



Are You Secure?

ADVISOR
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Are You Secure?



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News From Members, Partners and LeadingAge New York

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

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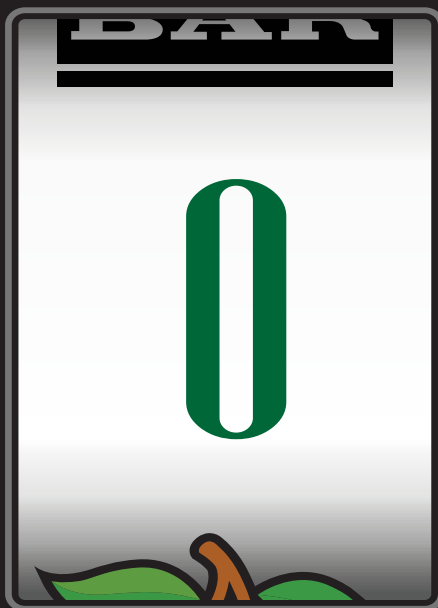
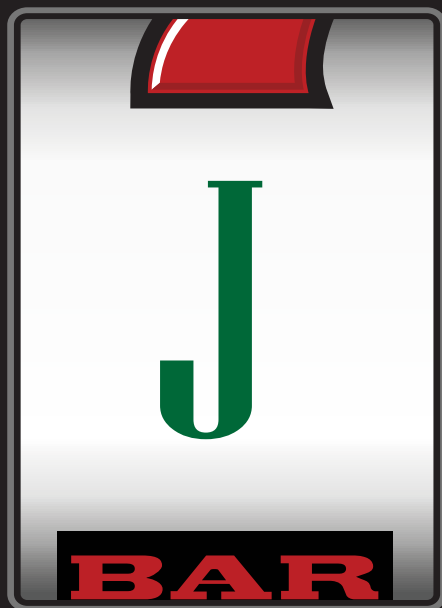
Kathie Kane, designer

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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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Preparing for the Unthinkable

With increasing episodes of workplace, school and other types of violence, both physically and virtually, safety has become a prominent concern in today's business environment. Providing security in the workplace is a daunting task but for those who provide care to the state's most vulnerable populations, it is an even greater challenge. Whether a residential care facility or senior housing site, LeadingAge New York members have populations of people who may not be able to move quickly or understand the danger and be able to appropriately protect themselves. Also alarming is the quantity of personal information, both financial and health related, that members are responsible for protecting.

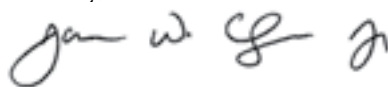
This issue of LeadingAge New York *Adviser* features information on safety and security. Much of the issue focuses on cybersecurity. There are very stiff penalties for failing to adequately guard protected health information, resident privacy and financial information and providers of long term care services and supports are under both increasing threat and scrutiny. Facilities are beginning to look at solutions that have long been standard practice on the acute care side and in other non-related industries. This issue explores some solutions and provides a framework for thought as members either augment their security measures in the wake of significant threats like Crypto Locker or begin to implement an integrated security protocol.

Surprisingly, there was little feedback from members during the call for stories on physical safety. Active shooter scenarios are a hot topic for education but it has become apparent in conversations with members and by the lack of response in this area, that creating and implementing policies and procedures that work in the long term care setting is significantly challenging. Like primary schools and unlike many general businesses and higher education, members serve populations who likely cannot flee on their own and may lack the cognitive ability to make necessary decisions during this type of event.

LeadingAge New York staff will continue to review and collect resources to share with members. If readers have effective policies or training protocols or have worked with experienced consultants to prepare for an active shooter or similar type of attack in a long term care setting, feel free to share with Kristen Myers at kmyers@leadingageny.org.

As always, thank you to all of the members who contributed material for this issue and to the businesses who support *Adviser* with their advertising and educational contributions.

Sincerely,



James W. Clyne Jr.
President and CEO

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Preventing Violence in the Healthcare Workplace

Workplace violence in healthcare facilities has been declining but that doesn't mean it's completely absent from hospitals and long term care facilities. According to the U.S. Bureau of Labor Statistics, almost half of non-fatal injuries from occupational assaults and violence occur in healthcare and social services settings.

Who is most at risk? Statistics indicate that nurses or nurse's aides were the most likely victims of assault, most of which are committed by a patient toward an employee. Other assaults occurred between a stranger and an employee and between two or more former or current co-workers. Given the risks, there is an imperative need for healthcare facilities to establish violence prevention policies to protect their employees.

Statistics indicate that nurses or nurse's aides were the most likely victims of assault, most of which are committed by a patient on an employee.

According to the Occupational Safety and Health Administration (OSHA), healthcare facilities should implement a violence prevention program as part of their larger safety and health program. This program serves to reduce the severity and frequency of injuries that employees face, track the facility's progress in reducing violence and decrease the threat of violence to employees' safety. Specifically, the program:

- Outlines a clear policy detailing that violence, including verbal and nonverbal threats, will not be tolerated in the workplace;
 - Eliminates the chance that individuals would seek revenge on an employee for reporting violence;
 - Encourages employees to report violent acts quickly;
 - Outlines a plan to maintain safety in the workplace; and
 - Explains management concerns for employee physical and emotional health.
- The goal of such a program is to guarantee that:
- Employees comply with and support a violence-free workplace; and
 - Employees feel comfortable reporting violence.

Training

When designing violence prevention programs orchestrate prevention training that is mandatory for all employees. According to OSHA, training is a key element in violence prevention, as the employees receive extensive information about how to conduct

(See *Preventing Violence* on page 6)

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Preventing Violence ... (Continued from page 5)

Preventing Violence ... (Continued from page 6)

- Use safety devices such as alarms, panic buttons, cameras, two-way mirrors, key-card access systems and hire security personnel;
- Install curved mirrors at hallway intersections;
- Train staff on how to recognize hostile situations and behavior;
- Increase staffing in the evenings or in places where patients may become violent;
- Encourage employees to carpool so they arrive and depart in groups;
- Provide a complimentary shuttle service or security guards to escort employees out of the building;
- Explain the zero tolerance policy for violence to patients;
- Have relationships with the local police and alert them of the emergency action plans in the event of violence;
- Gather previous records of patients to determine if they pose threats to employees;
- Design a program to deal with violent and combative patients including:
 - Arrange furniture in such a way to prevent the staff from becoming trapped in the room;
 - Place minimal, lightweight furniture in the rooms without any sharp corners;
 - Affix the furniture to the floor;
 - Remove excess clutter from the rooms, especially items on countertops that could be used as weapons;
 - Make sure there is a second exit in patient rooms for employees in the event that the patient becomes violent; and
 - Require that employees implement a buddy system when treating high-risk patients so they are never alone.



Response to Violence

In the event that a violent act is committed in the facility, employees need a supportive management staff to rely on to get through the trying time. To ensure that employees receive the support they need, the healthcare facility should establish a response team to deal with the situation.

This team is responsible for providing medical care for the injured employee(s) and counseling after the fact.

OSHA also requires that facilities fill out an OSHA Form 300 within eight hours of the incident to document all work-related injuries if three or more employees were hospitalized. By documenting violence, OSHA and the facility can determine the severity of the incident and determine how the situation can be prevented in the future.

Remember that it is the facility's responsibility to take steps to protect its employees from violence and maintain a safe working environment. 🟢

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Spotlight

Staff Changes at LeadingAge New York

The last year has marked an exciting transition for LeadingAge New York. New initiatives, retirements and staff turnover have resulted in many new faces and some new roles for veteran staff.

Summary:

- **Kathy Pellatt**, is retiring at the end of the year and **Susan Chenail** will be the new senior quality improvement analyst.
- **Darius Kirstein** has new responsibilities as director of financial policy and analysis and has a dynamic new team consisting of **Onur Bugdayci**, senior research analyst and **Ken Allison**, policy analyst/data specialist. Ken spent many years with the association as an accountant before taking on this new challenge.
- **Jeff Diamond** has moved from the position of government relations administrative assistant to government relations analyst.
- **Lynn Kogut** has joined the finance team as a bookkeeper.
- **Nicole Hooks** has joined as a coordinator with the policy and Value First teams.
- **Marguerite Carroll** has joined the Equip/Quality Apex team as a business development/sales liaison.
- **Ashley Tejada** has joined the policy team as a policy analyst.

Susan

What captured your interest about your new role? I love Quality Improvement and crunching numbers. I am a data nerd.

What do you think you bring to the table? 32 years of diverse nursing experience, leadership and love of computers.

Tell us a little about your background and experience?

I have been an RN for over 32 years. I have worked in a nursing facility, hospital, home care and liaison for a large hospital-based organization. I am also a certified case manager.

What is one thing about you that would surprise people? My family has a five-generation family-owned and -operated dairy farm.



Darius

What captured your interest about your new role? The opportunity to work with a team of talented people to advance good public policy and provide tools for data-based decision making.

What do you think you bring to the table? A hearty appetite. (Also an enthusiastic belief that data can be turned into useful information that can support members in their important work serving elders.)

Tell us a little about your background and experience? I've worked with financial and statistical data for over a decade and have been involved in learning and trying to explain changes in reimbursement methodologies and payment structures across the continuum.

What is one thing about you that would surprise people? Duties of my first job after college included training llamas and chasing hot air balloons. (Both llamas and balloons are more predictable than Medicaid reimbursement.)



(See Staff Changes on page 9)

Spotlight

Staff Changes ... (Continued from page 8)

Ken

What captured your interest about your new role? My new role provided me with an opportunity to engage with members in a much more meaningful and impactful way.

What do you think you bring to the table? I bring enthusiasm and creativity.

What is one thing about you that would surprise people? Background in finance and accounting. Specifically, 10 years at LeadingAge New York.

Jeff

What captured your interest about your new role? I was excited by the opportunity to learn more about the issues facing seniors across the state and help LeadingAge New York members navigate the legislative process.

What do you think you bring to the table? I think that I bring strong organizational and time management skills, attention to detail and a passion for helping others.

Tell us a little about your background and experience? I returned to the Albany area in 2015 after graduating with an economics degree from Boston College. I've had a lifelong interest in government, which has led me to internships with elected officials at both the federal and state levels and with other nonprofit organizations. I believe these experiences will help me greatly in my work at LeadingAge New York.

What is one thing about you that would surprise people? In addition to government and politics, I am a big fan of musical theatre. I was involved in various productions throughout high school and still attend shows whenever I can.

Lynn

What captured your interest about your new role? Working with such talented people.

What do you think you bring to the table? Many years of experience.

Tell us a little about your background and experience? I have lived in Texas and North Carolina, but was born and raised here in the Capital District. I have worked for a leading pacemaker company, a local custom home builder and a national entertainment lighting company.

What is one thing about you that would surprise people? I have a passion for Corvettes.

(See Staff Changes on page 10)



Staff Changes ... (Continued from page 9)

Nicole

What captured your interest about your new role? I'm looking forward to being able to help our members save money on their products and/or services when there is a possibility to do so.

What do you think you bring to the table? I am very good at communicating with people and explaining things in a way that is understandable. I feel like this will be helpful to me in my new role since I will be calling a lot of members or facilities whether it be to ask a few questions or inform them about services that we offer that could potentially be beneficial to them.

Tell us a little about your background and experience? I graduated from Siena College in the spring of 2016 with a Bachelor's Degree in Psychology. While I was a student at Siena, I also worked part-time as a pharmacy associate for Rite Aid for three years. I learned a lot about how to interact with people, explain necessary details and provide feedback/information on anything that the customer/patient may have been unsure about.

What is one thing about you that would surprise people? One thing about me that would surprise people is that I can do backflips!



Marguerite

What captured your interest about your new role? My interest was piqued when I learned more in-depth knowledge of the Quality Apex software. I could see that it was something the industry needed and I really wanted to be in on the ground floor promoting it.

What do you think you bring to the table? I bring a fine-tuned set of skills in making connections. I look forward to learning more about the software and spreading its good news to the masses!

Tell us a little about your background and experience? After more than 20 years in graphic design, I started getting more and more projects for marketing and sales roles. The transition was quite natural, as design, marketing and sales so easily go hand in hand. This eventually led to selling engineering software which I enjoyed very much right up until the company was purchased. I am very excited to embark on this business development and sales role with LeadingAge New York. To be on the software development stage is highly beneficial and I am looking forward to a long and successful career here.

What is one thing about you that would surprise people? Most people are very surprised when I tell them that I play flag football. For six years I have participated in a fundraiser to benefit the families in the capitol district who have been stricken with Alzheimer's. The Blondes vs. Brunettes flag football team has raised more than \$80,000 this year alone. We fundraise throughout the year with various events, then practice from June until the big game in September. It is a high-spirited group of ladies who have all been affected by Alzheimer's in some way.



(See Staff Changes on page 11)

Staff Changes ... (Continued from page 10)

Onur

What captured your interest about your new role? What interested me most about this position was the opportunity to work in a team environment and with a big data set. I always wanted to work with hard-working, professional, experienced people because I believe that I can be one of them one day in the future if I work with them. I also love

sharing the team effort, bringing out the best in myself and in my teammates for fulfilling our work goals and reaching top results.

Beside these, the new role is not just a regular role for me. This role is the best opportunity to increase our member's life quality and also being a volunteer.

What do you think you bring to the table? I don't know what kind of skills everyone else is bringing to their company but I bring an idea of being part of solution and an open mind to support the knowledge earned from my old work experiences and educational career. I think they're important to be able to understand the customer's needs and produce good solutions for their needs. I hope I can also increase our team's productivity, which I know is the backbone for this organization. Finally, I bring a mind like water – shapeless and formless but trained. I said water because when you put water into a cup it becomes the cup or when you put water into a bottle it becomes the bottle. Because it is water and water has potential energy it can stay or it can flow and turn to kinetic energy. At the end of the day, whatever our goal is, water can take shape of the needs and can be used to achieve good results.

Tell us a little about your background and experience? I received my bachelor's degree in agricultural engineering of animal science at the University of Ankara (Capital University of Turkey). I am a third year student of the Business Department of the Anatolia University and also in the Master's degree program of Economic Forecasting at the University at Albany. On top of that, I am working on our research project – Forecasting New York State Revenue Using Principal Components, the Kalman Filter and Jagged Edge Data. I published my first research poster at the conference of European Federation Science and Technology of Lipids in Poland while I was in my third year of engineering school and at the same time, I was the supervisor of my own project for rural development which was supported by The Scientific and Technological Research Council of Turkey. I used to work for a Corporation Development Dairy Farm in an assistant engineer position and I worked for The Global Institute for Health and Human Rights at SUNY in an intern researcher position. I am now an employee of Leading Age New York.

What is one thing about you that would surprise people? After my first statistics class now, six years later, I am in a Master's degree program to take advanced statistic and research courses and I am working in a statistician position and I guess, I am in love with statistics. What a world!



(See Staff Changes on page 12)

Staff Changes ... (Continued from page 11)

Ashley


What captured your interest about your new role? My new role, encompassed both my passions – writing and data. I love the opportunity to work in a team environment with hard working professional, experienced people and the challenge of doing something out of my comfort zone.

What do you think you bring to the table? My medical and data background will be essential to the team. I can work independently with minimal supervision. I am proficient in MS Office applications and databases. I am knowledgeable in areas of computer science that relate to data structures, databases and programming (e.g., pivot tables in Excel, working with large datasets in MS Access, designing SQL queries and writing and updating Visual Basic script code). My undergraduate training in English has facilitated my ability to think critically and my logical approach to problem solving. And as I complete my masters in Data Analytics, my current and future courses can definitely help me be more efficient with assisting the team with their data needs.



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Tell us a little about your background and experience?

I am a self-motivated data analyst who has excellent analytical organizational and communication skills. I have experience in conducting research and have presented findings of this research to individuals with varying technical backgrounds. Some of my strengths include time management, being able to multitask and the ability to meet deadlines. I also have extensive hands-on experience in claims, healthcare, data mining activities and managing data. I possess progressive analytical and problem-solving skills.

What is one thing about you that would surprise people?

I still speak with my 8th grade math teacher who is a huge influence in my life and she is now the Godmother to both my girls. 🌱

Senior Crimestoppers Provides Crime Prevention and Awareness for Senior Residents and Staff



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“... I see this program as a benefit that sets us apart of other facilities and we use the marketing materials they give us in all of our family packets to let the public see that we take our residents safety and security seriously,”

— Joon Salter, administrator
Louisiana War Veterans Home, Jackson, LA

Our sole mission is to promote secure senior living in nursing homes, HUD communities, state Veterans homes, assisted living communities and independent living communities to provide an enhanced quality of life for the residents and staff.

The program is a nationally-acclaimed crime prevention program safeguarding senior housing residents, along with their family members and facility staff, against theft, abuse, neglect, financial exploitation and other crimes and unethical actions.

“Senior Crimestoppers is a way for an administrator to further enhance the lives of the residents they serve. They all work very hard to provide safe, secure, comfortable living environments and their desire to implement the program is just one more example of this.

Implementing this program does not mean that the facility currently has a crime problem, but that the administrator is proactively finding a way to keep problems from occurring in the future,” said Terry Rooker, president of Senior Crimestoppers.

Senior Crimestoppers program utilizes proven components to help provide safe, crime-free facilities for senior housing residents to reduce the incidence and severity of theft, abuse and neglect, while enhancing the quality of life in senior living environments, HUD communities and Veterans homes.

Program results demonstrate a 94 percent crime incident reduction rate since inception.

“My experience with Senior Crimestoppers has been fantastic. It is a great benefit for the residents and provides the families peace of mind that their loved ones are being taken care of and their valuables are secure in the lockboxes provided as part of the program. The program is easy to use and the support team is always there to help you. I see this program as a benefit that sets us apart from other facilities and we use the marketing materials they give us in all of our family packets to let the public see that we take our residents safety and security seriously,” said Joon Salter, administrator of the Louisiana War Veterans Home in Jackson, LA.

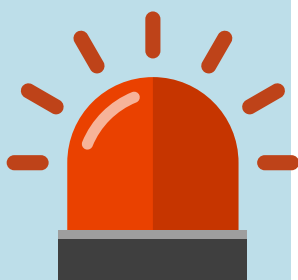
The program is a turn-key solution that empowers facility owners and management to partner with Senior Crimestoppers in proactively reducing crime in their communities.

Benefits include:

- Liability and litigation event reduction;
- Positive community/media exposure;
- Enhanced risk management and assistance with regulatory compliance;
- Potential for stabilized or reduced insurance premiums.

Any senior housing facility may participate in Senior Crimestoppers. Organizations with 51 percent or more Medicaid certified residents or 51 percent or more low- to moderate-income residents may have all their programming sponsored by a local bank. If your facility doesn't qualify for this option, then the facility can pay a nominal fee per bed for the program. Any facilities without the previously mentioned qualifications or those waiting on bank sponsorship, may pay directly for the Senior Crimestoppers program and do not need to meet a Medicaid or the income quota.

(See *Senior Crimestoppers* on page 14)



The Program Components consist of:

- ✓ 24/7 toll-free Tips Line for anonymous crime/incident reporting with rewards up to \$1,000. Available 24 hours a day/365 days a year. Cash and anonymity overcomes the issues of fear and apathy. It is an outlet for gaining information previously unknown to management.
- ✓ Personal in-room lockboxes installed for each resident serve to remind everyone of the program. It also reduces liability by protecting against replacement of personal items and helps solve the number one problem with senior housing – theft, loss or misplacement of personal property.
- ✓ Crime awareness/zero tolerance signage prominently displayed.
- ✓ Ongoing in-service training for facility staff by constantly viewing the in-service video, having employees sign oath sheets and requiring quarterly management and staff briefings.



These steps have proven to reinforce the “zero tolerance” crime policy.

Senior Crimestoppers ... (Continued from page 13)

“Not only does the Senior Crimestoppers program provide peace of mind and confidence for the residents but it also benefits the staff. When you care for vulnerable people it makes the caretaker vulnerable as well. I think the staff has a greater measure of confidence knowing that tools are in place so they can be protected more effectively. I have seen positive experiences as a result of this program,” said Ray Dickison, executive director, Christian Health Center in Louisville, KY.

Charter presentations are more than just a photo opportunity. The presentation of the facility’s Senior Crimestoppers charter plaque represents a mutual commitment between the Senior Crimestoppers and the facility’s management – all on behalf of the residents, their families and the staff. Charter presentations are often observed by local press, community leaders and law enforcement representatives to help extend this important commitment to the entire community.

The Senior Crimestoppers program has two “Enhanced Quality of Life” programs that come with bank sponsorship. The first is *Wish Comes True*.

This program grants a lifelong or current wish for one or more residents at your facility, if sponsored by a bank in your community. Examples include:

- Travel expenses for a resident to visit a loved one or vice-versa;
- Construction of a wheelchair-accessible garden for residents to enjoy;
- Purchase of a new, motorized wheelchair for a young accident victim who had grown out of his old chair;
- Purchase of a video gaming system for the common area so the residents can keep their minds sharp and their muscles strong;
- A field trip to an athletic or cultural event.

(See *Senior Crimestoppers* on page 15)



Senior Crimestoppers ... (Continued from page 14)

The second quality of life program is the *Time of Your Life* which is an nostalgic video series for residents, staff and family members designed to invoke memories from the past and aid the seniors in remembering and reliving the “good ole days” with a focus on history, music, news, sporting events and pop culture from the 1920’s through 1980’s.



This entertainment program provides senior housing facilities with an enjoyable event for residents, staff, family members and other invited guests. For example, they get together for a movie night complete with a popcorn machine or old fashioned concession candy, while others provide the video in an outdoor “drive-in” movie atmosphere. The facility can also run it in their dining room, over a closed circuit TV system or use it as creatively as they wish.

“If you ask me why should we implement the Senior Crimestoppers program, my question to you is “why not”? I think it is imperative to have this program in every senior living facility helping emphasize the importance of a zero tolerance crime policy. Everyone is appreciative that we have something in place that gives peace of mind and it’s positively reflected in our state exams,” said Hedy Ciocchi, administrator of The Self Help Home in Chicago, IL. 📺

For more information about the Senior Crimestoppers program, please contact Kay Joest at 800.529.9096 or visit www.SeniorCrimestoppers.org.



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Applying the 80/20 Rule to Purchasing

The 80/20 rule, also known as the Pareto principle, simply means that roughly 80 percent of the effects of anything you might be doing come from 20 percent of the causes. For example, 80 percent of your food, medical, office or janitorial spending is likely generated by about 20 percent of the most frequently needed supplies or services. Unsurprisingly, this simple little principle gives great insight into how your community works and also offers some pointers on how to better manage your spending.



Use the 80/20 rule


“When searching for savings opportunities, it is wise to sort your item master file using the Pareto principle, also known as the 80/20 rule,” says John Mateka, MBA, MHA, interim director of materials management for Florence, S.C.-based McLeod Health.

The Pareto principle, named after economist Vilfredo Pareto, describes an unequal relationship between inputs and outputs. The rule states that 20 percent of the invested input is responsible for 80 percent of the achieved results, according to Investopedia.

“[This principle] is very applicable to the supply chain – roughly 20 percent of your items comprise 80 percent of your spend.”

— John Mateka, interim director of materials management, McLeod Health

Mr. Mateka shared the following tip with Becker's Hospital Review:

“[This principle] is very applicable to the supply chain – roughly 20 percent of your items comprise 80 percent of your spend. When sorting products in descending total dollar value, your top spend items will reveal themselves. Supply chain leaders should spend time ensuring competitive pricing and utilization per volume of service for the top 20 items. This will save time and deliver the most benefit.”¹ 

For more information contact: Sarah Daly at 518-867-8383 ext. 160 or by email at sdaly@leadingageny.org.

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

¹ Bean, Mackenzie (2016, Oct. 18) Becker's Hospital Review Supply Chain Tip of the Week, Retrieved from <http://www.beckershospitalreview.com/supply-chain/supply-chain-tip-of-the-week-use-the-80-20-rule.html>

The Cloud's Silver Lining

By Dennis O'Connell, director of healthcare solutions, Custom Computer Specialist


Healthcare facilities have a huge responsibility when handling electronic patient health information. Compliance with government directives (HIPAA), patient privacy and the availability of essential data are all important considerations. But what happens in the event of a disaster or network downtime? During a large-scale emergency like a flood, storm or power outage, your most immediate consideration, obviously, is the safety and well-being of your residents and staff. But once everybody's health and safety are confirmed, it's time to address other challenges, specifically, facilitating the recovery of critical data and the continuation of crucial systems during a disaster, appropriately known as disaster recovery.

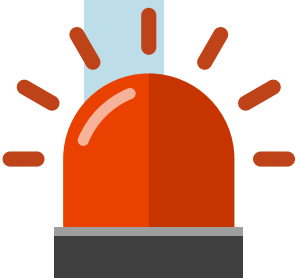
The employment of electronic health records (EHR) has fundamentally changed the healthcare industry. Accessing and sharing patients' medical information is exponentially easier and less time-consuming, leading to a positive impact on the quality of care patients receive. With these advances come increased responsibility and legal obligations to protect patient information from being stolen or lost. To meet requirements, more and more LTC facilities are turning to solutions that ensure the safety and availability of patient data, even during an emergency. Protected Health Information (PHI) and the requirements for storing and protecting it have long presented financial and logistical challenges for the healthcare industry. These pressures are felt most acutely by the Information Technology (IT) professionals who are tasked with doing more with less in order to ensure business continuity and disaster recovery.

In the pursuit of cost-effective, secure, robust solutions to the challenges of business continuity and disaster recovery, many healthcare facilities are turning to the "Cloud." Cloud services provide dependable, consistent backup and restoration abilities, with the added benefits of reducing risk and saving money. The low up-front price tag and flexible "grow as you need" programs make the Cloud a very attractive alternative for almost any organization. When moving to the Cloud, security is an important consideration that should not be overlooked when evaluating providers.

The time you spend strategizing your disaster recovery game plan is well-spent. But where to start?

- Assess your organization's risk. How does your organization safeguard and back up applications and information? What applications and data are essential?
- Do an IT check. Inventory all of your systems and applications and then determine the impact to your patients and your ability to deliver care if the network went down. How quickly could you restore functionality and access? How long does it take to recover crucial data?
- Do a recovery check. What operations and procedures are in place in the event of a disaster or outage? How confident are you in your organization's ability to fully and quickly restore critical systems? Do you have built-in system redundancy?

Relocating your disaster recovery processes to the cloud is an operation that requires assessment and research. Employ a service provider who has experience in transitioning healthcare facilities, understands the legal obligations associated with such an undertaking and can provide the best guidance in helping you understand the solution mix that will best suit your needs. 



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2016: Better known as The Year of “My Data Went WHERE?”

By Carl G. Cadregari, CISA, executive vice president; Jillian Jill Martucci, CISA, SSCP, manager, Enterprise Risk Management Division, The Bonadio Group

Data losses and breaches are almost an everyday occurrence; pick up any paper, peruse any news organization and it's guaranteed that you will find someone (maybe even someone you know) who ended up in the news. While many data losses could have been mitigated while in progress or even prevented altogether, the reality is that with 3.6 billion internet users, the threat and occurrence of loss, compromise or theft of data is only growing. In this article, we are exploring how data can be lost or stolen, what companies are doing to help prevent loss and what you may want to do now to help bolster proactive and reactive controls to help limit and respond to the probable data breach in your future.

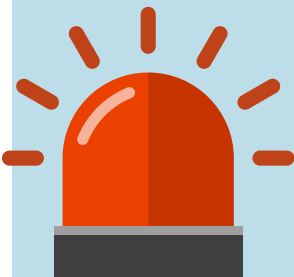
Some Good News

The movement to risk assess and adhere to the regulatory compliance requirements such as those found in the laws surrounding Health Insurance Portability and Accountability Act (HIPAA), The Gramm–Leach–Bliley Act (GLBA, safeguards for financial data privacy and security act), Payment Card Industry (PCI) Data Security Standard (DSS) (PCI DSS, credit and debit card data security standards), NYS Privacy Act and many others has moved security considerations forward. These assessments have especially enhanced the areas of data encryption, auditable user access and vendor management. Many organizations have implemented stronger passwords and we have seen a significant rise in two-factor authentication, which requires individuals to use a combination of at least two of the three different validation methods for both remote and local sensitive data access during the authentication process. Traditionally, the three factors are something you have like a fob, you know such as a password and you are, like a fingerprint. That said, we have a long way to go as the bad guys keep finding ways to get around the controls put in place.

The Bad News

The overall computer security picture hasn't changed much. The Internet is still a very dangerous place, with more internet connected devices in the world than there are people. The top data security threats for the year included multiple, massive ransomware infections, enhanced Trojans and email and website phishing scams, along with the ever-present malware consisting of spyware, keystroke loggers, website hijackers and some very subtle pre-texting and social engineering attacks. Professional criminals who have control of computers are turning our futuristic superhighway into a data capture playground and don't you doubt these are the new bullies stealing your lunch money. Every PC, Mac, tablet, smartphone, server and network is susceptible to malware, Trojans, worms, spyware and ransomware. Many times, these programs break your computer, but even more hazardous and concerning is how often they are used to steal and siphon off private, personal, financial and confidential information, by some unknown thief, as close as the office next to yours (as with a disgruntled employee) or on another continent.

Antivirus and anti-malware protection software continues to be considered the “silver bullet” needed to protect your company but the complexity and sophistication of the attacks can now circle the globe in seconds. Even the best applications are not up to the task of protecting you against the newly created malware (one recent statistic from McAfee noted that 1.3 million new ransomware samples and nearly 2 million new mobile malware samples have been found) that have been churned out this year. And don't get us started on weak internet facing systems controls – Distributed Denial of Service (DDoS) attacks still occur on a regular basis and continue to be very hard to defend against.



My Data ... (Continued from page 21)

The REALLY Bad News

The reported data losses continue to grow. In the last 12 months, 337 healthcare organizations and/or their business associates reported data losses totaling nearly 15 million records, almost 45 thousand records per reported breach. Add to that a recent study that surveyed 308 IT professionals at U.S. enterprises who had investigated e-mails that they believed had leaked confidential data in the past year. Now add the proliferation of lost devices; it's estimated that 2.1 million Americans had phones stolen in 2015. Tie in the four thousand plus daily ransomware attacks, up 300 percent from last year and you have an environment rich with loss and compromise of data. In fact, you can't even go to a ballgame or see a concert without losing your data as a recent headline notes that Madison Square Garden and Radio City Music Hall were hit by data breaches.

Take a look at Advanced Persistent Threats (APT), a rapidly growing type of threat fixated on a specific target that combines sophisticated malware and focused attacks. An APT is a set of stealthy and continuous computer hacking processes, often orchestrated by human(s) targeting a specific entity. It usually targets organizations and/or nations for business or political motives. The "advanced" process signifies sophisticated techniques using malware to exploit vulnerabilities in systems. The "persistent" process suggests that an external command and control system is continuously monitoring and extracting data from a specific target. The "threat" process indicates human involvement in orchestrating the attack.

Internet of Things (IoT) is the internetworking of web-enabled devices encompassing technologies such as IP (Internet Protocol)-based video cameras, embedded automotive systems, wearable medical devices and your Google Home™ internet attached devices. The use of these devices is expanding rapidly and they are becoming an integral part of businesses automation. They are likewise becoming a target for hackers and an entry point to distribute malware that is designed to move latterly on your networks.

Ransomware infections are now a reportable HIPAA breach. As of earlier this year, per the Department of Health and Human Services (HHS)/ Office of Civil Rights (OCR), a ransomware infection is now considered a reportable breach in many circumstances.

The Costly News

Data loss and breaches are costly. In 2016, the average cost to recover from a breach rose to \$4M. In the healthcare vertical, the cost to repair and recover from a data breach has increased to \$402 per record lost according to the research provided by the Ponemon Institute. However, this does not take into account the very difficult to measure

(See My Data on page 23)

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My Data ... (Continued from page 22)

price of losing your reputation and subsequent lost clients due to lack of trust. Add to that the ongoing fines (as of 9/2016, almost \$46M) doled out by the OCR (i.e., University of Washington Medicine Pays \$750,000 to Settle HHS Charges; \$2,140,500 HIPAA fine for St. Joseph Health; University of Mississippi Medical Center hit with a \$2.75M fine after an investigation due to a reported breach; Advocate Health Care Agrees to \$5.55M OCR HIPAA Settlement; \$2.2M Settlement with New York Presbyterian Hospital; Feinstein Institute for Medical Research agreed to \$3.9M to settle potential violations...) and simply put, the cost of securing your data and your company has now become drastically less expensive than responding to a security breach.

2017: The year to get out of "Ostrich Mode"

2017 is the year to get all the "security ostriches" and data loss non-believers to take their heads out of the reactive sand and get proactive. It is clear that we should worry about the following:

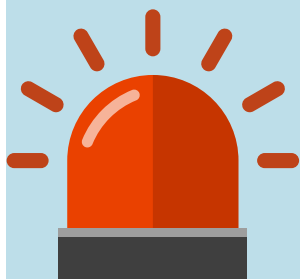
- The focus on small to medium-sized businesses data and fraud attacks will become more coordinated and disruptive and needs to be proactively safeguarded.
- Major fines for healthcare organizations from negative results of the HIPAA Breach Audits will continue. The OCR will continue its efforts and audits of covered entities with an enhanced and ongoing set of onsite audits. 2017 is also the start of the focus on Business Associates audits. Be prepared to respond.
- There was a time when having a Mac may have helped protect you -- not enough people used them in a business setting and there was no profit in attacking them -- but Apple has forged a new level of acceptance for its equipment and may be ripe for the hacking. Malware is being designed to compromise Mac and Google™ Mac and you will find many new types of attacks. Get your protections in line.
- Social Networking sites remain a significant threat to data security. Are you blocking enough?
- IoT Devices are the new gateway for hackers and lateral movement of malicious code. Do you know what devices you have in your organization?
- There is no end in sight for lost or stolen unencrypted laptops, USB drives, cellphones and other portable devices. How good is your Bring Your Own Device (BYOD) and portable device use policy?
- Adding training and education to the user community and key individuals tasked with protecting assets will require additional budget and continuing professional education.

What to Do Now

While any information security process improvement, including enhanced and auditable security controls, proactive protection and automated event monitoring are advisable and required by laws, there are 10 key areas that you may want to focus on first, including:


1. Risk Assessments. Accurate, thorough and repeatable assessments are required to meet HIPAA and many other data security laws. Don't shortchange or underestimate your risks by limiting your assessment scope. Currently, an effective risk assessment and risk management program is one of the key Optical Character Recognition (OCR) Deskside Audits requirements. It is also one of the top five reasons that auditees fail an investigation or have had a data breach. Focus on performing a risk assessment over a period of time, not just a point in time. It will give you an evidence-based picture of how well your controls are operating for the periods assessed.

(See *My Data* on page 24)



My Data ... (Continued from page 23)

2. Data Encryption. Effective, enterprise-wide data encryption wherever your data is stored, transmitted (i.e. email), accessed or located on portable devices (laptops, thumb drives, cell phones, backup tapes, etc.) is a requirement and traditionally has a 70 to 1 return on your protection investment.
3. User Access Control and Regular Access Recertification. Your users are your single greatest data strength if adequately trained and audited and your largest weakness if they are not. Use a process of least rights; i.e. the person accessing the data should only be able to interact with the data required to complete their documented job description – no more, no less. Don't forget to include the personnel with enhanced access, those with superuser, domain or administrator levels of access, as they hold all the keys to your data. People move and change jobs within an organization and it is critical to re-certify all users' access on an ongoing basis.
4. Vendor Audits. OCR stated in May 2016 that the Business Associate (BA) Agreement may not be the only HIPAA compliance assurance required. It is advisable, with the ever-growing and enhanced use of outsourced services, Cloud vendors, managed security providers and third parties who somehow interact with your protected data, that you, as part of your risk assessment, fully document the need for those additional assurances, then gather the needed data to assure their compliance with the laws and regulations that affect you. This is critical as your vendors are normally seen as your second largest risk area for data loss.
5. OpenDNS, "Umbrella" agents and other tools. It is time to start exploring these types of advanced services to protect you from malicious access to data and your users from phishing, pharming, malware and other threats even when not connected to your local network.
6. Whitelisting. This is the process of identifying and allowing only those sites and internet addresses approved by the organization, which are legitimately required to send or receive data from your organization or communicate with your company personnel.
7. Data Exfiltration Testing. Many companies do a great job blocking access and data transfers from the "outside", but few test and block data being sent from the internal network to the internet. Knowing and limiting what data leaves your company and in what volume is just as important as blocking malicious incoming data.
8. Security Awareness Training. Don't scrimp here; perform and test your training at hire, at least annually and in response to any impermissible disclosure, security incident or data breach. Testing your training can be accomplished with social engineering attacks such as phishing campaigns or other attempts at gaining data or access such as riding the coattails of an employee to gain access to a controlled area.
9. Penetration (aka "hacking") Testing. Find out what the "bad guys" can actually get to. Penetration testing is NOT a vulnerability assessment. They are two different processes. Vulnerability assessments report on identified or suspected weaknesses in your technological environment, while a penetration test takes those vulnerabilities and adds actions required to see if the vulnerability can be exploited to bypass your protection processes and technologies.
10. Repeat all of the above. Implementing effective information security is not a one-time process or action. The testing, assessments and process improvements needed for effective information security is not solely the responsibility of your IT department as technical, administrative and physical risks must be measured and taken into account across the enterprise.

In closing, you cannot protect yourself from an unknown or unmeasured risk and ignoring the needed actions will only accelerate your chances of exposing your organization to a loss, disclosure or breach of data. 

When the Unthinkable Happens

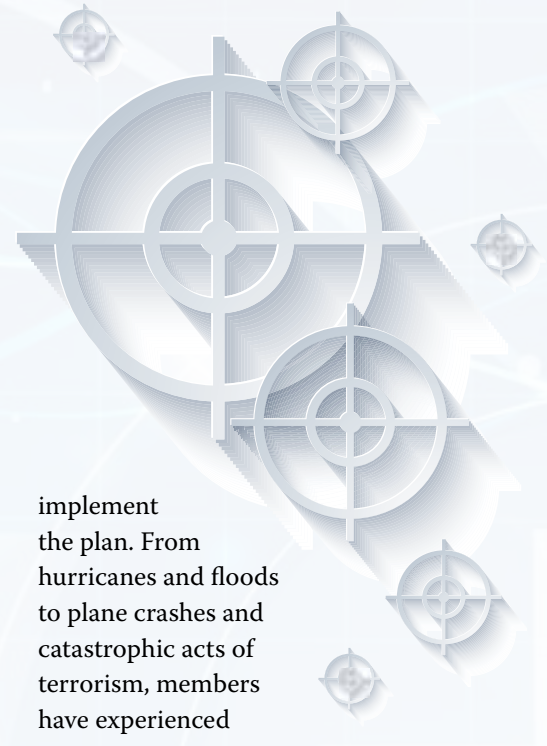
Bratatat...it's the sound of an automatic weapon being discharged from inside your building. Run? Hide? Save yourself or those in your care? You are paralyzed by fear and indecision. Your worst nightmare has become reality.

Unfortunately, many of these types of incidents have been highlighted in the media over the past few years. While it is an unthinkable scenario, advanced training and practice can make all the difference between mass panic and survival. A recent incident at a large shopping mall in the Albany, NY area clearly demonstrates the value of training and practice.

With foresight, the mall had invested time and resources in providing a training program for mall employees on how to handle an active shooter situation. Not very long after the training, gunfire erupted in the mall. Shoppers in various stores within the mall reported that employees took immediate control. Stores lowered their gates to the public hallways. Shoppers were brought to secure locations within stores and sheltered until further instruction was provided by public safety officials. While incredibly frightening and time consuming, as a direct result of the training, shoppers were kept safe even with a suspect on the run. Also important to note, there has only been positive social media chatter about the incident and the personnel's very proactive and decisive direction and support. First-hand accounts from people who were onsite paint a picture of a calm, controlled response. In all, the incident portrays a best case scenario. Nobody was hurt, there was no mass panic and no negative publicity about the mall itself.

Is your organization prepared? There are so many potential triggers that could easily lead to a confrontation on site. Does your staff know who is in charge? What action they should take? What is the evacuation plan?

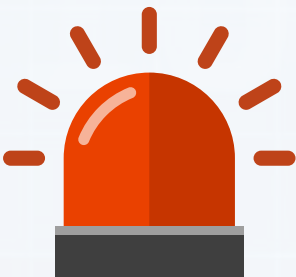
The majority, if not all, LeadingAge New York members have a physical disaster plan in place. In fact, many members have had to



implement the plan. From hurricanes and floods to plane crashes and catastrophic acts of terrorism, members have experienced many emergency situations. But an active shooter situation doesn't follow the typical emergency plan and needs special consideration.

Resources and consultants are available to help develop a plan but it is important to note that there is a difference between a standard office plan and a plan for an organization charged with the welfare of others. The standard office plan assumes people are mobile and cognitively capable of making their own escape and the decision on whether to run, hide or fight. For LeadingAge NY members who typically work with vulnerable populations, the protocols are very different. There are also different schools of thought among trainers. Should staff save themselves first as some policies suggest? It is true that if staff are killed or seriously wounded, there will be no one to rescue those who can't rescue themselves? In many ways, providers of direct care, services and housing to frail elderly and other disabled populations face conditions more akin to schools. Teachers don't abandon children and save their own lives and neither will many caretakers. So how do members craft rational policies?

(Continued)



There's no one right answer. There are some best practices shared below from different industries. Each organization will have to find the mix that works for their own culture and the acuity of staff and residents. The common denominator of all plans is to anticipate worst case scenarios and have a set of communication and action protocols in place, educate staff and residents/families and practice.

Jerry DeLuca, executive director & CEO, NYS Association of Fire Chiefs suggests the following: "It's really all about planning for the unexpected. The most dangerous mindset is that 'it can't happen to me.' It's not IF but WHEN something catastrophic will affect your event, organization or residents/ members. From terrorism to domestic violence to widespread power outages, there are forces that can affect your people and operations and for which you will need to have a plan."

In terms of an active shooter on site, DeLuca suggests that you really only have three options; run, hide or fight.

Run!

A plan and escape routes should be thought out and rehearsed well in advance of an event.

During an active shooter situation, run only if you can safely identify the shooter's location and if you will be able to exit away from that location.

Leave your belongings behind!

Help others escape but only if it doesn't put you in more danger. Do not attempt to move

the seriously wounded. Once out, try to prevent others from entering an area. For your safety, when you exit, keep your hands up and in plain sight. This will help emergency responders distinguish a victim from the perpetrator because they otherwise assume that anyone exiting the building could be perpetrator.

Hide!

If you can't safely exit away from the shooter, hide out of shooter's view. Lock or block doors with whatever you can move. Put something between you and the shooter, for example hide under the desk. It is very important that you silence your cell phone and remember that even a vibration can pinpoint your location to a shooter.

Fight!

Actively engaging a shooter should be used only as a last resort. You fight only when your life is in imminent danger!

You must seek to incapacitate the shooter and fight with as much aggression as possible. Improvise weapons, throw heavy objects at the shooter, whatever you can find, but the key is that you commit to your actions because your life depends on it.

(Continued)

In terms of an active shooter on site, DeLuca suggests that you really only have three options; run, hide or fight.

When the Unthinkable Happens ... (continued)

Brigitte Connors, founder and CEO of Meeting Industry Experts, Inc. suggests the following:

Create a plan

Elements of a good plan include clearly specifying who is in charge. Who is the incident commander? Who is going to be charged with operations, safety and

protocol before an emergency happens. Remember that once police, fire and/or EMS are on site—they are in charge.

If having an off-site event, a plan should be created to list all key contacts and designate who will take command for which type of emergency. The number one emergency is when attendees are in

danger.

You often have moments

to respond and need to have thought out a plan in advance.

Think about and plan for which areas of the venue are the most

vulnerable and what possible

emergencies could happen. This will often be based on the location, facility, demographics of the attendees and the agenda. Who and what resources will

be needed to respond to each kind of situation? Who needs to be notified and in what order? What will be your mechanism for communicating with your staff and residents/members/families?

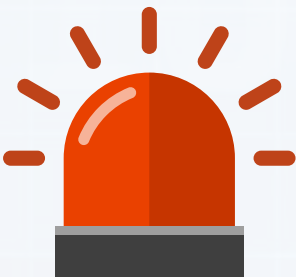
public affairs? It may be the same person or multiple people.

Who is in charge will depend on the venue. Is it your organization or an outside event like a block party at a public place or an event at a hotel? For example, when planning for an event at a hotel including management and hotel security in initial planning is key. What are their protocols? What types of emergencies come under their jurisdiction? Which will you be charged with handling? Know the

Within your own organization

Know what your responsibilities are to people in your building. Create a plan that outlines the procedure and who is in charge of what aspects. How are they to be reached? If the people charged with incident command are not onsite at the time of an incident, what is the protocol? Think of these questions in

(Continued)





advance and be prepared. Who will call 911? Do you have accessible emergency contact numbers, not just for rescue but also for everyone for whom you will have responsibility? How accessible is that contact information? If people evacuate, where is the gathering place? What is the responsibility of staff – save themselves first or get residents out? The protocol will be very different if it's a natural disaster versus and active shooter in your building.

Every event, either inside an organization or out, should have an emergency action plan. It will outline emergency procedures, responses, chain of command and the communication procedures. Think about every possibility and every detail possible in advance. Conduct “what if” scenarios.

Basics of a plan

- ✓ Create the emergency structure and chain of command including internal staff, venue staff and emergency responders.
- ✓ Determine in advance if you will bring medical aid in or people out for medical care.
- ✓ Prepare a detailed contact list with both the chain of command and attendee/resident/staff emergency contact information.

- ✓ Assign teams of staff/volunteers to targeted areas in advance, like an internal volunteer point person.
- ✓ Determine in advance who will contact emergency responders.
- ✓ Provide every person in charge with immediate access to a simple map of the site/venue with key exits, emergency supplies, AED, fire alarms and telephone access.
- ✓ Be sure all of the details above have been communicated to people.

LeadingAge New York members take their responsibility to residents seriously and have demonstrated their ability to handle many very difficult emergency situations over the years. An active shooter is a game changer to the traditional response protocols but with foresight, training and practice even an unthinkable situation can be handled proactively, improving outcomes for residents and staff. 🚨



Turning Safety Into an Amenity

By Paul Bartlett, vice president, St. John's Senior Housing

The Meadows-Brickstone Community of St. John's in Rochester, is a 442-unit market-rate senior retirement community. Embracing the new urbanism lifestyle encourages the integration of the resident community and the local neighboring community. However, with the community's open door policy there is an inherent security risk that people with criminal intentions could enter the community and present a hazard to the residents. To minimize this risk and potential harm to our residents the following precautions have been implemented at the community.

Each main entrance of the Meadows-Brickstone community is staffed by a concierge who monitors the traffic entering and exiting the buildings. Each entryway has an exterior door and a locked interior door. Individuals not living at the community wishing to enter must be "buzzed" in by the concierge or enter the appropriate number of the apartment they prefer to visit on the key pad located in the vestibule. In addition to the concierge presence at the entry ways, each location is monitored by a security camera which is viewed by security personal. A sign-in sheet is offered at the concierge desk for all visiting aides and guests to log in and out as they enter and exit the community.

As a final precautionary measure, located under each desk is a button which, when pressed, alerts

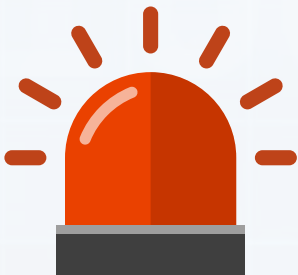


security should the concierge discover that the person entering the building poses a potential threat. Upon pressing the button, security personal are alerted to the precise location and respond accordingly.

These precautionary measures are implemented in a way that people entering the community do not feel unwelcome as the staff are trained to be engaging and respectful upon greeting each guest and resident. These precautions have been effective and offer the community residents an assurance of safety and security. 🌅

Peace of Mind

To ensure peace of mind while living at the Meadows, a personal emergency response system is included in every cottage and apartment. St. John's Meadows security staff are on duty 24 hours a day.





Concierge



Cloud-Based Threat Detection

Discussion with David Moufarrege, CIO, St. Ann's Community and Sanket Patel, CEO, Securolytics, about St. Ann's Community's new cybersecurity defense system.

Adviser: What precipitated St. Ann's decision to look into this integrated cybersecurity solution?

David: Other highly regulated industries have been addressing cybersecurity for years. In our industry, particularly in New York, there are now specific requirements for Performing Provider Systems (PPSs) under the Delivery System Reform Incentive Payment Program (DSRIP) when it comes to the exchange of data and what they expect from their exchange partners from a security perspective.

In the Rochester area, we're expected to not only report on actual breaches but also trace back potential breaches. Did you have port scans or other types of threats? We started there and looked to see what actually comes in and out of our network and that grew into this more comprehensive solution.

We began working with Sanket Patel and Securolytics about three and half years ago. We started with email archiving then began using their services for email encryption to securely transmit data to the insurance carriers and health systems. Now we have one integrated security solution that reaches across the board, whether it's threat filtering for malware, detection of port scans or other defense mechanisms.

We can now tell you who accessed the network, from where and what they did. If you are concerned about information leakage it can be caught here. This is really important forensically and as a preventative measure. The unique solution that Sanket's team has built really fits into our space and off-loads a lot of the concerns from us.

Adviser: Give a little background about the company.

Sanket: Securolytics is a cloud-based threat detection and analytics platform built for IoT

(Internet of Things) devices. We address gaps in perimeter-based defenses by identifying the symptoms of a data breach, malware infection and criminal activity through behavioral analysis and anomaly detection. And we do it all without the need to deploy additional hardware or software.

Unlike traditional solutions, Securolytics uses advanced statistical modeling and machine learning to independently identify new problems, learn from what it sees and adapt over time. We reduce the effort needed to discover threats inside your network.

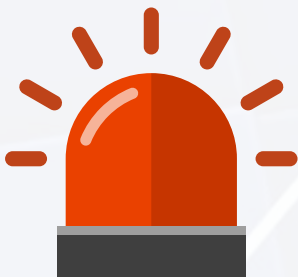
We're based out of Atlanta and we have 250 customers in the United States, across all verticals. About 60 percent of our business is derived from the healthcare vertical, both acute and long term care.

Adviser: Talk about the cost versus benefit. Is this solution something you think should be standardized across the long term care field?

David: I believe so but it's a difficult thing to quantify because it's a question of approach. Number one, we have a solution that does not require you to have an extensive internal IT department. But we do. St. Ann's is actually the third largest healthcare system in the Rochester market after the two acute care systems. So even though we have the scale, we still opted for something we don't have to do internally. It gives us the ability of upgrading without having capital investments or expensive personnel time involved.

Then you have to look at it from a security perspective. Yesterday, I shared an article about a breach at a specialty hospital in Georgia. Those guys ended up going out to the 200,000 patients that were breached and told them, "We're not going to do anything for you in terms of credit monitoring because we can't afford that." So when you start looking at it from a straight business perspective, how do you quantify the damage to your reputation? There are already

(Continued)



reports that there are a bunch of sharks threatening to file class action lawsuits against this place. From my perspective, a proactive approach that includes technical security, education and cyber risk insurance would have prevented the situation all together. So there are benefits that you may not be able to quantify up front but which are equally important.

Adviser: Can you talk about pricing and how to replicate St. Ann's approach?

Sanket: Let's talk about it from the perspective of point solutions versus an integrated approach. There are a couple of ways that it is typically priced. One model goes by the number of users but when you start looking at some of the reporting and the volume of data being processed and stored, it [the pricing] is actually based on that volume, so you have a hybrid pricing model.

St. Ann's has been this amazing customer that got to this progressive solution over time. We put in an encryption update, anti-spam, email archival, web filtering and over time it [the system] has been integrated. We have a new initiative [at Securolytics] to kick-start your organization and give you this quick entry point into the solution and give you visibility into your environment. It is called Zero-to-Secure. What Zero-to-Secure does is it actually consumes your organization's logs without any engineer intervention. Within 10 minutes of installation the organization will see its own data and whether or not they have ransomware, compromised devices and insider threats. It also provides device and user details when threats are discovered. The total package price for Zero to Secure is \$2,000.



Adviser: What are some of the lessons learned from point solutions versus an integrated strategy?

David: I have been here [at St. Ann's Community] five years. I've run technology across different industries and what I've found is that in general, the point solutions they want are a firewall appliance in the server room and a SPAM filter in front of their mail server. That was basically the whole way of doing this.

For St. Ann's, Securolytics is really not a point solution but rather an integrated approach. We had a firewall in place, we had an anti-SPAM filter, we had an appliance that would do some of the email archiving. Then we wanted to do email encryption. So we did what every other good company does and we went out and implemented ZIX as a solution – that's what MVP and Excellus used. Now we had another point solution. Then we started looking at these fixes and saying, "Wait a minute, there's a capital investment every single time we do this. There's a server administrator that actually has to look at these things and keep them up to speed every time." We still had to contract for expertise from the outside and we still had develop our people by sending them off to seminars and so forth, but we didn't have a view of our holes or gaps. We didn't know what we didn't know!

So we went out and started putting this umbrella around the network and every one of those point solutions was moved up to the Securolytics cloud.

(Continued)



securolytics™

Cloud-Based Threat Detection ... (continued)

So now I have the same email I'm filtering but SPAM is also being filtered for antivirus in the cloud, it's being looked at from all security perspectives. Does it contain a "payload" of some sort of CryptoVirus? What does the traffic look like in general? So if my colleague is doing some research in marketing, he can use any website and it will be filtered. Now I have a holistic solution that keeps track of all of those things so I know where my threats are coming from.

Sanket's organization provides me with a security dashboard that shows me what goes against my firewall but also what my colleagues and I, in our daily browsing, might have encountered. That helps forensically to keep the network secure and it allows me to focus on other things. The amount of work involved has significantly decreased. We just did a security assessment from the outside and it came out really good for our type of organization. We came out smelling like roses! It was another really good view of the security pieces St. Ann's provides, which ones our ISP provider delivers and the pieces being provided by Securolytics. I feel pretty good that my CEO's not going on the front page of the paper tomorrow because we had a data breach!

As an organization you have to think about what you want to focus on, such as being able to deliver the highest possible clinical outcome and experience for our patients. IT needs to focus on supporting our clinicians, not on keeping the bad guys out as our main focus. That's why I use Sanket's organization.

The one other thing that is important to note is that many of the security processes are cross-industry. They are not unique to healthcare, to senior living, to post-acute care, however you want to define it. So the important lesson is that we need to learn to transfer these processes from other high-risk industries. That's the other piece that an outside solution like Securolytics can provide. It gives you the ability to look at what

is truly best in class, what is the best process, not just what the organization across town or down the road does but what national and international companies do.

Sanket: One other thing to add: Because other customers are using our platform, we can aggregate the data and then report back the "risk slope". We have the ability to take your company, compare you against your peers and assess the risk score – basically, comparing you on your security postures.

Adviser: Other members likely have some security solutions in place already. If they were looking to integrate a full solution, how would they go about it? What's the first thing they should do?

Sanket: Zero-to-Secure is the starting point. It is quick and easy because it is non-invasive. Our claim is that in ten minutes you can have your data in our platform and we can show you where your problems are. You can actually see what we're finding, whether it's ransomware or compromised IoT devices. In the medical field, it could be a medical IoT device that the network administrators didn't even know was on their network, let alone that it would actually go out to the internet hoping to get malicious data in. Within ten minutes the organization has the ability to log in and access their executive threat analysis.

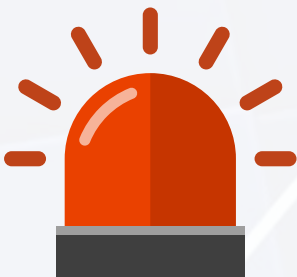
Adviser: Is St. Ann's EMR integrated into the solution?

David: It sits on top of it so that when Securolytics reaches out, it will see our EMR. But there is no need for it to be integrated in the traditional sense because it uses the log files of the EMR servers.

Adviser: Would you recommend that an organization start with a full risk analysis since there is the issue of cybersecurity and HIPAA compliance and there is quite an integration between the two?

David: There is and we're doing the HIPAA compliance assessment for our organization as well. You cannot reasonably do the risk

(Continued)



assessment around the security rules without having the data that Sanket's system provides. Now if you go through and use a system like HITRUST, the common security framework for the healthcare industry, it will step you through it. It will ask, "Did you do such and such, what are using for encryption, what did you do for port security, what's your firewall, when was the last time you looked at your server configuration templates?" A Zero-to-Secure type solution makes this an ongoing effort, not just once a year with a huge effort to go through and answer all those questions. You see it all the time through your dashboard, you see it proactively through alerts. You see it all the time.

Adviser: What is the first thing to do if looking for an integrated solution?

Sanket: A few first steps to look for in an integrated solution would be unified reporting, ease of deployment and activation of additional modules and support accessibility.

Adviser: So in terms of lessons learned or things you would do differently, it sounds like the greatest lesson learned is that you would have integrated more solutions more quickly?

David: That's part of it but I think we need to take a step back and remember that everybody starts from a different base level. We are in an industry that was relatively unsophisticated when it came to technology utilization compared to other highly regulated industries. You also have to assess your view of technology. Do you consider it tactical or strategic? I would submit that technology is a strategic asset in today's healthcare and senior housing environment. So IT and IT governance need to be treated that way.

As a result, you first have to assess where you are and what you want to accomplish. Remember that a lot of these security solutions are brand new. What Securolytics proposes – there is simply nobody out there doing what they do. There are companies doing similar things, they have some overlay. But especially when it comes to New York State and the typical size of our senior care organizations, most of the solutions out there are monetized much heavier and geared toward much larger organizations with a much larger IT staff. The solution that Securolytics offers is not something that would have been available five years ago in this form and sophistication level. 🌅



Cybersecurity Prevention System Helps St. Ann's Community Defend Against Ransomware

According to the FBI, "ransomware attacks are not only proliferating, they're becoming more sophisticated." (www.fbi.gov/news/stories/incidents-of-ransomware-on-the-rise)

That's especially true for organizations such as hospitals and senior healthcare systems where confidential information governed by the Health Insurance Portability and Accountability Act (HIPAA) is a prime target.

Ransomware is malware that encrypts valuable digital files and demands a ransom to release them. (Some victims have paid up to \$17,000 to regain access to their own servers.) In addition to financial damage, it can be catastrophic in the loss of confidential information, the disruption to operations and the potential harm to an organization's reputation.

To ensure the security of its data, St. Ann's Community in Rochester has partnered with the cybersecurity firm Securolytics on an advanced defense system.

"With Securolytics, we have unprecedented visibility into our network and advance warning of cyberthreats," said David Moufarrege, CIO for St. Ann's Community. "The built-in dashboards and correlation mechanisms give us valuable early warning of potential vulnerabilities. And the best part is that we don't need specialized resources to maintain it."

That early warning system helps St. Ann's detect and defeat ransomware like CryptoLocker, part of a new generation of malware that is more sophisticated than ever.

Securolytics is a cloud-based threat detection and analytics platform. It addresses gaps in perimeter-based defenses by identifying the symptoms of a data breach, malware infection

and criminal activity through techniques of behavioral analysis and anomaly detection. And it does so without the need to deploy additional hardware, software or personnel.

Unlike traditional solutions, Securolytics uses advanced statistical modeling and "machine learning" to independently identify new problems, learn from what it sees and adapt over time.

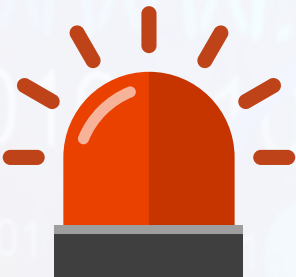
"We reduce the effort needed to discover threats inside your network," said Sanket Patel, CEO of Atlanta-based Securolytics.

Securolytics' proprietary Artificial Intelligence engine continuously monitors and analyzes network traffic. By comparing traffic fingerprints on St. Ann's network with its ever-growing database of criminal fingerprints, the system can detect devices already infected with ransomware as well as those that are in the process of downloading ransomware code.

If ransomware is detected, Securolytics alerts St. Ann's IT team via Short Message Service (SMS) or email and takes action to proactively defeat the threat before damage is caused. 🌅



**David Moufarrege, CIO
St. Ann's Community**



Partnering for Safety in your Community and Beyond

When an emergency happens in your community, what do you have in place to ensure members get the best response possible?

In rural areas, characterized by back country roads and small town charm, it is an important question for organization leaders to ask – both for the benefit of the residents and for the employees or loved ones who live nearby.

Peconic Landing, a Continuing Care Retirement Community located on the North Fork of Long Island, is just a five-minute trip from its neighboring community hospital, Eastern Long Island Hospital. But when a serious emergency occurs, members must travel a half-hour to the nearest major medical center. This response is handled by the all-volunteer Greenport Fire Department. And while they are very capable, these department volunteers face a challenge with the influx of new seniors to the rural community.

“When our organization first opened in 2002, there was a contentious relationship between department volunteers and our community because of the increased pressure they felt we were putting on them,” said Robert J. Syron, president and CEO of Peconic Landing. “Working together with the department and through collaboration, we began creating solutions to benefit the greater community.”

Partnering with the local community was in the best

interest of the organization and was a goal of the community’s social accountability program, said Mr. Syron, adding that solutions took shape over years of open communication. One of those solutions was opening its doors to the greater community to serve as an Emergency Evacuation Center for the town.

Because the community is located on high ground, the campus offers refuge from

the rising tides that can flood nearby homes and businesses. During Hurricane Sandy, Peconic Landing housed more than 70 individuals, many of them patients from a nearby community hospital that had lost power.

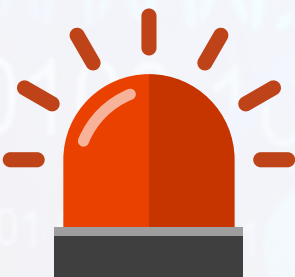
“This provides our local emergency personnel with

a haven to evacuate our neighbors to during storms, including hurricanes and blizzards,” Mr. Syron said. “When a storm is approaching, we have a place at the table planning with our town officials. This keeps us in the know and that’s a very good place to be.”

Most recently, Peconic Landing expanded its social accountability program to train and incentivize team members to become Emergency Medical Technicians (EMT). Once certified, these individuals can respond to any on-campus emergencies and are encouraged to help in the greater community whenever possible.

Interested employees take Suffolk County’s six-month certification program free of

(Continued)





charge and upon certification, are incentivized with an increase of \$1 an hour in compensation.

"This allows our members to receive the help they need in the quickest way possible, cutting down on the response time," said Darryl Volinski, director of environmental services and also a past chief of the Greenport Fire Department. "It also takes pressure off our local department as fewer volunteers are required to respond to the community depending on the type of call."

Peconic Landing member Joanne Barratt said "time is everything" when your loved one is in need.

"When I got to Peconic Landing I discovered a new level of excellence in EMT response. They came to our home more than once when my husband was ill. They come not only quickly, but they come knowing who you are. You are not just a phone call or address of someone in trouble; you are like family," said Ms. Barratt. "I think it made quite a difference in my husband's longevity. It gives me great peace of mind knowing that I never have to worry here."

Since the 2014 inception of the EMT program, the organization has 15 certified EMTs on staff, with at least two responders working on campus at any given time. As an added benefit to the greater community, these team members can also assist with calls off campus so long as one trained individual remains on campus for members at all times.

"Most recently they assisted with an explosion at a local boat yard, caring for a man who had been burned in the blast," Mr. Volinski said. "We are glad to help in any way that we can."

The EMT program comes at a time when enrollment for fire department volunteers has been on a decline, something that is being seen on a national level, according to fire department officials.

Regarding the costs to Peconic Landing, Mr. Syron said the benefits to the community outweigh the costs of the programming.

"We don't look at these initiatives for a return on investment, we look at it as the right thing to do," Mr. Syron said. "This is where we live and work and these solutions help make our overall community stronger which is the global philosophy behind our social accountability program." 🌞





Environmental Healthcare: Reducing Cost and Waste While Helping the Environment

Have you ever thrown food away? The answer is most likely yes. And do you know what happens to it? Each year more than 90 percent of food scraps in United States are sent to landfills. Food production in America requires substantial costs, as well as significant human and natural resources. Fifty percent of the nation's land resources, 80 percent of U.S. freshwater consumption and 10 percent of the nation's energy budget is dedicated to the production and distribution of food. Astonishingly, up to 40 percent of all food ends up in landfills, with a value of \$165 billion each year. Food waste is the single largest component of U.S. municipal waste and accounts for almost 25 percent of methane gas emissions in the United States.

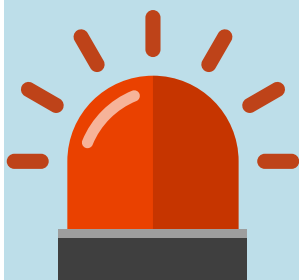
Healthcare providers are faced with tighter budgets while still needing to provide high levels of care to its residents. Reevaluating the handling of food waste may be worth considering. In 2015, the Environmental Protection Agency (EPA) announced the first-ever national food loss and waste goal for the United States, calling for a 50 percent reduction by 2030. The United States Department of Agriculture (USDA) and EPA will work together with businesses across the non-profit and private sector and local and state governments to reduce food and organic waste loss, improve food security and conserve our nation's natural resources. Improvements to food waste processing and recovery methods are under exploration as well as plans to build supportive infrastructures for the development of new products and energy resources from waste.

Statistics reveal that Americans are living longer as baby boomers, those born between 1946 and 1964, retire from the workforce. New York State mirrors the national aging trend with recent studies indicating that the number of individuals aged 65 and older in the state will grow from approximately 2.6 million in 2010 to 3.6 million in 2040, a nearly 40 percent increase. During this period the 85 and older population is also expected to increase by 48 percent. There are several implications of this changing demographic especially the need for healthcare services, assisted and congregate living facilities, which has and will continue to increase for the foreseeable future.

At the cornerstone of health, wellness and longevity is food and nutrition. Food and nutrition are an essential and ongoing cost for residential and assisted living facilities, healthcare, senior housing and aging in place programs. Following medical supplies and services and water consumption, food and its associated services is a costly line item and significant percentage of a facility's budget. Similar to medical services, the quality and cost of food and nutrition is closely monitored, continuously reviewed and modified to provide optimal nutritional support for clients. As this age demographic grows, facilities will increasingly be faced with the challenge of identifying cost effective methods of managing food and nutrition as well as adopting sustainable practices to manage food and organic waste.

Healthcare facilities are an energy intense facility type across the nation. The demand and necessity to provide premium comprehensive services overall at an affordable cost is challenging. Maintaining sustainable business practices at every level i.e., design, construction, operation, maintenance, client care and services will be essential to business viability. National averages show that hospitals and long term care facilities produce nearly three pounds of food waste per patient per day. In the case of medium to large facilities the volume of food waste generated can equate to several tons each week. In order to engage in cost effective, sustainable

(See *Environmental Healthcare* on page 40)



Environmental Healthcare ... (Continued from page 39)

waste management practices, healthcare providers must understand their waste profile, i.e., volume of waste produced, natural resource consumption, transportation and sanitation costs, carbon footprint, energy efficiency (consumption/generation) and other related auxiliary costs.

Lifespans are lengthening while our quality of life diminishes as we generate insurmountable volumes of waste compromising our health, environment and our future. The story of this environmental impact is being told through greenhouse gas emissions, high carbon footprints and the reduction of clean water resources and fertile land. America is producing waste faster than it can be productively integrated without harm to the environment. We have, however, reached a critical mass and the landscape of the solid waste management industry is evolving. Clean energy investments and greenhouse gas reduction technologies along with waste recovery and incentives for waste reduction are proving their worth. Creating a sustainable food supply chain is a stated goal for New York State. This includes the management of resources to thwart hunger, climate change, resource scarcity and foster economic growth, while New York City recently announced mandates for large generators of food scraps to implement recovery systems for food and organic waste.

Innovation is at the helm of transforming waste to energy. The introduction of new products and services, creating new markets and identifying revenue streams will help stimulate a more sustainable economy. The science exists to support the conversion of food and organic waste into resources for use in road construction, landscaping and soil erosion, composting, biofuel, biochar, animal feed and other green infrastructure projects toward development of a clean, green and more circular economy.

For healthcare, planned communities and assisted living facilities where food service is an integral part of the client experience and a required expense, on-site food and organic waste reduction can be an efficient, cost saving measure worthy of consideration. The Ecovim™ food and organic waste reduction technology is such an innovation. The Ecovim™ processing capacity ranges from 66-3,300 pounds. Through a proprietary process utilizing dehydration and mechanical agitation, Ecovim™ units reduce and convert food and organic waste 70-90 percent on-site, within a 24 hour processing cycle. The units do not require water, enzymes, additives or wood chips for processing and can be installed indoors or outdoors (with protective covering). The resulting environmentally friendly by-products are soil amendment and potable water.

(See *Environmental Healthcare* on page 41)



Environmental Healthcare ... (Continued from page 40)

In 2014 the U.S. Army conducted an 18-month study using Ecovim™ units, following which the Ecovim™ installations became the technology choice for managing food waste on the U.S. Army base in Fort Lee, VA and then on to the U.S. Army base in Ft. Hood in Texas. The Ecovim™ technology was subsequently recognized by the U.S. Army Corps of Engineers. Ecovim™ is the only composting machine to comply with Executive Order 13514. The Ecovim™ technology is in use across the country in a number of industries including food service, hospitality, education, sports and entertainment arenas, government agencies and healthcare.

Nearly everyone can acknowledge throwing food scraps in the trash. Consumer education is effective to help raise awareness about the negative impact food and organic waste on the environment and communicate waste prevention and reduction strategies. Food producers, food service organizations and other participants along the food supply chain are shifting to observe prevention and reduction measures and environmentally safe practices. The solid waste industry is focused on green waste management as it seeks to implement sustainable waste guidelines, target and achieve zero-waste goals. Best practices for composting and organic waste recovery should be sustainable and cost effective. The safe and efficient recycling of food organic waste will lead to improved soil for future growth and climate change mitigation.

A study conducted by the Center for Governmental Research (CGR) about the fiscal sustainability of nursing facilities stated that 92 percent of county-owned nursing homes outside of NYC were losing money and that continuing to operate the homes in the future as they have been in the past is unsustainable. Seeking new sustainable practices could help to generate revenue to offset expenses in healthcare and assisted living communities. With planning and forward vision thoughtful recycling practices could feasibly provide compost to support crops for food and gardens serving their facilities.

As social responsibility and environmental stewardship are significant quality of life concerns, such considerations must be factored into planned living communities. Lifestyle choices such as living green, carbon footprint, social and environmental conservation are important to educated, conscious consumers. Sustainable food and organic waste management in healthcare industry and assisted living communities is a frontier that requires thoughtful attention and exploration. 🌞

Ecovim™ systems are provided by OWARECO, LLC (Organic Waste Reduction and Conversion) a New York based green waste management solutions company. Reducing, recycling and reusing food and organic waste is a cost effective, environmentally sustainable business practice that it can also provide a viable profit center as alternative green waste management industries are developed. For more information about the Ecovim™ technology, please visit www.owareco.com.



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Ten Things to Help Mitigate the Consequences of a Data Breach

By MaryAnn Benzola, director of business development, Custom Computer Specialist

Before your facility becomes victimized by a data breach, you need to take steps to shore up your network security to minimize your risks should such an event occur. Evaluating risks and developing a game plan are not extravagant, but necessary. Following these 10 steps can help mitigate the consequences of a data breach.

1. Complete an annual security risk assessment.

A consultant can help you determine where your assets are vulnerable, by identifying threats (both internal and external) and isolating the potential consequences if your network is compromised. The risk assessment will determine where your security deficiencies are in your IT systems. Additionally, a proper assessment will identify any applicable requirements from a legal and regulatory perspective and illustrate any gaps that exist between these requirements and your data security efforts.

2. Create an incident assessment plan

Planning ahead can significantly reduce potential legal, reputational and financial liabilities. You should have a practicable, repeatable process in place for evaluating the:

- Circumstances of the breach;
- Characteristics of the unauthorized exposure;
- The kind of data disclosed;
- Relevant legal considerations;
- Potential damage to the concerned individuals.

Take reasonable precautions and put common safeguards in place BEFORE an incident occurs. Utilize encryption for emails and laptops. This protects data and emails from anybody you don't want to see it. Most email systems that are used by large enterprises have encryption built in.

Utilize National Security Agency level wipe for computer, laptop and copier disposal. Erasing a file does not remove it and can still be accessed using data recovery software. Data wiping overwrites all the data space, rendering the data unreadable, even by God.

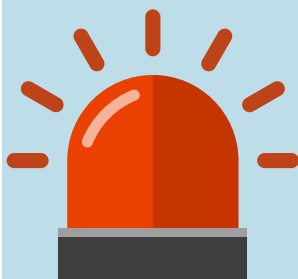
3. Establish a breach response team and routine.

In the event of a data breach your team should already be established, with each member understanding their roles and obligations. Include both internal stakeholders and external partners who can immediately dissect and analyze the situation. As soon as your plan is approved, test it often to ensure flexibility as your organization's needs evolve.

4. Update policies and procedures to address advancing technologies and changing regulations.

Organizations are increasingly tapping Wi-Fi resources for BYOD or Bring Your Own Device. BYOD access to mail and calendar functions, as well as enterprise resources, must be secure and reliable. Devising a security

(See Ten Things on page 44)



Ten Things ... (Continued from page 43)

plan that addresses the inherent gaps in BYOD while giving the mobile worker or user simple, secure, swift access to enterprise apps and resources, is the challenge. The starting place is a robust security strategy that focuses on multiple devices per user, which can translate to hundreds or even thousands, of personal devices requesting access to your Wi-Fi network daily. This creates gaps in your security. Policies need to correspond with the ever-changing technology landscape and defend against evolving threats.

During the Breach

Discovering a breach is disconcerting. The reflexive response is to move with urgency to report the situation to stakeholders. However, notification before appropriate analysis can be costly and produce pointless worry, not to mention invite the unwanted attention of regulators. Collect the facts and exercise judgment to respond proportionately to the potential risks to those who may be affected.

5. Determine the nature and severity of a breach.

Employing a consultant to perform an analysis of the incident can help identify the types of data that were compromised, how the breach occurred, how many people were affected and many other variables. This due diligence could be used to defend yourself in case of a potential investigation or litigation.

6. Analyze the facts.

Refer back to your assessment process, evaluate the incident to isolate the “harm threshold” and record your conclusions. An experienced consultant can help you understand how “risk of harm” is determined. Both state and federal laws address data breach notification and an expert is best equipped to steer you through the process properly.

7. If it's a notifiable breach, your response must address the needs of those affected.

Your breach response should hinge on two variables: the level of risk to affected individuals and the sensitivity of the personal information disclosed. Breaches that expose personal medical data and insurance information may compel you to provide solutions to the individuals affected to address potential fraud and identity theft.

After a Data Breach

The shockwaves following a data breach are not always immediately apparent. Follow up to confirm and guarantee the success of your response and to thwart future incidents. Demonstrating your continuing commitment to the security of your organization's data can provide a logical response if you are ever the subject of a regulatory investigation.

8. Monitor the affected individuals' status.

In the case of a breach, not every individual whose record was exposed will be victimized by identity thieves. However, keeping track of their cases and ensuing outcomes can help you determine whether to offer identity theft services to victims of medical identity theft, rather than simple credit monitoring.

(See *Ten Things* on page 46)



Vital Healthcare Capital Offers Flexible Financing for LTPAC Innovations

In August, executives from Vital Healthcare Capital (V-Cap) and LeadingAge New York met to discuss opportunities to support innovative care models and address the financing needs of long term and post-acute care providers in a transforming delivery system. V-Cap is a new non-profit social impact loan fund set up to support better integrated care for vulnerable populations across the continuum of care and good healthcare jobs for the frontline healthcare workforce.

V-Cap is interested in exploring – with LeadingAge New York member organizations – how flexible financing may be needed for key components of the continuum of care, such as expansion of integrated care models including PACE, specialized sub-acute services for low-income communities and filling critical gaps such as geriatric behavioral health and Medicaid assisted living. V-Cap is interested in identifying near term opportunities where it could be a useful financial partner to LeadingAge NY members, as well as longer term capital needs that may require specialized or non-conventional sources of financing.

V-Cap's loan fund currently can provide facilities, business and bridge loans of up to \$5 million for organizations and projects serving low-income populations. The fund is structured to provide flexible financing to a changing healthcare system. Facilities loans support the acquisition, construction, renovation or initial start-up costs for healthcare facilities.


Bridge loans allow healthcare providers to respond rapidly to

V-Cap is a new non-profit social impact loan fund set up to support better integrated care for vulnerable populations across the continuum of care and good healthcare jobs for the frontline healthcare workforce.

specific opportunities in their markets, with a clear source of take-out financing, while business loans can be used for working capital; infrastructure, equipment or information systems; or as cash reserves to meet regulatory requirements.

V-Cap, launched in conjunction with an investment in a pioneering model of care for Medicare-Medicaid dually eligible individuals, funded in partnership with the Robert Wood Johnson Foundation and is seeking to build on that initial investment in quality care for the most vulnerable.

V-Cap CEO Steven Weingarten said, "Developing sustainable and person-centered care for the low-income frail elderly, people with disabilities and other vulnerable populations continues to be among the most important challenges in the changing healthcare system. V-Cap formed to partner with providers to help with flexible financing around both emerging and continuing needs."

For more information about Vital Healthcare Capital, visit www.vitalcap.org. You may also contact Montsine Nshom, co-director of community healthcare investments at mnshom@vitalcap.org. 

Ten Things ... (Continued from page 44)

9. Reassess your security risks and plug the gaps.

Thoroughly reviewing your security risks entails more than simply eradicating the cause of an individual breach. Ongoing employee education on proper privacy and security procedures is critical to prevent future attacks. Your annual risk assessment can show you where to allocate resources for future prevention.

10. Determine your liability risks and the possible benefit of insurance.

The uncertain costs of a data breach can be covered by cyber insurance. Auditing your coverage after an event provides an excellent understanding of how effective your policy is. If you don't have a "cyber liability" policy, it might be time to consider it.

No wireless network will ever be 100 percent secure, but your goal should be to get your organization as close as possible while mitigating the impact of any risks that remain. Hackers want to be "successful" too, so if you show them they won't have any success in compromising your environment, they'll be inspired to move on to other targets and leave you safe and sound. 🌱



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– Genesee County Nursing Home

Contact Elliott Frost or Michelle Synakowski
Phone: 518.867.8832
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Soup for the Soul: Taking an Award Winning Culinary Arts Program to a New Level

Cooking can be a fun and healthy activity. Eating can initiate socialization with others and be an enjoyable part of combating ailments and illness. Cooking and eating are great ways to blend physical and mental activity by interpreting the information your senses give you through sights and smells. Engagement with good food and with good people can do more for the soul than any medication.

A new Culinary Arts initiative, Soup Demonstrations, will implement culinary-based activities for residents of the Baptist Home in Rhinebeck, providing lectures and demonstrations on how to make a variety of tasty soups. The Soup Demonstration will mirror *Culinary Insights* and *International Culinary Hour*, two current programs for residents and the public and will be held on the first and third Wednesdays of every month on the Brookmeade Community Campus.


The Soup Demonstration will be part of The New Day program, which provides structured yet creative activities for residents living with Alzheimer's Disease, dementia, depression and other chronic illnesses. This new activity will enhance this award-winning

The Soup Demonstration will be part of The New Day program, which provides structured yet creative activities for residents living with Alzheimer's Disease, dementia, depression and other chronic illnesses.

program by initiating socialization and personal sensory stimulation through the sights, smells and tastes of the soups produced and served. Increased engagement with dining services personnel will enhance memory and foster discussion regarding the residents' particular taste profiles and favorite foods that may not currently appear on the daily menu. Additionally, soup is a perfect vehicle to augment the residents' diet nutritionally and aid in the prevention of dehydration.

Brookmeade's chefs and dishes have made a real community impact, enhancing and raising the standard for quality of food not only served in a nursing home but in the entire Rhinebeck community. The Brookmeade Community has shared their award-winning culinary dishes with residents and the public via cooking demonstration shows, *International Culinary Hour* and *Culinary Insight*. The Brookmeade culinary team can also be seen at community events such as *The Taste of Rhinebeck*, where they won the Ira Gutner Award or the Dutchess County Fair. When it comes to culinary diversity and nutritious meals at nursing homes, The Brookmeade Community is setting the standard very high.

"We are honored that our Culinary Art is being recognized by the community for the high standards and great taste created by our chefs.

Our Culinary Art program increases the quality of life for our residents," said Karen Zobel, CEO/administrator of The Brookmeade Community "We are dedicated to making improvements to benefit our residents, staff and the community and appreciate the joy of eating with our residents and friends but more importantly we are thankful for the community support." 



"We are honored that our Culinary Art is being recognized by the community for the high standards and great taste created by our chefs. Our Culinary Art program increases the quality of life for our residents ..."

— Karen Zobel, CEO/administrator
The Brookmead Community



The International Culinary Hour

The 1st Wednesday of every Month





The International Culinary Hour is offered on the 1st Wednesday of the month at 11:30am.

Please join us as we travel around the world and experience different cuisines and cooking methods.

As Chef Eric Scott, 1994 Graduate of The Culinary Institute of America, prepares each month's dish, he will share insight into different culinary techniques, traditions and histories.

December 2015 will focus on Italy, particularly Northern Italy, where the areas of Liguria, Piemonte, Lombardia, Alto Adige, and Veneto have culinary borders that share Germanic and other influences. These are agrarian cultures where grain and farm raised livestock are reflected in the cuisine.

Chef Scott will be making a Saffron Risotto with a Braised Chicken Vin Blanc and Roasted Beets with fennel and orange.

The demonstration will each be held in The Terrace's Activities Room and requested reservations are available by calling Nikole at 415-676-5944. Seating is limited.



More About Chef Eric Stritt

By Karen Zobel, community CEO/administrator, The Community at Brookmeade



Chef Eric Stritt is a crucial part of the Community at Brookmeade's solution to helping seniors live dignified lives. Every day, Chef Eric and his kitchen staff provide amazing hospitality and delicious food so that even residents with dietary restrictions benefit from the top-notch social and culinary experience. The value of the experience that Chef Eric provides residents is more effective than most pharmacological interventions when it comes to combating the chronic illnesses and depression that are sometimes expected among seniors in a nursing home. With a heart full of compassion, Chef Eric is an ultra-talented culinary artist who is truly driven by a humanitarian mission to serve those in need.

Chef Eric Stritt's goal to provide gourmet offerings instead of simply offering institutional food has made the Community at Brookmeade a thriving social center. Gourmet offerings are provided to residents daily by this amazing chef in the skilled nursing facility, assisted living facility and the senior living community.

Chef Eric is a 1994 graduate of The Culinary Institute of America and is the director of dietary and dining for The Brookmeade Community. Each day, he seeks to lift spirits and provide joy to those he serves. This creative and passionate chef, works within the Department of Health regulations and dietary restrictions to provide a unique experience for all of the senior citizens he serves. Combining his passion and vast knowledge of culinary arts, he refuses to resort to the type of institutional food that is common to healthcare facilities. Using all of his skills and knowledge he is able to provide delicious food while also providing residents with quality service and a chance for maintaining personal dignity that is seldom provided in an institutional dining setting. Chef Eric has played a crucial role in the Brookmeade Community by

helping transform the kitchens into the most talked about meals in the area!

Chef Eric Stritt is a unique individual and it is hard to capture his sociable and larger-than-life personality in writing. He loves what he does and he never shies away from a challenge or opportunity to serve the best dish.

People may not expect much out of the dining services of a nursing home but then again not every kitchen is lucky to have a Chef Eric Stritt.

Treat yourself to some of Chef Eric's gifts in these videos:

<https://www.youtube.com/watch?v=Zet1XMamNV0>

https://www.youtube.com/results?search_query=brookmeade+stritt 

Market Watch: Healthcare

Most Common Infections in Healthcare Settings

Brian Morabito, manager, Healthcare Solutions at Hillyard, Inc.

As we approach Long Term Care (LTC) facilities to help them standardize and implement **Best Practice** cleaning procedures and product offerings, it's important to know what infections are prevalent and most challenging for these facilities. It's also important we know how to address these challenges. Below is a list of the most common infections found in a LTC facility and which products can be used to fight them.


Methicillin Resistant Staphylococcus Aureus (MRSA) is one of the most recognized superbugs around. MRSA is typically associated with urinary tract infections (UTIs), as well as bone and joint infections, which can result in ruptured abscesses that are difficult to heal. Since it is difficult to treat, it can be deadly. It has a mortality rate of approximately 35 percent, according to the Centers for Disease Control and Prevention (CDC). Products such as Hillyard's Re-Juv-Nal®, ReJuv-Nal® HBV and Vindicator®+ have claims to kill certain strains of MRSA.

Clostridium difficile [klo-strid-ee-um dif-uh-seel] (C. difficile) is a bacterium that causes inflammation of the colon. More commonly known as C. diff, this bacterium is passed in feces and spread to food or objects such as eating utensils when those infected do not wash their hands well. The bacterium generates spores that are difficult to eliminate. Among those most likely to become infected are older adults in hospitals or LTC facilities. The mortality rate is approximately 25 percent,

according to the CDC. Products that we distribute such as Clorox® Bleach Germicidal wipes and Bleach Germicidal Liquid have kill claims against C. diff.

Norovirus is a highly contagious virus that spreads by an infected person, contaminated food or water or by touching contaminated surfaces. It causes your stomach, intestines or both to become inflamed (acute gastroenteritis), which leads to stomach pain, nausea, diarrhea and vomiting. Each year, Norovirus causes 19-21 million illnesses and contributes to 56,000-71,000 hospitalizations and 570-800 deaths. Hillyard's Re-Juv-Nal®, Q.T.® Plus, QT-TB® and Germicidal Disinfectant Wipes have claims to kill the Norovirus.

Influenza (flu) is a highly contagious viral infection of the respiratory passages, causing fever, headache and muscle or body aches. Experts think the flu viruses are spread mainly by droplets made when infected people cough, sneeze or talk. People over the age of 65, with compromised immune systems are vulnerable to getting the flu. The flu results in 200,000 hospitalities each year and kills on average 1,000 people each year, according to the CDC. Products such as Re-JuvNal®, Vindicator®+ and Q.T.® Plus have claims against the H1N1 strain, whereas QT-TB® has claims against both H1N1 and H3N2 strains.

By helping our LTC customers implement **Best Practice** surface disinfecting and cleaning protocols and by choosing the right products with the proper efficacy claims, we can help to reduce the spread of infection in these facilities. 

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

MEMBER NEWS NOTEWORTHY

SELFHELP CLEARVIEW SENIOR CENTER

Braunstein Gives Check to Selfhelp

Clearview State Assemblyman Edward Braunstein presented a \$500,000 grant from state capital funds to Selfhelp Clearview Senior Center at the Senior Health & Wellness Forum. The funds will go toward improvements to the building such as upgrading the lobby, auditorium, the heating system and a handicap accessible walkway. 7/14/16

Selfhelp Closing Bell on the NYSE

Members of Selfhelp's board and staff rang the closing bell on the New York Stock Exchange on Friday, August 5. 8/8/16



SELFHELP COMMUNITY SERVICES

Borough Hall Puts Faith and Funding Into Affordable Housing in Central Brooklyn

Selfhelp Community Services and The Hudson Companies developers will team with Calvary Community Church to build Calvary Intergenerational, a development that will include some 185 units of affordable housing, half of them for senior citizens, on the parking lot behind the church. 10/19/16



GURWIN JEWISH NURSING &

REHABILITATION CENTER

Gurwin Jewish Nursing & Rehabilitation Center Residents Bring Home the Gold at Suffolk County Golden Games

Eleven residents at Gurwin Jewish Nursing & Rehabilitation Center participated in the Suffolk County Golden Games held recently at the Patchogue YMCA. 10/4/16

ST. ANN'S COMMUNITY

St. Ann's Communities Named Excellence in Action Award Winners

St. Ann's Community at Chapel Oaks and Cherry Ridge Assisted Living were named winners of the 2016 Excellence in Action Award in recognition of outstanding resident satisfaction. 9/7/16

(See Noteworthy on page 53)

GOOD SHEPHERD



FAIRVIEW HOME

Good Shepherd Fairview Home Renovations Displayed During “Little Garden” Dedication

Completed renovations on another facet of Good Shepherd Fairview Home's campus-wide renovation project were displayed on Tuesday, August 16 at a rededication ceremony hosted by Good Shepherd Communities management, staff and Board of Directors. 8/18/16

VILLAGECARE

46 & Ten Ribbon Cutting VillageCare at 46 and Ten, an Assisted Living Program located at West 46th Street and 10th Avenue in Manhattan, recently unveiled new cosmetic enhancements that now grace its six-story floors. 8/5/16

SELFHELP COMMUNITY SERVICES

Virtual Senior Center in Flushing Expands

Programs Selfhelp Community Services announced an expansion to their Virtual Senior Center. It will now include classes in Mandarin. 9/8/16

PECONIC LANDING



Finding New Approaches To Memory Care New settings, such as community-style memory care “neighborhoods” that resemble homes, are shaping the future along with new programs and philosophies, advances in and new uses for technology and advanced training for caregivers, many now choosing to specialize in memory care. For Peconic Landing on the Long Island waterfront in Greenport, programming drove the bricks and mortar for a \$44 million construction project that includes Harbor South, the East End's first memory support neighborhood. 8/15/16

THE OSBORN



The Osborn Partners With the Alzheimer's Association to Raise Awareness, Funds for Alzheimer's Research

The Alzheimer's Association Hudson Valley Chapter's board met at The Osborn on Sept. 16 to celebrate the accomplishments of the past 12 months and kick off the new year. 9/27/16

MEMBER NEWS

NOTEWORTHY



ST. JOHNLAND NURSING CENTER

St. Johnland Wins at The Golden Games! Nine residents from St. Johnland Nursing Center in Kings Park participated in the 13th Annual Suffolk County Golden Games held at the YMCA in Patchogue. 10/3/16

(See Noteworthy on page 54)



Gurwin Jewish Nursing & Rehabilitation Center Unveils Winners of 23rd Annual Photo Contest

Gurwin Jewish Nursing & Rehabilitation Center recently unveiled the winners of the annual *Gurwin Photo Contest*, which are now on permanent display at the 460-bed nursing and rehabilitation facility. 7/6/16

HEBREW HOME AT RIVERDALE

RiverWalk Sports Bar featured on the YES Network

The RiverWalk Sports Bar at the Hebrew Home at Riverdale was featured on the popular Brandon Steiner "Hook Up" show on the YES Network. The incredible transformation of RiverWalk's storage space to a warm and inviting sports lounge is brought to life and celebrated in this segment, which includes an appearance by legendary baseball player Goose Gossage. 8/4/16



Presbyterian Home for Central New York Receives VPP Status On Oct. 12, the Presbyterian Home for Central New York was honored with yet another award of Voluntary Protection Programs (VPP) status. The Presbyterian Home for Central New York is the only nursing home in New York to achieve this status and nationally is only one of eight resident care facilities in the country with this achievement. 10/14/16



FLUSHING HOUSE

Former Flushing House Staffer Robert Salant Receives Rose Kryzak Senior Leadership Award

Robert Salant, the former community relations director at Flushing House, received The Rose Kryzak Senior Leadership Award at the retirement home's "Jazz Up In The Sky" fundraiser on Sept. 9. 9/14/16



Scholarship Program at St. Ann's Community Allows Employees to Further Their Education

Thanks to generous donors, 27 employees of St. Ann's Community received scholarships this year to help further their education. 8/19/16

ST. MARY'S HEALTHCARE

St. Mary's Expands Services to Include an Ear, Nose and Throat (ENT) Health Center

Dr. Athanasios Tournas, Board-Certified Otolaryngologist-Head and Neck Surgeon joined the St. Mary's network of healthcare providers on July 1. The ENT Health Center is located in Suite 100 in the Medical Office Building at 425 Guy Park Ave., Amsterdam. 7/7/16

Community Members Trained to Help Prevent Overdoses by Administering Naloxone

Approximately 100 members of the Amsterdam community recently attended a free training to learn to administer the drug Naloxone to help prevent opioid overdoses. Dr. Kevin Cope, Attending Physician at St. Mary's Healthcare, facilitated the training in Johnstown. 8/5/16

St. Mary's Healthcare, Amsterdam Offering PET/CT Services

St. Mary's is pleased to announce the addition of upgraded PET/CT to its comprehensive Medical Imaging Technology. 8/24/16

St. Mary's Healthcare, Amsterdam Among HealthCare's "Most Wired"

St. Mary's Healthcare, Amsterdam has been named by the American Hospital Association (AHA) as one of HealthCare's "Most Wired" Hospitals. 9/6/16

(See Noteworthy on page 55)



James Estrin/The New York Times

Too Old for Sex? Not at This Nursing Home A feature article in The New York Times shares heartwarming stories of residents who find personal connections at the Hebrew Home at Riverdale. This sends a positive message about aging – that fostering relationships keeps us all young at heart. 7/12/16

GURWIN

Fountaingate Gardens: The Vision For A \$75M Life-Plan Community

Fountaingate Gardens, Gurwin Jewish Nursing & Rehabilitation Center's proposed life-plan community (also known as a continuing care retirement community) to be built in Commack, Long Island, has released a new video featuring the vision for the community. 7/18/16

THE EDDY

The Eddy and Siena College Announce New Full-Tuition Scholarship for Nurses The Eddy network of long term and continuing care services – a division of St. Peter's Health Partners (SPHP), the region's largest health system – in partnership with Siena College, has established a new joint scholarship program offering full-tuition scholarships to registered nurses interested in pursuing a bachelor's degree in nursing and working in the increasingly important field of population health. 9/12/16



St. Luke Residents Welcome Eagle Beverage, Celebrate the 10th Anniversary of Favorite Fall Tradition Residents at St. Luke Health Services in Oswego gathered to take part in a much-anticipated seasonal event when the delivery truck from Eagle Beverage Inc. pulled up to the residence and unloaded a supply of beer and other specialty beverages for residents, family and friends to sample, while enjoying a beautiful fall afternoon of fun and camaraderie that has become an annual tradition. 10/19/16

THE BROOKMEADE COMMUNITY



Lisa O'Reilly

Brookmeade Strengthens Resources with Certified Director of Nursing through National Association of Directors of Nursing Administration in Long Term Care (NADONA/LTC) Karen Zobel, CEO/administrator of The Brookmeade Community and its Board of Directors are pleased to announce the certification and accreditation of Lisa O'Reilly, certified director of nursing. 10/17/16

M.M. EWING CONTINUING CARE CENTER

M.M. Ewing Continuing Care Center Program Makes Wishes Come True

At the M.M. Ewing Continuing Care Center in Canandaigua, residents are finding out that wishes really can come true. 9/23/16



Animatronic Therapy Cats Bring Laughter and Smiles to Memory Care Unit The Hebrew Home at Riverdale has given new meaning to “pet therapy” with the addition of therapeutic sensory cats. 7/22/16

WARTBURG

Wartburg June Gala Raises \$165,000 And Celebrates 150 Years of Service The fourth annual Jazz in June gala for Wartburg, a leading senior service provider in Westchester, raised nearly \$165,000 on June 16. 7/22/16

Wartburg is Recognized for Outstanding Achievement Wartburg is pleased to announce that they have been recognized with numerous honors including the Legacy Award from the Westchester County Chapter of the Links, a 2016 Telly Award for Excellence in Documentary for their segment on PBS's Visionaries series highlighting their award-winning, internationally recognized arts-based program, Creative Aging & Lifelong Learning and Wartburg's nursing home administrator received the Eli Pick Facility Leadership Award from the American College of Health Care Administrators. 8/10/16

MEMBER NEWS

NOTEWORTHY



Michael M. Sheridan

ST. MARY'S

St. Mary's is Proud to Welcome Dr. Michael Sheridan and Cheryl Sparks, A.N.P. to the St. Mary's Network of Services Michael M. Sheridan, D.O., M.P.H., F.A.A.F.P. and Cheryl Sparks, A.N.P., have joined the St. Mary's Primary Care network of services. 7/6/16

HEALTHCARE



Cheryl Sparks

PRESBYTERIAN HOMES

Celebrating Life With Annual Parkinson Awareness Walk Every year, members of the community come together for the Parkinson Awareness Walk (PAW) on the Presbyterian Homes & Services campus. 8/11/16

ST. JOHNLAND NURSING CENTER

St. Johnland Nursing Center Appoints New Director of Nursing

St. Johnland Nursing Center is pleased to announce the appointment of Kay Jung, R.N., B.S.N., as director of nursing. She is responsible for the supervision of the nursing staff of 300 in the 250-bed facility in Kings Park. 8/4/16



Girl Scout Cadettes Earn Silver Award Honoring Veterans at Gurwin Jewish Nursing & Rehabilitation Center Twenty-four U.S. military veterans at Gurwin Jewish Nursing & Rehabilitation Center were literally blanketed with love by two local Girl Scout Cadettes working on their Silver Award. 9/28/16

(See Noteworthy on page 57)

UNITED HEBREW

United Hebrew Appoints New Head of Home Health Division Frank Conway, a 30-year veteran of the healthcare industry, has been appointed as the new head of United Hebrew's Home Health Division. 9/15/16

United Hebrew Honors WCA's Bill Mooney, PharmScript LLC and Longtime Board Member at Gala

Dinner On September 29, on an autumn evening filled with dinner, dancing and entertainment, United Hebrew of New Rochelle celebrated its 97th anniversary and honored three prominent individuals who support the organization's mission and value to the community. 9/15/16

United Hebrew's Home Health Agency Scores Highly on CMS Rating

The 4.5 star rating by the Centers for Medicare and Medicaid Services is the highest in Westchester and in the top six percent in New York. 8/12/16



Selfhelp Receives City Council Proclamation City Council Speaker Melissa Mark-Viverito, Council Member Paul Vallone and 15 other City Council Members presented a Proclamation to Selfhelp Community Services in honor of its 80th anniversary. 9/23/16

THE BROOKMEADE COMMUNITY



The Brookmeade Community Explorations in Culinary Arts: New Day Soup Program The Brookmeade Community has been recognized and awarded on a national and local level for their innovative programs for their senior residents ranging from their Art & Chorus initiative to non-pharmacological programming. 10/17/16 (See "Soup for the Soul" on page 47.)

JEWISH SENIOR LIFE



Tammy Cohen

Jewish Senior Life Foundation welcomes Tammy Cohen as Senior Director of Major Gifts and Planned Giving The Jewish Senior Life Foundation announces that Tamara (Tammy) Cohen has been named as senior director of major gifts and planned giving. 10/11/16

MEMBER NEWS

NOTEWORTHY

COMMUNITY WELLNESS PARTNERS

LutheranCare® and Presbyterian Homes & Services Combine Services to Create Community Wellness Partners

Community Wellness Partners is a new affiliation of LutheranCare® and Presbyterian Homes & Services. Combining nearly 150 years of service to the community, Community Wellness Partners will remain a faith-based 501(c)(3) non-profit. 8/29/2016

(See Noteworthy on page 58)

AMSTERDAM CONTINUING CARE HEALTH SYSTEM

The Amsterdam at Harborside Restructuring a Life Plan Community Into Success and 97 percent Occupancy

The Amsterdam at Harborside is a beautiful life plan community (CCRC) in Port Washington that continues to provide an exceptional lifestyle across the continuum from independent living apartments to assisted living, memory care, rehabilitation, nursing and hospice care since welcoming its first residents in August 2010. The community recently reached an important milestone with 97 percent of its 229 independent living apartments occupied. 8/31/16



St. Ann's Community Was the Top Corporate Fundraiser in the 2016 Rochester Walk to End Alzheimer's! With more than 150 walkers and over \$19,000 in donations, St. Ann's Community was the top corporate fundraiser in the 2016 Rochester Walk to End Alzheimer's! 9/28/16

LEADINGAGE NEW YORK NEWS NOTEWORTHY

ST. JOHNLAND NURSING



St. Johnland Nursing Center 150th Anniversary Gala St. Johnland Nursing Center's 150th Anniversary Gala honored longtime trustee and donor Virginia P. Jacobsen. 9/19/16



The Brookmeade Community Explorations in Art: Starr Library Art Exhibit The Brookmeade Community participated in the unveiling of senior resident's Autumn Art Collection on Friday, October 7th. 10/13/16

PEOPLE, INC

Turning a Closed Tonawanda School Into Low-Income Apartments After finally overcoming legal hurdles over zoning, social services agency People Inc. is hoping to open its newest affordable housing project next spring in the City of Tonawanda. 8/11/16

THE NEW JEWISH HOME

"Aging in the 21st Century," a Series Exploring the Latest Thinking in the Field of Aging The New Jewish Home, one of the country's largest and most diversified nonprofit eldercare care systems, announces "Aging in the 21st Century," a series of public programs offering professionals and the public alike the chance to hear from healthcare leaders, public health experts and scientists who work in the field of aging. 8/16/16

MIT AgeLab's Joseph F. Coughlin Addresses "Technology and the Future of Aging" The New Jewish Home's fourth annual Himan Brown Symposium on Advances in Senior Health presents Joseph F. Coughlin, PhD, Founder and Director of MIT's AgeLab, who will speak about technology and the future of aging. 9/7/16

Alzheimer's Expert Al Power, Author of "Dementia Beyond Drugs," Delivers 2016 Stein Lecture on Alzheimer's Geriatrician and dementia expert G. Allen Power will deliver The New Jewish Home's 17th annual Stein Lecture on Alzheimer's. 9/12/16

The New Jewish Home Wins \$400,000 NIH Grant to Study Innovative Approach to Reducing Delirium in Nursing Homes The National Institute on Aging, part of the National Institutes of Health, has awarded The New Jewish Home \$400,000 to study an innovative approach to reducing delirium and the resulting hospitalizations and fatalities, among nursing home patients. 9/23/16

(See Noteworthy on page 59)

NOTEWORTHY

LEADINGAGE NEW YORK NEWS

Welcome New Members

Primary Members:

The Carter Burden Center for the Aging

Associate Members:

Katie Carney, director of development, Woodmark Pharmacy

Bill Cote, vice president of business development, TripleCare

Associate Plus Members:

Joe Klein, director of business development, Centers Business Office

Carrie J. Pollak, attorney, Hancock Estabrook, LLP

Upcoming Conferences and Educational Events

Conferences

April 4 – 6, 2017

**LeadingAge New York Housing Professionals
Annual Conference**

DoubleTree Hotel by Hilton Syracuse, Syracuse

April 20-21, 2017

ADHCC Annual Conference

Embassy Suites, Saratoga Springs

May 22 – 24, 2017

LeadingAge New York Annual Conference & Exposition

The Saratoga Hilton & Saratoga Springs City Center, Saratoga Springs

Aug. 29 – 31, 2017

**LeadingAge New York Financial Managers
Annual Conference**

The Saratoga Hilton, Saratoga Springs

Educational Events

Dec. 14-15, 2016

Ready, Set, Teach: Train-the-Trainer Program

LeadingAge New York, Latham

AANAC RAC-CT Certification Workshops

Feb. 15 – 17, 2017

The Osborn, Rye

Mar. 14 – 16, 2017


Eddy Village Green, Cohoes

Aug. 8 – 10, 2017

Maria Regina Residence, Brentwood

Oct. 17 – 19, 2017

Monroe Community Hospital, Rochester

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

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