



ADVIS^{er}

The magazine of LeadingAge New York | Fall 2015

Great Ideas:

The Pattern for Success



Great Ideas: The Pattern for Success



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

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

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How to Stand Out in the Field

With the recent death of baseball legend and American icon Yogi Berra, came a media barrage of his notable quotes. One of his most famous speaks to the theme of this issue of *Adviser*, “when you come to a fork in the road, take it.” That one quote nicely summarizes the total ambiguity we are all facing in figuring out what will attract people now and in the future in choosing our organizations to meet their needs over competitors.

How to plan to meet today’s market needs while anticipating future needs, how to differentiate your organization from the competition, how manage increasing costs, and how to increase quality outcomes are all important questions without clear answers. This makes it very difficult to execute strategies aimed at increasing the appeal of a particular organization over another. So in the absence of clear direction, when you come to a fork in the road: do something. Trying various good ideas is almost certainly a better bet than taking no action.

This issue of *LeadingAge New York Adviser* provides a lot of ideas that members are trying in efforts to stand out from the competition, to bring people in and to keep

people happy and healthy. Quality of life, curb appeal and creative ideas to bring people into your community are some of the stories within this issue that will help you think about which fork to take. Also in the mix is series of articles to help reduce your bottom line and/or improve resident outcomes, including *Therapy’s Role in Dementia Management*, *Monitoring Data Electronically for Better Patient Care*, *Is it Time to Renovate Your Revenue Cycle?* and *Repositioning and the Keys to Success*.

There are a lot of people within the *LeadingAge New York* membership trying great ideas. To help facilitate learning and communication among members, *LeadingAge New York* provides several stellar conferences and live events for members to learn, share and think creatively. Of course, the premier event each year is the Annual Conference and Exposition. In case you missed the conference this year, a section of this issue has been dedicated to capturing some of the significant value provided to members during this event. Take a look and see what you missed or maybe just refresh your memory. And don’t forget to mark your calendars for the **2016 Annual Conference and Exposition to be held May 23-25** at the Saratoga Hilton & Saratoga Springs City Center in Saratoga Springs.

Another famous Yogism is “it ain’t over till it’s over.” Well, when it comes to figuring out ways to improve your organization and the services you collectively provide to millions of New Yorkers who need those services, the need to innovate and grow is far from over.

If you have ideas to share, or are looking for resources, be sure to contact the *Adviser* editor Kristen Myers at kmyers@leadingageny.org.

Sincerely,

James W. Clyne Jr.
President and CEO

To help facilitate learning and communication among members, LeadingAge New York provides several stellar conferences and live events for members to learn, share and think creatively.



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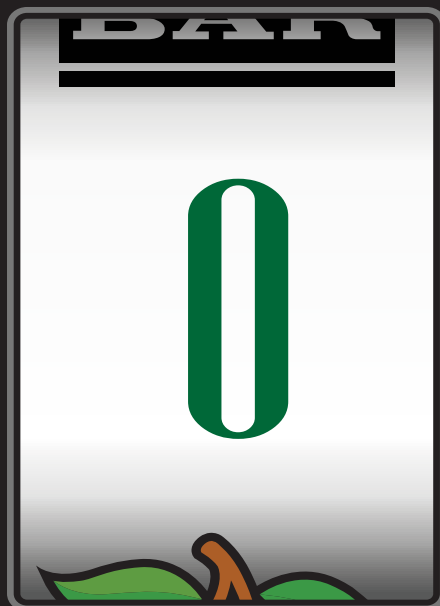
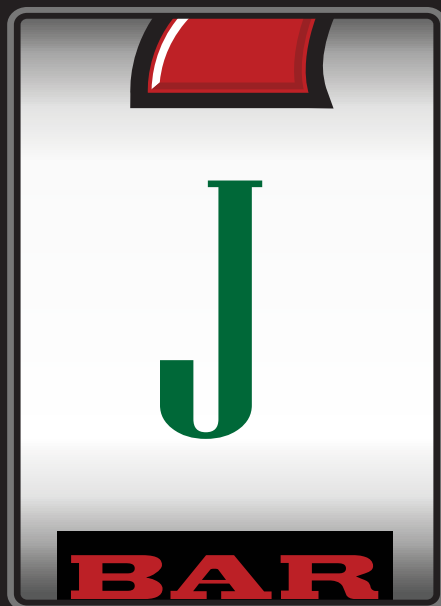
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Welcome John Broderick

Meet John Broderick LeadingAge New York's newest senior policy analyst for housing

How are you settling into your new role?

I've settled in quickly, thanks to a very welcoming team here at LeadingAge New York. Until recently I was board president of LeadingAge Vermont, so I am familiar with the organization and that helped me to hit the ground running.

What is your vision for offering the best experience for LeadingAge NY housing members?

LeadingAge NY members are the innovators who are figuring out new ways to do independent senior housing that improves quality of life and spends limited funds wisely.

The way we do senior housing in this country is rapidly changing. The number of renter households led by a senior citizen is expected to double between 2010 and 2030, from 5.8 million to over 12 million. They are expected to have less income than previous waves of retirees, and more will be managing chronic health conditions. LeadingAge NY members are the innovators who are figuring out new

ways to do independent senior housing that improves quality of life and spends limited funds wisely. My vision is to bring greater attention to these innovations happening from Buffalo to Brooklyn, and get policy makers to adopt these new approaches.

How does your past experience lend itself to this position?

I've worked in affordable housing since 1989, in various capacities. I've done policy and advocacy work, and I've also worked for direct service organizations, building and managing affordable housing, and running programs. This combination of various roles fits nicely with this position.

What really gets you excited about this role?

LeadingAge NY represents the entire continuum of elder care. This organization



(See Welcome on page 6)

Welcome...

(Continued from page 5)

is perfectly positioned to help map out the future of this industry and convince policy makers to make solid choices. As a policy geek, that opportunity truly excites me.

What keeps you up at night?

The same thing as most of my friends: wondering how my mother will be able to move to a setting where she can live independently for a long time. Then I fall back to sleep and wake up again later wondering the same about myself and my wife.

What are some of your favorite hobbies/what do you do for fun?

I live in Vermont, so my family enjoys being outdoors with our German Shepherd. I enjoy being involved in my son's soccer and my daughter's ballet. I enjoy music and still see punk rock bands of the 80's every chance I get. I am reading the 4th Game of Thrones book and have never seen the show.

What is something people would find surprising about you?

When no one is home, I go to the basement and put on jazz records and play trumpet until my lips hurt.

What's the best advice you ever received?

Life is a marathon, not a sprint. 🏃



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Watching the Politics Part of our Jobs as Care Givers

by Steve Greenberg and Bob Bellafore

Health care, senior care and the funding and regulations surrounding them are constantly evolving through legislation and regulation at both the Federal and state levels. Some of the changes are driven by the fiscal necessities of both government and providers; some are driven by regulators responding to experience and needs.

Many of the changes, however, can be traced to the political desires of Democrats and Republicans as both parties try to appeal to various constituencies and pursue their separate objectives. This is even truer today given the political climate in Washington and Albany and as we approach the 2016 election season.

Fierce races are under way in both parties to determine nominees in a crucial – and what is expected to be a bitterly contested – presidential race that will help define the future of Obamacare. The U.S. House of Representatives very soon will have a new Speaker and Republicans are preparing

to defend their majorities in both houses of Congress. Meanwhile, Democrats are working to thwart that effort and regain control of the Senate and the House.

In New York, Senator Charles Schumer – the presumptive Democratic leader of the United States Senate come 2017 – faces re-election and there are likely to be a half dozen or more hotly contested House races in seats currently held by both Democrats and, to a larger extent, Republicans. And all 213 seats in the State Legislature will be up for election. Republicans will again try to win enough seats to maintain control of the closely divided state Senate, where they currently hold the narrowest of majorities. In the state Assembly, no one expects the Democrats to lose their commanding majority, although some individual seats may change hands.

What does this all mean for nursing home and senior housing, adult care, continuing care retirement and assisted living facility providers?

In short, it means you have your work cut out for you in advocating for your facility and your clients. What seem like smart policy decisions and common sense approaches to current and future challenges you face most likely will be viewed by government decision makers – both regulators and elected officials – through the prism of a high-stakes political and partisan landscape.

It means that more than ever, you must keep your elected representatives at the Federal, state and local levels informed about your facility, your mission and the clients and their families you serve. That also goes for potential office holders – challengers to incumbents and all candidates for open seats, irrespective of their party affiliation.

We've been working in and around Albany politics for the last 30 years and it's clear to us that at a time like this, your affiliation with LeadingAge New York is a crucial resource that you can and must use to advance your mission and objectives.

(See *Watching the Politics* on page 8)

Watching the Politics... (Continued from page 7)

We've been working in and around Albany politics for the last 30 years and it's clear to us that at a time like this, your affiliation with LeadingAge New York is a crucial resource that you can and must use to advance your mission and objectives. Learn from LeadingAge New York's expertise in Albany and Washington. Respond to LeadingAge NY's advocacy mobilization efforts. Participate in LeadingAge NY's PAC to help candidates that understand your issues.

Dedicated service providers (i.e., you) are professionals at every level, whose service to people and communities should never be taken for granted. It's easy to feel that lawmakers should just KNOW that and never enact policies that make your job harder.

It means that more than ever, you must keep your elected representatives at the Federal, state and local levels informed about your facility, your mission and the clients and their families you serve.

(See *Watching the Politics* on page 9)





Watching the Politics... (Continued from page 8)

But all too often – and this is natural – many professionals feel their work is above politics and should not be subject to the partisan whims of Republicans or Democrats.


In theory, yes. In reality, no.

We live in the real world. While the difference between good and bad policy decisions should be as clear as black and white, they are frequently seen by elected officials and their staffs in shades of red and blue. What you see as a clearly smart policy decision to benefit your facility and clients might simply be seen as good politics by one party and bad politics by the other.

In short, it means you have your work cut out for you in advocating for your facility and your clients.

Political realities exist and they will only intensify over the coming year. This is no time to sit on the sidelines. Yes, you must be careful. Yes, you must put aside your personal partisan loyalties

and pursue candidates and elected officials who will advance policies to help your institutions and clients.

Working with LeadingAge New York to help navigate these choppy political waters provides the best chance to reach your desired policy destination smoothly. 

Steve and Bob are political and media veterans, and LeadingAge New York's communications consultants. You can follow them on Twitter at @greenbergpr and @bbellafiore.



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Monitoring Data Electronically for Better Patient Care

Part 3 of 3: Parker Jewish Institute's Data Collection Leads to More Efficient Care

Parker Jewish Institute for Healthcare and Rehabilitation in New Hyde Park is a 527-bed non-profit leader in sub-acute care, short-term rehabilitation, long-term care, medical model adult day health care, social model Alzheimer's adult day care, home health care and hospice care. It is recognized as a leader in monitoring clinical outcomes and even received a 2013 "Excellence in Technology" Gold Award from McKnight's, the largest long term care industry magazine in the U.S.

From a clinical perspective, census tracking that is updated every 15 minutes has enabled Parker Jewish to offer patient care that is appropriately staffed.

When Parker began its data collection efforts, it faced an overwhelming challenge. "Our leaders had the foresight to see that changing reimbursement methods would eventually connect payments to proven clinical outcomes," says Michael N. Rosenblut, president and CEO of Parker Jewish Institute. "Additionally, they wanted to look at certain metrics in real time."

"We had to set goals regarding what to collect," Rosenblut says. With the organization's various components, there were many potential areas to monitor via data collection. This included pharmacy, census, transportation, dietary costs and overall labor costs.

However, leaders soon realized they were collecting too much data and had to pare information down to 10 to 12 key areas. After a careful review, areas that are followed closely now fall under:






- nursing home census by payer mix and unit
- pharmacy costs per day
- dietary costs per day
- transportation
- overall weekly payroll/full-time employees

Making Changes Based on Better Data

Because leaders at Parker Jewish keep a close watch on data, they have been able to make some cost-efficient changes. One area where cost savings have particularly come into play is with the tracking of overtime charges, especially during a snowstorm or other natural

(See Monitoring Data on page 12)

After a careful review, areas that are followed closely now fall under:

-  **Nursing home census by payer mix and unit**
-  **Pharmacy costs per day**
-  **Dietary costs per day**
-  **Transportation**
-  **Overall weekly payroll/full-time employees**

Monitoring Data... (Continued from page 11)

disaster. Another area is within the dietary department, where managers make sure that quality is maintained without exceeding daily and monthly budget goals.

From a clinical perspective, census tracking that is updated every 15 minutes has enabled Parker Jewish to offer patient care that is appropriately staffed. “The ability to adjust staffing on a real-time basis has been a “game changer” for the organization,” Rosenblut says.

Initially the challenge with data collection was whittling down data cubes to a smaller, more manageable number. However, a second challenge has been getting employees to understand and use data dashboards. Parker Jewish leaders who have the data dashboards available in their offices are speaking about data regularly, and the organization will slowly begin to hold executives more accountable for decisions based on data.

Initially the challenge with data collection was whittling down data cubes to a smaller, more manageable number. However, a second challenge has been getting employees to understand and use data dashboards.

Going Forward

Within the next year, Parker Jewish plans to add human resources-related information to its data dashboards. This would include information on turnover and open positions.

As other long-term care organizations begin the process of electronic data collection and analysis, Rosenblut shares some advice from the Parker Jewish experience.

1. Start small. Plan to initially analyze less data, so leaders are not overwhelmed by the process and unable to effect real change.
2. Partner with technology leaders. Parker Jewish has collaborated with Custom Computers Specialists, a technology solutions provider that specializes in supporting long term care facilities. Custom was able to provide the depth and breadth of IT skills that Parker needed to support its efforts to implement a data collection strategy. Custom professionals also built a Microsoft SharePoint product that presents the data dashboards in an easy-to-understand fashion.
3. Prepare to constantly evaluate and change the data that you choose to track.

One thing to keep in mind with data collection is that what you decide to track will constantly change. “This is an ongoing process for us,” Rosenblut says. “Our metrics are constantly evolving every year. It has to evolve because our priorities also change.”

MaryAnn Benzola, director of marketing, Custom Computer Specialists, Inc. can be reached at 631.761.1465.



New Annual Giving Garden Blooms

*Michael Conner, relationship development coordinator,
The Centers at St. Camillus, Syracuse*

The new Annual Giving Garden at The Centers at St. Camillus in Syracuse has taken root and is thriving, thanks to generous donors in support of The Center's mission of caring for life.

The Annual Giving Garden is a series of colorful murals that beautify the walls in the lobby and hallways of St. Camillus for all to enjoy. When an individual or group makes a tax-deductible gift of at least \$50 to the Annual Giving Garden, a leaf or flower personalized with their name or a brief sentiment is added to the garden for one year. Several donors have chosen to give in honor of a special someone or group, while others have given in memory of a loved one.

The Centers at St. Camillus chose a garden theme for its fundraising initiative because of the universal appeal of flowers and other elements found in nature. St. Camillus also wanted to create something visually pleasing and special to inspire and add to the overall quality of life of their older adult residents, patients, and their families, as well as other visitors and staff.

Michael Connor, relationship development coordinator at The Centers at St. Camillus, said, "Every time we visit our lobby or hallways to add a newly donated leaf or flower to the Annual Giving Garden, dozens of passers-by stop us to remark how much they love the garden, and how beautiful and novel it is. Everyone's spirits are immediately uplifted and it sparks a meaningful, engaging conversations between generations of viewers."

Funds raised will help make necessary improvements to The Centers at St. Camillus, a not-for-profit organization. The current focus is to replace two elevators, which will make transporting residents, patients and Adult Day Health program registrants to therapy sessions, meals and events easier, safer and more efficient. 🌱





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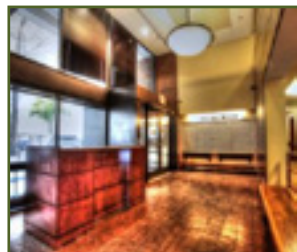
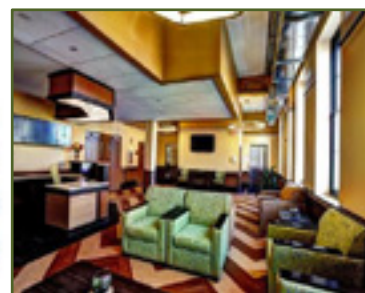
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Therapy's Role in Dementia Management

The Centers for Medicare and Medicaid Services (CMS) announced in March 2012 the Partnership to Improve Dementia Care, an initiative aimed at reducing use of antipsychotic drugs in nursing home residents by 15 percent. Central to this initiative was enhanced training for providers regarding high quality person-centered care, publicly-reported data and emphasis on non-pharmacological interventions for common dementia-related behaviors including consistent staff assignments and pain management strategies.

According to data from the Certification and Survey Provider Enhanced Reporting (CASPER) data network from CMS, over 25 percent of residents in nursing facilities in the United States receive antipsychotic medications. While these drugs have legitimate uses including treatment for psychotic disorders such as schizophrenia, delusions and hallucinations, they are often used inappropriately in nursing facilities to treat behavioral symptoms related to dementia. Patrick Conway, M.D., CMS chief medical officer and director of clinical standards and quality stated, "a CMS nursing home resident report found that ... patients with signs of dementia were receiving antipsychotic drugs, even though there was no diagnosis of psychosis. Managing dementia without relying on medication can help improve the quality of life for these residents."

In 2014, CMS announced that National Partnership to Improve Dementia Care met the first goal of a 15 percent national reduction in antipsychotic medication use for the treatment of dementia. The Partnership set new goals of a 25 percent reduction by the end of 2015, and 30 percent by the end of 2016. Along with this, CMS launched a new initiative aimed at improving behavioral health and safeguarding nursing home residents from unnecessary antipsychotic drug use. As part of the initiative, CMS is developing a national action plan that will use a multidimensional approach including public reporting, raising public awareness, regulatory oversight, technical assistance/training and research. The action plan will be targeted at enhancing person-centered care for nursing home residents, particularly those with dementia-related behaviors.

While the national prevalence of antipsychotic use in long-stay nursing home residents has been reduced, more remains to be done to focus nursing home care on person-centered care principles, individualized approaches and a systems-based framework for quality improvement. While many facilities claim to have a person-centered care approach, upon inspection, care delivery is anything but.

A recent Research And Development (RAND) report urges providers and policymakers to revitalize efforts toward dementia education and care to accommodate the impending shift in American demographics and increasing number of residents with dementia. To do this, providers are urged to change our understanding of and our approach to caring for individuals with dementia. Vital components of an effective approach to dementia care include individualized attention, tailored care plans, implementation of cognitive assessment tools to monitor individuals for signs of dementia, and dynamic living spaces. Providers

(See Therapy's Role on page 16)

Therapy's Role... *(Continued from page 15)*

often focus on the psychiatric and behavioral symptoms associated with dementia and as a consequence they neglect to implement evidence-based intervention techniques to help affected residents complete their Activities of Daily Living/Instrumental Activities of Daily Living (ADL/IADL). Additionally, provider overcompensation often has the provider completing activities for the residents to save time and reduce frustration which can diminish a resident's sense of independence, autonomy and overall quality of life and can often lead to adverse outcomes such as falls, weight loss or behavioral issues. Providers must shift away from thinking about "losses" and begin to develop resident "strengths." Providers equally must shift away from resident interactions that focus solely on care needs and address residents' interests, background, culture, hobbies, values and roles in establishing effective, meaningful and engaging communication and activities.

This is the right time for care facilities to partner with the therapy department to achieve this goal. The therapist's role in dementia management is to evaluate the resident's current cognitive, linguistic and behavioral functioning, identify a stage of dementia, identify barriers to function and determine remaining or "spared skills." These are used to develop individualized, resident-centered plans of care including compensatory strategies and environmental modifications to enhance function and decrease behaviors.

Behaviors such as catastrophic outbursts, wandering and agitation are often a result of an inability to communicate wants and needs, difficulty with multi-step directions or tasks or an over stimulating environment. Through therapeutic interventions related to pain management, communication, ADL, swallowing/feeding and activities, therapists can help facilities reduce unwanted behaviors without relying on medications. Specifically, therapists can offer the following strategies:

Pain management

- Establish a therapeutic exercise program to maintain Range of Motion (ROM), normalize muscle tone and promote flexibility
- Establish compensatory strategies for communicating pain and implement a resident-specific pain scale
- Utilize modalities such as neutral warmth to manage pain
- Analyze the environment for things causing distress that may be misinterpreted as pain

ADL

- Complete an activity analysis to determine which components of the ADL task the resident can complete
- Use task simplification principles to make ADL more manageable for residents and staff
- Determine a cueing hierarchy and daily routine that directs the resident toward goal achievement
- Modify the environment for function and safety considering task set-up, lighting, noise and distractions

A recent RAND report urges providers and policymakers to revitalize efforts toward dementia education and care to accommodate the impending shift in American demographics and increasing number of residents with dementia.

(See Therapy's Role on page 17)

Therapy's Role... *(Continued from page 16)*

Functional Mobility and Transfers

- Assess the environment for safety taking into consideration footwear, environmental hazards, lighting
- Assess ability to use an assistive device for gait; train in use
- Determine most effective cueing to enhance mobility (verbal, visual, tactile)

Gait

- Assess resident's cognitive and physical ability to use an assistive device
- Provide visual and proprioceptive/tactile cues during gait
- Provide safe environment/assess environment and footwear
- Remove environmental hazards
- Provide visual cues to increase safety/path recognition

Balance

- Ankle strategies: movements used to correct small perturbations on firm wide surfaces
- Hip strategies: movement used to correct larger, faster perturbations or when support

(See Therapy's Role on page 18)



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– Genesee County Nursing Home

Contact Elliott Frost, director of ProCare/senior policy analyst
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Therapy's Role... *(Continued from page 17)*

surface is smaller than the feet

- Stepping strategies: step taken in any direction to prevent falls and realign base of support
- Training strategies:
 - Provide progressive therapeutic tasks to facilitate balance reactions/postural strategies
 - Provide visual and proprioceptive/tactile cues, demonstrate task while providing cues

Swallowing and Self-Feeding

- Analyze diet for safety and efficiency of swallow to maintain nutrition/hydration
- Develop compensatory strategies to ensure safety with least restrictive diet
- Modify dining environment to facilitate performance including such things as limiting people or distractions at the dining table, food presentation, positioning at the table, utensil choice or adaptive equipment

Communication

- Develop cognitive-communication strategies to facilitate social interaction, identification of wants and needs
- Behavior management strategies including how the task/environment is structured and approach methods
- Develop external memory and communication aides for residents with appropriate visual acuity and visual graphic skills

Activities

- Determine activities of interest based on history and adapt these for current dementia stage
- Analyze activities for constructs such as attention span, problem solving, sequencing and new learning ability to determine leisure pursuits with which the resident will find success
- Determine compensatory techniques, adaptive equipment, environmental modification and cueing strategies

Now is the time to come together as an interdisciplinary team and focus on the resident to realize CMS' goal, decrease use of medications for individuals with dementia, and demonstrate quality of life improvements that will impact state survey. Therapists will develop a functional maintenance program and educate staff on topics such as ADL status, safety issues, cuing techniques known to work, task sequencing, communication tips and assistive devices. These techniques, in combination, are known to ease caregiver burden, optimize function and reduce behavioral outbursts. 🌱

Josh Royston, director of business development, Select Rehabilitation can be reached at (412) 508-3912 or jroyston@selectrehab.com.



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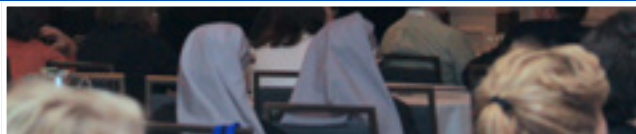
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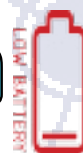
29
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Alphabet Soup for the Soul(s)

**Based on two
conference programs
entitled:**

DSRIP & SEVEN LESSONS LEARNED FOR FUTURE SUCCESS WITH MANAGED CARE



This article is based on two sessions presented at the LeadingAge New York Annual Conference and Exposition. Seven Lessons for Future Success with Managed Care by Andy Edeburn and DSRIP Update by Meghan McNamara, Esq. and Jonathan Gilleman, Esq. of Hinman Straub.

What does the future look like for healthcare? No one really knows but the one thing everyone can agree on is this: value plus volume will equal success. The care you provide to the “souls” in your facility will establish their satisfaction, which will be reflected in their survey responses, which will be a determining factor in the reimbursement you receive for those souls. The Delivery System Reform Incentive Payment (DSRIP) program has begun. We are in the early stages but this can be your path to success in the future. Your planning, partnering and Prospective Payment System (PPS) will determine whether you succeed or fail.

The Board of Directors at LeadingAge New York adopted a proactive approach early on and now LeadingAge New York has a seat at the proverbial planning table. We have already had input on the roadmap outline of how the State plans to achieve Value Based Payment (VBP) by 2020. It's all about value and if you are able to protect your reputation as a value provider, your ability to improve quality and outcomes will be rewarded. Value and volume must go hand-in-hand. Shorter lengths of stay are inevitable but if you increase the access points into your facility with partnerships, you will have a greater volume to offset those shorter stays.

How do you do this? Where do you start?

Pay attention to new providers in your market. When you are negotiating with them understand your outcomes and value. You must offer a robust Continuous Quality Improvement (CQI) program to be able to negotiate your best deals.

Evaluate your existing business model. Can you develop new operations that include assisted living, transitional care or Hospice? Start it now. Your director of nursing and business office staff need to be rock stars. They are your frontline to meeting the requirements of your negotiated contracts.

Decrease hospital readmissions and increase patient satisfaction. This is critical to your value. You may see a reward and incentive benefit from keeping people out of hospitals.

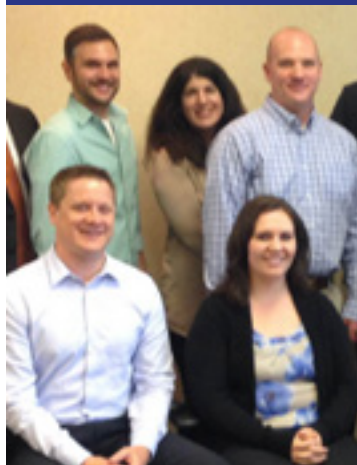
The Managed Long Term Care (MLTC) plans are the dominant players across the country. They will initially partner with many providers. It won't be that difficult to begin these relationships. The key to success will be in your ability to retain the partnership by demonstrating long-term value. When you are negotiating you must understand your environment, your competition and be able to show how to tie solutions to problems. By the fifth year of implementation the transition will be to value-based relationships and MLTCs will be looking for the best and the brightest as they develop permanent partnerships. The contracting window will be brief. Be ready to negotiate and show your value. Start your “soul-searching” now so you can succeed! 🍀



Great Strategy is a Win on Every Front

Based on the
conference program
entitled:

STRATEGIC PLANNING IN AN ERA OF HEALTHCARE REFORM



Strategic thinking is as vital to gaining competitive advantage in business as it is on the battle front. During the session, attendees learned that “strategy” is derived from the Greek word “strategia” defined as “the art of the troop leader; office of general, command, generalship.” War, hence strategic thinking, is really an art and, in fact, Scott named his company Artower based on the book *The Art of War*, by Sun Tzu. According to Park, “one must think, plan and act strategically for a plan to work and thinking strategically requires gaining a perspective that is objective relative to the world around you. Planning strategically requires the ability to position within that framework of objective understanding and acting strategically requires the pursuit of initiatives leveraging the value of the position attained.”

According to Scot, there are four macro drivers for planning strategically, which include:

- **Demographic & Socioeconomic Realities:** The wave of aging people effects basic supply and demand and the new generational attitude about cost will lead to a global revaluation within aging services.
- **Healthcare Reform:** The new models are integrated, transparent and will have different reporting structures, all effecting the market position.
- **Sick Care environment to a Healthcare environment:** There has been a paradigm shift in thinking and the new payers and consumers look to health management, wellness, behavioral health, personalized care and precision medicine.
- **Technology:** This is a game changer in terms of communication, information management and care delivery. Survival will depend on being visionary, competitive, adaptive, resilient and valuable. Value will equal outcomes and cost.

The second half of the session featured, Mike Keenan CEO of Good Shepherd Communities (GSC) in the greater Binghamton area. According to Keenan, the first couple of experiences with strategic planning at GSC resulted in plans that essentially failed because they were based on a fear-driven model as the organization attempted to plan for significant changes in demographics and payment structure that were looming on the horizon. As a result, the organization retained consultants and formed an initial alliance with a health system but upon assessment it was clear that the decision was not the best choice for satisfying the organizational vision/mission.

Subsequent strategic planning was opportunity driven and explored improvements at the existing facility and explored the possibility of building a new facility. A consultant was brought on to better understand the needs of Broom County’s elderly population. The resulting plan, based on the consultant’s assessment, was to build a Continuing

(Continued on page 24)




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Great Strategy is a Win on Every Front *(Continued)*

Care Retirement Community (CCRC). A CCRC is a model that includes independent housing, assisted living and skilled nursing care on one campus with either an insurance model built in or with services offered on a fee-for-service basis, depending on the type of community. Good Shepherd Village at Endwell offers both models.

In 2013, a new “vision driven” planning process began. This process, driven by the board, consisted of a two-day board retreat which included all board and senior staff members and a one-day follow up meeting three months later. The focus of the retreat was strategic plan imperatives, organizational initiatives and measures of success. It was facilitated through a Strength, Opportunity, Weakness and Threats (SWOT) analysis, and included visioning and ranking potential initiatives. The result was a new vision statement, along with new strategic imperatives, organizational initiatives and metrics.

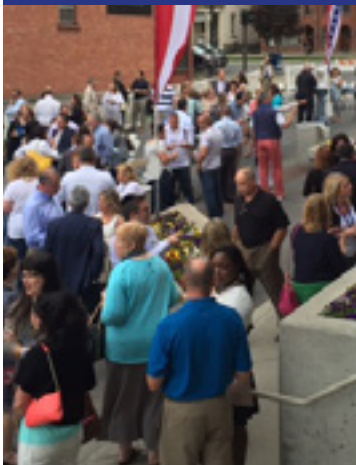
The implementation process included management training programs, changing the employee recognition program and increasing employee engagement. The operating boards held more frequent and joint meetings and worked cross-functionally. Community activity increased GSC’s public recognition, for example, the medical director began hosting a monthly spot on a local radio station about senior care to feature Good Shepherd Communities. Another part of the process was to seek partnerships and expansion ideas.

Keenan was clear that to avoid any pitfalls that might lead to the failure of their current plans, GSC has been creating deadlines and benchmarks to stay on task; has clear assignments/targets; holds board level strategic planning committee meetings; and, has created a culture of creativity and infrastructure that allows time to devote to planning, as opposed to simply “putting out fires.” 



Based on the
conference program
entitled:

CHANGING HOW WE CHANGE: IGNITING A CULTURE FOR INNOVATION




Managing Change

At the 2015 Annual Conference and Exposition held in May, Harvard University's David A. Shore explained to a room of aging services leaders the different ways that success is typically measured. Generally, the success of a project is measured on three very basic points: Was it on time? Was it on budget? Did it meet specifications? Shore challenged the audience to consider if these simple questions really gave enough information to adequately determine success.

When thinking about true measurements of success, it is clear that a project can hit each point above but still be a complete failure for many reasons, first and foremost, **was the problem solved?** In order to experience true success, it is imperative to be open-minded about opportunities for robust change. Shore explained that with positive change comes success.

Shore, founder and director of several executive programs involving the management of change, argued that the most effective, albeit high risk change, is changes that exceeds existing paradigms. Pixar Animation Studios is a great example of the potential for transformational change. The 29-year-old animation company located in Emeryville, California has deliberately released only 14 movies throughout its existence, but all reached number one at the box-office on release. Complex change strives for the transformation of the status quo, a concept that Pixar Animation understands well, as indicated by the company's profitability, brand awareness and the success of its projects.

On transformational change, Shore noted that it requires radical modifications, innovation and the willingness to interrogate reality. Questioning the way things are done creates the innovation that distinguishes a leader from a follower. Shore noted that there is an absolute need for innovation and transformational change within the nursing home system. He pointed out that in the U.S. there are currently 11 states with nursing homes that are rated a 2 or below on the Center for Medicare & Medicaid Services (CMS) Five-Star Quality Rating System; New York is one of these eleven.

In conclusion, Shore discussed the Buddhist philosophy of the suffering of change which teaches that the fear of change is ever-present, even when the change is perceived as for the good. There will always be people against change who are comfortable to maintain the status quo. However, in order to truly succeed, it is imperative to exceed the boundaries of expectation with change. 




Post-Acute Care: Challenge, Opportunity or Both?

How do you turn a challenge into an opportunity? You change your mindset. Showing that you can reduce re-hospitalizations will be your value, maybe even your brand. Partnering and securing a network of providers will build the infrastructure you need to improve your revenue and case mix. All of this comes under the umbrella of increased quality and decreased cost. That is the golden formula for the future.

Partnering with other like-minded facilities can broaden your services and increase your case mix. Merging offers savings in many areas of operation, and early retirement incentives can provide that long-term relief you need. Don't be afraid of initial costs to offset future expenses. Only the best and strongest partnerships will survive the unavoidable post-acute healthcare challenges. Value-based payment will represent tremendous opportunity if you know how to show that you are the gold standard.

One way to build value is to increase capital. Where will the capital come from? There is equity on one end of the spectrum and liquidity on the other. Your ability to fundraise can give you the equity; but for liquidity, you need to strategically review your assets. Do you have real estate that you can sell, develop yourself or allow someone else to develop then pay you rent? No matter which you choose, you can offset your taxes with rent or an outright sale of the property. Regional banks are willing to work with you and HUD financing can be a great option for property development.

The demographics are in your favor if you are able to negotiate with Medicaid managed care and have an informed conversation. Don't think you have negotiating power – yes you do! When you recognize the need to backfill shorter lengths of stay with increased admissions, and do it efficiently, you provide value. Look at the benchmark rates for the State and for your competitors, they are out there. Talk to LeadingAge New York staff. Your membership provides you with access to our staff and free resources. Start your negotiations and gather the facts, but don't be late to the party. One-third of the industry's facilities are in transition but by the end of 2016 the "easing into" this transition ends.

Be aggressive in your pursuit of value, do a better job and turn the inevitable into an opportunity for your facility. 

Based on the
conference program
entitled:

CHALLENGES AND OPPORTUNITIES IN POST-ACUTE CARE IN THE NEXT THREE TO FIVE YEARS



Based on the
conference program
entitled:

CONVERSATIONS THAT MATTER: PREPARING FOR THE EXPECTATIONS OF YOUR FUTURE CONSUMERS



An Industry Poised for Change

In the future, baby boomers want to live in a place that makes them feel as special as their mothers told them they are, and we should be planning accordingly. Richard Rosen, principal at Perkins Eastman, said it best: “Businesses that are able to respond to that eternal wish ‘I want to stay in my own home’ will thrive.”

But what is home and what will it be in the future? Perkins Eastman Research surveyed major not-for-profit providers and industry consultants across the country to more thoroughly understand current trends in senior living care. Almost 200 respondents addressed four major areas of interest: industry trends, healthcare and senior living convergence, memory support and neighborhood and Small House programs. For more information on these results go to “[Senior Living 2015 Survey: An Industry Poised for Change](#)” in the handouts section from the LeadingAge New York annual conference.

Current trends indicate a desire for communities that support people as they age in their home. These communities can be clustered housing, built in existing neighborhoods with support and services or near college communities where boomers can continue to learn in their senior years. Home can also be what is known as a “household.” Households are being created for two primary reasons. One, they are in response to the fastest-growing sector of care, dementia or memory care. This form of home is considered to be the gold standard for patients who have memory issues. Two, they are being created for the boomers who grew up in the 60s where communal living was desired. This is a return to sharing tasks and responsibilities for all aspects of daily living. Almost one third of respondents said they either have a household-type building existing or in the planning stages. Co-housing is another trend where retired seniors share housing costs and other responsibilities that come from living together.

What is certain as we look ahead is that people will age, they will want to age in their homes and they will need to have access to services

(Continued on page 28)



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An Industry Poised for Change *(Continued)*

that allow them to do both. They are going to want a continuity of lifestyle. Some of the CCRC future includes inviting the broader community in to share libraries, dining areas or even partnering with non-senior providers. This could be in the form of retail integration with senior housing provided over the retail space. Hospice incorporation into senior living is expected to increase as well. This trend will be in keeping with retiree's desire to stay out of hospitals at the end of life. Finally there is the future of memory care, which is one of the fastest-growing senior population needs. Many providers are already looking to expand in order to provide enough memory care beds.

Rosen says we are looking at a sea change. There is a shift from things to experiences, and total control to partnering. Senior consumers are going to demand the best service and value and they aren't going to care who provides it.

The great recession of 2008 changed our expectations about housing choices. People don't seem to be moving through the continuum as quickly as before but one thing we can count on is the growing trend toward of providing services in our "home" and on our terms. Industry realignment is underway and we need to be thinking about our partnerships now. As long term care providers, we have great opportunities and challenges ahead of us. If we are flexible and open to thinking in new ways, the services we provide will make our seniors feel as special as their mothers told them they are. 🌱



Effective Communication, What's Your Position?

Based on the
conference program
entitled:

SUCCESSFUL COMMUNICATION STRATEGIES FOR ADAPTING AND THRIVING IN A NEW COMPLEX ENVIRONMENT



Many people think you communicate with words alone but actions can speak louder than words. Truly effective communication is an exchange. It isn't talking or listening, it's both. When you interact with people, are you communicating in a verbal or nonverbal manner? Don't focus on your words alone; your eye contact, tone of voice or body language can tell a person more than words ever will. The effectiveness of communication depends on many factors, including roles of the participants, time pressures, stress and the presence of other people, to name a few.


When you listen effectively you aren't just waiting for your turn to talk. Listening takes practice and some of these reminders may sound simple but over time, they can be forgotten:

- 1) Don't interrupt
- 2) Show your interest by nodding
- 3) Smile occasionally
- 4) Use small verbal comments like "uh huh" or "yes" to encourage the speaker to continue and,
- 5) Be sure you have an open posture.

One goal of effective communication is to find a healthy balance between thinking and feeling. This emotional awareness can build strong, trusting and rewarding relationships. If executed successfully, effective communication can help you deliver difficult messages without destroying trust, resulting in a profound personal connection.

Be aware of the role stress plays in your ability to communicate. When you're stressed, it can interfere with your capacity to think clearly causing you to act inappropriately or have knee-jerk reactions. Unmanaged stress can lead to conflict and being aware of stress is the first line of defense in reducing conflict, allowing you to communicate more effectively.

As long term care providers you are all in the service business. People today can easily recognize good and bad service. When you are in a store and someone acknowledges your dissatisfaction you feel heard. When a resident, family member or guest feels wronged, your apology isn't an admission of guilt. Rather, it validates the person's feelings and emotional reaction to a situation. It is much easier to diffuse a situation early by apologizing for the inconvenience caused by not meeting his/her expectations. This is the first step toward customer satisfaction. Next, ask what will make things right and follow up to be sure the situation was handled to everyone's satisfaction.

Remember, each employee is important to the overall impression of your organization. Try to imagine every patient, guest and family member signing your paycheck. A smile, enthusiasm, warmth and good communication among staff can make being a part of your facility a five-star experience. 



Shift Your Approach and You Can Change the World

Service is action, action leads to success and success creates value. Servant leadership can be a very different approach to the way you manage your organization but the resulting business success is undeniable. Serving and caring for staff before personal achievement can inspire them to take meaningful action and in turn, creates a better workplace for everyone.

Matt Tenny is a man who turned a mistake into a lesson and is working now to be of service. His practice of serving starts with his staff. He suggests that if you take care of the people in your organization – from the frontline staff to the executives – success will follow. He says that when you are a servant leader your staff members feel rewarded, are fully engaged, and don't want to leave your organization. Lower turnover results in better service, and better service leads to success. He asks leaders to do little things every day to prove to the members of the team that they are valued. These genuine and sincere gestures show staff you are a servant leader. He reminds us that often, the best way to serve our staff is to ask them how they want to be appreciated. You will undoubtedly be surprised by the answers.

Whether you send a letter recognizing someone's extra effort or take the time to thank them in person, people respond to your service leadership with extraordinary results. Tenny encourages leaders around the world to step back and place value in their people. In his book, *Serve to Be Great: Leadership Lessons from a Prison, a Monastery, and a Boardroom*, Matt talks about how to attract top talent, increase engagement and lower turnover; and in doing so, provide better customer service.

These principals aren't new to most of us, in a time when change is inevitable, he asks us to remember: when you serve your residents and your staff, with a philosophy of meaningful action, you are changing the world. 🌱

**Based on the
conference program
entitled:**

LEADERSHIP LESSONS FROM A PRISON, A MONASTERY, AND A BOARDROOM



Lawrence E. Larson Memorial Award of Honor

Audrey S. Weiner

Carl S. Young Advocacy Award

Jeannie Cross

James W. Sanderson Memorial Award for Leadership

Robert Wallace

Mark R. Zwerger

Professional of the Year

Cynthia Canzeri-Labish

Sandra Allen-Simms

Trustee of the Year

Michael Green

Philip Kaplan

Beverly Karpiak

Ellen Ricciuti

Kathleen Whelehan

Innovation of the Year

Art Without Barriers

Center for Jewish End of Life Care

Thank you 2015
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award winners for your
dedication to the field
of aging services!



A Pattern for Success Emerges

Often, a pattern is created when we visually link pieces to form a whole. The study of Mathematics tells us that patterns follow rules, however, in real life a pattern may appear to emerge from seemingly disparate ideas. Alone ideas may tell one story, but when thought of together a theme or pattern emerges. This section illustrates some random stories of creative marketing and organizational improvement that when thought of collectively really show a pattern for success for members.

Market Fresh at Menorah

There's nothing like a farmers market, especially on a picture perfect day! The fresh produce, wonderful energy, eclectic mix of people...it's all good!

This Summer, Menorah Center for Rehabilitation and Nursing Care hosted a wonderful fresh produce market for residents, loved ones and staff. Here's a link to photos of that fun-filled event: <https://www.facebook.com/media/set/?set=a.950096005049446.1073741968.163823397010048&type=3>.



"Jazz Up In The Sky"

By Robert F. Salant, director of community relations, Flushing House, New York

Live Jazz was heard throughout the evening one Friday in June, as a group of talented musicians brought their love for the elderly to new heights on the Flushing House rooftop! "Jazz Up In The Sky" was a special fundraiser to benefit the more than 300 older adults who live at Flushing House.

Headlining the evening's performances was the famous and gifted jazz vocalist Deborah Davis, backed by her group - Deborah Davis & A Few Good Men. This international star has appeared with legendary greats Ray Brown and Lionel Hampton. She's performed at The Blue Note, Birdland, Village Vanguard, The Rainbow Room, for dignitaries at the United Nations and President Bill Clinton. In 2004 Deborah and her band represented the U.S. as Jazz Ambassadors to Latin America. A former member of The Shirelles, she's jammed with Bon Jovi and Billy Joel, opened for Diana Ross, Celine Dion, Eric Clapton and Alicia Keys, to name a few.

Jazz Up In The Sky also featured two popular local jazz quartets. Christi Gehrisch is lead vocalist of The Lowdown Stompers, specializing in music of the 1920's, 30's & 40's, including New Orleans Jazz, Swing and the American Songbook. Christi was joined by Steve Peppas, who also performed with his group Lucky Tones, four seniors who play jazz standards plus classical jazz. The jazz festival featured a dance floor boasting spectacular views of New York's panoramic skyline. Hey, it was the next best thing to "Dancing On The Ceiling!" (Sorry Lionel!)

Their 250 guests were treated to a fantastic gourmet feast prepared by Flik International and served up by Flushing House Food Service Director Matt Ferris and Executive Chef Mohamed Turay. Flushing House was honored to host this event with support from their numerous partners in the social services, health care and aging fields. In these hard economic times, their generous support and participation was greatly appreciated. We are also particularly grateful to two major sponsors: Flik International and Reliance Mechanical Services.

At the fundraiser, the Rose Kryzak Senior Leadership Award was presented to a special resident of Flushing House: Mildred Puglia is all of 92 years young! She received the award for opening and operating her "bring and buy" Specialty Shop in the lower level of Flushing House, a thrift shop where all kinds of new and used donated goods are on sale, and all proceeds benefit the residents of Flushing House. Through her efforts, Mildred raised thousands of dollars for Flushing House. All are welcome to make donations to her shop, which is open from 1:30 to 3 p.m. every Wednesday in the lower level of Flushing House. For Mildred, this is a labor of love, and is a carry-over from the days when she volunteered at North Shore Towers, where she lived before moving to Flushing House. Congrats Mildred!

This fundraiser was for the sole benefit of the residents of Flushing House. As many know, this not-for-profit is a charity with a special mission. Flushing House proudly boasts that we've never asked a resident to leave their community when they can no longer afford to pay their rent. To make this possible, The George Nussbaum Fund subsidizes residents who have fallen on hard times. They receive no government support for this fund. Only the cash raised from events like this, makes it possible for some seniors to continue living here! 🌱

Deborah Davis & A Few Good Men



Doug Kurtz, Flushing House CEO,
presents award to Mildred Puglia



Deborah Davis dances with Frank Vega,
Flushing House resident



Christi Gehrich and The Lowdown Sompers



Steve Peppas (guitar) and the Lucky Tones



VNA Homecare Launches Capital Campaign

By Emily Dillon, marketing & public relations specialist, VNA Homecare, Syracuse

VNA Homecare is constantly looking to better meet the increased and changing needs of those it serves. As an expert in home health care, VNA Homecare is focused on access to care, care transitions, care coordination and home- and community-based services across the entire region.

To better meet its goal, VNA Homecare is transforming its downtown Syracuse headquarters to make its service delivery system more effective and efficient. Launched this past February, VNA Homecare's three-year capital campaign, titled "Re-Imagining Our Home: So We Can Bring Care to Yours," will create a facility that is welcoming/inviting and meets the current and future needs of the system and the communities it serves.


The need for repairs was first discovered when the building underwent renovations to accommodate and sustain a vital community program and its participants – the newly acquired Sisters of St. Francis of the Neumann Communities' Social Adult Day Program, now known as the Eldercare Social Day Program. Contractors discovered the building was in dire need of repair: the foundation was shifting, beams were crumbling, and the roof and exterior support walls were deteriorating. Immediate action was taken to ensure the safety of all those working in the building, but this was a temporary fix. The capital campaign seeks to fund vital repairs to the building's infrastructure and to optimize its interior for improved efficiency and ease of access for community members and employees.

The building will be renovated and solidified to serve as a hub for a centralized Continuing Care Call Center, which will serve as the point-of-entry for home and community-based referrals throughout a 48-county region. Additional renovations will include:

- a multi-use gymnasium to accommodate outpatient physical and occupational therapy;
- a multi-purpose room to provide gathering/meeting space for group and individual activities;
- the purposeful redesign of the overall work space to improve program efficiency and functionality; and,
- an improved staff lounge/kitchen area.

The renovations will also make the building more environmentally friendly through the planned use of sustainable energy, thermal efficiency, electrical upgrades, HVAC system replacements and storm water management.

Working hand-in-hand with a local architectural firm, VNA Homecare has established a clear process, including milestones, to meet a design and construction schedule for these much needed refurbishments. It includes a master planning phase to evaluate programmatic use, functionality and future growth; a schematic design phase; a design development and construction documents phase; and, finally, construction.

"At the culmination of this project, VNA Homecare's organizational headquarters will be a branded facility and community asset, helping us better carry out our mission of bringing care to patients in their own homes, as well as bringing the community into ours," said Kate Rolf, president and chief executive officer. 



Celebration of Taste: The Foodie Tour

A cres of farmland and award-winning vineyards make the East End of Long Island a culinary delight.

Peconic Landing, located between grapevines and golfing greens in Greenport, is a Lifecare Community where members benefit from farm-fresh offerings and locally produced products.

In celebration of nearby natural resources, our marketing team has created the “Peconic Landing Foodie Tour,” an event designed to give potential members a taste of its distinctive location and dining experience.

“Potential members get the opportunity to enjoy everything from our homemade soups and delicious pasta, to fresh seafood and local produce,” said Laurelle Cassone, Peconic’s director of sales and marketing. “For some clients, the dining experience is the most important component in choosing a senior community and this event gives us a chance to put our expertise on display.”

The event is designed after the Taste New York Culinary Tour, a state-wide celebration of flavors that pairs the region’s leading chefs with fresh produce grown by New York’s agriculture experts.


Here at Peconic Landing, our culinary team rolls up their sleeves to prepare a taste of more than 30 different menu items, including crowd favorites among our current members. Peconic Landing’s “foodie” expert, William Bjornholm, director of dining services, works closely with our resident culinary committee to create the menu, which changes regularly to offer new and exciting options.

“We have a lot of variety on our menu, and this event gives us the opportunity to showcase that,” said Bjornholm.

Walking into Peconic Landing’s auditorium, guests are greeted with a glass of wine, an inspired cocktail, or even a local lavender-infused lemonade and are invited to enjoy table upon table of bite-sized food options. Members of Peconic Landing’s culinary team and members of the culinary committee, are on hand to serve, sharing a bit about each sampling.

Potential members then learn how Peconic Landing’s menus are created, including an overview of options available to those with special dietary needs, such as low-salt, gluten-free or diabetic options.

The tour, now in its second year, is among Peconic Landing’s most popular marketing events.

“It’s an unforgettable experience, driving down country roads boasting farm-fresh flowers and vegetables, then stopping at Peconic Landing to get a taste of it all,” said Cassone, who envisioned the idea. “Summer represents the height of the North Fork farming season, so there was no better time than now.” 



Focus and Refresh: Integrated Technology at Peconic Landing

When looking towards the future, Peconic Landing, a Lifecare community in Greenport, is looking beyond the fresh paint needed to attract the next generation of seniors. It is focusing on technology and incorporating it into its member's daily lives.

This 300-plus member community is currently working on a \$44 million expansion, with additions that will integrate technology in many different ways.

"Technology is constantly evolving, and communities have to evolve with it or compromise their competitive edge," said Patricia Lutzky, Vice President of Residential Services. "The boomers are coming in technology savvy, and they have certain expectations that we have to rise to."

Additions will include a state-of-the-art fitness center with computer-based equipment specifically designed for older adult wellness and rehabilitation.


Members will be able to swipe a card holding a personalized fitness program, complete with directives on everything from resistance to repetitions for each machine. As they use the equipment, the system will track what they have accomplished, allowing members to exercise at their leisure and make better use of the one-on-one time they spend with a trainer.

Another new addition will include a "smart classroom" to serve as the hub of our Lifetime Learning program, complete with a smart board, computer docking station and iPads and Kindles that can be borrowed any time.

Bringing learning to the next level, the organization has incorporated a distance learning satellite system capable of streaming university classes live into its auditorium. Participants will be able to actively take part in college-level classes, and even ask questions. We have teamed up with a local university, which is gauging interest on the types of courses it can offer.

"We operate on the philosophy that learning is a life-long process," said Robert J. Syron, president and CEO. "With this new system, we can now bring new learning opportunities to them."

While members are waiting to be able to use newer technologies, Peconic Landing is also educating residents about technology that can impact their lives in a positive way now. Members have been offered a choice of fourteen different technology courses free of charge. Classes covered everything from how to make the most of digital television packages and using the remote, to more mainstream technologies like the purpose of social media and how it can help them to stay connected with family.

"We had an incredible response to the courses, and that shows our residents want to understand these new technologies," said Syron. "We are teaching them to use basic technology in ways that are meaningful to them." 

(Continued on page 38)



Photo Gallery Brings Art & Joy to Residents

By Dennine Cook, director of public relations, Gurwin Jewish Nursing & Rehabilitation Center, Commack

The Gurwin Jewish Nursing & Rehabilitation Center recently unveiled the winners of the Annual Gurwin Photo Contest, enlarging and beautifully framing the selections for permanent display at the 460-bed nursing and rehabilitation facility. The striking photos are continually discussed and admired, making them a signature element of the warm and welcoming environment at Gurwin.

According to Center Executive Vice President/CEO Herbert Friedman the contest began more than 23 years ago with two objectives: Decorate the new facility, and give local photographers an opportunity to show off their work.

“Our contest has a loyal following, and most of the photographers understand that their photo does more than win them a prize,” he said. “When a photo is chosen in our contest, it is not only well-done technically and pleasing in subject matter, but also it is selected to hang in our residents’ home. The knowledge that it will bring joy to others for years to come is often cited by photographers as the main reason they enter our contest, regardless of the actual prize won.”

This year, almost 700 entries were received in 10 categories, and 45 photos were selected to adorn the walls of the Helen and Nat Tiffen Gallery in the main corridor at Gurwin. The Tiffen Company, whose founder, Nat, was a resident at the Gurwin Center, has sponsored the contest for nine years.

“We appreciate the Tiffen Company’s generosity, because it enables us to continue to provide beautiful, changing artwork for our residents to enjoy,” Friedman said. He noted that past winners are not discarded. Rather, they are moved to resident units, where they remain indefinitely.

Professional photographers Michael Cassera and Tony Lopez did the honors as judges, choosing grand prizes and honorable mentions in each category, plus the ultimate prizes of Best-In-Show and Best-In-Show Runner-Up. A panel of resident judges then chose from a select grouping of possible winners, making their “Resident Selections” to round out the awards.

“I enter every year, and hope that one of my photos is selected,” said Deidre Elzer-Lento, whose photo I Know I Can took the top

(Continued on page 42)



Best In Show winner: Marzena Grabczynska's "Cuba." This was the first time Marzena entered the contest, and she was thrilled to win the top prize!



Grand Prize - Travel category: Carolyn J. Ciarelli, "Fishing at San Francisco Bay"

(Continued)

prize in the Children's Category. "I don't really care if I win a top prize. It's an honor to know that one of my photos is hanging, being enjoyed by the residents at the Center every day."

The Gurwin Photo Contest has become one of the premier photo contests on Long Island, drawing entries from amateur photographers across the country.

"There were so many awesome photos this year," said Lopez, owner of Tony Lopez Photography. "Each year it becomes more difficult to choose a winner, because the entries just keep getting better and better."

Cassera, Marketing Manager for the Tiffen Co., agreed. "This is my second year judging, and I am amazed by the quality of the photos," he said. 📷



2015 Best-In-Show Runner-Up: Mike DiRenzo's "Heaven & Earth." Mike is a member of the Huntington Camera Club, and was one of several members winning prizes in the 2015 contest.



Grand Prize - Pets Category: Ellen Dunn, "Waiting"



Grand Prize - Student Category: Emily Johnston, "Like New-Fallen Snow"

Strawberries and Music: An Irresistible Combination


By: Ruth Tietz, director of marketing and development, Baptist Health System, Glenville

How do you get people to check out your beautiful new Assisted Living Community in a “getting to know you” soft-sell sort of fashion? That was the question Judson Meadows Assisted Living Community’s Marketing Department tasked themselves with in spring of 2015.

Their solution? How about a free community concert series targeting the adult children of aging loved ones needing services. That was how The Judson Meadows “Strawberries and Song on The Lawn” concert series was developed.

It has turned out to be a lot of fun and a great success. The series took place the last Tuesday of each month in June, July and August. Judson Meadows explored three different musical genres all very mindfully selected to target boomers and their senior relatives. There was a Bluegrass Night, a Jazz night and an Oldies Rock & Roll Night.

Tours of Judson Meadows were offered before each show, along with strawberry-themed food offerings and potted herb plant sales offered via The Judson Meadows Resident Council. There was even a catering food truck on hand so those in attendance could enjoy dinner while enjoying the concert.

“By offering an entertainment themed entry point into our community, we were able to have many people come through and check us out who may have not done so otherwise,” said Ruth Tietz, director of marketing & development for Baptist Health System, which owns Judson Meadows Assisted Living. 

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Is It Time To Renovate Your Revenue Cycle?

Significant changes in the long term care industry are presenting new challenges for which your revenue cycle may not be prepared. It may be time for you to tackle some home-improvement projects designed to ensure that you have the structure and foundation needed to support a healthy revenue cycle. Projects may range from a simple curb-appeal upgrade, to a replacement project, or even a complete refurbishment. Revenue-cycle projects can be categorized based on the type of expert assistance that may be needed — do-it-yourself, handyman or general contractor.

Do-it-yourself projects bring a new look and new efficiencies to an otherwise well-functioning revenue cycle. This type of project can often be completed without expert assistance — all you need to do is roll up your sleeves and get to work. Changes in the way you handle resident funds and direct deposits can bring new life to your revenue cycle. Technology allows you to accept direct deposit payments, receive automated care cost payments, perform direct debits and even automatically return direct deposits when a resident has permanently left your facility. You are able to take time-consuming processes and transform them into practices that save money and increase your bottom line.

The transition to managed care and the implementation of ICD-10 increases the need for an effective denial management program. By analyzing rejection and denial codes, you are able to identify ongoing trends that prevent you from getting paid. Once you understand the reasons payers are not reimbursing, you are able to scrutinize the root causes and redesign processes to eliminate rejections and denials. To obtain the necessary data, you will need to make sure you are reviewing your claims submission reports for rejections and entering all denial codes, including zero payments, during payment posting. Utilizing reports from your billing system and clearinghouse will make the analysis phase considerably easier. Keep in mind that depending on the resources you have available, you may still need to combine data from various sources into one comprehensive report.

Handyman projects require more planning, effort and skill, and are best handled with some outside assistance. Revenue-cycle success depends on the bench strength of your employees. Staff turnover is all too often responsible for knowledge vacuums that leave a facility unable to effectively manage its revenue cycle. Additionally, new employees may lack the requisite skills needed to perform various job duties. Most facilities do not provide adequate training to their employees. A handyman can be hired to educate your revenue-cycle staff in areas such as billing regulations, insurance verification, follow-up techniques and skill development. Contracting with a handyman to train new billing staff will help to ensure your employees have the skills needed to be successful.

You may need to adjust your revenue-cycle processes as we transition from Medicaid to managed care. Billing cycles, when and how often you verify insurance, implementation of a clearinghouse, who obtains authorizations and how employees are assigned to various tasks, are examples of changes that may be necessary. Many facilities assign billing and follow-up duties based on payer type, and since many managed care revenue-cycle duties take longer than those under Medicaid, our common silo structure may become ineffective. A comprehensive review of staffing

(See Is It Time on page 48)

Is It Time... *(Continued from page 47)*


with accompanied gap training can best be handled with assistance from a handyman. Tackling this type of project on your own may leave you in need of a general contractor.

Assuring you have a strong revenue-cycle foundation may require the assistance of an expert. A sure sign of an unstable foundation is if your outstanding accounts receivable greater than 90 days is more than 25 percent (excluding Medicaid pending). A general contractor can conduct a cash recovery project that can bring in much needed cash and also clean up your AR. Since it is likely that accounts receivable balances will increase under Medicaid managed care, and at least temporarily under ICD-10, working with a general contractor now to address receivable issues is advised.

It is very common for small home improvement jobs to escalate into extensive projects requiring general contractors. Have you ever replaced a few roof shingles, only to find a leak with water and mold damage, or stained your deck and discovered rotted deck joists? By making changes to your revenue-cycle processes, you may discover that you have significant issues that need immediate attention. An operations review of your revenue cycle will identify inefficiencies and obstacles that cause billing and payment delays. A general contractor has the experience and knowledge needed to review your entire revenue cycle—including admissions, resident care, charge entry, billing, follow up and payment posting—and find areas that are in need of refurbishing.

If you find it is difficult to hire and retain competent billing staff, an experienced general contractor will be able to provide you with a prefabricated approach to your revenue cycle. By outsourcing some or all of your billing functions, you can continue to utilize your EMR and/or billing system, eliminate staffing woes and guarantee that selected duties are being handled by experts. Under a prefab outsourcing arrangement, you can retain valuable staff to perform front-end revenue-cycle duties, while a general contractor handles most of the key functions. Whether on-site or via remote access, general contractors can proficiently complete revenue-cycle responsibilities, allowing your staff to focus on other important obligations.

Once you identify the kinds of revenue-cycle projects you need to complete, you will need to determine the skills that are necessary to assist or complete the jobs. Even though your staff may have excellent do-it-yourself or handyman skills, you may need to bring in a general contractor for consultation, plan development or project completion.

Contact Andrea Hagen, director, Bonadio Receivable Solutions, LLC, to discover how BRS can help improve your revenue cycle operations at 585.662.2270 or ahagen@bonadio.com. 



Repositioning and the Keys to Success

Many LeadingAge New York members face critical decisions about what to do with aging and obsolete facilities. Forward thinking members are repositioning for the future because they know staying the same is not a viable option. Some are renovating outdated areas that are mismatched with newer spaces. Others are adding new services or expanding capacity to extend their mission and protect market share. Still others have such outdated facilities that updating or replacing virtually “everything” over time is the only way to assure long-term success. And for a growing number of members, small house and neighborhood model skilled nursing, “hybrid homes” that blend the best of elements of cottage and apartment living, and mixed use developments are among the innovations they see on the horizon.

Through our experience with repositioning projects in all regions of New York State involving all levels of senior housing, assisted living, memory care and skilled nursing, seven common elements have emerged as keys to success.

1. Fully and honestly evaluate existing conditions.

Take a critical look at your physical plant through the eyes of today’s and tomorrow’s consumers. Develop a complete picture of the renovation, upgrades and/or new construction needed to fulfill your mission.

2. Explore and evaluate possibilities.

The first plan is almost never the best plan, and only after considering many options will the optimal path become clear. Obtain broad input from all stakeholder groups to forge consensus and generate excitement around your repositioning plan.

3. Create reliable budgets and financial forecasts.

As your repositioning plan begins to take shape, engage experienced construction professionals to establish a realistic range of construction costs very early on. Accurate cost estimating from the earliest design phases is the only way to assure alignment of your goals with available capital reserves and debt capacity.

(See Repositioning on page 51)



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Repositioning... *(Continued from page 49)*

4. Develop a realistic project schedule.

Recognize that repositioning projects are complex and that success depends on precise scheduling and performance. Completing your project in the shortest but also the most realistic duration will require experience, imagination, and intense teamwork.

5. Limit occupancy and revenue loss.

A well designed phasing plan will limit occupancy impacts and working capital needs during construction. In projects that include new construction, achieving the earliest completion and occupancy of new units has tremendous cash flow benefits.

6. Minimize disruption.

Make sure the pace of construction is fast enough to be cost effective, but not so fast that the level of operational disruption is intolerable for residents, visitors and staff.

7. Communicate. Communicate. Communicate.

Maintain trust and credibility throughout all phases of the project by clearly and candidly outlining what will be happening, when it will happen, what the operational impacts will be and how those impacts will be mitigated. Transparency and open communication will assure a healthy community spirit that keeps a positive focus on the outcome and benefits of your repositioning project.

For senior care providers the brightest future awaits those who can best align quality care, competitive costs and the most attractive, up-to-date physical plants. The fact is, when consumers, families and referral sources compare competing options they see as equal in quality and cost, “newer and nicer” wins. 🌱

For more information on repositioning your facility, call Paul Phillips, MS, LNHA, senior living specialist, LECESSE Construction at 855-334-4490.

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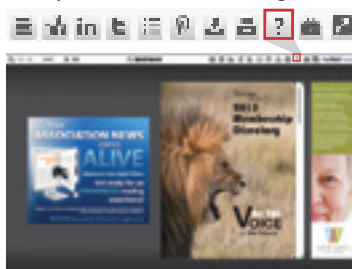
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Click on the  icon in the top right for easy instructions!

Access **Membership Directory** year-round online to reference articles, the membership directory, labor contracts information, education and calendar of events.

Our digital edition is emailed directly to readers and posted on our website!

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



Visiting Student Volunteers From the Discovery Church in Kings Park helped the Staff at St. Johnland Nursing Center Assemble Outdoor Raised Gardening Boxes. 7/27/15



At 102, Commack Woman Holds Fast to Yom Kippur Tradition 9/21/15

RIVERSPRING HEALTH

The Fragile Patchwork of Care for New York's Oldest Old 9/25/15

Daniel Reingold and Joy Solomon Featured on SiriusXM Radio 9/24/15

Caring for a Parent After a Stroke 7/1/15



Presbyterian Residential Community Celebrates 21st Anniversary 9/21/15

ST. JOHNLAND

Outstanding Scout Projects at St. Johnland Nursing Center 9/28/15

(See Noteworthy on page 53)



Bethel Leadership Lend a Hand in Observance of 9/11

Members of Bethel's executive team participating in **9/11: Serve and Remember** are (left to right & front to back): Patricia Kiggins; Anastasios Markopoulos; Michael Dobbins; Janet Levine; Marsha Schlig; Lorrie Fetonti; Richard Keener and Julieta Müller. 9/16/15

HEBREW HOME AT RIVERDALE

How Woodstock Led to National Grandparent's Day 9/11/15

It Began With Secret Pickles, and Survived a War 7/17/15

HERITAGE MINISTRIES

Occupational Therapy Assists Resident Following Traumatic Brain Injury to Transition Home 6/15/15

THE EDDY NETWORK

The Eddy to Expand Elder Abuse Intervention Program into Saratoga County 6/23/15

PRESBYTERIAN HOMES

Rare Pair of Holes-in-One Highlights Fundraiser for Parkinson Disease 7/30/15

WARTBURG

Jazz in June: A Wartburg Celebration of Arts & Music 6/24/15

Wartburg to Host Mount Vernon Mayoral Debate Forum 8/14/15

PECONIC LANDING



For his Eagle Scout Project, This Southold Teen is Saving the Bees 9/4/15

LeadingAge New York's Own Members Were Personally Touched by the Pope's Visit to the United States.

Pope Francis made an unscheduled visit to the Little Sister of the Poor, sponsors of the Jeanne Jugan Residence, which provides independent living, assisted living and nursing home care to low-income seniors. Pope Francis' message to the group was about the Little Sisters' "mission to the elderly" and "how important it is in a society that tends to marginalize the elderly and the poor," Sister Constance told Catholic News Service on Sept. 24. <http://www.littlesistersofthepoor.org/index.php/component/content/article/44-news-a-events/446-little-sisters-of-the-poor-get-unscheduled-visit-from-pope-francis>



Stephanie Gabaud, a resident at the Elizabeth Seton Pediatric Unit in Yonkers, had the opportunity to meet and be blessed by Pope Francis at St. Patrick's Cathedral. CBS New York reported that "Her surprise encounter with Pope Francis was caught on camera. He walked right up to her before the Thursday night service and gave her a hug, a kiss and a blessing." <http://newyork.cbslocal.com/2015/09/27/westchester-girl-blessing-pope-francis/>

(See Noteworthy on page 54)



Ms. Maria Provenzano Joins Wartburg as the Director of Adult Day Services 9/15/15

GOOD SHEPHERD VILLAGE AT ENDWELL

Good Shepherd Physical Therapy Announces LSVT™ Program for Parkinson's 9/3/15

Residents Partnered With Homer Brink Elementary School and the Maine Endwell School District for Their "Spartan Garden" Project. 8/5/15



Book Signing and Reading

Cheryl Wills discusses Die Free: A Heroic Family Tale the treasured story of Cheryl's great-great-great grandfather, Sandy Wills. 7/22/15

Promotions at Wartburg



Paula Ress



Paulette Watson

MEMBER NEWS

NOTEWORTHY



St. Johnland Honors Huntington Hospital Director 9/21/15



Morrison Senior Living Acknowledges Dedication

Willie Soto, assistant chef of Brentwood, was commended for his dedication, commitment and drive for excellence. He is seen here with Mary Jean Weber, CEO and administrator.

8/18/15

CELEBRATION VILLAGE OF FORSYTH

Celebration Village Presents "Live Long, Live Well in Forsyth" With Dr. Roger Landry 9/8/15

OSBORNE

Osborn Has a Good Succession Plan 6/25/15

Deacon John Woloszyn Assumes New Role as Pastoral Care Coordinator. 9/3/15



(See Noteworthy on page 55)

NOTEWORTHY

LEADINGAGE NEW YORK NEWS

LEADINGAGE NEW YORK STAFFING UPDATES

LeadingAge New York would like to welcome the newest members of our team: **Sarah Daly**, Value First sales coordinator, **Michelle Mahoney**, receptionist, **Dylan Wrixon**, government relations analyst and **John Broderick**, senior policy analyst (*see Spotlight story on page 5*).

We would also like to congratulate **Kristin Phillips** who was promoted to vice president of education and **Kathy Burke**, who is now education manager for the Foundation for Long Term Care.

UPDATE TO CMS FIVE-STAR QUALITY RATING

*LeadingAge and LeadingAge
New York Launch New 5-Star
Analysis Report* 10/5/15

Welcome New Members

Primary Members:

Living Resources
St. Anna H.D.F.C., Inc.
St. Simeon II H.D.F.C., Inc.
St. Simeon Properties
St. Simeon Second Mile Corp.
The Commons on St. Anthony

Associate Members:

Ann Purchase, Principal Curriculum Development, Advantedge Education, Inc.

Associate Plus Members:

Rita Amigdalos, president/CEO, Elite Pharmacy Consulting Services
Amy Archer Flaherty, partner, Harris Beach PLLC
Will Irwin, president: UltraMobile Imaging
Ed LeBreton, CEO, The Lancaster Group, LLC

Upcoming Conferences and Educational Events

Conferences

Nov. 16-18, 2015

**Directors of Nursing Services/Directors of Social
Work Annual Conference & Exposition**

The Sagamore Resort, Bolton Landing

April 12-14, 2016

Housing Professionals Annual Conference

DoubleTree Hotel by Hilton Syracuse

May 23-25, 2016

Annual Conference & Exposition

The Saratoga Hilton & Saratoga Springs City Center,
Saratoga Springs

Educational Events

Oct. 20, Westchester

**Behavior Management Through
Non-Pharmacological Interventions: Techniques
and Strategies You Can Implement Today**

Oct. 15, Latham

Fall HR Summit

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

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