rehabilitation Center (BNRC) in Croton-on-Hudson, has received recognition as part of a statewide competition. Sponsored by LeadingAge New York, the annual competition received 235 entries for consideration. 5/15/2017



Jefferson's Ferry Creative Quillers Group Dazzles With Creative Cups 2017 Entry The members of the Creative Quillers group at Jefferson's Ferry, A Life Plan Community showed their mettle and skills recently when their handcrafted brassiere earned the highest bid at auction for the Creative Cups 2017 project. 4/6/2017



Dance Therapy Takes Off at United Hebrew of New Rochelle Seniors in Senta Perez-Gardner's movement therapy group at United Hebrew of New Rochelle arrive in wheelchairs and walkers, some with low energy and long faces. But by the end of their hour-long session, which may include stretching, dancing, and floating a parachute into the air, there's a tangible shift in the group's mood. 5/8/2017

(See Noteworthy on page 54)



Jefferson's Ferry's Patti Gallagher Profiled for Industry Magazine Cover The important work that the Jefferson's Ferry Housekeeping team does so well received industry-wide recognition recently when its director, Patti Gallagher, was interviewed for and pictured on the cover of Executive Housekeeping Today. 4/17/2017

PECONIC LANDING

Music by the Bedside Brings Joy to Students and Those They Sing For Founded in 2015, East End Arts' Music by the Bedside program brings students, community members and volunteers to Peconic Bay Medical Center in Riverhead and Peconic Landing in Greenport, where they sing by the bedside of patients or members there. Last year, it received LeadingAge New York's Innovation of the Year award, given to health care providers that introduce unique programs. 5/4/2017

Peconic Landing Honored at East End Arts' Spring Gala East End Arts held its 2017 ARTworks Spring Gala Saturday night where honorees included Senator Ken LaValle, Rev. Maryanne McElroy and Peconic Landing. 5/9/2017



Hebrew Home Celebrates 100 Years The Hebrew Home at Riverdale's 100th anniversary is the subject of a full-page feature article in The Riverdale Press. 4/28/2017

MEMBER NEWS

NOTEWORTHY



Wartburg Holds 25th Annual Passavant Society Luncheon Wartburg held its 25th annual Passavant Society luncheon on Wednesday, April 19 to honor Wartburg Founder Rev. Dr. William Alfred Passavant's rich legacy by recognizing individuals who have named Wartburg as a beneficiary in their estate plans. 5/17/2017

EPISCOPAL SENIORLIFE COMMUNITIES

ESLC Team Wins People's Choice at Alzheimer's Gala The Episcopal SeniorLife Communities Dining and Hospitality Team, along with two culinary students from Monroe Community College, took The People's Choice Award at the Alzheimer's Association Apprentice Cook-Off on April 26. 5/4/2017

(See Noteworthy on page 55)

JEWISH SENIOR LIFE



Jewish Senior Life Featured in (585) Magazine

Jewish Senior Life was recently featured in (585) Magazine for their creative arts therapy program. 3/15/2017

THE OSBORN



The Osborn Hosts Age-Friendly

Collaborative Over 120 people, representing different organizations that serve seniors in Westchester County, met at The Osborn to share ideas about policies and services relating to area seniors. The event was called "The Age-Friendly Experience Reimagined: Reaching the Hard to Reach." 3/13/2017

THE OSBORN



Robert P. D'Elia

The Osborn Welcomes New Rehabilitation

Director The Osborn welcomes Robert P. D'Elia, MSPT, MHA, to lead Rehabilitation Services at The Osborn Pavilion. 4/4/2017

EPISCOPAL SENIORLIFE



Inspirational Ensemble Performs at Hochstein Gala The Inspirational Ensemble put on a dynamic performance at the Hochstein School of Music & Dance Gala on Saturday, April 29 in Rochester. Hochstein School of Music & Dance has served people of all ages, musical abilities and means since their founding in 1920. The Inspirational Ensemble performers are Episcopal SeniorLife Communities staff employed in support services who don't often have opportunities to interact directly with residents. 5/4/2017

MONROE COMMUNITY HOSPITAL



Cindy Keller

MCH Health Information Director Receives NYHIMA

Preceptor Award Monroe Community Hospital and the New York Health Information Management Association (NYHIMA) would like to congratulate Cindy Keller, MCH Health Information Services Director, on her selection as the 2017 NYHIMA Clinical Preceptor Award recipient. 5/17/2017

(See Noteworthy on page 56)



THE AMSTERDAM AT HARBORSIDE

The Amsterdam at Harborside Hosts Fundraiser for Injured Port Washington Police Officer Nassau's only Life Care community, The Amsterdam at Harborside, hosted a fundraiser for Officer Michael McNulty and family. 4/3/2017

MEMBER NEWS

NOTEWORTHY

THE NEW JEWISH HOME



Elena Quevedo

Elena Quevedo Joins The New Jewish Home as Senior Vice President of Advancement
 Elena Quevedo has been named senior vice president of advancement at The New Jewish Home, where she will oversee an integrated department managing Development, Marketing and Communications. 5/4/2017



Purim Festival at Parker Jewish Institute! To commemorate the Jewish Festival of "Purim," Parker Jewish Institute for Health Care and Rehabilitation held a celebration in March. 3/15/2017



Brighton Artist Shares Spring Portraits, Called "Breath of Fresh Air," at Friendly Home The artwork of Brighton artist Betsy Liano was on display at the Friendly Home's Memorial Gallery in Brighton. 4/24/2017

WARTBURG

Wartburg Named Among Best Nursing Homes in New York for 7th Consecutive Year by U.S. News and World Report For the seventh consecutive year, Wartburg's Skilled Nursing Facility located in Mount Vernon, NY, was named one of the "Best Nursing Homes in New York State" by U.S. News & World Report. 4/20/2017

Wartburg Honors over 900 Years of Service at Annual Employee Luncheon Wartburg, a leading provider of senior healthcare and residential services in Westchester County, honored 90 employees for their service and dedication at the annual Employee Service Awards Ceremony held recently on their beautiful 34-acre campus. 5/3/2017

(See Noteworthy on page 57)

LUTHERANCARE AND PRESBYTERIAN HOMES &



Andy Trepanier

Community Wellness Partners Officials

are Honored Community Wellness Partners is pleased to announce that Chief Financial Officer Russell Clark, formerly the CFO for Presbyterian Homes & Services, and former LutheranCare® CEO Andy Peterson were honored by the Genesis Group at the 12th Annual Regional Healthcare Recognition event at Hart's Hill Inn, Whitesboro. 4/27/2017



Kevin M. Toole

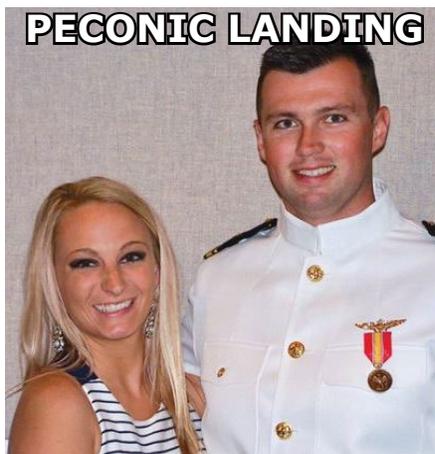
SERVICES (COMMUNITY WELLNESS PARTNERS)



Special Friend of St. Mary's Donates Her Handmade Baby Blankets to The Birthplace at St. Mary's Healthcare Mrs. Mary McGiffin wanted to be helpful. So helpful that she set a goal of making 100 baby blankets to donate to The Birthplace at St. Mary's Healthcare, Amsterdam. 5/10/2017



Methodist Home's Residents Stayed Safe and Sound During Winter Storm Stella Thanks to the newly acquired shuttle bus for patients and their families, the staff of the Methodist Home for Nursing and Rehabilitation in Riverdale, New York were able to get to work and care for residents during Storm Stella. 3/15/2017



Southold Graduate and Fiancée Win All-Expenses Paid Wedding U.S. Navy Lt. John Dunne and his fiancée, Katie Anthony, have been named the winners of Peconic Landing's 8th Annual Veterans Day Wedding Giveback. 5/2/2017

JEFFERSON'S FERRY

Jefferson's Ferry Once Again Voted Best of Long Island in Two Categories The votes have been tallied in the 12th Annual "Bethpage Best of Long Island" awards program, and for the third year in a row, Jefferson's Ferry Life Plan Community has been declared the "Best of Long Island" in two important categories, Best Retirement Community and Best Assisted Living. 4/4/2017

Jefferson's Ferry Celebrates an Employee of the Month's U.S. Citizenship Jefferson's Ferry employee Agustin (Augie) Carrasco was recently honored for exemplary service with an Employee of the Month Award and congratulated on becoming a naturalized United States citizen. 4/12/2017

Girl Scouts Visit Jefferson's Ferry Residents for Earth Day Presentation Jefferson's Ferry residents were treated to an Earth Day visit from Girl Scout Troop 1853 in the Mount Sinai-Miller Place Unit. 5/8/2017

ST. JOHNLAND



NURSING CENTER

St. Johnland Therapy Recognition
The Rehabilitation Department at St. Johnland Nursing Center is proud to receive the HealthPRO 2016 Excellence Achievement Award, one of only 25 teams to be selected across the country. 3/28/2017

MEMBER NEWS

NOTEWORTHY

UNITED HEBREW OF NEW ROCHELLE

United Hebrew Named U.S. News & World Report 'Best Nursing Home' for 6th Consecutive Year The nationally-known U.S. News & World Report "Best Nursing Homes" list includes United Hebrew of New Rochelle as one of its top-rated nursing homes for 2016-17. 4/21/2017

CLOVERWOOD



Andy Trepanier

Cloverwood Senior Living Welcomes New Executive Director

Director Cloverwood Senior Living, a part of the Friendly Senior Living continuum of caring communities in Pittsford, is proud to announce that Andy Trepanier has been promoted to executive director.



Kevin M. Toole

Cloverwood Senior Living Welcomes New Director of Dining Services

Cloverwood Senior Living, a part of the Friendly Senior Living continuum of caring communities in Pittsford, is proud to announce that Kevin M. Toole has been hired as director of dining services. 4/5/2017

SENIOR LIVING

PARKER JEWISH INSTITUTE FOR HEALTH CARE AND REHABILITATION

Parker Jewish Institute's New State-of-the-Art & Mobile-Friendly Websites

Parker Jewish Institute for Health Care and Rehabilitation is proud to announce the launch of its newly designed and mobile-friendly websites. 5/8/2017

Queens-Long Island Renal Institute: Queens' and Long Island's Most Advanced Dialysis Center

In a unique partnership with Parker Jewish Institute for Health Care and Rehabilitation, the Queens-Long Island Renal Institute (QLIRI) has its home on Parker's ground floor off the main lobby. 5/15/2017

ARCHCARE AT FERNCLIFF



NURSING HOME

New York Archbishop Cardinal Timothy Dolan Blesses ArchCare's New Center for Neurodegenerative Care In Rhinebeck

New York Archbishop Cardinal Timothy Dolan celebrated Mass and blessed ArchCare's new Center for Neurodegenerative Care during grand opening ceremonies for residents, family members, caregivers and community leaders at ArchCare at Ferncliff Nursing Home in Rhinebeck. 4/13/2017

(See Noteworthy on page 59)

NOTEWORTHY

LEADINGAGE NEW YORK NEWS

Welcome New Members

Primary Members:

Daughters of Charity
Vassar-Warner Home

Associate Basic Members:

Jennifer B. Cona, Esq, managing partner, Genser, Dubow, Genser & Cona LLP
Kathy Dionne, marketing manager, SMRT Architects and Engineers
Al Kinel, president, Strategic Interests LLC
Michael Sciara, vice president, John W. Baumgarten Architect, P.C.
Joe Stripe, president, Eklego Workforce Solutions

LEADINGAGE NEW YORK STAFFING UPDATES

LeadingAge New York would like to welcome the newest members of our team: **Laura Grimm**, accountant; **Sara Neitzel**, senior policy analyst – housing; **Karen Puglisi**, policy analyst/consultant – ProCare; **Sherrie Turano**, policy analyst/consultant – ProCare.

We would also like to congratulate **Mark Klender** on his promotion from accountant to senior accountant.

Upcoming LeadingAge New York Events & Education

Conferences

Aug. 29 – 31, 2017

Financial Professionals Annual Conference

The Saratoga Hilton, Saratoga Springs

Nov. 14 – 15, 2017 *New this year!*

Recreation & Activity Professionals Conference

The Sagamore, Bolton Landing

Nov. 15 – 17, 2017

Nursing & Social Work Professionals Conference & Expo

The Sagamore, Bolton Landing

April 10-12, 2018

Housing Professionals Annual Conference

Marriott Syracuse Downtown, Syracuse

**May 22-24, 2018 (Tues. - Thurs.)
Annual Conference & Exposition**

The Saratoga Hilton & Saratoga Springs City Center, Saratoga Springs

Educational Events

Remaining Compliant Through Regulatory Changes: NFPA 101, NFPA 99 & Emergency Preparedness

July 18, Monroe Community Hospital, Rochester

July 19, Loretto Health & Rehabilitation Center, Syracuse

July 25, United Hebrew of New Rochelle, New Rochelle

July 26, Gurwin Jewish Nursing & Rehabilitation Center, Commack

AANAC RAC-CT Certification Workshops

Aug. 8 – 10, 2017

Maria Regina Residence, Brentwood

Oct. 17-19, 2017

Monroe Community Hospital, Rochester

Second Annual Symposium on Healthy Senior Housing

Oct. 19, 2017

Albany Capital Center, Albany

Check out our full line-up by [clicking here.](#) 

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