



**OHIO PERSON-CENTERED
CARE COALITION**



**Our Residents
The Heart of It All**

**Fourth Annual Conference
June 2, 2009
Columbus**

Agenda

7:30 to 8:30 – Registration

Continental Breakfast and Vendor Exhibits

8:30 to 8:45 – Welcome

Elise Tareshawty, LNHA, President, Ohio Person-Centered Care Coalition

8:45 to 9:45 – Opening Plenary

Bonnie Kantor, SC.D., Pioneer Network

Foretelling the Future: What Will it Take to Make Person-Centered Care the Norm?

Culture change, an innovation that returns the focus of control to elders and those who work closest with them, represents a paradigm shift from an institutional to a person-directed model of long-term care in whatever setting the elder calls home. Through a discussion of national data and case studies, this interactive session focuses on how the culture change movement addresses current long-term care challenges by creating the kind of care and caring communities actually want and can afford. These cost efficiencies are not surprising given the linkages between person-directed care and positive outcomes for consumers, providers, communities and payers alike.

Learning Objectives

- Better understand the organizational, staffing, quality of care and quality of life outcomes associated with the provision of person directed care.
- Appreciate how the delivery of person-directed care helps us meet the quality, fiscal, workforce and market reform challenges our country currently faces.
- Be aware of the current status and future directions of the culture change movement.

Target Audience – All

Level– Intermediate

9:45 to 10:45 - General Plenary

Aric Martin, Esq., Rolf & Goffman

Regulatory Culture Change

Culture change is a movement supported by Providers, ODH and CMS. However, certain aspects of a facility's culture change may appear to be inconsistent with certain survey requirements. Governmental survey agencies have recognized these inconsistencies, and in response, published revised draft guidance in the Fall of 2008 that address some of these concerns and clarify CMS's intentions and expectations on environmental issues. This session will focus on the proposed changes to the guidance on F172 (Access and Visitation), F175 (Married Couples), F241 (Dignity) F242 (Self-Determination and Participation), F246 (Accommodation of Needs), F247 (Notice Before Room or Roommate Change), F252 (Safe, Clean, Comfortable and Homelike Environment), F461 (Private Closet Space), F256 (Adequate and Comfortable Lighting), and F463 (Resident Call System).

Learning Objectives

- Participants will gain an overview and understanding of certain regulatory impediments to culture change as it relates to the long-term care resident.
- Participants will understand survey issues unique to culture change.
- Participants will understand the recent relevant changes to the guidance in the State Operations Manual as they relate to culture change and be able to identify what impact these changes will have for the residents and the facility.

Target Audience – Administration, Direct Care, Social Services

Level– Intermediate

10:45 to 11:00 – Break

11:00 to 12:00 – Breakout Session I

Care Track– Integrating Person Centered Technology into Your Culture Change Journey

Jack York, It's Never 2 Late, and Steve LeMoine, LNHA, Westminster Thurber

The world of culture change and the world of technology are usually not brought up in the same sentence. This unique presentation, geared towards non-technical individuals, will demonstrate how technology can seamlessly fit into an organization's culture change journey. Through adaptive computer workstations and a rich source of information content, the computer can become an integral part of a community's programming for meaningful resident involvement and staff communication. The presentation will provide hands on examples of the adaptive technology and demonstrate multiple video clips and testimonials of residents with severe physical and cognitive disabilities whose lives have been changed. A case study in Ohio (Westminster Thurber) will be provided as to how the technology has impacted staff and families as well as the residents. They will demonstrate how technology has been integrated into their activity programming, therapy programming, marketing, volunteer programming and used as a tool to encourage family visits into the community. Today this type of programming is innovative, tomorrow it will be demanded!

Learning Objectives

- See how adaptive technology can be a valuable tool in keeping older adults with disabilities engaged.
- See a case study of a successful community in Ohio that has integrated person centered technology into its culture change journey.
- Learn how technology can be a part of an organization's culture change journey.

Target Audience – Activities, Administration, Admissions/Marketing, General, Social Services, Therapy
Level– Introductory

Work Place Track –Unleash the Leader Within and Achieve Sustainable Culture Change

Patty Cisco, VP of Marketing for HCF Management and Representatives from Briarwood Village

Former NCAA football and NFL head coach Lou Holtz stated, "You've got to have great athletes to win. I don't care who the coach is. You can't win without good athletes, but you can lose with them. This is where coaching makes the difference." Unleash the Leader within session will inspire leaders at all levels to evaluate the "changes" they need to consider to optimize the potential and performance of their leadership team in order to create lasting culture change. In order to provide a quality customer centric service to their staff, residents and families, leadership is essential to facilitate and sustain the essential change in becoming person centered. Participants in this session will discover how to positively connect their team to the vision with coaching techniques that will ignite and harness the team's enthusiasm and passion. In addition, leaders will explore educational strategies necessary to develop the potential and performance of "leaders" in their organization. After engaging in the educational strategies, the participants will understand that leadership basics such as trust, accountability and recognition are at the heart of sustaining lasting, revolutionary person centered care change. During the session, participants will learn the value of developing leadership potential from department head level leaders who are on the Person-Centered Care journey.

Learning Objectives

- Discover how to connect your leadership team to the vision.
- Explore how to develop the leadership potential and performance of your leaders.
- Understand the essence of achieving sustainable change requires leadership coaching.

Target Audience – All
Level– Intermediate

Environment Track – Person-Centered Care from our View: A Perspective of Person-Centered Care from Three Years In

Matthew L. Dapore, LNHA, Provider Services

Where do we begin? How do I address this certain issue? How do I give my residents purpose? What do I do when I get stuck, stale, or frustrated? These are all questions that people ask when implementing person-centered care philosophies. This program addresses the specifics of implementing person-centered care such as the steering committee, team leaders, dining interventions, universal worker, activities with a purpose, resident interviewing, physical plant changes. The program also demonstrates specifics such as a resident operated country store, resident operated lost and found program, resident run activities and other opportunities that give the residents a true sense of purpose. This program will use a working facility as its example so practical examples can be demonstrated.

Learning Objectives

- Understand how person-centered care can be applied in their building.
- Understand how person-centered care can improve the well being of all residents.
- Have the ability to put person-centered care in action.

Target Audience – Activities, Administration, Admissions/Marketing, Dietary, Direct Care
Level– Introductory

12:00 to 12:45 – Lunch (included with registration) and Vendor Exhibits

12:45 to 1:45 – Breakout Session II

Care Track – What is all the Excitement? A Guide to Dining Variety and Options in the CCRC and Beyond

Brethren Retirement Community Representatives: Mike Randolph, EC, CDM; Georgianna Crawford; Jona Liette, RN; and Dori Richardson, STNA

Inject variety into your Dining Services program and spice up the lives of your residents. Culture change and person-centered care philosophy hinges on choices. This presentation offers changes that have proven popular to a variety of residents in a CCRC setting. Our experiences- positive and negative- can help shape many options in your future. Variety truly is the spice of life!

Learning Objectives

- Discover successful dining options associated with meal selections, preparation and environmental settings.
- Create renewed excitement about the dining experience for residents and staff.
- Develop strategies for enhanced dining experiences according to the person-centered needs of the home.

Target Audience – All
Level– Intermediate

Work Place Track: Effective Communication, Person-Centered Style

Leeson Brown, Ltd. Representatives: John Dyer, CPO; and Susan Marsico, CCO

It takes a team to change a culture. A vital step towards team formation takes place when each member knows the nature of his/her contribution, and learns to value what others contribute. Effective Communication, Person-Centered Style introduces a tool that will help your staff take that step.

Understanding is the key. How can you overcome the barriers to understanding? This enjoyable interactive session will provide an answer to that question. Using a hands-on process, participants will discover their communications strengths and recognize the strengths of others. With this session, participants take a big step towards becoming a team.

Learning Objectives

- Take personal responsibility for understanding others.
- Recognize how behavior style differences influence communication.
- Practice adjusting your style to understand others.

Target Audience – All
Level– Intermediate

Environment Track - Small Houses... Big Difference!

Otterbein Homes Representatives: Susan McConnell, LNHA, Executive Director, Avalon by Otterbein and Wendy Price Kiser, VP of NW Operations; as well as Ira Goffman, Esq, Partner at Rolf & Goffman Otterbein Retirement Living Communities has embarked upon a revolutionary journey to change the way people envision nursing care, and Otterbein has partnered with the law firm Rolf & Goffman to help it achieve this exciting goal. As part of this journey, Avalon by Otterbein was created. Avalon small house neighborhoods are placed in residential locations and have five small houses for ten people each. Otterbein was the first organization to establish small houses in the State of Ohio. This session will discuss the lessons learned as the small houses evolved from an idea to reality

Learning Objectives

- Participants will gain an overview and understanding of how to plan for and design a small house community.
- Participants will gain insight into the lessons learned during the development of a small house community, and how certain impediments could have been avoided.
- Participants will understand the unique legal issues that arose in establishing the small houses, and gain insight into how to plan for those in future development.

Target Audience – Administration, General, Other – Development and Planning
Level– Intermediate

1:45 to 2:00 – Break

2:00 to 3:00 - Breakout Session III

Care Track - The Platinum Rule

Jack Daniel, Skilled Care Pharmacy

Only possible because of the incredible work we've done to advance the quality of health care within our industry, long term care is now poised to move to an arguably more meaningful endeavor - the quality of the lives of those we serve. In this presentation you will hear a unique perspective on what individual's consider high life quality - it is something beyond choice. You will hear rationale for why it makes good altruistic and pragmatic/business sense to embrace this paradigm shift.

Learning Objectives

- Understand that Quality of Care related goals within long term care have been satisfactorily met and it is time to move to the next goal: Quality of Life.
- Understand the benefits of the consumer driving their individual health care wants and needs and driving health care policy.
- Be asked to stretch the boundaries of how long term care is currently delivered to coincide with the hypothesis that long term care consumers want/need to still "contribute"

Target Audience – All
Level– Intermediate

Work Place Track - Making the Commitment

Gaymont Nursing Center Representatives: Erin Dotson, RN; Sandy Proctor, CDM; Tammie Taft and Sandy Bond

At Gaymont Nursing Center it is all about the love! This was the commitment that was made three years ago that has influenced every decision that has been made since. The past three years has been about looking at everything we do - from big to small and determining if it was really what our patients wanted. We broke the institutional mold and just kept on going. We believe that love is the foundation for resident-centered care.

Learning Objectives

- Participants will be able to list three small things that they can do with their residents to make it more about resident choice.
- Participants will be able to identify areas where each department can make a difference.
- Participants will be able to state three different ways to decide where to start.

Target Audience – All
Level– Intermediate

Environment Track - Serve Up a First-Rate Dining Experience

Shellee Roloff, Direct Supply

To be competitive in the senior living marketplace of tomorrow, we must focus on the changing resident needs and the dining program is a great area to start because it can make a dramatic impact on resident satisfaction, nutritional intake the resident's overall physical and emotional well-being. In this session I will concentrate on three areas: 1) Enhancing the quality and presentation of food: Simple tools and techniques can be incorporated into your kitchen to greatly impact the quality and presentation of food. 2) Dining trends: Dining programs need to be driven by the residents. This discussion will incorporate case studies and group participation to learn about the various styles and new trends. 3) Implementation: This portion will cover how to successfully implement new dining programs through overcoming obstacles and using best practices.

Learning Objectives

- Gain an understanding of how equipment trends and garnishing techniques can enhance the quality and presentation of menu items.
- Learn about the various dining styles and programs that will cater to your residents and increase resident satisfaction.
- Discover how to successfully implement new dining programs and simple dining enhancements through case studies.

Target Audience – All
Level– Intermediate

3:00 to 3:15 – Break

3:15 to 4:15 – Closing Plenary

Placing Human Dignity on Center Stage: A Performance Artist's Odyssey Toward Person-Centered Care

Kareen King, RDT

'Placing Human Dignity on Center Stage' is a soul-wrenching, heart-warming account of the lives of those struggling with dementia and other age-related limitations. Kareen King, MA, RDT, shares original songs and stories based on her work as a drama therapist in a long-term care facility. She weaves philosophical constructs developed by Naomi Feil, Martin Buber, and Abraham Maslow into her presentation, providing a passport to the inner world of those who are often overlooked.

Participants go away with a greater propensity toward excellence in person centered care

Learning Objectives

- The learner will be able to apply principles of Validation while communicating with confused residents.
- The learner will be able to engage with residents as human beings in an I-Thou relationship.
- The learner will be able to recognize exceptions to Maslow's Hierarchy of Needs in the nursing home setting.

Target Audience – All
Level– Intermediate

4:15 to 4:30 – Closing

Susan Marsico, LNHA, Speaker Committee Chair, Ohio Person-Centered Care Coalition

Bios

Sandy Bond is the Marketing Coordinator for Gaymont Nursing Center.

Patty Cisco Patty's 25 years of leadership positions in a variety of non-profit and for profit business disciplines have resulted in defining Patty Cisco's niche as a change agent in the long term care service arena. Patty is the Vice President of Marketing and Development for HCF Management, Inc, and is responsible for overseeing the marketing and sales management of 24 nursing homes, two assisted living facilities and several home health agencies, as well as the development of new product and service initiatives such as the organization's first culture centric customer service initiative integrated with person centered care service delivery. Her real passion is developing and initiating organizational strategies that result in improving organizational customer satisfaction results, while improving the overall quality of the entire service delivery system, resulting in an enhanced quality of life for all customers within the organization.

Patty holds a Masters Degree in Organizational Leadership from the University of Findlay and a Bachelors Degree in Organizational Management from Bluffton University, as well as a certified coach. She is a member of the Ohio Health Care Association, American Marketing Association and the Quality Improvement Committee for the American Health Care Association.

Georgianna Crawford has worked with Brethren Retirement Community in the dining services department for 20 years. She has the experience of working in every serving station in the home. Georgianna excels in customer service with the residents of Brethren Retirement Community.

Jack Daniel graduated from Miami University (Ohio) in 1987 with a Bachelor's Degree in Business (Marketing major, Social Work minor). After four years in the world of commerce, he responded to his "calling" to work with the elderly. The youngest of five sons of an American Baptist pastor, Jack would often go with his father to visit elderly shut-ins and enjoyed a mutual "connection" with the "older ladies" in the church. In addition, his best friends from childhood were Sam and Bub, an older couple who lived in the southern Indiana town where he was born. Over the past seventeen years Jack has served the long term care industry as a Volunteer, Activities Assistant, Administrator, Executive Director, Regional Director of Marketing and Consultant. He is currently Senior Manager of Strategic Partner Development at Skilled Care Pharmacy and is an active nursing home volunteer. Jack lives in Loveland, Ohio with his wife Amy (a Dietitian and RN), eight year old daughter, Emma, and six year old daughter, Grace. It is his passionate life goal to be a champion for older people embracing "legacy" for themselves, for their family and friends, and for the community.

Matthew L. Dapore, LNHA has been a licensed Nursing Home Administrator for 10 years and has worked in nursing facilities in Ohio and Kentucky. His Bachelors degree is in Therapeutic Recreation from Ohio University. He has a great understanding of how important things other than good nursing care is vital to the health and well being of residents in nursing facilities. Over the last three years Matthew has been responsible for implementing person-centered care throughout Provider Services by assisting facilities through education, speaking engagements, and hands on implementation. He has seen first-hand the great things person-centered care has done for residents, staff and families.

Erin Dotson, RN, is the DON for Gaymont Nursing Center.

John Dyer, CPO, has over thirty years of experience in the fields of healthcare, education, business, music performance, and the church. John has been a teacher on the elementary, secondary and college levels, and worked in training and organizational development for industries, and healthcare. John is an ordained minister. He is an adjunct faculty member of Owens Community College. A member of the Association for Psychological Type, John is also a qualified trainer of Stephen Covey's 7 Habits of Highly Effective People, and First Things First, as well as Ken Blanchard's Situational Leadership® II John has a B.S. in Education from Ball State University, and a Masters of Divinity from Trinity Lutheran Seminary. John is co-author of LTC: Leadership Training and Conditioning, and is co-owner of Leeson Brown, Ltd.

Ira Goffman, Esq. is a partner with the law firm of Rolf & Goffman, a firm dedicated to the representation of health care providers, with a concentration in the representation of long-term care providers. Rolf & Goffman is the Legal Counsel for the Person-Centered Care Coalition. He has a great deal of experience in assisting long-term care providers in planning, structuring and implementing their development projects, including assisting clients with all aspects of the Certificate of Need process from application to appeal. Mr. Goffman is certified as a health care law specialist by the Florida Bar Association, and he has been selected as one of the best health lawyers in the country by “The Best Lawyers in America” and one of Ohio’s best attorneys in the area of health care by Super Lawyers Magazine.

Bonnie S. Kantor, Sc.D is the Executive Director of the Pioneer Network in Culture Change. The Pioneer Network, formed in 1997, is a national network of change agents pioneering a new vision for long-term care that is life-affirming, satisfying, meaningful, and humane. The Network’s mission is to advocate and facilitate deep system change and transformation in the culture of aging. To advance these goals, Pioneer Network supports public policy change; conduct research into the financial and quality outcomes associated with person-directed care; develops and shares adaptable practices that put person before task; creates communication, networking and learning opportunities; coordinates with state coalitions and hosts a national conference.

Bonnie’s ongoing goal is to contribute to the development of consistent and creative policies and programs for long-term care that support the culture change the Pioneer Network has so successfully set in motion. As part of this effort, Bonnie is helping to broaden the Network’s focus and areas of emphasis by bringing together additional stakeholders at the local, state and national level including the academic and research communities. Current projects include developing core competencies in person directed long-term care for health providers (beginning with physicians and nurses); and establishing a strong, compelling business case for culture change and deep system transformation to demonstrate that resident-centered care is not at odds with operational objectives, treatment goals and fiscal allotments. Our overall goal is to further drive the transformation of long-term care so that elders will be entitled to self determination and high quality, evidenced-based person-directed care wherever and whenever they need care and as they transition through the acute, sub acute and continuing care environments.

Prior to joining the Network in January 2007, Bonnie served as the Director of the Office of Geriatrics and Gerontology at the Ohio State University Medical Center for 15 years. She received her doctorate in Health Policy and Management from The Johns Hopkins School of Public Health.

Wendy Price Kiser is the Vice President of Northwest Operations for Otterbein Homes, Lebanon, Ohio. Otterbein Homes is a ministry of continuing care retirement communities and Avalon small house neighborhoods serving over 1,700 persons in five levels of care, ranging from adult daycare to sub acute services throughout Ohio. Otterbein Homes is a connectional ministry of The West Ohio Conference of The United Methodist Church. Prior to coming to Otterbein Homes, Wendy was the Executive Director for Swan Creek Retirement Village, a 225 person continuing care retirement owned and operated by Ohio Presbyterian Retirement Services. She also served as the Chief Operating Officer for the Lutheran Homes Society, Toledo, Ohio, where she provided operational oversight to four long term care retirement campuses, eleven affordable senior housing communities, a community-based service coordination program, and five adolescent group homes serving over 2,000 residents. Ms. Kiser earned her Bachelor of Science in Nursing from Bowling Green State University and a Masters in Business Administration from Ashland University. She served on the AOPHA board and has chaired the Home and Community Based Services Committee.

Kareen King, MA, RDT, is a Registered Drama Therapist and performing artist. She received her Masters Degree in Theater with a Concentration in Drama Therapy at Kansas State University (2006). Kareen is inspired by the amazing stories and thoughts that are often expressed when someone takes the time to really “be with” those who struggle with dementia and other age related limitations. Her CD, 'The Person in the Picture Ain't Me,' features thirteen original songs which are written from the viewpoint of the residents she has worked and fallen in love with while employed as Ulyssean Program Director at Brookside Retirement Community. Kareen’s mission is to promote compassionate care-giving and adventurous aging. For more information, including her inspirational blog, visit www.kareenking.com.

Steve LeMoine, LNHA has been a licensed Nursing Home Administrator since 1991. His long-term care experience includes Independent Living, Assisted Living, Rehab, Skilled Nursing Administration, and is an early pioneer in bringing culture change to Ohio. He currently serves as Executive Director of Westminster-Thurber Community. He served on the Corporate Hospitality Committee for Ohio Presbyterian Retirement Community and authored an employee positive reinforcement program called “Catch Me Caring,” designed to create effective employee outcomes with high morale and productivity standards. Steve worked extensively in studying the long term care design standards considerations for older adults and has completed over two million dollars of environmental renovation. He speaks on environmental designs topics at seminars. He has done a self-motivation workshop on the “Key to our Success in a changing World” which highlights simple steps in keeping yourself marketable. Steve is a trained Certified Eden Associate and assists facilities in building teams to provide person-directed care to elders (older adults) by incorporating animals, plants and children into their daily lives, providing them companionship, spontaneity and variety, and the giving and receiving of care, creating a true human habitat. Steve serves as the Eden Alternative state mentor in Ohio and speaks publicly on aging issues. He operated Llanfair Retirement Community in Cincinnati, the first registered Eden facility in the State of Ohio (1998). Currently Steve operates Westminster-Thurber Community in Columbus, the only registered Eden facility in central Ohio.

Jona Liette, RN has been with Brethren Retirement Community for 30 years. She has worked as a Nursing Assistant, LPN and RN. She currently is the Director of Nursing but her previous experience includes Charge Nurse, Nurse Aid trainer, scheduling and payroll. Jona has a long-time passion to learn about Elders life experiences; finding what a confused Elder is searching for or needs, the time of life the Elder is revisiting, and entering the Elders world without judgment. Jona is excited to be part of the movement to change the long term care setting to deliver person-centered care instead of the medical model that has outgrown its purpose.

Susan Marsico, CCO, has over twenty five years of experience in long term healthcare. She has been a licensed nursing home administrator for 22 years and has extensive experience in the areas of person centered care, leadership, employee development, customer service, public relations, and quality of life issues. She has had consulting relationships, and provided training programs for colleges, industry and healthcare organizations. Susan is the Director of Training for HCF Management, Inc. She is also an Eden Alternative Associate, and holds a B.S. in Gerontology from Bowling Green State University. Susan is the co-author of LTC: Leadership Training and Conditioning which develops person centered leaders, and is co-owner of the consulting group, Leeson Brown, Ltd.

Aric Martin, Esq is the Managing Partner of the law firm of Rolf & Goffman, a firm dedicated to the representation of health care providers, with a concentration in the representation of long-term care providers. Rolf & Goffman is the Legal Counsel for the Ohio Person-Centered Care Coalition. Mr. Martin has been selected by “Super Lawyers” as one of the best health care attorneys in the State of Ohio every year since 2005. He has also been named to Marquis Who’s Who In American Law. Mr. Martin is a nationally recognized attorney, author and speaker in the area of long-term care. He regularly assists skilled nursing facilities with responding to certification and enforcement surveys by helping to craft plans of correction, draft and submit an informal dispute resolution request, and/or formally appeal the imposition of remedies to an Administrative Law Judge and the Departmental Appeals Board.

Sue McConn is the Executive Director of Avalon for Otterbein Homes based in Lebanon, OH. Otterbein Homes is a ministry of continuing care retirement communities and Avalon small house neighborhoods. Otterbein Homes is a connectional ministry of The West Ohio Conference of The United Methodist Church.

Licensed as a nursing home Administrator since 1995, Sue McConn was most recently the Executive Director at Madonna Manor, Inc. a CCRC located in Northern Kentucky. She also served as the Assistant Administrator for Health Services at Twin Towers in Cincinnati, Ohio and held various Director of Nursing positions throughout her career.

Mrs. McConn is a Fellow in the American College of Healthcare Administrators, a member of Sigma Theta Tau and volunteers with the Greater Cincinnati Alzheimer's Association. Mrs. McConn earned her MSN in Nursing Administration from the University of Cincinnati.

Sandy Proctor, CRM, is the Director of Ancillary Services for Gaymont Nursing Center.

Mike Randolph is the Director of Dining Services at Brethren Retirement Community. Working with food for older adults is a passion and has been his work for 18 years. He started in the restaurant industry and was given the opportunity to manage a nursing home food service 18 years ago and has been doing it ever since. While a food service director he saw the need for upscale food and returned to school to be a chef. Currently he is a Certified ServSafe instructor for the National Restaurant Association. He is on the dining council board of Senior Resource Alliance. Mike went to Kent State University for business management, has an Associates degree in Culinary Arts from Sinclair Community College and graduated as a Certified Dietary Manager from Owens Technical College.

Dori Richardson, STNA, has been with Brethren Retirement Community for nine years and is more excited today than when she first began. Dori believes her overall passion is making a difference in someone's life be it an elder or their family member. Dori shares that she cannot believe all the change that has taken place at BRC in the past five years and long-term care in general. She loves to meet the elder where they are living right now, without the need to correct them or bring them into today.

Shellee Roloff's 12 years of eldercare experience go a long way in leading Direct Supply's Foodservice business segment. She works with the country's largest eldercare chains, and has been instrumental in developing foodservice programs that help solve industry challenges, such as improving resident satisfaction and meeting regulations. Shellee's expertise can be found in several publications, including the Dietary Manager and Foodservice Equipment and Supplies. Recent accredited speaking engagements include: ALFA's National Conference, the CA Assisted Living Association Conference, WI DON Conferences, and various Dietary Managers Association (DMA) meetings. Not only is Shellee a customer consultant, but she also serves on the DMA's Industry Advisory Council, and is a Certified Food Service Professional (CFSP). She is a graduate of UW-Oshkosh with bachelor's degrees in marketing and human resources.

Tammie Taft is the Director of Social Services for Gaymont Nursing Center.

Jack York (Englewood, Colorado) founded It's Never 2 Late in the summer of 1999 after spending 14 years in the semiconductor industry, shuttling between the Silicon Valley and New Jersey. He retired from that industry as vice-president of strategic sales for Vishay Intertechnology. In 1998, he began donating computers to assisted living centers in California with his other business partners. This endeavor became a labor of love, and the enthusiasm that the seniors showed in jumping into the computer world motivated him to establish It's Never 2 Late. Jack speaks throughout the country, and internationally, on how adaptive technology should be accessible to all older adults in senior living communities.

It's Never 2 Late specializes in constructing adaptive computer labs for older adults in all stages of life. Their unique combination of adaptive technology, plus ease of use software, allows individuals, regardless of any physical or cognitive disabilities, to be able to take advantage of the health and connectivity benefits of the Internet. They have connected thousands of seniors to technology, working in nursing homes, assisted living communities, independent living communities and adult day programs. They have successful programs up and running in 37 states as well as Canada and Australia. Their work has been recognized by Fox News, National Public Radio and the Wall Street Journal.