

July 2013

agenda™

LeadingAge California



Life After Life

By Jill McCorkle

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Editor: Rick Taylor

Art Director: Darren Lindsey

Contributing Writers: Claudia Anderson, Jack Christy, Lori Costa, Eric Dowdy, Stephanie Doute, Jan Guiliano, Rick Taylor



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1315 I Street, Suite 100, Sacramento, CA 95814

tel. 916-392-5111 • fax 916-428-4250 • www.aging.org

LeadingAge California represents more than 400 nonprofit providers of senior living services – including affordable housing, continuing care retirement communities, assisted living, skilled nursing, and home and community-based care. LeadingAge California's advocacy, educational programs, communications and other resources help its members best serve the needs of more than 100,000 seniors. Founded in 1961, LeadingAge California is celebrating its 50th year of public service.

Innovation

by Joanne Handy

The notion of being innovative – of doing things that have never been done before – is a theme that's starting to get a bit more attention among folks in our field. Whether it's Randy Stoll and his team at Mt. San Antonio Gardens and their brand new Green House or Ben Geske and the staff at Wesley Palms and their new approach to memory care, our members are constantly looking for ways to stay ahead of the curve (read more about both of these innovative models in the Membership Matters section of this issue of *Agenda*).

But what does it mean to be innovative...or better yet how does it come about? Innovation is the only authentic competitive advantage. It's responsible for more than one-third of this country's gross domestic product and is the driving force in creating new jobs, new markets and new value. But innovation is bigger than an individual idea – it's a culture of doing things that have never been done before.

In our own field, the overall investment in innovation is sporadic, fractured and often times unequal to the challenges providers face. Despite the barriers and risks, we need this investment more today than ever before. We need it to serve our missions, provide stability and jobs and – most importantly – transform our field. The changing landscape we find ourselves in demands it.

Our good friends at LeadingAge have developed an Innovations Fund designed just for this purpose. Launched in 2012, the Fund hopes to spur members to develop programs that have the potential to positively impact residents, family members, employees or the community. They are doubling the size of the Fund for 2013 – enough to award eight grants across the country. Call it bragging rights, but it sure would be nice if we could add one of these grants to California's portfolio. The deadline to apply is July 19...so get busy. •••

Joanne Handy is president & CEO of LeadingAge California.



Life After Life

By Jill McCorkle

Now Joanna is holding the hand of someone waiting for her daughter to arrive. Only months ago, this woman – Lois Flowers – was one of the regulars in Pine Haven’s dining room where the residents often linger long after the meal for some form of entertainment or another. She was a woman who kept her hair dyed black and never left her room without her hair and makeup and outfit just right. She had her color chart done in 1981 and kept the little swatches like paint chips in the zippered section of her purse. She told Joanna that having your colors done was one of the best investments a woman could ever make. “I’m a winter,” she said. “It’s why turquoise looks so good on me.” She loved to sing and some nights she could convince several people to join in; other nights she simply stood in one corner and swayed back and forth like she might have been in Las Vegas singing everything she knew of Doris Day and Rosemary Clooney and Judy Garland. She loved anything Irving Berlin had ever written. Now she has forgotten everything except the face of her daughter, random lyrics and that your shoes and purse should

always match. Joanna has watched the daughter night after night leaning into her mother’s ear to sing – first upbeat (clang, clang, clang went the trolley). She always ends with one of her favorites like “It Could Happen to You” or “Over the Rainbow” or “What’ll I Do?”

Joanna – as ordered by Luke’s many rules – keeps a notebook with an entry on each of the people she sits with. She has to do an official one to turn over to the nurse who oversees her work, but this is a different, personal notebook she writes just after someone has died. It’s a notebook she bought and showed Luke to prove to him that she was taking his assignments seriously – a bright yellow college-ruled spiral-bound notebook, which was all she could find at the Thrifty Market there close to Luke’s house. It was near the end for him so she didn’t venture far. “This is my page,” he told her. “Everybody should get at least one page.” She writes what she knows: their names and birthplaces and favorite things. Sometime she asks questions: What is your first memory? Your favorite

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Housing

HUD Issues Olmstead Guidance for Housing

The U.S. Department of Housing and Urban Development recently issued guidance to provide information about Olmstead, clarify how recipients of federal financial assistance can assist state and local Olmstead efforts and to encourage housing providers to support individuals with disabilities transitioning from institutional settings into the greater community.

The Olmstead decision ruled that segregating individuals with disabilities is a form of discrimination prohibited by the Americans with Disabilities Act. Individuals should be served in the most integrated community setting appropriate. Olmstead changed the way that services and supports are delivered. Many states, including California, are focusing on “rebalancing” measures to shift healthcare delivery away from institutional settings and toward home and community-based services. The lack of accessible and affordable housing options has been a consistent barrier to rebalancing programs seeking to transition individuals out of nursing homes.

The guidance encourages housing providers to explore models that support state and local Olmstead initiatives and suggests housing providers consider particular housing needs in their community when developing new supportive housing options. The guidance does not change any requirements for existing HUD-funded or assisted housing programs.

SJR 11 (DeSaulnier, D-Concord), which was sponsored by LeadingAge

California, supports housing with services models and acknowledges the role of housing in supporting the state’s Olmstead plan and rebalancing measures. The resolution also calls on Congress and the President to support models that include robust care coordination or co-location of health services. SJR 11 has passed out of the Senate with a 34-0 vote and is awaiting hearing in the Assembly.

Appeals Court Validates Inclusionary Ordinances

More than 140 cities and counties in the state have inclusionary housing ordinances on their books – ordinances that were recently bolstered by the Sixth District Court of Appeals. These ordinances are market-based strategies for increasing affordable housing in communities by requiring developers to set aside a percentage of units for low- or moderate-income residents. Many ordinances allow developers to pay fees or donate land in lieu of building affordable units.

Skilled Nursing

Quality Assurance and Performance Improvement Initiative Website Launched

The Centers for Medicare and Medicaid Services has launched a webpage for the Quality Assurance Performance Improvement initiative that has a wealth of information for providers. The site contains resources such as a QAPI self assessment tool, a guide for developing purpose and a QAPI

Inclusionary housing ordinances have faced significant legal challenges and advocates argue that they help integrate affordable housing into the community and leverage private funds during a time of dwindling resources. The decision was based on an ordinance passed in San Jose, Calif., requiring that 15 percent of new developments over 20 units be set aside at below-market rates. A Santa Clara County judge barred enforcement of the ordinance ruling that it failed to show that new residential development increased the need for affordable housing. While the Court of Appeals did not reinstate the San Jose ordinance, it ruled that ordinances are valid if they serve the “legitimate public purpose of ensuring an adequate supply of affordable housing.”

Prepared by Carrie Paine, policy analyst for LeadingAge California. Paine can be reached at cpaine@aging.org or 916-469-3372.

plan and a goal setting worksheet. In addition, there are links to other organizations that have web manuals on quality improvement approaches. Although CMS has yet to develop the regulations concerning the requirements for QAPI, it is never too early to start the development of your quality improvement goals and plan. Please visit the [QAPI website](#) for additional information.

CMS Issues Advanced Copy of Changes to Medication Pass Protocols

On June 7, 2013, the Centers for Medicare and Medicaid Services issued an advance copy of the changes to Skilled Nursing Facility Survey Task 5E Medication Pass Observation. Changes were made to the surveyor observational instructions, medication reconciliation and the calculation of medication errors. Surveyors will be trained on these survey changes as well as the changes to the unnecessary drug and quality of care guideline changes in the near future.

Men's Health Month

Do you know the leading causes of death in males age 65 and over in the United States? Heart disease and cancer are both in the twentieth percentiles – followed by an appreciable drop off to chronic lower respiratory diseases which account for nearly seven percent and stroke which accounts for just over five percent. Remember that the Medicare program now provides a wide range of covered preventive services that target awareness and prevention of many of these diseases.

ICD-10 Resources for Providers Available

The Centers for Medicare and Medicaid Services has released new and updated Medicare Learning Matters products to assist Medicare providers in learning about ICD-10. These products are posted on the ICD-10 Medicare FFS Provider Resources website and include in Medicare Learning Matters articles.

State Issues All Facility Letter for Hospice License

The California Department of Public Health has issued an All Facility Letter which provides a framework for the implementation of Senate Bill 135 (Hernandez, D-West Covina). This AFL contains a Q&A portion for anyone who may be considering obtaining a license. Skilled nursing facilities who provide hospice inpatient services through a contract

with a hospice provider may continue to do so. The new license category is for hospices who wish to provide the full range of services including inpatient services – without having to contract for those services with another provider.

Prepared by Lori Costa, regulatory and clinical consultant for LeadingAge California. Costa can be reached at lcosta@aging.org or 916-469-3377.

CCRCs & Assisted Living

Legislation Amended to Make Bond Financed Projects "Public Works"

State Senator Cathleen Galgiani (D-Stockton) has amended her bill SB 615 to state that any healthcare project paid for in whole or in part by conduit revenue bonds are to be considered public works subject to prevailing wage requirements. "This is problematic for nonprofit senior living providers because it will increase the costs of construction and effectively preclude current avenues of affordable financing," said Joanne Handy, president & CEO of LeadingAge California. As an example, the Cal-Mortgage program provides loan insurance to the state's nonprofit public benefit healthcare facilities under the Office of Statewide Health Planning and Development. The program is modeled after the federal home mortgage program, which makes it possible for non-profits to be competitive with large for-profit entities with more access to capital. Under the amended language, any revenue bonds backed by Cal-Mortgage would be subject to prevailing wage requirements. LeadingAge California staff is

currently working with the author's office on amendments that would minimize the legislation's impact on senior living providers.

National Report Issued on Looming Seniors' Health Care Crisis

A new report published in *USA Today* noted that looming health care crises facing the nation's seniors. The report noted that nearly eight in ten are coping with at least one chronic condition. California ranked 25th in the report that included 34 different measures of senior wellness ranging from physical inactivity, obesity, health status, poverty, drug coverage, hospital readmission rates and flu vaccinations. The top four states in the nation – according to the report – were Minnesota (1); Vermont (2); New Hampshire (3); and Massachusetts (4).

The bottom included Mississippi (50); Oklahoma (49); Louisiana (48); West Virginia (47); and Arkansas (46). "People use more health care as they age, but seniors today are much more



likely to live sicker for a longer period of time,” said Dr. Rhonda Randall, a senior advisor to the United Healthcare Foundation – who commissioned the report. “America’s Health Rankings: 2013 Senior Report” offers a rare state-by-state assessment of seniors’ health. The full report is available on the United Healthcare Foundation’s [website](#).

CPR Legislation Advances in Senate

Following the events that occurred earlier in the year at a retirement community in Bakersfield, Calif., legislation was introduced to prohibit an employer from adopting policies that would disallow the use of cardio-pulmonary resuscitation in emergency situations. The bill, AB 633 (Salas, D-Bakersfield), as introduced was broad and would have caused problems for healthcare settings where it is appropriate for policies to dictate who may or may not intervene in emergency situations.

The California Hospital Association opposed the bill arguing AB 633 should follow the Good Samaritan law and exempt “emergency departments and other places where medical care is usually offered.” However, it was this exemption from the Good Samaritan law that concerned LeadingAge California and other stakeholders which would provide employers no protection if the administration of CPR was not handled correctly. The bill would have held employers liable for the actions of its employees if an untrained employee attempted to perform CPR. The bill was amended on June 10 to address this situation by granting employers protections and also honoring employers policies that prohibit CPR if the person has a “do-not-resuscitate” order or Physicians Order for Life Sustaining Treatment.

CCRC Statute Revision Process Underway

Continuing Care Retirement Community members of LeadingAge California received a survey via email recently to help the association capture changes needed in the CCRC statutes. The statute revision process is currently underway and the survey results will help identify and prioritize areas of the law that need to be modernized. The association is seeking broad input from its membership for the comprehensive review current laws. It is anticipated that legislation will be introduced in 2014 to codify the changes proposed by the membership.

Prepared by Eric Dowdy, vice president of policy for LeadingAge California. Dowdy can be reached at edowdy@aging.org or 916-469-3376.

Special Report

Elder Abuse Verdict Reversed on Appeal

The Second Appellate District in Los Angeles has reversed a jury verdict in an elder abuse case because the citation was erroneously admitted into evidence.

In a published decision on the admissibility of citations and the calculation of damages in actions based on Health & Safety Code §1430(b), which allows a cause of action for violation of the Patients’ Bill of Rights and for damages, the Court of Appeals reversed an Elder Abuse and Dependent Adult Civil Protection Act jury verdict based on the prejudice caused by the admission of the citation. Going further, the court found that the maximum statutory penalty is \$500 – regardless of the number of “violations.” “This is an important change to the existing court interpretation that has heretofore allowed the \$500 penalty to apply to each violation,” said Joanne Handy, president & CEO of LeadingAge California.

The case has been remanded to the Superior Court for a new trial (*Nevarrez v. San Marino Skilled Nursing and Wellness Center*, filed June 5, 2013, Appellate Court of California, Second Appellate District, Division Four, case# B235372).

“This is an important change to the existing court interpretation that has heretofore allowed the \$500 penalty to apply to each violation...”

In an interesting side note, LeadingAge California has learned that the California Advocates for Nursing Home Reform is currently raising money for an appeal to the California Supreme Court. CANHR is also actively looking for a member of the California legislature to introduce a bill that would amend Health & Safety Code §1430(b). •••

Prepared by Jack Christy, senior policy advisor for LeadingAge California. Christy can be reached at jchristy@aging.org or 916-469-3366.

Sid Gally

Local Historian and Pasadena Booster

You may recognize Sid's name as the Pasadena Museum of History correspondent to the Star-News. His articles appear in the newspaper every Monday.

Sid Gally has lived in Pasadena, Calif. all his life, except for time away in the military service. He has lived in his current house in "Bungalow Heaven" since 1951 when he and his wife, Helen, were married. The house, which dates back to 1919, was first purchased by Sid's grandparents in 1920.

Sid's grandparents had a big influence on his life, and instilled in him a love of history. One grandmother's family came to Southern California from Texas in a covered wagon – a trip taking nine months. The other grandparents settled in the Ojai valley.

After several years at Pasadena Junior College, he received a B.S. in electrical engineering from Caltech. Sid worked for Southern California Gas Company his whole career, some of those years as a Division Engineer.

When World War II broke out, Sid joined the Navy. "The first ship I was on was the Staten Island ferry," he acknowledged. He was sent to Cambridge, Mass., to learn and then teach basic electronics and radar at Harvard and M.I.T. He made one trip across the Atlantic on anti-submarine patrol. As the war

ended, Sid was assigned as a radar officer of a destroyer squadron that spent some months with the occupation forces in Japan.

Sid's wife Helen passed away nine years ago. She was a teacher in Pasadena public schools and a docent at the Gamble House. The couple had three children. Their eldest daughter teaches at the Riyadh American School in Saudi Arabia. Another daughter works for the Sierra Club in San Francisco, Calif. Sid and Helen's son is an Associate Professor at the University of Tokyo. Sid has four grandchildren.

In addition to volunteering at the Pasadena Museum of History, Sid belongs to the Westerners, a group interested in the history of the West. He is an active member of the Neighborhood Unitarian Church of Pasadena. His home is full of family furniture, including a piano and an old-fashioned pump organ in need of repair. He still plays the organ, fingers moving deftly, feet pumping!

Sid saw Larry Wilson's column in the Star-News about the Pasadena Village and he said, "It seemed like a good idea. I thought I would try it, as I already knew some of the members." When two windows needed repair, he asked the Pasadena Village if they could recommend a repairman. He was surprised when two Village volunteers came to his house and took care of the problem. "That impressed me quite a bit," he added. Welcome to the Pasadena Village, Sid! •••

Adapted with permission from the Pasadena Village Newsletter.



Summer House: Innovations in Memory Care at Wesley Palms

What if personalized memory care came wrapped in a place as warm, bright and inviting as a cherished summer cottage? That is the image that Wesley Palms, a Front Porch community in San Diego, Calif. has made into a reality recently with the opening of Summer House at Wesley Palms, a garden retreat for those with memory support needs.

Situated on the grounds of the retirement community in a beautiful park setting above the ocean, Summer House at Wesley Palms is designed to take advantage of the beauty of nature and create an engaging and highly personalized experience for each resident. Bright open spaces, engaging art, and an individual front porch for each of its 22 technology-enabled cottages distinguish Summer House at Wesley Palms. The cottages surround a central clubhouse within a large protected sun-filled courtyard with mature trees, flowers, lawn and tranquil pathways that overlook the community's 35 acres of parkland. Picnic areas and shade trees create opportunities for family and friends to spend time enjoying the ocean breezes and warm sunshine.

Dining and engagement activities are shared in the clubhouse which also plays host to art, music and other recreational programs specifically designed to help residents express themselves more freely.

"Summer House is uniquely designed to honor the individual, include family and friends, and create an environment that is as warm and comfortable as a summer home," said Ben Geske, Wesley Palms' executive director. "We use the latest technologies as well as our training and intuition to create a supportive and engaging environment for each resident."

Each Summer House cottage features an advanced motion sensor technology that learns the daily activity patterns of residents and sends alerts to help caregivers respond to potentially urgent situations, allowing staff to be more proactive in caring for residents in a way that respects their privacy and dignity.

"Through the use this technology, our responsiveness increases, which in turn improves care overall," Geske said.

Summer House also features the latest cognitive technologies such as the brain fitness software to help residents improve memory, focus, and concentration a reminiscence program designed to help residents tell their life stories.

Summer House at Wesley Palms is one of three Summer Houses operated by Front Porch. Summer House at Wesley Palms offers specialized, individual care for residents with memory support needs in a place that is uniquely designed to respect individuality, create connection and take advantage of the healing power of the beautiful outdoor setting. For additional information, please visit the Summer House [website](#).

Hot Topic in Healthcare Reform for Employers: Play or Pay Penalty for Large Groups

The following Q&A provides a detailed Q&A regarding the impact of the "Play or Pay" provisions of the Patient Protection and Affordable Care Act on larger groups and is reprinted with permission of *ThinkHR*.

Question: Does the play or pay penalty apply to a large group prior to their renewal date in 2014 if the plan is on a fiscal year (7/1/14)?

Answer: For large employers, the Department of Labor has issued special rules for plans not on a calendar year. In January of 2013, the DOL announced "transition relief" for employers with non-calendar fiscal year health plans. As we understand it, if the plan is a non-calendar year plan as of December 27, 2012, the employer may qualify for this transitional relief. If the employer does qualify, PPACA mandates and penalties don't take effect until the first day of the health plan year in 2014 (in this case, July 1, 2014).

There are two components to the transition relief for fiscal year plans to determine if the penalties may apply. First, the transition relief applies with respect to employees who would be eligible for employer-sponsored coverage as of the first day of the fiscal plan year starting in 2014 under the plan's eligibility terms as in effect on December 27, 2012. If these employees are offered affordable, minimum value coverage no later than the first day of the plan year starting in 2014, the employer will not be

assessed a shared responsibility penalty with respect to these employees for any period in 2014 prior to the beginning of the plan year that starts in 2014 and runs into 2015. So in the situation you posed, if coverage were offered to all employees working 30 hours or more per week with the plan year beginning in 2014 (July 1, 2014), the first test would be met.

Second, transition relief applies to employers that have a significant percentage of their employees who are eligible for or covered under one or more fiscal year plans with the same plan year. If an employer offered coverage under a fiscal year plan to at least one-third of its employees (full-time and part-time) at the most recent open enrollment period before December 27, 2012 (or if the fiscal year plan covered at least one quarter of the employer's employees), the employer will not be subject to a shared responsibility payment with respect to any of its full-time employees until the first day of the plan year starting in 2014, provided that those full-time employees are offered affordable coverage that provides minimum value no later than that first day.

The full text of the transition rules can be found by clicking [here](#). For additional information, please contact Joe Williams, vice president of Ascension Benefits Practice – a LeadingAge California Approved Vendor, at jwilliams@ascensionins.com or 925-577-7611.

Pasadena Village Celebrates Anniversary

What started out as a few friends wondering how they could grow older without becoming disengaged from their community just celebrated its first anniversary. In May of 2012, the Pasadena Village – along with support from its founding partner Episcopal Communities and Services – began providing its members with programs, services and social activities designed to support them as they age “The Pasadena Village is filling a great void in the lives of many of us elder citizens in the Pasadena area,” said Mike Babcock, one of the Village’s founding members and current co-chair of the Board of Directors. “For me, it’s been both fun and practical. Fun because I have made friends with some wonderful people I never would have met – and practical because the various programs and activities of the Pasadena Village have helped me become much better informed about the challenges and opportunities of aging. For additional information, please visit the Village’s [website](#).

Calling All Members: Education Scholarships Available

LeadingAge California and its Board of Directors has made scholarships available for the following upcoming conferences:

Sales & Marketing Conference: Marketing Strategies – The Sum of Its’ Parts

July 30, 2013, Marriott Burbank Airport Hotel
Deadline to apply is July 12, 2013
Additional [conference](#) information

Human Resources Conference: The Role in Building, Defining and Leading

August 13, 2013, Marriott Burbank Airport Hotel
Deadline to apply is July 30, 2013
Additional [conference](#) information

International Association of Homes and Services for the Ageing Conference: Connecting our Global Community

November 17-20, 2013, in Shanghai, China
Deadline to apply is July 8, 2013
Additional [conference](#) information
Scholarship information (including a downloadable application) is available on the LeadingAge California [website](#).

Moss Adams Celebrates 100 Years

This year marks the 100th year in business of Moss Adams LLP – and the firm continues to grow and thrive, especially its practice devoted to healthcare. The long-time Premier Partner of LeadingAge California got its start in quite a different industry. Founded in Seattle in 1913 – the same year President Woodrow Wilson signed the federal income tax into law – Moss Adams initially served the Pacific Northwest’s then-booming lumber industry. Through the Depression, two world wars and no less than 17 U.S. presidents, the firm steadily grew, extending its reach to advise a variety of businesses and industries across the West. Today, Moss Adams is one of the largest accounting firms in the country, providing organizations and individuals around the globe with insight and expertise integral to their success. Yet while the firm is pleased to be celebrating its 100th year in business, it remains focused on what it believes has truly mattered all along: its people, its communities and its clients.

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Life After Life

By Jill McCorkle

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time of day or holiday or teacher or article of clothing? How would you describe your marriage? Was there something you learned in life that surprised you? She records the weather and season and last words if there are any. Luke said that this would be her religion, the last words and memories of the dying her litany. She would read and reread the entries regularly like devotionals. Keep us close," he said. Keep us alive. Don't ever let us disappear.

The longest and most expensive journey you will ever make is the one to yourself. Joanna's life is blip blip blip like images on an old film projector that keeps sticking and burning. She's been spliced a lot of times over the years, but finally she feels free – not perfect, not problem free, just free. No one likes to talk about the positive parts of getting older and aging into orphanhood, how with your parents you often bury a lot of things you were never able to confront or fix or let go of.

She has spent long hours discussing this with C.J., a girl most likely not to be Joanna's best friend, and yet she is. C.J. is half her age, punk and pierced and tattooed with a baby boy whose father she won't discuss – not yet at least. C.J. is beautiful and so unaware of it, long legs and hazel eyes and a beautiful dark

complexion that leaves people perplexed and wondering about her ethnicity. It seems she might even be perplexed herself and camouflages herself with tattoos and loose clothing and colors of hair dyes that are not natural to any race.

Like Joanna, C.J. has done a lot of different things. She has cleaned houses and read palms and groomed dogs and now grooms the elderly – hair, hands, toes – at Pine Haven and leads them in a few activities and exercises. She rents the little apartment over the Dog House and in exchange for sometimes opening or closing, Joanna babysits her son, Kurt. Joanna's only rule as a landlord is no candles since she herself has had a couple of house fires as a result of purification rituals. "That would do it," C.J. said, and laughed when the rule was explained and adjusted her lip ring, which she always removes before going to work. "I'll come up with another way to purify."

Joanna wasn't there for her mother, but she was there for her dad and seeing him through those last days allowed her to let go herself. Being there may prove to be the greatest gift of her life. And of course none of that would have happened without Luke and Tammy.

In her work, Joanna has learned the importance of making peace. She sees it all the time, the stubborn child who won't come to

the bedside and so the parent lasts far longer than should be asked of anyone. It is painful to watch, and for this reason she feels lucky to have journeyed her way back to this place. Her dad wanted her to promise to keep the Dog House running and now she is doing her best, opening and closing and hiring responsible people to work the place, so she can devote herself to the volunteer hospice hours she gives in Pine Haven's nursing wing.

"Make their exits as gentle and loving as possible," Luke had said. "Tell them how good it will be, even if you don't believe it yourself. You're southern, you know how to do that." And now family members greet and embrace her like she is one of them. Lung. Brain. Breast. Uterus. Pancreas. Bone. The families discuss and explain the symptoms and diagnoses for her as if they have never been heard of before, have never happened to anyone else, and she listens. Mistakes are made in the telling and she does not correct them. It is important to remain separate, to allow them to claim the disease, claim the grief. It is important not to get too attached or personally involved. Sometimes, when family members are naming the tests and symptoms and prognosis, she allows herself to imagine her mother, getting the news and them driving home. Actively deciding what to do next but not calling her. But Joanna can go only so far with that or she'll undermine her purpose in the present. She is there, compassionate and listening,

guiding the patients to talk and tell their stories if inclined but knowing when to step back into the shadows of the drapes or a closet door so family members get their time. She knows how to disappear.

Relatives show her all the old photos and letters; they tell her of accomplishments and regrets and then afterward, they drift away, her presence like something from an old dream, a reminder of their grief and loss. Sometimes they see her in the grocery or hardware store or when they drive up to the Dog House, and they can't help themselves, their eyes well up and words get choked. Like Pavlov's dogs, they react to her presence. It makes her think of poor Harley, the docile old orange cat at Pine Haven with enough poundage to warm even the coldest circulation-free feet, only now all the residents are terrified of him because of the story in a recent news broadcast about a cat who chose to curl up beside whoever was most likely to die. The reports speculated how the cat knew. Did he sense something? Did he smell some chemical release of a body shutting down? His track record was convincing enough that people who worked in that particular place paid attention to where he spent his time and the story told was convincing enough to ruin poor Harley's life there at Pine Haven. Once he was the most beloved and coveted creature in the place, and now he is greeted by shrieks and screams – slippers and plastic cups tossed his way. He is just

a reminder of what is coming, a feline representation of Joanna herself, the one that appears bedside at the end and massages their cold darkening feet.

Now Lois Flowers' daughter Kathryn, comes rushing into the room, a look of relief to find her mother still there. She is wearing her name tag from Bank of America where she is a teller. She nods at Joanna, no need for words. Joanna has already told her there isn't much time. Lois Flowers has not opened her eyes in eighteen hours, but her breathing does change when Kathryn's cheek is pressed against hers. "She's listening," Joanna says. "She knows you're here."

Before Lois stopped talking, she always asked Kathryn about how school was and did she have any homework. Joanna offers her seat and goes to stand by the window. It is important to be present and also allow people space and privacy. Outside the sun is shining and the roses are in full bloom. Mr. Stanly Stone and his son, Ned, are sitting on a bench talking. They were the first family Joanna worked with when she moved back. Mrs. Stone was dying and everyone in the family remained separate and distant. They lived up to the family name, though these days, the son, Ned, always says hello and acts like he wants to say more to her. Ned was several years ahead of her in school and then went to military school so she never really knew him. She's heard all the sad stories people think when they see him, though, and now add his father's

dementia on top of everything else. Mr. Stone walks the halls of Pine Haven, often insulting those who make eye contact. Now Ned Stone is leaning forward, his head in his hands while his dad stands in front of him shaking his fist.

"Mama? Mama, it's me," Kathryn says. "It's Kathryn." Kathryn strokes the hair back from her mother's face and leans in close. She tells her mother how much she loves her and what a good mother she has been. She tells her about a new pair of shoes she just bought and how she got them for half price and what a beautiful June day it is. "Clang, clang, clang goes the trolley," she sings, and then stops, closes her eyes, and presses her cheek against her mother's. She sits smoothing her mother's hair, shaking her head in disbelief that she is here in this moment. How can it be? her expression seems to ask. It's an ordinary Friday morning and Joanna cannot help but imagine what it would have been like if she had had the chance to be with her own mother, to lean in close and whisper good-bye, and in that moment there is a change in the air, and in that moment, they all come back to her, all the last days and last words and last breaths. Kathryn whispers the words, What'll I do – when – you ... and then it is time; without a word, everything changes and they know it is time. •••

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Membership Matters

continued from page 9

Mt. San Antonio Gardens Opens State's First Green House

Twenty residents of Mt. San Antonio Gardens, a continuing care retirement community in Claremont, Calif. now have a brand new place to call home.

Evergreen Villas is the state's first Green House and is expected to usher in a new wave of similar projects as legislation designed to encourage a small-home approach to skilled nursing home care takes effect.

Built from the ground up to be real homes – in every way, residents can socialize in cozy living rooms and enjoy meals cooked in open kitchens, by the same people that care for them each day. The Green House model's unique approach to care – including a versatile staffing model – produces better clinical outcomes, fewer hospitalizations and falls, and less staff turnover. Research shows that the model's small layout, combined with its intimate and innovative staffing ratios, provides elders with four times more personal and social contact than typical nursing homes.

“Residents living in skilled nursing facilities may have limited ability or need a considerable amount of care,” said Randy Stoll, CEO of Mt. San Antonio Gardens. “But they still want as much independence as possible. They want their dignity maintained and they want to be in a home, not an institution. We are extremely pleased that we can finally offer what they have deserved for so long.” Additional information about the Evergreen Villas can be found on the Mt. San Antonio Gardens [website](#).

Long-Time Association Staff Member Moving On

After nearly eight years – and through three different names – the association is saying goodbye to Rick Taylor. Originally hired as an Associate Director of Policy to handle housing issues, Taylor eventually assumed responsibility for the association's communications work. “Leaving is bitter-sweet,” said Taylor. “I certainly appreciate the opportunities afforded me by this association and will miss the people and the work...but I'm excited for the future and cannot wait to begin the next chapter of my life,” he added. •••



AgeTech Welcomes New Developing Technology Partner

AgeTech West is pleased to welcome tech start-up [OpenPlacement](#) as a Developing Technology Partner. OpenPlacement joins [Independa, Inc.](#) who is continuing for a second year. AgeTech's Developing Technology Partnership is designed specifically for market-ready start-up technology companies who can provide strategic "goodness of fit" opportunities for AgeTech West affiliated providers and advance the adoption of new technologies to better serve older adults.

OpenPlacement (built on a concept similar to OpenTable) aims to bring transparency and real-time vacancy information to care transitions across the continuum. Today, when a patient is discharged from a hospital or skilled nursing facility to another care setting such as skilled nursing, assisted living or home care, the discharge planner, patient, caretaker and family often rely on antiquated materials and typically spend hours on the phone trying to locate the care provider which fits their exact needs.

OpenPlacement's web application serves patients and their caregivers by helping them search and qualify care providers that best meet their specific needs and connects them directly with the care provider. OpenPlacement gives aging service providers direct access to new referral sources at hospitals and with patients who otherwise would never know about them – leading to increased occupancy and streamlining the process of patient intake.

OpenPlacement's founding team has a combined 25+ years of experience in healthcare

who witnessed firsthand today's challenges and inefficiencies of care transition. Contact Scott Peifer at speifer@aging.org to get connected.

AgeTech 2013 Conference Registration Open & Exhibitor Prospectus Available

Registration is now open for AgeTech West's November 14-15 Conference in San Jose, Calif. entitled "Aging Services Meets Silicon Valley: Creating the Future of Care." In addition to a new 1.5-day format, this year's conference features a new "Pitch for Pilots" competition to directly engage attendees in pilot opportunities with new tech start-ups in the aging space (see page 14 for additional information). Exhibitors will find several new features and opportunities detailed in the Exhibitor Prospectus. Conference Registration and Exhibitor Prospectus can be found on the AgeTech [website](#).

Issue Brief: The New Era of Connected Aging - A Framework for Understanding Technologies that Support Older Adults in Aging-in-Place

According to the Center for Technology and Aging, we are at the dawning of "connected aging" in which the growing array of internet-based technologies and mobile devices increasingly will support older adults to age in place. Emerging technologies will enable both older adults and their caregivers to address a comprehensive range of medical, health, social and functional needs. Solutions that connect older adults to friends, family and community are becoming more viable; older adults and their caregivers are growing increasingly tech savvy; technology usability is improving; and price points are descending. CTA recently published an issue brief on Connected Aging and launched an online mHealth Toolkit that offers resources on developing mHealth programs for chronic disease management. You can find the Issue Brief and ADOPT Toolkit on AgeTech's the [Provider Resources](#) section of the AgeTech website. • • •

Prepared by Scott Peifer, executive director of AgeTech West. Peifer can be reached at speifer@aging.org.

The Sum of Its Parts Sales & Marketing Conference

Change is happening. Strategies are being strengthened.

Objectives are being fine tuned. Marketing strategies are getting refined and reinvented. Stay ahead of the curve; examine your marketing position, planning, monitoring, media, print, social, strategic budget planning, pricing, branding and more. Discover what works and what doesn't. Learn to examine your plan objectively to stay ahead of the curve at the Marketing Strategies Conference, July 30, 2013 at the Marriott Burbank Airport Hotel.

For registration information, go to the [LeadingAge California website](#), or contact Margaret Morneau at 916-469-3371.

HRs Role in Building, Defining and Leading Professionals Conference

Human resources professionals will gather on August 13, 2013 at the Marriott Burbank Airport Hotel to obtain a wealth of knowledge on human resource's role in building, defining and leading organizational culture from technology & innovation to employee wellness programs. Caroline Fisher, Ph.D, president and consultant, Fisher Consulting Group, LLC, will be the keynote presenter and will focus on organizational culture and its importance for business performance. Join your peers in various breakout sessions

that address timely issues that human resource professionals deal with on a daily basis.

For registration information, go to the [LeadingAge California website](#) or contact Margaret Morneau at 916-469-3371.

AgeTech West Technology Conference & Exposition "Aging Services Meets Silicon Valley: Creating the Future of Care"

Registration is now open for AgeTech West's November 14-15 Conference and Exposition in San Jose, Calif. entitled "Aging Services Meets Silicon Valley: Creating the Future of Care." In addition to a new 1.5-day format, this year's conference will feature a new "Pitch for Pilots" competition in partnership with Aging 2.0 to directly engage attendees in pilot opportunities with new tech start-ups in the aging field.

The conference begins with optional Silicon Valley technology campus tours from 11:30 a.m. to 2:30 p.m. on Thursday November 14. Doors open at 2:30 p.m. for time to mingle with technology exhibitors until the opening general session kicks off at 3:30 p.m., followed by a networking reception and wine tasting with exhibitors.

The opening session features a keynote by 'rock star' Eric Dishman, Intel Fellow and General Manager, Health & Life Sciences Group, Intel Corporation, entitled "Inventing the End of Long Term Care: The Move to Personal Health." The Pitch-for-Pilots competition

comes next, where start-up companies selected in partnership with Aging 2.0 will pitch their technology solution to the audience with the goal of attracting pilot partners. After the pitches, attendees will have the opportunity to visit with the contestants at the exhibit tables, cast votes for their favorites and indicate their interest in piloting specific solutions and even hosting an "Entrepreneur in Residence" at their senior living community. Cash awards will be given for the crowd favorite and the startup with the most interested pilot partners.

The conference continues on Friday, November 15 from 8:15 a.m. to 4:00 p.m. and features two stimulating general sessions, three sets of breakout sessions and a networking lunch.

More information will be available in the coming weeks, but early-bird registration is now open on the [AgeTech website](#).

MDS 3.0/RUG IV Distance Learning Series: May – July

LeadingAge California has teamed up with LeadingAge Ohio and Plante Moran to offer a series of affordable, up-to-date learning educational sessions about the process of completing the Minimum Data Set 3.0 and the impact of its accuracy. Each teleconference is 90-minutes long. BRN and BBS continuing education units are available for each session.

For registration information, go to the [LeadingAge California website](#) or contact Margaret Morneau at 916-469-3371.

Dates to Remember

Save the Date

**Sales & Marketing Conference:
Marketing Strategies: The Sum of Its
Parts**– July 30, 2013, Marriott Burbank
Airport Hotel, Burbank, Calif.

**Human Resources Conference: The
Role in Building, Defining and Leading
Professionals** – August 13, 2013, Marriott
Burbank Airport Hotel, Burbank, Calif.

**AgeTech West Conference & Expo:
Aging Services Meets Silicon Valley:
Creating the Future of Caring** –
November 14-15, 2013, San Jose Marriott,
San Jose, Calif.

Web Seminars

For more information and to register, visit
the LeadingAge California [website](#).

Care2Learn – Online courses that help
care professionals build leadership skills
and meet licensing requirements.

**MDS 3.0/RUG IV Distance
Learning Series** – January - July 2013

Visit our [website](#) or contact Margaret
Morneau at mmorneau@aging.org or
916-469-3371.

Region Meetings

**Delta Region
July 17, 2013**

Noon–2:00 p.m.

Topic: Surplus Drugs Filling the Gap
Location: Samaritan Village
7700 Fox Road
Hughson, Calif., 95326

**Golden Gate Region
July 19, 2013**

Noon–2:00 p.m.

Topic: Overview of PACE
Location: Alma Via of San Rafael
515 Northgate Drive
San Rafael, Calif., 94903

**San Diego Region
July 26, 2013**

7:30 a.m.–9:30 a.m.

Topic: Disaster Preparedness
and Mitigation
Location: Casa de las Campanas
18655 West Bernardo Drive
San Diego, Calif., 92127



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Collaborative Power: Our collective buying voice is 7,000 aging services providers strong! And, LeadingAge members benefit from sharing best practices and education on procurement practices that streamline purchasing.

Service Power: A new synergy of service among three teams delivers increased technical assistance and service to members' needs across the continuum.

Buying Power: The contracting leverage gained by an annual spend of \$8 billion on products and services by members helps put more money back into the mission.

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For more information contact:

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