President Bill Clinton, along with President George H. W. Bush, work to help victims of the 2004 tsunami.
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The Caring Institute: Taking Stock as It Begins its 30th Year

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 the 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 year we begin our 30th year celebrating people from all walks of life who are large of spirit and have used their lives for the betterment of other. Our goal has been to promote caring, integrity, and public service.

Along the way we created the Caring Photography contest, Caring Poster Contest, Caring Kids Program to answer the last wishes of profoundly ill or dying children and Caring Awards Ceremony complete with a museum called the Caring Hall of Fame which is located three blocks east of the U.S. Capitol in what was the first Washington, D.C. home of the great civil rights leader, Frederick Douglass.

The first Caring Awards were awarded to adults in December of 1988 and the related program for kids of school age began in 1990. This year marks the 27th year of the Caring Awards Ceremony.

In the course of these years, we have been touched by the lives and deeds of many very special people and believe that we have uplifted them and enhanced their ability to do their important work. We are also delighted that we have inspired a host of others who have adopted the same formula for recognizing people who do good deeds including the CNN Heroes Awards and The Points of Light Foundation initially implemented by President George H.W. Bush. As far as we are concerned, the more of this the better. The news is still dominated by those who do horrific things rather than those who do things that uplift the human spirit. This needs to change because a nation becomes what and who it honors.

We have come far but we are still in our infancy. Clearly, the best is yet to come. We remain committed to making America again what it has always been, the most caring nation in the history of the world. We are determined to honor the words of our first chairman, Senator Frank E. Moss who said, “Whether for the individual or for the nation, self is best served by transcending self.”

Val J. Halamandaris, Founder
Executive Director
The Frederick Douglass Museum and Caring Hall of Fame
An Oasis of Goodness on Capitol Hill

Fredrick Douglass, the great civil rights leader, lived in this duplex located three blocks east of the U.S. Capitol from 1871 through 1877. In the years after he moved, the building was used primarily as a rooming house.

In 1963, the property was sold and converted into a makeshift Museum of African Art. The Smithsonian Institution acquired the property in the early 1970s and took over the responsibility for the African Art Museum. A few years later Congress passed legislation creating a new Museum of African Art on The Mall and mandated that the Capitol Hill property be sold to help offset some of the costs of building the new museum.

The sale took place in 1989. For two years the National Association for Home Care & Hospice and the Caring institute led efforts to renovate the property using volunteers and "sweat equity." The building reopened in December 1992 to coincide with the Caring Awards Ceremony which was held that year. The portraits of all those chosen to receive a Caring Award were placed on the walls.

The museum has been home to book signings, and hosted the display of historic documents such as the 13th Amendment; it has been used as a set for movie and television productions and has become the preferred place on Capitol Hill in which to host a reception. It has been used to display art exhibitions including Michael Collopy’s photographs of Mother Teresa. A long list of groups, from the National Governors Association to the Gates Foundation, has used the museum for political, educational and social events.

In short the museum has become an oasis of goodness on Capitol Hill; featuring portraits of role models who inspire us by their selfless service. The Caring Hall of Fame honors Mother Teresa and Frederick Douglass and men and women of their spirit. In the future the Museum will continue to educate and inspire and in Douglass’s words to “teach the people the sacredness of human rights and the brotherhood of man.”

Photo 1: An artist rendering of the museum in the beautiful Washington, DC springtime;
Photo 2: Lovingly restored, it has become a preferred gathering place on Capitol Hill for political dinners and receptions.
Photo 3: President Bill Clinton tours the Caring Hall of Fame;
Photo 4: Sister Antonia, a 2005 Caring Award Winner, shown with Caring Institute Chairman Senator Bob Dole
The Caring Imperative

This issue of CARING magazine celebrates the human spirit by profiling those who embody it best. It strives to promote positive values and 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 believe Albert Schweitzer was correct when he observed, “We are all so much together, and yet we are dying of loneliness.” In CARING, 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, instead of only in the accumulation of money and material things. We also believe Albert Einstein was correct when he said, “Only a life lived for others is worthwhile.” 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.

In CARING, 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 stories.

We seek to promote the solidarity of the American family, which we perceive to be the bedrock of our society. It is an institution we believe to be presently threatened by dangerous influences.

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 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 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. And 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 America.

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.
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Val J. Halamandaris, Founder and Executive Director
Editor's Notes

By Lisa Yarkony

Many folks like to make philanthropy a family affair. It’s a great way for families to define what they stand for, express their shared values, and put those values into action. It also provides quality time for families to spend together, helps youth decide what they want to do with their life, and offers good role models for children. And there can be no better role models than the Caring Award winners we feature this month. A number of them are family members and show how caring for others brings families closer together.

Lonnie and Muhammad Ali are champs when it comes to giving. Together they’re knocking down Parkinson’s and giving family caregivers hope. They have also founded a center to pass on the champ’s conviction that the more we help others the more we help ourselves. Though Parkinson’s struck him down, he has acted on this belief thanks to Lonnie’s love and support.

Speaking of power couples, former Congresswoman Gabby Giffords and astronaut Mark Kelly have inspired the nation with their commitment to making America a safer place and devotion to each other. Kelly has stood by Giffords’ side as she recovered from a near-fatal shooting. She, in turn, inspires him to deny the acceptance of failure as they fight to keep guns out of the wrong hands.

Brenda Warner has also stood by her husband, Kurt, through trials and tribulations. Together, the former NFL star and his dynamic wife have made a winning team as they help families get through the worst times to fulfill their dreams. And their own greatest dream is to raise kids who will change the world and touch other people’s lives.

Jane Seymour knows the way to do that is by opening your heart to other people’s needs. Her Open Hearts Foundation honors a family value she learned from her mom: “When life is tough, go out and help other people.” It’s a value she’s passed on as a mother of four and one she’s acted on as advocate for children’s organizations, including Childhelp and Camp Soaring Eagle.

Earl Morse and Jeff Miller have taken to the skies to help American veterans. Their soaring ambition is to fly every World War II vet to Washington DC, where they can see the memorial to their service. And so far they’ve managed to bring over 150,000 vets to DC. This success is partly testament to another husband wife duo, Senators Elizabeth and Bob Dole who are both visionary leaders.

Don Tapia achieved the American dream after serving in the Air Force as a young man. Despite starting life poor he went on to found his own business and help a wide range of those in need: the blind, the disabled, the homeless, and disadvantaged youth. By giving so much, Tapia hopes to be a role model for youth and teach them to share the good fortune they’ve had.

Fortunately today’s young adult winners have already learned this lesson. They include Isabelle and Katherine Adams of Paper for Water, Taylor Leong of For the Love of Erika, Cassandra Lin of Turning Grease Into Fuel, Ashlee Smith of Ashlee’s Toy Closet, and Nicholas Lowinger of Gotta Have Sole.

And no one has more soul than former President Bill Clinton, our International winner this year. Since leaving office he has continued to make an impact through his family foundation. The Bill, Hillary, and Chelsea Clinton Foundation shows the power of cooperation and changes lives for the better around the globe.

So does Bill Marriott, a global hotel magnate and world-class caring person. In a special interview with NAHC President Val J. Halamanaris, he talks about the major role that faith and philanthropy play in his life and what it means to be a family business. As you will find out, it means putting people first and caring for them just like they’re family, too.

About the Author: Lisa Yarkony, PhD, is the managing editor of CARING Magazine who volunteered her talents to bring these stories to life.
Lonnie and Muhammad Ali
Advocates for Children, Peace, and for Combating Neurological Disease

Lonnie and Muhammad Ali founded the Muhammad Ali Center to provide children and adults with the tools to contribute to their communities. They also set an example by devoting much of their time to philanthropic causes in the Phoenix metropolitan area. Their many efforts include hosting a yearly Celebrity Fight Night which generates funds for the Muhammad Ali Parkinson Center at Barrow Neurological Institute. They are also leading the fight against Alzheimer’s and striving to achieve mental health parity in health insurance plans. Page 8

Congresswoman Gabby Giffords and Astronaut Captain Mark Kelly
Leading the Fight Against Cancer and For Responsible Gun Laws

Former Congresswoman Gabby Giffords and her husband, astronaut Mark Kelly, have overcome personal trauma to fight gun violence and support research on cancer. They launched Americans for Responsible Solutions to encourage elected officials to stand up for ways to prevent gun violence and ensure responsible gun ownership. Giffords has also inspired victims of traumatic injuries through her own sterling example. Together with Kelly, she has written a best-selling memoir Gabby: A Story of Courage, Love and Resilience and the soon-to-be-released Enough: Our Fight to Keep America Safe from Gun Violence. Page 12

Jeff Miller and Earl Morse
Honoring Those Who Have Honored the Nation with their Service

Miller and Morse are co-founders of the Honor Flight Network which helps veterans of all ages travel to Washington, DC, in order to visit the World War II Memorial and other monuments to their service. To date, Honor Flight has paid to bring more than 150,000 World War II veterans to Washington where they can meet old comrades, share memories of the past, and receive a well-deserved round of applause from the public and its leaders. By creating Honor Flight, Miller and Morse have shined a light on forgotten heroes who deserve our thanks and our respect. Page 16

Jane Seymour
World Champion of Children’s Causes

Jane Seymour is an actress, artist, writer, designer — and world-renowned advocate for children. She has given her time and talents to a number of organizations: the American Red Cross; Camp Soaring Eagle, which serves children with special needs; and especially Childhelp, a revered Phoenix-based organization that helps prevent child abuse and care for its victims. In addition, Seymour created her own Open Hearts Foundation to support children and adults with programs that empower them and teach them how to turn adversity into opportunity. The extent of her contributions is so great that Queen Elizabeth honored her as an Officer of the Order of the British Empire. Page 22

Don Tapia
Advocate for Education, Champion of the Blind, Disabled, and Underprivileged

Tapia doesn’t believe in turning a blind eye to those in need. He has long been a supporter of the Foundation for the Blind, helped the visually impaired to stay in school, and assisted them in paying for guide dogs. As a board member of the Animal Welfare League, he does all he can to ensure that animals are well treated, and he has made equal efforts on behalf of higher education. He has shown his commitment by sponsoring college scholarships for disadvantaged youth and for the children of fallen policemen, firemen, and servicemen killed in action. Page 26

Brenda and Kurt Warner
The Ultimate Good Samaritans

Kurt Warner is famed as a star of pro football and one of the most caring athletes around. He and his wife Brenda believe in putting family and faith first, and their focus is doing good. So they have established the First Things First Foundation which helps children be everything they can be. They provide all expense paid trips for ill children to Disneyland, build recreation centers in children’s hospitals, fight to ensure that children with special needs are included fully in society, and help mentor foster kids. If there were a Super Bowl of Caring, the Warners would likely be its champs. Page 30
**International Award Winner:**

**President Bill Clinton**

*Restoring Caring as a Core American Value*

Bill Clinton is known for feeling people’s pain — and doing something to ease it. As president, he ranked with FDR and Lincoln as one of our country’s most caring leaders. Since leaving office, he has continued on the same path of service through the Bill, Hillary and Chelsea Clinton Foundation and its programs, including the Clinton Global Initiative. He has brought health care to developing nations, provided citizens with clean water, and helped them fight malaria, polio, and HIV/AIDS. He has been active in disaster relief and joined with Presidents George H.W. Bush and George W. Bush in raising funds for hurricane and tsunami victims. He has also been a catalyst for the work of the Starkey Hearing Foundation, along with the Thea and Gates Foundations. Through his global impact on millions, Clinton has come to stand for a caring America — the value that Mother Teresa defined as “love in action.”  

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**Young Adult Award Winners:**

**Isabelle and Katherine Adams**  
*Ages 8 and 10, Texas*

Katherine and Isabelle make and sell origami ornaments through their organization *Paper for Water* and use the proceeds to build wells in India, Ethiopia, and other developing nations. Since 2011, they have raised more than $400,000 for 50 wells.  

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**Taylor Leong**  
*Age 15, Massachusetts*

Taylor founded *For the Love of Erika*, an organization that collects toys and distributes them to ill and disadvantaged kids. Her efforts have resulted in $200,000 worth of toys for more than 8,000 children at hospitals and homeless shelters.  

**Page 39**

**Cassandra Lin**  
*Age 16, Rhode Island*

Cassandra founded *Turning Grease Into Fuel (TGIF)*, which salvages cooking oil and recycles it into fuel to heat the homes of the needy. Her warmhearted efforts have produced 170,000 gallons of biodiesel and helped 290 families to heat their homes.  

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**Nicholas Lowinger**  
*Age 16, Rhode Island*

Nicholas founded *Gotta Have Sole* to provide underprivileged children with shoes. His passion for service has enabled him to provide new shoes for over 17,000 children in 35 states.  

**Page 41**

**Ashlee Smith**  
*Age 15, Nevada*

Ashlee distributes toys to victims of floods, fires, and natural disasters through her organization, *Ashlee’s Toy Closet*. She has collected and distributed over 175,000 toys that give comfort and joy to young people nationwide.  

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**A tribute to Bill Marriott along with an interview by Val J. Halamandaris**  

**Page 43**
Lonnie and Muhammad Ali

Advocates for Children, Peace and for Combating Neurological Disease

Over 2,000 people watched Muhammad Ali walk the red carpet at an opening for his cultural center in Louisville, Kentucky. He was dressed for the occasion in a black tuxedo and accompanied by his wife, Lonnie. Cameras flashed as he locked his elbow, clenched his fist, and struck a boxing pose. Then his arm began to tremble, and he pitched forward the way he used to spring at an opponent. But Lonnie knew he wasn’t springing at anyone. She grabbed his arm before anyone could notice what was happening.

That was nine years ago, and it’s just one of many times Lonnie has stood by her man. In the course of their 30-year marriage, she’s been there as his cocky gait became a shuffle and his strong voice sank to a whisper. The towering athlete learned he had Parkinson’s disease in 1981, and the progressive nerve disorder has been a relentless foe. Despite his limitations, he’s dedicated to raising awareness of his condition. And Lonnie has helped him pack a wallop by speaking out for Parkinson’s victims and caregivers like herself.

“Muhammad,” she says, “has never allowed the illness to stop him from doing what he wanted to do, to pursue his interests, his hobbies, his passions in life. I feel like anything I can do to help support him in that effort, I’ll gladly do.” Granted, it’s not easy giving time to public service when you’re already a full-time caregiver. But Lonnie feels that her life’s mission is “helping Muhammad achieve something on this earth that only he may be able to do.”

Besides, she finds it rewarding “just seeing a smile on his face, just knowing he is appreciative of what I am doing, him giving me a hug, and thanking me.” Muhammad “knows I will always be there for him,” Lonnie says, “because we are soul mates for life. He has always been in my world.” In fact, they both hail from Louisville, where their moms were neighbors and friends. When they met, she was six and he was still known as Cassius Clay. It was 1964, and he was training for the fight with Sonny Liston that would make him heavyweight champ of the world.

Adoring fans surrounded him each time he came home, but Cassius noticed her and asked someone, “Do you know who that little girl is?” Lonnie’s brother, Albert, answered, “That’s my sister,” and Cassius said, “Go get her.” Soon afterward, Cassius put Lonnie on his lap and said, “You’re cute. When you grow up, I’m going to marry you.” In time, he would make the same promise to a million girls. But Lonnie was always on his mind, even after he converted to Islam and became Muhammad Ali — the most famous man on earth. And she truly thought he was “the greatest.”

By the time she was 17 she felt sure she would marry the 32-year-old champ. And it would happen when Lonnie was a 25-year-old MBA student in Tennessee and Muhammad was showing increasing signs of his disease. After learning he needed help, she moved near him in Los Angeles and helped care for him as his third marriage broke up. The demands of being nursemaid and cook left her just enough time to finish her MBA and convert to Islam.

A shared sense of faith deepened the bonds between her and Muhammad. So she admits it wasn’t a surprise when he proposed to her four years after her move to LA. “Muhammad called me from Cincinnati and said, ‘Lonnie, we’re going to get married in one month. Why don’t you see if you can get a marriage license?’” It wasn’t the most romantic proposal in the world, but it hit Lonnie where she lived. Shortly after the marriage in 1986, they made a home in Berrien Springs, Michigan, before moving to Scottsdale, Arizona, in 2006.

Whether in rural Michigan or sunny Scottsdale, caring for Muhammad hasn’t been easy. “Muhammad started out with a small tremor in his hand,” she says. “And I was there to be his partner in this process, this journey, of learning what his illness was about and getting him through it. But as time progresses, you become more and more of a caregiver: making sure he’s getting proper medical treatment, taking his meds, doing this, doing that.” Too bad the champ is a terrible patient, who likes to sneak sweets and hates taking his pills.

Muhammad is no saint, Lonnie admits, but “his strengths far outweigh his weaknesses.” And “his greatest quality is his heart.” She’s seen how “he’ll give away anything if he feels someone needs it.” And she’s always admired his upbeat approach. “I’ve never seen him get angry over his condition or anything that happened to him, whether it was being stripped of his title, being ostracized by boxing during the Vietnam War, or by the American public when he changed his name. The only time he gets angry is if he sees someone treated badly.”

That sense of passion remained alive, even as Parkinson’s froze Muhammad’s face into a mask. It simmered beneath the surface for more than a decade after his initial diagnosis. After years away from public view, he agreed to light the Olympic cauldron
at the 1996 Olympic Games in Atlanta. Suddenly, there he was standing on the platform, his left arm trembling while his right hand held the torch aloft. It was an unforgettable image of the new Ali, the public face of a disease many victims prefer to keep private.

Afterward, Ali embarked on an extraordinary new journey. The man who once stung like a bee found new strength to float like a butterfly in search of justice and peace. By then, it was hard for him to speak and move, but he was determined to live life to the fullest. “There are people counting on me and I don’t want to let them down,” he said. And he didn’t. Together with Lonnie, he began travelling the world. “Muhammad’s message,” as Lonnie calls it, became clear as the greatest took medical supplies to Cuba, visited Vietnam with American families who were searching for MIA relatives, and negotiated a prisoner exchange between Iran and Iraq.

The United Nations ultimately recognized Ali’s contribution to mankind by naming him a Messenger of Peace, but Ali answers to an even higher referee. “When God judges you, He will look at your good deeds and your bad deeds. Good deeds outweigh bad deeds in the hereafter.” Once known for his hedonism, Ali now pursues a mission to travel the globe and love its people, because he believes that “service to others is the rent you pay for a room in heaven.”

Ali is certainly a good tenant because he spends much of his time participating in charity events, visiting the poor, and going to hospital wards, where he has no qualms about hugging the most contagious of patients. “I love going to hospitals,” Ali says. “I love sick people. I don’t worry about disease. Allah will protect me. He always does.”

His divine mission gives rise to a system of global justice that crosses race, gender, and religious borders, Ali told a crowd at Northeastern University, when he became the first member of its Sport in Society Hall of Fame. “Every day, we hear stories about violence, war, famine, disease, political strife, and religious conflict. These conflicts belong to us all. A war in Bosnia is a war at home. A famine in Africa is a famine at home. Resolving these conflicts and problems is the responsibility of the world, and each citizen of the world,” he contended.

Ali’s particular focus as a global citizen has been the problems of children, the world’s most underserved population. He has explained his generous commitment to children by saying “To be able to give away riches is mandatory if you wish to possess them. This is the only way you will be truly rich.” By this measure, Ali is indeed wealthy. To date, he has donated millions of meals to hungry kids in Bosnia, the Ivory Coast, and the Philippines through the Global Village Market, which works with organizations like the Red Cross and C.A.R.E. on behalf of the needy throughout the world.

Ali’s commitment to children in developing countries has not caused him to forget about kids in his own U.S.A. He has been active in raising money for the College Fund/UNCF, and fostering the educational and social growth of inner-city kids. His concern for them inspired him to found the Muhammad Ali Foundation, a nonprofit organization, to improve the lives of urban youth in high-risk environments by developing anti-drug programs, and providing vocational training.

Ali wanted to do more than impart job skills to young urban people, however, so he also targeted them in a broader fight against prejudice. As part of this global campaign, he visited high schools and community centers within racially torn neighborhoods in Atlanta, Los Angeles, and New York. Surrounded by the marching bands, singing, and tearful crowds that always marked his visits, he broadcast a powerful message of tolerance and healing. “Hating people because of their color is wrong,” he told young audiences. “And it doesn’t matter which color does the hating. It’s just plain wrong.”

As one whose core is love — love for God and love for man — Ali rejects bigotry in any form. “If I hated, I couldn’t think,” he says. “If I hated, I couldn’t eat. If I hated, I couldn’t work. I’d be nervous; I’d be frustrated. I don’t hate.” In 1997, he took a sharp jab at hatred by establishing the Muhammad Ali World Healing Project to raise funds for existing organizations that...
opposed prejudice throughout
the world. “I wish people
would love everybody else the
way they love me,” Ali said in
announcing the project. “If so,
it would be a better world.”

And we can all help make it
better, Ali believes, if we have
enough moral courage and
enough faith in God. Moral
courage means standing up
for what you know is right,
even when it’s hard and may
mean you have to sacrifice a lot
to make that stand,” Ali says.
But no sacrifice for others is
too great for one like Ali who
believes seriously in the after-
life. “The more we help others,
the more we help ourselves,” Ali claims, since each good deed
brings us closer to our eternal reward.

Lonnie is a partner in his mission, and it was clear to the folks
back in Berrien Springs. “When Lonnie would become aware of
an issue,” one local said, “she’d call and say, ‘Is there anything we
can help with?’” Then she and Muhammad would help schools by
building tracks, playgrounds, and baseball fields. They’d donate
to charities, ranging from the Food Bank of Northern Indiana
and South Bend’s St. Vincent de Paul Society to the Chiara Home
in South Bend, an organization that provides respite care for
families with special needs. They also served meals in a local soup
kitchen, Lonnie explained, because “to feed a hungry person, we
feel, is greater than many causes we have at our house.”

Their personal causes became public after Lonnie convinced
Muhammad to become a spokesperson for the National
Parkinson’s Foundation. “For a while he resisted because he didn’t
want to concentrate on the illness,” she says. “But he finally real-
ized he could bring attention to what is almost a silent disease.”
Sadly, Parkinson’s had already begun to silence his voice, so Lonnie
sometimes had to take center ring. In 2002, she came before
Congress and pleaded for funding “to knock Parkinson’s down
for the count.” Speaking as “wife, friend, and confidant,” she gave
a revealing glimpse of her feelings as she watched her husband
go 12 rounds with the disease. “Even though Muhammad keeps
punching back,” she said, “and refuses to go down for the count,
we are certainly not living the life we had envisioned.”

It’s a dilemma faced by many caregivers, as Lonnie knows
from the talks she gives at clinical centers throughout the U.S.
Audiences draw hope when she reminds them that “Parkinson’s
disease is just like a lot of other diseases in that it can be
managed.” And they’re inspired by the way she and Muhammad
have managed to push on. “We look at the positive,” she explains.
“We look at what we can do, not at what we can’t do.”

You can see some of what they’ve done at the Muhammad Ali
Parkinson Center in Phoenix. The Alis helped found the center
25 years ago, and it has gone on to gain renown for excellence in
treatment, research, and patient education. Recently, Ali Care was
created to honor the Alis’ commitment to ensuring all Parkinson’s
patients get care, regardless of their ability to pay. The program is
open to Arizona residents with little or no health insurance, and
it’s allowed many low-income patients to finally receive the care
they need.

It’s an important legacy to the residents of the state where the
Alis have made a new home. But Louisville will always have a
special place in their hearts. “This city,” Lonnie says, “is where
Muhammad’s journey began.” So 22 years ago they envisioned
it as the site of a cultural center to honor the champ’s ideals and
career. Their vision became a reality, thanks to Lonnie’s persist-
tent fundraising and work as vice-chair of the center’s board of
directors.

The public had its first look at the Muhammad Ali Center
on November 19, 2005, the couple’s nineteenth wedding anni-
versary. Visitors strolled through six stories filled with galleries,
classrooms, and a library. They looked at photos of Muhammad
in his prime, firing jabs and sending opponents to the canvas.
They saw memorabilia, like the bejeweled robe that Elvis gave
him. And they explored exhibits on the champ’s core values:
respect, confidence, conviction, dedication, giving, and spiritu-
ality. Muhammad had fulfilled a dream, Lonnie said, of creating
“a place that inspires adults and children everywhere to be as great
as they can be.”

It was clear how everyone felt when the greatest made his
appearance. The crowd roared when they saw him. Children born
long after the champ’s last fight chanted “Ali! Ali!” as Muhammad
came on stage. Nearby was the loving woman who’d been there
through his trials and triumphs, always helping him be as great
as he could be. The strength Lonnie’s shown over the years comes
from her sense of conviction that “Muhammad has been chosen
by God for a mission. That mission is peace, tolerance, and under-
standing. And my mission is to be with him.”

From providing close to 250 million meals around the world to conflict resolution in Africa, to negotiating an attempt-
ed freeing of US hostages in Iraq to being a UN Ambassador of Peace, Muhammad Ali gives back on a global scale.
Leading the Fight Against Cancer and For Responsible Gun Laws

Former Congresswoman Gabby Giffords and her husband, astronaut Mark Kelly represent a victory of the human spirit. Both of them have suffered and been challenged to the limit and together they have triumphed over unimaginable hardships. They have proven Nietzsche’s admonition, “What does not kill me makes me stronger.” Similarly, they validate Hemmingway’s observation: “Life breaks us all but the lucky one grow stronger in the mended place.” Today they are internationally known and respected for the positive manner in which they responded to the events that shaped their lives and for their burning determination to pay it forward and help others.

From the very beginning they had the potential to be a power couple. She was an up-and-coming member of Congress who was so bright and energetic and got so much done to improve the lives of her constituents. He was a star in NASA’s space program, a captain of the U.S. Space Shuttle eventually logging 38 days in space.

Kelly was celebrated for his many achievements but also faced many challenges. He fought and won a battle with cancer, survived the breakup his first marriage and had some close calls in commanding the Shuttle which seems indestructible but which another astronaut described as more fragile — “a butterfly strapped to a bullet.” When he met Giffords, then a state senator on a goodwill visit to China, he was intrigued and captivated by this brilliant woman who seemed to move at the speed of light. A year later, what began as friendship and mutual admiration blossomed into love. From Gabby’s point of view Mark was perfect, the man she had been waiting for all her life. Kelly thought himself blessed to have the honor to love and be loved by such an extraordinary woman; with her at his side he felt happy and complete.

It was this deep love that sustained them during the darkest hours that followed January 8, 2011 when a gunman killed six of Representative Giffords’ constituents and injured 13 others including the congresswoman in a Tucson shopping center. In a matter of 15 seconds, the lives of Giffords and Kelly were changed forever. Though many people could look at these tragic events and wallow, Giffords and Kelly looked to the positive. She was alive and was soon receiving the best in medical care. The same doctors, nurses and EMTs who helped save her were working feverishly to save the others. Bystanders had risked their lives to restrain the gunman who was now in custody.

“Things changed for us very quickly and not in a positive direction,” says Kelly. “As we travel the country, I hear stories over and over again, how things could change very quickly. The biggest lesson I’ve learned is to be thankful for whatever point it is in your life. Be thankful for your health and your family and your career and happiness. People have the ability to adapt and make the best of things. We’ve certainly tried really hard to do that and make a positive thing out of a negative event. There is a lot to be said for being thankful for where you are in life and for all the positive things you have.”

That outlook has propelled Giffords and Kelly into a life of advocacy, purpose, and policy working on a cause that is near and dear to both of them that derives from their firsthand and tragic experience with gun violence. Giffords is now paralyzed in her right leg and arm, and has difficulty with vision and communication because of the injuries that she endured, yet her perseverance and positivity never wavered.

Despite the near-fatal shooting that Giffords suffered, “her positivity hasn’t changed at all,” says Kelly. “She still brings light into the room and makes people feel good and motivates people who are struggling. That still exists in her. It is pretty incredible how she can inspire people.”

Kelly is deeply aware that situations, and with them what constitutes goals and success, are fluid concepts. “Success is different for different people. Success for me now is that I’m a good husband and a good dad and can contribute something
and help people. That’s kind of how I measure success at this point, but that’s not how I always measured success. At one point, I used to measure success by how well I landed on an aircraft carrier, because they’re all graded, and your grades hang on the board. Now looking back, years later, my grades landing on the ship are not so important.”

Success, prior to the tragedy that unfolded in January 2011, looked very different for Giffords and Kelly. Giffords, a successful Tucson businesswoman who was the CEO of a company started by her grandfather, was elected to Congress in 2006 from Arizona’s Eighth District. She was sworn in the following year as Arizona’s third woman — and first Jewish woman representative in the state’s history. Later in 2007 Giffords married Kelly in a ceremony attended by Kelly’s Space Shuttle crewmates, and former Secretary of Labor Robert Reich, who toasted the couple, saying that Giffords, “moves at a velocity that exceeds that of anyone else in Washington, and a groom who moves at a velocity that exceeds 17,000 miles per hour.”

Despite close elections again in 2008 and 2010, the people of Arizona’s Eighth District returned Giffords to Congress on their behalf by a respectable margin each year. Her support of a comprehensive immigration reform package was embraced by both supporters and critics.

For Giffords’ first four years in Congress, her profile continued to rise thanks to her vocal support of bipartisan immigration reform, her media appearances, and her dedication to causes that mattered to her including her longtime support of the Girl Scouts. Kelly, continued flying missions into space as a Space Shuttle commander. Their life seemed like a true American success story: the young, dynamic congresswoman and her astronaut husband as world-beaters who still found time to give back.

They still are that and more today. When they look back it is with gratitude not consternation. Things would have been very different if it hadn’t been for the caring spirit of those in the crowd — the bystanders who detained the gunman, the intern who performed CPR that is credited with saving Giffords’ life, and the first responders who arrived on the scene to aid the wounded — even more lives could have been claimed. Giffords was rushed to a hospital, and Kelly maintained a near-constant vigil by her bedside, offering his gravely wounded wife hope and encouragement when she needed it most.

“Without nurses, and occupational, physical and speech therapists you don’t get better,” says Kelly of the quality care his wife received in the shooting’s aftermath. “The key with nurses is that it’s the nurse who actually makes you want to get better, especially when you’re seriously ill or injured. They are the cheerleaders. They are the ones getting you out of bed every day to do that physical therapy you do not want to do. Nurses are really key in anybody’s recovery.”

During Giffords’ recovery, her doctors, nurses and even her husband were impressed at how quickly she was recovering some of her capacities. Even though the prognosis initially was bleak, and as Kelly admitted, it was going to be a, “rough road ahead,” Giffords continued to improve. Moved by the caring spirit, neither she nor her husband gave up hope that she would recover and continue her life’s work of making the world a better place. Giffords’ progress was so impressive, in fact, that her doctors reported that her physical, cognitive, and language production abilities had improved so significantly that she was in the top 5 percent of patients recovering from similar injuries.

By the summer, Giffords had recovered well enough to return to Congress for the first time since the shooting. Her first vote back in the House of Representatives was a decisive one to raise the debt ceiling and prevent the United States from defaulting on its loans. She received a standing ovation in a packed House chamber from Democrats and Republicans alike. Several months after Giffords returned to Congress, she

**“Having good health is a big part of being happy. When you have that, everything else seems small in comparison.”**
attended her husband’s retirement ceremony and presented him with the Distinguished Flying Cross.

In early 2012 Giffords made the decision to resign from the House of Representatives to focus on her recovery. In a video she made announcing her decision, Giffords continued to express her optimism and perseverance, “A lot has happened. We cannot change that, but I know that on the issues we fought for, we can change things for the better. We can do so much more by working together.”

It was in that spirit of cooperation and determination to improve the country that Giffords and Kelly launched Americans for Responsible Solutions, which seeks to “encourage elected officials to stand up for solutions to prevent gun violence and protect responsible gun ownership.” Based on their own firsthand experiences with gun violence, and their own history owning firearms and supporting the Second Amendment, Giffords and Kelly seek to be a moderating voice on an often over-heated topic — one that often leads to vitriol and enmity.

After the Senate voted and failed to pass legislation in the aftermath of the Sandy Hook Elementary School shooting, Giffords wrote that “to do nothing while others are in danger is not the American way.” Giffords and Kelly are doing everything in their power to advocate for sensible solutions that could prevent future tragedies from happening. In their new roles as advocates, both Kelly and Giffords are committed to working together to achieve common sense goals that elevate the common good. They have used their energy and determination to ensure that something positive takes root in the soil of tragedy from 2011.

Such a life-changing event can change a person’s priorities and perspective, and it has for both Giffords and Kelly, but it has not changed their determination or optimism for the future. “I used to make these long-term plans in my career before Gabby was injured, and then that changed very quickly,” says Kelly. “When Gabby struggled to survive and then struggled for 6 months to claw her way back, having good health is a big part of being happy. When you have that, everything else seems small in comparison.”

For Giffords and Kelly, the decision to fight for what they believe in has made their lives shift course dramatically, though both seem energized by the opportunity to achieve real results and the platform that they have been given. Their commitment to achieving common-sense gun legislation is exceeded only by their commitment and love for each other.

As for what the future holds, Kelly mentions that the two would like to eventually sail around the world. “Someday, I’d like to be able to get a sailboat. I’d also probably have to learn how to sail better,” says the former naval aviator who was once so concerned about his aircraft carrier landing grades. “I’m pretty good with meteorology and the seamanship part of it and the navigation. It’s the sailing that I need a little bit more experience at.”

Kelly and Giffords have not yet determined when they might be able to sail around the world. Of their nearer-term goals, Kelly says that “Gabby works really hard to try to improve and try to overcome her gunshot wound, and that’s in the forefront now. We’re also trying to get some members of Congress to address gun violence in this country. The statistics aren’t good. We suffer from 15 to 20 times the death rate from guns of any other industrialized country. We can do a lot better.”

There are still many challenges — to both Giffords’ recovery and for members of Congress to get serious about gun legislation — but Kelly and Giffords are ready to face those challenges head-on, regardless of the consequences. As Giffords once said, “standing up for one’s own integrity makes you no friends. It is costly. Yet defiance of the mob, in the service of that which is right, is one of the highest expressions of courage I know.”
Earl Morse and Jeff Miller

Honoring Those Who Have Honored the Nation with their Service

Honor. It’s a word that is so overused that its meaning is deteriorating. Celebrities are “honored” when they win an award. Athletes feel that it’s an honor to score a touchdown, or make a basket or hit a baseball. Professionals of all stripes exclaim that it is a personal honor to work on a project, attend a meeting, or take on a new assignment. It is rare these days that the word honor is used and its full meaning is recognized. The word “honor,” however, is a very real driving force for Earl Morse and Jeff Miller, cofounders of the Honor Flight Network, a nonprofit organization that flies World War II veterans to the nation’s capital so that they may visit the memorial that is dedicated to their service and their sacrifice.

A conservative estimate is that the Honor Flight Network has brought 150,000 veterans to Washington, DC, to see their war memorial. Many of the veterans served in World War II, or are veterans of the Korean and Vietnam Wars with terminal illnesses. The numbers alone, though, don’t tell the whole story of the enormous impact the Honor Flight Network has had on the lives of veterans and on entire communities — large and small — across the nation.

“We didn’t really know what to expect,” said Honor Flight Network cofounder Jeff Miller. “But what we found out when we arrived in Washington, when [the flight] is announced within the airport, people just rushed down to see them. When the veterans are coming off the plane you have 200 or 300 people there, on their own. We don’t orchestrate that and they’re there to meet them. They’ll have the tarmac lined with flags. They’ll decorate the jetway. So [the veterans] are stunned that people really appreciate the fact that they’re there, and you see some emotions there.”

The same greeting awaits the Honor Flight’s departure and arrival at their home airports. In April 2012, several thousand people turned out at the Raleigh-Durham International Airport to welcome home one of the Honor Flight’s chartered aircraft. The outpouring of support is gratitude for the service veterans have given to their country.

Too often, amid all the negativity in the headlines and cynicism that creeps into society generally, the fact that great things can happen when ordinary Americans work together to give back to others goes overlooked. The case of the Honor Flights is just one of those powerful, empowering stories that give hope to communities. The cofounders of the Honor Flight Network – Earl Morse, a physician’s assistant and pilot from Ohio, and Jeff Miller, a small businessman from North Carolina - shared an idea that was powerful: to get their local veterans to the World War II Memorial while they still could.

Earl Morse says he got the idea for the original honor flights from his veteran patients at the VA hospital where he still works. “I started Honor Flight back in 2005, about six months after the World War II Memorial had been dedicated and opened up to the public. At that time, I had about 300 World War II veteran patients at a VA clinic in Springfield, Ohio. I said, “Are you going to go see it?” and every one of them felt that sooner or later a son or a daughter or their VFW post would facilitate a trip like that, but sadly, not one of them had been to the memorial, and, worse yet, the reality had set in they were never going to see their memorial. So, in addition to being a physician assistant and a private pilot, I just started recruiting other pilots.”

Jeff Miller had a similar idea, but rather than flying a couple of veterans to Washington, DC, at a time, he envisioned a chartered aircraft full of veterans flying from their home airport to the nation’s capital to visit the monument that honors them. According to the Honor Flight website, “The seed that Morse had planted grew to a veritable forest of volunteerism, fundraising and goodwill toward the Greatest Generation veterans, who had been too busy building their communities to demand recognition for wartime service. On Sept. 23 and 24 and Nov. 4, 2006, Honor Flight flew more than 300 World War II veterans from the Asheville airport to Washington, every single one of them absolutely free. In communities from South Florida to Maine and westward to California, World War II veterans boarded planes, flew to Washington, humbly accepted the congratulations of hundreds of onlookers and toured the monument that memorializes their war.”

The Honor Flight Network still seeks to give veterans an all-expenses-paid trip to Washington, DC, to visit their war memorial, but the organization doesn’t stop there. Depending on the tour, the Honor Flight Network will organize a trip to the World War II Memorial, monuments to the different service branches, other DC landmarks, and will end at Arlington National Cemetery.
Cemetery. All expenses, from airfare and hotel rooms to ground transportation, food and drinks and even medical attention if necessary are covered by the Honor Flight Network’s volunteer donors.

Of course, the goal is for as many veterans to see their war memorial as possible, but the trips also have an uplifting effect on the veterans’ spirits as well as their bodies. Says Miller, “We’ve had guys who were with different groups, from different states show up and just pass each other and recognize the name, and they were in prisoner of war camps together, or they served together, or they were on a plane together. The reunions are quite remarkable, so you have that. What we’ve noticed is that it’s like they’re 19 or 20 years old again. Their backs don’t hurt as bad that day, their knees are a little more friendly to them, and they’re talking about the things that they experienced. It takes them back to a time that was difficult, but they were healthy, they were happy, and they had a camaraderie there that you can see in them.”

While Morse and Miller are separated by more than 450 miles, they share a common mission, and a common vision of making sure that as many veterans can see the memorials to their sacrifice in the nation’s capital as possible — free of charge. They also share a common admiration for one of the nation's most well-known and admired World War II veterans, Senator Bob Dole (R-KS). Not only was Senator Dole a driving force behind gaining funding and support for the World War II Memorial, but his support of the Honor Flight Network helped the organization gain prominence and credibility, as well as raise awareness of what Morse and Miller are attempting to do. Says Miller, “When [Bob and Elizabeth Dole] stepped in for Honor Flight, it gave us a lot of credibility. No one doubted us then, because Bob Dole is not going to represent you unless you’ve earned it, and that’s an honor in itself.”

Morse also lists Bob Dole as one of his heroes, as well as a man who embodies the characteristics of a true leader. “A great leader is somebody with a vision, and that vision should be targeted toward helping people,” says Morse. “If you have a great vision, and you can effectively communicate it, and you can organize people, that, in my opinion, is a great leader.”

Senator Bob Dole has been a part of nearly every Honor Flight trip.

While Morse and Miller focus their energies on helping older Americans — some of the World War II veterans that have been on Honor Flights have been in their late 90s — they are brimming with advice for America’s youth. Morse sums up the advice...
he would give the young people of America by saying, “If you really want to be successful, if you want to make an impact in the world today, the formula is really simple. You just help people. I believe that helping other people and focusing on doing that, that’s how success is measured.”

Miller agrees, and explains that there are some experiences that young people cannot get on the Internet, suggesting that more young people should take advantage of the experiences and wisdom that their parents, grandparents and great-grandparents can offer. “Sit down with [your] grandparents and great-grandparents and ask them how they lived, how it was when they were [your] age, and just talk to them about it, learn about it, listen to them, video it, so when [you] have children, [you] can hear it straight from somebody who has a real impact on [you]. And a big part of that would be not just looking at the things that benefit you but things that help the whole. Look what’s been sacrificed for you to have what you have today. Cut the phones off, cut the computers off, and spend some time talking, spend some time reading.”

The Honor Flight Network is an organization based on caring. Both Miller and Morse care enough about the nation’s veterans that they have built an organization from scratch that provides free trips to Washington, DC, for veterans from World War II, the Korean War and the Vietnam War to see the memorial that honors their service. They have built the Honor Flight network not as a job or a money-making endeavor, but rather because both men have a passion for helping veterans. They care enough about them to put their own lives and careers aside to start the Honor Flight Network. Their inspiration has been felt and replicated across the country. There are now 42 independent Honor Flight “hubs” flying out of airports large and small in every corner of the United States.

As different as both men are in background, they share very similar views on what the word caring means, and embody that word’s spirit in the work that they do. Morse defines caring as, “when you put somebody else’s interests ahead of your own, and that’s not easy to do, especially on bad days.”

Miller expands on what motivates caring people, stating that caring is “a matter of compassion, mixed with worry, with a sprinkle of guilt. You have to have compassion to care, and I believe you have to have a bit of worry in there, too, that if you don’t do something about it, nobody else will. And then when you feel like, ‘wow, I’ve had so many blessings in my life, why can’t I step up and help here, that this is something I can do?’ I have a hard time going past something that I know I can do to help.”

According to the Department of Veterans Affairs, about 640 World War II veterans die every day. The Honor Flight Network’s aim is to get as many veterans to Washington, DC as possible to see the memorial that enshrines their service and their sacrifice. The Honor Flight Network also pays special attention to veterans of the Korean and Vietnam Wars who have a terminal illnesses — with the goal of having all veterans who want to travel to Washington, DC, to see their war memorial do so free of charge.

The caring spirit that moves and motivates the entire Honor Flight Network can be felt. There is a real and tangible sense of stepping outside the needs of the organizers to meet the needs of America’s heroes: the veterans who served in the nation’s conflicts. The caring spirit is so strong in the Honor Flight Network that it has spread out to the communities where the veterans are from. Miller describes the huge emotional support that is bestowed upon Honor Flight veterans: “the most emotional point of the whole day for these guys is when they come home and they realize that people do care, that they made a difference, and that people will come out for them. They’re just stunned. And that’s when the tears come, and there’s seldom a dry eye there. You have kids who are four and five years old, waving flags. They’re there to see their great grandfather, or they’re just there to see a hero.”

The Honor Flight Network has honored America’s veterans, and in the process, has reminded entire communities about the heroes who live in every corner of the country.
We love Hollywood celebrities, they are America’s royalty. The dazzle us by the way the look, walk, sing, dance and talk. We search for their images incessantly in magazines and on television. We are never happier than when we see them literally larger than life — 30 feet high on the silver screen.

We follow the events of their lives obsessively as if they were the members of our own family of which we are most proud. We rejoice when good things happen, especially weddings and the birth of their children; we cry when we see them suffer from adversity and mourn them when they die as if they were our closest friends.

They are called “stars” because they light up the night with the energy of a thousand Roman candles. They stand out from the rest of humanity which they make drab and dull by comparison. They have a high degree of communication skills which like fine diamonds are rare in nature. They make us laugh and forget our troubles; they inspire us, help us to cry and handle the difficult issues of life.

We honor them for a multiplicity of reasons and grow up dreaming that we could be like them. With rare exception we honor them because of what they project when they play doctors, firemen, presidents, and policemen. We hold many of them in high esteem because of who they seem to be rather than who they are as people, measured by what they have done to make life better for others.

Jane Seymour is the exception. To be sure, she is a stunning-age-defying actress whose uncommon combination of gifts have brought her applause, rich reviews and fan loyalty on stage, screen, and television. But more than that, she is in her own right a truly amazing human being. She does not just play great people, she is one. What really takes your breath away about Seymour is her real life role as an energetic and passionate advocate for charitable causes. She does not just lend her celebrity name; she generously gives her time, takes on national and international leadership positions, donates her painting and sketches, and hosts spectacular fundraisers. “It is one thing to be a celebrity, but what you do with your celebrity is what is most important,” she says and means it.

She is a very substantive person whose deeds certify that she is one of the world’s most caring people. No one in Hollywood or elsewhere has done more than Seymour to help those who are in need, especially the world’s children. For example, she has given service to a long slate of charities including Childhelp, the American Red Cross, Christopher and Dana Reeve Foundation, City Hearts, Camp Soaring Eagle Children United Nations, Elton John AIDS Foundation, Dress for Success, Clothes Off Our Back, Starkey Hearing Foundation, Somaly Mam Foundation, Heifer International, What a Pair, and Open Hearts Foundation, which she launched in 2010. Her Open Hearts Foundation holds extra special meaning because it honors her mother’s memory by representing the kind of person she was.

“Open Hearts Foundation was a dream come true for me,” she says “because the real spirit behind the open heart and the open heart image came from my mom’s advice – that everyone will go through a challenge in their lives, and if you close off your heart when you're going through it, which is a natural instinct, you can’t heal. The idea is if you open your heart, you can accept what happened and by reaching out to others, purpose and love will flow back into your life.”

The challenge Seymour’s mother faced was her internment for more than three years in a Japanese prisoner of war camp during World War II. Trained as a Red Cross volunteer nurse, Mieke (van Tright) Frankenberg cared for her fellow prisoners who were hurting more than she was. She told her daughter that focusing her energy on serving others was the only way she could survive. Seymour was confronted with her own personal challenges more than 20 years ago: going through an acrimonious divorce, managing single motherhood, suffering the loss of her home, marriage, and pretty much her sanity, as she put it. “My life was in a tailspin, and I was nearly financially bankrupt. I was in a deep, dark tunnel.” She had thought her financial situation was secure, but discovered her business manager-husband hadn’t done well in managing the money and investments and she owed millions. Seymour began digging herself out emotionally when she remembered her mother’s simple but wise words: “When life is tough, go out and help other people.” (Eventually Seymour won the lead role on Dr.
Quinn, Medicine Woman, and avoided bankruptcy.)

Seymour had reached a low point after the divorce when she decided to attend a child abuse prevention fundraiser and silent auction. She pledged some of the money she had left to have an artist draw her children. When he came to her house, he noticed Seymour’s finger paintings from long ago and offered to mentor her with free art lessons. She began creating art with renewed passion and insight. “Painting took me out of panic mode and into a serene, calm place. I just completely lost myself in it. I couldn’t stop expressing myself. This was my take on life, rather than playing a character,” she says. It was then that she realized her deep love for art, which led to a new career and the Open Hearts Foundation. Seymour now has a thriving art career as a jewelry designer (Open Hearts Collection), painter, home decorator, and author. She exhibits her art in 15 one-woman art shows throughout the country each year.

The Open Hearts Foundation was the beginning of her journey to inspire and empower others to turn their personal adversity into an opportunity to help others, just as her mother had done. Jane hopes the Open Heart will become a universal symbol of giving and receiving love. The Open Hearts credo is: We empower people to transform adversity into opportunity. We do this by creating partnerships and supporting organizations committed to positively impacting lives in the areas of health, education, arts, and sports. The Foundation holds a gala each year to honor hard-working, ordinary people who exemplify the Open Heart philosophy.

Seymour feels that her message has found grateful reception. “I’ve received amazing letters from people who tell me the impact the Open Hearts has had in their lives, including groups of women fighting breast cancer and reaching out to help each other,” she says. She started a website, www.keepanopenheart.com, as an online community for those who want to post notes and videos relating to success stories that came from keeping an open heart.

Having reached a state of financial security, Seymour continues to work obsessively not to make money but to make a difference. “I love work. I love being creatively challenged. I love to paint. I can’t imagine a day when I wouldn’t be creative in some respect. I count my blessings every day and try to do my best,” she says. Seymour has some advice for people who are thinking about starting their own businesses or charities. “Don’t give up before you start. See if there is a need out there for what you’re offering, and do something unique and different. There are so many people who feel they will try and fail, but I say the biggest failure is not to start.”

She continues to promote the need for hope and optimism through a growing number of books she has written in the self-help genre. The books include: Among Angels, The Wave, Open Hearts Family, Remarkable Changes, Art of Jane Seymour, Two at a Time, Making Yourself at Home, and Jane Seymour’s Guide to Romantic Living. She also co-authored several children’s books with then-husband director James Keach.

Seymour was born Joyce Penelope Wilhemina Frankenberg
in 1951 in Middlesex, England, UK. Her interest in art and using it for practical purposes began at a young age. She sold the embroidery and clothes she created to help pay for her ballet lessons and fulfill her goal of becoming a prima ballerina. “As a kid, all I ever wanted to be was a dancer,” she says. She made her professional ballet debut at age 13 with the London Festival Ballet. Three years later, after a performance with the Kirov Ballet, Seymour suffered a knee injury that ended her ballet dreams, and she turned to theater. She renamed herself after Jane Seymour, Henry VIII’s third wife, to increase her appeal. Seymour’s role at age 20 in a James Bond blockbuster launched a prolific film and television career.

In a recent interview with Caring, Seymour was asked to share what she has learned. She said that apart from Mother Teresa and the Dalai Lama, her greatest role model was her Mother, Mieke. “She took the challenges that she had which were many and turned them into extraordinary opportunities to positively impact the lives of many people.”

As for her favorite book or author, she chose Shakespeare and his complete works: “He really connected with the human condition and even though he wrote hundreds of years ago, he is highly relevant today.”

Her favorite saying she said was Shakespeare’s “To thine own self be true.” Two quotes that she has tried to live by are: “If your heart is open, love will always find its way in” from her Mother and “You can only ever be your own best,” from her father.

She said happiness comes from using your time and talent to help someone, to lift them up or put a smile on their face. She defined success in a similar way as “accomplishing things to the best of your ability and making a difference in the lives of others.”

Asked about leadership she said that each person can make a difference. “Everyone has a unique opportunity but this is not done in a single day.” It involves she contends having “the guts and the passion to follow your vision, to inspire others and collaborate with them to make things happen.”

The greatest lesson she has learned in her life was that, “Nothing stays the same. Life is like a wave. It crests, it celebrates, it crashes but keeps moving. It collaborates with new water and creates a new wave. Life is constantly on the move, it constantly grows; it constantly has its ups and down and with every cycle, life becomes even more precious.”

She offered young people advice: “Don’t waste your time criticizing the older generation. This is your world now. This is your opportunity. Think out of the box. Be authentic. Don’t be complacent and don’t give up. You have amazing technology and tools and the means to communicate that few dreamed was possible. Make the most of it and remember always to help people.”

Seymour encouraged seniors to be grateful for the life and the experiences they have had and to pass along the wisdom they have gained particularly to the younger generation. She encourages them to help others and to have fun in the process.

Asked about the future of America, Seymour said that she was very optimistic. “America is a unique place. It is the melting pot of the whole world. People come here from other nations looking for freedom, peace and opportunity and if they work hard they find plenty of each. "I believe in the American dream and I am proud to be an American.”

Seymour said that “women’s equality has definitely improved, hugely and very rapidly” but that additional obstacles remain to be removed in some countries. She said the key to this was equality of education. “If we give equal opportunity, equal education and equal rights, we are going to achieve a dividend of a more peaceful world,” she predicts.

Seymour agreed with Aristotle that “the purpose of life is to serve others and to do good.” Adding, “I think that using your time and your ability to help and serve other people is a great honor. It is the greatest gift that you have. You can’t just take and use others, you have to give back.”

She agreed with Mother Teresa who defined caring as “love in action.” For me, life is about loving, the love you have shared and the difference you have made,” said Seymour.

Asked how she would like to be remembered she said: “As somebody who did her best to give and share love, inspiring others to do the same and thereby made a positive difference in the world.”

There is little doubt that Seymour will be remembered generations from now for size of her caring heart, her creative intellect and the passion which she has used particularly for the benefit of underprivileged, ill, disabled and dying children.
Don Tapia’s life reads like a movie screenplay. The hero in this story transcends his humble beginnings. Succeeding against the odds, he graduates from high school, enlists in the U.S. Air Force and eventually becomes a highly successful entrepreneur. Having reached the pinnacle of business success, our hero elects to sell his company not in order to do less but in order to do even more for humanity.

It is a true story, but the path was anything but easy. Tapia was born in 1938 and raised on the wrong side of Detroit, Michigan. He knew what it was like not to have a home, to go hungry and to shiver in the cold because there was no money to buy fuel. He was often afraid walking the mean streets where crime was a way of life. He knew the sting of discrimination and prejudice. As bad as things were, they got even worse when his father left the family. Young Don became the “man of the house” selling newspapers and performing odd jobs to provide his mother and sister with the basics of life.

Don held on to hope and faith, they became his life preserver. For a time he was sent to live with his uncle. When things went bad, they were very bad, but there were also intercessions from good people who opened their hearts and gave him encouragement.

Although it was a long journey, he graduated from high school. He was grateful for the education but jumped at the first opportunity to leave his desolate surroundings. He left Detroit and joined the U.S. Air Force. This changed his life by opening new possibilities for this bright young man who wanted nothing so much as a chance to learn and grow and thus become a positive, productive member of society. He was trained to be an air traffic controller. This was a great boost to his self confidence. After the service, Tapia found work in Los Angeles, California, for the General Electric Company and later International Telephone and Telegrams. Eventually he moved to Phoenix, Arizona, and founded his own company selling supplies to electricians and electrical contractors.

Tapia worked night and day to make Essco Wholesale Electric into a powerhouse. His company sold wires, cables, tools and equipment for the construction industry. At its height the company employed about 300 people and had 14 offices or warehouses in Arizona and California. Don was grateful that he could provide meaningful employment for so many people as well as offering a needed service to the community.

Even though he worked long hours, he did his best to maintain an active personal life. He married and soon acquired three children and six grandchildren. Tapia says that he lectured all of them about the importance of education but was troubled because “I had not advanced beyond a high school education.” This fact wore away at Tapia until he decided to correct the matter — in order to “practice what I was preaching.”

Without telling his family, Tapia, at the age of 62, began taking courses online from his Arizona home. He devoted his afternoons to study. Through hard work both in managing his company and doing his schoolwork, Tapia obtained his B.A. degree in 2005 and his Masters in Business Administration with a 3.48 grade point average in 2007. He informed his family of these facts and they rejoiced in his accomplishments. He graduated from St. Leo’s University, one of the oldest colleges founded by Catholics in America. He fell in love with the school when he went there for graduation. He agreed to be a trustee of the university and to give the school its largest single endowment. One of Tapia’s proudest moments was being there to see his two boys receive their MBAs and his granddaughter receive her PhD.

Don Tapia continues to make history these days through his philanthropy. “You have to give of yourself,” he says, “not just money, but your time and advice to help those who are in need.”
Tapia continues to follow the footsteps of his great role model, Andrew Carnegie. “Reading his autobiography opened my heart to the need to give back to society,” said Tapia. “He made millions in the steel industry but is remembered for being the man who gave it all away.” Carnegie explained this behavior saying, “A man who dies rich dies disgraced... I resolve to stop accumulating and to begin the infinitely more serious and difficult task of wise distribution.”

Tapia takes tremendous joy in helping others. Predictably, his favorite passage in the Bible is Hebrews 13:16, “Do not neglect to do good and to share what you have, for such sacrifices are pleasing to God.” What Tapia has done to help others is truly amazing and yet he deflects the credit to God and to others. Tapia has no need to sit in the front row of church or otherwise call attention to himself. He prefers to remain in the background. Like the ancient Greeks he believes that the only thing better than doing good is doing good anonymously.

Tapia is known for being a very compassionate, bright, thoughtful and energetic person but he is content to leave it to others to learn what he has accomplished. What follows are some of his philanthropic activities that were discovered.

- Animal Welfare: Tapia loves animals. He believes all creatures large and small should be treated well. He has been on the board of the Arizona Animal Welfare League for many years and has supported them financially.

- Assistance to the Blind and Disabled: Tapia has helped to provide money to buy guide dogs for the blind. The Foundation for Blind Children has bestowed their highest honor, the Visionary Award, on Tapia although, as always, he was reluctant to accept recognition.

- Scholarships to Underprivileged Kids: Tapia has great empathy for such children because he was one of them. He funded the Childhood Language Center for five years until it became self funding.

- Boys and Girls Clubs: Tapia served on the board for several years mentoring disadvantaged youth and helping them become more productive, caring and responsible citizens.

- Helping the Homeless: Tapia has supported Patron UMom Center’s Newday program whose mission is to break the cycle of homelessness and poverty.

- Supporting the Courage Awards: Tapia has helped to honor children who have demonstrated heroism in overcoming accidents or physical challenges.

- Financial Assistance to Families of Policemen and Firemen Killed in the Line of Duty: Tapia is a Lifetime member of the l00 Club of Arizona, which seeks to help such families.

- Grants to Colleges and Universities: Tapia four years ago gave a $4 million grant to St. Leo’s University to support the construction of a new school of business. President Arthur F. Kirk said this was the largest and most impactful grant the school had received in its 121-year history. It will allow the school to help some 9,000 students in its school of business, as well as some 6,000 former and current military personnel annually by providing state of the art education in military bases.

- Support of Athletic Programs: Tapia is a lifetime director of the Sun Devils Club at Arizona State University

In a recent interview with CARING Magazine’s editor and publisher, Tapia was asked to share the lessons that he had learned during his lifetime. He said that the greatest lesson that he had learned over the years was: “Nobody is going to do it for you.”

When asked what advice he would give to the nation’s youth, he said: “Remember that one person CAN make a difference. People from business leaders such as Bill Gates, Steve Jobs, and Richard Branson down to the average person who donates their time, energies and treasuries to help those in need prove conclusively that when enough concerned people weigh in, then positive things can happen.”

He suggests that senior citizens “quit thinking about how much society ‘owes’ you and find a way to embrace and champion the next generation.” Tapia described himself as an
optimist saying that he had great faith in the next generation of young leaders because they seem to be unselfish and looking out not for themselves but for what is best for all Americans.

Success he said was “to live life without the inherent struggle to survive day to day.” It is important to note, he says, that “this can be attained without the presumed requirement of vast wealth.”

On the difference between leaders and managers, Tapia said, “Leaders have a vision and the desire and the willingness to make that vision come true. Leaders see what the rest of the world sees as unachievable and then go about achieving it.” By contrast, “managers help implement the vision a leader has and thus ‘makes it happen.’”

Asked who his heroes are today he responded, “I can’t help but be in awe of the men and women in the armed services who put their lives on the line every day to assure that each of us has the freedom to achieve and live our lives to the fullest.”

When asked to define happiness, Tapia said it involves three words: “Faith, family and friends.” His definition of caring is much the same, saying, “it involves putting aside day to day business to make sure you are present in lives of family and friends.” He added, “it involves being attentive to the problems confronted by others and taking action to help solve them. We are all riding this earth together; all we have is each other.”

Asked about the meaning of life, Tapia said, “I have always believed that I could serve others by first doing everything in my power to reach the personal goals in my life. The natural byproduct of reaching those goals was to create hundreds of jobs that supported families and created the freedoms such success gave me to put what I had earned to work for those who are less fortunate. I believe in helping those less fortunate pick themselves up and move forward of their own accord not simply keeping them enchained to the generosities of society.”

When asked how he would like to be remembered, Tapia commented “I would rather be ‘seen’ then ‘viewed’.” He added, “I’d like to be remembered as one who always spoke his mind, even if it wasn’t politically correct. I want to be remembered as the one who defied all the naysayers in my life and actually made something of himself. I want to be remembered as the person who is proud to have grown up in the slums of Detroit and yet was able to build something out of nothing. I want to be that role model for today’s young people who says yes, you, too can make it if you have a dream and the will to get there. And, finally, I want to be remembered as that person who never forgot where they came from, what it was like, and that giving back to those less fortunate fulfills a personal need to share the good fortune he’s had.”

“I have always felt the most powerful givers are those who give generously and quietly. That describes Don Tapia.” said Alfred Molina, host of the 2014 Caring Awards Gala.
Most small boys grow up dreaming of becoming a professional baseball, basketball or football player. For those few who make it to the top there are millions who do not. Kurt Warner was one who, against the longest odds made it and made it big. His talents and leadership ability made it possible for him to become a star quarterback in the National Football League.

But even NFL players dream for more, hoping that they might win the Super Bowl and become World Champions. A very few dare to dream of reaching the pinnacle of professional football, the Most Valuable Player (MVP) of the Super Bowl.

It was not easy but Kurt Warner clawed his way into the NFL. Through hard work, luck, the support of his wife and family, and Divine Providence he and the teams he led won two Super Bowl Championships and he also won the MVP Award.

Warner is grateful to have achieved all of these honors but along the way he says he learned that there is something more important in life than being a Super Bowl MVP: being a good human being, a great husband and father; and someone who loves God and his country and tries to serve both. Warner is obsessed with giving back and helping others. “It is all about impacting the people around you; And what I try to do every single day is have a positive impact on everyone around me.”

Gandhi, Booker T. Washington, and Plato all wrote that human beings influence each other. “If you want lift yourself up, lift up someone else,” wrote Washington. “Make it better, do all that you can to lift up your neighbor,” said Gandhi. This is exactly what the Warners seek to accomplish through their First Things First Foundation.

The foundation’s mission is not limited to one area, the Warners move in whatever direction they find a need. Their projects include Baskets of Hope, which delivers baskets of stuffed animals, toys, Bibles and children with life threatening illnesses; Home for the Holidays, which suprises single parent first-time home owners with complete furnishings for their homes; and We’re Going to Disney World, an annual trip to Disney for terminally ill children and their families. The Warners estimate that have given more than $1.9 million to their foundation and that their 12 ongoing programs reach people in Arizona, Iowa, Missouri and beyond.

Today Warner credits his wife Brenda for helping to get him on track. Her life has always been all about service, so much so that she chose to sign up for the U.S. Marine Corp. This role gave her inner strength to tackle what was in store. “One morning I left my healthy four-month-old son, Zack, with my first husband,” she recalls. “I kissed him goodbye and then I got a call that something happened. In a split second my husband accidentally dropped him while picking him up out of the bathtub and then suddenly we were fighting for his life.” Brenda prayed for a miracle but she didn’t get it. The injury left Zack blind and brain-damaged, so she requested a military discharge. The family settled in Cedar Rapids until her first husband left her while she was pregnant with their second child. By 1993, when she met Kurt at a country music bar in Iowa, she was a 25-year-old single mom living on food stamps. She told him she was divorced with two kids, one of them with special needs. But instead of running away he showed up the next day at her doorstep, a rose in hand. He asked to meet her children and committed himself to them and her.

But even after Kurt and Brenda became a couple, there were more trials for both to overcome. Kurt was dropped by the Green Bay Packers in 1994 after only five weeks of training camp. To pay the bills, he had to take a job as a grocery store stock boy working the night shift. “I had a belief I could really play football,” Kurt says. “But everybody around me was saying, ‘Dude, this isn’t realistic; you work at a grocery store.’”

He was the quarterback no one wanted, yet he was determined to follow his dreams. In 1995, he landed with the Iowa Barnstormers of the Arena Football League, “which wasn’t what I was hoping for,” Kurt says, “but we knew the bills were going to be paid.”

What they didn’t know was how much their future would change for both the worst and best. “First a tornado swept over Mountain View, Arkansas, where Brenda’s parents lived. ”

Brenda’s parents were killed and I was struggling in football,” Kurt says of a dark time in 1996 that led to spiritual rebirth. “It seemed like everything was falling apart. So we simply put our lives in God’s hands. That’s when we felt comforted, not scared. After that, we sought to share ourselves and our faith and touch other people’s lives.” Then the miracle that Brenda prayed for took place at last, when Kurt landed with the St. Louis Rams as backup to quarterback Trent Green. A pre-season injury sidelined Green, and Kurt made the most of his chance, leading the Rams on a Cinderella ride to the Super Bowl title in 2000, and earning both the league and Super Bowl MVP awards. Fame and fortune followed as Kurt played...
with the New York Giants and then the Arizona Cardinals, leading them to their first Super Bowl ever. As a result the Warners prospered enough to afford a nice house in Scottsdale which accommodated them and all seven of their children.

For Kurt, these successes have always been about more than football. “Something I learned before I got into the NFL is that there’s a lot more to this than just the game of football,” he says. “My faith was a big part of that: just growing up and taking the path I did and knowing people who influenced me along the way and helped me get to this point. When I got here, I knew there was something bigger than just winning football games, though that was a huge part of what I wanted to do. I wanted to be great and I wanted to win Super Bowls and all of those things. But I also understood that because of the story I had, I was given a little different platform, and maybe a bigger foundation, since a lot more people were watching.”

What makes them devote so much of their time and resources to others? The answer is early coaching in doing good, Brenda says. “When you are raised right, you are given the belief that you are here for other people, not just to enjoy yourself. And that transfers into a life of giving. Our parents raised us that way, and now we have the opportunity and privilege to give. When we got all the money, fame, and fortune, we already knew who we were and that there was something bigger than us.” But before that they faced many struggles, she recalls. “I had to know who I was and that I was created to overcome them.” It was an important lesson since “there have been many different parts of my life that should have taken me out.”

And the “unbelievable” turnaround in Kurt’s career presented the couple with a sacred duty to help others facing troubles, the way the Warners once had. Brenda’s especially reminded of the past when she takes terminally ill children and their families to Disney World for a week every year. “We get to hang out with these families and give them encouragement,” and she knows how much that matters because she was given no hope with Zack. Besides, “sometimes these vacations are the first they’ve taken as a family and sometimes they’re the last. It’s been a privilege to figure out ways to have hands-on experience with people and give them hope,” Brenda explains. She’s also trying to figure out how to pass on her mission to her kids. “My number-one goal is to raise children who are going to change this world,” she says, “and touch people’s lives in creative, beautiful ways. So that’s my goal as a mother of seven: to be able to see it come about and see their joy in getting their eyes off themselves and on helping other people.”

Kurt and Brenda showed just how much joy this can bring one December when they teamed up for a perfect sneak play on a single mom and her two boys. The mom was in tears after going to her new home and finding it was no longer empty. While she was at work, the Warners had completely furnished it, right down to a computer and a refrigerator full of food. “For us, this is really what Christmas is all about,” Kurt says. “Any time, you can impact someone’s life, it never gets old. I had a good football career, but that got old. Changing people’s lives never does. Helping families that have worked so hard and so long to get to this point and then to see them run with their future — and to see their excitement moving forward — I don’t know how that gets old. Each time your heart is touched. It’s a great feeling, and it makes you want to do more and more. And we’re thankful that we get to be a small part of making their dreams come true.”

Kurt and Brenda’s own dreams came true, and since then they’ve been able to put faith, family – and philanthropy first. Looking back, Brenda understands that “I went through all the rough stuff for a reason. I never looked on it as a measure of how much God loves me.” Instead, perhaps God had another game plan in mind, Kurt suggests when he thinks about the long way he’s come. “I constantly prepared for my chance,” he says. “The fact that it took so long to get there: there was a reason. There had to be a humbling process so that by the time I got here, what I was doing was about far more than me.”
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Aristotle wrote that a great leader should have three essential qualities. The first is ethos which means intelligence, integrity, values, and vision all rolled into one. It involves the ability to see things for what they are, to identify problems and opportunities, and make judgments charting a course which brings about desired results. The second quality is pathos which is the ability to empathize with others, to feel their pain, and to know their hearts as well as the elements of their despair and happiness. The third essential quality is logos, that is the ability to communicate in a compelling fashion convincing followers to join in making the leader’s vision a reality for all.

In Greek, the three words taken together — ethos, pathos, logo — make a powerful slogan, a directive which should be kept in mind by all leaders: Lead through caring! Over the 238 years that America has been a nation, it has been blessed with many great leaders but when this metric is applied Presidents Abraham Lincoln, Franklin D. Roosevelt and Bill Clinton top the list.

When it comes to intellect and vision, Bill Clinton is in a class by himself. Senator Claude Pepper who logged more than 50 years in public life said FDR was the brightest man he had ever met and that Bill Clinton was not far behind. There are few brighter people than President Clinton and fewer still who are so well read. His memory is astonishing. He remembers the names of people he met only once many years ago. He is a walking encyclopedia and can rattle off facts and figures, dates, biographies of historical figures, and economic and political theories.

No leader was more empathetic than President Clinton. He never forgot where he came from. He loved the common people. He was often called to speak to large crowds of well-to-do people at hotels such as New York’s Waldorf Astoria where he inevitably received a standing ovation. He always remained afterword to shake hands with those who worked their way down front. However, it was typical of Clinton to leave through the back of the house shaking hands with all the cooks, wait staff, busboys and dishwashers who worked behind the scenes.

Clinton still keeps in touch with people with whom he went to school. He has the marvelous habit of calling people personally when they are ill, in sorrow, or when they are celebrating birthdays, anniversaries or the birth of a child. He spent much of his time touring to see for himself how people were doing. One of the best manifestations of his caring was seen when he joined former President George H.W. Bush in evaluating the destruction caused by the 2004 Tsunami. The conditions there were a little primitive, offering only one small bed and a hammock for the two world leaders. President Clinton insisted that President Bush take the bed and he the hammock. Courteous, kind, thoughtful, respectful and differential are all words which describe President Clinton.

As a speaker, President Clinton has no peer. Wherever he goes people flock to see and hear him. In foreign countries he is revered and treated like a rock star. He always seemed to come up with just the right words to inform and inspire his audience. Part of the reason he is so revered is because of the unspoken message that he projects which is that he loves his audience and knows it is an honor to have them come and listen to him.

One of the best examples of his talent as a speaker came in October 2008 when the stock market imploded and U.S. banks seemed to be on the verge of going under. The President went on television and traveled the length of America to reassure the public that we were going to be OK. President Clinton had an enviable record while he was in office. He brought the budget under control and pushed through some tax cuts which boosted the economy. He proved his thesis, that it is possible for America to grow its way out of debt. When he left office the American economy was strong. Instead of leaving additional debts for future generations, he amassed and left behind a surplus of some $86 billion dollars.

At the close of his Presidency, he could have retired to the role of elder statesman, written books or worked for a law firm peddling influence. Instead he set up the Clinton Foundation which enabled him to continue to give, to serve and help eradicate major problem in India, Africa, and other parts of the less developed world. The fact that he cared so much made it impossible for him to move to the sidelines and spurred him to create a second act which led to his becoming arguably the most effective ex-President in American history. He has touched millions of lives fighting AIDS and other infectious diseases, bringing them health care, medications, clean water, education and employment opportunities. By using his credibility and the good will he created as President, he was able to bring people together and win the support of political and corporate leaders throughout the world. He is helping to provide opportunities where they are needed most and in the end making the world better for everyone. In doing so, he is reinforcing caring as a core American value. Like Gandhi, his life is his message which underscores the importance of serving others and doing good.

President Clinton’s foundation addresses global problems, touching everything from climate change to children’s health. By doing so, he didn’t just reinvent himself, he reinvented philanthropy. The Clinton Global Initiative, as he once said, is a bit like an eBay of philanthropy, bringing together buyers and sellers in the world of giving. Unlike most other foundations, it doesn’t hand out grants. Instead it defines an agenda at its yearly meeting in New York City and invites world leaders, CEOs, and celebrities to share the stage with innovators of the nonprofit world. The Davos-style gathering has drawn A-listers ranging from Mick...
Clinton showed the power of two when he crossed the political divide to team up George H.W. and George W. Bush. He and the senior Bush raised $1 billion when they led the U.S. response to the 2004 tsunami in the Indian Ocean. The following year they joined forces again to raise $115 million for the victims of Hurricane Katrina. These fundraising efforts also brought him closer to the younger Bush, and the two bonded during a 2005 flight to Rome when they both attended the funeral of Pope John Paul II. They had become friends by 2011 when President Obama asked the former presidents to lead a money-raising effort for the victims of the earthquake in Haiti.

When he accepted the task Clinton expressed the love he had for Haiti, where he had served as special envoy since 2009. “I have no words to say what I feel. I was in those hotels that collapsed. I had meals with people who are dead,” he explained as he thought of the stricken country and its people. “It is still one of the most remarkable, unique places I have ever been. And they can escape their history and build a better future if we do our part.” He and Bush did theirs by raising more than $54 million that was distributed to over 50 businesses and organizations to spur sustainable growth and bridge the gap between short-term reconstruction and longer-term development.

Haiti isn’t the only place that has suffered devastation in recent times. Just two years Superstorm Sandy hit the East Coast, so it’s fortunate that Clinton has joined forces with former New York City Mayor Michael Bloomberg. Last year, the two announced a climate initiative to help cities measure their risk for severe weather and natural disasters. Their hope is to help curb the impact of deadly storms like Sandy, which wreaked havoc on parts of New York City. By taking on climate change, the power duo is tackling an issue that may shape the world’s future for decades to come. “This is enough to choke a horse,” Clinton admits, “one of the two biggest challenges in the world. But if we can prove this is good economics, good public health, and fights the most calamitous consequences of climate change, then we will have done a world of good,” especially as Congress continues to debate the need for action on the impending global threat. Good thing the gridlock will stop on Capitol Hill since Clinton

Jagger and Angelina Jolie to GE Chairman Jeff Immelt and GM CEO Mary Barra, former British Prime Minister Tony Blair and President Barack Obama. Action is promised and commitments are made, according to a philanthropic model that works because of Clinton’s charisma and connections.

In spring of 2001, he visited Gujarat, India, where an earthquake had killed some 20,000 people. He helped raise millions of dollars for the survivors, and in the process found a new direction. His success showed him that his stature and sense of empathy would equip him to help the world’s poorest people. Looking back, it was a good sign of what he could do and what he would go on to do.

What began as one man’s drive to ease people’s pain grew quickly into a foundation committed to helping them realize their potential. Because of its work, 20,000 American schools are giving children healthy food choices in an effort to end childhood obesity; 21,000 African farmers have improved their crops to feed 30,000 people; 248 million tons of greenhouse gas emissions are being reduced in cities around the world; $20 million is being invested in small- and medium-sized businesses in Colombia; 8.2 million people have benefited from lifesaving HIV/AIDS medications; and members of the Clinton Global Initiative have made more than 2,800 Commitments to Action to improve more than 430 million lives.

These achievements reflect Clinton’s success in convincing people that “we’re all in this together.” He’s acted on this belief by putting politics aside to serve the public good. “I have been honored to work with both Bush presidents,” he says, “on natural disasters in the aftermath of the South Asian tsunami, Hurricane Katrina, and the horrible earthquake in Haiti. Through my foundation, both in America and around the world, I’m working all the time with Democrats, Republicans, and independents. Sometimes, I couldn’t tell you for the life of me who I’m working with because we focus on solving problems and seizing opportunities and not fighting all the time. When times are tough and people are frustrated and angry and hurting and uncertain, the politics of constant conflict may be good. But what is good politics does not necessarily work in the real world. What works in the real world is cooperation.”
doesn’t care who takes center stage in his joint endeavors. “I have a partnership with George W. Bush on Haiti,” he says, “and I had a partnership with his dad on Katrina. So you know I don’t care who gets the credit.”

Cooperation matters even more, Clinton says, as our world becomes smaller. “Borders have become more like nets than walls. And while this means that wealth, ideas, and information can move freely around the globe, so can the negative forces shaping our shared fates. The financial crisis that started in the U.S. and swept the globe was further proof that — for better or worse — we can’t escape one another.” And in this interdependent world, we face three big challenges: “inequality, instability, and unsustainability,” he points out. “The fact that half of the world’s people live on less than $2 a day and a billion people on less than $1 a day is stark evidence of inequality, which is increasing in many places. We’re feeling the effects of instability not only in the global economic slowdown but also in the violence, popular disruptions, and political conflicts in the Middle East and elsewhere. And the way we produce and use energy is unsustainable, changing our climate in ways that cast a shadow over our children’s future.”

Yet Clinton remains hopeful that we can make good things happen. “Unless some extra-system threat like global warming turns out to be worst than we thought,” he says, “or there is a breakdown in our defenses against biological and chemical weapons we’re going to be OK. The whole history of humanity is just one long battle between conflict and cooperation and between us and them.” Despite some tough political and economic hurdles, “we kept expanding the definition of us, whoever the us was, and shrinking the definition of them. Yeah, this is tough, and there are a lot of complex psychological identity questions in American politics today, aggravated by this long, stagnant economy for most people. But we’ve had periods of bitter conflict. We’re going to get through it. The trajectory is good.”

As Clinton works to keep us on the right path, he’s relishing this second act in public service. “I like it because it’s personal flesh and blood,” he says. “You’re not just talking in abstract policy terms. You actually see the lives of people change.” So the man who still feels people’s pain doesn’t miss the power he once had. “I loved my life in politics,” he says. “I loved it. But the difference now is I can see the personal human implications of the decisions we are making. I can work on how we get the right policy, how we make it work. And then you see the results.”

President Clinton has achieved unparalleled success in his second career just as he did in his political career. This is explained by two things, one described by Emerson who said, “What you are speaks louder than what you say.” The second reason is because he is one of the most caring people on the planet.
“Every 15 seconds a child dies because they don’t have clean water,” 10-year-old Isabelle says. She learned this tragic fact from a YouTube video she and her 8-year-old sister, Katherine, watched three years ago. Both of them were moved as the video showed the plight of rural, third-world people whose only source of water is polluted and many miles away. “The children have to drink dirty water, and they have to walk so far to get the water that they can’t go to school,” Katherine says. Isabelle would like to see people be able to spend their time on other things, too. “Instead of hauling water, maybe they can start businesses and grow stuff on farms.”

Thankfully, they’ll have more chances to do so because of the Dallas sisters’ project, Paper for Water. Since 2011, they have raised more than $400,000 for 50 wells in Ghana, Liberia, Kenya, India, Zimbabwe, and Ethiopia, and this isn’t their first charitable endeavor. They previously volunteered at nursing homes and raised funds for a hospital burn camp by selling hand-painted wooden cutouts of dogs. Volunteer work is important, Katherine says, because “we get to show we care by taking care of people who can’t take care of themselves.” Besides, “it’s sometimes really fun to help people,” Isabelle adds.

The girls also had fun doing origami after their dad introduced them to the ancient Japanese practice of folding paper. The girls got good at it and decided to use their work to raise funds for Living Water International, an organization that has completed water well projects in over 20 countries. So the girls arranged to show 35 of their origami ornaments at a coffee shop near their home. All the ornaments sold, word of their mission led to generous matching donations, and soon they had $9,200.

Their parents told them they could build a well in one of a dozen countries where Living Water did work, so they turned to a globe to decide. “We didn’t agree on any of them,” Katherine says, “so we just picked Ethiopia.” Then they decided to raise enough money for 10 more wells, which would mean folding 37,000 more sheets of paper. This time they recruited friends, neighbors, classmates, and classmates’ parents to help fold origami, and they also stepped up their own production. “We were actually folding in the car on the way to school,” Isabelle says, “folding like crazy.”

This flurry of folding allowed them to expand their project to India, where they went last Christmas to see some of the wells they have helped put in orphanages, villages, and schools. While there they met with officials at the U.S. Embassy in Delhi and taught some of the Indian kids how to make the ornaments so they could pay it forward to the next village or orphanage without clean water. Talking to the children made Isabelle realize just how privileged she and her sister were. “Many kids in India have needs we don’t even know or can’t even think about. We can drink from the faucet and we can turn on lights. We are lucky to have a school to go and be able to go to it.” In addition, Katherine says, they have yet another blessing: “we get to change kids’ lives.”

Now they’re hoping to change even more lives by creating a workshop-in-a-box that will teach other children how to make origami. It’s a great plan to help kids have fun while they are funding good causes. As the sisters have shown, these small pieces of paper have a big impact both on those in need and those who help them out. “If you give lot, “Isabelle knows, “you will get more than you give.”

**Isabelle and Katherine Adams**

Ages 8 and 10, Texas

Founders, Paper for Water
When Taylor was seven, her best friend Erika was battling cancer and enduring frequent hospital stays. Taylor knew she couldn’t take the cancer away but she tried to make her friend smile by bringing her gifts. Once Erika began feeling better, she told Taylor how happy the gifts had made her. After hearing this, Taylor decided to hold a toy drive for kids in the hospital and asked Erika to help. “She was very excited to do this,” 15-year-old Taylor recalls, “but she passed away before our deliveries began. I knew then that I wanted to continue this toy drive in her memory.”

So she founded For Love of Erika, an annual holiday toy drive that provides gifts for ill and disadvantaged kids in Massachusetts and New Hampshire. Over the past eight years, she has provided $200,000 worth of toys for more than 8,000 children at hospitals and homeless shelters. Every fall, she solicits toys by setting up collection boxes at local schools. With help from family, friends, and volunteers, she raises funds to buy additional toys and host three holiday parties at Jump On In, an inflatable playground with slides and trampolines. The children play and have pizza. Then Santa hands out the gifts.

If kids are too sick to visit Santa, Taylor brings Christmas to them. “A couple of years ago,” she remembers, “we went to one of the hospitals and visited a two-year-old boy who was crying. We gave him a package with this huge red fire truck. When he opened the package, his eyes lit up and he smiled. He was still playing with the truck as we walked out the door. Suddenly his mom came running out and said, ‘I just want to thank you so much for the gift. He’s been crying for 24 hours non stop’.”

Knowing she could make a child so happy made Taylor feel great and taught her that “you should never underestimate the influence you can have on someone’s life,” especially when you give of yourself. “I never knew how important I was to the kids when I was giving presents. But I came to learn that my dedication to others was just as important as the gifts.”

She’s also learned that most people are giving at heart. “I’ve seen that people really want to help others, but they don’t know what they can do or how to start a project. So when I ask them to help with my project, they’re more than willing to step up. I asked my school principal one year, and that led teachers to volunteer with their kids. Then this year I spoke to the students at my school and we gained 30 volunteers.”

With this assistance, Taylor can step up her own efforts to make a contribution. When the holidays are past, she keeps spreading smiles by funding summer camp scholarships, backpacks, and swim lessons for homeless and low-income children. She also helps them by joining in the annual Boston Marathon Jimmy Fund Walk and donating her hair to Locks of Love, a nonprofit that gives wigs to children with cancer. In addition, she helped tornado victims in Massachusetts by raising $2,000, which she delivered in person to the families hardest hit.

Now she hopes to spread her organization to more states, a plan that would surely make Erika smile. “I often think about Erika,” Taylor says, “when I’m giving gifts to the kids. Some of them are very happy and energetic, so they remind me of her. I especially think of her when we hold our holiday parties, and I know she would have loved to be doing this with us.”
Cassandra has found a winning way to fuel the future. Her project TGIF (Turning Grease into Fuel) takes waste cooking oil from restaurants and turns it into fuel for Rhode Island homes in need. Her idea has produced 170,000 gallons of biodiesel and helped 290 families to heat their homes. It’s changing the way we think about energy, and the 16-year-old Westerly teen came up with it when she was 10.

Cassandra was in fifth grade when she attended an eco-festival where she learned that used cooking oil could be recycled into cheap clean-burning fuel. Soon afterward, “I got together with a group of friends,” she says, “who wanted to do something to help the environment and the community as a team.” She and her team researched community problems and looked for solutions. “We found out that a lot of local families couldn’t afford to heat their homes, and that local charities were running out of funds,” she recalls. So she put two and two together. “We thought if we could somehow convince people to recycle their oil, we could turn it into biofuel to heat these people’s homes.”

Before doing so, they had to convince the Westerly town council to establish a cooking oil container at the town transfer station. Then they recruited restaurants and residents to donate their used gunk, keeping the stuff from clogging sewers and drains. Finally, they found a company to refine the grease, and distribute it to those in need.

Cassandra has seen the difference her project makes when she visits the people she helps. One was a single mom with a two-year-old and part-time job who told Cassandra what a huge relief it was to get the fuel. Another was a woman who couldn’t work because of back pain and arthritis so receiving the fuel was a real load off her back.

Helping these needy folks has taught Cassandra to persevere as she looks for new donors to her project. “Over time, many of the restaurants that gave us fuel have gone out of business,” she explains. “It’s not easy to get new restaurants to donate fuel since they can also sell it to grease collectors.” So she gives restaurants a way to do well by doing good. Using money she’s received from grants and awards, Cassandra send consumers coupons to TGIF-participating restaurants, along with her group’s brochure.

She has also greased the wheels of progress by giving presentations overseas. Two years ago, she went to a UN summit in Brazil where she held workshops to help kids develop projects for making the environment better. Last year, she spoke to students at the International School of Kenya in Nairobi about how they could reduce their carbon footprint. When she finished speaking, many of the students asked her how they could start a project like TGIF in their own countries.

She also used her powers of persuasion when she worked with lawmakers on a bill that required oil recycling for many businesses in Rhode Island. “It was hard to get it passed,” Cassandra recalls, “because the commercial grease collectors talked about why it would be bad for business.” But she persevered and successfully made her case when she testified at the Rhode Island state house. In 2011, the Used Cooking Oil Recycling Act was passed into law, making for a win-win situation. The environment wins because fewer greenhouse gasses are being released, the government wins because it decreases sewer clogs, needy families win because they are getting heat — and Cassandra wins because helping the world go green has showed her what happiness is. “It’s the opposite of saying the grass is greener on the other side. It’s being content with where you are.”

Cassandra Lin
Age 16, Rhode Island
Founder, Turning Grease Into Fuel (TGIF)
Nicholas helps homeless kids put their best foot forward by giving them new shoes. Many of them don’t have shoes that fit well — or any shoes at all — Nicholas saw at age five when he visited a homeless shelter with his mom. “I was really shocked because I’m playing with kids who were my age who were just like me. But the one thing that made us different was the footwear we had.” And what a difference this made! “A lot of them couldn’t go to school every day because they might not have sneakers that fit them. They couldn’t be with their friends, play sports, and really be kids,” says the 16-year-old Rhode Island teen.

He knew he couldn’t desert them after his father offered to take him on a trip. “When I first started visiting homeless shelters,” Nicholas recalls, “my dad wanted to take me to Asia and go to rural areas. But I realized you don’t have to go to a foreign country to see poverty. It’s in our backyard, and we can all do something to make a difference.”

At first, Nicholas did his share by giving his gently used shoes to homeless shelters. At the same time, he knew it’s better to get new shoes, so he stepped up his efforts four years ago by founding Gotta Have Sole. He wrote to shoe companies for support, got the Boston Red Sox to donate New Balance shoes, and by the second year, he was able to send shoes to about 1,100 kids. Since then, Gotta Have Sole has grown over ten-fold and given new shoes to more than 17,000 children in 35 states. Nicholas has also expanded his efforts by sending gift cards to low-income veterans so they can buy new shoes and by founding Serving Love, which raises funds to donate sports footwear to disadvantaged children. “I know the importance of having properly fitting footwear that is safe for sports. I don’t think that someone’s economic situation should limit their passions,” Nicholas says.

And his passion for service has changed life for many kids, including one 16-year-old boy who Nicholas remembers well. “He and his mom had fled from an abusive situation in the middle of the night. The boy grabbed the first pair of shoes he could find, which were his mother’s fur-lined boots. When he got to the shelter, they did not have any shoes in his size so when he was at school he had to wear his mother’s boots. He had low self-esteem and often skipped school because he was being bullied. But all that changed when I gave him new shoes. According to one of the shelter workers, the boy had new-found confidence and was able to better fit in with his peers.”

It touched Nicholas to know a pair of shoes can go such a long way and made him see that caring is a butterfly whose wings stir up a whirlwind a continent away. “I really think it is our responsibility to take care of the people around us,” he says, “and make the world a better place. When we perform acts of kindness, we inspire others to do the same.” Or as Maya Angelou put it, “To make difference is not a matter of accident, a matter of casual occurrence of the tides. People choose to make a difference.”

Nicholas helps others to make that choice when he posts about volunteer opportunities on social networking sites, attends college service fairs to get the word out, and gives presentations at schools. “I urge other kids to find a passion, create big ideas, and act,” he says. No matter your age, as Nicholas knows, you’ve gotta have soul.
Ashlee Smith
Age 15, Nevada
Founder, Ashlee’s Toy Closet

It usually looks like Christmas at Ashlee Smith’s home. You’ll find her in the living room surrounded by hundreds of toys. But the 15-year-old Sparks, Nevada, teen doesn’t plan on keeping a single one. All the toys are for Ashlee’s Toy Closet, an organization she founded when she was eight. Since then, Ashlee has collected and distributed over 175,000 toys to young victims of fires and natural disasters. She knows how they feel because her own home burned down when she was five. Everything they owned was destroyed, including Ashlee’s favorite toy — a stuffed horse. Then in 2008, her father, a firefighter, battled a large blaze in South Lake Tahoe, California. “He sent us pictures of destroyed houses and all included burned toys in the yards,” Ashlee recalls. “I knew right away that I had to help because the most important thing to kids is their toys.”

She worried about them because “everyone helps the adults, no one helps the kids” when there’s a fire. So soon she was on the phone with television and radio stations, newspapers, and local businesses, asking for toys. As donations came pouring in, she spent her summer organizing the toys, posting fliers, and appealing for more donations. With added support from toy companies, Ashlee filled an 18-wheeler truck with toys and delivered them to the kids in South Lake Tahoe. Ashlee has gone on to provide toys for kids affected by a tornado in Joplin, Missouri, by floods in Fernley, Nevada, and by the earthquake that rocked Haiti in 2010.

Recently, Ashlee has been very busy because of all the wildfires on the West Coast. In the past two years she’s given out 10,000 toys and gotten some important lessons in return. “I’ve learned that there’s always someone in a worse place,” she says, “so if we all help each other the world will be a better place. I’ve also learned that little things can mean a world to kids.”

She saw how true this was after a fire swept over a small city in northern California. Ashlee was handing out toys in a parking lot where the victims sat while they waited for housing. “One little girl was very quiet since she didn’t want to deal with the fact that her house was gone,” Ashlee recalls. “Though she wouldn’t talk to anyone I went over to her and gave her a Hello Kitty puzzle. Her face lit up because it turned out she had lost the exact same puzzle. She was so busy playing with it that she didn’t want to leave after her family found a place to stay.”

Helping children like this makes Ashlee feel warm inside. “Seeing other people happy makes me happy,” she says. “It’s kind of like a circle for me.” And she keeps that circle going whether there’s a disaster or not. She started a birthday closet for kids whose parents can’t afford to buy presents, and she adopts whole towns of children during Christmas. She spends vacations, school breaks, and almost every day in between collecting and distributing toys. She packs boxes for kids after a single house fire or sends cases of toys after floods.

Her ultimate dream is to be a one-girl Red Cross for kids. “I’d like to buy a tour bus,” she says, “fill it with toys, and cross the country. We would call it Help on Wheels and stop everywhere there’s a fire or natural disaster.” It’s an ambitious goal and you’d think all the work Ashlee does already would turn her world upside down. But she’s fired up to do more because “seeing other people happy makes me happy,” she explains. “I like turning kids’ frowns upside down.”
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J. Willard “Bill” Marriott believes in putting people first. So do the general managers who work in his multi-billion dollar hotel chain. “I think they’ve learned,” Marriott says, “that if they take good care of the associates who work for them, they’ll take good care of the customer, and the customer will come back. That was the principle my father followed in 1927 when he started this company with a root beer stand. After he had been in business a few days, one of his employees failed to show up. Since he only had three or four employees, he knew he was in trouble and would have to do all the work. He also realized he’d better take care of his people and that’s been the founding principle of our company ever since.”

This approach has made Marriott International one of the world’s largest lodging companies with a portfolio ranging from no frills lodging to luxury chains. It now has 3,700 properties spread throughout 74 companies with renowned brands such as Marriott, Renaissance, Bulgari, Ritz-Carlton, Marriott Courtyard, Gaylord and JW Marriott, named for Marriott’s dad. “We continue to open up over 200 hotels a year,” he says, offering many chances for advancement since most of Marriott’s managers started out as hourly workers. “Our people can move up in the business and become assistant managers, managers, and general managers of a hotel. When they see you are providing them with opportunities to move ahead, this is a real motivating factor.”

Born in Washington, DC, at the height of the Great Depression in 1932, Marriott got his own work ethic and sense of motivation at an early age from his father, his faith, and his dedication to others – first as an Eagle Scout and then in the Navy. “My father told me that if I wanted to be successful, I had to work. He told me that every day from the time I was six years old. He had a favorite point he liked to make about trees: the smaller the tree the harder it had to fight for sun and light, but if it worked hard it got tall and strong.”

This philosophy allowed his dad to turn that root beer stand into a chain of Hot Shoppes, then a hotel, and soon Marriott entered the family business. While going to the University of Utah, he worked in his father’s Hot Shoppes restaurant in Salt Lake City, where he learned the business from the bottom up. “I worked in the kitchen for four years,” he recalls. “I learned all about how kitchens work. I learned about customer service. I learned about how important the associates were who worked in that kitchen, and that has been the foundation for me throughout my life,” Marriott says. He also attributes a lot of his company’s success to listening closely to all his employees. “I think that probably the most important thing a successful executive can do is listen and learn. Some of the best words in business are ‘What do you think we should do?’ and those words have followed me throughout my career.”

He remembered them when his father built the family’s first hotel just outside Washington, DC, at the 14th Street Bridge between what’s now Reagan National Airport and the Pentagon. But it wasn’t an easy start. The elder Marriott knew little about running a hotel. His son was eager for the opportunity and there were some heated discussions between them, with Marriott’s mother in the middle, he remembers. “She’d say to my father, ‘Now Bill calm down. Listen to what Billy has to say.’ Then she told me, ‘Now don’t be so combative with your father.’ So she was a terrific referee.” Fortunately the younger Marriott prevailed after the hotel went up. “I said,
‘Nobody’s running this hotel, why don’t you let me have a crack at it?’ He said, ‘You don’t know anything about the hotel business.’ I said, ‘Well neither does anyone else.’”

Even in the most difficult of times, Marriott has sought to put its people first. “If you have a positive mental attitude, you can get anything done. We went through a terrible crisis, a financial crisis in 1990. We had too much debt. We had to shut down our architecture and construction department because we stopped building hotels,” says Marriott of the most difficult chapter in the storied hotel chain’s history. “We had to lay off a thousand people, and we set up an outplacement service in the company, free. We had counselors. We had telephones. We had typewriters and computers and everything for people to work on. We placed over 90 percent of those people in jobs in a very tough time for the economy. There was a recession going on, and so that is really evidence to me of the power of our foundation to take care of people and really reach out and help people when they are in trouble.”

Since then, Marriott International has expanded from places like Dubuque, Iowa, to Dubai and the United Arab Emirate. But it’s still a family business, and that matters, as Marriott explains. “Family is so important, and we’re known as a family business which is unusual in today’s business environment. We are proud that we are a family business, and I think it resonates well with our customers and our shareholders and our investors. So does his firm commitment to hiring and promoting both minorities and women. “At least a good third of our general managers are women and about 20 percent are minorities. It’s a good start,” Marriott says. And it’s one way he helps build the future.

Another is his philanthropic record, especially in the fields of health, education and job training. The company’s Spirit to Serve our Communities program inspires Marriott associates around the globe to volunteer in four key areas: career opportunities, family service, community partnerships, and employee involvement where they live and work. Marriott International has set up Pathways to Independence, a competency based program that trains welfare recipients to become productive members of society by joining Marriott’s workforce. Similarly the Marriott Foundation for People with Disabilities provides disabled youth with job training and has helped place more than 10,000 of them in jobs.

Marriott’s philanthropy and faith overlap in his life and his service. A devout Mormon, he is always willing to support activities and speak up for his faith. In his native Washington, DC, Marriott has been one of the main supporters of the Festival of Lights on the grounds of the Washington, DC, Temple of the Church of Jesus Christ of Latter-Day Saints.

Marriott’s generous donation of time and money extends to a network of various organizations, mostly in the fields of health, medical research, and education. For example, he was a founding trustee of the Caring Institute when it was created in 1985. He also served on the board of the world-renowned

“Part of the influence we can have on other people, when we are the beneficiary of great fortune, is to help pass that attitude of joy and happiness to other people.”
Mayo Clinic, where he gave his time, money, and advice. “It’s a first-class organization,” Marriott says, “and we work closely with the researchers to make sure that they’re getting things done in the areas we are really interested in. And they are doing a wonderful job of caring for people,” including some humble folk, as Marriott points out. “When you go to the Mayo Clinic in Rochester, Minnesota, an awful lot of people in that clinic are wearing bib overalls. They live in small towns in Iowa and Minnesota, and they come for the best care in the world. If they lived in Wyoming or someplace like that and they were at a local hospital, it would be a different story.”

Marriott learned from his father that success is never final, so he intends to keep striving for more satisfied customers, more return to his shareholders, and especially more chances for his associates to advance. “I’d like to be remembered,” he says, “for developing a culture that continues to foster the ideals that my parents put forward — and that is still so very important. I want to be remembered for that enduring culture of giving, caring, and providing opportunities for people.”

Because he personifies the spirit of caring, Bill Marriott was presented with a Caring Award in 2013 and inducted into the Caring Hall of Fame located in what was the first Washington, DC home of Frederick Douglass three blocks from the U.S. Capitol.

What follows is an interview conducted by long time friend and Caring Institute founder, Val J. Halamandaris.

VAL J. HALAMANDARIS (VJH): Mr. Marriott, I want to begin by thanking you for giving us a few minutes of your time. I know how precious your time is and it means the world that you would be willing to share a little of it with us.

J. WILLARD MARRIOTT (JWM): Delighted to be here. Thank you.

VJH: I am here to ask you about what you have learned on this great journey in life. I would like to start with young people. I know how precious your time is and it means the world that you would be willing to share a little of it with us.

J. WILLARD MARRIOTT (JWM): Delighted to be here. Thank you.

VJH: I am here to ask you about what you have learned on this great journey in life. I would like to start with young people. I know you are asked to do commencement speeches from time to time. If you could advise the young people of America, what would you say to them about the future? What words of wisdom would you pass along?

JWM: I would start by saying select something in life that you love to do. If you are excited about getting up every morning and going to work and you love what you do, you will be successful. If it is just another job and a paycheck and a 9-to-5 experience for you, you are not going to go very far. So your enthusiasm for what you do is critical. Hard work is very important, and I have always been a big believer in getting to know the business from the bottom up.

I worked in my father’s Hot Shoppes restaurant in Salt Lake City when I was going to the University of Utah. I worked in the kitchen for four years. I learned all about how kitchens work. I learned about customer service. I learned about how important the associates were who worked in that kitchen. They helped me, they trained me. What I learned has been the bedrock, a foundation for me throughout my life.

As a consequence, I have really looked for people who come in the company and are willing to start at the bottom and work their way up to the top. Of course, you have got to bring in some senior people from time to time, but 50 percent of the general managers in our hotels started out as hourly workers, and the average length of service of our general managers is 25 years. So we have proven the value of the process — general managers are the key to the success of our business.

VJH: Being “homegrown” they have and reflect the company values.

JWM: That’s right.

VJH: What is the key to this experience?

JWM: I think they have learned the very important value of putting people first. They realize that if they take good care of the associates who work for them, they will take good care of the customer, and the customer will come back. This was my father’s principle that he followed since 1927 when he started the company as a root beer stand. A couple of days after he had been in the business somebody failed to show up and he got in trouble because he did not have very many people working for him. He had to do all the work, and so he figured out he had better take care of his people because otherwise he would be doing it alone. So this has been a founding principle of our company, caring for people.

VJH: It sounds so simple, so elementary, and yet it is crucial.
JWM: It really is. It makes all the difference in the world. This foundation that we built is still being maintained across the board and around the world. We are in 74 countries now, and we find that if you treat people well and you take care of them and you provide them opportunities you will get positive results — one of the key principles of taking care of people in business is providing them with opportunity. We continue to open over 200 hotels a year, so they do have opportunities to move up in the business and become an assistant manager, a manager, a general manager of a hotel, and when they see that you are providing them with opportunities to move ahead it builds loyalty and becomes a real motivating factor.

VJH: They have the attitude that this is family and they are privi-
leged to be a part of it.

JWM: Well, that is a very important part of our company. Family is so important, and we are known as a family company, which I think in today’s environment with professional managers all running our competitive hotels, you do not have any family-owned businesses, except us. We are proud of the fact that we are a family company. I think it resonates well with our customers and our shareholders and our investors.

VJH: Well, I think your decision to buy Ritz-Carlton and Gaylord and bring them into the family was very brilliant because I believe that there is a community of values among all of you.

JWM: That’s right. I know there is. Gaylord has a tremendous appreciation for their employees, who they call “stars,” and Ritz-Carlton is the same. They call theirs “ladies” and “gentlemen,” and we call ours “associates.” I think that shows respect and care for the employees who work for you.

VJH: Let me ask you if you have a favorite author? Do you have a favorite book, a favorite passage in the Bible or the Book of Mormon? Do you have anything that resonates with you when I ask these kinds of questions?

JWM: Let’s talk about authors first. I read the two Churchill books by William Manchester, and I am about to start the third. He died in 2004, and he got a fellow named Paul Reid to finish his last book, which covers the Second World War and the later years of Churchill’s life. It is a thousand pages, and so I am going to have to take a deep breath and go ahead and do my best to read it, but I love reading what he has written about Churchill. Churchill has been a huge hero in my life. I never met the man, but growing up, I watched what he did, how he saved England, and how he was primarily responsible for stopping the advance of Hitler in the Second World War.

As far as my favorite Bible scripture, I think it is, “Love the Lord thy God with all thy heart and soul, and love thy neighbor as thyself.” I think the word “love” was exemplified by Jesus Christ. I think he loved everybody. He told stories about fishermen and farmers and shepherds. He was a humble man. And yet here he was a god, and he showed love everywhere he went and blessed people’s lives in so many ways.

VJH: What is the greatest lesson you have learned in your lifetime? Mother Teresa said it was to embrace everything that comes into your life and turn it all to the positive. How does that comment resonate with you?

JWM: I think if you have a positive mental attitude you can get anything done. We went through a terrible financial crisis in 1990. We had $3 billion worth of hotels on our balance sheet. We had intended to sell them and take management contracts back on them, but we could not sell them. We had too much debt. A lot of it was short-term debt. The banks...
had to renew the debt or they would have to take over the company. We had to shut down our architecture and construction department and stop building hotels.

We had to lay off a thousand people, and we set up an employee outplacement service for our employees free of charge. We had counselors. We had telephones. We had typewriters and computers and everything for people to work on. We placed over 90 percent of those people in jobs in a very tough time for the economy. There was a recession going on. This was really evidence to me of the power of our foundation — taking care of people and really reaching out and helping people when they were in trouble. We knew we would get through this, but it was a real struggle. During this same time, I had three heart attacks and bypass surgery, so that did not help. But I got through it, and our people rose to the challenge and did a superb job.

**VJH:** What I think is truly remarkable about you and the family and, of course, your corporation is your generosity of spirit. I know you personally have given to your church and to dozens of charities. I know that you served on the board of the Mayo Clinic. You have given a great deal of money but also your time and advice. I know the folks at Mayo are very grateful for your service there.

**JWM:** Well, it is a first-class organization. We give money to support medical research — and then we work closely with the researchers to make sure that they have set some goals and timelines and objectives to ensure they are getting things done in the areas in which we are interested. They are doing a great job at Mayo. They do a wonderful job of caring for people.

The interesting thing about Mayo is with their world-class reputation, they serve farmers and workers from every walk of life. They all come for the best care in the world. I do not think a lot of them realize how good the care is that they are getting, but if they lived in Wyoming or someplace like that and were at the local hospital, it would be a little different story.

**VJH:** To your point, they treat every person the same — as well as possible.

**JWM:** Yes, all the same.

**VJH:** The Sultan from Brunei flew in one day when I was there.

**JWM:** Right, he flies in to Mayo all the time.

**VJH:** It is remarkable to see how well they have done in keeping the tradition going. They do not talk much about all the good things that they do. You have that in common. It is very difficult to find out all the things that Bill Marriott and his family and the corporation have done, but that is, I am sure, part of your philosophy.

**JWM:** Well, it is. We think it is confidential. We are here to help people. We do the best we can, and we are primarily interested in two areas. One is education, and the other is health care.

We are launching a major initiative in China now to improve the training of potential hotel managers, hotel executives, and get to them excited about coming into this industry because the growth of tourism in China is just huge.

Did you know that 2012 was the first year that a billion people left their home country to travel abroad. When you think about the size of the growth of the market, it is just amazing. So we have got to be there to serve them, and we have got to have trained people to do it.

**VJH:** Well, your associate, Roger Dow, who for many years headed your marketing division, has been doing a fabulous job promoting tourism.

**JWM:** He really has.

**VJH:** It is a huge industry that we need to expand to boost our economy. I was also going to commend you for the manner in which you have brought in minorities and women. Marriott is always in the forefront of hiring women and promoting them, and the same is true of minorities. Do you feel, as I do, that the future, more and more, is about women and minorities?

**JWM:** Oh, absolutely. You know, at least a third of our general managers are women, and about 20 percent of our general managers are minorities. And it is a good start.

**VJH:** Well, let me ask about seniors. For the first time in history, we have this massive generation of people living into their 70s, and the fastest growing cohort, as you know, are those who are over 80. What science keeps doing for us is extending life span, not only adding years to life but making it so we enjoy the journey. One of the things that has really interested me is what smartphones are doing to allow us to monitor our health literally 24/7. So instead of a doctor coming to see us or our going to see him once a year, we have the capacity to be checked and monitored, literally around the clock every day. This technology is going to transform health care. I know it is a subject that is greatly important to you.
But I was going to ask about seniors generally. What advice would you give to the senior community, people who are in their 70s or 80s?

JWM: Well, since I’m one of them, I guess I am qualified to speak. Stay active. Do not just lie around the house all day. Get out and do something. Give back to the community.

I visited a hospital for a checkup a few weeks ago. It was a big hospital, very confusing, and I wanted to buy a Wall Street Journal to read, because I knew I would have to wait for the doctors. I met a young lady in the lobby who was probably 80 who was a volunteer. She said, “What can I do to help you?” I said, “I need to buy a Wall Street Journal.” She said, “Follow me.”

So we went down about two blocks on one floor and then we went up about four floors and then we went down another block on that floor, and we found the newsstand and the Wall Street Journal. Then she said, “Now where do you need to go?” I said I have got to go to the XYZ Building and have a test, and she said, “Let me take you there.” I said, “How often do you work here in the hospital?” and she said, “Oh, 2 to 3 days a week, and I just love it,” and she was in her 80s, but she was spry and walked faster than I did. She was excited about what she was doing. She did not get a nickel for pay, but had a passion to help others. I thought that it was just wonderful.

VJH: Some people published in the Wall Street Journal have written that the job force of the future is going to be made up largely of people over 65. They are coming back into the workforce. Many who retired some time ago are either bored or the economy has required them to come back. They bring a lot of talent with them when they do come back into the workforce. How do you feel about that?

JWM: Well, we have an awful lot of people in their 70s and 80s working for us today. We do not have a mandatory retirement age. I think a mandatory retirement age of 65 is ridiculous. Any company that says they have got to enforce that is playing games. I can understand if you have a CEO like me that is been in the job for 40 years who is 80 years old. You need the strength of youth to come along with the energy and the vitality and the smarts. This is why we brought in Arne Sorenson, who took my job as CEO in March of 2012. But I am still involved. I still peek over his shoulder. I still visit over 200 hotels a year, and I get out and meet with people and talk to people and give some speeches every now and then. I stay active and involved. My wife said, “For better, for worse, but not for lunch,” and so she does not want me home for lunch, and I do not want to be home for lunch.

VJH: I was going to ask you about the great gift in your life, your beautiful wife, Donna, who means so much to you and has made it possible for you to accomplish much of what you have accomplished.

JWM: Well, we have been married almost 60 years, and we still go to movies on Saturday afternoon and hold hands in the theater and eat popcorn and have a hamburger for dinner. We still have dates, and we do the best we can to spend as much time together as we possibly can and love to be with each other.

VJH: Going further back, I know that your mom had a significant impact on you and your career and was a great help to your dad. What are your fondest memories of your mom, Allie?

JWM: She was very tender, very loving. When you have got a father and son who have different ideas about the business — he liked the hotel business, but he was afraid of the debt, and so he really did not want to grow the hotel business, and I did. And so there were quite a few rather heated conversations between the two of us.

She was the referee, and she was a wonderful referee. She would
say to my father, “Now, Bill, calm down. Listen to what Billy has to say.” Then she told me, “Now, do not be so combative with your father.” So she was a terrific referee.

**VJH:** Who would you say are your heroes beyond your mom and dad? I read that you admired a former president. Can you tell us who and why?

**JWM:** Sure. In 1954, I was an ensign in the Navy, and I had come home on Christmas leave. My father and mother had invited Ike and Mamie Eisenhower down to our farm in Virginia. He, of course, was president of the United States at the time and a former five-star general. It was a very cold day outside. The wind was blowing. It was probably 20 degrees. We put some birds out in the field because we knew he loved to hunt, and so we were ready to go out and shoot some pheasants.

We were standing around the nice, warm fireplace, and the question came up, do we really want to do this, do we want to go outside and hunt or do we want to stay in by the fireplace. I was standing behind my father where nobody could see me, because I was kind of shy and terrified of being in the presence of the president of the United States. Ike turned around and looked at me and around my father, and he said, “What do you want to do, Bill? Should we stay inside, or should we go outside?” People often ask me when I have told that story, “What did you say?” I said, “It is warm and nice in here. Let’s stay inside,” and they all agreed, and that is what we did. But that was a great lesson for me. I think some of the best words in business are “What do you think?” and “What do you think we should do?” and those words have followed me through my career.

I have tried to build an organization and a team where we do some consensus building, but we also know that we sometimes have to reach the point where we make a decision, and sometimes I am too quick to make a decision. So I have to go back and just rethink what I am doing and make sure that I am listening and that I am hearing, and that I am getting the best input, but then you have to make a decision. But asking the question, “What do you think?” I think is one of the key strategies a CEO or an ordinary businessperson can have.

**VJH:** What is there that you have on your bucket list to do, either on the corporate side or personally?

**JWM:** Well, when people ask me that, I use the word “more,” and they think maybe that is kind of selfish, but I describe it as more hotels, more satisfied customers, more return to our shareholders, more employees with opportunities, more opportunities for our people across the board. Just more, more of all the better things we have done for almost 90 years as a company to continue to grow and strengthen the business.

**VJH:** When I wrote about you in recently, I wrote that you will be remembered for establishing a model corporation for the future. I believe people will look back at what you have done and try to copy your formula. I believe that you have transformed business as we know it.

**JWM:** Thank you.

**VJH:** So I credit you for setting the stage allowing many other corporations to be successful. It is the standard for excellence. It involves treating people well, in harmony with the Golden rule. It is my belief that this is the way to success in business as well as government. It has to be the normal way we react to each other. You and your father showed that, by using this principle.

**JWM:** Thank you. Thank you very much.

**VJH:** I was going to ask about what you believe is the greatest lesson you have learned in your life. You might offer a couple of lessons to share with us.

**JWM:** Well, I do have a couple of comments. I think the most important thing is learning the importance of people and caring for employees and truly caring for the people you serve. You know, reaching into your pocket and giving someone just a little bit of a helping hand whenever you can. Respecting people, treating the lowest worker the way you would the general manager. Some of our employees make up 18 rooms a day and work very, very hard and do not make a whole lot of money. They usually have a couple of kids at home to care for. We try to show love and compassion and concern and provide opportunities to make sure that we are treating them as well as we possibly can.

The other one is, my father used to say, “Success is never final,” and, you know, if you think you have reached the top, you have not, there is a long way to go. You never reach the top. So you have got to continue to the end, and you have got to work and perform and give back and do something important in your life: dream big dreams and reach out and get some help and make them happen.

**VJH:** Great. Before I ask the penultimate question of how you would like to be remembered, let me ask you, if you could do it all over again, would you do the same things?
JWM: I have just written a book. It is called *Without Reservation*. I have made a lot of mistakes, and at the same time, I have done the very best I could to build on the foundation that my parents established. I have a company that cares for people, that cares for the customer, is customer-focused, takes care of the details. My dad was a perfectionist. I’m not quite the perfectionist as he was, but he built the business because he was a perfectionist. People knew that they would get a great hamburger in Hot Shoppes and they knew when they checked into our hotels that there was a degree of quality and consistency. We worry about the details — about getting things right.

We have 66 different things on a list that you are supposed to do when you make up a room, and all our housekeepers are trained to do them, and so that has really been a guiding force for us.

VJH: Let me ask you about happiness. What is happiness, and how do you get it?

JWM: I think happiness is peace of mind. I am never worried about home, which is wonderful for me because I have got a great wife and wonderful children—and I can focus my energies on the business. I spend as much time with my family as I possibly can, but I do not worry about them because I know they are caring for each other and they are well cared for. They have all done well in school. They have all done well in the business, and so peace of mind comes when you know that you are doing the right thing. If you do the right thing and you can feel that you are contributing to the country, to your business, to your associates, to your customers, to your hotel owners, you have got something going for you here that gives you a great deal of happiness and satisfaction.

VJH: I have two remaining questions. One of them is about success. If somebody were to ask you to define success, what would you say?

JWM: I think everybody has a different idea of success. For an artist, it is painting a perfect picture. For a writer, it is writing a book that is well accepted and educates and helps people. For a businessman, it is growing the business in the right way, with integrity, giving back to the community, training people, putting people first. These are the things that bring happiness. When you are doing the best at what you are doing and you realize in your own heart that you are doing as good as you can do, I would call that success. I would also add that we can always strive to get better.

VJH: In essence, that is what John Wooden, the famous coach at UCLA, told me. If you have done the best you can do, that is all that matters.

JWM: Yes.

VJH: You do not measure life by results but by effort. You cannot always control the results, but you can control what you do.

JWM: Right.

VJH: Well, the final question that I would ask is, how would you like to be remembered?

JWM: Well, I would like to be remembered as someone who took the foundation of the business that my parents built and grew it by providing opportunities for associates along the way, by developing a culture in the company that continues to foster the ideals and beliefs that my parents put forward and have built on. The importance of a caring culture is so very important, and I want to be remembered for that culture, which is an enduring culture of giving, of caring, and of providing opportunity for people.

VJH: It doesn’t get any better than that. Thank you. At the end of every interview I always ask if there is something that you would like to add to this interview that is not particularly prompted by a question?

JWM: Well, one of the things I probably would like to note is the great importance of the LDS Church in my life. The Mormon Church has been part of our family heritage since the 1850s, as six of my great grandparents crossed the Plains with the Mormon pioneers in 1848, and it has been a very important part of my life.

When I was 40 years old, I was called to be a bishop of a ward, which is the same as a parish priest. I had 800 members in my ward, because we had just merged with a Spanish group and we had merged in a group of young single adults, and here I was trying to run a company, trying to raise my family, and called in 25 hours a week to give service to the church. And that was a great blessing in my life because I learned to listen better. You know, I would counsel young ladies who were Spanish who were housekeepers for families or health care givers and had very little income. In our church, we tithed. ‘They paid 10 percent of their income to the church, and these little ladies would come in every week with $5 or $10 to pay their tithing. And it impressed on me the great importance of devotion to what you believe in and the great influence the church has had in people’s lives, including my own life.

VJH: Thank you Mr. Marriott for sharing your wisdom.
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Celebrating Alfredo J. Molina,
Host of the 2014 Gala

Alfredo J. Molina, principal of Molina’s Fine Jewelry headquartered in Phoenix, Arizona, received a Caring Award in 2005.

This remarkable man has volunteered, giving of his time and money and expertise in raising money to 143 different charities.

Molina came to this country as a young man from Cuba with only a few pesos to his name. With help from a family relative he learned his grandfather’s trade. But his dream of opening his own jewelry story had to be deferred because times were tough.

While he was barely scraping by, many assumed that he must be wealthy and asked him for money or help in raising it. Molina’s heart went out to a charity that supported needy children. Although it meant taking time away from his business, he committed himself and gave it his all. The event proved to be a great success.

After that a funny thing happened. The people he met while helping the charity began knocking at his door when their loved ones had birthdays, anniversaries or other memorable events. It was an epiphany for Molina. He discovered that doing good and helping others had its own rewards. It came back to him financially.

This reinforcement encouraged the young philanthropist to do what members of his family had always done: give and give some more to those in need. Molina found that the more of himself he gave the more it came back to him. But his business did not run itself. It didn’t. It needed tending which meant in reality that Molina was working days in his trade and nights in helping the less fortunate.

In the years since Molina received a Caring Award, the number of charities he has helped have more than doubled to 343 at last count. When the Caring Institute board made a decision to bring the Caring Awards Ceremony to Phoenix, Arizona in 2014 because so many of the awardees were Phoenicians, Molina was the natural choice to head up the Caring Awards Gala Committee.

Molina responded as he always does pulling out all the stops to make sure that the Gala Dinner and Awards Ceremony are a roaring success comparable with the events that are usually held in the nation’s capitol. He has brought in many of his friends to help him including Renee Dee to ensure that the events are worthy of the stellar list of award winners who were to be honored in 2014.

For his efforts, Molina deserves the commendation not only from the officers and members of the Caring Institute but from all good and caring people throughout the nation. His life is positive proof that you can do very well by doing good and that caring, like love, is one of the few things that expands when it is shared.
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How many photographs can be enter? Up to ten photos may be submitted over the 10 month period.

When does the contest start and end? November 1, 2014 ending on August 30, 2015.

What are the prizes? $1,000 for first prize, $500 for second and $250 for third.

Who are the judges? Celebrated photographer Michael Collopy, artist and actress, Jane Seymour and Paul David Leopolous, Founder of the Thea Foundation which supports and encourages art classes in public schools.

Where will these photographs be published? Those chosen will appear in electronic and printed copies of Caring magazine, on the website of the Caring Institute and on the Caring Channel.

Ownership of the rights to the photos. Photographers stipulate on entering that they took the photo(s), they retain ownership rights and stipulate that they have authorized the Institute and its affiliates to use the photo in its publications and website with proper photo credit. Photos may be displayed in the Caring Hall of Fame in Washington, D.C. three blocks from the U.S. Capitol.

How do I enter the contest? Visit the Caring Institute’s website www.caring.org and click on “Capture the Essence of Caring Photo Contest”

When will the winners be announced? On or before November 1, 2015.

To enter visit www.caring.org and click on “Capture the Essence of Caring Photo Contest”
Sometime ago I interviewed Jim Clifton the respected CEO of the Gallup Organization. I asked him based on Gallup’s research who was the best leader he had studied. Without batting an eyelash he said, “Mother Teresa” and he went on to explain why. When I asked John Wooden the legendary basketball coach who won ten NCAA titles at UCLA, he answered with the same name. Presidents Bill Clinton and Ronald Reagan have also made known their respect for Mother Teresa; Reagan honored her with the Medal of Freedom in 1985.

This lead me to create a Caring Institute sponsored CEO School where we brought together many of those who knew Mother best including Glenn Kielty, the Africa based builder who volunteered to create many of the homes for Mother’s Missionaries of Charity, Michael Collopy, the celebrated photographer who had followed Mother for some 15 years and Larry Kline from Scripps Medical Center who was Mother Teresa’s physician. All of us who knew Mother enjoy comparing stories and sharing life lessons from the living saint who helped create the Caring Institute, some of which follow below.

- **She was positive.** For Mother Teresa, the glass of life was always 90 percent full. She saw good in everything and everyone. I once asked her to explain why she was able to get so much done. She said, “If you eliminate all of the negativity in your life, you would be amazed how much energy you have with which to do good.”

- **She was always smiling.** Mother told her sisters to smile and let the light of God shine through them. She said that if they could not smile from the beginning of each day until the end, they should choose another vocation.

- **She was always lifting people up.** Poverty, she said, was a terrible thing, but it was far worse to be unloved. One of Mother’s most common gestures involved stretching out her arms, palms up, and moving them as if she was lifting up a person or an object.

- **She worked very hard.** She began every day at 4:00 a.m. with several hours of prayer and continued her demanding work well into the night. I asked her how she kept from being exhausted. She said, “Mind is everything. What matters is why you do it. If you care for others out of duty or obligation, it will deplete you. But if you do it out of love, it won’t. It will energize you.”

- **She hated waste.** I asked Mother if she hated anything or anyone, and she quickly responded, “Yes.” She answered that she hated waste, above all the waste of human potential. She added that she hated to have her picture taken, though she often did. She dealt with this paradox, she told Glenn Kielty, by “making a deal with God.” She explained that “every time my picture is taken, a soul is released from purgatory, which is why I like movie cameras; souls are just flying up to heaven.”

- **She was a visionary.** Mother was one of those people who could see a little further over the horizon than most. She could also look at some of the world’s problems and create plans to help solve them.

- **She was empathic.** She had an acute awareness and understanding of others’ pain. She personally suffered a great deal of pain, but she was able to set it aside by getting deeply involved in the pain and suffering of others.

- **She was a very spiritual person.** She had a strong sense of faith, but she did not seek to impose her religious views on others. The one exception was in the area of “right to life,” where she passionately echoed the teachings of the Catholic Church.

- **She was very tough.** Mother Teresa was very kind and gentle, but she could also be tough as titanium.

- **She was consistent in thought, word and deed.** Mother had great integrity and a wonderful way of persuading people to do the right thing. Her word was her bond, and she had a clear set of values that she taught to the sisters of the Missionaries of Charity. The sisters honored Mother by embracing these principles.

- **She was a very caring person.** She told me that caring is the one word summary of the golden rule which runs through all the great religions of the world. She said that “Caring is love in action.” She told another interviewer that the most important attribute of successful organizations was leaders who lived by the principle “do unto others as you would have them do unto you.”

- **She was a loving person.** She believed in leading by example and looked on her life as her message. “We are not called upon to do great deeds,” she said, “but to put as much love as we can into every single thing that we do.”
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