

**Issue: 2**  
**Volume: 8**  
**Save the Dates**

**May 9-15, 2010**  
National Nursing Home Week

**May 14-18, 2010**  
44th Annual  
Convocation & Exposition  
Philadelphia, PA

**June 15-18, 2010**  
The National Emerging Leadership  
Summit for Long term care  
Administrators  
Washington, DC

**August 2-6, 2010**  
ACHCA Summer  
Leadership Conference  
Southampton, Bermuda

**December 10-12, 2010**  
17th Annual  
Winter Marketplace  
Las Vegas, NV

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# Long Term Care **CONTINUUM**

## Thank You



On May 18, 2008, I was privileged to be installed as your National Chair. It is hard to believe that two years have passed, but my time is drawing to a close. My election and installation was truly the pinnacle of my professional career and I thank all of you from the bottom of my heart.

Throughout my two years, we have been on a roller coaster ride filled with many highs and a few lows in which I would like to briefly reflect. When I was elected, our beloved College was in a precarious state. Larry Slatky worked diligently on daring and unconventional strategies to keep the organization afloat. However, the long term viability was truly a very large question mark. The Board held a retreat and looked at all options. We set up many contingency plans, with the worst case scenario being the dissolution of the College. The Board was intent on avoiding this outcome. Therefore, under the direction of Marianna, everyone rolled up their sleeves and went to work. Our National Committees worked in harmony with each other to create synergies that had not been seen for many years. We downsized paid staff and began to effectively use our volunteer leadership. We abolished the office and became a virtual organization, while aiming to improve the services we provided to our members. Slowly, over time, our financial picture began to improve. Old debts were paid and new ones were being kept current. I am proud to say that, as of today, our financial situation is stable and improving daily. The College is still here and will be for many years to come!

As the Board put a strong emphasis on the financial side, membership also became a priority. The new District Directors began working with the local chapters and an incredible thing happened. Our membership totals began to climb, defunct Chapters came back to life, and there was a new "buzz" about the College. As I traveled around the country, I saw and felt this new energy. It was truly inspiring. All of this was happening as we struggled through a poor economy.

Currently, our website has been upgraded with many new exciting features coming soon! We have also once again regained our stature as the professional "Voice" of those in Long Term Care! We have many new initiatives in progress. Once again, I would like to thank the Board of Directors for their untiring efforts as well as Marianna and her staff for continuing to push forward and striving to meet the goals of ACHCA when the future was grim.

There were a few things that were not accomplished throughout my term, but I will continue to work towards these goals in the future. As we turn a corner and begin a new fiscal year, we need to encourage our peers to join and become active in their professional organization! Too often I hear that people don't join because their employer will not pay for it. I say to them that this is your professional organization, and you need to belong. We strive to keep dues at a reasonable rate. The only way to continue to do this is by member participation on all levels: Chapter, District, and National. Volunteers are the heart of our organization and are the ones who ensure the financial success for the future. Another future goal is to increase member participation. ACHCA offers many benefits to our members, but it is our duty to get that message out to the public. Finally, please also consider supporting the College through generous donations. Membership dues alone are not sufficient enough to incur the budgeted dollars we need to run and, more importantly, grow our organization.

Once again, I want to thank you all for the honor and faith you have placed in me as I served as your Chairman. I have enjoyed the privilege of working alongside an exceptional Board of Directors, Marianna, and a diligent ACHCA staff. Thanks to all of you for your hard work and dedication.

Steve Esdale CNHA, FACHCA  
Chairman of the Board

# President's Message



Recently I saw one of our member's e-mails with the following signature closure: "The Value of a Leader Is Directly Proportional to That Leader's Values". This statement begs the question, how does a leader develop a value set? How does our mission of promoting excellence in leadership support the transference of values?

ACHCA has produced several tools, such as our *Code of Ethics* and *Principles of Excellence*, that define critical components for leadership and ethical practice. Nevertheless, how does the emerging leader internalize these principles so they are inherent in the way they think, relate, and act? Is value based mentoring and the modeling of principled leadership critical to the behavioral skill set of our administrators? The answer has to be yes!

Each one of us has a responsibility to role model value and principle based leadership in everything we do. As leaders we are always on stage; our actions and reactions speak loudly about who we are and what we stand for. Whether we realize it or not, our leadership style is noticed and emulated by others. Emulation is necessary for the internalization of values that drive action. Each administrator must strive to be right kind of leader who others will seek to emulate:

- The College's mission is to promote excellence in long term care leadership. Get more involved in our profession and make a difference.
- Demonstrate a commitment to excellence in LTC administration by sitting for one of the professional certification examinations. Demonstrate your knowledge and skills in NHA or AL administration.

- Claim the highest level of ACHCA membership by qualifying for the Fellow Credential (FACHCA).
- Support the Advancing Excellence Campaign which is dedicated to promoting sustained improvement in long term care <http://www.nhqualitycampaign.org/>.
- Learn to become effective educators of consumers, administrators, and policymakers about the issues that face our profession.
- Speak to colleagues across the health care continuum to enhance transitions of care across settings.
- Make a donation to ACHCA activities that support our mission.
- Let ACHCA leadership know your concerns and your issues so we can serve you better.
- Get actively involved in your organization by volunteering for chapter and national leadership groups.
- Work with your educational institutions and get involved with students. Precept them, teach them, and get them as excited as you are about the future of LTC administration. Remember – they may be taking care of you when you're a bit older.
- Let your involvement inspire your colleagues to get involved, and set a strong example for our administrators of tomorrow.

It is only through you, as an individual, that we, The College, can fulfill our vision to provide excellence in long term care leadership – today and for the future of our noble profession.

My best to each of you,

A handwritten signature in black ink that reads "Marianna Kern Grachek". The signature is written in a cursive, flowing style.

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

# Featured Article

## The Key Administrator Role in Improving and Reforming Long Term Care Steven Levenson, MD, CMD

Nursing Home: These two words bring on an array of emotional thoughts and perceptions. Despite a long history of efforts to improve/reform nursing homes and significant improvements that have been made in various aspects of care, the overall perception is often still negative.

However, before nursing home reform can take place, we must first understand what needs to be improved. Presently, a variety of approaches and easy “fixes” have been introduced. This has overshadowed efforts to correctly define the problems and identify their many causes.

Many are advising nursing homes, their staff, practitioners, and management about what to do and not do, and how to do it. However, very few of these approaches have the potential to produce meaningful improvement in performance and practice.

### ***Genuine reform requires a comprehensive, biologically sound strategy***

True reform of health care—including long term care—requires a strategy. Key to that strategy is that care conforms to biological and philosophical principles. These principles relate to attributes of quality care, including whether care is safe, effective, efficient, and person-centered. Otherwise, alleged reform is likely to be misleading.

Principles necessary for true reform include proper clinical problem solving and decision making, the care delivery process, and the correct application of evidence-based care. We must improve upon the current state of these processes and practices. Clinical problem-solving and decision-making activities are occurring continually in all long term care facilities.

The care delivery process is the means for applying key biological and philosophical principles to deliver care. ACHCA has joined with other key long term care professional associations to support the consistent application of the entire process, not just those parts (assessment and care planning) that are emphasized in regulatory-related requirements.

There is much talk about applying “evidence-based care” in all settings, including the nursing home. However, the term is

widely misunderstood and only sometimes applied properly. True evidence-based care requires the application of valid scientific evidence in the context of detailed information about the individual resident or patient. Often, care decisions lack either or both of these critical elements.

### ***There are key components of a comprehensive reform strategy***

Relatively uncomplicated and inexpensive strategies have the potential to bring dramatic progress. Despite the challenges of the current environment, these proposed strategies could potentially be applied with little delay and have immediate benefits. Five key elements of care processes and practices can help in attaining the desirable objectives of reform. These elements below, combined with a number of key strategies, can tie reform efforts together. In nursing homes, consistent, high quality care...

1. is based on sound, clinical principles and reliable evidence.
2. is delivered via a proper care process that reflects effective clinical problem solving and decision making.
3. accommodates, but does not focus primarily on regulations.
4. is provided by properly qualified individuals who perform their functions effectively; and know their roles and their limits.
5. is guided and supported by effective management.

### ***Effective management oversight of care systems and processes***

Nursing homes are challenged to consistently provide high-quality care to ill and impaired individuals while meeting high public expectations. The successful oversight and coordination of a facility’s care processes and practices are heavily influenced by the attainment of safe, effective, efficient, and person-centered care.

In many nursing homes, administrators are largely removed from direct care, leaving these responsibilities to the director of nursing and other direct care disciplines. The administrator, however, has the crucial role of overseeing care provision.

# Featured Article

(Continued)

## The Key Administrator Role in Improving and Reforming Long term care Steven Levenson, MD, CMD (Continued)

Although the nursing department provides most of the direct care, in assistance with other disciplines, the administrator must ultimately ensure that the whole care delivery system works properly. Thus, administrators must understand the needs of the individuals within their facilities.

Most administrators are not licensed health care professionals. Nevertheless, they should understand key concepts and issues. For example, all symptoms and problems (e.g., skin breakdown, dizziness, and behavioral issues) have causes. Staff and practitioners should be expected to seek and address underlying causes of symptoms in a coordinated fashion. This critical role will ensure the effective involvement of direct care staff and practitioners. Caregivers/Residents opinions may vary widely in how they try to solve problems and make decisions regarding care. Biological reasons often account for why people often make and justify decisions based on emotional impact and personal experience rather than on objective evidence. The administrator is responsible for promoting integration and coordination of proper care for each individual's physical, functional, and psychosocial dimensions.

Therefore, administrators have a responsibility to try to create a facility culture that emphasizes systematic, evidence-based decision making while compensating for tendencies to ignore or downplay facts. We cannot assume that an individual with a license can always deliver the best solution, or that all those involved in direct care can coordinate their diverse beliefs and approaches without guidance. The administrator is in the best position to coordinate these diverse perspectives by having oversight over all departments and disciplines.

It is vital for the administrator to ensure that a proper care delivery process occurs consistently. All departments and disciplines must know their roles and perform their functions effectively. The administrator is key to implementing systems and processes (e.g., quality assurance and performance improvement activities) while overseeing and influence the practices of the diverse individuals who are a part of the facility. By committing the

facility, staff, and practitioners to effective care processes and evidence-based care as the main route to all desirable outcomes, positive results will occur (e.g. financial results regulatory compliance, and resident and staff satisfaction).

Administrators have a key role in respecting the value of good problem solving, data gathering, and cause identification. These elements are key to providing compassionate, respectful, safe, and individualized care. They commit the facility to coordinated clinical decision making and evidence-based care, while resisting tradition-, habit-, and myth-based care.

Administrators are responsible for steering their staff away from excessive concern over "medical" and "social" models of care. They should discourage staff and practitioners from labeling patients (e.g., "the patient is just here for rehabilitation" or "wound care" or "IV therapy"), and instead promote sound clinical problem solving and decision making strategies as the foundation for service utilization. Since utilization decisions always result from patient assessment and clinical decision making, the administrator helps ensure that no individual discipline (e.g., therapists or nurses) dominates clinical decision making.

Ultimately, nursing home administrators have a vital role in meaningful nursing home improvement and reform. It is important to ensure that the education and training of administrators develops an understanding of how to oversee the care delivery process and to promote it as the preferred way to desired outcomes, based on effective clinical problem solving and decision making.

*This article is adapted from a series on improving and reforming long term care, which has appeared recently in the Journal of the American Medical Directors Association (JAMDA). 4-8 All references may be viewed at <http://www.achca.org> on our Resources page.*



# Letter from the Convocation Chair



## The Awards Banquet at Convocation 2009

raiser, a golf outing, guest excursions, and cocktail receptions. The event will conclude with our annual awards banquet to congratulate our colleagues on excellence in the field as well as the changing of administration as we install a new national chair.

You can renew your spirit and refresh your soul as you meet new friends and say hello to your peers from around the country. Anyone who has attended

Convocation previously can attest to the warmth that you will feel. You will leave with great new ideas about products, the updated MDS, marketing, mentoring, labor law, regulations, reimbursement, occupancy, rehab, Medicare coverage, leadership, and just plain old problem solving.

We have brought some speakers back by popular demand, and invited new ones to the College's national stage who promise to be dynamic and riveting. There is an array of wonderful excursion programs for you and your guests to explore the greater Philadelphia area. I promise you will receive a great value on many levels by your attendance at Convocation. We look forward to seeing you.

A handwritten signature in black ink, appearing to read "Michael Hotz".

Michael Hotz, CNHA, FACHCA  
2010 Convocation Chair  
New Jersey Chapter President

The 44<sup>th</sup> Annual ACHCA Convocation is right around the corner and you do not want to miss it! Convocation is being held May 14-18, 2010 in Philadelphia, PA. While there, you will be able to attend the best educational sessions in post acute care and assisted living while networking with your peers. There are four unique certificate programs being offered, including MDS 3.0. The Academy is also sponsoring a student poster session for future administrators to share their research in the area of long term care.

Educational opportunities are not the only reason to attend. Many vendors and business affiliates of ACHCA will be available to share developments and products currently available in long term care. We will also have our share of social events: a fun-

# Member Updates

## *ACHCA Welcomes the following new members (January - February, 2010)*

Ayodeji T. Adegoye - Palatine, IL  
Chandra Andrews-Wright - San Pablo, CA  
Johnathan W. Ashley - Gig Harbor, WA  
Ronald Berlingo - Port Chester, NY  
Gilbert T. Bromley - Philadelphia, PA  
David Miles Burkholder - Louisville, KY  
Thomas C. Caldwell - Lansdale, PA  
Lisbeth Chemesky - Oxford, CT  
Valentine N. Chukwueloka - Stockton, CA  
Steven Colarusso - Centerville, MA  
Crystal R. Cordovano - New Rochelle, NY  
Kathy Delimba - Dunn Loring, VA  
Timothy J. Donnelly - Sylvania, OH  
Jeffrey C. Ekberg - Framingham, MA  
Richard N. Flowers - Louisville, KY  
Robert S. Green - Marblehead, MA  
Korvyn R. Hansen - Traverse City, MI  
Thomas C. Hodges - Olathe, KS  
James C. Justice - Man, WV  
Alexander Kapcar - Athens, OH  
Helina Kebede - Federal Way, WA  
Patrick J. Keschl - Bridgeport, CT  
Nicole M. Kodba - Las Vegas, NV  
Raju J. Kunnath - Allentown, NJ  
Richard LaCourse - Brooklyn, NY  
David A. Lamando - Granville, NY  
Candace J. LaRochelle - Beachwood, OH  
Randy L. Lindner - Washington, DC  
Regina Loftus - Baltimore, MD  
Christopher D. Lynch - New Rochelle, NY  
Markina L. McKnight - Dayton, OH  
David S. Mercugliano - Cheshire, CT  
Heather Owens - Bowling Green, KY  
Jacqueline Pittman - Thomson, GA  
Pamela S. Predick - Delavan, WI  
Mark S. Prifogle - Brownsburg, IN  
Julia Rang - Beaver creek, OH  
Olivia M. Rozycki - North Tonawanda, NY  
Mark Sanchez - New York, NY  
Shaun Savoie - Groton, CT  
Sara M. Segall - Sanford, FL  
Jangir Sultan - Brooklyn, NY  
Krista Wagner - Bristol, CT  
Ilene B. Warner-Marion - Newtown Square, PA  
Randall G. West - Lake City, GA  
Melissa Wilkes - Akron, OH  
Diana H. Wilks - Rome, GA  
Howard Wolf - Lawrence, NY  
Kevin Wolfe - Troy, OH  
Carl K. Zimmerman - Green Valley, AZ

## *New Certified Administrators (January - April 1, 2010)*

Farez Ahmed, CNHA  
Stephanie Bonanzino, CNHA  
Michael Gagnon, CNHA  
Matthew Mauthe, CNHA, CALA  
Rey Nevarez, CNHA  
Christian Shelton, CALA, FACHCA  
Carl Zimmerman, CALA

## *Fellows (January - April 1, 2010)*

Farez Ahmed, CNHA, FACHCA  
Brian Garavaglia, FACHCA  
Jeffrey Martin, CNHA, FACHCA  
Denise Riley Okun, FACHCA  
Melanie Seamans, CNHA, FACHCA

## **Donations**

All gifts, memorials, and tributes received by ACHCA are gratefully acknowledged. They honor the individual in a special way and enable ACHCA to fulfill its mission. This issue acknowledges donations received between January 1 and February 28, 2010. Donations received after February 2010 will be acknowledged in a subsequent issue of Continuum.

Scott Belanger  
James Berg  
Lonnie Bisbano  
Susan Botdorf  
Walter Collins  
Bryan Cook  
Timothy Dressman  
Daniel Farley  
W. Bruce Glass  
Eric Hadley  
Steven Kaban  
Lillian Latham  
Kevin McMahan  
Gary Minassian  
Eli Pick  
Anthony Restaino  
Raymond Schumacher  
Daniel Suer  
Allan Swartz  
Nicholas Thisse  
Marion Thisse  
John Waldron  
Steven Wolf

# Update from the Academy



The resurgence of the ACHCA Foundation as the Academy of Long Term Care Leadership and Development has been a work of love for many. Due to the untiring efforts by many, it is now bearing wonderful fruits and drawing positive attention to ACHCA. The Academy was launched in 2007, drawing from the successes of its predecessor, the Foundation. Its mission is to advance leadership excellence in long term care administration through education, research, and development. I am proud to say that with your support, we have already achieved a great deal in a short period of time.

- The Academy has a very active and involved Oversight Committee. This committee is comprised of academic and industry leaders who work collaboratively with the ACHCA Board of Directors to implement the Academy's strategic plan. For a list of Academy committee members and the Academy Strategic plan, visit the About the Academy page at [www.achca.org](http://www.achca.org).
- The Academy has sponsored fund raisers at the past three Convocations to accomplish its goals. The Albert Slatky annual golf tournament, the "Fun"-Raiser, and the Art Auction all benefit Academy activities. The 2010 golf tournament will be held Monday, May 17, 2010 at the Valleybrook Country Club. The annual "Fun"-Raiser will be held Sunday, May 16, 2010 at Field House. To learn more about attending this year's Convocation in Philadelphia, PA, please visit [www.achca.org](http://www.achca.org).
- The Academy is currently sponsoring an array of upcoming activities including...
  - the inaugural student poster presentations at the upcoming Convocation. To learn more, visit the Meetings and Events page of the ACHCA website.
  - the 2010 Convocation keynote speaker Chip Bell, who will primarily focus on mentoring our future generation of long term care administrators.
  - the sponsorship of an Academy Fellow, housed at the University of Wisconsin Eau Claire, who will explore and promote the development of student chapters of ACHCA

- the co-sponsorship of the National Emerging Leadership Summit for Long term care Administrators concurrently with George Washington University and NAB. This Summit will be held on June 15-18, 2010 with a focus on the enrichment of leadership skills for emerging long term care administrators. Visit the Meetings and Events page of the ACHCA website to view the program details and register.
- The Academy is also actively involved in several funded grant opportunities including:
  - a pass-through grant funded by both the Commonwealth Fund and the Picker Foundation to develop a leadership book entitled: *Stability and Beyond: A Nursing Home Leaders' Guide to High Performance* By David Farrell, Cathie Brady, and Barbara Frank.
  - a Pioneer movement partner in a Picker funded initiative called Changing the Culture of Aging. This project is aimed at increasing consumers' knowledge of aging and culture change so that they can provide responsive care to both short-term and long-term stay residents in nursing homes.
  - serving as a partner in a Picker funded Project to get the word out about the successes of the Advancing Excellence Campaign.

In addition, the Academy is seeking funding to support two major initiatives:

- Our own Academy mentoring program
- An AIT best practices study

In just three years, the Academy has made great strides in promoting leadership excellence and development. Overall, it has provided the College a place in the forefront of leadership development across the continuum of long term care.

I invite you to keep abreast of Academy activities, participate in them, and to support this vital part of ACHCA with your time and resources. The Academy provides you an opportunity to stay connected to the future of leadership in long term care.

Respectfully,

A handwritten signature in black ink that reads "Larry I. Slatky".

Larry I. Slatky, CNHA, FACHCA  
Chair, ACHCA Academy of Long Term Care Leadership and Development



# Member News



Bill McGinley, CNHA, CALA, CAS, FACHCA has been named Chairman of the newly-established MetroWest Healthy Aging Commission. The appointment was announced November 30, 2009 by the Foundation's President and CEO Martin D. Cohen.

McGinley will chair a fifteen-member panel composed of elders, advocates and service providers. The Commission will, in Cohen's words, "...Come together...to answer two simple questions: 'What do we want healthy aging to look like in MetroWest in 2010?' and 'What are the steps we, as a region, want to pursue to achieve this vision?'"

He is the current president of the Massachusetts Chapter of the American College of Health Care Administrators. "I'm excited about my new task with the Commission, and honored to be asked," says McGinley.

*They give us the Thumbs Up...so will you!*

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Plan now to join  
us this Spring!  
May 14-18, 2010  
Philadelphia, PA

visit [www.achca.org](http://www.achca.org)

2010 Convocation and Exposition

**Philadelphia**



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17th Annual  
Winter Marketplace  
Las Vegas, NV

*Dates*





Now everyday purchases can add up to rewards. The WorldPoints program lets you choose from among great rewards like cash, travel, brand-name merchandise, and gift cards for top retailers.

Use your American College of Health Care Administrators Platinum Plus® MasterCard® credit card with WorldPoints® rewards, and you'll enjoy around-the-clock fraud protection, free additional cards for others you trust, and quick, secure online access to your account. Visit [www.achca.org](http://www.achca.org) to sign up today!



#### Affinity Program News

Earning CEUs just got easier. The ACHCA CE Test, published in each regular issue of Long Term Living magazine, is now available online. The College's new, electronic system will allow you to pay, take the test, and download your CE certificate in a matter of minutes, rather than days. Give the online test a try during the month of April and receive a 50% discount off regular pricing (online tests only). Simply read any of the 2010 issues of Long Term Living, then log onto the ACHCA website and select Self Study Programs from the main menu.



### **Advancing Excellence Campaign Enters New Phase That Focuses On Improving Care and Quality of Life in Nursing Homes**

The *Advancing Excellence in America's Nursing Homes* Campaign has released a guide to help consumers become partners on improving standards of care in long-term care facilities. The Consumer Tip Sheet, together with a more comprehensive Consumer Guide, provides nursing home residents and family members basic information in order for them to better understand resident care planning and overall care. Although there are many guides for choosing a nursing home already available, the *Campaign* is trying to help residents and their families ensure the best care and quality of life while in a nursing home.

To learn more about the Campaign and/or to obtain a copy of the tip sheet and guide, visit the Campaign's website at [www.nhqualitycampaign.org](http://www.nhqualitycampaign.org).

# Board of Directors & National Office

## National Office ACHCA

1321 Duke St, Suite 400  
Alexandria, VA 22314  
Phone: (202) 536-5120  
Fax: (866) 874-1585  
Email: news@achca.org  
Web: www.achca.org

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## National Staff

**Marianna Grachek**  
President/CEO  
Extension: 5671  
mgrachek@achca.org

**Michelle Berry**  
Media & Technology  
Manager michelle@achca.org

**Elizabeth Lollis**  
Customer Relations  
Associate elollis@achca.org

**Whitney O'Donnell**  
Program Services Coordinator  
Extension: 5678  
wodonnell@achca.org

**Becky Reisinger**  
Customer Relations Associate  
Extension: 6446  
breisinger@achca.org

**Karen Reynolds**  
Administrative & Customer  
Service Coordinator  
Extension: 5674  
kreynolds@achca.org

**Janet Spence**  
Director, Education &  
Professional Advancement  
Extension: 5672  
jspence@achca.org

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Please direct all payments to:

ACHCA  
PO Box 75060  
Baltimore, MD 21275-5060