

March 2013

# agenda™

LeadingAge California



**Green House**  
Comes to California

by David Farrell and Robert Jenkins

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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.

## Transforming Words into Action

by Joanne Handy

**L**eading change. These two words have shown up in a number of different places over the past few months. I've used this column to talk about how we – as individual organizations and as an association – can help lead this state to a new and better system of long-term services and supports for older Californians. We've even used these words to help frame the theme for both of this year's major conferences – using it as a call to action. But what does it really mean to lead change – and more importantly, how do you do it?

For me, I think of innovation and more specifically, Peter Drucker. Described by many as the father of modern management theory, Drucker once wrote, "In innovation, as in any other endeavor, there is talent, there is ingenuity and there is knowledge. But when all is said and done, what innovation requires is hard, focused, purposeful work. If diligence, persistence and commitment are lacking – talent, ingenuity and knowledge are of no avail." So striking that balance between ingenuity and purposeful work is where innovation lives.

This month's feature is a great example of what happens when that balance is achieved. The Green House model was born from necessity – from a realization that there had to be an alternative to caring for older adults. But without the persistence of a relatively small group of people, this new and innovative model may never have seen the light of day.

And just as Mt. San Antonio Gardens is helping to lead change with its Green House, this association is helping to lead change by stimulating and fostering innovation. Whether it be working with experts from various state and federal agencies on how to better integrate housing and healthcare or adapting the curriculum for our leadership development program to focus more on the development of new models of service delivery, this association is dedicated to striking that balance ingenuity and purposeful work.

*Joanne Handy is president & CEO of LeadingAge California.*



# Green House Comes to California

by David Farrell and Robert Jenkins

**W**hen America needs a new idea or a bold pioneer, it tends to look West. From spawning the rise of computers and the Internet to growing nearly half of the nation's fruits and vegetables, California leads the way in American innovation and prosperity. But, progress in the Golden State has recently lagged when it comes to long-term care.

It's a sector ripe for innovation – few seniors or their loved ones see traditional nursing facilities as desirable places to live out the last of their hard-earned golden years. And though it's seen as cheaper and more desirable by many, in-home care is not always a viable alternative.

While California does have a smattering of small but effective programs for seniors who can no longer care for themselves, little has been done to incentivize or scale those efforts. While other California industries have boomed with the assistance of subsidies or regulations that favor growth and invention – long-term care has not.

Although current California nursing home regulations were written with good intent, they are designed for large institutional approaches and have not benefited from substantial revision in years. As a result, they currently stifle innovative long-term

care models – even those proven to be effective in increasing quality, satisfaction and cost savings in other states.

Meanwhile, as innovation stalls and shortages loom, the state's population continues to age rapidly. The number of Californians over 65 is expected to double – if not triple, by 2030, and seven in 10 of those seniors will need long-term care at some point.

## A State of Discontent

Although California lacks a supply of alternative long-term care models, there is huge demand for something better than the status quo. Last year, the Robert Wood Johnson Foundation conducted a survey of over 1,000 informal caregivers to determine what mattered most to them when it came to choosing long-term care for their family members.

Caregivers across the country are highly unsatisfied with existing options for long-term care, but California caregivers are even more so. When it comes to nursing homes in particular, Californians are very displeased. Nationally, more than half of caregivers surveyed viewed their nursing home options favorably, whereas barely a third of Californians did.

*continued on page 10*

*CCRCs & Assisted Living*

**Advancing Medical Foster Homes in California**

LeadingAge California will be introducing legislation this year to exempt the Veterans Administration’s Medical Foster Homes from licensure as Residential Care Facilities for the Elderly. Under MFH model, up to three veterans (most of whom are usually seniors), receive board and supervision from a volunteer caregiver family. The veteran receives an array of services through the VA Home Based Primary Care program, including home health care, physical therapy and other services that allow the veteran to age in place. The bill will be authored by Assemblyman Rich Gordon (D-Palo Alto) and will be introduced in mid- to late-February.

**Branch Releases Status of Applications**

The Continuing Care Contracts Branch of the Department of Social Services recently released its quarterly “Status of Applications.” The report shows that four new continuing care retirement communities continue to be under development. An additional six CCRCs are expanding capacity – while two facilities are seeking to become CCRCs. The report also noted that a large chain withdrew its request to have four of its communities convert. The report also includes an update on the sale of Country Crest in Oroville, Calif.

**Assisted Living CNAs Show Hourly Increase**

The national average hourly rate of Assisted Living certified nursing assistants is \$11.10 according to the 15th annual Assisted Living Salary & Benefits Report – just published by Hospital & Healthcare Compensation Service. The percent increase was 2.55 percent for CNAs in facilities reporting data from both the 2011 and 2012 reports. The report is published in cooperation with LeadingAge and supported by the National Center for Assisted Living. Vacancy rates for CNAs showed a decrease, dropping 2.51 percent over the previous year. Turnover rates also fell dramatically to 22.88 percent, down from 36.54 percent in 2011. The table below illustrates the difference in turnover and vacancy rates:

	2010	2011	2012
<b>Turnover</b>	30.43%	36.54%	22.88%
<b>Vacancy</b>	13.91%	10.78%	8.27%

A total of 1,902 assisted living facilities participated in the study and provided compensation data on more than 99,524 employees nationwide. 1,790 for-profit and 112 not-for-profit facilities provided data for the study.

The report covers 19 management and 29 non-management positions. Data are reported according to for-profit and non-profit status, revenue size, unit-size, state, county and geographic region. Also covered are 28 fringe benefits, turnover rates by department and projected salary increases for 2013. Data are effective as of October 2012. To order a copy of the complete survey, visit Hospital & Healthcare Compensation Services’ [website](#).

*Prepared by Eric Dowdy, vice president of policy for LeadingAge California. Dowdy can be reached at [edowdy@aging.org](mailto:edowdy@aging.org) or 916-469-3376.*

*Housing*

**California Homes & Jobs Act**

Affordable Housing advocates have a reason to be optimistic with the future of affordable housing in the state. The California Homes and Jobs Act of 2013, authored by Senator DeSaulnier (D-Concord) seeks to establish a permanent and ongoing source of funds dedicated to affordable housing development. With the dissolution of redevelopment and state housing

bonds running dry, state funding for affordable housing has been virtually eliminated.

The fund would be created through a document recording fee on specific real estate documents, excluding those related to home sales. The fund is estimated to generate \$500 million in state investment and leverage an additional \$2.78 billion in federal and local funding and bank loans

to build affordable homes and create jobs. Through public-private partnerships, the Homes and Jobs act could create an additional 29,000 jobs annually and act to stabilize the for-sale and rental market to create affordable options for all Californians.

Senator DeSaulnier authored a similar bill last year, SB 1220, that garnered a wide range of support and made it all the way to the Senate Floor. The current legislative session, with a two-thirds democratic super-majority leaves a lot of room for optimism for the current bill. For additional information or to get involved in the California Homes and Jobs Act campaign visits the campaign [website](#).

### Golden State Acquisition Fund Launches

Affordable housing developers now have a new resource to help with developing and preserving affordable housing. The Golden State Acquisition Fund allows developers to access \$93 million to be used for both rental housing and homeownership opportunities. The GSAF will serve as a revolving loan pool meaning the funds will be loaned out, and when repaid, the funds will be available for new projects.

The GSAF was initially seeded by \$23 million from the California Department of Housing and Community Development and is administered by the Low Income Investment Fund. The HCD funds will be leveraged with additional capital from a group of seven Community Development Financial Institutions. Loan originators include Century Housing Corp.; Corporation for Supportive Housing; Enterprise

Community Loan Fund; Local Initiatives Support Corp.; LIIF; Northern California Community Loan Fund and Rural Community Assistance Corp.

Funds can be used for the acquisition of vacant land and improved properties. Projects must be located in California, have rental units restricted to 60 percent or below AMI with mixed-use properties providing no less than 75 percent of square

## Skilled Nursing

### Office of the Inspector General Outlines Work Plan for 2013

The Office of the Inspector General's 2013 work plan includes several areas which relate directly to skilled nursing facilities. Among the areas the OIG will be paying particular attention to are: looking at whether or not state agencies verify plans of correction during nursing home recertification surveys; assessing the use of atypical antipsychotic drugs and determining how the Centers for Medicare and Medicaid Services work with states to oversee the accuracy and completeness of data submitted through the Minimum Data Sets system. Several items from the 2012 work plan are being carried over for continued study during the coming year – including adverse events in post-acute care for Medicare beneficiaries; quality of care (with an increased emphasis on discharge plans); hospitalizations of nursing home residents; and Medicare Part B billing patterns.

footage to be developed as affordable housing. Loans are given on five-year terms for a maximum loan amount of nearly \$14 million and a maximum loan to value of 100 percent for non-profit developers. Additional project eligibility criteria and details can be found on the HCD [website](#).

*Prepared by Carrie Paine, policy analyst for LeadingAge California. Paine can be reached at [cpaine@aging.org](mailto:cpaine@aging.org) or 916-469-3372.*

### Quality Improvement Organizations Subject of Forum Call

The Centers for Medicare and Medicaid Services recently held a forum call asking interested participants a series of six questions concerning the culture of learning that the QIOs are charged with promoting. Among the questions asked were the following:

1. Based on the Institute of Medicine's definition of the Culture of Learning, what more can QIOs be doing to facilitate it?
2. How can QIOs use existing data to better facilitate the adoption of a Culture of Learning?
3. How do QIOs facilitate patient-centered care and use patient-centered measures to track progress?
4. What best practices on systems transformation and learning culture can we adapt or replicate from other industries?



## Healthcare Reform

### Update: “Covered California”

The Affordable Care Act created the opportunity for states to establish Health Benefit Exchanges to help families and small businesses shop for health insurance and get subsidies to make such coverage affordable. “Covered California” is the Health Benefit Exchange for the state and has been a leader in developing this new health insurance marketplace – having just received federal approval and dollars to move forward with its plan. The expansion of coverage through “Covered California” to millions of Californians starts January 1, 2014. The plan will begin an open enrollment period October 1, 2013 to sign-up people needing health care coverage. Additional information is available by clicking [here](#).

### California’s Continuing Care Initiative

The state’s work to dramatically change how it will deliver Medi-Cal services in the future is called the Continuing Care Initiative and it has two components:

1. **Duals Demonstration:** A voluntary three-year demonstration for dual eligible beneficiaries in eight counties to receive coordinated medical, behavioral health, long-term institutional and home-and community-based services through a single organized delivery system.
2. **Managed Medi-Cal Long-Term Supports and Services:** All Medi-Cal beneficiaries – including dual eligible beneficiaries – are required to join a Medi-Cal managed care health plan to receive their Medi-Cal benefits, including LTSS and Medicare wrap-around benefits.

The CCI is being developed by the California Department of Health Care Services and the federal Centers for Medicare and Medicaid Services. Public input has been invited and facilitated through a robust stakeholder process and vetting of policy proposals. The next milestone is the publishing of a Memorandum of Understanding between CMS, DHCS and the plans – which is expected in early March 2013. The MOU will spell-out a number of details, including the Medi-Cal rate to plans. Additional information is available by clicking [here](#).

*Prepared by Jack Christy, senior policy advisor for LeadingAge California. Christy can be reached at [jchristy@aging.org](mailto:jchristy@aging.org) or 916-469-3366.*

5. How can QIOs better help you accomplish your organization’s and constituent’s learning and quality improvement goals?

6. What else should CMS know as we shape the new direction of the QIO program?

A number of suggestions were offered up by participants – such as looking on systems engineers in other professions, using consumers in the creation process and developing more “across silos” programs. If you missed the call or are interested in sharing your unique insight, please send your ideas to [OCSQBox@cms.hhs.gov](mailto:OCSQBox@cms.hhs.gov).

### CMS Set to Allow Waivers for Mandated Sprinkler Requirement

The Centers for Medicare and Medicaid Services will be publishing a proposed rule that includes a number of provisions and criteria to be met in order to secure a waiver/request for extension of the August 2013 deadline for mandated sprinklers in all nursing homes. Several years ago, CMS published a rule which mandated sprinklers for every nursing home and disallowed any use of waivers by 2013. According to the proposed rule, the waiver may not exceed a time period of two years.

### Small House Skilled Nursing Facility Stakeholder Group Meets

The California Department of Public Health’s Licensing and Certification Division recently held a stakeholder group meeting concerning the pilot program for small house skilled nursing facilities established by SB 1228 (Alquist, D-Santa Clara) from last year. The purpose of the meeting was to review the various provisions of the legislation and existing licensure requirements for skilled nursing facilities. A general discussion was held and several recommendations were made concerning the implementation of the pilot program. CDPH is moving forward through the use of a smaller committee focused on specific areas to help develop the implementation requirements.

*Prepared by Lori Costa, regulatory and clinical consultant for LeadingAge California. Costa can be reached at [lcosta@aging.org](mailto:lcosta@aging.org) or 916-469-3377.*

# Millie Watts

## Reunited

Getting the family together for the holidays had special significance this season for Millie Watts. On September 12 of last year, the Eskaton Roseville Manor resident was surprised by a secretly orchestrated reunion with her younger sister, Patty Geayson. Watts and Geayson had been separated for more than 30 years.

Nearly two years in the making, the staff of Eskaton's affordable apartment community used Google searches, genealogy websites and old-fashioned letter writing to eventually track down Patty in Merced, Calif. With little coaxing required, the surprise reunion was scheduled and tickets purchased for Patty's train and bus rides to Roseville. For both sisters it would become – literally – a Thrill of a Lifetime. Thrill of a Lifetime is the title of Eskaton's initiative to help make dreams come true for its residents.

"We lost touch after our mom died," Patty explained, adding. "But I thought about her all the time." The emotional reunion was celebrated with dozens of Millie's neighbors, her surrogate family of "brothers and sisters" at Eskaton.

Beyond the remarkable Thanksgiving treat for Millie, 74, and Patty, 65 – the family gathering also reunited the sisters' with two older brothers, Alfonso, 88, and Robert 87.



Thus extending the Thrill to epic proportions, since the two brothers, living in Merced and Redding, respectively, had lost touch as well. For the first time in three decades, the reunited siblings (the four of 11 children still living) will be together again as a family. "I could not be any happier," Millie declares. "Mom would be so thrilled."

Eskaton provides residences, community services and healthcare to support the independence and quality of living for more than 14,000 older adults annually

throughout Northern California. The non-profit organization's full spectrum of aging services includes residential living with services, assisted living, memory care, hospice, skilled nursing, home care and other special programs. Affordability, innovation, collaboration, education and compassion are Eskaton standards as it endeavors to transform the aging experience.

*Adapted with permission from Eskaton's Longevity Rules Blog.*



### Rosewood Implements Resident Engagement Strategies in The Grove

Rosewood Senior Living Community – an American Baptist Homes of the West community – is a continuing care retirement community located in Bakersfield, Calif. In July of 2012, they opened their doors to The Grove at Rosewood, which is the newest memory care center in the area. The new addition directly addressed a growing need in the city of Bakersfield and an increasingly common health issue.

Responding to the fact that more than 9,000 people in Kern County have Alzheimer's – and those numbers are expected to rise to almost 21,000 by the year 2030 – Ellen Renner, executive director at Rosewood said, "We are excited and proud to offer this innovative care center and to share it with the community."

The new memory care center includes 18 suites and will be staffed by a team of qualified caregivers who will learn the history of each resident and customize a program that focuses on sensory stimulation and reminiscing activities along with exercise and wellness, music and

the arts and more. Renner, is excited about the innovations at The Grove – particularly the Life Story and Peace of Mind programs.

Life Story is a program in which the team at Rosewood gets to better know

residents on an individual and personal level. It consists of questions relating to a resident's early childhood, young adulthood, middle age and older adulthood. According to Renner, "Besides asking what their interests are, we go even deeper as to what accomplishments, life achievements and even traumas have occurred in their life. If the resident is unable to answer such questions, we ask family members for their involvement to help. Life Story is an activity that we do a couple of times a week. It is also a great reference for the newer employees to get to know the residents even better."

Another unique feature of The Grove at Rosewood is a program called Peace of Mind. The Peace of Mind system is a dynamic message board that projects information onto a resident's wall that changes using words, pictures and video. The system allows staff and family to include notes for the resident that may list their daily activities, family photos, contact information and anything else that will help a resident feel secure and connected.

According to Renner, "The program helps alleviate stress

on the resident and the messages help to comfort him or her and answer any questions. It also alleviates the number of phone calls to family members which usually occur because the resident cannot remember the last time he or she saw a family member, when they have doctor's appointments, activities he or she may enjoy, etc." "The program has proven to be a wonderful tool for calming and redirecting residents who are agitated. It reminds residents when to come to an activity or assist in leading an activity. It helps to keep them independent in a sense, because the messages are reminders, informational, and inspirational for them," Renner added.

Families can also access a resident's Peace of Mind account to know what their loved one is doing daily – as messages entered by the care team can be viewed online, making the system a benefit to the resident, family and care team. Rosewood currently offers this program on an as-needed basis, but intends to install it in every apartment in The Grove to provide access for all residents and their families.

While The Grove at Rosewood is relatively new, it meets a growing community need. "It's innovative programs ensure that residents affected by Alzheimer's or other forms of dementia will feel accepted, comfortable and safe at The Grove," says Renner. For additional information about Rosewood Senior Living or The Grove at Rosewood, please visit their [website](#).

*continued on page 12*





## 2013 Annual Conference Scholarship Application

### Guidelines for Scholarship Applicants

The fund gives members an opportunity to attend LeadingAge California programs and education events who otherwise would be unable to participate because of financial limitations. The following criteria and selection process shall be used in selecting scholarship recipients:

- Applicants must be employees, residents, or trustees of RCFE, CCRC, MLRC, AL, SNF, HCBS, or Housing members, or student members pursuing a graduate degree in aging services, or students/individuals working in a recognized vocational/internship program with a LeadingAge California member.
- The applicant's community may not be receiving reduced dues.
- The scholarship amount may not exceed the total LeadingAge/LeadingAge California dues paid.
- Only one applicant per member facility may be considered.
- Applicants must have administrator or supervisor's approval to apply.
- Established application deadlines must be met.
- Exceptions shall be considered on a case-by-case basis.

Name \_\_\_\_\_

Title \_\_\_\_\_

Organization \_\_\_\_\_

Address \_\_\_\_\_

City/State/Zip \_\_\_\_\_

Telephone/Email \_\_\_\_\_

Have you received a scholarship from us in the past? \_\_\_\_\_ If so, what year(s)? \_\_\_\_\_

If chosen, how will this benefit you and your community? (Please attach a separate sheet if necessary) \_\_\_\_\_

What level of assistance are you requesting? (Please estimate travel expenses/mileage)

Registration:  Pre-con  Full Conference  Tuesday Only  Wednesday Only

Hotel:  One Night  Two Nights  Three Nights

Travel:  Air \$ \_\_\_\_\_ (approx.)  Mileage \_\_\_\_\_ (estimate round trip)

#### Fund Availability

Scholarships are limited to **one scholarship, per member community, every other fiscal year (July 1-June 30)** based upon funds available. Scholarships may be granted for only a portion of the total amount requested.

#### Application Process

LeadingAge California will acknowledge receipt of application and the date decision will be made. The LeadingAge California Scholarship Subcommittee will make all scholarship decisions. Each applicant will be notified of the decision prior to meeting registration deadlines. Recipients are required to submit receipts for reimbursement.

#### Participation Agreement

I hereby make application for scholarship assistance based on the difficulties for me or my community to pay registration and/or related costs. As a condition of acceptance, I agree to provide a synopsis on my participation experience and, if requested, share my knowledge at other appropriate association forums.

If chosen as a scholarship recipient, may we use your name in future scholarship promotions? Y  N

Signature of Applicant \_\_\_\_\_ Date \_\_\_\_\_

Print Name of Administrator or Supervisor \_\_\_\_\_

Signature of Administrator or Supervisor \_\_\_\_\_ Date \_\_\_\_\_

#### Application Deadline: April 3, 2013

Return to Felicia Price, 1315 I Street, Suite 100, Sacramento, CA 95814 • 916-469-3370 • FAX: 916-428-4250

## Green House Comes to California

*continued from page 3*

The number one concern that California caregivers have about existing care options is the fear that their loved one would lose his or her sense of dignity and independence. Caregivers also expressed strong concerns that existing facilities are poor quality, feel too institutional and cost too much.

### A Grand Opening

This April, two new homes will open at the Mt. San Antonio Gardens senior community in Pomona, Calif. They'll fit right in among the apartments and cottages – with their patios and gardens – that already populate the 30-acre campus, beside its putting green, arts center and more. But these homes will be different. In fact, they'll usher in the beginning of a new era of a nursing-home care in California.

These two additions to the campus will be California's first-ever Green House homes, which are built from the ground up to look and feel – inside and out – like a real home, while also delivering the highest quality and intensity licensed and certified skilled-nursing care. Both homes, officially called The Evergreen Villas at Mt. San Antonio Gardens, will have private rooms and bathrooms for up to 10 elders.

The goal is that elders feel truly at home – free to set their own schedules, enjoy the community's many amenities, eat home-cooked meals made in each home's open kitchen and socialize with friends and family in a real living room. They lead independent, meaningful

lives – the very kind that their family members in the survey had hoped they would, but feared they wouldn't.

Just as in your own home, there is no visible nursing station and medical equipment is hidden away. Nevertheless, Green House elders get all of the high-level health and personal care available in traditional nursing homes. Comparatively, they actually have better clinical outcomes and receive four-times as much social and personal contact from staff. And all of this is no more costly to the provider, builder or residents than the average traditional nursing facility.

### Improving Lives & Bottom Lines

In the survey of informal caregivers, The Green House model proved able to drastically improve people's attitudes toward nursing home care. By appealing to those caregivers in a unique way, The Green House model can bring a whole new range of potential customers to providers.

After a brief introduction to The Green House concept, more than half of respondents said they would pay more to provide that option to a loved one. Three-quarters said they would drive further. Even caregivers with loved ones currently using in-home care said they liked The Green House option "a lot better." And, almost everyone said it was important for local providers to build more Green House homes.

The Green House model does more than just create eager consumers for providers – it delivers better outcomes, according to three recently conducted studies. These studies found that clinical and quality outcomes were better

in Green House homes – including less rapid decline in activities of daily living and dramatically lower facility-acquired pressure ulcers and hospitalization rates – than in institutional nursing facilities.

In addition to demonstrating high demand and high-quality care, The Green House Project has recently conducted extensive research that makes a strong financial case for the model. In an average implementation, providers increase occupancies and revenue without increasing costs. And, compared to other culture change models, a Green House home's capital costs run on the low end of the spectrum.

Total development costs run between \$1 and \$3 million per house, depending on the amenities and local building conditions. The average project has between four and six homes, but can have as few as one and as many as needed (the largest implementation built to date is 24 homes). Because of the model's small and efficient scale, it can be a practical and profitable addition to a diverse array of community and campus types.

### First a Will, Now a Way

When The Evergreen Villas open this April, the rest of Californians heading toward their golden years will have a reason to celebrate, too. Because, while the Mt. San Antonio Green House homes took years of behind-the-scenes work to garner approval from multiple local and state agencies, that's a battle that future Green House providers in California won't have to fight.

California's regulatory and approval processes, which had long been unable to easily handle a

model as transformative as Green House and its unique combination of care innovations, just got simpler. Late last year, Governor Brown signed into law Senate Bill 1228, introduced by State Senator Elaine Alquist (D-Santa Clara). It could not have passed without the strong support of LeadingAge's California and national leadership, as well as many other trade and advocacy groups, state officials, the Mt. San Antonio team and a bipartisan group of legislators.

The bill will facilitate the development and delivery of "skilled nursing care in a homelike, noninstitutional setting" like never before, by creating The Small House Skilled Nursing Facilities Pilot Program. Located within the Department of Public Health, the pilot program will authorize the development and operation of 10 pilot projects. Any provider that meets the pilot program's list of core small-home operational and environmental practices and other criteria will be eligible to move forward without a series of program flexibility negotiations.

Because these projects are essentially demonstrations to inform longer-term policy decisions, the Pilot Program will thoroughly evaluate each one at every step. The large data set that the Program will produce by its end in 2020 should help persuade the state to make a deeper, more permanent commitment to policies that encourage long-term care innovation.

A working group is now finalizing the details of the pilot program, and accepted providers will be notified and authorized to begin development of their

projects by July 1, 2013. The Green House Project urges every eligible provider to consider applying for this unprecedented opportunity to bring small home, person-centered care to market with the urgency that consumers are demanding and the efficiency for which providers are striving.

### Taking the Next Step

Providers who do not participate in the pilot program will still benefit from the accomplishments of Mt. San Antonio Gardens. By using the resources and precedent of Mt. San Antonio Garden's Green House homes, navigating the regulatory landscape for a new project will be easier than before.

Whether you intend to apply for the pilot program or develop a project through the traditional channels, you will likely have questions. With 10 years and 146 successful projects and provider partnerships under our belts, The Green House Project team is standing by to support you and help you take the next step.

With the continued support of LeadingAge California and other partners who made Senate Bill 1228 possible, as well as caregivers, providers and communities around California, we aim to replicate our model on a large scale. Only once our team has achieved that, will we truly believe that every aging Californian has access to the kind of care they deserve.

The best first step you can take is to simply find out more. You can do so by calling Maura Porcelli on our team at 703-647-2311 or visiting our [website](#).



**David Farrell, M.S.W., L.N.H.A.**, is the director of *The Green House Project*. Prior to joining *The Green House* team, Farrell was director of organizational development and regional director of operations for a private nursing home management firm in California. A published author and member of the Board of Directors at the Pioneer Network, he has advocated for culture change using quality improvement practices for over 25 years.



**Robert Jenkins, MSRED**, is the managing director for aging and independence at NCB Capital Impact, which administers *The Green House Project*. Jenkins and NCB Capital Impact work to develop and spread new models of long-term care that improve quality, satisfaction and affordability through innovations in policy, development and operations.

## Membership Matters

*continued from page 8*

### LeadingAge California 2013 Awards Announced

LeadingAge California proudly announces the recipients of the 2013 awards. These individuals have distinguished themselves through exemplary services, commitment and caring. The following recipients will be honored during the LeadingAge California Annual Conference, May 6-8, 2013 in Monterey:

- **Outstanding Mentor of the Year Award** – John W. Milford, Administrator, Ave Maria Convalescent Hospital
- **Trustee-of-the-Year Award** – Richard Rodkin, Board President, PEP Housing
- **Volunteer Services Award** – Bok Kim Lin, Resident, Angelus Plaza
- **Social Responsibility Award** – Paul Minus, Resident, Pilgrim Place

These individuals enhance our collective reputation through their involvement, innovation, leadership or advocacy and generously devote time and resources to LeadingAge California and the senior services community.

### The Samarkand Retirement Community Breaks Ground on New LifeCenter

Responding to the changing demands of existing retirees and the Baby Boomer tsunami behind them, The Samarkand retirement community recently broke ground on a \$4 million LifeCenter in Santa Barbara, Calif.

The 9,527-square-foot, two-story, mission style building is slated to become the new hub of campus life for Samarkand residents, staff and visiting family members. “The LifeCenter will bring a new level of services and amenities to senior living in Santa Barbara,” said Paul Peterson, Samarkand’s executive director. “The third building we’ve added to our retirement community since 2000, the LifeCenter’s purposeful design demonstrates our commitment to being in the vanguard of senior living,” he added.

The LifeCenter will house a café with indoor and two outdoor seating areas. The shaded fireplace terrace will overlook the mountains and the patio will face an outdoor water feature. There will be

an 1,183-square-foot aerobics/multipurpose room, wellness clinic and fitness center; computer lab; office space for the community’s 40 resident-led committees; studio for the in-house TV channel; a gallery of Samarkand history; and space for the residents’ clothing/accessories resale boutique.

The Covenant Retirement Communities board of directors, President Rick Fisk and Executive Vice President Terri Cunliffe joined Santa Barbara Mayor Helene Schneider, Samarkand residents, employees and friends in celebrating the ground-breaking for the new building.

“The LifeCenter is a great example of how to foster neighborly relationships, take advantage of Santa Barbara’s climate and beautiful vistas, and use an environmentally friendly design that will promote the health and well-being of all who visit,” said Santa Barbara Mayor Helene Schneider. “Kudos to The Samarkand team on their leadership in creating this new community center.”

The Samarkand tapped the expertise of resident experts and asked six residents to work with the project team and identify critical components of the building.

Deeply committed to Santa Barbara’s passion for environmental sustainability, The Samarkand ensured that the LifeCenter will make a delicate environmental footprint and feature LEED certified design, construction, operation and maintenance solutions, including:

- Locally or regionally produced construction materials;
- Wall, floor, and ceiling insulation R-values that meet or exceed code;
- Double-glazed, energy efficient windows;
- Energy efficient compact fluorescent light fixtures;
- Low VOC interior paint;
- Landscaping with native species to limit water usage; and
- Protection of existing oak trees or, if necessary, removal and replacement at a five-to-one ratio.

“Our environmental attention started with the planning,” said Peterson. “When we removed a maintenance building to make way for the LifeCenter, we recycled almost 100 percent of the building material,” he added. Construction of the new building is expected to take approximately 14 months.



## AgeTech West Pleased to Welcome New Premier Provider Partners

The [Hearthstone](#) and the [Senior Housing Assistance Group](#), both located in Seattle are the two most recent organizations to support AgeTech West as Premier Provider Partners. The Hearthstone is a Continuing Care Retirement Community promoting independence, optimum health, security, purpose and belonging in life, through its full range of options including independent living, assisted living, memory care, 24/7 nursing care, rehabilitation and hospice. With 28 senior living communities located from Bellingham to Olympia, the Senior Housing Assistance Group is the largest non-profit provider of affordable rental apartment communities for low- and moderate-income seniors in the Puget Sound region of Washington. AgeTech West welcomes Kevin McFeely, chief operating officer of The Hearthstone and Jay Woolford, executive director of SHAG to its Advisory Council.

All members of the three founding associations LeadingAge California, LeadingAge Oregon and LeadingAge Washington receive AgeTech West benefits as part of existing membership – including member rates at its annual conference and are served by AgeTech’s work as educator, broker, enabler and advocate. Sponsoring AgeTech West as a Premier Provider Partner is an additional opportunity for members who wish to financially support the work of AgeTech and receive a greater degree of focused partner involvement and premier benefits including two complementary registrations to AgeTech West Annual Conference and Technology Expo, membership on the AgeTech West Advisory Council to guide AgeTech, short-list for participation in

strategic technology opportunities and greater involvement in advocacy and education efforts. Please contact Scott Peifer at [speifer@aging.org](mailto:speifer@aging.org) to learn more about becoming a Premier Provider Partner.

## AgeTech West Conference – Save the Date!

The 2013 AgeTech West Conference & Tech Expo is scheduled for mid-November in Northern California’s Silicon Valley region. The final dates are still being negotiated but it is anticipated that conference will be held on either November 13-14 or November 14-15. Be sure to check the AgeTech West [website](#) for updates.

## 2012 AgeTech Conference Presentation Videos Now Available

More than 200 people participated and 27 companies exhibited at the 2012 AgeTech conference. Thanks to the generosity of the California Health Care Foundation, we have made available full video recordings of the four keynote presentations and a sampling of educational sessions to make the AgeTech conference an enduring educational resource. Please click [here](#) to view the presentation videos to see what you missed, refresh your memory of a favorite presentation or share with a colleague.

## Don’t Forget to Complete the 2013 Annual AgeTech West Technology Survey!

Survey results will be used to direct AgeTech’s ongoing work including development of a member resource on technology utilization by West Coast LeadingAge providers. This guide will allow members to more readily consult with a peer who has had experience with a particular area of technology that may be of interest to you.

Upon successful completion of the survey, you will be entered to win a free registration at the 2013 AgeTech West conference. If you have not received the link for the survey, and are a provider member of LeadingAge California, LeadingAge Oregon or LeadingAge Washington, please contact Susan Holt at [sholt@aging.org](mailto:sholt@aging.org).

*Prepared by Scott Peifer, Executive Director AgeTech West. Peifer can be reached at [speifer@aging.org](mailto:speifer@aging.org).*

### 2013 Annual Conference – Leading Change

The brochure for the 2013 Annual Conference & Exhibition “Leading Change” is in the mail! Experience the shake-up in Monterey. Just to highlight a few of the changes, the opening general session will be held on Monday afternoon with Jean Steel from Happy People Win. She’ll show you how to reframe your thinking to lead to innovative ways to manage change. A welcome reception will follow the opening session. Tuesday morning will kick off with a 5k fun run to help support the Scholarship Program and then it’s off to a general session featuring pundits and predictions. This “The View” style forum gives you the chance to hear from key leaders from our field as they engage in a lively, provocative discussion on how senior living will change in the years ahead. The exhibit hall has a new, lively addition as we present IGNITE talks. This fast-paced event will feature speakers who are given five minutes and 20 slides to talk on a topic of their choosing. Speakers will share their thoughts on everything from successful aging to hospitality – and more. Wednesday morning will start off with the annual meeting and breakfast. If that isn’t enough, plan to attend the Wednesday morning session entitled Join the Experts and choose from six topics to learn the latest trends. In addition, two new education tracks have been added this year, Innovation and Healthcare Reform. Finally, close out the conference with Brian Lee, the founder of Custom Learning Systems to learn how to design and implement the single most powerful

best practice that will motivate employees to go the extra mile. For registration information or to download the conference brochure, please visit the LeadingAge California [website](#), or contact Margaret Morneau at 916-469-3371.

### Advancing Philanthropy

LeadingAge California – in collaboration with Davenport and Barr – is offering a comprehensive program designed to advance philanthropy for our members. The BEN Philanthropy Collaborative for Major and Planned Gifts is a great opportunity to help you ramp up your planned giving efforts. To learn more about this unique program, please join the team at Davenport & Barr for a free webinar entitled Beyond Bake Sales – Raising the Money Your Organization Deserves. Just for participating, Davenport & Barr will send you a complimentary gift card to Starbucks, Peets Coffee or McDonald’s. The free webinars will take place on February 19, February 21, March 12 or March 14. For additional information or to register, please contact Karen Davenport at [kdavenport@davenportbarr.com](mailto:kdavenport@davenportbarr.com).

### Brown Bag It! HR Updates for 2013 Webinar Series

Join Terry A. Willis, partner with cook Brown, LLP as she discusses the dozens of new California labor laws and legislative bills that were passed and went into effect January 1, 2013. It is a daily challenge to deal with the legal pitfalls of human resources

without continuing education to keep abreast of the latest legal changes and the best employment practices, such as:

- March 21, 2013 – 2013 Legislative Updates Related to Employment and Labor Law
- April 11, 2013 – Leave Issues
- May 2, 2013 – Wage and Hour Issues Related to Personnel
- May 30, 2013 – Social Media Policies and Guidelines

Each 60-minute webinar offers NHAP, RCFE, CASP BRN and HRCI continuing education units. For registration information, please visit the LeadingAge California [website](#), or contact Margaret Morneau at 916-469-3371.

### MDS 3.0 Distance Learning Series: March – July 2013

LeadingAge California has partnered 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. The MDS is the focal point of everything in long-term care (survey, quality measures, Five-Star, corporate compliance, Nursing Home Compare data and reimbursement).

Each teleconference is 90-minutes in length. BRN and BBS continuing education units are available for each session. For registration information, please visit the LeadingAge California [website](#), or contact Margaret Morneau at 916-469-3371.

# Dates to Remember

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## Save the Date

### **2013 Public Policy Conference**

March 4-6, 2013 – Sacramento, Calif.

### **2013 Annual Conference & Exposition**

May 6-8, 2013 – Monterey, Calif.

## Web Seminars

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

**AGE-ucation** – Weekly Web seminars on finance, audits, human resources, legal issues, reimbursement and more.

**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

**Beyond Bake Sales** – March 12-14, 2013

### **Brown Bag It! HR Updates for 2013 Webinar Series**

March 21, 2013

April 11, 2013

May 2, 2013

May 30, 2013

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

## Region Meetings

### **Inland Empire Region – March 15, 2013**

Noon–2:00 p.m.

Topic: Public Policy Challenges in 2013

Location: Plymouth Village

900 Salem Drive

Redland, Calif. 92373

### **Santa Rey Region – March 29, 2013**

11:00 a.m.–2:00 p.m.

Topic: Public Policy Challenges in 2013

Location: Terraces of Los Gatos

800 Blossom Hill Road

Los Gatos, Calif., 95032

### **LA Valleys Region – March 27, 2013**

Noon–2:00 p.m.

Topic: Public Policy Challenges in 2013

Location: Solheim Lutheran Home

2236 Merton Avenue

Los Angeles, Calif., 90041





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**For more information contact:**  
Scot Scurlock, VP LeadingAge Savings & Solutions Center  
(202) 465-4313 ([sscurlock@LeadingAge.org](mailto:sscurlock@LeadingAge.org))