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Four Assisted Living Communities Receive Silver In Quality Award Program

This year saw four assisted living communities earning the Silver – Achievement in Quality Award through the AHCA/NCAL National Quality Award Program. They are the The Villa at Carpenters, Maine Veterans’ Home – Machias, and two Avamere communities: Avamere at Hillsboro and Avamere at Sandy.

The Silver Quality Award is the second step in the program where applicants continue to learn and develop effective approaches that help improve performance and health care outcomes. All 2014 recipients were honored at the 65th Annual AHCA/NCAL Convention & Expo. A new ceremony was held just for Bronze and Silver awards this year.

The Villa at Carpenters Lakeland, Fla.

The Villa at Carpenters is a 52-bed assisted living community within a continuing care retirement community known as The Estates at Carpenters. Their vision is “where the quality of life is celebrated.”

The Villa at Carpenters is the only assisted living community in Lakeland that provides a licensed nurse on-site 24 hours a day, seven days a week. “It gives immeasurable peace of mind to residents, their families, their physicians, and our staff,” says Matthew Thompson, controller at The Estates at Carpenters.

To improve areas of the commu-

nity, The Villa harnesses its Quality Assurance Committee to gather information, evaluate it, and then implement action plans. The committee was responsible for addressing an area of the community that was known for resident falls—a sitting area outside of the dining room. After gathering the facts, the interdisciplinary team identified that the falls occurred when residents attempted to stand up after sitting in the furniture in the sitting area. The furniture was replaced, the area has been monitored, and no falls in the area have occurred since.

Leaders at The Villa are chosen not only for their expertise in their work, but also for having a strong moral character. Over the past seven years,

has received zero deficiencies during annual surveys since 2010.

Maine Veterans’ Home – Machias Machias, Maine

The newest of six veterans’ facilities located throughout the state, Maine Veterans’ Home – Machias (MVH-M) started serving veterans, spouses, widows, widowers, and gold star parents in September 2005. This 30-bed secured assisted living community specializes in memory impairment care.

MVH-M secures on-site visits from denturists, optometrists, podiatrists, mental health counselors, and physical and other therapy services, as needed, to ensure timely services for residents.

Customers are engaged through outreach activities, such as monthly family support group meetings and birthday dances for residents. Skype is available for residents to communicate with family members.

Choice is also respected at MVH-M, as demonstrated every morning when residents choose their wake-up and meal times as well as their breakfast from a restaurant-style menu.

MVH-M embraced the AHCA/NCAL Quality Initiative when its goals were announced in



The Villa at Carpenters provides therapy services in-house to help fulfill their vision, “where the quality of life is celebrated.”

The Villa has had zero allegations of unethical behavior or corporate compliance violations. Also, The Villa

Communities Receive Silver Quality Award continued from page 1

2012. During the course of 2013, the community reduced its off-label use of antipsychotic medications from 20 percent to 17.2 percent.

MVH-M has also shown progress in another goal—staff stability. From the first quarter to the third quarter of 2013, turnover decreased by 60 percent. MVH-M attributes this to engaging staff.

A previous survey showed that staff wanted to be paid for the quality of the job they do. The community then established “Pay for Performance.” This interactive performance review allows employees to self-evaluate, review the evaluations with their supervisors, and set stretch goals for the upcoming year. MVH-M also has a tuition reimbursement program that encourages higher education.

Avamere at Hillsboro Hillsboro, Ore.

With 65 assisted living apartments and 24 semi-private memory care units (along with some independent living cottages), Avamere at Hillsboro offers residents the ability to transition, if necessary, while remaining in the community.

This suburban community outside Portland is home to many high-tech companies, and Avamere at Hillsboro has embraced technology as well. The community has an electronic health record system accessed through a secure staff Wi-Fi network. Each department head is equipped with a

laptop, and wall-mounted kiosks are available throughout the community. Resident and family satisfaction surveys are done on a touch-screen tablet, allowing monthly monitoring.



Maine Veterans' Home – Machias celebrates earning Silver with residents.

Avamere at Hillsboro likes to stay on top of the newest strategies in the profession. This year, the community participated in NCAL's National Patient Safety Organization for Assisted Living (PSO) pilot for quality measures, as well as the INTERACT for Assisted Living pilot program to reduce hospital readmissions.

“The PSO is the answer to so many unanswered questions in our industry,” says former Executive Director of Avamere at Hillsboro Sarah Silva. “For the first time ever we can see what areas we need to focus on and start to share best practices as a nation.”

The community identifies opportunities to improve through annual strate-



Avamere at Hillsboro embraces technology with equipment such as wall-mounted kiosks.

gic planning, SWOT analysis, and customer feedback. The SWOT analysis came to be useful when the community noticed an increase in the number of referrals with diabetes. It determined that to meet the rising need it would implement a trial increase to

its licensed nursing hours. Once the change was made, Avamere at Hillsboro was able to provide services to a higher-acuity resident, reducing the number of hospitalizations and giving the community a competitive advantage. After positive customer feedback, it made a permanent increase in its nursing hours.

“The ability to care for our residents as their care needs increased created loyalty from our residents, families, and their physicians,” says Silva.

Avamere at Sandy Sandy, Ore.

Another community belonging to the Avamere Family of Companies, Avamere at Sandy is in the rural and close-knit community of Sandy, Ore., outside Portland. Avamere at Sandy includes both assisted living and memory care.

This assisted living community is known for taking on new ventures before expanding them into the company's other buildings. It was the first community to pilot PointClickCare and fully integrate all components of an electronic medical record system.

When potential residents and family members are interested in touring Avamere at Sandy, the community uses a “sit-tour-sit” process. It allows staff to first listen to the needs and current situation with the potential resident. They can then tailor the tour to what the customer is looking for and then sit down again to listen to any of the customer's questions, concerns, or comments.

Avamere at Sandy connects with the local community to benefit its residents. By attending a Chamber of Commerce meeting, staff discovered that a local ukulele group needed a place to practice once a week. Avamere at Sandy invited the musicians to prac-

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NCAL Board Of Directors Adds Some New Faces For 2014-2015 Term

At the 65th Annual AHCA/NCAL Convention and Expo, the NCAL Board of Directors was selected for the 2014-2015 term.

The Chair, Vice Chair, and Secretary/Treasurer positions were re-elected, keeping Patricia (Pat) Giorgio, Chris Mason, and Ashley Blankenship in their roles, respectively, for one more year.

NCAL elected two new At-Large Representatives: David Chensvold of Iowa and Lee Field of Washington. Chensvold is the president of Assisted Living Partners which oversees 17 assisted living communities, along with consulting on issues such as regulatory compliance and oversight. He has served on the Iowa Center for Assisted Living Board of Directors, among other leadership roles in his home state.

Field is the president and chief executive officer of Senior Services of America, with assisted living/residential care communities in California, Florida, Maryland, Penn-

sylvania, Tennessee, Washington, and West Virginia. He has been in the long term care field for more than 30 years and recently chaired the Washington Center for Assisted Living.

Five at-large representatives were re-elected for another two-year term: Helen Crunk of Nebraska, Gerald Hamilton of New Mexico, Steven Heaney of New Jersey, Jeanne Jaeckels of Minnesota, and Roderick Wolfe of Tennessee.

“NCAL’s board of directors is a dedicated, driven, and exceptional group, and it is a privilege to work with them,” says David Kylo, NCAL Executive Director. “Through their vision and leadership, we will continue to advance the assisted living profession and person-centered care throughout the country.”

The NCAL Board of Directors is elected by current members of the NCAL Board and by NCAL State Leaders or the NCAL State Leader’s proxy. The election is held annually at the association’s convention. ♦



Pat Giorgio and the rest of the NCAL Board were sworn in at AHCA/NCAL's 65th Convention & Expo.

NCAL'S 2014-2015 BOARD OF DIRECTORS

- ♦ **Chair:** Pat Giorgio of Iowa
- ♦ **Vice Chair:** Chris Mason of Oregon
- ♦ **Secretary/Treasurer:** Ashley Blankenship of Arkansas
- ♦ **Immediate Past Chair:** Mike Shepard of Arkansas

At-Large Representatives:

- ♦ David Chensvold of Iowa
- ♦ Helen Crunk of Nebraska
- ♦ Lee Field of Washington
- ♦ Denise German of Kansas
- ♦ Gerald Hamilton of New Mexico
- ♦ Marcia Hamilton-Cotter of Minnesota
- ♦ Steven Heaney of New Jersey
- ♦ Michele DeClemente-Hughes of New Jersey
- ♦ Jeanne Jaeckels of Minnesota
- ♦ Dee Jansen of Wisconsin

- ♦ Carmy Jerome of Colorado
- ♦ Mark Maxfield of Idaho
- ♦ Laurie Shepard of Michigan
- ♦ Rod Wolfe of Tennessee

Other Voting Members:

- ♦ Tom Coble of Oklahoma, AHCA Vice-Chair
- ♦ Dirk Anjewierden of Utah, Affiliated State Health Care Association Executives (ASHCAE) Vice President

Ex-Officio Members:

- ♦ Leonard Russ of New York, AHCA Chair
- ♦ Heath Boddy of Nebraska, ASHCAE Representative
- ♦ Cindy Luxem of Kansas, ASHCAE Representative
- ♦ Angie Szumlinski of Michigan, Associate Business Member Representative

NCAL Day At National Convention Welcomes Largest Crowd To Date

With a purposeful emphasis on person-centered care and strengthening leadership skills, the Eighth Annual NCAL Day welcomed nearly 250 assisted living owners, operators, and vendor partners to the Washington, D.C., area Sunday, Oct. 5. The assisted living event was held in conjunction with the 65th Annual AHCA/NCAL Convention & Expo.

NCAL Chair Pat Giorgio kicked off the day-long, assisted living-focused event by sharing the vision that NCAL has for the future of assisted living and senior care. Giorgio announced the creation of a Senior Living Executive Council to bring together senior executives from larger assisted living companies and enhance the advocacy efforts of the association.

“Our combined AHCA/NCAL organizations are a lobbying force to be reckoned with in Washington,” said Giorgio. “Many of the larger assisted living chains and their investors are aware of this.”



NCAL Day 2014 recognized the NCAL Award Program recipients: Connie Leinberger, Jean Cannon, Cathy Roark, and Laura Cardillo (from left to right).

Keynote speakers at NCAL Day included Mike Staver, a national leadership coach, and Peter Rabins, MD, MPH, a renowned dementia expert.

The luncheon awards ceremony saw the presentation of the 2014 NCAL Awards. Honoring those who dedicate their lives to the assisted living profession, the awards were bestowed on four deserving individuals in the following categories: NCAL Administrator of the Year Award, NCAL Assisted Living Nurse of the Year Award, NCAL Noble Caregiver in Assisted Living Award, and NCAL's National Assisted Living Week Programming Award. (See more on the 2014 NCAL Awards Program recipients in the October issue of NCAL Focus.)

Additionally, participants attended a variety of educational sessions on a range of topics,

including person-centered technology, culinary advancements in senior living, reducing falls, customer satisfaction, dementia training, and emergency preparedness.

The next major NCAL educational offering is the NCAL Spring Conference, to be held March 9-11, 2015, in Ft. Lauderdale, Fla. Registration opens in November. ♦

Communities Receive Silver Quality Award *continued from page 2*

tice at the community, and residents are able to watch—and sometimes join in.

Customer satisfaction has increased dramatically over recent years. In 2013, 97 percent of customers would not hesitate to recommend the community.

Facilities must first earn a Bronze – Commitment to Quality Award before applying for the Silver. At this second level, applicants provide a profile of



Avamere at Sandy invests in its workforce by supporting continued education and goal achievement.

the organization, a thorough assessment of its systematic approaches, and the deployment of these approaches. The Silver level provides a clear pathway for recipients moving to the Gold – Excellence in Quality Award. The entire AHCA/NCAL program is based on the Baldrige Health Care Criteria for Performance Excellence.

AHCA/NCAL is now preparing for the 2015 National Quality Award Program, the 20th year of the program. Visit ahcancal.org for more information. ♦

Management’s Interaction With Customers, Employees Makes A Difference

Managers of assisted living communities are often responsible for juggling objective “to do” task lists. Yet the subjective elements of managers—those that are difficult to define and harder to teach—are just as important as other responsibilities.

Managers who interact with residents, family, and staff strongly impact the perception of the organization and influence the likelihood those individuals will recommend the community as a place to live or work.

“Responsiveness of management” is the third-strongest driver of recommendation for both residents and their families. For employees, “care (concern) of management” is the biggest driver of recommendation, while “attentiveness of management” is second.

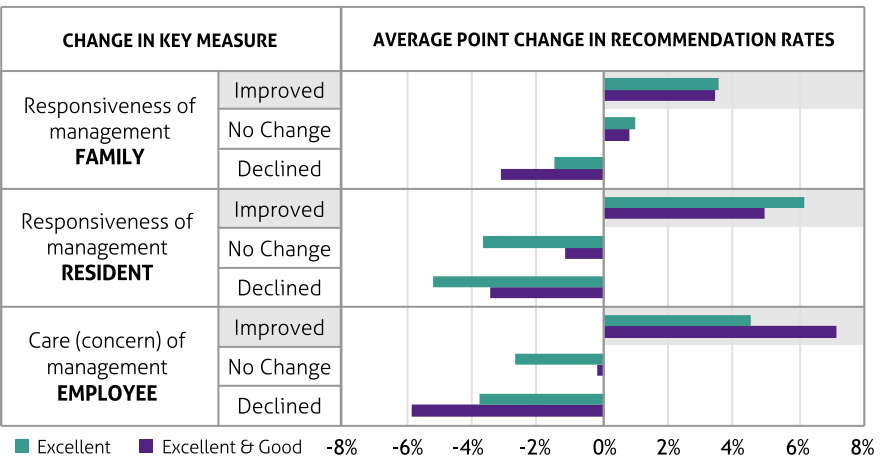
Not surprisingly, National Research Corporation research shows that when assisted living communities improve on these measures, they also see an average increase in recommendation scores. On average, assisted living communities that increased “responsiveness of

management” scores from their residents also had a five-point increase in positive recommendation scores (“good” and “excellent” responses) and a six-point increase in “excellent” recommendation scores. Conversely, declines in these management scores led to declines in recommendations.

The quality of interactions between management, employees, and customers depends on two factors: 1.) hiring the right individuals; and 2.) providing the right environment, support, and motivation to excel. The good news is that neither needs to be expensive. Hire individuals with the right attitude for the emotional demands of the job, and then invest in education to develop the objective skills required.

As NCAL’s data partner, National Research Corporation supports the Quality Initiative through its My InnerView products. National Research understands the importance of measuring quality improvement and how to increase customer and staff satisfaction. ♦

Does Management Impact Recommendation Scores?



Based on “Excellent” & “Good” responses from 2011-2013 My InnerView assisted living customer and employee surveys when asked to recommend this community as a place to live or work, correlated with top drivers of recommendation. Source: National Research Corporation





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7TH ANNUAL QUALITY SYMPOSIUM

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IT'S TIME TO ROAR!

Monday, February 23 - Wednesday, February 25 | Hyatt Regency Austin | Austin, TX

Registration Deadline: January 26, 2015

The AHCA/NCAL 7th Annual Quality Symposium: It's Time to Roar builds on a tradition of providing high level, extremely targeted quality improvement programming. The quality call to action has grown from a persistent chorus of voices to an industry-wide roar. Be sure your voice is among those contributing to the roar that drives change, and progress, and outcomes. Register now for the premier quality education and networking event in the long term and post-acute care sectors. Earn up to 14 CEUs for administrators. Nurse hours are also available.

What's in store for attendees?

- **NEW!** *Provider Magazine* will curate a series of talks called AHCA/NCAL LED Talks and modeled after the popular TED Talk concept. These talks will inspire you to LEAD, ENGAGE, and DISCOVER.
- **NEW!** Sponsor supported education sessions featuring content presented by our sponsor partners.

- Opening General Session with Terry Barber. Barber is the author of *The Inspiration Factor*. Known as America's Chief Inspiration Officer, Terry has delivered more than 1,000 keynote presentations and seminars to more than one million people. His mission is to equip and empower leaders, companies, and nonprofit organizations to be intentional about becoming inspiring from the inside out.
- 20 concurrent education sessions over three days
- Moderated Poster Gallery
- Quality Initiative Recognition Program (QIRP): The Quality Symposium is also a time for celebration. At the Quality Initiative Recognition Program Ceremony, we will celebrate the incredible success of the over 7,000 nursing center or assisted living communities that have met one or more of the AHCA and NCAL Quality Initiative goals.
- Choose from one of four Symposium Intensives:
 - Improving Transitions of Care through Consortiums or Partnerships
 - Creating a Dynamic Work Environment
 - Looking Ahead with Food First: Using QAPI to Change a Culture
 - INTERACT for Assisted Living
- Plus lots of networking opportunities to connect with quality professionals from across the country

Registration and travel information can be found at qs.ahcancal.org

Providers Use Mid-Term Elections To Connect With Members Of Congress

Press conferences, parades, and fundraisers dominated the schedules of the elected officials and candidates vying for victory this Nov. 4. The entire U.S. House of Representatives and 36 Senate seats were up for election in 2014. The same number of gubernatorial races was also on the docket, among other local elections.

While the voting public usually seems less interested in the mid-term elections (turnout is typically 15 percent less, compared with presidential election years), for many running, the stakes couldn't be higher.

This fall, therefore, created a greater opportunity for many assisted living providers to invite members of Congress to their communities. Candidates looking for chances to interact with their constituencies visited with seniors

and staff, while providers were able to explain more about the profession and their specific challenges.



Rep. Ribble visits with Eva, a resident of Harmony of the Green Bay in Wisconsin.

Many NCAL members laid the groundwork for a community tour earlier in the year when they visited Washington, D.C., to meet with their members of Congress. Those NCAL members extended an invite during their meetings to continue the conversation.

Mikayla Armitage, a medication aide at The Willows Assisted Living community in Neligh, Neb. was one such member. She visited her senator, Deb Fischer (R-Neb.), while attending AHCA/NCAL's Congressional Briefing in May.

"(Fischer) was super surprised to find out that I was a direct care staff and wanted to hear from me," says Armitage.

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Save The Dates

2015 NCAL Spring Conference
March 9 -11
Registration Opens in
November

**2015 AHCA/NCAL Independent
Owner Leadership Conference**
March 11 -13
Registration Opens in November

Westin Beach Resort & Spa
Fort Lauderdale, FL

Mid-Term Elections

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She stayed in touch with Sen. Fischer's office. When the senator was back in Neb., she paid The Willows a visit.

In September, Harmony of Green Bay in Wisconsin welcomed Congressman Reid Ribble (Wis.-8). Later that month, Tealwood Senior Living invited Congresswoman Betty McCollum (Minn.-4) and city leaders to view their building project in North St. Paul.

In October, Bee Hive Homes of Albuquerque West in New Mexico welcomed Congresswoman Michelle Lujan Grisham (N.M.-1). The congresswoman chatted with residents about current issues, such as the Middle East, immigration reform, education, and, of course, health care.

Also in October, Congressman Tim Huelskamp (Kan.-1) visited Eaglecrest Retirement Community in Salina, Kan. NCAL State Leader Karen Vidricksen used her visit to Washington, D.C., in June to invite the congressman to tour Eaglecrest.

Whatever the outcomes of elections, assisted living providers recognized the opportunity to engage their elected officials. ♦

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