



Friends Services for the Aging

# Friends Services for the Aging HighLIGHTS

December 2011

Vol. 3, Issue 4

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

### TRUST -

#### The Currency of Collaborative Work and My Holiday Wish For Us All

*There is one thing that is common to every individual, relationship, team, family, organization, nation, economy, and civilization throughout the world – one thing which, if removed, will destroy the most powerful government, the most successful business, the most thriving economy, the most influential leadership, the greatest friendship, the strongest character, the deepest love.*

*On the other hand, if developed and leveraged, that one thing that has the potential to create unparalleled success and prosperity in every dimension of life. Yet, it is the least understood, most neglected, and most underestimated possibility of our time.*

*That one thing is trust.*

*Steven M.R. Covey,  
The Speed of Trust*

One of the main initiatives at FSA is focused on leadership development and the next generation of leaders. We know that a number of leaders in FSA member organizations will be retiring or moving to new positions over the next

few years. Our initiative is focused on supporting member organizations in their efforts to identify, develop, and support leaders who will thrive in Quaker aging service organizations.



We know that these changes will have a tremendous impact on each organization who says good-bye to a successful leader. And while we are spending a great deal of time and energy working on what we need to do to support our members, we would be remiss if we were not thinking about how this will impact FSA. I have heard stories about “the early days” of FSA when the peer groups were not as collegial as they are today and there was not a high level of openness or trust in sharing information. The FSA board was composed of a representative from each

member organization and it was sometimes difficult for them to not advocate for decisions based on what was best for their organization, not FSA as a whole.

That takes me to the theme of this writing – trust, the currency of collaborative work.

Sometimes explaining what FSA is all about can be difficult. The first time our current auditor came to FSA, we spent about two hours discussing what FSA was and did. He struggled to understand why an organization would want to be a part of our association if they were not getting a price break on *something*. I stressed to him that we are about so much more than membership discounts – we are about connections, com-

mon values, communications, relationships, collaboration, sharing .... I could go on and on.

When you participate in any number of gatherings within FSA, whether board, committees, peer groups, or work groups, the level of openness and connection is heart-warming. It takes work to create an atmosphere of openness and a bit of risk-taking for participants to share. It takes truth, transparency, and trust to develop and sustain a culture where this is the norm, not the exception.

We owe a tremendous debt of gratitude to those who helped make this happen in FSA. Many of the leaders who will be leaving FSA organizations were instrumental in this work. The challenge for all of us is to keep this spirit alive in and around FSA. So my holiday wish for us all - in FSA, in our member organizations, our business partners, friends, and beyond - is to spread an atmosphere of trust like an epidemic! With this incredible currency of collaborative work we can continue our work together, celebrating the experienced leaders who move on to new things, and welcoming new leaders into our midst.

HAPPY HOLIDAYS!

## Quaker Corner

## Famous Quakers

Maria Mitchell

1818-1889



Born in 1818, in Nantucket, Massachusetts, Maria was the third child of William and Lydia Mitchell, a Quaker family with ten children. She attended Cyrus Peirce's School for Young Ladies and for a time was taught by her father, but was largely self-educated. Few women have been able to break through prejudice and stereotype to become noted scientists the way Maria did. She was the first to discover a comet with the use of a telescope and was the first woman admitted to the American Academy of Arts and Sciences, as well as the American Philosophical Society. She was a professor of astronomy at Vassar and had a crater on the moon named for her. She led the 1875 Women's Congress. She died in 1889 in Lynn, Massachusetts.



## A Non-Quaker Leading a Quaker Organization

*Submitted by Dennis Russell*

When I say that the last eight years have been the most stretching period in my professional life, I usually receive a puzzled look or a question about how that is possible. Being in the later stages of my leadership journey, it is a reasonable assumption that knowledge, experience, past successes and well-worn management tools developed over the past 25 years should create an easier path to achieving "success." The dilemma I experienced in a Quaker-sponsored ministry was that the model of governance and decision making challenged my definition of success and early in my tenure some of those same well-worn management tools were exposed as ineffective when immersed in Quaker process and culture. As we prepare to serve the next generation of residents and staff, these approaches position Quaker organizations to respond to the desire for active participation that we anticipate today and into the future.

Let me start by saying that Quakers don't have a corner on thoughtful process, but the fact that it is imbedded in the culture and DNA of most Quaker organizations does make it more organic. My metrics for determining success were adjusted to include significance, community building and longer term horizons. A "nothing about me without me" philosophy and culture of testing policy changes and decisions with those impacted required additional steps, and more patience than I possess. The consensus model of decision making, valuing the minority opinion, holding opinions lightly and trusting the collective wisdom of the group required some new tools in my tool belt and I needed to ditch some well-worn and comfortable skills developed over a long time. Let me provide some examples.

Nothing About Me Without Me – Defining community to include each resident, staff member and board member as a full member of the community, acknowledging the light of Christ in each person requires a significant level of participation in the decisions that impact their lives. Being comfortable asking people to submit to authority and allow those in leadership to make decisions that "we" deem beneficial to the larger community was in many cases in opposition to allowing others to share their gifts and the promotion of self-directed lives. I was not used to a culture that required each initiative or recommendation presented for consideration by the board of directors to include feedback from those impacted by the decision. The residents' council, 35 committees made up of residents, individual resident neighborhoods, employee advisory council or specific departments all had input into the various decisions that even remotely affected them.

*"An exclusive focus on external results rules out the source of productivity and passion: the inner lives and vision of individuals together with the wisdom and cohesion of the community."*

Margaret Benefiel

Valuing the Minority Opinion – The willingness to delay action or decision until there is agreement or "collective judgment" can be a time-consuming process. Being comfortable with disparate views, tension and a willingness to move forward with a few board members dissenting was a common experience for me before arriving at Friendsview Retirement Community. I usually knew the outcome in advance regarding action items identified on the board agenda. I had also developed a practice of meeting with a number of influential board members prior to the meeting when dealing with difficult or controversial decisions to discuss (influence) the desired outcome. The art of convincing, articulate speech, while championing a motion is much different

## Quaker Corner

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than seeking united action after all perspectives and opinions are considered. The goals of consensus or clear hearts that lead to an eventual decision are usually preceded by questions such as;

- Are there those who do not feel clear about the decision?
- Is there more information needed?
- Are there clarifications required?
- Do you need more time to pray and reflect on the issue before us?

On many occasions decisions are delayed to allow more time, provide new information or secure additional feedback from those impacted by the decision. I initially viewed this extended process as ineffective and not very nimble. What I found over the last eight years is that we are actually trading time. The process and time required on the front-end getting to the decision, makes the implementation much smoother. The effort required to solicit various ideas and opinions creates a significant amount of buy-in (or at least understanding). I spend less time with people trying to poison the well and find many people carrying water for whatever we are attempting to accomplish together. Holding my opinions lightly and trusting the collective wisdom has proven to be much more effective than my historic approaches.

*“Getting others excited about future possibilities is not about creating better PowerPoint presentations or better public speaking skills and it’s certainly not about being more charming or charismatic. It’s about intimacy. It’s about familiarity. It’s about empathy. The kind of communication needed to enlist others in a common vision requires understanding constituents at a much deeper level than we normally find comfortable. It requires experiencing life as they experience it.”*

Barry Posner

Problem Solving – I used to think I was

very good at problem solving. Identifying the issue, getting the needed parties together to understand both sides, assemble required facts, prioritize and select the best solution, implement the solution and evaluate the results. Simple, effective and proven strategies until I was asked to add a new condition into the “evaluate the results” phase of the process. One simple question seemed to unwind my definition of success when it came to problem solving. Did the outcome build community? Honestly, when applying that standard, I realized in many cases I was eliminating the problem or more accurately getting rid of the cause that created the problem using positional authority. Defining success to include community building changes the process used to actually resolve the conflict in a way that is understandable and fair to all concerned.

*“Your goal should be that when the meeting is over, the other person has processed the problem, selected a solution, developed a game plan, and taken ownership of it. His or her relationship with you will not be a dependent one, but a deepening one.”*

John C. Maxwell

Leaderless Organizations – My initial view of Quaker governance and organizational structure was a group of well-intentioned people with a resistance to the concept of leadership. The role of the clerk (chair in most organizations) by definition serves as a primary organizer for meetings and presides over the business agenda and discernment process. A commitment to flat organizational structure, avoidance of hierarchy and desire to make decisions in the collective had me wondering why we need leadership or management for that matter. It appeared from the outside that we needed patient individuals skilled at listening with a willingness to sit through countless meetings managing a slow and iterative process that would eventually lead to decisions that everyone would support. The gifts needed to

identify a problem or issue, manage meetings, encourage participation, craft suggestions and ideas into an agreed upon solution were much different than my contemporary Western view of an effective leader.

I have come to appreciate that a culture open to influence, open to change, and one which encourages contrary opinions, creates “leaderfull” organizations not leaderless ones. The environment that provides an opportunity to change and doesn’t attempt to control others does not lead to anarchy or chaos. It actually allows non-traditional leaders to step forward and causes us to rein in our own self-importance. It takes grace, humility and a significant amount of spiritual maturity to admit that we depend on others as much as they depend upon us.

*“Organizations, like the people who compose them, are always in a state of becoming. Covenants bind people together and enable them to meet their corporate needs by meeting the needs of one another. Leaders owe people space, Space in the sense of freedom. We need to give each other the space to grow, to be ourselves, to exercise our diversity. We need to give each other space so that we may both give and receive such beautiful things as ideas, openness, dignity, joy healing and inclusion.”*

Max Dupree



Dennis Russell , Executive Director of Friendsview Retirement Community

## Compliance

### Mandatory Compliance and Ethics Programs for all Medicare and Medicaid Providers

By Karla Dreisbach, Senior Director of Compliance

With the enactment of the Patient Protection and Affordable Care Act "PPACA", Health care providers are required to develop a compliance and ethics program that is effective in preventing and detecting criminal, civil, and administrative violations. The program should also promote a quality of care consistent with regulations developed by the Health and Humans Services working jointly with the Office of Inspector General (OIG). Nursing homes in particular are under a tighter time frame for compliance with the new requirements. An effective compliance program will be mandatory in March 2013.

The OIG issued the first Compliance Program Guidance (CPG) for nursing facilities in 2000. At that time, many long term care organizations made the decision to implement the voluntary program and created a compliance program, with a code of conduct and related policies and procedures. Unfortunately, many organizations either because of a lack of resources, both human and financial or a lack of understanding put that book on the shelf and left it there. In 2008, the OIG issued a Supplemental CPG for nursing facilities which included a more detailed expectation of what "prudent" providers should be doing as part of a

valid compliance program. While still voluntary, the Supplemental CPG built on the initial program and outlined a level of expectation for provider behavior that drilled into detailed operational areas. With the onset of the mandatory requirements, it is expected that the OIG's CPG model will be the foundation for what a compliance program needs to look like. These basic elements include:

- A Code of Compliance and Ethics, and policies and procedures
- Designation of a compliance officer and a compliance committee
- Effective lines of communication
- Effective training and education
- Enforcement of standards and disciplinary guidelines
- Internal monitoring and audits
- Development of corrective actions
- Evaluation of compliance program effectiveness



Understanding the scope of what an organization needs to do to have these elements in place is just one part of an effective compliance program. Implementing them and making compliance a part of your organizational culture is the next vital step. Compliance programs require

commitment and buy in from the very top of an organization beginning with the Board of Directors and executive leadership. It also requires the resources needed to develop systems along with education and training. Leadership in organizations is already wearing multiple hats and it is often difficult to add the compliance hat on top. The Peace Church Compliance Program had been successful in assisting organizations of all sizes to create and maintain effective compliance programs. The Peace Church Compliance Team assists organizations in assessing their current compliance program strengths and weakness and provides resources and support to organizational staff in a variety of ways. These include onsite education and training, bi-monthly webinars and ongoing contact as an organization works to implement an effective compliance program. The team is also able to work with organizations to monitor and audit the high risk areas and assist in implementing the increasingly complex laws and regulations that affect our daily business.

Organizations need to start working now to implement an effective compliance program that embodies their mission and values as 2013 is just around the corner. You can get started by becoming familiar with the OIG CPG's .

Click below:

[OIG Supplemental Compliance Program Guidance for Nursing Facilities: Federal Register Notice](#)

[Original Compliance Program Guidance for Nursing Facilities](#)



## FSA is all new on the web!!!



Friends Services for the Aging

**FSA's new website has launched!**

Please visit [www.fsainfo.org](http://www.fsainfo.org) and check it out.

New features include community slideshow and events on the homepage and a more extensive member directory search function.

Look for us to launch our peer group meeting spaces in the New Year.



## Noteworthy News

Reprinted from the Nonprofit Quarterly

### Nonprofit Nursing Homes Provide Much Higher Quality Care than For-Profit Competitors

A report on the quality of nursing home care provided by nonprofit and for-profit providers has harsh implications for the for-profit part of the industry—they're pretty lousy compared to nonprofit nursing homes. A few of the findings for the period of 2003 through 2008 paint a stark picture:

- For-profits had 30 percent less registered nurses than nonprofits;
- For-profits had 36 percent more "rated deficiencies" and 41 percent more "serious deficiencies";
- After being acquired by private equity firms, for-profit nursing homes showed even more deficiencies.

The report, done by the University of California at San Francisco, demonstrates that "nonprofit" isn't just a tax status, and that the motivation for improving the quality of nursing care services is strongly correlated with homes' nonprofit status.

—Rick Cohen

Click to link to [Nonprofit quarterly](#).

## Leadership Development

### The FSA LOG is Rolling Along

By Marsha Wesley Coleman, Director of Leadership Development and Training

Have you heard about the FSA LOG? The LOG stands for the **Leadership Oversight Group** and their charge is to move forward the initiatives stemming from the FSA Leadership Summit. The three initiatives that FSA will launch over the next year are the Council of Elders, Leadership Resource Center and the Quaker Leadership Institute.



The **Council of Elders** - a mechanism to engage CEOs who have announced retirement dates or have retired in the last five years.

The **Leadership Resource Center** - an online tool which houses FSA whitepapers along with other tools and resources to aid in leadership development.

The **Quaker Leadership Institute** - Leadership program highlighting the Quaker distinctive.

Each effort has its own workgroup to concentrate on specific implementation tactics. We will send out communications and include updates in each edition of HighLIGHTS as these programs unfold.

## FSA's Training U!

In order to better meet the needs of members in all of our organizations, FSA is launching a new training model where we bring the training to you. Working with your HR managers we'll customize training especially for employees at member organizations and training can occur within a few steps of where you work. We'll offer the same popular workshops like Intro to Situational Leadership, Communications Skills for Direct Care Providers and next year we've added a Myers Briggs personality type indicator workshop which will aid employees in self growth, communication skills and team development. We'll also conduct two free training webinars next year for FSA members.

"Introduction to Quakerism" will continue to be offered twice a year but can also be customized for your organization. Contact Marsha Wesley Coleman if you have any questions about training and FSA in the upcoming year at [coleman@fsainfo.org](mailto:coleman@fsainfo.org)





Friends Services for the Aging

Continuing the Quaker Tradition  
Collaboration • Cooperation • Commitment

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How many FSA staff members can you locate in this picture?  
a) 2 b) 4 c) 0 d) 8 (Answer at bottom of page)

**We're on the Web!**  
[www.fsainfo.org](http://www.fsainfo.org)

**Submit Your HighLIGHTS!**

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



**Upcoming Events**

March 14, 2012  
Introduction to Quakerism

The Hickman  
West Chester, PA



**Congratulations to Foulkeways at Gwynedd for Receiving the 2011 Excellence in Research and Education Award from Leading Age**

The Frank Morgan Jones Fund was established in 1984 when a [Foulkeways at Gwynedd](#) resident, William Russell, made a gift to Foulkeways of \$250,000 to fund research that would contribute to the health and well-being of older people. The fund was named for his father-in-law. In the years since, Foulkeways has funded 103 research projects, focusing on pilot projects likely to result in larger studies. Initial funding of this type is often difficult to gain and can make all the difference in enabling worthwhile work to move forward. To date, grants have totaled more than \$400,000. A number of the funded projects have gone on to receive additional support from the National Institutes of Health and various foundations. Study results have appeared in respected journals, and numerous grantees have gone on to do other important work in research and education.

In 1989, Foulkeways entered into a partnership with the University of Pennsylvania School of Nursing to promote the goals of the fund further. Research sponsored through this partnership has added significantly to the science of aging and has increased understanding of the supports necessary to maintain maximum independence in older adults.

If you guessed two you are correct. Our FSA Staff Marsha Wesley Coleman and Barbara Stadelberger are pictured enjoying the Leading Age conference in Washington, DC with the Village People.