



Friends Services for the Aging

Friends Services for the Aging HighLIGHTS

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Executive Director's Corner *by Jane Mack, FSA Executive Director*

It is hard to believe that the year is zipping away so quickly! Is there enough time to accomplish all of our plans for 2012?

We have some great projects going on at FSA this year. Here is an update on a few ...

Leadership Initiative

This is ongoing work to support member organizations in their identification, development, and support of leaders. We are currently working on three strategies: The Quaker Leadership Institute; The Council of Elders; and the Leadership Resource Center. The Quaker Leadership Institute, a program envisioned as a group who meet periodically over a 9-10 month period, "will offer educational and experiential learning designed to promote leadership practices that will resonate in organizations that embrace Quaker values and convey and nourish the culture of their organizations through all levels." (excerpted from QLI Purpose Statement). The Council of Elders is a group of CEOs who have recently retired or have announced their pending retirement that may serve in various roles to support FSA members. They may serve as contact and support for new CEOs, be a resource to member organization boards and/or FSA, provide peer support for each other, and a variety of other possibilities. The Leadership Resource Center will be an online portal to access information related to leadership.

This will include specific resources developed by FSA such as *Ensuring Successful Executive Transitions in Quaker Senior Living Organizations* that was issued by FSA in September 2011, links to useful websites, articles, etc.

Diversity

The Diversity and Inclusion Committee of the FSA Board has finished the first phase of a long term project on raising awareness of the business need for diversity and inclusion and providing support to member organizations for their work to increase the diversity in their board membership. The committee is in the process of releasing a new publication, *New Realities Require New Approaches: The Business Case for Diversity*. Authored by Berit Lakey, PhD, nationally known author, speaker, and consultant, this work is based on interviews with a sampling of FSA CEOs and current research. The committee will be working to determine the next steps in utilizing this important work.

Being With Friends

We are just beginning the process of updating the *Being With Friends* video that was made in 1999. This video is widely used throughout

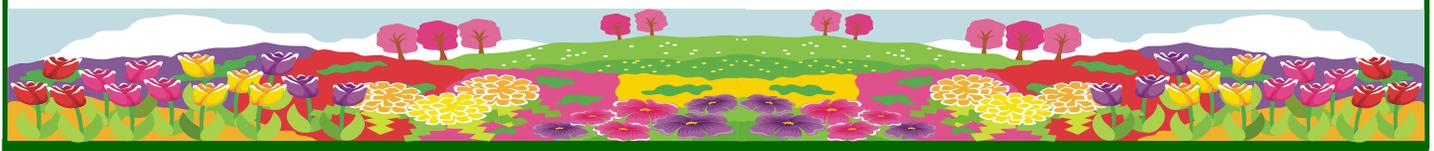
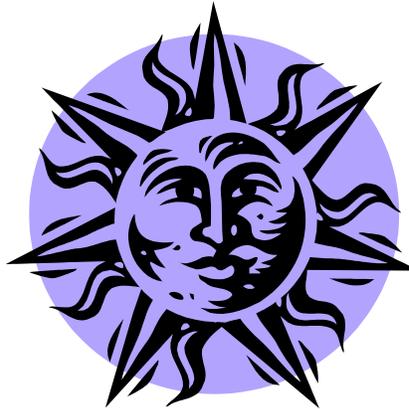
FSA and its member organizations in orientation programs and marketing materials. It is hard to redo a classic, but some of the interactions with clients and practices in the current version need to be updated. We are fortunate to be working with the same filmmakers who did the original version and showed such sensitivity in working with clients and staff.

Pathways to FSA Membership

We are hearing increasingly more from our member organizations of their challenges in recruiting qualified and committed board members who are Quaker. The current bylaws of FSA require that the governing board of a member organization be a majority of Quakers and/or active attenders of Quaker meetings or churches. Those organizations that are part of a system and are affiliate members of FSA must be associated with a parent company that has a Quaker majority on its board. As organizations are struggling to meet this requirement, the FSA board is considering other ways of assessing the quality of connection

to the values that are fundamental to Quaker-affiliated organizations, and necessary for FSA membership. What does it mean to be a Quaker-affiliated organization? How do you know that from the life and work of the community, even if there is not a majority of Quakers on the board? It's a challenge to think of how this can be named and evaluated. A workgroup has developed a draft of three "pathways" to FSA membership: a majority of Quakers/active attenders on the board; a care relationship with a Quaker Meeting/Church; and organizational values and culture. This draft has been reviewed and refined by various people in FSA and will be shared with the CEO Peer Group at their April meeting. The organizational values and culture section will also provide information that can help organizations that do meet the majority Quaker requirement consider how Quaker values are reflected in the life and work of their community.

The mission of FSA is to support member organizations in their delivery of highest quality services and their promotion of best practices through collaboration, education, economies of scale, and a shared commitment to our Quaker identity and values. As we continue through 2012 and beyond, completing some projects and starting more, I hope you feel we are fulfilling our mission.



Quaker Corner

Famous Quakers**Paul Eddington
1927-1995**

Paul Clark Eddington, an actor born in London was first well known as a popular television performer in *The Good Life*, in which he won so many people's hearts as Penelope Keith's helpless husband, and in "Yes Minister" and "Yes, Prime Minister", in which he created such an authentic impression as that wily Westminster politician, Jim Hacker, that Eddington himself was sometimes presumed, especially in Australia, to have real parliamentary influence.

Eddington's theatrical temperament always incorporated thoroughly British exponents of high, dry farce or comedy.

Off stage, as on, he was noted for scruples and principles. A dedicated Quaker, he registered as a conscientious objector when called up towards the end of the Second World War, thus making his first stage appearance entertaining the troops with Ensa.

Near the end of his life he made a moving and characteristically defiant appearance on the television program *Face to Face*, in which, interviewed by Jeremy Isaacs, he made light of his disfiguring illness, a rare skin cancer from which he had suffered for 40 years.



Once when Eddington proclaimed his detestation of private health insurance on the grounds that it enabled people to "jump the queue" he admitted that, if he ever needed treatment, "I might cheat."

Quaker Values and Leadership

This article represents the first in a series of reflections on Quaker Values and Leadership in which we will pay special attention to SPICES (Simplicity, Peace, Integrity, Community, Equality, Stewardship & Sustainability). Please enjoy Gandhi, Leadership and a Few Lessons on Simplicity.

Gandhi, Leadership and A Few Lessons On Simplicity

Gandhi was a simple leader who used simple language and lived a simple life – yet he was able to concert energies of an entire nation towards achieving Indian Independence. I couldn't resist myself thinking about simplicity in a business setting and wondering, "how many leaders can really do this?"

Leaders frame complex strategies, use heavy weight terminologies to describe their plans, set up complex processes and use a lot of jargons when communicating for a change. They spend heavily on getting those strategies across the board and aligning people to it. Yet, strategies fail because people fail to connect.

Leaders always have a choice to simplify or complexify.

Here are a few things I learned:

- Simplicity for leaders is important just because *the easier it is for people to understand the motives of*

a leader, the easier it is to follow them.

- *Simplicity stems from clarity of purpose.* When leaders are absolutely clear of their vision, goals and the means to attain those, they can simplify things a great deal.
- *Simplicity and integrity are highly interrelated* – when leaders are integral, they think, speak and do things uniformly. People never have to wonder what's on a leader's mind.
- *Leaders have to nurture simplicity in their teams* by challenging them often to think laterally and come up with simple solutions. *Simplicity within a team is a product of leading them well.*
- People will try to add complexity for a variety of different reasons – from an unclear vision to downright negative motives. *Keeping*

Quaker Corner

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them (people who add complexity) at bay is a constant challenge for leaders.

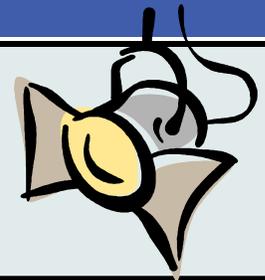
- *Simplicity is to know what to keep and what to let go, be it the complexity in your processes, or removing excessive clutter around.*
- *Simplicity is the essence of good communication, because it makes connecting with others so easy. People relate better to things they easily understand.*
- *Simplification enables better focus, elimination of waste and higher speed of execution – all of which have been at the core of great companies.*

In 20th Century, when Mahatma Gandhi and the nation fought for independence, simplicity worked. Today, in 21st Century, we have seen/are seeing the results of over-complexifying things. Hence, [Rosabeth Moss Kanter](#), a professor at Harvard Business School believes, *“The next big trend is simple: to simplify.”*

So here is a BIG question: How are you contributing towards simplifying the business (of your organization or your customer’s organization) and life (yours and people who work with you)?

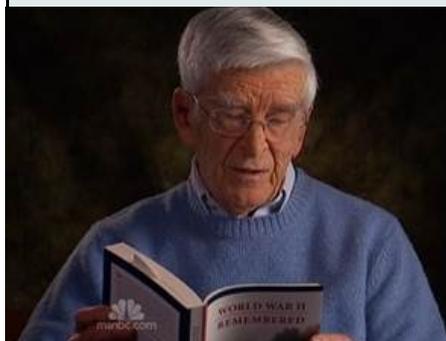
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FSA Members Spotlight



Two FSA member organizations are receiving national media attention for resident experiences in World War II.

In February, Kendal at Hanover made national news when NBC Nightly News anchor Brian Roberts reported on a book written by residents of the New Hampshire based organization. The book entitled “World War II Remembered” and authored by the Kendal at Hanover Residents Association features 56 World War II memoirs by residents of Kendal at Hanover. With over 70 photographs, it also has four pages of



maps and a timeline of the war. Sections include European Theater, Pacific Theater, Stateside Service, and Wartime in Europe, and Home Front.

About two thirds of the memoirs are by women, including one by a

woman pilot, Louise Brown, who describes bailing out of her P-51 fighter plane. Other women underline the importance of victory gardens and other home front efforts. The book is available on Amazon and the books publisher, University Press of New England.

Another member organization, Medford Leas, in NJ is the subject of a documentary currently in production. Funded with assistance from the Friends Foundation for the Aging, “Under One Roof” focuses on three very distinct groups of residents of Medford Leas who came of age during the 1930s and World War II. They are Japanese-Americans who were interned in camps during World War II, Jewish refugees who fled from Europe to escape Nazism, and conscientious objectors (CO’s) who refused to serve in the military or bear arms during the war.

The documentary will focus on commonalities of these seemingly disparate groups as well as the bonds that tie them together today. Stay tuned on the FSA website and in upcoming issues of the newsletter as this project develops.



FSA is all new on the web!!!

Please visit www.fsainfo.org and check it out.



DIVERSITY

Documentary on Diversity-GEN SILENT



* There are almost 38 million LGBT Americans over 65, or 12.6 percent of the population. This will nearly double by 2030.

* Four out of five LGBT elders say that they don't trust the health-care system.

* Fifty percent of nursing home workers said their fellow workers would be intolerant of LGBT people.

* Fifty percent of LGBT elders live alone, compared with 33 percent of the general population.

SOURCES: *Outing Age 2010, The Fenway Institute, National Transgender Discrimination Survey -- Report on Health and Healthcare, San Francisco Aging and Adult Services Commission -- Report on Aging in the LGBT Communities*

GEN SILENT is a critically acclaimed documentary from award winning director and filmmaker Stu Maddux. Many in FSA saw a screening at Leading Age this past year. Six senior Lesbian, Gay, Bisexual or Transgender (LGBT) adults put a face on what experts in the film call an epidemic: LGBT older adults so afraid of discrimination and bullying in long-term/health care that many go back into the closet because of feelings of distrust and dangerous isolation. Many who fought for equality are dying prematurely because they don't ask for help and are estranged from their families. And, their surprising decisions are

captured through intimate access to their day-to-day lives over the course of a year.

But a growing number of people are working to protect LGBT older adults and caregivers. GEN SILENT offers hope and new models of care. The film helps raise awareness so that LGBT older adults can have a greater chance to live and age in safety, with dignity and respect. The film is available for group showings and at select times for personal viewing. Please visit <http://GENSILENT.com> for more information.



The Business Case for Diversity

Like their Quaker forebears FSA member organizations have generally "done well by doing good." They believe that there is that of God in everyone and subscribe to the values of equality, justice, and respect for diversity. It now appears that economic health and even long term survival may require more intentional approaches to diversity. Upholding traditional Quaker values of respecting difference and honoring individuals for their unique identities will continue to be crucial, but no longer sufficient.

Diversity is becoming a strategic necessity

The FSA Diversity and Inclusion Committee is pleased to present ***New Realities Require New Approaches: The Business Case for Diversity***. Authored by Berit Lakey, PhD, nationally-known speaker, author, and consultant, this work is based on interviews with FSA CEOs and current research.

Please visit the Resources page on <http://www.fsainfo.org/resources/> to read this important piece. We encourage you to share it widely within your organization.

PEER GROUPS

Overheard in the Peer Groups: The Benefits and Challenges of iPads in Association Boardrooms

So much valuable information is shared in the peer group meetings. In the IT Peer Group meeting Foulkeways at Gwynedd shared the new process of iPads for their board. We also know this is taking place on other FSA boards and for some FSA member leadership teams.

The following is a list of benefits and challenges of iPads in boardrooms from ASAE, the Center for Association Leadership.

Are you considering the use of iPads by your board members to reduce printing and mailing costs and enhance the efficiency of your board meetings? If so, you need to consider a number of factors, including pricing and logistics. iPads themselves come in many configurations and price tags, ranging from \$400 to \$900 per board member. ASAE suggests you invest in the 3G version of the iPads since they allow the board members to remain connected wherever there is service. This can save the cost of having to provide a Wi-Fi connection in board meetings, which can run in the hundreds of dollars per day.

In addition to distributing iPads to board members, a secure way for them to access documents needs to be established. The least costly path for implementation of a secure, online document retrieval system for a nonprofit board is identifying a trusted company to provide centralized online storage account services for your organization.

If you are considering such a move ASAE asserts that your level of success will vary based upon the effort you put in at the beginning of your implementation.

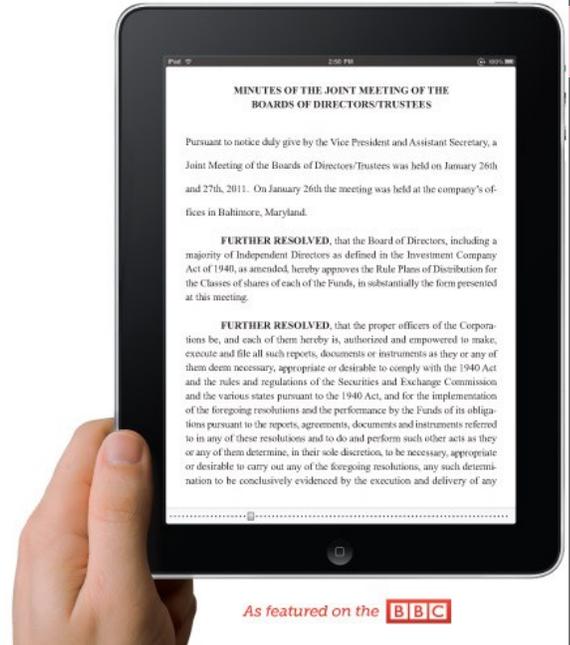
Benefits

- Introducing your board members to new mobile technology and increasing their productivity;
- Going green and reducing your printing and mailing costs;
- More efficiently plugging your board into the activities of your organization;
- Increasing the speed with which you communicate with your board;
- Offsetting the cost of mobile technology by reducing the costs of preparation and distribution;
- Being able to add and retrieve late board items during the middle of a meeting.

Challenges

- Difficulty engaging board members with lower levels of technology skills or aptitude to be proficient users of mobile technology;
- Meeting in facilities that, due to their location, prevent access to 3G service;
- Start-up costs that may prove prohibitive to smaller organizations; Board members deleting the documents from the shared location.

Thanks to Foulkeways at Gwynedd, IT Peer group member Rob MacDonald for sharing!



Are you considering the use of iPads by your board members to reduce printing and mailing costs and enhance the efficiency of your board meetings?



Friends Services for the Aging

Continuing the Quaker Tradition
Collaboration • Cooperation • Commitment

FSA

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We're on the Web!

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FSA

Training and Development Services

Are you aware that FSA can provide the following services for member organizations?

- Leadership/team development
- Culture shift/Change management
- Large meeting facilitation and design
- Personal coaching for senior team members and staff
- Customized training in Myers Briggs, Situational Self Leadership, Communication Skills for Direct Care Providers and more.

Call Marsha Wesley Coleman at 215-646-0720 or email coleman@fsainfo.org if you are interested in utilizing any of these services.

FSA Staff Profile

John Colgan joined the Peace Church Compliance Program as a Compliance Specialist in January 2012. He specializes in regulatory compliance, billing and personnel file audits, HIPAA, and provides education to members of the Program.

For the past 17 years, he has had a diversified healthcare and eldercare background.

John is an Accountant with 13 years healthcare audit experience to include 2 years as the Corporate Compliance Liaison at Genesis Healthcare (nursing homes/assisted living/NeighborCare pharmacy). He solely conducted compliance, operational and financial audits of alleged employee misconduct including theft, misappropriation of funds, etc. He performed all of the necessary fieldwork to include investigating, interviewing, gathering & reviewing documentation, quantifying the financial impact, reporting and writing reports to confirm or refute the alleged abuse. His years of experience as an auditor have helped develop his innate ability to listen. John has had the invaluable opportunity to visit approximately 100 nursing homes and 20 assisted & independent living communities. He knows the importance of compliance, quality of life, compassion and care!

Also, with John's 18 months sales and marketing experience with A Place for Mom, he developed an extensive local knowledge of senior care communities and topics including compassion and care for seniors, payer classes, community options, and senior resources. Finally, John was a recovery auditor for Connolly Healthcare conducting audits of paid acute care claims by Aetna Insurance. He has an extensive understanding of Medicare, Medicaid, Managed Care, Commercial and co-insurances.

When John graduated college, he was an



John Colgan

auditor with CBS Sports in NY. When he eventually returned to PA, he was an auditor with the EPA Office of Inspector General in Philadelphia for eight years.

In 2009, John assisted his parents' transition to a Continuing Care Retirement Community to meet their living needs and wants. "After their transition, I've never seen my parents so relaxed, happy and enjoying quality of life!" says John.

John graduated from Villanova University with a major in Accountancy and a minor in Communication Arts. As a senior, he had the opportunity to work the NCAA Basketball Championship game in Lexington, KY when Villanova won the national championship. He resides in Chester County PA with his wife Roseann, son Matt, daughter Lexi and bichon poodle Nova. He is very active in his church as a lector, fundraiser and chapter leader of Joseph's People, assisting those in need who are under and unemployed. He is a licensed health insurance producer in three states. He enjoys traveling with his family, playing ice hockey and golf.

Submit Your HighLIGHTS!

Share interesting program ideas, upcoming events and submit suggestions for stories to Ellen Moser (moser@fsainfo.org) for inclusion in upcoming issues of the Highlights newsletter.

