



# Friends Services for the Aging HighLIGHTS

March 2011

Vol. 3, Issue 1

Editor: Bonalyn Mosteller

Graphic Design: Ellen Moser

## Executive Director Corner

by Jane Mack, FSA Executive Director



### FSA LEADERSHIP WORK CONTINUES

FSA continues its work in exploring ways to collaborate with member organizations in their work to identify, recruit, and support the next generation of leaders. The next step, which has been almost a year in planning, is the FSA Leadership Summit. Thanks in large part to a generous grant from Friends Foundation for the Aging, over 70 current and emerging leaders from FSA organizations including staff, board members, and invited guests will gather on March 21-22 to discuss what it means to successfully lead a Quaker organization in the senior services field.

Working with a planning group that includes Lynette Killen and Maureen Casey of Chandler Hall, Dennis Russell of Friendsview, Rich Lysle of Kendal~Crosslands Communities, Warren

Witte and Beth Hudson-Keller from Friends Foundation for the Aging, and FSA staff Bonalyn Mosteller and Jane Mack, our facilitators have designed an engaging experience to lead the group in working

pen. As of March 1<sup>st</sup> we hope to place interns at four organizations. We will be working with George Fox University and hopefully Penn State's new program on CCRC management to identify students

gun to identify their successors. Nancy Spears will retire from Pennswood Village at the end of June, and Warren Witte will retire, again, this time from Friends Foundation for the Aging, after his successor is named. The pending departure of these long-time, talented and successful leaders serves to highlight the importance of ensuring that future FSA leaders understand what it means to "lead" in Quaker-based organizations.

***"We will be holding a Leadership Summit on March 21-22, 2011."***

collaboratively to identify strategies for developing and supporting top leaders who can thrive in FSA member organizations. Following the March gathering, work will continue to discern which ideas coming out of the summit should be carried forward, by whom, and how.

Plans are in progress to sponsor interns again this summer at several member organizations. Once again, Friends Foundation for the Aging has provided funding to make this hap-

pen. Approaches to partner with several Quaker colleges were not successful as they do not have the mechanisms in place to give academic credit for internship experiences.

This work in looking at the next generation of leaders originated from conversations among the CEOs several years ago. In the meantime, several current leaders have announced their pending retirement, and the search processes have be-

### FSA Moving March 28

FSA looks forward to serving you from our new office!

New address:

Building 670, Suite 120  
350 Sentry Parkway  
Blue Bell, PA 19422

Our phone number is unchanged:

215-646-0720

Call response from the FSA office may be limited Friday, March 25 — Tuesday, March 29 due to the move.



## Quaker Corner

## Famous Quakers

### Dolley Madison

(May 20, 1768 – July 12, 1849)



**Dolley Payne Todd Madison** was the spouse of the fourth President of the United States, James Madison, and was First Lady of the United States from 1809 to 1817. Well known for her evening "drawing rooms" (receptions), she became immensely popular with politicians, diplomats, and the citizenry. Dolley was renowned for her charm, her knowledge of politics and current events. She also occasionally acted as First Lady during the administration of Thomas Jefferson, fulfilling the ceremonial functions more usually associated with the President's wife, since Jefferson was a widower.

## Are Quaker Processes "Best" Leadership Practices?

by Bonalyn Mosteller, FSA's Director of Leadership Development and Training

The debate continues: Can "best practices" in leadership today also include "best practices" in traditional Quaker approaches to leadership? The answer just might be "yes".

In a recent article by Philadelphia Yearly Meeting's Bruce Birchard entitled "The Dilemmas of Organizational Leadership in the Religious Society of Friends" ([www.fgcquaker.org/library/fosteringmeetings/0402.html](http://www.fgcquaker.org/library/fosteringmeetings/0402.html)), Bruce discusses this issue at length. He finds a lot of similarity between the key skills needed by Quaker clerks in their Monthly Meetings and the skills needed by effective administrators of Quaker organizations. Leaders interviewed by Mr. Birchard indicated, for example, that the following roles and skills are needed;

- Recognition of the many gifts that different people bring
- Using a consultative approach to generate new ideas
- Support for new ideas to be "vetted" by the entire group, thus obtaining input equally from everyone and truly hearing each voice
- The leader/administrator must also be able to articulate a "way forward" or a proposed decision or action after hearing all voices.

I would add one other point. These same skills are also being taught today in all state-of-the-art Leadership Development programs—such as AAHSA's Leadership Development program. Quaker clerks do not have the "corner" on this market! Some of the

language might be slightly different, but needed leadership roles and skillsets are essentially the same. For example, Leadership Development programs teach numerous ways to ensure that all voices are heard during discussion (which is also a key behavior in inclusion). Using a "consultative approach to generate new ideas" is also included in all Leadership Development programs. However, effective Leadership Development programs today teach even more precise and useful tools to foster this "consultation" than Quakers might have had in the past. For example, a specific way to foster in depth "consultation" is to use a force field analysis to dive deeply into all the pros and cons of issues, thereby hearing "all voices" in a deeper way. Similarly, supporting participants to learn to voice the "needs" that lie beneath their points of view and positions also fosters deeper levels of "consultation". I could list numerous other related "consultative" tools.

When Quakers talk about using "consultation" to discern the sense of the meeting, the secular Leadership Development programs just might have lots of tools to make traditional Quaker "consultation" even more effective and more full of "the spirit." For, in fact, "the spirit" and "that of God" lies in all people and can, therefore, be honored in both Quaker and non-Quaker settings. No: Quakers don't have the "corner on the market" when it comes to believing that "the spirit/God", etc. resides in every person and can be revealed in every setting.

## Quaker Focus on Inclusion

Our FSA organizations steadfastly continue to deliberate creative ways to address issues of inclusion. In each issue of HighLIGHTS, we will focus on some aspect of diversity/inclusion initiatives. If you would like to

have one of your organization's initiatives included, just send us the information. In this issue, we are featuring a recent initiative at Kendal~Crosslands Communities that was organized by the Diversity

Committee of Kendal Corporation and Kendal~Crosslands Communities, under the sponsorship of their Human Resources Director, Audrey Super.  
(continued on page 3)

## Peer Group Payoffs

FSA's Development Peer Group met on February 16. Our featured speaker was George Schaeffer, Philadelphia Yearly Meeting's Director of Aging Services. George was asked to speak with the group largely due to its continuing concerns about being able to provide benevolent care for residents. George offered several ideas, although he notes that funding through his office is specifically for aging individuals in need and not for institutions. George also offered ideas about how FSA organizations can form tighter bonds with their associated Quaker meetings. We also spent significant time sharing "best practices" for recognizing stewardship, while not impinging upon Quaker sensitivities about public recognition.

The Activities/Resident Services/Social Workers/Therapeutic Recreation Peer Group also met recently on February 9. We shared ideas about how to best handle challenges with the new MDS 3.0 system. We also shared "best practices" around helping residents deal with grief when their fellow residents have died. We discussed various ways to hold memorials for residents, using approaches which seem to fit best with Quaker practices.

*(continued from page 2)*

Kendal~Crosslands Communities has purchased a film entitled "Traces of the Trade: A Story from the Deep North" which chronicles a unique and disturbing journey into the history and legacy of the U.S. slave trade.

Filmmaker Katrina Bowne comes to grips with the discovery that her New England ancestors were the largest slave-trading family in U.S. history. Bowne invites two hundred DeWolf descendants to join her in facing their shared past and its relationship to their own lives. Nine relatives end up traveling with her to retrace the Triangle Trade from Bristol, Rhode Island, to slave forts in Ghana to sugar plantations

in Cuba and back.

Kendal~Crosslands Communities extended an invitation to the DeWolf family to facilitate discussions about the film. Dain and Constance Perry graciously accepted the invitation and led a powerful discussion about history, slavery, race, redemption and confronting our own biases.

The viewing at Kendal at Longwood in October drew an audience of over one hundred residents and staff and a second showing at Kendal~Crosslands was held February 18, 2011.

Cheryl Wade, Kendal Corporation Director of Philanthropy, and Audrey Super, Director of Human Resources, facilitated the discus-

## Training Important for Direct Care Providers

A new study by Pennsylvania State University\* found that home health aides who had adequate training were less likely to be injured on the job. Also, aides who felt that they did not have good support from their supervisors were more likely to suffer injuries.

Employees who felt that their training had not prepared them well enough for the job were three times more likely to be injured than employees who felt that their training prepared them well. The aides who felt their training prepared them well were also more likely to rate their organization highly as a place to work.

While most of our FSA organizations don't employ home health aides, this research just might be valid for your direct care providers. FSA continues to provide a highly-rated skills-based training program for direct care providers: "Communication Skills for Enhanced Person-Centered Care". This program can also be offered on-site at your individual organizations. (Next date for this program is March 23, 2011 at Chandler Hall.)

\*Deirdre McCaughey study reported in Aug. 19, 2010 PHI newsletter (phinational.org).

sions. Guests from the Medford Leas community were also in attendance.

Audrey is willing to travel to other FSA organizations to facilitate these discussions (asuper@kal.kendal.org).

Audrey reports that the responses to this film have been fantastic. The ensuing discussions after the viewing of the film gave way to very frank and insightful thoughts about race relations in this country and at Kendal~Crosslands Communities.



## Strengthening Board Connections

by *Bonalyn Mosteller*

Operating from a set of values is important for all FSA boards and having a “values” focus provides a strong foundation for effective governance. Such shared values provide a vital foundation or context for the board to use and reflect upon as it makes decisions. And yet sometimes boards miss opportunities to utilize these organizational values when making decisions. Below are a few queries which boards can use to strengthen their ability to utilize their organization’s values when making decisions.

Queries for boards:

- What are our organization’s values?
- Which values need to be taken into account more so when making decisions?
- Identify a recent decision where referencing your organization’s values and mission would have probably helped in coming to this decision. How might the decision have been different if you had referenced your organization’s values and mission?
- What action steps might this board take to ensure that it references its values and mission in upcoming decisions and discussions?

## DIVERSITY AND INCLUSION COLUMN

By Jane Mack

In late February, I attended the American Society of Association Executives’ Diversity and Inclusion Conference in Washington, DC. I was anxious to hear what other associations are doing to support diversity and inclusion (D&I) work in their membership. What I heard echoed what we see in FSA – every organization has members at different places on the continuum of the D&I spectrum.

One theme that echoed throughout the conference was the difference between diversity and inclusion. Diversity is viewed as a noun-- a snapshot in time of composition; inclusion implies more action and refers to an active, living process of creating and sustaining a culture of allowing people to be their authentic selves and contribute their wisdom and gifts. Several ideas I heard at the conference underscored this idea: “Inclusion is an orientation, not a program”; “Inclusion is a journey, not a destination”; “Inclusion is more than an invitation.”

As the demographics of the US change, the demographics of our workforce, customers, and future customers are changing, too. Organizations that understand the business case for diversity and are actively working to build a culture of inclusion are better positioned to deal with these changes.

FSA has a history of working to encourage and support diversity and inclusion in its member organizations.

The 2006 “Report on Diversity Initiatives in FSA Member Organizations” written by Warren Witte prior to his retirement highlighted practices and programs occurring in member organizations and suggested next steps for FSA organizations. Today, FSA continues to stress the importance of focus on this topic by including a diversity-related goal as one of its six strategies in our 2010 Strategic Plan: “Promoting the value of diversity in all aspects of organizational life, and providing tools and support for members’ organizational efforts.” As an outcome of this conference, I am mindful of the need to amend this strategy to include “inclusion”!

The Diversity Committee of the FSA Board, co-chaired by Audrey Super of Kendal~Crosslands Communities and Jane Weston of Medford Leas, has identified the need to develop tools to support member organizations in their efforts to build and sustain diversity and inclusion on their governing boards as a specific goal for 2011. To help accomplish this goal, the committee issued an RFP in February 2011 to several consultants to support us in this endeavor. We look forward to sharing the results of this project with you in the future.

If anyone is interested in joining the work of the FSA Diversity Committee, please contact Jane Mack at [mack@fsainfo.org](mailto:mack@fsainfo.org).

## Being Inclusive about Holidays

As part of your inclusion initiatives, does your organization recognize holidays for your “minority” ethnic and religious groups? Here are some examples that you might highlight this spring:

◇ April 13	Buddhist New Year	◇ May 1	Flores de Mayo (Philippines)
◇ April 14	Pan American Day (Latin America)	◇ May 5	Cinco de Mayo Day (Mexico)
◇ April 27	Freedom Day (South Africa)	◇ June	Black Music Month
◇ May	Jewish American Heritage Month	◇ June 5	Red Earth Native American Culture Festival

## Upcoming Training Programs

**For Any Employee**

**June 15\***

**Introduction to Quakerism:**

10am-3:30pm

Kendal~Crosslands, Kennett Square, PA

**\*Additional 2011 date:  
October 5, The Hickman**

**For  
Manager**

**April 20 Effective Conflict  
Management Tools:**

9am-3:30pm

Chandler Hall, Newtown, PA

**June 8 Situational Leadership—  
Different Leadership Styles  
for Developing Employees  
(Ken Blanchard's work):**

9am-3:30pm

Kendal~Crosslands Communities,  
Kennett Square, PA

## FSA Staff Profiles—Carol Reehle



**Carol Reehle  
RN, BSN, CPC, RAC-CT**

FSA has been fortunate to have Carol as a compliance specialist with the Peace Church Compliance Program since April 2006. She oversees mock surveys, billing and quality audits, and provides education and responses to compliance questions to members of this program.

As part of her experiences with the Peace Church Compliance Program, she has appreciated the opportunity to meet and work with a very wide variety of people who consistently demonstrate their caring hearts. She enjoys the opportunity to assist the members in complying with required regulations and in finding the best ways to do this within their unique communities.

Carol has professional experience in various healthcare settings, including over 17 years in long-term care working in clinical, supervisory, and administrative positions. She received her RN and BSN from Cedar Crest College, Allentown, PA, and has

been certified as a professional coder (CPC), and Resident Assessment Coordinator MDS 3.0-Certified (RAC-CT).

Her personal experience with faith-based organizations has helped her to understand the importance of a keen focus on organizational mission in these organizations. She has participated in non-denominational organizations such as Young Life, Campus Crusade and Chosen 300. She has also served in many fulfilling leadership positions in her own church in women's ministry, children's Sunday school and vacation bible school.

Carol lives in Green Lane, PA, with her husband and three children. Her oldest daughter is attending college in Missouri, and she also has a son in high school and a daughter in junior high. Her strong focus on "family" also extends into the animal realm and includes a miniature pincher (dog) "Pixie", two birds and a bunny.

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## Got Exciting Accomplishments???

If your organization has some exciting accomplishments that you would like to share with other FSA organizations, send this information to Ellen Moser ([moser@fsainfo.org](mailto:moser@fsainfo.org)) for inclusion in the next newsletter.

## Leadership Development Tips

### Positivity... And "That of God" in each Person

by Bonalyn Mosteller

Of all the responsibilities of your daily job, which make you feel the most alive? You can probably feel that just asking this question moves you toward a positive place.

And yet, for most managers when we hold staff meetings, we focus on the negatives: What's gone wrong? What do we need to fix? What are we worried about?

To support a more positive and alive atmosphere during your team meetings, include a significant portion of time to focus on positive topics: What's going well? What are moments with residents which are totally rewarding?

Here are some specific questions you might use:

- What are "ta-daah" moments you have experienced this week --- moments when you feel supported and connected to each other on our team?
- On our team, what is one thing we could do to strengthen our support for each other?
- What is a "ta-daah" moment you



have experienced with a resident recently? What could we do differently to provide support in a new way to our residents/clients?

Another reason to use "positivity"-type queries in our Quaker-based organizations is that they support the idea of seeing "that of God in each person". When we focus on the positive, we are focusing on where "The Light" or "that of God" resides is in each person or resident. "Positivity" also links to the Quaker value of simplicity—making time to appreciate what is "alive with the Spirit" in each employee or resident. Looking through this lens of simplicity reminds us to value the creation of space between busy activities. Constant external stimulation (pinging emails, vibrating or ringing phones, and crammed calendars, etc.) keep our minds so brimful of activity that we are likely to miss the in-breaking of Spirit which can arise. Creating "space" supports the allowing of new forms of "aliveness", goodness and Spirit to enter.

## Do You Know your Breach Notification Requirements?

Are the following statements true or false?

1. The main cause of breaches of protected health information is the loss of electronic devices.
2. Hacking and IT incidents account for 50% of breaches.
3. All breaches must be reported to the Department of Health and Human Services within 60 days of the identified breach.
4. If information is breached, then the organization must notify all individuals whose information was breached, as defined by state law.
5. If protected health information is lost, and it is encrypted, then a breach has not occurred.

The Breach Notification Requirements of HITECH (Health Information Technology for Education and Clinical Health Act) will be finalized soon.

**Are you prepared to deal with a breach of protected health information?**

For more information contact Karla Dreisbach, [dreisbach@fsainfo.org](mailto:dreisbach@fsainfo.org).

**Answers:** 1. False (The main cause is loss of paper information.) 2. False (They account for only 5% of breaches.) 3. False (Reports need to be filed annually for breaches involving fewer than 500 individuals.) 4. True 5. True