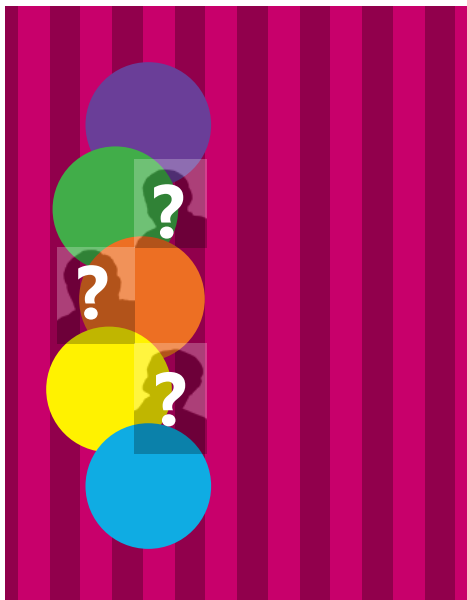


How do we
[re]define
age?



How do we **[re]define** age?

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News From Members, LeadingAge
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Mission Statement

To create the future of aging and continuing care services in New York State.

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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Please welcome our incoming officers, directors and cabinet presidents.

(Effective July 1, 2014)

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Happy Customers

“Engaged employees lead to happy customers. They are employees who love their job and are responsible for creating an unparalleled experience for customers,” Gregg Ledderman explained in his dynamic plenary session, *ENGAGED Employees Lead to Delighted Residents and Loved Ones*, delivered at the LeadingAge York Annual Conference and Exposition in Saratoga Springs in June.

An engaged workforce will positively impact your bottom line. What does it take to create an engaged workforce? It takes passion, performing the organizational brand every day, the right skill-set, continuing education for work-related and personal development and the opportunity to engage with peers, among other things, according to the many speakers at this year’s conference.

Individual motivation is driven by what is emotional and personal (EP). When something is EP, it hits you in the belly. It makes sense to create more energy by moving toward your EP, explained John Pelizza, Ph.D. in his very lively closing plenary session, *Capitalizing on Change*. It is essential that all employees know their EP as it relates to their performance on the job to increase engagement.

This issue of Adviser provides a sampling of some of the dynamic plenary and workshop sessions that were provided at this year’s Conference, all designed to help members engage their employees. If you missed the event or just want to review some great material, this issue is for you!

In this issue are tips from healthcare professionals to increase employee’s knowledge and skills including, *Enlist Your Rehab Team to Mitigate Hospital Readmissions from Your SNF*, by Michelle Saunders of HealthPro Rehab. There are also stories celebrating unique member projects, including, *Art Without Barriers* at Peconic Landing in Greenport and *Closing the Digital Divide for Seniors* at CenterLight Health System in the Bronx. And, of course, many accomplishments and achievements of members are highlighted in this issue’s *Noteworthy* section.

LeadingAge New York is your partner for helping you engage your employees by providing the latest information, technical assistance, advocacy, data analytics, education and training, conferences, publications, and much more. Be sure that you are taking advantage of all the benefits of your LeadingAge New York membership.

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

James W. Clyne Jr.
President and CEO

“Individual motivation is driven by what is emotional and personal.”



LeadingAge New York Named One of 2014 Best Companies to Work for in New York State

See story page 24



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Art Without Barriers

“Peconic Landing, an innovative, not-for-profit, continuing care retirement community located on the waterfront in Greenport, on the North Fork of Long Island – in partnership with the Mattituck Lions Club – opened its 5th Annual Sculpture Exhibition, with descriptive audio for the visually impaired. The Outdoor Living Gallery, *Art Without Barriers: What You Hear Is What You See*, harnesses the power of technology to enhance access to art – not just for those with visual impairments but for the sighted as well – in an existing outdoor sculpture garden.

Digitally enhanced descriptions have been recorded for nine of the 20 pieces in Peconic Landing’s sculpture garden, which features works by local and internationally recognized sculptors, including one of three new works by Ginés Serrán-Pagán (<http://www.serran-paganart.com/>). They create an auditory experience for the sighted, the print disabled and the severely visually impaired. By creating a more inclusive environment, Peconic Landing is demonstrating that art is not just a visual experience.

“I have been on a few audio and touch exhibit tours in New York City and they are wonderful. That’s why I’m so pleased that accessible options for art enthusiasts are being created here on Long Island,” said Albert J. Rizzi, founder and CEO of MyBlindSpot.org (<http://myblindspot.org/>). He and Kathryn Carroll, Esq., fellow at the United States International Council on Disability, both of the Greater New York City area, consulted with Peconic Landing on the project. Both are blind, Rizzi later in life. “What they are doing at Peconic Landing offers so much to those of us without sight. I applaud everyone behind this initiative for their clear vision and artful sense of inclusion,” said Rizzi.

Partnering on the project is the Mattituck Lions Club, the local chapter of Lions International. “The work that Lions have done to deliver services to the blind has a natural affinity with this opportunity to provide access to art for those with visual impairments,” said George Lessard, president of the Mattituck Lions Club which provided a grant to make this project possible.

Audio narratives are available as free downloads to any smartphone from Peconic Landing’s own iTunes channel (<https://itunes.apple.com/us/podcast/peconic-landing-sculpture/id865552516?mt=2>). They also are pre-recorded on 20 iPods available on loan at Brecknock Hall. In addition, the exhibit program (Outdoor Living Catalog 2014) is available in Braille and large-print formats.

Recordings are approximately 2-5 minutes each, with descriptions by Dr. Charles A. Riley, cultural historian and curator, and some of the artists themselves, an introduction by Carroll; and a message by Dominic Antignano, a sculptor of note, curator of the exhibition and Peconic Landing’s cultural arts coordinator.

The nine pieces of the 20 in Peconic Landing’s sculpture garden collection and this year’s exhibit that will have the digitally enhanced recordings

(See *Art Without Barriers* on page 8)



Descriptive audio of the sculptures in our exhibition available on our own Peconic Landing (PL) developed iPod holder/player - making the small device accessible and operable for our residents. The podcast is also available on iTunes. This is a unique iPod holder engineered, developed and branded by us. We made 20 of them for all who want to tour the garden. We made the visual verbal for sighted people and people with vision loss – our tag line for the show is: what you hear is what you see.

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Art Without Barriers... (continued from page 5)

include the following:

- Nico Yektai – Bench #2 Mahogany & concrete (existing piece)
- Robert Strimban – Solitude (existing piece)
- Steven Zaluski – Rainbow Totem (existing piece)
- Rob Lorensen – Taper Deco (existing piece)
- Jack Howard-Potter – Wallwalker (existing piece)
- Mike Hansel – Hard Knocks (existing piece)
- Arden Scott – A Former Equinox - (existing piece)
- Nova, Mihai Popa – Spiral (existing piece)
- Ginés Serrán-Pagán – Wenchuan – NEW**

In 2010, Peconic Landing’s Resident Art Committee announced the opening of its permanent outdoor sculpture garden on the grounds of Brecknock Hall.

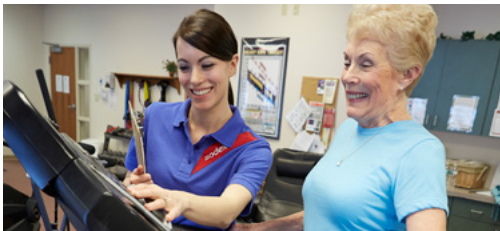
After two years of juried sculpture exhibitions, this became the area’s first permanent sculpture exhibition, showcasing high-quality works by local and international sculptors that best complement and enhance this unique building and surrounding landscape.

The sculpture garden is open free to the public from July through October. Groups are asked to make reservations in advance so that they may be accommodated. Those requiring the use of the Peconic Landing assistive technology offerings are also urged to make reservations. A limited number of golf carts with docents will be available. All reservations to visit may be made by calling 631-477-BLUE (2583). 🌱



Folks with iPods listening to the tour and a Peconic staffer giving a tactile descriptive tour of one of the new pieces to Krista a visually impaired person. She traveled by herself just to “see” the art.

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QUALITY OF LIFE SERVICES

Results Drive Demand for Ventilator Care And Weaning at Harlem's Henry J. Carter Specialty Hospital

By Linda Wyatt

In the nine months since it opened its doors, the Henry J. Carter Specialty Hospital and Nursing Facility, has emerged as a model of patient-centered and high quality sub-acute care – with a state-of-the-art facility matched by a skilled staff.

Although the building is new, the staff is not. Most staff transferred – along with hundreds of patients and residents – from Roosevelt Island's Goldwater Hospital, bringing with them talent and compassion.

Carter, built on the site of Harlem's former North General Hospital, is part of New York City's public hospital system, the New York City Health and Hospitals Corporation (NYCHHC). Located at 1752 Park Avenue, between 121st and 122nd Streets, Carter consists of two sections: the Long-Term Acute Care Hospital (LTACH) for high acuity patients with chronic conditions and the Nursing Facility for residents with more stable conditions who cannot be cared for at home.

Carter has more than 140 ventilator beds in its LTACH complemented by a 20-bed certified ventilator unit in the nursing facility and is nationally known for pulmonary care as well as ventilator care and weaning. The facility is receiving referrals from top private area hospitals, including Mount Sinai Hospital, St. Luke's-Roosevelt Hospital Center, New York-Presbyterian Hospital/Columbia University Medical Center, Beth Israel Medical Center, as well as NYCHHC facilities. In just a few short months it has become known as the place to go to if you are very sick. Carter is dedicated to improving patient quality of life by making every effort to successfully wean them of their ventilator dependence.

Carter's staff has decades of experience in ventilator weaning. While standards for success at ventilator weaning vary widely, Carter measures success against some of the field's strictest standards. It has succeeded in weaning many patients who were considered "unweanable" at other facilities.

This is just one example of Carter's high quality patient care:

Joel White, 76, a retired New York City history teacher and assistant principal, was greeted like a rock star when he returned to Harlem's new Henry J. Carter Specialty Hospital and Nursing Facility this past June 17. Doctors, nurses and other staff were delighted to see him again – this time as a visitor rather than a patient. It is hard to imagine that the warm, fit, athletic and personable man had been in a coma, on a ventilator, and on the brink of death several months earlier.

Mr. White, a resident of Manhattan's Upper West Side, was revived by EMS last winter when he collapsed several days after falling and bumping his head. He had been put on a ventilator and into an induced coma at another hospital to reduce swelling from a subdural hematoma. Since the Carter LTACH is well-known for treating complex conditions like this and has the largest ventilator bed capacity in the New York City area, Mr. White was transferred to Carter several weeks later, ensuring a seamless transition to the next step in his continuum of care.

Mr. White had come out of the coma and was on a ventilator when he was admitted to Henry J. Carter, but suffered from delirium. According to William Dinan, MD, Carter's Director of Pulmonary Medicine, delirium is a serious medical condition that can

(See *Results Drive Demand* on page 8)

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Results Drive Demand... (continued from page 7)

compromise a patient's treatment and recovery. Ravindra Amin, MD, Chief of Psychiatry, was on call when Mr. White was admitted. He and other medical experts, among them Maung Yee, MD, Mr. White's primary physician, and pulmonary expert Muhammad Billah, MD, conferred and formulated a multidisciplinary care plan.

In a speakerphone conversation with Mrs. White when Joel came back for a visit to Carter, Dr. Amin commented to her and the assembled group about how obtaining good care is a two-way street. "When Mr. White was not in a position to say anything about himself, you [Mrs. White] actually took a lot of time to help us understand who he is, and in turn, that helped us really make the care plan that was better suited to who he is," Dr. Amin said.

The delirium was treated, and he was weaned off the ventilator. Physical therapy was required to restore his strength after months in bed.

Mr. White noted: "My recovery time was very quick. It was only a few weeks before they started removing things, like the ventilator, then the trach and the feeding tube. They were able to do what they did very rapidly."

Mr. White's wife, Diane, was effusive in her praise of Henry J. Carter Hospital and its staff.

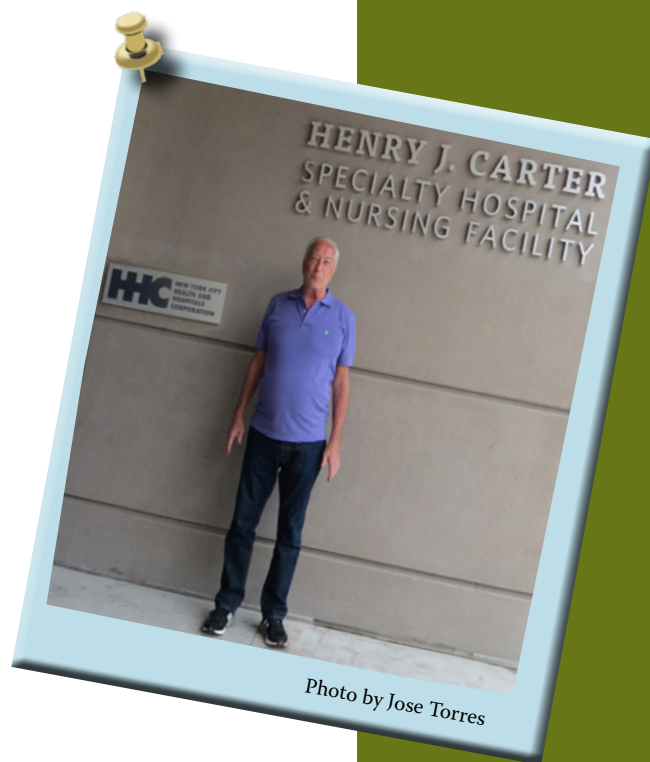
"I have been telling people, if you ever have a really terrible accident or are really, really sick, you must go to Carter ... you never know what can happen, and I have never seen care like that in my life, ever. It was just – for me and our family – an incredible experience. I just can't thank you enough. I just cannot get over it."

She added: "You succeeded beyond my wildest expectations, and that's the truth ... I have told everyone this. I still can't get over it when I look back on it. It's just been amazing. As horrible as it was – what happened – he couldn't have gotten better care I don't think anywhere ... there's no way I can ever thank you enough."

Diane White was amazed by Carter's patient and family-centered care, noting: "I want to commend all of you ... everyone was so warm and caring down to the last possible person. It was just amazing; I have never had an experience like that. I have been in quite a few hospitals myself as a patient, and it was never like this ... really amazing ... loving, caring — kind of like being at someone's house ... I was just so comfortable there."

On the day of Joel White's return visit to Henry J. Carter, Yolanda Bruno, MD, medical director, told Mrs. White: "We are so gratified to hear what you are saying, and to see Mr. White in such fabulous condition. Our mission and our goal is to give that kind of care to every single person who walks in here."

Looking at Joel White, it is hard to believe that he had been through such an intense medical experience, defying death twice. He is trim, tanned and spry; his appearance belies his 76 years. He still needs some physical therapy, but is looking forward to getting back on the basketball court and into the swimming pool. 🍷



What's Your Sphere of Influence?

Ami Schnauber, vice president of advocacy and public policy, LeadingAge New York



If you joined me at the LeadingAge New York Annual Conference you would have heard me talk about assessing and then developing your sphere of influence when it comes to state lawmakers. With the Legislature adjourned for the rest of the year, now is the perfect time to begin nurturing or even developing your relationships with a broader delegation of elected officials.

If you think about it, your sphere of influence goes well beyond one Senator and one Assembly member. And that is great news because the larger your delegation of representatives, the greater impact you can have on influencing state policy. Take some time to put a list together of all of your representatives – the ones who represent where you live and where you work. For many of our provider members, where you work often encompasses several different locations. If you look up the representatives for all of your work and personal addresses, the resulting group defines your sphere of influence. For me, that

represents two state Senators and two Assembly members. If I pull my spouse into the act, I get an additional Senator and Assembly member. For those of you that are part of a larger health care system, you will find that your sphere of influence may grow as large as ten or more elected officials.

Once you've established your list of legislators, pick up the phone and connect with them and identify the lead staff working on issues of importance to you. Set up a face-to-face meeting in their office – or better yet – invite

them to come to you and learn about the impact your organization has on your community.

In preparation for these meetings, think about what you want to convey to the legislators. Here are some questions to think about to get you started:

- What is your mission and how are you accomplishing it?
- Why is your organization important to the community?
- How reliant is your organization on state funding?
- What have you done to reduce costs?
- What will funding cuts mean in terms of jobs, quality and access?
- What has been the result of previous cuts and/or staff reductions?

The work you do this summer and fall to educate lawmakers, tell your story and nurture and develop your relationships with your larger sphere of influence will have a great impact on your advocacy efforts during state budget season. Take some time to fill in the Advocacy Action Plan, share it with your colleagues and ask them to do the same. With services for the elderly depending on state and federal funding and regulation, effective advocacy is essential to serving your mission.

(See Sphere of Influence on page 10)

“ Take some time to put a list together of all of your representatives – the ones who represent where you live and where you work.”



Sphere of Influence... (continued from page 9)

New York State Advocacy Action Plan

Representatives for my organization

Senator: _____ Phone: _____

Assembly member: _____ Phone: _____

Representatives for my home residence

Senator: _____ Phone: _____

Assembly member: _____ Phone: _____

Resources: Senate <http://www.nysenate.gov/>
Assembly: <http://www.assembly.state.ny.us/>

(Consider your organization's multiple sites– this is your Sphere of Influence. Also consider federal and local representatives as appropriate.)


Make contact: (Call the lawmakers you identified above then identify below the names of their lead staff that work on issues of importance to you.)

Meet and Greet: (Set up a meeting and invite them to an event to get to know legislators and staff - and share information.)

My story: (At a very basic level, what are the challenges you face in serving consumers or in accessing services yourself? What is the economic and social impact of your organization on the community? How can lawmakers help?)

Share the results: (It's very helpful for LeadingAge New York to know about these meetings and how they went. When we meet with your legislators in Albany we can reinforce your messages and it tells the legislators that these issues are important both locally and statewide.)

Keep informed and learn more at <http://www.leadingageny.org/advocacy/>

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Reachout Radio

“Reachout Radio is a radio reading service that provides 24-hour per day readings of local and national newspapers, magazines and books for people who are print handicapped.”
<http://wxxi.org/reachout/whoneeds.html>.

This year marks the 30th anniversary year for WXXI Reachout Radio at Monroe Community Hospital in Rochester, NY. It was September 19, 1984 when the Rochester Radio Reading Service first went on the air. Annette Eisenstein and Nancy Zimmer, two of the original volunteers, are still active readers today.

When the service began in 1984 the only option for service delivery was through specially-tuned subcarrier (SCA) radio receivers. Most listeners today still have one of those subcarrier radio receivers. But the world was a very different place when those radios were manufactured. There were no cell phones or Wi-Fi networks. There were far fewer radio, television and pager signals to interfere with subcarrier transmission. The technology used to transmit and receive these subcarrier signals is very susceptible to the interference of modern devices.

Because technology has not been able to keep up with the filtering necessary to ward off interference, many users are experiencing more static and cross talk in the signal on their radios. Unfortunately, there are no new radios being manufactured that can provide the clarity of signal we once enjoyed.

Adapting to new conditions, WXXI Reachout Radio now offers listeners several new means to access the show. The newest technology is the **internet radio stream** offering complete clarity of sound without static or susceptibility to interference. Accessing the internet stream can be done in a number of ways. Listeners can use an internet ready computer, internet radio (available at many local retailers), or other internet ready devices, such as a BrailleNote, BookPort Plus, Victor Reader Stream, etc. They will need to subscribe to an internet service provider to choose this option for listening, or be located in an area where Wi-Fi is available. To access internet radio stream, users should send an email to reachout@wxxi.org for a special link to this restricted service. A special link is necessary to cover the copyright exemption required by law.

Listeners can also access our service via your mobile phone (iPhone or Android) and the iBlink app (a free app from Serotek designed specifically for people with vision loss). Once the app is downloaded, listeners should scroll down to and select Reading Services, where they will find a listing for “New York, Rochester, WXXI Reachout Radio.” iBlink provides access to many other reading services from around the country, as well as other blindness resources and podcasts (including Eyes on Success). There is a world of content available for people with vision loss via iBlink.

Join us on Facebook at <http://www.facebook.com/reachoutradio> or online at <http://wxxi.org/reachout/> Reachout Radio podcasts available at <http://interactive.wxxi.org/podcasts#reachout>

(See Reachout Radio on page 12)



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Reachout Radio... (continued from page 11)

All Clear On Reachout Radio!

The residents living at Monroe Community Hospital are now receiving the new internet-streaming Reachout Radio. As of December 2013, MCH switched from over-the-air reception to receiving the Reachout Radio signal over the internet. "The improvement in sound quality is dramatic," says Donna Fitzgerald, Resident Program Director at Monroe Community Hospital. "We now receive crystal clear, static-free reception of Reachout Radio."

Monroe Community Hospital broadcasts Reachout Radio over its internal television station, which can be received in all of the resident rooms as well as the dining areas and public lobbies in the facility. The station reaches more than 566 individuals every day! "Reachout Radio is a godsend to the residents living at MCH who are blind, have visual disabilities, or have poor eyesight," adds Donna. "In addition, many other residents, who for variety of reasons are unable to read independently, are able to take advantage of this incredible service."

Donna says that the improved clarity of the internet signal makes it easier for residents to hear Reachout Radio programs, and makes it easier for individuals to listen longer. "MCH transmits almost 30 hours of Reachout Radio programs each week including the reading of our local daily and weekly newspapers, as well as Guideposts and other national publications."

Monroe Community Hospital is one of the largest and most comprehensive skilled nursing facilities in New York State, providing quality long-term care to more than 566 individuals with complex or chronic health conditions. MCH is home to residents of all ages, from infants as young as eight weeks to adults more than one hundred years old. MCH is owned and operated by Monroe County. 



Award nominations due 07.31.14

LeadingAge New York has created a special award for you to recognize your federal, state and local elected officials for their advocacy efforts on behalf of your organization and the individuals you serve.

Whether you already have a relationship with a particular official or want to build a new alliance, the Partners in Quality Award provides the opportunity to bring public recognition to office holders who are working to protect New York's seniors. Your elected officials can play a vital role in your organization's success and building and maintaining a relationship with them is essential.

The Partners in Quality Award shows officials that you, your residents, staff and registrants are paying attention to the decisions they make. LeadingAge New York will accept nominations through July 31, 2014; recipients will be notified in August and; award presentations will take place in September and October. LeadingAge New York will provide the award and can assist you with arrangements.

Questions? Contact Alyssa Lovelace, government relations analyst at 518-867-8844 or alovelace@leadingageny.org.

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How do we [re]define age?




LeadingAge New York's Annual Conference and Exposition is produced each year to help our non-profit members by providing timely information and vital tools, as well as foster relationships designed to help members succeed in the field of long term care, services and housing.

If you missed the Annual Conference, there were many dynamic speakers offering information, skill development and thought leadership. There were also many new features this year including a nifty Conference app that participants could use to plan their experience, navigate the Conference and Exposition Hall and keep up with latest happenings.

Book signings, a new Education Zone in the Exposition Hall and multiple Learning Lounges providing forums for conversation on key issues were new this year. More opportunities to network were available at several receptions held during the conference and at the Sodexo lounge. There was also time to explore historic Saratoga Springs with colleagues.

In addition to the new Education Zone in the Exposition Hall this year, also unveiled was the Services Solutions gallery, designed to help members by providing access and support in linking to Endorsed Vendors providing data, back office support, HR, financing and many other solutions to pressing needs. The Exposition Hall featured a record number of exhibitors this year.

This section of LeadingAge New York Adviser provides a sampling of plenary sessions, workshops and other events provided at the Annual Conference and Exposition held June 16-18, 2014 at the Saratoga Hilton & Saratoga Springs City Center. If you missed it, we will hope you will plan ahead and give serious consideration to attending next year's Annual Conference and Exposition, to be held May 18-20, 2015. 

Advanced Directives



How do you determine who has responsibility for making decisions for patients with diminished capacity? What can you do in situations where treatment is clinically contraindicated? What do you do when a wife is serving as surrogate for health care decisions for her incapacitated husband and the husband's girlfriend, of whom the family had no previous knowledge, shows up with a duly authorized proxy appointing her as health care surrogate?

Through case studies and case law, Michael Gillette, Ph.D., president of Bioethical Services of Virginia, provides guidance on these and other complicated ethical issues in his interactive session, titled *Interpretation and Implementation of Health Care Directives*, held at the recent LeadingAge New York Annual Conference and Exposition.

Dr. Gillette began by looking at the history of advanced directives on the federal and state levels, featuring an in-depth discussion about two landmark cases. The Karen Ann Quinlan case related to the right to remove a patient in a persistent vegetative state from a ventilator. The case of Nancy Cruzan related to the right to remove a patient in a persistent vegetative state from enteral nutrition and hydration. Both of these cases were instrumental in the development of the 1990 Patient Self-Determination Act (PSDA) requiring that every facility receiving federal aid must ask patients if they have an advanced directive and, if not, offer the patient an opportunity to create one.

According to Dr. Gillette, there is much variation from state to state because the federal legislation gave states leeway to determine certain parameters including how diminished capacity is proven and whether a surrogate can act in the patient's best interest.

Dr. Gillette emphasized a variety of salient points. For example, a patient with proven diminished capacity may, themselves, override the decision of their appointed health care surrogate. He further indicated that this type of case would likely result in court involvement. He also emphasized to only list ONE person per line on a Health Care Proxy, for example one name for first choice, one name for second choice, and so on. The worst decision is to have multiple people empowered because then they all need to be available before a decision is made and, more difficult, agree on a decision.

Some other things to understand:

- If a non-family member is appointment as the decision-maker in a the patient's Health Care Proxy they are legally empowered to make decisions even over family members;
- There is an order of who is authorized to make decisions in the absence of a written Health Care Proxy. First would be a Court appointed guardian if necessitated and that person will have ultimate authority. If that route is not needed, considered in order would be: a spouse unless divorce proceedings have been initiated, adult children, parents, siblings, descending order of blood relations followed by other involved adults.

In some cases treatment is contraindicated. Dr. Gillette recommends that all health care providers should develop Futility Policies where effort is made to define situations in which the provision of care is contrary to progress. Careful research and expert support are highly recommended in developing this type of policy. He also added that the determination must not rest on subjective value-judgments, for example, quality of life. Rather the decisions should be indexed to the values of the patient to the extent they are known and should default to objective clinical factors that contraindicate a specific course of action. 🌱

Successful Change is Emotional and Personal

“Why be normal?” asks John Pelizza, Ph.D., during his very lively closing plenary session, *Capitalizing on Change*, to emphasize that being different and acting differently is good.

Dr. Pelizza’s background as a psychologist has taught him that the way we think every day affects every day. For example:

- We need to think a certain way to function well.
- How you think about a situation will affect your response.
- It is *always* about how you choose to respond.

“Your mind is always moving to pleasure and away from pain. Individual motivation is driven by what is emotional and personal (EP). When something is EP, it hits you in the belly. It makes sense to create more energy by moving toward your EP. It’s free! Who controls your thinking? You do – when you choose to! If you control your thinking, it controls how you feel and how happy you are. Happy people have lots of energy. You can learn to do this and need to remember that others can influence your response, so manage your responses. It’s not the unknown that we fear but what we attach to it and it only bothers you if you attach something negative to it. It is a choice in your mind.”

Meditation is a great way to improve clarity and rethink your responses in any given situation. John demonstrated a simple, four-minute meditation technique and periodically throughout the session, at the sound of a bell, the audience was conditioned to meditate for four breaths to practice the technique. Meditation will change your physiology and will change and your clarity of mind. “Clarity is the best way to unlearn stuff you don’t need,” Dr. Pelizza explained.

Further, “there is change and there is transformation – big change. Most people prefer no change.”

But Dr. Pelizza asks, “can your life get better if you don’t change? You can’t stop change but you must enact change. Key to making change is, again, EP – emotional and personal. That is what drives people to make decisions that lead to change. When you have positive discovery in your life your body craves energy? When you discover things your seeking, your body automatically puts out energy. Create energy in your body by getting into a lifestyle of discovery.” There is necessary risk to change.

Dr. Pelizza said: What gets people motivated? EP! You must know your own EP. What keeps people motivated? Progress! People need to see meaningful progress toward their EP. If we help our employees find their EP and help them create a path, they will be happy and productive until the day they retire. 🍷



How Do You Author a Legacy of Significance?

You are a 9-year-old boy who has just been burned over your entire body. You are lying in a hospital bed covered in bandages, unable to see, speak or move. Dying may be a blessing at this point. What would it take to make you fight? Is it your own will? Is it the love of family and friends or does it take a team of people going the extra mile? Whether your obstacle is a health battle, a work matter or a personal achievement – according to that boy, burn victim and motivational speaker John O’Leary in his plenary session, *[Re]Ignite Your Possibilities* – it comes down to the Power of One, the Power of Love and the Power of More.

The Power of One:

O’Leary says the most powerful weapon on earth is the human spirit on fire. It is a mindset, a choice. Whether it is changing your own life or the lives of others, you need to figure out how to ignite your spirit.

Power of Love:

“Change is impossible if it is about you. If it is about others – mission, beliefs, business – it can happen overnight. Stepping into the danger or the fight is easier if it isn’t about you, John explained. He proved his point with many graphic examples from his recovery – beginning with his brother allowing himself to be burned to save him, to examples of dedicated professionals who through personal sacrifice made him fight when he would rather give up. True inspiration comes from the heart, from the love of self and others. It is the fuel that can bring change in yourself or others. “A difficult journey begins with love and it takes courage and fight.” He asked each of the audience members what they are “courageously, lovingly fighting for?”

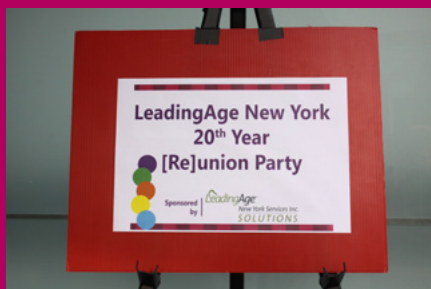
Power of Why:

“You start with love and move into the why,” said O’Leary, because “when you know your WHY; you can endure ANY how.” Motivation of people and teams is about why they are doing what they do. As a leader we show them the way and push them to the WHY. People are rarely motivated to dig in and make a difference unless they clearly understand WHY it matters. It is important to lead others from where they are; to meet their desire and purpose – their WHY. Miracles can happen; sometimes they take years but it all comes down to understanding why it is important.”

“Figure out your why. Ask yourself, “Why am I fired up to grow my business, impact my family or friends, serve my community or improve myself? Then you need to ask the tougher questions behind those to really determine the HOW of your journey.”

The Power of More:

“The Power of One is made true when you tap into the Power of More.” What more can I do? It’s an attitude shift. How we respond to negativity or bad news is crucial. Not giving up but stopping and reflecting and asking, “What more can I do?” That is the simple Power of More. It is a place of authority, boldness and action. It is not being a victim. What more can I do? Can I make a difference? Dig deep; pray; reflect. You will be a change agent for good. You can change lives by making a little extra effort. 🌱



The Stars Shined at the LeadingAge New York Annual Award Luncheon



During a celebratory luncheon held at the Annual Conference and Exposition on June 18 at the Saratoga Hilton and Saratoga Springs City Center in Saratoga Springs, LeadingAge New York members and winner's colleagues, family and friends honored 2014 LeadingAge New York award winners.

Winners were selected from the many nominations received by board members, leadership and coworkers on behalf of the best and brightest stars at LeadingAge New York member sites.

Through entertaining and heartfelt narrative, video clips and picture montages, each award winner was honored by their co-workers and family members in an audio/visual presentation designed to pay tribute to the hard work, dedication, selflessness and leadership for which these inspiring stars were honored.

LeadingAge New York's highest award, The Lawrence E. Larson Memorial Award of Honor was presented to **Andrew Peterson, chief executive officer of LutheranCare** for his leadership, vision and dedication.

Greg Osetek, director of community relations at St. Luke Health Services was presented with the Carl S. Young Advocacy Award for his outstanding work in the area of grassroots advocacy.

Christine O'Toole, vice president and executive director at Elant at Meadow Hill was presented with the James W. Sanderson Memorial Award for Leadership for her outstanding efforts toward making Elant at Meadow Hill a thriving, efficient operation.

The Thomas Clarke Memorial Award honors young leadership and **Karen Zobel, administrator and chief executive officer of The Community at Brookmeade**, hired to the position at just 34 years old, has turned the organization into an efficient and high quality facility within just a few years.

The Professional of the Year Award was created to honor leadership staff for their outstanding efforts toward creating high quality experiences for seniors in care, services and housing. This year three amazing women were honored. **Julie Chetney, director of St. Francis Commons at St. Luke** was honored for her ability to make everyone feel at home and loved; **Mary Beth Hossenlopp, nurse practitioner at Park Ridge Living Center**, was honored for her promotion of person-centered care and treating the whole person; and **Patricia Lutzky, vice president of resident services at Peconic Landing**, was honored for her incredible ability to create opportunities for the residents as well as the greater community. Pat was honored in must-see video created by her colleagues at Peconic Landing.

(See *The Stars Shined* on page 20)



Julie Chetney



Greg Osetek

The Stars Shined (continued from page 19)

The selfless dedication and leadership of countless volunteer trustees and board members is the linchpin of success for many non-profit providers of care, services and housing for seniors in New York State. This year four volunteers are recognized with the Trustee of the Year Award including: **Len Andrew from Kendal on Hudson in Sleepy Hollow; Lisa Feiner of Sarah Neuman Center, Jewish Home Lifecare in Mamaroneck; Mark Kolko from Jewish Senior Life in Rochester; and Robert X. Monahan, Jr. from The Baptist Home in Rhinebeck.**

LeadingAge New York celebrates the innovative spirit of not-for-profit providers through the Innovation of the Year Award. This year there are three organizations recognized for their programs designed to increase efficiency and quality of care and service to seniors. **The Best of Times Seminar, a program of Lutheran Jamestown** creates a learning program to help seniors prepare for the next phase of their lives and bring the external community to the campus. **The Man Cave of Wayne County Nursing Home and Rehab Center** creates space for activities that are geared toward men's interests, though open to anyone who wants to visit. **The Smart E.D. project between Amsterdam Nursing Home and Mount Sinai St. Luke's Hospital** has created a relationship to avoid unnecessary emergency rooms visits when people can be treated effectively by trained personnel at the nursing home.

The Employee of Distinction Program recognizes those frontline staff making a difference in the lives of seniors every day by going above and beyond their job duties. Each year, up to eighteen awards are given across the state. Award winner's name are not listed under this category because LeadingAge New York members hold award celebrations at their home organizations inviting co-workers, family and other dignitaries, and often surprising the winner at the event with the award.

You definitely have shining stars at your organization so be sure to nominate them for a LeadingAge New York award for 2015. As the popular saying states, "you have to be in it to win it!" Make sure your unsung heroes are recognized. For more information, contact Kristen Myers at kmyers@leadingageny.org. 🌱



Patricia Lutzky



Andrew Peterson



Christine O'Toole



Karen Zobel



Mary Beth Hossenlopp

2014-2015 IGNITE Leadership Academy Fellows



The IGNITE Leadership Academy is a transformational leadership program designed to foster growth and relationships among our current and next generation of leaders within not-for-profit providers in New York State. The program is modeled on national and state leadership programs, most designed by consultant Michele Holleran.

2014-2015 Class of Fellows:

Stacey Altman, assistant administrator, Parker Jewish Institute for Health Care & Rehabilitation

Jaime Bennett, director of information technology, Jewish Senior Life

Joseph Bisaccia, director of food and nutrition/purchasing services, Cabrini at Westchester

Kathy Burke, education assistant/registrar, LeadingAge New York

Mary Costigan, administrator, Michaud Residential Health Services

Joseph Gallagher, manager, rehab professional practice, Visiting Nurse Service of New York

Earl Gifford, Member Specialist, LeadingAge New York

Andy Hackbarth, Case Manager/Assistant Administrator, Lott Assisted Living Residence

Linda Hirt, Vice President, Clinical Services, Episcopal SeniorLife Communities

Rebecca LeBaron, senior housing administrator, Heritage Ministries

Tom Lyons, executive director, The Glen at Highland Meadows

Tracy Margott, administrator, Lutheran Care

Denise Ohman, director of social work, Lutheran

Diana Pillitteri, social worker, Hultquist Place Assisted Living-Lutheran

Selena Perez, social worker, Elizabeth Seton Pediatric Center

Adrienne Rynne, assisted living manager, The Osborn

Toni Sexton, GCD program director, Jewish Home Lifecare

Jody Shely, RN director, Warner Place at Lutheran of Jamestown

Adam Szymaczak, sales counselor, Canterbury Woods

Kevin Webb, deputy director, Technical Services, LeadingAge New York

Jill Wynne, controller, Masonic Care Community of NY

Congratulations to the 2014-2015 class of Fellows! For more information, please contact ncaban@leadingageny.org or visit www.leadingageny.org.

Leadership Learning Lounge

A new type of conference experience, Learning Lounges, was introduced last year at the LeadingAge New York Annual Conference and Exposition and expanded to include more sessions for the 2014 event. Five Learning Lounges were offered this year on subjects ranging from *Surviving Tough Times of Leadership*; *General Leadership*; *Be Fiscally Brilliant When You Improve Your Facility*; *A Deep Dive into Unlearning*; and *Survey Survival*.

Neither workshops nor sessions in the traditional sense, Leadership Lounges are meant to be interactive, lively, engaging and stimulating discussions. For example, the format of the *Leadership Learning Lounge* consisted of pairing three groups of participants with one facilitator who had leadership experience in long term care, services or housing. Facilitators included: Laurie Mante, executive director/vice president, The Community Hospice; Robert Mayer, vice president/finance, The Harry & Jeanette Weinberg Campus; and Ruth Tietz, director of marketing and public relations, Baptist Health System.

Situated in a room that offered three distinct environments replicating a living room, a country kitchen and a café/bistro, the three groups were able to have very comfortable, informal but productive discussion. In efforts to stimulate discussion, each group was provided with a list of sample questions to get the ball rolling.

A sample of questions included:

- What is the difference between being deeply committed to a value and imposing your will on others? Why does a leader need to know the difference?
- What can leaders do to help others in the organization “see” the future?
- What are some of the actions a leader can take to create a climate for change and encourage risk-taking?

The resulting discussion was profound. Participants described it as therapeutic, energizing and informative. The facilitators made sure that each person in their groups had to time participate and reflect. As each person contributed, the conversation often took unexpected turns that led to more animated discussion.

At the end of the allotted time, participants didn't want to stop talking! They were very enthusiastic for the format and the opportunity to have engaging dialogue with their colleagues as they explored some really tough leadership issues.

Seen on the Green at the LeadingAge New York Annual Conference

What do you do when you're in Saratoga Springs for the LeadingAge New York Annual Conference, its 80 degrees outside, not a cloud in site? Ask your colleagues and they're sure to tell you they're networking with colleagues and vendors from around the State while golfing in the LeadingAge New York Political Action Committee (PAC) Golf Tournament.

Since 1997, the PAC Golf Tournament has helped raise funds for LeadingAge NY's PAC, which uses the funds to support lawmakers who advocate for New York's elderly. This year's tournament raised approximately \$15,000 and the course was nearly maxed out at 134 golfers. None of this would have been possible without the generosity of our corporate sponsors, tee sign sponsors and golfers who made this tournament one of the most successful events in years.


The tournament's success is based on a number of newly embraced factors. In 2013, the Golf Committee, which consists of LeadingAge NY staff, members and vendors, decided to change the format of the golf tournament to include a later tee-off for those driving in on Monday morning, and a new 9-hole tournament for the less-experienced golfer. For only \$60, golfers could take part in an hour-long pro golf clinic, followed by two hours of golf on the back nine. This year's participation nearly tripled on the 9-hole course.

The day began with a putting contest courtesy of Preferred Therapy Solutions. Golf carts were loaded with drawstring bags and divots, courtesy of Omnicare, as well as golf balls and LeadingAge NY PAC engraved tees; dry cool towels; and golf umbrellas. Snacks were provided in each cart by Sodexo.

The day concluded by Saratoga Spa's beautiful Victorian pool with a cocktail and prize reception. Those who came in 1st, 2nd and 3rd places for men's and mixed teams won glass awards and gift certificates to the pro shop. Those who golfed in the 9-hole tournament also left the golf course with a gift card to the pro shop. Additional prizes were donated by Souders Promotions.

As we plan ahead for the 2015 PAC Golf Tournament and Annual Conference, we hope you will take a moment to think about what you want to do in Saratoga before the conference kicks off. Would you prefer to window shop on the streets of Saratoga or perhaps you'd like to enjoy the weather on a beautiful course with prizes and a chance to network with your colleagues. Next year, be seen on the green on Monday, May 18 with the LeadingAge New York PAC.

Thank You to our 2014 PAC Sponsors: COOL SeniorCARE Insurance Program; Sodexo; Hinman Straub; Preferred Therapy Solutions; Health Care Software, Inc. (HCS); LECESSÉ Construction; Aspire Advisors, LLC; PROCARE LTC Pharmacy; SOUDERS Promotions; Omnicare Pharmacy Services.

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What Kind of Feathers Do You Have?

If birds of a feather flock together what happens to birds with different feathers? Sunny Krom, director of workplace diversity and inclusion at Sodexo Senior Living Services, helped the audience answer the question through her lively and interactive workshop, *Improving Team Effectiveness through Inclusion*, held during the LeadingAge New York Annual Conference and Exposition.


Through two hands-on activities, Ms. Krom helped participants learn to communicate with respect and openness; recognize verbal and non-verbal cues; build and sustain trust through open-ended questions used to identify needs and perceptions; and to improve team effectiveness by increasing inclusiveness and identifying leadership styles.

After some interactive discussion focused on characteristics of people who are enjoyable to work with versus those who are very challenging, Ms. Krom introduced the Diversity Wheel, a tool to help the audience understand how people's styles are influenced by varying factors including core personality, primary and secondary characteristics and organizational and era-based influences.

People's perceptions, and consequently their decisions, can be affected by their perception of where a person "sits" on the wheel. For example, we can look at a photo of a person and make a series of assumptions based on our observation of clothing, what they are doing, height, weight, gender, etc. Often they are only assumptions. We have created a story in our head and based on that story will decide whether to engage with a person. As a team member, as a leader, we need to be very aware of how bias affects our judgment of others.

Teams are essential to productivity in most areas of life. Inclusion, feeling part of the team, is vital to full participation. The group spent some time thinking about times in their lives where they either did or did not feel included as part of a team and the impact of those feelings. Lack of inclusion of team members has a high impact on an organization's bottom line. Changing this dynamic is a no cost **choice** and can be as easy as aligning team vision and goals, promoting autonomy, trust and inclusion. It is a fairly simple tool that can increase productivity with little investment.

In the final exercise, the group participated in an assessment to determine what type of bird their work style represented. They might be a peacock, eagle, dove or owl, each with differing characteristics. Some are process oriented; others prefer free-flowing thought. Some decisive, rigid, creative, introverted, extroverted, results-oriented, process oriented, and the list goes on. In a poll where audience members had to raise their hands to identify their type of bird, it was clear by the number the number of people who chose not to disclose their type, that there were still assumptions and judgments being made about what characteristics were preferable.

After a lot of thought-provoking discussion and exercises, the group did embrace the idea that while birds of a feather do flock together (because it's comfortable) birds of different feathers make a much stronger and productive team. 

LeadingAge New York: A Great Place to Work!

LeadingAge New York is privileged to be named as one of the Best Companies to Work for in New York State for 2014.

“We’re honored to receive this award and attribute the positive work culture to our employees’ dedication and passion for our mission,” said James W. Clyne Jr., President and CEO.

LeadingAge New York was honored at public awards dinner held at the Albany Marriott on May 6, 2014. During the event, LeadingAge New York learned it ranked number 17 out of 32 winners in the category for small- and medium-sized employers with 15 to 249 U.S. employees.

LeadingAge New York was featured in a special publication that was distributed to event attendees, higher education institutions, as well as thousands of human resources professionals and organizations across New York State. The publication profiled all 60 winning organizations and their unique employment environment. LeadingAge New York prides itself on a dedicated workforce who embraces the mission and vision of the association, provides great benefits, flexibility and internal programs that foster teamwork, collaboration and commitment to the organization.




Created in 2007, these celebrated annual awards are a distinctive program that evaluates and ranks the best places of employment based on employee satisfaction and engagement, as well as workplace practices and policies.

To be considered for participation, companies needed to participate in a two-part survey process and fulfill the following eligibility requirements:

- Be a for-profit or not-for-profit business or government entity.
- Be a publicly or privately held business.
- Have at least one facility in New York State.
- Have a minimum of 15 employees working in New York State.
- Be in business a minimum of one year.

The 2014 Best Companies to Work for in New York State Awards is a partnership of the New York State Society for Human Resource Management (NYS-SHRM), The Business Council of New York, Best Companies Group and Journal Multimedia Corporation. The program is sponsored by Capital District Physicians’ Health Plan; Jackson Lewis, LLP; Acorda Therapeutics; Anchin, Block & Anchin LLP; DigitasLBI; MBMS, Inc. and WellnessRebates, LLC.

For more information on the Best Companies to Work for in New York State program please visit www.BestCompaniesNY.com. 



Closing the Digital Divide for Seniors

By Jackie Kennedy Saddler, Center Light

Expressing your opinion in the local newspaper, seeing real-time pictures of your family, attending a family birthday celebration are all activities many of us take for granted. However, if you are unable to travel or understand and afford technology you may be isolated from participation in family and community activities. Center Light Health Systems feels very strongly that isolation creates stagnation and that's why they have created a program to help seniors, residing both in the community and at Center Light facilities, be active participants within their families and their communities.

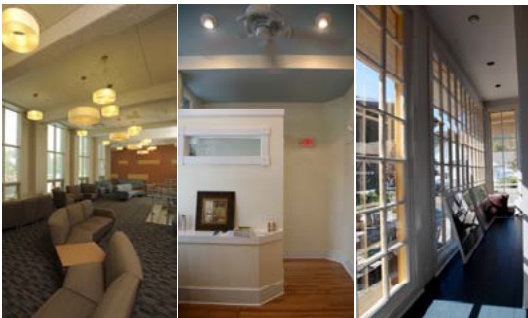
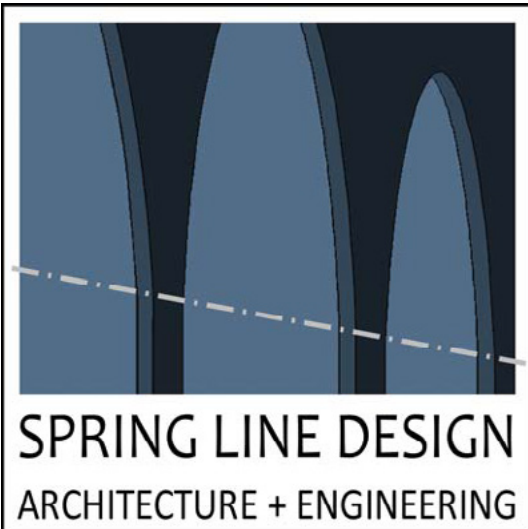


The program, *Closing the Digital Divide for Seniors*, was implemented through a partnership with Center Light and the New York City-based non-profit Older Adult Technologies Program, a training program for older adults. During a ten-week period, two separate groups received training two days a week in sessions about an hour and a half long. Students learned to use email, Facebook, Skype and other social media platforms. They practiced their skills outside of class using personal equipment and community computers. The average age of these students was eighty-five.

Now, these “students” are able to participate in family activities via Skype and are back to feeling part of their families. The adult children are thrilled to have their parents participating in family life this way. One former student now sends Center Light staff and residents notices of community events of interest via email. “We saw that technology was a huge divide between seniors and the community and family and through this program we are able to narrow or close that divide,” Kennedy-Saddler explained.

During the last week of June, twenty-seven participants, graduated with pomp and circumstance from the program. 🎓





L-R: Crispell Hall SUNY New Paltz, Harmony Healing Arts Center, No. 6 Depot Cafe

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Enlist Your Rehab Team to Mitigate Hospital Readmissions from Your SNF

In the current competitive marketplace – amidst the evolution of healthcare reform – it is critical for skilled nursing facilities to demonstrate a lower-than-average hospital readmission rate, as this key measure is an important factor in developing relationships with Accountable Care Organizations (ACOs), referring hospitals and physician groups. Among the many initiatives to reduce unplanned readmissions, post-acute care (PAC) providers should enlist the Rehab Team, as therapists can play a critical, front line role in your facility's efforts.

Background

As of January 2014, there are 23 pioneer and 343 shared savings program ACOs in the United States, and enrollment is on the rise, according to Center for Medicare Services (CMS). In fact, a recent survey found that nearly 64% of hospital executives predict their organization will be part of some type of ACO network by 2015. Providers within these shared savings networks are reimbursed from the federal government based on a “pay for performance” model that rewards ACOs on reduction of costs (including number of unplanned hospital readmissions). CMS released the first results from the Medicare Shared Savings Program (MSSP), announcing the performance of the 114 organizations that joined the program in 2012. Nearly half of the 2012 ACOs successfully reduced spending and generated \$128 million in net savings for CMS. Important to note: the findings suggest that the most significant savings were attributable to reducing costly hospital readmissions.

Research suggests that every 1 in 5 Medicare (20%) patients discharged to a skilled nursing facility are readmitted to hospitals, incurring a \$17 billion cost annually. As part of current healthcare reform's Hospital Readmission Reduction Program, hospitals are now at risk to lose a portion of federal reimbursements for higher than average readmission rates for three core diagnoses (acute myocardial infarction (AMI), heart failure (HF) and pneumonia (PN)) – and are subject to an adjustment factor as follows: 1% in FY 2013; 2% in FY 2014; 3% in FY 2015 and later years.

In 2015, CMS will expand the list of medical conditions measured to include Chronic Obstructive Pulmonary Disorder (COPD) and total knee/hip arthroplasty (THR/TKR). Additionally, as of July 2014, CMS has proposed adding even more “quality indicators”, including “unpredicted readmissions for patients with diabetes melitis (DM) and those with multiple chronic conditions” thereby expanding the list of core diagnoses.

This represents an opportunity for post-acute care providers! As PAC facilities compete for new patient admissions and for a “seat at the table” in ACO network development, consider the value in being able to assure potential partners – such as hospital administration/physician groups – of your facility's lower than average hospital readmission rate. After all, findings suggest that 28% to 40% of readmits from skilled nursing facilities are “avoidable,” and by involving multiple members of the interdisciplinary team – including experts from the rehabilitation department – in strategic care coordination, PAC providers will effectively reduce higher than average readmission rates.

Therapy Services Should Contribute in Two Very Important Ways

Accountability! Therapists should be trained to identify early signs of decline in patient performance and changes in patients' condition. A strong therapy team will have a process in place to effectively communicate with nursing and physician/medical staff regarding patient status changes, need for possible interventions, etc.

(See *Enlist Your Rehab Team* on page 24)

How does your facility compare?

The average national “all causes” hospital readmission rate: 16%

Enlist Your Rehab Team... (continued from page 25)

Team Work! Rehab Directors should be part of a diversified team in every organization (as with a Joint Operations Committee) which ensures consistent communication with key staff, development of evidence-based protocols, patient-centered care and ability to track and manage outcomes.

Frontline Therapy Services Play a Critical Role

The following checklist itemizes patient-centered clinical and operational areas where therapy management companies, such as HealthPRO® Rehabilitation, collaborate with interdisciplinary team members and Administration to ensure readmission rates are minimized.

- **Upon admission:** therapists to collaborate with Admissions Coordinators to receive accurate data from the referring hospital upon patient transfer.
- **Customized risk stratification:** the interdisciplinary team should identify the patient types unique to your facility that have traditionally been at higher risk for readmission, and proactively develop interventions.
- **Protocols and pathways in place:** therapists to help develop/employ evidence-based clinical programs/pathways for specialty diagnoses and core diagnoses: HF, AMI, PN, COPD, THR/TKR, DM
- **Thorough training:** therapists to conduct and participate in mandatory education/training in-services and routine competencies related to core diagnoses.
- **Consistent, failsafe communication** with Medical Director, MD staff and nursing staff is a must. For example, HealthPRO® ensures regular, reliable communication between nursing and therapy re: patient medical status changes using tools such as “BSARR Communication Form & Progress Note.”

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(See *Enlist Your Rehab Team* on page 29)

Enlist Your Rehab Team... (continued from page 28)

- **Strategic Staffing:** adequate therapy staff should be available to ensure: evaluations upon day of admission; 6-7 day/week therapy; more “intensive” therapy over fewer days; twice a day treatments, etc.
- **Patient and Family education:** therapists to provide intense patient/caregiver training re: medication, disease management, discharge instructions, etc.
- **Follow-up communication:** therapists to follow-up with patients post-discharge from therapy to ensure compliance, to re-educate, etc.

PAC providers may consider the following strategic development initiatives as ways to boost rehab services in ways that will ensure your facility will be seen as a value-based partner. If your facility hasn't taken these steps, an opportunity exists to demonstrate a truly sophisticated approach to patient-centered care.

- Develop outpatient and/or home health therapy programs to establish a continuum of care that will facilitate communication, enhance compliance and provide an overall quality experience for patients and their families.
- A strong Therapy Department should have electronic documentation and metric tracking in place to measure quality and performance metrics. Moreover, Rehab Directors should work with Administration to utilize such data to leverage strategic and operational decisions. After all, demonstrating below average readmission rates -- and above average performance in the following areas -- will differentiate PAC services in a competitive marketplace.
 - Length of Stay (LOS) by impairment group/referral source/payor (outcomes)
 - Actual treatment days
 - Average treatment units/minutes by impairment group
 - Average treatment minutes/day by impairment group
 - Functional & clinical outcomes/impairment/payor/referral source
 - Patient satisfaction scores

Conclusion

As CMS continues to tweak the shared savings model to reward providers for successfully reducing cost and improving quality, post-acute care providers should continue to enhance services, protocols and operations so as to secure a seat at the table with established/

future ACO networks and referral sources. Either by (1) developing an in-house therapy department that understands the importance of a collaborative “big picture” approach or (2) by enlisting the services of a sophisticated therapy management company such as HealthPRO®, skilled nursing facilities can optimize hospital readmission rates and leverage relationships within the community.

How Does Your Facility Compare?

Visit www.data.medicare.gov or contact HealthPRO® Rehabilitation for more information related to marketplace data (as with Figure A) for you and other facilities in your region.


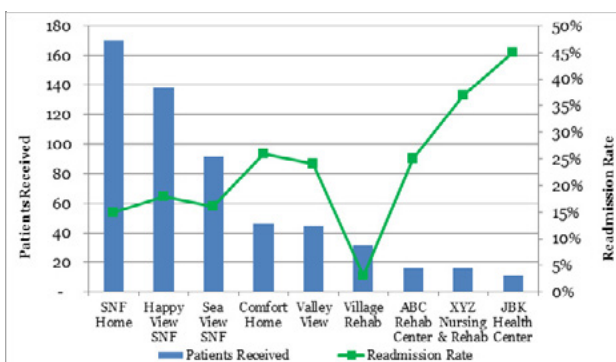
For more information or to provide feedback on this article, please contact: David Mercugliano, PT, Vice President, Business Development, HealthPRO Rehabilitation at dmercugliano@healthpro-rehab.com or 443.827.7337 

Figure A: ABC Hospital: Use of SNF's for PAC Discharges & Readmission Rates

Top 9 SNF's Receiving PAC Discharges





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When you succeed, we succeed.

The logo for LeadingAge New York features the word "LeadingAge" in a stylized, cursive font with a heart shape integrated into the letter "i". Below it, the words "New York" are written in a simpler, sans-serif font. The entire logo is set against a background of green grass blades.

LeadingAge™
New York

Lower the Cost of Linens? Yes, please.

Linens are an important (and often overlooked) necessity in the long term care community. Vendors such as the Encompass Group, Medline and Standard Textile Co. are quality providers of these products and may already be accommodating your linen needs.

While Value First already provides access to these vendors at significant discounts, we want to deliver even more savings to you. Last year, Value First was able to save participants of the nutritional pre-commit 93% on their purchases!

Pre-Commit.

As with every contract that Value First offers, our goal is to save you money. With linens, we have a unique opportunity to challenge some of the industry's top vendors to lower their already aggressive pricing to give you substantial savings.

How can we do this? With *your* help. We're giving you an opportunity to "pre-commit" your linen purchases to the vendor that offers the most aggressive pricing. We will put these vendors in direct competition with each other with the commitment that you and others, the valued members, has committed to purchase from the winning vendor.

Sign Up. Save Money.

Let's show these vendors that we are ready to commit our purchasing to the lowest price option. We are asking that you "pre-commit" to the idea of lowering your linen costs by filling out a letter of commitment (link below). The more letters we acquire, the stronger our voice will be at the negotiating table.

Learn more about this pre-commit process by visiting valuefirstonline.com/specials where you will find links to helpful resources such as a YouTube summary video, access to an August 7 live webinar, FAQ and more.

"Pre-Commit" your purchases to the winning vendor and watch prices drop.

A commitment form is available for you to complete and return to Kellie Thoen at kthoen@valuefirstonline.com by the end of September. When a final deal is struck with Encompass, Medline or Standard, you agree to purchase the items on the attached list from the winning vendor and take advantage of significant cost reductions.

Value First is a group purchasing organization owned by LeadingAge and 24 of its state affiliates. We represent the long-term care community by negotiating hundreds of vendor discounts available to any member of the LeadingAge community. For more information, visit www.valuefirstonline.com or call (855) 659-1450.

Member News

Awards & Achievements

Weber Receives Distinguished Award



Mary Jean Weber receiving the 2014 Eli Pick Facility Leadership Award

St. Johnland Nursing Center is proud to announce that the American College of Health Care Administrators (ACHCA) has honored Chief Executive Officer & Administrator, Mary Jean Weber, with the 2014 Eli Pick Facility Leadership Award. The award was celebrated at ACHCA's 48th Annual Convocation and Exposition in Las Vegas in April. Two hundred and seventy-six administrators received leadership awards nationally.

Based on the premise that facility excellence is a reflection of leadership excellence, this award recognizes the administrator who provided that leadership throughout the award year. Eligibility for this award is based on three years of skilled nursing facility survey data, including the Health, Fire (Life Safety), and Complaint Surveys, as well as top quartile

performance on designated Quality Measures. The criteria also included an 80% or greater facility occupancy and a three-year avoidance of a Special Focus Facility status.

This award is in memory of Eli Pick who was a consummate member of ACHCA, dedicated to advancing professionalism and leadership in long term care.

Daughters of Sarah Nursing and Rehabilitation Center Receives IPRO Award

Daughters of Sarah Nursing and Rehabilitation Center received an award recognizing its "commitment to improving transitions of care for patients and caregivers in the Capital District region" through its participation in the Albany Care Transitions Coalition.

The awarding organization is IPRO (Island Peer Review Organization). Daughters of Sarah received its award during IPRO's 30th Annual Membership Meeting on June 3, 2014. IPRO is a national organization providing a full spectrum of healthcare assessment and improvement services that foster more efficient use of resources and enhance healthcare quality to achieve better patient outcomes.

The award recognized 28 healthcare organizations participating as members of the Albany Care Transitions Coalition. The organizations demonstrated an organization-wide commitment to improving transitions of care for Medicare beneficiaries through community partnerships. The community coalition's implementation of evidence-based, cross-setting interventions resulted in a 30% relative improvement in the Medicare fee-for-service, 30-day, all-cause readmission rate for beneficiaries in the region.

Joan Healey, administrator of Daughters of Sarah Nursing and Rehabilitation Center and COO of Daughters of Sarah Senior Community, said: "We are honored to have been recognized for our commitment to ensuring the smoothest transitions possible for older men and women in need of post-surgical or traumatic injury rehabilitation. Offering them as much relief as we can in the logistics of care and therapies, we can help them focus on getting better and stronger, and going home sooner."

"These healthcare providers have demonstrated that, through their willingness to collaborate and make quality improvement an organizational priority, they can reduce re-hospitalizations and help ensure that patients experience the best transitions of care, across all settings," said Clare B. Bradley MD, MPH, senior vice president and chief medical officer, IPRO in a May 22, 2014 press release. "We applaud their achievements."

(See Noteworthy on page 34)

David Wagner Named CFO of Elderplan, Inc.

Elderplan, Inc. announced that David Wagner has been appointed chief financial officer. In this capacity, he is responsible for the financial management of Elderplan, Inc., which offers a variety of affordable health plans for Medicare, Medicaid and Dual Eligible beneficiaries along with HomeFirst, one of the first Managed Long-Term Care plans (MLTCPs) in New York state. Previously, Wagner was vice president of Finance at MJHS.

“David’s financial leadership will play an integral role in our growth strategy,” said Ronald M. Chaffin, president of health plans. “His deep knowledge of health plans, as well as community and facility based long-term care, along with his high degree of integrity, make David the perfect fit for this charitable not-for-profit organization.”

Elderplan, Inc, including its managed long term care plan, HomeFirst, is available in the five boroughs of New York City, Westchester, Long Island, Monroe, Rockland and Putnam counties. In addition, HomeFirst, which continues to experience explosive growth, began enrolling members on April 1, 2014, in Albany, Erie, Niagara, Onondaga, Orange, Rensselaer, Saratoga and Schenectady counties.

Earlier in his career, Wagner was a health care consultant and supervisor-auditor with Loeb & Troper, a specialized professional services firm providing comprehensive audit, tax and consulting services to the health care, not-for-profit and special needs industries. He attended Yeshiva University and the Sy Syms School of Business. His Bachelor of Science is in Accounting. A Certified Public Accountant since 1998, Wagner has been a member of the American Institute of Certified Public Accountants since 1999.

Heritage Ministries Chaplain Receives Prestigious Award

The Free Methodist Church of North America has awarded its prestigious Honored Chaplain Service Medallion to Heritage Ministries Chaplain Sam Shreffler. Over the last 33 years the medallion has been awarded to only 14 chaplains.



Chaplain Sam Sheffler

The medallion was awarded to Chaplain Sam in appreciation for “38 years of faithful and fruitful service to [his] denomination, [his] conferences, [his] local churches, and the Heritage Ministries...” Chaplain Sam’s service started when he joined the USAFSS and served from 1970 to 1974. During this time, he married and he and his wife had three children. While attending Roberts Wesleyan College, Chaplain Sam worked as an organic chemist for Eastman Kodak. In 1976, Chaplain Sam graduated with two majors, Chemistry and Religion/Philosophy. Later, he joined the Susquehanna Conference and served as a pastor at Vestal Free Methodist Church (FMC) from 1976 to 1986. From 1986 to 1990, Chaplain Sam served the Youngsville FMC. From 1990 to 1999, Chaplain Sam worked and help to start a new FMC called, “Good News FMC), located in Mechanicsburg, Pennsylvania. In August 1999, Chaplain Sam was officially endorsed as a Free Methodist Chaplain and became the lead chaplain for Heritage Ministries.

Chaplain Sam has served on numerous councils, boards and committees. For the past 13 years, he has served Chautauqua County Hospice as a board member, with five years as a vice-chairman and eight years as board chair. Additionally, Chaplain Sam served for eight years on the executive committee of the Free Methodist Chaplains Association, including four years as secretary and two years as president.

Chaplain Sam is a model of the Heritage Ministries mission, “To serve others through Christ-centered ministries which promote Hope, Dignity, and Purposeful Living.” Heritage Ministries is proud of Chaplain Sam’s accomplishments and is proud to have him as part of its team.

The Eddy Appoints Sullivan-Smith Executive Director of Our Lady of Mercy Life Center

The Eddy, a member of St. Peter’s Health Partners – the region’s largest health system – has announced the appointment of Sandra Sullivan-Smith as executive director of residential services and Our Lady of Mercy Life Center in Guilderland.

(See Noteworthy on page 35)

Sullivan-Smith has more than 20 years experience in nursing home administration. She has served as vice president of The Eddy's residential services division since 2012, overseeing the network's seven Capital Region skilled nursing facilities, including Our Lady of Mercy Life Center.

Prior to that, Sullivan-Smith had served as executive director of the Schuyler Ridge Residential Health and Adult Day Care in Clifton Park, starting in July 2000. She first joined Schuyler Ridge as director of social work in 1994 before being named assistant administrator in 1996.

Schuyler Ridge and Our Lady of Mercy Life Center both became affiliates of The Eddy not-for-profit network of senior services in 2011. In her new role, Sullivan-Smith will continue to oversee The Eddy's seven nursing facilities and four sub-acute rehabilitation units.

In addition to Our Lady of Mercy and Schuler Ridge, The Eddy's skilled nursing affiliates include Eddy Village Green in Cohoes, Eddy Village Green at Beverwyck in Slingerlands, Eddy Memorial Geriatric Center in Troy, Eddy Heritage House Nursing & Rehabilitation Center in Troy, and St. Peter's Nursing & Rehabilitation Center in Albany.

A resident of Rensselaer, Sullivan-Smith has a Bachelor of Arts degree from the College of St. Rose and a Master's degree in social work from the University at Albany. She is also a certified social worker and licensed New York State nursing home administrator.

LeadingAge New York IGNITE Leadership Academy Graduate Appointed by Wartburg as New Administrator of Meadowview Assisted Living

John Schuster, an 11-year veteran of senior services provider Wartburg and graduate of the first LeadingAge New York IGNITE Leadership Academy class, has been promoted to administrator of Meadowview Assisted Living, a 103-resident facility on Wartburg's 34-acre campus.

Mr. Schuster has steadily worked his way up from admissions coordinator to manager to administrator in-training and now to his new position.

He has a Bachelor of Arts and a Master's in Public Administration from Pace University and earned his New York State Nursing Home Administrator's license in 2012. He lives with his wife and son in Danbury, CT.

Said David Gentner, president and CEO of Wartburg: "We are proud of John's work in our nursing facility and we are confident that he will ensure the care and services at Meadowview will continue to be at a premier level. His background will enable even more collaboration with our in-patient medical programs, our hospital partners and Wartburg's home and community-based programs."

"We are excited about having such a seasoned Wartburg colleague become administrator of Meadowview. He has been a key person in the growth of Wartburg for over a decade," said Janet Palazzolo, vice president of residential services. "I look forward to John bringing to Meadowview his knowledge of administration and expertise in providing care to seniors."



John Schuster

Happenings

The Theatrical Debut of the Talented Wartburg Puppeteers at Wartburg's New Adult Care Center

Earlier this summer, the eight Talented Wartburg Puppeteers, a group of 60-to-80-year-old registrants at the Adult Day Care Center at Wartburg, a senior services provider based

(See Noteworthy on page 36)



Puppeteer Janet Petro, 73, of Yonkers, with Silvermist, her rod puppet.

in Westchester, NY, put on the performance of their lives.

The seniors regaled their fellow day care registrants, assisted living residents, staff, and family members, with a lively 15-minute, multi-media puppet performance piece called “We Are Family.” During the show, the puppeteers performed with physical gestures, dialogue, and songs using rod puppets they designed and built themselves, interacting with a changing backdrop of animated scenes shown on a large projection screen, such as fish in a stream or the sun coming up.

“There was such pride of accomplishment and such acclaim from their peers. It was incredibly

uplifting for them and for me,” said professional theatre artist and puppeteer, Josh Rice, a recent MFA graduate from Sarah Lawrence College, and the creative spark behind the program.

Mr. Rice met weekly with the eight registrants over seven months, helping them to craft their own self-designed, self-built puppets and to name them (Silvermist, Lily, and Albert, for example). During the weekly sessions, the elderly puppeteers honed their improvisational skills to always be “in the moment,” and practiced the art of puppetry with its rhythmic swoops, nods and bobs.

The puppet class is part of a nationally recognized program at Wartburg called Creative Aging, which 500 seniors participate in at the assisted living, memory care, nursing homes and adult day care programs where they express themselves through art, song, theater, poetry and oral histories.

“The goal of Creative Aging is to promote greater emotional health, social engagement and lifelong learning for older adults, and the new puppet program exemplifies this goal,” said David Gentner, president and CEO of Wartburg.

Janet Petro, a 73-year-old Wartburg puppeteer, created her fairy puppet, Silvermist, with wings. She is “crazy about the puppet,” who has a high-pitched voice and is a “free spirit who will do anything for a laugh.” Mary Jackson, another elderly puppeteer, named her chalk-white faced, black eyebrowed puppet with an unruly shock of white hair, Albert. “He’s not the most attractive, but every once in a while he combs his hair,” she said.

The puppeteers use these ever-evolving puppet personalities to act out improvised scenes in their weekly classes and hone them for performance for an audience of their peers. Before they started the program in November 2013, none of the Talented Wartburg Puppeteers had used puppets or performed before.

The program has been such a success that next year the number of Talented Wartburg Puppeteers will expand, with programs held in Wartburg’s Memory Care Unit and Nursing Home.

The capstone of this year’s accomplishments for the puppeteers may be their appearance on a segment on PBS’ Visionaries, a documentary program hosted by Sam Waterston.



Paul Benware, Heritage volunteer, assists Heritage Green Rehab & Skilled Nursing residents build a wooden nesting box for ducks this spring.

Heritage Green Residents Made a Wooden Nesting Box for Ducks

This spring, Heritage Ministries saw ducks hatching all over its properties in Chautauqua County. In response to the annual visitors, Paul Benware, an area volunteer, led a group of Heritage Green Rehab & Skilled Nursing residents in the

(See Noteworthy on page 37)

construction of a wooden nesting box for ducks.

The name of the group that Mr. Benware leads is the Heritage Green Gophers. The men's group meets every Friday morning at Heritage Green Rehabilitation and Skilled Nursing and donated the nesting box to Ellery Town Park. The town park will place the box near the pond toward the back of the park.

The feathered friends of Heritage Green will enjoy their safe nesting space right in the sight of the Heritage Green residents who helped build it. Volunteers mean so much to the success of activities for residents. Heritage Ministries relies on the good work of people just like Paul Benware to help lead such groups as the Heritage Green Gophers to the successful completion of projects. In addition, Heritage Green extends a sincere, "Thank you" to Chautauqua Brick for its donation of all of the materials needed to complete the duck nesting box.



Volunteers from the staff and their families participated in the first annual Planting Day at Presbyterian Homes & Services, Inc.

Presbyterian Homes & Services Holds "Planting Day"

Presbyterian Home for Central New York and Presbyterian Residential Community on July 5 held a "planting day project" with staff, volunteers and family members to enhance the grounds of the facilities for the enjoyment of the residents and all of those that enter the campus.

It was a huge success, an enjoyable day for all who were able to participate in this project. A lot of fun, laughter and camaraderie took place throughout the day as the many participants committed themselves to this beautification endeavor.

The brightly colored entrances and garden areas look terrific, thanks to the dedication of all of those involved. As expressed by all involved, this will be an annual event.

United Hebrew of New Rochelle Lazarus Gallery Hosts "FiberArt Celebration" Opening Reception

The Lazarus Gallery of United Hebrew of New Rochelle, a leading continuum of care campus, hosted an artists' reception on Sunday, April 27 for their new exhibit entitled FiberArt Celebration. The juried exhibit features twenty artists representing an eclectic mix of artwork. Included is a visual feast of color and texture representing a diversity of ideas, materials and techniques of work being done in the contemporary fiberarts world today.

This exhibition includes visual artists working in a variety of fiber-related techniques including: needlework, felting, hooking, bead work, quilting, rugs, tapestry and weaving. Works incorporate a variety of found items including plastic bags, keys, bamboo, felt, glass beads, yarn, mesh, wire and pigment pulp. Artists are working to push the limits of the medium, working with new techniques and materials. Themes from nature, figurative images, geometric patterns and contemporary ideas fill the gallery with beautiful shapes and colors.

(See Noteworthy on page 38)



"Unhooked" by Alice Rudell



"Audubon Swans" by Marilyn Bottjer



"The Old Fence Line" by Frauke Palmer

The exhibition is through September 2, 2014. The Curator for the Lazarus Gallery is Robin Zane of ZaneArts of Tarrytown. The Lazarus Gallery Advisor is Jodi Moise of New Rochelle.

“The artists participating in this exhibit bring more than just visual beauty to United Hebrew’s nursing and rehabilitation center,” said Linda Forman, Senior Advisor to the President. “They also provide joy and an enrichment for the soul, allowing for greater healing of the mind and body. The artwork is an inspiration to all who visit our Lazarus Gallery.”

St. Johnland Autism Symposium

St. Johnland Nursing Center, Cold Spring Harbor Laboratory, North Shore LIJ and U. S. Trust Company co-sponsored their eleventh annual symposium at Cold Spring Harbor Laboratory on “Understanding Autism Spectrum Disorder: Focus on the Facts”.

The panelists included (from left), Dr. Rebecca Sachs, Dr. Michael Ronemus, research assistant professor, CSHL; Dr. Bruce Stillman, president and CEO, CSHL; Kenneth L. Goody, U. S. Trust; Fay J. Lindner, staff psychologist, Center for Autism and Development Disabilities.



LeadingAge News

A Note from Zohra Sirat, programs and operations administrator, Center for Aging Services Technologies (CAST), LeadingAge

As the LeadingAge Center for Aging Services Technologies (CAST) public relations contact for your organization, we want to encourage members to take advantage of an important membership benefit. You have an opportunity to electronically share news about your organization’s technology-related initiatives, achievements, news and press releases with the LeadingAge and CAST constituents through our monthly e-newsletter, Tech Time. Tech Time is distributed to over 13,000 subscribers. One of the benefits for CAST Supporters, Patrons and Business Associate is that we really like to share news about our members!

If you have links to any technology-related news coverage, mentions, articles, or press releases you would like to share from your organization, please send us the link and we will make sure to include it if appropriate in Tech Time. The type of news we look for is on new products, services, collaborations, publications, studies, awards and achievements.

Welcome New Primary Member

VNA Homecare Adult Day Program (Under Construction)

Welcome New Associate Members

- Jerel Johnson, chief executive officer, Cornell Communications, Inc.
- Dorothy Scardillo, marketing coordinator, PointRF Solutions, LLC
- Alan Wells, president, Eventus Strategic Partners


Upcoming Conferences and Educational Events

September 16-18, 2014

2014 Financial Managers Annual Conference
 The Saratoga Hilton & Saratoga Springs City Center, Saratoga Springs, NY
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Nov. 19-21, 2014

DNS/DSW Annual Conferences & Exposition
 The Saratoga Hilton & Saratoga Springs City Center, Saratoga Springs

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



“ We had used the same consulting group for our survey preparation for seven years prior to contracting with ProCare. The team gave us a new look at our facility and opened our eyes to areas where we needed to improve.”

-Broadlawn Manor Nursing and Rehabilitation Center, Amityville

Contact Elliott Frost
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