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## 2013 Financial Ratios & Trend Analysis Publication



regulatory challenges.

*Financial Ratios & Trend Analysis of CARF-CCAC Accredited Organizations* is a one-of-a-kind reference, including the most recent twelve years of analyzed information from the audited financial statements of multiple CARF-CCAC-accredited organizations. Ziegler, ParenteBeard LLC, and CARF-CCAC collaborated on this project to define, calculate, and explain the included graphs, tables, and charts for each financial ratio. This publication provides valuable industry benchmarks, allowing readers a unique opportunity to view the financial trends resulting from a number of factors, including provider growth, account challenges, operating challenges, and

The publication's ratios are available for CARF–CCAC-accredited organizations to use as points of reference for developing internal targets of financial performance, but only after evaluating their own specific marketing, physical plant, and mission/vision considerations. It is anticipated that others will use these ratios, particularly within the capital markets, to learn about the financial positions of organizations that have been through CARF–CCAC's accreditation process. The ratios can also be used as benchmarks against which to evaluate nonaccredited organizations and gain a deeper understanding about the sector as a whole.

The ratio trends publication is now available for purchase at the CARF bookstore ([www.carf.org/catalog](http://www.carf.org/catalog)) for \$140.00. CARF–CCAC-accredited organizations should have received their complimentary copy by mail.

CARF–CCAC values and encourages your feedback as we work to continue to improve this publication. Please take a moment to complete our feedback form located at: [www.surveymonkey.com/s/RatiosPublicationFeedback](http://www.surveymonkey.com/s/RatiosPublicationFeedback).

The lender's website includes language geared toward lenders, a five-minute webinar to educate them about accreditation for your organization, and a downloadable factsheet with key information about CARF.

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## Introducing Cathy Rebella: New Resource Specialist in Aging Services

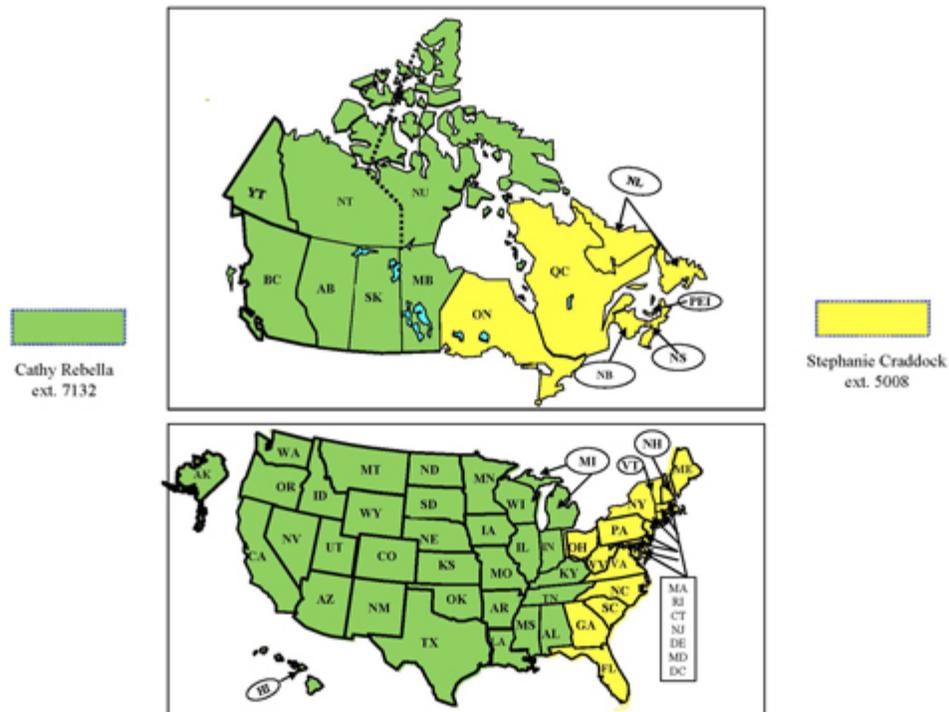


Since October 1, 2013, Cathy Rebella has been working with all aging services organizations on the western side of North America. Cathy is very knowledgeable about accreditation standards for all aging services settings and CARF business practices as she brings more than 30 years of professional experience to this position. After receiving a bachelor's of science degree in occupational therapy from the University of Wisconsin – Madison, Cathy served as a senior manager in the Marquette General Health System, most notably working in the Brookridge Assisted Living program and

serving as director of Marquette's rehabilitation center. Prior to joining CARF full time in 2007 in the Medical Rehabilitation customer service unit, Cathy served as a CARF accreditation surveyor for over a decade. Cathy has collaborated with the Aging Services staff for multiple years, assisting with standards development and interpretation development and various special projects. We are pleased to have Cathy working full time in the Aging Services customer service unit. Cathy can be reached at extension 7132 or via email at [crebella@carf.org](mailto:crebella@carf.org).

The following map can be used to help identify which resource specialist your organization

has been assigned. Organizations with multiple sites across the United States and Canada have a resource specialist assigned by the location of the corporate/main office. If you have questions about who your resource specialist is, please contact us at [as@carf.org](mailto:as@carf.org).



Revised 9/18/13

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## Looking for Ways to Support the Effectiveness of Your Board? Explore CARF's Governance Standards

As the field of aging services evolves to dynamically serve a larger population with more diverse needs and preferences, the role of governing boards is increasingly important to the strategic success of provider organizations. In 2003, CARF developed accreditation standards to support key governing board functions to enable boards to have a solid foundation of governance policies and practices in place to support strategic practices. The governance standards offer practical steps that organizations should take to advance the fundamental engagement of their board of directors, including examining the composition of the board, board orientation and ongoing education, board self-assessment, succession planning for the executive personnel, and delineating authority and responsibility for decision making. Many of the concepts addressed in these standards align effectively with government requirements for not-for-profit organizations. Over the years, many organizations have successfully implemented the governance standards found in section 1.B. of CARF standards manuals in order to provide a framework for a more responsive and effective governing structure. For more information regarding the governance standards, please contact us at [as@carf.org](mailto:as@carf.org).

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## Discover the Results of the Study of 2012 Financial Ratios for Adult Day Services

As adult day services (ADS) programs grow and develop, providers must be able to calculate key financial indicators to determine their financial strengths and risks. Financial data are not only essential for program management, but also to support funding needs and advocacy efforts. To this end, CARF has collaborated with the National Adult Day Services Association (NADSA) and Reinsel Kuntz Leshner, LLP, to conduct a financial benchmarking study for the ADS field. To discover the results of this study, NADSA is presenting a webinar on January 30, 2014, at 2 p.m. Eastern Time. Additional information about this webinar and registration information will be available in December at <http://nadsa.org/learn-more/calendar-of-upcoming-events>. You may also contact CARF at [as@carf.org](mailto:as@carf.org) for details.

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## Educate Your Lenders about Your Accreditation

In collaboration with our Financial Advisory Panel, CARF has developed a website to help you educate lenders you may be working with to obtain capital for major projects for your CCRC, assisted living community, nursing home adult day services program, or other accredited setting. If a lender is interested in the systems you use to manage risk in your organization, support management competencies, measure outcomes, and foster sound business practices, you may direct them to the following webpage: [www.carf.org/lenders](http://www.carf.org/lenders).

The lender's website includes language geared toward lenders, a five-minute webinar to educate them about accreditation for your organization, and a downloadable factsheet with key information about CARF.

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## Financial Advisory Panel (FAP) Member Highlight: Wick Peterson

J. Wickliffe Peterson ("Wick") joined Senior Resource Group, LLC (SRG) in December 1997 as executive vice president and chief financial officer. Mr. Peterson has over 25 years of top operational and financial management experience in a variety of industries, ranging from nine years with Arthur Andersen & Co., a big six public accounting firm; three years as manager of a mergers and acquisition group for a real estate/oil and gas company; and eleven years as chief operating officer and chief financial officer for a multi-property real estate and resort hotel operating company. His experience is complemented by an M.B.A. from UCLA, a B.A. from Stanford University, and a certification as a registered CPA.

As a member of senior management, Mr. Peterson is responsible for the execution and attainment of both the corporate and operational goals of the company. Specifically, he is

responsible for all financial and administrative matters of the company and its communities, including company policies, procedures, systems, benefit programs, and legal matters.



He maintains the primary banking relationships for the company and is continuously involved in the financial planning and the scripting of alternatives to finance a fast-growing company.

Mr. Peterson is also a director of the San Diego Holiday Bowl and has served in the past as President of the San Diego Chapter of the American Heart Association. He is married to Kathleen Ann Peterson, and they live in Solana Beach, California. He has three children, Kristen Ann, Scott Wickliffe, and Laurie Kathleen.

The CARF–CCAC staff took a moment to ask Mr. Peterson about his company, the role CARF accreditation plays in the quality of the SRG portfolio of

communities, and his reasons for participating on the CARF–CCAC FAP. Here is what he had to say:

As an organization, SRG has been in the senior housing business for over 25 years now. It was in 1997, though, that we realized that this young industry, which was just starting to define itself, desperately needed development. Since that time, we have built in excess of two million square feet of senior housing, primarily located in Oregon, California, Arizona, and other southwestern states. We currently operate eighteen communities, many of which are large senior housing campuses, with continuums of independent, assisted, and memory care living options.

Our communities contain over 35 percent common space, such as twelve-hour restaurants, movie theaters, fitness centers, and internet lounges, and are built to endure. With a 75-plus-years-old population that now exceeds eighteen million and forecasted to reach over 40 million in twelve years, senior housing communities must be built operationally sound and with physical features that can be flexible for an ever-demanding and changing customer. Just as important is that senior housing communities must be operated passionately, offer exceptional programming and elevated standards of service, and be focused on the smallest of details.

Many years ago, SRG made a very important decision that we wanted all of our communities and their clinical operations to be accredited. Besides wanting an industry focused on self-regulation, SRG wanted its employee passion geared toward quality care operations that enhance the quality of our residence lives. Today, it is exciting to see how all of our communities love to compete in their accreditation renewal process to have no survey findings. As a result, all of our communities have been able to reach and maintain the

highest accredited recognition possible of three years. The highest quality resident care, employee training and motivation, and strong business risk management are other key values that have come with our accreditation, and we know that our return on investment has been significant.

I mentioned industry self-regulation earlier. This is the most important reason that I am personally involved in the CARF financial advisory panel. Any time another operator fails or creates negative press from their operations, it hurts us all and, with the size of our potential customer base, can only bring more government involvement. As part of the FAP for over six years now, I have been working with other passionate and focused operators and consultants to our industry. Through them, I have seen how important both the operational and financial benchmarks are to the accreditation process. It is my goal that CARF successfully reach other assisted living operators about the need and importance of accreditation as well as the significant benefit that it will bring to not only their organizations, but also the customers we all serve.

For more information about Senior Resource Group, please visit:

Senior Resource Group: [www.srgseniorliving.com](http://www.srgseniorliving.com).

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## Coaching Corner: Intent to Survey

Q: *What is the Intent to Survey?*

A: The Intent to Survey is the application that needs to be completed with CARF in order to have an on-site accreditation survey.

Q: How do I get access to the Intent to Survey?

A: Contact your Resource Specialist, who will set up the Intent to Survey for you and enable you to log on to the website where the Intent is located: <https://customerconnect.carf.org/>.

Q: *Where can I get help navigating the Intent to Survey within the Customer Connect website?*

A: The CARF Aging Services customer service unit developed a comprehensive webinar entitled *Online Intent to Survey: A guide to getting started* to assist you as you begin completing your intent. This eighteen-minute video can answer your questions and help you in your efforts: <http://carf.adobeconnect.com/p20cqW09iyR>. It covers the software you will need to complete the intent as well as a tutorial on each step of the process.

Q: *When is my intent due?*

A: For information regarding the time line for the due date of the Intent, please refer to the Accreditation Policies and Procedures section in the front of your CARF standards manual under, Survey Time Frame At A Glance.

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# 2014 CARF–CCAC and Aging Services Educational Opportunities

## Transforming Outcomes

January 23-25, Hilton Tucson East, Tucson, AZ

[Register Here](#)

July 17-19, Taj Boston, Boston, MA

The Transforming Outcomes Data into Management Information Institute takes you through the steps required to plan and conduct a program of outcomes management and quality improvement. The three-day, hands-on institute includes:

- Outcomes system design and data collection.
- Data analysis, interpretation, and management reporting.
- Identification of areas for quality improvement activities based on findings.

The institute is recommended for individuals who design, manage, analyze, or interpret outcomes data in the health and human service fields, including aging services, behavioral health, child and youth services, employment and community services, medical rehabilitation, and opioid treatment programs. The institute is appropriate for administrators, data managers, directors of quality improvement, program managers, information management specialists, executive directors, and direct service providers. It is also open to university faculty interested in creating course content for training students to use outcomes data.

Sample outcomes data and off-the-shelf software are used to teach skills needed to develop an outcomes program consistent with the CARF standards. The institute includes different computer lab groups to meet the learning needs of participants with a broad range of computer and data analysis expertise.

## 101s

May 13 & 14, Hyatt Regency Cleveland at the Arcade, Cleveland, OH

**AS/CCAC 101: Preparing for a Successful Accreditation in Aging Services/CCAC**

September 9 & 10, Hilton Suites Phoenix, Phoenix, AZ

**AS/CCAC 101: Preparing for a Successful Accreditation in Aging Services/CCAC**

This engaging two-day session provides a solid foundation for organizations seeking CARF accreditation. Participants will gain valuable insight into the accreditation process as well as helpful information in preparing for the survey and how to avoid the pitfalls some organizations may experience on their survey.

## Webinars

**March 4: Aging Services and Continuing Care Accreditation Commission Webinar: Changes to CARF's Aging Services and CARF-CCAC Standards**

**May 1: Aging Services and Continuing Care Accreditation Commission Webinar:  
Quality Concepts in Seniors Living**

**July 10: Aging Services and Continuing Care Accreditation Commission Webinar:  
Changes to CARF's Aging Services and CARF-CCAC Standards**

**September 17: Aging Services and Continuing Care Accreditation Commission  
Webinar:  
Financial Ratios & Trend Analysis**

**November 4: Aging Services and Continuing Care Accreditation Commission Webinar:  
Accreditation and U.S. Health Care Reform**

For further information, please contact the CARF Education and Training Unit at (520) 325-1044 or toll free (888) 281-6531. Online registration is available at [www.carf.org/events](http://www.carf.org/events), two to three months prior to an event.

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If you have suggestions for content to be included in a future issue of Continuing Communication, please email the editor, Tonya Tobe, at [ttobe@carf.org](mailto:ttobe@carf.org).

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