

## Coming Attractions

All times are Eastern except as noted

**Jan. 5 2:00 p.m.**  
NEW – Communications and PR affinity network via GoToMeeting

**Jan. 7 10:30 a.m.**  
Spiritual Life Coordinators Teleconference

**Jan. 13 2:00 p.m.**  
CFO affinity network teleconference

**Jan. 14 2:00 p.m.**  
Marketing affinity network teleconference

**Jan. 29 1:30 p.m. (CT)**  
Kansas HR and marketing affinity networks

**February 23-25**  
Values-based Leadership Program – Session 2  
Laurelville Mennonite Church Center  
Mount Pleasant, PA

**Mar.31-Apr. 1**  
Mennonite Health Assembly  
Sacramento, CA

## One Gathering, Many Topics

The annual Mennonite Health Assembly presents an interesting dichotomy: The event is, first and foremost, an opportunity for members of Mennonite Health Services to cross divides.

For a few days each spring, participants leave their specified office, organization and geographical location to gather as one collective body for worship, learning and fellowship.

At the same time, however, the conference is intentionally diverse. The 2016 Mennonite Health Assembly, to be held March 31-April 1 in Sacramento, Calif., will offer a wide variety of workshops that have been chosen to reflect the various disciplines in which MHS is a part.

This variety is intended to give attendees relevant ideas and resources that are both applicable and useful.

Make the most of your conference experience by considering in advance which seminar topics most closely fit

with your interests or potential areas of growth.

**Topic: Mental Health**  
**Speaker: Angela Hernandez, Student, Fresno Pacific Biblical Seminary**

“Holistic healing: Conceptualizing Mental Health Using Systems Theory” will examine the benefits of using



Angela Hernandez

a holistic framework that not only aligns with our Christian tradition, but can be utilized when treating clients from

different cultural groups.

This framework, explains Hernandez, “expands on a person’s well-being, from mind, body and soul,” which includes “community, spirituality and how each part is interconnected.”

To accomplish this, Hernandez will begin her workshop by exploring the impact Western culture has on our current understanding of people and mental health treatment.

*‘One Gathering’ continued >>*



Mim Shirk, Senior Vice President

## The First Word: Take note of a new Assembly schedule

Registration is open for Mennonite Health Assembly, March 30 to April 1, 2016, in Sacramento, Calif. The schedule is different than last year, so here are a few notes to help you plan your travel. Visit [Health Assembly](#) for additional details.

### Pre-conference

- Two pre-conference sessions will take place during the afternoon on Wednesday, March 30.
- The traditional dinner of those working with intellectual disabilities will be Wednesday evening. Anyone is welcome. Sign up through the Assembly registration.
- CEOs of MHS-sponsored organizations will meet for breakfast on Thursday, March 31.
- The MHS members' reception and meeting will be Thursday morning at 9:15 a.m.

**Executive Circle** will meet Thursday afternoon

through Friday lunch. Participants will attend keynote sessions.

The **closing session** will be on Friday evening, including dinner.

### Post-conference

- The Medical Expense Program Governing Council will meet on Saturday morning until noon.
- The Assembly Planning Committee will meet for breakfast on Saturday.

Stick around for the weekend and explore Sacramento, one of the most historic cities in California!

Not able to attend but interested in the web-based workshop on analyzing data using open-source tools? A limited number of seats is available for attendees to log in from home. Contact [emily@mhsonline.org](mailto:emily@mhsonline.org) to sign up.

>> *'One Gathering' continued*



Alisa Miller

**Topic: Serving on a Board**  
**Speaker: Alisa Miller, CFO, MHS**

Board, management and team members need an understanding of the financial health of their organization. "Adding it all up: Interpreting Financial Reports for the Non-Financial Reader" will touch on the components of financial statements and how they can be used to evaluate the health of any given organization.

"I believe it is important for all leaders to have a general understanding," Miller said, "...to ask questions and use reports to make decisions in their departments."

Although designed to engage participants from any industry, Miller's workshop will include important financial indicators specifically for those working in senior living.

**Topic: Leadership**  
**Speaker: Allen Rutter, Executive Director, Shalom Counseling and Mediation Center**



Allen Rutter

How can you identify a successful leadership style for supervising employees? "Supervising Staff: Following a FRED Model for Supervision" will explain the advantage of focusing on what leaders and managers do, rather than on individual traits.

'FRED' is a supervision model that leans heavily on a transformational style of leadership by identifying four critical dynamics: freedom, resources, encouragement and direction.

As Rutter explains, "To understand and live out the FRED Model in supervising your team is to experience what Steve Jobs once said: 'The people who are doing the work are the moving force behind the Macintosh. My job is to create a space for them, to clear out the rest of the organization and keep it at bay.'"

"'FRED' is a supervision model that leans heavily on a transformational style of leadership by identifying four critical dynamics: freedom, resources, encouragement and direction."

*'One Gathering' continued again >>*

# Program Feature

## Racial Diversity: A challenge and a goal

In March 2015, the MHS Board said 'yes' to a survey designed to delve deeper into diversity by researching the racial, gender and age makeup of member organizations' board and senior leadership, staff, employees and clients/residents.

Now, less than one year later, the [survey results](#) are in and tallied. With 64% of MHS member CEOs participating, the [final results](#) include information from 46 CEOs representing 48 organizations.

### An overview of the results

Persons who identify as Caucasian/white account for the majority in all measured fields, which includes board members, CEOs, senior staff, employees and people served.

The second largest contingency in any of these categories was employees, in which persons of African American descent comprise 11.5 percent.

Under the umbrella of gender diversity, the results marked a relatively even split between the number of male and female persons being served. Senior staff and employees are 66.7 percent and 79.4 percent female, respectively. Female prevalence decreased in the last two measured categories: 39.6 percent of CEOs are women, and 32.1 percent of board members.

Of the 46 participating organizations, persons age 55 to 69 account for well over half of board members and CEOs. Though under the fields of senior staff and employees, individuals age 40 to 54 and 25 to 39 have a nearly even presence with those aged 55 to 69.

40.4 percent of people served are over the age of 70, with ages 0 to 17 falling in second place at 27.3 percent.

### Challenges and goals

Finally, participants were asked to identify which types of diversity they found most challenging and what goals they had related to diversity.



“This is a first step toward helping members identify goals and resources needed for recognizing and embracing differences,” said Mim Shirk, MHS Senior Vice President.”

These prompts drew a wide spectrum of responses, though over 60 percent noted race as their primary diversity challenge, and nearly 20 organizations indicated increasing racial, ethnic and gender diversity of board and employees as a goal moving forward.

## **An important first step**

“This is a first step toward helping members identify goals and resources needed for recognizing and embracing differences,” said Mim Shirk, MHS Senior Vice President, in a survey report sent to MHS board members. “We believe that the most effective leaders are equipped to embrace and promote diverse voices within the organization they serve,” Shirk said.

The final segment of MHS’ report was a list of eight possible ways to respond to the survey results, including committing to a diverse candidate pool for every executive search, deepening how MHS models and teaches intercultural competency through its many programs, and learning the stories of member executives and how diversity is experienced as an asset.

## **Another opportunity to share your voice**

As we enter a new year, surveys will continue to play an important role in how MHS gleans information to better build and develop its programs.

First up, the Salary Survey has been issued. If you have yet to fill it out, please visit the link most appropriate to your organization: [Developmental Disabilities](#), [Acute Care, Medical and Mental Health](#) or [Aging Services](#). Results will be provided by early February.

Finally, keep an eye out for the Member Satisfaction Survey, on the docket for this month. This important start-of-the-year questionnaire provides MHS with valuable feedback regarding the services offered through membership.

## **Online Resources**

### **Web**

[mhsonline.org](http://mhsonline.org)

### **Valued Leadership**

[valuedleadership.org](http://valuedleadership.org)

### **Facebook**

[facebook.com/pagesMennonite-Health-Assembly/67741971539](https://facebook.com/pagesMennonite-Health-Assembly/67741971539)

### **Rick’s Blog**

[mhsalliance.wordpress.com](http://mhsalliance.wordpress.com)

## **Contact Us**

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The board was hosted by Frederick Living, a retirement community founded 120 years ago through Eastern District Conference (EDC) of Mennonite Church USA. By mutual agreement, sponsorship of Frederick Living will transfer from EDC to MHS.

## Member News

This fall, MHS board members engaged with residents and leaders at Peaceful Living, Harleysville, Pa.

The organization serves individuals with intellectual disabilities through a variety of programs, including the Creative Gifts Peace Valley. Creative Gifts invites participants to experience belonging through art, exercise and community volunteering.

Joe Landis, CEO, and Bob Rutt, Board Chair, shared about the current happenings at the agency, noting the opportunities ahead for this 15-year-old ministry.

“We give thanks for dedicated and compassionate staff, Joe’s leadership and the support of MHS,” said Rutt.

MHS enjoys the opportunity to connect with organizations—both old *and* new. Two new members have now joined the Alliance. Please welcome Meadows Mennonite Retirement Community in Chenoa, Ill., and Pleasant View Retirement Community, Manheim, Pa.

Meadows Mennonite Retirement Community has been a mainstay in the Chenoa area since the early 1920s. The community strives to provide residents with a comprehensive, Christian-centered experience. Currently, it is under the leadership of Jay Biere, who has served as President/CEO since August 2014. Biere previously consulted for Granger Group, Grand Rapids, Mich., and was the Vice President of Operations at Kisco Senior Living, Carlsbad, Calif.

Jonathan Hollinger began as President/CEO of Pleasant View Retirement Community after serving from 2010 to 2015 as CEO at Excentia, Lancaster, Pa. Hollinger is a Certified Public Accountant who previously served on the Board of Directors of Landis Homes Retirement Community, Lititz, Pa. Hollinger will use these experiences to foster continued growth at Pleasant View Retirement Community, which began as a residential nursing home on a family farm in 1955. Today, the home is a vital part of Lancaster County, having evolved into a continuing care community for over 400 residents.



Elena Drozdova, Director of pARTners Art at Peaceful Living

**Donna Konst** became Executive Director of Fairlawn Retirement Community, Archbold, Ohio, on December 21, 2015. Konst is the Director of Care Coordination at Lima Memorial Hospital, Lima, Ohio. Previously, she spent a decade at Lutheran Homes Society in Toledo, Ohio, where she was Senior Vice President for Elder Care. Konst has her MBA in business and healthcare from the University of Findlay, Findlay, Ohio, and is a member of LeadingAge Ohio and the American Association of Nurse Assessment Coordinators.

**Mike Leiter** began as CEO at OrrVilla Retirement Community, Orrville, Ohio, on Jan. 1, 2016, after completing training under George Bixler, the retiring ED/CEO.

**Gretchen Wagner** resigned from Parkside Home, Hillsboro, Kan., effective December 20, 2015.

**Randy Sheaffer** has resigned from CEO at Valley View Retirement Community, Belleville, Pa., effective the end of January 2016. He has accepted a position as the Senior Director of Finance and Administration at LeadingAge PA, Mechanicsburg, Pa.

## Upcoming conference at EMU

Leading into the Common Good: an Anabaptist Perspective will be held at Eastern Mennonite University, Harrisonburg, Va., April 7-9. MHS, in addition to five other Mennonite organizations, is sponsoring the event.

The spring conference is geared towards practitioners, students and scholars interested in discussing a paradigm for future leadership. Workshops include topics such as developing shared vision, leading innovation, people management ethics and authentic leadership. Rick Stiffney, MHS President/CEO, will be a breakout presenter at the event.

Registration for the conference can be completed online.

>> 'One Gathering' continued



Phil Leaman, COO, Resource Partners (left) with Dennis Russell (right) at Peace Church Risk Retention Group (PCRRG)

## Staff News

**Dennis Russell** will be transitioning to a consulting associate, as of January 1, 2016. Over the past three years as president, Dennis has provided strong leadership for the consulting practice. He expanded our reach to a wider group of faith-based organizations and assembled a team of talented people to carry out the work. We appreciate his fine work with MHS Consulting and are grateful that he will continue to serve us well as he focuses on his direct consulting work with us.



Jen Foster

### **Topic: Developmental Disabilities**

**Speaker: Jen Foster, Executive Director, Central California Mennonite Residential Services (CCMRS)**

A panel comprised of two staff and two residents from CCMRS will join Foster for this workshop. Participants are invited to listen in as these community members tell of the joys and challenges of journeying alongside persons with and without developmental disabilities.

“A Story of Community at CCMRS” will include helpful applications for walking beside clients in any service industry.



Teresa Moser

### **Topic: Serving as a Chaplain**

**Speaker: Teresa Moser, Chaplain, Mennonite Village**

“Self-care is like the airline attendants who tell us that in the event of loss of cabin pressure, when the breathing masks engage, we are to fasten our own before assisting another,” said Moser.

Moser’s workshop, “Share What You Are,” will use group conversation and one-on-one interaction to delve into the world of self-care and its many dimensions, including physical, emotional, spiritual, social, intellectual and environmental.

“Our work is a career, but it is also a ministry,” explains Moser. “The best gift to ourselves and to those we serve is to pay attention to ourselves as spiritual beings, to nurture ourselves and even pamper ourselves. Emotional and spiritual strength and care makes us better caregivers to others.” she said.

## **An invitation to all**

The seminars led by Hernandez, Miller, Rutter, Foster and Moser are just a sampling of the diverse spread of topics on the table at this year’s Mennonite Health Assembly.

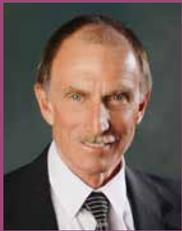
As you prepare for a time of joint fellowship, consider which individual workshops will most encourage you to stretch and grow, providing new ideas and resources that you can put to use today or in weeks to come in your office, clinic or personal life.



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Rick Stiffney, President/CEO

## The Last Word: 2016—A challenge ahead

The MHS Board met in November. The names of our current board members appear below. They are an outstanding group of committed trustees serving you well.

Laurie Nafziger (chair), Ed Brubaker, Maribel Ramirez Hinojosa, Wanda Heise, Betty Holland, Leon Hoover, Rolando Santiago, Lowell Peachey, Valerie Rempel, Don Tyson, Ertell Whigham, Larry Zook

At the meeting, we celebrated good progress during 2015. There was much to celebrate: growth in membership, deeper engagement with many members, significant exploration of sponsorship, appointment of Tim Ficker as Managing Director of the consulting practice, and progress in international relationships.

In addition, several of our efforts are strong: the Values-based Leadership Program, Peace Church

programs, the Medical Expense Plan, the Mennonite Health Assembly, Executive Circle, support for the Anabaptist Providers Group, and an array of critical consulting activities. We welcomed new members: Pleasant View Retirement Community and Meadows Mennonite Retirement Community.

However, the challenges ahead are many. We need to stabilize our financial performance. Further, the board laid out four priorities for 2016: membership growth, integrated resources for leadership transition and planning, capacity building for organizations that may be struggling or facing great opportunities for growth, and reshaping our consulting practice.

Our vision is to be a community—a network of organizations that care about each other. May we continue to find imaginative ways of working together to ensure each other's faithfulness and effectiveness in service.