

Long Term Care Continuum

June 2014 | Volume 12, Issue 2



ACHCA
American College of
Health Care Administrators

Save the Date

2014 Summer Leadership Conference

July 28 - August 1, 2014
The Fairmont Southampton
Southampton, Bermuda

21st Annual Winter Marketplace

December 5-7, 2014
The Sheraton Wild Horse Pass
Resort & Spa | Chandler, Arizona

National Long Term Care Administrator's Week

March 8-14, 2015

49th Annual Convocation and Exposition

April 11-15, 2015
Grand Hyatt San Antonio
San Antonio, Texas

Inside this Issue

From the Chair	1
President's Message	3
Feature Article	5
Convocation	6
Why I Believe in ACHCA	9
Member News & Updates	10
Chapter News	11
New Members	12
Are Managers Mentors	14
Acknowledgments	15
ACHCA Partners	16
ACHCA Leadership	18

Dear Members,

I am humbled and honored to become the 44th elected leader of our American College of Health Care Administrators. I am also fortunate to be the Chair at this particular time. Several years ago, the ACHCA was in survival mode. The Administration of Past Chair Larry Slatky pulled us off of the cliff. Then the Administration of Past Chair Steve Esdale brought back our excitement and began to stabilize membership. The Administration of Tim Dressman heralded in the ACHCA Mentorship Program, which I consider the heart of what we are all about. Finally, our most recent Past Chair, Roxanne Galloway's Administration dealt with by-laws, compliance, making us debt free, and arranging for the roll out of the ACHCA mobile phone app. The one constant in all those Administrations was our President and CEO, Marianna Grachek, who was in the forefront. Now, with those critical issues behind, we can put the emphasis on sharing what we offer to our members and trying to share with those who Rick Brown of CT calls the "not yet members." We are fortunate to have such talented and passionate Board Members to propel us into the future.



We have so much to be proud of. We have consistently provided superior education programs for years, thanks in large part to the Education Committees that have worked together to choose great speakers. We are the only organization that provides access to Advanced Credentials for Administrators thanks to dedicated teams of item writers and committee members setting the bar of excellence high. We provide national peer recognition through our awards program. We recognize the larger worlds of excellence in outcomes with the Eli Pick Facility Leadership Award. Our National Conferences are known for both their education and networking opportunities with both peers and the vendors who get us what we need to do our jobs well.

I believe that we offer everything that the post-acute care administrator needs to thrive. We offer our collective wisdom and experiences. We help each other through good times and bad. We have leaders at the top levels of all types of health care associations. We have leaders like Cydney Bare who have traveled overseas to bring our experiences there and bring their experiences here. Not only do we have recognized national programs; we have regional programs at the District Level and State Chapter Programs. We need to share what we offer with others.

To help us reach out, I am announcing the **Chair's Challenge**.

I pledge to provide to the person who attends Convocation 2015 and brings in the most new members a brand new Apple iPad with whatever the technology will be at Convocation time. I have asked Marianna to have the staff provide us regular updates with how we are doing with totals and who are the leaders in the Challenge. We will cut off the contest at March 1, 2015 to ensure time to personalize the iPad and compare the people with the highest totals with Convocation Registration. I hope that the Chapters consider contests as well. Let the contest begin when this newsletter is emailed. Membership forms have a space to name whoever has referred the new member. Remind them to put in your name.

The College has done so much for me throughout my career and really helped me do better at my job. I am sure that you have stories of what the college has meant to you and what your membership has

(continued from page 1)

done for you. We would love to hear those stories. Please feel free to send them to my [email address](#) which is easily found on our website. I look forward to working with our board class of '15, our chapter leaders, our incredible staff and all of you to honor the work done in the past by taking The College to new levels. I hope to see you at a meeting soon.

Sincerely,



Michael Hotz, CNHA, FACHCA
Chair, ACHCA Board of Directors



Summer Leadership Conference



ACHCA
American College of
Health Care Administrators

July 28 - August 1, 2014 | The Fairmont Southampton | Bermuda



Paradise is Calling



Registration Now Open!

- ◆ Member Discounts
- ◆ Special ACHCA Room Rate at the Fairmont Southampton
- ◆ Earn 15 CEs - *Blind-Side: How a Small Behavior Change Can Make a Huge Difference* an educational program facilitated by Stephen Taylor
- ◆ Endless Possibilities for Recreation and Relaxation

For more information visit the Events Page at www.achca.org



Leading by Serving

Dear Colleagues,

It's been over two months since we were together at Convocation in Las Vegas. It was, once again, a wonderful experience to greet so many of our members from around the country. As a limited number of members have the privilege to attend Convocation, you can share some of the excitement by viewing the conference photo album by [clicking here](#) and also congratulating the [ACHCA Award Winners](#). We are grateful to all of you who made it to Convocation and to our [Exhibitors and Sponsors](#) who made so much of our Convocation possible.

Convocation was a time to recognize our leaders and all those who serve our association at the chapter, district and national level. As a membership association, we depend on volunteer leadership and the services that they provide to advance our mission, our membership, and our reach. Our gratitude goes out to all those who make us stronger and lead by serving.

There are numerous possibilities for serving our profession that will help national and our chapters to grow while adding value to the membership experience. Our membership agenda is predicated on progressing the personal attributes of learning, advancing, connecting, leading, and actualizing and I believe that this agenda is the basis for our strength as a professional membership society. Over the past seven years as ACHCA CEO, I am deeply touched by the stories, achievements, and actions of our members that demonstrate how they have supported the work of ACHCA and how they have personalized our attributes. However, to move forward in an ever-competing long term care landscape, there are constant demands to reinvent, reengineer, reposition, and regenerate our position as industry leaders. The prefix "re," from Latin, meaning "again" or "again and again," seems to embody the spirit of continuous rebounding, and the drive, and resilience that our leaders are expected to exude.

Our value to members and our relevance as an organization depend on our energy to serve as leaders: Our members are asked to serve locally, to transform at the district level, and to lead nationally. Our call to service is built on four themes: servant leadership, connectedness, transformation and gratitude. Each of these themes guide our plans and actions for our future.

Servant leadership

Servant leadership is about serving others (other centric) so they can live *their* dreams. As leaders, we are asked to serve through building community and committing ourselves to the development of others. Servant leadership means serving others and giving back; selfless service, compassion, and having a heart. By building selfless service into everything we do, and being involved in chapter, district, and national activities, we stand together to advance our profession and our organization.

Connectedness

Human beings are interconnected. Being a part of something larger than oneself, provides a sense of belonging. Connectedness in our membership is exemplified in collaboration and networking. Collaboration is working together through sharing and openness to achieve a common purpose. Networking, formed from our interactions and relationships, makes our lives meaningful. Technological advances have provided us a platform for engaging in borderless collaboration and networking. ACHCA members across the nation can walk with each other and collectively reach our goals of learning, advancing, connecting, leading, and actualizing.

Transformation

Economic and technological advances have challenged our association to transform the nature and character of leadership and organizational structures. To survive, ACHCA services must be member-centric, have local relevance and have both district and national application. We must remain focused on these principles to keep pace with the economic shift in economic realities.

We know that one size does not fit all, and we are cognizant that transformation within chapters and districts needs to continue. In 2013, ACHCA adopted the *Chapter Agreement* to establish a legitimate chapter/national relationship. To continue our leadership, we must start with a clear grasp, and an accurate perspective, of the national and chapter context and challenges.

ACHCA must strengthen our chapters and districts around the country. To help our members understand and get a clear grasp of what transformation requires, staff member [Chelsea Whitman-Rush](#) stands by to provide assistance. Our goal is membership growth and the chapter revitalization. The fundamental propositions will remain and continue to be of relevance, providing equal access to services and products for all members.

(continued on page 4)

Stay Connected - Click the icons below.



(continued from page 3)

Gratitude

Gratitude as a virtue, character trait, and emotion is embedded in the spirit of giving and sharing. By living a life of gratitude, we find meaning in our personal and professional lives, while respectfully connecting and embracing others.

Gratitude calls for demonstrable action. It needs to be visible and observable. Let's demonstrate our gratitude by participating in the [ACHCA Giving Campaign](#). I invite ACHCA members to start a tsunami of paying it forward. In doing so, we will build a personal legacy of "giving" - Making a difference while we are alive. To learn more about the giving options, [click here](#).

Thanks to all our ACHCA colleagues for embracing the call to Leading by Serving: Serve locally, transform the district, and lead nationally.

Best Regards,



Marianna Kern Grachek, CNHA, CALA, FACHCA
President & CEO, ACHCA

21st Annual Winter Marketplace

December 5-7, 2014 | The Sheraton Wild Horse Pass Resort & Spa | Chandler, AZ



Coming to Arizona in 2014

- ◆ Member Discounts - Registration Opening this Summer
- ◆ Special ACHCA Room Rate at The Sheraton Wild Horse Pass Resort & Spa
- ◆ Earn CE, network with your colleagues, and enjoy a postcard-perfect getaway
- ◆ Endless Possibilities for Recreation and Relaxation
- ◆ Exhibit & Sponsorship Opportunities Available

Stay Tuned for More Information at www.achca.org



Creating Committed Ambassadors *Joanne L. Smikle*

Drive down any highway in almost any state and you will see countless billboards for attorneys who promise to get justice against the nursing home that allowed your mom to get a bed sore. While this is certainly a reflection of how litigious our society has become, it is also a reflection of the fact that this profession is under closer scrutiny than ever before. The fact of the matter is that the scrutiny did not come by accident. It was earned by operators who put profit over people, margin over mission, and cost-containment over care.

How do you turn that around in your company? By creating ambassadors at every level. This article identifies strategies for cultivating ambassadors. Beginning with a definition of an ambassador... These are the people who do an excellent job representing long term care. They represent the profession well by maintaining a professional demeanor, maintaining the highest standards in the performance of their work, and maintaining a genuine commitment to care. These are the leaders who are proud of the profession, understand the vital role it plays and sincerely want to raise the profile of the profession.

Ambassadors can be found at every level of the organization. Surely you, the senior leader, have to be an ambassador. It is your responsibility to role model the excellence you seek. Ambassadors can be certified nursing assistants, activities directors, physicians or dietary managers. All of these essential roles are very different, yet they each have unique opportunities to make a positive difference in the profession. People in these varied roles make that difference by mastering the strategies required to represent the profession well.

Attitude and Aptitude

Ambassadors must have attitude and aptitude. They must come with a high degree of positive energy. This is evident in the gratitude they display. Ambassadors are grateful to be in this noble profession. They understand the very important role long term care providers play in the larger society. They are proud of being part of work that keeps the elderly and infirmed in safe, homelike environments where the highest standards of care are the norm. Their attitude of gratitude extends to the other caregivers on the team. Ambassadors are genuinely happy to work collaboratively to fulfill the mission of the organization. They understand the importance of teamwork. This is not just talking about teams; it is actually working to shoulder to shoulder to ensure that each resident is in the best possible environment.

Aptitude is evident because ambassadors understand the importance of continuous personal and professional development. Learning is the norm in organizations that spawn ambassadors. These are organizations that place a premium on going above and beyond required in-service education. They have multi-year development plans that keep every level of employee in a learning loop. It is this constant learning that enables ambassadors to create new ways to meet the needs of their residents. Long term care ambassadors understand the need to gather new information through formal and informal learning. They

then use that knowledge to improve outcomes throughout the organization. This emphasis on learning applies to everyone in the long term care organization, from the CEO to the CNA.

Leadership Strategies for Creating Ambassadors

Cultivating this type of culture change requires specific leadership activities. Leaders who are able to groom ambassadors have a relentless commitment to quality. They know that mediocrity cannot be tolerated in this profession. These are the administrators who make meaningful rounds. There is a distinct difference between perfunctory rounds and meaningful rounds. The difference is noted in the interactions that administrators who make meaningful rounds have with families, staff and residents. The conversations during meaningful rounds reflect a knowledge and appreciation of the individuals with whom the administrator is interacting. Not only does the administrator know their names, the administrator also knows something about each person with whom s/he is connecting during the rounds. Perfunctory rounds are swift, efficient and typically focus on finding what is wrong rather than building relationships and connections that ensure the success of the organization and the individual employees.

The next essential leadership activity beyond the commitment to quality is the commitment to individualized attention. This begins with staff. Leaders able to groom strong ambassadors for the profession make it a point to get to know the caregivers throughout their facilities. They understand how important it is to create an environment where all levels of employees are valued. They also understand the importance of knowing the skills and interests of different members of the leadership team. This information enables them to work to create developmental opportunities that allow other leaders to advance their careers. In both the instances of staff and other managers, it is critical that employees are treated as unique individuals with the potential to be high level contributors.

Summary

Creating a different image and reputation for the long term care profession requires committed, conscious actions on the part of all stakeholders. We are all responsible for both being ambassadors and creating more of them throughout our organizations. That process requires consistent role model behavior, a commitment to human development and a relentless focus on quality outcomes.

Joanne L. Smikle is an author, consultant and speaker specializing in leadership development, customer satisfaction and collaboration.

Visit www.smiklespeaks.com to read more articles on current business topics. Joanne can be reached at info@smiklespeaks.com or (301) 596.3140.

48th Annual Convocation & Exposition



If you were in Las Vegas for Convocation on April 6-9, you know what a terrific experience that was. Wonderful education sessions, an incredible hotel, a sold out wine tasting benefit for the Academy, perfect weather, a great line-up of exhibitors, and most importantly, plenty of opportunities to network with peers regarding all of the massive changes that are occurring in our profession. If you weren't there, you missed all that and more.

For many of us members, the Convocation is when we got "hooked" on the College, and made a commitment to do our part to help the profession grow. Thinking back on Las Vegas, it is easy to see why that happens. Watching the enthusiasm of the student members, sharing in recognizing award winners who have gone the extra mile, and leaving with the strong feeling that what we do is more than a job, it is a calling, energizes everyone to want to continually improve.

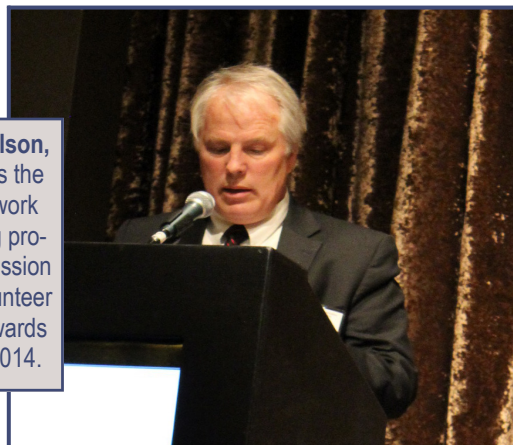
We sometimes struggle with explaining what makes the College unique, but it always becomes clearer after attending Convocation. Our respective trade associations are incredibly vital to our business, and as an operator, I am so appreciative of all the things they do to keep our facilities viable and to help us secure the funding that is commensurate with the quality we want and need to provide. But as an administrator, I need the College to provide that same kind of support and guidance to me and the other members of the profession that allow us to grow as individuals. I am so grateful that ACHCA exists to provide that support.

You have several more opportunities in the next year to share in the feeling of growth and support that comes from attendance at a national meeting. Save those dates now. I look forward to seeing you.

Bob Siebel, CNHA, FACHCA
National Conference Program Chair, 2013-2014



Michael Hotz, CNHA, FACHCA humbly thanked ACHCA members for electing him the 44th Chair of the American College of Health Care Administrators. Michael shared his vision with members during the *Celebrating Leadership Reception* on April 8, 2014.



A surprised **Douglas Olson, PhD, FACHCA** accepts the Chair's Award for his work on ACHCA's mentoring program, student poster session program, and other volunteer initiatives during the Awards Luncheon on April 6, 2014.



On April 5, 2014, **Leah Klusch, FACHCA** celebrated her birthday with ACHCA by leading a dynamic preconference on the 2014 Operational Updates on the MDS Database, Reports, and Compliance Issues.



ADVANCING EXCELLENCE IN AMERICA'S NURSING HOMES

AE Redesigned Website is Live!

The [Advancing Excellence Campaign](#), which guides nursing homes in improving the quality of care and quality of life for the more than 1.5 million residents of America's nursing homes, has announced the launch of its newly redesigned website.

"We want Advancing Excellence's website users to be engaged and committed to making nursing homes better places to live, work, and visit," said Beverley Laubert, Chair, Advancing Excellence Board of Directors. "We have redesigned our site to provide them with a better online experience. The result is a fresh, new look with streamlined navigation and more easily accessible Campaign content."

The new website has a clean uncluttered design, including an intuitive navigation with improved functionality and enhanced content focused on the Campaign's goals and resources.

The website showcases a re-designed logo which retains the blue and gold colors and still features an upward-pointing arrow. The shape of the arrow, or chevron, echoes the initial letter 'A' in 'Advancing.' The new symbol is more visually concise and robust, but still holds connotations of moving forward, leading the way to excellence.

The launch of the new website, which offers quick and easy access to essential information for the nursing home community, is part of the Campaign's ongoing efforts to enhance the quality and availability of information for members and participants.

The new site is divided into five sections: participants, progress, resources, goals, and about. The website also offers a graphical way to view the latest program enrollment results, and the site's user-friendly nature provides participants with more efficient access to AE goals and resources.

To learn more about the benefits of becoming a Provider Member of Advancing Excellence, [CLICK HERE](#).



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Advance
Actualize
Lead

ACHCA Connect
connect.achca.org



Accessing ACHCAConnect

To login to ACHCAConnect, go to <http://connect.achca.org/home> and click the "Login to see members only content" link. Your username is the email address you used to register with ACHCA and your password is your last name in lowercase letters. If your name is hyphenated, the hyphen is included. For assistance or more information regarding ACHCAConnect, please email achcaconnect@achca.org.

Book Reviews & Article Submissions



ACHCA is looking for **book reviewers** and **authors** to contribute reviews and leadership articles for the *Long Term Care Continuum* newsletter.

Book review forms are available and are quick and easy to complete. If you are interested in becoming a book reviewer, [click here](#) to download the book review form. If you are interested in having an article published in *Long Term Care Continuum*, [click here](#) to review our editorial guidelines.

All articles are reviewed by our Editorial Review Panel for inclusion in our newsletter. If you are interested in serving on the ACHCA Editorial Review Panel to review substantive articles published in *Continuum*, please contact us at news@achca.org.



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Why I Believe in ACHCA...and Why You Should Too



WHY I BELIEVE IN ACHCA...and why you should too

By Ken Reynolds, CNHA, FACHCA

Having been a member of ACHCA for almost twenty-five years, I am challenged annually, especially when I receive notice that it is time to renew membership and pay dues, as to what the value of membership means to me. After all, money doesn't grow on trees, and those dues have been paid from my own pocket without company reimbursement for more than twenty years. So, to those of you who may face the same question, here is my answer:

I believe in our profession- Health care administration is my chosen profession. Just as doctors, nurses, therapists and many other professionals are proud of their professions and have organizations which represent them, I believe we serve a very important role in caring for those who cannot care for themselves. I believe in our profession and that its importance should be represented. ACHCA is the only organization that represents our profession on the national stage.

I believe in quality care for our elderly and infirm- When we apply for membership in ACHCA, we subscribe to a code of ethics which places our residents and their care at the forefront. In times of revenue cuts, challenges and compromises, the one thing we, as a noble profession, will not compromise is quality resident care.

I believe in leadership- The top position of any local facility, whether called CEO, Administrator, Executive Director or otherwise sets the sail for the direction of the facility. His or her values will infiltrate the mindset of the entire facility and, in turn, the care of the residents. ACHCA leads the way for arming and empowering leaders.

I believe in networking- At times, long term care leaders find themselves in difficult positions, having to make choices and decisions that could possibly compromise their integrity. It is good to know you are not alone and others share your values and ethics. Networking with others who subscribe to the same code of ethics can offer support in making those difficult decisions.

Finally, I believe in the future- People will continue to get older, the elderly will need more care, the infirm will need people who truly care. ACHCA is not for individuals who are only concerned about finances, increasing heads in beds or climbing a corporate ladder. ACHCA is for all those who believe in what we do and why we do it. Dedicated leadership in serving our elderly is the best recipe for preparing the next generation of leadership of caring for those who can no longer care for themselves. ACHCA is dedicated to doing just that.

Ken Reynolds, CNHA, FACHCA has been a member of ACHCA since 1990 and is a life member of The Academy of Long Term Care Leadership and Development. He holds CNHA Certification and has become a Fellow, which represents the highest level of achievement within ACHCA. In 2008, he was awarded the ACHCA Outstanding Member Award. In his time as a member, Mr. Reynolds has served on several committees including Nominating, Awards, Membership, and most recently, the Education Committee. In 2013, Mr. Reynolds was elected to ACHCA Board of Directors as an At Large Member.

Order ACHCA Logo Merchandise



Purchase ACHCA shirts, mugs, hats, and much more, with proceeds benefiting ACHCA and its mission.

To purchase ACHCA embroidered shirts, visit the [ACHCA Lands End Store](#). To purchase other promotional items (mugs, t-shirts, more) to support ACHCA, visit the [ACHCA Zazzle Online Store](#).

Want to customize a product for your chapter?
See something else you'd like us to make available?
Contact achcamarketing@achca.org.

Shop Online & Earn \$\$\$ for ACHCA

Shop for books, gifts and more through ACHCA's Amazon Online Store and a portion of the proceeds are received by ACHCA. [Click here](#) for the ACHCA Amazon portal or [click here](#) to visit the ACHCA bookstore. You can access the Amazon portal anytime from the ACHCA website - simply click the Amazon button on the left of the homepage.



Member News

Our condolences to the family and friends of **Gary Davis, CNHA, FACHCA** of the Arizona Chapter. Mr. Davis passed away on June 15th.

Our sympathies to **Terri Golec, FACHCA**, Director At-Large and member of the Connecticut Chapter on the recent passing of her father.

At Large Board Member **Phil Jean CNHA, FACHCA**, has accepted a new position with Harmony Healthcare International, a consulting firm based in Topsfield, MA where he will be the VP of Administrative Operations. Most recently Phil was the CEO of St. Mary's d'Youville Pavilion in Lewiston, ME. Phil will begin in his new role at Harmony on June 30, 2014. Congratulations Phil!

Our thoughts and prayers are with Past President, **Sonja "Sunny" Johnson, FACHCA** whose husband, Amby Johnson, passed away on May 9th.

Congratulations to **Keith Knapp, PhD, CNHA, FACHCA** who was recently installed as Chair of the NAB.

Hats off to **Kevin McElroy, CNHA, CALA, FACHCA** and Evergreen Living Center in St. Ignace, Michigan for becoming certified as an Eden Alternative Community.

Robert Reyes CNHA, FACHCA, New Jersey Chapter 1st Vice President, will be the administrator at Abingdon, Windsor Health Care in Green Brook, NJ. Congratulations Bob!

Congratulations to **Dan Suer, FACHCA** and the staff at Hillebrand Nursing and Rehabilitation Center in Cincinnati, Ohio for recently achieving a deficiency free survey!

Thoughts and prayers to the family and friends of **James Topping** of Virginia who passed away in May.

David Wolf, PhD, CNHA, CALA, CAS, FACHCA, Vice Chair of the ACHCA Mentoring Subcommittee has had a paper accepted for Roundtable Discussion titled "Teaching the Impact of Mentoring on Leadership Development in a Virtual Environment," at the 2014 ALE Conference in San Antonio, July 13-16. Mentoring subcommittee Chair, Jim Farley, CNHA, FACHCA noted: "The Association of Leadership Educators is an excellent example of how each of us can branch out to various organizations to spread the word on Mentoring which can be a positive influence on the mentoring program the College is putting together for our membership and long term care industry". Congratulations Dr. Wolf!

Share Your News

New job? On the move? Chapter Event? Share news with your peers in both ACHCA eNews and *LTC Continuum*!
Submit news items to news@achca.org.

Advancement to Fellow (April 1, 2014 - May 1, 2014)

Ronald Cheli, Jr., CNHA, FACHCA

Newly Certified Administrators (April 1, 2014 - May 1, 2014)

Gail Hoffer, CNHA



Are You Eligible to Become an ACHCA Fellow?

If you have made significant contributions to long term care and have maintained two continuous years of Full membership, consider becoming an [ACHCA Fellow](#).

The designation of FACHCA demonstrates to staff, residents, and the community your commitment to your profession and to them. It signifies achieving the highest level of ACHCA membership which is a status you may keep for life as long as you maintain your ACHCA membership. [Click here](#) for more information or to apply.

Just a reminder: In order to maintain your fellow credential (FACHCA) you must maintain current ACHCA membership. If your membership has lapsed for 60 days or more, FACHCA reinstatement will require a new membership application and a fellow application fee of \$250.

Enhance Your Professional Credibility

Professional certification is the formal process by which a certifying agency, such as ACHCA, validates an administrative leader's knowledge, skills, and abilities in a specialty area of practice such as nursing home (CNHA) or assisted living (CALA) administration. Interested in becoming certified? [Click here](#) for more information. To access the recertification application and the Executive Portfolio, [click here](#). For more information on recertification, please see the [ACHCA Certification Handbook](#)

The next meeting of the **Maine Chapter** of the American College of Health Care Administrators will be on **Friday, July 11, 2014** starting at 9:00 am at Schooner Estates, 200 Stetson Road, in Auburn. Please RSVP to John Rice at (207) 784-2900.

The **New Hampshire Chapter** will host a summer networking event on Tuesday, **July 15**, from 1:00 – 5:00 p.m. The event will be at Church Landing at Mill Falls at Lake in Meredith, NH. This informal, outdoor event will include updates from the Department of Health and Human Services, Life Safety, and the State of NH Administrator Board. Refreshments will be provided, including a complimentary cocktail and cash bar. The cost is \$35 for members and \$50 for non-members. Contact JohnR.Getts@kindred.com or call (603) 888-1573.

The **Connecticut Chapter** will host the Connecticut River Sunset Supper Cruise on **August 21, 2014**. For Program Announcement and Registration Information, contact Terri Golec at (860) 747-1637 or TGolec@apple-rehab.com. Don't be late in registering – the boat can only hold so many!

The **Massachusetts Chapter** will hold a "Members Only Social Event" on Tuesday, **September 16th**, 5:30-7:30 pm at Jack's Abby Brewing, Framingham. No CEU's, No Speeches, No Charge! Stay tuned for details.

Save the date: the **Kentucky Chapter** Annual Meeting is **September 24th** at The Castle in Lexington, KY. Education presented by Kris Mastrangelo. Stay tuned for more details!

The **Massachusetts Chapter** will hold its Annual Golf Tournament on **October 10, 2014**. The event will take place at the Glen Ellen Country Club in Millis. Lunch and registration are at 11:00 a.m. and golf begins at 12:30 p.m. [Click here](#) to register.

On **October 16-19, 2014**, the **Florida Chapter** will participate in the *Best Care Practices in the Geriatrics Continuum 2014* at Disney's Grand Floridian Resort. Participants can register at www.bestcarepractices.org.

The **Michigan Chapter** Convocation 2015 has been booked so save the date! The event will be held **February 12-13, 2015**, in Lansing, MI. An elegant and private networking dinner will be held at Troppo overlooking the night lights of the State Capitol on Thursday night. In addition, Stacy Starling, PhD, will be presenting *Leading Employee-Centered Culture Change* on Friday morning at the downtown Radisson with accompanying NHA continuing education credits. Watch for more details and mark your calendars early

Submit Your Chapter Events

Submit your chapter event information to Chelsea Whitman-Rush at cwrush@achca.org. Chapter meeting and event information will also be posted and updated on the ACHCA website.



Keep Your Contact Information Updated

ACHCA sends out event and meeting information, member discount programs, special promotions, eNews and renewal notices via email to the email address you have provided. Please send email, mailing address and employment updates to membership@achca.org

American College of Health Care Administrators
Promoting Excellence in Long Term Care Leadership

Networking
Continuing Education
Professional Certification
Advancement to Fellow
National Recognition & Awards
Leadership Development

Connect • Learn • Advance • Actualize • Lead

www.achca.org

New Members

ACHCA Welcomes the Following New Members (January 1, 2014 – April 30, 2014)

Angelique Adams – Katy, TX
Rowena Ahlquist – Costa Mesa, CA
Laura Andres – Corvallis, OR
James Arnold – Ste. Genevieve, MO
Richard Augeri – Malden, MA
Laura Badia – Wakefield, MA
John Bangura – Glen Burnie, MD
Barbara Baylis – Prospect, KY
Patsy Blackmon – Yukon, OK
Douglas Blake – Bellevue, WA
Sandi Blessing
Rory Blinn – Milford, MA
Emmanuel Boampong – State College, PA
David Bouchard – Torrington, CT
Ann Bowles – Saluda, SC
Robby Bowles – Aiken, SC
Emily Braud – Baton Rouge, LA
Donna Britton – Antioch, TN
Wendy Broughton – Santa Claus, IN
Christine Buckendahl – Dublin, OH
Maria Bustamante – Miami, FL
Quintin Cain – Converse, TX
Stephen Calvin – Medway, MA
Wayne Cancro – Collegeville, PA
Hope Carter-Jones – League City, TX
Emily Chirnside – Corvallis, OR
James Christofori – Manchester, CT
Kevin Clark – Indianapolis, IN
Patricia Cleghorn-Turner – Edgewood, MD
Margaret Clouser – State College, PA
Renata Cocozza – Kensington, CT
Jodie Collins – Chester, NY
Chris Conoley – Franklin, IN
Whitney Cooley – Hillsboro, OR
Lori Cooper – Concord, CA
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Are Managers Mentors?

“Are managers mentors?” is probably one of the most common questions in the corporate workplace today. While a good manager should have mentorship qualities, and the ability to get the most potential productivity from subordinates, are both roles possible for a supervisor? Some executives think it’s not only possible, but necessary. Others believe the two roles must remain completely separate, in order to be truly effective.

Why the Debate

Why the debate over managing and mentoring? According to the American Heritage Dictionary the job of a mentor is “to serve as a trusted counselor or teacher, especially in occupational settings”. Doesn’t a good manager possess these same talents and job skills?

Unfortunately, the answer isn’t so clear cut. Some professionals believe a manager must be separate and apart from the mentoring role. While a mentor is nurturing and encouraging, a manager must maintain the leadership role and make sure the company’s business goals are met, which mean that a new employee is likely to be very uncomfortable learning under the tutelage of the individual ultimately in charge of worker retention. Thus, a mentoring program works best when the mentor and mentee are peers.

Defining the Role of Manager vs. Mentor

For the companies choosing to define the specific roles of manager and mentor, it is a good idea to have a check list of duties and responsibilities. Since both are ultimately interested in the success of the new hire, it’s not difficult to image stepping on each other’s toes and performing certain tasks twice. Conversely, it’s also possible that certain aspects of the mentoring program will be neglected, assuming the other person is taking care of that particular detail.

As an example, the manager checklist may include such tasks as:

- Assessment of job performance for certification or continued employment
- Maintaining a position of authority and legal obligations to the company and the mentee
- The manager is generally focused on the day-to-day performance and productivity of the new hire

In essence, a manager is more concerned about the outcome of the new employee’s performance, rather than the processes taken to achieve the company goals.

On the other hand, a peer mentor remembers what it’s like to start in a new position and learn the daily operations. While mentoring means helping a new coworker achieve his/her duties as expected by the management, the approach is more personal and caring.

As an example, the mentor checklist may include such tasks as:

- The mentor implements a plan to achieve professional goals, but helps the new hire to self-assess and evaluate how to improve his/her performance.

- A good mentor compassionately encourages, coaches, challenges, and teaches, based upon his/her own personal experience and expertise.
- A mentor is generally more concerned with the long-term goal of developing an employee worth retaining, rather than the day-to-day productivity.

In short, the manager and mentorship roles do intersect on occasion, when it comes to training and retaining talented employees. But, each role also maintains very distinct differences in approach and the main goal. Unfortunately, the question still remains: Are managers mentors? Every company must choose the answer for themselves.

ABOUT THE AUTHOR

Cecile Peterkin, a Certified Career Coach and Speaker, started ProMentoring to help businesses leverage the mind-share of retiring Baby Boomers and senior managers, and transfer it to the next generation of leaders. The program enables these rising leaders to garner first hand business knowledge and expertise through the development of a rewarding one-on-one relationship. For more information on ProMentoring and the benefits of corporate mentoring programs, contact Cecile, 1-866-486-4112 visit www.ProMentoringInc.com

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mgrachek@achca.org

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Coordinator, Special Projects

sanagnostou@achca.org

Michelle Berry

Director, Operations

Direct: (202) 536-7807

mberry@achca.org

Elizabeth Lollis

Coordinator, Administrative Services

Extension: 5673

elollis@achca.org

Katie Lynes

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Direct: (202) 834-1328

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Whitney O'Donnell

Coordinator, Member Services

Extension: 5678

wodonnell@achca.org

Becky Reisinger

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Chelsea Whitman-Rush

Coordinator, Membership & Chapter Relations

Direct: (202) 680-0832

cwrush@achca.org

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