

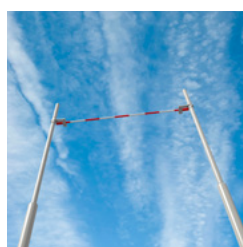


[re]think
your
business
strategy



[re]think

your
business
strategy



Features

- 5** Mistakes are Life's Classroom
- 7** St. Ann's Community Undergoing Culture Change
- 11** *Solutions* to Your Biggest Concerns
- 13** Set the Bar High
- 17** Ask the Experts
- 21** Technology Ties it All Together
- 23** Greystone Funding Applies Unparalleled Creativity
- 27** Employee Perks at no Cost to Your Organization



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.

Departments

- 3** **Greetings**
Playing to Your Strengths
- 9** **One Voice**
The Joys of Pursuing a Voluminous Budget
- 29** **Noteworthy**
News From Members, LeadingAge and Leading Age New York

LeadingAge New York Executive Committee

Loren Ranaletta, Chair

Episcopal SeniorLife Communities

Stephen E. Knight, Secretary

United Helpers Management Co., Inc.

Matt Anderson, Treasurer

The Osborn

Michael Fassler

Immediate Past Chair

CenterLight Health System

David Gentner

Member at Large

Wartburg

Andrew Peterson

Member at Large

LutheranCare

Adviser is published quarterly by
LeadingAge New York

13 British American Blvd., Suite 2

Latham, NY 12110-1431

leadingageny.org

P 518.867.8383 F 518.867.8384

Kristen Myers, editor

kmyers@leadingageny.org

Kathie Kane, designer

Noreen Hiltzley Mosher,

sponsorship and advertising

nhiltzley@leadingageny.org

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

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

MEMBER

ASSOC
IATION
MEDIA
& PUBLI
SHING

We do the
work,
you get the
benefits...

That's our
business.

LeadingAge[™]
New York **Services Inc.**



- ✓ **Insurance Products**
- ✓ **Energy Consulting Services**
- ✓ **Therapy Management Services**
- ✓ **Workers' Compensation**
- ✓ **Pension Plans and 401k**
- ✓ **Value First Group Purchasing**
- ✓ **Management Support Services**

At LeadingAge New York Services Inc., we research and compare products and services the way you would yourself if you had the time, and then we pass the savings on to you. We specialize in providing high-quality, low-cost insurance and consulting services to long term care organizations.

Call today and see how we can save you money and make your job easier: 518.867.8383.

LeadingAge[™]
New York **Services Inc.**

13 British American Blvd., Suite 2, Latham, NY 12110-1431
P 518.867.8383 • F 518.867.8384 • www.leadingageny.org



Playing to Your Strengths

What do you do well? What do you want to do better? Does it help you achieve your mission? Companies that take the time to think about organizational strengths, weakness and the value of attaining mission-related goals tend to be better positioned than their competitors.

Doing something really well is not the bottom line criteria. If it doesn't move your organization closer to achieving goals and objectives it can have an incredible "opportunity cost" because it drains resources that can and should be invested in areas that will increase your organization's ability to achieve mission-related goals.

Looking at operations through this lens can be very uncomfortable because solutions generally require a significant shift from the status quo and greatly affect loyal and dedicated staff. However, if the focus is on using considerable staff talent in a manner more productive to achieving mission it often becomes more palatable.

Outsourcing is a tool that often gets a bad rap. It is a great vehicle to allow your organization to do what you do best toward achieving mission-related goals while reducing

the attention and resources spent on non-core competencies. Often there is a push to share resources or merge rather than to go the route of outsourcing. That may seem to be a logical approach but it carries significant concerns related to board buy-in, egos, accountability and sustainability. In short, the shared resources or merging approach requires hard work and the right people to accomplish it in an equitable manner or it can't be sustained over time.

On the other hand, outsourcing can be a great choice for those non-mission related functions because it provides more expertise at less overall cost and provides contractual performance measures and risk management. In the best case, this is a partnership to increase your bottom line that provides a level of expertise that would be cost-prohibitive to replicate in-house.

In this issue, take a look at two specific outsource relationships in the eyes of LeadingAge New York members Parker Jewish Institute for Health Care and Rehabilitation, in *Technology Ties it all Together* and Hebrew Home of Riverdale, in *Set the Bar High: Outsource Your Facility's Rehab Management Services*. Both articles discuss the process and outcomes and discuss the partnership each had with its outsourced services provider. Interestingly, neither went into the arrangement for the cost savings but rather for the benefits it could provide toward fulfilling their missions.

Also in this issue, see how LeadingAge New York Services is rebranding to become your *Solutions* center. The new format will provide full-service and a la cart options to members in the critical areas of data and analytics, consulting and products and services. Whether you need a quick referral or in depth look at how your compare to your peers, *Solutions* can help!

As you read just a few examples of how to rethink where to put resources and energy, think about the other areas that could fall under this category from management to property ownership versus leasing, there are many ways to rethink your game plan.

Jim Clyne

James W. Clyne Jr.
President and CEO

"...outsourcing can be a great choice for those non-mission related functions because it provides more expertise at less overall cost and provides contractual performance measures and risk management."

VALUE FIRST

Making it all add up

CHOICES → SOLUTIONS → SAVINGS

A practical approach to purchasing:

- Nationally negotiated pricing
- Expansive portfolio of supply vendors
- Free benefit to our members
- Free cost analysis
- Increased owner strength by earning ownership benefits that help keep your state association working for you.



Contact Jared Schei at 651.603.3505
jschei@valuefirstonline.com
or visit www.valuefirstonline.com

When you succeed, we succeed.

LeadingAge™
New York

Quality Of Life Services For Guaranteed Results

SENIOR LIVING

DINING & NUTRITION
BUILDING SERVICES
HEALTH & WELLNESS

LeadingAge
New York

To learn more about our services contact:
800.969.7696 • www.sodexoUSA.com

sodexo
QUALITY OF LIFE SERVICES

The Sodexo logo is a registered trademark of Sodexo S.A. ©Sodexo 2012.

Mistakes are Life's Classroom

By Ralph Peterson, Health Care Services Group

“A h man,” my dad said when he saw one of the bolts had been stripped to a chunky round circle on the front tire of my bike. After getting a flat tire earlier that morning, my older brother Scott and I tried unsuccessfully to get the wheel off using a pair of vice grips.

“You’re going to have to wait till dad gets home,” Scott said handing me the vice grips and leaving me sitting on the front lawn with my bike. I continued to try to get the bolt off by myself but I couldn’t do it. When my Dad got home I told him about the flat and how Scott and I tried to get the tire off but couldn’t. He told me to bring it out back to the picnic table and that he would get the tools.

“Five-eighths, Ralphie,” he said selecting a wrench. He pulled the bike close to him and started saying how lucky I was that it wasn’t the back tire. That if the back tire needed to come off we had to deal with the chain and there’s a little link in the chain and you had to find the link and pull it apart in order to take the tire off. Then he saw the bolt and stopped. “If he has told us kids once he is told us kids a million times, (I am quoting) that you should never use vice grips...”

Fortunately, I was the youngest of four and had the luxury of a father who had yelled enough at the other three kids. Instead of yelling, seeing my little lip quiver because I thought I was in trouble, he pulled me close and explained that vice grips should only be used if things were already broken.

“Ralphie,” he said pulling me tighter and pointing to the mangled bolt. “Once you use vice grips on a bolt it’s ruined. Now you’re going to need a new bolt and I don’t think we have any.” My lip started to quiver again at the prospect of not being able to fix my bike, but my Dad just shrugged. “Hard lesson to learn,” he said.

I think about those vice grips and that poor mangled bolt on the front tire of my bike, every time I overhear a manager yelling at an employee or I find a write up in an employee’s file but not a related training. I want to tell that manager about the vice grips and how, harsh words and write ups (like vice grips) have a way of damaging the employee.

“Don’t use write ups and harsh words before you try talking, redirecting and most of all, training,” I want to say but I’m usually too late.

“I don’t know what I am going to do with that employee,” the manager says. Or, “Can you believe so and so just quit?”

“I can,” I think; but I just shrug. It’s a hard lesson to learn. 🌱



Technology Solutions for the Long Term

IT Assurance offers you peace of mind with:

- Full or Part Time Onsite Support
- EMR implementation and planning
- On going monitoring and support of your facility's PCs, servers, and network equipment
- Data encryption to ensure secure transmission of prescriptions and patient information
- Network assessments to identify security vulnerabilities

Contact the Custom Healthcare Team today at
800.598.8989 | info@customonline.com



SOLUTIONS • PERFORMANCE • RESULTS

Since 1976, Healthcare Services Group has delivered exceptional housekeeping/laundry and dining/nutrition services to an ever-changing healthcare industry.

1-800-622-6010

www.hcsgcorp.com



Delivering flexible solutions to fit your needs



Golf

Tournament

Register

Monday, June 16. NOW

Sponsored by:









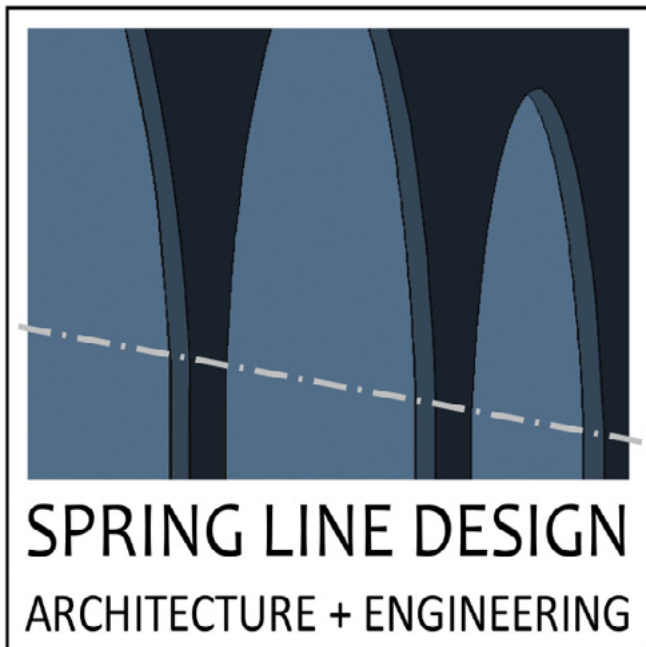
St. Ann's Community Undergoing Culture Change



The Resident Enrichment Program is a new person-centered care initiative at St. Ann's Community. The goal of the program is to offer residents a personal journey of growth and enrichment. This program provides residents an opportunity to have a meaningful job or activity inside the St. Ann's Community. Launched in Dec. 2013, there are now 15-20 residents participating. Various departments inside St. Ann's have created volunteer jobs/activities that help enrich residents' lives and provide a value to past life experiences and meaning to their everyday life.

Frances Rose DiGrazio, a resident at St. Ann's Home, is a lobby greeter. Her smiling face welcomes all visitors, staff and family members seven days a week. DiGrazio says, "It lifts me right up to be able to greet the visitors and meet new people. If they don't have a smile – I give them one of mine!"

This is just one program that makes St. Ann's truly feel more like home because of many opportunities for residents to continue living a dignified and purposeful life. 🌱



*Integrated Architecture + Engineering
for Seamless Building Design*

Spring Line Design works for clients who want an integrated architectural and structural design team. We save our clients time and money by the close collaboration of our structural and architectural personnel.

Our clients may initially choose SLD because in-house structural makes us more efficient, but they return because we take their priorities to heart. Our first and most important work is to understand our client's essential project needs.

While our client's priorities drive each project, an additional indispensable motivation that each member of our team has is a determination to achieve elegant design solutions. To us, this means results such as an efficient use of space, a terrific detail that makes a project easier to construct, or a material that looks great but costs less than the alternatives. Our pursuit of elegance in simplicity, efficiency, or best purpose is how we take a project from simply good to great.

SLD is a NYS Certified Woman Owned Business Enterprise

With EQUIP 3.0, you don't need a crystal ball.



What is EQUIP?

EQUIP 3.0 is an online suite of tools for nursing homes that analyzes MDS 3.0 data to:

- Improve quality and outcomes
 - Manage risk
 - Increase efficiency
- Maximize coding accuracy and reimbursement
 - Point out potential problems
- Assist direct care staff with developing effective and individualized care plans

EQUIP 3.0 is your future.

Call for more information:

518.867.8390 • www.equipforquality.com

13 British American Blvd., Suite 2, Latham, NY 12110-1431



“Think of your membership as a type of outsourcing arrangement with LeadingAge NY.”

The Joys of Perusing a Voluminous Budget Bill

Ami Schnauber, director of government relations, LeadingAge New York

Do you enjoy reading proposed bills and regulations to decipher what the impact will be on your organization? Does the prospect of going to Albany to convince legislators that a proposed bill is good or bad for your organization have you jumping out of bed in the morning with glee? How about keeping tabs on HUD regulatory changes, Dear Administrator Letters (DALs) or the State’s attempt to regulate your marketing strategies?

If you don’t like these things, it’s probably because it is not what you do best. You might do many of these things out of necessity but it isn’t in your wheelhouse. Most experts agree that to efficiently reach your goals, it is vital to determine the most efficient way to spend your resources, particularly your time and your staff’s time.

Fortunately, the staff at LeadingAge New York, your association, is jazzed by evaluating bills, budgets and regulations. This is our wheelhouse. Think of

your membership as a type of outsourcing arrangement with LeadingAge NY. Through this arrangement, you have a cadre of experts available to assist you with tasks and subjects not central to your mission so that you can direct your valuable resources toward your mission.

How do you compare to your peers in terms of staffing? There are experts to help you find the answer at LeadingAge NY.

How do you create a plan to integrate Quality Assurance and Performance Improvement (QAPI) within your organization? There is a boot camp-style educational experience to help your staff figure it out.

How can you tighten your policies and procedures to increase your quality outcomes? There are both trainings and consultant experts to help you get there.

How do you prepare your future leaders? The IGNITE Leadership Academy can help you.

The resources at LeadingAge NY are here for you and we encourage you to use them.

Probably the most effective outsourcing you’ll receive from LeadingAge NY is from the association’s ability to advocate effectively. We have the relationships and keen understanding of both the legislative and political processes and the players who are involved to move our shared advocacy agenda forward.

(See *The Joys* on page 10)

The Joys... (continued from page 9)

Let us do the heavy lifting for you when you need a policy or regulatory change. As always, we provide a plan and the framework for your staff to engage at the Federal, State and local levels. For example, LeadingAge NY has February Friday letter writing campaigns and March Monday virtual lobby days.


Once the legislative session commences in early January and the Governor's Executive Budget Proposal is released in mid-January, we immediately begin to engage members in grassroots advocacy campaigns. Through our Legislative Action Center, we post general budget letters pertaining to each service line and how the Governor's budget will impact long term care providers. The process is a simple one and in under two minutes, you are able to send an email to your State Senator and Member of Assembly, urging them to protect the long term care providers in their districts.

In March, as budget negotiations intensify, members are asked to host a "virtual lobby day." LeadingAge New York makes hosting a virtual lobby day as easy as possible for members, their staff, boards of directors and residents. All materials are posted on our Legislative Action Center and again, the process for connecting with the lawmakers is a simple one.

Setting up a virtual lobby day is just as easy as sending a letter through the Legislative Action Center, but can be even more personalized. When calling lawmakers and their staff, you are in the position to give specific details about your organization and the impact the Governor's budget will have on your staff and more importantly, those you serve.

"As always, we provide a plan and the framework for your staff to engage at the Federal, State and local levels."

Between January 1, 2014 and March 28, 2014, members, staff, residents, families and friends sent more than 600 budget letters to members of the Legislature and to the Governor. And it didn't stop there – throughout the remainder of the legislative session, we will ask members to engage with lawmakers through letter writing campaigns on important bills that will impact long term care providers.

To learn more about what we can do for you, go to leadingageny.org. 

Your Trusted Partner

LeadingAge New York Services has long been a trusted partner in helping you meet your organizational needs by endorsing a number of reputable vendors of well-priced products and services. Through its new configuration, **Solutions**, Services now brings even more value to non-profit providers of long-term care, services and housing.

The New Services Solutions

Services **Solutions** is geared to helping LeadingAge NY mission-driven members remain competitive in the long-term care space by affording them access to the types of efficiencies, economies of scale and other operating advantages that the for-profit sector has realized. **Solutions** has focused on the most pressing member concerns and expanded the resources available to you through a suite of comprehensive, integrated, competitively-priced solutions in three areas: data/analytics, consulting and other products/services.

Solutions will help you get answers to questions as wide ranging as:

How can I be innovative in positioning my organization for the future of long term care? How do I raise my operations to the “best practices” level? Where do I stand in terms of quality of care compared to my competitors? Would a group purchasing organization get me lower pricing on my largest expenses? Should I consider outsourcing my medical billing or accounting function?

Or even more urgent matters: How can I prepare for my upcoming survey? How do I respond when remedies and or sanctions are imposed?

How It Works

Members know that in reaching out to LeadingAge NY they have access to knowledgeable experts in policy, government relations and operations for all service lines. **Solutions** brings together all of the resources LeadingAge New York staff can draw from in diagnosing your particular problem or concern, evaluating your options and recommending solutions. These may include options that are part of your member benefits, may require additional fees or may involve longer term contracts.

You can get the ball rolling by giving us a call, sending an email or visiting LeadingAge New York at www.leadingageny.org.

(See *Solutions* on page 12)



Highlight on New Solutions

LeadingAge NY policy is rolling out a *Member Assistance Project* to identify and reach out to members currently or potentially in financial or operational distress. Interventions may range from simple phone consultation to intensive on-site support. A menu of services drawn from *Solutions* will be adapted to individual provider needs.

LeadingAge New York Services has recently endorsed four new vendors providing key back office solutions.

BTQ Financial's social and business mission is to positively transform the huge, important and expanding nonprofit sector by providing a viable, cost effective and permanent solution to the expensive and challenging operation of fiscal departments. It offers high quality, customized financial outsourcing services to meet the fiscal, accounting and medical billing needs of nonprofit organizations. They achieve the highest industry standards of internal controls and transparency for financial operations, allowing clients to focus on their mission and delivery of services. www.btqfinancial.com



Cool Insuring Human Resource Services offers the services and tools to help you manage all your HR responsibilities with ease. Sign up your HR professionals for the Human Resources Hotline by calling Ruth Yorker at 518.783.2665 ext. 146 or e-mail: rmyorker@coolins.com. You can arrange for consultations with Cool's HR expert on topics including employee relations, employment law, toolkits and sample forms/policies. For more in-depth support, consulting is available for employee and management training, HR audit, handbook review or development, salary/compensation analysis, COBRA administration and much more. www.coolins.com




IM Solutions services are focused on clinical operations and revenue management with the goal of improving outcomes, quality and profitability. The Business Practice Innovation (BPI) model fully leverages investments in people, processes and technology. The BPI model is designed to identify and create efficiencies, develop more responsive and better informed staff, improve data integrity and eliminate redundant and unnecessary tasks that create distractions, increase the potential for error and heighten regulatory, revenue and other management risks. They also offer a Business Process Outsourcing (BPO) service that allows organizations to assign them the more technical and difficult to staff and supervise functions, including billing and collections, medical records, payor benefit and MDS management and technology support. www.IMSolutionsInc.net



LTC Consulting is a full-service business management company that will make your back office operations more efficient from entering census, processing accounting transactions, tracking resident payer source status and negotiating vendor contracts. Senior Planning Services is a Medicaid application company that obtains Medicaid for individuals for all Medicaid programs. Streamline HR Management is a full-service HR management company providing a suite of employee-related services such as time and attendance, payroll, compliance, benefits, unemployment insurance claims and more. Individually or together, these companies can efficiently and effectively streamline your business management functions and maximize revenue, allowing you to focus on providing the best care and the highest level of service possible. www.LTCconsulting.com



LeadingAge New York Services will be releasing an RFP for IT Services in the coming months. 

Set the Bar High. Outsource Your Facility's Rehab Management Services.

There is a growing trend within the long term care field to outsource physical, occupational and speech services to national and regional firms that specialize in therapy management.

But perhaps your facility is among those that continue to manage their own in-house program. Although not a simple decision, enlisting the expertise and resources from a therapy management firm can drive clinical and financial outcomes while also assuring compliance and quality patient care. Therapy companies today are more focused than ever on customer service, providing flexible contracting options and offering strategic value-added services. In fact, some therapy providers have become trusted partners in LTC, helping clients to strategically build ACO networking opportunities, drive quality integration with referring hospitals and physician groups and meet the challenges of an uncertain marketplace.

Lessons Learned from The Hebrew Home at Riverdale

In 2008, Leading Age New York member, The Hebrew Home at Riverdale made the very important decision to take its therapy program to the next level by enlisting the services of a therapy management company.

"At the time, Hebrew Home was looking for opportunities to maximize both clinical and financial outcomes," said Mary Frances Thaler, vice president of administration at Hebrew Home at Riverdale. "Additionally, our Electronic Medical Record (EMR) at the time had a therapy module that was simply not robust enough to capture important metrics related to clinical outcomes and operations, so we were very much in need of a more sophisticated therapy technology solution, too."

The leadership team at Hebrew Home at Riverdale learned about the very positive outcomes at a peer facility who was engaged in an outsourced arrangement with

therapy management firm, HealthPRO® Rehabilitation.

"As part of the vetting process, we did engage one other therapy provider," said Ms. Thaler. "But ultimately Hebrew Home was confident there was a synergy that existed with HealthPRO®. Importantly, it was clear the HealthPRO® approach and philosophy more closely matched our own mission, values and organizational goals."

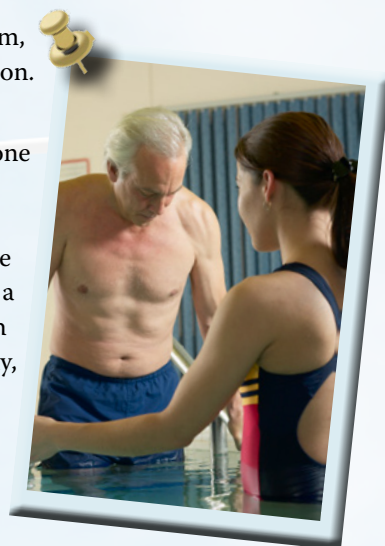
Hebrew Home at Riverdale and HealthPRO® entered into an "in-house management agreement" until 2012. In this flexible, innovative "hybrid" model, the therapists remained on staff with Hebrew Home and HealthPRO® provided management oversight. Today, the program operates in an outsourced arrangement.

Flexibility in an Ever-Changing Marketplace

For four years, HealthPRO® offered therapy management expertise without forcing the outsourcing of therapy staff. In this flexible arrangement, therapy staff remained employed by the Hebrew Home with oversight from HealthPRO's regional clinical/operational specialists with very positive results. Hebrew Home came to rely on HealthPRO's compliance and operational expertise. Ms. Thaler said, "From the beginning of our partnership, I worked closely with HealthPRO's Regional Vice President – Hilary Forman – who offered objective perspectives on how we could improve."

She would share information about how therapy departments function at other facilities, helping us to refine our practice patterns, introduce new programs and ultimately take a fresh approach."

(See *Set the Bar High* on page 14)



In 2012, Hebrew Home and HealthPRO® adjusted the terms of the original contract by shifting from an “in-house management model” to a fully outsourced arrangement. In this scenario, HealthPRO® assumed more risk and full responsibility for therapy operations, inclusive of staffing.

“In light of changes in the healthcare market and long term care industry, this business decision has helped Hebrew Home to take full advantage of all the services offered by HealthPRO®,” Ms. Thaler said. “As a national therapy and compliance consulting company, HealthPRO® understands that a well-run rehab program is among the few opportunities a SNF has to generate margin and grow strategically. At first, our decision to outsource was met with resistance; however, Hebrew Home staff came to understand why and how outsourcing would serve to enhance our bottom line and fortify not only the therapy program, but ultimately the facility as a whole.”

Return on the Investment

Hebrew Home has seen dramatic improvements in the performance of their therapy program in the past six years. “From the onset, the bar was set quite high for bringing our rehab services to the next level by taking advantage of all the resources HealthPRO® had to offer,” Ms. Thaler said. “We are now operating more efficiently, with significant improvement in performance drivers such as productivity, quality outcomes, compliance and financial metrics (e.g.: MDR). Also, since HealthPRO® has taken on the responsibility of recruiting and staffing, Hebrew Home has not only saved money and time, but the staffing design is more refined as well.”

For the Therapy, IT and Finance departments, there was a significant adjustment moving from paper-based documentation to a computerized system (HealthPRO’s proprietary HealthMAX® platform). “Our staff embraced the changes, as they were eager to learn the technology and facilitate a smoother work flow. Ultimately, by working more efficiently, our staff now has more time and focus for

high-level projects and initiatives,” Ms. Thaler said.

Finally, Hebrew Home can trust the expertise of a company like HealthPRO® to help leverage rehab services to drive quality integration with ACOs, referring hospitals and physician groups. “Now that we use a sophisticated therapy technology system, our team can monitor and manage clinical outcome measures” Ms. Thaler said. Likewise, Hebrew Home can also rely on HealthPRO® to contribute to initiatives to reduce unnecessary re-hospitalizations and mitigate risk associated with compliance.

Don’t Go it Alone

“Even after six years, Hebrew Home continues to rely on HealthPRO® to evaluate and provide structured feedback on how we are performing compared to regional benchmarks,” according to Ms. Thaler. “Also, HealthPRO® provides us with answers to questions of national significance and keeps us up-to-date with almost daily changes, trends,

etc. For example, we can take advantage of leveraging outcome metrics for marketing purposes and have access to information from a national company that keeps us focused on industry trends.” Also, HealthPRO® recently completed an evaluation of Hebrew Home’s HMO utilization and offered suggestions for refinement. “For independent, stand-alone facilities, such as Hebrew Home, this information is very meaningful,” she said.

Do Your Homework:

Ms. Thaler advises that not all therapy companies are alike. Administrators would



(See *Set the Bar High* on page 15)

be well-advised to do the necessary homework to ensure a firm's philosophy meshes well with the mission and vision of their nursing home. When possible, Ms. Thaler sees an advantage to involve someone who understands rehab services in the decision-making process. A physical therapist with extensive experience working in the clinical setting, Ms. Thaler admits that as a clinician herself, it was easy for her to recognize excellence in the provision of quality rehab care. When

considering a proposal from a therapy company, she said, "Aside from evaluating the fee structure and financial projections, administrators must ask themselves: 'What are the standards of practice in rehab services?' If your bar for exceptional quality of care is set high, you can recognize which therapy management firms are well-prepared to deliver on your expectations."

Rehab Management Services: Trust the Experts

There are several advantages for those Leading Age NY members who choose to enlist the support of therapy management and consulting firms. "There are therapy companies in the marketplace who offer the industry's most well-informed experts on compliance, regulatory issues and therapy operations," according to HealthPRO® Rehabilitation's Chief Strategy & Development Officer, Crista Stark. "Rehab providers certainly offer services that optimize financial and clinical outcomes. The key is to find a rehab provider who combines these core competencies with a proven ability to assure compliance and develop strategic partnerships. That is what will enable post-acute providers to create sustainable programming and remain competitive as the healthcare landscape evolves."

Flexible Contracting Options are Available

While some LeadingAge NY members may prefer a traditional outsourced arrangement, there is an alternative to full service therapy programs. "HealthPRO® was the first to introduce an in-house

therapy management partnership back in the 1990's; today there are others who also offer this option, which gives providers a structural choice. In this scenario, providers can retain their own therapy staff while benefitting from the resources and expertise offered by therapy companies. This model is a good option for facilities who want to improve results while retaining staff. It tends to be a higher margin model for the facility, but also shares the risk more evenly between the rehab company and the provider."



Figure 1

Ms. Stark warns of potential pitfalls. "While this scenario has several advantages, in order for it to be effective the facility must be open to making the recommended changes needed to improve results," she said. "In addition, it is imperative that providers choose a therapy company that has experience managing in house programs and a shared philosophy regarding quality care and outcomes. Clear expectations should be defined at the outset and consistent communication must remain strong throughout the partnership."

Value Beyond the Four Walls of the Therapy Gym

In addition to operational and compliance expertise, some rehab companies also provide several value-added services to ensure clients' needs are continually met as the healthcare system evolves.

"After all, a robust rehab program should do more than simply provide therapy services. In fact, a therapy company should also serve as a strategic business partner and part of the facility's leadership team. In today's competitive, ever-changing environment, a strategic approach to providing therapy management services is imperative," Ms Stark said.

As such, therapy management companies should offer several value-added services (see Figure 1) to ensure clients' needs are continually met even in light of industry challenges and changes. "HealthPRO® provides a competitive advantage for our clients by helping to reduce unnecessary re-hospitalizations, develop niche clinical programs, assist with census development and fortify compliance efforts throughout a facility.

(See Set the Bar High on page 16)

Importantly, these services are integral factors in collaborating with ACO networks,” Ms. Stark said.

Dynamic Partnerships Built on Trust

According to HealthPRO®, the process of contracting with a therapy management company requires flexibility and an open exchange of communication. Timeframes to prepare and execute on an outsourced relationship vary and will depend on the needs of the facility. Typically, the process starts with an evaluation of the client’s current program. Answers to the following questions will facilitate the process:

- What are the facility’s organizational goals?
- What improvements need to be made?
- Is the facility looking to expand/grow?
- What are the facility’s biggest challenges / best strengths?

The process should also include learning as much about the various therapy companies as possible. HealthPRO® encourages potential clients to reach out to Leading Age New York, as well as to current / past clients for objective perspectives.

Set the Bar High: Factors to Ensure Success and Avoid Pitfalls

Ms. Stark shares HealthPRO’s philosophy on the elements that drive success. “We are perhaps best known for keeping regulatory compliance a priority. In fact, we consider it the foundation on which our successful, long-lasting, equitable business partnerships are built. Likewise, we value 100% transparency and consistent communication. After all, thriving business relationships depend on an honest exchange of information and expectations. To that end, HealthPRO® uses processes that ensure an open dialogue with clients. Examples include a strategic plan for each practice, regular meetings to discuss performance and next steps and automated reporting systems. There are always challenges along the road to success, so a relationship built on trust and one which values equanimity, teamwork and collaborative spirit deliver the best results in the end.”

“Like any good business partner, a good therapy management company will take the time to ensure all expectations have been clearly defined and are understood,” she said. “Likewise, there should be a well-defined process in place for measuring success and evaluating progress as the relationship unfolds. Without well-established and agreed upon goals, as well as a way to hold each other accountable for the



end result, provider and therapy company alike will become frustrated in ways that limit progress.”

Can’t Afford to Go It Alone

While therapy management and consulting services come with a price tag, there is an undeniable financial advantage to enlisting the support of rehab experts. Ms. Stark offered an example: “Consider that in an outsourced arrangement our clients are no longer responsible for costs associated with HR, payroll, benefits and recruitment. Financially burdensome and costly factors such as benefit packages, recruiting, hiring and training staff are assumed by the therapy company. Moreover, companies such as HealthPRO® are well-prepared to optimize therapy utilization while also managing operating costs. While clients may be investing more in therapy services, they must always recognize there is a positive net margin. Additionally, rehab providers who aren’t flexible about pricing methodologies may not be the best partners in the long run.”

“The complexities of providing rehab services cannot be overstated; reimbursement, compliance and operational challenges can be daunting, but investing in a partnership with a therapy management firm can help a facility thrive and grow over the long-term,” said Leading Age New York’s Kristen Myers. “Facilities with a robust therapy program can leverage their services and positive outcomes to create opportunities with potential ACOs and referral sources. Companies such as HealthPRO® offer customers critical resources (e.g. marketplace expertise and data, niche clinical programming and marketing support, therapy technology and outcome reporting, operational and compliance guidance) to grow into the future.”

Ask THE EXPERTS

The decision to outsource certain organizational functions is not always easy and should not be taken lightly. Choosing a partner, assessing and managing risk, planning, implementation and assessment are all vitally important to a successful experience. Some choose to jump into a full-service arrangement while others will “dip their toe in the water” through a hybrid arrangement using their current in-house resources. LeadingAge New York has consulted with experts to answer some common questions.

Meet Your Experts

Crista Stark, is chief strategy & development officer with HealthPRO® Rehabilitation, a therapy management company offering a turnkey solution for post-acute care providers (inclusive of CCRCs, out-patient and SNF/sub-acute facilities) to staff/manage/operate rehab programs.

Mary Ann Benzola, is marketing manager with Custom Computer Specialists, Inc., specializing in reducing IT complexity and the true cost of IT for clients.



Are there different options for outsourcing functions and can they be tailored to meet client's needs?

Crista:

Tools, resources and expertise are provided as well as ongoing strategic development support as part of a comprehensive, fully outsourced partnership. Alternatively, a hybrid “in-house management” model is also an option and is a good choice for facilities that wish to avoid fully outsourcing their rehab department. This innovative option combines HealthPRO®’s management expertise with facility staff, offering a greater level of control over clinical programming, outcomes and profitability.

In both contract options, cost-efficient operational, clinical, financial and compliance support, technology & outcomes reporting solutions are provided, while assuring full integration with the interdisciplinary team. Each customer can customize the level and type of support needed based on organizational goals. This enables each unique practice to achieve optimum success.

Mary Ann:

Solutions are always tailored to the needs of each particular client. In all cases, our solutions will include a Senior “Service Delivery Manager” and “Account Executive” who have overall responsibility for customer satisfaction and the technical aspects of service delivery. A typical solution might have one or more technicians, engineers, application support specialists combined with “managed” network services to remotely monitor and manage the network and servers.

(See *Ask the Experts* on page 18)



Why would a senior care, services or housing provider choose to outsource functions? What is the return?

Crista:

In terms of therapy, each client is unique and may outsource the therapy function to achieve a variety of different objectives. However, typically there are three fundamental reasons why a customer may choose to enlist the support of our experts.

1. Many providers are looking to assure an exceptional standard of practice when it comes to compliance programming. In this scenario, the value of partnering with a therapy organization regarded as “experts” in compliance cannot be overlooked since we can mitigate compliance risk and protect revenue capture.
2. In other situations, customers are mostly concerned with operational challenges and costs related to recruiting/staffing, optimizing operational efficiencies and ensuring a positive return on investment, while enhancing quality. A well-run department – guided by therapy experts – can produce above-average clinical outcomes, exceptional patient satisfaction scores and efficient delivery of care.
3. Another emerging reason is the idea that in today’s competitive environment, an outsourced partner should also serve as a strategic business partner and part of the facility’s leadership team. To this end, HealthPRO® offers several value-added services to assist clients in maintaining a competitive advantage in light of industry challenges and changes.

Mary Ann:

The biggest advantage to clients is expertise across all areas of Information Technology. From a simple ROI perspective, it may be cheaper for a client to consider a “direct-hire” arrangement for certain technical roles, but when Custom is engaged we are able to provide our clients with access to expertise across all areas of IT – this is something that is cost prohibitive to all but the very largest providers.



What is the duration of a typical contract?

Crista:

Most relationships are determined by the length of the defined contract, typically two years. Many HealthPRO® clients have maintained business partnerships for at least eight years.

Mary Ann:

Our contracts typically run on a 3 year cycle. Our clients have the option to cancel services at any time, for any reason within that cycle (low risk).

(See *Ask the Experts* on page 19)



Describe the contracting process and time frame.

Crista:

First, ask any company you are considering for references of current and past clients. Talk to them to gage their experience. Likewise, we suggest attaining input from LeadingAge New York as well since the association has its finger on the pulse of what's trending in New York State.

The process for contracting for therapy services requires flexibility and an open exchange of communication. Typically, the process starts with an evaluation of the client's current program. While HealthPRO® offers feedback on strengths of the department as well as areas for improvement, our team is also well-prepared to consult on the pros / cons of choosing between a fully outsourced model versus an in-house management scenario. Feedback is both qualitative as well as quantitative where an estimated net margin is discussed. The time frame for roll-out of services depends on whether a client chooses a full service arrangement or a management approach. In the case where HealthPRO® assumes a management role, contract start dates can be as quick as within 30 days. For other outsourced relationships, the timeline may be longer.

Mary Ann:

For a comprehensive solution which includes a full onsite staff, we typically can ramp up operations in 4-6 weeks.



Describe the elements of an outsourcing relationship crucial to success?

Crista:

I can't emphasize the value of 100% transparency and consistent communication with our customers enough. A healthy business relationship depends on an honest exchange of information and expectations. HealthPRO® includes a strategic plan for each practice, regular meetings to discuss performance and next steps and automated reporting systems. There are always challenges along the road to success, so a relationship built on trust and one which values equanimity, teamwork and collaborative spirit deliver the best results in the end.

Mary Ann:

Communication is the most important element toward success. Custom works with our clients to clearly define their objectives and we leverage a consultative approach to achieve those objectives within the budget and timelines of our clients.



Do customers have a chance to “put a toe in the water” by starting a limited or smaller-scale relationship and building as needed?

Crista:

HealthPRO® offers unique, flexible partnership options, offering a choice between either (1) full service contract therapy, or (2) an “in-house management model.” The “in-house model” combines HealthPRO's management expertise with the facility's staff, affording our customers a greater level of control, flexibility and influence over clinical programming, outcomes and profitability. Clients are provided guidance in developing compensation packages and ensure a fully staffed department ahead of the anticipated start date. An option exists for the Rehab Director to be either a facility employee or a HealthPRO® employee. Ongoing, our experts consult multiple days

(See Ask the Experts on page 20)

per month onsite with weekly phone and email contact to lead the therapy team in optimizing clinical, operational and compliance outcomes. We are uniquely qualified to offer “in-house” therapy management support based on our extensive experience running these programs since 1997. Important to note: many of our customers enter into the in-house management arrangement with the option to transition to the full service scenario in the future, so customers can consider the in-house scenario an opportunity to “put a toe in the water.”

MaryAnn:

Yes, many of our larger clients have started their relationships with small scale projects and/or temporary staff augmentation.



What are some common pitfalls to avoid?

Crista:

As with any good business partnership, a good partner will take the time to ensure all expectations have been clearly defined and are understood. Likewise, there should be a well-defined process in place for measuring success and evaluating progress as the relationship unfolds. Without well-established and agreed upon goals, as well as a way to hold each other accountable for the end result, provider and partner alike will become frustrated in ways that limit progress. Important to note: there are pros/cons to choosing either a fully outsourced model versus an in-house management option. *Potential customers should be able to have transparent discussion regarding the possible outcomes, advantages and pitfalls associated with each model.*

MaryAnn:

We often engage with clients who have had bad experiences with other IT service providers. It is important to vet providers by looking at their capacity to provide expertise across a broad range of technology, their capacity to bring qualified resources into the equation quickly and their stability as a firm over time. On the flip-side, when vetting a provider who clearly demonstrates capacity and stability over time, it is important to ensure they are willing to provide flexibility and value-added services.



What are the legal issues to consider when forming this type of relationship?

Crista:

Some legal issues to consider include indemnification, modification to the staff non-compete clauses if the partner inherits staff that were previously employed by the provider and termination options.

Mary Ann:

It is critical that any provider is prepared not just to execute a Business Associate Agreement, but to undergo an audit or assessment. You want to have a level of comfort that your provider is improving your posture around HIPAA regulations and not adding risk/liability. 🌱

Technology Ties it all Together at Parker Jewish Institute

As a prominent post-acute care facility, our primary focus is the care and well-being of our patients, residents and clients. Accomplishing this is no small task and involves all aspects of the organization, including the use of technology.



In fact, we look at technology as the piece that ties it all together. Utilized well, technology provides invaluable insight into patient care, safety, staff satisfaction and productivity.

Our strategic vision for the Parker Jewish Institute includes using technology to improve patient outcomes, efficiently managing patient transitions into and out of our various operating divisions and collecting data to provide insight into the day to day management of the organization. The only way we were going to do this was by updating our aging IT systems, from several years ago.


This is where the challenge began. Like many organizations, our in-house IT team didn't have the resources or the skills to support our mission and vision. We initially looked to increase the depth and breadth of our IT staff, but it quickly became apparent that the cost would be prohibitive, especially since we knew we would need ongoing support after the initial upgrade. Parker Jewish Institute started to make minor upgrades, many years ago, when Custom Computer Specialists ("Custom") contacted us about its expertise in providing both IT infrastructure solutions, as well as on-site IT support, for our long term care facility.

From physical environment to network switches, cabling, servers, telephones, desktops, operating systems and applications, Custom did a complete overhaul of our IT infrastructure. They have been intimately involved with the deployment of our various electronic medical records and care management software applications. Further, upon the decision to develop an authorized managed long term care plan, AgeWell New York, Custom supported our technology vision for this project.

Our initial partnership with Custom resulted in the implementation of the first electronic medical information transfer using the CCITI NY (Continuum of Care Improvement Through Information – New York) Electronic Transfer Form System. This was a highly significant step for us in improving patient/resident care, across the continuum. A pilot study during a six-month post implementation period found that the CCITI NY system led to a 10 percent reduction in medication errors and our readmission rate to a partner hospital was significantly lower than the rate for nursing facilities not using the system.

Through our on-going partnership with Custom, we have been able to remain at the "cutting edge" of innovations and quickly adapt to new technologies. In fact, Parker received the 2013 Gold Award for "Excellence in Technology" from McKnight's, the nation's largest long term care industry magazine. McKnight's selected us for being on the leading edge of the movement to manage transitions to patients into and out of long term care facilities and for demonstrating how technology can improve patient outcomes during the transition process.

Today we outsource the majority of our IT staffing to Custom. From our director of information services, to help desk technicians, the staff at Custom provides us with the depth and breadth of skills needed to support our efforts to adopt technologies to enhance care to our patients. In addition, we have utilized Custom's assistance in implementing an executive-dashboard that allows us to track and monitor, in real time, various aspects of the organization.

We are delighted to say that as a result of having achieved our strategic, IT vision, we can call Custom "our partner", for helping to deliver quality care to all of our patients, residents and clients, at the Parker Jewish Institute for Health Care and Rehabilitation. 

CAPITAL SOLUTIONS

FOR SENIORS HOUSING AND HEALTHCARE FACILITIES



FAST AND INNOVATIVE FINANCING

Join Greystone at LeadingAge's 2014 Annual Conference & Exposition, where we will sponsor a Breakfast Learning Lounge on Wednesday, June 18. Be a part of our discussion:

“GREYSTONE - [RE]DEFINING LENDING: Thinking about renovating or expanding? Be fiscally brilliant while improving your facility.”

Greystone provides multiple lending platforms:

- FANNIE MAE
- FREDDIE MAC
- FHA
- BRIDGE
- MEZZANINE
- LIFE COMPANY
- CMBS

To schedule a meeting, contact Lisa Fischman: LFischman@greystonefund.com | 212.896.9181

Greystone is a proud sponsor of LeadingAge New York

Greystone Funding Applies Unparalleled Creativity for Your Success

Greystone Funding, a premier agency with cutting edge ideas, is so pleased to be partnering with LeadingAge New York, an association wholly focused on its members' needs and success. We look forward to meeting all of you in Saratoga.

"Greystone will work hard to help you accomplish your financial needs. We will use our creativity, drive and passion to deliver unparalleled business solutions for you. We only succeed by delighting you with our results."

Stephen Rosenberg, Founder & CEO

With more than 25 years of real estate lending as our core business, Greystone brings expertise, knowledge and creativity to the loan process. We have continuously expanded our capabilities to become a full-service multifamily housing and healthcare facility. Our national team of professionals has built strong, collaborative relationships with the US Department of Housing and Urban Development [HUD], Fannie Mae and Freddie Mac to move quickly to help you achieve your financing needs and avoid costly delays.

We aspire to strengthen and add value to your not-for-profit business and look forward to providing you with out-of-the-box and creative solutions for your financing needs. Greystone's capital markets expertise enables us to deliver competitive pricing and superior execution, getting you outstanding results.

Our Lending Platforms

FHA

Greystone is the leader in Federal Housing Administration multifamily lending and a recognized expert in FHA mortgage insurance. We are proficient in all FHA mortgage insurance programs – from refinancing and new construction loans to modifying existing loans.

Greystone continuously discovers innovative solutions to better serve you.

We stay abreast of FHA guidelines, which results in extensive knowledge of senior living and healthcare facilities. Our unparalleled creativity has led to Greystone's dominant position handling the majority of the FHA workouts, further strengthening our relationship with HUD.

Fannie Mae

Greystone has been a Fannie Mae lender for more than 15 years, delivering acquisition and refinancing loans for multifamily housing projects, including tax-exempt.

Our Fannie Mae Delegated Underwriting and Servicing (DUS®) loan platform allows us to simplify the loan process while maintaining a high level of personal service. Greystone has received outstanding production awards for Affordable Housing, Seniors Housing and Small Balance loans. We have consistently been a Top 10 lender for the past decade.

(See Greystone Funding on page 24)

TOBIN | PARNES
DESIGN



Queens-Long Island Renal Institute
New Hyde Park, NY

HEALTHCARE
•
WORKPLACE
•
RETAIL
•
HOSPITALITY
•
HISTORIC RESTORATION
•
RESTAURANT
•
INSTITUTIONAL
•
LEED

304 Hudson Street, Suite 500
New York, NY 10013

T 212.462.4200
F 212.462.4788

www.tobinparnes.com

Greystone Funding... (continued from page 23)

Freddie Mac

As a Freddie Mac Targeted Affordable Housing and Seniors Housing Seller/ Servicer, Greystone is approved to originate, underwrite and close Freddie Mac loans. Greystone can deliver these loans secured by properties located anywhere in the country.

Interim Lending

Greystone provides crucial interim financing to help clients prepare and reposition properties to qualify for FHA, Fannie Mae, Freddie Mac, or other long term loans. Our bridge and permanent loan teams design programs that give you the short-term funding that you need to move your project forward, always keeping your long-term financial objectives in mind. Greystone has also expanded its special situation lending efforts, including mezzanine lending, second mortgage loans and sponsor loans.

CMBS Lending

Greystone offers a Commercial Mortgage Backed Securities lending platform. Greystone's CMBS platform focuses primarily on fixed rate multifamily financing ranging from a minimum of \$5 million to no set maximum. CMBS loans, depending on market, property characteristics and client preferences, offer an attractive alternative to agency loan products. With the addition of the CMBS lending platform, Greystone is uniquely positioned in the market place to offer a full spectrum of multifamily financing options and to find the right solution for your financing needs.

(See *Greystone Funding* on page 25)

Corporate Highlights

- ✓ Greystone is the largest FHA multifamily loan originator, according to HUD.
- ✓ Greystone is the highest producing small loan lender for Fannie Mae for the past five years.
- ✓ Greystone has consistently been in the top 10 Fannie Mae DUS® lenders for the past 10 years.
- ✓ We are the largest buyer of troubled/defaulted FHA insured loans, having restructured more than \$2.7B worth of loans.
- ✓ Our total 2013 loan origination volume exceeded \$3.75B.
- ✓ Our loan servicing and asset management division manages approximately \$14 billion of multifamily, healthcare and commercial loans.
- ✓ Standard & Poor's ranked us in their highest category as a commercial loan servicer.

DERIVE
TECHNOLOGIES

110 William Street, 14th Floor
New York, NY 10038

Derive Technologies
**THE IT
HEARTBEAT OF
HEALTHCARE**

Derive Technologies® has built a richly diverse IT business solutions practice to meet the unique requirements of the Healthcare industry. For more than two decades we have supported the complex technology needs of some of New York - and the world's - most important Healthcare institutions

www.derivetech.com

212.363.1111

LTC@derivetech.com

Healthcare@derivetech.com

 **Healthcare
Specialist**

TECHNOLOGY AT THE SPEED OF THE CITY

Greystone Funding... (continued from page 24)

Loan Servicing

Greystone services and provides asset management for a multi-billion-dollar portfolio of real estate loans for Fannie Mae, Freddie Mac, GNMA, private investors, public agencies and our own portfolios. Our professionals specialize in managing the distinctive needs of healthcare facility loans and are dedicated to providing the highest level of personal attention and skilled support to borrowers and investors. Greystone is ranked “strong” by Standard & Poor’s and as one of its Select Servicers.

Affordable Housing

Greystone offers a broad variety of loan products – both taxable and tax-exempt – to facilitate the construction, acquisition, rehabilitation and repositioning of affordable multifamily housing across the country. We provide financing for affordable transactions that qualify for Fannie Mae, Freddie Mac and FHA programs. With a dedicated platform of experienced affordable housing professionals, Greystone can find the right solution for your affordable housing financing needs.

Seniors Housing and Healthcare Loans

Greystone has extensive experience in all FHA healthcare lending programs for nursing homes and seniors housing. We are also one of a limited number of Freddie Mac and Fannie Mae US[®] lenders authorized to originate and close seniors housing loans under their Seniors Housing product lines.

Small Balance Loans


Greystone has been in the small loan business for more than 10 years and Fannie Mae’s leading small loan lender for the past four. We have a dedicated team focused on the national small loan market, which means your small loan remains our priority.

Ginnie Mae

Greystone’s knowledge of the securities market allows us to commit our capital for the purchase and sale of FHA-insured mortgages, Fannie Mae and Ginnie Mae mortgage backed securities and tax-exempt municipal bonds.

Real estate lending has been Greystone’s core business for more than two decades.

From our roots as a workout specialist for distressed FHA loans, we have continuously expanded our capabilities to become a full-service multifamily housing and healthcare facility lender.

Greystone Funding’s mission is to apply unparalleled creativity for your success. 



HealthPRO[®]
REHABILITATION

- Creates a guaranteed positive impact to the bottom line
- Delivers exceptional customer service & clinical outcomes
- Offers flexible in-house therapy partnership and outsourced models
- Enhances reimbursement and compliance
- Includes value-added MDS/Nurse Consulting
- Has 10+ years experience in NYS with a proven track record:
 - Average 25% increase in rehab revenue
 - Average 20% decrease in per unit therapy costs

www.healthpro-rehab.com
860.480.5369

**2013-2014
Class Graduates Say:**

*“Priceless! A great program
that is so beneficial for
new leaders and even
experienced leaders to
participate in –
life long learning.”*



[Click here for a application](#)

Deadline May 1, 2014

Are you protected?

Safeguard your network from Cyber Crime!

Cyber-attacks and security breaches are more and more frequent resulting in the loss of billions of dollars each year from company information and recovery costs.

A Cyber-Risk policy is designed to protect your company from the daily threats of cyber exposure in today's world.



COOL SeniorCare
INSURANCE PROGRAM
INSURANCE MADE SIMPLE

784 Troy-Schenectady Road | Latham, NY 12110 | 800.233.0115 | www.coolins.com



Employee Perks at No Cost to Your Organization!

In the last issue of *LeadingAge New York Adviser*, you learned about how a free cost study performed by Value First can benefit your organization and put valuable information at your fingertips. But wait, there's more! Being an employee of Value First-associated companies allows both your organization AND individual employees to utilize many great discounts on products and services. Big name brands such as Office Depot, Sears, Sprint, AT&T and Sherwin-Williams have all offered great deals through Value First to show you all the ways that you can save with Value First and their partners.

Here are just a few examples of the benefits that you will receive from big name brands just for being part of Value First:

AT&T


The AT&T employee program provides valuable benefits for Value First member organizations and their employees. New and existing AT&T customers may take advantage of the nationally negotiated pricing with Value First and recognize significant savings on their monthly service charges. Just for being a member of Value First, your employees will receive a 25% monthly discount on qualified wireless voice and data services (discount excludes messaging and applications).

Office Depot

All Value First members are able to make purchases under the national contract with Office Depot and take advantage of significant savings on office supplies, furniture, technology and copy & printing items.

Sprint

Sprint is excited to bring you and your staff a special opportunity to save 23% on select regularly priced monthly wireless service plans! Also, the Samsung Galaxy Tab 3 is only \$49.99 with data plans starting at \$5/mo. with a 2-year agreement. For a limited time, if you switch to Sprint from another carrier you can receive a \$100 service credit for each eligible newly activated line of service!

If you're already a Value First member act now to take advantage of this valuable employee benefit. If you're not a member, contact Leigh Ann Keefer at lkeefe@leadingageny.org to sign a simple Participation Agreement and get started today. You will also qualify for a free cost study and find out how Value First can help you find even more savings! 



Do you need a **JOB?**

Are you looking to fill a **JOB?**

CAREER CENTER is your tool!

For more information about jobs and job postings, go to leadingageny.org, click on **Career Center**, at the top of the page and it will take you right to the listings.



JOHN W. BAUMGARTEN ARCHITECT, P.C.

www.jwbarch.com



with Helene Marcus, HMD Designs

Skilled Nursing | Assisted Living | Rehabilitation | Adult Day Care | Senior Housing | Community Services



Member News

Awards & Achievements

John McDonald Receives the 2014 Baptist Health System Foundation Community Service Award

John McDonald, a 16 year member of the Saratoga Springs Lions Club, is the recipient of the 2014 Baptist Health System Foundation Community Service Award in appreciation for his community service. Mr. McDonald was selected from all the nominations that were sent in and voted upon by Baptist Health System Foundation Board Members.

John was presented with his award along with a check for \$2,000 that he is donating to the Saratoga Springs Lions Club to benefit the Camp-Abilities Saratoga Program. The award ceremony was held on Friday evening, March 21, 2014 at The Third Annual Taste of The Capital Region Wine & Food Pairing Event that took place at Riverstone Manor in Glenville, NY.

Camp-Abilities Saratoga is a one-week overnight sports camp for children and teens that are blind, deaf-blind and visually impaired. In addition to his tireless efforts with The Saratoga Springs Lions Club, John is a very active Cub Scout Leader in the community and has served as Board Director and President of The Lions Eye Institute in Albany. He also maintains full-time employment as Finance Manager for NYS Environmental Facilities Corporation.

Bon Secours New York Health System Recognizes *Values in Action* Award Recipients

Bon Secours New York Health System's Schervier Nursing Care Center, specializing in long-term and rehabilitation care in the Riverdale section of The Bronx, proudly recognizes **Dr. John D'Ambrosio** as the *Values in Action* award recipient for December 2013 and **Lubjana Proko** for January 2014.

The prestigious *Values in Action* award honors those employees who live Bon Secours' mission to bring compassion to health care and to be "good help" to those in need, especially the poor, elderly and the dying.

Dr. John D'Ambrosio: December 2013

Dr. D'Ambrosio, a member of the medical services team for 24 years, is an attending physician at the nursing care center. He lives in Yonkers, NY. He recently became a grandfather for the first time. He was nominated by his peers and fellow leaders for his innovative approach to caring for the elderly and for his compassion towards those dealing with the heartbreaking decisions of death and dying.

"I am very proud to present Dr. D'Ambrosio with this award, he embodies our shared values of compassion, respect, integrity, justice, growth, quality, innovation and stewardship," said Stephen Kazanjian, director of mission at Schervier. Director of social work Jennifer Giuffrida, who nominated D'Ambrosio, said, "He takes time to educate staff on different diagnoses and prognoses so that we are better equipped to understand a particular resident's needs. He is an advocate for his patients; he is consistently able to capture their individual needs and wants at the end of life."

(See Noteworthy on page 30)



Horseback riding at
Camp-Abilities



Dr. John D'Ambrosio

A *Values in Action* ceremony was held in honor of Dr. D'Ambrosio on January 29, 2014, to recognize his accomplishments.

Lubjana Proko: January 2014

During the recent water emergency, "Lubi," a member of the housekeeping staff, demonstrated great sensitivity during a stressful time by putting herself in the position of patients and staff. She never lost her 'cool' in interactions with others and in the conduct of her duties. "I am very proud to present Lubi with this award, she takes extra initiative to speak and listen in a caring and supportive way with all of the patients with whom she interacts daily," said Stephen Kazanjian, Director of Mission at Schervier. Joanne Smith, director of risk management, quality improvement & corporate responsibility and Regina Trujillo, assistant director of food and nutrition, nominated Proko. They said, "She doesn't view herself as only a 'Housekeeper'. Lubi has proven herself to be both innovative and decisive. She has great ideas and always takes extra steps to maintain the cleanliness, safety and quality of the facility."

A *Values in Action* ceremony was held in honor of Proko, a Bronx resident, on February 27, 2014, to honor her and recognize her accomplishments. Joined by her children, she was presented with a certificate of excellence, along with a small gift on behalf of Schervier by Kazanjian.



Lubjana Proko (center) and her children attend a *Values in Action* ceremony in her honor.

Wartburg's Friedrichs Residence is Mt. Vernon's First New Construction Project LEED Certified

Celebrating a landmark accomplishment in green multi-family affordable housing, the City of Mount Vernon's mayor and Wartburg staff earlier this month celebrated the city's first new construction project to be LEED certified by the U.S. Green Building Council. Attaining LEED (Leadership in Energy & Environmental Design) certification is the nationally recognized stamp of approval to signify that a building is exemplary in conserving energy, lowering operating costs and being healthy for occupants.

Mayor Ernest D. Davis and his staff congratulated Wartburg's leadership for obtaining a LEED for Homes Gold Certification for the Friedrichs Residence, an \$11 million, 4-story building of 61 affordable senior apartments on Wartburg's campus in Mt. Vernon, NY. In acknowledging this achievement, Mayor Davis said, "We are extremely proud that the Wartburg has received LEED Certification status. It is a clear sign of their commitment to the environment. Also, this one act has the potential of a ripple effect, which can stabilize cost to the residents and their families."

The building is named to honor long-time Wartburg benefactors, the late Juanita E. and Arthur M. Friedrichs of New Canaan, CT, whose \$1,000,000 bequest provided the project's initial funding.

"Wartburg is proud of its commitment to sustainable development," said David J. Gentner, Wartburg's President and CEO. "As an organization, we have learned a lot from this effort and we look forward to bringing the benefits of this experience to other building projects in the future."

The Friedrichs Residence also participated in the New York State Energy Research and Development Authority's (NYSERDA) Multifamily Performance Program, which secured an Energy Star rating and financial incentives for the project. "These common sense measures are expected to reduce utility expenses by 22 percent compared to a typical mid-rise apartment building," said Ryan Herchenroether, Wartburg's Director of Planning. "This really helps ensure the building's long-term affordability for both Wartburg and the residents it serves."

(See Noteworthy on page 31)



From left: David Gentner, president & CEO of Wartburg; Judy Williams, Wartburg board member and Mt. Vernon's commissioner of human resources; Mt. Vernon Mayor Ernest D. Davis; Ryan Herchenroether, Wartburg's director of planning celebrate the LEED certification.



From left: Diane Butterworth, Linda Schombs, AnnMarie Lowry, Mary Jean Weber, CEO/administrator, Joyce Reyes, Deanna Baez, assistant administrator

St. Johnland Staff Recognized

St. Johnland Nursing Center in Kings Park formally recognized its long-serving nursing and administrative staff with a special dinner and award ceremony. CEO Mary Jean Weber commended the honorees for their dedication, compassion and commitment to St. Johnland's residents and praised them for working together as a team. Honored for 45 years of service was Margaret Frawley of Kings Park. Diane Butterworth of Kings Park and AnneMarie Lowry of St. James celebrated 40 years, Linda Schombs (Kings Park) 30 years and Patricia Corradengo (North Babylon), Deborah Ellis (Brentwood) and Charlene Zimmer (East Northport) were recognized for being at St. Johnland for 25 years.

Also honored were four retirees: Diane Bosco of Lake Grove, Arlene March of Levittown, Joyce Reyes of St. James and Sharon Rogers of Mastic.

In addition, 36 other employees were awarded pins and certificates for their service to the residents of St. Johnland. Seventy-two percent of all employees have been at St. Johnland for at least five years and 28 percent more than ten years.

Happenings

Alexander S. Balko Named President of MJHS Eli. S. Feldman Retains CEO Title

MJHS announced today that its Board of Directors has appointed Alexander S. Balko to the role of president effective immediately. Balko previously held the positions of executive vice president, chief operating officer (COO) and chief financial officer (CFO) of MJHS. Eli S. Feldman remains CEO of the charitable not-for-profit health system.

Balko joined the organization in 1999 as senior vice president and CFO. He was promoted to COO in 2010 but also continued on as CFO. During his tenure as COO, Balko had operational responsibilities for MJHS and its affiliated agencies and programs, managing revenues in excess of \$800 million. His oversight included: MJHS hospice and palliative care, home care and adult day health care, Menorah and Shorefront Centers for Rehabilitation and Nursing care as well Elderplan, which includes Medicare Advantage Plans and Homefirst, one of the first MLTC (managed long term care) plans in New York State.

Balko is a member of the Healthcare Financial Management Association, the American Institute of Certified Public Accountants and the New York State Society of Certified Public Accountants. A certified public accountant, he holds a bachelor's degree in Accounting from Manhattan College and a master's degree in Health Services from The New School for Social Research.

Jeffrey J. Davis was promoted from senior vice president of finance to CFO filling the position previously occupied by Balko.

Paul Ozimek Joins Daughters of Sarah as Executive Chef

Paul Ozimek has been appointed executive chef at Daughters of Sarah Nursing Center in Albany. He supervises a culinary team of six and is responsible for all aspects of the dining experience for the nursing home's 210 residents, as well as guests and staff who patronize the facility's cafeteria. The nursing home is a kosher facility, so Chef Ozimek is developing kosher versions of the menus he enjoys presenting and is re-visioning traditional offerings. He brings his enthusiasm for the traditional cuisine of his own British, French-Canadian and Polish heritage and his passion for fresh, local, sustainable food to his new clientele.

(See Noteworthy on page 32)

Ozimek comes to Daughters of Sarah from his post as executive chef of Taste restaurant, where he garnered rave reviews from area food critics as well as customers. Before Taste, he had earned a Bachelor's degree from Paul Smith's College and then worked for three years at Charlie Trotter's five-star restaurant in Chicago.

Ozimek says he enjoys cooking "derivatives on the classics" such as coq au vin, using seasonable products, herbs and as much locally produced produce as possible. "Onsite sustainability is such a benefit in cost and flavor – maybe we can get some of the residents involved," he said. He makes a point to cook as well as supervise. "A chef who doesn't cook is not a cook. You've got to be tasting and touching as you create," he said.

Paul Ozimek serves Daughters of Sarah as an employee of Morrison Senior Living, which provides all culinary services to Daughters of Sarah Senior Community. Ozimek is an Albany native and lives in Guilderland.

Michael W. Grieco Appointed Senior Vice President, Financial Strategy at Selfhelp Community Services, Inc.

Selfhelp Community Services, Inc. has announced that Michael W. Grieco has been appointed to the new position of senior vice president, Financial Strategy.

"The new financial strategy position was created to provide strategic financial leadership and oversight as major health and human services reforms on the state and federal levels continue to affect the care delivery system," said Stuart C. Kaplan, chief executive officer of Selfhelp. Mr. Grieco will report directly to Mr. Kaplan.

"Mr. Grieco is a seasoned financial executive whose diverse financial experience includes home health care, hospice care and health insurance companies," said Mr. Kaplan, "and we are delighted to have a person with Mr. Grieco's extensive experience and ability join Selfhelp."

Prior to joining Selfhelp, Mr. Grieco was vice president of finance at Gentiva Home Health Services, a national home care company. At Gentiva, he was responsible for valuations, business development activities, negotiations, due diligence and financial activities related to acquisitions and partnership arrangements. He also was controller at Vytra Health Plans, where he directed financial forecasting, reporting and contract analysis.

Mr. Grieco is a certified public accountant, a certified valuation analyst and a six sigma black belt who has worked for KMG Certified Public Accountants, an international accounting firm and at Northrop Grumman Corporation, where he was director of financial planning and reporting for the data systems and services division.

St. Johnland Nursing Center Staff Help Residents Practice for Suffolk County Golden Games

The W. T. Rogers School Community Service Club visited the residents of St. Johnland Nursing Center who are practicing for the 11th Annual Suffolk County Golden Games. Over 50 volunteers rotated in and out of an exciting balloon volleyball game resulting in lots of laughs for the students and the residents.



Volunteers and residents prepare for the Suffolk County Golden Games with a balloon volleyball.

(See Noteworthy on page 33)



From left: David J. Gentner, President & CEO of Wartburg and Christopher Corr, Artist, unveil the Wartburg Fall Festival painting.

Wartburg Unveils the Latest Commissioned Painting by Christopher Corr in Celebration of its Upcoming 150th Anniversary

David J. Gentner, president and CEO of Wartburg, one of Westchester's largest senior services providers, unveiled the latest commissioned painting by Christopher Corr, featuring Wartburg's Fall Festival, scheduled to be held in October 2014. The return of the Fall Festival will be the start of multi-year festivities that will culminate with the celebration of Wartburg's upcoming 150th Anniversary in 2016.

The painting, personally delivered by Christopher Corr, explodes with the rich warm hues of autumn and displays traditional components of Wartburg's iconic Fall Festival previously held on the historic 34-acre campus in Mount Vernon, NY. The painting, abundant in Wartburg history, pays tribute to Wartburg's past while simultaneously integrating its latest accolades. The Wartburg Orphans' Farm School was founded in 1866 as a Lutheran ministry to care for those children in need after the Civil War. Featured from this time period in the painting are apple orchards, cows grazing in the pastures, vegetable gardens and the members of Wartburg's legendary Boys Marching Band. As time went on, Wartburg transitioned from caring for children to caring for older adults and today is known as Wartburg. Wartburg's Friedrichs Residence (affordable senior housing), adult day services and rehabilitation center and award winning Creative Aging and Lifelong Learning Initiative complete the painting by bringing it up-to-date.

Fall Festival is the third in a series of unique colorful paintings Corr has created for Wartburg, paying tribute to the diversified beauty and grace nature bestows upon its campus each "season". The collaboration first began in 1998 with the creation of "Winter at Wartburg" and followed immediately with "Summer at Wartburg" the next year. Each piece of art reflects Corr's traditional method of painting – gouaches on handmade Italian or Indian paper.

Christopher Corr was born in London and studied at The Royal College of Art (London England). His round-the-world travels provide much of the inspiration for his work. His first trip to India in 1986 resulted in a one-person show titled "Welcome To India," which was followed by a book and short BBC TV film of the same name. Christopher's commissions include book jackets, book illustrations, posters, the World Aids Day 1996 campaign, artist for Qantas, artist for Windstar Cruises, Sherbet animation films featuring Russian folk stories, Saks Fifth Avenue and UNICEF, to name a few. In 1999 the Royal Mail of England sent him to Bosnia to paint SFOR, the Peace-Keeping troops for a commemorative stamp in the Millennium Stamps Project. His art has been exhibited at the Rowley Gallery in London and The Magnolia Gallery in San Francisco. In June 2014, Christopher will be showing art at the Fashion and Textile Museum in London at their "Made in Mexico" exhibition.

St. Johnland Nursing Center in Kings Park announces the election of Allison Mitchell and David H. Deming to its Board of Directors.

Mrs. Mitchell, a resident of Huntington, has extensive experience in retail management, advertising and communications. Her volunteer service has helped organizations including Family Service League, Huntington Hospital, YMCA of Long Island, St. Johnland and several local schools.

Mr. Deming is Managing Director of TAG Healthcare Advisors. During a career in healthcare investment banking, he has served as an advisor to private and public companies on business and financial strategies and business development. Prior professional experience includes serving as CEO of Dimensional SmartNest LLC, a customized retirement solution that is owned by Dimensional Fund Advisors and 27 years at J. P. Morgan. Mr. Deming is a former chair of the Hobart & William Smith Colleges board of trustees.



David Deming

(See Noteworthy on page 34)

LeadingAge New York News

LeadingAge New York Leadership Academy Application Process Started

Ignite Your Leadership Flame!

The 2014-2015 class application process is now open. The deadline for applications is May 1, 2014

This transformational leadership platform is designed to foster growth and relationships among our current and next generations of leaders within New York's non-profit providers of care, housing and service to seniors.

This program is modeled on national and other state leadership programs – most designed by consultant Michele Holleran – but will focus on topics of interest to New York members.

Apply Now!

Questions? Contact Kristen Myers at kmyers@leadingageny.org or Nancy Caban at ncaban@leadingageny.org.

"An outstanding experience for my personal and professional growth as a leader. The practical life lessons and appreciation of them will be shared at many levels within my organization due to this academy."

2013-14 Leadership Academy Graduate

Welcome New Members

Dominican Sisters Family Health Service, Inc.

Finger Lakes Visiting Nurse Service

Welcome New Affiliate Member

Kathy A. McMahon, Hospice & Palliative Care Association of NYS

Welcome New Associate Member

Robert Longo, Account Executive, Friedlander Group, Inc.

Raul Tabora, Jr., Bond Schoeneck & King, PLLCR

Don Weber, Sales Director, Compli

Lisa M. Wickens, Vice President, WOH Government Solutions LLC

Welcome New Associate Plus Member

Robert Longo, Account Executive, Friedlander Group, Inc.

LeeAnn Jordan, Encore Rehabilitation Services

Joseph Tomaino, The Tomaino Group

Upcoming Conferences and Educational Events

June 16-18, 2014

Annual Conference and Exposition

The Saratoga Hilton & Saratoga Springs City Center, Saratoga Springs

September 16-18, 2014


Financial Managers Annual Conference

The Saratoga Hilton, Saratoga Springs

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

Our expert, experienced consultants are uniquely qualified to meet the needs of long term care providers. ProCare's ongoing dialogue with the regulators and policy makers in New York and at the federal level of government allows us cutting-edge information and sets us apart from other consulting firms. We offer:

- Survey Response
- Resident Elopement
- Dementia Care Services/ Person-Centered Care
- Quality Assurance
- Critical Documentation
- Pressure Ulcer Management and Prevention
- MDS/RAI Training
- Therapeutic Recreation/Activities
- Nurse Leadership Education/Mentoring

Contact Elliott Frost
director of ProCare/senior policy analyst
Phone: 518.867.8832
Email: efrost@leadingageny.org