

## Where *will* you live...

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possibilities.*

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## The road to new solutions is waiting

You're in this business, so it's no secret to you that the way we care for our elders is evolving. Changes like those we're involved in don't usually happen by choice, and the road to new solutions often isn't easy.

What faces us now is an aging baby boomer population, one that knows what it wants and isn't afraid to demand it. It's clear that the new seniors want to live in their own homes, on their own terms, for as long as they possibly can. We've seen the field adapt to this new mandate with person-centered care, The Green House<sup>®</sup> concept and other neighborhood-based models in nursing homes and assisted living. What's key to the changing tide is providing the housing and services people will want in the coming decades to allow them to stay put in the place they call home, be it the home where they raised their children, subsidized housing or a Continuing Care Retirement Campus (CCRC). The key is adapting to their needs and successfully serving our aging population.

Funny I should mention all that, because our cover story presents the perfect example of keeping seniors independent while meeting their social and medical needs at PACE CNY in North Syracuse and CenterLight Health System in the Bronx. And speaking of the cover, by now, you've noticed Adviser's new look, but there are some new features, as well, that we think you'll enjoy. We'll bring you a cover story in each issue on a topic of interest, along with more member coverage inside. Our new advocacy column, One Voice, is written by our government relations team of Ami Schnauber and Alyssa Lovelace to give you a bird's-eye view of the issues and our efforts on your behalf. And if I know Ami,

she won't miss a chance to promote an advocacy opportunity and ask you to get involved – I hope you will. You can find this issue's One Voice column on page 19.

You'll find a new feature called Spotlight where you can read a Q&A with one of your colleagues and gain insight into life on the job. We think the feature will strike a chord and have many of you saying "I thought I was the only one facing that/thinking that/wishing for that..." Have a look and get to know Laurie Blatt on page 10.

We've also created a regular feature called Palate that will whet your appetite for a great dining experience and perhaps inspire improvements at your own organization. In this issue, we spoke with the chefs at Kendal on Hudson about the great new things they're doing there – you can read all about it on page 8.

Of course, we've kept our popular Noteworthy section, and we encourage you to keep sending in your news items and photos to Kristen Myers at [kmyers@leadingageny.org](mailto:kmyers@leadingageny.org). Got a comment or a suggestion for the next Adviser? Let Kristen know.

Meanwhile, I hope you enjoy the new Adviser.

James W. Clyne Jr.  
President and CEO

*"...new seniors want to live in their own homes, on their own terms, for as long as they possibly can."* – Jim Clyne

**Sometimes things can go wrong;** an elopement, a serious medication error, a quality of care issue. When these events happen, the Department of Health looks at what procedures and policies are in place to investigate accidents and incidents. How does the facility engage in a meaningful root cause analysis? Has the required investigation of the incident taken place that includes evidence gathering and staff interviews?

Facilities have been cited at the **Immediate Jeopardy** level and have been subject to fines and bans on admissions. All too often, the deficits found are policies and procedures, staff education or quality assurance activities that have failed to identify or correct vulnerabilities or effectively manage risk.

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## At Jefferson's Ferry, everyone has a seat at the table



A Virginia nursing home with a restrictive resident policy found itself in the pages of the Feb. 9 edition of the *New York Times*, sparking debate over access, autonomy and dignity on a Continuing Care Retirement Campus (CCRC).

When the organization was just five years old, managers at Harbor's Edge in Norfolk, Va., announced that the facility's upscale River Terrace dining

room and two additional dining facilities at the community would serve independent living residents exclusively. Residents of Harbor's Edge's nursing home and assisted living were informed that they were to use their own on-site dining rooms and were no longer allowed in River Terrace.

The decision, spurred by complaints of overcrowding and concern that permitting

and unequivocally barred from River Terrace.

Nursing home and assisted living residents objected, asking instead for assessments on an individual level.

Jefferson's Ferry, a CCRC in South Setauket, considered this very question a number of years ago. According to Karen Brannen, president and CEO, individual assessments were the most sensible method.

Jefferson's Ferry offers a formal dining room in its Community Center with a wait staff, menus and hostess seating, along with a more casual café that at one time offered the same menu as the dining room. In the past, residents would crowd the dining room, eschewing the café.

But with the usual innovative problem solving embraced by Jefferson's Ferry, the

*To accommodate residents in assisted living and skilled nursing care who are unable to come to the dining room, each level of care has its own upscale, fine dining ? very similar to that in the Community Center.*

communal dining among residents with varying abilities might violate state regulations, caused an understandably volatile reaction there. Residents of the nursing home and assisted living told the newspaper that husbands and wives who required different levels of care could no longer meet for dinner, family celebrations would be impossible and that the rule amounted to discrimination.

In the end, the CCRC amended its decision, but not to everyone's liking. Harbor's Edge management offered a compromise late last year that allows assisted living residents who had first moved into independent living to be assessed for dining room use with a point system. Nursing home residents and direct-admit assisted living residents, the *New York Times* reported, are permanently



staff revamped the café, turning it into a popular eatery with menu items not available in the formal dining room like breakfast for dinner, steak and lobster, Philly cheesesteaks and a cook-to-order grill. The café opens earlier than the dining room and that alleviated the dinner rush. It's now a hot spot on the campus.

To accommodate residents in assisted living and skilled nursing care who are unable to come to the dining room, each level of care has its own upscale, fine dining experience very similar to that in the Community Center.

Tablecloths and china, menu items from the independent living dining – the goal is to provide as good a dining experience as the dining room. There are grills, so residents can order something else if they

(Continued on page 6)



*Jefferson's Ferry offers a formal dining room in its Community Center with a wait staff, menus and hostess seating, along with a more casual café that at one time offered the same menu as the dining room.*

don't like what's on the menu. They have many options.


Each month, health center residents who are unable to participate in restaurant trips are invited to go "out to lunch" in the Independent Living Dining Room. While there, they enjoy a fine dining experience with appropriate clinical supervision and modified meals when necessary, and the event is met with great anticipation. During warm weather, Jefferson's Ferry hosts a weekly outdoor barbecue for health center residents on their garden patio, complete with umbrella tables and chairs, a waterfall, various outdoor games, music and lush landscaping.

"Our focus here is on keeping people as independent as possible with access to the most independent setting they can be in safely," Ms. Brannen said. "The key word is accommodation. We try our best to accommodate their needs and evaluate residents on an individual basis."

On a periodic basis, the clinical staff and the administrator conduct an assessment of each health center resident's ability to enjoy Independent Living programs and services. Jefferson's Ferry developed a form for this process, and the completed

form, is kept at key locations on campus.

If the person has no cognitive problems, and is independent enough to go safely, then access is likely granted. "Our form has an area that defines where a person (in assisted living or nursing care) can go. It could be the bank, the hair salon, the movies, parties, trips, back to the apartment with a spouse. Pretty much every area where they might want to go. Whenever we can, if it's safe, we'll make accommodations – it's a dignity issue."

Do you want to see a copy of Jefferson's Ferry's resident access form? Email your request to [gvatte@jeffersonsferry.org](mailto:gvatte@jeffersonsferry.org). 



## Lessons learned

### Some wisdom from Karen Brannen:

- Brainstorm with your clinical and independent living staff members how to best accommodate people without stepping on the toes of your IL residents.
- Focus on the individual, and accommodate whenever possible.
- Make sure your residents know you're doing your best to accommodate them. If you can't say "yes" across the board, work with each resident to achieve something that's important to him or her.
- Be creative and flexible. "Our residents know that if it's not illegal or immoral, we say 'Let's give it a try.' That's our culture."



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Questions? Contact Alyssa Lovelace, government relations analyst at 518-867-8844 or [alovelace@leadingageny.org](mailto:alovelace@leadingageny.org).

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## A cut above

### Kendal on Hudson chefs grind their own beef

Virginia Woolf believed firmly that no one can think well, love well or sleep well if one has not dined well.

You won't hear Gower Lane argue with that. Trained at the Culinary Institute of America, the man behind the cuisine at Kendal on Hudson takes the fare very seriously. It has to be fresh. It has to be of the highest quality. It has to be good for a body. And it has to taste like it came from the kitchen of a four-star restaurant.

Mr. Lane, director of operations, Executive Chef Darren Flock and their team of chefs are so serious about wellness and quality that they'll stop at nothing to achieve the very best. About a year ago, the chefs at Kendal on Hudson began grinding their own beef to press their own, house-made hamburgers.

"We buy shoulder cuts of beef and grind our own, and there's no down side," Lane said. "It's less expensive, the staff likes the work because it's something new to learn, and the health benefits for the residents are huge. Beef patties have fillers, and we've eliminated that, so our residents get 100 percent pure beef. There's no added salt, sodium phosphates, nitrates – just beef."

Nourished by their success with meatloaf and burgers, Mr. Flock, also a graduate of the Culinary Institute of America, and his chefs launched into making sausage and smoking meats.

"One staff member really dove into it, and we call him the Sausage King of Kendal," he said. "We experimented with recipes, and now we're making kielbasa, bratwurst, Italian sausage, chicken and turkey sausages... the staff and the residents all love it. We're proud that we're not just pulling frozen sausage out to cook and serve."

They've even begun making their own fresh mozzarella, beginning with hand-pulled curd in warm water, 20-pound batches at a time. As with the meats, when it's house-made, Mr. Lane says, they control the sodium content while ensuring the food is fresh and delicious.

"We're right outside New York City, and of course there are so many great restaurants close by. We want to keep residents dining here, and to be known as the best Continuing Care Retirement Campus (CCRC) with the best food, so we go the extra mile. We run our kitchen like fine dining, and we never say 'dietary' or 'institutional food.' We are dining services, and we put our very best out there. Meals are such a social time, and we want residents to enjoy it."

Just to spice up the menu for a French-themed dinner, Mr. Flock and the staff perused older cookbooks in search of something different, something that would evoke memories and be a gastronomic delight. And right off the page leapt a recipe for frog legs.

"Let's try it!" Mr. Lane said, "People gobbled them up! There wasn't a leg left in the house." The immensely popular delicacy makes an appearance on Kendal's menu every five weeks or so.

The goal, Mr. Lane said, is for 95 percent of all food products to be made right there at Kendal; to that end, they've brought a baker on staff now whose breads and desserts are a huge hit. 🍞

#### Recipe for success

- Start with a great charcuterie cookbook for making sausages. Internet videos will help you hone your techniques as well.
- Invest in good equipment. Don't be tempted to save a few dollars on something that ultimately won't serve you well. Get a high-quality grinder and sausage press.
- Train your staff and study your sanitation and HACCP.



(Above) Frank Cush, a dining staff member, grinds fresh beef.



(Left) Staff member Jose Vasquez, the Sausage King of Kendal, shows off a batch of freshly made sausage in the Kendal kitchen.

# 100% pure beef

Shoulder cuts of beef without any added salt, sodium phosphates or nitrates make up the hamburgers at Kendal on Hudson.



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## Laurie Blatt, RN, Administrator Clara Welch Thanksgiving Home, Cooperstown

### What's the greatest reward you get from your job?

The rewards are unbelievable, to be able to touch the lives of others in our care. I'm also in awe of our caregivers who give of themselves so freely. We have wonderful residents here who share with us so openly, and they share at uncommon hours, about life, about death and the joy of living each moment to the fullest.

### If money were no object, what's the first thing you'd do at your organization?

We try to do this already: Finding out what each resident's goals and dreams are and making them come true. We have a monthly workshop we call Thanksgiving Circle. When we first began, I explained to them, "If we don't know your goals and dreams,

how can we help make them come true? It's our opportunity to help you realize your dreams." Now, residents come into the workshop and they immediately start talking about their dreams, not just because they can succeed, but because we'll have fun making them come true together. It's surprising that the things they want usually don't cost much money, just time.

### How about in your personal life?

I'm so lucky to do what I do, and to enjoy it this much, and my family knows that, and they're a part of it, too. There's "our" home and "the" home. On Christmas Eve, we're all here together – it's family. So I can't imagine what I would do . . . maybe create another home like this so more people can experience it.

### What fuels your professional passion?

Have you ever had an opportunity come along and it just felt so right, you knew it the minute it happened? All of a sudden you realize that everything in your life has led you to this moment. That's what it feels like in this position. I feel so lucky and so blessed.

### What keeps you up at night?

I'd say the only thing that keeps me up is concern about a resident. If anyone needs to go to the emergency room, I'm on call 24/7, and that's how I want it to be, how I choose it to be. I know our staff and our residents are in such very good hands here, so I very seldom lose sleep.

### What do you think will be different about your organization in 12 months? In five years?

I think we will continue to evolve and grow on this journey together. I think it's going to continue to be an even richer experience, and I look forward to seeing where it takes us. Our residents are as committed to it as am I and our staff, and we're all looking forward to continued growth. I'm lucky to be here and to be part of it. 🌱



Laurie Blatt listens as a resident shares a story with her. She finds these moments make up her greatest rewards as the administrator of Clara Welch Thanksgiving Home Cooperstown.



Laurie Blatt and her husband Frederic at the Clara Welch Thanksgiving Home holiday party.



# Serve

There's no denying that a storm is brewing. The baby boomers are barreling into their senior years, and the field is ill-equipped to care for them. This is a generation that does things in their own way, and what they'll want is to age in place.

The field will have to change to accommodate these aging Americans and their demands. But how? Perhaps all roads lead to affordable, accessible housing paired with community based services.

In North Syracuse, the quintessential model is thriving. Malta House and Malta Manor, subsidized HUD apartments owned by Loretto and managed by Christopher Communities, are steps away from PACE CNY, a Program of All-inclusive Care for the Elderly operated by Loretto in cooperation with St. Joseph's Hospital Health Center. The PACE



program currently serves 446 participants throughout Onondaga County who need nursing home level of care, but wish to live as independently as possible in the community.

The Malta apartment buildings and PACE CNY operate independently of one another. PACE enrollees do not have to live in the Malta apartments nor are Malta residents required to enroll in PACE. However, because people desire to age in place, 82 percent of the Malta residents are enrolled in PACE. "Without the services of PACE," Donna Handzel, director of PACE development

(See Aging in Place on page 13)



# Partnerships: Expanding Possibilities For Aging in Place



*PACE is, by all accounts, the answer to caring for the elderly. In its essence, PACE CNY is a home- and community-based services approach to person-centered care.*

## Getting Long Term Care at Home

*CenterLight Health System*

*Dorothy said it best: "There's no place like home."*

Clive Fray, a 70-year-old resident of the third floor of a large, brick apartment building in the Bronx, echoes that sentiment.

"I feel very happy here," says Fray. "This is my place. This is my home."

Fray's home, however, is not your average apartment in the city. He lives in Scheuer Gardens, which is operated by CenterLight Health System, one of the state's largest long term care providers. The non-profit organization serves more than 9,000 New Yorkers a day and runs the nation's largest Program of All-Inclusive Care for the Elderly (PACE).

In this one building, CenterLight brings together housing with on-site recreational therapy offerings for Fray and more than 100 elderly residents who might otherwise be in a nursing home. On an average day, approximately 25 people come to the Alternate Care Setting (ACS) on the building's main floor to spend the day together, eat meals and live life.

(See Long Term Care at Home on page 14)

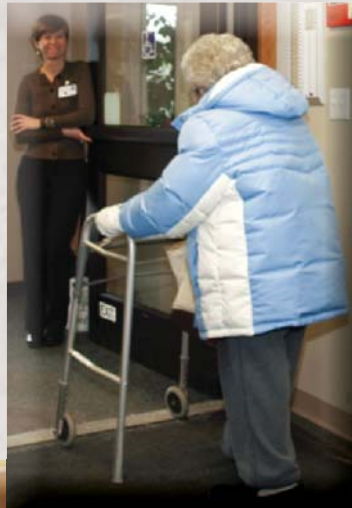
## Aging in Place (continued from page 11)

said, “many of the Malta residents would have to be cared for in a skilled nursing environment. It’s the perfect combination of housing and services – both contained within their own realms.”

“Malta House and Malta Manor were designed specifically for the frail elderly,” said Ms. Handzel. “These buildings were funded by HUD grants,” she said, greeting residents in the long hallway of Malta House. “Some of the design elements found in these buildings include electrical outlets that are at chair height, wheelchair accessible kitchens and bathrooms, walk in showers equipped with built in shower chairs and emergency pull cords. Design is the key to aging in place.”

The brilliance of the North Syracuse campus, however, hinges on two nondescript enclosed walkways that lead from each of the housing units to the PACE CNY building, and all resident’s non-hospital health needs are met right there, yards from where they live. “The enclosed walkways allow our housing residents to not only be on the same campus as our PACE program, but it overcomes the barrier of nature. If it’s raining, snowing or cold, PACE enrolled residents can attend health care and socialization, without need for transportation or coats to access the services they need,” Ms. Handzel said.

PACE is, by all accounts, the answer to caring for the elderly. In its essence, PACE CNY is a home- and community-based services approach to person-centered care. The PACE building houses a day center, rehabilitation therapies and a full medical clinic along with administrative and office space. An interdisciplinary team staffs the center and provides a full range of services.



Much of the program’s good works, however, happen outside the PACE building. “The reality of caregiver needs and inflexible (public) bus schedules really drive what people need,” said Stephanie Button, director of site operations at the PACE CNY Sally Coyne Day Center. “Families are working, but an elder can stay at home and age in place by virtue of this program. A home care aide can come in the morning, help the person get up, get dressed, have breakfast, then take the PACE bus to the center and spend all day there. One of the secrets to PACE’s success is its home care services.”

PACE transportation provides an important, much needed service to its clientele, most of whom can no longer drive. The program has its own handicapped accessible vans that transport participants between their homes and the day center, doctor’s appointments and other necessities.

Many of the PACE CNY participants, Handzel and Button concur, would be in nursing homes if not for this program, and because of that, everyone wins. The participant can age in place and, since care provided in nursing homes is significantly more expensive, the state and federal governments save Medicaid and Medicare dollars as well. “Our goal,” Ms. Handzel said, “is to keep people as independent as possible for as long as possible with continued residence in the community.”

There are eight operating PACE plans (two downstate, Schenectady, Syracuse, Rochester, Buffalo, Niagara County and Cattaraugus County) and at least one nearing operational stage. All told, they serve some 4,100 people. Comprehensive Care Management (CenterLight’s PACE; see accompanying story) is the largest PACE in the nation, serving 3,000 participants. 🌱



## Long term Care at Home (continued from page 12)

Today, Fray and his friends have access to simple things like breakfast and entertaining activities, as well as to companionship and independence. For his elevator commute to the day center, he didn't even need his cane to walk.

"This is enough exercise," says Fray, who sat down for a breakfast of cereal and fresh fruit with his friends before heading to the elevator again to go to the basement for the day program.

The care is both conventionally clinical and unconventionally social thanks to PACE, a nationally-offered dual-eligible Medicare/Medicaid program that employs an interdisciplinary model to provide care for the patients it serves. Using a capitated model of reimbursement, nurses, doctors, social workers and other caregivers work together to ensure that patients receive the care they need, ideally at home.

Fray and the other members also have access to a larger care center, called a Diagnostic Treatment Center (DTC), down the block where professional health care providers take care of their medical needs.

"Nurse aides and nurses enter and exit the buildings frequently, coordinating and delivering the care for the participants who live in the senior housing buildings," says Desiree Pankey, housing marketing manager for CenterLight.

Michael Bialek, corporate vice president of real estate, states "in the early 1980's, it was unique for HUD to allow the construction of two-bedroom apartments. We were privileged to have been one of the first, if not the first, Section 202 project with two-bedroom apartments to accommodate our tenants."

Because one of the four ADA-compliant apartments clustered on each floor is a two-bedroom, an overnight aide is available to the more frail tenants.

Housing Director Delmy Ruiz and a team of three building managers at four

sites within a two-block radius manage the buildings and address any housing needs. In these facilities, the maintenance staff, who would typically be fixing leaky faucets or re-hanging windows, also watch out for the frail and elderly residents – most of whom have long term care needs like severe diabetes, dementia or advanced cancer. If they see that a resident needs to be checked on during a maintenance call, they will talk to a housing director.

Pankey is quick to note, however, that the building and the programs offered don't make the situation an assisted living facility. Residents in the CenterLight Healthcare PACE program have access to meals. All tenants have access to the laundry facilities on site, but unlike assisted living, these amenities are not proactively offered.

Aides are assigned to these buildings and provide care around the clock to residents who need this service. The program works well for residents who are alert and oriented and just need minor assistance such as help with cooking or bathing.

"Cluster care really makes a difference for our residents," says CenterLight Healthcare PACE Director Ginette Sangosse. "These are people who wouldn't be able to live on their own if they didn't have someone on the premises they knew they could call on in an emergency."

(See Long Term Care at Home on page 15)



Resident Carmen Berrios works on a basket arts and crafts project alongside another participant.



Frederica McMullin, a therapeutic recreation therapist, visits with day center participants as they work on individual projects.



Resident Clive Fray enjoys one of the afternoon projects that combines residential living with recreational therapy.

## Long term Care at Home (continued from page 14)

The residents get to know the aides (who alternate 12-hour shifts) very well and feel comfortable knowing there is always someone near by, she says.

A typical therapeutic recreation program at the combined PACE/housing center includes an update on the day's happenings from the newspaper, special events – today from a three-piece jazz ensemble from Lincoln Center – exercise, relaxation therapy, games, individual crafts and group activities.

Frederica McMullin, a therapeutic recreation specialist who oversees the program, makes it a point to tailor activities to the population she serves.

"I try to make them laugh," says McMullin. "But, I also take a look at what their needs are and how we can develop exercises and activities that help them live their day-to-day lives. Some patients need more work on cognitive skills, so we design care around that."

McMullin is also quick to point out the routines that residents make for themselves that are made possible by the consistency of the program and the people who attend. She notes Fray's daily pattern of saying a non-denominational prayer for the people who he shares his time with.

"He's thankful for being here. He prays for people who weren't able to make it, and he prays for people who are healthy enough to go out," she says.

"I just love it down here," Fray says, as he dipped a brush in yellow paint to

color a flower basket. "Everybody is nice to one another and it's one family. They give us projects that keep us going."

Carmen Berrios, 87, who also lives upstairs, sits on the other side of the room alongside her next-door neighbor, weaving purple yarn around a little plastic basket. She feels good that she's able to get to the program on her own with the help of a walker. If she had to leave the building, she would need to get help from an aide.

Pankey notes that many participants have told her that if the program wasn't so close by, they wouldn't make the effort to come.



Resident Carmen Berrios

*The care is both conventionally clinical and unconventionally social thanks to PACE, a nationally-offered dual-eligible Medicare/Medicaid program that employs an interdisciplinary model to provide care for the patients it serves.*

"The fact that they know they can go to a program right in their building is extremely significant," she said.

"For many of our members, the convenience of the center is the turning point for keeping them healthy, active and engaged." 🌱



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*Christine A. Wirthwein, president  
Wirthwein Corporation Marketing & Advertising*

Despite the economic and housing challenges, senior adults remain curious about what retirement communities have to offer, but frequently are reluctant to call or come in, thinking they'll get a "hard sell."

Workshops and seminars offer a less threatening atmosphere for the market to learn more about your community, without the real or perceived pressure of listening to a sales presentation. Moreover, in the mind of the prospect, the notion of attending an educational program is more psychologically acceptable than the idea of looking at a retirement community as a potential future residence.

Seminars are an extremely valuable way to overcome the commonly encountered sales barrier of "I'm not ready yet." If you think about it, your real competition isn't the community down the road, it's the prospects' existing residences. You must be more appealing than their "home sweet home" if you want to secure the sale. Featured speakers can offer information to your audience about the wisdom of planning for retirement living and show senior housing as a superior alternative to remaining in their current house. There have been impressive results from the "lunch and learn" concept where attendees learn about their choices, consequences of those choices and solutions. Whether they are called "Food for Thought," "Lunch and Learn," "Dine and Discover" or "Dinner and Dialogue" they have probably accounted for more move-ins the past three years than most other forms of paid advertising. Identifying a speaker who can articulate the attendee's concerns versus simply describing the services and amenities

of the community is key to success. The emotional and psychological conditioning that transpires during a successful seminar will deliver prospects who are far less reluctant to "make the leap" to your community's lifestyle.

Not all of your seminars need to be on hard, head-spinning subjects. Why not host workshops as a series of "solution" programs to address commonly heard objections such as selling the house . . . or getting rid of all of the stuff? There are organizations whose sole business objective is to pack up and move seniors from their homes to a community.

### **Bigger is not better**

Social events, such as holiday and anniversary celebrations, art shows, antique appraisals, luncheons, Sunday brunches, fashion shows and open houses are very popular among marketers and the market alike. From your standpoint, social events are somewhat easier to plan and execute than seminars. They're also a favorite with the "if-it's-free, it's-for-me" crowd who gather only long enough to eat your food and then walk out the door.

Because of the festive tone, these programs can generate a lot of traffic. But don't let the big numbers fool you into thinking that the stampede can be counted on to generate qualified leads or help close the leads you already have. In this case, bigger is not better.

The goal of any event must be identified. Is it to generate new leads, or being held to nourish existing leads into a more positive attitude about moving to your campus? Senior living is an information-intensive product, and attendees won't learn about it by hearing your program in a crowded room, or certainly by being herded through your community. Don't even think about selling through



(Continued on page 18)

group tours and handing out reams of sales literature. The best way to secure sales is through a highly personalized, one-on-one approach.

Instead, structure your events so that you have smaller and more manageable groups. This way, attendees leave with a good understanding of the personality and culture of your community versus the details of your service package. Some events, by their very nature, will draw large attendance (like a grand opening or anniversary celebration). You obviously don't want to discourage turnout by limiting attendance to these gala affairs. However, by hosting a large group, you must realize that motivating individuals to return for a personal presentation or tour will be challenging. They've been there, seen it all. Their willingness to return anytime soon will be nominal at best.

### **Imaginative themes that inspire interest**

Whether you're planning educational or social events, your topics should be creative, contemporary, and unbiased in tone. Present optimistic topics

that reinforce the positive aspects of growing older. Develop event themes to reflect the psychographics of identified prospects most likely to accept apartments or patio homes based on your current vacancies. For example, if your current and expected vacancies are all two bedroom style units, chances are couples will be more apt to select that style.

Event planning should then focus on targeting couples.

For inspiration, look at the educational and social calendars of area hospitals and colleges; both provide exceptional programming and promotions. Also, examine the publications and websites for organizations or information purveyors who service the same target market that you do. Instead of offering a seminar on "Bunions, Backaches, and Bursitis," how about "The Secrets of a 50-Year

*If you think about it, your real competition isn't the community down the road, it's the prospects' existing residences. You must be more appealing than their "home sweet home" if you want to secure the sale.*


Marriage" where resident couples share serious and humorous insights on what it takes to make a long term marriage work.

Instead of entitling a health education program "Managing Diabetes," you could call it "Sweet Success – Managing Diabetes with Exercise and Diet."

Celebrity appearances are another way to impress the market with your "un-retiring" environment. They are most often associated with a big event, such as a grand opening or anniversary

celebration. Celebrities can be regional figures or local notables, prominent community leaders or politicians who would be a suitable addition to your big day. Local radio and television talk show hosts and personalities also enjoy celebrity status and can draw a respectable crowd wherever they go.

Before you become too enchanted with the idea of hobnobbing with a big name, think about whether this style of high-flying event marketing is right for your community and your area. In some locales, it's a popular and even expected promotional venue, whereas in other areas, the use of celebrities would be considered a bit over the top. Also consider what kind of personality or role model is most appropriate for your mission, image, and the message you wish to convey.

Events are an integral element of your marketing plan. Just be certain they are coordinated with specific goals and strategies to maximize the return on your time and financial investments. 



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## Transforming Senior Services Telling your story

*Ami Schnauber, director of government relations  
LeadingAge New York*

I know many people dread the return of the Legislature and the subsequent budget battles that lie ahead, but the kickoff to the legislative session is an exciting time, offering new opportunities for LeadingAge New York and its members to educate and advocate for proactive reforms that can transform the way Medicaid and senior services are provided.

For years, we have rallied against damaging budget cuts, complaining to lawmakers that good policy does not come through budget cutting, but rather through nuanced policy approaches that transform payment systems and care delivery models. Maybe the current Medicaid redesign efforts are a case of be careful what you wish for – or maybe, they are the opportunity we have been waiting for to truly engage in a policy discussion about what the long term care system should look like.

So what do you think? Is managed care the solution to bending the Medicaid cost curve? Can all seniors, however frail, be cared for properly in the community? Are there regulations that are unnecessary and costly that should be repealed? Surely, anyone who has been working in the long term care setting has an opinion. Have you shared your opinion with your legislative representatives? Have you told your story to the local media?

I walk the halls of the Capitol and the Legislative Office Building on a weekly, sometimes daily basis, talking to legislators to make sure they know what we think about transforming long term care. But for my message to have its full impact, legislators need to hear the local story from their constituents. In fact, when I tell legislators that a specific issue is important, they almost always tell me whether they have heard from their constituents, or not, on that issue.

LeadingAge New York develops advocacy materials, including issue briefs, letters and phone scripts, to help you tell your story. So start working on your story. Begin

engaging your staff, consumers and their families. Invite your legislators to visit your organization and meet with those to whom you provide care and service, their families and your staff. Lawmakers need you to tell them how policy decisions impact the front

lines. How do their policy theories work in the real life setting? Only the caregivers, consumers, family members and administrators can truly provide that insight.

And don't forget, a successful advocacy campaign requires year-round engagement with legislators. The Legislative Session runs from January through June and includes several days and weeks when legislators are in their districts. From July through December legislators are in their districts full time, making this the perfect opportunity to build relationships and educate lawmakers without having to ask for anything. You will find that nurturing your relationships with legislators on the "off-Session" will make your asks, either directly or through LeadingAge New York, during the Legislative Session and budget cycle a lot easier. 🌱



*LeadingAge New York develops advocacy materials, including issue briefs, letters and phone scripts, to help you tell your story. So start working on your story.*



## Member News

### Awards & Achievements

#### Schofield nurse receives Red Ribbon Community Award



Anna Baczkowski, a community health nurse with the Schofield Residence Long Term Home Health Care Program (LTHHCP), was recently recognized for her dedicated service by AIDS Network of

Western New York. Anna received the Red Ribbon Community Award from the group on Dec. 7, 2011.

The award recognizes Ms. Baczkowski's work as a service provider for people in Schofield's AIDS Home Care Program providing care to eligible individuals living in Erie County. Staff members work closely with other community agencies to coordinate each individual's care.

#### St. Johnland Staff Recognized

St. Johnland Nursing Center in Kings Park formally recognized its long-serving nursing and administrative staff with a

special dinner and award ceremony. CEO Mary Jean Weber commended the honorees for their dedication, compassion and commitment to St. Johnland's residents, and praised them for working together as a team. Honored for 35 years of service were Gineen Crerend of Centereach, Margaret Meyer of Kings Park and Sharon Rogers of Mastic. Marie Porcella of East Islip celebrated 25 years and Maria Osorio of Selden was recognized for being at St. Johnland for 20 years.

Also honored were two retirees, Patricia Sabloski of Middle Island and Laurel Reilly of Smithtown.

In addition, 40 other employees were awarded pins and certificates for their service to the residents of St. Johnland. Fifty-six percent of all employees have been at St. Johnland for at least five years and 26% more than ten years.

St. Johnland provides skilled nursing care, specializing in head injury rehabilitation and Alzheimer's/dementia care and subacute care. They also provide home health care and adult day care.

(See Noteworthy on page 21)



St. Johnland staff honorees

## Solomon, leader in prevention of abuse to the elderly, joins national board

Joy Solomon, Esq., an attorney well known for her leadership in combating the growing problem of abuse of the elderly, has been named to the Board of Directors of the National Committee for the Prevention of Elder Abuse.



Ms. Solomon is currently the director and managing attorney for the Harry & Jeanette Weinberg Center for Elder Abuse Prevention at the Hebrew Home at Riverdale and has spearheaded public awareness about this growing epidemic. The Weinberg Center has earned national and worldwide recognition as a replicable model, the nation's first comprehensive emergency shelter for victims of elder abuse, and best practices for the care of victims.

## Wesley resident completes book, "The Sicilian Project."



Jo Danna, resident at Wesley Health Care Center in Saratoga Springs, has published her book, "The Sicilian Project." Dedicated to anthropologist Margaret Mead and others, Ms. Danna relates what happens when ancient ways collide with the modern world.

Ms. Danna's premise was to find clues that would shed light on why immigrant children from rural pre-industrial communities do poorly on standard written IQ tests and how immigrants adapt to cultural change.

Dr. Mead got a grant and sent Ms. Danna to Petralia Soprana, the land of her ancestors, for doctoral research. She knew that Ms. Danna's parents immigrated from a remote pre-industrial mountain commune in Sicily and her extended family still lived there. "The Sicilian Project" is in two parts, "My Life in America," in which Ms. Danna makes reference to "real" Americans and immigrant Americans, and "My Life in Sicily," in which she describes her work in Sicily for Dr. Mead.

## Conway, Swiggett join St. Johnland Board

St. Johnland Nursing Center in Kings Park proudly announces the election of Marian Conway and Brian E. Swiggett to its Board of Directors.



Ms. Conway, executive director of the New York Community Bank Foundation since 2007 and program officer from 2002 to 2007, is also a board member of the Community Development Corp, Habitat for Humanity of Suffolk County, Islip Arts Council, Long Island Arts Alliance, Middle Country Library Foundation and Long Island Museum of American Art, History and Carriages.

Mr. Swiggett has been a co-founder and managing partner of Prismark Partners LLC, in Cold Spring Harbor since 1994. His previous affiliations include the Cold Spring Harbor Whaling Museum and St. John's Church in Cold Spring Harbor.

## Davis elected to ADHCC board



JoAnn Davis, director of Adult Day Programs at The Wartburg Adult Care Community, has been elected by her peers to serve a three-year term for the Adult Day Health Care Council. In 2012, she will serve as chair-elect; in 2013, she will be chair; in 2014, she will serve as immediate past chair. The current chair is Kathy Wade of Finger Lakes Health ADHC Programs.

Ms. Davis joined The Wartburg in 2011 with over 20 years of experience in nursing homes, psychiatric hospitals, corrections, managed long term care and adult day care along with a degree in therapeutic recreation.

(See Noteworthy on page 22)

## Selfhelp's SeniorSource welcomes new director

Selfhelp has welcomed Alexis J. Carter, LMSW, CCM, to Selfhelp Community Services as director of senior source.

Created to serve the changing needs of 21<sup>st</sup> century seniors, Senior Source, an innovative private care management practice, provides senior citizens with everything they need to live independently and securely in the privacy and comfort of their own homes. Senior Source's compassionate certified geriatric care managers work with individuals and their families to develop a personalized care plan tailored to their specific needs and lifestyle. This concierge service helps navigate the maze of elder care resources, coordinates a host of details and provides the most cost-effective solution for the senior to receive all the support services they want and need to stay at home.



## Presbyterian Homes & Services names chief executive officer

Michael K. Sweeney will be joining Presbyterian Homes & Services on May 1 to become chief executive officer. He succeeds long-term CEO Raymond L. Garrett who is retiring.

Sweeney said, "I am most honored to have been selected to continue to serve the mission of Presbyterian Homes & Services. I am eager to carry on the tradition and positive reputation that Presbyterian Homes & Services has established and maintained for over 40 years." Sweeney brings nearly thirty-five years of health care experience to the position. He will be returning to Presbyterian Home where he began his career as assistant administrator. Since that time he has held top management positions in the healthcare field; serving most recently as executive director of Westminster Woods at Julington Creek in Jacksonville, Florida. He is a former recipient of the National Administrator of the Year award from the American College of Health Care Administrators.



## Happenings

### Hebrew Home at Riverdale partners for consumer initiatives

Harry and Jeanette Weinberg Center for Elder Abuse at the Hebrew Home at Riverdale in partnership with the New York State Office for the Aging (SOFA) and the Free Community Papers of New York (FCPNY) will host two consumer-driven initiatives. The Senior Consumer Information Hotline will offer a 24 hour toll-free recording that will provide seniors with timely consumer information. The Informed Consumer will be a consumer advice column that will be published in the free community papers across the state.

### The Wartburg breaks ground for Friedrichs affordable housing

The Wartburg has broken ground for the Friedrichs Residence, a four-story building of 61 affordable senior apartments on The Wartburg Adult Care Community's campus in Mt. Vernon. The Friedrichs Residence will become home for adults ages 62 and up, and it is expected to be the first LEED Certified residential building in the city of Mt. Vernon.

The Friedrichs Residence is slated for completion in December 2012, with occupancy beginning shortly thereafter.

(See Noteworthy on page 23)





### **Baptist Health offers scholarships**

The Board of Directors of The Baptist Health System Foundation are proud to announce the 11th annual academic Alfred Kahler Scholarship Program, through which the foundation will award two \$2,500 academic scholarships.

The Foundation will offer one scholarship to a high school senior and one to a returning education student. These scholarships will offset the costs of study at an accredited institution or certified training program to help awardees pursue future employment in health care and human services fields, including licensed or registered nursing, medicine, physical therapy, technical support, social work and medical administration.

All application requirements must be submitted no later than May 2, 2012. Winners will be notified in mid to late June.



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## **Milestones**

### **65 years and counting**

Wesley Health Care Center's Springs residents Walter and Lucille Taylor recently celebrated their 65<sup>th</sup> wedding anniversary with a party at The Wesley Community's Woodlawn Commons in Saratoga Springs. The Taylors have lived on the Wesley campus for the past seven years.

## **LeadingAge New York News**

### **LeadingAge New York wins distinguished award for meetings & expositions**

The Directors of Nursing Services and Directors of Social Work conferences have been recognized by Empire State Society of Association Executives (ESSAE) as an award-winning conference. These conferences were honored by ESSAE in January for turning economic challenges into an innovative opportunity – with the merger of two conferences in distinctly different fields and with the use of social media.

Team members included Denise Mitchell Alper, executive vice president; Kathy Gormley, director of conference management; Tedi DeMartino, manager of conference education; Noreen Hiltzley, marketing; Kathie Kane, graphics specialist; Kathy Burke, education assistant/registrar; Donna Conroy, education and accreditation administrator.

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## **Welcome New Members**

DeGraff Memorial Hospital SNF, North Tonawanda  
HighPointe on Michigan, Buffalo  
Elant at Brandywine Inc., Briarcliff Manor  
Elant at Fishkill, Inc., Beacon  
Elant at Goshen, Inc., Goshen

Elant at Newburgh, Inc., Newburgh  
Elant at Wappinger Falls  
Grace View Manor, Norwich  
Heritage Health Care Center, Utica

(See Noteworthy on page 24)




## Welcome New Associate Members:

Brendan Aarons, Medline Healthcare Industries, Inc.	Linda Elizaitis, CMS Compliance Group, Inc.
Michael Bauman, LTC Consulting Services	Maria Gluckler, Perfect Choice Staffing
Stephanie Chedid, President, Cleary Gull Advisors, Inc.	Tom Grywalski, Lancaster Pollard

## Educational Programs

### LeadingAge New York annual conference May 21 - 23, 2012

Bigger and better than ever, the LeadingAge New York annual conference is just around the corner. Network, attend programs and hear about the innovations in caring for the older adult being implemented across the state.

Click on this [link](http://www.leadingageny.org/home/index.cfm/education/) to go to our educational trainings and programs page at [www.leadingageny.org/home/index.cfm/education/](http://www.leadingageny.org/home/index.cfm/education/) where you can find out all about this conference and many other educational opportunities. 



## LeadingAge New York ProCare<sup>SM</sup>

A trained pair of expert eyes can detect problems that might be overlooked by staff. While no one can guarantee you a deficiency-free survey, our findings allow clients to take the lead in addressing issues proactively. As a result, their chances of being cited in those areas are significantly minimized.

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**Elliott Frost**, Director of ProCare/Senior Policy Analyst  
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