

Fall 2014

LeadingAge California
engageTM

The Spirit of
Mentoring

10

People in
Focus:
Chrys Nguyen
16

Cook Brown –Employers
to
Provide Paid
Sick Leave to Employees
19





inspire...serve...advocate

Founded in 1961, LeadingAge California is the state's leading advocate for quality, not-for-profit senior living and care. The association's advocacy, educational programs and public relations help its members best serve the needs of more than 100,000 of the state's older adults. LeadingAge California represents more than 640 nonprofit providers of senior living and care – including affordable housing, continuing care retirement communities, assisted living, skilled-nursing, and home and community-based care.

Mission

It is the mission of LeadingAge California to advance housing and services for older adults and to support and inspire its members through advocacy, education, research and services enabling them to meet changing needs of their clients and communities.

Vision

LeadingAge California is a catalyst for members to advocate, enrich and advance aging services.

Shared Values

The values shared by LeadingAge California members include:

- Long term commitment to the security of older adults
- Mission driven
- Mutual support and assistance among members
- Respect of all peoples
- Commitment to socioeconomic and multicultural diversity
- Advocate for not-for-profit status
- Consumer focused
- Dignity and quality of life for older adults
- Community-based



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A Note From The Editor

Investing in Our Human Resource Capital

Welcome to our second issue of *Engage Magazine*! The positive feedback on our new publication has been overwhelming. We will work to continue to bring you engaging and thought-provoking content in a format that is innovative and respectful of your time. In this issue, we delve into the perennial problem faced by many nonprofit senior living leaders – finding and keeping superior talent.

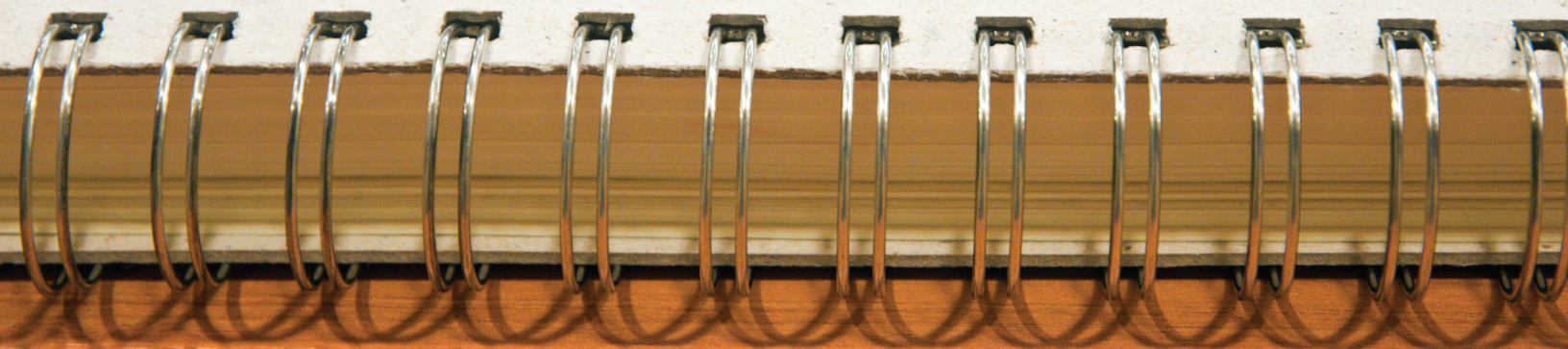
At LeadingAge California, we have focused on this issue for some time. Our leadership program, EMERGE, helps to identify promising young leaders and equips them with the skills necessary to lead their organizations. We are also partnering with academic institutions to provide early outreach to students who might choose aging services as their profession. Over the summer, focus group sessions were held across the state in an effort to pull together best practices and innovative approaches to some of the most vexing human resources challenges. Finally, LeadingAge California will be announcing a major enhancement to our Career Center connecting member employers with job seekers across the country.

Our feature article comes from Sodexo, an internationally recognized leader in developing a diverse and inclusive workforce. Authors Jodi

Davidson, Director of Diversity and Inclusion Initiatives and Randy Emelo, President and CEO of River discuss how they approach mentoring within the organization. We are also pleased to include in this issue a video interview with Chrys Nguyen, Senior Executive for Human Resources at Navigage. Chrys discusses the challenges and opportunities for nonprofit senior living providers working to build a superior workforce with a passion for the organization's mission.

Our Winter 2015 issue will explore “Community and Culture” and the ways providers can effectively create welcoming communities that honor the Golden State's rich history of ethnic and cultural diversity. As always, we welcome your feedback and editorial suggestions. Please send them directly to me at edowdy@aging.org.

Eric Dowdy
Editor-in-Chief
edowdy@aging.org



Feature



The Spirit of Mentoring at Sodexo

Guest authors Jodi Davidson, Sodexo's Director of Diversity and Inclusion Initiatives and Randy Emelo, President and CEO of River discuss Sodexo's approach to mentoring within the organization. Learn how their Spirit of Mentoring initiative has helped forge collaborative relationships and increased learning opportunities for employees and their colleagues for over a decade.



From the CEO Quarterly topic from Joanne Handy: Intentional and Opportunistic Mentoring



Have you Heard Members in their Community; Members in the News; Anniversaries & Milestones



Dear Brenda Advice column with questions on compliance or care issues from the expert

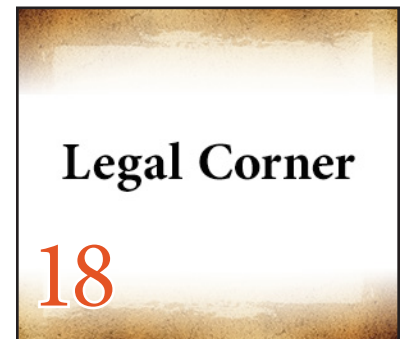
Sections



People in Focus
Chrys Nguyen: Video interview discussing the challenges and rewards of recruiting in aging services and how to build a strong team dedicated to the organization's mission and culture



Recommended Reading
Six titles that explore contemporary issues in aging – workforce, dementia and quality care



Legal Corner with Cook Browns:
New California Law Requires Employers to Provide Paid Sick Leave to Employees



LeadingAge™ CA

inspire...serve...advocate

Policy & Leadership Summit

Navigating New Landscapes

Sheraton Grand Hotel
Sacramento, CA

February 9-11, 2015

LeadingAge California
Mobile Events App

**Coming
Soon on**



be the
VOICE
of change
of leadership of impact
of fellowship
of the **AGING
GENERATION**

LeadingAge™ CA
Foundation

2015 Annual Conference & Exposition

MAY 4-6, 2015 Portola Hotel & Spa, Monterey, CA

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From The CEO

Intentional and Opportunistic Mentoring

When I began my career in nursing, my first two jobs were in intensive care units (ICU). ICUs were considered the top of the pecking order in the clinical hierarchy, a setting in which technical complexity and life and death decision-making reigned. A few years later, I moved into healthcare and aging, transitioning to a clinical role in the

home healthcare arena. My ICU colleagues were quite surprised and reacted with skepticism when I would tell them how much I loved my new setting. What had I discovered and how?

I learned the satisfaction of working with elders and families in their own environments, where I came to know them as individuals with all the hopes, dreams, and potential

that we all have. I experienced the passion and sophistication of multidisciplinary teams working in communities. I loved the independence and judgment required in this role and all the opportunities to teach. And most importantly, I met mentors who took me under their tutorage, and inspired me to spend my career in health and aging.

There was the pulmonologist, who brought me along on home visits with him to see patients we had cared for together in the ICU. There was my first supervisor in the community setting, who patiently put up with my “hot shot” attitude, while teaching me the art of working in

partnership with elders. There was the CEO, who sent me to my first management course, and later took the risk of hiring me into a senior position over better qualified candidates.

Cultivating talent is a combination of skill development and inspiration. The best mentors are both teachers and spirit nurturers... guiding us to discover the joy, purpose and fulfillment that our work holds. Mentoring can be intentional, as exemplified in our EMERGE program, or opportunistic, as when a senior and junior colleague just happen to click. As much as we need more academic programs to prepare the workforce of the future, we need to provide as many formal and informal mentor opportunities as possible. It is through mentoring relationships that we ignite the passion within.

*Joanne Handy,
President & CEO*



“Cultivating talent is a combination of skill development and inspiration. The best mentors are both teachers and spirit nurturers...”



Have you Heard?

Mt. San Antonio Gardens hired new CEO Maureen Beith and CFO Bernie Raskin in August.

The Elder Care Alliance Employee Wellness Program was featured in the September-October issue of *Aging Today*.

Monte Vista Grove Homes in Pasadena celebrated their [90th anniversary](#) in October.

Northern California Presbyterian Homes and Services appointed David Berg president and CEO [in October](#). Previously, Berg was NCPHS's Chief Operating Officer and Senior Vice President, and held other senior leadership roles at NCPHS.

Los Angeles Jewish Home's President & CEO Molly Forrest was featured in the *Jewish Journal* [September cover story](#), "High Holy Days 5775: Jewish Community Shares Life Advice."

Los Arcos Senior Housing in Poway celebrated its 10th anniversary.

Eskaton Care Center Greenhaven received a [perfect score](#) on their California Department of Public Health survey at its 148-bed community in September.

Jay Zimmer, former executive director of The Sequoias - Portola Valley, recently took over as the new President & CEO of the Reutlinger Community for Jewish Living in Danville.

PEP Housing's Mary Stompe was featured in the [Marin Independent Journal](#) in October for receiving the 2014 LeadingAge Outstanding Advocacy Award.

ABHOW earned six awards at the [2014 National Mature Media Awards](#) in September. The annual competition honors the best marketing, communications, educational materials and programs for older adults.

Angelus Plaza in Los Angeles said goodbye to retiring Social Service Coordinator Myungeun Strickland.

On Lok Lifeways in San Francisco was featured in a story on KALW 91.7 Public Radio about [On Lok's transportation services](#) and how low-cost or free transit programs are vital to helping seniors stay connected to their communities.

CCH launched the [Resident Care Fund](#) program, which provides support for residents dealing with an immediate crisis. The program can help with food, transportation, medicine and other critical needs.

SCENE

2014 CCH Annual Fundraising Celebration



Ruben Dixon and **Janet Thomas**, residents of Bancroft Senior Homes in Oakland, at the CCH Annual Fundraising Celebration in September.



Christian Church Homes (CCH) held its Annual Fundraising Celebration on September 13 in Oakland. Pictured (L-R): **Rev. Robert Ihler**, CCH Board Chairman; **Rev. Dr. Charley Hames Jr.**, senior pastor with Beebe Memorial Cathedral; keynote speaker - actress **Rita Moreno**; and CCH President & CEO **Don Stump**

Farmer's Market



Donna Murphy, Service Coordinator (L) with **Lynda Lymbrick** (R) at the Allen Temple Arms farmer's market in Oakland, held twice each month.



Residents of **Allen Temple Arms** in Oakland enjoying the community's farmer's market, held twice each month.

Golden Gate Region Meeting



Gary "Buzz" Hermes from PEP Housing and Megan Prentiss from Lively at the Golden Gate Region Meeting, held on September 19 at Bethany Center Senior Housing in San Francisco.



Ian Brown, Senior Vice President (L) and Geoffrey Morgan, Vice President of Real Estate Development from Christian Church Homes, attending the Golden Gate Region Meeting on September 19.

Service Coordinator Reception



Above photo – Hanane Omari from Albert Einstein Residence Center at LeadingAge California's Delta Region Service Coordinator reception on September 10.



Meghan Masera Rose, Director of Policy - Housing & HCBS for LeadingAge California with Ancel Romero, ABHOW's Senior Vice President and keynote presenter at LeadingAge California's 2nd Annual [Affordable Senior Housing Conference](#) on October 8.



LeadingAge California's Delta Region Service Coordinator Reception on September 10. Pictured (L-R): Hanane Omari, Albert Einstein Residence Center; Maricel Lumaquin, LeadingAge California; Bonnie Apple, Eskaton Jefferson Manor; Gloria Williams, Pioneer Towers; Eric Dowdy, LeadingAge California



Eddy Moreno and Connie Guerrero with Care1st Health Plan at LeadingAge California's 2nd Annual Affordable Senior Housing Conference, held in Long Beach on October 8.

The Spirit of Mentoring at Sodexo

Mentoring has proven again and again to be a powerful workforce development tool and an effective way to cultivate talent within organizations. With the help of technology, the age-old practice of mentoring is broadening beyond one-to-one, face-to-face relationships between senior leaders and potential successors.



Today's modernized practice connects numerous people from across levels, functions and locations so that they can share critical knowledge and skills with their colleagues and peers in their company. Virtual relationships and multi-participant groups form the basis for modern mentoring, which incorporates a more inclusive mindset about who should participate, a broader scope for making meaningful learning connections, and an open flow of knowledge among participants.

Sodexo, the global food services and facilities management company known for their award-winning diversity initiatives, brings this practice to life with their Spirit of Mentoring initiative that offers both formal and informal mentoring options. Powered by software from River, employees throughout Sodexo engage with one another as learners and advisors; transfer knowledge related to their experience, competencies, and needs; and collaborate with colleagues around training, career development, on-the-job productivity, learning groups, and more.

Their Spirit of Mentoring initiative contains three programs:

Impact:

This acclaimed formal mentoring program connects individuals cross-culturally and across business lines in paired relationships that last 12 months. In addition to the one-to-one experience, participants engage in a virtual community with the entire IMPACT group to share resources that hone their leadership competencies. Program metrics based on



a longitudinal study show that 42 percent of women involved in IMPACT received a promotion, and several Return on Investment studies show a \$2 to \$1 benefits-to-cost ratio for this program.

Peer2Peer Mentoring:

This informal mentoring program is made available through Sodexo's nine Employee Business Resource Groups (EBRGs). Examples include:

- **iGen** – an intergenerational roundtable group that brings together peers from various generations to share with and learn from one another.
- **HONOR** – a military network group that uses a buddy-system approach through mentoring to help transition former military personnel into civilian and corporate life.
- **PRIDE** – an LGBT and allies group that connects partners for professional development and reverse mentoring.
- **WiNG** – a women's network group that uses topical mentoring in mentoring circles to share, learn, collaborate, and grow with colleagues.

Expertise in Action:

These collaborative learning groups are formed based on trends associated with the development needs of managers. Leveraging a web-based platform, employees join groups at-will and direct their own learning and development. Topics of mutual interest include communication, strategic leadership, and networking, to name a few. During the first three months of the Expertise in Action program, there was a 62 percent increase in utilization of the Spirit of Mentoring platform. In addition, 85 percent of participants said they can use the learning they gained through the Expertise in Action experience back on the job.



Beyond Expertise in Action, employees are encouraged to initiate their own learning networks based on their

individual development needs. This allows participants to hone their talents and follow their passions, while pursuing excellence in their daily work. Ideal networks have these characteristics:

- 5-15 people
- Learners and advisors come from across functions, locations, generations, etc.
- People shift in and out of the network and in and out of the learner and advisor roles as learning needs and knowledge strengths evolve, creating a diverse, fluid and dynamic network.

To fully leverage modern mentoring and learning networks, employees are provided tools that enable their ability to reach out to colleagues across locations, generations and functions. The diverse networks that are formed help participants generate creative solutions, novel ideas and unique approaches to organizational problems or issues they are facing. In fact, researchers Christoph Lechner, Karolin Frankenberger, and Steven W. Floyd found that among

colleagues who are collaborating for work, the more diverse the networks were in terms of values and viewpoints, the more they increased their performance.

The richness of diverse views and understandings often grows more abundant when people reach outside of their typical like-minded networks. For example, when individuals connect across generations, they gain insights into how people of various age groups tend to think and behave; by

connecting across cultures, they can better understand colleagues and clients, while increasing their creativity and effectiveness; and by connecting cross-functionally best practices emerge that can be replicated to enhance efficiencies and streamline rather than duplicating efforts.

Moving into its 11th year, Sodexo's Spirit of Mentoring continues to grow and evolve in ways that continue to connect people and broaden learning opportunities for employees. Beyond the business-based impacts associated with Spirit of Mentoring, perhaps most important is the anecdotal evidence that demonstrates how mentoring has raised the confidence and engagement level of its participants.

Organizations looking to cultivate talent, encourage creative solutions and thinking among employees, and foster innovative practices would do well to encourage more diversity in individual learning networks and support them with broad mentoring practices. This type of inclusive knowledge sharing thrives at Sodexo and permeates their culture.

About the Authors

Jodi Davidson is Director of Diversity and Inclusion Initiatives at [Sodexo](#).

Randy Emelo is President and CEO of [River](#).



Human Resources Conference:

Building Strategies to Achieve Organizational Results

February 25, 2015

Marriott Airport Hotel, Burbank, California

Join senior level HR professionals to learn from, engage with and exchange ideas with notable leaders, and each other. Discover HR strategies and practices that can impact performance within your community. Expert presenters will explore the organizational issues that continue to shape how HR supports business.

Come prepared to take away innovative ideas on employee engagement and a greater understanding of the potential impact of Healthcare Reform and the Affordable Care Act with respect to wellness programs and legal updates. Hear from noted experts on creative compensation strategies; how HR can partner with technology and using HR metrics to build credibility with business.

Contact Jan Guiliano for more details at jguilian@aging.org



LeadingAge California's new
Engage Magazine
wins Gold in the
2014 Marcom Awards!



Sales and Marketing Conference:

Join in the Conversation: A Market in Transition

January 21, 2015

Marriott Airport Hotel, Burbank, California

The times are changing and the markets are shifting. Is your team prepared to stay ahead of the competition? Join your colleagues for a day of learning new strategies and peer driven roundtable discussions on staying ahead of the competition.

The conference will kick off with Michael Miller, President and CEO of Primo Solutions, LLC who has more than 15 years of sales, customer service, consulting, management, and training experience. His experience includes working as a consultant for a top five consulting firm. He was also a contractor at the Pentagon for the Department of the Army, Chief Information Officer, and the Chief Operating Officer of a full service research company.

Contact Jan Guiliano for more details at jguilian@aging.org.

Dear BRENDA

Dear Brenda: *We are looking at updating our compliance program, and want to include a section regarding the disposal of Medical Waste. Specifically, we are seeking clarity on the disposal of Personal Protective Equipment (PPE), such as outer garments worn while treating patients. Can PPE be placed in solid waste bins, or should it be placed into sharps? Also, as a small generator of medical waste, what happens if we go over our 20 lb. per month weight limit one time? Does this mean that we will be subjected to weekly pick-ups? Or is there flexibility if we go over one month, but stay under the 20 lb. weight limit regularly? We have reviewed the Medical Waste Management Act, but there seems to be little to no information on this issue. Can you help? Thanks!*

Answer: *Wonderful questions!*

The California Department of Public Health has advised us that outer garments worn while treating a patient infected with a norovirus may be disposed of in solid waste bins.

For storage amounts, it should be noted that only biohazardous waste should be weighed, and not the sharps themselves. Any type of medical waste generator (large or small) can receive a monthly or three-month pick-up so long as the waste is kept at 32°F or below. The storage time for this type of pick-up is a maximum of 90 days. California Health and Safety Code 118030 allows small medical waste generators (those who generate less than 20 lbs. of medical waste per week) to apply for a Limited Quantity Hauling Exemption (LQHE) from their Local Enforcement Agency if they would like to transport the medical waste themselves to a medical waste treatment facility.

To apply for a LQHE, the facility must generate less than 20 lbs. per week or transport less than 20 lbs. at one time. If your facility qualifies as a small waste generator and would like to transport the waste instead of relying on monthly pick-ups, you could apply for a LQHE so long as you meet the requirement previously stated. Otherwise, monthly or three-month pick-ups are okay as long as it is less than 200 lbs. per pick-up.

If you have any questions about this, or any other regulatory issue, please contact Brenda Klütz at: bklutz@aging.org or (916) 469-3377.





Job Satisfaction in America

Unemployment is down to nearly 6%. U.S. workers' overall job satisfaction is on the rise in 2014

Fewer than one in five U.S. full and part-time workers currently worry that they will be laid off in the near future, down sharply from 29% last year.

A Sense of Identity

U.S. workers are more likely to get a sense of identity from their job 55% rather than having their job just be something they do for a living 42%.

The majority of people who do get that sense of identity from their work are college graduates 70% vs. 45% of those without a degree.

Older working Americans 45 and older are slightly more likely than younger workers to get a sense of identity from their job. This could be a generational difference or reflect the fact that older Americans have been in the workforce longer, so that feeling comes from being established.

Satisfaction with Different Job Aspects

Safety conditions have historically been rated high 74% in 2014.

The amount of on-the-job stress has always been rated low currently 27% completely satisfied.

Which Areas Increased the Most in the Last Year

Amount of vacation time received:
54% in 2013 vs. 59% in 2014

Job Security: 51% in 2013 vs. 58% in 2014

Amount of Work Required:
51% in 2013 vs. 56% in 2014

Recognition at Work for Accomplishments:
48% in 2013 vs. 53% in 2014

In the wake of the recession, Americans are more satisfied with most job aspects than they were a year ago. Whether due to improved working conditions or just general improvements in the job market and economy, 2014 reflects a more confident workforce.

This data was compiled by Gallup, Inc. However, Gallup, Inc. had no part in the creation of this graphic interpretation.

People In Focus



Chrys Nguyen

Senior Executive, H.R., Navigage

We sat down with Chrys Nguyen, Senior Executive of Human Resources for Navigage, to discuss the challenges and rewards of recruiting in aging services and how to build a strong team dedicated to the organization's mission and culture. **Click above to watch the full interview.**

Tell us about what you find most rewarding about the work you do here.

What's most rewarding about this work is the impact and the influence that I have on our employees' lives. Our organization is about creating experiences for all our customers – whether that's residents or employees. The one constant thing about this organization has been change. I have been very fortunate to be a part of

all of it as a major influencer, and I think that's pretty rare as an opportunity for somebody with my experience.

What are some of the top recruiting/retention challenges in aging services?

The competition. I don't know if we really recognize that our talent is moving out of senior living and into other industries such as other hospitals, hotels, and restaurants. I think another challenge that we face is compensation. How do we really compare to market value and are we really paying competitive wages compared to those other industries that I just mentioned?

I think many people just happen to fall into senior living, and I'm a prime example of that. So there are opportunities for us to potentially partner with universities to offer programs that will produce talented executive directors, directors of nurses and other H.R. professionals.

Can you offer any advice to other aging services organizations on how to attract and retain good employees?

There's been a lot of buzz about talent management over the past several years. And I think that everybody describes talent differently. My advice to organizations within senior living is first starting with the company image or the employer brand. Be able to talk about it and describe it. What is your culture? What is it like to work there? How do problems get solved?

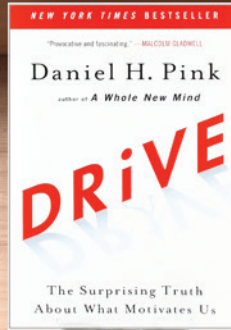
My view on cultivation of talent is it's really about planting seeds. And the more seeds you plant, the greater chance you have of developing an organization with the best intellectual horsepower.

And if you have a dynamic team of middle managers in place that really understand the mission and the values of your organization, and help employees see how their position contributes to the larger picture, you'll have the best team out there and I think that your reputation will speak for itself.

RECOMMENDED READING



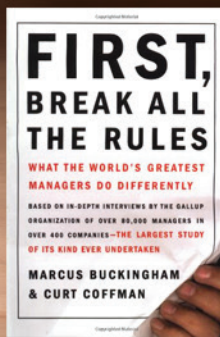
1A



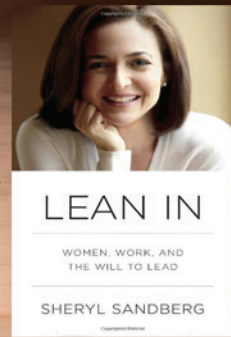
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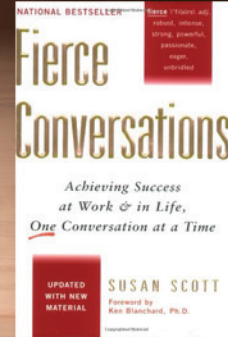
1C



2A



2B



2C

1A – Delivering Happiness: A Path to Profits, Passion, and Purpose

by Tony Hsieh

Release Date: March 2013

From childhood to Harvard to the rise of Zappos, one of the world's largest online shoe stores, *Delivering Happiness* is the story of Zappos CEO Tony Hsieh's entrepreneurial endeavors and how he developed his unique philosophy of company culture.

1B – Drive: The Surprising Truth About What Motivates Us

by Daniel H. Pink

Release Date: April 2011

Exploring 40 years of scientific research on human motivation, author Daniel H. Pink explores the three elements of true motivation – autonomy, mastery and purpose – and offers compelling techniques for putting these into action.

1C – Enchantment: The Art of Changing Hearts, Minds, and Actions

by Guy Kawasaki

Release Date: December 2012

Enchantment can happen during any kind of business or personal interaction, whether it's a retail transaction or an exchange on Facebook. In all our day-to-day interactions, Guy Kawasaki argues that your ultimate goal is not merely to get what you want but to bring about a positive, lasting change in other people.

2A – First, Break All The Rules: What the World's

Greatest Managers Do Differently

by Marcus Buckingham and Curt Coffman

Release Date: May 1999

Marcus Buckingham and Curt Coffman of the Gallup Organization present the extraordinary findings of their massive in-depth study of great managers from a wide variety of backgrounds, offering ideas on how to attract and retain good employees and outlining the "four keys" to becoming an excellent manager.

2B – Lean In: Women, Work, and the Will to Lead

by Sheryl Sandberg

Release Date: March 2013

Sheryl Sandberg, COO of Facebook and one of Time's 100 Most Influential People in the World, discusses gender politics in the workplace – examining the disparity between the number of men and women in major leadership roles and offering solutions for women to become more engaged and empowered.

2C – Fierce Conversations: Achieving Success at Work and in Life One Conversation at a Time

by Susan Scott

Release Date: January 2004

Susan Scott takes readers through the Seven Principles of Fierce Conversations, teaching them how to deal with strong emotions, overcome barriers to meaningful communication, and enrich conversations with colleagues, family and friends.

Legal Corner *with*



New California Law Requires Employers to Provide Paid Sick Leave to Employees

Governor Signs AB 1522 Enacting the Healthy Workplaces, Healthy Families Act of 2014

On September 10, 2014, Governor Jerry Brown signed Assembly Bill No. 1522 into law requiring that both private and public employers provide paid sick leave to their employees. This law, known as the “Healthy Workplaces, Healthy Families Act of 2014,” applies to any California employee who works for an employer for 30 or more days. The law mandates that employees are to be provided no less than one hour of paid sick leave for every 30 hours worked. It also states that they will thereafter be entitled to use accrued sick days beginning on the 90th day of employment and that accrued paid sick days shall carry over to the following year of employment. The mandate requiring the paid sick leave time will go into effect July 1, 2015. Paid sick leave will include care or treatment for an employee’s health condition or for an employee’s family member.

While significantly reducing an employer’s ability to create their own sick leave policies, the law does authorize an employer to at least limit an employee’s use of paid sick days to 3 days (or 24 hours) in each year of employment. An employer may also cap an employee’s total accrual of paid sick leave at 6 days (or 48 hours). Under this law, employers are also not required to provide additional paid sick days if the employer already has a pre-existing paid leave policy which meets the minimum standards under this law. The law further states that employers must compensate the employee for paid sick time at the same wage rate as the employee normally earns during his or her regular work hours. However, the employer is not required to pay out the sick leave time should the employee resign or be terminated.

The law also requires that an employer provide an employee with *written notice* that sets forth the amount of paid sick leave available. The employer will also be required to post a paid sick leave poster (to be created by the State Labor Commissioner) in its workplace explaining the paid sick leave laws and an employee’s right to enforce them.

It is important to note that the paid sick leave law expressly exempts the following types of employees from the law’s requirements:

1. Employees covered by a valid collective bargaining agreement.
2. Employees in the construction industry covered by a valid collective bargaining agreement only if the agreement was either entered into before January 1, 2015, or expressly waives the requirements of the paid sick leave law.
3. Employees who provide in-home supportive services.
4. Employees who work as crew member for an air carrier and are subject to the federal Railway Labor Act.

It is also important to note that the paid sick leave law contains anti-discrimination provisions. For example, it states that “employers are not to deny an employee the right to use accrued sick days, discharge, threaten to discharge, demote, suspend, or in any manner discriminate against an employee for using accrued sick days or attempting [to use them.]” The law also allows employees to complain to the state Labor Commissioner if they feel they are being discriminated against based on their use or attempted use of sick leave time. Unfortunately for employers, the law contains a “rebuttable presumption” of unlawful retaliation if an employer denies an employee the right to use accrued sick days, discharges, threatens to discharge, demotes, suspends, or in any manner discriminates against an employee within 30 days of the employee complaining to the Labor Commissioner or the employer about their paid sick leave policy. That means it will be presumed that the employer retaliated against the employee unless the employer can set forth evidence establishing otherwise.

Last but not least, the law comes with

penalty provisions. If the Labor Commissioner determines that the payment of sick days was unlawfully withheld from an employee, it may penalize the employer the dollar amount of paid sick days withheld from the employee multiplied by three, or \$250, whichever amount is greater. However, overall penalties shall not exceed an aggregate penalty of \$4,000. There is also a \$100 penalty for the employer's failure to post the paid sick leave poster at the

workplace. The law further states that where "prompt compliance" by an employer is not forthcoming, the Labor Commissioner may take any appropriate enforcement action to secure compliance, including the filing of a civil action.

Obviously, this is a new law with many technical components and provisions for employers to grapple with. The extent of enforcement by the Labor Commissioner's office (which is already overwhelmed) and of civil lawsuits against employers

based on these provisions remains unclear. However, for the time being, employers should work on updating their sick leave policies and educate their managers on the new requirements under this law, including training on how to deal with employee requests for time off. Employers should also make sure they regularly update required employee postings which, in 2015, will now also include the paid sick leave poster.



Research Notes

Harvard and AARP Release Housing Study

The Joint Center for Housing Studies of Harvard University and AARP recently released a report entitled, [Housing America's Older Adults – Meeting the Needs of an Aging Population](#), which outlines the nation's lack of preparedness for seniors' housing needs amidst the dramatic aging of the population. The report found "existing housing stock is unprepared to meet the escalating need for affordability, accessibility, social connectivity, and supportive services."

Another finding was the disconnect between housing programs and the healthcare system, which puts many seniors at risk of premature institutionalization. The report encourages a broader conversation to support the work of several nonprofits working to link long-term care with housing. The report also identifies the private sector opportunities to develop "new models of housing with services that promote independence and integrate residents with the larger community."

Download the study's infographic [here](#).

Aging Population to Increase Health Workforce Needs

A report from the Public Policy Institute of California finds that California's exploding aging population will require 450,000 new healthcare workers over the next decade.

The report, [California's Health Workforce Needs: Training Allied Workers](#), also points to the Affordable Care Act as another, but less impactful, reason for the increased need. The report recommends that California utilize its community college system to meet the demands for high-demand and high-return programs that will increase the number of graduates in the allied health fields within the next 10 years.



A New Era in Group Purchasing

Value First is a Group Purchasing Organization of LeadingAge and its State Affiliates

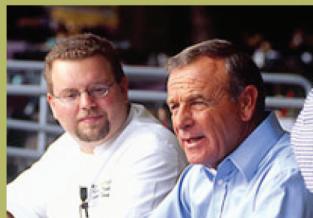
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Food Purchasing

- Foodservice
- Distribution Services
- Ingredients



Food Management

- Logistics
- Planning
- Products



Capital Equipment

- Manufacturing
- Technology
- Solutions



Environmental

- Housekeeping
- Sanitation
- Supplies



Construction

- Site Development
- Re/Design
- Contracting



Office Supply

- Technology
- Consumables
- Organization



Medical Supply

- Technology
- Tools
- Distribution