

# 2008 McKnight's



# Career Guide

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## Pay daze

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# CareerGuide

## From the editor

A great fear facing many Americans is that they will spend their twilight years wasting away in a warehouse for the elderly. Almost as dismal is the prospect of working in such a place. But if such dark thoughts persist, they are becoming irrelevant. Eldercare is being reinvented from the ground up. Never before has so much effort been directed at improving services, aesthetics, training and care. Nor has there ever been a better time to work in this field. Salaries, benefits, hours and other perks that would have been unthinkable a decade ago have become commonplace. And the best is yet to come. While progress is evident, old attitudes die hard. Perhaps none will be more difficult to overcome than lingering negative perceptions about what it means to work in eldercare. As the following pages will show, it's high time to give many of the old-school notions a decent burial. The new reality is that few fields offer so many ways to build a meaningful career. Whether you're looking to break in, get ahead or take the lead, the pages ahead can help.

*John O'Connor, Editorial Director, McKnight's*

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**Vice President, Associate Publisher/Editorial Director**, John O'Connor  
**Editor**, James M. Berklan  
**Associate Editor**, Liza Berger  
**Contributing Writer**, John Andrews  
**Contributing Writer**, Julie Williamson

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William Pecover

**Chief Executive Officer**, Haymarket Medical  
Lee Maniscalco

**Chief Financial Officer**, Haymarket Medical  
Mike Kriak

### Office Information:

Phone: (847) 784-8706  
Fax: (847) 784-9346  
E-mail: [Itcnews@mcknights.com](mailto:Itcnews@mcknights.com)  
Web site: [www.mcknights.com](http://www.mcknights.com)  
Business hours:  
9:00 a.m. - 5:00 p.m. CST  
Address:  
One Northfield Plaza, Suite 521  
Northfield, IL 60093-1216

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# New and improved

While the eldercare field has changed dramatically, many outdated perceptions persist. Experts note that it's time to start talking about the opportunities this field offers.



Photo: iStockphoto.com

By John Andrews

It may not be the only reason behind eldercare's struggle to attract and retain quality workers, but negative perception is definitely a key part of the equation. If the image held by job seekers is long hours, high stress and low pay for little satisfaction, it's no wonder that people aren't lined up to apply.

Of course many working in the industry have found great rewards in it, mostly through making a difference in residents' lives. What's more, eldercare has evolved tremendously from being primarily a custodial care center, to creating various new and challenging career possibilities that job candidates are looking for.

Yet the old image stubbornly persists among the public, in which arcane terms such as "rest home" and "old folks home" are still used with regularity. But a growing emphasis on healthcare brought about by the aging boomer generation now provides the industry with a dynamic platform in which to showcase itself as a desirable career destination. It is a golden opportunity that administrators need to capitalize on, says Marianna Grachek, president and CEO of the American College of Health Care Administrators.

"Getting them in the door is step one—keeping them is steps two through 10," she said. "I believe successful recruitment and retention are directly linked to the culture of the organization and the tone set by leadership. It begins and ends with leadership."

Once in the fold, new workers can see for themselves the potential rewards of long-term care and pursue a career path, Grachek said.

"Every new recruit has potential. Someone needs to identify and nurture that potential, which again goes back to leadership," she said. "Once a person has been exposed to a positive experience in healthcare and they have effective interactions with mentors and role models, they are inspired to seek career growth. It is a matter of staying long enough to experience the possibilities and



**"Getting them in the door is step one – keeping them is steps two through 10."**

*Marianna Grachek  
President and CEO  
American College  
of Health Care  
Administrators*

then to garner the support for growth and development."

Career cultivation and fulfillment has been the goal at Project LEAP for eight years, notes one of its founders. Anna Ortigara, RN, says LEAP (Learn Empower Achieve Produce) originated to empower certified nurse assistants so that they would play a bigger role in the organization, which in turn builds job satisfaction and greater interest in nursing advancement. Along the way, the project made some pretty big discoveries about culture in the world of gerontological nursing and consequently focused on relationship issues.

"The program became about more than just CNAs, but all nurses," she said. "The most important relationship is between the worker and immediate supervisor—for CNAs, it's the charge nurse. There historically has been a disconnect there. LEAP identified the challenging role of nurses in long-term care and determined that relationships are pivotal because they directly impact the quality of residents' lives.

"None of this is about blaming nurses," she continued. "It's not their fault—they haven't been taught about leadership and haven't seen themselves as leaders. Whether an organization has adopted Project LEAP or not, we have elevated the visibility of those roles."

More than 300 facilities did implement LEAP and Ortigara is now diminishing her involvement with the program as she assumes a new role as director of communication and outreach for The Green House Project team in Crystal City, VA. In retrospect, LEAP has largely developed in the way Ortigara envisioned it and is sufficiently structured to continue well into the future, she said.

"I had a couple of goals—stabilize the nursing staff, improve job satisfaction and increase residents' satisfaction," she said. "If I could do those things, I'd be satisfied. I also hoped that as facilities embarked on culture change, LEAP would be a tool they could use to change the way they did things. Many places have gotten it to where it should be while others have gone way beyond it."

## Employers can take steps to reduce nurses' burnout

It is well documented that good nurses are hard to find—and for eldercare, even harder to keep.

Staff retention is high on the list of every facility's labor challenges. While the nursing ranks tend to be filled with dedicated professionals who reap a tremendous amount of satisfaction from the job, they also are prone to burnout from its intense and often grueling demands.

But there are things an employer can do to alleviate nurse burnout, says Maryann Hughes, senior vice president of human resources at Newton, MA-based Five Star Quality Care. Among them: flexible scheduling, positive reinforcement, open communication and staff empowerment.

"Enlightened employers want to bring in flexibility while providing continuity of care," she said. "It is also important to create an environment where people feel appreciated."

For instance, a schedule that has someone working three 12-hour days followed by a couple of days off could provide the "work-life balance" that people need, Hughes said.

Surprisingly, employee surveys constantly show that wages aren't paramount to job satisfaction. Rather, workers want respect, control, encouragement and the opportunity for advancement, she said.

To help foster career advancement, Five Star is creating an environment that encourages LPNs to pursue RN licensure as well as helping directors of nursing seek administrator certification.

"We are looking to link up next year with LPN-to-RN programs in the various communities we serve," Hughes said. "Not everyone wants to become an RN, but programs like this can foster loyalty."

## Market conditions

### Job evolution

The worker shortage certainly isn't unique to eldercare; it is a challenge that all healthcare organizations face and it is destined to become more pronounced as the boomer bulge works its way through the system. Already it has caused the hospital sector to improvise on job descriptions so that workers are responsible for multiple tasks, and that isn't necessarily a bad thing, said Maryann Hughes, senior vice president of human resources at Newton, MA-based Five Star Quality Care.

"They are taking a rare commodity and focusing it in a specific way, taking lower lying activities and grouping them together," she said. "For instance, a patient care technician might be responsible for patient bathing, diagnostics, phlebotomy and EKGs. This is job expansion and enrichment that allows the nursing staff to be more focused."

The shortage also has a silver lining in that more men are becoming interested in joining the nursing ranks, Hughes said.

"Men are definitely part of an evolutionary process for nursing," she said. "There is less stigma attached to it now — nurses are more and more involved in a higher level of technology and are more task-oriented. They have become knowledge workers, which is appealing to men. They tend to excel in several key areas, such as critical care, perioperative services and rehabilitation, and are working in a variety of long-term care settings, including skilled nursing, assisted living and independent living."

The sharp rise in the number of Alzheimer's and dementia units in eldercare facilities also has created a new position known as a certified dementia care manager, which Sandra Stimson, executive director of the

**"The most important relationship is between the worker and immediate supervisor."**

*Anna Ortigara, RN  
Director of  
Communication  
and Outreach  
The Green House  
Project team in  
Crystal City, VA*

National Council of Certified Dementia Practitioners, predicts will soon be a "huge" field.

"We're still developing standardized requirements of what this supervisory position will be," she said. "Some might say it's just a figurehead while others might say it has a lot of responsibility. The ideal candidate will have extensive training in dementia, understand best practices and implement policies for dementia."

As Alzheimer's and dementia care become more intensive in eldercare, a strong demand for a position to oversee these practices has bloomed, she said.

### 'Second chance'

If there's one bright spot on the healthcare recruiting front, it's with the growing number of displaced workers who are migrating over from other industries, such as auto manufacturing.

"In Michigan, where there has been a lot of downsizing, many people have lost their jobs and there has been some good career development activity," Hughes said. "Nursing schools there are reporting a boost in enrollment, especially among men."

To be sure, "healthcare seems to be more and more attractive to second career individuals," ACHCA's Grachek agreed.

"As jobs become more scarce in other industries, some are looking at healthcare for the first time as a viable option," she said. "Savvy employers are helping these people turn a job into a career. Once a person is committed because they find value and satisfaction, they are less likely to see it as just a job and pursue career path opportunities for personal and professional growth." ■

## Dishing the dirt: gossip is the top workplace peeve cited by employees

Six in 10 employees cite gossip as a pet peeve, according to a survey by Randstad USA. Rounding out the top three concerns are others' poor time management skills (54%), and messiness in communal spaces (45%).

These were followed by potent scents (42%), loud noises (41%), overuse of electronic personal communications devices in meetings (28%) and misuse of e-mail (22%), the survey found. Randstad is an Atlanta-based employment services provider.

"As the multigenerational workplace evolves and with colleagues spending more time together, personal and professional behaviors begin to blend, affecting the overall workplace culture, attitudes and experiences within an organization," said Genia Spencer, managing director of Operations and Human Resources for Randstad.

How workers deal with their pet peeves varies widely by the infraction. For instance, while gossip is the leading annoyance, it is tied with misuse of e-mail as the peeve that people are most likely to keep quiet about. On the other hand, loud noises (speaker phones, loud talkers, cell phone ring tones) and messiness in communal spaces are the sins most likely to prompt a tongue-lashing from colleagues. Poor time management is the fault most likely to get a worker busted, investigators found.



Photo: iStockphoto.com

# In their shoes...

An eldercare career has its challenges. But it also has its rewards, as these caregivers show.

By Liza Berger



## Lynn Brady, administrator

Administrator Lynn Brady loves her job. And it is not hard to understand why.

Hallmark House Nursing Center, a 70-bed skilled facility in Pekin, IL, has embraced the Pioneer Network, a progressive, resident-centered care model. Restaurant-style dining with 24-hour service went into effect three years ago. Residents also have other amenities, such as a spa that promotes healing and cleanliness. Outside is a garden with a fish-filled pond. Octavian, a beagle-mix dog, does rounds, keeping residents company.

"My favorite thing is we can make our residents happy," says Brady, a former nursing director. Typically, she arrives at work at 7:30 a.m. After that, she says, anything is possible. "We're not so rigid that we only do things one way."

Brady enjoys the latitude she feels in her position. She has the authority to make important financial decisions for the independently owned facility. And she receives strong support from the California-based owner.

"He believes in everything I believe in," she says. "That's a big plus."

Some major changes are in the works. Brady says she is considering building a new kitchen, laundry and hospice unit. There also are plans to expand the facility's catering business in the community.

"There is nothing that is typical here," she says. "It's exciting."



## Jennylynde Packham, director of nursing

Working in a small facility definitely has its perks. But it also has its challenges, notes Jennylynde Packham, a director of nursing at the 21-bed Rest Haven Healthcare Center in Verona, WI.

These include alternately playing nurse, social worker, and even housekeeper – when the need arises.

"I can't say at times I haven't wished for an MDS coordinator and a nurse and a receptionist, but for the most part, I really can't complain," the 34-year-old Packham says.

Packham, who has worked at the skilled nursing facility for five years, likes the intimacy of the environment, which allows her to get to know both her 30-person staff and her residents, some of whom were farmers. She also feels perfectly at home in the building, which sits at the edge of a cornfield and is surrounded by 10 acres. Parts of the building are 100 years old.

Packham, in fact, has felt comfortable in long-term care much of her life. She earned her Gold Award – the highest achievement possible – in Girl Scouts setting up a volunteers' activities program in a local nursing home. She became a CNA while a high school student and joined the ranks of DONs after graduating from college.

"If I could wish for something," she says, "it would be more respect from the general public for long-term care."



## Mark Klein, administrator

Working at the Gila River Indian Care Center has been an "eye-opening" experience for Mark Klein.

"Culturally, it's different," says Klein, who began working at the 60-bed facility about six months ago. "[Residents] are quiet and reserved. When you are talking about prob-

lems ... you have to draw them out."

The Gila (pronounced "heela") River center is located on the Gila River Indian reservation, near Phoenix, home to the Pima and Maricopa Indian tribes.

While medical care is similar to that provided in other facilities, other aspects of life at the facility are unique. For example, it's common to see family members grilling traditional foods outside at the "vatho" (an Indian word for shed). Some residents make Native American pottery and bows and arrows. And if you walk down the halls, you can catch residents and staff speaking their native tongue.

Another distinguishing characteristic of the residents is their high rate of diabetes. To address this, Klein plans to send a couple of nurses to a wound care specialty program.

As a new administrator, Klein says his biggest challenge may be earning residents' trust. He's mindful about his uniform – he wears a tie to be respectful – and says he also tries to modulate his sense of humor, so as not to offend.



## Debbie King, director of nursing

Whoever says working in long-term care is easy should talk to Debbie King.

"It's not just a job," says the director of nursing at Hudson Memorial Nursing Home in El Dorado, AR. "It's a way of life."

She still smarts when she thinks of a state survey last year that resulted in 18 tags for her 108-bed, county-owned facility. While she believes the assessment was largely unfair, the 20-year-plus veteran of long-term care has learned to take such hits in stride.

"You just kind of look at it and get through it and pick up your cookies and keep on going," says King, who speaks with a slight Southern drawl.

While the going can be rough, King clearly hasn't lost her passion for her profession. She makes time to be president of the Arkansas chapter of the National Association Directors of Nursing Administration/ Long Term Care organization, and is active in other long-term care-related groups. She makes two trips a month to the state capital of Little Rock, where it is common for her to attend three or more meetings in a day.

When she is at her facility, King says she is usually out with the residents, helping nurses with assessments or making calls to the doctor.

She also is a mentor to her staff. In fact, two of her secretaries have decided to become nurses.

"Maybe I'm doing something right," she says with a hint of dry sarcasm.



Photo: iStockphoto.com

Administrator national median salary climbs to \$82,400, while DON median skips to \$72,515

# Pay daze



By James M. Berklan

**T**he long-term care industry has experienced a period of relative stability and managers' salaries are reflecting that reality, a new survey suggests.

While the national median salary for administrators rose a respectable 3.0% in 2007, nurse leaders enjoyed an even higher increase. Directors of nursing saw their national median salary jump 5.2%, while their assistants' salaries expanded by 4.9%.

In hard numbers, that means an administrator's national median salary was \$82,400. It was the smallest median raise for the position in five years. Assistant administrators hit their highest mark yet at \$59,357, thanks to a 10.8% increase. (That rise followed a dra-

matic drop the year before, suggesting this was a correction to a statistical sampling quirk.)

This year, DONs rallied to a national median salary of \$72,515. Assistant DONs rose to \$60,022 annually.

The median is the point where half of all respondents are above and half below.

Nearly 2,600 facilities took part in the 30th annual Nursing Home Salary and Benefits Report published by Hospital & Healthcare Compensation Service of Oakland, NJ, with assistance from the two major U.S. nursing home associations.

(Although the number of participating facilities rose for this year's survey, there weren't enough responses for some titles in some regions to provide statistically signif-

## Recent salaries and increases (by percentage)

Title	2003	+%	2004	+%	2005	+%	2006	+%	2007	+%
Administrator	\$70,000	3.38	\$72,761	3.94	\$76,454	5.08	\$80,000	4.64	\$82,400	3.00
Asst. administrator	55,000	9.99	54,579	(0.77)	58,633	7.43	53,591	(8.60)	59,357	10.76
DON	60,320	7.39	62,500	3.61	66,917	7.07	68,959	3.05	72,515	5.16
Asst. DON	51,000	6.10	52,193	2.34	54,815	5.02	57,232	4.41	60,022	4.87

## Nursing home administrator (salary medians by region)

### (Fewer than 100 beds)

Region	Low	Median	High
1	\$75,681	\$86,072	\$92,076
2	72,275	79,633	90,437
3	68,039	75,649	82,800
4	65,000	74,000	82,400
5	70,770	76,864	85,000
6	51,949	58,853	65,696
7	65,250	69,335	75,000
8	61,679	72,650	81,134
9	80,100	86,850	91,899
<b>National</b>	<b>62,823</b>	<b>72,100</b>	<b>82,800</b>

### (100 or more beds)

Region	Low	Median	High
1	\$88,605	\$94,817	\$100,081
2	80,464	91,468	104,464
3	83,595	91,030	101,837
4	76,100	83,000	90,000
5	78,805	82,750	88,468
6	65,942	74,027	82,079
7	74,952	80,531	88,000
8	77,113	86,617	94,287
9	86,242	95,007	104,348
<b>National</b>	<b>78,154</b>	<b>87,027</b>	<b>96,270</b>

### (All bed sizes)

Region	Low	Median	High
1	\$85,009	\$91,520	\$97,677
2	79,094	90,000	101,481
3	78,000	88,408	99,087
4	72,150	80,000	88,375
5	75,756	81,568	87,114
6	54,871	63,889	72,555
7	69,993	77,627	85,666
8	71,114	81,095	90,000
9	83,281	88,226	97,751
<b>National</b>	<b>71,888</b>	<b>82,400</b>	<b>92,152</b>

## Director of nurses (salary medians by region)

### (Fewer than 100 beds)

Region	Low	Median	High
1	\$72,035	\$76,364	\$82,175
2	66,843	72,720	80,213
3	63,700	68,796	76,385
4	60,000	67,000	74,200
5	60,309	64,155	68,000
6	50,225	54,000	59,046
7	56,400	62,000	67,290
8	60,949	64,107	68,262
9	72,000	80,000	89,627
<b>National</b>	<b>56,850</b>	<b>65,000</b>	<b>74,409</b>

### (100 or more beds)

Region	Low	Median	High
1	\$77,792	\$85,010	\$90,002
2	71,000	79,848	88,540
3	72,475	79,000	88,381
4	67,500	72,900	79,041
5	64,584	67,789	76,995
6	55,406	62,000	71,400
7	64,782	70,000	75,273
8	67,913	75,000	79,997
9	79,916	85,301	98,800
<b>National</b>	<b>68,153</b>	<b>75,898</b>	<b>84,800</b>

### (All bed sizes)

Region	Low	Median	High
1	\$75,005	\$82,860	\$89,438
2	70,074	77,615	87,205
3	70,000	77,630	86,241
4	65,000	71,415	77,001
5	63,187	66,978	73,395
6	51,799	55,253	62,000
7	62,447	67,837	73,894
8	63,840	69,863	76,835
9	75,900	83,117	93,725
<b>National</b>	<b>64,172</b>	<b>72,515</b>	<b>81,716</b>

Source: 2007-2008 AAHSA Nursing Home Salary & Benefits Report, published by the Hospital & Healthcare Compensation Service in cooperation with the American Association of Homes and Services for the Aging and supported by the American Health Care Association

icant analysis. Those few instances are marked by “NA” in our accompanying charts.)

Nearly 83% of respondents were for-profit providers this year, up from 67% the previous edition.

Not only was nonprofits’ participation rate down, national median salary levels for administrators and DONs in nonprofit facilities actually retreated. Nonprofits with fewer than 100 beds registered sharply lower figures, while those with 100 or more beds inched up slightly.

“If you single out that data, it looks like they’ve stepped backward a bit,” said Paul Dorf, managing director of Compensation Resources, Upper Saddle River, NJ. “Certainly employers aren’t taking money away from them, but I think they’re having an influx of new people into those positions, so they’re probably being paid less than their counterparts were previously because they’re new.”

### Leveraging up

Nurses overall have benefited from healthy salary increases, Dorf noted.

“Clearly, the rates for nurses are going up. Occasionally there’s a time period where there are some places where there’s no shortage. But for the most part, I think they’re a universal issue. And as compensation for nurses goes up, so must the management team’s. There’s a leveraging effect because we have to move the bottom.”

In addition to higher base pay rates, registered nurses have many opportunities to work extra hours, which means plenty of overtime if they wish, Dorf pointed out.

And that can inflate the numbers even higher, said

**“You can go many places, and if you’re willing to work extra hours and weekends, you can make a lot more than \$72,000.”**

*Phillip B. Wilson,  
Vice President-  
General Counsel  
LRI Management  
Services Inc.*

Phillip B. Wilson, vice president-general counsel, LRI Management Services Inc., Broken Arrow, OK.

“For skilled nursing, you can go many places, and if you’re willing go to work extra hours and weekends, you can make a lot more than \$72,000,” Wilson said. “A nurse can demand pretty good pay, even in long-term care, which is not typically your highest paying sector in healthcare.

“The fact that other positions are maybe more in the 2% to 3% raise range really is not surprising,” he added. “That’s pretty much true across sectors. Those are sort of cost-of-living increases, if you want to call them that.”

According to the Bureau of Labor Statistics, salary increases in healthcare positions overall hovered around 3.4% for exempt employees and 3.2% for nonexempts.

“Generally, 4% is the average salary increase from year to year. You see a lot of that,” added Karen Callahan, senior editor for compensation for Business and Legal Reports of Old Saybrook, CT.

### Giving more

Extra pay doesn’t necessarily have to come through base salary, Wilson noted.

“If you get facilities with a high census, typically making a bit more money in a year, one thing they may use that may not show in salary figures is pay bonuses,” he said. “To some extent, I think it’s a fair way to look at it. They don’t know what’s going to happen with reimbursements next year so they don’t put it in the base salary.

“The biggest thing with my clients is the bonuses – signing bonuses or bonuses based on facility perform-

## Salaries by facility revenue (national averages)

\$ amount (in millions)	Administrator	DON
<3	\$69,005	\$62,720
3-5	76,829	67,825
5-9	86,207	75,232
10-15	NA	NA
>15	106,456	87,850
All	83,015	73,069

## Average length of time to fill a position

Position	Number of days
Therapy	72
RN	44
Department head	43
LPN	33
CNA	24
Environmental services	20
Dining	18

## Administrator national median salaries

Facility type	Salary
For-profit <100 beds	\$75,000
Nonprofit <100 beds	61,578
All <100 beds	72,100
For-profit >100 beds	87,500
Nonprofit >100 beds	84,750
All >100 beds	87,027
<b>All types, sizes</b>	<b>82,400</b>

## States’ region key

- 1 – CT, ME, MA, NH, RI, VT
- 2 – NY, NJ, PA
- 3 – DE, DC, FL, GA, MD, NC, SC, VA, WV
- 4 – IL, IN, MI, OH, WI
- 5 – AL, KY, MS, TN
- 6 – IA, KS, MN, MO, NE, ND, SD
- 7 – AR, LA, OK, TX
- 8 – AZ, CO, ID, MT, NV, NM, UT, WY
- 9 – AK, CA, HI, OR, WA

ance, and things like that,” Wilson added.

Dorf said the abundance of work for nurse managers has created situations that are a bit troubling.

“We did some focus groups with lead nurses and what was happening is we were seeing women promoted to supervisory positions, lead positions, and then they went back to their old positions because they found the extra money wasn’t worth it for the responsibilities they had,” Dorf said.

“In some cases, they were making less than before, only with greater responsibilities, so they said, ‘Why put ourselves through this?’”

### Slowdown ahead?

There is one sign, however, that good times may not be permanent. Respondents indicated that salary increases for nursing home managers and nurses next year are expected to rise at a slower pace.

This year, administrators’ pay raise lagged that of other positions, but that is no cause for alarm, Dorf assured.

“People are getting the same type of dollar increases, but as base salaries continue to rise, the percentages come down,” he noted.

Pressure over providers’ uncertain Medicare and Medicaid reimbursements will always overshadow skilled-nursing pay rates – at least under the current system, he added. But the laws of supply and demand, particularly in a need-based industry such as skilled nursing, will continue to keep pay rates growing, he said.

How tight is demand? Pretty tight, although over the past year, it became a little bit easier, on average, to fill registered nurse and certified nursing aid vacancies. RN and CNA positions remained open 44 and 24 days, respectively, or about 3½ days and 2½ days less than a year earlier.

Therapy positions retained their status as “most difficult” to fill, actually broadening the gap between No. 1 and No. 2 (RNs). The average time it took to fill a therapy position soared to 72 days, up from 51 days a year earlier, according to the HCS report.

## “The shortages are not going to get better.”

*Paul Dorf  
Managing Director  
Compensation  
Resources*

“The shortages are not going to get better. There will be more needs,” Dorf said. “The bottom line of all this is that compensation is not going to come down.”

He told of one recent case where a home health operator tried to freeze pay rates for two years and then cut them by 1% across the board.

“They saved about \$76,000 but what they actually lost was 10 times that much because of turnover and dissatisfaction,” Dorf recounted. “Workers just slowed down. Instead of making four visits a day, they might make three.”

There was no real slowdown in the pay hikes at the top end of this year’s survey scale. Once again, CFOs registered the highest national median salary, the only title higher than administrator. CFOs’ \$97,912 national median marked a 7% rise over a year ago.

### How to pay

When it came to criteria for granting raises, some facilities reported using both merit and cost-of-living (COLA). Across the board, more employers said they were using merit as a measure of pay worthiness – usually at the expense of COLA and step raises.

Dorf said that nursing has seen the rise of “magnet-type” programs, which are specifically geared toward rewarding an employee’s experience, work contribution and skill sets.

“It’s sort of a skill-based pay type of program that seems to be taking hold. You show you’ve taken courses, know the latest technologies and have the skills,” he said. ■

## Bonus payments as percentage of salary

(All bed sizes, types)

Region	Administrator	DON
1	20.0	12.7
2	8.0	9.0
3	16.2	10.8
4	25.2	13.0
5	25.8	14.7
6	13.8	7.5
7	NA	NA
8	20.3	14.3
9	21.7	20.5
<b>National</b>	<b>18.5</b>	<b>12.9</b>

## Criteria for granting wage increases

(Note: Some facilities reported using both cost-of-living-adjustment [COLA] and merit increases.)

Management Criteria	Percent of total
Merit	71.3
COLA	19.0
Step	6.7
Other	3.0

Registered nurses Criteria	Percent of total
Merit	69.2
COLA	20.1
Step	7.6
Other	3.2

CNAs and LPNs Criteria	Percent of total
Merit	68.8
COLA	20.2
Step	7.8
Other	3.3

# The industry's

## Nursing home employers

Rank/Chain	CEO	Beds/units	Address	City	Zip	Phone
1. HCR Manor Care	Paul Ormond	48,393	333 N. Summit St.	Toledo, OH	43604	(419) 252-5500
2. Kindred Healthcare	Paul Diaz	30,664	680 S. 4th St.	Louisville, KY	40202	(800) 354-0749
3. Genesis Healthcare	George Hager Jr.	26,768	101 E. State St.	Kennett Square, PA	19348	(610) 444-6350
4. Golden Living	Randy Churchey	26,578	1000 Fianna Way	Fort Smith, AR	72919	(479) 201-2000
5. Sava Senior Care	Tony Oglesby	22,886	1 Ravinia Drive, Ste. 1500	Atlanta	30346	(770) 829-5100
6. Sun Healthcare Group	Richard Matros	15,447	101 Sun Ave. N.E.	Albuquerque, NM	87109	(800) 729-6600
7. Extendicare Health Services	Philip Small	15,383	111 W. Michigan St.	Milwaukee	53203	(800) 395-5000
8. Evangelical Lutheran GSS	David Horazdovsky	14,118	4800 W. 57th St.	Sioux Falls, SD	57117	(605) 362-3100
9. Beverly Living	Julianne Vink	9,255	381 S. Lexington Drive, Ste. 100	Folsom, CA	95630	(916) 983-1400
10. National HealthCare Corp.	Robert Adams	9,245	100 Vine St.	Murfreesboro, TN	37130	(615) 890-2020
11. Daybreak Venture	Robert Idzi	8,453	401 N. Elm	Denton, TX	76201	(800) 345-5603
12. Skilled Healthcare Group	Boyd Hendrickson	7,648	27442 Portola Parkway, Ste. 200	Foothill Ranch, CA	92610	(949) 282-5800
13. Home Quality Management	Paul Wolczak	7,249	2979 PGA Blvd.	Palm Beach Gardens, FL	33410	(561) 627-0664
14. Complete HealthCare Resources	Peter Licari	7,332	200 Dryden Road, Ste. 2000	Dresher, PA	19025	(215) 441-7700
15. UHS-Pruitt	Neil Pruitt Jr.	6,449	409 E. Doyle St.	Toccoa, GA	30577	(706) 886-8493
16. Petersen Healthcare	Mark Petersen	6,286	830 W. Trailcreek Drive	Peoria, IL	61614	(309) 691-8113
17. Five Star Quality Care	Evrett Benton	6,101	400 Centre St.	Newton, MA	02458	(617) 796-8387
18. Covenant Care	Robert Levin	5,119	27071 Aliso Creek Road, Ste. 100	Aliso Viejo, CA	92656	(949) 349-1200
19. American Senior Communities	James Burkhart	4,841	6900 S. Gray Road	Indianapolis	46237	(317) 788-2500
20. Nexion Health	Francis Kirley	4,576	6937 Warfield Ave.	Sykesville, MD	21784	(410) 552-4800
21. Advocat	William Council III	4,505	1621 Galleria Blvd.	Brentwood, TN	37027	(615) 771-7575
22. Alden Management Services	Floyd Schlossberg	4,240	4200 W. Peterson Ave., Ste. 140	Chicago	60646	(773) 286-3883
23. Benedictine Health System	Dale Thompson	4,196	503 E. 3rd St., Ste. 400	Duluth, MN	55804	(218) 786-2370
24. Life Care Services	Ed Kenny	4,163	400 Locust St., Ste. 820	Des Moines, IA	50309	(515) 875-4500
25. CPL Long Term Care	Stuart Lindeman	3,630	19 Tuttle Place	Middletown, CT	06457	(860) 347-6300

Source: American Health Care Association, 2007

# top employers

## Assisted living employers

Rank/Chain	CEO	Capacity	Address	City	Zip	Phone
1. Sunrise Senior Living	Paul Klaassen	26,509	7902 Westpark Drive	McLean, VA	22102	(703) 273-7500
2. Brookdale Assisted Living	M. Schulte/W.E. Sheriff	21,913	330 N. Wabash, Ste. 1400	Chicago	60611	(312) 977-3700
3. Emeritus Corp.	Dan Baty	16,513	3131 Elliott Ave., Ste. 500	Seattle	98121	(800) 429-4828
4. Atria Senior Living	John Moore	13,950	401 S. 4th St., Ste. 1900	Louisville, KY	40202	(502) 779-1600
5. Merrill Gardens	William Petit	9,500	1938 Fairview Ave. E., Ste. 300	Seattle	98102	(206) 676-5300
6. Assisted Living Concepts	Laurie Bebo	8,302	111 W. Michigan St.	Milwaukee	53203	(414) 908-8000
7. Summerville Senior Living	Granger Cobb	7,492	3000 Executive Parkway, Ste. 530	San Ramon, CA	94583	(925) 866-1999
8. Five Star Quality Care	Evrett Benton	6,388	400 Centre St.	Newton, MA	02458	(617) 796-8387
9. HCR Manor Care	Paul Ormond	5,080	333 N. Summit St.	Toledo, OH	43604	(419) 252-5500
10. Benchmark Assisted Living	Thomas Grape	4,004	40 William St., Ste. 350	Wilmington, MA	01887	(781) 489-7100
11. Genesis Healthcare	George Hager Jr.	2,970	101 E. State St.	Kennett Square, PA	19348	(610) 444-6350
12. Life Care Services	Ed Kenny	2,902	400 Locust St., Ste. 820	Des Moines, IA	50309	(515) 875-4500
13. Belmont Village AL	Patricia Will	2,337	8550 Katy Freeway, Ste. 300	Houston	77024	(713) 463-1700
14. Capital Senior Living	Larry Cohen	2,332	14160 Dallas Parkway, Ste. 1800	Dallas	75254	(972) 770-5600
15. Country Meadows Ret. Com.	G. Michael Leader	2,089	830 Cherry Drive	Hershey, PA	17033	(717) 533-2474
16. Evangelical Lutheran GSS	David Horazdovsky	1,910	4800 W. 57th St.	Sioux Falls, SD	57117	(605) 362-3100
17. Aegis Living	Dwayne Clark	1,895	17602 NE Union Hill Road	Redmond, WA	98052	(425) 895-7693
18. Mountain West Retirement	Kelley Hamilton	1,695	3220 State St.	Salem, OR	97301	(503) 566-5715
19. Americare	Clay Crosson	1,562	214 N. Scott St.	Sikeston, MO	63801	(573) 471-1113
20. Bickford Senior Living Group	--	1,523	13795 S. Mur Len Road, Ste. 301	Olathe, KS	66062	(913) 782-3200
21. Prestige Care	Harold Delamarter	1,522	700 NE Parkway Drive, Ste. 300	Vancouver, WA	98662	(360) 735-7155
22. American Senior Communities	James Burkhart	1,473	6900 S. Gray Road	Indianapolis	46237	(317) 788-2500
23. HHHunt Senior Living	Jim King	1,460	800 Heathwood Blvd.	Blacksburg, VA	24060	(540) 951-1224
24. Ecumen	Kathryn Roberts	1,344	3530 Lexington Ave. N.	Shoreview, MN	55126	(651) 766-4300
25. Encore Senior Living	Peter Muhlbach	1,263	305 NE 102nd Ave., Ste. 300	Portland, OR	97220	(503) 261-6100

Source: American Health Care Association, 2007

# Training and support keys to bright future

Two professors weigh in on ways to improve leaders and management practices in this field

*Editor's note: The following is an excerpt from a wide-ranging position paper written for the American College of Health Care Administrators, "Effective Leadership in Long-term care: The Need and the Opportunity." The authors delve into both historical and theoretical perspective in the long-term care context.*

By Bernie Dana, MQM, and Douglas M. Olson, Ph.D.

**M**ost long-term care leaders have both the heart and desire to achieve high levels of performance. Unfortunately, they often lack the training and support systems that will help them to escape from crisis management, develop a vision for excellence, and create the culture changes and disciplines needed for the vision to be realized.

While limited, research provides strong evidence that effective leadership and management practices have a significant influence on organizational performance in long-term care settings. The potential for developing additional empirical studies in these areas is growing as LTC organizations confront the fact that "business as usual" is no longer acceptable.

## **Uniqueness, complexity**

A plethora of different types of senior services create potentially differing demands and opportunities for leadership and management. Service settings range from the more formal to informal types of services. Services of the traditional skilled nursing facility have increasingly become medically complex and specialized.

Assisted living has emerged as an alternative to the nursing home, offering care and services in a less institutional setting with an emphasis on greater privacy and flexibility. Senior housing services continue to serve a less frail population, but many are making health and support services more readily available to their tenants. Community-based services, including home care, are often the preferred choice of frail older adults who desire



to stay in their own homes.

Without credible research, one can only conjecture what might be the impact on leadership of different long-term care settings. Educational programs for administrators are largely driven by licensure requirements, which have historically emphasized the differences rather than similarities across settings.

Practical observations and some limited research of the senior service field reveal some of the unique challenges that effective leaders are able to address.

## Nuances

LTC leadership is affected by the leadership history, the established organizational culture, customer differences, and ultimately the distinct goals and market forces for the individual setting. Some of the more universal nuances of LTC that affect leadership approaches include:

- The importance of creating an organizational culture that portrays a sense of caring.
- The need to personally model a compassionate perspective for the needs of others.
- The high-touch, labor-intensive nature of providing long-term care and services.
- The highly “regulatory-driven” and reactive environment.
- The predominately nonprofessional labor force with high employee turnover rates.
- The fairly “flat” organizational structure that makes it desired and beneficial for management to build relationships with as many staff as possible.
- The frequent changes in administrator, director of nursing services and other key positions.
- The governing boards, owners, and corporate level managers who often lack an understanding or sensitivity to the complexity of daily operations and the changing environment.

Stewardship is operating in service rather than control of others for the betterment of the entire organization. Block calls for everyone’s participation in defining the organization’s purpose and culture with an equitable distribution of rewards. These elements could be incorporated into the spirit of any program.

Effective LTC managers and leaders develop and align their quality management system with doing the right thing rather than with some extrinsic requirement or incentive. They have a passion for providing superior customer value that takes them well beyond the need to comply with regulations or their own internal standards.

They continuously learn and develop effective leadership traits and competencies. They communicate a quality-focused mission and influence positive change. They contribute to a culture of empowerment, innovation, agility and results. Effective LTC leaders are never satisfied with just good quality.

## Developing effectively

LTC providers should allocate resources to develop a

## Do you know your stuff?

Long-term care leaders must be well-versed on a wide array of topics, as illustrated by the areas covered in this national licensing exam.

- 1: Resident care and quality of life
- 2: Leadership and management
- 3: Human resources
- 4: Finance
- 5: Physical environment and atmosphere

Source: NAB Information on Candidates, 2006

systematic and objective leadership development process. The best way to start is by identifying what skills are most needed by managers.

The importance of three basic types of skills will shift as a manager assumes greater responsibilities. Technical skills are important for the beginning manager, but less important for the senior manager.

The need for effective relational skills (human resource and communication) becomes more important as the manager has an increased span of control, negotiates for resources, and attempts to influence results.

Conceptual skills are essential for senior managers. Conceptual skills include good judgment, foresight, intuition, creativity, effective planning, problem solving and coordination of the various organizational functions.

This developmental shift in management skills is a very important concept for LTC providers to understand as they look at the development of department, unit and shift supervisors.

Most long-term care facilities promote people to management from the ranks. They often are promoted because they are loyal, perform their job well and never cause any problems. As a result, many managers are ineffective because they have never received management or leadership training and cope by simply imitating what someone else did before them.

On an academic level, this developmental approach is already being incorporated into the applied field coursework of some university-based educational programs.

Basic management skills should be developed if not already present. Training for long-term care managers and supervisors should include work design, conflict resolution, performance evaluation, communication styles, problem-solving methodologies and coaching.

Leaders and managers also should learn to use idea-generating tools, consensus-building tools, effective meeting techniques, and quality improvement tools.

While everyone may not be in a position to lead an organization, department or work unit, every willing member of the organization should have the opportunity to prepare to lead in a particular circumstance or at a particular time.

Some people have no idea that they can lead until they learn how and have the opportunity. Many individuals can develop the traits of effective leadership by: (1) developing new habits to guide their behavior; (2) learning the principles, skills and techniques related to leadership; and (3) translating new knowledge into meaningful activities and actions. ■

*Bernie Dana is an assistant professor of business at Evangel University (EU) in Springfield, MO. Douglas M. Olson, Ph.D., is an associate professor in the Health Care Administration program at the University of Wisconsin in Eau Claire.*

*To receive the complete 27-page report, e-mail McKnight's at [www.ltcnews.com](http://www.ltcnews.com) or visit [www.achca.org](http://www.achca.org).*

# Keeping the keepers

In today's highly competitive business world, eldercare employees have enjoyed many options. Here are some ideas on how to keep them from seeking greener pastures.

By Dottie DeHart

**E**mployees matter. No, they really matter. In fact, as the forces of globalism and the proliferation of technology relentlessly level the proverbial playing field, it's safe to say that the people who work for you are everything. Think about it. Your competitors have access to the exact same resources as you. That means infinite choices exist not only for your customers, but for your employees as well. According to Joanne G. Sujansky, Ph.D., if you're not seeking ways to nurture them and meet their needs, they will seek greener pastures.

"Many leaders don't realize that the rules of business have changed almost overnight," says Sujansky, founder and CEO of Key Group. "The old paradigm says that your primary focus should be on keeping your customer happy. The new paradigm says the employee has taken over that spot. Keep her engaged and she'll keep your customers happy. Neglect her needs and she won't be so concerned about keeping her end of the bargain. In the end, not only will she go elsewhere, your customers may follow suit."

Make no mistake: when employees start searching for greener pastures, it's a bona fide disaster. After all, your employees are the face of your organization. They build strong relationships with customers and vendors, they know the ins and outs of your operation, they train new hires and indoctrinate them into the company culture. On top of that, when you lose great employees, it hurts customer retention and the morale of the rest of your team.

And every time a great employee leaves, you have to shell out the cost of rehiring and retraining a replacement — a cost that studies have shown could range from 70% to 200% of that person's annual salary. You also lose that employee's institutional memory, another great asset for your company.

Clearly, preventing "greener pasture" syndrome must be a top priority for today's leaders. And while it may sound self-evident, the best approach is to make your pasture the greenest. Ultimately, that means becoming what Sujansky calls a Vibrant Entrepreneurial Organization, or VEO: a company with a culture that allows that elusive





sense of employee ownership to flourish. But in the short run, it means making your company a place employees truly want to be—and “lip service” won’t do the trick.

“You might be proclaiming that you are the leading company in your industry or marketplace in huge letters on your mission statement,” says Sujansky. “But if you’re not backing up that sentiment in the day-to-day realities of the workplace, employees will quickly realize the truth. And by the way: It isn’t always cash that makes green pastures green. When salaries are commensurate with the marketplace, other factors take priority. Good people stay where they are challenged, where they have the opportunity to develop and contribute, and where their employers take care of those meaningful little things that make their lives easier.”

So here’s the million-dollar question: What are these secret little things that will help you keep your employees engaged and productive? And on behalf of all of the non-mega corporations out there, how can you do it without breaking the bank? Here are 16 easy-to-plant (and inexpensive!) “seeds” that will help your pasture be the greenest for your future and current employees:

**Seed #1: Don’t misrepresent your culture.** Engaging your employees starts with the first time you interview them. What do you say to your new hires about the company? Is it really an accurate representation of how your organization works? Do you tell them about exciting opportunities only to hold them back from new assignments until they “pay their dues”?

“When new employees find out how things are really done, not only will they resent you, they’ll likely find somewhere else to work,” says Sujansky. “One insurance company learned this lesson the hard way. The company took on 12 new hires whose values they felt matched the company’s. However, after only two years all 12 of the new hires had left, citing the same reason: The values leaders said they stood for were not actually upheld. This company could talk the talk, but they couldn’t walk the walk. Every company should be honest about the kind of work environment it represents.”

**Seed #2: Learn the rules of engagement.** Bored employees are neither happy nor productive. To keep your employees engaged and satisfied, present them with challenging assignments and provide them with opportunities to grow and develop. American Century Investments pays 75% of employees’ tuition when they take a course that isn’t related to their job. If you are limited with funding options you can always help employees to use their special skills and talents in their everyday job. (In other words, let your employees graze in other parts of your company’s pasture and sometimes, in entirely new pastures!)

**Seed #3: Cross-pollinate your culture by embracing diversity.** It takes a lot of different influences — diversity in race, ethnicity, gender, age, sexual preference, lifestyle, geographic origin, education, personality, values, experience, socio-economic background, and so forth — to make your pasture the greenest. A diverse workforce creates an energy that can rarely exist in an environment of uniformity.



**“The rules of business have changed almost overnight.”**

*Joanne G. Sujansky*  
CEO  
Key Group

**Seed #4: Be a good corporate citizen.** Once upon a time, the corporate heads of many organizations had one concern: “How much money can we make and how fast can we make it?” Well, money still matters, of course. But today’s employers are finding that they have to care about more than just profits if they want to keep their employees happy. The environment, health and safety have never been more in the spotlight, and as a result, employees want to work for companies who take these factors into consideration. In fact, a study by the Center for Corporate Citizenship at Boston College found that 30% of employers say that good corporate citizenship helps them recruit and retain employees. Good corporate citizens maintain high ethical standards, decrease the negative effects their company has on the environment, and give back to the community. A great example of a good corporate citizen is Patagonia, whose environmental activism program works to protect undomesticated lands and waters.

**Seed #5: Give praise where praise is due.** If someone does a great job, let him know. It’s that simple. And then let his co-workers know. And then let his customers know! Recognizing a job well done isn’t an expensive proposition, but it will mean the world to your employee.

**Seed #6: Get creative with benefits.** You don’t have to provide your employees with onsite medical care and state-of-the-art fitness centers. In fact, you probably can’t. But do realize your employees are looking at benefits other than those that meet the norm — such as health insurance and a 401(k) — when considering the elusive “happiness” factor. These “normal” benefits are really the price of admission because employees can get them almost anywhere. It’s up to you to think outside the box and figure out the benefits that will ... well, benefit them the most.

**Seed #7: Be aware of the changing needs of your employees.** Keep in mind that as your employees progress in life, their needs change. After having a child, an employee may want to travel less than before the child was born. As your baby boomer employees get older, so do their parents. Be understanding when they need to take time off to take care of the health needs of Mom or Dad. And never give them a hard time when they need to take care of their own health issues. By understanding the changing needs, you show sensitivity to what’s going on their lives. You demonstrate that you see them as people, not just cogs in the machine.

**Seed #8: Realize that great employees thrive under great leaders.** Your employees won’t leave you for that greener pasture unless you drive them to it. The buck starts and stops with their leaders. In fact, it’s commonly said that employees don’t quit their job; they quit their manager. “Employees of great leaders will go to the ends of the earth to do a good job for them,” says Sujansky. “The flip side is that employees with poor leadership will simply go. The take-away lesson? Pay attention to your front line managers.”

**Seed #9: Conduct “stay” interviews regularly.** Great employees like to hear about what they can do to make the

company even better. Regular “stay” interviews provide a great opportunity for leaders to compliment their high performers on their great work and also to inspire them to do more to take the company to the next level. “Use these interviews to gauge how well you are meeting your employees’ needs,” says Sujansky. “Be open and honest with your employees and always seek out their suggestions on what you and the company can do to improve.”

**Seed #10: Create the kind of environment where people can do their best work.** Is your work environment restrictive and stifling, or is it freeing and innovative? By allowing your employees to develop and implement their own ideas within your organization, you’ll be able to help keep them passionate about their work. To show its appreciation for innovation, Google allows their engineers to spend 20% of their time on independent projects.

**Seed #11: Help employees to achieve work/life balance.** In today’s high-tech world, it is easy to set employees up so that they can work from home. Here’s the problem: too many companies do this and then expect employees to be “on call” 24/7. If you give this impression, even subtly or unconsciously, you’re disrupting their work/life balance. Employees in today’s workforce saw their parents give their lives to companies while missing soccer games, recitals, and family dinners only to be laid off at age 55 without much hope for finding other employment. Today’s working generation seems to share the sentiment of, “We’re not going to let that happen to us!” They actively seek out companies who make providing a true work/life balance a priority.

**Seed #12: Insist that your employees take vacations.** As an employer, you may be thinking, “If they would rather keep working than take a vacation, who am I to stop them? The more they’re working, the better it is for us!” Several studies show that employees who take vacations are less stressed, lead a healthier lifestyle, and are even at lower risk of having heart disease. All of that means lower healthcare costs for you. Furthermore, employees who get away from the office are less likely to suffer burnout, a problem that harms productivity levels. If it isn’t possible for employees to take a full week off, encourage them to take shorter, more frequent vacations.

“Here’s a great opportunity for you to lead by example,” says Sujansky. “Take time off to show them how important you think it is, and when they are enjoying their own time off, don’t call them with problems that can wait until they return. Always encourage your employees to leave their laptops and work-related papers at the office. If they are able to completely disengage, they will come back with renewed spirits — which, in turn, will help them reach their company goals.”

**Seed #13: Create an environment of trust between employer and employee.** Employees are happier and work harder when they feel like they can trust their leaders. They decide which leaders they can trust based on how their fellow employees, company vendors, and customers are treated. As a leader, do you treat all with whom you come into contact with respect? Do you

## Not so smart practices

Here are nine most common hiring mistakes employers make, according to the HR Chally Group:

- 1: Relying only on interviews to evaluate a candidate
- 2: Using successful people as models
- 3: Too many criteria
- 4: Evaluating “personality” instead of job skills
- 5: Using yourself as an example
- 6: Failure to use statistically validated testing to predict job skills most critical to success
- 7: Not researching the reasons that people fail
- 8: Relying on general “good guy” criteria
- 9: Bypassing the reference check

behave ethically and hold others accountable for their actions? When you have to take tough action, like terminating someone, do you follow proper steps and treat the person with dignity in the process?

In addition, remember that trust is a two-way street. Your employees need to feel that you trust them as well. To prove this, companies such as Chaparral Steel and Nucor Steel have opted to get rid of time clocks, and Best Buy has increased productivity at its headquarters by allowing some employees to make their own hours rather than work the typical 9-to-5 shift. By monitoring their employees less, the focus for both the employees and their leaders is placed on the work at hand. And because employees in these companies feel trusted and appreciated, they do a great job to show their gratitude.

**Seed #14: Rid your pasture of weeds.** The weeds in your figurative pasture are those poor performers and negative employees who stifle the good attitudes and high performance of their fellow employees. If you’re not pulling out your weeds, then it’s likely their counterparts won’t stick around and keep working with them. They’ll choke out your best performers. “Any environment where employees are not held accountable for their actions, whether they’re positive or negative, can create a poor working environment,” says Sujansky. “The greenest pastures are never filled with weeds, so keep that in mind when you are growing and developing yours.”

**Seed #15: Use internship and mentoring programs to grow and nurture new talent.** These programs allow promising prospects and employees to learn what your company culture is all about while also developing their own professional skills. They offer a win-win situation for your company because they allow you to get a good look at new talent without paying out a huge salary or, making a long-term commitment.

**Seed #16: Take a seasonal approach to showing employees you care.** “There are any number of ways to do this,” says Sujansky. “Be creative. In summer, consider giving half-days off on Friday, or give a half-day off before an employee’s vacation to help her minimize the stress of leaving town. Even something as simple as providing fresh fruit or flowers for the office can make an impact. At the holidays, bring in gift wrappers or give employees a day off to take care of their seasonal shopping. These ideas aren’t expensive, and they go a long way toward showing employees that you care.”

“Striving to keep employees happy and engaged is not just a nice thing to do,” says Sujansky. “It’s the right thing to do if you want to create a successful business. Furthermore, it’s not just a matter of trying to retain people for retention’s sake to avoid the high cost of recruitment, for instance. Engaged employees are creative, productive, motivated and brimming with good ideas. Not only will they stay, they’ll be fully committed to their jobs and to the company’s success.” ■

*Dottie DeHart is an industry consultant.*

# No one comes close.

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### McKnight's in the ASHPE\*\* Awards

2007  
**Silver** – Best Online News Section  
**Bronze** – Best News Section  
 Best Regular Column/Staff Written  
 John O'Connor

2006  
**Gold** – Best News Section  
**Silver** – Best Online News Section  
 Best Publication Redesign  
**Bronze** – Best Special Supplement  
 Industry Directory  
 Best Regular Column/Contributed  
 Ask the Care Expert

2005  
**Gold** – Best News Section  
 Best New Publication Design  
*McKnight's Assisted Living*  
**Silver** – Best Online News Section  
 Best Special Supplement  
*McKnight's LTC Medicine*  
**Bronze** – Best Single News Article  
 "When Disaster Blows In"

2004  
**Gold** – Best Regular Column/Staff Written  
 John O'Connor  
**Silver** – Best News Section  
 Best Signed Editorial  
 James M. Berklan  
**Bronze** – Best Special Supplement  
*McKnight's Senior Care Pharmacy*

2003  
**Silver** – Best News Section  
**Bronze** – Best Cover Photo

2002  
**Silver** – Best News Section

\*APEX Awards for Publication Excellence  
 \*\*American Society of Healthcare Publication Editors

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Photo: Andersen Ross/Newscom.com

As the population changes, so, too, is the nation's workforce. A leading author — Juana Bordas — says the businesses that take a multicultural approach to leadership are the ones that will thrive.

# Adding color

By Dottie DeHart

**N**ot only is the world getting flatter, it is becoming more colorful. As globalization becomes a reality, more and more eldercare firms are employing people of every race, nationality, religious background and age group. So if your company is still leading the “old” way — read “white, male, authoritarian” — you’re making a mistake. So claims Author Juana Bordas.

Bordas notes that while it would be great if your firm could magically fill your leadership ranks with men and women from different cultures, backgrounds and traditions, that may not be completely realistic. But Bordas adds you can gain a lot by simply borrowing their techniques.

“Today’s leadership models, although they may differ from person to person and method to method, generally have a common bias toward Western- or European-influenced ways of thinking,” says Bordas, author of the new book *Salsa, Soul, and Spirit: Leadership for a Multicultural Age* (Berrett-Koehler Publishers).

“We’re leading as if our companies are filled with white men and, quite clearly, that’s no longer the case. Contemporary leadership theories exclude the enormous contributions, potential learning, and valuable insights that come from leaders in diverse communities.”

According to the U.S. Census Bureau, by 2010 one-third of U.S. residents will trace their descents to Africa, Asia, the Hispanic world, the Pacific Islands or the Middle East. In her book, Bordas explains that the most successful businesses will be those that incorporate the influences, practices, and values of these diverse cultures in a respectful and productive manner. Through implementing multicultural leadership, not only will your company’s working environment be a better, more enjoyable place to work, but you will be able to better handle the needs of your multicultural customers.

“Multicultural leadership encourages an inclusive and adaptable style that cultivates the ability to bring out the best in our diverse workforce and to fashion a sense of community with people from many parts of the globe,” says Bordas. “It enables a wide spectrum of people to actively engage, contribute, and tap their potential. That’s why making sure that your workplace has culturally inclusive leadership will be one of the most important transitions you make into the new globalized world.”

Bordas recently offered eight ways to help any firm make the transition to a multicultural leadership model:

**First, you need a history lesson.** You may be thinking: *Why can’t I simply hire new leaders from varying backgrounds and incorporate their leadership techniques into the entire organization?* Here’s why. Expanding the leadership at your organization into a multicultural form requires an understanding of how Eurocentric and hierarchical leadership became dominant in the first place. That means beginning with our society’s myths concerning the “settling of America,” which deny the historical contributions of communities of color.

“For mainstream leaders, understanding the history

**“We’re leading as if our companies are filled with white men and, quite clearly, that’s no longer the case.”**

Juana Bordas  
Author

that gave rise to ethnocentricity is perhaps the most difficult step in transforming leadership to an inclusive, multicultural form,” says Bordas. “You can’t just go to a seminar for a day and come out understanding why the old Eurocentric leadership models won’t work in a globalized world. You need to learn about these cultures in order to develop the clarity that allows you to incorporate multicultural leadership techniques into your organization.”

**Think we, not I.** Today’s corporate world is an incredibly competitive place where the accepted motto seems to be “Every man for himself.” Bringing in multicultural leadership will put an end to this sometimes harmful way of thinking and will create a working environment where the focus is on mutual, not singular advancement. The Black, Latino, and American Indian leadership techniques that you will integrate into your organization originate from a collectivist culture. These cultures are usually more tightly woven and integrated than Eurocentric cultures, and as a result, they cherish welfare, unity and harmony.

“To maintain these elements, people behave politely, act in a socially desirable manner and respect others,” says Bordas. “People work for group success before personal credit or gain. And there isn’t a business out there that won’t benefit from employees who identify themselves as part of a team and who, as a result, work together to make the entire company a great success.”

**Practice generosity, not greed.** In communities of color, being generous is an expected leadership trait that indicates integrity and garners respect. How does this generosity show itself in the working world? Let’s use Latinos as an example. They have the highest percentage of participation in the U.S. labor market of any subgroup and are viewed as being great contributors at work. This reflects their value of generosity. They view work as an opportunity to share their talents and contribute to the welfare of the organization, says Bordas.

“Just as employees are generous with their hard work, company leaders need to show generosity by paying employees fair wages,” she advises. “According to a 2002 study, CEOs are making 241 times the average worker’s salary. This can’t happen in a company that practices multicultural leadership. Multicultural leaders are not greedy. They want the best for their employees. As a result, their employees are generous with their time and concern for customers.”

**Flatten your leadership structure.** Traditional leadership today — particularly in corporate America — is associated with fat salaries and mega bonuses, the big office, corporate jets, special parking places, and the numerous privileges that come with being in the top echelon. These types of perks create elitism that runs contrary to the principle of equality in the workplace, resulting in economic and social chasms between leaders and employees. Organizations would benefit from taking a more multicultural approach to leadership structure. Take the American Indians, for example. In

their communal set up, everyone can be a leader because the members of their tribes are valued based on what they contribute to the community.

“Today’s high-powered CEOs are known for what they take,” remarks Bordas. “But as the world flattens, successful companies will be those whose CEOs view themselves as just another part of the company and who place value in the expertise and innovation of their employees. Flattening the leadership structure will put you a step ahead of your competitors. Why? Because employees will feel more appreciated and will work more easily together instead of getting hung up on a ‘You’re the boss’ mentality.”

**Help people learn to work better together.** No two people come from exactly the same background. Despite outward similarities, every employee, manager or CEO is unique. Successful businesses are those that learn to accept the small differences that make us human and work together for the greater good of the organization. Latinos exemplify how this can work in the real world. They are not a “race” but an ethnic group, bound together by the Spanish language, colonization, the Catholic Church, and the common values that stem from both their Spanish and indigenous roots.

“Latino leaders, therefore, are challenged to forge a shared identity, vision, and purpose from a conglomerate of people who are joined together like *pico de gallo* — a Latino condiment that includes bite-size pieces of many spicy ingredients,” points out Bordas. “They have to be consensus builders and integrate the many critical issues that touch people’s lives. Consensus building is a great way to strengthen any company’s work environment.”

**Minimize conflict by reminding employees that they truly are “family.”** Aside from heading up different projects and managing different departments, company leaders are expected to bring together employees who don’t get along. Any number of conflicts can arise in an office setting, and by using the right leadership techniques, you can alleviate conflict so that everyone works together (for the most part, at least!) as one big, happy family.

“In multicultural leadership, one step toward minimizing conflict is encouraging people to view each other as relatives,” says Bordas. “In the same way that viewing other members of society as relatives would reduce the likelihood of war and fighting, encouraging employees to view one another as family encourages them to seek out resolutions to their problems. It makes them feel a responsibility to find a way to coexist in order to benefit the company.”

**Foster a culture that’s accepting of spirituality.** As a business owner, you might be reluctant to make a connection between spirituality and work, but it is possible to do it without stepping on anyone’s toes. As long as no one tries to force his or her faith on anyone else, the entire workplace is free to learn from one another and be inspired by the values that underline many faith traditions — hope, optimism, and gratitude — all factors that

## Case studies

Why are employers sued? The reasons vary considerably, according to attorney Robert Lipman.

It’s information worth noting because Lipman knows of what he speaks. His firm, Lipman & Plesur, has successfully sued some of New York’s largest employers on behalf of employees who claimed they weren’t properly paid. As a lawyer who also represents some employers, he has counseled those clients on how to avoid being sued.

### Here’s his list:

1. Employees are not paid for all hours worked.
2. Employees who complain are basically told to take a hike.
3. The company is run like a “Mom and Pop” shop and decisions are made by “emotional, arrogant” owners.
4. Lost wages will likely be significant.
5. The company thinks supervisor training is unnecessary.
6. Contractual promises limit the company’s ability to fire an employee (but they let the person go, anyway).
7. The employee complained about a problem and was punished.

go hand in hand with a spiritual life. By encouraging employees to share their spiritual sides rather than compartmentalizing them, you create a workplace where people bring their “whole selves” to work. You do this by example: Be open about your own spiritual beliefs and activities and strike up conversations with employees about theirs (in a completely non-judgmental way, of course!). Your employees will quickly see that they are free to be themselves. And as a result, they will be happier people — and happier people are more productive and creative.

“When I was researching my book, LaDonna Harris, a member of the Comanche tribe, pointed out to me that in American society, churches are one place, work is somewhere else, education is over there, and none of them relate to each other,” says Bordas. “She explained that for Indian people, spirituality is the integrating force of their lives and the essence of leadership. By encouraging spirituality in your employees, you can create even stronger bonds within the workplace and improve the ways in which your employees work together.”

**Focus employees on a company vision.** Almost every organization has a company motto or promise that is meant to inspire employees and ensure customers that only the highest quality product or service will be coming their way (and if you don’t have one, you should come up with one right away!) But does your company’s vision really represent the beliefs and attitudes of all your employees?

“In order to develop a company vision that truly reflects the diverse attitudes of your employees, think of it as a community vision,” says Bordas. “Listen to different points of view, communicate in an open, give-and-take fashion, and welcome new ideas. The shared vision that results will provide a focal point for people’s skills, talents, and resources. With that vision assuring them that their efforts will make a difference, people will be willing to assume a higher degree of risk and make greater sacrifices, which will translate to a company with harder working, more dedicated employees.

“Businesses today understand the phenomenal growth in communities of color and want to access these lucrative and growing markets,” she adds. “Tapping the potential of the changing workforce, consumer base, and citizenry requires leadership approaches that resonate with and are representative of a much broader population base.

“Business leaders without significant experience within diverse cultures needn’t worry,” she continues. “People *can* develop affinities and sensitivities for a number of different cultures. Leaders *can* acquire multicultural competencies and work effectively with many different populations. The convergence of the leadership principles of diverse cultures with American business practices *can* create a socially responsible environment.” ■

*Dottie DeHart is an industry consultant.*

# McKnight's



## Professional Development Zone

The Professional Development Zone is a resource guide containing profiles of leading firms that will help you advance in your career. Firms appear in alphabetical order.

These profiles provide insight into each organization's history, a mission statement, its range of eldercare services, states served, beds/units (where relevant), notable achievements and what attracts employees to their firm.

The Professional Development Zone offers just what an eldercare professional needs to gain a fuller understanding of the benefits of working with any of these organizations.

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*Bachelor's Degree*  
*Master's Degree*  
*Executive Education*





# The Erickson School at UMBC

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## Profile

The Erickson School at UMBC offers graduate and undergraduate degree programs in the Management of Aging



Services (MAgS). The School also offers executive education courses for managers and executives working in or transitioning into the field of aging services.

The Erickson School is the first school of its kind to integrate the studies of business management, public policy and aging. Erickson School programs are uniquely designed to prepare leaders for the aging revolution — servicing the needs of 76 million aging Americans, the most important societal shift of the 21st century.

The school offers its graduate and undergraduate programs at UMBC and executive education programs at various locations in the mid-Atlantic region. The school was established through a visionary gift from Erickson Retirement Communities founder and CEO John Erickson and contributions from the state of Maryland.

The University of Maryland, Baltimore County (UMBC) has an operating budget of \$318 million. In FY2006, the university received over \$85 million in sponsored research and grants. The university is located on a 530-acre campus, centrally located along the Capitol Corridor, five miles outside Baltimore, and 30 miles from Washington, D.C.

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## Graduate program

The Erickson School's M.A. in the Management of Aging Services (MAgS) was designed to prepare leaders to meet the challenges and opportunities presented by an aging society. The Erickson School's innovative curriculum integrates business management, aging studies and public policy. The 15-month program is designed for managers and executives who want to develop their leadership capabilities and advance their careers or for working professionals transitioning into the field of aging services.

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## FastFacts

**School:** The Erickson School at UMBC (University of Maryland, Baltimore County)  
**Program offerings:** Master's and Bachelor's degrees, executive education open enrollment courses  
**Address:** 5523 Research Park Drive, Suite 230 Baltimore, MD 21228  
**Telephone:** (443) 543-5622 (877) 853-0439  
**Fax:** (443) 543-5639  
**Web site:** [www.erickson.umbc.edu](http://www.erickson.umbc.edu)  
**E-mail:** [ericksonschool@umbc.edu](mailto:ericksonschool@umbc.edu)

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## Executive education program offerings

A premier executive education provider, Erickson School offers open enrollment programs uniquely designed for nursing administrators, directors of nursing, independent living, assisted living, dementia care professionals, executive directors, CEOs and other aging services providers. Program participants collaborate with and learn from industry leaders and Erickson faculty — innovative teachers, many of whom also have extensive real-world experience in the fields of aging, business management and public policy.

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## Undergraduate program

The Management of Aging Studies undergraduate program at the Erickson School combines business management, aging studies and public policy. This unique skill set differentiates Erickson School graduates in an increasingly competitive marketplace. An undergraduate degree from the Erickson School positions and prepares students for the workplace and graduate education in law, policy, business management, entrepreneurship and other fields.

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## Research

The Center for Aging Studies at Erickson School, a hub for faculty, undergraduate, graduate and post-doctoral research on the policy and sociocultural dimensions of aging, was created to study and link aging research, public policy and practice. The center receives funded research in excess of \$8 million.



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- Life insurance
- Child-care assistance
- Competitive vacation, holidays and sick days
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- 401(k) retirement plan
- Dental insurance
- Healthcare spending accounts
- Business travel insurance
- Educational assistance programs

## We currently have the following available positions:

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- Alzheimer's Care Director
- Nurse Consultants
- Registered Nurses
- Practical/Vocational Nurses
- Certified Nurse Assistants
- Certified Therapist Assistants
- Physical Therapists
- Occupational Therapists
- Registered Dietary Consultants



# Golden Living

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## Profile

The Golden Living family of companies provides care and services that directly or indirectly serve the elderly and disabled, including companies that operate nursing homes and provide rehabilitation therapy, hospice care, home health services and temporary staffing services.



There are 332 Golden Living Centers (skilled nursing facilities) and 18 Golden Living Communities (assisted living facilities) in 22 states. Golden Innovations companies are leading providers of integrated senior healthcare services, partnering with more than 1,000 nursing homes, hospitals and other healthcare organizations in 46 states. Golden Innovations companies include Aegis Therapies, AseraCare Hospice and Home Health, Aedon Staffing, Ceres Purchasing Solutions and Vizia Healthcare Design Group. Collectively, the Golden Living family of companies has nearly 40,000 employees.

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## Culture

Regardless of their role or job title, Golden Living employees clearly understand that everything they do ultimately supports one very important mission: to provide quality care to thousands of elderly or disabled men and women every day. Our approach emphasizes teamwork and personal involvement to create a supportive, caring environment. We seek people who share our values — who have the integrity to do the right thing, a passion for this important work and a commitment to teamwork and shared success.

---

## Training and development

Every new employee receives two days of general orientation during the first week of employment.

Executive Directors and Directors of Nursing Services receive specialized information in a self-directed orientation program.

New employees who function in management-level positions are oriented to region-level topics and issues. After they become familiar with the functions at their own facility, they can continue training through a series of self-directed online presentations to learn information relevant to the company as a whole.

Supervisory labor relations training also is provided to all facility-level supervisors, as well as to individuals in specific region- and corporate-level positions.

Golden Living also offers a proprietary online self-study CEU program that is available to all employees.

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## FastFacts

**Address:** 1000 Fianna Way, Fort Smith, AR 72919

**Telephone:** (479) 201-2000

**Fax:** (479) 201-1101

**Web site:** www.goldenliving.com

**Presence:** Golden LivingCenters operate 332 skilled nursing facilities and 18 assisted living facilities across the country. Golden Innovations companies provide contract rehabilitation therapy services as well as hospice and home care services at more than 1,000 locations.

**Employees:** 40,000

**Employee titles currently in high demand:**

Healthcare directors and managers (long-term care, Alzheimer's care, hospice, rehabilitation therapy), nurses (RN and LPN), therapists (PT, OT, SLP), dietary consultants, certified healthcare assistants (CNA and CTA).

**Company type:** Private

**Tax status:** For-profit

**Date founded:** 2006

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## Employee benefits

We're committed to giving the best to our employees, providing not only competitive salaries but also a large selection of benefits:

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- Accidental death and dismemberment insurance
- Supplemental insurance
- 401(k) retirement plan
- Vision care plans
- Dental insurance
- Life insurance
- Healthcare spending accounts
- Child-care assistance
- Business travel insurance
- Competitive vacation, holidays and sick days

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## Unique offerings

All of our benefit programs encourage our employees and their eligible family members to become informed benefit and healthcare consumers. In turn, they can make wise decisions about the best benefit and healthcare choices suited to their individual needs — both now and for the future.

We encourage our employees to take responsibility for their lifestyles — stop smoking, manage weight, eat nutritious foods, exercise and address health risk factors before they become health issues. Our Healthy Living Program provides access to tools and information to enable employees and family members to understand health issues and better manage their health for the long term.



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### TWO COURSE FORMATS

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- nurses
- remodelers/contractors
- planners
- personnel of organizations representing the elderly and people with disabilities,
- occupational and physical therapists,
- policymakers
- everyone else who works directly or indirectly in the field of supportive home environments.

A collaborative project by I.D.E.A.S., Inc. and the University of Southern California Davis School of Gerontology, funded through The National Institute on Aging

[www.ideasconsultinginc.com](http://www.ideasconsultinginc.com) • [www.homemods.org](http://www.homemods.org)

[CEcourses@homemods.org](mailto:CEcourses@homemods.org)

Continuing Education – Provider approved by the California Board of Registered Nursing, Provider Number 13739 for 2.0 or 2.5 contact hours (dependent on the course taken).

# I.D.E.A.S., Inc. and USC Davis School of Gerontology

## Profile

I.D.E.A.S. Inc. [Innovative Designs in Environments for an Aging Society] was incorporated in 1991 by Margaret P.



Calkins, Ph.D., a nationally recognized expert on environments for people with dementia. Its mission is to engage in research, education and consultation on the therapeutic potential of the environ-

ment — organizational and social as well as physical — particularly as it relates to frail and impaired older adults. I.D.E.A.S. Inc. is committed to the creation of more supportive settings for older people, particularly those with Alzheimer's disease and other dementias. I.D.E.A.S. Inc. focuses on both shared residential settings and homes of individuals living in the community, tailoring its activities and resources to the needs of the client.

The University of Southern California Davis School of Gerontology is devoted entirely to the study of lifespan issues



and aging. Our primary goals are to create new opportunities for older people; to conduct research on the issues affecting the minds, bodies and spirits of older adults; to build a wealth of knowledge about the aging process; and to educate and train dedicated men and women to provide the field of aging with leadership in the 21st century.

## Learning and development

I.D.E.A.S. Inc. and the USC Davis School of Gerontology have collaborated to offer four continuing education online courses that give essential information about the various conditions that cause limitations or difficulties in performing everyday activities, and information about a range of environ-

## FastFacts

**Address:** 8055 Chardon Road  
Kirtland, Ohio 44094

**Telephone:** (404) 256-1880

**Fax:** (404) 256-1881

**E-mail:** CECourses@homemods.org

**Web site:** www.ideasconsultinginc.com  
www.homemods.org

**Tax status:** For-profit

**Date founded:** 1991

mental modifications that can be implemented to compensate for deficits. The courses are valuable to individuals who provide any type of home evaluation, design or construction service for seniors or people with disabilities, such as occupational therapists, physical therapists, home healthcare workers, case managers/social workers, builders/remodelers, architects and interior designers. Deficits explored include dementia, sensory impairments, motor impairment and high risk for falls. The courses are offered in two formats: an interactive version, allowing for robust threaded discussions with the instructor and other students; and a self-study version, allowing students to learn at their own pace.

## Culture

I.D.E.A.S. Inc. has a dedicated team of professionals specially trained to assess challenging situations, identify problems, and develop practical solutions. Our online educational courses provide students with the knowledge base and problem solving skills that enable them to design care settings within their home environments to best support older adults.

For more information on the USC Davis School, please see page 37.

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- Survey recovery
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- Marketing and census development

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## FastFacts

### Address:

Ohio Office 8181 E. Worthington Rd. Westerville, OH 43082 (877) 699-7828	Arizona Office 8151 E. Evans Rd, Suite 8 Scottsdale, AZ 85260 (888) 781-0882
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**E-mail:** jobs@leaderstat.com

**Web site:** www.leaderstat.com and  
www.leaderstatrehab.com

**Presence:** Nationally networked in long-term care

**Employees:** Eleanor Alvarez – President/Owner  
Anna Dodge – Interim Consulting Manager  
Devon Underwood – Director of Recruitment  
Sherri Lytle – Director of Therapy Recruitment

**Company type:** Private

**Tax status:** For-profit

- Recruitment and retention strategies
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# MaineGeneral Rehabilitation & Nursing Care

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## Profile

MaineGeneral Rehabilitation & Nursing Care is a community-owned and operated organization serving the rehabilitation and nursing needs of the Kennebec Valley region.



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Rehabilitation &  
NursingCare

Our facilities provide skilled rehabilitation care, extended nursing care and dementia care at two sites, Glenridge and Gray Birch, both of which are located in Augusta. An additional residential long-term care facility, the Alzheimer's Care Center in Gardiner, is available to individuals with Alzheimer's and other forms of dementia. MGRNC is governed by a board of directors that represents the community. It is part of MaineGeneral Health, a system that provides a number of integrated healthcare services and includes MaineGeneral Medical Center and MaineGeneral Health Associates.

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## Learning and development

MaineGeneral Rehab & Nursing encourages the development of new skills, which will benefit the employee, the organization and those that we serve. We want to help our employees enjoy new career opportunities within our facilities. We offer financial assistance for continuing education through a variety of means. The MaineGeneral Health Scholarship Program (source of these funds are endowments and other donated sources) support tuition and expenses for students enrolled in degree programs (employees as well as nonemployees). A tuition reimbursement program is offered to eligible employees. This benefit provides tuition reimbursement for courses and programs leading to a degree or certification directly related to a healthcare career. Tuition reimbursement is provided under these three conditions: the education is required as a condition of employment; the education will enhance one's value as an employee in his/her current position; and the education will prepare an employee for a new or expanded career within the organization.

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## Culture

Our work environment is inclusive and team-focused. Our goal is to have employees who reflect our values towards one another as well as the residents and their support systems. Values such as respect, communication, teamwork, empathy, professionalism, service and excellence are the foundation of creating an environment that people enjoy walking into every day.

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## FastFacts

**Address:** 6 East Chestnut St, Augusta, ME 04330

**Telephone:** (866) 853-5235

**Fax:** (207) 872-4665

**E-mail:** karen.dostie@mainegeneral.org

**Web site:** www.mainegeneral.org

**Presence:** 3 facilities in central Maine

**Employees:** Approximately 200 at MaineGeneral Rehab & Nursing; 4,000 in entire system

**Employee titles currently in high demand:**

Primary Nurse RN and C.N.A.s

**Company type:** Public

**Tax status:** Non-profit

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## Employee benefits

Benefits include medical, vision and dental plan choices. An employee must work at least 20 regularly scheduled hours per week to be eligible to purchase medical coverage. Employee discounts apply to services provided and billed by MaineGeneral. Employees received a 30% discount on balances paid in full within 30 days of the first bill/statement. Employees receive a 25% discount for monthly payment arrangements or payroll deduction, set up within 30 days of the first bill/statement. Covered dependents/family members received a 10% discount on balances paid in full within 30 days of the first bill statement. Prescription drug plan is available with two of the three medical plan coverage choices.

Life insurance is available for employees, spouse/domestic partner as well as for dependent children. Short-term and long-term disability plans are also available. The short-term product has two options - one with an eight-day waiting period and another with a 20-day waiting period. Both short-term plans cover from the date of eligibility up to 6 months. Long-term disability starts at 6 months.

We also have wellness programs that employees can voluntarily participate in which include free access to eight different fitness facilities within the Augusta/Waterville area.

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## Unique offerings

MaineGeneral Rehab & Nursing provides our communities with family-centered services. Our goal is to provide for holistic care in an empathetic and dignified manner. As part of a larger healthcare system, we are able to access additional services for our residents and their families.

# SunCareers:

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### Contact the business lines below for more information about specific employment opportunities.

Through its subsidiaries, Sun Healthcare Group, Inc. is a leading U.S. healthcare provider that delivers healthcare products and services to thousands of people every day. Corporate offices are located in California and New Mexico. Fax inquiries to (505) 468-6632 • [www.sunh.com](http://www.sunh.com)

At SunBridge Healthcare Corporation, caring for those you care about is what we do on a daily basis. With more than 216 facilities across the country, SunBridge and its affiliates offer everything from long-term care and skilled nursing to assisted living. Fax inquiries to Western Division, (801) 475-7505, Northeastern Division, (603) 437-0234, or Southeastern Division, (205) 981-1563 • [www.sunh.com](http://www.sunh.com)

The staff at SunDance Rehabilitation Corporation provides comprehensive physical therapy, occupational therapy and speech/language pathology in long-term care facilities, outpatient clinics, hospitals and other postacute settings in more than 30 states. Call (888) 267-2220 • [www.sundancerehab.com](http://www.sundancerehab.com)

SolAmor Hospice is dedicated to supporting patients with terminal illnesses as well as their families and caregivers. Our mission is to preserve each patient's dignity while removing the fear associated with dying through pain management and emotional and spiritual support.

Call (405) 602-6473 • [www.solamorhospice.com](http://www.solamorhospice.com)

As a temporary healthcare staffing agency with more than 32 offices in 22 states, CareerStaff Unlimited helps healthcare professionals find employment in a variety of settings, from large university medical centers to more rural hospitals and outpatient clinics, and also offers travel opportunities.

Call (972) 812-3200 • [www.careerstaff.com](http://www.careerstaff.com)

### Values

*All Sun employees—from frontline staff to senior management—take our core values seriously:*

- 1) Our employees are the company. Quality care is our bottom line.
- 2) Surpass all expectations.
- 3) Ownership and accountability.
- 4) Corporate serves the field.

### Benefits

We offer traditional benefits, including medical, dental, vision and disability insurance along with paid time off and a 401(k) program. Many people also enjoy the security of being employed by a national company. Because of our excellent reputation and size, Sun has many opportunities for career advancement.

Sun Healthcare Group, Inc. and its affiliates provide equal opportunity employment in drug-free workplaces.



**Sun Healthcare Group**

# Sun Healthcare Group, Inc.

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## Profile

Sun Healthcare Group Inc. was founded in Albuquerque, NM, in 1993, and its subsidiaries provide long-term, sub-



## Sun Healthcare Group

acute and related specialty healthcare services throughout the United

States. Sun achieves annualized revenues of more than \$1 billion and is composed of four primary operating companies in 48 states. It employs approximately 32,300 full-time and part-time employees. Sun's subsidiaries currently provide healthcare services in the following principal business segments: (1) inpatient care, (2) medical staffing, (3) rehabilitation therapy and (4) hospice. These companies provide direct patient care for more than 21,000 patients and residents daily.

**Mission statement** — *Sun Healthcare Group Inc. and its affiliated family of companies are committed to ethical care and quality of life for our patients and residents. To fulfill this pledge, and as employers of choice in the communities we serve, we provide quality, cost-effective healthcare services with skill, compassion and respect.*

## Core values

- Our employees are the company. Quality care is our bottom line.
- Surpass all expectations.
- Ownership and accountability.
- Corporate serves the field.

**Learning and development** — Sun values the importance of supporting employees in the development of their professional skills to the highest possible degree. Through comprehensive training, development and Career Pathways initiatives, employees receive personal guidance and support to pursue their educational goals.

Innovative training and development create the cornerstone for the future and fosters employee growth and development not only professionally but personally as well. The enthusiasm generated by these programs empowers Sun's employees by helping them gain recognition for the significance of their roles and also by virtue of who they are.

---

## Culture

Passion for jobs begins with compassion for one another. At

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## FastFacts

**Address:** 18831 Von Karman Ave., Suite 400, Irvine, CA 92612

**Telephone:** (949) 255-7100

**Fax:** (949) 255-7054

**Web site:** www.sunh.com

**Presence:** Operates in 48 states, including 213 inpatient centers operating in 25 of those states

**Employees:** 32,300

**Employee titles currently in high demand:** Certified nursing assistants, nursing professionals, administrators

**Company type:** Public

**Tax status:** For-profit

**Date founded:** 1993

Sun Healthcare Group Inc., each of the subsidiaries and the corporate staff is committed to creating a culture of caring, where each individual holds a strong belief that caring for each other, their co-workers and their clients/customers is of primary importance.

This belief is reflected in how they relate to each other, talk with each other, support each other and care for each other with compassion. Sun needs individuals who can demonstrate compassionate care, personal accountability, openness to new challenges and willingness to serve, no matter who the customer is.

---

## Employee benefits

Sun's benefits package provides employees with a selection of medical and dental plans, a vision plan, life insurance products, short- and long-term disability plans and flexible spending accounts. The 401(k) plan offers a variety of investment funds and the company provides an optional match each year for plan participants. Vacation, holiday and sick plans round out a truly complete benefits package.

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## Unique offerings

Sun's Employee Assistance Plan offers counseling services to employees when they experience difficult life situations. The network of more than 40,000 licensed counselors can help identify and resolve issues related to family conflict, relationships, stress, depression and substance abuse, to name a few. Services are also available for other issues, including childcare, eldercare, financial, legal, pre-retirement planning and concierge services.

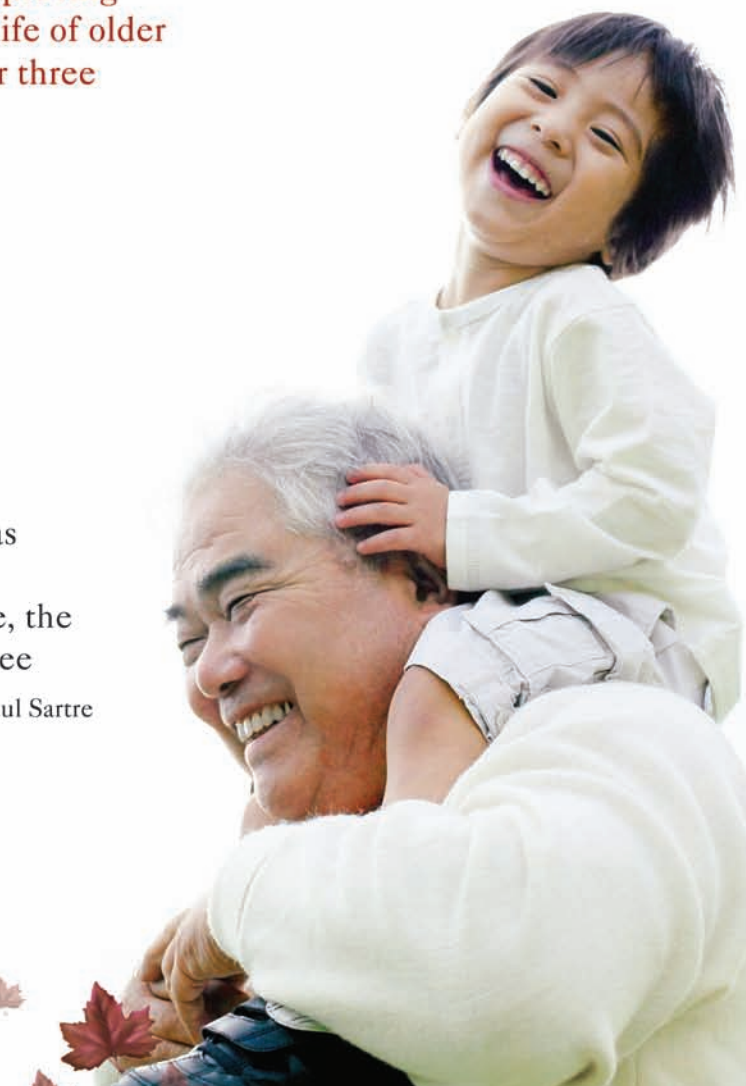


# University of Southern California Davis School of Gerontology



As the oldest and largest school of gerontology, we've been improving the quality of life of older people for over three decades.

"The more sand has escaped from the hourglass of our life, the clearer we should see through it." - Jean-Paul Sartre



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[www.usc.edu/gero](http://www.usc.edu/gero)

# USC Davis School of Gerontology

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## Profile

The University of Southern California Davis School of Gerontology is devoted entirely to the study of lifespan issues and aging. Our primary goals are to create new opportunities for older people; to conduct research on the issues affecting the minds, bodies and spirits of older adults; to build a wealth of knowledge about the aging process; and to educate and train dedicated men and women to provide the field of aging with leadership in the 21st century. We are the world's first school of gerontology and offer the first online Master of Arts in Gerontology degree in the nation. The USC Davis School remains the leader in aging education with a world class faculty from a variety of disciplines, including biology, psychology, sociology, policy, economics, urban planning and medicine, offering students an in-depth and interdisciplinary approach to higher education.



---

## Learning and development

Graduate degrees offered include a Master of Science in Gerontology (M.S.G.), Graduate Level Certificate in Gerontology, online Master of Arts in Gerontology (M.A.G.), online Master of Long Term Care Administration (M.L.T.C.A.), online Graduate Level Certificate in Gerontology, and Doctor of Philosophy in Gerontology. These programs prepare graduates to assume professional leadership positions in the delivery of services to older people and their families, the planning and evaluation of elder services and the administration of programs for older people. Dual graduate degrees also are offered in gerontology and business administration, dentistry, law, public administration, health administration, planning, social work, pharmacy and Jewish communal services.

---

## FastFacts

**Address:** 3715 S. McClintock Ave.,  
University Park Campus  
Los Angeles, CA 90089-0191  
**Telephone:** (213) 740-5156  
**Fax:** (213) 740-0792  
**E-mail:** [ldsgero@usc.edu](mailto:ldsgero@usc.edu)  
**Web site:** [www.usc.edu/gero](http://www.usc.edu/gero)  
**Date founded:** 1975

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## Culture

The University of Southern California provides a unique backdrop for gerontology students. With a global reputation for excellence, USC enrolls more international students than any other academic institution in the United States, and its unique demographic makeup enables USC students to learn about cultures from around the world. The USC Davis School provides unmatched breadth and specialization in its graduate programs, offering online degrees and dual degrees that will help meet future needs of the increasing elder population.

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## Student benefits

Students are provided a wide array of degree options and can attend classes on campus or enroll in a variety of online programs. All students are instructed by leading faculty and benefit from aging career opportunities unmatched by other institutions.

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## Unique offerings

The online Master of Arts in Gerontology (M.A.G.) program also was the first of its kind and its alumni can be found in leadership positions in aging throughout the state and nation. The new online Master of Long Term Care Administration (M.L.T.C.A.) program offers the latest management principles of long-term care organizations, accounting and financial reporting for healthcare professionals.

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**Palomar Continuing Care Center in Escondido** provides long and short-term care offering our highly trained nurses the opportunity to work closely with doctors and family members.

For a complete list of available opportunities, please visit [www.SNFcareers.com](http://www.SNFcareers.com), e-mail [Amanda.Macias@pph.org](mailto:Amanda.Macias@pph.org) or call 888.645.5556

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- MaineGeneral Rehabilitation & Nursing Care**  
 6 East Chestnut St.  
 Augusta, ME 04330  
 (866) 853-5235  
[www.mainegeneral.org](http://www.mainegeneral.org)
- The Erickson School at UMBC**  
 5523 Research Park Drive  
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 North Conway, NH 03860  
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[www.SeniorHousingJobs.com](http://www.SeniorHousingJobs.com)
- I.D.E.A.S., Inc. and USC Davis School of Gerontology**  
 8055 Chardon Road  
 Kirtland, OH 44094  
 (404) 256-1880  
[www.ideasconsultinginc.com](http://www.ideasconsultinginc.com)
- Silverchair Learning Systems**  
 107 Edinburgh South  
 Suite 206  
 Cary, NC 27511  
 (866) 805-7575  
[www.silverchairlearning.com](http://www.silverchairlearning.com)
- LeaderStat**  
 (Ohio Office)  
 8181 E. Worthington Rd  
 Westerville, OH 43082  
 (877) 699-7828  
[www.leaderstat.com](http://www.leaderstat.com)
- Sun Healthcare Group, Inc.**  
 18831 Von Karman Ave.  
 Suite 400  
 Irvine, CA 92612  
 (949) 255-7100  
[www.sunh.com](http://www.sunh.com)
- LeaderStat**  
 (Arizona Office)  
 8151 E. Evans Rd, Suite 8  
 Scottsdale, AZ 85260  
 (888) 781-0882  
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- USC Davis School of Gerontology**  
 3715 S. McClintock Ave.  
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