

to improve quality of care, Bowers said. Many aides want to cultivate relationships with residents, ensure physical comfort, and personalize care—all of which require time, flexibility, and adequate staffing.

Long-term care residents also want time to develop relationships with family and staff, Bowers said. "The worst thing that could happen to many of these folks is turnover," she said. When aides leave for better-paying or less stressful jobs, residents feel abandoned.

Residents also want workers to make more eye contact, provide gentle handling, share their personal lives, and occasionally break the rules to get them something they want, Bowers said.

These concerns often are not addressed because staffing is not sufficient, and workers must find ways to cut corners to be able to complete their assigned duties. With adequate staffing, aides have time to meet residents' individual needs.



*Explorations in Cyberspace* At the assembly's CyberCafé, members were treated to demonstrations of CHA's Web site, help in surfing the Internet, and ice cream.

## *Neighborhood Initiative Garner's Achievement Citation*

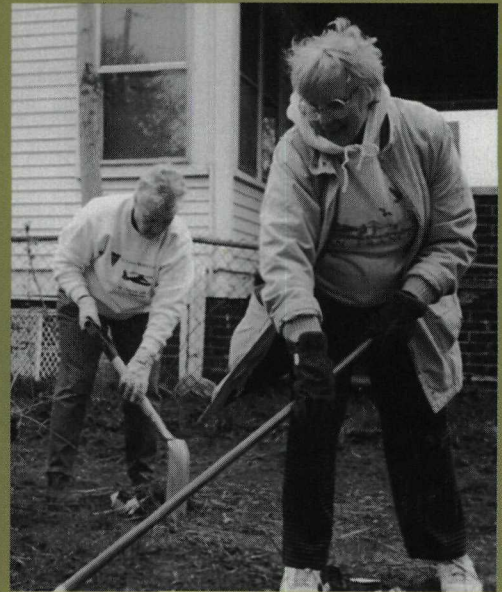
St. Vincent Mercy Medical Center, illustrating the Catholic health ministry's belief that healing involves neighborhoods as well as the people who live and work in them, has helped restore one of Toledo's oldest sections.

The Cherry-Bancroft-Summit area had fallen victim to the same ills that afflict older cities: shuttered businesses, abandoned buildings, increases in drug use and crime, unsafe streets.

St. Vincent Mercy Medical Center, a Cherry Street institution for nearly 145 years, resolved to help save the neighborhood. To that end St. Vincent and Mercy Health Partners (MHP), the system to which the medical center belongs, launched the Cherry-Bancroft-Summit Initiative, the 1999 winner of CHA's Achievement Citation. The initiative began by constructing a \$25 million ambulatory care center and medical office building. MHP also converted a 100-year-old mansion into its regional offices. In addition, the initiative:

- ▶ Acquired and demolished a score of abandoned buildings
- ▶ Helped establish a police substation
- ▶ Installed playground equipment at a neighborhood school
- ▶ Bought and restored a local Protestant church, thus helping rebuild its membership
- ▶ Played a leadership role in creating the Cherry-Bancroft-Summit Corridors Coalition, an organization for area residents
- ▶ Assisted St. Vincent employees in obtaining low-cost housing in the neighborhood
- ▶ Donated the labor of more than 100 St. Vincent employees in picking up litter from area streets and painting the homes of local residents

As a result of the initiative and other efforts like it, the neighborhood has attracted new businesses and the jobs that go with them. Last year, clearly demonstrating their faith in the area's recovery, builders constructed nearly a dozen new homes.



*Administrative and staff volunteers at Mercy Health Partners help neighborhood cleanup.*