



ADVISOR

The magazine of LeadingAge New York | Summer 2018

*Conference
Recap*
ANNUAL CONFERENCE & EXPOSITION



ANNUAL CONFERENCE & EXPOSITION



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

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Adviser is published twice yearly by

LeadingAge New York

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Latham, NY 12110-1431

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

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

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



Everything in One Location

Organizations join LeadingAge New York for a variety of reasons. Typically, they want to create a larger voice on issues through advocacy and impact on public policy; gain technical expertise; keep on top of what is happening in the field; access education for credentialing purposes and keep up on industry trends; learn from colleagues; and access products and services that are either a benefit of membership or have been created specifically to address members' needs.

The LeadingAge New York Annual Conference and Exposition is a signature platform for members to access a sampling of all the association functions in one location. Over the course of three days they can hear the latest information from thought leaders, receive information on operations and financing, learn about best practices and innovative models of care or services, access products and services geared specifically toward your line of business, network with colleagues and do it all while earning the credits they need. They may even fit in a round of golf at the annual golf tournament or enjoy the great food and night life in Saratoga Springs through events hosted by the association or vendor partners.

Each year, the summer issue of LeadingAge New York Adviser recaps the highlights of the Annual Conference and Exposition. Whether you are a member looking to see what you missed, or a business looking for potential partnerships, this issue will provide a sample of sessions, special events and products and services available to meet your needs.

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

If you missed this year's Annual Conference and Exposition, join your colleagues next year, May 20-22 at the Saratoga Hilton & Saratoga Springs City Center. Mark your calendar!

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

James W. Clyne Jr.
President and CEO



We hired ProCare to train our staff in documentation, capturing appropriate resident data and how to set reference dates to ensure proper Medicare billing. In just two quarters our Medicare case load increased by 6%, our case mix had a significant increase and days of cash on hand increased by 32 days. I consider ProCare to be an investment in quality that more than pays for itself."

— Mike Keenan
CEO, Good Shepherd
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LeadingAge® New York

Liabilities for the Board of Directors

Nonprofit organizations provide essential social services that benefit communities and their members. These organizations cannot survive without a solid volunteer board of directors assigned to elect officers, adopt policies and make major financial decisions for the organization. Although the members of the board are volunteers, there is a certain amount of risk involved in holding one of these positions. Specifically, even when acting in good faith, board members are subject to personal liability, which may affect their personal financial status because of their business decisions.

Therefore, it is imperative that your organization and board of directors understand the risks involved as volunteers, their responsibilities as board members and the ways they can protect themselves from personal liability.

Therefore, it is imperative that your organization and board of directors understand the risks involved as volunteers, their responsibilities as board members and the ways they can protect themselves from personal liability.

Risks and Responsibilities

To combat the chance of affecting the personal liability of board members, nonprofit organizations should assess the risks involved with holding these positions. Your organization should first develop a volunteer risk management committee to identify all risks and pose solutions to minimize potential harm. In addition, you need to ensure that the board

members understand their governance responsibilities. Your nonprofit should educate its board on their legal duties, fiduciary duties and decision-making roles. Furthermore, the risk committee should ensure the following:

- The organization is working within its stated mission;
- Funds are spent according to the mission and spending decisions are known to donors;
- The organization does not accept donations with conditions;
- Individuals with personal agendas are not allowed to sit on the board; and
- Board members are not using professional contacts in dealings with the nonprofit.

Once the risks are assessed and the board of directors is aware of those risks, they must also understand the responsibilities associated with the positions they hold. Legally, board members have three main duties:

- 1. Duty of Care:** The individual should act in the way that a reasonable person would in a similar position and under similar circumstances. Acting under good faith is an essential part of the functions of the board.
- 2. Duty of Loyalty:** The individual should place the organization's financial interests as the primary responsibility. As a board member, one should not use their position for personal gain, financially or otherwise. In addition, individuals should remain honest about business ventures that pose a conflict of interest when acting as a representative of the organization.

(See *Liabilities for the Board* on page 7)



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Liabilities for the Board ... (Continued from page 5)

- 3. Duty of Obedience:** The individual should try to further the mission of the nonprofit by supporting board decisions and implementing policies as they are outlined.

In addition to these responsibilities, board members must also ensure that the non-profit follows all tax requirements, complies with anti-trust laws, abides by civil rights laws and manages funds effectively.

Protections

Since there are risks involved with being part of a nonprofit board of directors, there are several protections available to minimize personal liability.

First, there are federal and state statutes designed to protect individuals acting in good faith. The federal Volunteer Protection Act provides shielding for individuals acting on behalf of an organization within the scope of their position, as long as the actions are not criminal, negligent or reckless. All state volunteer protection statutes must provide at least the amount of protection that the federal law provides.

Second, most nonprofit organizations have indemnification provisions in their bylaws. These provisions explain that the organization will cover the legal expenses accrued in the event of a lawsuit. However, if the organization does

not have excess funds, it may not be able to support this provision. In addition, if the board member was not acting in good faith, the provision becomes null and void.

Third, nonprofit organizations should strongly consider purchasing

insurance to cover their board members in situations that fall outside of the indemnification provisions or in the event that their financial situation does not allow them to cover extensive legal expenses.

Nonprofits should consider the following policies:

- **Commercial General Liability (CGL):** Protects volunteers and employees from bodily injury and personal injury claims.
- **Automobile Liability:** Coverage is needed for volunteers operating vehicles while working on behalf of the organization.
- **Directors' and Officers' Liability (D&O):** Protects directors and officers against employees, clients and community members serviced by the organization. Specifically, D&O provides coverage for discrimination, harassment and wrongful termination claims. Provisions within the Americans with Disabilities Act of 1990, the Family and Medical Leave Act of 1993 and the Civil Rights Act of 1991 have led to claims against nonprofit organizations and their respective boards.

(See *Liabilities for the Board* on page 8)

Since there are risks involved with being part of a nonprofit board of directors, there are several protections available to minimize personal liability.

This Is COOL

Insurance Made Simple


Liabilities for the Board ... (Continued from page 7)

- **Personal Liability:** As representatives of the nonprofit, directors and officers need protection, as they will be held liable along with the organization in the event of any wrongdoing.

Proper insurance coverage and other risk management strategies can help ensure that your organization and its board of directors are protected against liability.

Nonprofits should strongly consider D&O insurance since most individuals will not volunteer on a board with the knowledge that they are risking their personal assets in the event of litigation. Proper insurance coverage and other risk management strategies can

help ensure that your organization and its board of directors are protected against liability.

Also be aware that not all D&O policies are created equal. There are a myriad of coverages and additional benefits available on the LeadingAge NY proprietary D&O policy not available from most insurance carriers. For more information about appropriate insurance coverage, contact Cool Insuring Agency, Inc. at 800-233-0115 today. 

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Meet Michael N. Rosenblut

President and CEO, Parker Jewish Institute for Health Care and Rehabilitation

Chairman, Board of Managers, AgeWell New York

What goals do you hope to accomplish during your tenure as chairman of the board of directors of LeadingAge New York?

I am energized by the tremendous opportunity that, along with my fellow board members, we can positively influence and support the association leadership and the membership, to further our missions.

Describe a positive lesson learned during your career that you carry with you.

One of the most important lessons I learned during my career in long term care services is the importance of treating colleagues with respect. I was greatly influenced by my father, whose own career in long term care services spanned hospitals, nursing facilities and clinics.

Was there a time you learned from failure? Describe the situation and what you learned.

Failure is such a negative word! I view each day as an opportunity for personal growth. There are challenges that present themselves and at times, it takes “two shots” to learn and grow from a challenge. Dealing with challenging situations, at times, challenging people – brainstorming on how to learn and grow from a situation – I have learned that open communication is key and that clearly setting expectations and having a plan B, always makes the challenge more manageable.

What are your thoughts about aging services in ten years?

I believe ageing services in the next ten years will continue to evolve. As better educated and informed individuals age out, services and programs will be viewed in a more commercial way, and the expectation from the generation of aging post-baby boomers will have more impact on how health care is delivered. The profession will continue to have the need for reimbursement/funding – which will increase as life span increases.

What legacy do you hope to leave from your work in aging services?

My desire is that my work in advocacy and creating new opportunities within the long term health care space, is a model to others who are new to our profession.

Who have been the influencers in your life and why?

Influencers in my life include my parents, wife, board members and the many colleagues I have had the privilege to work with throughout my career in health care. All have helped to guide me on my career. Further, and top of mind, ‘my wife is always right’ – she plays a huge role in my life both personally and professionally.

What is one thing people should know about you?

I am a caring and approachable individual. I encourage thoughtful conversation and hope for people to reach out to me with their thoughts and ideas to make our association stronger.

Is there anything else that you want to share?

I am truly honored and humbled to serve the association as the board chair. 



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When it comes to work, Generation Z seeks purpose. They must have a higher purpose to their work.

Generation Z: The Future of Care for You and Your Residents

By, Joseph Cuticelli, CEO, Seniors, Sodexo North America


Meet our future of care: Generation Z. Generation Z is the newest generation in our workforce - they are the future of senior living communities and they are the primary generation that will care for us. They have the potential to solve our sector's workforce challenges, yet somehow no one seems to be talking about them. Allow me to introduce them:

Generation Z is born between 1998-2014. They are tech natives, having been born next to home computers and iPhones. They spend their time consuming digital information on apps like Snapchat and Instagram. They have an innate proficiency for technological advancements, while also prizing stability. Generation Z has grown up in a unique time in history, where they have witnessed the Great Recession and a surge in mass gun violence. When it comes to work, Generation Z seeks purpose. They must have a higher purpose to their work.

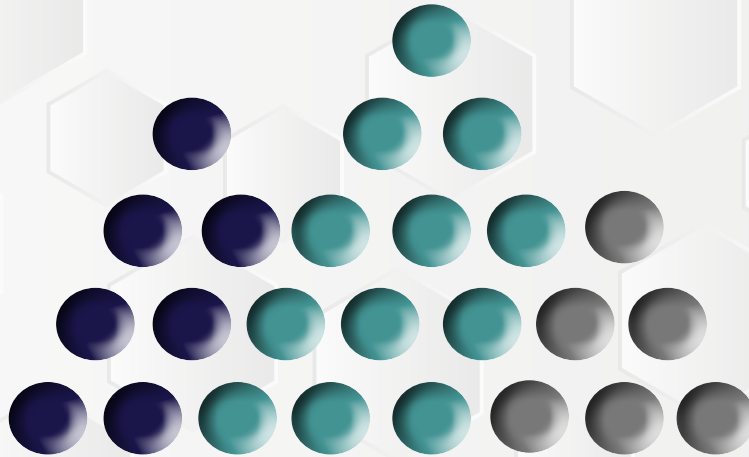
Stability and purpose: These workplace benefits should sound familiar to us in senior living because we offer both things in droves. Sodexo Seniors and Great Place to Work has found that Generation Z is already even more engaged with our work in senior living than Generation X and Baby Boomers. Unfortunately, our data also show that Generation Z are often still transients in our industry, e.g. they are going to school, they work part-time, they have places to go. That being said, they could be the key to furthering our industry. So how do we get them to love us? We recommend the following steps:

- 1. Offer career pathing:** Generation Z is at a point in their professional lives where they may not have a clear path. We can fix this by offering them a great, rewarding, stable career.
- 2. Make it fun and purpose-filled:** Let's build on the greater purpose of our industry by making it fun. Our residents can help, and with more peers in the workplace, Generation Z will stick with us.
- 3. Build leaders:** Let's coach Generation Z to be leaders, to help us attract and retain their talent.

We are excited about this new generation hitting our communities. We have every reason to believe that they will take care of us, both literally and figuratively – but first, those of us in the senior sector need to try and take care of them.

The full article "This Is the Generation that Will Take Care of You and Your Residents" was originally published in Senior Housing Forum and can be found [here](#). 

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Sarah Daly

Value First, as the GPO owned and operated by LeadingAge, offers a free solution for members to better balance their budgets, improve or maintain quality of services and cut costs.

Work & Play; Quality & Cost – It's All About Balance

Sarah Daly, Value First member liaison

Balance is something people strive for in many aspects of their lives. Balance in home and work lives, balance in diet and balance in... a game of Jenga? What? As conference attendees, speakers and exhibitors networked at the LeadingAge New York Annual Expo, many also got to literally try their hand at the giant Jenga game at the Value First booth. The nostalgic, goofy game offered attendees an opportunity to relax after long informative sessions and have a few laughs while practicing balance.

There's always a good balance of work and play at the LeadingAge New York Annual Conference. For Value First Member Liaisons, Sarah Daly and Denis Miciletto, this year was no different. The continuity in being a part of LeadingAge New York's Expo for several years has fostered strong business relationships and friendly conversations. Naturally, many of the conversations at the Value First booth focused on financial challenges and purchasing strategies that can be used to cut costs.

It is no secret that the not-for-profit providers of LTSS faces extreme funding and regulatory challenges. With increasing external pressures, many provider organizations find themselves strapped for cash and looking for ways to save money. For most, the visceral response to financial pressure is to cut unnecessary spending. Is the planned renovation necessary now or should lower quality products be considered? These strategies may seem logical but they neglect one of the most useful tools that a provider has: Group Purchasing Organizations (GPOs).

A GPO exists to negotiate competitive pricing with popular vendors by aggregating the spend of thousands of providers. Leveraging this buying power is proven to reduce the cost of frequently purchased items such as medical supplies, food supplies, capital equipment and more. Value First, as the GPO owned and operated by LeadingAge, offers a free solution for members to better balance their budgets, improve or maintain quality of services and cut costs.

Value First strives to help LeadingAge membership improve their balance of cost and quality in purchasing. As an affiliate of the largest healthcare GPO in the nation, Vizient, Value First offers competitive pricing with over 500 vendors. These vendor agreements allow LeadingAge membership to optimize savings with favored vendors such as Sysco and US Foods without compromising quality of dining services.

As the game of Jenga requires balance, our lives require balance and unfortunately, our budgets require balance as well. The good news is that there are free tools and resources at LeadingAge New York to help mitigate the financial stress that LTSS providers face. Value First offers choices, solutions, savings and - when you're at LeadingAge New York's Annual Expo – giant games. 🎮

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.



24 LEADERSHIP GRADUATES

Building a Bridge and the Person Living With Dementia

A Variety of Notable Events

Why Are You in the Field of Aging Services?

Are You Hiring? Why You Can't Afford the Turnover Costs

IGNITE Leadership Academy: FELLOWSHIP and Celebration

Building Blocks for Successful Long Term/ Post Acute Care Affiliations

Integrated Service Delivery: A Vision for America's Aging Population

Coffee and Conversation in Exposition Hall

The Benefits of Intergenerational Programming and How to Cultivate Programs at Your Organization

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Conference Recap





Building A Bridge and the Person Living With Dementia

Teepa Snow is a leading educator on providing exceptional care for the person living with dementia. She began her presentation, *Person-Centered Interventions to Challenging Situations with the Dementia Resident*, by reminding the audience that this isn't memory care it's brain death. For the families of those living with dementia or Alzheimer's, there can be little understanding of the actual "brain failure" their loved one is experiencing.



Teepa Snow

This dynamic and interactive presentation by Ms. Snow had attendees practicing the "Hand-Under-Hand" technique as well as many other practical ways to build that bridge between residents and caregivers. Her useful and easily-implemented suggestions have been proven to lower anxiety, increase trust and facilitate participation in patients with even the most advanced disease.

Ms. Snow shared actual cues to look for from residents and responses staff can use to turn a challenging situation into a positive one. She asked questions like "Where do you feel comfortable and safe?" and "When you are interacting with someone what puts you at ease?" The answers to these questions and the ability to relate them to the care provided are just part of the bridge-building techniques shared in the full-day, pre-conference intensive program.

The afternoon was spent discussing care of families and staff.

Teepa talked about three types of family involvement. She shared her experiences and solutions around dealing with the times and ways family visits can impact care. Next, she discussed the denial families can sometimes be caught up in as they struggle with the idea of losing their loved one. Many families are stuck in the thought that the affected family member is different, no longer who they were before. They may see flickers of the former person but for the most part, they are wishing for the past, living with the present and sometimes denying the future. Teepa provided useful options for staff who are sometimes caught in the middle of family dynamics and ways caregivers can provide comfort to the family as well as the resident.

(continued)





The audience was then encouraged to share various strategies their staff have used, or can use, when working with the person living with dementia to reduce the toll it can take on their own health. She pointed out the signs to watch for when you suspect resident care is impacting staff and provided interventions everyone can use to prevent the burnout that can come when staff work with this population.

In closing, Teepa said that providing care and comfort to the person living with dementia is tough but reminded the audience that “without purpose there is no point in being” and she thanked the participants for doing what they do every day. ♡





A variety of notable events were held during the LeadingAge New York Annual Conference and Exposition including:

Opening Reception

The conference kicked off, as always, with an opening reception. While held inside this year because of the weather, the event featured delicious food and beverages and provided a great opportunity for members, sponsors and exhibitors to gather and network. Each year this reception is the place to make new connections, catch up with colleagues and set the stage for a successful few days of learning and collaboration.

Annual Membership Meeting

The LeadingAge New York Annual Membership meeting included the annual financial report by Board Treasurer Michael Keenan; Recognition of Outgoing At-Large Directors by Chairman Cruikshank, the report of the Nominating Committee by Immediate-Past Chairwomen Emma DeVito; election of At-Large Directors; Re-election of At-Large Directors; Election of Officers and the installation of At-Large Directors and Officers.

Additionally, Sue Ellen Wagner, executive director of Healthcare Trustees of New York State (HTNYS), HTNYS' Center for Trustee Excellence (CTE) also presented LeadingAge New York members with information on excellent training and education options available including: topical educational programs, contemporary tools and expertise to help you better understand and fulfill the governance role, and to support strategic decision-making. Formats include: Annual Trustee Conference; recorded webinars and regional briefing events.



Outgoing Chairman's Cocktail Reception

A cocktail reception for Outgoing Chairman of the Board Andrew Cruikshank of Fort Hudson Health System, was held on Wednesday evening, May 23, 2018 to thank him for his dedication and service to LeadingAge New York. At the event, the group also welcomed incoming Chair Michael N. Rosenblut, of Parker Jewish Institute for Health Care and Rehabilitation. This occasion is just another way for members, sponsors, exhibitors and staff to network, collaborate and celebrate. The reception was generously sponsored by Select Rehabilitation.



Town Hall Conversations

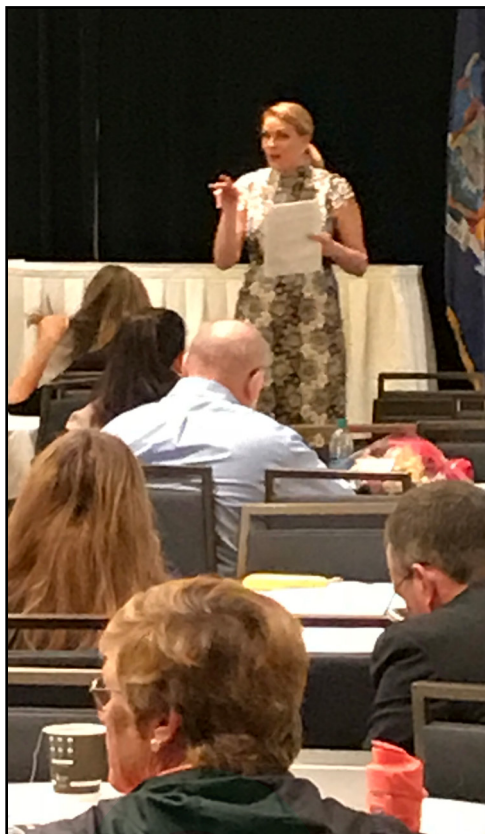
LeadingAge has established a new national public policy setting process, predicated on Town Hall Conversations, to be held in each state. These town hall conversations provide a venue for members to actively discuss issues directly affecting them and those they serve. The input will be used for developing LeadingAge's public policy advocacy for the following year.

The first New York town hall was held Wednesday, May 23, 2018 during the LeadingAge New York Annual Conference and Exposition in Saratoga Springs. Loren Ranaletta, president and CEO of Episcopal SeniorLife Communities in Rochester and former Chairman of the LeadingAge New York Board of Directors, served as the moderator. The event was also attended by Nancy Hooks, Vice President of State Partnerships, LeadingAge, members of the LeadingAge New York Board of Directors and a representation of primary, associate and affiliate members of the association.

The following themes arose from the town hall conversation. There are ongoing problems across the state with the survey process including inconsistent findings, lack of professional staff and the practice of holding facilities responsible for one employee mistake. Members are experiencing increased issues recruiting and retaining staff. There continues to be inadequacy of government reimbursement. Increased litigation on a host of issues is affecting members. They recognized the increased need for non-medical social support in the community and increased funding for supportive housing.

A second town hall meeting is planned for the fall for a downstate location. Look for more details later this summer. More information on the town hall model can be found on the LeadingAge website at <http://www.leadingage.org/grassroots/leadingage-needs-your-input-town-hall-conversations>.





Why Are You in the Field of Aging Services?

Denise Boudreau-Scott started her lively plenary session by asking the audience why they are in the field. Why are they doing their job each day? What has been their path to the place they are today? Her long career in aging services began as a dietary aide and nursing assistant. Today, she is the president of Drive, an organization that provides education and training to help “Improve Your Resident & Staff Experience.”



Denise Boudreau-Scott

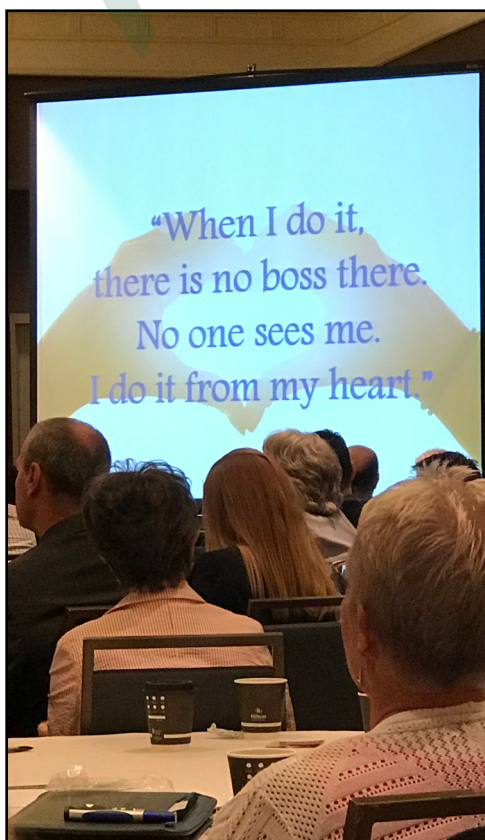
Throughout her presentation, Ms. Boudreau-Scott focused on how to create an engaging workplace that keeps people motivated. Key is showing new staff the possibilities for a career in the field and then engaging them in ongoing efforts to help them get to their end game.

Ms. Boudreau-Scott offered the audience a treasure map of ideas to discover the “money tree in the backyard,” where her proven strategies can increase staff engagement and productivity, improve profitability and reduce safety incidents. She told attendees where to find the top performers to join their organizations and how to successfully keep them happy, engaged and retained.

Denise talked about change and the substance of change using the analogy of a taco – pretty at first and then it falls apart at the first bite. If you are going to make changes, make them substantial and durable. She reminded everyone that knowing how your staff feel and what inspires them is critical. As she illustrated, the costs of not knowing are staggering.

Denise shared the deeply personal experience of her beloved grandmother’s last years in a nursing home. How each person who interacted with her grandmother did so with enthusiasm and active engagement and how those interactions gave her grandmother a rich and fulfilling life experience until she passed away, leaving Denise and her family with fond memories of what was certainly a difficult time. Her story clearly demonstrated that an engaged workforce can have a profound effect on the outcomes for people and the quality of care provided.

Everyone who attended the session received special access to her website where they could download 12 statements and probing questions for team members as well as a four-step process everyone should use when they implement change. ♡



Are You Hiring? Why You Can't Afford the Turnover Costs

In the conference keynote address and title of her new book, Staying Power: Why Your Employees Leave & How to Keep Them Longer, Cara Silletto asked the entire room “Who in here is currently hiring?” In a resounding show of participation, most of the hands in the room went up. Some people put up both hands. She shared her knowledge about workforce retention and expectations of employment longevity that changed somewhere in late 2013 to early 2014. With a turnover cost of \$5-\$10 thousand for frontline staff and upwards of \$25 thousand for office/management staff, you can't afford to continue to turn over employees. Diagnosing and not assuming you know why people leave is the first step.



Cara Silletto

How do you keep your good employees longer and what are the steps to recalibrating the “tenure meter” in your facility? Cara described each step in detail and audience members received actionable tools to take back to their organizations. Questions like “Is day one welcoming?” or “When do you check in with new employees?” led to discussions and ideas that could be implemented immediately and at no cost.

Later, Cara hosted a book signing in the Exposition Hall where she gave away 50 copies of her new book to a long line of members that wrapped around the exposition area. In the book, are the tools and ideas she shared with attendees in her various presentations at the conference, designed to foster a workplace where employees have work/life balance, feel valued and ultimately provide the best care for residents. ☺





IGNITE Leadership Academy: FELLOWship and Celebration

This year marks IGNITE's fifth birthday. The program began when a number of dedicated LeadingAge NY members who had participated in the national LeadingAge Leadership Academy recognized that this valuable program was needed on the state level to inspire, nurture and empower leaders from New York's non-profit provider community. Their hard work helped us to develop the IGNITE Leadership Academy. To date, the program has graduated approximately 100 people since it was established in 2013.

Creating a Culture of Engagement

The room was abuzz with greetings and happy reunions of Leadership Academy alumni in Saratoga Springs. They were attending a special preconference designed specifically for graduates of the LeadingAge New York IGNITE and LeadingAge's Larry Minnix Leadership Academy. Michele Holleran, founder and CEO of Holleran Consulting LLC, Wrightsville, PA, tailored the session to enhance the experience of the academies, providing the latest research findings and new tools for today's workforce. Holleran was instrumental in developing both the state and national Leadership Academies. The session, *Creating a Culture of Engagement*, reconnected the alumni with the tenants of their Leadership Academy experience, while also helping them think about how to foster more engaged, flexible teams across generations of workers.

Equally as valuable was the opportunity for the alumni to reconnect with their former classmates and network with other alumni.

One participant remarked: *"What a fantastic session. It was great connecting with fellows from other classes and catching up with my class. It was also a fantastic session for getting everyone back into the mindset that we learned back in 2014-15. It was great getting back on track and I hope we can do a session like this again soon."*

The networking continued that evening at the Leadership Academy mixer at the Parting Glass in Saratoga Springs. This annual event provides the opportunity for former classmates to catch up and meet alumni from other classes, in a relaxed, fun atmosphere. Discussions were already underway for future alumni events and endeavors to offer opportunities for continuous learning and networking.

(continued)



LeadingAge® New York

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Leadership Academy

IGNITE Leadership Academy Graduates Class of 2017-18

Later that week, the 2017-18 IGNITE Leadership Academy graduation ceremony highlighted the accomplishments of 24 talented, enthusiastic leaders from member organizations across the state. During the ceremony, Fort Hudson CEO Andrew Cruikshank, then the LeadingAge New York Board Chairman, commended the class for their accomplishments and their commitment to this field. Congratulations to these rising stars well in their future endeavors!

More About IGNITE Leadership Academy

IGNITE is a year-long professional development program designed to facilitate the development and growth of senior living leaders in the state. The experience provides participants with the tools they will need to be outstanding leaders in their organizations. It differs from an MBA-type program in that its focus is on teaching participants how their own thinking and values are key components to developing their own qualities of leadership. In addition, they acquire the tools to help them work with teams, build successful teams, and collaborate.

Only members of LeadingAge New York provider organizations may apply for the program. The application for the 2019-2020 class will be available in the Spring of 2019. For more information about the program, [click here](#).



Building Blocks for Successful Long Term/Post-Acute Care Affiliations

Affiliations among not-for-profit, long term/post-acute care (LTPAC) providers can help them to reduce overhead costs, expand access to capital, improve the organizations' referral relationships and position them for value-based payment. Three LeadingAge New York members, Good Shepherd Communities, Community Wellness Partners and MJHS, described the benefits of affiliations in the panel discussion, *Building Blocks for Successful Long Term/Post-Acute Care Affiliations*. The three panelists, Jay Gormley, chief strategy and planning officer of MJHS, Michael Keenan, president/CEO of Good Shepherd Communities and Michael Sweeney of Community Wellness Partners, spoke of affiliating as a means to improve efficiencies and scale in the face of growing pressure on bottom lines and evolving Medicare and Medicaid payment arrangements.

Karen Lipson, LeadingAge New York EVP for innovation strategies, kicked off the panel with a description of advantages and disadvantages of various collaboration and affiliation options available to not-for-profit LTPAC providers. They can be arranged on a continuum of increasing integration from contracts to merger. The organizations on the panel had all engaged in affiliations under a common parent.

Mr. Gormley focused on the recent affiliation of Isabella Geriatric Center's nursing home under MJHS as a passive parent. MJHS is an integrated LTPAC health system, based in New York City, that offers a continuum of services. He noted that the consolidation of New York City hospitals into systems and the emergence of new payment arrangements are pushing LTPAC providers to become preferred partners or integrate into networks to maximize referrals. Pressure to affiliate is also coming from managed care plans that are looking for providers to take on more risk. Isabella offered MJHS an opportunity to expand its geographic reach into Manhattan and make its system a more attractive partner for Manhattan-based health systems.

Mr. Keenan described Good Shepherd's passive parent affiliation with Chase Memorial Nursing home in rural New Berlin. Chase had considered selling its nursing to a proprietary entity, but the purchaser would not have operated its other programs. Good Shepherd saw in Chase an opportunity to preserve services in New Berlin, while spreading Good Shepherd's administrative costs over a broader base. Mr. Keenan stressed the importance of early engagement with the board of the facility being absorbed and a due diligence "deep dive".

Mr. Sweeney discussed the affiliation of two formerly avid competitors

(continued)



Good Shepherd Communities

Thank you, Mike Keenan and Good Shepherd! This affiliation preserved services in New Berlin.

– Member of the audience



Chase Memorial Nursing and Rehabilitation Center

– Lutheran Care and Presbyterian Homes & Services in Oneida County – under a new passive parent, Community Wellness Partners. The affiliation provided opportunities to leverage state grant funding, modernize both campuses and avoid possible acquisition by proprietary competitors. As a result the grant funding and savings generated from the consolidations of certain departments, the affiliation has had an overall financial impact of \$4.6 million.

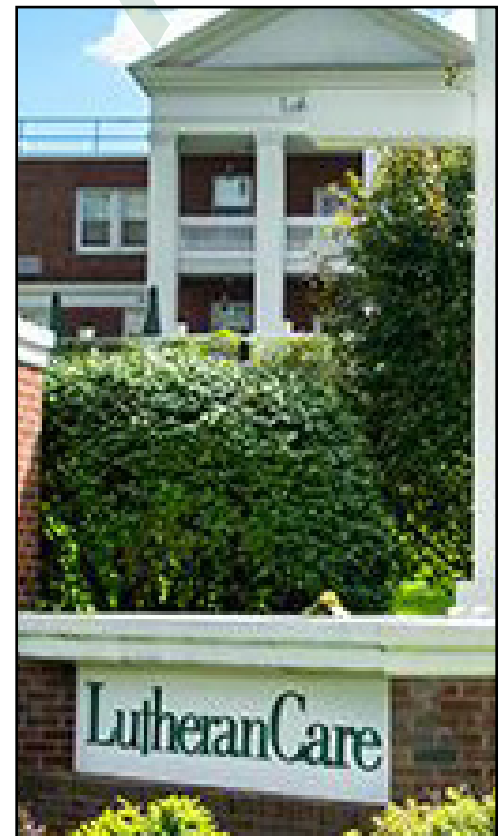
As these LeadingAge New York members have shown, affiliations with other LTPAC providers can provide a way to preserve not-for-profit ownership and services. The resources and efficiencies that affiliations bring can help organizations to strengthen their financial position and quality of care, in the face of shrinking Medicare and Medicaid revenues, new payment arrangements and changing market dynamics. ♡

Our affiliation generated grant revenue and savings for a total financial impact of \$4.6 million.

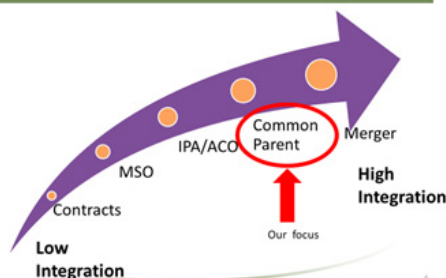
–Michael Sweeney, president/CEO
Community Wellness Partners

We knew that increasing our scale and creating a more geographically diverse core would position us as a preferred partner for larger acute and at-risk delivery systems.

–Jay Gormley, chief strategy and
planning officer, MJHS



Collaboration and Affiliation Options





Integrated Service Delivery: A Vision for America's Aging Population

Addressing the needs of a rapidly growing older population is one of the major challenges facing the United States over the next few decades. Speaker Nicole O. Fallon, vice president, health policy and integrated services, LeadingAge, told the audience that the older population will increase 56 percent by 2030, when 72 million Americans will be 65 or older and 80 percent of these older Americans will live with multiple chronic conditions that will require interaction with multiple health care providers. Ms. Fallon continued by saying that the current fragmented system offers little guidance to older adults and their families while the LTSS financing system offers no protection against severe economic consequences that often accompany the need for expensive services, particularly over long periods of time.



Nicole O. Fallon

LeadingAge is proposing a new, integrated service model that begins in the community with screenings and early interventions to understand the origins of high-risk conditions so the long term impact on the person's health can be mitigated rather than require a hospital or doctor's office visit.

Envisioned is a hub of providers delivering services at the community level. Providers in the hub would be financially aligned to work collaboratively across services and settings and take a person-centered approach to the individual's needs.

LeadingAge members are starting to integrate these types of service models. In 2011, two Cincinnati-based members joined with a home care agency to establish a Post-Acute Care Network. As a result, there are now 11 organizations that collaborate, offering assisted living, palliative and hospice care, home health care, rehabilitation and nursing care even though they are competitors in the same marketplace.

LeadingAge vehemently maintains that true reform of Medicare and Medicaid, and the broad development of integrated services, requires a single program and a single funding source that combines existing Medicare and Medicaid dollars so older adults can access a full range of services to address their medical, health-related, social and LTSS

(continued)



needs. Understanding that such an approach is a long term goal, there are interim steps that policy makers could take to support a move toward integration and incentivizing providers to adopt a more holistic approach. Some steps include:

- 1) Expanding the pool of providers who can lead integrated models and removing limitations on service delivery;
- 2) Creating and testing a regulatory framework for the new integrated services model that builds on PACE and FIDE SNP.

At minimum, the framework should require a community-based hub of providers to conduct a comprehensive risk assessment, develop an aging service plan, coordinate services through a single service facilitator and consolidate and integrate funding for older hub participants. Provider payment options might look like those available under the Next Generation ACO model. ♡





Coffee and Conversation in the Exposition Hall: Expanding Possibilities

The topic on everyone's mind is the future of senior housing and how to react to looming changes. In the session, *Coffee & Conversation* with Frank Battisti, attendees got to listen and discuss the future of senior housing while hearing about tools and innovative ways for organizations to set lucrative and realistic goals for the future.

The session focused on steps and tactics for creating a successful future and how that directly aligns with the future of senior housing. Attendee's learned and discussed variables in their past, present and future that could help everyone achieve expectations and goals for the future.



Frank Battisti

Participants learned about the *anticipatory* and *positive principles*. The *anticipatory principle* is based on the concept that we move in the experience of our actions, while the *positive principle* is based on the concept that the more positive surrounding us the greater probability of a positive reaction. Frank Battisti used a visual example with two volunteers from the audience to demonstrate the power of positivity and how it can greatly affect your actions and others around you. ☺



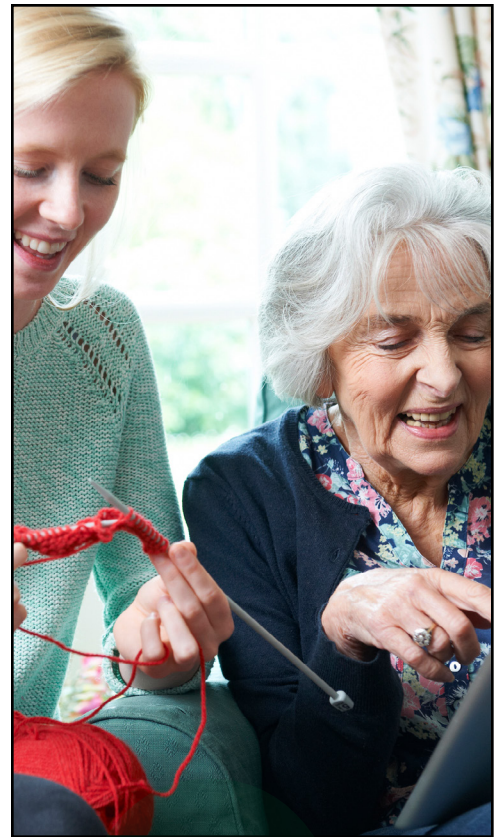
The Benefits of Intergenerational Programming and How to Cultivate Programs at Your Organization

“When my son was in high school, he and a few of his band mates, went to a local nursing home once a week to play music and participate in other activities. They really looked forward these trips,” reflected LeadingAge New York Member Services Liaison Earl Gifford, after hearing this presentation. He continued, “Intergenerational programming brings seniors and kids together to form fun and meaningful relationships.”

Seniors and young adults have so much to learn from each other and the result of these interactions can be magical. Intergenerational programs are fun for everyone concerned and pay positive dividends for the lives of those involved as well as the community in general. “We are beginning to see more intergenerational programs starting in facilities across the state,” noted Betsey Biddle of Andrus on Hudson during the roundtable discussion, *The Benefits of Intergenerational Programming*. This session centered around members sharing what they have done at Andrus and other locations. The programs ranged from having high school students running the facility’s gift shop to starting elementary school projects with residents teaching students.

Older adults learn new innovations and technologies from their younger counterparts and older adults who regularly volunteer with children and teens burn 20 percent more calories per week, have fewer falls, are less reliant on canes and perform better on memory tests than their peers. Older adults with dementia and other cognitive impairments experience more positive effects during interactions with the young than they did during non-intergenerational activities. Teens interacting with older adults develop social and communication skills, problem-solving abilities, positive attitudes toward aging and a sense of purpose and community service.

It is through these shared interactions that seniors and youth can build bridges and enhance their quality of life. ♡





True Golfers Play Like Champions at the Annual Golf Tournament

A little rain didn't dampen spirits at the 2018 LeadingAge New York Annual Golf Tournament held on May 22nd to benefit a special Foundation for Long Term Care (FLTC) scholarship fund to promote the development of leadership in aging services. Twenty foursomes registered for the 18-hole scramble held at bucolic Ballston Spa Country Club in Ballston Spa just minutes from the LeadingAge New York Annual Conference and Exposition in Saratoga Springs.



The first-place team in the men's division consisted of Ken Ogden, Alan Wells, Bill Yost and Keith Robertson and the second-place team consisted of Bob Syron, Greg Garrett, Daryll Volinski and Chad Himel. The first-place team in the mixed division was made up of Russ D'Anna, Michele Saunders, Jason Santiago and Justin Bayliss while the second-place mixed division winning team comprised Barb Ingenito, James Rank, John Hamilton and Dan Heim. Congratulations to these winning teams!

Other prizes were award for:

Men's Longest Drive – Chad Himel;

Women's Longest Drive – Betsy Biddle;

Closest to the Line – Ron Patti and Courtney McGinnis;

Closest to the Pin – Shawn Bloom and Russ D'Anna.

As always, thank you to the sponsors who made the event possible including:

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Looking forward to next year's event and a little more sunshine! 



The Leader as a Change Agent By: Sarah Daly

As the group of administrators, directors and professionals got settled in a meeting room at the Saratoga Hilton Conference Center, speaker Michelle Holleran posed one question to her audience – “What keeps you up at night?”. What followed was an honest discussion of the most pressing issues in the field today. With staff turnover, a changing baby-boomer market, shrinking reimbursement and a desire to maintain or improve quality of care, it’s easy for any leader to feel overwhelmed or even desperate. For Holleran, these challenges present an opportunity to foster an attitude and culture of “inspiration not desperation”.

In Holleran’s session, participants began to see how that inspiration may assist in one of the most crippling issues facing long term care providers throughout the state – staffing. While there are several variables that may influence staff turnover in any given organization, one undeniable factor is the general engagement of the staff. Luckily, according to Holleran’s research, senior living organizations have a more engaged work force than that of corporate America. Still, when over 25 percent of senior living staff is not engaged, coasting or is bringing a clearly negative influence to the organization, it’s clear that a change is necessary.

So, how can leaders change or improve the engagement of staff? Mission is one reason senior living has a more engaged workforce than that of corporate America. Simply, they care for others as part of the *raison d’être*. A simple step to creating a culture of engagement in a senior living community is to build on that organization’s mission, the ever-present reason for being. Developing a culture where all levels of staff feel as tied to the mission as the CEO provides an environment for collaboration and purpose.

Holleran’s session, *The Leader as a Change Agent* emphasized key tools to motivating and inspiring a culture that embraces change and encourages engagement. The field of aging services is changing rapidly and the ability to create a culture that can roll with those changes, that can meet change with change, is vital. ♡





Medical Marijuana in LTC

The use of medical marijuana is relatively new to the long term care field, and there are various federal and state regulations that facilities need to be aware of if medical marijuana is used for their patients. Barbara Stegun Phair Esq. and Phillip Hammarberg Esq. presented the New York regulations to attendees and how facilities can be prepared to comply when using medical marijuana for residents in their facility.

Members learned about the current New York medical marijuana laws including the Compassionate Care Act of 2014 and the Designated Caregiver Amendment of 2017. The permitted uses for medical marijuana include in collaboration of treatment for cancer, HIV, AIDS, ALS, Parkinson's Disease, Multiple Sclerosis, Spinal Cord Damage, Epilepsy, Neuropathy, Chronic Pain, PTSD, Inflammatory Bowel Disease and Huntington's Disease. Attendees heard about the benefits for residents, how to approach treatment with patients and what was appropriate in the facility.

Facilities can either be a designated caregiver or they need to assign individual designated caregivers within that facility. There are rules and regulations that come with who can be a designated caregiver, who they can serve, how many they can serve, how they can store and administer the drug and how they can appropriately dispose of medical marijuana. While there are many benefits to the residents from using medical marijuana, there are also many risks which revolve around banking, federal law, theft, resident complaints, sharing and viewpoints.

The future for marijuana use in New York is quickly changing, with polls indicating that 62 percent of New Yorkers currently favor legalization so facilities need to figure out if medical marijuana fits with their organizations and how to comply with the rules and regulations that come with it. ♡



Survey Success Using the Critical Element Pathways

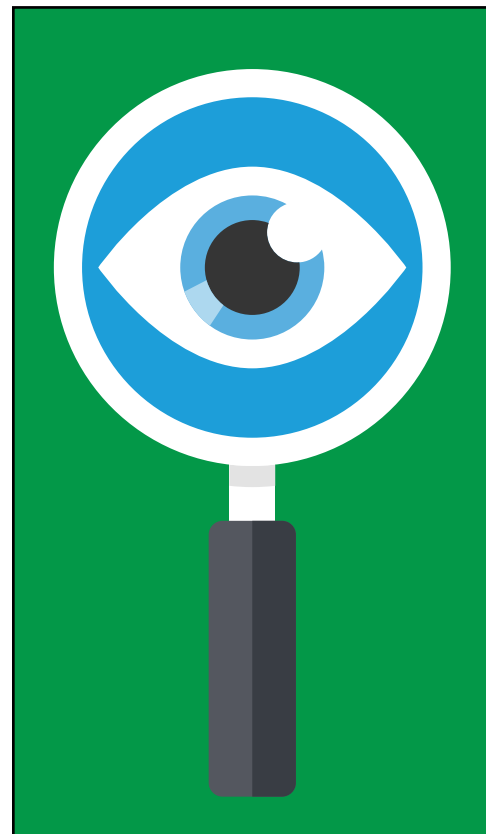
Dawn Carter RN Consultant/Analyst for Leading Age New York ProCare

Preparing for the Department of Health (DOH) survey is always a challenge especially now that New York State DOH survey teams are using the new Long Term Care Survey Process (LTCSP) a combination of both Quality Indicator Survey (QIS) and traditional survey. By using the Critical Element Pathways (CEP), planning for the survey process can make your facility not only prepared but can also assist you in determining any areas that might need to be added to your Quality Assurance/Quality Improvement process to identify concerns and develop and implement a plan of action to correct potential deficiencies before the DOH survey begins. They are a way for you to dot your I's and cross your T's in assuring quality in all care areas in your facility. They put all the survey pieces into a complete jigsaw puzzle without the stress of trying to figure out where each piece belongs by yourself. These CEPs provide a comprehensive approach to looking at the facility as a whole and allows the interdisciplinary team to become an active role in survey preparedness.

Surveyors are required to use these standardized forms in compliance with federal regulations. They must follow and adhere to each pathway as written, as they were designed to guide them to a more objective process. There is a long list of individual pathways with detailed information for the surveyor to follow for each care area during survey. Each pathway provides detailed instructions on: what to review in advance to guide their observations and interviews; what to observe for that specific area; questions for interview of the resident, resident representative or family; which of the pertinent staff to interview with specific questions to ask; record review specifics which then correlate any concerns to be evaluated for the F-Tag deficiency associated in each area.

Each pathway can guide you to look at the care areas from the surveyor's detailed pathway. Be your own surveyor before your actual survey begins and they can systematically assist you in investigating and analyzing concerns, adverse events, identify deviations from standards and plan corrective actions, giving you opportunity to monitor for effectiveness and review your documentation to ensure that no care areas are missed and the plan of care is evaluated and correlated. A key component along with following the pathways is to ensure your staff is educated in these areas and evaluated for competence inside of their practice.

The Critical Element Pathways are available for viewing and printing at: <https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/GuidanceforLawsAndRegulations/Nursing-Homes.html>



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LeadingAge New York ProCare consultants have experience working with CEPs and can provide a proactive approach and outside perspective with a Mock Survey for survey preparedness.

They make recommendations for improvement in any areas of concern that may be noted and help ensure staff is educated and prepared. ProCare works and collaborates with each facility to assist in achieving a successful survey. Contact them at: www.leadingageny.org/procare



Leveraging Social Media to Bolster Your Marketing and Advocacy Efforts By Jeff Diamond

Attendees at this year's LeadingAge New York Annual Conference and Exposition spent time "getting social" during an early morning social media session with Corning Place Communications' Paul Larrabee and LeadingAge New York's Ami Schnauber. The presentation covered the basics of Facebook and Twitter as well as how to leverage these platforms to connect with potential consumers, lawmakers and local media. Paul and Ami posed three questions to the group to guide the conversation: (1) Why do I need to be in the social media space? (2) How can my investment in social media pay business and advocacy dividends? and (3) What are the first steps and strategies to getting started?

In recent years, with the rise of smartphones and online media, the ways that organizations deliver messaging and how the public consumes information have transformed dramatically. Today, 77 percent of U.S. adults own a smartphone, and the social media world is dominated by five platforms: Facebook, YouTube, Twitter, Instagram and LinkedIn. During the session, Paul shared recent statistics to illustrate the importance of engaging on these platforms:

- 81 percent of consumers' purchasing decisions are influenced by their friends' social media posts.
- 84 percent of millennials say user-generated content from strangers has at least some influence on what they buy.
- 78 percent of consumers say companies' social media posts impact their purchases.
- Consumers are 71 percent more likely to make a purchase based on social media referrals.
- Conversions increase 133 percent when mobile shoppers see positive reviews before buying.
- Customers are six times more likely to purchase a product if the page includes pictures from social media.

Organizations can utilize social media to define their brand, voice and reputation, and with 58 percent of lawmakers having a presence on Facebook and 65 percent on Twitter, it can also be an essential tool for advocacy. To demonstrate this point, Paul and Ami provided

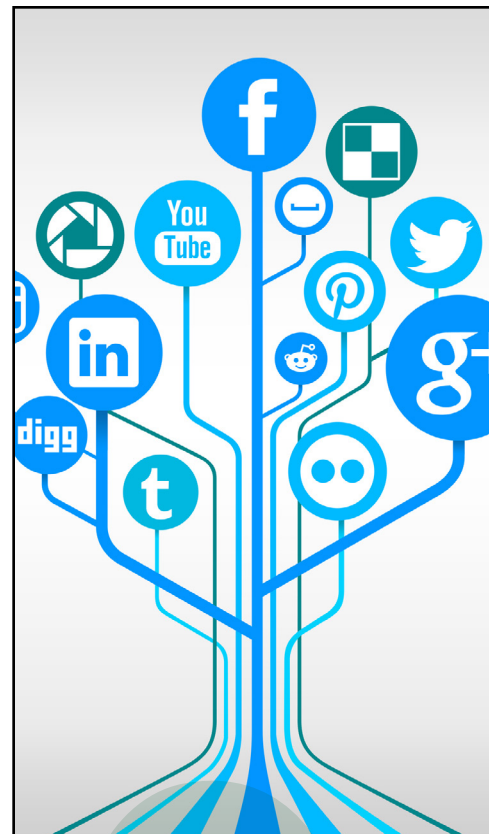


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the example of the #bFair2DirectCare campaign, a grassroots effort waged on social media during last year's state budget season in support of \$45 million for direct care worker wage increases. Lawmakers received over 13,000 tweets and nearly 25,000 Facebook posts from #bFair2DirectCare advocates and ultimately allocated \$55 million for direct care professionals in the final 2017-18 State Budget.

Finally, on the marketing side, Paul provided attendees with guidance on how to develop an effective communications strategy to meet their organizations' objectives. A strong social media strategy requires an investment rather than an episodic approach and it must be based on fundamentals. Once an organization determines what it is "for" – for example, being a safe and caring community; a reputable, respected and responsive resource or a stable and comforting presence – every post should connect back to that objective. Measuring results will be critical to an organization's social media strategy as well. In this area, Paul advised attendees to review their Facebook and Twitter analytics on a regular basis, adjust content management based on results and make modest investments in important content.

As Paul and Ami emphasized throughout the presentation, social media is the place where lawmakers, the media and consumers go for education, information and advocacy. "Getting social" has never been more important, and attendees left eager and better equipped to educate these groups, tell their story and bring their message to new audiences. ↻





Adding it All Up: Purchasing Strategies to Empower the Buyer and Improve the Bottom Line

By: Sarah Daly

In all businesses, professions and industries, no matter how diverse, there are two distinct players. There is the buyer and there is the seller. Providers of Long Term Services and Supports (LTSS) are selling the organization's brand and services to reach a goal – 100 percent occupancy or fantastic quality of services, or whatever goals have been identified. However, providers are also the buyers. As providers offer and sell their services to their communities, they are also buying products and services that are integral to their day-to-day operations.

Long term care and senior living providers sometimes forget the influence they have as a buyer of food supplies, clinical supplies, capital equipment, etc. In one of the final sessions of the 2018 LeadingAge New York Annual Conference, Chet Chandler, the director of strategic accounts with Value First, did a deep dive review of purchasing strategies and tools to empower those responsible for purchasing.

The goal of the buyer is to acquire products at the lowest cost possible. The goal of a supplier is to sell products at the highest cost while preserving the business. It is important to remember this relationship in looking at a LTSS provider's bottom line and looking for savings. Strategies to grow the bottom line from a purchasing stand point include group purchasing, benchmarking, aggregating spend, going out to bid and laying out a savings plan. None of these tools would be effective unless the provider recognizes their power as the buyer.

For example, in a bid process competing vendors place their bid for the business. The vendor wants to show their quality of services and their cost effectiveness. However, if a supplier does not think the provider/buyer is serious about making a change in vendors for cost, the vendor will not reveal the full potential for savings.

Something doesn't add up... why don't all providers realize the influence that they have as a buyer? Chet believes that the strategies shared in his session will empower LTSS providers and strengthen their bottom line. ☺



Putting Comforts in Your Care Plan for the Person Living with Dementia

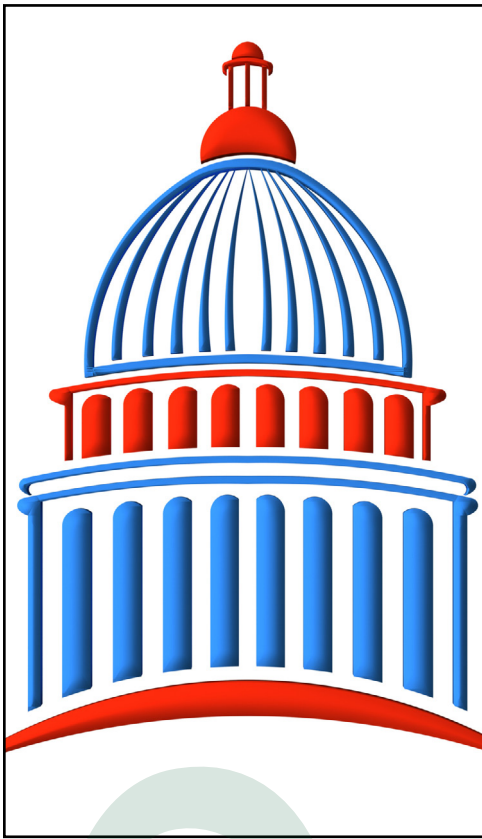
In the closing session, *What a Palliative Approach to Dementia Care Can Do for Your Organization*, Donny Tuchman, chief operating officer, Cobble Hill Health Center, and Ann Wyatt, manager, palliative & residential care, CaringKind (formerly, Alzheimer's Association, NYC Chapter) began the presentation with a suggestion: substitute the words you use when you refer to your patients. By replacing the word "behaviors" with "distress" you shift your mindset, and that of your staff, as you work with residents. When you say, "Mary is exhibiting signs of distress." You can become the detective trying to alleviate her distress instead of the caregiver trying to manage her behavior.

Donny and Ann provided proven organizational strategies for implementation of this approach and asked audience members to be detectives looking for opportunities to discover discomfort in patients with dementia. Using their established approach can significantly improve patient quality of life, reduce the use of antipsychotics, reduce preventable hospitalizations and ER visits, improve quality measures, improve staff turnover and overall staff commitment.

The focus of the session was on identifying the well-researched, effective palliative practices and processes which are consistent with Centers for Medicaid & Medicare Services (CMS) priorities for dementia care overall, as well as with their new *Dementia Survey* process. These practices and processes have implications for regulatory outcomes and the 5-Star Rating system.

Ann and Donny reminded the audience that putting comfort measures in your care plan will improve both the resident experience and your bottom line. ♡





State and Federal Advocacy Update

LeadingAge NY's Ami Schnauber, vice president of advocacy and public policy and Dan Heim, executive vice president and LeadingAge's Nicole Fallon, vice president of health policy and integrated services, provided a comprehensive review of the policy and advocacy issues the associations have been focusing on over the past year.

LeadingAge NY staff discussed the recently passed state budget, which included significant funding and health care changes for providers. LeadingAge NY was successful at getting a health care transformation capital funding set aside for nursing homes, home care and assisted living, along with a significant expansion to the Assisted Living Program (ALP). Presenters also discussed the carve-out of the nursing home benefit from Managed Long Term Care (MLTC), MLTC contract limits with Licensed Home Care Services Agencies (LHCSAs) and a moratorium on LHCSA applications.

Presenters then discussed legislative bills that were under consideration in the State Legislature, including mandatory nurse staffing ratios, access to hospice services in the ALP, Continuing Care Retirement Community (CCRC) cybersecurity regulations waivers, senior housing resident assistants and the expanding the role of the nurse in the Adult Care Facility (ACF).

Nicole Fallon then provided a recap of federal budget activity, including the Bipartisan Budget Act of 2018, the President's 2019 proposed budget and the FY19 Appropriations process that was just getting underway. The budget wins that were achieved included, a therapy cap repeal; Skilled Nursing Facility (SNF) market basket update of 2.4 percent; rural home health add-on continues at .5-4 percent, based on year, number of episodes and population density; changes to face-to-face eligibility requirements for home health and hospice and provisions to allow the Centers for Medicare and Medicaid Services (CMS) secretary to have authority to settle home health claims on appeal.


Ms. Fallon also discussed the significant wins in the FY18 Omnibus Spending Package for HUD housing: Rental Assistance Demonstration for Project Rental Assistance Contracts (RAD for PRAC) allowing 202 to convert to Section 8 and access capital for preservation of units; \$105 million for 760 new units; fully funding existing programs, an overall 10 percent increase; fully funding

(continued)



the service coordinator program; 12.5 percent increase in Low-Income Housing Tax Credit (LIHTC) authority for four years to offset the impact of lower tax rates and new “income averaging” in LIHTC program. Providers can choose to average out incomes at 60 percent and it allows for serving a range from 80 percent to 60 percent that will help high rent parts of the country.

Finally, Nicole discussed the key legislative and executive activities the association was focused on. The legislative issues include a proposal by Representative Pallone (NJ) related to a Medicare Long Term Services and Supports (LTSS) Insurance Model, which LeadingAge is evaluating and will submit comments on, after which, a discussion draft for potential legislation will be distributed. The association is also perusing legislation allowing for agency discretion related to authorizing Certified Nursing Assistant (CAN) training programs.

The presenter wrapped up with an update on the Requirements of Participation Phase II and III and the Proposed Prospective Payment System (PPS) rules for SNF and Hospice and the new payment methodology to replace Resource Utilization Group (RUGs-IV), called Patient Driven Payment Model (PDPM). 





Alzheimer's Association Unveils new Dementia Care Practice Recommendations

By Alzheimer's Association, New York State Coalition

Earlier this year, the Alzheimer's Association released new dementia care practice recommendations aimed at helping nursing homes, assisted-living facilities and other long term care and community care providers deliver optimal quality, person-centered care for those living with Alzheimer's and other dementias.

The Alzheimer's Association 2018 Dementia Care Practice Recommendations outline 56 recommendations across 10 content areas, grounded in the fundamentals of person-centered care. They were developed by 27 dementia care experts convened by the Alzheimer's Association and are based on a comprehensive review of current evidence, best practice and expert opinion. The recommendations seek to better define quality care across all care settings and throughout the disease course. They are intended for professional care providers who work with individuals living with dementia and their families in long term and community-based care settings.


In addition to updating and enhancing previous recommendations in areas familiar to the dementia care community, the recommendations break important new ground. Most notably, the recommendations offer guidance to community-based and residential care providers on detection and diagnosis and ongoing medical management — topic areas typically reserved for clinicians. Recommendations in these two areas are written specifically for non-physician care providers and address what these providers can do to help with these important aspects of holistic, person-centered dementia care. The recommendations cover additional areas, including:

- Fundamentals of person-centered care
- Assessment and care planning
- Information, education and support
- Ongoing care for behavioral and psychological symptoms of dementia
- Support of activities in daily living
- Staffing
- Supportive and therapeutic environments
- Transitions and coordination of services

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In conjunction with the recommendations, the Alzheimer's Association released a separate report that examines quality care through the eyes of people living with dementia. [A Guide to Quality Care from the Perspectives of People Living with Dementia](#) includes survey data and interviews from individuals living in the early stage of Alzheimer's or other dementias. It offers insights into how those most affected by the disease view quality care and what they want from care providers and caregivers during their difficult journey.

There are seven chapters of the Alzheimer's Association across New York state, servicing all 62 counties. For more information on the above reports, to learn when or where your team can access an Alzheimer's Association workshop on the recommendations or for Alzheimer's disease and other dementia information – please call the 24-hour Helpline at 800-272-3900. 



ANNUAL CONFERENCE & EXPOSITION

**True Golfers Play Like Champions
at the Annual Golf Tournament**

The Leader as Change Agent

Medical Marijuana in LTC

**Survey Success Using the Critical
Elements Pathways**

**Leveraging Social Media to
Bolster Your Marketing and
Advocacy Efforts**

**Adding it All Up: Purchasing
Strategies to Empower the Buyer
and Improve the Bottom Line**

**Putting Comforts in Your Care
Plan for the Person Living With
Dementia**

**State and Federal Advocacy
Update**

**Alzheimer's Association Unveils
New Dementia Care Practice
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Jeff Diamond

Another Legislative Session in the Books

The 2018 legislative session, one marked by heightened levels of gridlock and election-year bickering, closed on June 21st. LeadingAge New York pursued many important budget and legislative initiatives this session and, thanks to members' advocacy, achieved several successes, including:

- \$60 million in new Statewide Health Care Facility Transformation Program funding for community-based health care providers, including home care agencies and hospices; \$45 million for nursing homes; and \$20 million for Assisted Living Programs (ALPs);
- New mechanisms allowing existing ALPs to expand their program capacity by nine or fewer beds and providing for an expedited review process;
- The delay of the transfer of the Nursing Home Transition and Diversion (NHTD) and Traumatic Brain Injury (TBI) Medicaid waiver programs into managed care until Jan. 1, 2022;
- The rejection of the Executive Budget proposal to consolidate several public health programs and reduce aggregate funding by 20 percent;
- The passage of legislation, currently awaiting the Governor's approval, allowing Medicaid beneficiaries to access both ALP and Hospice benefits;
- The passage of legislation, currently awaiting the Governor's approval, permitting Continuing Care Retirement Communities (CCRCs) to adopt written cybersecurity policies and self-certify that such policies are not inconsistent with the goals of the Department of Financial Services' (DFS) 2017 cybersecurity regulations; and
- The defeat of the Safe Staffing for Quality Care Act, legislation opposed by LeadingAge New York that would have mandated specific staffing ratios for nurses and other direct care staff in hospitals and nursing homes at a cost of approximately \$1 billion to nursing homes statewide.

Social media played an especially critical role in advancing our priorities this session. As part of a webinar training series conducted by LeadingAge New York and Corning Place Communications in January, members learned the ins and outs of engaging with lawmakers on Facebook and Twitter and how to empower their communities to amplify their efforts. These strategies were utilized heavily during our two budget Advocacy Days in Albany, throughout budget season and into the latter half of session.

With lawmakers now back in their districts, LeadingAge New York encourages members to continue meeting with and educating them throughout the summer and fall. Invite them

[legislators] to your organization to meet your residents and staff, and thank them for their hard work in helping us advance our priorities! We also urge you to consider nominating your legislators for a Partners in Quality Award to recognize their advocacy efforts this session. Whether you already have a relationship with a specific lawmaker or want to build a new alliance, this award provides the opportunity to bring public recognition to officeholders who are working to protect New York's seniors. LeadingAge New York is accepting nominations

through July 31, 2018; recipients will be notified in August; and award presentations will take place throughout the fall.

As always, if you have any questions or concerns, please feel free to contact the Advocacy and Public Policy team at 518-867-8383. Thank you again for your efforts!

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

... LeadingAge New York encourages members to continue meeting with and educating them throughout the summer and fall. Invite them [legislators] to your organization to meet your residents and staff, and thank them for their hard work in helping us advance our priorities!



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

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

Sarah Daly | sdaly@leadingagency.org | 518.867.8845

www.valuefirstonline.com

Meeting Staffing Needs At Your Facility and Keeping Good Employees Longer

By Earl Gifford and Jacqueline Colafermina

There is a nursing shortage that not only impacts the state but the entire nation. Colleges can't turn new nurses into the industry quickly enough to keep up with need. The issue is even graver for the long term care field. With the severity of the nursing shortage resonating across related care fields, one tool to help manage these shortages and help prevent turnover is knowing how to appeal to millennials and how to get them to commit to your organization.

Millennials have a different perspective than previous generations. Figuring out what is important to millennials and how to keep them engaged can be perplexing for those from other generations. A common misconception is that engagement equals loyalty and commitment. With millennials, this is often not the case. Today's nursing graduates have more expectations. They are more technologically savvy and enjoy being intellectually challenged in new ways but tend to resist outdated training and onboarding methods. They may prefer planned work schedules so they can plan for their outside experiences which, for many, are more valuable than investing in homes.

To attract Millennials, it important to ask questions about the individual during the interview process because Millennials engage when they perceive that their voice and opinion matters and is valued. Examples of questions may include:

- What is most important to your job satisfaction here?
- What are your career goals?
- How can I help you achieve them?
- What type of recognition do you like to receive?
- What is one thing I can do today to make your work more enjoyable?

Quickly providing Millennial nurses decision-making power and the ability to be influencers can set them up for future career advancement and anchor them to your facility or organization. Another important point in retaining or attracting Millennials is to understand what their experience growing up may have been and modify business models, training, supervision and responsibility to adapt to people who have had a different experience growing up, and as a result, different needs for training and supervision. Also consider the amount of student loan debt many graduates of nursing programs may have and the importance in engaging them in a position that offers growth, advancement for retention and the ability to pay down that debt. Millennials are looking to advance more quickly in their fields than previous generations in part because of the debt, but also to be able to do what is important to them from charitable endeavors to travel. Offering bonuses, or opportunities to travel can also be powerful incentives.

Since Millennials are an important part of the future of long term care nurses and staff, it is vital to address staffing issues with this demographic effectively. Career Center is a great tool for connecting facilities with these new graduates and providing a pipeline to attract new staff. Connections to universities and nursing schools, allow graduates to post their resumes and begin searching for new opportunities. Members can search for graduates interested in all disciplines of long term care from RN's, to LPN's, CNA's and other administrative staff.

For more information on where you can find your next good employees, go to www.leadingageny.org and click on *Career Center* at the top of the page. 

Staffing Measures – How the Not-For-Profit Difference and PBJ Affect Your Five-Star Rating

By : Susan Chenail RN, CCM, RAC-CT, Senior Quality Improvement Analyst


Staffing measures have never been more important to nursing facilities. The Centers for Medicare and Medicaid Services (CMS) is using Payroll Based Journal (PBJ) data to calculate Staffing Measures on the Five-Star Rating System.

Previously, the Staffing Domain on the Five-Star Rating System was calculated annually using 671 and 672 forms completed by the nursing facility and presented to surveyors at the time of their health inspection. Since this domain was only calculated annually, it was not the most accurate reflection of staffing in a nursing facility. PBJ data however, is a daily report of staffing that nursing facilities submit to CMS quarterly. This data consists of staffing hours for many job titles in a nursing facility. For the calculation of the Staffing Domain on the Five-Star Rating System, CMS focuses on Nursing Staff – Registered Nurses (RN's), Licensed Practical Nurses (LPN's) and Certified Nursing Assistants (CNA's).

Since PBJ data is submitted quarterly CMS is not only using this data to calculate the measure but also updating the measure after each quarterly submission. The importance of the Staffing Domain is that it can add or subtract a star from the facility's overall star rating. There is no doubt with all this attention, CMS believes that staffing is vital to the health and well-being of residents in nursing facilities. Over the past several years, the measurement and publicly reporting of staffing data by CMS has undergone a maturation process evolving from numbers to ratios, competency and soon will progress further to longevity and mastery. CMS is analyzing PBJ data to calculate rates of turnover and tenure. Ensure you are providing the most accurate reflection of turnover and retention by using the CMS PBJ linking software available for download [here](#).

The not-for-profit difference has been well studied (e.g. Marshall University Digital Scholar, 2016 "Quality of Care and Profitability in Not-For-Profit vs For Profit Nursing Homes"). The research discusses the advantages of Not-For-Profit (NFP) Facilities across several dimensions but most notably the staffing differences. NFP nursing facilities have higher staffing levels. These higher staffing levels lead to better quality of care and lower mortality rates. NFP facilities well known for their strong staffing levels, staff education and staff retention stand to benefit from changes to the measurement and reporting of staffing data in the Five-Star Rating System with three additional opportunities to add a star to their overall rating thus, improving their marketability, continuing the flow of admission referrals and therefore promote business sustainability.

LeadingAge New York Technology Solutions provides a suite of tools as a member benefit. One of these tools, the Staffing Scenario Worksheet, helps facilities measure the efficacy of their staffing models. The Staffing Scenario Worksheet is located as a link in the Five-Star Analysis Report. Members receive an email link to their Five-Star Analysis Report quarterly in January, April, July and October. Facilities that use the Staffing Scenario Worksheet have an advantage of predicting their Five-Star Staffing Rating and whether it meets their Five-Star Staffing goal.

Our newest tool launched in June 2018 is Quality Apex, a web-based analytics software program that translates MDS 3.0 data into actionable information providing CMS quality measures rates based on the most recent uploaded data. Available to members at a subscription price of just \$850 per year and to non-members for \$1,250 per year, this affordable tool can elevate performance. For more information, contact Marguerite Carroll at mcarroll@qualityapex.com. 



All Noteworthy stories 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

ARCHCARE AT FERNCLIFF



ArchCare at Ferncliff Nursing Home Turns to Innovative Combination of People and Technology to Keep Residents Out of Emergency Rooms A new program at ArchCare at Ferncliff Nursing Home uses a novel combination of people and technology to deliver emergency medical care directly to the bedsides of residents who experience sudden medical issues, speeding their treatment and significantly reducing trips to the emergency room. 2/23/2018

AMSTERDAM NURSING HOME



ACRA Comes to Amsterdam On April 16, Amsterdam Nursing Home was host to a group of professionals from the Catalan Association of Health Resources in Catalonia, Spain. 4/20/2018



In Oswego County, a New Adult Day Care is Giving Families Respite Hope St. Luke's Cornerstone Club, Oswego County's first social adult day care program, is offering families a safe and engaging place to take their relatives who are elderly or suffer from a functional impairment like Alzheimer's. 3/6/2018



Conceived With Care On May 1st, The New Jewish Home debuted its newest facility – an adult day care program – at 1200 Waters Place at the Hutchinson Metro Center. 5/11/2018

(See Noteworthy on page 48)

Affordable Senior Apartments and Adult Day Care to Be Built in Irondequoit Providence Housing Development Corporation and St. Ann's Community are excited to announce that construction began in February 2018 for Durand Senior Apartments, a new affordable housing development for seniors age 55+. 2/6/2018



BETHEL HOMES



Bethel Springvale Inn Hits a High Note with Piano Donation

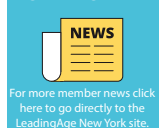
The grand piano that sat in the lobby of Bethel Springvale Inn for several decades is starting a new life on the streets of Beacon, where it will bring music to a whole new group of people. It is being donated to Keys of the City, a community project which takes old working pianos and places them along the streets and in public places for anyone to stop and play. 3/9/2018

ST. JOHNLAND NURSING



St. Johnland Staff Recognized St. Johnland Nursing Center in Kings Park formally recognized its long-serving nursing and administrative staff with a special dinner and award ceremony at The Watermill in Smithtown. 1/16/2018

NOTEWORTHY



MEMBER NEWS

NOTEWORTHY

PACE's Senior Wellness Program Introduced at Providence Rest

ArchCare, the Archdiocese of New York's healthcare system, has started a wellness program with a center at Providence Rest designed to keep dozens of local seniors healthy while they continue to live in their own homes. 4/2/2018



SELFHELP COMMUNITY



Rozic Allocates Funding for Holocaust Survivors

Assemblywoman Nily Rozic (D-Fresh Meadows) has allocated \$50,000 to Selfhelp's Holocaust Survivor Program and UJA, which will provide services and programming for survivors. 4/11/2018

ARCHCARE AT

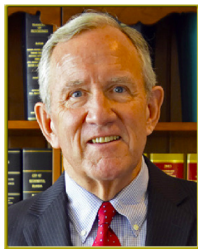


A Mother's Day Reunion Filled With Emotion and Sadness

Josefina Lugo is 95 years old, and since 2012, when her granddaughter decided to bring her from Puerto Rico to live in New York, she has not see her daughter, Lydia Cardona, who is 68 years old. As a Mother's Day gift, ArchCare made all the arrangements for a reunion at San Vicente de Paul nursing home in the Bronx. 5/16/2018

(See Noteworthy on page 49)

THE CENTERS AT



St. Camillus' 2018 Celebration of Service Honors Two Individuals and a Professional Organization

This year's Celebration of Service, an annual event to benefit The Centers at St. Camillus and affiliate Integrity Home Care Services, took place on Thursday, June 14 at Bellevue Country Club in Syracuse. The evening dedicated to celebrating service to others honored (top to bottom) Michael J. Byrne, Shirley Cruickshank, and the Syracuse Auto Dealers Association (SADA). 5/22/2018



Groton Community Health Care Center Welcomes Senator James Seward for Unveiling of New Electronic Medical Record System and Upgrade to Information Technology Infrastructure

Groton Community Health Care Center invited Senator James Seward for the unveiling of its new Electronic Medical Record System (EMR) and the Information Technology (IT) infrastructure upgrade necessary to support the new system. 4/24/2018

ST. CAMILLUS

ARCHCARE AT TERENCE CARDINAL



COOKE HEALTH CARE CENTER

Caregivers get Creative to Reach Medically Fragile Children

Staff and volunteers at the Specialty Hospital for Children at Terence Cardinal Cooke Health Care Center get creative in the ways they bring joy and stimulation to the children's daily lives. Since each child's cognition and sensory intake differs, to do this effectively requires a personal connection between caregiver and child, astute attention in interactions and a focus on abilities rather than disabilities. 5/2/2018

People Inc. Receives \$1 Million to Enhance Health Center

People Inc. has received \$1 million in state funding to support its Elmwood Health Center. The grant will be used to enhance technology and the electronic health records system and boost staffing. 4/23/2018



AND SERVICES

Emergency Preparedness Presentation at

Bethel Homes and Services From natural disasters to active shooter scenarios, staff at Bethel Homes and Services in Croton-on-Hudson recently learned how best to manage such emergencies, at home and in the workplace, during a presentation by Capt. Brett M. White, Division of Military and Naval Affairs at Camp Smith in Cortland Manor, NY. 4/27/2018



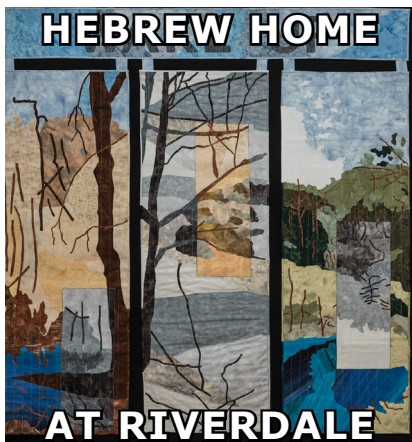
PEOPLE INC.



The Brookmeade Community Proudly Presents Employee Recognition 2018 Celebrating Dedication and Service The Brookmeade Community's 2018 Employee Recognition ceremony honored the dedication and service of its employees from 5 years up to 38 years of service. 1/26/2018



This New York Gallery Has An Unusual Age Limit: No Artists Younger Than 60 NPR's Morning Edition recently did a feature story about a special art gallery in New York City, operated by the Carter Burden Network, which only exhibits artists over the age of 60. 1/17/2018



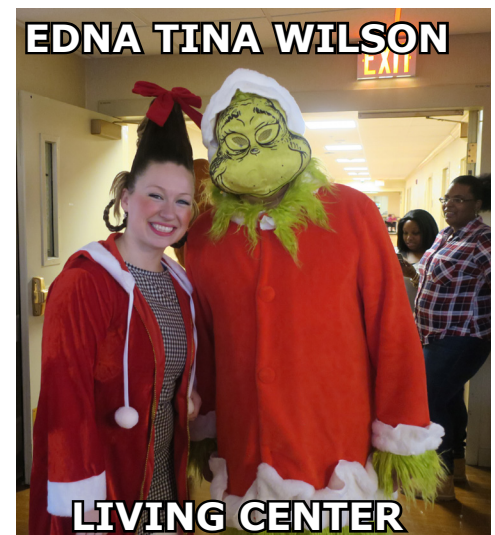
Jewish Art at a Watershed Moment The newest art exhibition at the Derfner Judaica Museum located on the campus of the Hebrew Home at Riverdale is featured in a full-page article in *The Riverdale Press*. 3/28/2018



Couple Met at 106th Rescue Wing, Gets Free Wedding From Peconic Landing Happiness filled the room when Jennifer Lenzi and Trenton Zanolow entered Peconic Landing on May 14th, as staff held balloons and American flags to surprise the winners of the 2018 Veterans Day Wedding Giveback. 5/16/2018



Gurwin Adds Social Adult Day Care to Family of Services A ribbon cutting ceremony was held recently for the Social Adult Day Care program at the Gurwin Jewish Nursing & Rehabilitation Center in Commack. 11/21/2017



Edna Tina Wilson Living Center Holiday Character Breakfast On Saturday, December 2, Edna Tina Wilson Living Center held its first ever Holiday Character Breakfast. 12/4/2017

(See Noteworthy on page 51)

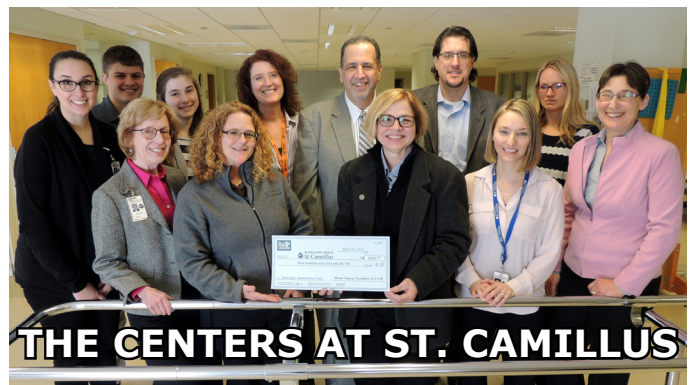


Jewish Senior Life Leaders Honored at LeadingAge New York 2018 Annual

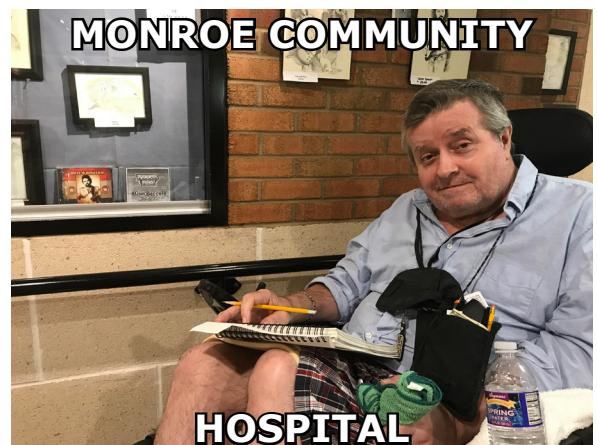
Conference Jewish Senior Life announces that Susan Bussey, senior vice president of senior housing, was honored with the *2018 Professional of the Year Award* from LeadingAge New York. Maria Fitzpatrick, director of inpatient therapy, is an honoree for the *Employee of Distinction Award*. 5/25/2018



St. Elizabeth Seton Children's Foundation Hosts Successful Fourth Annual Cherish the Child Luncheon The St. Elizabeth Seton Children's Foundation hosted its fourth annual Cherish the Child Luncheon on May 3 at Siwanoy Country Club in Bronxville, N.Y. The luncheon was attended by more than 150 guests and surpassed the Foundation's fundraising goal. Proceeds will benefit Home to Home, the Elizabeth Seton Pediatric Center's parent and sibling transportation program. 5/7/2018



Brain Injury Coalition of CNY Visits Brain Injury Rehabilitation Center at St. Camillus with \$1,000 Award Two volunteer board members of the Brain Injury Coalition of Central New York recently visited staff members of the Brain Injury Rehabilitation Center at St. Camillus in Syracuse to personally deliver a \$1,000 gift to help augment the specialized brain injury care programs at St. Camillus. 3/22/2018



MCH Opens Art Gallery Featuring Work of "Texas Son" David Angelico On May 15th, Monroe Community Hospital (MCH) hosted an art gallery opening featuring the sketches and paintings of MCH resident David Angelico. 5/15/2018

LEADINGAGE NEW YORK STAFFING UPDATES

LeadingAge New York would like to welcome the newest member of our team:

Dawn Carter, ProCare, consultant/policy analyst

Promotions/Changes:

Cathy Bongermينو, operations coordinator

Margaret Everett, HCBS policy analyst (formerly, policy analyst with Adult Day Health Care Council (ADHCC))

Nicole Hooks, education coordinator registrar

Michelle Mahoney, business analyst

Tim Thate, vice president of information systems & health analytics/chief information officer

Greg Wilcox, system/network administrator

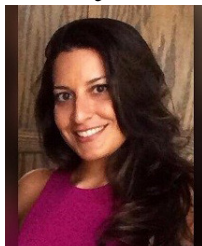
Andrus on Hudson Hires:

Director of Nursing



Angela Taylor

Director of Marketing



Francesca Piacentino

ArchCare Appoints:

Senior Vice President of Clinical Planning and Innovation and Chief Medical Officer



Dr. Walid Michelen

Cabrini of Westchester Celebrates:

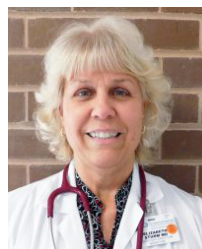
Longtime Board Member and Current Board Chair, receives Trustee of the Year Award from LeadingAge New York



Dr. Ralph Lucariello

Gurwin Jewish Nursing & Rehabilitation Center Promotes:

Assistant Medical Director



Elizabeth Sturm, MD

Chief Rehabilitation Officer



Joseph D'Ambrosio, PT

Chief Medical Officer



Dr. David Siskind, MD, DABFP, CMD

Associate Director of Nursing



Christina Jones, RN

Vice President and Administrator



Joanne Parisi

The Friendly Home Elects:

Board Chair



Geraldine Biddle Moore

(See Noteworthy on page 53)

Ken-Ton Presbyterian Village Celebrates:

*Elected President of the Board of Directors,
LeadingAge Western New York*



Colleen Bullion

Jefferson's Ferry Promotes/Recognizes:

*Life Plan Community
Chief Financial Officer
Named one of Long Island's top
financial executives by
Long Island Business News*



Brian Amtmann

*Promoted,
Vice President
of Human Resources*



Michele Berti

*Promoted, Vice President
of Sales and Marketing*



Cathy DeAngelo

*Named, Vice President
of Resident Life*



Linda Kolakowski

*Promoted, Health and
Wellness Program Manager*



Joanne Lehmann, LPN

Community Wellness Partners Promotes:

*Vice President of
Health Services*



Michelle Synakowski

Chief Financial Officer



Roxanne Cotter

Parker Jewish Institute for Health Care and Rehabilitation Honors:

*Distinguished Trustee
Award,
United Hospital Fund*



Frances Katz

*Long Island Press
Power List Award*



Michael Rosenblut

*2018 Professional of
the Year Award,
Association of Jewish
Aging Services (AJAS)*



Lina Scacco

*2017 Long Island
Power Women in
Business Award*



Maureen Schneider,
RN

St. Johnland Nursing Center Welcomes:

Senior Director for Nutrition Services



Elaina Munoz-Hamill

(See Noteworthy
on page 54)

St. Luke Health Services, Bishop's Commons, and St. Francis Commons Promotes:

Director of Senior Services



Julie Chetney

Director at St. Francis Commons



Kelley Greene

United Hebrew of New Rochelle Elects Board Chair:



James Staudt

The Amsterdam at Harborside Appoints:

Executive Director



Brooke Navarre

Tuttle Center Administrator



Michael Tartaglia

VillageCare Names CFO:



Leon Sears

Niagara Lutheran Health System President/CEO Receives Thomas Clarke Memorial Award:



Chris Koenig

Wartburg Celebrates:

*President and CEO
2017 Humanitarian
Award*



David Gentner

*Vice President of
Development and
Marketing
2017 Servant Leadership
Award*



Angela Ciminello

NOTEWORTHY

LEADINGAGE NEW YORK NEWS

Welcome New Members

Primary Members:

Rutland Nursing Home
Vermont Veteran's Home

Associate Plus Members:

Paul Essner, principal, TSG Financial
Amy Lee, CEO/president, Coretactics Healthcare Consulting, Inc.
Bryan Pendrick, principal, TSG Financial
Ronald C. Rene, president, Mission Health Concepts, Inc.

Associate Basic Members:

Myles Brown, principal, Amenta Emma Architects
Joe Fitzgerald, client development, HireFlux, LLC
Jay Green, area vice president, Gallagher
Jennifer G. Naboichuck, associate vice president,
The Lockton Companies
Roger Randall, senior vice president, BB&T Capital Markets
Thomas Schonberg, director of business, Vantage ETC
Earl Wade, senior director of business development, LCS

Upcoming LeadingAge New York Events & Education

2018 Conferences

Financial Professionals Annual Conference Aug. 28-30

Albany Marriott, Albany (Colonie)

Winning at Governance 38th Annual Trustee Conference Sept. 14-16

The Saratoga Hilton, Saratoga Springs
*Offered by the Healthcare Trustees of NYS
Open to LeadingAge New York
members and their trustees*

Recreation & Activity Professionals Conference Nov. 6-7

Albany Marriott, Albany (Colonie)

Nursing & Social Work Professionals Conference & Expo Nov. 7-9

Albany Marriott, Albany (Colonie)

2019 Conferences

2019 Housing Professionals Annual Conference April 16-18

DoubleTree by Hilton Syracuse, Syracuse

2019 Annual Conference & Exposition May 20-22

The Saratoga Hilton & Saratoga Springs City Center,
Saratoga Springs

Other 2018 Educational Events

AANAC RAC-CT Certification Workshops Aug. 14-16

Loretto Health & Rehab Center, Syracuse

Aug. 21-23

United Hebrew Home of New Rochelle, New Rochelle

Nov. 28-30

The Wesley Community, Saratoga Springs

S.W.A.T. Special Weapons (Advocacy) And Tactics (Social Media) Seminars (half-day)

Aug. 21 LeadingAge New York, Latham

Sept. 12 Monroe Community Hospital, Rochester

Sept. 20 Wartburg, Mount Vernon

Education on Upcoming MDS Changes: *More info coming soon!*

Audio Conference: Aug. 9

In-person Seminars: Sept. 13 Rochester

(full-day) Sept. 14 Syracuse

Oct. 9 Capital District

Oct. 10 Westchester

Oct. 11 Downstate

HR Summit WNY

Sept. 5 Hospice Buffalo, Cheektowaga

Train-the-Trainer: Teaching Adult Learners

Oct. 4-5 St. Ann's Community, Rochester


Current Issues of Importance to Billing Professionals

30-minute Lunch and Learn Audio Conference Series

Oct. 10, 17, 24

Fall HR Summit

Oct. 18 LeadingAge New York, Latham

For more information on these events [click here.](#) 

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