

HAPPY NEW YEAR

January 2013

Volume 11, Issue 1

Save the Date

**Long Term Care
Administrator's Week**
March 10-16, 2013

**47th Annual Convocation
and Exposition**
April 12 - 16, 2013
The Omni Orlando Resort at
ChampionsGate | Orlando, FL

**Summer Leadership
Conference**
July 29 - August 2, 2013
The Fairmont Southampton
Southampton, Bermuda

**20th Annual Winter
Marketplace**
November 15-17, 2013
Hyatt Regency La Jolla
San Diego, CA

From the Chair

Dear ACHCA Members:

Compassion, Dedication, Commitment: these are just a few of the many words used to describe our profession. However, resilience is a powerful word that captures the essence of our industry and our ability to succeed. Resilience is the ability to adjust to change or misfortune. As I reflect back over my 30 year career, I am amazed at all the changes in our regulatory environment, technology, acuity levels of our patients, and reimbursement. Yet, despite all of these changes, we manage to persist and continue to take care of the elderly and disabled people that we serve.



Resilience can also be described as the ability to withstand storms, both figuratively and literally. Hurricane Sandy brought an unparalleled aftermath that is continuing today. Our colleagues in the Northeast are continuing to display courage, compassion, dedication, and most of all, resiliency. We've heard many stories chronicling the efforts of those heroes. I want to thank each of you who have spent many hours at their centers to care for those in need, in lieu of being with your families who were in great need as well.

A lot of great things are happening this year for ACHCA. With the leadership of bylaws chair Rudy Michalek and the diligent work of these committee members, great progress is being made on the restatement of the ACHCA bylaws. Please stay tuned for upcoming E-bylaws forums, which will allow members to discuss proposed changes and provide opportunities for debate. It will be important to participate in these forums as this will be our first year to vote electronically for bylaws changes. Our goal is to create a streamlined process for managing ACHCA in a changing environment. Please rest assured that the ACHCA Board will monitor and document all steps to make sure this process goes smoothly and fairly.

Chapter compliance has also been a major focus for ACHCA. Many changes have been made to position ACHCA chapters to operate as successful business entities either as independent IRS exempt organizations or under the group IRS filing of ACHCA's National Office. The staff is on standby to assist chapters as they evolve and develop.

Our finances are steadily improving and all debts will be cleared by February 2014. Membership and retention are holding steady. Our room block at the M Resort sold out and we exceeded attendance goals for the 19th Annual Winter Marketplace!

On January 14th, ACHCA, in partnership with Redilearning, will launch an Executive Leadership series entitled Navigating the ACO Network: How will it Affect Operations, Referrals, and Outcomes? These webinars can be watched on demand any time, day or night. I encourage you to participate in this worthwhile series.

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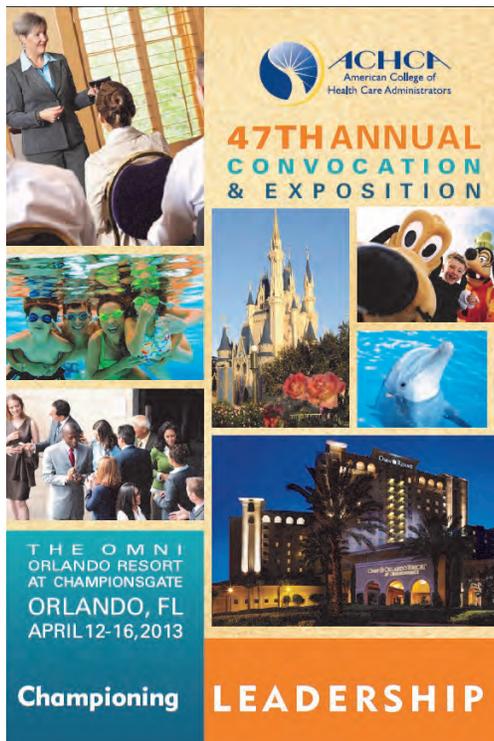
ACHCA's Academy of Long Term Care Leadership and Development continues to lead many initiatives to promote future leadership within long term care. Our mentoring initiative continues to gain momentum. Two Academy scholars will be established to help strengthen our student chapters and to assist them in networking. The Academy will also once again provide sponsorship for student poster sessions to be held during the 47th Annual Convocation and Exposition. This program will expand this year to present awards for best poster.

Finally, I would like to extend my personal thanks to all the committee members, committee chairs, Board members, ACHCA's Academy members and staff for their work and time that they have committed to accomplishing so many of our strategic goals in the first half of this year. Each of you is appreciated and I feel very fortunate to be your Chair.

Happy New Year to all!!



Roxanne L. Galloway, CNHA, CALA, CAS, FACHCA
Chair, ACHCA Board of Directors



2013 Bylaws Changes and Elections

Over 50 years ago, a small group of forward-looking pioneers who were leaders in long term care administration came together with the common purpose to establish the first national organization to serve the professional administrator. Today, as proof of their wisdom, the American College of Health Care Administrators remains the **ONLY** professional association that represents and supports the individual administrator in their service to the frail elderly and disabled.

YOU, as a full voting member of ACHCA, now have the rare opportunity to walk in the shoes of these charter members as for the first time in its history, the ACHCA is restating its Articles of Incorporation and Bylaws to guide YOUR association into the future! The world of long term care has changed radically as has the environment in which we work; it is necessary for the ACHCA to maintain organizational compliance as a national nonprofit and continue to be relevant to experienced executives in long term care administration as well as those newly entering this career.

VOTE! Be sure to encourage others in your chapter to cast their vote for the bylaws restatement and ACHCA's leadership. It is up to YOU to elect those individuals best qualified to serve YOUR association!

Voting for ACHCA elections opens **Feb 12, 2013 and concludes Mar 12, 2013**. Voting instructions will be mailed to you via postal card so watch for this important information the first week in February.

YOU have a valuable opportunity each year to be an active participant in the governance of ACHCA so don't miss this chance to be involved and have a voice in setting the future path of YOUR association by voting on its leadership and the restate Bylaws.

From the President's Desk



A Time for Expressing Gratitude

Thanksgiving is one of the most significant holidays for the United States. This time of year was selected to show gratitude for a bountiful agricultural harvest. Similar holidays or festivals occur around the world where a variety of traditions exist to express gratitude for the harvest.

In light of these holidays and traditions, this is an optimum time to express gratitude for our profession. When we consider the important and meaningful work of our long term care/post acute care administrators, the wide range of opportunities for specialization and career development, the ability to earn a comfortable living, the honor of helping residents, patients, and families through their most challenging days, and the personal satisfaction of being a health care administrator, we have many reasons to give thanks and to express our gratitude.

Take a moment to reflect: What or who has contributed to your contentment, effectiveness, and success as a professional administrator? How should you give thanks for the "bountiful harvest of accomplishments" during your career? Whom should you thank? Is there someone you should recognize, or honor for his or her contribution to your development or to our profession at large?

According to the ACHCA mission statement, "ACHCA aspires to be the leading force in promoting excellence in leadership among long-term care administrators". We value and celebrate excellence of our colleagues and of the administrator profession. We are committed to excellence in all of our endeavors — for our members, for our profession and for the organizations we serve. We are proud of the reputation that ACHCA and our members have achieved. We safeguard this distinction by demonstrating integrity and adhering to the highest ethical standards specified in our "[Code of Ethics](#)".

Honor, recognition, and celebration of long term care administrators are core concepts within our association. Our Professional Advancement programs of Certification and Advancement to Fellow provide visible distinction, acknowledgment

and recognition for those who excel in professional leadership. Beyond the Professional Advancement programs, ACHCA offers a wide range of opportunities that show honor, recognition, and gratitude for the important work and contributions of our members.

ACHCA received some great 2013 award nominations for colleagues and mentors who made an impact on our profession. Join us at the [47th Annual Convocation and Exposition](#) being held April 12-16, 2013 at the Omni Orlando Resort at Championsgate, Orlando, Florida to celebrate those who exemplify excellence in our profession and field.

I appreciate those of you who took the opportunity to nominate someone for this year's Awards program. Our Awards recognize, honor and thank individuals and groups who have given to our profession and our field.

With gratitude for all that you do for ACHCA,

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

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ACHCA
American College of
Health Care Administrators



redilearning
Transforming Senior Care Education

EXECUTIVE LEADERSHIP SERIES

**Navigating the ACO Network:
How will it affect operations, referrals, and outcomes?**

Program Objective:

Discussing the important role of ACOs in transforming our nation's healthcare system to one that delivers high quality care at lower costs.

**NAB
Approved
8.75 Hours**

**Meet
Our
ACO
Experts**



Ron Present
CNHA, CALA,
Principal,
Brown Smith Wallace, LLC



Mark Sharp
CPA, Partner,
Health Care Consulting
BKD, LLP



Eli Pick
Principal
Post Acute Innovations,
PRS Dialysis



Gina Zimmermann
Executive Director
The Joint Commission



Becky Trella
Vice President
Advocate Post Acute Network



Leah Klusch
RN, BSN, FACHCA
Executive Director
The Alliance Training Center



Ronald J. DeBellis
Pharm D., FCCP
Professor and Chair,
Dept. of Pharmacy Practice
Albany College



Mike Billings
PT, MS
President
Infinity Rehab



Robert Lane
MA, NHA, FACHCA
Managing Consultant
BKD, LLP



John Sheridan
President
eHealth Data Solutions

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Feature Article

Self-Awareness: The Basic Competency of Influential Leaders

Michael E. Frisina

Today, perhaps more than ever, leaders are looking for answers to challenges that threaten the continued, long-term viability of their organizations. Many innovative leaders have found that one solution is to improve their leadership culture. By consistently aligning leader behavior to values, you can be more effective when engaging your staff to achieve optimum performance. If leadership is everything, or so the saying goes, then leadership behavior is the singular most important predictor to organizational performance.

Think about all the people who have had leadership responsibility and authority over you. Who inspired, trusted, and encouraged you? When I reflect on this question, several teachers—from grade school to graduate school—come to mind. These teachers pushed me to try things I did not think I was capable of doing, supporting and mentoring me along the way. Now think about the people whose behaviors had a negative impact on you and your leadership development. Unfortunately, for many of us, this list includes so-called leaders, whose actions and words serve as an example of what we *do not* want to be like as a leader. One such leader from my past once made this comment: “Just remember I will always get all the credit, and you will always get all the blame.” I will never forget that comment and its destructive effect on my motivation and morale. This simple exercise emphasizes the impact that people in leadership positions have on organizational performance and the importance of having self-awareness as a leader.

Influential leaders are kind, considerate, honest, respectful, and trustworthy, among many other inspiring traits. Sadly, far too many leaders are the exact opposite, and they are unaware of how they come across to their peers and subordinates. As a result, they do not realize that their negative behavior contributes to lack of trust, loss of credibility, and the high cost of poor performance and low productivity.

By learning about the self, leaders become comfortable with their internal values, beliefs, preferences, thought processes, and emotions. They become self-managers, careful about how they present themselves and respond to the outside world. A self-aware leader then is in a better position to collaborate and connect with others.

The Performance Gap

Performance is the product of what we are *capable of doing* (technical skill) multiplied by what we are *willing to do* (motivation). In health care delivery, as in other high-risk industries, a gap between these two elements of performance can result in poor work quality that causes harm, suffering, and even threatens lives. Influential leaders are aware of these dire consequences. They hold themselves and others accountable for closing this performance gap. They model and teach the appropriate behaviors that strengthen both technical skills and motivation. A critical problem in management generally (not just in health care) is the scarcity of leaders who possess the influential leadership behaviors that propel organizations to greatness and guide their people to peak levels of performance excellence.

Focus on Behavior Skills Not Technical Skills

At higher levels of leadership (e.g., chief executives), technical skills are less important than good behavior and relationship-building ability. The reason for that is the work of senior leaders is more strategic than operational. Ask any group of subordinate managers of staff members to list the attributes they deem most necessary in their leader and you find they choose behavior skills over technical skills hands down.

Look at the number of highly capable leaders in politics, business, and nonprofit sectors who have failed. The root cause has not been their lack of talent, desire, ambition, enthusiasm, passion, agility, and other qualities. What sends these otherwise successful leaders hurtling toward the ground is their poor behavior. They become so insulated by their sense of self-worth and value that they lose sight of how they relate to others and get separated from those who can give them honest feedback. Employees' low morale, refusal to engage in their work, distrust of management, lack of motivation, and poor performance are linked to their leaders' consistent display of negative behavior.

When it comes to relationships, the challenge is that we often expect more from others than we are willing to invest. You do not get the relationships you hope for rather the relationships you are willing to work for—how people respond to you

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Feature Article (continued)

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is a function of how they experience you in your behavior. Behavior is a choice so choose wisely!

Domains of Leadership Strength

Have you ever wondered why you choose to behave a certain way? Tom Rath and Barry Conchie have classified leadership strengths into four domains: (1) executing (driver), (2) influencing (persuader), (3) strategic thinking (analyzer), and (4) relationship building, (stabilizer) to help answer this question. So what does each of these domains mean? Suppose you identify with being an “analyzer,” or someone who is good at strategic thinking. People will experience your behavior as cautious, careful, consistent, and diplomatic. It is important to recognize that each of us has a behavior preference that can be represented into one of these four domains, but we do have the ability to flex outside of our preference into other domains if we first acknowledge our own behavior preference and the preferences of others.

You determine your behavior preference by how you choose to see the world around you. Your strength domain increases your potential for success by bringing what you believe to be true from your inside into a congruent alignment to your daily outer world of life events. It shapes the essential in leading others under times of stress, change, fatigue and chaos. Our behavior strengths connect us to who we are, what we believe, and how we choose to behave.

The way you function in the critical areas of performance, such as communication, visioning, processing information, thinking creatively, and managing emotions, determines the alignment of your core values and how you choose to relate to others. Having awareness of your dominant strength as well as the other strengths in those around you is essential in leading others under times of stress, change, fatigue and chaos. Our behavior strengths connect us to who we are, what we believe, and how we choose to behave.

Influential leaders discover their individual behavior strengths and then use them when they are seeking optimal outcome in relationships and performance. Furthermore, if you are going to become an effective influential leader, you must understand the power of collaboration and connection so you can create a team composed of people who have strengths in all

four domains. In this blend and balance of strengths, you will be able to propel those around you and your organization to a higher level of performance.

The Motivation to Change

Practicing self-awareness and identifying your behavior strengths will help you manage your behavior choices and help you to form effective collaborations. Achieving the goal of effective leadership requires daily practice of managing yourself well within your behavior strength domain. This requires the motivation to change and to acknowledge *how* your behavior impacts others around you. Then you use your behavior strengths to know *why* it is you choose to behave the way you do. Knowing all of this, you now have to make a conscience choice to change those areas you discover about yourself that are hindering your effectiveness.

We all recognize that leadership is not simply a buzzword but an action, being an active participant in relationships with others in the organization. Change is rarely welcomed; it makes us uncomfortable because it forces us to make a conscience effort to do something different. Change forces us out of our comfort zones and long held standard practices and mental models. In effectively leading others we must acknowledge as Jim Collins said that “good is the enemy of great.” We cannot create great organizations and become great leaders if we are unwilling to change those elements of our behavior that we accept as good enough.

Influential leadership is a full time, daily pursuit. Peak performers are committed not only to their success but to the success of others. They support and encourage others around them and do what they can to help them achieve their goals and succeed in the pursuit of their mission. Self-awareness helps us understand how our behavior impacts others, and identifies our behavior strengths. In this process we discover why it is we behave the way we do. Knowing all of this we become empowered with a purpose and the motivation to change. Remember the words of John Maynard Keynes, “that the hardest thing is not to get people to accept new ideas; it is to get them to forget the old ones.” If you want to become an influential leader, you must change the elements of your behavior that may be “good enough” but are holding you back from great personal and professional achievement.

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Feature Article (continued)

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Michael E. Frisina, is an internationally recognized leadership expert, speaker, and author. He has developed leaders and organizational teams worldwide. Every year he speaks to national and international healthcare organizations, non-profit organizations and audiences as diverse as engineers to organ procurement organizations. He is a featured speaker for the American Hospital Association, The American College of Health Care Executives, The

Joint Commission, and The South Carolina Hospital Association. His work in healthcare leadership, safety, and quality has been recognized by The Joint Commission in their publication, *Doing the Right Things Right*. He is the author of *Influential Leadership – Change Your Self, Change Your Organization, Change Health Care*.

Suggested Reading List

Bennis, W., and B. Nanus. 1985. *Leaders: The Strategies for Taking Charge*. New York: Harper-Collins.

Covey, S. M. R. 2006. *The Speed of Trust: The One Thing That Changes Everything*. New York: Free Press.

Goldsmith, M. 2007. *What Got you Here Won't Get You There*. New York: Hyperion.

Lencioni, P. 2002. *The Five Dysfunctions of a Team*. San Francisco: Jossey-Bass.

Pearson, C., and C. Porath. 2009. *The Cost of Bad Behavior*. New York: Penguin Books.



Advancing Excellence has selected nine goals and developed new resources to help you get started on your quality improvement projects. These goals focus on issues that are meaningful to nursing homes, leadership, staff, and residents. The [Circle of Success](#) provides a step-by-step framework, beginning with *Explore Goals*. This framework will guide you through any quality improvement project. [Click here](#) for a complete review of the nine new goals and fresh resources that are available for use.

The Mission of the Advancing Excellence in America's Nursing Homes Campaign is to help nursing homes achieve excellence in the quality of care and quality of life for the more than 1.5 million residents of America's nursing homes. To learn more about the campaign, visit their website at <http://www.nhqualitycampaign.org/>

ACHCA is a founding member of the Advancing Excellence Campaign.

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.

47th Annual Convocation & Exposition



ACHCA
American College of
Health Care Administrators

April 12 - 16, 2013 • Omni Orlando Resort at ChampionsGate • Orlando, Florida



Championing Leadership • Family Fun in the Sun

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- ◆ Early Bird Registration & Member Discounts
- ◆ Special ACHCA Room Rate at the Omni Orlando Resort at ChampionsGate
- ◆ More Than 60 Hours of Educational Sessions
- ◆ Awards Luncheon
- ◆ Albert and Allen Slatky Memorial Fundraiser to Benefit the ACHCA Academy
- ◆ Exhibit & Sponsorship Opportunities

STAY TUNED for more information!

Visit the Events Page at www.achca.org

Conference Update



As your 2012-2013 National Conference Planning Committee Chair, I extend my appreciation to all of you who participated in our 2012 Winter Marketplace held at the M Resort and Spa in Las Vegas, NV November 30 - December 2, 2012. The 19th Annual Winter Marketplace provided superb education as well as quality networking. The new location, located off of the Las Vegas strip, was well received and the meeting was moved to

an earlier date to avoid competing with the winter holidays. Preliminary indications reveal that this conference was a great success both in attendance and vendor participation as we exceeded revenue goals in both of these areas. Mark your calendars for the **2013 Winter Marketplace** which will be held at the Hyatt Regency La Jolla in San Diego, CA on November 15 – 17, 2013. Winter Marketplace is moving to San Diego to accommodate the 48th Annual Convocation and Exposition to be held in Las Vegas April 4 – 9, 2014 .

As we begin to move ahead on preparations for our [47th Annual Convocation & Exposition](#), scheduled for April 12-16, 2013, at the Omni Orlando resort at Championsgate in Orlando, Florida, keep an eye out for upcoming promotions for the many opportunities that make Convocation a unique event. The National Conference Planning committee is preparing some exciting activities and a top notch educational agenda. Mark your calendars to attend this annual meeting planned for you by your colleagues and peers.

I look forward to seeing you in Orlando in April!

Stefan H. Fromm, CNHA, FACHCA
2012-2013 National Conference Planning Committee Chair

Want to Advertise in Continuum?

Continuum is digitally distributed to members quarterly with a printed Spring issue. Choose from a full, half and quarter page advertisement. For a complete list of marketing and sponsorship opportunities, [click here](#). For more information and pricing, email achcamarketing@achca.org



Michael E. Frisina presented the Keynote Session at the 19th Annual Winter Marketplace.



During breakfast and refreshment breaks, attendees visited with exhibitors to learn about current LTC products and services.



Attendees shared LTC challenges and were provided solutions at the Idea Exchange Session during Winter Marketplace.

Engaged Employers Article

Engaged Employees Deliver Person Centered Care

David Farrell

Getting and keeping your staff engaged requires that leaders consistently take action. Employee engagement is more than staff satisfaction. Staff who are truly engaged in their jobs consistently make an extra effort to deliver person-centered care. An engaged employee chooses to make patients and their family members feel cared about. In addition, engaged employees positively influence other staff members around them to deliver person-centered care. It's leaders who trigger staff engagement. We have a growing body of evidence-based practices of leaders who consistently influence staff to go above and beyond their job description to make the residents and others feel cared about.

How do we trigger this type of engagement from our employees? Simple strategies can be implemented and go a long way towards staff satisfaction.

Employee's schedules and assignments matter a lot to them.

Make sure that work schedules and assignments are clear, fair, well organized and that the monthly schedule is posted 10 days in advance of the start of a new month. Always utilize consistent assignment of the staff to the same units (neighborhoods) and patient assignments. A four days on and two days off schedule is proven to be the best for both staff and management. Call staff at home to inform them if their schedule changes. Always meet with groups of the staff, as well as one-on-one meetings, to discuss any schedule changes in advance of the change.

Keep everyone safe.

Through word and deed, employees' should clearly see that management is committed to keeping the staff healthy and safe. Daily checks are to be made to ensure that you have ample, functioning resident transfer equipment. During rounds, ask staff if the equipment is functioning and if they can safely take care of their residents today. Ask about the availability of the transfer equipment and if there is enough. Hold safety team meetings. Conduct skills checks. Recognize safe behavior.

Regularly tell the staff that you care about them.

For our staff to know how much we care, we have to say it. Many of us assume that the staff must know that we care. However, if we never say it, do they really know? Say, "You know...I probably don't say it enough, but I want you all to know that I really care about all of you. I want you to feel great about working here. And I'm committed to do all that I can to achieve that goal." Use your own sincere words, but be sure to say it.

Communicate with the staff and reward people when goals are achieved.

If you want an engaged workforce – then you have to increase your verbal and written communication with the staff. In addition, you need to consistently hold quality Community or All Staff meetings. These are generally held the first or second pay day of the month. If employee engagement (customer service) is a problem in your nursing home, then you should hold two of these meetings each month.

At the community meeting, consider focusing on these areas:

- Announce staff birthdays – announce them and hand them flowers.
- Employee safety is discussed and a raffle is held. Accidents are reviewed and prevention plans are announced.
- Employee of the month is announced at the meeting.
 - Employee receives \$100 and a plaque and a parking spot. Also, they are honored on a hanging plaque that honors all of the winners of employee of the month for each year.
 - Rookie of the month is announced at the meeting.
 - Employee receives \$50 and a plaque and a parking spot. Also, they are honored on a hanging plaque that honors all of the winners of the rookie of the month for each year.
- Staff commitment through longevity is honored by announcing anniversaries. Again, small gifts are offered to these staff members.
- Employee attendance is addressed and those with perfect attendance are acknowledged. A raffle is held for 3 \$50 gift cards. Only those meeting the attendance standard are included in the raffle.
- Clinical measures are reviewed. Exceeding standards results in a raffle of another 3 \$50 gifts cards.
- Business results and customer satisfaction scores and reviewed. Great outcomes result in another 3 \$50 gifts cards being raffled off to the staff.

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Engaged Employers Article (continued)

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Say - "Thank You."

Twice per month, stop the morning meeting and pass out blank "thank you" cards and have the department managers write "thank you" cards to employees. Mail the cards to their homes. Bring schedules with you to the meeting in case a department manager needs help spelling someone's name. Keep a list handy of all of the employees' birthdays and their date of hire. Announce these dates at the morning meeting so that individuals can be acknowledged on the dates that are important to them.

Implement the Coffee Clutch program.

These meetings are effective because they allow the staff to get to know their leaders better. In the process, they get to know each other better. One of our jobs is to trigger respectful relationships among the staff and Coffee Clutch is an effective way to do so.

Conduct frequent and effective rounds.

Take the time to visit with and talk with the staff. Ask the staff questions and act on the information they provide. Ask staff, "Is anything frustrating you today?" Go into resident rooms, the shower rooms, utility rooms, kitchen, laundry and offices in order to ensure everything is in order. Model the behavior you hope to see in your top employees. Be a positive force. Energize the staff to perform better by your presence and influence. Keeping employee morale up requires a constant effort. These types of consistent and sincere gestures of caring for and listening to the staff help to put them at their best.



It is the small gestures that make the biggest impact with regards to staff satisfaction. What are you doing to improve your employees engagement?



David Farrell, M.S.W., L.N.H.A., is a licensed nursing home administrator who has spent his entire career in the long-term care profession. He started as a certified nursing assistant in order to earn extra money while attending college. That experience inspired him to pursue a Master's degree in Social Work with a concentration in Gerontology and Administration from Boston College. In the 25 years he has served

as a nursing home administrator, David has advocated for patient-centered care using quality improvement practices. A published author and member of the Board of Directors at the Pioneer Network, his book, *"Meeting the Leadership Challenge in LTC: What You Do Matters!"* co-authored with Barbara Frank and Cathie Brady, has received widespread acclaim. Currently, David is the Director of Organizational Development and Regional Director of Operations for SNF Management.

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Currently available:

- Accountable Care Organizations 'ACO' Series
- Zone Program Integrity Contracts (ZPIC Audits)
- CEO Leadership Panel (2012 Convocation)
- Quality Assessment and Performance Improvement
- MDS 3.0
- Census Development

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Mentoring & Academy

Mentoring Update

As ACHCA's National Mentoring program concludes the first year of formal mentoring, we have a lot of exciting things going on! Our mentors and protégés have been meeting at a minimum of once a month and are moving forward accomplishing their goals set in May 2012 during Convocation. During the month of January, mentors and protégés will get the opportunity to complete ACHCA's first mentoring eLearning course. This course will provide interactive instruction with Dr. Chip Bell, a leading expert in the area of mentoring.

Our mentors are well on their way to earning their mentoring credential. Beginning in February 2013, mentors who have completed the required continuing education in the area of mentoring will receive a certificate from ACHCA identifying them as a credentialed mentor.

Are you ready to be involved? ACHCA is currently accepting applications for both [mentors](#) and [protégés](#). To review required qualifications, please visit the [mentoring section](#) of the ACHCA website. Applications will be accepted through **January 31st, 2013**. *Please note: all current mentors will need to complete the online application indicating their interest to continue in the program.*



Jerome Demmings, past President of the Ohio Chapter, shows his Certificate of Lifetime Membership in the Academy

Academy Promotion and Chapter Life Membership Gift Recipients

As we begin 2013, make sure that you consider a donation to ACHCA's Academy of Long Term Care Leadership and Development. The Academy, in support of the mission of the American College of Health Care Administrators, advances leadership excellence in long term care administration through education, research, and development. The Academy provides a focus in the following areas...

- **Education:** The Academy collaborates, endorses, and provides educational programs on leadership.
- **Leadership Development:** The Academy coordinates & supports leadership development initiatives.
- **Research:** The Academy and its members identify, provide and support opportunities for research studies.

While focusing on these three areas, the Academy has supported numerous initiatives such as the Mentoring Program and the National Emerging Leadership Summit, to advance long term care leadership.

A lifetime membership within the Academy is also a great way to recognize an outstanding colleague. The Academy thanks the following chapters for their gifts of lifetime memberships to the Academy:

- ◆ Massachusetts Chapter – Lifetime Membership for Les Klout
- ◆ New Jersey Chapter – Lifetime Membership for James Caron
- ◆ Ohio Chapter – Lifetime Membership for Jerome Demmings

To learn more about the Academy or to donate today, visit the [Academy page](#) of ACHCA's website.

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Chapter & Member News

Chapter News

Congratulations to the **Oklahoma Chapter** on the launch of their new website in October 2012. [Click here](#) to visit the website.

The **Connecticut Chapter** will present "Med B Therapy Caps" on Wednesday, **January 16, 2013** from 8:30am - Noon at the Crowne Plaza Hotel and Conference Center in Cromwell, CT. [Click here](#) for program and registration information.

The **New Jersey Chapter** will present NJACHCA Administrator Survival Guide for 2013 on **January 24, 2013** from 9:00am - 4:00pm at Arista Care of Cherry Hill, NJ. [Click here](#) for the brochure and registration information.

The **Connecticut Chapter** will hold the CT ACHCA Board of Directors' Meeting on **February 6, 2013** at 8:00am at CAHCF in East Hartford, CT. Chapter Members welcome! Please RSVP to Kathy Pajor at kpajor@beechwoodrehab.net.

District 3 will hold its 5th Annual District Meeting on **February 20-22, 2013** at the Rising Star Casino & Resort in Rising Sun, Indiana. For more information contact District 3 Director, **Cydney Bare, CNHA** at cbare1580@aol.com.

The **Massachusetts Chapter** will hold their Annual Meeting, Conference & Trade Show on **March 6, 2013** at the Sheraton Hotel & Conference Center in Framingham, MA. [Stay tuned](#) for more details.

The **New York Chapter** will hold their annual conference **March 10-13, 2013** at the Villa Roma Resort & Conference Center in Callicoon, NY. Visit the [New York Chapter website](#) for additional details as they become available.

Save the Date: The **Connecticut Chapter** will hold their annual meeting on **March 20, 2013**. Stay tuned to the [Connecticut Chapter website](#) for more information.

The **New Jersey Chapter** will hold their Annual Meeting and DOH Update on **March 28, 2013** in Jackson, NJ. Visit the [New Jersey Chapter website](#) for additional details as they become available.

New Certified Administrators (July 1, 2012 - September 30, 2012)

Manuela Barney, CNHA, CALA
Jose Rojas Fernandez, CNHA, FACHCA
Kathryn Manger, CNHA, FACHCA
Dianna Shaw, CNHA, CALA
Dan Stockdale, CNHA, CALA
Michael Thomas, CNHA

Advancement to Fellow (July 1, 2012 - September 30, 2012)

Jose Rojas Fernandez, CNHA, FACHCA
Theresa Sanderson, FACHCA

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. You may also apply for recertification and pay online at ACHCA's website.

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 (FACHCA). 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. For more information including the application, [click here](#) or e-mail education@achca.org.

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. Contact Janet Spence with questions at jspence@achca.org

Member News (continued)

Member News

Kudos to **Bill Bogdanovich, CNHA, CALA, CAS, FACHCA**, President and CEO of Broad Reach Healthcare/Liberty Commons. Broad Reach has once again been named to the Top Workplaces in Massachusetts, marking this its fifth consecutive year to receive such recognition. [Click here](#) to read the article.

Congratulations to **Phillip Donnelly** of the West Virginia Chapter, Administrator of Clarksburg Nursing and Rehabilitation for receiving a deficiency free annual survey.

The U.S. Centers for Medicare and Medicaid Services (CMS) have been promoting an initiative to reduce the anti-psychotics quality measure by 15% by the end of 2012. The state of Ohio is involved in this initiative through creation of a steering committee of stakeholders. Dr. Mary Applegate, Medicaid Medical Director, Director of Aging Bonnie Kantor-Burman, and ACHCA Immediate Past Chair **Tim Dressman, CNHA, CALA, FACHCA** of St. Leonard are co-chairs of the committee. Congratulations on your appointment, Tim!

Congratulations to ACHCA Immediate Past Chair **Tim Dressman, CNHA, CALA, FACHCA** and the staff of St. Leonard Franciscan Living Community in Centerville, Ohio. They were recently selected as Long Term Living's 2012 OPTIMA Award winner. To read the full article, [click here](#).

On October 10, **Phil DuBois, CNHA, FACHCA**, and his wife Karen finalized the adoption of their two sons, Shane (7) and Kaden (5). Phil is a Past President of the Maine Chapter and a faculty member in Long Term Care Administration at St. Joseph's College.

Congratulations to our Board Chair, **Roxanne Galloway, CNHA, CALA, CAS, FACHCA**, who was recently featured in *McKnight's*. [Click here](#) to read the article.

Our deepest sympathies to **Rick Gamache, CNHA, FACHCA** on the passing of his wife Kirsten.

District 4 Director, **Eric Hadley, CNHA, CALA, FACHCA**, represented ACHCA at the CMS QAPI Stakeholders Meeting at CMS in Baltimore on September 14, 2012.

District Director **Phil Jean, CNHA, FACHCA** has been appointed to the NAB NHA exam committee for a one year term. Congratulations, Phil!

Kudos to WV member **Bill Kuhn** who has been named Administrator of Braxton Health Care Center in Sutton, WV. Bill has been with the facility since 2007 and was promoted to Assistant Administrator in 2008 after completing his AIT.

Best wishes for a speedy recovery to **Kathy Pajor, FACHCA**, President of the Connecticut Chapter.

Congratulations to **Tony Restaino, CNHA, FACHCA** and **Larry I. Slatky, CNHA, FACHCA** for achieving a deficiency free DOH survey for A Holly Patterson Extended Care Facility in East Meadow, New York.

Congratulations to **Molly Savard, CNHA, FACHCA** on the birth of her granddaughter, Avery.

Congratulations to our Board Treasurer, **Dan Shields, CNHA, FACHCA**, who accepted a new position in Colorado in the spring. We wish Dan the best of luck in his new role!

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.

Acknowledgements (of 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 July 1, 2012 and September 30, 2012. Donations received after September 2012 will be acknowledged in a subsequent issue of Continuum.

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Kamran Chaudhry
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Kelly Pruitt
Jon Rarick
Kenneth Reynolds
Frances Scogna
Marion Thisse
Nicholas Thisse
Margaret Mary Wagner
Steven Wolf

New Members

ACHCA Welcomes the Following New Members (July - September 2012)

Heather Aaron – New Haven, CT
Eugene Amar, Jr. – Hawi, HI
Diana Anderson – Lakeside, AZ
Sally Arnaud – Castle Rock, CO
Angela Atkinson – Charleston, SC
Cindi Barry – Rochester, NY
Kristofer Berntsen – Palm Beach, FL
Kenneth Bittman – Verona, NJ
Andrea Bodziony – Lakewood, OH
Sunday Boles – Columbia, SC
Vlad Bolsakov – Vista, CA
Andrea Bouchard – Belfast, ME
Robert Boyd
Rikki Brady – Decatur, IL
Deborah Brand – Chesapeake, VA
Jason Bucher – Cameron, WV
Dustin Bump – Washington, DC
Shirley Cabildo – Bedminster, NJ
Barry Cagle – High Ridge, MO
Silvana Cantarini – Topsham, ME
Linda Carberry – Wrentham, MA
Katie Carr – Gray, GA
Sherry Cira – Waterton, WI
Lisa Collie – Brooklyn, NY
Rebecca Cooley – Mt. Sterling, KY
Shannon Coro – Oakland, ME
Shelda Cox – Hinton, WV
Frank Dano – Island Park, NY
Andrew Dixon – Hamilton, OH
Deborah Dooley – Forest Grove, OR
Harish Doshi – Aurora, IL
William Dotson – Norwalk, OH
Pam Elbert – Urbandale, IA
Rean Enriquez – Athens, NY
Jennifer Faber – Woodmere, NY
Marina Ferrer – Westfield, NJ
Daryce Fields – Bellwood, IL
Cristina Flores – San Bruno, CA
Steven Frisch – Okatie, SC
Katie Gladden – St. Albans, VT
Christi Gomez – Tempe, AZ
Kelly Gorham – Bailey, NC
Rick Guthrie – Portland, OR
Steven Hall – Worcester, MA
Edward Harfst – Belvidere, NJ
Tandie Hastings – Guthrie, OK
Yael Herman – Suffern, NY
Douglas Hopkins – Katy, TX
Norita Howard – Hartford, CT

Walter Johnson – Arlington, TX
Terry Johnson – Waterville, OH
Kathy Jones – Shelbyville, KY
Kenneth Keegan – Moorestown, NJ
Gregory Keochak – Amherst, MA
Marvin Kittrell – Columbia, SC
Annamarie Koory – Toledo, OH
Virginia Leacock – Tucson, AZ
Mariano Lepori – Washington, DC
Jennifer Lindley – Pensacola, FL
Jon Look – Tawas City, MI
Shannon McArthur – La Crosse, WI
Rhonda McDonald – Cross Lanes, WV
Jim McWhirter – Oklahoma City, OK
Nicolette Merino – Wilsonville, OR
Kimberly Milbocker – Douglas, MI
Deb Mills – Fort Wayne, IN
Katelyn Morrison – Crivitz, WI
Mary Muggli Weimer – Miles City, MT
Betty Mullin-DiProsa – Rochester, NY
Kabir Nain – Hartford, CT
Tina Nam – Washington, DC
Mary O'Connor – Agawam, MA
Sarah Ostrow – Cincinnati, OH
Itohan Otote – Orlando, FL
Alyssa Pischel – North Muskegan, MI
Kathy Pollard – Canaan, CT
Stacey Pontoriero – Linden, NJ
Stephanie Price – Great Meadows, NJ
Sharon Prince-Moore – Trussville, AL
Amy Richardson – Eau Claire, WI
Margaret Roberts-Brown – Cleveland, OH
Xavier Robinson – Washington, DC
Margot Roedel – Caro, MI
Melanie Roshon Bush – Fairfax, VA
Tonya Rosser – Elkhorn City, KY
Courtney Ryan – Cincinnati, OH
Rhonda Saunders – Baldwin, MS
Terry Schollmeier – Bryan, OH
John Schuster – Danbury, CT
Linda Sebenaler – Thief River Falls, MN
April Secor – Farmington, NM
Neena Shaheen – Toledo, OH
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Lauren Sims – Washington, DC
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Steven Smyth – Albertson, NY

Vakesia Somerville – Union City, TN
Stephen Sporn – Williamsville, NY
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Patricia Steuwe – Britton, MI
Durena Stinson – Summerville, SC
Ashley Strain – Genoa, NE
Eric Strother – Glen Allen, VA
Chad Sutcliffe – Belmont, MI
Angie Szumlinski – Ann Arbor, MI
Shari Terry – Elkhorn, NE
Tammie Thacker – Lucasville, OH
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Donielle Weatherholtz – New Market, VA
Theresa Weitkamp – Loogootee, IN
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Karen Wilkinson – Tustin, CA
Emily Williams – Cynthia, KY
Kerrian Williams-Simpson – Hyatsville, MD
Terry Willis – Richmond, KY
Rosalind Wright – Fort Washington, MD
Darlene Yee-Melichar – San Mateo, CA
Courtney Young – Meriden, CT
Cecile Zeringue – Newark, DE
Stephen Zimmerman – Alameda, CA

Keep Your Contact Information Updated

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

ACHCA Logo Merchandise



YOU can 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. [Click here](#) for store instructions.

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.



Membership Renewal

As a member of ACHCA, you receive **discounts** on your registration for Winter Marketplace, Convocation and other educational offerings. This is just one of many **benefits** you receive as a member. **Renew** your membership to continue receiving these benefits.

If you have questions about your membership or renewal date, email membership@achca.org



ACHCA
American College of
Health Care Administrators



ACHCA's Summer Leadership Conference
July 29 - August 2, 2013
The Fairmont Southampton | Bermuda

Stay tuned for program and registration information - www.achca.org
Sponsorship opportunities available, contact achcamarketing@achca.org

ACHCA Partners

ACHCA Welcomes Our Newest Member Benefit Partner

VANCARE, Inc, the leading American manufacturer and source of Safe Patient Handling and Movement (SPH&M) technologies, in Aurora, Nebraska.

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VANCARE is backed by a dedicated staff in Nebraska and a nation-wide team of full-service Distributors providing local product evaluation, sales, inservice training, parts and service.

ACHCA members receive 10% discount off the purchase of Vancare Products!

[Click here](#) to visit **VANCARE's** website. [Click here](#) to contact your local distributor - *identify yourself as an ACHCA member and receive 10% off your purchase.*



Without our Business Affiliate Members, Member Benefit and Affinity Partners, ACHCA could not offer many of its valuable member benefits. Please get to know them and consider them first when purchasing products or developing new business relationships. As always, a complete list of our [Business Affiliate Members](#) and [Partners](#) is located on our website.

Click on the Affinity or Member Benefit Partner to take advantage of special offers and discounts available to ACHCA members. [Click here](#) for more information about ACHCA's Partnership Programs.

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Business Affiliate Members

As the premier association for long term care administrator professionals, ACHCA offers businesses and organizations unique access to the long term care community. As an ACHCA **Business Affiliate Member**, companies have the opportunity to interact with long term care leaders and stay on top of industry issues. For more details on the benefits of a Business Affiliate Membership, [click here](#).

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