



# FOCUS

*The Source for Business,  
Management, News, and  
Policy Information*

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## LTC Issues Prominent At White House Conference

**M**ore than 1,200 long term care professionals, policy leaders, and aging advocates attended the fifth White House Conference on Aging (WHCoA) held in Washington, D.C., in December.

The event has been held each decade since President Dwight Eisenhower presided over the inaugural conference in 1961. Among the participants were more than 30 American Health Care Association (AHCA) and National Center for Assisted Living (NCAL) members.

Attendees representing assisted living included NCAL's Executive Director David Kylo, NCAL Chair Van Moore, Westcare Management, Salem, Ore.; Jan Thayer, Riverside Lodge, Grand Island, Neb.; and Mike Williams, AdCare Health Systems, Springfield, Ohio.

"It was important for the assisted living profession to have been involved in the discussions that led to the recommendations that will be included in the final WHCoA report because of the demographic changes that we, as an industry, will experience during the next five to 10 years," said Williams. "It is important to understand what all the various stakeholders and, more importantly, the senior population itself perceive to be the most important/critical issues. If our industry is going to continue being one of the desired spots on the long term care continuum, we need to understand and respond appropriately to these issues in order to keep our product positioned properly."

The WHCoA delegates voted for a final set of 50 resolutions out of the initial 73 resolutions introduced to the conference. The final 50 establish the legacy of the conference.

Several resolutions endorsed by AHCA/NCAL are among the conference's top 10 recommendations. They are:

- Develop a coordinated, comprehensive long term care

*LTC, continued on page 3*

## Increasing Role In ALFs For Physicians And Pharmacists

**T**wenty-three percent of the physicians participating in a survey reported serving as a medical director in an assisted living facility, but more than twice the physicians (54 percent) indicated they were attending physicians at an assisted living facility.

The number of physicians and pharmacists working in assisted living facilities (ALFs) may rise considerably in the near future, according to a recent survey entitled "Novartis Senior Care Source: An Interdisciplinary Survey of Long-Term Care Health Professionals."

Four key long term care disciplines were surveyed—medical directors, pharmacists, directors of nursing, and nurse practitioners—to determine their perceptions and changing roles of these practitioners.

William Simonson, chairman of the Commission for Certification in Geriatric Pharmacy and executive editor of the survey, wrote that the number of pharmacists working in ALFs in the near future will also increase, an important trend considering few states mandate pharmacy services. In fact, 52 percent of the pharmacists surveyed by Novartis Senior Care Source reported that they practiced in ALF settings. Sixty-six percent of these pharmacists reported serving only one facility, 11 percent reported working in two facilities, and 14 percent practice in six or more facilities, Simonson wrote.

Simonson believes pharmacists' participation will grow as state requirements for the services increase and policy makers, ALF administrators, consumers, and others recognize that many of the pharmaceutical services originally designed for skilled nursing are valuable for the ALF environment, too.

### Inside Focus

2. Association: NCAL Announces Partnership with Senior Living University

3. Study: New Caregivers Sustain Higher Stress with Dementia Residents

6. Business: Brookdale Senior Living Buys Facilities After Going Public

4. Caregiving: Flu Resources

8. People



## Iowa Assisted Living Pioneer Dies

Iowa Center for Assisted Living (ICAL) Past President Pat Clark, 57, passed away on Dec. 20, 2005, in Olathe, Kan., following a nine-month battle with cancer.

Clark pioneered the assisted living organization in Iowa through her service on the Iowa Health Care Association board as the assisted living representative from 1999 to 2000 and then as the first ICAL president from 2001 to 2003. Clark continued to serve on the ICAL board from 2003 to 2005.

A strong, caring leader at a time when the state's members needed guidance, Clark was instrumental in growing ICAL's membership to be the largest assisted living trade organization in Iowa. ICAL now represents 70 percent of the state's assist living programs.

During a time of turbulence in the state's regulations, Clark provided ICAL with leadership and helped ensure the rights of people living in assisted living.

Under Clark's tenure, the assisted living profession developed Iowa's

Assisted Living Manager's Certification program in 2002. The program has since certified more than 200 managers who continue their education in this program on an annual basis.

Clark is survived by her husband of 25 years, Donald Clark Jr., her children Tammy Becker, Chelli Mattingly, Wendi Layne, Donald Clark, III, Kelly Kerr, and Amy Snyder, and 10 grandchildren.

Memorials can be donated to Hospice Care of Kansas, 15329 West 95th St., Lenexa, KS 66219.

## NCAL Partners With Senior Living University

The National Center for Assisted Living is pleased to announce its partnership with Senior Living University (SLU).

This unique opportunity provides NCAL's membership access to top-quality educational and training products at discounted rates.

The American Health Care Association/NCAL's 2006 Resource catalog will highlight the products that can aid assisted living providers in their facility operations and training requirements. The SLU publications include:

- Orientation to Assisted Living
- Medication Training for Assisted Living
- End-of-Life Care in Assisted Living
- Alzheimer's/Dementia Care for Assisted Living
- Customer Service in Assisted Living
- Effective Staff Training Strategies in Assisted Living
- Supervising Front-Line Staff
- Assisted Living Policy Manual
- Sales and Marketing for Assisted Living
- National Sales and Marketing

- Certification/Levels One and Two
  - Aging Sensitivity
  - Dining Services
  - Vital Signs: Parts One and Two
  - Introduction to Alzheimer's Disease
  - Communicating with Residents who have Alzheimer's Disease
  - Agitation: It's a Sign

NCAL members will receive their 2006 resource catalogs during the month of February, or members can access the assisted living educational resources online at [www.ncalpublications.org](http://www.ncalpublications.org).

### AHCA/NCAL 2006 Independent Owner Leadership Conference

March 6-7, 2006  
Hyatt Regency Newport Beach  
Newport Beach, Calif.  
To register online, visit [www.ncal.org](http://www.ncal.org) and click on "Independent Owner Leadership Conference," or call (202) 842-4444 to request registration information.

### AHCA/NCAL 2006 Congressional Briefing

June 27-28, 2006  
Marriott Crystal City Gateway  
Arlington, Va.  
Contact: AHCA/NCAL Registrar Office,  
1201 L St., NW, Washington, DC 20005;  
(202) 842-4444.

### AHCA/NCAL/THCA 57th Annual Convention & Exposition Co-hosted by the Texas Health Care Association

Oct. 8-11, 2006  
Henry B. Gonzales Convention Center  
San Antonio, Texas  
Contact: AHCA/NCAL Registrar Office,  
1201 L St., NW, Washington, DC 20005;  
(202) 842-4444; or visit [www.ncal.org](http://www.ncal.org).



## Dementia Care More Stressful For New Caregivers

Less-experienced direct care providers reported stress associated with caring for dementia residents more often than their more experienced cohorts, according to a study of assisted living/residential care and nursing facility staff published in a special issue of *The Gerontologist*.

The study's researchers, who interviewed 154 direct care workers from 31 residential care/assisted living and 10 nursing facilities, also found that those who had been working for one to two years were more likely to espouse hopeful or person-centered attitudes than those who had been working for a longer period of time.

"Attitudes, Stress, and Satisfaction of Staff Who Care for Residents with Dementia" revealed that staff working in newer facilities, and those who feel better trained, more often reported a person-centered attitude to care. "Given the relative [novelty] of the evolution of the philosophy of person-centered

care, we find it highly plausible that its lower prevalence in older facilities represents an entrenchment of the more traditional medical model of care," the researchers said.

Attending to the welfare and ongoing training of workers who have demonstrated job commitment may lessen their tendency to become jaded over time or seek job opportunities elsewhere, wrote the authors.

While worker stress was found to be higher in facilities with specialized dementia units, researchers offered several explanations for this outcome, such as that specialized settings provide care for a more impaired population and that specialized unit workers face a cluster of stressful challenges, including residents who are unappreciative or uncooperative, families who complain or need emotional support, understaffing, inexperienced co-workers, dissatisfaction related to work flow, and unmet expectations.

Recognizing the impact that direct care workers have on residents' quality of life, the authors suggested that administrators "may be well advised to incorporate person-centered training into their list of priorities." They also advised administrators to consider using an instrument similar to the Approaches to Dementia measure to determine to what degree individual staff members espouse a dementia-sensitive attitude, and then develop and implement training curricula to bolster these attitudes.

The research subjects provided demographic information about themselves and reported how well-trained they considered themselves to be to assess and treat behavioral symptoms, depression, pain, activity involvement, mobility, and food and fluid intake. Facility administrators reported on facility size, age, profit status, whether it provided special care for residents with dementia, and resident case-mix.

*LTC, cont. from page 1*  
strategy by supporting public and private-sector initiatives that address financing, choice, quality, service delivery, and the paid and unpaid workforce.

- Strengthen and improve the Medicaid program for seniors (Medicaid reform for the future).
- Strengthen and improve the Medicare program (Medicare reform for the future).
- Support geriatric education and training for all health care professionals, paraprofessionals, health profession students, and direct care workers (prepared health care workforce).

For the first time in the conference's

history, the delegates decided on a plan of action.

Todd Smith, director of AHCA/NCAL's Strategic Action Group, oversaw the development of implementation strategies for the Health and Long Term Living breakout sessions.

"Developing implementation strategies—the tactics that outline how the resolutions will be carried out—was a first for the [WHCoA]," says Smith, who also led the WHCoA mini-conference on long term care held last April. "Creating strategies and tactics for accomplishing the mandates established by the conference has never been done in the history of the conference."

Also new to the conference, said

Smith, is the development of a post-conference strategy for keeping the spirit of the 2005 conference alive.

The mission of the conference is to make aging policy recommendations to the president and Congress and to assist the public and private sectors in promoting the dignity, health, independence, and economic security of current and future generations of older persons.

The final WHCoA report is due to the president and Congress in June 2006, following the governors' review of a preliminary report in March or April. To obtain more information about the conference, visit [www.whcoa.gov](http://www.whcoa.gov).



## HHS Pandemic Preparedness Checklist For Businesses

The U.S. Department of Health and Human Services (HHS) is currently developing checklists for health care organizations. However, until those lists are released, assisted living providers can gain general information on how to plan to protect their employees and maintain operations by reviewing the HHS checklist developed for businesses, titled "Business Pandemic Influenza Checklist."

The new checklist identifies specific activities that companies can undertake to prepare for a pandemic, and the agency suggests the checklist will also be helpful in other types of emergencies. Developed by the Centers for Disease Control and Prevention, the checklist suggests companies plan how they would forecast employee absences during a pandemic; disseminate information

to employees; and establish policies for employees who have been exposed, are suspected to be ill, or become ill at the worksite. Activities are broken into broader categories for action, including:

- Plan for the impact of a pandemic on a business;
- Plan for the impact of a pandemic on employees and customers;
- Establishment of policies to be implemented during a pandemic;
- Allocation of resources to protect employees and customers during a pandemic;
- Communication and education to employees; and
- Coordination with external organizations and communities.

The business checklist is one part of the Bush administration's plan to

increase pandemic preparedness. In order to safeguard against the threat of a pandemic and mitigate the effects should one occur, President Bush outlined a coordinated government strategy that includes the establishment of a new International Partnership on Avian and Pandemic Influenza, stockpiling of vaccines and antiviral medications, expansion of early-warning systems domestically and abroad, and new initiatives for local and state-level preparedness.

A copy of the business checklist and other pandemic planning information is available online at [www.pandemicflu.gov](http://www.pandemicflu.gov).

When the health care organization checklist is finalized, HHS will post it at [www.cdc.gov/flu/pandemic/health\\_professional.htm](http://www.cdc.gov/flu/pandemic/health_professional.htm).

## Web Site Offers Flu Vaccine Resources

A new Web site, entitled [www.fluchannel.com](http://www.fluchannel.com), offers reliable information about where to find a flu clinic, flu vaccines, flu symptoms and treatment, avian flu symptoms and transmission, and an explanation of flu pandemics.

Launched by Healthcommunities.com, a physician-developed and -monitored collection of online communities that serve health care consumers searching for reliable information, the site contains a link to the Centers for Disease Control and Prevention (CDC) Web site, which includes a weekly map of influenza activity across the country and pages devoted to flu symptoms, prevention, diagnosis, treatment, and prognosis. The prevention page provides links to flu clinics and other prevention resources.

Janice Zalen, senior director of special programs at the American Health Care Association/National Center for Assisted Living, recently alerted members that there was a shortage of influenza vaccine.

Chiron Corp. had reported that it could not produce as much vaccine as it originally had anticipated.

Consequently, providers and distributors who ordered from Chiron received substantially less vaccine than they had ordered.

As of the end of November, more than 78 million doses of influenza vaccine had been produced and distributed within the United States.

Some communities and providers appear to have ample supplies of influenza vaccine, while others may not

have received much influenza vaccine and may have used most, if not all, of their supply.

The last doses of influenza vaccine were produced (3.5 million doses from Sanofi Pasteur and 680,000 doses from Chiron) and delivered to the CDC during December and January as part of the agency's effort to stockpile the influenza vaccine.

Zalen recommends that if facilities need vaccine, they should notify their respective state health department about the facility's priority needs.

Zalen says CDC continues to assess how distribution of influenza vaccine has gone this season with various provider groups and the public, and she communicates regularly with CDC on this issue.





## Brookdale Continues Growth Spurt

**B**rookdale Senior Living, Chicago, has acquired six facilities from Capstead Mortgage for \$181 million—including a \$57.5 million cash payment, the company said. Brookdale had been leasing the facilities, located in Florida, Georgia, Ohio, Texas, and Virginia, since 2002. The portfolio includes both independent and assisted living facilities containing 1,394 units.

In a separate purchase, Brookdale signed an agreement to acquire 41 properties operated by North Carolina-based Southern Assisted Living Facilities for \$82.9 million. The deal is expected to close by the end of first-quarter 2006. The facilities, which include a total aggregate capacity of 2,887 beds, are located throughout North Carolina, South Carolina, and Virginia.

Brookdale's buying spree comes after a successful initial public offering in late November 2005, during which more than 11 million shares of common stock, priced at \$19 per share, were sold on the first day of trading. The stock closed its opening day at \$25.43 per share, an increase of about 41 percent.

Fast-growing Brookdale now operates 380 facilities in 32 states and cares for more than 30,000 residents.

## American Retirement Secures Construction Loans

**N**ashville-based American Retirement Corp. (ARC) secured a \$25.8 million package of loans from Guaranty Bank to facilitate expansion at two of its senior communities.

An \$11.4 million construction loan was obtained to add 63 new upscale assisted living units and enhance dementia care and skilled nursing services provided at Freedom Village at Brandywine, located in Brandywine, Pa.

Another \$9.4 million in loans was awarded to ARC for the addition of 28 independent living units at two separate buildings at its Terrace Homes at Brandywine community. ARC reported it would start construction on the additional units sometime during first-quarter 2006. ARC also stated it would use a \$5 million loan as a replacement for a prior loan.

In other news, ARC reported it had entered into an agreement with a nonprofit organization to develop an assisted living community in Nashville. ARC sold land to ASF of Green Hills, an affiliate of the American Seniors Foundation, a not-for-profit organization, to build Cumberland at Green Hills. The new community will have 93 assisted living units and 17 Alzheimer's units.

ARC secured \$32.2 million in financing from the Bank of America and in turn has provided ASF with the development financing. In return, ARC has secured a long-term management agreement.

## Five Star Reports Third-Quarter Loss

**N**ewton, Mass.-based Five Star Quality Care reported a net loss of \$84.3 million, or \$5.64 per share, in third-quarter 2005, due primarily to the termination of 12 management agreements with Sunrise Senior Living, the company said.

To help offset those terminations, the company in the third quarter entered into a sale-lease-back transaction for six assisted living communities, which resulted in a \$2.3 million asset impairment charge. Five Star's third-quarter report also included about \$2.1 million in insurance costs incurred from previous quarters.

Without these charges, Five Star would have reported income from continuing operations in the third quarter of 2005 at \$1.7 million, or a gain of \$0.11 per share.

Five Star owns and leases 155 communities with more than 17,300 units located in 28 states. The communities include independent living, assisted living, and skilled nursing facilities.

## Beverly Seals Deal With Fillmore

**A**t press time, a special stakeholder meeting was scheduled for Feb. 14 to approve Ft. Smith, Ark.-based Beverly Enterprises' (BEI's) merger with Fillmore Capitol Partners, a San Francisco-based affiliate of Pearl Senior Care.

In a \$1.8 billion buyout, BEI will be

privatized and with a new management team installed.

BEI's Vice President of Corporate Communications Blair Jackson said late last year that the Fillmore agreement does not include pledges to retain BEI's elder care businesses and the corporate headquarters in Ft. Smith, Ark.

Fillmore provided some of the financing for North American Senior Care's (NASC's) 2004 buyout of Mariner Health Care, which declined substantially in value following its purchase by NASC for \$1.055 billion in December 2004.



## RainbowVision Opens Gay Community

New Mexico's Lieutenant Gov. Diane Denish cut a rainbow-colored ribbon along with Hilda Rush, one of RainbowVision's first residents, to mark the opening of the new Santa Fe community.

According to the company, RainbowVision Santa Fe is the first senior living community designed exclusively for the gay, lesbian, bisexual, and transgender population.

"RainbowVision has taken a 30-year vision of gay retirement and given it a 21st century solution," said Joy Silver, the community's president and chief executive officer.

Construction continues, but opening day had 20 of 40 condominium retirement units ready for move-in. The entire development will be ready for residents by June 2006. When completed, the community will have 40 Santa Fe Club condos, 20 Chelsea Village independent living condos, 60 independent living units for lease, and 26 assisted living leased units. The Santa Fe Club and Chelsea Village units have already sold out.

When fully completed, RainbowsVision Santa Fe's community will contain 83,000 square feet and will include 146 units, a wellness spa and fitness center, health care services, dining, cafe, cabaret, and lounge. The community has units that contain panoramic views of the Sangre de Cristo, Sandia Jemez, and Ortiz mountains.

At the grand opening ceremony, Denish said, "Though we welcome the economic benefits of this new retirement community, we are more excited to have these vibrant seniors make the Land of Enchantment their home."

### Five Star Quality Care

Five Star Quality Care has reached agreement with Sunrise Senior Living Services to terminate a long-term management contract for a Florida community.

Five Star reported it would manage the Florida community and will no longer pay management fees to Sunrise for this property. The senior living community has 281 units, including 184 independent living apartments, 62 assisted living suites, and 35 skilled nursing units. The agreement provides for a termination fee of \$4.75 million to be paid to Sunrise effective Feb. 1, 2006.

Sunrise will continue to manage 17 other communities for Five Star. Five Star Quality, located in Newton, Mass., owns, leases, manages, and operates 155 senior living communities with more than 17,000 units located in 28 states. Five Star also owns and operates five institutional pharmacies.

The latest Five Star announcement

comes after the company reached an agreement with Sunrise to cancel 12 management contracts. Five Star paid \$80.2 million in buyout fees and an additional \$1.3 million in management fees to Sunrise.

### Sunrise

Sunrise Senior Living Real Estate Investment Trust (REIT), Toronto, Ont., Canada, has announced it has completed acquisition of Sunrise of Vancouver, B.C., for \$27.8 million.

Sunrise will continue to manage the community under a long-term management contract. The property has a capacity of 106 residents and is 91 percent occupied.

"The REIT ended 2005 with 46 income-producing properties, with resident capacity of 4,359, one property in lease-up with resident capacity of 86, and seven properties under development with a resident capacity of 812," said Doug MacLatchy, president and chief executive officer of the REIT.

## Independent Owner Conference Registration

The 2006 Independent Owner Leadership Conference is right around the corner. If you are an independent owner of an assisted living facility and want to gain a competitive edge, the National Center for Assisted Living (NCAL) encourages you to make arrangements now for this premier event.

The conference will be held Monday and Tuesday, March 6 and 7. The conference offers members two days of educational programs and networking opportunities. The general and concurrent sessions will address issues most important to you such as:

- Identifying the key principles of culture change;
- Identifying the characteristics and practices that enable high-performing organizations to be successful; and
- Reviewing national policy developments and their impact.

This is a unique opportunity to network with your peers and discuss the latest strategies and solutions. Plus, nurses and administrators can earn up to 12 of the 13 CEUs offered. The conference will be held in Newport Beach, Calif., at the Hyatt Regency situated on 26 beautifully landscaped acres overlooking the Back Bay of Newport Beach.

The registration and hotel deadline for the conference is Friday, Feb. 10. To register, please click on the following link and note the discounts for registering before Feb. 10: [www.ahca.org/events/io.html](http://www.ahca.org/events/io.html).

For more information, contact the registration office at [meetings@ahca.org](mailto:meetings@ahca.org).



The Foundation for the Advancement of Elder and Disabled Care, Washington, D.C., announced that **John Derr**, RPh, will serve as the foundation's first executive director.

Derr leaves his position as vice president for special programs of the American Health Care Association (AHCA)/National Center for Assisted Living (NCAL), where he spearheaded AHCA's initiative, with Newt Gingrich's Center for Health Transformation, that will issue a report to the secretary of Health and Human Services on the use of electronic health record technology in long term care.

American Retirement Corp. (ARC), Nashville, Tenn., announced the appointment of **James Seward** to serve on its board of directors. Seward is currently a private investor consultant. Previously, he was chief executive officer and president of SLH Corp. and chief financial officer

of Seafeld Capital Corp., two publicly traded investment holding companies. ARC operates 76 senior living communities in 19 states.

**Lynn Engelbert** has been named executive director of AlmaVia of Camarillo, Calif., an assisted living community. Engelbert has amassed a nearly 20-year career as an advocate for older adults. Her professional credits include the development of Ventura County's first Alzheimer's day care resource center.

Carlyle Place in Bedford, N.H., has announced that **Marsha Roy** has been promoted to head administrator of the facility, which is a part of the Courville Communities. Roy will oversee staff and residents at the assisted living facility. She joined the Courville staff in 1994 as an administrative assistant. Prior to joining Courville, she had been a caregiver and companion for six years.

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Your suggestions and feedback about NCAL FOCUS are welcome. Contact Lisa Gelhaus by e-mail ([lgelhaus@ncal.org](mailto:lgelhaus@ncal.org)), by phone (202-898-2825), or by writing to the address above.

A Covenant For Affordable  
And Ethical Long Term Care



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