



Board Chairs for 2009 are Joyce O. Wilson, Aging Services of Georgia and Antoinette Sturm, Georgia Institute on Aging.



Aging Services of Georgia is the statewide association of over 150 key not-for-profit and other mission-focused organizations dedicated to providing quality housing, health care, community based and other related services for older Georgians. The mission of Aging Services of Georgia is to represent and promote the common interests of its members through leadership, advocacy, education and other services in order to enhance each member's ability to serve older Georgians

In this Issue

Inside Your Association -- Aging Services of Georgia

General Notes of Interest

Public Policy Update

Business Connection Updates from Our Associate Members

GIA News

Organization / Board Development

News Throughout the Continuum:

Vacancy Report

Career Opportunities

AAHSA Information



GIA Partners



Ziegler Capital Markets Group

Inside Your Association -- Aging Services of Georgia



From the President ...

Now, more than ever, is the time for providers to do what we have always done best - work together, share information, and continue to be the place for innovation and setting the standards in our field. This action sets the stage for the association and our members throughout the state to be **the trusted voice**. Challenging times present an opportunity to review current ways of operating in order to find more efficiency in serving our residents and clients. This year, we will be very intentional on our public policy work, in bringing the best and most affordable education to Georgia for you and your staff, and while providing you the most current and important information that you need to know. It is our ultimate challenge to be the mission-driven providers in Georgia that **maintain the highest quality** of services and care.

As we continue to focus on the following key areas, we ask for your participation and input in the life of the association:

- Creating a Strong Sense of Community
- Strengthening our Leadership Position
- Advancing Advocacy
- Promoting Excellence Throughout the Continuum of Aging Services

This e-newsletter, the Coffey-Break, will continue to be an important way to keep you current regarding leading edge information that you need. Likewise,



Occupied
Renovations



Cornerstone
Senior Living



Moore Stephens
Lovelace, P.A.



GIA Supporters



Mauldin & Jenkins



LW Consulting, Inc.



GIA Friends

The Law Offices of
Williams & Edelstein

Dixon Hughes

Pfizer

we are re-designing www.agingervicesga.org with easier navigation tools. It will chronicle information for you to access at your convenience.

We have organized Provider Advisory Groups, of members throughout the state, representing each part of the continuum of aging services. Several of these groups of your peers will have their initial calls this month. These groups will be asked to provide information and guidance in the following ways:

- Review and suggest ways to support focus areas adopted by the Aging Services board
- Implement programs/services related to the focus areas
- Track and identify regulatory issues that affect members
- Track, identify and help develop strategies to address public policy issues
- Identify education and professional development needs
- Assist in ways to best connect with and engage members (building a strong sense of community)
- Assist with meaningful communication to association members

Lastly, dues invoices for 2009 were mailed in December. If you did not receive your invoice, please contact the association. Please note that membership dues are due January 31st as that is when your nonprofit providers first payments are to paid for your national dues to AAHSA.

We would like to take this time to thank you for your ongoing support of Aging Services of Georgia. By working together, we have developed a significant voice in state public policy issues and a positive relationship with our regulatory partners. In addition, we continue to provide you with the latest information, outstanding education and professional development opportunities, best practices, analysis, and resources to help you continue to provide the highest quality of life for those you serve. We encourage your involvement and input.

Please call me or any association staff if we can be of assistance. If you have not done so, please take a minute to review the [2008 Year in Review](#).

Thanks,

wcoffey@agingervicesga.org

Aging Services of GA Salary Survey ON-LINE – February 16th (Deadline – March 16th)

It's that time again! The Aging Services of Georgia on-line salary survey is customized for professionals and staff in the field of Aging Services and will be ready for you to access on February 16, 2009. The **deadline to complete the 2009 survey will be March 16th**. This will become an annual survey process to ensure our members remain competitive in the field and have quality salary and benefits data.



GIA Contributors

HVAC Services

Kings Bridge
Retirement Center

Seth Strongin

In the coming weeks, you will receive a communication with your pass code to access the survey. To obtain the best data, **WE NEED EACH MEMBER** to participate in the survey. We know you need the data when preparing budgets and hiring new staff because we receive calls for the information on a regular basis. Only participants in the survey will receive the survey results for FREE. A demonstration of the module will be available for viewing during the next Quarterly luncheon in February 2009 (go to www.agingservicesga.org for updates).

Please note that there will be a small Task Force to help with planning, logistics, and most of all--Technical Assistance. So there will be at least 4 points of contacts to help you with completing the survey this year.

Our goal is to have at least 50% participation rate. **So there will be incentive prizes that you can qualify for in exchange for your completed survey!**

For questions, contact Jacque or Susan at 404-872-9191 ext. 19 or 10 respectively.



AAHSA

<http://www.aahsa.org>Keep Up with the Quality
First Program

General Notes of Interest

Final Rule Published for Family and Medical Leave Act

On November 17, the Department of Labor's Wage and Hour Division published a Final Rule under the Family and Medical Leave Act. The Final Rule becomes effective on January 16, 2009, and updates two important new military family leave entitlements for eligible specified family members enacted under the National Defense Authorization Act for FY 2008. It also includes revisions in response to public comments received on the proposed rule issued in February 2008. To download a copy of the 201-page Federal Register, [click here](#). To read the final rule, [click here](#).

TechBridge Invites Georgia Nonprofits to Share Their Technology Dreams

Techbridge is now accepting applications for the eighth annual Technology Innovation Award -- the winning nonprofit will receive an extreme technology makeover! The Award, sponsored by Accenture, will be granted to a deserving Georgia nonprofit with an innovative vision for using technology to increase the efficiency of day-to-day operations, improve effectiveness in serving clients and key stakeholders or grow fundraising, advocacy or volunteer efforts.

If you (or a nonprofit with which you work) have a compelling vision for a technology project that your organization would like to implement, we want to hear from you. The winner gets to work with TechBridge to put their technology vision into action! The Award provides more than \$55,500 in TechBridge consulting services, Microsoft software and cash to the winner and over \$13,000 in TechBridge consulting services, Microsoft software and cash to two finalists.

Both winner and finalists will be featured at TechBridge's Digital Ball on May 9th, when the award is presented, as well as highlighted in promotional materials and profiled in special supplements in the Atlanta Business Chronicle

and TechLINKS. Visit www.techbridge.org to apply. All applications are due by Feb. 3, 2009. Carrie Bates, Director of Corporate Relations 404.879.5404 (phone), 404.581.5901 (fax), cbates@techbridge.org, www.techbridge.org

Public Policy Updates

2009 Public Policy Issues

Continuing to establish Aging Services of Georgia as *the trusted voice*, especially throughout public policy work is key. Please visit www.agingervicesga.org and click on **Public Policy** to review our Public Policy Principles and our focus issues for 2009.

**Aging Services of Georgia
DAY AT THE CAPITOL
Wednesday, February 25, 2009
watch for details.**

Be There 4 Seniors Initiative



Aging Services of Georgia is joining the Area Agencies on Aging, Georgia Council on Aging, Alzheimer's Association and aarp to encourage seniors all over Georgia to participate in Be There 4 Seniors. This important initiative is focused on preserving funding in the Georgia state budget for programs that support vulnerable seniors. Seniors are encouraged to contact their local legislators and ask them to support this initiative – the idea is that healthy people cost the state less money.

HEALTHY PEOPLE COST LESS – BUDGET CUTS HURT SENIORS AND HURT GEORGIA! Eliminating vital supports that keep older adults active and healthy costs Georgia more money. Georgia must find the way to stop cuts to essential services, restore those that provide a safety net for seniors and control future spending with proven measures.

On our home page at www.agingervicesga.org you will find a link to the flyer, a postcard, and additional information regarding this initiative and how you can respond to this call to action via advocacy.

From Tom Bauer, Aging Services of Georgia Legislative Counsel

Success on CCRC Certificate of Need Issue and 2009 General Assembly begins January 12

Aging Services of Georgia is busy preparing for the 2009 Georgia General Assembly. The Association may be introducing legislation to update regulation of continuing care retirement communities (CCRCs). In addition, the state budget deficit attributable to the economic downturn is now potentially as high as \$2 billion according to some sources. As a result aging citizens and advocates, as is the case with others, face likely cutbacks in services.

Continuing Care Retirement Communities (CCRCs)

The public policy committee of Aging Services of Georgia is pleased to report a significant turn of events concerning continuing care retirement communities (CCRCs) and the state's certificate of need (CON) process. As was reported last year, the Association was disappointed that the five-year phased, partial relaxation of the sheltered bed concept passed as a part of SB 433 (the omnibus CON reform bill of 2008) could only partly be implemented due to an unintended consequence related to the effective date of that bill. The new process is one under which CCRC nursing homes could admit patients directly from the community (outside the CCRC). In the first year of the CCRC's existence it could use 50% of its beds for direct admissions, and this percentage would decrease by 10% each year thereafter.

However, after further thought and discussion with Aging Services of Georgia, which was as mentioned in earlier "Coffey Breaks", considering introducing a bill to correct the problem, the Department of Community Health (DCH) has decided that all CCRCs in their first five years of operation may apply to DCH to avail themselves of the limited "direct admission" exemption for skilled nursing facilities in CCRCs. As was the case under the prior DCH interpretation, all facilities receiving a CON after July 1, 2008 may submit a "specific and factual determination request" (for a written letter of exception). Now it has been determined that any CCRC with a CON granted prior to July 1, 2008 in operation for less than five years may apply for the exemption if the CCRC is willing first to "relinquish" its existing CON.

In addition to reform regarding certificates of need, the Aging Services CCRC Task Force has a second goal: Modernization of the CCRC regulatory process, for which the Georgia Department of Insurance (DOI) has responsibility. After utilizing the resources of AAHSA, the Association has initiated discussions with DOI to identify ways to provide both additional information to consumers and flexibility to ensure the financial viability of CCRCs. These changes are being drafted for consideration by Aging Services' CCRC members for possible introduction in the 2009 General Assembly. The Association will then begin to discuss the proposal with staff of the Department of Insurance.

State Budget

The effect of the economic downturn won the state budget and will be one of the major issues in the 2009 General Assembly. The various departments and agencies were required to submit their budget requests to the governor by September 1. This year, in response to the budget deficit each department was also required to identify reductions totaling 6%, 8%, and 10% respectively in their overall budgets. The governor will release his budget recommendations for both the current and next fiscal year (FY '10) during the first week of the General Assembly. No matter which scenario the governor uses, **expect there to be significant reductions in aging services such as the Community Care Services program and non-Medicare home and community based services. The implementation of licensure of adult day services is also a candidate for further delay (it was to begin in the current fiscal year).**

Business Connection Updates from our Associate

Members

From Occupied Renovations

Proactive maintenance will prevent premature floor replacement.

To keep your new floor looking great and performing at its best requires a structured maintenance plan. Not only does this extend the look of your floor, a proactive maintenance program will guard against premature floor replacement, which is good for the environment and at keeping unexpected costs at bay.

Regularly scheduled cleanings are recommended by all of the major flooring manufacturers. This service has been shown to improve indoor air quality by removing things like allergens, bacteria, and dirt from flooring, and can extend the life of your investment. Carpet and hard surfaces have their own idiosyncrasies when it comes to soiling and cleaning, so it is beneficial to have the experts at Occupied Renovations® in your corner to keep each of your surface materials properly maintained.

Carpet is affected differently by various soil types. Dry soils can destroy carpet fiber, but fortunately, most can be removed by regular vacuuming. Oily soils, like resins, gums, greases and fats, are the binders that attract and hold other types of soil to the carpet. The result is a carpet with a dingy gray or brown appearance. Oily soil is the primary reason for poor carpet appearance and, because it adheres to the carpet fiber, it should be professionally and regularly removed. We are here to help.

Occupied Renovations® develops a custom maintenance program based on your community's specific needs and flooring types. We field inspect your building, noting areas which need immediate attention. We document high traffic areas and trouble spots, which need more frequent cleanings. We will provide a cleaning schedule along with a price quote and action plan for your review. Once the plan is in action and service in-place we will be available for unexpected on-site service needs from any accidents that take place, and assist in-house janitorial staff with information on daily care.

Occupied Renovations® will determine what program is optimal for your daily needs and facility requirements, and create a regular schedule of deep cleaning maintenance to keep your floors in tip-top shape, while keeping the disruption to a minimum. We offer easy tips on preventative maintenance, such as walk off mats, and what type of vacuum is best for the flooring type and level of traffic the area receives. It is our job to help your flooring last as long as it should.

For more information on flooring maintenance and other routine maintenance services offered by Occupied Renovations, such as upholstery cleaning, please contact Bob McGee at bmcgee@occupiedrenovations.com or (404) 597-2047.

GIA News

2009 Annual Conference



**Save the Date March 30 – April 1, 2009
Marriott Augusta Hotel Augusta, GA**

**January 15, 2009 Registration Brochures
available online www.agingervicesga.org.**

12 CEU's for all attendees including LNHA and LCSW/SW at the same affordable rate as last year! Because of our generous sponsors, your registration includes all CEUs, materials, meals, and entertainment throughout the 3 day conference!!!

Now more than ever is the time to network with your peers, work smarter with limited resources and still access excellent, quality, and affordable continuing education. Therefore, we recognize that many of our members are planning to access training locally vs. nationally this year and we commit to bringing you exceptional learning opportunities—**more affordably**, in response to meeting your continuing education needs.

This year we've accomplished greater ways to save you dollars and provide you and your staff with national level quality conferencing. If you enjoyed Fran Battisti last year, you are in store for another internationally known keynote icon, Clint Maun, who will share an entire day of his expertise and innovative leadership consulting techniques and research. In addition, there will be a host of important topics specifically addressing the needs of your leadership team and staff to guide them to excellence in the field of Aging. **Changing Lives** is more than just a theme for our 2009 annual conference, it reflects our belief that new idea generation and interaction with our colleagues can significantly improve the lives of the older adults we serve and with whom we work.

Now more than ever, Transformational Leadership is a necessity to sustain our organizations during uncertain times. This conference is an important step in cultivating the necessary skills to help you and your staff with strategically positioning for now and the future.

2009 upcoming events

Distance Learning

The Georgia Institute on Aging is partnering with AAHSA's Professional Development Network* and IHN University to bring you the easiest and most affordable way to earn continuing education unit credit for you and your staff. **Watch Current Events for registration information.**

IHNUniversity.com provides CEU and non-CEU courses on vital topics

presented by nationally recognized speakers/consultants. IHNUniversity.com is exciting, high quality, affordable and offers:

- Easy to use web site.
- High level information and courses for all staff/management needs.
- Proven course authors and healthcare experts

At IHNUniversity.com you'll receive the CEU information and training you and others want when you need it. Distance learning programs are perfect for individuals or groups who can't always leave their organization for required coursework.

[Click here](#) to register for the first session of the GIA/IHN/PDN Distance Learning Series: *Dealing with Difficult People* (\$39) with Clint Maun.

National Maintenance Retirement Facility Professional Certification

Registration is NOW taking place for the next national on-line courses:

- **Energy Management and Controls:** February 4 -- May, 2009 (each Wednesday)
[click here for registration form](#)
- **Building Design and Maintenance:** February 4 -- May, 2009 (each Wednesday)
[click here for registration form](#)

Registration Deadline January 21, 2009

Aging Services of Georgia brings members the opportunity to earn the national Retirement Facilities Technician (RFT) certificate which leads to BOMI International's SMT/SMA designation. The RFT curriculum meets the training and industry needs of members while raising the standard of quality and efficiency in aging retirement facilities. Courses like Energy Management and Controls, Building Design and Maintenance, and Boilers, Heating Systems and Applied Mathematics, give Aging Services members the skills to remain competitive within the industry through the national recognized certification. BOMI International. Contact a BOMI customer representative at (800) 235-2664 or Email: service@bomi.org or visit: www.bomi.org.

Organizational/ Board Development

Visit <http://www.nonprofitcenter.com/> for free tools, materials and information. For resources on "What Board members should ask before they accept a board position" and "Ten Responsibilities of a Board" visit www.agingervicesga.org, **For Members / Organization/Board Development**.

NOTE: If you have a problem when you click **For Members** and it does not ask you for the password ("quality") you need to turn off your pop-up blockers. Give me a call at 404-872-9191 ext. 14

and I'll help you with it.
Barry Lastinger

News Throughout the Continuum

Affordable Housing

Current Issue of Future Age Focuses on Housing

The November-December issue of the AAHSA Future Age focuses primarily on housing and support services. In the event you did not have time to read the publication, it lists two checklists that can help housing communities implement Quality First. The checklists, "AAHSA Quality First for Low Income and Subsidized Housing Providers", and "AAHSA Quality First for Market-Rate/Unsubsidized Housing Providers" are on the AAHSA Web site in the "Resources" section, [Quality First subsection](#).

HUD Posts New Tool

A number of the options for Section 8 contract renewals require the completion of a Rent Comparability Study (RCS). HUD has now posted an Excel formatted grid that can be filled in and used to report the data from the study. It is available at [HUDClips](#).

Section 202 Reform Bill

Section 202 reform bill was reintroduced in the Senate January 7, 2009. The bill number is S.118 and some info is available [here](#). AAHSA will have an updated info sheet out to members and posted online by COB Friday. The original sponsors for this bill are:

Sen Brown, Sherrod [OH]
Sen Casey, Robert P., Jr. [PA]
Sen Durbin, Richard [IL]
Sen Leahy, Patrick J. [VT]
Sen Nelson, Bill [FL]
Sen Schumer, Charles E. [NY]
Sen Stabenow, Debbie [MI]

If you have any questions, please email Alayna Waldrum at 202-508-9476 or email her at awaldrum@aahsa.org

Assisted Living

The Office of Regulatory Services has posted their training for 2009. Visit www.agingervicesga.org, **For Members/Assisted Living** for the schedule and registration form. All classes will require pre-registration and all instructions are noted online. There will be no brochures printed and distributed for 2009.

Home Health and Hospice

Is Your Non-Routine Supply Billing Ready for Your Cost Report?

Effective Jan. 1, 2008, home health agencies were to begin billing for non-routine medical supplies on their final claims and to separately identify the cost of these supplies in their accounting records. Non-Routine Supplies (NRS) includes items such as catheters and wound care supplies that are not routinely furnished in conjunction with patient care visits and the use of which are directly identifiable to an individual patient. As the year end approaches, to prepare for your cost report, verify that you are:

- Doing your billing appropriately and sharing that information with your cost report preparer;
- Ensuring that the cost of NRS is in a separate account from your routine supplies in the general ledger;
- Confirming that routine supplies, which includes items such as 4x4s, chux, etc., that cannot be tracked to an individual patient, are not recorded on your claims but are recorded separately as an administrative expense. They should be recorded in the general and administrative (overhead) section of your chart of accounts.

Checking your Provider Statistical and Reimbursement Report (PS&R) for the amount of NRS billed in 2008 to ensure that the amount is reasonable based on your standard mark up and share this information with your cost report preparer.

Nursing Care

CMS 5 Star System What Does It Really Mean?

On Dec. 18, 2008 the Centers for Medicare & Medicaid Services (CMS) launched its new 5 Star System within its Nursing Home Compare public website. Consistent with the CMS Annual LTC Quality Action plan, the goal for the enhanced website is to provide understandable information to consumers in ways that make meaningful distinctions between high and low performing nursing homes.

Although many stakeholders provided input to CMS during the development process regarding the importance of a consumer voice within the performance reporting system, this initial version is based on only three sources of nursing home information: 1) state survey inspections; 2) nursing home staffing levels, and 3) the MDS Quality Measures (QMs).

Information from each data source is analyzed and measured using a complicated system that ultimately provides a number of stars (one through five) in each of the three areas. The data are then summarized into an overall score that is also reported in **stars**. The Nursing Home Compare website allows the public to view the detail for each of the measurement areas.

Some Aging Services of Georgia members may find that their ranking does not fit with their experience. Since much of the data is not comparable across providers (annual survey and certification and the nursing home quality measures are not designed to be reliable), the CMS 5 Star System will exhibit the same quirks in its reporting as those systems. Some of these quirks are summarized below:

1. The CMS 5 Star System is too heavily weighted toward annual survey and certification findings, well known to be highly inconsistent.

2. CMS assigns a rank of 5 Stars to the top **10 percent** of nursing homes for any given measure, but assigns only one Star for the bottom **20 percent**.
3. The Nursing Home Quality Measures used for this system are compared to national averages except for two: ADL decline and Mobility decline. These two measures are measured against state averages, but also are known to be errant in facilities with high numbers of admissions and discharges, particularly in a CCRC-like environment. This occurs because changes in ADLs and Mobility are measured even for residents who were not in the nursing home between assessments.
4. The CMS Nursing Home Quality Measures are well known to be highly related to acuity; yet they are not adjusted for acuity, however, the staffing measures are.
5. CMS does not identify the individual facility acuity findings calculated for staffing.
6. In order to achieve the highest ranking for staffing, nursing homes must meet a specific high standard, yet all the other domains are based on comparisons.

Obviously, providers across the US are disturbed by this initiative and aahsa is working directly with CMS trying to address specific issues.

Aging Services of Georgia staff has a good understanding of member performance and after detailed review of the system and its rankings has determined that the only level of the system that has any meaning is at the 5 Star ranking. We have noted excellent and good facilities at all other levels as well.

CMS continues to attempt to use data that really only has validity in aggregate to compare nursing homes individually. And as we review the findings in aggregate, we continue to note the Aging Services of Georgia member difference.

“LIFELines” email publication for Aging Services of Georgia Nursing Home Members & Nursing Staff

Aging Services of Georgia healthcare/nursing home members will begin receiving a new publication called LIFELines. This publication is a partnership between Aging Services of Georgia and our Illinois Association (Life Services Network). LIFELines provides timely information regarding state and federal issues such as survey preparedness, risk management, immediate jeopardy, clinical issues, abuse investigation, recruitment and retention and a host of other vital information for Aging Services of Georgia nursing home members. **All Aging Services of Georgia nursing home members should now be automatically receiving LIFELines. Any other Aging Services of Georgia member is welcomed to receive this publication – just contact swatkins@agingservicesga.org.**

December topics were:

December 10:

When a Picture May NOT be Worth a 1,000 Words
And

F373 Paid Feeding Assistants: Surveyor Scrutiny can result in Deficiencies

December 24:

Attendance Management versus Mis-Management
AND

Accompanying the Surveyor: Escort or Antagonist?

VACANCY REPORT

Please assist your colleagues by sharing this information when you receive calls from consumers you cannot serve.

Facility	Units	Cost	Type of Subsidy/Waiver
Calvin Court	13 – Efficiency	\$542	
	7 – One Bedroom	\$715	
Campbell-Stone Buckhead	2 – Efficiency	\$650	Sec. 8
			Sec. 8
Canterbury Court	3 – Efficiency	\$2022 (plus entry fee)	
	3 – One Bedroom	\$2898 (plus entry fee)	
Lutheran Towers	6 – Efficiency		Sec. 8
	2 – One Bedroom		Sec. 8
The Zaban Tower	3 – Efficiency		HUD PRAC
	1 – One Bedroom		HUD PRAC
	Personal Care: 2 – Studio	\$2100	
	7 – One Bedroom	\$2565	

Career Opportunities

Magnolia Manor, Buena Vista, GA

[Administrator](#)

Peachtree Hills Place, Buckhead and Park Springs, Stone Mountain

[CCRC Residency and Sales Counselor's](#)

Riverview Health and Rehabilitation, Savannah[Chief Financial Officer](#)**Personal Care, Inc., Atlanta**[Marketing Manager](#)**Brandon Wilde, Evans, GA**[Health Services Administrator](#)**MobilexUSA**[Sales Representative](#)**A.G. Rhodes Home**[Director of Nursing](#)
[Admissions Manager](#)**St. George Village**[Marketing Director](#)

AAHSA Information

News from AAHSA Melissa Sharp, Vice President, Southeast Region, AAHSA

Please feel free to contact me with your questions or concerns at (202) 508-9456 or by e-mail at msharp@aahsa.org.

Read AAHSA's Latest Housing Report

This month's Senior Housing Report includes information about the nominee for HUD secretary, emergency capital repair grants released, PBCA contract to be rebid, AAHSA's recommendations on contract administration roles and the economic stimulus plans and much more. [Read More](#).

[Larry Minnix: Five-Star Travesty of Justice, Poorly Implemented](#)

CMS released a new Five-Star Quality nursing home rating system that is based on significantly flawed and inadequate information that has stacked the public relations deck against nursing homes. [Read More](#).

Economy Forum

Because the economy is weighing heavy on many of your minds, we've decided to use the power of community to help overcome these uncertain times. We've asked key experts in aging services to provide advice for weathering a tough economy and a declining housing market. Visit our new [Economy Forum](#) for the latest information.

2009 Leadership Summit
The Hidden Power of Teamwork
featuring Patrick Lencioni
San Francisco, Calif.
January 26 - 27, 2009

As a leader in the aging services field, you understand the gifts and imperfections of humanity. With people at the heart of everything you do, the success of your leadership is directly linked to the success of your team. Making teams work is never easy, but it remains the ultimate competitive advantage in today's fast-changing times. Teams are constantly challenged, but teamwork is particularly crucial during this tough economic climate. Not-for-profit aging services providers must craft lean, imaginative practices to somehow continue to do more with less—and teamwork is at the core of such innovation.

If you are passionate about leading a well-functioning, cohesive team, join us for two days of evidence-based insights, case studies and interactive exercises that will enable you to:

- Gain a clearer understanding of your team's purpose and role within your organization.
- Identify your team's potential dysfunctions and learn how to break down silos to create a culture of trust and accountability.
- Explore practical tools to build and maintain an effective team—and develop an action plan to take your team to the next level.

[Download the brochure](#) and [register today!](#)

AAHSA Member Benefit Spotlight: *Philanthropy Resources*

Need ideas to jumpstart your current philanthropy program? Are you looking to begin a fundraising program? AAHSA has resources to help! Simply go to [this link](#) on [aahsa.org](#).