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The Caring Institute was born in June of 1985, inspired by our first meeting with Mother Teresa. She said there was a poverty of the spirit in the U.S. and developed world that was far worse than the poverty of the body seen in the less developed world. She directed us to do something about this. She suggested that we use the power of caring, which she defined as “love in action” — the one-word summary of the Golden Rule.

This is our 35th year honoring people who share a commitment to improving the lives of others. The formal mission of the Caring Institute is to promote caring, integrity, and public service. One of the quotations that we have incorporated comes from Albert Einstein who said, “Only a life lived for others is a life worthwhile.”

The national Caring Awards was our first program. We wrote to all governors, senators, representatives, mayors, and association heads requesting nominations. We asked all major U.S. newspapers and television stations for their suggestions. After receiving thousands of nominations, we gathered volunteers to help review and research candidates for the award. To date, some 300 adults and almost 200 young adult winners have been selected.

Second, we established a website and secured the rights to www.caring.org.

Third, with the help of the National Association for Home Care & Hospice, we acquired and renovated the first Washington, DC, home of the great civil rights leader, Frederick Douglass. This became a museum, the Caring Hall of Fame, which opened three blocks east of the U.S. Capitol.

Fourth, we have sponsored a poster, video, and photography contest for school children of all ages. The winners are on display at the museum.

Fifth, we established what we called our “Dreams for Kids and Families” program, which brought together the home care and hospice community and Orlando’s Give Kids the World, which answers the last wishes of dying children. This program now focuses more on young parents who are dying and leaving behind one or more children.

Sixth, we have established a web-based television network which will share videos of past and present Caring Award winners.

Seventh, the Caring Hall of Fame increasingly has become the place on Capitol Hill where organizations and individuals like to host events. For example, the National Governors Association, Gates Foundation, and National Brokers Association hosted meetings there.

Eighth, we have hosted exhibits such as we did on the 13th Amendment, which we put on display, and a montage of photographs of Mother Teresa by celebrated photographer Michael Collopy.

Ninth, we plan to create chapters of the Caring Institute in other states and nations.

Tenth, we are using social media so that others can learn about our honorees and their programs instead of waiting till they have time to visit our website.

We have come far in 35 years but we know that we have far to go. We hope to make Saint Teresa proud and live up to the faith she had in us. We are determined that our efforts will help the U.S. continue to be what it has always been, the most caring nation in the history of the planet.

Val J. Halamandaris, Founder, Executive Director
This issue of CARING magazine celebrates the human spirit by profiling those who best personify caring which Mother Teresa called “love in action.” We underscore the importance of service to others in the belief that the solution to most problems lies in the love, understanding and caring of one human being for another. We seek to break down barriers between people and build bridges to join them.

We strive to redefine wealth and success in America. We believe that both should find their meaning in service to humankind. We believe that we must change from a materialistic society to a caring society and that the words “caring people” are two of the most important ones in the English language.

We emphasize the importance of hard work and seek to promote a positive work ethic in America. We believe there is no such thing as a menial job; each occupation in its own way is essential to society.

Through our interviews with men and women of achievement, we underscore the fact that one person can make a difference. In doing so, we provide positive role models for our nation’s youth. We search for genuine heroes, particularly among those who have overcome disability, pain, and suffering to serve others.

We strive to remember and celebrate those whose selfless contributions to society have been forgotten or gone unrecognized. We focus on the positive rather than the negative side of the news in the belief that there is a hunger among the citizens of this nation for such uplifting stories.

We seek to promote the solidarity of the American family, which we perceive to be the bedrock of our society.

We do our part to shatter myths about aging and combat prejudices that keep the disabled from attaining their full share of the American dream.

We believe that “caring” is the very essence of the Golden Rule, the thread that connects all great religions of the world. It implies empathy, sensitivity, and placing the welfare of others before self. It involves community service and community cooperation.

We believe that the 21st century will be known as the “Era of Caring,” and that society’s adoption of this positive value will produce economic as well as sociological gains.

We believe that Luciano de Crescenzo put it well when he said, “We are each of us angels with only one wing — we can only fly by embracing each other.” We invite our readers to join us on our flight into the future, and in our endeavor to build a better and more caring tomorrow.

*Val J. Halamandaris is the founder and executive director of the Caring Institute and President of the National Association for Home Care & Hospice, and editor and publisher of CARING Magazine.*
Saying Thanks

No person acting alone can be successful. No organization can thrive without the help of dozens of people. The Caring Institute is no exception. It has succeeded because a large number of people have been attracted by its compelling mission. Mother Teresa helped to provide that vision but without affiliating it with any one religion. She went to great lengths to point out that “caring” is not the dictum of any one religion; rather, it is the one word summary of the Golden Rule — the thread that unites them all.

The Caring Institute wishes to thank the Caring Award winners who are this month being inducted to the Caring Hall of Fame. They provide an example to all of us; they are role models to be emulated. In addition, the Board of Trustees and Directors wish to thank those who have donated their time and money to make the organization successful. The National Association for Home Care & Hospice in particular needs to be thanked for providing essential services such as telephones and a small amount of office space for volunteers. Such support is, of course, reimbursed by the Caring Institute. Finally, the Institute wants to thank all of those people who nominated candidates for consideration. Anyone can nominate a potential caring award winner by calling up the Institute’s website www.caring.org and entering a few lines about a person, including their name, address, phone number, and email address and a short paragraph or two about what they have done and why they should be recognized with a national Caring Award.

If you would like to consider making a tax deductible donation, please go to our website at www.caring.org.
Editor’s Notes

BY LISA YARKONY, PhD

What can you learn from a saint? It’s not how to heal from heaven, as Mother Teresa has done. Few of us can perform the miraculous cures that recently led the Church to declare her a saint. But we can walk in her steps by doing “small things with great love,” as she implored the world. You might start by being kind to a store clerk or coffee barista, serving in a soup kitchen or homeless shelter. Then you could go on to aid destitute families who live an ocean away.

This model of caring has inspired volunteers in the many nations where Teresa showed us the way. She built a network of orphanages and shelters everywhere from Calcutta to Kenya and Nairobi to New York. Her presence also lives on everywhere she urged people to “become carriers of God’s love.” Some of the many places she touched are also the hometowns of our Caring Award winners for 2016.

Mother Teresa was in Arlington, Virginia, home of John and Joyce Wanda, who give rural Ugandans education, micro-loans, and a future through the Arlington Academy of Hope. During her visit, Teresa urged students at a boys’ school to “find your own Calcutta” if they wished to follow in her path. And her steps still echo in Charlotte, North Carolina, where she led a prayer before 19,000 fans and blessed a convent. If she were there now, she would surely bless Manny Ohonme, whose group, Samaritan’s Feet, has washed the feet of seven million kids and given them new shoes. He’s a servant leader like the man who washed his disciples’ feet and sparked Teresa’s mission to care for the “poorest of the poor.”

This quest led her to found an orphanage in Haiti, where Dr. John Lovejoy rebuilds lives by giving people new limbs at the Hôpital Sacré Coeur. Like Dr. Lovejoy, Annette March-Grier, a former home care nurse, resurrects lives by comforting Baltimore families and kids who’ve lost a loved one to violence. Her grief counseling center, Roberta’s House, is in the city’s troubled eastern part where Teresa founded a hospice and visited three times. She also has a history in Baton Rouge, where she opened a soup kitchen and homeless shelter. Her kindness left a lasting mark on Dale Brown, a famed coach whose Dale Brown Foundation helps disaster victims and gives scholarships to students in need. A few eye-opening days serving in her Calcutta hospice led him to marvel that “it was easy to see she was a saint.”

It’s also easy to see how great our young adult winners are this year. They may be regular kids who like fashion, fun, and sports. But they work small miracles of caring by helping service members, giving presents to sick kids, feeding hungry students, and keeping young people away from violence. They are Emily Lites of Emily’s Smile Boxes, Kenan Mujkanovic of Young Visionaries Foundation, Kira Weiss of Home by the Holidays, Remington Youngblood of Change4Georgia, and Kylee McCumber of Kylee’s Kare Kits for Kidz.

Kylee lives in Massachusetts, not far from where Doug Rauch changes the way poor people eat by making healthy food as cheap as junk food. Read about his miracle of loaves and fishes in a special interview with Val J. Halamandaris. Learn about his business model for doing good, his years as president of Trader Joe’s, and the Daily Table, his unique grocery store in a working-class part of Boston. Then turn to our tribute to Ted Kennedy, the late, great lion of the Senate who roared out on behalf of the ill, disabled, and poor.

Kennedy’s alma mater was Harvard, where Mother Teresa once spoke to the graduating class. In her speech, she recalled how a homeless man beamed when she took his hand. “It was so small that little action, and yet it brought a radiating smile to a face that had forgotten how to smile,” she told the class. It was also the kind of loving act we all can do. “Holiness is not the luxury of a few,” she said. “It is a simple duty for you and me.”
Dale Brown  
Coaching Servant Leaders

Dale Brown made basketball history as an LSU coach. Now he’s CEO of the Dale Brown Foundation and building the future as a servant leader who helps thousands. He has volunteered for Mother Teresa and aided hurricane victims. He has held basketball camps for Native Americans, fought for them to get educations, and taken his teams to a state prison, where he campaigned for an inmate’s pardon. And he has served up leadership programs that motivate people to score by serving others.  Page 8

Emmanuel Ohonme  
Getting Kids on their Feet

Manny Ohonme was nine when a missionary in Nigeria gave him his first pair of shoes and told him to dream big. That gift of hope inspired him to win a scholarship to a U.S. college and start his own technology business. Despite his success, he never forgot the barefoot children in his homeland. Their plight inspired him to start Samaritan’s Feet, which has distributed seven million pairs of shoes in 75 countries.  Page 20

John Lovejoy, MD  
Rebuilding Bodies and Lives

Dr. Lovejoy leads medical volunteers to needy nations. For 41 years, the retired orthopedic surgeon went to the Caribbean island of Grenada to upgrade medical equipment and mentor local surgeons. He now provides medical care in Haiti, where he performed hundreds of amputations and built a modern prosthetic lab after the earthquake of 2010. He has also convinced 500 orthopedic surgeons to join his medical missions through the CRUDEM Foundation or just help those who can’t afford their care.  Page 12

John and Joyce Wanda  
Building a Community of Hope

John and Joyce Wanda provide education, health care, and opportunity for children in rural Uganda, where classes are overcrowded and learning is done on empty stomachs. These problems are familiar to the couple who grew up there and made their way to Arlington, Virginia, where they founded Arlington Academy of Hope. Besides educating 300 children, their organization empowers the local economy and gives women micro-loans to start businesses of their own.  Page 24

Annette March-Grier  
Healing the Wounds of Urban Warfare

Annette March-Grier helps Baltimore’s children heal after a loved one’s violent death. Many kids struggle to cope, and that’s where she steps in as a counselor and RN. Her organization, Roberta’s House, has provided grief support to over 2,300 bereaved children and families who are much like the folks her mother consoled at the family funeral home. Now Annette, a former home care nurse, passes on these lessons in kindness through educational workshops and support groups for high-risk teens.  Page 16

A Tribute to Doug Rauch  
A Recipe for Doing Good

Doug Rauch thinks profit shouldn’t be the reason a business exists. As president of Trader Joe’s, he built a caring culture that turned a nine-store chain into a powerhouse that provides a fresh experience for shoppers. Now he heads Conscious Capitalism, where he spreads a business model with a higher purpose. Learn about his investment in employee engagement, customer satisfaction, and the public good as he chats with Val J. Halamandaris.  Page 40

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Young Adult Award Winners:

Emily Lites  
*Age 17, Texas*
Emily has been making sick kids smile since her baby brother had a stroke. She has raised more than $100,000 and passed out 11,000 boxes of toys and games to young hospital patients and their siblings. She also hosts a yearly Pediatric Stroke walk/run and inspires kids nationwide to host *Emily’s Smile Boxes* events for their friends.  
*Page 29*

Kylee McCumber  
*Age 15, Massachusetts*
Every week Kylee provides 300 hungry children with her *Kylee’s Kare Kits for Kidz* full of nonperishable food items like oatmeal, fruit cups, and cans of ravioli. Donations of over $200,000 have also allowed her to provide Thanksgiving dinners for homeless families and hold ice cream socials where one small boy had his first ice cream cone.  
*Page 31*

Kenan Mujkanovic  
*Age 18, Kentucky*
Kenan launched his *Young Visionaries Foundation* to get young people to volunteer and keep them away from violence. He has provided books to thousands of low-income youth, led clean ups of greenway trails, and organized marches to promote peace. A devout Muslim, he honored Ramadan this year by providing 1,000 meals to the homeless.  
*Page 33*

Kira Weiss  
*Age 18, California*
Kira brought Ugandan refugees back to the villages they fled in the wake of a violent militant movement. The women were *Home by the Holidays*, thanks to Kira’s success in raising $43,000 to pay for transportation and household needs. She has also gotten a kick out of raising funds to build soccer fields for African schools and organizing matches for kids.  
*Page 35*

Remington Youngblood  
*Age 15, Georgia*
Remington started *Change4Georgia* to help service members and their families. Over a million dollars in donations have let him undertake a wide range of programs like Operation Oatmeal, Suds for Soldiers, and Yum Yum Drive. He also serves the community as a whole by raising funds for medical research, serving veterans meals, planting trees, and much more.  
*Page 37*

A Salute to Edward M. Kennedy  
*The Greatest Senator of All Time*
Ted Kennedy was a son of privilege and a champion of the poor. He roared out on behalf of those left out and those left behind. During 77 years on earth, he lost two brothers to assassins’ bullets and watched a son lose his leg to cancer — ordeals that just increased his resolve to make our country a Camelot for all.  
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An Interview with Mother Teresa  
*By Val J. Halamandaris  Page 62*

Caring Thoughts:  
*By Val J. Halamandaris  Page 64*
Coach Dale Brown knows the thrill that comes from winning. His recruiting skills, knowledge of basketball, and upbeat approach turned the lackluster LSU Tigers into national champs. He became the second most successful coach in the Southeastern Conference and the only one to appear in 15 straight national tournaments. His secret was what he always told his players: “The best potential of me is we.”

Despite his competitive streak, he knows that what really matters is service. It’s a conviction he now embraces as head of the Dale Brown Foundation, which helps victims of discrimination, disaster, and need. “It is a law of life,” he says in his many grand-slam speeches, “that to live fully, we must learn to use things and love people, not love things and use people.”

Those who get do so because they give, as Brown explains. “If you go back in history to the beginning you’ll see that mankind has not advanced a centimeter by fighting, hating, or competing in any way. The only notable advances we’ve ever made took place when we labored as brothers and sisters toward a common goal. Remember there is no ‘I’ in the word ‘team.’” In order to win, we have to pursue our goals together, he says. “God made us in such a way that everybody needs somebody, and God’s idea for success is a community of people who will become committed to each other.” And as a coach, Brown showed his own sense of commitment by being a father figure to many of his players.

One of his closest bonds was with Johnny Jones, a former member of the Tigers and now their coach. “Anybody who played for him calls him Daddy Dale,” Jones says. “He made sure it was a family atmosphere and that it wasn’t just about basketball. To him, it was always bigger than that. I’m glad I got a chance to play for him and learn from him and spend time around him and allow him to make an impact on me as much as he has.”

A coach can change lives, as Brown did for basketball legend Shaquille O’Neal. When they met in 1985, O’Neal was a clumsy 14-year-old living on an Army base in Germany where his step father was stationed. “I was 6 foot nine,” O’Neal recalls, “but I was always the guy who got picked last at the gym.” Yet Brown saw his potential when he gave a talk at the base. “For half an hour, it was just him and me,” O’Neal says, “and he told me how important it was to get a college degree whether I played basketball or not.” Eventually, of course O’Neal came to LSU and helped put Brown on the map. On Brown’s insistence, he also became a diligent student with a high GPA. And looking back at O’Neal’s achievements makes Brown think about the precious bonds he built with his players and how fulfilling it was “to see them develop from insecure men — most of them from the ghetto, most of them with nothing — into beautiful men.”

Brown knows about having nothing since his father abandoned the family when he was a child in North Dakota. Growing up he had low self-esteem because his family was poor and lived in a tiny apartment. But his mom helped give him the confidence to succeed. “She kept telling me I could make something of myself,” he recalls. So did the high school principal who set him straight after he got kicked out of class. He was an ex-coach and Brown still recalls his words. “He said,
‘Dale, you want to know something? God doesn’t make any junk. You can be or do whatever you want. But you’ve got to get the chip off your shoulder.” Brown did as he went on to attend Minot State College, where he became a star athlete and found his life’s purpose. It would be to coach young men and convince them that they, too, could be whatever they wanted. In the course of his career, he would sometimes pay a personal cost so none of his players would ever feel like junk.

As a high school basketball coach and P.E. teacher, he struggled to pay his bills. Yet he managed to buy Christmas gifts for his players and had one of them live in his house. He also came to know Willie, an unruly boy who was about to be thrown out of school. After Brown took him under his wing, he discovered that Willie loved baseball but couldn’t afford to buy a glove. So Brown bought him a glove, a small act that led to a big reaction. “I can still see him sitting there and staring at that glove,” Brown recalls. “He started to cry. He asked me to write my name on it, and I said, ‘No, this isn’t my glove. This is your glove.’ ‘I know, but I want your name on it,’ he said. ‘You’re the first person to care about me,’” words that touched Brown’s heart. “I know what it’s like not having a glove,” he says. And he didn’t forget as he went on to coach at Utah State and Washington State before becoming head coach at LSU in 1972.

He arrived with a dream that many dismissed: to make basketball a fan favorite in Tiger Country and win nationwide respect for the hapless LSU team. As he made his dream come true, he was careful not to obsess over his image. “I can remember one time,” he says, “when I was voted National Coach of the Year, and I was saying, ‘Hey, I’m not going to be vain.’ Then all of a sudden, people are stroking you and asking you to come speak. Your salary is raised, and you’re on national TV. That’s when you really have to exercise self-discipline. If you didn’t have an ego, you wouldn’t care what you looked like or how you treated people. But that ego must be controlled by trying to reach out and help other people.”

Brown had long known that a selfless life is a successful life. And winning only increased his urge to think about something beyond “me, me, me.” He stood up to racism on behalf of Collis Temple, LSU’s first black player. He fought the press as Rudy Macklin received
death threats when he was misquoted about the assassination attempt on Ronald Reagan, and he charged onto the court on behalf of Shaquille O’Neal as the flagrant fouls on his star player became all too common. He hired a mentally challenged teenager as his equipment manager and named a dying nine-year-old boy as honorary team captain. He took his teams to the Carville Leper Colony and Angola State Penitentiary, where he campaigned for the pardon of a prisoner he met during a team scrimmage. He also went head-to-head with the KGB in an effort to sneak a player out of the Soviet Union, all before retiring from LSU in 1997.

But he didn’t slow down after leaving the game. Instead, he became a motivational speaker, bestselling author, and CEO of the Dale Brown Foundation, where he faces roadblocks that remind him of a talk he once had with Mother Teresa. “I spent several days with her,” he recalls, “and it was a phenomenal experience. I went to the hospice whose members go out into the streets of Calcutta and bring in dying people. I saw two dead people lying on the street. I also saw volunteer workers bring live people in to embrace them, clean them, and feed them. The orphanage was absolutely unbelievable. So was the hospital, and so was the way they treated handicapped people. The last day I was there, I asked her, ‘Mother Teresa, what’s the hardest part of your job? What is the most difficult thing?’ Without even pausing a moment, she said, ‘The most difficult thing for me is raising money.’ And now that I have a foundation of my own, I agree with her that it certainly is difficult.”

But the challenges haven’t stopped him from aiding hurricane victims and helping needy college athletes get their degrees. He has also held basketball camps for Native Americans and fought for them to get promised educational funding. “You must change the system,” he demands on their behalf. “And how can you change the system? The first way is education.” Native Americans, like “all of God’s children, should be treated with dignity,” he says as he urges us to keep working together toward common goals. In retirement, he’s still passing on the lessons in teamwork that helped his Tigers win year after year.

Recently, he made a plea for Baton Rouge to pass a resolution banning discrimination of any kind. “A coach must constantly stress to his team, ‘Do not let being good stop you from being better,’” he wrote in The Advocate, Louisiana’s largest daily paper. “That certainly is applicable to our fine city, too. To make our city better, we must understand that community involvement is imperative. When we come together and put aside petty differences, the result is astounding. If we react and respond, we can solve any problem,” he believes. It’s slam dunk advice for winning in life and reaching the potential of “we.”
“We can’t change Haiti, but we can change one life at a time,” says Dr. John Lovejoy, a retired orthopedic surgeon. That conviction led the Jacksonville, Florida, physician to build Haiti a lab for making prosthetic limbs after the earthquake of 2010. “The first patient to get a prosthesis was a below-the-knee amputee,” he recalls. “When he was fitted in it, he walked through a tent filled with hundreds of earthquake victims, many of them missing limbs. When they saw him, they started to chant ‘They made him whole.’”

After thinking about it a bit, Lovejoy understood what they meant. Amputees who can’t take care of themselves become social outcasts. So the new leg would allow the man to get a job, be independent, and have a complete life. “He had been made whole,” Lovejoy says. And hearing that chant made him see how much his work was helping Haitians stand on their own two feet.

By then Lovejoy had been giving free medical care in Haiti for nearly 30 years, many of them at the Hôpital Sacré Coeur in Milot. But the killer quake really let him make a difference. “I called as soon as I heard about the earthquake and found out that our hospital was intact,” Lovejoy recalls. He went on to organize a U.S. response team that included his son, John Lovejoy II, a pediatric orthopedic surgeon. Four days later, the Lovejoy team, made up of another surgeon, two nurses, and a physicians’ assistant, transformed the 73-bed hospital into a 550-bed MASH-like unit. The first week, they did 180 surgeries, many of them amputations for crush injuries that were infected. Then they did 160 amputations during a second trip just two weeks later.

As the hospital kept filling up, Lovejoy knew his work was a drop in the bucket. The quake produced 10,000 amputees in a nation where there were already 50,000 due to lack of modern medical care. “There was going to be a generation of Haitians who are amputees in a country with zero certified prosthetists,” Lovejoy feared. The Haitians needed a bigger solution, and he wanted to give it to them since he knows “caring means sharing in people’s trials and tribulations.”

So he talked to a colleague with whom he’d gone on medical missions to the Caribbean island of Grenada for 20 years. “I told him, ‘We’ve got to do something about this. We’ve got to build a prosthetics lab,’” Lovejoy recalls. With support from Jacksonville friends, businesses, and churches, he designed and built a state-of-the-art prosthetics lab in a 40-foot container and shipped it to the hospital less than four months after the disaster. Then colleagues from the U.S. came to Haiti to volunteer and guide local orthopedists. But Lovejoy realized that “to make the lab sustainable, we needed to train Haitians to treat Haitians.” So he personally sponsored and funded two local Haitian students to get college degrees and certifications in prosthesis. “They are now running the lab,” he says, “so it’s been a very successful experience.”

What made it even more rewarding was the close involvement of his family. “One of the most exciting points in my life,” he says “was working side by side with my son after the earthquake. I was running the show on the first trip. But by the second trip, he was in charge and it was a smooth transition.” His teenage daughter, Ellen, also joined in a few trips later despite her initial reluctance. After making a few lame excuses, she admitted
she would rather go to the beach with her friends. “I said, ‘you’re going,’” Lovejoy recalls. “And by the end of the trip, she was pulling teeth and washing instruments. Finally she broke down in tears and said, ‘You know Dad, I never realized what I had until I was here and saw what other people have.’ I think the trip really changed her life and her direction. Now she’s a TV producer and she went to Haiti to make the Angels of Milot, a documentary to raise support for our work in dealing with the aftershock of the quake. And passing on a caring attitude to my kids is probably the most important thing I’ve done.”

It so happens that caring runs in Lovejoy’s family and goes back to his early days as an orthopedic surgeon. “When I started practicing with my father, also an orthopedic surgeon,” Lovejoy recalls, “I noticed that he went through the accounts at Christmas and looked at those struggling to pay. Then he wrote ‘Paid in Full, Merry Christmas,’ and sent the invoices back to the patients. That was my role model growing up.”

And his father’s example stayed in his mind while he served in the Navy during the Vietnam War. “I was on a ship in the Philippines and we were replacing all the medical equipment,” Lovejoy says. “One of the Filipino corpsmen from a small village said, ‘Man we could really use that.’ After hearing his words, I went to the captain and said, ‘Look they need this in one of the villages, and we’re just going to throw it away.’ He said, ‘Son, I can’t give you permission to do that, but here are the keys to the truck.’ So we took the equipment to the village, and when we got there, they had Christmas tree lights strung up and a banquet waiting for us. They were so thankful that it made me realize how blessed we are as a country. We waste so much when we should be sharing what we have.”

This insight led him to start volunteering while he did a stint at Bethesda Naval Hospital, where his patients included future President Gerald Ford and Supreme Court Justice Thurgood Marshall. He was practicing in Jacksonville by 1991 when he suffered a heart attack and had a quintuple bypass. He was angry this had happened to him but didn’t lose his spirit. He kept doing medical missions in Haiti while maintaining his private practice until 2004. Two years later, he had a second heart attack, and this time he felt a strange sense of peace. “I woke up from surgery hearing a voice saying, ‘Be calm. Be still. Everything is going to be alright.’ And I think it was the Lord telling me he had more for me to do. That’s part of what’s motivated me to keep volunteering in Haiti.”

Another source of motivation is his commitment to his work. So he advises young people to find something they can love doing for a very long time. “If they start,” he
says, “and it doesn’t work, they should realize it’s alright to find something else because being passionate about what you do will make your work easy and fun.” It also helps “to have a cause to live for” as he tells older people. “Get involved in something you like doing,” he advises as both a both an active senior and a physician. “It not only makes you feel good, it’s healthy to be out doing something. In orthopedics, we say life is motion, and motion is life. So you have to have a positive attitude. When I look at patients who have done the best, I see they’re the ones who are motivated to rehab themselves and get back in the mainstream of life. Too often, people say, ‘Woe is me’ and lose the drive they had before.”

That hasn’t happened to Lovejoy who still manages six orthopedic teams a year, one led by his son. Each team goes for a week and does anywhere from 30 to 50 cases. “What makes our effort work is that we have teams and all work together,” Lovejoy says. His medical volunteers come from around the nation, but they’re all best friends within a week. They share a love of what they do and it’s even better doing it together, he explains. “Most of our teams are repeaters who want to come back and be part of our mission.” They’ve left their hearts in Haiti because they’ve seen the results his “caring community” has produced. They’re now building three new operating rooms, see 56,000 patients, and do over 3,000 surgeries each year.

One of them was on a young man named Joseph with a boyish face. “He’s the one we called a light,” Lovejoy says. “Everywhere he went he lit up a room.” Yet Joseph had lost both his legs at age 26. He had been on a street in Port-au-Prince when the earthquake hit. One wall fell on top of him and then another. He spent two days under the rubble, and it was so dark he didn’t know whether it was day or night. When he was at the hospital, he couldn’t move so one of Lovejoy’s volunteers built a trapeze that let him pull himself up in bed. Five years later, his life had changed, as Ellen Lovejoy saw when she paid him a visit. He was living in a small town not far from Milot. He had prosthetic legs and was studying computers. He was wearing a T-shirt that said “U Have Hope,” and he was still smiling. Lovejoy and his Angels of Milot had changed yet one more life. Together, they had made Joseph whole.
Somehow, the families would end up smiling as they left, and many of them would come back to share their stories. Our kitchen became a counseling center, where my mother helped people work through their grief and heal. She was the world’s most tender person, and her ability to deal with a grieving family, especially when a young child had died, was something I will never forget.”

Annette now carries on this tradition of caring at Roberta’s House, a grief counseling center that helps underserved, urban people cope with the death of someone close. Many of them are children and teens, who have lost a loved one to violence on the streets. The young people feel raw inside, as Annette knew when she recently led a support group at her center in the troubled eastern part of the city. She began by saying to the children, “It felt like a dark cloud hanging over you and there was a lot of pain. Where’d you feel that pain?” “In my heart,” one teen replied. “When I lost my father, I was sad and in the dark,” a small boy said of his loss. “I was crying, and I was just scared,” another little boy recalled. “I didn’t have a role model any more.” And what makes the loss even worse is that many kids don’t know how to express their pain. “At first I couldn’t talk to people about it because I would get sad,” one young girl revealed.

She feels better now, and so do the 4,000 other people Roberta’s House has counseled since 2008. Annette’s help is badly needed because Baltimore is one of the nation’s most violent cities. Baltimore endured 344 homicides in 2015, an infamous year when the city erupted in riots. That tally includes Freddie Gray, who sustained injuries while in police custody in April. This year, 85 homicides occurred in the city through April 30 in comparison with 74 for the same period last year. But the numbers only tell part of the story because violence breeds further violence. “You hear about the shootings,” Annette says, “but you don’t hear about the aftermath. It’s like you’re killing 10 other people when you kill one. It’s just slower.”

Unresolved grief is public health problem since it leads to a fight-or-flight response as stress hormones flood the body. People who are exposed to violence often have more health issues than normal and suffer symptoms of PTSD much like those of soldiers who’ve been in battle. Many things can trigger a response: a distant gunshot, a fight in a courtyard, a memorial of flowers and balloons for a homicide victim. Kids who live in places like East Baltimore are always on guard and ready for something to happen, even if they don’t know it or show it. Sadness, fear, and crying are considered weak by the unwritten rules of urban neighborhoods. So the pent-up emotions make kids act out, throw tantrums, take drugs —or explode in violence. “Hurt people hurt people,” Annette says.

She stems the epidemic of pain by helping people
through their darkest moments. Roberta’s House provides the community with 13 free programs, including an adult support group, a homicide survivor advocacy group, and sessions where kids express their feelings by keeping journals and doing crafts. There’s a place for moms who have lost a baby through a miscarriage or stillbirth and a peer-support group for high-risk teens with a history of both loss and criminal offenses. There’s also a weekend camp on the Chesapeake Bay, which provides kids 6 to 17 with three days of bereavement education, adventure, and time to share their feelings. The kids take walks in the woods, climb rocks, and join in talent shows that let them show off their gifts. “We always encourage the children to move their pain toward their passion,” Annette says. That’s what she did when she founded a center to honor her late mom and continue her mission to heal.

Annette knows a lot about healing because she worked for several years as a home care nurse before rejoining the family business and conducting bereavement groups in community centers and churches. Taxing as all this was, she wanted to keep her nursing skills up, so she also worked as a visiting nurse, an experience that broadened her view of the world. “Many of the homes that I would go into were very poor,” she says. “Sometimes I would be treating a patient who was on a mattress on the floor and there would be no electricity or seats to sit in. It was very humbling to see people who were living in these conditions, and it taught me to love people no matter who they are. I also learned not to take for granted where God has placed me in life. I realized that he had put me in a position to influence my community. I had an obligation to use the abilities he gave me to make a difference.”

She came to know her purpose when her mom passed away in 2006. After getting in touch with her grief, she saw how she could turn her own pain into a passion by helping others heal. Twenty-five years in bereavement care and nursing had showed her how people suffer tragic, premature deaths because of stress, poverty, and violence. Yet there were no resources to help them cope, and people were reluctant to reach out for comfort. “Nothing existed,” she says. “No one was connecting the dots to see how the despair and hopelessness caused by so many losses were destroying people’s lives,” especially those of children.

Young people became her focus as she got a firmer grasp on her mission: creating a safe place where people could find better ways to cope and children could express themselves freely. “Before this,” as she explains, “I was
really just working with adults, but there was also a need to work with children. There is a lot of hurt in our children. Their stories are unbelievable. They are living in a war zone. They see friends shot on their front steps. They see gangs. They carry obituaries in their binders. Yet they’re often forgotten when a crisis or death occurs. Nobody asks a child what this means to them, how they feel about it, and how it has affected their life. Only when they become disruptive in school or begin to show symptoms similar to attention deficit disorder do we begin to notice their situation.”

Annette worried that people wouldn’t notice her either when she began asking for grants to start her center. “It was during the stock market crash of 2008, and my brother warned, ‘Nobody is going to give at this time.’ Just when he said that, I received a couple of substantial grants to kick the program off and hire a core staff of people. When that funding disappeared, the struggle really hit, and it took a lot of work to continue the mission through small donations. There have been moments when I was afraid I couldn’t meet payroll and serve the people though we had lots of volunteers. But I have to say God has always come through, and we’re now able to get funding from the federal government, city, and Governor’s Office of Crime Control & Prevention, as well as lots of small foundations and local churches.

Despite some twists, turns, and struggles, we’ve grown from two staff members to 21 staff members and 300 volunteers. All of this tells me, it’s definitely God’s work, no mine.”

And sometimes it does seem like miracles of healing happen in her center. “It’s amazing,” Annette marvels, “what takes place in these groups of adults and children when they problem solve together. They identify with one another. They talk to one another long enough to discover their own answers with help from people who have the empathy and patience to listen to their stories.”

There are many people like that serving at Roberta’s House, and they helped a man whose 20-something son was gunned down while building a fence to protect his family from the drug trade. “When you find someone who cares about you it is a relief,” the man said after turning to the center. Roberta’s House also gave a sense of peace to a 10-year-old girl whose mother was murdered. “They help me think about it and tell myself that it’s okay to cry, and that my mother’s still here with me, even though she’s really not,” the girl said. “Sometimes I write in my journal about how I miss my mother and that helps too.” She and many other Baltimore kids have gone through dark clouds to find a ray of light. Roberta’s House showed them the way.
Six years ago, Manny embarked on a barefoot walk for the world’s shoeless kids. His feet took a pounding as he made his way from Charlotte, North Carolina, to Atlanta Georgia, 300 miles away. “Everywhere I stopped,” he recalls, “a podiatrist examined my feet and applied iodine and antibiotics to them. I had blisters like crazy. I lost a couple of toenails because I hit them against rocks.” He coped with the pain by thinking about the shoeless kids and his own barefoot childhood.

My mind went back to when I was a small child in Nigeria. I thought about my mother, how she sacrificed everything she had so her son could fulfill his dream. While I was growing up, my mom always told me I would one day serve God. I always told her I wanted to make money, but God had a different plan."

His 300-mile World Walk was one step in the journey he’s gone on as head of Samaritan’s Feet. Since 2003, his organization has given socks, shoes, and hope to nearly 7 million children in over 75 countries, including the US. The distribution of shoes and socks is a much more intimate act than just handing out loaves of bread from the back of a truck. Manny’s volunteers measure the children’s feet and then gently wash them in a basin of warm, soapy water. When the kids walk away with their new gear, they feel different. So do the volunteers.

“It’s pretty amazing when you wash someone’s feet, look them in the eye, and tell them they can be anything,” Manny says. “I tell people all the time that I probably run the largest footwear humanitarian organization that has nothing to do with shoes. What we’re really trying to do is inspire hope: to create a vehicle for people on both sides of the washbasin to have their lives transformed.”

A pair of shoes can change a life, as Manny learned while growing up in a two-bedroom cinderblock house with 13 family members. “I used to wake up every morning,” he says, “and pray that God would give me zero-zero-one, which meant, ‘I don’t have breakfast or lunch, but at least give me supper so I can make it to the next day.’” His family was so poor that by age nine he was working as a street vendor to make ends meet. He was out selling soft drinks and water the day a missionary named Dave came to his neighborhood to help with a sports camp and teach basketball to African children. Manny wound up winning a hoops shooting contest though he’d never played basketball before. Afterward, Dave presented Manny with a new pair of tennis shoes, which were much nicer than the flip flops he dreamed of buying. He also looked the young boy in the eye and gave him some words of hope. “He said,” Manny recalls, that “just because all you see around you is poverty, it doesn’t mean that God has forgotten you. Keep dreaming and keep dreaming big.”

This advice led him to believe he could shoot for the stars. So when he wasn’t selling water and soda, he was out on the basketball court. After finishing high school, his talent for the game earned him a scholarship to the University of North Dakota-Lake Region. He didn’t know anything about the US and was shocked at first by the cold. “I thought I was going to die, and I used to joke that ‘I don’t think African people belong in North Dakota.’ But it was the best place. I met Tracie, my wife, and finished my undergraduate degree. I went on to get my masters at Minnesota and joined the technology business during a boom. Life was going very well.”
Then Manny’s father became ill, and he went back to Africa to bury him. He had forgotten the struggles he faced while growing up. But the memories came back when he saw his former home and visited the basketball court where Dave changed his life. The sight of kids on the court gave him a sudden vision of his destiny, he explains.

“They didn’t have shoes. They didn’t have hope.” And looking at them made Manny think he’d been called back to do something “audacious” for those he’d left behind. “About five years later,” he says, “my wife and I started Samaritan’s Feet in our garage with a vision of putting shoes on the feet of 10 million children.” But that wasn’t their sole purpose. They also wanted to pass on a legacy of hope by giving the kids a sense of dignity, the way Jesus died when he washed his disciples’ feet. “I wanted to follow in his footsteps as a servant leader,” Manny says, “by washing people’s feet, looking them in the eye, and reminding them that God created them for a purpose.”

When he told friends what he had in mind they thought he was crazy, especially when he said he wanted to serve 10 million children. But his movement gained momentum when an Indiana University basketball coach shed his footwear in 2008 and generated a donation of 100,000 shoes. Since then a lot of corporations have donated shoes. More than 3,000 basketball coaches have patrolled the sidelines barefoot to advance Manny’s cause, and some have gone with him on mission trips abroad. Even more people have joined his Barefoot for Bare Feet program by participating in barefoot activities, walks, and games to show the importance of servant leadership. And Manny has also gained support from some surprising places. Jack Nicholson donated a dozen pairs of sneakers and some of his dress shoes after hearing about Samaritan’s Feet from his favorite team, the Los Angeles Lakers. Former Indiana Governor Mitch Daniels held a barefoot news conference, and musicians in the Indianapolis Symphony Orchestra performed a concert in their bare feet.

This outpouring of support has convinced Manny that he’s been called to create a world in which there are no shoeless children. There’s much at stake because not having shoes is more than an inconvenience or discomfort. More than 1.5 billion people are infected with parasitic diseases, like hookworm and non-filarial elephantiasis, which come from
contaminated soil. So now Samaritan’s Feet is working on an anti-bacterial shoe that can stop the spread of those diseases. Manny believes they’ll succeed because he knows how much you can do when you tap the greatness within — a message he passes on to the young. “I tell them God created you for a purpose,” he says. “You are destined to accomplish great things. Don’t let the world’s misery keep you from going after the dream God has placed in your heart.”

One boy who followed his advice was the son of a Muslim sheik in a northern Nigerian village. Sani obeyed his father by burning down churches until one day he overheard some talk about Jesus. Sani soon felt the pull of Christianity, and when his father got wind of his conversion he ordered the villagers to execute his son. Sani fled to a Nigerian orphanage, where he connected with Manny and his group. “When we were washing his feet,” Manny recalls, “I smiled and asked him what his dream was. He said, ‘I want to do what you do. I want to bring hope to all the children of the world.’ And Manny helped him reach this goal by sponsoring him to go to college in Orlando. Afterward, he came to work for Samaritan’s Feet before founding a soccer clinic to help children in his country. He’s a success, Manny says, because he “serves as an instrument of God to fulfill someone else’s dreams and desires.”

Another boy who stands out in Manny’s mind came from a village in Peru where he and his group were washing feet. “We were almost finished after a long day,” he says, “when this boy rushed in wearing one flip flop held together by a pin. As one of my team members washed his feet, the little boy started crying and saying something in Spanish. An interpreter told us he was saying, ‘They won’t laugh any more at me.’” And it turned out his twin brother had been there earlier in the day wearing the other flip flop from the pair they shared to go to school. Like Manny, the little boy sold things in the market to help his mom and prayed for enough money to just buy a pair of flip flops of his own. “When we gave him a pair of Nikes,” Manny recalls, “the boy said, ‘I never dreamed this big.’”

These words stayed with Manny and brought him back to that fateful day when a Good Samaritan gave him a pair of shoes and showed him “what God’s love looks like.” His faith has inspired him to give hope to shoeless kids from the dumps of Calcutta to the slums of Kibera in Kenya. And his own sole-ful trip from barefoot boy to benefactor of millions makes him think the kids can do anything they want. “A simple thing can change a person’s life,” as Manny learned for himself. It helps to walk a mile — or 300 — in another man’s shoes — even if he doesn’t have shoes.
JOHN AND JOYCE WANDA
Rachel became one of the Academy’s best students, earning top scores on her primary-level exams and receiving an AAH scholarship to continue her education. She went on to become a student leader at her secondary boarding school in Kampala. Rachel’s mother started her own small business with help from the Academy’s microfinance program, and still volunteers for AAH though her children have all graduated from the school.

Now they can lift their community up and give back, like the Wandas have done for the past 12 years. “We know service to others is the most important thing you can do. When you serve others, you are serving yourself and humanity,” John says. So he and Joyce have worked to provide quality education, medical care, and community development to districts in Eastern Uganda. Besides its school and scholarship programs, AAH also provides health care to over 30,000 patients a year, partners with the Kamal Foundation in Washington, DC, to rebuild five primary schools in Eastern Uganda, and works with the Women’s Micro-Finance Initiative to provide hundreds of women with small loans to start businesses of their own. There’s also a training program for local teachers, and a weekly radio program that challenges local parents and students to focus on education and search for joint solutions to the problems rural Ugandans face.

There’s a desperate need for answers, as the Wandas know from growing up in the villages of Bumwalukani and Bupoto, where mud huts dot steep green mountains near the Kenyan border and children share rough banana-leaf mats while sleeping on the floor. The average monthly income is $50, hunger is common, literacy is low, and the average life expectancy is 48 years. “We had very humble beginnings,” Joyce recalls. “There is no electricity or running water in Uganda, and many kids go to school but end up dropping out.” Like hundreds of other kids in their village, the Wandas thought they would never leave or have a better life. Yet they made their way to the U.S. where they found good jobs, sent their kids to good schools, and threw a ladder back for those they left behind.

They stood out from the kids they grew up with because they had the chance to get an education. John’s home was the only one in his village of 10,000 to have any books, and his father, a coffee farmer, was determined to educate his children. John and his six siblings attended a patchwork of primary schools, sometimes walking five or six miles each way on empty stomachs. Their father sold off his few possessions to pay for their schooling, and eventually all the siblings graduated from high school. John figured he would some day settle in Kampala, where he attended university and met Joyce. When she saw a newspaper ad for a U.S. State Department visa lottery, she applied and was accepted. In 1995, the couple and their infant son boarded a
plane and landed in Washington, DC. John found work as an accountant with the American Chiropractic Association, rose to vice president of finance and administration, and now works at Chapman Cubine and Hussey, an award-winning marketing company in DC. He and Joyce bought a house in Arlington, Virginia, and sent their four children to school three blocks away. “After coming to the U.S. and seeing all the things that are different here,” John says, “our dream was to share this with the kids we left behind, with people who never have a chance to see this in their lives.”

No doubt people in Uganda would have marveled at his children’s education. At Arlington Traditional School, the Wanda children worked on computers and took field trips to museums. They got personal attention, hot meals, and as many books as they could read. By contrast, kids in John’s village walked barefoot to a rickety structure with no books, no electricity, no windowpanes, and hardly any furniture. Teachers often didn’t show up. Children sat in cramped rows on a dirt floor, 75 to a room, reciting lessons by rote, and malaria kept half the students home.

As the Wandas thought about these children they realized, “We came here for a reason.” And that reason was to bring hope to the people back home. But it wasn’t easy, John explains. “We were two young people coming from Uganda who did not have anybody in the US. We had four kids to take care of. We did not have any networks or contacts. We didn’t know how to raise money. We had to figure out how to take care of ourselves while helping people in Uganda so they could rise to a new level. We wanted them to see there is something better.” And they were able to achieve their goals because Americans welcomed them, Joyce says. “We were surprised at how people received us and shared things,” including their funds. With support from their church, the Wandas began providing scholarships for children in government-run schools. But it became clear to them on a trip home that kids with scholarships were still receiving a substandard education.

So they reached out to their community, church, and local schools for help in building a model school for the children of Eastern Uganda. As the money trickled in, John and Joyce began pulling long days. After work, they came home to take care of their kids and then stayed up late corresponding with Uganda on the progress of the school. John and Joyce stopped taking vacations and seldom went out, but they were still happy because they were changing people’s lives. “For me doing this was as important as my family,” John says, “because I consider all of these people as my family.”

He and Joyce wanted the best for them so they didn’t stop after building a great primary school that now has 300 students. Over the years, they have created
a scholarship program that sends 300 kids to high school, and 80 of them are now in college. They have two medical clinics that serve community members, and their microfinance program for women helps local communities be more self-sufficient. Small loans of $100 to $200 have allowed the women to make baskets, do crafts, sew clothes, and plant sugar canes, as Joyce saw on a recent trip where she met with 300 women. “Their lives have really changed,” Joyce, says. “Many of them are now able to support their households and send their children to school.” Most important of all, John adds, they’ve come to realize that “every single person, whatever their means, can help others and make their community grow.”

You can do great things if you believe in yourself. And there’s no better example of this than President Barack Obama, John says. “He has a heritage that stretches not only to Kenya but also Uganda. So those of us who come from East Africa see him as one of our own who has been able to overcome obstacles and rise all the way through the ranks. There is no person more respected for their achievements than this man with an African background who rose to become president of the United States, and we are very hopeful that after he leaves the presidency, he will do greater things both for this country and the world.”

John and Joyce also urge young people to consider the world their home. They encourage their own children to think big and be at the forefront of change. “They were born here,” John says. “They are growing up here, but we want them to be advocates for kids around the world, to stand up for their rights, to share what they have learned, and to know they are truly citizens of the world.” The “key is to think about how other people live,” Joyce says, and realize that “love must reach across borders.” Though America is important, as John points out, it cannot be safe when other parts of the world suffer.

So he calls on the young people of this country to spread the values of democracy and human rights across the globe. “We want them to go out and interact to build connections. We want a better world where people grow together, so we don’t leave pockets of poverty and desperation. If we fail to act, it will eventually catch up with us. So let’s not build a wall around this country. Let’s not build a wall around our communities. We want young people to know they belong to something bigger. We want them to reach out and consider the whole world their home.” The Arlington Academy of Hope is a start, and it’s not just a school. It’s a global project that shows love can cross continents and borders to change lives. If we embrace the world as our home, we can bring hope to humanity as a whole.
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Emily Lites
Age 17, Texas
Founder, Emily’s Smile Boxes

Emily lights up the room with her dazzling smile. The 17-year-old Texan also spreads smiles through hospitals by delivering small boxes of toys and gifts to young patients and their siblings. “When you’re a kid in the hospital,” she says, “you may need more than medicine and medical procedures to make you feel better.” And the siblings of sick kids need some TLC, too, Emily explains. “As a sibling myself, I understand that sometimes the brothers and sisters can be overshadowed.” She also realizes that the illness of a child casts a shadow over an entire family’s life.

“I know how sad it is,” she says. And she, too, was sad seven years ago when Jude, her unborn baby brother became very ill. “I came home,” she recalls, “to a very upsetting, dark, and quiet house. I was concerned, and finally my parents told me Jude had a stroke before he was born and it had caused massive brain damage.” After his birth, Emily and her parents spent a lot of time with him at the hospital where she felt bored, lonely, and scared. But her misery didn’t stop her from looking around and seeing that other kids also looked grim. “There were a lot of people not smiling, not happy,” she says, “and I wanted to do something about it.” So she started Emily’s Smile Boxes to provide activities and fun.

After packing 12 boxes, she took them through the hospital in a little red wagon. Since then Emily has raised more than $100,000 and passed out 11,000 boxes full of coloring books, crayons, puzzles, and games. Her sense of community service helped her become Miss Dallas Teen 2015, and she used her fame to get other kids involved in her cause. Schools and churches, along with Girl and Boy Scout troops, hold box-building events nationwide. Some kids have birthday parties with a Smile Box theme and ask their friends to bring donations instead of gifts.

Many young people also join in each September when Emily hosts a Pediatric Stroke walk/run to educate the community about pediatric strokes and the importance of regular exercise. The event also features lunch, outdoor games, face painters, balloon sculptures, hayrides, and more, along with a box-building party. It’s a family fun day that results in about 400 boxes and gets Emily closer to her goal of some day handing out a million boxes.

The walk/run also gives her a chance to meet some of the folks who support her cause. “I had a family come to my 2016 event,” she says. “The father had been in a train accident which led him to lose three of his limbs. And his kids really appreciated the boxes because they spent time in the hospital for over three months.” And they’re not the only ones who love what Emily does. “Kids send me letters,” she says, “telling me how grateful they are.” And Emily’s grateful for the chance to brighten their days. “I have a passion for helping others, and I want to prove that people can make a difference in the world.”

So she’s determined to keep going until every child stuck in a hospital has a box in their hands and a smile on their face. “I know the children enjoy getting them and that they feel special when they get them,” she says. “I just want them to feel like that.” And her commitment to sick kids shows just how special this young beauty queen is. Her dazzling smile is only the start since her inner beauty is the thing that really counts.
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Kylee McCumber
Age 15, Massachusetts
Founder, Kylee’s Kare Kits for Kidz

Kylee McCumber is turning the tables on hunger. There are 16 million American children who face hunger, some of them in 15-year-old Kylee’s home town of Leonminster. This local tragedy captured her attention four years ago after she noticed that many of her classmates ate their breakfast at school instead of home. When she asked her grandma about it, she was shocked to learn that many kids didn’t have much food at home. “The thought that someone my age could be going to bed hungry really saddened me,” she recalls. “I didn’t believe this could be true, especially in my country. I thought that instead of staying the same, let’s change the game.” And she wasn’t playing around as she held yard sales to start Kylee’s Kare Kits for Kidz.

The kits contained non-perishable food items: cans of soup or ravioli, juice boxes, oatmeal, boxes of macaroni and cheese, granola bars, and fruit cups — enough to last for the weekend. After putting them together, Kylee delivered them to a guidance counselor on Friday. Her first delivery consisted of eight kits, a number that quickly increased to 50 per week. By the end of the 2014 school year, she was serving seven schools with 189 kits, and she now helps over 300 children each week.

Feeding so many kids costs about $1,200 each week, so Kylee had to find new ways of raising funds. She has held pancake breakfasts, car washes, 5K runs, magic shows, and dances. She also went to schools, churches, and local events to speak about her efforts. Along the way she picked up a “Krew” of volunteers, who help her pack the kits and inspired community members to support her cause. Individual donations, grants, and corporate sponsorships have allowed her to raise more than $200,000, deliver Christmas gifts and trees to children in need, provide Thanksgiving dinner for homeless families, and hold ice cream socials where one little boy had his very first ice cream cone.

Yet she still faces challenges, especially when she deals with people who feel the kids’ parents don’t deserve help because they have substance abuse issues or are unemployed. But Kylee has a different take on the people she helps and wants everyone to know that they’re just ordinary folks who wound up struggling after events they couldn’t foresee. She tells her critics she hopes they never find themselves in a situation where they’re hungry and need help, like a little girl who made her cry. “She said, ‘We used to be normal. I don’t feel normal anymore,’” Kylee recalls. And talking to children like her has showed Kylee that “the enemy is hunger, not the hungry.”

She gave this message to the world as a partner with Unilever on Project Sunlight, a campaign for sustainable living. As part of the campaign Kylee went to Mumbai, India, and filmed a commercial to raise awareness of child hunger. But she reminds us that you don’t have to cross oceans to make a difference. “You do not need a passport to feed the hungry. Look around and you will see that it exists in your own hometown.”

It isn’t hard to bring sunlight into someone’s life, she explained in her latest campaign, Share a Meal. Just invite someone to dinner or help out at a community dinner. You’ll also feed your own soul, as Kylee has learned. “It is better to give than to receive, and I receive so much more than I give. It is so important to be grateful for all we have and pay it forward when we can.”
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Anne McSweeney, President, CEU Concepts
Kenan Mujkanovic
Age 18, Kentucky
Founder, Young Visionaries Foundation

Kenan has a vision of a world without violence and need. The 18-year-old Kentucky teen knows something about both because he’s the son of Bosnian immigrants who fled the 1995 massacre that claimed nearly 9,000 lives. “I remember how my parents came from Bosnia during a time of genocide with only the clothes on their back and a grocery bag,” Kenan says. And their arrival in Bowling Green was just the first leg in a long trip to a stable life. When Kenan was growing up his family moved from apartment to apartment until he was almost seven years old. Then their roaming days came to an end after his father saved enough money to build a house. “We were able to accomplish so much because we had faith and never gave up and kept going forward. We always knew what we wanted to accomplish,” Kenan says.

His family also had help from some of the nonprofits in Bowling Green. “I feel like I need to repay that,” Kenan says. “So I founded an organization as a token to the city of Bowling Green and its citizens for assisting us when we needed it most.” His Young Visionaries Foundation helps struggling families by getting youth to volunteer and keeping them away from violence. “It serves to assist kids in need,” Kenan explains, “instill the importance of education, and help them out of poverty.”

In the past four years, Kenan has made many contributions to Bowling Green and gained support from over 200 volunteers. During his Thanksgiving Turkey Giveaway, he and his volunteers fed around 300 low-income residents of the city. On Christmas Eve, they bought hundreds of books for low-income youth to give them “tools for thought” and show them the value of education. On International Women’s Day, they provided roast chicken lunches to needy women and purchased flowers so kids could give them to their moms. The point was to remind kids of the important role mothers play in their lives. And Kenan made another vital point on Earth Day when he organized a cleanup of a greenway trail. His event showed people the value of keeping our environment clean and kept kids off the streets as they helped him pick up litter and plant flowers. After the day’s work, Kenan held a picnic to celebrate what they had achieved.

Hopefully, Kenan got his fill that day because he’s a devout Muslim who observes Ramadan by fasting. He makes the month even more holy, he says, “by using every single day to fight poverty in the community.” Though he might be hungry, he makes sure others aren’t by helping the Salvation Army with lunch on weekends and hosting a One Meal a Day event during the week. Last year, he provided food and water to people who live on the street in Bowling Green. And this year he extended the event to Toledo, Nashville, Bangalore, India, and Atlanta. Thanks to his organizational skills, he reached his goal of giving 1,000 meals to the homeless.

He was also the mastermind behind a march to mark the 20th anniversary of the Bosnian genocide that made his parents seek refuge here. “Those who don’t know history are doomed to repeat it,” Kenan says. So it’s a good thing we have someone like him to remind us as we move ahead. “Change comes through action. I aim to be that action, and to motivate others as well,” Kenan says. And as he plans future projects, he keeps the past in mind. “The families I’m assisting right now, that used to be me.”
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Kira beat a bulldozer to bring Ugandan refugees homes. Thirty-one women and 198 children were about to lose their refugee camp in December 2014 because the land had been sold. The women were among thousands in 1991 who became victims of the Lord’s Resistance Army, a violent militant movement. Forced to flee their villages, they travelled hundreds of miles before winding up at the camp, where they eked out a living using sledgehammers to break rocks for less than $1 a day. Soon they would be homeless again, as Kira realized six years ago when she was 12. She had come to know the women on a trip to Africa with FUNDaField, her family nonprofit.

While there she also noticed the beautiful paper bead jewelry the women made and brought some home to California, where she started her project, Home by the Holidays. Kira set up a booth at a Christmas tree lighting ceremony to sell the jewelry and raise awareness of the women’s dilemma. The local media helped get the word out about her quest to raise $43,000 and get the women back to their old way of life. “We need to transport refugees and temporarily provide for their basic needs in order to give them the fresh start they deserve,” she explained. “It’s easy to help these innocent women and children of Uganda beat the bulldozers and find new homes before the December deadline if we all share a little of the good fortune we have.”

It was a persuasive plea that led people to buy the paper beads and contribute to Kira’s online campaign. The funds allowed her to construct 31 houses and provide the women with essentials like stoves, mattresses, farm tools, and chickens. The refugees were home in time to enjoy Christmas with family and friends because Kira followed a rule that guided her family’s life: “If you see a problem, you fix it. And if someone needs your help, you help them” — words that have convinced teens nationwide to help kids everywhere get a kick out of soccer.

Kira fundraises with a kick because she’s an avid soccer player, besides being FUNDaField’s director of operations. Under her helm, FUNDaField has organized student clubs that have raised more than $400,000, enough to built 10 soccer fields for schools in Angola, Uganda, South Africa, and Kenya, with Swaziland and Haiti to follow soon. FUNDaField has also distributed nearly 12,000 pairs of cleats and socks, shorts, jerseys, and balls to kids who once made balls out of plastic trash bags. Playing soccer heals kids in developing nations where they’ve often been through trauma and teaches them important values: confidence, team work, and fair play. “Sports have the power to change people’s lives,” as David Beckham says on the FUNDaField website.

Sports also bring happiness, as Kira sees on trips to Africa, where she organizes matches for the kids. “It’s amazing how many people show up at our tournaments,” she says. “Thousands of people come to watch and dance for two days. Women show up and sell goods. Music plays day and night.” But the best thing for Kira is kids. “They are so cute, happy, and appreciative. They love soccer, love having a jersey and being part of a team.”

Meeting the kids makes Kira determined to help the many schools that now beg her for a field. And she knows she can succeed even if people tell her she can’t. Nelson Mandela brought home her point, Kira explains, when he pointed to the power of persistence: “It always seems impossible until it’s done.”
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“My great-grandfather was a Marine in World War II stationed in the Pacific,” 16-year-old Remington says. “He inspired me to give a hand to our troops and our veterans.” He also gave Remington the sense of civic duty he first showed when he was eight. His school in Chicago was having a coat drive, so he and his mom bought 30 winter coats in the mall. It was a cold, windy day when his mom drove him to school with all those coats and said he had to get them inside. It took seven or eight trips, but he “felt good inside knowing that 30 kids would be warmer in winter.”

He remembered that feeling two years later when his family moved to Georgia. Remington wanted to keep volunteering, but people told him he was too young and might put an organization at risk for liable. “I was even warned that ‘soup cans might fall on your head,’” Remington recalls. But he wasn’t deterred and decided to march to his own beat by founding Change4Georgia.

In the past five years, his organization has raised more than one million dollars in donations for service members and their families. Together with his classmates, Remington has undertaken a wide range of programs: Operation Oatmeal, which has collected 3,000 boxes of cereal to ship overseas; Operation Hope, which sends letters to soldiers stationed abroad; Suds for Soldiers, a car wash to raise money for scholarships; and Yum Yum Drive to collect candy and gum for soldiers to chew on during long hours of standing duty. There’s also the Dynamite Diaper Drive, and Remington’s always trying to come up with new programs. “What started as my personal project of compassion,” he says, “has now evolved into a community effort,” that encourages students to do their “civic duty.”

Change4Georgia now has over 100 student members and has broadened its mission beyond “serving those who are serving us” to embrace the community as a whole. The students plant trees and hold book drives that have led to the donation of over 100,000 books. They read to preschoolers, hold toy and food drives, adopt stretches of road for trash pickup, and collect sports gear for homeless kids. They support senior centers by raising money for Alzheimer’s research, helping with crafts, and playing Bingo with the seniors. They also partnered with the Red Cross to serve veterans meals. And they have sold hot dogs, ice cream, and root beer floats as part of a Juvenile Diabetes Research Foundation fundraiser. Anything you can imagine they’ve done because Remington thinks “you should make good things happen everywhere you can.”

Remington imparts this message at schools where he tells students “how to make a difference through your service.” For those who wonder how to get started, he offers a number of practical tips. “Determine what is important to you. Start small, but get started. Partner with existing organizations. Keep growing. Get started today!” And most important of all, never give up, he urges the kids. “Stick with your dreams, and don’t let anyone tell you, you’re too young to make a difference. Community service is hard work, but the rewards are endless. The distance between dreams and reality is action.” And despite the roadblocks you face, keep calm and carry on, Remington says when he recalls a man who inspired many during his great-grandfather’s time at sea. “Winston Churchill once said, ‘Attitude is a little thing that makes a big difference.’ Well I have that little thing. If each of us does a little thing, we can make a big impact.”

Remington Youngblood
Age 16, Georgia
Founder, Change4Georgia
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Doug Rauch is one of the most caring people on the planet. The evidence of this is his passion to serve others and a long list of breakthrough accomplishments. It can also be seen in the way he cares for his immediate family, his corporate family, and the many customers he has made feel like family.

Few people lead their lives more in conformity with the Golden Rule, which Rauch believes is applicable to the relationship between individuals, as well as between employers and employees. The size and scope of his caring acts over a lifetime explain why Rauch has been nominated for a national Caring Award and induction into the Caring Hall of Fame.

For 31 years Doug was employed by Trader Joe’s where he worked his way up to the position of president/CEO. He served in this role for 14 years, during which time he helped grow the company from a nine-store 7-Eleven grocery knockoff located in California to a chain with more than 340 stores in 30 states. Building a strong team, he helped make Trader Joe’s into one of the most respected corporations in America, ranking in the public’s mind with Nordstrom, Southwest Airlines, Marriott, Berkshire Hathaway, Disney, Apple, Google, and Starbucks.

In his early years, Rauch worked hard to invent himself — to be all that God had sent him here to be. He strived to venerate his parents who had always loved and believed in him. He has great memories of all the positive things they said about him, especially those he overheard as a child in his pajamas at the top of the stairs when he was supposed to be in bed. Today, he credits his mom and dad as his great heroes and ultimate role models. Along the way, he discovered Peter Drucker, a visionary management consultant who became another hero and mentor. Rauch studied Drucker’s books in detail and learned much, including the idea that the purpose of business is not just to create jobs and produce profits but to be a force for good.

Throughout his career, Rauch spent much time with what he calls continuing education. He sought the opinions of both employees and customers about how Trader Joe’s might improve the quality of its products and services. With equal passion, he looked to educate the company’s employees and create new opportunities for them. “How can I serve you better?” he asked. Instinctively, he knew that employees who master new technology or earn additional degrees not only build their intellectual equity but become more valuable to the company as well. “People are the one great asset you have in any company,” says Rauch. “They are essential, not incidental. They are not a negative but a plus on the balance sheet.”

In order to help train bright, committed, and caring employees, Rauch created Trader Joe’s University. This leadership program was the key element in the development of the company’s culture of caring, which is central to its success. Rauch reports that success involves finding people with good values, training them, looking after them, and giving them ownership of the company. Shopping at Trader Joe’s should be a pleasant experience, Rauch asserts.

From his earliest days as CEO, Rauch was a practitioner of entrepreneurial philanthropy. The idea was that businesses should not only provide the public with high-quality products and great service but also donate profits to advance the public good. In this respect, Trader Joe’s resembled a company created by actor Paul Newman. Newman’s Own offers high-quality products from spaghetti sauce to coffee at reasonable prices and contributes all the profits generated from their sale to...
foundations serving the public. Trader Joe’s followed this example by creating their own line of quality and well-priced products and services.

Rauch has spread “conscious capitalism,” a philosophy that combines all the elements central to the success of Trader Joe’s. He employed these principles while leading the company until his retirement in 2008. Thereafter, Rauch struck out on his own, becoming CEO and co-chairman of Conscious Capitalism, an organization where he supports a business model that benefits “us” and not just “me.” Conscious capitalism embraces four tenets — higher purpose, stakeholder integration, conscious leadership, and conscious culture — that can strengthen business and better society as a whole. It’s an orientation based on Rauch’s conviction that “profit should not be the reason you exist.”

In 2009, Rauch looked for a way to serve the public good through his convictions. As a senior fellow at the Harvard University Advanced Leadership Initiative, he focused on the challenges of food waste, hunger, and obesity. After the fellowship, he became founder/president of Daily Table, a unique, nonprofit retail concept that brings affordable nutrition to a food desert in a working-class part of Boston. His revolution in grocery shopping builds on the sad fact that about 40 percent of our food just gets thrown out, nearly always due to cosmetic blemishes and confusion about expiration dates. By recovering this wholesome food, Rauch has found an innovative way to provide both grab-n-go meals and basic groceries at pennies on the dollar.

So far customers are delighted to shop at Daily Table. His current store is in Boston but more are on the way soon. Rauch hopes to go anywhere he is needed nationwide to make healthy food as cheap as fast food.

What follows is more information on how to build a caring culture in business and why it pays to invest in employees. The goal of the interview I conducted with Doug Rauch was to identify the elements of his intellectual compass. Undoubtedly, there are many young people who would like to emulate Mr. Rauch. If so, they need to know what Rauch has learned and what he believes. I hope that readers enjoy the interview as much as I did conducting it.

An Interview with Doug Rauch:
In Search of Conscious Capitalism

Val J. Halamandaris (VJH): Thank you, Mr. Rauch, for the gift of your time.

Doug Rauch (DR): It is great to be here. Thank you for the privilege.

VJH: I want to begin by asking you about your heroes and role models. Every great man or woman has someone they admire. Walt Disney’s was Leonardo da Vinci and Dr. Martin Luther King, Jr. looked to Mahatma Gandhi. Tennyson told us that he was the sum total of all those he had met. Who are your heroes and role models?

DR: What a great question. I love that. Well, to some degree, I am an amalgam of several people. Joe Coulombe, the founder of Trader Joe’s, was the first person I worked for who didn’t believe that profit was the sole purpose of a business. He had been reading Peter Drucker and taught me that a) a business primarily is about delivering what a customer needs, and keeping that customer happy and satisfied, b) employees are critical, not just pieces of a puzzle, and c) business isn’t a game. It’s not a math problem. It’s not war. Rather, business is an opportunity for leaders to come and do their very best, and engage in meaningful things that create solutions for society.

So Joe was one of my early heroes. Peter Drucker, who I then got to study with, became another. There are
a number of people since then who I’ve come to really admire, including Steve Jobs who, if you read the Walter Isaacson book, was somewhat of a problematic personality. Perhaps so, but as Clayton Christensen wrote, his enduring contribution was to put product over profit because of his maniacal desire to give customers the absolutely best products possible. I admire the fact that he resisted demands that would have pushed him to be mediocre.

My final mentor would be Jim Sinegal, co-founder and former CEO of Costco. I like how he stood up to Wall Street. They put pressure on him by saying, “You’re overpaying your employees; Sam’s Club is paying $7 or $8 an hour less than you are, and that money belongs to us, the shareholders. So you’re stealing from us.”

Jim basically told them to take a hike, but in a nice way. “You don’t understand our business,” he said. “Turnover is one of our major costs. Paying people a livable wage and giving them a good environment induces them to stay.” He also said, “If you like the way we do business, buy our stock. If you don’t, sell our stock.” He had the courage as a CEO to say all this and I greatly admire his determination.

VJH: I love your answer, Doug. Earlier in your speech to the annual convention of the National Association for Home Care & Hospice you mentioned the founders of Nordstrom. I agree this is a great success story. One of the reasons they are so successful, you said, is that they empower their employees to make decisions. There is a wealth of stories about customers who have brought back things they purchased years before and Nordstrom clerks have made the decision in line with company policy to give them their money back. Is their supreme customer service the reason you admire them?

DR: Yes. I shopped at Nordstrom when I was on the West Coast. I missed them when I moved east. It is fortunate that they are now in the Boston area. Nordstrom does a fantastic job. They engage customers by providing wonderful service and building trust. Employees feel that they are trusted, valued, and empowered to solve customers’ problems.

VJH: In your speech a short time ago, you stated that the best formula for corporate success is treating your employees well. We heard the same thing from Bill Marriott a few months before. If you take care of your employees, they will take care of each other and treat your customers well.

DR: That is right. I think the secret of success is to have engaged employees. By that I mean employees who feel they respected, trusted, and have a voice. Engaged employees care about the company and are invested in its success. They enjoy their job and look at serving customers as a privilege. They become your best ambassadors.

VJH: In other words, having great employees at every level is critically important?

DR: Yes. It has been my experience that when times get tough, many businesses make the mistake of firing people in order to save money on labor costs. The point is that they look at labor as a cost, as an expense, not as a key asset. Smart companies look at their people as a resource, as their key solution, and as an inspiration.

VJH: I like your emphasis on the fact that businesses are formed not primarily to make money or create jobs but rather to provide necessary products or services and thereby serve the public good.

DR: Yes. I do believe that businesses are the engines that drive prosperity in our society. The profits that are produced are secondary, though they do make it possible to continue a business and pay taxes that help fuel progress. Profits can also go directly to enhance the public good, as shown by the examples of the Carnegie

Rauch has spread “conscious capitalism,” a philosophy that combines all the elements central to the success of Trader Joe’s.
Foundation and Bill & Melinda Gates Foundation.

I think that the best companies practice what I call “conscious business.” They are aware of their responsibility to all their stakeholders, not just one group of shareholders. They know they have a duty to their community, employees, clients, and government.

**VJH:** So I take it that you are a fan of entrepreneurial philanthropy.

**DR:** I am a great fan. I think entrepreneurial philanthropy and social responsibility are ideas that we are going to see more and more of in the future. I think businesses should do good because it is the right thing to do and not out of a sense of guilt.

They should do it out of a sense of interdependence and interconnectedness. I saw a cartoon that had two guys at one end of a rowboat which is tipped up, and at the other end two guys are bailing water. The guys at the top are saying, “Well, thank God we’re not at that end of the boat!”

My point is that all of us need to realize that we are interconnected in this society. We can’t have a large part of our population struggling without it impacting all of us. It is important that we give back out of a fullness of heart.

**VJH:** Your point is well taken. In contemporary American society, we have business, labor, and government all vying for power and influence at the expense of each other instead of understanding that no one gets it right all of the time. What we need is cooperation and collaboration, the pursuit of the community interest.

What we have is conflict and bald self-interest. Let me ask you about advice to young people. What advice do you give them?

**DR:** My first piece of advice would be to follow your passion. I say this knowing that if you don’t have a passion for what you do, you probably will not excel at it. Life is tough. It is difficult to achieve success easily. The vast majority of us have to work hard over time. Again, you are not going to stick to something you don’t have some passion for. This passion has to flow authentically from your values and your own sense of purpose.

**VJH:** Are you optimistic or pessimistic about the future of America?

**DR:** I am very optimistic. What excites me about our young people today is the fact that philosophically they are practical idealists who have decided to make a difference while making a decent living. They see no reason why they cannot have both. They work very hard and they have already achieved enormous success, and the better they do, the more ways they find to serve humanity. My advice to them is to stay the course. Find an authentic way to express yourself. Use your best talents in line with your values on matters that you feel passionate about and keep at it.

**VJH:** You put me in mind of Warren Buffett, who was asked how he would choose among three pretty evenly matched candidates for a job. He said he would choose the one who was most passionate about doing the job, one for whom working in the position bordered on an obsession. Let me ask you the same question. Which candidates
would you choose in this hypothetical scenario and what criteria would you use to distinguish among them?

**DR:** You know, I absolutely understand Buffett’s comment and I love it. The only caveat I would add is that the obsession has got to be balanced with family and personal life. I think that sometimes an obsession can end up driving people down a road that becomes harmful to their family or their own health.

So I absolutely admire what Buffett said, and I would also assert that you need balance. At Trader Joe’s we used to insist that people take vacations and come back fresh. Working exceedingly long hours doesn’t necessarily make you more productive. So I think we should encourage people to fully live their lives. I used to joke with my employees that “if you don’t have something more important in your life than Trader Joe’s, go find it. This shouldn’t be the end-all and be-all of your life.”

**VJH:** Would you mind sharing with our readers, the story you heard from Colleen Barrett, former president of Southwest Airlines, about how the company went about identifying key people to screen and hire?

**DR:** First, they gather a group of up to 25 people and ask all of them to come in for an interview at the same time. They tell each person to get up and give a short speech. During that short speech, everyone else is listening while Southwest films. What Southwest is really looking for and filming is the reaction of the audience to each candidate. They really don’t much care about the speeches. It is all about the audience members and whether they express empathy for the speaker. Are they listening? Are they interested? Do they care about people?

I thought this was a brilliant way to figure out whether people genuinely care about others. If you ask them, they will answer, “Yes, I do.” But then if you watch them and catch them off guard — you get a more accurate response. Our character comes out in unguarded moments, especially when you are either under stress or reacting emotionally. This is when a person’s true character is revealed.

**VJH:** Did Trader Joe’s do anything similar in screening people?

**DR:** Not formally. Yet John Shields, the second CEO of Trader Joe’s, used to say that if in the first 15 seconds of meeting a candidate they do not look you in the eye, smile, or say something that lets you know they appreciate...
the opportunity to work with the company, don’t hire them. Why? Because the average amount of time that they will spend with a customer is 15 to 30 seconds. So if it takes them three to five minutes to warm up enough to let you know they enjoy the interaction, they are never going to be able to convey their concern for customers.

VJH: Let me ask you about your formative years and the influence of your parents. What did you hear when you were a little boy listening at the top of the stairs when you were supposed to be in bed asleep?

DR: Oh, good heavens. Wow. Let me think about that for half a second. What comes to mind is that I was continually struck by how much confidence my parents had in me even though I didn’t have much in myself. They saw things in me that I didn’t see. They would talk to each other about me and say, “Oh, did you see he did this?” or “I know he can do that.” This helped me erase my self-doubts. It would make me think, “Gee, maybe I didn’t know I could do that.” Their continued confidence, trust, and care, expressed even in quiet moments, instilled in me a sense of confidence. If they believed in me, maybe I should believe in myself.

VJH: I like that. You have expressed a concept that I call image-anation. It seems to me it is what all good parents, teachers, friends, and mentors do for us. We all communicate in images. Those who love us send us a virtual photograph of ourselves not only as we are today but as we could be if we were to fully reach our potential. Another way to say this is that it helps us fully become what God sent us here to be. Do you have a comment?

DR: Years ago I heard about something called the Pygmalion effect in which people sometimes become what you project onto them. If you see them in a negative light it might help reinforce negative behavior. If you see the best in people you have the opportunity to stimulate and reinforce positive behavior. I am not saying that we have control over what people become. Ultimately, they make their own decisions, but we can and should strive to be a positive influence.

VJH: One question that I ask everyone I have the pleasure to interview is: What is the greatest lesson that you have learned in your lifetime? Mother Teresa answered by saying, “You have to love God with your whole heart and soul, love thy neighbor as thyself and love the hole in your heart as much as you love your heart.

DR: I like that answer. I would give you a quote from C.S. Lewis by way of my answer: “Humility is not thinking less of yourself, it is thinking of yourself less.” Humility is very important but it is not about self-deprecation. You’re not diminishing yourself but coming to a place of fullness that allows you to be other-centered.

VJH: I like the concept of being other-centered instead of self-centered. I want to ask you another question that I posed to Mother Teresa, namely if she hated anything. She answered in the affirmative by saying she hated anything. She answered in the affirmative by saying she hated waste and most of all the waste of human potential. Do you hate anything?

DR: Beautiful quote. I don’t know anything that I hate.

VJH: What do you do to build your intellectual equity — or in the words of Stephen Covey, to “sharpen the saw?” How do you stay mentally on what I call the creative edge?

DR: I think it is important to learn from others and keep up with the advances in technology. I like to read and bounce between the philosophical, metaphysical,
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and spiritual. I don’t like simplistic answers. I like practical solutions supported by data, time, and experience. I have immense optimism about our abilities to tackle the challenges before us. It does require cooperation among business and government and public charity. I believe our sense of meaning will come from having a deep spiritual purpose and doing something larger than ourselves.

VJH: Would you tell me about your time with Peter Drucker?

DR: I enjoyed the time I had with him. I wish I’d had more. He was a great thinker. The time I spent with him was rich. He was someone who, all the way into his late 80s and early 90s, could surprise people with fresh, new thoughts, instead of just regurgitating old ideas. He was someone who enjoyed a good laugh. He was a great storyteller. Sometimes he would get so lost in a story you’d thought he’d lost his point, but he’d come around after a while and get right back to it.

With Peter, you always had this sense that life was full of information and learning but there just wasn’t enough time in the day to capture all of it. He was always eager for more and more knowledge and wisdom.

VJH: What are the elements of leadership and how does leadership differ from management?

DR: Peter said that leaders do the right thing and managers do things right. I believe the distinctions between the two words are a bit arbitrary. I don’t think that anyone can be a great leader without being a good manager and you can’t be a good manager without having some characteristics of leadership. Leaders are the ones who see tomorrow and help create the future; managers deal with the present. I think of leaders as kites that catch the wind and managers as the strings that bring them down to earth but also make it possible for all to soar. I think what is critical is that you have a team.

VJH: I asked our mutual friend, Jim Clifton, CEO of the Gallup firm, who he thought of as the best leader he and Gallup had identified. He said, Mother Teresa. How would you answer that question?

DR: This is a great and a tough question. With all due respect to Mother, I would probably select His Holiness the Dalai Lama of Tibet. I had the opportunity to meet him. He is a very authentic person who embraces what President Lincoln once called “the better angels of our nature.” One of the things that make him great is his lack of hatred or hostility even in the face of what can only be called the genocide of his tradition and culture. His response has been to greet all who come into his life with compassion and love. I find his example inspiring to all of us.

VJH: We talked about the blessings of longevity and the biology of youth. We know that you are continuing to do great work. What is next in the future for Doug Rauch?

DR: I’ve got two different projects that I’m putting my heart and soul into. One I call the Daily Table. It is a project that came out of a fellowship at Harvard. It is a nonprofit I’ve started that is gleaning the large percent of what we grow in America and never consume. The best estimate is somewhere between 35 and 40 percent of everything we grow goes to waste. And, at the same time, one in six Americans are food-insecure. They are struggling. Seventeen million kids are not getting the nutrition they need to develop properly.

So to me, the challenge here is how we get this food, which is wholesome and healthy, into the hands of people.
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Did you know that 25 percent of all the potable water in America goes to grow food that we throw out? So how do we tackle that problem, which is an environmental, moral, and ethical issue, and use it to solve the problem of getting affordable nutrition to the one in six Americans who are just struggling to eat well?

At the Daily Table, we’re doing this in a retail setting, where we bring in food, some of which we put out raw and some we cook up. Then we offer it for pennies on the dollar so that it’s actually sold, not given away. Sometimes people ask, “Why don’t you just give it to them?” and the answer is, if you go to the inner cities and do focus groups, you’ll hear that these communities don’t want a handout. They want dignity. More than anything else, they want respect. They want to feel like normal people.

Say I’m one of them. I’m going to go shop. I want to be able to afford nutrition. I want to get milk instead of Coke. I want to get yogurt or fruit and some vegetables because I’ve been told I’m supposed to eat that. I want to get protein for my kids, not just snacks and chips. So creating a store that allows them to come in and get these products at prices that compete with junk food has been one of my passions, I am trying to do it in a manner that gives people a pleasant shopping experience, treats them with dignity, and educates them. We even have a teaching kitchen for kids and parents.

My other project is Conscious Capitalism, a nonprofit that is dedicated to expressing the ways in which we can do business a little better. It really is about elevating humanity through our higher purposes and ways we engage in business that allow us all to flourish.

I also am a grandfather. I have two grandkids, so an additional passion is to stay connected with them and enjoy being a grandfather. I didn’t realize it had so many benefits that parenting didn’t have. I love spending focused time with my grandkids when I’m all theirs. When I’m out visiting my grandkids, I can really give them attention, really spend time with them, and really give them all of myself. I’m loving that.

VJH: You have been nominated for a Caring Award. Mother Teresa told me that caring was the one-word summary of the Golden Rule that runs through all the great religions of the world. What does “caring” mean to you?

DR: I like Mother’s definition. Caring for me would be reflecting on our mutuality and our commonality. In other words, I think that we are wired to care. The leadership consultant Dev Patnaik wrote a book, Wired to Care, where he maintains that caring is not learned behavior; it comes naturally. His point is that it is in our genetic code and neurology. He contends that we have survived as a species in large part because we have caring hard-wired into our brains. As it turns out, it is very important for us as individuals and members of society to have empathy for others and act to help them.

VJH: How would you like to be remembered?

DR: Well, I don’t think it’s a given for any of us to know what our legacy will be. I hope that I will be remembered as someone who cared and used the gifts I was given to the best of my ability. We are each dealt a different hand when it comes to how well we can take of ourselves while also taking care of others. I’d like to be remembered as someone who was able to have some fun, do something meaningful for others, and make a difference.

VJH: In closing this interview, I want to thank you for sharing your wisdom. It has been a high honor to share this time with you. You know that you have our very great respect and admiration.

DR: Thank you Val. The honor is all mine.
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The Caring Institute has voted to posthumously honor Senator Edward M. “Ted” Kennedy with a Caring Award in 2016 and induct him into the Caring Hall of Fame located three blocks from the U.S. Capitol in Washington, DC. The selection committee agreed, as I do, that few people are more deserving of this honor. We all regret that he did not receive this award before he died in 2009. During his 77 years on Earth, he embodied the institute’s values, as expressed by our patron saint, Saint Teresa of Calcutta, who believed that “each one” of us “is Jesus in disguise” and deserves to be loved.

Like her, Senator Kennedy was convinced that every human life is precious. He thought that all Americans deserve equal chances to succeed, that social mobility matters, and that hard work should lead people to prosper. But he also knew that in the end, they should be valued not by material acquisitions but by their characters and the extent to which they use their lives to serve others. In his own life, the senator, along with his family members, always promoted caring, integrity, and public service — the institute’s cherished ideals. The senator stood for truth, justice, and the American way. He was a true superman who put his country’s interests before his own.

Though not a saint, he was a great human being who strived to improve himself and live by the Golden Rule. In nearly 50 years of public service, he helped millions of people, did more than his share to steer America on the right course, and inspired generations of leaders who longed to follow in his footsteps. The senator’s impact outside the realm of government was as amazing as his legislative record, even when compared to the best lawmakers of our nation’s past.

I chronicled their achievements a few years back when I wrote Heroes of the U.S. Congress: A Search for the 100 Greatest Members of Congress. In my book, I mentioned a special Senate committee inspired by then Senator John F. Kennedy’s 1956 book, Profiles in Courage. With JFK as chairman, the committee selected the five greatest senators of all time. When the committee’s selection became official in 1957, the list included Henry Clay of Kentucky, Daniel Webster of Massachusetts, John C. Calhoun of South Carolina, Robert Taft of Ohio, and Robert La Follette of Wisconsin — a fab five whose portraits were installed in the Senate Reception Room. They were also the kernel of my book on 100 heroic lawmakers and after years of research, I selected the other 95, which included members of both the U.S. Senate and House.
There are more to come because a second volume of the book is underway, featuring Ted Kennedy as the greatest lawmaker of all time. This article explains many of my reasons for making this judgment. I am glad I conveyed some of them to the senator when I wrote to him before his death. In my letter, I told him I had concluded that he was “the best of the best” and that I felt blessed to have met him in 1960. I also recalled our years working together, especially following his election to the Senate in 1962. He was a member of the Senate Special Committee on Aging and I was a staffer.

Our friendship endured as we worked together on our nation’s vital issues for over five decades. When the senator passed away in 2009, I chose to honor him by paraphrasing the words Albert Einstein used when he heard of Gandhi’s death: Generations to come will scarce believe that such a man as this one ever in flesh and blood walked upon this Earth.

**Early Years**

Ted Kennedy was born on February 22, 1932, the ninth and youngest child of business leader and diplomat Joseph Kennedy, Sr. and his wife, Rose, of Hyannis Port, Massachusetts. His older brother, John F. Kennedy, asked to be his godfather, a request to which his parents agreed though they drew the line at letting John name the newborn George Washington Kennedy because he had entered the world on the first president’s 200th birthday. As the youngest, Ted received a great deal of love, affection, and wisdom from the entire family. Yet at the same time, he was always in the shadows of his older brothers, John, Robert, and Joe, Jr., the Kennedy’s first-born who his father planned to someday launch on a presidential run.

The family patriarch was especially close to his youngest son. In high school and college, Ted stood out more for his personality and charm than for his academic achievements. Yet he had dazzling athletic gifts and strength. He played tight end when the football team was on offense and defensive end when the opponents had the ball. His coach is on record as saying Ted was one of the hardest-hitting tacklers he had ever seen. At Harvard, he was good enough to receive overtures from the Green Bay Packers, but he declined by saying that his future plans were for law school and public service.

He began serving his nation by enlisting in the U.S. Army, where he was trained in military intelligence and was assigned for a time to the Supreme Headquarters Allied Powers Europe in Paris. The post gave him time to learn a great deal about foreign affairs, tour widely, and enjoy strenuous physical pursuits like mountain climbing and skiing. When he climbed the Matterhorn in Switzerland, he impressed many people.

And he kept rising to new challenges after his discharge from the army in 1953. He followed in Robert’s footsteps by enrolling in the University of Virginia School of Law and graduating in 1956. At this time, JFK tapped him to be campaign manager for his Senate run in 1958. Twenty-five-year-old Ted proved to be somewhat of a master, and Boston political experts hailed his talent for making everyone he met feel they were special. He was far better at interpersonal relations and “wholesale” politics than...
JFK who sometimes came across as aloof or Robert who appeared to be shy around strangers.

In 1960, his gift for connecting with people led JFK to put him in charge of winning over the 12 western states in his run for U.S. president. And he lived up to his brother’s hopes by doing an outstanding job. Everywhere he went people loved him. Men admired him and hoped for a chance to have a beer with him. Women were taken by his good looks and charm. Even the most diehard Republicans were impressed — and I was, too, as a student campaigning for JFK. I remember watching him with my mentor, Senator Frank E. Moss, as he held mesmerized crowds in the palm of his hand. I remember being amazed at how he was game for anything and did it all with such gusto, whether it was fly fishing, bronco riding, or skiing. I remember how he listened intently to farmers, ranchers, and small businessmen. I recall the close attention he gave to coal miners who told him about the challenges they faced to feed their families. And I’ll never forget how he responded with a few reassuring words and extended a callused hand which showed he was no stranger to hard, physical labor.

At one point, I even wondered whether we were running the wrong Kennedy brother for president. Then I reminded myself that candidates must be at least 35, so Ted was too young by law to hold the nation’s highest office. But Ted wasn’t too young to make an impact on the outcome of his brother’s campaign, and all his hard work paid off. Though JFK lost most of the 12 western states, he did win some pivotal ones, including Wyoming whose delegation gave JFK the final few votes he needed to win the nomination at the 1960 Democratic Convention in Los Angeles.

When JFK triumphed in the general election that year, no one was happier than Ted. The victory lessened some of the pain he and his family had suffered over the years. There had been several losses starting with the death of Joe, Jr. while on a special mission in World War II, dashing his father’s hopes. Though John survived the war, he was badly injured while serving as a naval combat officer in the Pacific. And the tragedies kept mounting. The Kennedy’s fourth daughter, Kathleen, died in a plane crash, and Rosemary, the oldest, had a failed lobotomy that left her unable to walk or speak. Through it all, the Kennedy family remained close-knit and kept working together to elect one of their own as the first Catholic president of the United States. When they succeeded, they rejoiced. And America did, too.

Serving in the U.S. Senate

On January 20, 1961, JFK was inaugurated as president of the United States. One of his first official acts was to appoint Robert as the nation’s attorney general, and some thought Robert would run for his brother’s Senate seat. Instead, he chose to remain as attorney general and devote himself to the fight for civil rights. The decision opened the door for a host of party leaders who wanted to run to fill the rest of JFK’s term in the Senate. But Joseph Sr. announced that Ted would run for the seat.

The only hitch was that Ted was 29 and the law required senators to be 30. So Joseph convinced the Massachusetts governor to appoint a political leader who would serve for a year and hold the seat open for Ted. He filled it in November 1962 after being elected to complete JFK’s unexpired term and two years later was re-elected to a full six-year term in his own right. He went on to be re-elected
seven times and serve a total of 47 years, the fourth-longest Senate term in the history of our nation. At the time of his death, he was the second most senior member of the Senate.

During his tenure, Senator Kennedy introduced more than 2,500 bills and saw some 300 of them signed into law. The bills were on a vast range of subjects from AIDS care to women’s rights. They addressed the subjects of apartheid, armed services, civil rights, cancer research, clinical laboratory reform, climate change, children’s issues, disability issues, education, election reform, fraud and abuse prevention, and health insurance for all Americans. The senator was also the prime mover behind bills on home care and hospice, LGBT rights, immigration, nursing home reform, Medicare and Medicaid, minimum wages, patients’ bill of rights, pension protection and portability, Social Security, veterans’ issues and women’s issues.

Medicare and Medicaid: There would have been no Medicare or Medicaid program without him. When he arrived in the Senate in 1962, the bill to create the programs faced roadblocks. President Kennedy lost the first three votes, and the southern senators who controlled the Finance Committee were determined to keep the bill bottled up. In response, JFK helped create the Aging Committee to make an end run around the southern bulls. Senator Kennedy supported him by recruiting the junior senators and working with Moss to plan a barnstorming series of hearings nationwide. The schedule was announced in advance and seven members of the Aging Committee promised to be at the hearings. With the president’s brother on board, these events caused a stir, especially since they took place when TV was just coming into its own. Public clamor for the programs increased as the Aging Committee marshaled senior organizations. With every day, the drumbeat for enacting the bill grew louder. It was a civil rights issue that would determine “the very future of American democracy and how we will be viewed through the prism of history,” as JFK explained.

Like President Kennedy, Ted Kennedy defined Medicare and Medicaid as a civil right however Medicare passed only after the president was assassinated. Ted Kennedy worked closely with President Johnson, Congressman Pepper and Senator Moss to make this happen.

Home Care and Hospice: Senator Kennedy worked with Congressman Pepper and Senator Moss in 1965 to include a home care benefit in Medicare. In 1972, he again worked with them to remove a requirement for copayments — or cost sharing to access the benefit — which he called a “sick tax” that limited access to home care. He also worked with these colleagues, along with Senators George Mitchell, Bob Dole and John Heinz, to add the hospice benefit to Medicare in 1982. Throughout his career, he was one of the strongest proponents of home-based care and hospice. His last legislative achievement before he died was the CLASS Act, allowing citizens during their income-earning years to set aside money in an account to pay for long-term home care if they became unable to perform at least one of the essential activities of living. This bill was included in the Affordable Care Act of 2010 but was never implemented.

The Medicare Prescription Drug Act of 2004: Senator Kennedy had long advocated covering prescription drugs under Medicare. Working with President George W. Bush he helped ensure passage of this legislation. This bill initially included a provision which would have required copayments for home health care in Medicare. The senator argued that this had been tried before and proven counter productive. He quoted studies to the Senate Aging Committee showing it cost more to collect the copayments
than it saved the government and that it constituted a real barrier for seniors who needed home care most. Let's not repeat the mistakes of the past he argued, persuading his colleagues to drop the idea.

The Civil Rights Act of 1984 and the Voting Rights Act of 1965: As a member of the Judiciary Committee he helped President Lyndon Johnson pass this historic legislation. Over the years, he helped defeat later efforts to dilute the legislation.

The Americans with Disabilities Act: In 1990, he worked hard to win passage of legislation that protected Americans with disabilities and safeguarded their civil rights. He worked with Senators Bob Dole and Tom Harkin, colleagues who were two prime movers of the bill that was signed into law in 1980 by President George H.W. Bush.

Social Security and the Minimum Wage: Senator Kennedy made it a priority to protect seniors who too often had little to live on besides this benefit. In 1972 he helped Senator Frank Church move to pass a one-time increase in payments that pulled millions of seniors up over the poverty line. He also won passage of a provision that mandated yearly automatic adjustments to Social Security payments so seniors could keep pace with inflation. He also advocated for a minimum wage which was his way of making sure everyone earned enough to keep body and soul together.

COBRA and the Health Insurance Pension Portability Act: The senator won legislation giving people who lost their jobs a way to pay premiums and remain on their former employers’ health insurance plans for a year. His legislation also made it possible for Americans to take their pension coverage with them when they changed jobs.

Fighting AIDS: Senator Kennedy took steps to fund AIDS research at the National Institutes of Health. With Senator Orrin Hatch he pushed through Ryan White waivers and other measures to ensure that people stricken with the disease did not lose their health care coverage.

Volunteers in Service to America: Senator Kennedy was an advocate of the Peace Corp established by his brother, John, and initially directed by his brother-in-law, Sargent Shriver. He also championed the National Teachers Corp, a predecessor to AmeriCorps, which empowered thousands of American students to teach peers who did not have access to good schools. His National Community Services Act likewise encourages volunteers to give back and help those in need.

Universal Health Insurance for all Americans: The senator’s greatest dream was for all Americans to have access to health insurance coverage. As noted, he played a major role in winning the passage of Medicare. Then he sought to extend this coverage to all Americans, and like JFK, he argued that this was a basic civil right. In 1972, he worked with President Richard Nixon, who had proposed an employer-based form of national health insurance. At the urging of many, including organized labor, he held out for a single payer system. The opportunity to pass this legislation ended in 1974 when Nixon resigned. During the early years of the Clinton presidency he worked to win passage of a national health insurance plan. When the votes were not there he worked with First Lady Hillary Rodham Clinton and Senator Hatch to create the Children’s Health Insurance Program bringing coverage to some eight million young Americans. In 2005, Senator Kennedy worked with Republican Governor Mitt Romney to pass legislation in his home state of Massachusetts extending health care coverage to all of the state’s citizens. I was a special invited guest as I joined Senator Kennedy on April 12, 2006, when the bill was signed into law.

In 2008, Senator Kennedy saw that Senator Barack Obama could keep the dream alive and endorsed his candidacy for president. Senator Obama, like Senator...
Kennedy thought universal health care coverage was a top priority. He made it one of the pillars of his campaign and kept pushing for it after being elected. On March 5, 2009, President Obama brought the key members of the Senate and House together with top health care experts in the East Room of the White House. I am proud to say I was one of those privileged to be in the room. The guest of honor was Senator Kennedy who had recently announced that he was fighting cancer. The senator received a hero’s welcome and a standing ovation from everyone there, Republicans and Democrats alike. The members of Congress worked hard to win passage of the Affordable Care Act because the president made it his top priority and considered it a tribute to Kennedy’s 47 years of devoted service in the U.S. Senate. The legislation passed and was signed into law on March 23, 2010, but Senator Kennedy was not there to see it. He died on August 25, 2009. Senator Kennedy was remembered well by President Obama and a long list of others for this signature achievement on which he had worked much of his life.

Kennedy the Man

Who was Senator Ted Kennedy? What were his values? What was important to him?

The answer is he was a stellar human being who was larger than life. And what loomed largest in his thoughts was his family and country. He loved his wife, children and thirteen nieces and nephews, who he treated like a father.

He met Aristotle’s test of leadership which is leading through caring. He had the intellect and vision to see what was happening, to identify problems, and come up with plans and solutions. He grabbed life by the lapels and sought to shape it. He was an activist, not someone who would have been comfortable sitting on the sidelines. He lived a life of intent and limited regrets. Like Gandhi, he believed that your life is your message and that you must be the change you wish to see in the world. He had a keen sense of empathy that allowed him to stand in the shoes of others, share in their pain, and revel in their joys. He also had a gift for communicating and bringing people together. He could inspire people to join forces to make their common dreams come true and secure a better future for all.

He projected energy and vitality. Wherever he went he made things happen and punched a big hole in the air. He brimmed with self-confidence but spent most of his time encouraging people to think for themselves, not wait for others to tell them what to do. To be sure, he had a sense of justice and fair play. He expected people to respect one another, play by the rules, and be grateful for the gifts they had received, especially that of citizenship in the USA. He also expected people to work hard and served as a role model by working very hard throughout his life. Yet he loved to play and approached leisure with vigor — a trait often used to describe him and his siblings.

He aspired to excellence and believed nothing was impossible. He had a strong religious faith which helped him deal with the many tragic blows he received, especially the assassination of his brothers and watching his son lose a leg to cancer.

He enjoyed people and loved being with them. He was always positive, upbeat, and grateful. No one wrote more thank-you letters or sympathy notes. No one called more people to congratulate them, urge them to get well soon, or...
express condolences when needed. These honest and sincere efforts came from the heart and were received with great joy and respect. I will never forget how he called my mother who was thrilled when he told her I had been selected for a major honor from the U.S. president. He always sent me hand-written birthday cards, and I couldn’t imagine how he had time to remember my birthday among all the millions of Americans. When I found out that he had nominated me several times to receive high honors, I was deeply touched and moved. I also treasure how he called to cheer me up during a dark hour when I was trying to deal with my mother’s death. But I wasn’t the only one. He reached out to thousands of people, offering so much love that you could not help but love him in return. Gandhi put it well when he said, “The fragrance always remains in the hand that gives the rose.”

He was a great and loyal friend who treated everyone the same — as well as humanly possible. He spoke to everyone he encountered, believing with Tennyson that we are all part of those we have met. He was happy to be shaped by others and left his mark in the form of the radiant smile he gave all who shared a moment with him.

He was always looking for ways to give back. He personally supported numerous charities, including organizations that helped the disabled or children, fought diseases like cancer and diabetes, and worked for handgun control. He was generous to a fault and clearly believed that to whom much is given much is expected. He felt he had been richly blessed and sought to give as much as possible to help others.

Anyone who has ever had the honor to meet his sons, Edward Jr. or Patrick, knows he was a great father. The sons have the same passion to serve, and what they have achieved at an early age surpasses what most human beings accomplish in their entire lives. They have already made a great and positive difference, but “Past is prologue,” as it says on a corner of the National Archives Building in Washington, DC. A cab driver once explained these words to me by saying, “You ain’t seen nothing yet.” I agree with his notion that the best is yet to come, and I look forward to leading the applause when the senator’s sons make their mark. I know that he loved them heart and soul and that he was immensely proud of them.

Senator Kennedy also found the great love of his life in Victoria Reggie who he married on July 2, 1992. She loved the man for who he was and wanted nothing so much as to be with him and make him happy. She did exactly this and anyone who knew him saw a change after the marriage. You could see the joy in his eyes perhaps because he had finally found what he had been looking for all his life. He was at peace and clearly in love. It was the stuff of legends, as if he had found that missing piece of himself which allowed him to finally be all that God sent him here to be. He loved her with every fiber of his heart and soul. She fully returned his feelings, making the last 17 years of his life a rhapsody of harmony and love.
I believe the best way to get to know someone is to take the measure of what they say in their own words. Following are some of my favorite quotations from Senator Kennedy:

**On Values**
We hear about our values all the time these days. We are told that we are divided over our most basic beliefs. I do not believe that is true. We have differences of opinion because we pride ourselves on our pluralism. But there is much more that unites us. We share a profound commitment to basic rights for all — rights to life and liberty, to opportunity, to a decent education, to a job. We believe in fairness and honesty in business. We believe in a free press eager to speak truth to power. We believe that the government cannot tell us whom we can marry or where we can worship or intrude on any of our other important personal and family decisions. With so much to unite us, we must join together in rejecting those who coarsen our political system and divide us for our own purposes.

**On Tolerance**
I know we begin with certain disagreements. I strongly suspect that at the end of the evening, some of our disagreements will remain. But I also hope that tonight and in the months ahead, we will always respect the right of others to differ, that we will never lose sight of our own fallibility, that we will view ourselves with a sense of perspective and a sense of humor. Above all, in the New Testament, even the disciples had to be taught to look first to the beam in their own eyes and then to the mote in their neighbor’s eyes.

**On Health Care**
We will take strong steps to see that America has a 21st-century workforce for a modern and responsive health care system. We must invest in training the doctors, nurses, and other health professionals who will serve the needs of patients in the years to come. And we must make sure that an emphasis on primary care and basic prevention is at the heart of our efforts. To achieve these changes, all must share the responsibility and costs — businesses, government, health care providers, and individuals alike. Health reform will benefit all our citizens, reduce the financial burdens on our nation’s businesses, and put the health care industry itself on a sustainable basis. Change is never easy, but the status quo is no longer acceptable to any except those who profit from the current broken health care system. We cannot afford to wait — or to fail. And we will do neither. And when successful reform takes hold, the American people will wonder what has taken us so long.

**On Home Care**
I am absolutely convinced that one of the most important elements in a humane and effective health care system is the ability to treat people in their own homes when medically appropriate. Improving the financing and the delivery of home care services should be at the top of Congress’s priorities; it is certainly at the top of my own personal legislative agenda for health care.

**On the Democratic Party**
Our cause has been, since the days of Thomas Jefferson, the cause of the common man and the common woman. Our commitment has been, since the days of Andrew Jackson, to all those he called “the humble members of society — the farmers, mechanics, and laborers.” On this foundation, we have defined our values, refined our policies, and refreshed our faith.

**WHAT THEY SAY ABOUT SENATOR TED KENNEDY**

After his death everyone from the president to the leaders of other nations to his family, friends and colleagues tried to take the measure of this great man, to salute him, and capture his essence for future generations.

For five decades, virtually every major piece of legislation to advance the civil rights, health, and economic well-being of the American people bore his name and resulted from his efforts.

—President Barack Obama

Senator Ted Kennedy was one of the most influential leaders of our time, and one of the greatest senators in American history. His big heart, sharp mind, and boundless energy were gifts he gave to make our democracy a more perfect union. As president, I was thankful for his fierce advocacy for universal health care and his leadership in providing health coverage to millions of children. His tireless efforts have brought us to the threshold of real health care reform.

—Former President Bill Clinton
He crept into my heart and before I knew it, he owned a piece of it. He took on the role of being my older brother — I couldn’t understand why he was going out of his way for me.

— Vice President Joe Biden

We’re not talking about philosophy or party. The finest legislator I ever worked with was Ted Kennedy.

— Former Senator Alan K. Simpson

Ted Kennedy’s courage and resolve are unmatched, and they have made him one of the greatest legislators in Senate history.

— Former Secretary of State and Senator Hillary Clinton

He was a model of public service and truly an American icon. He had a work ethic like no other and had risen to every challenge he’s faced. And he’s had plenty of challenges.

— Senator Harry Reid

In a life filled with trials, Ted Kennedy never gave in to self-pity or despair. He maintained his optimistic spirit, his sense of humor, and his faith in his fellow citizens. He loved his family and his country — and he served them until the end.

— Former President George W. Bush

I have described Ted Kennedy as the last lion in the Senate, and I have held that view because he was the single most effective member of the Senate.

— Senator John McCain

I have known Ted Kennedy for more than 47 years. In that time, it has been my greatest pleasure to work with him in the Congress to try to tackle many human problems, but I am especially gratified by his contributions to the cause of civil rights and voting rights.

— Congressman John Lewis

Senator Kennedy was a passionate voice for the citizens of Massachusetts and an unwavering advocate for the millions of less fortunate in our country. The courage and dignity he exhibited in his fight with cancer was surpassed only by his lifelong commitment and service to his country.

— Former President Jimmy Carter

Senator Kennedy had a grand vision for America, and an unparalleled ability to effect change. Rooted in his deep patriotism, his abiding faith, and his deep concern for the least among us, no one has done more than Senator Kennedy to educate our children, care for our seniors, and ensure equality for all Americans.

— Former House Speaker Nancy Pelosi

One of my greatest honors as a U.S. Senator has been my opportunity to work with and become friends with Ted Kennedy. Senator Kennedy was a true leader who worked as hard behind the scenes to improve people’s lives as he did in public. His commitment to achieve the best of America for every child, every family, and every worker was unmatched. We have truly lost the Lion of the Senate — and he will be sorely missed.

— Senator Debbie Stabenow

Ted Kennedy’s wit and stories, his passion for a cause and his country, and his love for the Senate just made you want to go to work every day. He never gave up and had a fiery zest for the legislative battles that was always tempered by a bipartisan pragmatism. He was incredibly strong and effective and had the deep respect of everyone that worked with him.

— Senator Amy Klobuchar

When I was young, Ted Kennedy was larger than life. I could not believe it when I first walked out on the floor of the Senate and he walked over to welcome me. From that day on, he became a valued friend, a courageous partner, and a personal mentor. From my earliest memories in the Senate when I watched him patiently and passionately argue to pass the Family and Medical Leave Act, to his last moments when he led the charge to pass legislation that guaranteed equal pay for women and encouraged Americans to serve and give back to their country as he did, Ted never once stopped fighting for those who couldn’t fight for themselves. The country is indeed a better place because of him.

— Senator Patty Murray

No words can ever do justice to this irrepressible, larger-than-life presence who was simply the best — the best senator, the best advocate you could ever hope for, the best colleague, and the best person to stand by your side in the toughest of times. He faced the last challenge of his life with the same grace, courage, and determination with which he fought for the causes and principles he held so dear.

— Secretary of State John Kerry
Mother Teresa, now Saint Teresa of Calcutta, seldom granted interviews. She was too busy doing things to spend much time talking about them. Yet she did take some time now and then to answer questions from interested parties. I was among them, and at a meeting in Las Vegas, a few of us who knew her compared notes. Joining me were Glenn Kielty, a builder and developer who has given or raised the money to build more than 50 homes, missions, and schools for Mother’s Missionaries of Charity; Dale Brown, the renowned coach, mentor and humanitarian; Larry Kline, Mother’s physician; and Michael Collopy, the award-winning photographer who followed Mother for years. At Mother’s canonization in Rome on September 3, 2016, I took the time to string together questions and answers that we received from Mother as if I were interviewing her live. I believe the result provides a good start for understanding her and the values by which she lived.

Val J. Halamandaris (VJH): You and your sisters do amazing work with the sick and dying. I would like to ask how you do it. I have seen videos of Calcutta, and I know I could do the work for while. I am a pretty empathetic person, but I believe I would be burned out there in a matter of weeks. How do you find the strength to keep on doing this most challenging form of caregiving?

Mother Teresa (MT): Mind is everything. What matters is why you do it. If you do it out of duty or out of obligation, it will deplete you. If you do it out of love, it will energize you.

VJH: So love is the answer?

MT: Yes, we are not called upon to do great deeds. What matters is how much love we put into everything we do.

VJH: What is the solution for dealing with the stark poverty we see in some parts of the world?

MT: If we would just learn to share, no one would go hungry. There is plenty of food to feed the world, but much of it is going to waste. By the way, there is a poverty of the spirit in the U.S. and developed world that is far worse than the poverty of the body seen in the less developed world. It is a terrible thing to be hungry or homeless, but it is far worse to be unloved.

VJH: How do we deal with the poverty of the spirit that you spoke of?

MT: We must value all people because each and every one of us is a child of God. We must celebrate individuals based on the content of their characters and the extent to which they use their lives for the betterment of others. We should stress the importance of caring. Caring is love in action, the one-word summary of the Golden Rule that runs through all the great religions of the world.
VJH: What is the greatest lesson you’ve learned in your lifetime?

MT: Love God with your entire heart and soul, love thy neighbor as thyself, and love the hole in your heart as much as your heart. In other words, be grateful and thank God for whatever you have received, even if this includes having a heart attack, because it is all part of his plan. It is intended to shape you and mold you to help you fully become what God sent you here to be.

VJH: Do you hate anything?

MT: Yes. I hate waste, most of all the waste of human potential. I also hate having my picture taken and speaking in public.

VJH: You are one of the most photographed people in the world. If it is so offensive to you, how do you deal with it?

MT: I made a deal with God. Each time my picture is taken a soul is released from Purgatory. That is why I love movie cameras, because souls are just flying up to heaven.

VJH: Permit me to ask a similar question about speaking in public. How do you explain being one of the world’s greatest speakers?

MT: I’m not.

VJH: The world thinks you are.

MT: That’s their problem.

VJH: Seriously, what are the mechanics of making a great speech?

MT: I would rather wash the feet of a leper than speak in public. What I learned to do is bring my hands together and offer a prayer asking God to say through me the message an audience needs to hear. I become God’s pencil.

VJH: Do you fear anything?

MT: I fear only money because Judas sent Jesus to his death for 30 silver pieces.

VJH: But isn’t money necessary to support your order and allow the Missionaries of Charity to continue doing great work?

MT: Yes, but we do not rely on it. We rely on Divine Providence. You can run out of money, but you never run out of Divine Providence.

VJH: Is there a correct way to pray?

MT: Prayer involves closing your eyes and listening intently to the voice of God. We are not compelled to speak although a few well-chosen words of thanks and gratitude are always appropriate. We should always say “thy will be done” rather than “help me win the lottery.”

VJH: I know you believe that prayers are answered. Do they also bring you peace of mind?

MT: Prayers are indeed answered, and there are more miracles that result from prayer than this world dares dream of. Too many people spend their time wishing for more material things rather than asking for peace in the world and peace of mind. Remember that prayer and worry are contradictory acts. If you’re going to do one, don’t do the other.

VJH: Mother, you have had to deal with more than your fair share of adversity. What is the secret for transcending hardships?

MT: Life tests us all, so always choose the hardest way. Maintain a positive attitude. Be persistent and determined. Look to help as many people as possible in order to glorify God. Look at people and smile. Let them see the light of God in your eyes.
From September 3rd to 5th of this year, my wife, Kathy, and I had the honor of being invited to witness the canonization of Mother Teresa in Rome. It was truly a life-changing experience. We were there representing the home care and hospice community and planned to present the Caring Institute’s International Caring Award to Pope Francis. In the eleventh hour, Vatican officials told us the pope needed to spend time with the many heads of state at the event and had to delay accepting the award, a bronze statuette of Mother Teresa. Despite this setback, our trip was full.

On Saturday we met Sister Prema, who succeeded Mother Teresa as head of the Missionaries of Charity. We were impressed by this angelic leader, who invited us to join her and seven of her missionaries for an early morning mass. Glenn Kielty, the Caring Institute’s International Chairman and his wife, Linda, who together did more for Mother than anyone, headed our delegation. The four of us were ushered into a tiny chapel located in the home of Mother’s order, which Pope John Paul II built within Vatican City to honor her and her sisters.

After the service, the sisters blessed us, invited us to offer our own prayers, and urged us to make them count. They also informed us that prayers offered in the name of someone who would be canonized the next day were likely to be answered. I had prepared and read off the names of family and friends, NAHC members and leaders. I prayed in the name of the entire home care and hospice community. I prayed for health, happiness, long life, and prosperity for dozens of people in our circle.

Standing in the Missionaries’ tiny chapel we felt as if we were directly plugged in with the Almighty and being electrified in a good way. The sensation of renewal, empowerment and excitement can only be described in one word: WOW! I have always been blessed with high energy, but I was getting the idea that I could do anything — including flying without benefit of an airplane.

My sense of exaltation increased as we toured St. Peter’s Basilica, the imposing papal enclave anchored by Michelangelo’s dome. We gazed at his awesome Sistine Chapel and Pietà, a poignant statue of Mary holding a dead Jesus in her arms. Two minutes in this environment are enough to convert a diehard atheist to a believer.

I’ll never forget these images and sense of marvel. I was close to tears the whole time thanking God and Saint Teresa for my blessings and wondering how I, a one-time skeptic, had been granted this holy transformation. All I could do was say thanks for my life, family, and wife, for the chance to work with the dedicated people of home care. And I was informed that Pope Francis is also a big fan of home care and hospice who urged us to bring some of our members to meet him.

On Sunday we lined up to enter St. Peter’s Square. A crowd of more than 250,000 pressed into the square and thousands more watched the event on big screens outside the plaza. So we were a few among many, but we were treated like stars because we represent home care and hospice. We stood about 100 feet from the altar on a high balcony as we witnessed a mass in which Pope Francis praised Mother for her charitable work. We will, of course, never forget the moment when he officially proclaimed Mother to be Saint Teresa of Calcutta as the crowd broke into applause and many were moved to tears. These sights and sounds are forever blazed in our minds.

So is another mass we attended at St. Peter’s Square on Monday, September 5, now Mother’s saint day. The plaza was full of people who had come from around the world to celebrate Mother’s life. As I stood among them, I was struck by the sense of respect and gratitude that emanated from the crowd. The sight of so much goodness in one place reminded me of a NAHC convention. I also noticed the huge image of Mother Teresa which hung from the Vatican’s façade below the pope’s ceremonial window. The imposing photo was taken by Michael Collopy, a world-class photographer who followed her for several years and now serves on the Caring Institute’s board.

The institute also has ties with Blanche Baker, a renowned sculptor who crafted the image of Mother which we plan to give Pope Francis. It appears here along with a photo of Sister Prema, who has custody of the award until His Holiness can accept it. We look forward to being called back to the Vatican and will respond whenever Divine Providence permits.
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