



Mutual Respect-the Key to Success



John Kain, Chief Operating Officer for Merrimack Health Group

I am very enthusiastic about my new role within Merrimack Health Group. Although I have had the great fortune to work closely with many of our MHG facilities, I am looking forward to working more closely with the staff in all of our facilities and getting better acquainted with everyone.

In my opinion, Merrimack Health Group is an outstanding organization. In a look back at my history with MHG, I am able to state that in every situation, MHG strives to do the best we can for our

residents and our employees. Not every company is able to make this claim.

Another quality that differentiates MHG from other organizations is respect. Everyone within our organization operates from a position of tremendous respect for our residents and their families, as well as for each other. I believe that this mutual respect enables MHG to make the best decisions possible to achieve the most positive outcomes.

Standardization has been a widely discussed concept throughout MHG this past year. We have been meeting with staff to identify best practices and then to develop standards for the organization as a whole. We have only scratched the surface, and there is much more that needs to be accomplished. I see standardization as a great opportunity to provide clarity to facilities by giving them systems that they will need to ease their workloads and fulfill

their objectives.

Our organization is fortunate to employ so many hardworking, intelligent, dedicated and motivated individuals. My mission for the coming months is to support these individuals in our facilities in their day to day operations in any way that I can. I have always felt supported by the people throughout MHG, and am confident that together we will enable MHG to continue to achieve its goals for excellence in caring.

EDITOR'S NOTE: MHG is pleased to congratulate John Kain into his new position as Chief Operating Officer for Merrimack Health Group. John has been a Senior Administrator with MHG since 2000, overseeing Fairhaven Healthcare Center in Lowell, The Oxford in Haverhill, The Arbors of Bedford in NH, and The Lafayette in Marblehead. In this new position, John will continue to provide oversight to The Oxford

and The Arbors, while Senior Administrator Gina Queiros will oversee Fairhaven in Lowell and The Lafayette. John received his Bachelor of Science Degree in Health Services Administration from Providence College and recently moved with his family to South Hamilton, MA.

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New Faces in Facility Management



Deb Clark, Director of Nursing Services

The Arbors of Bedford is pleased to welcome Deb Clark as the new Director of Nursing Services. Prior to joining The Arbors, Deb was an instructor with LNA Health Careers, where she taught LNAs in many skilled nursing facilities throughout New Hampshire. Deb is a graduate of Rivier College in Nashua and currently resides in Derry, NH.



Michelle Ellis, Executive Director, The Arbors of Bedford

The Arbors of Bedford is also pleased to welcome Michelle Ellis back as the facility's new Executive Director. Michelle was MHG's Regional Rehab Coordinator based out of The Oxford in Haverhill before taking a brief hiatus from MHG to work as a Rehab Consultant with PC Healthcare Careers in Groveland, MA. Michelle has a Bachelor's Degree in

Rehab Medicine from Northeastern University and her Associate's Degree in Physical Therapy from Hesser College. She lives with her family in Hudson, NH.



Zosh Mierzwa, Director of Nursing Services

Marlborough Hills Healthcare Center is pleased to welcome Zofia (Zosh) Mierzwa as the new Director of Nursing Services. Prior to joining Marlborough Hills, Zosh was Assistant Director of Nursing for a skilled nursing facility in Andover, MA. She received her nursing education at D'Youville Hospital, Northern Essex Community College and St. Anslems College in Manchester, NH. Zosh lives in Dracut, MA with her son, Nicholas, who is a freshman at Assumption College.



Donna Routhier, Director of Nursing Services

Lanessa Extended Care is pleased to welcome Donna Routhier as Director of Nursing

Services. Donna was previously at Parsons Hill Nursing and Rehabilitation Center in Worcester as DON, and Staff Development Coordinator. Prior to joining MHG, Donna received her nursing degree at Quinsigamond Community College and she is a certified legal nurse consultant. Donna is a resident of North Brookfield, MA.



Joanne Bruell, Administrator

Lanessa Extended Care is pleased to welcome Joanne Bruell to the facility as Administrator. Prior to joining Lanessa, Joanne was the Executive Director of Bolton Manor in Marlborough, MA. Joanne received a Master of Arts in Counseling Psychology from Anna Maria College and a Bachelor of Science in Sociology from Worcester State College. She is a licensed social worker and lives in Dudley, MA.

**IT'S WHO
YOU PAY, NOT
HOW YOU
PAY THEM**

*(an excerpt from
author Jim Collins' book,
Good to Great)*

"Those who build great companies understand that the ultimate throttle on growth for any great company is not markets, or technology, or competition, or products. It's one thing above all others: the ability to get and keep enough of the right people...."

Members of good-to-great teams tended to become and remain friends for life...Adherence to the idea of "first who" might be the closest link between a great company and a great life. For no matter what we achieve, if we don't spend the vast majority of our time with people we love and respect, we cannot possibly have a great life."

Finance News

by Richard Atkinson
Accounting Manager

Month end close reminders, please make sure the following occurs:

1. Manual checks are correctly coded and include adequate back up. Please forward copies of manual checks to Haverhill on a weekly basis.

2. AP invoices should include a GL code, an amount to pay, a pay date and Department Head / Administrator signatures. Please verify with your AP contact or accountant, any "balance forward" amounts have been processed.

3. All revenue journals are run and accepted with the correct disbursement date. Please coordinate prior month reruns with your Regional. (Use the bed reconciliation report to verify all days and rates are

accurate.)

4. Bank / Loan statements should be forwarded to your accountant when received.

5. Please ensure, with your Regional, all adjustments are posted.



Completing these important steps will greatly assist your accountant, as well as speed up the month end close. Please contact your accountant when the monthly census is complete and all revenue journals have been run.

Administrators should continue to work on their FY 2007 budgets. Each administrator's requirements and deadlines were communicated in the budget memo sent out at the end of September. The first working meetings will be held in November.

Business Office Corner

by Laura McDonnell
Corporate Business Manager

Lets Begin to Prepare for Year End !!!

AR: All credit balances must be resolved by year end.

Please review with your administrator and regional any claims that are truly uncollectible.

AP: All 1099 vendors must submit their social security numbers and have a w9 on file.

Payroll: Please review your master control and ensure that all terminated employees are



terminated and all dates of birth are complete. Remember, with the end of the year approaching it is very important to have correct addresses on all employees. The address on file is where the W2 will be mailed. At year end, you will receive W2s for all employees. You will also receive a disk from ADP with the data on it. Please just file the disk as it comes as part of the package.

Did You Know?

...that the

Lafayette Rehabilitation and Skilled Nursing Facility in Marblehead, MA was recently voted Business of the Year by the Marblehead Chamber of Commerce? Earlier this year, the Lafayette received the Reader's Choice Award from Community Newspapers for the best long-term care facility in Marblehead.

...that any facility can submit newsworthy info about their facility by e-mailing it to Karen Driscoll, Communications Manager, at kdriscoll@menimackhealth.com. All information will be considered and printed as space permits.

"Age is opportunity no less than youth itself, though in another dress, and as the evening twilight fades away, the sky is filled with stars, invisible by day..."
Longfellow



Parsons Hill TCU Ribbon Cutting

Parsons Hill Rehabilitation and Nursing Care Center recently held a grand opening celebration for their newly designed Transitional Care Unit. The celebration was attended by many healthcare and political figures from the Worcester area.

Attendees at the Parsons Hill TCU Grand Opening Celebration included (from left): Senator Edward M. Augustus, Bill Mantzoukas, President, City Councilor Gary Rosen and Rick Kravetz, Senior Administrator.



Facilities Participate in Memory Walks

Several MHG facilities teamed up to participate in their local Alzheimer Association Memory Walks this fall. Parsons Hill Nursing and Rehabilitation Center gathered a team of walkers and raised over \$1000 for the cause.



The Walking team from Craneville Place and Sugar Hill Assisted Living in Dalton at their Memory Walk on September 16, 2006

The Arbors of Bedford helped the New Hampshire branch of the Alzheimer's Association raise nearly \$11,000 in total.

Craneville Place and Sugar Hill Assisted Living of Dalton, MA raised \$2000 to support finding a cure for Alzheimer's Disease.

Please send your facility's newsworthy information to Karen Driscoll at kdriscoll@merrimackhealth.com, so that it can be included in future issues!

Arbors Receives Culinary Award

NEWSNOTES is published by the Corporate Office of Merrimack Health Group. Please direct all inquiries and news information to:

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The Tastiest Creation Award

Joe Comforti, Executive Chef for The Arbors of Bedford, recently received the Tastiest Creation Award at the Chocolate Lover's Fantasy Show sponsored by The

Caregivers of NH. Joe's creative abilities and talents dazzled the attendees and exhibitors with his Dark Chocolate Fantasy Tart filled with Melba Sauce and his White Chocolate "Tropical" filled with Mango Sauce.

While the adults returned on several occasions indulging in Joe's creations, the children enjoyed Chef Amy Ahern's Chocolate Chip Iced Cookies with Raspberries as well as the Fudge Brownie Supreme.

Joe's and Amy's exceptional presentation at the show as well as their attentive, caring, nutritious meals they create and serve daily to the residents at The Arbors are sincerely appreciated!

Recently, Joe was also promoted to the position of Director of Support Services for The Arbors of Bedford. Congratulations!