

Protective Services Investigates Elder Abuse

Until 1997, Protective Services was under the scope of Community Based Options (Care Management) within Ursuline Senior Services. In July 1997, the Protective Services Program was restructured by the Allegheny County Area Agency on Aging. This change resulted in Protective Services now being handled by three selected subcontractors, each covering a specific geographic area. Ursuline's Protective Services department investigates reports of elder abuse that span 36 zip codes. This makes for the largest PS service area in Allegheny

PS cont. on Page 4



On Friday, September 28, 2007, Ursuline Senior Services will close its 25th Anniversary Year with a special evening of music and artistry featuring The Muddy Waters Band with Special Guest David "Honeyboy" Edwards.

Art of Aging cont. on Page 5

Four Executives; One Secretary

by Kathy Garland

Many of you have probably heard of the book, "The Seven Habits of Highly Effective People." I would like to tell you about four highly effective people I have known and worked with—experiencing their talents, gifts, and habits—throughout my 17 years of working for Ursuline Senior Services.

In September 1990, I interviewed for a position as executive secretary to Sister Elaine Eckert, executive director of Ursuline Center, Inc. Within a few days I received notice I was hired. Thus was the beginning of my 17-year career with a non-profit organization located, at that time, in a Victorian mansion in the Friendship neighborhood of the city.

Under the proprietorship of the Ursuline Society, Sister Elaine Eckert, OSU served as the founding executive director who established many of the programs at the core of the agency today: care management, guardianship, and protective services. Other programs at the time included an employment bank, child care program, and Friendship House.

Sister Elaine Eckert was an extremely intelligent visionary with leadership qualities, a total commitment to the agency, and even political aspirations. This petite, well-dressed woman was highly respected in all her dealings



During a recent visit to the old mansion that served as the agency's first headquarters, Executive Secretary Kathy Garland posed on the "red staircase" that led to her position at Ursuline 17 years ago.

whether with the Board, staff, volunteers, or the remaining few Ursuline Sisters who still resided in the mansion.

After Sister Elaine retired for health reasons, her assistant, Ruth Buckley, was selected by the Board of Directors to become the new executive director in 1993. Ruth stepped right into the position with a calmness, integrity, and openness to change. The staff already knew Ruth and thought very highly of her personally and professionally. During her tenure, guardianship

Garland cont. on Page 3

Our Heritage – A Historical Perspective

Part II: 1998 through 2007

Continued from Spring 2007 issue



Focused on care, committed to personal dignity

As the 20th century came to a close and the 21st century was dawning, program expansion became the norm at Ursuline. In every one of the core programs—Care Management, Protective Services, and Guardianship—there was an increased level of commitment, services, and outreach to new territories.

For example, Protective Services opened a satellite office in the South Side area, Guardianship started a Rep-Payee Program in Cambria County, and Care Management received a HUD housing grant with Bennett Place senior high-rise in Homewood.

In April 2004, Anthony Turo became the new executive director. He readily encouraged and continued improvements in the services offered. A re-dedicated AARP Money Management Program, as well as the expansion of the In-Home Flu Shot and Service Coordination Programs, have been some of the additions during his tenure.

In September 2005, to more clearly define what Ursuline does, the agency again had a name change from Ursuline Services, Inc. to Ursuline Senior Services. Our new name retains a definite link to the past while more clearly identifying the people we serve.

A direct result of the expansion of programs was the increase in staff and the need for office space. When the agency first moved to Baum Boulevard, it occupied the middle section of the main floor. Then the lease was eventually modified to include the

space where each department has a clearly-defined area. Because of technology, we also have common areas where employees can work away from their cubicles for a change of pace and hold small group conferences in a comfortable atmosphere.




The old Ursuline mansion, the agency's home from 1981-1997.



4749 Baum Boulevard, today's 'expanded' offices of Ursuline Senior Services.

lower floor of the building. In August 2006, a major expansion, remodeling and restructuring of the space was accomplished. Our employees now enjoy a large open

As the commemoration of our 25th Anniversary comes to a close, the future years will continue to see growth and changes at Ursuline. Regardless of the changes to come, our focus will always be on what an honor it is to serve those in need. 



Administrative Staff

Anthony J. Turo, MPA
Executive Director

Joseph Aul, MBA
Guardianship Director

William Brickner, MEd
Director of Administration

Sr. Michael Mack, OSB, MHA
Finance Manager

Michelle Smart, MS, NPM
Protective Services Director

Karen Miller-Tobin, MEd, AARP
Money Management Program Director

Roxann Tyger, MPA
Community Based Options Director

In addition to the administrative staff, the following staff assisted in the development of this newsletter:

Kathy Garland	Richard Murphy
Erin Koebler	Nadine Pcholinsky
Catherine Paladino	Hillary Wile

expanded and the representative payee and court support programs were initiated. Ruth possessed an ability to develop leaders from within the agency's personnel, along with an uncommon commitment to the mission of Ursuline Services (as it was known by then).

Three years later, in 1996, Pamela Estes was appointed executive director at Ursuline. Pam came through the doors blazing with energy and an excellent work ethic that knew no bounds. Pam worked at Ursuline for seven years and in that time several outreach programs were created under her leadership. In Cambria County, a guardianship and rep-payee program were established, as well as a contract for guardianship services at the county nursing home. Protective Services opened a satellite office in the South Side area. A contract for guardianship services was also established at the Kane Regional Centers. Pam initiated new employee benefits, such as participation in a federal credit union and a 401(K) retirement savings plans, that continue today. It was also during Pam's term that Ursuline moved its offices to the current location—4749 Baum Boulevard.

Another area of Pam's expertise was her ability to do fundraising. She established the Senior Neighbor In Need Fund as the recipient of several new development endeavors. Pam's support and enthusiasm for Ursuline was exemplary. She enlisted many of her acquaintances and friends for their support in all aspects for the agency's prosperity and they certainly answered the call. Pam retired in the fall 2003 after a

successful period of leading the agency to the point of some very important transitions.

The latest and current executive director, Anthony Turo, arrived on the scene early April 2004. Tony walked through the front doors with energy, vim, and vigor—ready to take charge. Tony leaped into the day-to-day business with commitment, optimism, a terrific game plan, and a sense of humor. To date some of the changes Tony has implemented included a new name (Ursuline Senior Services), expansion of our location, increased number of staff, and an expanded scope for AARP Money Management Program as well as the addition of the Senior Reassurance Program. In the last couple of years the agency has closely participated in the culture change initiative with Allegheny County Area Agency on Aging and is in the process of becoming accredited through the Standards of Excellence of the Pennsylvania Association of Nonprofit Organizations. Tony is a member of the Pennsylvania Council on Aging (PCOA) as the chair of the Southwest Council as well as the Southwestern Pennsylvania Partnership for Aging (SWPPA). Tony "reads people" very well and likes to surround himself with positive people who want to move forward.


In the 25 years of Ursuline's operation, these four executive directors—Sister Elaine, Ruth Buckley, Pam Estes, and Tony Turo—have shared their leadership and decision-making skills, set ever

higher standards for themselves and the agency-at-large, practiced an open door policy with staff, believed in team building, welcomed new ideas, and have learned from their experiences, successes, and failures.

There is a very bright and exciting future on the horizon for Ursuline Senior Services. Its leadership—not only the executive directors but also the Board of Directors—has continuously planned and directed this agency to the fertile ground on which we find ourselves today.

There is a very bright and exciting future on the horizon for Ursuline Senior Services.

These leaders have accomplished so much good for the aging population in this area. As our mission statement reads, we are "dedicated to the highest standards of professionalism and care, promot(ing) the dignity and well-being of the senior population..."

I have been blessed and honored to sit right outside the office of the "boss" throughout my years with the agency. Although all had their moments—even days—their natures and talents always rose to the occasion. Their hearts are always in the right place when it comes to those we serve. 

Community-Based Options Quality Improvement Plan (QIP) Update

The Community-Based Options department and the agency-at-large has been busy, working on their 2007 Quality Improvement Plan (QIP). The QIP is a means to ensure that the highest quality of service is being provided to our consumers. This year, our QIP is focused on assuring that there are quality staff and practicing crisis management.

To date, our progress on the QIP has included:


- Working with staff to examine employee benefits as a means to increase retention. This has resulted in benefits such as some paid time off for

maternity leave, a new Employee Assistance Program, and a new Personal Expense Reimbursement System for health-related financial assistance.

- Offering an option for some staff to work from home one day a week, or work four 10-hour days.
- Enhancing peer training and learning opportunities.
- Implementing a new quality assurance survey designed to assist us in determining not only consumer satisfaction with services, but measuring the impact these services have had on their lives.

In a very interesting part of our QIP process, a staff satisfaction survey was conducted and revealed some very positive information:

- 97% of staff were satisfied with their jobs.
- 54% of staff accepted the position because it was the job they wanted.
- 80% of staff remain at Ursuline because they enjoy their jobs.

Throughout the year, we will continue to provide updates on our QIP and we hope that you enjoy reading about our progress. 

PS cont. from Page 1

County. Also, Ursuline Protective Services investigators handle 50% of all the reports of elder abuse in the county.


At the time Protective Services became a department of its own, Michelle Smart was chosen to be the program director, a position she has held for over 10 years. Michelle has a Master of Science degree in Non-Profit Management and is a vital key to the success of the department. The Protective Services Department is comprised of four full-time elder abuse investigators. Two of these staff persons, Nadine Pcholinsky and Tammy Athey, have investigated elder abuse for the past 10 years.

Ursuline Senior Services obtained a two-year grant in November 2001 from the Birmingham Foundation to open a satellite

office dedicated to elder abuse of a specific area of the city. The office was located at the Elder-Ado Senior Center in Mt. Oliver. This satellite office had two successful years of targeting at risk seniors in the 15203, 15210, and 15211 zip code areas in the city of Pittsburgh. A grass roots approach was taken by the Protective Services outreach staff to educate the community about elder abuse. This was done primarily by providing educational packets door-to-door in these areas. The outreach team also attended and participated in community events such as block watch meetings and community forums. Educational

... our team of strong professionals spends every day on the protection of seniors at risk who reside in our service area ...

presentations were given to district magistrates, law enforcement, and other professionals in these three zip codes.

Today, all agency PS activities are initiated from our main office. From here, our team of strong professionals spends every day (literally!) on the protection of seniors at risk who reside in our service area, as well as serving as part of a larger coordinated unit of adult protective services throughout the county-at-large. Ursuline Senior Services is proud to share in this vital and important work for the good of some of our communities' most vulnerable residents. 

From Where I Sit...



At a recent meeting of the Southwest Regional Council of the Pennsylvania Council on Aging, we were treated to

a presentation on the 10 Keys to Healthy Aging by a member of the Center for Healthy Aging of the University of Pittsburgh Graduate School of Public Health. These “keys” were derived through a variety of social research studies about how to keep adults healthy as they age. Each key represents an important step in preventing disease and improving the quality of our lives.

This autumn, Ursuline Senior Services will be culminating its 25th anniversary year-long celebration with *The Art of Aging: A Celebration of Seniors Living Well*. Our goal since the inception of this event has been to hold not only a recognition of our agency’s 25-year history but, more importantly, our part in supporting the ability of those we serve to practice healthy aging and live as well as humanly possible regardless of their current status.

To highlight the importance we place on consistent creativity and productivity in the lives of those we serve, we will be spotlighting several of the Pittsburgh region’s own senior artists during the September 28th evening reception in the beautiful Carnegie Museum Music Hall Foyer.

On display will be the work of a variety of accomplished artists and artisans who exemplify the first key to healthy aging: Be active! By nurturing their creative pursuits, these individuals attest to the fact that active bodies, minds, and spirits nourish the soul and improve the overall quality of life. Some of our artists have been at their craft most of their lives; others never picked up a camera, paint brush, or sketch pad until much later in the journey. Either way, they all will certainly add to the evening’s presentation of “seniors living well!”

Furthering this theme and culminating our evening will be the headline performance by the legendary alumni of the Muddy Waters Band in the Carnegie Museum Music Hall itself. Now in their 60s, 70s, and 80s, several of these performers have been

honing their craft for decades, while special guest, David “Honeyboy” Edwards, is in his early 90s!

I believe that the essence of our evening is captured quite succinctly in a quote from Catherine Pulsifer. She states, “Sometimes, people use age as a convenient excuse. ‘I’m too old to start something new,’ or ‘I couldn’t learn that at my age.’ Other people, though, go on to achieve their greatest accomplishments in life in later years.” Ursuline Senior Services has spent 25 years to date participating in the lives of some of these very individuals. Mostly in small and unseen ways, these people continue to work on achieving the greatest accomplishments of their own lives—even if only to live each and every new day to its fullest—despite the very real difficulties that are a daily part of their reality. It is my hope that Ursuline will continue to “age” with equal beauty and dignity and to model our own efforts in a similar fashion so that our greatest accomplishments are also yet to come! We hope you will join US, and help US along the way.

*— Tony Turo
Executive Director*

Art of Aging cont. from Page 1

Complimenting Ursuline’s 25-year history of caring for older and vulnerable neighbors throughout the Pittsburgh area, the Art of Aging Celebration will provide an opportunity to focus on the continuing creativity and productivity of local seniors, while offering a

retrospective on the importance of the Blues genre and its contribution to all forms of music over the last 60 years. The Legend of the Blues performance is the same performance that was featured last year as part of the sold out “Legends of the Blues” show

presented at Lincoln Center in New York City. The event will be held in the Music Hall and Music Hall Foyer of Carnegie Museum.

The Muddy Waters Band is excited and eager to continue giving the world the music that they, as members, helped make famous.



Community Based Options: Growth and Change Over 25 Years

Part 2 (continued from Spring 2007 issue)

Expansion Continues

The mid-1990s brought many significant developments to the Adult Services Department. The Protective Services division continued to expand when the Area Agency on Aging (AAA) decided to reduce the number of PS agencies from seven to three. Now the PS division covered many areas in the south of Pittsburgh, and split from Adult Services to become its own separate department. Ursuline also received the contract from the AAA to run the county's after-hours Information & Referral line, which it continues to this day.

In 1996, big changes at the AAA brought many new programs to Adult Services. The Family Caregiver Support Programs, Domiciliary Care Program, and OPTIONS for Nursing Facility Eligible Programs all were offered and managed at Ursuline Services. Ursuline also received the contract from the AAA to manage the Attendant Care Act 150, DPW Waiver, and Supported Housing programs for the entire county. Also at that time, instead of taking referrals and doing initial assessments with clients directly through Ursuline's I&R department, referrals and assessments were centralized at the AAA. With all these changes came gradual changes in philosophy as well. Workers were now identified as "care managers" or "CMs," clients were referred to as "consumers," and the whole network began to think of seniors as able

to be involved in making their own decisions for what kind of care and programs they would like. Ursuline hired several more CMs, and caseloads became smaller (around 120!), so that CMs would have time to work more closely with their consumers. It was also becoming clear that the department was outgrowing its small space.

By the summer of 1997, Ursuline Services moved to its current location on Baum Boulevard. At this point, the Adult Services department came to be known as the "Community Based Options" (CBO) department—a term which more fully encompassed all of the programs and services offered. As contracts with the AAA were adjusted, the care management service area that Ursuline Services covered changed dramatically. No longer did it serve Garfield, Oakland, or Lawrenceville—these areas were transferred to the Hill House Association. Instead, Ursuline adopted the areas that Eastern Area Adult Services had been serving, including Wilkinsburg, Penn Hills, Plum, Monroeville, Verona, Oakmont, Swissvale, Braddock, Rankin, Pitcairn, Wilmerding, Turtle Creek, East McKeesport and much of North Versailles.

The responsibilities of the CBO department were growing by leaps and bounds! Ursuline continued to hire more CMs (there were now about 15), and the program director needed to hire an assistant to help with reviewing of files and consultation for care managers. After the big move to Baum Blvd,

the CBO department began creating other, more specialized, care management positions. An intensive care manager (ICM) was developed to handle more intense cases and crises, with a smaller caseload, while a senior care manager (SCM) was developed to assist with training new hires, helping to review files, and carrying a smaller caseload. Eventually jobs similar to these would be recommended by the AAA and thus were made into more formal positions at Ursuline. With such a large staff, CMs were divided into smaller groups called teams, led by the senior or intensive care managers. Teams would meet weekly to learn about any new changes, local resources, and to share their stories and insight with one another. By 2002, the program director would require two assistants! Also that year, the Bridge Program was offered through Ursuline, and one CM in the department became the Bridge specialist. By 2005 this program, as well as the Dom Care and Supportive Housing Programs, once again would be centralized at the AAA.

Growth in Size and Technology

The turn of the century would see that programs in the CBO department would continue to expand and evolve. In 2001, Ursuline Services began working with local HUD property manager, Retirement Housing Foundation of California, to provide service coordination at the Bennett Place apartments in Homewood. The Service

Coordinator was available to help tenants with housing and benefits issues, bring health professionals and resources to the building, and provide enjoyable social activities as well. The success of this contract would inspire Ursuline to offer the same services in other senior buildings and, by 2005, the Service Coordination division was born. A big jump in this activity came through the Senior Living and Enhancement Program (SLEP), which provides services to 13 buildings run by the Housing Authority of the City of Pittsburgh, in addition to Bennett Place. Additionally, these relationships connected Ursuline to area housing authorities and The Pittsburgh Foundation, which supports the agency with funding to provide relocation support services to housing residents whose homes are undergoing renovation or demolition, forcing them to temporarily or permanently to relocate.

The beginning of 2002 brought huge changes to the way that services were offered throughout the county with the introduction of “cost sharing.” Now, consumers would be asked to participate in the payment for services that they received, based on their level of income. While many consumers would close their cases county-wide, many others were still eager to receive aging services and happy to be more involved in the care that they received. At Ursuline, the number of CMs had risen to around 22, and CMs were finding the more consumer-driven approach to care management far more enjoyable.

The evolution of technology in the CBO department began with the introduction of laptop computers. By 2004, Allegheny County was using a computer system called SAMS, or Social Assistance Management System, to keep all consumer assessments, services, and billing in one easy-to-access computer program so that anyone in the system could readily assist consumers. CMs were able to take their laptops out to consumers’ homes during their visits—something that is now commonplace. The laptops have gotten smaller and lighter, but that is not the only technology that has advanced since that time. Now some care managers can be found using PDAs (Personal Data Assistants), which can fit in the palm of the hand, to capture consumer information during assessments. They carry scanners, portable copiers, digital cameras, and cell phones—all used with the goal of providing consumers with quick and accurate access to the services they need and desire. One year after SAMS was implemented, care managers (rather than assessors from the county) again performed initial assessments with new consumers. This would further strengthen the relationship CMs developed with their caseload and also decrease the time to establish services to those who needed them.

Even recent history has brought large changes to the CBO department. In August 2006 a large renovation at Ursuline Senior Services enabled all staff members to sit together as a department. For CBO, that meant finally sitting in the same vicinity on the main floor of the agency’s

headquarters! At today’s count, there are 25 care managers, in addition to four support staff, four service coordinators, one I&R specialist, one training and resource coordinator, three senior care managers, two intensive care managers, two assistant program directors, and the program director. Each care manager has a caseload of approximately 50 consumers, which gives them even more time to work closely together with seniors in creative and consumer-focused ways. They reach out into the community and to the aging network through senior center outreach, trainings, or participation on the Culture Change Team, and they still meet weekly in their Teams to learn from one another and keep up on recent developments. New programs continue to spring up, like the recently-created Volunteer Shopping Program, currently serving enrolled consumers in the East Liberty and Homewood areas. All in all, over 1600 people are enrolled in the care management programs at any given time, and over 700 have been assisted by service coordinators in SLEP!

From a small beginning with few programs, a limited service area, and just a few service managers, the past 25 years have seen dramatic changes to the Community Based Options department at Ursuline Senior Services. If its history is any indication, you can be sure that the next 25 years will bring more growth in size, more creativity in services, and an even closer relationship with the community we serve.



Ursuline

Senior Services


4749 Baum Boulevard
Pittsburgh, PA 15213


Phone: 412-683-0400
Toll Free: 888-881-4749
TDD: 412-683-1023

NONPROFIT
ORG
US POSTAGE
PAID
PITTSBURGH PA
PERMIT NO 147

RETURN SERVICE REQUESTED

In This Issue

 **A Look Back:** The history of Ursuline Senior Services and some of its programs and services over the past 25 years.

 **The Art of Aging:** Join Ursuline Senior Services in celebrating seniors living well.



Looking for Local Senior Artists

On September 28th, Ursuline Senior Services will be culminating its 25th anniversary celebration with The Art of Aging: A Celebration of Seniors Living Well.

To highlight the importance of ongoing creativity and productivity in the lives of those served, Ursuline will be spotlighting many of the Pittsburgh region's own senior artists during the September 28th evening reception in the beautiful Carnegie Museum Music Hall

Foyer. Ursuline is currently searching for local seniors who, by nurturing their creative pursuits, attest to the fact that active bodies, minds, and spirits nourish the soul and improve the overall quality of life. A select group will be chosen to perform or display their work.

Seniors wishing to participate by either displaying their work or performing should call 412-683-0400 x264 or email at 25thanniversary@ursulineseniors.org.

Platinum Sponsor:

UPMC HEALTH PLAN
Where you belong.

Bronze Sponsors:



ReedSmith

Media Sponsor:



www.ursulineseniorservices.org

Mission Statement— Ursuline Senior Services, dedicated to the highest standards of professionalism and care, promotes the dignity and well-being of the senior population by providing coordinated supportive services tailored to the changing needs of each individual.

Ursuline Senior Services' United Way Donor Designation Code: 281