

ABHOW Words

SHARING OUR STORIES

News of the American
Baptist Homes of the West



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Assisted Living Sustains Resident Independence



Lucille VonWolffersdorff teaches pencil and charcoal drawing to about two dozen students every Wednesday afternoon, and she spends time each day in the art studio she shares with other artists. Two of her neighbors run a popular ongoing pool tournament; others regularly get their bodies moving with water aerobics.

These residents of The Lodge at Plymouth Village in Redlands, Calif., embody American Baptist Homes of the West's philosophy of assisted living – that it should preserve the independence and self-determination of each individual resident.

That approach has been constant since ABHOW first offered assisted living – then called “personal care” – when the corporation

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Photo above: Lucille VonWolffersdorff teaches art at Plymouth Village.



ABHOW[®]

American Baptist Homes of the West

Mature Living Since 1949

Sustaining Independence *continued*

began almost sixty years ago. Each of ABHOW's continuing care communities provides those who need it 24-hour assistance with bathing, dressing, mobility and other activities of daily living. But while ABHOW has remained committed to delivering these services in a manner that enhances autonomy of spirit and person, assisted living has changed in several ways.

More than one million Americans live in assisted living residences, approximately the same number as in the mid-1990s. But across the country, these communities serve a different demographic than they once did – their residents tend to be both older and more frail than 15 years ago.

“The whole continuum of care is shifting,” says Keith Kasin, executive director of Plymouth Village. “If you looked at the residents we had in skilled nursing 10 years ago, those are the residents we have in assisted liv-

ing now.” Meanwhile, he says, those in Plymouth Village's residential homes are looking for and accepting more support – sometimes from family members, sometimes from the community's Residential Plus pro-

gram – to enable them to stay where they are.

Mark Steele, ABHOW vice president and regional operations manager, says that assisted living is becoming a way of delivering services rather than just a center on campus. Some of ABHOW's continuing care communities offer Residential Plus, which brings personal care aides and extra housekeeping and meal services usually associated with an assisted living center to those in residential living.

Steele and Kasin agree that several factors are driving the new approach to assisted living, chief among them residents' desire to live at the highest level of independence for as long as possible. Some physical changes to residential living homes have made that feasible for more residents than in the past.

“We're making more and more modifications as we remodel,” says Kasin. “For example, we're widening

doorways, so it's possible to walk with a walker. We're taking out bathtubs and putting in zero-threshold showers or cutting down the bathtub wall.”

Upgraded lighting is a boon if a resident's vision deteriorates. Putting assisted living devices into residential living homes also helps people stay in them longer, Kasin says. Consequently, residents move to assisted living only when they really need additional services.

Changes in the skilled nursing arena have also had an impact on assisted living, Steele and Kasin note. “In the last five years, I've noticed a big shift in the number of people coming in for short-term rehab,” Steele says of the skilled nursing facilities

ABHOW calls Health Centers. “It used to be that in a month 10 to 15 people might come in. Now there are 40 a month or more.”

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Residents of The Lodge at Plymouth Village run a popular ongoing pool tournament.

Sustaining Independence *continued*

Financial and policy changes have both had an impact on how long a resident might stay in a Health Center. Insurance companies want skilled nursing stays kept as brief as possible, and so do residents and families – in part because skilled nursing is more expensive than assisted living. Then too, says Kasin, such services as hospice care and medication assistance can now be provided in assisted living centers. “Some of the things that years ago would have bumped somebody out of assisted living to skilled nursing are now allowed in assisted living,” he notes.

Steele predicts that changes in how and where assisted living services are delivered will prompt a continuing move away from the multi-year stays in skilled nursing that were typical 15 years ago. In ABHOW communities, he notes, residents are encouraged to stay healthy and engaged in life, and that translates into shorter stays – if such stays are needed at all – in the Health Centers.

Kasin foresees that assisted living will evolve to provide a greater variety of housing choices. “We’re creating a model of assisted living that’s going to endure into the future, with larger apartments and more privacy within the apartments,” he says. He also predicts that consumer demand will prompt financial coverage from Medicare, Medicaid and private insurance companies.

“Most people’s desire is to want to stay home, and they want to die in their homes,” Steele says. A continuing care retirement community that enables residents to move among different levels of care helps them to live in their homes as long as possible, he notes.

ABHOW’s assisted living residences, such as The Lodge at Plymouth Village, offer three meals a day, weekly housekeeping and laundry service, transportation, and other assistance with daily living.



Lucille VonWolffersdorff spends time each day in the art studio she shares with other artists at Plymouth Village.

“A lot of people view it as one step closer to the Health Center,” Kasin says, “but it’s a great opportunity because there’s still significant independence to be had. Residents can decide what they want to do, what activities they want to participate in and what they don’t. It provides the extra care and support that’s needed but continues to encourage personal choice and independence as much as possible.”

Lucille VonWolffersdorff, drawing in the studio Kasin created out of an efficiency apartment at residents’ request, is just one example of that.

Accredited continuing care retirement communities are an elite group in the U.S. Only 10 percent of CCRCs meet the high standards of the Commission on Accreditation of Rehabilitation Facilities and the Continuing Care Accreditation Commission (CARF-CCAC).

That makes ABHOW's achievement all the more remarkable: nine of ABHOW's CCRCs are accredited. The company was the first multi-site organization west of the Mississippi to be accredited when the voluntary process began in the mid-1980s as a way for consumers to know which CCRCs met the highest standards.

Every five years ABHOW communities engage in a multi-month effort to be reaccredited. That time has come again, which means community employees, residents, and board members will be rolling up their sleeves to assess their campuses against national standards. But the huge effort is worthwhile, says Kay Kallander, ABHOW's senior vice president for strategic planning.

"Accreditation is beneficial to current residents and families as well as those looking at which community to choose," Kallander says. "As one resident said to me, 'I wouldn't select a college that wasn't

accredited ... this is every bit as important. I want to be in an accredited CCRC.'"

The ABHOW Home Office coordinates the reaccreditation process, but each of the CCRCs will conduct its own self-assessment in preparation for an independent site visit later this year. CARF-CCAC will evaluate how each community measures up against standards in many areas, including governance, resident life, fiscal stewardship, and strategic planning.

"In most cases, our communities are strong," Kallander says. "Sometimes some polishing is required, and occasionally a new standard is developed that requires the community to create a plan to meet the standard. All of these steps strengthen the community and are part of a continuing quality improvement commitment."

In the coming weeks, each CCRC will be charging local teams to delve into these areas of evaluation. Their task will be to gather information and write a self-assessment. "This provides an opportunity for work groups, focused on a particular topic, to work together," Kallander adds.

Upcoming editions of ABHOW Words will provide more detail on specific topics that the reaccreditation process will examine.

"Some hard work is ahead of us," Kallander says, "but I expect the reaccreditation process will teach us some things, deepen our commitment to excellence, and reenergize us for the task of creating communities that meet the highest standards."



Behind every successful operation is a group of people committed to making sure standards aren't just met, but are exceeded.

It's just that attitude that Jeff Glaze, senior vice president and chief operations manager for American Baptist Homes of the West, wished to recognize at this



Jenney

year's ABHOW annual meeting in Las Vegas, Nev., with the newly instituted Peak Performance Awards.

The awards saluted executive directors of ABHOW communities who provided superior performance in 2007 in such areas as financial management, resident satisfaction, quality control, and fund raising. Top achievers for 2007 were Karen Jenney of Pilgrim Haven in Los Altos and Keli Swales of San Joaquin Gardens in Fresno with three awards each, with Jenney being named Executive Director of the Year.



Swales

Glaze, who presented the awards during the Feb. 22 meeting, noted in his speech that one of the keys to ensuring superior performance is to provide executive directors with standards to strive for then measure them against those standards.

"As Bill Hewlett of [Hewlett-Packard] once said, 'What gets measured gets done,'" he told the crowd.

Those standards were developed in 2006 and officially became part of ABHOW's executive director performance appraisal in 2007. Directors are assessed on the basis of their performance in three categories: resident satisfaction, quality of care, and financial stewardship. "All of our awards fit into one of those

three categories," Glaze says.

The level for superior performance for the inaugural awards was set at 2.5 percent above the national average for each category – an arbitrary figure for this first year, Glaze notes, but one that will go up as more directors raise their standards even further. Still, based on 2007 results, the 2.5 percent figure was a good one to strive for. Only a few communities, for example, could boast that they exceeded the national average for resident satisfaction by 2.5 percent.

With 10 communities and 10 awards that could be given in 10 categories, there was the potential for 100 awards. But only 15 awards were handed out. "We're talking about some outstanding performance for the people that received these awards," Glaze says. "I'd love to give out 100 of these awards every year, but at some point if we're giving out 100 out of 100 it means we haven't set our standards high enough."

Company Salutes CCRC Executives

Winners of the Peak Performer Awards for 2007 were:

- **Residential Living satisfaction:** Ted Burgess, Rosewood, Bakersfield, Calif.; Russ Akiyama, Judson Park, Des Moines, Wash.
- **Assisted Living satisfaction:** Keli Swales, San Joaquin Gardens, Fresno, Calif.
- **Health Center satisfaction:** Alex Candalla, The Terraces of Los Gatos, Los Gatos, Calif.
- **Health Center quality of care with superior performance on Department of Health Services survey:** Keith Kasin, Plymouth Village, Redlands, Calif.

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Twelve ABHOW employees embody the company's commitment to quality. Together, they formed the Circle of Excellence in 2007.

The Circle of Excellence honors extraordinary performance – employees who contribute fresh ideas; give extra attention to a resident in need; or take time to coach another team member. Award recipients are nominated by fellow employees, residents and board members.

The following employees are recipients of the 2007 Circle of Excellence awards. Their praises are sung in the words of their nominators.

ROXANNE CHASE

Senior Executive Assistant to the President and CEO, CFO, and General Counsel

Corporate Office, Pleasanton, Calif.

Roxanne Chase has become a critical member of the ABHOW Corporate Office. She is the “go to” person for several employees, especially the Senior Leadership Team. Roxanne is able to coordinate the Office of the President and support him in every detail. Her skills at development and her dedication to the Management Committee are very impressive. Most importantly, Roxanne fully understands that her role helps so many at the Corporate Office reach out, on a daily basis, to touch the lives of seniors. Without Roxanne's strong commitment to the Corporate Office team, we would be far less than we are. She is willing to



“do what it takes” to get the job done – from early morning until late at night.

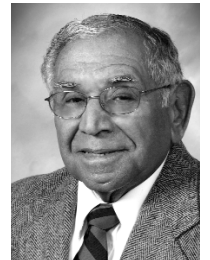
LARRY RODRIGUEZ

Driver

Valle Verde, Santa Barbara, Calif.

Larry Rodriguez was recognized for outstanding service by both residents and fellow employees. He is well known by all who come in contact with him for his courteous and friendly nature.

Many of the comments by residents included how “safe” he makes the residents feel while transporting them to doctors appointments, shopping and other events. Larry goes out of his way to help any and all residents who need that “extra” touch and assistance in getting to their appointments and is always “on-time” even when the coach is full. Larry goes the “extra mile,” says one nomination. He makes sure his residents get on and off the coach safely, loads groceries and packages, as well as walkers and other assisting devices. Larry knows all his passengers by name as well. “He is patient, discrete and never gets ruffled,” points out one resident. “He is a gentleman!”



Other residents have described Larry as “cheerful, helpful, flexible, and dependable.” He always has a smile on his face and a great sense of humor!

Larry's co-workers indicate he goes above and beyond his duties by addressing each person's special needs. He manages to coordinate a busy schedule effortlessly and in a friendly manner. He will even go into a store to look for resident if the resident has not made it outside to wait for the bus.

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One resident describes two occasions when Larry drove him to UCLA Medical Center. Both times the traffic was extremely heavy. However, Larry never once became “ruffled” or agitated. He was an excellent driver and then waited several hours while the resident was being seen. The resident indicated that Larry made what was a stressful day and situation more pleasant because of his calm and relaxed demeanor. He was even waiting at the door when the resident was finished with his doctor appointment, making him feel even more cared for!

RITA JENNINGS

*Administrative Marketing Manager
Piedmont Gardens, Oakland, Calif.*

Over the past year Rita Jennings has done an exemplary job of keeping the marketing office afloat in the absence of a sales consultant and marketing director. She has worked long hours, pitching in wherever and whenever necessary to make sure whatever is needed gets completed in a timely fashion and is of the highest quality. She is pleasant with the residents and staff and truly embodies our mission. Based upon her excellent work, Rita was recently promoted to a supervisory position, supervising the reception and security staff for Piedmont Gardens.



CONNIE ROSS-BENITEZ

*Director of Resident Lifestyles
The Terraces of Phoenix, Phoenix, Ariz.*

Connie Ross-Benitez came to The Terraces of Phoenix four years ago with a background in the hospitality industry. She had not worked in senior living before, but you would never know it by the way she has enmeshed herself in the fabric of our community. Connie is all about providing the best experience



possible for our residents and family members. Our residents and staff say it best about her: “When she is swamped, she is gracious and kind. She has a gentle way about her.” “She is excellent in everything.” “Her caring greatly contributes to the success of the community.” “She is a perfect example of caring for us seniors with love and dedication.” Connie models excellence in all she does and in all her interactions with residents, family members and staff. She is a shining example for all of us at The Terraces of Phoenix, and we are proud to present her with this prestigious award.

STEVE CHEREGOSHA

*Lifestyle Coordinator
The Terraces of Los Gatos, Los Gatos, Calif.*

The Terraces of Los Gatos is proud to announce Steve Cheregosha as the Circle of Excellence winner. Steve started working at The Terraces as the lifestyle coordinator on May 30, 2006. Since then he has brought in more than a dozen new exercise programs and more than quadrupled resident participation in exercise programs. He even personally trains 12 residents. Residents and staff all enjoy Steve’s hard work and endless amounts of patience. Steve has three certifications in exercise physiology, and he is currently going to school to finish up his bachelor’s degree in kinesiology/exercise physiology at San Jose State University. Steve lives with his family in San Jose.



CHARLES COLBERT

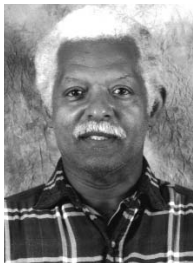
*Maintenance Worker
Plymouth Village, Redland, Calif.*

Charles Colbert was a welcome addition to our maintenance team. He has been working for Plymouth Village for five years. Charles is a perfect match for our mission-driven community. He is not only a pleasant and dedicated employee but in his spare time he is also

Continued on next page



a pastor of a local church. Charles spends many long evenings and weekends helping his church to grow, and that includes the grass. In the past year he has laid sprinkler pipes, landscaped, made needed repairs to the building, and has been successful in obtaining funding to update the buildings on the church property. This doesn't even take into consideration how much the membership of the church has grown! Many of us have been invited to visit his church, and several of the employees and residents have done just that. Charles



has also been a guest at the resident's Vesper services and has proven to be an enthusiastic and energetic speaker. The words "rocked the house" come to mind. Charles received numerous nominations for the Circle of Excellence by our residents who want-

ed to make sure he was recognized for his outstanding service. They mentioned his professionalism, friendliness and willingness to help with the little extras that make their life easier. Charles is truly a trusted member of the Plymouth Village community. When working with the senior population, what can be more important than trust? To sum up his character, Charles has been described as "a true gentleman." We feel fortunate to have this gentleman as a member of our team.

BARBARA EMERLING

Program Services Coordinator

Pilgrim Haven, Los Altos, Calif.

Barbara Emerling has been an integral part of Pilgrim Haven for 30 years. She began as a "temporary," filling in for a vacationing nurse. Her love of nursing, respect for the elderly and great team spirit was so apparent that she was asked to extend her "temporary" status. As a charge nurse she raised the standards of care to higher levels by great example, mentoring, and using an engaging sense of humor. Fifteen years ago, when a chronic condition deteriorated her eyesight, she could

no longer work as a nurse. She took this painful situation in stride and moved her talents out of The Health Center and onto the greater Pilgrim Haven campus. Her new title became program services coordinator. She brings interesting lectures and entertainers to the campus and organizes unique field trips. She has taken her disability and turned it into a wonderful example for everyone – particularly those residents with vision problems. The "nurse" in her still thrives, as she listens, assesses and advises residents who trust her implicitly.



MARKESHA BROOKS

Cook

Grand Lake Gardens, Oakland, Calif.

Markesha Brooks joined the dining services staff over three years ago and has proven to be an invaluable asset to the community. She is recognized as an individual with an "outstanding work ethic." Not only can you count on Markesha to prepare an excellent meal, you can rely on her to "put a smile on your face." She



always has a kind word for everyone and goes above and beyond her duties as a cook. Markesha's desire to excel is obvious to all. She is always eager to learn new culinary skills to add to her growing repertoire.

Markesha is reliable and a key contributor to the overall success of the dining services program at Grand Lake Gardens. Residents enjoy her friendly nature and outgoing personality. Her contribution to the community has been described by residents as "nothing but the best." Markesha has a bright future ahead of her, and we hope it's at Grand Lake Gardens.

Continued on next page



DAVID JOHNSON

Dining Services Manager

San Joaquin Gardens, Fresno, Calif.

David Johnson’s dedication to detail while caring for the residents is evident in his daily actions. He is in charge of training all wait staff members who serve the residents. This is a large task that requires patience and



perseverance. He trains and molds young people into waiters. Most of them are working their first jobs or have never worked as a server before. Every day he meets with the waiters, reviewing with them “hot buttons” and points of Five-Star Service so that

residents of San Joaquin Gardens have a great dining experience. As he works the dining room during a mealtime, he is attentive to the needs of the residents and tries to respond to any request that they may have, no matter how small it may seem.

David is also in charge of booking and coordinating the vast number of catering events that occur on campus. There are days that he is coordinating and managing two to three events along with hosting and managing the Sequoia dining room and training new hires, with the appearance that “nothing out of the ordinary” is occurring. His devotion to the residents is evident daily.

Our dining program at San Joaquin Gardens has grown tremendously, and David has been a silent leader in supporting the growth of that program.

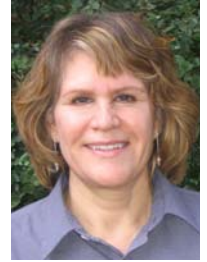
ANTONIA RENTERIA

Custodian

Rosewood, Bakersfield, Calif.

Antonia Renteria started working for Rosewood on July 17, 2006, as a housekeeper. When Antonia was hired, our team could tell she was a valuable asset to our company. In a short amount of time, Antonia was pro-

moted to a new position—that of custodian, which she enjoys. Her natural ability to lead and direct the affairs of others continues to illuminate our campus.



The residents comment that Antonia is the best custodian we have ever had. Her initial days as a housekeeper set the foundation for her success. She performed so well, all departments wanted her on their team. Her work ethic is very impressive. She is a dedicated employee who is always pleasant and helpful. It’s a joy to watch Antonia work – and work she does! She is perpetual motion, on the move constantly, cheerfully doing whatever she sees that needs to be done. Rosewood is proud to select Antonia as our Circle of Excellence winner for 2007.

TERRI MUIR

Executive Assistant

Judson Park, Des Moines, Wash.

Terri Muir has worked under three executive directors during her seven-year tenure at Judson Park. All of them would agree that she is well organized, efficient and an excellent proofreader. They would also agree that she is kind, compassionate and respected by the residents and the staff at Judson Park.



Terri is also famous for bringing in her mother’s baked goods for staff birthdays. Terri exemplifies excellence at Judson Park.

WILMER ULLOA

Chef Manager

Mt. Rubidoux Manor, Riverside, Calif.

Wilmer Ulloa has been an employee at Mount Rubidoux Manor for the past seven years. He is a conscientious and dedicated team member. Not only is he a

Continued on back page

The recent title changes of several ABHOW employees might sound like promotions, but they are instead more accurate reflections of what those people do each day.



McGuinness

Tara McGuinness and Mark Steele, both regional operations managers with American Baptist Homes of the West, each received the new title of vice president-regional operations manager.

McGuinness has been an ABHOW employee since 1996 when she was hired as administrator of Grand Lake Gardens.

In 1998, she was promoted to executive director of Pilgrim Haven and has served as regional operations manager for the ABHOW communities of Grand Lake Gardens, Judson Park, Piedmont Gardens, Pilgrim Haven and The Terraces of Los Gatos since 2005.



Steele

Steele's new title comes after nine years with ABHOW, first as executive director in 1999 of San Joaquin Gardens, where he became known throughout the company for his leadership, his ability to mentor others and his emphasis on best practices. In 2004 Steele was tapped to apply those talents as regional operations

manager of Plymouth Village, Rosewood, San Joaquin Gardens and Valle Verde.

"Both Mark and Tara lead regions with revenues in excess of \$60 million each while overseeing the day-to-day operations involving several hundred employees and thousands of residents," says Jeff Glaze, senior vice president and chief operations manager. "We had other

people with less scope who already held a vice president designation, so this made sure that when they visited a community the residents and employees fully appreciated their authority as well as the depth and scope of their responsibilities."

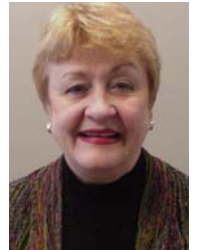
Also receiving revised titles were LaDonna Rosenthal, hired in 2006, and Jean McGill, hired in 2003, both of whom now hold the title of clinical services director after formerly being known as regional nurse consultants.

The new titles reflect their authority to make decisions on performance and process management standards and ensure compliance with federal and state regulations and company policies, Glaze says.

Meanwhile, Susan Tolentino, who originally started with ABHOW in 2003 as an administrative assistant and HR representative for ABHOW's affordable housing division, was promoted to property supervisor for the communities of Allen Temple Arms I, II, III and IV; Broadmoor Plaza; E.E. Cleveland Manor; and Hillcrest Gardens, set to open in September.

"Susan's kindness and generosity of spirit are equaled by her conscientiousness and her tenacity in achieving desired results," says Ancel Romero, senior vice president for affordable housing.

"She has been entrusted with increased responsibilities by the organization precisely because of these considerable strengths."



Rosenthal



McGill



Tolentino

Peak Performers *continued from page 5*

- **Fund raising of at least \$300 per available apartment or Health Center bed:** Ron Schaefer, Valle Verde, Santa Barbara, Calif.; Adnan Hasan, Grand Lake Gardens, Oakland, Calif.; Karen Jenney, Pilgrim Haven, Los Altos, Calif.; Keith Kasin, Plymouth Village; Alex Candalla, The Terraces of Los Gatos
- **Occupancy, with more than 95 percent occupancy across all levels of care:** Karen Jenney, Pilgrim Haven
- **Managing accounts receivable by keeping bad debt expense below one-eighth of one percent of cash revenues:** Adnan Hasan, Grand Lake Gardens; Keli Swales, San Joaquin Gardens
- **Financial management by outperforming the operating budget by \$100,000 on controllable revenues and expenses:** Karen Jenney, Pilgrim Haven; Keli Swales, San Joaquin Gardens

Circle of Excellence *continued from page 9*

good cook and supervisor of eight staff members. He has compassion for the residents. He greets new residents to ascertain if they have any specific dietary needs, and he advises them in the selection of food on a daily basis. He listens to the food committee as they make suggestions and makes changes in menu offerings as appropriate. In addition, he volunteers his time on weekends for their special events. He lets the residents know that they are important, and they respect him in return.



Wilmer is a very good coach and mentor for his staff, who are primarily students in high school or college. Oftentimes the students that come under his supervision are experiencing “work” for the first time, and they learn much from Wilmer about job responsibility and good work ethics. One of his protégés went on to become a cook for San Bernadino County and is now a supervisor and caterer for the county sheriff’s department.

ABHOW
Words

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“American Baptist Homes of the West, as an expression of Christian mission, seeks to enhance the independence, well-being and security of older people through the provision of housing, health care and supportive services.”

